

OUR STRATEGY

This section summarises our strategy, which is made up of:

- our purpose
- our long-term goals and our Growing agility plan
- our medium and near-term objectives, priorities and results.

The section on *Delivering our strategy* (p14) sets out the milestones we will achieve this year to deliver our priorities and results and step towards our longer-term objectives and goals.

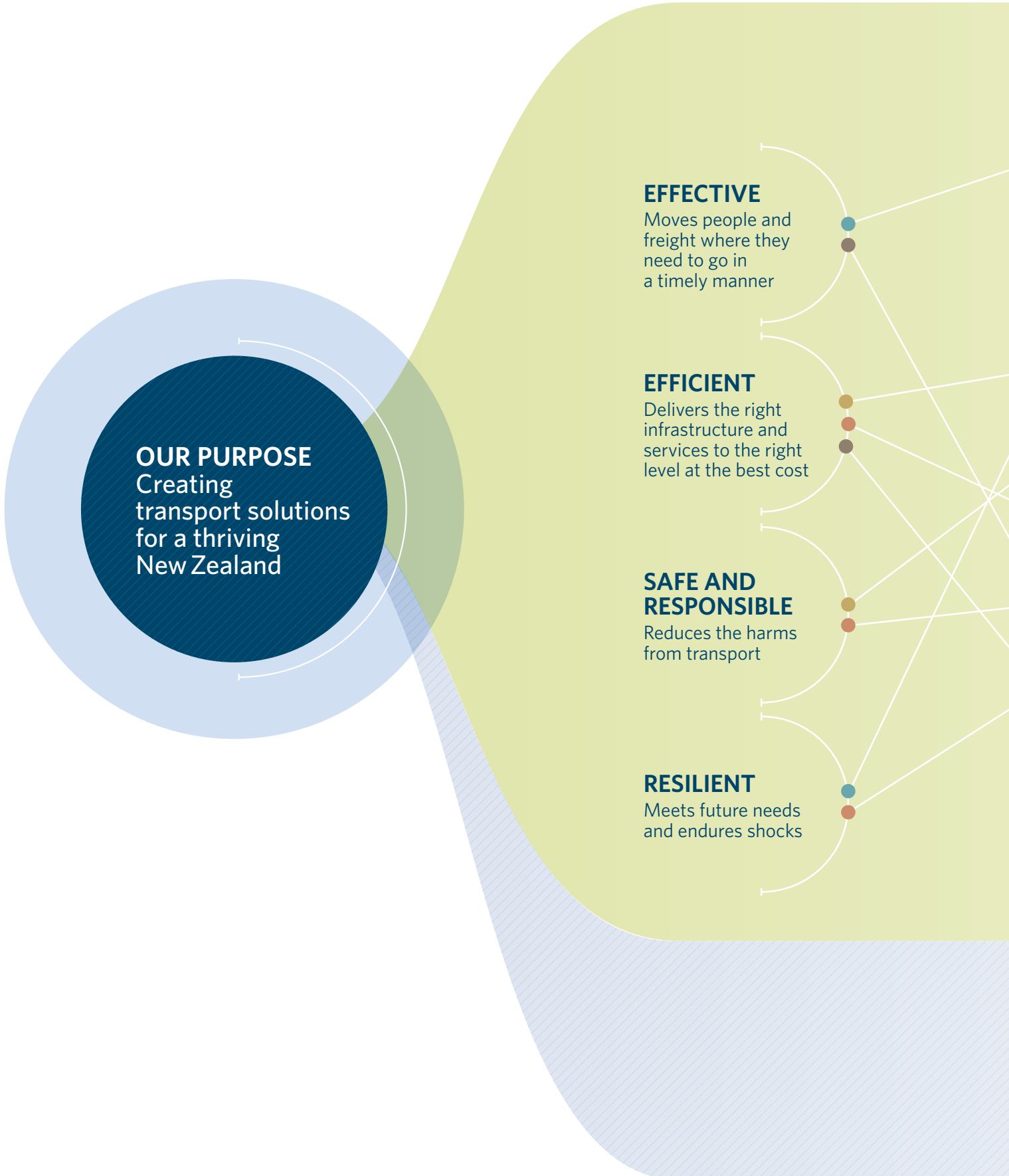
More detail about each element of our strategy and how we measure our progress is available in our *Statement of intent 2015-19*.



OUR STRATEGY

Desired outcomes

For the New Zealand transport sector.



OUR PURPOSE
Creating transport solutions for a thriving New Zealand

EFFECTIVE

Moves people and freight where they need to go in a timely manner

EFFICIENT

Delivers the right infrastructure and services to the right level at the best cost

SAFE AND RESPONSIBLE

Reduces the harms from transport

RESILIENT

Meets future needs and endures shocks

Long-term goals

To deliver by 2032

Medium-term objectives

To deliver by 2022

Integrate one effective and resilient network for customers

- 1 Integrate land uses and transport networks to shape demand at national, regional and local levels.
- 2 Integrate national and local transport networks to support strategic connections and travel choices.
- 3 Improve freight supply chain efficiency.

Shape smart, efficient, safe and responsible transport choices

- 4 Implement the Safe System approach to create a forgiving land transport system that accommodates human error and vulnerability.
- 5 Incentivise and shape safe and efficient travel choices using a customer-focused approach.
- 6 Reduce costs for transport users through better regulation and willing compliance.

Deliver efficient, safe and responsible, and resilient highway solutions for customers

- 7 Greater resilience of the state highway network.
- 8 Deliver consistent levels of customer service that meet current expectations and anticipate future demand.
- 9 Provide significant transport infrastructure.

Maximise effective, efficient and strategic returns for New Zealand

- 10 Align investment to agreed national, regional and local outcomes and improve value for money in all we invest in and deliver.
- 11 Ensure effective and efficient co-investment with our partners.
- 12 Explore innovative revenue, pricing and financing approaches that enhance the value delivered by land transport investments.

Growing agility as a high-performing organisation

- 1 Harness knowledge to make informed and timely decisions.
- 2 Create value with others.
- 3 Encourage continuous improvement and innovation.

Near-term priorities and results

To achieve by 2019

- 1 Make it easy for customers to do business with us
- 2 Predictable journeys for urban customers
- 3 Integrate road and rail to improve freight network productivity
- 4 Deliver Safer Journeys
- 5 Driving value through smart road maintenance
- 6 Make urban cycling a safer and more attractive transport choice

Functions

What we do*

PROVIDING ACCESS TO AND USE OF THE LAND TRANSPORT SYSTEM

PLANNING AND INVESTING IN THE LAND TRANSPORT NETWORK

MANAGING THE STATE HIGHWAY NETWORK

60 RESULTS BY 2019

115 MILESTONES FOR 2016/17

* For how our functions contribute to our long-term goals see appendix 5.

ABOUT OUR STRATEGY

The Transport Agency's strategy is designed to respond to its operating context and deliver specific outcomes for its many customers on behalf of government.

A thriving New Zealand needs land transport to work seamlessly as part of a wider transport system (maritime, aviation and land transport), and we need to work with others to help deliver on the government's wider transport sector outcomes. We are heading towards a transport system for our customers that is:

- **EFFECTIVE** in moving people and freight where they need to go in a timely manner
- **EFFICIENT** in delivering the right infrastructure and services at the right level at the best costs
- **SAFE AND RESPONSIBLE**, reducing the harms from transport to people and the environment
- **RESILIENT**, with the ability to meet future needs and endure shocks.

Our strategy has three components:

The WHY: This is our purpose. It's why we come to work, our mission and what we want to be known for.

The HOW: These are our long-term goals. They shape and focus how we deliver on our enduring purpose.

The WHAT: These are our medium and near-term objectives, results, priorities and milestones.

Each **goal** has a small number of medium-term objectives with a 10-year outlook.

Each **objective** has a small number of near-term results with a three-to four-year outlook.

Results have **annual milestones** attached to them. Annual milestones are further divided into quarterly milestones.

Priorities are a special category of cross-cutting results. They have a three-to four-year outlook, and they contribute to multiple objectives and goals.

Growing agility is our plan to make sure that we have the right people, systems and processes to deliver on our purpose.

