



**Waka Kotahi tauākī whakamaunga atu**  
Waka Kotahi NZ Transport Agency  
statement of intent  
2021-26

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**Waka Kotahi NZ Transport Agency**

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Ko te moemoeā o Te kāpehu  
ko te whakarite i tētahi pūnaha  
waka whenua e hono ana i ngā  
tāngata, ngā hua me ngā wāhi  
mō tētahi Aotearoa whai hua.

# Kupu whakataki

## Introduction

Mā tēnei tauākī whāinga e whakaatu ka pēhea tā mātou whakatinana i te moemoeā o tō mātou anga rautaki hōu, a Te kāpehu. I waihangatia e mātou a Te kāpehu hei whakautu i ngā panonitanga hōu ki o mātou taiao rautaki, mahi hoki, tae atu hoki ki te tukunga o Te Tauākī Kaupapa Here a te Kāwanatanga mō ngā waka whenua 2021/22 - 2030/31 (GPS 2021), ā mātou mahi hōu, pai ake hoki otirā he hua o ngā panonitanga ā-ture i te 2020, me ngā pānga o te KOWHEORI-19.

E whakamārama ana a Te kāpehu i tō mātou tūnga me ō mātou wawata i roto i te pūnaha waka whenua whānui. E whakatakoto ana hoki he aha ngā āhuatanga e whāia ana e mātou hei rōpū whakahaere, me pēhea e tutuki ai, ā, he aha tō mātou pūtaketanga. Ko te moemoeā o Te kāpehu ko te whakarite i tētahi pūnaha waka whenua e hono ana i ngā tāngata, ngā hua me ngā wāhi mō tētahi Aotearoa whai hua. E whakatakoto ana a Te kāpehu i ngā putanga pūnaha e whā e hiahiatia ana e whakatinanatia ai tēnei moemoeā. Kua hangaia e mātau he anga mahinga hou hei aroturuki i tā mātou ahu whakamua ki te whakatinana i tō mātou moemoeā me ngā putanga o te pūnaha. Kei te whakarite hoki mātou i tētahi tauira whakahaere hōu, Tō mātou mahere, hei tautohu i ngā nekehanga ā-whakahaerenga hei whai mā mātou hei ki te kawē i a Te kāpehu.

Kua whakahāngaitia ā mātou putanga pūnaha e whā (haumarū, toitū ā-taiao, te neke whaihua, tōtika hoki i te tangata me ngā rawa, me te whakatutuki i ngā matea o nāianeī, anamata hoki) ki te Anga Putanga Ikiiki me ngā whakaarotau rautaki o te GPS 2021. E whakaū ana anō te GPS 2021 i ngā whakaarotau matua a te kāwanatanga o te haumarutanga me te whakarato i te utu ngāwari me te āheinga hoki ki te pūnaha ikiiki e āhei ai te katoa ki te whakauru atu ki ngā ratonga waiwai. E whakapakari ana i te pūmautanga o te kāwanatanga ki te ikiiki momo-maha, te toitūtanga me te whakarite i ngā hononga rawa pai ake.

Mā Te kāpehu e ārahi i tā mātou urupare ki ētahi panonitanga ture i te tau 2020 i tuku ki a Waka Kotahi ngā mahi hōu, pai ake hoki. Kei roto i tēnei ko te waihanga i tētahi tūranga Kaitohutohu o Waka Kotahi hei whakapakari i ngā mahi kaupapa here me te whakarato i te takohanga pai ake, te motuhaketanga, me te aronga tahi ki te āhua o te whakatinana a Waka Kotahi i tōna mana ā-ture, āna mahi me ngā whakataunga take. Kei roto hoki i ngā panonitanga ture tētahi tūranga haumi huarahi tereina hōu mō Waka Kotahi me tētahi toronga o te taumahi ikiiki tūmatanui a te tari kia uru atu te tirohanga whānui i ngā maheretanga ikiiki tūmatanui, ngā whakahaerenga, te whakatinanatanga me te tukunga ā-motu.

Ka arahina hoki mātou e Te kāpehu i roto i ā mātou whakatau i ngā pānga inati o KOWHEORI-19 i runga i te pūnaha ikiiki. E pūmau ana mātou ki te mahi tahi me ō mātau hoa haumi ki te whakarite kia noho tā mātou haumitanga ki te pūnaha ikiiki whenua hei kaupapa matua ki te tautoko i te oranga ake i te ōhanga o Aotearoa.

Ka whakaute a Waka Kotahi i Te Tiriti o Waitangi, ā, ka haere tonu ngā mahi tahitanga ki te Māori hei tuitui i ngā hononga pakari, whaitake, mauroa hoki e tutuki ai ngā putanga whai hua ki ngā taha e rua. E arahina ana mātou e Te Ara Kotahi, e whakarato ana i tō mātou ahunga rautaki mō te mahi tahi me te urupare ki te Māori hei hoa Tiriti ki te Karauna. Ko te moemoeā o Te Ara Kotahi, kia mahi tahi a Waka Kotahi me te Māori kia angitu ai mō te painga o Aotearoa. E tohu ana te ingoa o Te Ara Kotahi i te ara e hīkoitia ngātahitia e te Māori me te Karauna i tūmanakotia e Te Tiriti. E tohu ana hoki i te kotahitanga, me te whakaurunga o ngā ahurea katoa hei tūāpapa o Te Tiriti.

Mā Te kāpehu me Te Ara Kotahi mātou e āwhina kia anga whakamua ki tētahi pūnaha ikiiki moroki nui e whakapai ana i te orange o ngā tāngata katoa o Aotearoa. E pūmau ana mātou ki te whakatipu i ngā hononga pakari, mauroa hoki ki te Māori, ā, ka whakauru hoki mātou ki ngā hapū me ngā iwi i runga i ngā mahi ka pā pea ki a rātou me ō rātou hiahia. E mōhio ana mātou he mahi nui tā mātou ki te mahi ngātahi me te Māori, ō mātou hoa haumi me ētahi atu tari kāwanatanga ki te rapu i ngā āheinga e pai ake ai te urupare ki ngā wawata o te Māori.

I a mātou e ārahitia ana e ō mātou tikanga me Te Ara Kotahi, ka mahi ngātahi mātou ki ngā iwi me ō mātou hoa haumi kei ngā kaunihera me te kāwanatanga ki te hanga i tētahi pūnaha ikiiki haumaruru, toitū, āheinga, ngāwari hoki ki te whakamahi. Waiwai ki ēnei kōrerorero ko te mahi ngātahi me ō mātou hoa i runga i tētahi pūnaha ikiiki whakauruuru me ngā maheretanga mokowā e pai ake ai te tūhonohono i ngā hāpori me te whakaiti i te matea ki te hāereere. Mā tēnei e āwhina i ngā tāngata ki te noho pai, te mahi, te tākaro hoki i te takiwā e noho ana rātou me te āwhina i a Aotearoa ki te whakawhiti ki tētahi pūnaha ikiiki whenua waro-iti, haumaruru, hauora hoki.

E tutuki ai ngā whāinga o te kāwanatanga mō te taiao, me mahi tahi me ō mātou hoa ki te whakawhanake i ngā ara mō te tangata kia noho tūhonohono i te wā e whakaiti ana i ngā puhanga waro. Ko te tikanga me whakawhanake i ētahi āhuatanga hīkoi, pahikara hoki e haumaruru ana, e tūhono pai ana, e māmā ana ki te whakamahi; e whakarite wāhi ana i roto i te pūnaha mō ngā ara hōu o te neke haere pēnei i te nekehanga-moroiti; me te whakapai i te āheinga ki ngā ratonga ikiiki tūmatanui horopū ake, auau ake hoki. Ka mahi tahi hoki mātou me ō mātou hoa ki te whakatinana i ngā mahere neke aratau ā-wāhi, hei tautohu hoki i ngā āheinga hei whakamahi i ngā whakaritenga kawenga tāone hei whakapiki i ngā putanga ikiiki.

I te mutunga o Kohitātea 2021, i tukua e te Kōmihana Panoni Āhuarangi tana tohutohu hukihuki mō ngā mahere pūtea puhanga waro me te kaupapahere whakaiti puhanga. Nā te mahi ikiiki ka puta tōna 20 ōrau o ngā puhanga haurehu kati mahana i Aotearoa, ā, ko te nuinga o tēnei i ahu mai i te rāngai waka whenua.

Ko ētahi whakahau e toru mai i te tohutohu hukihuki a te kōmihana, kia whanaketia tētahi hononga ikiiki whakauruuru ā-motu hei whakaiti i ngā haerenga mā ngā waka tūmataiti me te whakapiki i te mahi hīkoi, te eke pahikara, me ngā aratau tohatoha waro-iti me ngā ikiiki tūmatanui; te whakahohoro i te whakamahinga o ngā waka hiko māmā; me te whakapiki i te whakamahinga o ngā hinu waro-iti (hei tauira, te hauwai me ngā kora koiara) mā ngā tereina, ngā kaipuke, ngā taraka nunui me ngā waka rererangi. He whānui te hāngai o ēnei whakahau ki tā mātou mahere mahi toitū a Toitū te taiao, me te whakakaha i te mahi waiwai a te rāngai waka whenua i te whakaitinga o ngā puhanga haurehu kati mahana.

E ārahitia ana ā mātou mahi haumarua huarahi e Road to Zero, te rautaki haumarua huarahi a te kāwanatanga e whakatakoto ana i tētahi whāinga whānui o te whakaiti i ngā matenga me ngā wharanga kino mā te 40 ōrau hei te 2030. Ko tō mātou pūmautanga ko te mahi me ō mātou hoa – ngā iwi me ngā kaunihera – ki te whakarite i te taenga o ngā tāngata me ngā rawa ki ngā wāhi e hiahiatia ana mā te pūnaha waka whenua. Ka whai wāhi mātou ki te pūnaha ikiiki haumarua mā te whakapai i ngā huarahi me ngā tahataha, te mahi ki te panoni i ngā whanonga kaiwhakamahi huarahi, te whakahau i te iwi ki te hoko i ngā waka haumarua ake me te whakauru i ngā tepenga tere haumarua ake. I raro i te Mahere Mahi Road to Zero, 15 ā mātou whakaarotau haumarua huarahi hei tuku i mua o te 2022.

Ka haere tonu ā mātou mahi whakatinana i a Tū ake, tū māia, tā mātou rautaki waeture e mahi haere ana ki tētahi pūnaha waeture e haumarua ana, e whai hua ana, e tōtika ana, ā, e mahi pai ana mā te katoa o Aotearoa. He waiwai tā mātou mahi kaupapa here ki te ekenga o te 40 ōrau whakaitinga o ngā matenga me ngā wharanga kino hei te 2030 i whakatakotohia i roto i a Road to Zero.

Mā mātau e awhi te hangarau hei urupare ki ngā weronga ikiiki kei mua i ngā tāone nunui katoa o Aotearoa me ngā wāhi tāone, e āhei ana te tangata ki te kōwhiri i te āhua e neke haere ai rātou i roto i ō rātou hāpori, ki tua hoki. Waihoki, me tuku rawa ā mātou mahi i tētahi pūnaha ikiiki pīngore hei urupare, hei urutau hoki ki ngā wawata e panoni haere ana.

Ka ora ngā hāpori i te wā e whai whakaurunga haumarua, ngāwari hoki te tangata ki ngā tūranga mahi, ngā kura, ngā ratonga waiwai me te mahi ā-rēhia. Kia rite ai ki tō mātou moemoeā – he pūnaha waka whenua e hono ana i ngā tāngata, ngā hua me ngā wāhi mō tētahi Aotearoa taurikura – e arotahi ana mātou ki te whakapai ake i te oranga o ngā tāngata katoa o Aotearoa mā te whakarite kia taea tonu e te pūnaha ikiiki te whakanekeneke i te katoa i tēnei wā, anamata hoki.



**Tā Brian Roche**  
Heamana  
12 Pipiri 2021



**Cassandra Crowley**  
Heamana Tuarua  
12 Pipiri 2021



The vision of Te kāpehu is  
of a land transport system  
that connects people, products  
and places for a thriving  
Aotearoa New Zealand





# Kupu whakataki

## Introduction

This statement of intent sets out how we'll realise the vision of our new strategic direction, Te kāpehu | Our compass. We developed Te kāpehu in response to recent changes to our strategic and operating environments, including release of Te Tauākī Kaupapa Here a te Kāwanatanga mō ngā waka whenua Government Policy Statement on land transport 2021/22 – 2030/31 (GPS 2021), our new and enhanced functions as a result of legislative changes in 2020 and the impacts of COVID-19.

Te kāpehu describes our place and aspirations within the wider land transport system. It sets out what we want to achieve as an organisation, how we will achieve it and why we are here. The vision of Te kāpehu is of a land transport system that connects people, products and places for a thriving Aotearoa New Zealand. Te kāpehu sets out four system outcomes that we'll need to achieve to realise this vision. We've developed a new performance framework to track our progress toward realising our vision and system outcomes. We're also working on a new operating model, Our map, which will identify the organisational shifts we need to make to deliver on Te kāpehu.

Our four system outcomes (safe, environmentally sustainable, effectively and efficiently moving people and freight, and meeting current and future needs) are aligned to the Transport Outcomes Framework and the strategic priorities of GPS 2021. GPS 2021 reaffirms the government's top priorities of safety and providing an affordable and accessible transport system that enables everyone to access essential services. It strengthens the government's commitment to multimodal transport, sustainability and building better freight connections.

Te kāpehu will guide our response to several legislative changes in 2020 that gave Waka Kotahi new and enhanced functions. These included creating a director of land transport position to strengthen Waka Kotahi regulatory activity and provide improved accountability, independence, and focus on how Waka Kotahi exercises its regulatory powers, functions and decision-making. The legislative changes also include a new rail investment role for Waka Kotahi and an extension of our public transport function to include oversight of all public transport planning, operation, implementation and delivery nationally.

Te kāpehu will also guide how we continue to deal with the unprecedented impacts of COVID-19 on the transport system. We are committed to working closely with our co-investment partners to ensure our investment in the land transport system is prioritised to support the economic recovery of Aotearoa.

Waka Kotahi respects Te Tiriti o Waitangi and will continue work with Māori to build strong, meaningful and enduring relationships to achieve mutually beneficial outcomes. We are guided by Te Ara Kotahi which provides our strategic direction for working with and responding to Māori as the Crown's Te Tiriti partner. The vision of Te Ara Kotahi is for Waka Kotahi and Māori to work together to succeed for a better Aotearoa. The name Te Ara Kotahi symbolises the pathway that Māori and the Crown walk together on as envisaged by Te Tiriti. It also signifies te kotahitanga, the unity and inclusion of all cultures on the foundation of Te Tiriti.

Te kāpehu and Te Ara Kotahi will help us work toward a great modern transport system that will improve the wellbeing of all New Zealanders. We are committed to fostering strong and enduring relationships with Māori, and we engage with hapū and iwi on activities likely to affect them or their interests. We know we have an important role to play in working with Māori, our co-investment partners and other government agencies to find opportunities to better respond to Māori aspirations.

Guided by our values and Te Ara Kotahi, we'll work closely with iwi and our co-investment partners in local and central government to create a transport system that is safe, sustainable, accessible and easy to use. Critical to these conversations is working collaboratively with our partners on integrated transport system and spatial planning to better connect communities and reduce the need to travel. This will help enable people to live, work and play in the area in which they live and help Aotearoa transition to a low carbon, safe and healthy land transport system.

To achieve the government's objectives for the environment, we must work with our partners to develop ways for people to stay connected that also reduce carbon emissions. This means developing safe, well-connected, and easy-to-use walking and cycling facilities; making provision in the system for new ways of moving such as micro-mobility; and improving access to more reliable and frequent public transport services. We'll also work with our partners to implement place-based mode shift plans and to identify opportunities to use city deal approaches to improve transport outcomes.

At the end of January 2021, the Climate Change Commission released its draft advice on carbon emission budgets and an emissions reduction policy. Transport equates to about 20 percent of greenhouse gas emissions in Aotearoa, with most of this coming from the land transport sector.

Three recommendations from the commission's draft advice were to develop an integrated national transport network to reduce travel by private vehicles and increase walking, cycling and low-emission shared modes and public transport; accelerate the uptake of the electric light-vehicle fleet; and increase the use of low-carbon fuels (for example, hydrogen and biofuels) for trains, ships, heavy trucks and planes. These recommendations align broadly with our sustainability action plan, Toitū te taiao, and reinforce the land transport sector's critical role in reducing greenhouse gas emissions.

Our work in road safety is guided by Road to Zero, the government's road safety strategy, which sets an overall target of reducing deaths and serious injuries by 40 percent by 2030 (from 2018 levels). Our commitment is to work with our partners – iwi and local government – to ensure the land transport system gets people and goods safely to where they need to go. We contribute to a safe transport system by improving roads and roadsides, working to change road user behaviour, getting more people to buy safer vehicles and introducing safer speeds. Under the Road to Zero Action Plan, we have 15 priority road safety actions to deliver by the end of 2022.

We'll continue to implement Tū ake, tū maia, our regulatory strategy, to work toward a regulatory system that is safe, effective, efficient and functions well for everyone in Aotearoa. Our regulatory function is critical to achieving the 40 percent reduction in deaths and serious injuries by 2030 set out in Road to Zero.

We will embrace technology to respond to the transport challenges facing the country's biggest cities and urban areas, enabling people to choose how they move around in their communities and beyond. Importantly, the work we do today must deliver a transport system with flexibility to respond and adapt to changing expectations.

Communities thrive when people have safe, easy access to jobs, schools, essential services and recreation. In line with our vision – a land transport system connecting people, products and places for a thriving Aotearoa – we are focused on improving the lives of all New Zealanders by ensuring the transport system keeps everyone moving now and in the future.



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**Sir Brian Roche**

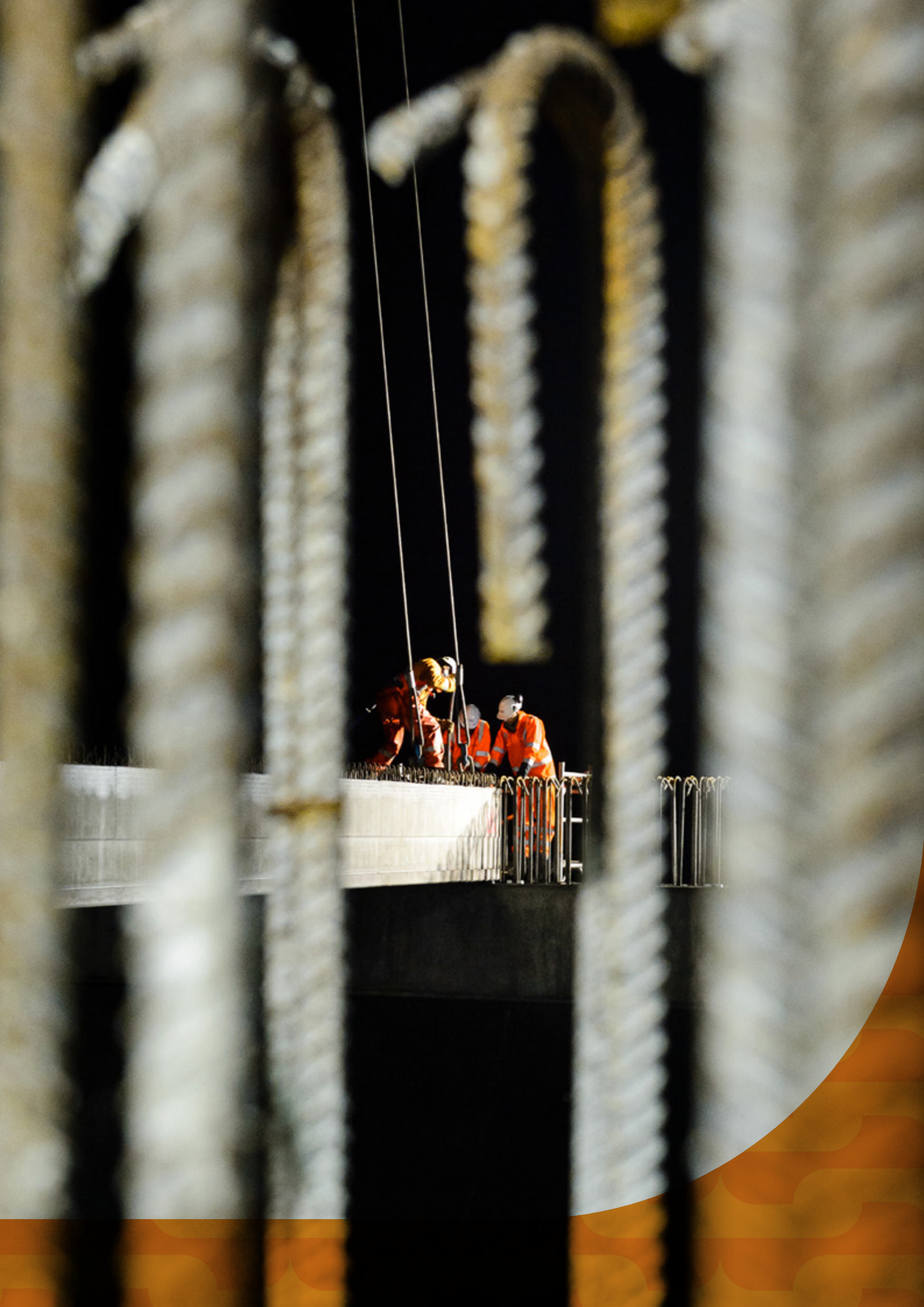
Chair, Waka Kotahi Board  
12 June 2021



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**Cassandra Crowley**

Deputy Chair, Waka Kotahi Board  
12 June 2021





# Ā mātou mahi ā-ture

## Our statutory functions

### Primary functions under the Land Transport Management Act 2003

Waka Kotahi NZ Transport Agency is a Crown entity governed by a statutory board. Under the Land Transport Management Act 2003, our primary objective is to contribute to an effective, efficient and safe land transport system in the public interest.

We have regulatory, infrastructure, planning, and investment management and general functions. Our regulatory functions include:

- contributing to establishing, operating and enforcing regulation of the land transport system
- issuing warnings, reports and guidance
- managing and overseeing regulatory requirements for land transport
- investigating and reviewing accidents and incidents involving transport on land
- appointing and overseeing the performance of the Director of Land Transport.

The functions of the Director of Land Transport include:

- exercising control over entry into and exit from the land transport system
- monitoring, investigating, managing and enforcing compliance
- monitoring adherence of the land transport system to regulatory requirements in other legislation
- monitoring and evaluating the performance of persons working in land transport regulation
- ensuring regular reviews of the land transport regulatory system (including the funding system)
- issuing warnings, reports, guidance, or commentary
- undertaking statutorily independent functions.

Our infrastructure, planning and investment management functions include:

- managing the state highway system
- overseeing the planning and delivery of public transport
- managing the funding of the land transport system
- monitoring and reporting to the Minister of Transport on matters relating to rail network investment programmes.

Our general functions include:

- delivering or managing the delivery of activities relating to research, education and training
- delivering or managing the delivery of activities for ticketing systems and payments
- issuing reports and guidance
- providing the Minister of Transport with any advice relating to the function of Waka Kotahi that the Minister requests
- carrying out any other functions relating to land transport that the Minister of Transport directs.

The act also outlines our statutorily independent functions, which include:

- determining activities that should be included in the National Land Transport Programme
- approving activities as qualifying for payment from the National Land Transport Fund
- approving procurement procedures for land transport activities.

## **Other functions and powers**

In addition to the Land Transport Management Act 2003, other acts confer functions and powers on Waka Kotahi. Of particular importance is the Land Transport Act 1998, which:

- promotes safe road user behaviour and vehicle safety
- provides for a system of rules governing road user behaviour and the licensing of drivers
- stipulates technical aspects of land transport.

Other relevant acts are the Railways Act 2005, Government Roothing Powers Act 1989 and Road User Charges Act 2012.

Land transport rules are a form of delegated legislation similar to regulations. We produce rules for the Minister of Transport under an agreement with the chief executive of the Ministry of Transport. Land transport rules have a significant influence on people's access to and use of the land transport network.

# Te horopaki o te rautaki

## Strategic context

Our strategic and operating environments have changed substantially since our previous organisational strategy was developed in 2018. A new GPS comes into effect on 1 July 2021, and our role is evolving due to changing transport needs and government expectations of what we'll deliver. We also continue to respond to the unprecedented impacts of COVID-19 on our funding and our main programmes, performance targets and revenue from fuel excise duty and road user charges. This section describes these changes and how they have influenced and will continue to influence our strategic and operating environments.

### Long-term transport outcomes

In June 2018, the Ministry of Transport launched the Transport Outcomes Framework. This framework defines the government's long-term strategic outcomes for the transport system. It puts wellbeing and liveability at the centre, describing improving people's wellbeing and the liveability of places as the purpose of the transport system. The framework describes five long-term outcomes:

- inclusive access
- economic prosperity
- resilience and security
- environmental sustainability
- healthy and safe people.

The Transport Outcomes Framework (figure 1) aligns with the Treasury's Living Standards Framework, which provides us with a shared understanding of what helps achieve higher living standards to support intergenerational wellbeing. The transport outcomes are interrelated and need to be achieved together to improve intergenerational wellbeing and the quality of life in Aotearoa. The government may prioritise some outcomes over others, depending on the social, economic, political and environmental circumstances of the day. The transport outcomes are reflected in GPS 2021 and Te kāpehu, our new strategic direction, described in this section.

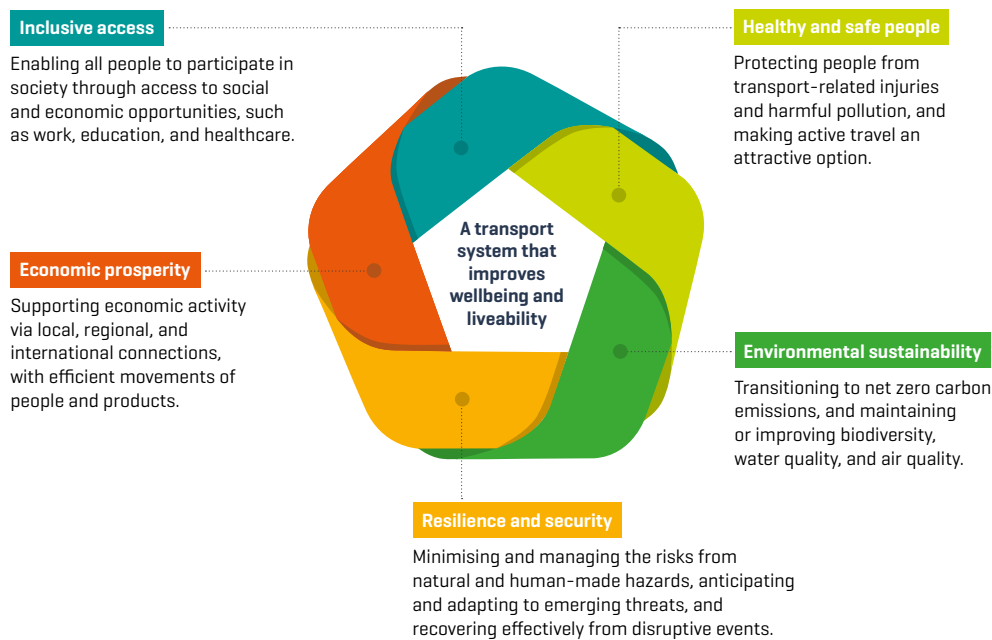


Figure 1 – Ministry of Transport's Transport Outcomes Framework

A guiding principle for the framework is mode neutrality. Mode neutrality means considering all transport modes when planning, regulating and funding transport and basing decisions on delivering positive social, economic and environmental outcomes. It involves making users and decision-makers more aware of the benefits and costs of different transport choices to incentivise robust decision-making and smart travel choices.

## Government Policy Statement on Land Transport

In September 2020, the Minister of Transport released GPS 2021, which takes effect from 1 July 2021. GPS 2021 sets out the government's strategic direction for the land transport system over the next 10 years. The GPS is updated every three years. It guides how we invest the National Land Transport Fund and how we assess and prioritise activities for Regional Land Transport Plans and the National Land Transport Programme (see figure 2).

### Strategic priorities

GPS 2021 has four priorities that strongly support the shift towards mode neutrality. These priorities are:

- safety
- better travel options
- climate change
- improving freight connections.



GPS 2021 builds on the direction set in GPS 2018 and continues the government's commitment to safety within the transport system. GPS 2021 also prioritises better travel options in towns and cities and supports investments for improving freight connectivity through rail and coastal shipping. By including climate change as a strategic priority, GPS 2021 highlights the government's commitment to reducing greenhouse gas emissions in the transport system.

Section 3.7 of GPS 2021 sets out the Minister of Transport's expectations for the land transport system and Waka Kotahi. It includes the minister's expectations of our role in delivering the government commitments set out in section 3.5: the Auckland Transport Alignment Project, Let's Get Wellington Moving, the Road to Zero strategy and the New Zealand Rail Plan.

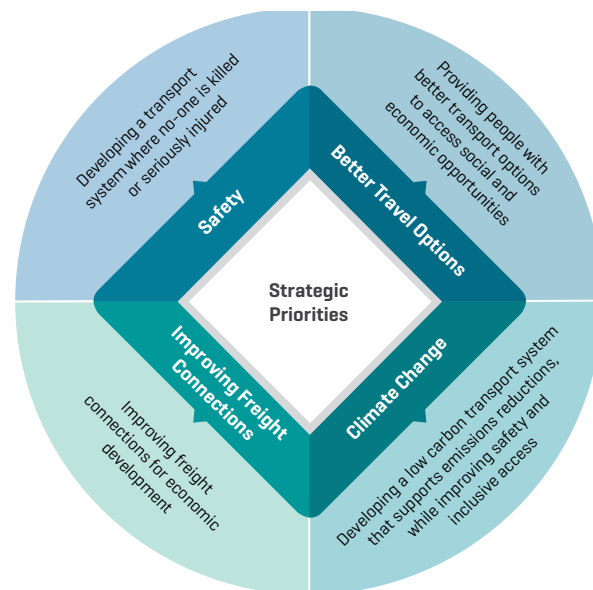


Figure 2 – Strategic direction of the Government Policy Statement on land transport 2021/22 – 2030/31

- The **Auckland Transport Alignment Project** sets the strategic direction for Auckland's transport network over the next 10 years and beyond. We'll work with Auckland Transport to support the implementation of the Auckland Transport Alignment Project 2021-31. We are also working to support the City Centre to Māngere Auckland Light Rail project, including through hosting the new cross-agency establishment unit that has been set up to take the project forward.
- **Let's Get Wellington Moving** is a joined-up vision for Wellington's transport network and an alliance between Waka Kotahi, Wellington City Council and Greater Wellington Regional Council. The aim of Let's Get Wellington Moving is to build on Wellington's unique character to deliver a great harbour city and region, accessible to all, with attractive places, shared streets, and efficient local and regional journeys.
- **Road to Zero** is the government's road safety strategy to reduce deaths and serious injuries on roads by 40 percent over a 10-year period to 2030 (from 2018 levels).
- The **New Zealand Rail Plan** sets out the government's vision and priorities for rail until 2030, and the levels of investment needed to achieve it. We have a new role in planning and funding the national heavy rail network. The Land Transport Management Act 2003 was amended to allow money from the National Land Transport Fund to be invested in the heavy rail network that KiwiRail owns. Our role is to advise the Minister of Transport on and manage National Land Transport Programme investment in the Rail Network Investment Programme that KiwiRail is preparing.

## Changing role

As outlined in the Transport Outcomes Framework, the purpose of the land transport system is to improve people's wellbeing and the liveability of places. Consequently, GPS 2021 increased its focus on climate change and multimodal transport options for people and freight. More recently, the Climate Change Commission's advice to government indicates a critical role for the land transport sector in reducing the greenhouse gas emissions of Aotearoa.

The release of GPS 2021 was accompanied by legislative changes in late 2020 that gave Waka Kotahi new and enhanced functions, including:

- the creation of a position of Director of Land Transport within Waka Kotahi to oversee the land transport regulatory system and exercise several statutorily independent functions
- a new 'top slice' mechanism that enables the Ministers of Transport and Finance to agree that a portion of the National Land Transport Fund be invested in Waka Kotahi regulatory services
- specific regulatory interventions in relation to the Tackling Unsafe Speeds programme, an important component of Road to Zero, and a requirement for a public register to contain information such as speed limit decisions
- a new rail investment role for Waka Kotahi to advise the Minister of Transport on KiwiRail's three-year Rail Network Investment Programme
- an extension of the Waka Kotahi public transport function to include oversight of all public transport planning, operation, implementation and delivery nationally
- a new function to manage the delivery of ticketing systems and payments in relation to the land transport system.

## Challenges and opportunities

Together, the release of GPS 2021 and legislative changes mean a large programme of work is expected to be delivered through the 2021–24 National Land Transport Programme. At the same time, we will also be delivering significant components of large Crown-funded infrastructure programmes such as the New Zealand Upgrade Programme and the COVID-19 economic stimulus package.

Over the last five years, pressure on our funding has increased as the expectations of what we'll deliver have grown, requiring careful prioritisation of competing demands. This pressure has been exacerbated by the impacts of COVID-19 on the National Land Transport Fund, regulatory revenue and transport system demand. We've updated Arataki, our 10-year plan for the land transport system, to reflect initial research and analysis on the regional impacts of COVID-19 and the COVID-19-related challenges and opportunities over the next 10 years.

We'll also need to work with our local partners and the Ministry of Transport to prioritise how we'll respond to emerging transport system challenges. These challenges include responding to significant natural and climate change-related events, the relative growth of the main centres, particularly Auckland, and the need to support the regions, rapid technological change, and increasing customer and citizen expectations for services.

### **Responding to significant natural and climate change related events**

The long-term effects of global warming will influence what goods are produced and where, and which places are safe for people to live. Increased frequency of natural disasters and extreme weather events will threaten people's safety and disrupt transport services and infrastructure, affecting the predictability and reliability of travel routes.

These changes will have significant impacts on the economy and on the resilience and security of communities. The impact of disruptions will be exacerbated by increased use of the just-in-time business model (where goods are delivered as close as possible to when they're needed), which means the transport system will be under increased pressure to support swift and reliable access to the transport network.

We'll have to work with our partners to mitigate the impacts of climate change and adapt to its effects. This means limiting the pace of global warming by shifting to a low carbon transport system. It also means adopting a strategic approach to developing a transport system that is resilient and adaptive, helping communities respond to and recover quickly from the disruptions that do occur.

### **Urban growth and the need to support the regions**

The scale and complexity of transport solutions needed to support Auckland's development, which is relatively fast and extensive compared with other parts of Aotearoa, is one of the biggest challenges facing the land transport system.

Previous investment in Auckland was infrastructure-heavy, but over the last three years we've also made greater than ever investment in public transport, walking and cycling. More capacity, services and choices, however, won't be enough to address the challenges Auckland faces. Our emphasis needs to be on integrating transport system and spatial planning to reduce the need to travel and develop a transport system that is safe, efficient, low carbon and accessible.

Auckland isn't alone in its growth challenges. Hamilton, Tauranga, Christchurch, Queenstown and parts of Wellington are also experiencing high growth and associated transport challenges. At the same time, land transport investment is also increasingly expected to support regional economic growth and wider social outcomes. However, the ability of some regions and councils to pay their share of land transport investment is becoming more challenging due to a static or reducing rate base.

## Rapid technological change

A convergence of new technologies is primed to disrupt the land transport system. Multiple devices, systems and information will connect customers, operating systems and physical assets in new ways, providing more opportunities for new services and greater integration than ever before. We need to be sufficiently agile to respond effectively and rapidly to harness new technologies to deliver better transport solutions.

## People's expectations of us are changing

Our customers want a safe, affordable and reliable system that is easy to get around and gives them choices. They want a socially and environmentally responsible system with joined-up services and reliable information. These expectations require us to listen and learn from our customers before we design solutions. Our customers are culturally, ethnically, socially and economically diverse, and before the COVID-19 pandemic included rising numbers of tourists and migrants. We need to deliver services appropriate to their needs.

## Arataki, our 10-year plan for the land transport system

Arataki is our 10-year plan to deliver on the government's priorities and long-term objectives for the land transport system.<sup>1</sup> Arataki describes how we'll need to respond to our emerging transport needs, key drivers of change, and current and future pressures on the land transport system, including demographic change, climate change, technology and data, customer desire, changing economic structure, and funding and financing challenges.

Arataki identifies the significant changes we need to make if we are to deliver on the government's current direction and long-term outcomes for the land transport system: improving urban form, transforming urban mobility, reducing harms significantly, tackling climate change and supporting regional development.

In 2020, we released Arataki version 2,<sup>2</sup> which reflects the effects of COVID-19 on our future transport challenges and opportunities. While we cannot anticipate the full extent or implications of COVID-19 or how we will need to respond, we will continue to develop our understanding of what is needed for the land transport system to support communities and the economy.

We have begun work on a 30-year plan that will set out our contribution to supporting a thriving Aotearoa, based on our best understanding of what the future transport system needs to look like in 2050.

<sup>1</sup> Arataki is available from our website ([www.nzta.govt.nz/planning-and-investment/planning/arataki/](http://www.nzta.govt.nz/planning-and-investment/planning/arataki/)).

<sup>2</sup> Arataki version 2 is available from our website ([www.nzta.govt.nz/planning-and-investment/planning/arataki/arataki-version-2/](http://www.nzta.govt.nz/planning-and-investment/planning/arataki/arataki-version-2/)).



## Te Ara Kotahi

Waka Kotahi recognises and respects Te Tiriti o Waitangi and will work with Māori to build strong, meaningful and enduring relationships to achieve mutually beneficial outcomes. In working toward a land transport system that improves wellbeing and the liveability of places, we have an important role in finding opportunities to better respond to Māori aspirations by working with Māori, our co-investment partners and other government agencies.

In 2019, we launched Te Ara Kotahi, which provides our strategic direction for working with and responding to Māori as the Crown's partner under Te Tiriti. The vision of Te Ara Kotahi is for Waka Kotahi and Māori to work together to succeed for a better Aotearoa. The name Te Ara Kotahi symbolises the pathway that Māori and the Crown walk together on as envisaged by Te Tiriti. It also signifies te kotahitanga, the unity and inclusion of all cultures on the foundation of Te Tiriti.

The work we'll do is set out in Te Ara Kotahi mahia te mahi, our Te Ara Kotahi action plan, which identifies the five pou (pillars) that will underpin our actions: partnership, leadership and culture, engagement, empowered organisation, and strong and vibrant Māori communities.



# Te kāpehu – tō mātou anga rautaki

## Te kāpehu – our strategic direction

Our new strategic direction, Te kāpehu, was launched in late 2020. Te kāpehu responds to the changes to our strategic and operating contexts, including the release of GPS 2021, the impacts of COVID-19, and a changing role and expectations for Waka Kotahi. It sets out our place and aspirations within the wider land transport system for the next five years and focuses on what we want to achieve as an organisation, how we will go about this, and why we are here (see figure 3).

### Our purpose is 'Moving. Together.'

Our name Waka Kotahi conveys the concept of moving together as one. 'Moving' conveys the essential purpose of transport, but also speaks to forward momentum, including a future focus, digital capability, thinking ahead, leaving legacies and having a strong emotional impact. 'Together' encompasses the combined effect of partnership, communities, the greater good and shared services.

Together these two words mean our purpose is about considering the system – people, networks, infrastructure, service and vehicles – as an integrated whole.

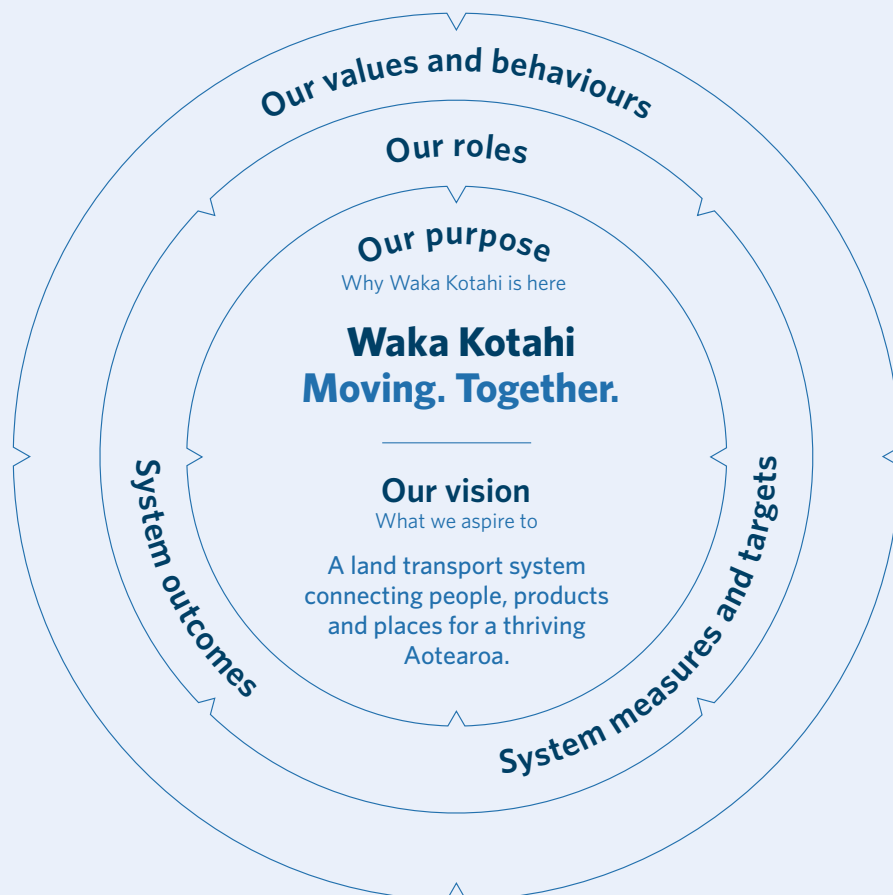


Figure 3 – Te kāpehu

## Our vision

Our vision – a land transport system connecting people, products and places for a thriving Aotearoa – celebrates our role in enabling New Zealanders to live better lives by making it easy for them to get around, to do business, and to enjoy places that are both local to them and further away. A thriving Aotearoa means the country has strong social connectedness, is economically prosperous, is responsive to changes in a globally connected world, looks after those who are more vulnerable, and takes care of the environment and resources on which everyone relies.

## Our roles – what we do

Our roles are the four big things we must do to realise our vision.

### **Kia hoe ngātahi | Move together as one**

**We lead with others to achieve valuable transport outcomes.**



The symbol for kia hoe ngātahi represents the effect of our joint mahi.

Kia hoe ngātahi is about working with people and in partnerships, in particular, with iwi and local government, to build a more resilient and connected Aotearoa. Through this role, we want to be a trusted and critical thinker, innovator and activator in the land transport system and broader Aotearoa.

In this role, Waka Kotahi:

- is the steward of the land transport system, leading decision-making and partnering to make transport choices and deliver across the system
- partners with Māori to achieve outcomes that recognise and respect Te Tiriti o Waitangi
- builds trusted, effective relationships with local and central government agencies, industry, communities and other stakeholders to achieve mutual outcomes
- partners to achieve improved customer journeys and transport experiences
- provides sector leadership on issues that require national coordination
- partners to develop a system-based plan (across all levers and modes) and an investment pipeline for the future land transport system
- models innovative and future-focused ways of doing things
- partners to develop tools, digital platforms, policies and guidelines to improve outcomes, efficiency and reduce costs for everyone.



## **Te anamata | Leave great legacies**

**We shape and invest in a sustainable transport system for everyone.**



The symbol for te anamata represents the waves created by our waka.

Te anamata is about what we do for Aotearoa. We plan, invest and build for future generations and leave legacies for our children. Through this role, we want to be a trusted, respected and agile partner that freely shares information and ideas when planning and investing for sustainable communities and a thriving Aotearoa.

In this role, Waka Kotahi:

- partners with others to develop place-based plans to shape quality, future-fit urban environments
- delivers transport solutions that transform the way people and freight move around the country's cities and regions
- maintains the state highway network as a significant asset for all New Zealanders
- contributes to enhancing the natural environment for future generations and enabling the rapid transition to a low carbon future for Aotearoa
- curates valuable data, information, insights and digital platforms on behalf of all New Zealanders.

## **Kia tika te mahi | Deliver the right things**

**We partner and invest to maintain, operate and improve the land transport system.**



The symbol for kia tika te mahi represents how we navigate our path forward.

Kia tika te mahi is about our stewardship of the country's largest asset, our \$60 billion land transport network.

With ever-increasing demands on the National Land Transport Fund, we need to be clever about how we do things and how we prioritise projects. To maintain, operate and improve the land transport system we must partner for success. We need to optimise the value the land transport system generates across social, economic and environmental outcomes.

Through this role, we want to lead and forge future-focused, integrated solutions and partnerships to co-design and deliver a transport system that enables movement and place outcomes for thriving customers, communities and environments.

In this role, Waka Kotahi:

- partners with others to deliver solutions aligned with government direction and community aspirations
- meets its obligations as owner and manager of the state highway network
- delivers a high-quality customer service experience directly and through its partners
- manages demand and traffic flows on significant routes
- delivers win-win solutions for the environment, people and the economy.

### **Kia marutau | Enable a safe system**

**We reduce harm to people and the environment.**

The symbol for kia marutau represents the skin of taniwha who protect our journey.



Kia marutau puts safety and the environment at our heart.

We need to protect people and the environment from harm in everything we do. We want to make the land transport system safer and improve the natural environment where it interfaces with the system, wherever possible. We do this, not only because we are a responsible steward, operator and regulator of the land transport system, but because it's the right thing to do for people and the planet on which everyone depends.

Through this role, and our role as a modern regulator, we want to ensure the land transport system is reliable, safe and sustainable.

In this role, Waka Kotahi:

- is the lead land transport regulator focused on ensuring the system is safe, effective and efficient and functions well for everyone
- keeps users of the land transport system safe through, for example, road maintenance, road safety promotion, inputs to spatial planning and urban form, demand management and provision of safe transport options
- sets rules and guidelines to protect the health and safety of people who work on the land transport network
- protects the health and wellbeing of people and the natural environment
- helps communities adapt to the impacts of climate change.

## System outcomes

Our system outcomes are the long-term changes to the transport system we will focus on to realise our vision. We want Aotearoa to have a land transport system that is:

### Safe

ensuring no one is killed or seriously injured when using or working on the transport system

### Environmentally sustainable

reducing harm to and improving the environment with a focus on reducing greenhouse gas emissions

### Effectively and efficiently moving people and freight

ensuring networks are available and reliable at consistent levels of service with a focus on increasing the uptake of efficient, cost effective, low carbon transport options

### Meeting current and future needs

ensuring we have access to the people, funding and systems we need

Our system outcomes, measures and targets align with the Transport Outcomes Framework and reflect the priorities of GPS 2021. Together with our partners, we contribute to, but do not always directly control, these outcomes.

We have also identified a set of results that reflect the changes we need to see if we are to achieve our outcomes. Our system outcomes and results and the relationships between them are described in detail in *Achieving our vision* (from page 29).

Our statement of performance expectations for 2021/22 describes how we'll measure our progress toward achieving our results and system outcomes. More information on our performance framework is on page 29.

## Our values and behaviours

An important part of being a high-performing organisation is to have a strong workplace culture. We have launched a new set of values and behaviours to shape our culture and influence how we work and how we engage with iwi, partners, stakeholders and communities (see figure 4).

Weaving Māori values into our awhi (workplace culture), creates anchors grounded in the beliefs and values of Māori. It makes a statement acknowledging the mana of tangata whenua and our Māori employees and demonstrates that Māori culture is valued. The names for our mātāpono (values) are bilingual in te reo Māori and English. They are not direct translations but are closely related concepts so each mātāpono has its own meaning. The graphics we've developed for our values were inspired by the design of waka and reflect the parts of a waka that have symbolic alignment with our values.



### Ngākau aroha | Have heart

We have the wellbeing of our people, community and planet at the heart of everything we do.

As Waka Kotahi, we:

- contribute to a safe and sustainable environment
- show respect for all people
- treat others how they would like to be treated
- are inclusive and connected
- look out for each other.

Ngākau aroha is depicted by the taurapa. The taurapa is the stern post of the waka and represents whakapapa (genealogy) and connection with Ngā Atua (the gods) and our environment.



### Kia māia | Be brave

Our outcomes are better when we bring courage and self-belief to our passion and purpose.

As Waka Kotahi, we:

- speak up when it matters
- challenge to achieve the right outcome
- make and own the tough decisions
- find different perspectives to challenge thinking
- face up to the difficult issues.

Kia māia is depicted by the tauihu. The tauihu is the prow of the waka, the edge that cuts through the water first and leads the way.



### Kotahitanga | Better together

We achieve great things when we work together to build trusted relationships inside and outside Waka Kotahi.

As Waka Kotahi, we:

- build better relationships
- join up our thinking and our doing
- remove barriers to collaboration
- seek and listen to the perspectives of others to learn and grow
- invite conversation and feedback to always improve.

Kotahitanga is depicted by the aukaha. The aukaha are the lashings that bind the rauawa (bulwark) to the hull, connect the taurapa to the tauihu (prow) and provide strength to the waka.



### Mahia | Nail it

We create an enduring legacy, delivering our best work every day.

As Waka Kotahi, we:

- are clear on what is important
- deliver the right outcomes
- hold ourselves to account
- help others succeed
- celebrate success.

Mahia is depicted by the hoe. The hoe is the carved paddle used to propel the waka.

Figure 4 – Our values and behaviours

## Our map – our new operating model

To effectively deliver Te kāpehu, we are developing our new operating model, Our map. Our map will identify the organisational shifts needed to achieve our system outcomes and be adaptable to our operating environment.

## How we'll measure our performance

We've developed a new performance framework to measure our progress toward achieving our system outcomes and realise the vision of Te kāpehu. Our performance framework includes measures for our system outcomes and results. It also includes measures that will help us track whether we're delivering what we need to so we can achieve our outcomes and results.

Development of our performance framework has been informed by the Minister of Transport's expectations of what we'll deliver and other Waka Kotahi strategies and plans, including Arataki, Toitū te taiao (our sustainability action plan), Tū ake tū māia (our regulatory strategy) and Road to Zero. The new framework is an integral part of our statement of performance expectations for 2021/22.<sup>3</sup>

## How everything connects

How our wider strategic context has shaped Te kāpehu, Our map and our new performance framework is illustrated in figure 5.

Te kāpehu describes how we'll realise our vision for the next five years and reflects our thinking about the system changes we need to see to deliver on the government's long-term strategic direction for the land transport system. We describe how we plan to deliver on our strategic direction over the next five years in *Achieving our vision* (from page 29), with specific deliverables for each year set out in our annual statement of performance expectations.<sup>4</sup> Our map will help enable us to realise our vision and our performance framework will help us track our progress towards our vision.

<sup>3</sup> Available from [www.nzta.govt/spe](http://www.nzta.govt/spe)

<sup>4</sup> Available from [www.nzta.govt/spe](http://www.nzta.govt/spe)



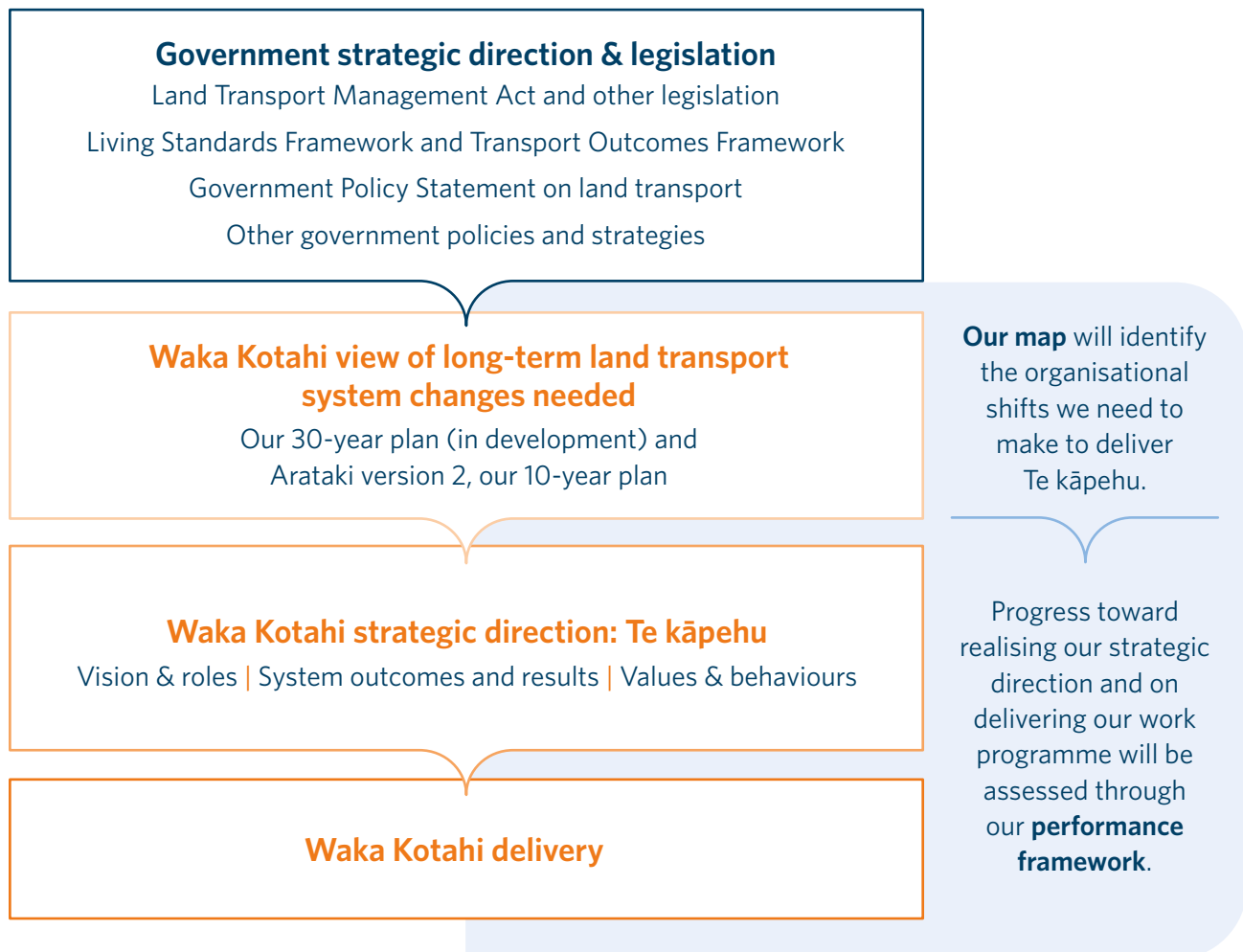


Figure 5 – How our strategic context has shaped our strategic direction

# Te whakatutuki i tō mātou moemoeā

## Achieving our vision

Our four **system outcomes** are the long-term changes to the transport system that we'll focus on to realise the vision of Te kāpehu. They align with the Transport Outcomes Framework and reflect the priorities of GPS 2021.

It will take a long time and system-wide effort to see meaningful changes to these outcomes. Waka Kotahi and our partners contribute to but do not directly control these outcomes. We've also identified ten results that we'll be working toward to help us achieve our system outcomes and realise our vision.

- Our eight **external results** are the intermediate five-year outcomes we need to achieve if we are to realise our system outcomes. They reflect system changes that we, with our partners, have a reasonable degree of influence over.
- We've identified two **internal results** that describe the areas of organisational capability and performance fundamental to Te kāpehu.

The performance framework we'll use to track our progress is shown in figure 6.

The relationships between our results and outcomes aren't linear – the results influence each other and will work together to help us achieve our system outcomes. The following sections describe these relationships in detail and identify how we can influence our results and outcomes over the next five years to realise our vision.

We expect to continue to refine our performance framework. In the first year of reporting, we'll gain a deeper insight into our performance through a refocused set of measures. We intend to continually improve our measures, including improving the consistency of the baseline periods used so they remain meaningful and relevant.

Our annual statement of performance expectations provides additional detail on our performance measures, including measure definitions and why our performance measures are important. It also describes the specific activities we'll undertake each year to influence our results and outcomes.

# Our vision: A land transport system that connects people, products and places for a thriving Aotearoa

## System outcomes & measures <sup>A</sup>

Are we achieving the long-term outcomes we need to achieve to realise our vision?

### Safe

Number of road deaths and serious injuries (DSIs)  
 ✓ 30%  
 Sector target: 40% reduction in DSIs (from 2018 levels) by 2030  
 Significant incident frequency rate  
 ✓ Decreasing

### Environmentally sustainable

Greenhouse gas emissions from the land transport system  
 ✓ Decreasing by December 2026  
 Proportion of the light vehicle fleet that are low/no carbon vehicles  
 ⬆ Increasing  
 Sector target(s) to be added when available

### Effectively and efficiently moving people and freight

User experience of transport network by mode  
 ⬆ Improving for public transport and active modes  
 Freight mode share of road and rail  
 ✓ Decreasing for road (to be baselined 2021/22)  
 ⬆ Increasing for rail (to be baselined 2021/22)

### Meeting current and future needs

Funding sustainability (Measure under development)  
 Proportion of the state highway network that meets minimum asset condition requirements  
 ⬆ ⬆ Maintain or increase

Light vehicle kilometres travelled in major urban areas  
 ✓ Decreasing

## Results & measures <sup>A</sup>

Are we seeing the changes we need to achieve our system outcomes?

Are we influencing the right external changes?

### Safer travel and infrastructure

Number of DSIs where the speed limit does not align with the safe and appropriate speed  
 ✓ 40%  
 Number of head-on, run-off-road and intersection DSIs  
 ✓ 30%

### Safer vehicles

Number of DSIs involving a vehicle with a low safety rating  
 ✓ 20%

### Improved resilience to disruptive events

Proportion of unplanned road closures resolved within standard timeframes  
 ⬆ Weather event ≥50%  
 ⬆ Other events ≥90%

### Increased share of travel by public transport, walking and cycling

Mode share of public transport and active modes in urban areas  
 ⬆ Increasing

Are we making the right internal changes?

### Effective delivery

Staff engagement ⬆ ≥ 65% by March 2026  
 Investment performance  
 ⬆ Improving ICR rating by 2026  
 Service quality (ease of transacting with us)  
 ⬆ ⬆ Maintain or increase  
 Regulatory performance  
 Assessment of our regulatory function and progress since the regulatory review (complete by June 2022)

Figure 6 – Performance framework

## Delivery & measures

Are we delivering what we need to deliver to support these changes?

Are our **key programmes, strategies and initiatives** being delivered as intended?

### Significant activities in 2021/22 cover:

- Toitū te taiao our sustainability action plan
- Road to Zero the national road safety strategy
- Strengthening our regulatory capability and performance
- Achieving mode shift
- Partnering on integrated transport and spatial planning
- Improving freight connections (freight action plan and investment in rail)
- Strengthening the resilience of the land transport system
- Te Ara Kotahi our Māori strategy

How are we delivering and investing in our **products and services (output classes)** in terms of quantity, quality, timeliness and cost?

### Significant capital projects as part of:

- National Land Transport Programme
- New Zealand Upgrade Programme

### Output classes:

- Road to Zero
- State highway improvements
- State highway maintenance
- Local road improvements
- Local road maintenance
- Walking & cycling improvements
- Public transport services & infrastructure
- Rail network
- Coastal shipping
- Investment management
- Driver licensing and testing
- Vehicle safety and certification
- Regulation of commercial transport operators
- Regulation of the rail transport system
- Revenue collection and administration (including tolling)

### Safer road user choices ●●

Number of DSIs associated with behavioural risk factors  
 ⬆️ 20%

### Increased protection of the environment ●

Forecast ISCA-IS rating scheme credits for applicable projects  
 ⬆️ ≥ 25 forecast credit totals on average per project  
 Waka Kotahi corporate carbon footprint  
 ⬆️ 30% by June 2025

### More reliable freight network ●●●

Interpeak predictability of travel times on priority freight routes  
 ⬆️ ⬆️ Maintain or increase

### Improved connections to key destinations ●●●

Access to social and economic opportunities by mode  
 ⬆️ Increasing for public transport and active modes  
 Proportion of recently built residential dwellings in major urban areas with access to frequent public transport services  
 ⬆️ Increasing

### Effective collaboration ●●●●

Partnership and engagement with Māori  
 ⬆️ Improving (to be baselined 2021/22)  
 Partnership and engagement with stakeholders  
 ⬆️ Improving

<sup>A</sup> Unless otherwise stated, the timeframe for achieving our system outcome and result measure targets is 30 June 2026.

# System outcomes

## Safe

Ensuring no one is killed or seriously injured when using or working on the transport system

We are committed to Vision Zero, a world-leading ethical transport approach that says it is unacceptable for anyone to be killed or seriously injured while travelling or working on the land transport system.

We have a long way to go to make Vision Zero a reality for Aotearoa. On average, at least one person is killed, and seven people are seriously injured in road crashes every day. Aotearoa ranks in the bottom quarter of OECD countries for road safety. Deaths and serious injuries should not be an inevitable cost of travelling, and this toll on human life is unacceptable.

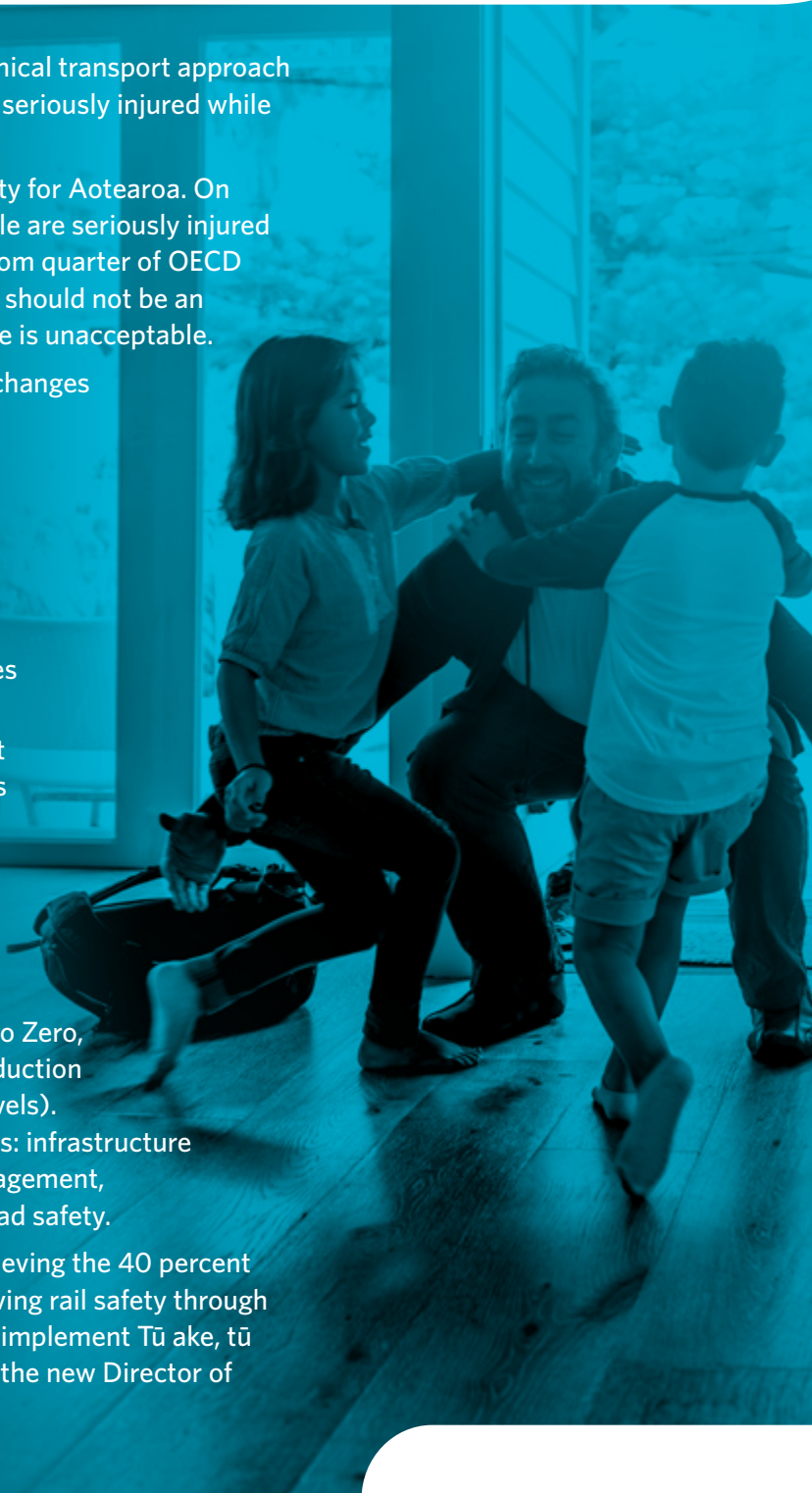
To achieve Vision Zero, we need to make significant changes over the next 10 years to ensure:

- speed limits are safe and appropriate
- roads and rail corridors help protect people's lives by being designed to be forgiving of mistakes
- infrastructure and services support safe travel by active and shared modes
- we're supporting people to make safe travel choices and behave in a way that promotes safe travel
- system management promotes the safe movement of people and freight, including safe freight options and effective demand management
- vehicles (road and rail) offer the highest levels of protection
- our systems are built and maintained to promote work-related road safety.

Our path toward Vision Zero will be guided by Road to Zero, which sets an intermediate target of a 40 percent reduction in deaths and serious injuries by 2030 (from 2018 levels).

Road to Zero has five focus areas for the next 10 years: infrastructure improvements and speed management, system management, vehicle safety, road user choices and work-related road safety.

Our regulatory function will play a critical role in achieving the 40 percent reduction across all modes of travel, including improving rail safety through our role as the rail safety regulator. We'll continue to implement Tū ake, tū maia (our regulatory strategy), including embedding the new Director of Land Transport role.





Our investment in mode-shift, public transport (including the rail network) and freight connections will play an important role in helping us progress towards Vision Zero by moving more freight by safer, lower carbon modes; making it easier and safer for people to use shared and active modes to connect to key destinations; and moving more freight through the more reliable and safer travel options of rail and coastal shipping.

Along with being safer, moving to low carbon transport modes for people and freight is a critical step in our response to climate change.

Measure	Baseline	2026 target
Deaths and serious injuries	2987 <sup>A</sup>	✓ Reduce below 2085 by 2026 (30% decrease)
Significant injury frequency rate (people and contractors)	18.97 per million hours worked <sup>B</sup>	✓ Decreasing

<sup>A</sup> Baseline is for the 2018 calendar year.

<sup>B</sup> Baseline is for the 2020 calendar year (12-month rolling average as at December 2020).

The **Ministry of Transport long-term transport outcome** this system outcome contributes to is:

- Healthy and safe people

Our work toward these **GPS objectives** will contribute to achievement of this outcome:

- Safety
- Better travel options
- Climate change
- Better freight connections

The **results** we'll need to see to achieve this system outcome are:

- Safer travel and infrastructure, vehicles and road user choices
- Increased travel by public transport, walking and cycling
- More reliable freight network
- Improved connections to key destinations
- Effective delivery and effective collaboration

## Environmentally sustainable

Reducing harm to and improving the environment with a focus on reducing greenhouse gas emissions

Climate change will be one of the most significant drivers influencing the land transport system during the next decade. Changing weather patterns with more extreme weather and rainfall intensity combined with sea-level rise will affect the transport network's infrastructure. Severe weather will increasingly affect the environment, communities and infrastructure, including roads, rail, community facilities, and water supply and management.

At the end of 2020, the government declared a climate change emergency. The government's response includes a comprehensive programme of work to reduce greenhouse gas emissions. This work includes the development of emissions budgets as required under the Zero Carbon Act 2019, a national emissions reduction plan, the introduction of the Clean Car Standard, and the decarbonisation of public transport.

We need to work with the rest of government and our local partners to protect our environment and strive toward an environmentally sustainable transport system. Our focus will be on reducing greenhouse gas emissions from the transport system, which account for nearly 20 percent of the country's total greenhouse gasses, of which 90 percent is road transport. Contributing to increasing the uptake of clean, safe vehicles in our cities will be important – light vehicle emissions are the fastest growing road transport emissions and are overwhelmingly concentrated in large urban areas.

We'll also focus on supporting land, air and biodiversity to thrive and minimising noise and air pollution from the land transport system.

Our pathway to environmental sustainability is outlined in Toitū te taiao, which has a vision for 2050 of a low carbon, safe and healthy land transport system. This vision means three main things.

- The land transport system is sustainable and multimodal with public transport and active modes the first choice for most daily transport needs.
- Towns and cities are re-shaped to reduce reliance on cars and support active, healthy and shared transport choices. Where people and business require motorised travel, it is low carbon, safe and efficient.
- In regional and rural Aotearoa, efficient freight movement and attractive tourism routes tread lightly on the land and are sensitive to natural and built environments. Within the context of GPS 2021, this includes more freight moving by low carbon modes (coastal shipping and rail).





We're also working to mitigate the impacts that climate change has and will have on the resilience and security of the land transport system. We'll implement the recommendations from our National Resilience Programme Business Case, which seeks to realise the benefits of more resilient communities, more sustainable regional prosperity and improved land transport resilience.

Measure	Baseline	2026 target
Greenhouse gas emissions from the land transport system	11,832 kilotonnes <sup>A</sup>	📉 Decreasing
Proportion of light vehicle fleet that are low/no carbon vehicles	0.59% <sup>B</sup>	📈 Increasing

<sup>A</sup> Baseline is for the 2019 calendar year.

<sup>B</sup> Baseline is for quarter two of 2020/21.

The **Ministry of Transport long-term transport outcome** this system outcome contributes to is:

- Environmentally sustainable
- Resilience and security
- Healthy and safe people

Our work toward these **GPS objectives** will contribute to achievement of this outcome:

- Climate change
- Better travel options
- Safety
- Better freight connections

The **results** we'll need to see to achieve this system outcome are:

- Increased protection of the environment
- Increased share of travel by public transport, walking and cycling
- More reliable freight network
- Improved resilience to disruptive events
- Improved connections to key destinations
- Effective delivery and effective collaboration

## Effectively and efficiently moving people and freight

Ensuring networks are available and reliable at consistent levels of service with a focus on increasing the uptake of efficient, cost-effective, low carbon transport options

Our vision is a land transport system that connects people, products and places for a thriving Aotearoa. This means we have critical roles in ensuring strong social connectedness and supporting economic prosperity, while also protecting and enhancing the natural and built environments.

During the past 70 years, New Zealanders have become increasingly reliant on private vehicles to meet their travel and freight needs. While private vehicles are well suited for many trips, our reliance on private vehicles has increased the transport system's greenhouse gas emissions and contribution to climate change. Private vehicle use also contributes to traffic congestion, poor quality urban environments, pollution, poor health and high travel costs.

Moving more people by public transport and active modes and moving more freight by rail and coastal shipping (mode-shift) are going to be critical to achieving our vision. We also need to provide New Zealanders with travel options that meet their needs. This means people and businesses can choose transport options suited to their task, trip and location; networks are available and reliable at consistent levels of service; and networks represent value for money and are affordable for all users.

Through the 2021-24 National Land Transport Programme, we'll work with our council partners toward achieving mode shift, reducing greenhouse gas emissions and responding better to New Zealanders' travel needs. The National Land Transport Programme will also contribute to more reliable networks by investing in maintaining and improving infrastructure across all modes and investing in improving land transport system resilience.

We're also delivering \$5.6 billion of the \$6.8 billion New Zealand Upgrade Programme transport package (with KiwiRail delivering the remaining \$1.2 billion). The package will help us get cities moving, save lives and boost productivity, and give families across the country real choices in how they travel to work, home, education and play. It also provides for developing more frequent and better public transport, building safe walking and cycling paths, building transport connections to shorten travel times and unlock housing developments, and investing in rail to make roads safer by taking trucks off them.



Measure	Baseline	2026 target
Light vehicle kilometres travelled in main urban areas*	17.3 billion <sup>A</sup>	↘ Decreasing
User experience of the transport network by mode	54%: public transport; 62%: active modes <sup>B</sup>	↗ Improving for public transport and active modes
Freight mode share of road and rail	To be established in 2021/22	↘ Decreasing for road ↗ Increasing for rail

<sup>A</sup> Baseline is for the 2019 calendar year. While this measure is listed under effectively and efficiently moving people and freight, changes to it are also indicative of progress toward the safe and environmentally sustainable outcomes.

<sup>B</sup> Baseline is as at December 2020 and represents the proportion of respondents from the Waka Kotahi customer journey monitor survey who gave an 8–10 score for these modes (10 being the highest). Active modes include walking and cycling.

**The Ministry of Transport long-term transport outcome**  
this system outcome contributes to is:

- Inclusive access
- Environmentally sustainable
- Healthy and safe people
- Resilience and security
- Economic prosperity

Our work toward these **GPS objectives** will contribute to achievement of this outcome:

- Climate change
- Better travel options
- Safety
- Better freight connections

The **results** we'll need to see to achieve this system outcome are:

- Increased share of travel by public transport, walking and cycling
- Improved connections to key destinations
- More reliable freight network
- Improved resilience to disruptive events
- Safer travel and infrastructure, vehicles and road user choices
- Effective delivery and effective collaboration



## Meeting current and future needs

Ensuring we have access to the people,  
funding and systems we need

Our role and the expectations of what we'll deliver are changing. We're dealing with the unprecedented impacts of COVID-19 and how we can best support the social and economic recovery of Aotearoa from the pandemic. Government's expectations of what we'll deliver have expanded, while pressure on our funding has increased.

We need to have access to the people, funding and systems (such as digital tools and databases) to deliver an adaptable and optimised land transport system that responds to these challenges. In 2021, we'll finalise Our map (our new operating model), which will identify the key organisational shifts we need to make to ensure we have the right people, funding and systems.

We will focus on how we can improve our internal capability for effective delivery and collaboration with our partners. We want to continue to improve our levels of staff engagement, deliver projects successfully, improve the quality of our services and strengthen our regulatory performance. We also want to strengthen our partnerships and engagement with Māori and our co-investment partners.

We must also ensure we are effectively managing our investments and assets. This includes maintaining and optimising one of New Zealand's most important assets, the state highway network. State highways provide a strategic roading link helping to facilitate the safe and effective movement of people and goods throughout the entire country. They play an important role in delivering public transport solutions and link main population centres to industrial hubs and tourism destinations. We'll continue to invest in maintaining and improving the state highway network, including through the National Land Transport Programme.





Measure	Baseline	2026 target
Funding sustainability <sup>A</sup>	Measure under development	Measure under development
Proportion of the state highway network that meets minimum asset condition requirements	To be established in 2021/22	➤ ⬆️ Maintain or increase

<sup>A</sup> We are still working on developing a measure of funding sustainability that captures the investment needed for the transport system compared with what we and our co-investment partners can sustainably fund through the National Land Transport Fund or financing.

The **results** we'll need to see to achieve this system outcome are:

- Effective delivery
- Effective collaboration

## External results

External results are the system changes we need to see to achieve our system outcomes. The relationships between results and outcomes aren't linear – the results influence each other and work together to help us achieve our system outcomes.

We've used this key to indicate the outcomes each result contributes to:

- Safe
- Environmentally sustainable
- Effectively and efficiently moving people and freight
- Meeting current and future needs

### Safer travel and infrastructure ●●

Improving the safety of transport infrastructure and setting safe speed limits to improve the safety of travel across all modes

We can save lives and prevent injuries by designing our roads, streets and footpaths to promote safe travel and by setting and maintaining safe travel speeds. Making travel safer across all modes will also help encourage mode shift toward low carbon modes of travel.

We will influence this result by working with our partners to set safe and appropriate speed limits, investing in safe infrastructure, and undertaking improvements and maintenance that contribute to safe travel. One of the ways we'll do this is through the Road to Zero Speed and Infrastructure Programme. This 10-year programme includes safety treatments and speed management on state highways and local roads, targeting those roads and roadsides that offer the greatest potential to reduce deaths and serious injuries.

We'll also continue investing in making all modes of travel safer through the National Land Transport Programme and New Zealand Upgrade Programme.

Measure	Baseline	2026 target
Number of deaths and serious injuries where the speed limit does not align with the safe and appropriate speed <sup>o</sup>	1542 <sup>A</sup>	✔ Reduce below 925 by 2026 (40% decrease)
Number of head-on, run-off-road and intersection deaths and serious injuries	2015 <sup>B</sup>	✔ Reduce below 1411 by 2026 (30% decrease)

<sup>A</sup> Calculated for all roads based on their function, safety and use. Baseline is for the 2019/20 financial year.

<sup>B</sup> Baseline is for the 2018/19 financial year.

## Safer vehicles ●●

Encouraging more people to buy safe vehicles and reducing harm due to vehicle faults

Vehicles play a role in 79 percent of death and serious injury crashes on our roads. Safer vehicles not only help drivers avoid crashes, but also protect occupants and other road users when crashes do happen.

The safety rating of vehicles matters – a person is twice as likely to be seriously or fatally injured in a crash in a 1-star vehicle than in a 5-star. Aotearoa has a large proportion of unsafe vehicles: 41 percent of light vehicles have 1- and 2-star safety ratings. We can raise awareness of vehicle safety. The actions we'll take are described in the Road to Zero Action Plan.

Through our regulatory function, we also play a role in helping to ensure vehicles already in the fleet are as safe as they can be, including by issuing warrants and certificates of fitness.

Measure	Baseline	2026 target
Number of deaths and serious injuries involving a vehicle with a low safety rating	877 <sup>A</sup>	✔ Reduce below 702 by 2026 (20% decrease)

<sup>A</sup> Baseline is for the 2018 calendar year.

## Safer road user choices ●●

Encouraging safer choices and safer behaviours on our roads

We know that if everyone followed the rules, stayed alert and sober, drove at safe travel speeds, stayed off their phones and wore a seatbelt, deaths and serious injuries on the roads would decrease.

We will work with our partners to support good road user choices. We'll do this by continuing to work with New Zealand Police to promote safer road user choices and behaviours. Through our regulatory role, we also promote safe road user choices and behaviours by providing access to driver licensing and training.

Measure	Baseline	2026 target
Number of death and serious injuries associated with behavioural risk factors <sup>A</sup>	735 <sup>B</sup>	✔ Reduce below 588 by 2026 (20% decrease)

<sup>A</sup> Alcohol and other drugs, fatigue and distraction.

<sup>B</sup> Baseline is for the 2018/19 financial year.

## Increased protection of the environment ●

Investing in the land transport system in a way that is sustainable and reduces harm

We manage over \$4 billion of land transport funding and co-investment each year. Therefore, our investment settings are a powerful mechanism for shaping activities and behaviours to support sustainable outcomes for the land transport system.

We want to invest in the land transport system in a way that reduces harm to the environment by helping to reduce greenhouse gas emissions, protect biodiversity and expose fewer people to potentially harmful levels of air and noise pollution. We'll need to work with the rest of government and our partners to do this – activities such as implementing the government's Clean Car Reforms and increasing the uptake of clean, safe vehicles will require the collaboration of multiple public and private sector organisations.

We'll be guided by our environmental and social responsibility policy and our environmental and social responsibility standard, which help us deliver transport investments in a way that minimises harm to the environment and protects our natural resources. We'll also make sure environmental impacts are appropriately considered through our investment decision-making framework.

We also want to lead by example and align our corporate behaviours with our sustainability principles and expectations. We'll continue to look for smart ways to meet our business needs and improve our effectiveness, while tracking towards carbon reductions, learning from and sharing our lessons with public sector colleagues.

Measure	Baseline	2026 target
Forecast ISCA-IS rating scheme credits for applicable projects	To be established in 2021/22	🎯 ≥ 25 forecast credit totals on average per project
Waka Kotahi corporate carbon footprint	To be verified in quarter 1 2021/22	✅ Decrease by 30% by 2025 <sup>A</sup>

<sup>A</sup> Target is for 1 June 2025 to align with our Emissions Reduction Management Plan. The target for this measure reflects the decrease we expect to see independent of any further change that may occur should we purchase carbon credits.



## Improved resilience to disruptive events ●

Improving the ability of the land transport system to withstand, absorb, adapt, respond and recover from unplanned disruptive events

Aotearoa faces a complex variety of natural hazards and risks. The land transport system is vulnerable to the effects of the changing climate, and network services and infrastructure are being disrupted by increasingly severe and frequent extreme weather events.

As the largest land transport system planner in the country, we work with our partners to directly influence the resilience and security of the land transport system. A resilient and secure transport system needs to:

- anticipate both natural and human-made risks, and be prepared to recover from disruptive events
- adapt to and be prepared for the impacts of climate change
- support communities to withstand and recover from disruptive events
- maintain its security to guard against intentional harm to people, infrastructure, the environment and economic prosperity.

Our National Resilience Programme Business Case seeks to realise the benefits of more resilient communities, more sustainable regional prosperity and improved land transport resilience. The business case has been incorporated into our revised investment decision-making framework and is being used to prioritise projects for inclusion in the 2021–24 National Land Transport Programme.

Measure	Baseline <sup>A</sup>	2026 target
Proportion of unplanned road closures resolved within standard timeframes	Weather event: 50% Other events: 90%	🎯 Weather event: ≥50% 🎯 Other events: ≥90%

<sup>A</sup> Baseline is for the 2019/20 financial year.

## More reliable freight network ●●●

Improving network predictability

Well-designed transport corridors with efficient, reliable and resilient connections will support productive economic activity. Freight connections need to be predictable, disruptions need to be resolved quickly and alternative routes need to be available. More freight needs to be moved by lower carbon modes such as rail and coastal shipping, which are also more reliable because they're less vulnerable to disruptions to the land transport system such as traffic congestion. Moving more freight by rail and coastal shipping will also get more vehicles off our roads, improving safety and reducing congestion.

Predictable freight connections will make it easier for businesses and the freight sector to plan how they will move their products. One thing we'll be focusing on is the predictability of travel outside peak periods (that is, interpeak predictability). By improving the movement of freight at interpeak times we can also improve the predictability, reliability and safety of the network for other road users at peak times. We can also influence this result by managing the network to resolve road closures within standard timeframes and making alternative routes available for priority connections. Our work toward improving the resilience and security of the land transport system, including improving resilience to the impacts of climate change, will also contribute to improving the resilience of freight connections now and in the future.

We have new legislative responsibilities for rail and will use the levers available to work with KiwiRail to improve freight connections and to promote and regulate rail safety. To deliver on GPS 2021, we will also work toward identifying what's needed to deliver a sustainable domestic coastal shipping sector over the next 10 years.

Measure	Baseline	2026 target
Interpeak predictability of travel times on priority freight routes	93% of interpeak trips are completed within the expected timeframes <sup>A</sup>	➤ ⬆ Maintain or increase

<sup>A</sup> Baseline is for the 2019/20 financial year. Expected timeframes are based on average journey times in the previous financial year.

### Increased share of travel by public transport, walking and cycling ●●●

More people are choosing active and/or shared modes as their preferred method of travel

Making active and shared modes attractive transport options is critical to achieving mode shift and reducing emissions. Public transport needs to be accessible, affordable and efficient, and people need to feel safe when walking and cycling.

We have an important role to play in encouraging mode shift by investing in public transport and safe walking and cycling infrastructure. We'll do this by working with our council partners to deliver the National Land Transport Programme and the New Zealand Upgrade Programme. We will also use our regulatory levers to make streets more accessible for walking, cycling and micro-mobility.

In future, we'll also have access to more levers to influence public transport and mass transit because recent legislative changes have given us greater oversight of public transport investments and a greater role in rail network investment.

Measure	Baseline	2026 target
Mode share of public transport and active modes in urban areas	19% <sup>A</sup>	⬆ Increasing

<sup>A</sup> Baseline is for the 2019/20 financial year.



**Improved connections to key destinations** ●●●

More people can reach social and economic opportunities by active and/or shared modes

Main urban centres make up just 2 percent of land area in Aotearoa but are home to more than 70 percent of New Zealanders. The layout of urban centres determines the distance people need to travel to access jobs, education and other essential services, and the transport options they have to make those trips.

Strong growth in recent years has increased pressure on housing supply and affordability, while also affecting the environment and the ability of people and businesses to move around easily and affordably. Encouraging good quality, compact, mixed-use urban development will result in densities that can support rapid or frequent transit (and vice versa). It will also result in shorter trips between home and work, education, and leisure, as well as safe, healthy and attractive urban environments to encourage low carbon active and shared modes of travel.

To influence this result, we need to work in partnership with Kāinga Ora, the Ministry of Housing and Urban Development, and other central and local government agencies to promote integrated land use and transport planning. This work will include our contributing to improved spatial planning through the Urban Growth Agenda.

Measure	Baseline		2026 target	
Access to social and economic opportunities by mode	Proportion of jobs within 45 minutes by mode:		 Increasing for public transport and active modes	
	Walking	5%		
	Cycling	23%		
	Public transport	15%		
Proportion of population within 15 minutes to nearest school, GP and supermarket:				
	Walking	Cycling	Public transport	Car
Primary schools	62%	89%	70%	99%
Secondary schools	21%	70%	28%	92%
GPs	51%	82%	62%	95%
Supermarket	40%	82%	51%	95%
Proportion of recently built residential dwellings in major urban areas with access to frequent public transport services	9.5%			Increasing

<sup>A</sup> Baseline are for the 2019/20 financial year.

## Internal results

In 2021/22, we'll complete development of our new operating model, Our map, which will identify the organisational shifts we'll need to undertake to realise the vision of Te kāpehu. In the interim, we've identified two important results for our organisational capability and performance fundamental to Te kāpehu: effective delivery and effective collaboration.

Guided by the values and behaviours embedded in Te kāpehu, we've also identified where we need to focus across these two internal results. The following sections describe why these focus areas are important to us and to realising our vision.

We will review our internal results once Our map has been finalised.

### Effective delivery

#### Staff engagement

Our people are our greatest asset. It is through their efforts that we will deliver on our vision. About 1950 staff are based in offices throughout Aotearoa. Highly engaged staff means we can retain diverse talent and deliver more effectively. We also know that if we have high engagement among our people, we're making progress toward supporting our people's wellbeing and realising ngākau aroha – have heart. Our approach to improving our organisational health and capability (including what we're doing to look after our people and improve engagement) is described from page 50.

Measure	Baseline	2026 target
Staff survey engagement score	70% <sup>A B</sup>	 ≥ 65% <sup>C</sup>

<sup>A</sup> Baseline is for March 2021 – the survey is run in March each year.

<sup>B</sup> The survey asked our staff to rate how much they agreed or disagreed with a set of statements related to engagement. The baseline of 70% represents the average rating provided across these statements, which was between 'somewhat agree' (60%) and 'agree' (80%).

<sup>C</sup> Across 2018/19, 2019/20 and 2020/21 the average staff survey engagement score was 60%.

#### Investment performance

We are the main planning, investment and delivery agency for the land transport system. When our investments are delivering the right results for the land transport system, we're helping to realising our value of mahia – nail it.

Because of the significant investment we make in the land transport system, we are classified as a tier one investment-intensive agency. This means we are reviewed every three years through Treasury's investor confidence rating (ICR).



Our latest investor confidence rating result obtained in August 2018 was a 'C', a decrease from a 'B' rating in 2015. Since then, we have made significant progress to lift our performance. For more information on our progress, see *Managing the performance of our investment and assets* (from page 55).



Measure	Baseline	2026 target
Waka Kotahi investor confidence rating <sup>A</sup>	'C' rating	 Improving

<sup>A</sup> Baseline is for 2018. We understand the Treasury is reviewing the investor confidence rating process, which may result in changes to the methodology and ratings.

## Service quality

We want to optimally align our services with customer needs and expectations. To do this, we need to understand our customers' experiences of our services and whether we're delivering the right things in the right way. We then need to use that information to identify areas where we can improve.

A changing technological landscape, combined with a drive for greater efficiency and effectiveness from a new generation of users, all affect how we operate and serve our customers. We must continue to adapt in this changing context to improve productivity and our engagement with different audiences.

Measure	Baseline	2026 target
Ease of transacting with Waka Kotahi	63% <sup>A</sup>	  Maintain or increase

<sup>A</sup> Baseline is at December 2020. This measure represents the proportion of respondents to our customer journey monitor survey who said that little or no effort was required at service touchpoints.

## Regulatory performance

Between 2018 and 2020, we moved quickly to address the regulatory failure identified in late 2018. We also committed to building a new way of working by developing Tū ake, tū maia, our regulatory strategy, which is now in its second year of implementation. We need to continue to monitor our progress to understand whether the changes we've made have led to the intended improvements in our regulatory performance. This qualitative assessment will contribute to the refresh of Tū ake tū māia and help to strengthen our regulatory performance measures.

Measure
Assessment of our regulatory function and progress since the regulatory review

## Effective collaboration

### Partnerships and engagement with Māori


Waka Kotahi recognises Māori as partners of Waka Kotahi. We know that both Te Tiriti o Waitangi partners benefit from working together. We are committed to fostering strong and enduring relationships with Māori, and we engage with hapū and iwi on activities likely to affect them or their interests. We have an important role to play in working with Māori, our co-investment partners and other government agencies to find opportunities to better respond to Māori aspirations.

In 2019, we launched Te Ara Kotahi, our strategic direction for working with and responding to Māori as the Crown's partner under Te Tiriti. The vision of Te Ara Kotahi is for Waka Kotahi and Māori to work together to succeed for a better Aotearoa. For more information on Te Ara Kotahi, see page 19.

Measure	Baseline	2026 target
Measure under development	To be established in 2021/22	 Improving

### Partnerships and engagement with stakeholders

We work with the Ministry of Transport, New Zealand Police and over 70 council partners to invest in the land transport system on behalf of ratepayers. We also work with other agencies across the public and private sectors. We can achieve great things by working with our partners in a way that helps us realise our value of kotahitanga – better together. This means building better relationships by being proactive and transparent, joining up our thinking and our doing, facilitating collaboration, seeking and listening to the perspectives of others, and inviting conversation and feedback to always improve. We recognise our chances of success are maximised by working together to deliver the best results for New Zealanders.

Measure	Baseline	2026 target
Stakeholder satisfaction	54% <sup>A</sup>	 Improving

<sup>A</sup> Baseline is for the 2020 calendar year. It represents the proportion of respondents to our stakeholder survey who said they were satisfied with the current relationship their organisation has with us.

# Te hauora me te āheitanga o ō mātou whakahaerenga

## Our organisational health and capability

To deliver our commitments to Aotearoa, we focus on:

- working well together, within our organisation and with our stakeholders
- building leadership and capability
- looking after the wellbeing of our people
- managing the performance of our critical assets and investments.

### Working well together

#### Our structure

We're organised so we can respond to emerging priorities, become more agile and improve the way we work with others to provide better transport solutions. We are made up of seven groups:

- Transport Services
- Safety, Health and Environment
- Regulatory Services
- Corporate Support
- Te Aukaha | Digital Group
- People
- Engagement and Partnerships.

We also have five regional directors who each build, maintain and enhance our strategic alignment and reputation within a specific geographical boundary.

#### Regional leadership model

Throughout 2021/22, we will implement a new five-region model: Northland-Auckland, Waikato-Bay of Plenty, Gisborne-Hawke's Bay-Taranaki-Manawatū-Whanganui, Wellington-Tasman-Nelson-Marlborough, and West Coast-Canterbury-Otago-Southland (see figure 7).

Each region's director regional relationship has a team responsible for building, enhancing and maintaining our presence, performance and reputation in the region. This work includes engaging with and taking the lead in building relationships with senior local government stakeholders, iwi, and other significant community, private and public stakeholders.

## Regional leadership team approach



### System Design Regional Manager

Accountable for the delivery of transport system outcomes in the region

Leads the approved organisation relationship and supports conversations on spatial and integrated planning processes, investment proposals, project initiation and system design



### Infrastructure Delivery Regional Manager

Accountable for ongoing project build programmes

Leads interactions with local contractors, ensures alignment between the Waka Kotahi programme and approved organisations, and identifies procurement opportunities



### Maintenance and Operations Regional Manager

Leads interactions with local authorities, communities and suppliers on day-to-day transport system operational and incident management

Supports approved organisations in emergency management and to lift maintenance and contract capability



### Director Regional Relationships

Builds and sustains strong regional relationships at a senior level and provides a feedback loop to the organisation on the key issues and regional views that shape the work of Waka Kotahi



### Champion Waka Kotahi and the region

Own and inform Waka Kotahi regional views, translate between national and regional priorities, tell the regional 'story'

### Implement a regional stakeholder engagement strategy

Manage both operational activities and the reputation of Waka Kotahi

### Lead the regional team

Build an engaged team

Figure 7 – Regional leadership model

## Building leadership and capability

### Leadership

Great leaders are critical enablers for delivering great journeys for Aotearoa. We need confident, capable and culturally aligned leaders who can drive team performance.

Our leadership development framework enables our leaders to create the future and develop a powerful team-based organisation. Our leadership development programme, Accelerate Leadership, focuses on lifting leadership capability through core learning and development modules.

### People capability

Our leadership role in the transport sector requires us to strengthen our capabilities in areas such as relationship management and collaboration with strategic partners, while also providing the technical delivery and expertise to meet the government's and public expectations.

We continue to focus on strengthening our regulatory capability, developing the skills to be successful in an increasingly digital environment, and ensuring we have the necessary commercial capability to deliver on our strategy now and in the future.

### Te Ara Kotahi

Te Ara Kotahi is our overarching strategic framework that affirms our commitment to upholding Te Tiriti o Waitangi and related legislative obligations. It identifies the priorities in our work to lift our cultural competence and build strong, meaningful and enduring relationships with Māori to support their aspirations.

Te Ara Kotahi and its associated action plan support us in taking a strategic approach to fulfilling our commitments to Māori as the Crown's partner under Te Tiriti.



## Looking after our people

### Health, safety and wellness

We have the health, safety and wellbeing of our people, community and partners at the heart of everything we do. We are committed to embedding behaviours, practices and programmes across Waka Kotahi that go beyond compliance. We aim to be continually improving and challenging the status quo to create a culture of care in line with our values, especially ngākau aroha – have heart.

Our health, safety and wellbeing framework comprises three pillars to ensure our programmes and efforts are balanced and sustainable (figure 8).



Figure 8 – Health, safety and wellbeing

We will measure and benchmark our current performance and compliance across all groups and locations, develop group-level action plans in line with local people and risks and drive our focus on our six critical risks.

Our leaders are already engaging and identifying safety performance indicators, learning and development opportunities, and board involvement in safety activities.

## Diversity and inclusion

We are committed to creating a culture where everyone is supported, respected and engaged and has a voice. We appreciate all the ways we differ, and value and celebrate our differences.

We continue to follow government priorities, with a focus on closing the gender pay gap, addressing unconscious bias, and stopping bullying and sexual harassment.

We have made progress in reducing the gender pay gap within the organisation by:

- providing information about the gender pay gap to people leaders when they are hiring and promoting people to enable them to adjust offers, where appropriate
- scrutinising offers of employment, particularly when offers are above the job band midpoint
- increasing the monitoring and reporting of changes to the gender pay gap on a quarterly basis
- making flexible working arrangements available to all employees, irrespective of gender or parenting responsibilities.

## Being a good employer

We are committed to being a good employer and are guided by the government's priorities. We recognise, respect and value differences and are committed to providing equal opportunities for all. This approach ensures better outcomes for our people (who are more satisfied with their employment) and the people we are ultimately here for – the people of Aotearoa.

We continue to build a strategy-led, people-centred organisation that is fit for the future and where our people are proud to be part of creating a better Aotearoa. We are committed to being fair, open and transparent and having a workplace where our people are energised and able to perform at their best. We seek regular feedback from employees through the Ask Our Team annual survey and quarterly pulse checks, which helps to inform initiatives and identify areas of improvement in terms of building our culture and enabling engagement.<sup>5</sup>

<sup>5</sup> Human Rights Commission. No date. Specific advice for the business practices of Crown entities (webpage) ([www.hrc.co.nz/resources/business/reporting-crown-entities-good-employers/](http://www.hrc.co.nz/resources/business/reporting-crown-entities-good-employers/)).

## Managing the performance of our investments and assets

Because of the significant investment we make in the land transport system, Waka Kotahi is classified as a tier one investment-intensive agency. This means we are reviewed every three years through the Treasury's investor confidence rating (ICR).

The Treasury provided our latest investor confidence rating result in August 2018 – C. Our C rating was a decrease from a B rating in 2016. Three out of nine areas were identified as lower performing, including:

- portfolio, programme and project management maturity (P3M3)
- quality of the long-term investment plan
- benefits delivery performance.

### Progress since the last investor confidence rating

We have made significant progress to lift our performance in the three lower performing areas.

To increase our P3M3 maturity, we have increased our focus on establishing portfolio governance to ensure greater visibility of portfolio performance and implemented a centralised portfolio management tool to help drive greater consistency.

We've invested significantly in the development of long-term, enduring plans (such as Arataki) that provide a strategic overview to guide the development of the land transport system.

The 2021–24 Waka Kotahi investment proposal has been developed using evidence and insights from Arataki.<sup>6</sup> Arataki has also been used in the development of Regional Land Transport Plans.

Considerable efforts have been made to improve the sophistication of our benefits articulation through the development of a new benefits framework and set of measures. We launched this new framework to the sector, and it will be used for new business cases and the 2021–24 National Land Transport Programme.

<sup>6</sup> The Waka Kotahi Investment Proposal sets out the programme of activities that we propose for inclusion in the 2021–24 National Land Transport Programme (NLTP) to give effect to GPS 2021 (<https://www.nzta.govt.nz/planning-and-investment/national-land-transport-programme/waka-kotahi-investment-proposal-2021-31/>).

# Mō mātau

## About us

Waka Kotahi is a Crown entity governed by a statutory board. Our functions (detailed on page 11) include delivering, managing, regulating and investing in the land transport system of Aotearoa.

We work throughout the country with offices from Whangārei to Dunedin. Our people are highly experienced with an expansive variety of skills, including planning, policy analysis, engineering, business advising, contracting, and information technology, legal, property and financial skills.

Our chief executive and executive leadership team manage our organisation.

### Our board

**Sir Brian Roche**  
**KNZM, Chair**



Sir Brian brings extensive governance, leadership and business experience to Waka Kotahi.

In 2017, Brian was named a Knight Companion of the New Zealand Order of Merit for services to the state and business.

He was chief executive of New Zealand Post Group from 2010 to 2017 and chaired the Waka Kotahi Board from 1 August 2008 to 31 March 2010.

Brian chairs the Waka Kotahi Investment and Delivery Committee and is a member of the Risk and Assurance Committee.

**Cassandra Crowley,**  
**Deputy Chair**



Cassandra is a chartered accountant (Fellow), barrister and solicitor of the High Court of New Zealand and member of the Institute of Directors.

In addition to her commercial advisory work, Cassandra holds non-executive directorship roles in several sectors of the economy of Aotearoa. These roles include chairing several audit, finance and risk committees and overseeing digital transformation. She is a past president of Chartered Accountants Australia and Aotearoa and has been recognised for her leadership and governance contributions with the Supreme Award for Excellence in Governance from Women on Boards.

Cassandra chairs the Waka Kotahi Risk and Assurance Committee and is a member of the Investment and Delivery Committee.



**Catherine Taylor**

Catherine is a chartered accountant and has held senior management positions in the public and private sectors, including five years as director and chief executive of Maritime New Zealand. Catherine understands transport sector regulatory issues and has always been interested in how regulatory tools can be used to achieve safety outcomes.

Catherine's current governance roles include deputy chair of the Energy Efficiency and Conservation Authority, chair of the International Visitor Conservation and Tourism Levy Investment Advisory Group, deputy chair of Nelson Airport Limited, chair of Diabetes New Zealand, trustee of the John Nesfield Trust and trustee of the New Zealand Law Foundation.

Her past roles include director of the New Zealand Institute for Crop and Food Research (now Plant and Food Research), member of the Civil Aviation Authority, member of the Building Practitioners Board, member of the Biosecurity Ministerial Advisory Committee and trustee of the Life Flight Trust.

Catherine chairs the Waka Kotahi Regulatory Committee and is a member of the People and Culture Committee.



**David Smol QSO**

David has over 35 years' experience in Aotearoa and the United Kingdom in the public and private sectors. He has worked in the energy sector in both countries, including as director of an Oxford-based energy consulting firm with clients in the United Kingdom and Europe and in large energy utilities and transmission companies, renewable energy generators, regulatory bodies and government departments.

In 2008, David was appointed chief executive of the Ministry of Economic Development. From 2012 to 2017, he was the inaugural chief executive of the Ministry of Business, Innovation and Employment, where he was responsible for the stewardship of multiple regulatory systems.

David is an independent non-executive director of Contact Energy and chair of VicLink, the commercialisation subsidiary of Victoria University of Wellington.

David was made a Companion of the Queen's Service Order in 2018.

David is a member of the Waka Kotahi Regulatory Committee.

## John Bridgman



John has over 35 years' experience in engineering and project management roles across Australasia and Asia.

John is the chief executive of Ōtākaro Limited. He has held a variety of senior leadership positions and governance roles at AECOM (including as industry director – civil infrastructure in Australia with responsibility for the company's involvement in several of Australia's largest infrastructure projects and as managing director for the Aotearoa business), as well as governance roles on major infrastructure projects in Aotearoa, Australia, Asia and the United Kingdom.

## Ken Rintoul



Ken has over 40 years' experience in the public and private sectors of Aotearoa and has extensive knowledge of the construction and civil industries, including business ownership in these industries.

Having lived in provincial Aotearoa all his life, Ken is also aware of the needs of rural New Zealanders.

In the past 10 years, Ken's governance roles have included director of Far North Holdings, appointed trustee of Top Energy Ltd, appointed chair of Northern Rural Fire, chair of Youth Development Trust (YES programme), trustee of North Point Trust, advisor to the TKEMK Trust, member of the Rural Advisory Forum, advisor to Fire and Emergency New Zealand, trustee of the Hundertwasser Trust, member of the Northern Transport Committee, and appointed chair of the Northland College Transition Board.

Ken is a member of the Waka Kotahi Investment and Delivery Committee and People and Culture Committee.



### Patrick Reynolds



Patrick brings extensive expertise in urban form and transport analysis and advocacy, along with public sector governance experience to Waka Kotahi.

He has lectured in urban design at the University of Auckland and written about transport and the urban realm, most prominently greater Auckland, in books and magazines and online. Patrick is a recipient of the New Zealand Institute of Architects President's Award for his contributions to debates on Auckland's urban issues. He has served on boards for Auckland Council, Auckland Transport and Rotorua Lakes Council.

Patrick is a member of the Waka Kotahi Investment and Delivery Committee and Regulatory Committee.

### Victoria Carter NZOM



Victoria has over 25 years' experience as a director on the boards of NZX (the New Zealand stock exchange), private companies and council entities in the transport, tourism, education, property and arts sectors.

As founder of Cityhop, the first and largest carshare business in Aotearoa, Victoria is a known expert on mobility as a service.

Victoria is a former Auckland city councillor and an accredited Fellow of the Institute of Directors. In 2016, she was awarded the New Zealand Order of Merit for services to the arts, business and community. She holds a bachelor of laws from the University of Auckland.

Victoria chairs the Waka Kotahi People and Culture Committee and is a member of the Risk and Assurance Committee.

## Our executive leadership team

**Nicole Rosie**  
Chief Executive



Nicole joined Waka Kotahi as chief executive in February 2020. Before her appointment, she had been chief executive of WorkSafe for three years. Nicole has more than two decades of senior executive experience across the public and private sectors in a variety of industries and functions, including transport and commercial firms such as Toll NZ and Fonterra.

Nicole is passionate about making a difference and sees the land transport system and the critical role Waka Kotahi plays across infrastructure, regulation and safety as being at the heart of a successful country.

**Robyn Fisher**  
Director Office  
of the Chief  
Executive



Robyn joined Land Transport New Zealand in 2007 and has held several roles in Waka Kotahi since its inception in 2008, including in portfolio management; as group business manager, strategy, communications and performance; and as national manager, governance. Robyn took up a position in the chief executive's office in late 2014.

Robyn has over 20 years' experience in local government, including in land use consent, policy and leadership roles. Her first central government role was with the Office of Treaty Settlements where she was closely involved with settlement negotiations with Te Arawa and Ngāti Apa.

Robyn has a bachelor's degree in regional planning (honours) and a postgraduate diploma in negotiation and mediation.

**Brett Gliddon**  
General Manager  
Transport Services



Brett joined Transit New Zealand before it merged with Land Transport New Zealand to become Waka Kotahi. He is a qualified civil engineer with more than 18 years' experience in infrastructure planning, design and delivery, including maintenance and operations.

Brett has been involved in the development of some of the largest infrastructure projects in Aotearoa, including the Northern Busway, Northern Gateway Toll Road (the country's first electronic toll road), Waterview Tunnel and Te Ara I Whiti (Lightpath) cycleway.

Brett is responsible for overseeing design, delivery and management of a single integrated transport system. Brett's vision for the Transport Services Group is one of internal and external collaboration and strong relationships with local authorities, customers and suppliers – a true integrated transport system delivery group.

**Kane Patena**  
General Manager  
Regulatory Services



Kane joined Waka Kotahi in April 2019 to lead the Regulatory Compliance Group and help shape the future of land transport regulation in Aotearoa. He has since been appointed as the new Director of Land Transport for a period of 18 months effective from 1 April 2021.

Kane brings extensive regulatory experience from the public and private sectors. His expertise has been publicly acknowledged – he is a recipient of the New Zealand Compliance Practitioner of the Year award.

Before his appointment, Kane worked as Wellington City Council's Director of Strategy and Governance. He has also served as a Crown prosecutor and been a partner at law firm Meredith Connell.

**Greg Lazzaro**  
General Manager  
Safety, Health And  
Environment



Greg joined Waka Kotahi in March 2019 from Fonterra, where he held a global health, safety, risk and resilience role. He has held senior executive positions in health, safety and environment in Sodexo, UGL, in Australia and various operational roles in Orica in Australia for over 10 years.

Greg holds a bachelor's degree in chemical engineering.

**Chris Lokum**  
General Manager  
People



Chris joined Waka Kotahi as a general manager in June 2019. She is passionate about people and culture and brings a strategic, commercial and business lens to her work.

Chris is a human resources generalist with over 25 years' experience and is known for delivering organisational change, increasing organisational capability and providing strategic leadership.

Chris has qualifications in human resources, economics, management and psychology and has completed executive programmes at Michigan and Cornell Universities. She is a member of the Australian Institute of Company Directors and served on the boards of the Australian National Association of Women in Operations and Australian Terminal Operation Management.

Before her appointment to Waka Kotahi, Chris held senior positions in Australia, Aotearoa and the United Kingdom, including as vice president HR fuels in Asia Pacific at BP.

**Karen Jones**  
General Manager  
Engagement and  
Partnerships



Karen joined Waka Kotahi in March 2020. She is passionate about working in large operational organisations and in roles that make a difference to New Zealanders. She is motivated by the Waka Kotahi mandate to keep the country moving and reduce harm through a safer land transport network.

Karen has a strong background in central government leadership. Before joining Waka Kotahi, she was deputy director general, people and engagement at the Department of Conservation where she led human resources, organisational development, health and safety, security, customer engagement and office of the executive teams.

Karen's other roles include executive director strategy, governance and engagement in the Department of the Prime Minister and Cabinet (on secondment), where she led corporate support functions and assisted with the establishment of the National Emergency Management Agency. She also spent more than five years as deputy chief executive, public affairs, at New Zealand Police, leading internal and external communications, channels, media, social media, engagement and recruitment marketing functions.

**Matthew Walker**  
General Manager  
Corporate Support



Matthew joined Waka Kotahi in April 2020. Before his appointment, he was group chief financial officer at Auckland Council. Matthew's career spans the private and public sectors and the investment management, utility and local government sectors in Aotearoa and Australia.

Within local government, Matthew's contribution includes helping establish the Local Government Funding Agency, introducing new special purpose vehicle partnership arrangements for greenfield infrastructure development, and developing Green Bond debt programmes to finance assets and services that support environmental sustainability.

Matthew is passionate about delivering outcomes that matter to New Zealanders and believes in strong partnerships and collaboration to drive enduring and successful outcomes.

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