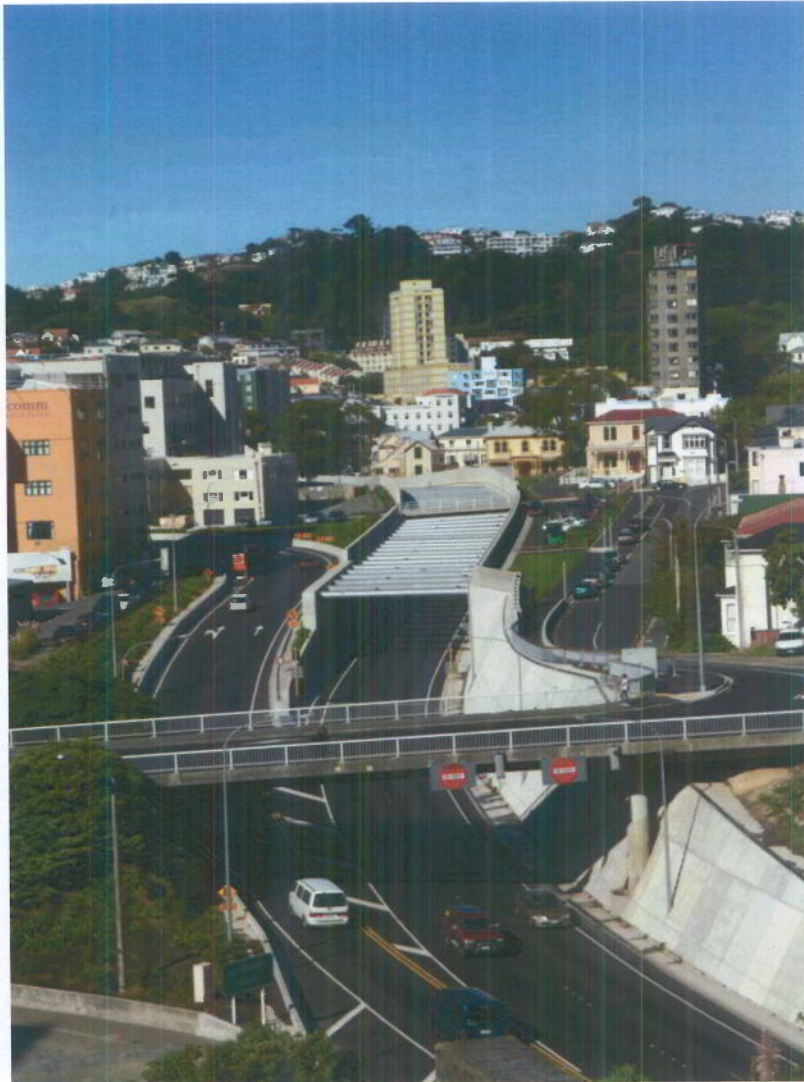




NZ TRANSPORT AGENCY
WAKA KOTAHI



Briefing for the incoming
Associate Minister of Transport

June 2009

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Introduction

Who we are

The NZ Transport Agency's statutory objective is to:

*'Undertake its functions in a way that contributes to an affordable, integrated, safe, responsive, and sustainable land transport system.'*¹

In doing so we must also exhibit a sense of social and environmental responsibility, use revenue in a way that seeks value for money, and ensure that revenue and expenditure are accounted for in a transparent manner².

Our Purpose

'To build a better transport system for New Zealanders'

What we do

Help New Zealanders to travel reliably and safely

Invest in moving people and freight to grow New Zealand's economy

Meet our customers' needs by being people-focused

Context for this briefing

The government's overall goal is to grow the New Zealand economy so it can deliver greater prosperity, security and opportunities for all New Zealanders. We contribute to this goal through our influence and involvement with our local authority partners to plan, manage and improve local transport networks and services, management of safe transport access and use, and our operation and improvement of the state highway network.

Our efforts are influenced by a variety of factors, including the views and actions of our customers, technical considerations, community needs, and economic conditions. These factors and perspectives all come together to ensure that local level activity is informed by regional and national perspectives.

Although the government is focused on the economic strength of the country, road safety also remains a key priority. We will maintain the emphasis on safety from a strategic perspective, and be especially vigilant that the current economic downturn does not unduly impact on transport safety, as local authority work programmes face significant financial pressures, less is spent to maintain or upgrade vehicles, and some people move to less safe but more economical modes of transport.

¹ Section 94. Land Transport Management Act 2003.

² Section 94. Land Transport Management Act 2003.

The economic conditions also impact on land transport revenues, as rationalisation occurs in the commercial transport sector, people drive less, and the number of licensing and registration transactions decline.

In terms of the operation and maintenance of transport networks, we are looking to ensure that the country's transport assets provide high quality and reliable levels of service, but at an affordable cost from a whole of life perspective. Targeted investment in the improvement of transport infrastructure will encourage economic growth and productivity, and increased investment in roads of national significance will achieve both short-term economic stimulation and long term economic benefits.

The *Government policy statement on land transport funding* (GPS) is a key government document for influencing the planning and funding of land transport. The purpose of the GPS is to detail the government's desired outcomes and funding priorities for the land transport sector. This is achieved through setting the level of funding available to particular activity classes over a 10-year period.³

The 2009/2010 – 2018/2019 GPS as amended in May 2009 reflects the government's commitment to increase the overall investment in land transport by over \$1 billion over the next three years. The document contains the following impacts on which the Government will focus:

Impacts that contribute to economic growth and productivity

- Improvements in the provision of infrastructure and services that enhance transport efficiency and lower the cost of transportation through:
 - improvements in journey time reliability
 - easing of severe congestion
 - more efficient freight supply chains
 - better use of existing transport capacity.
- Better access to markets, employment and areas that contribute to economic growth.
- A secure and resilient transport network.

Other impacts

- Reductions in deaths and serious injuries as a result of road accidents.
- More transport choices, particularly for those with limited access to a car where appropriate.
- Reductions in adverse environmental effects from land transport.
- Contributions to positive health outcomes.

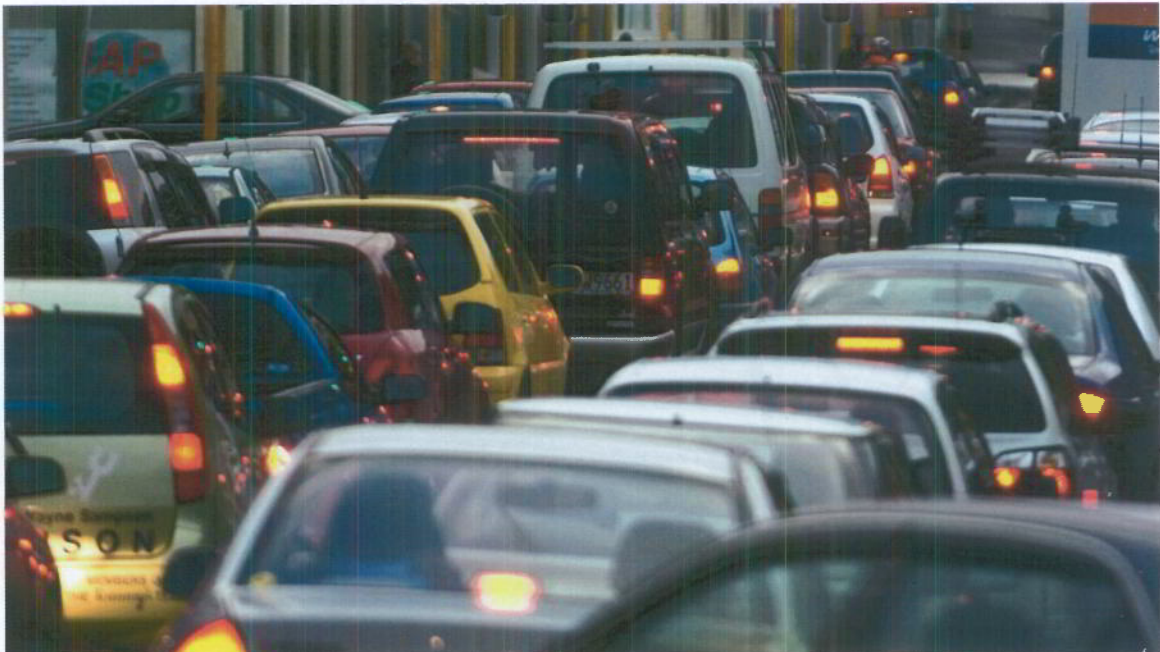
In giving effect to the GPS, the NZTA is required to take account of the following factors:

- The government's priority to support national economic growth and productivity, which includes the national roading priorities set out in the list of roads of national significance.
- Considering networks from a national perspective.
- Achieving value for money.

³ Activity classes describe types of transport activity, such as maintenance of local roads and state highways, construction of local roads and state highways, passenger transport services and infrastructure, and road policing.

- Encouraging integrated planning.
- Making best use of existing networks and infrastructure.
- Implementing and fostering a co-ordinated approach.
- Considering the impact of volatile fuel prices.

The NZTA 2009/2012 *Statement of intent* has been finalised and a copy has been provided with this briefing. The *Statement of intent* contains a more detailed overview of our business and the way in which we interact with the land transport sector to deliver government's goals and our long-term outcomes.



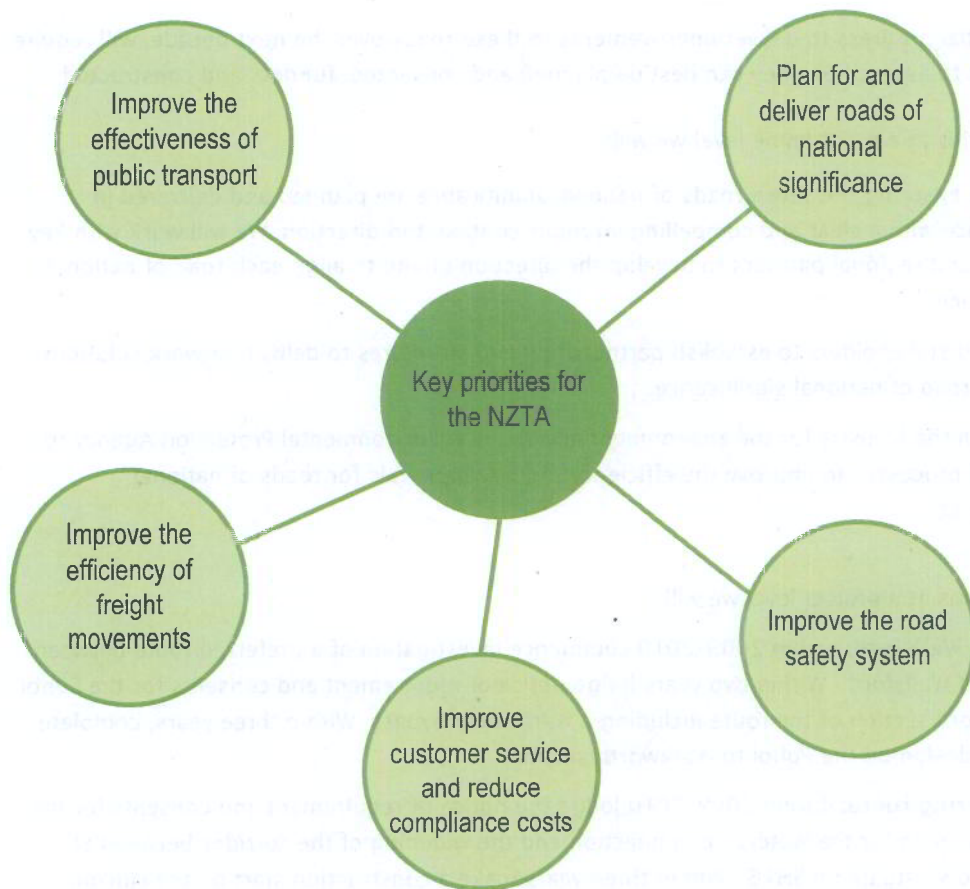
- Theoretical background
- Experimental setup
- Data analysis
- Conclusions

The first part of the presentation is devoted to the theoretical background of the experiment. It is followed by a description of the experimental setup and the data analysis. The last part of the presentation is devoted to the conclusions.



Key issues for discussion

In the next section, we have identified five key areas of interest from the NZTA's perspective, providing a brief overview and a list of points we would appreciate the opportunity to discuss with you.



Delivering roads of national significance

The updated *Government policy statement on land transport funding* identifies seven roads of national significance:

<ul style="list-style-type: none">• Puhoi to Wellsford (SH1)• Completion of the Auckland western ring route (SH20/16/18)• Auckland Victoria Park tunnel (SH1)	<ul style="list-style-type: none">• Waikato expressway (SH1)• Tauranga eastern corridor (SH2)• Wellington northern corridor – Levin to Wellington (SH1)• Christchurch motorway projects
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To make substantial progress to deliver improvements to these roads over the next decade, will require a concerted effort to assess how they can best be planned and consented, funded, and constructed.

To give effect to this at a programme level we will:

- Focus on ensuring the seven roads of national significance are planned and delivered in accordance with a clear and compelling strategic context and direction. We will work with key national and regional partners to develop the direction of and to align each road of national significance.
- Work with stakeholders to establish partnerships and structures to deliver network solutions for each road of national significance.
- Work with the Ministry for the Environment and the new Environmental Protection Agency to establish processes to improve the efficiency of RMA approvals for roads of national significance.

To give effect to this at a project level we will:

- **Puhoi to Wellsford:** within 2009/2010 commence investigation of a preferred route between Puhoi and Wellsford. Within two years lodge notice of requirement and consents for the Puhoi to Wellsford section of the route including a Warkworth bypass. Within three years, complete detailed design on the Puhoi to Warkworth section.
- **Western ring route:** during 2009/2010 lodge the notice of requirement and consents for the preferred route for the Waterview connection and the widening of the corridor between St Lukes and Westgate on SH16. Within three years make a construction start on the Lincoln Road interchange and on enabling works for the Waterview connection.
- **Victoria Park tunnel:** within one year commence construction on the project and by December 2009 make a start on the St Marys Bay element.
- **Waikato expressway:** within one year commence construction on the Te Rapa bypass. Within three years, commence construction on the Rangiriri, Cambridge and Ngaruawahia sections of the Waikato expressway.
- **Tauranga eastern motorway:** during 2009/2010 consult and conclude discussions on a funding plan to advance the project. Within three years, make a construction start (assuming an acceptable funding plan is agreed).

- **Levin to Wellington:** within six months agree on the corridor strategy plan for the entire route. Within three years lodge a notice of requirement and consents for the overall corridor. Within three years make a construction start on the next priority projects.
- **Christchurch motorway projects:** by the end of 2009/2010, commence construction on the Christchurch southern motorway and prepare for the lodgement of the notice of requirement for priority sections of the route. Within three years, make a construction start on the Memorial Avenue to Yaldhurst Road, Yaldhurst Road to Waterloo Road and Sawyers Arms to Memorial Ave sections of the route.

Over the next 10 years the projects above will dominate expenditure within the state highway improvement activity class. The indicative 10-year investment plan shows that the expenditure on the seven roads of national significance will peak between 2013/14 and 2017/18.

Withheld under section 9(2)(f)(iv) of the Official Information Act 1982.

Discussion points

- Update on progress with each road of national significance.
- Network plan for Levin to Wellington.

Improving the effectiveness of public transport

Public transport has been identified as a strategic priority for the NZTA in recognition of the need to lift the effectiveness of public transport services in easing severe congestion and improving the reliability of urban transport networks. There are good opportunities across the country to make better use of existing road networks for public transport and to improve the efficiency of this mode. Public transport is also an area of increasing complexity in terms of the contracting environment, urban rail expansion and ticketing systems.

Work is proposed to identify the elements of effective public transport and to determine the most appropriate ways for NZTA to lead change to achieve improved effectiveness.

Integrated ticketing and public transport enabling technologies

Several of our major cities have recently tendered for relatively sophisticated multi-modal smartcard integrated ticketing and fare systems. These systems, especially when combined with integrated fare and service reforms, are attractive to commuters and tend to increase patronage significantly, resulting in a more efficient and effective public transport system overall.

Auckland is currently working towards installation of an integrated fares system, with tenders now closed and funding being considered. The NZTA is assessing options for extending the system from a regional to a national approach, given that most other regions in New Zealand also wish to be part of an efficient open national approach using common infrastructure components.

The NZTA is also looking at the possibility of other public transport technologies, such as real-time information systems and emerging web and text messaging enabled public transport information services, being standardised and delivered on a national basis.

Procurement review

As part of the procurement review under the Land Transport Management Act, the Auckland Regional Transport Authority and all regional councils are required to have an NZTA endorsed procurement strategy covering their public transport services and infrastructure by October 2010.

These strategies will include a market analysis and approach to contracting public transport services. They are complimentary to regional public transport plans as required by the Public Transport Management Act 2008, which may in some cases require councils to include in their plan specific controls on commercial services in order to implement their procurement strategy.

Auckland and Wellington rail

Currently only Auckland and Wellington regions operate passenger rail services, with the NZTA providing funding support. The Ministry of Transport, in collaboration with the NZTA, KiwiRail and Treasury, is currently looking to rationalise and unify ownership, governance and funding arrangements.

Auckland has a target of 16 million annual commuter rail boardings by 2016. There were 2.5 million boardings in 2004, 7.6 million in 2008, and the rate of growth is on the 2016 trajectory. This growth is

predicated on additional rolling stock, upgraded stations, line upgrades, increased service frequencies, and an integrated ticketing system and fare structure.

In Wellington, the most significant improvements achieved or underway are double tracking/ electrification to Waikanae, major train access improvements at the entrance in to Wellington station, tunnel reconfiguration on the Johnsonville line, the purchase of 96 new electric passenger units (which start arriving in mid-2010), and the upgrade of stations and platforms.

Key issues

- Auckland – Of the funding required, the largest gap is the \$500 million required for new electric rolling stock (250 volts AC). The Crown has already committed \$1.6 billion to the track and power supply upgrades, and the region and the NZTA are currently funding station and diesel train upgrades.
- Wellington – Current funding issues involve the rail plan developments programmed from 2011 forward, and which comprise double tracking the Hutt line from Trentham to Upper Hutt, stage 1 of north/south junction, more station upgrades and the purchase of 14 additional carriages.
- Bearing in mind funding pressures and the government's desire that public transport contribute to economic development by reducing urban peak hour congestion and integrating services, other rail proposals, for example, the request from Environment Waikato for a 'commuter train' from Hamilton to Auckland, can not at this stage be supported by the NZTA.



Discussion points

- Wellington commuter rail plan and funding considerations
- Auckland commuter rail plan and funding considerations
- Integrated ticketing
- Procurement of public transport services

Improving the efficiency of freight movement

Productivity gains in the New Zealand economy (as in many countries) will be determined, to a significant extent, by the land transport network working efficiently.

New Zealand is heavily reliant on the land transport network to move freight. The National Freight Demand Study (2008) estimated the 2006-7 freight task at 230 million tonnes and 26.7 billion tonne kilometres

Continued development and effective management of our land transport system to meet customer demand is essential. In particular, our roads of national significance; the balance of the state highway network; local roads; parts of the rail network and feeder links; and connections to international gateways and inter-modal facilities, are important to sustaining and growing our economy.

This is especially so in critical areas such as our export-based food chains where we need to both maintain, and continually improve, our competitive position in the global economy.

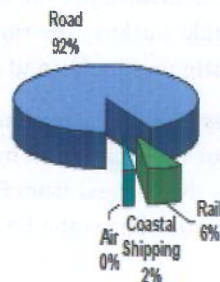
The NZTA is developing an action plan that will be demand-led and focused initially on understanding how we can contribute most effectively to improving the efficiency of freight movement. Issues such as slow and unreliable transport links and, in some cases, regulatory constraint, prevent optimal use of some land transport-related assets; diminish the efficiency of freight movements, and contribute (in part) to lost opportunities for improving freight productivity.

The action plan will form a key part of our approach to improving the efficiency of freight movement. To achieve the goals set out in our freight plan, we must use the full spectrum of levers available to us (planner, investor, regulator and infrastructure provider) and adopt a customer-driven approach.

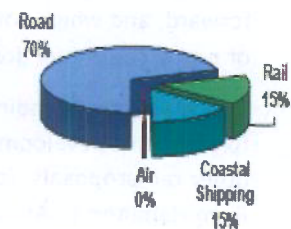
In the interim, ongoing business activities (such as road projects that add capacity or reduce congestion, safety improvements and traffic management initiatives) will continue to assist the sector. Other strategic priorities (such as delivering roads of national significance, improving road safety and improving customer service and reducing compliance costs) will also have a positive impact on freight movements.

Over the longer term, the NZTA's key mechanisms for supporting improvement of freight productivity are improved fleet and vehicle operational efficiency, and improved road, rail, sea and air network efficiency, with accurate pricing signals playing an important role.

The Current Freight Task by Mode (tonnes)



The Current Freight Task by Mode (tonne-kms)





Discussion points

- The introduction of 50 tonne trucks
- Long-term price signals to encourage efficiencies within the freight industry, particularly with regard to fleet efficiency and better utilisation of existing networks
- New Zealand's reliance on international technology and investment decisions, and how these may affect national and regional investment decisions
- The synergies between freight movements and tourist movements.

Improving transport safety

Road Safety to 2010

The 2002 *Road Safety to 2010* strategy has ambitious targets to reduce road deaths, serious injuries and social cost through a programme of road and vehicle engineering, education and enforcement. The NZTA is working to achieve these targets, in close partnership with the Ministry of Transport, NZ Police, the Accident Compensation Commission, local government, and ministries of Justice, Health, and Labour.

RS 2010 targets and progress	2001	RS 2010 target	2008 actual
Road deaths	455	300	366
Serious injuries (Hospitalisations >1 day)	2,880	2,200	2,898
Social cost (2001 dollars)	\$2.75b	\$2.15b	\$2.67b

Since 2001, good outcomes have been achieved through safety engineering improvements on the state highway network, vehicle technologies and standards which reduce crash trauma (eg airbags and electronic stability control), and restraint use. Less successful safety outcomes has been achieved on local roads. Although average speeds on the open road have come down, excessive speed remains a factor in one third of all fatal crashes, and further speed management offers the most effective means to reduce the probability and severity of crashes.

Less progress has been made in ensuring that drivers, motorcyclists, cyclists and pedestrians access and use the road system safely. Particular and growing areas of concern are alcohol and drug use, young drivers, motorcyclists and distraction. There is also potential to make further gains in addressing driver fatigue, road engineering, and heavy and light vehicle standards.

Substantial progress will require a re-invigorated and more integrated 'safe system' approach in which death or serious injury should not be the expected and tolerated outcome of driver error. A safe system approach integrates safer speeds, safer use, safer roads and roadsides, and safer vehicles.

Road policing programme

The Land Transport Management Act 2003 requires the NZTA to prepare every three years, in consultation with NZ Police and the Ministry of Transport, its recommendation for NZ Police activities to be funded from the National Land Transport Fund. This recommendation must be approved by the Minister of Transport in consultation with the Minister of Police. The programme is included in parliament's appropriation for NZ Police and in the National Land Transport Programme.

The NZTA has submitted the Road Policing Programme for 2009/12 years to the Minister of Transport for consideration and approval. The proposed baseline budget for 2009/10 is \$282.071.

The NZTA plans to develop the Road Policing Programme, in consultation with the Ministry of Transport and NZ Police, in synchronisation with the development of the *Road Safety to 2020* strategy.

Road Safety to 2020

The NTZA is working closely with the Ministry of Transport to develop the *Road Safety to 2020* strategy, and to develop a mix of interventions with the most potential to close the gap.

Improved monitoring of road policing activities will ensure that enforcement remains effective.

Reinvigorating the delivery of road safety by all parties at the local level through road safety action planning by working with local partners will provide focus, commitment and urgency in addressing and mitigating road safety risks.

Participating partners include regional and local authorities, the NZTA, NZ Police and ACC and other relevant road safety stakeholders who jointly own, analyse, plan, deliver, evaluate and report on road safety activities and achievements.



Discussion points

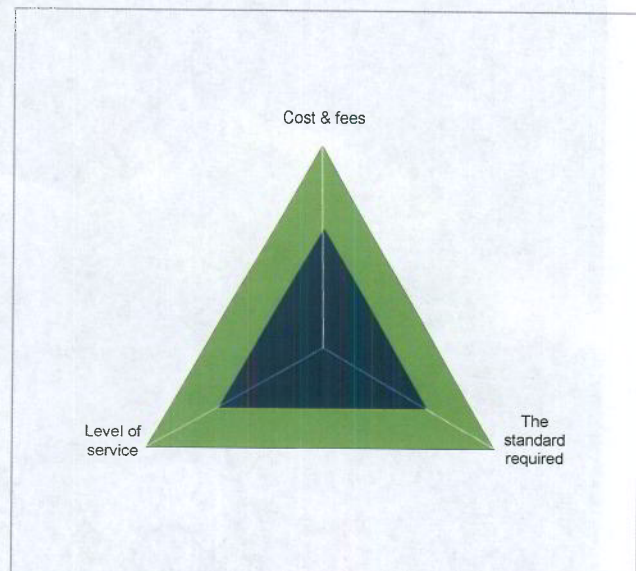
- The proposed safe system approach in the 2020 strategy - what this is and our role in implementing it
- Road safety cross-sector governance arrangements, and roles and responsibilities
- The role of local regional and local government (leadership and priorities)

Improving customer service and reducing the cost of compliance

Improving customer service and reducing compliance costs has been identified as a strategic priority for the NZTA. Supporting this, our organisation has recognised 'outstanding service' as one of our five core values. The enhanced customer focus sought will deliver an approach that is personalised, user friendly and engaging to our customers. This will be delivered through positive interaction between relationships, business processes and systems, policies, behaviours and decision-making. This will be achieved by managing the implicit tension between levels of service, the standard required (often legislated) and costs and fees.

Within a defined customer service framework, both short and longer term transformational actions are proposed, including:

- the development of an NZTA wide single view of customers including segmentation and channel preferences
- the development and implementation of a customer service competency framework
- streamlining of the national land transport funding system
- reviews of a number of current business models for delivery of specific products and services (including certificates of fitness, transport service licensing, road code knowledge and practical driver testing, and tolling)
- providing effective online services via the NZTA website
- undertaking and responding to customer satisfaction surveys.



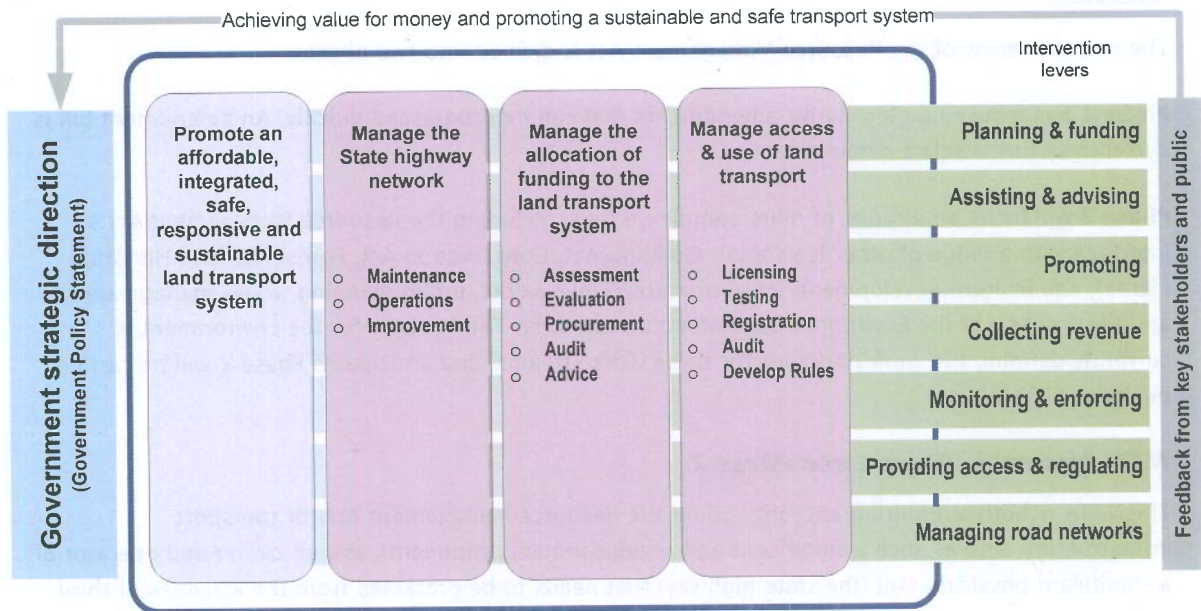
Discussion points

- Fees and charges - the balance between level of service and the fees and charges required to provide access and regulation of land transport
- Streamlining the funding allocation process

Perspectives on the role of the NZTA

We have identified our most critical primary functions and the main ways we interact with the land transport sector. We have called these our intervention levers, as we can influence behaviours and outcomes through selective emphasis on one or more of these levers.

Main NZTA functions and the principal means of intervening in the land transport sector



In the section below, we have highlighted some topical matters, under the relevant functional heading.

The NZTA as the national transport planner

Topical matters

Resource Management Act review

Overview

The current review of the Resource Management Act is divided into two phases.

Phase 1 has focused on legislative amendments that can be progressed quickly. An amendment bill is currently before a select committee.

Phase 2 will focus on a range of more complex issues, including the Resource Management Act's interface with a range of other legislation (Building Act, Conservation Act, Forest Act, and Historic Places), aquaculture development, infrastructure/public works, urban planning, water management, and the creation of the Environmental Protection Authority. The Ministry for the Environment is currently defining the work packages for these work streams, and anticipates Phase 2 will be carried out over 2009/2101.

NZTA interest in Phase 1 and Phase 2

The NZTA is both a requiring authority under the Resource Management Act for transport infrastructure (and as such a significant and regular project proponent), and an owner and operator of a significant physical asset (the state highway) that needs to be protected from the activities of third parties.

Therefore, throughout the Resource Management Act review, the NZTA seeks:

- specific recognition of the unique planning and approval requirements of public infrastructure. The designation process currently provides an effective mechanism for this, and the NZTA seeks to ensure the core principles underpinning the designation process are recognised and retained and if possible, the designation process improved
- opportunities to access more effective and timely processes for the consideration of major transport projects through the revised call-in procedures
- effective links between the Resource Management Act and the Public Works Act, particularly whether the potential for delays may overshadow any efficiency gains proposed under Phase 1
- plan development and resource consent processes that are effective, and maintain an appropriate balance between cost, time, public participation and environmental outcome
- a stronger statutory foundation for the integration of land use and transport infrastructure planning in the RMA decision making process.

The NZTA's key interest in Phase 1 is protecting the workability of the designation process. The Bill contains a proposal to transfer the decision making powers on notices of requirement for a designation from the requiring authority to the local authority.

The NZTA considers that the implications of this proposal are significant, and have not been given sufficient consideration. We have identified a number of adverse impacts on our ability to deliver our projects if this amendment is passed. We also believe there is a wider opportunity to streamline the designation process, improving the delivery of transport infrastructure.

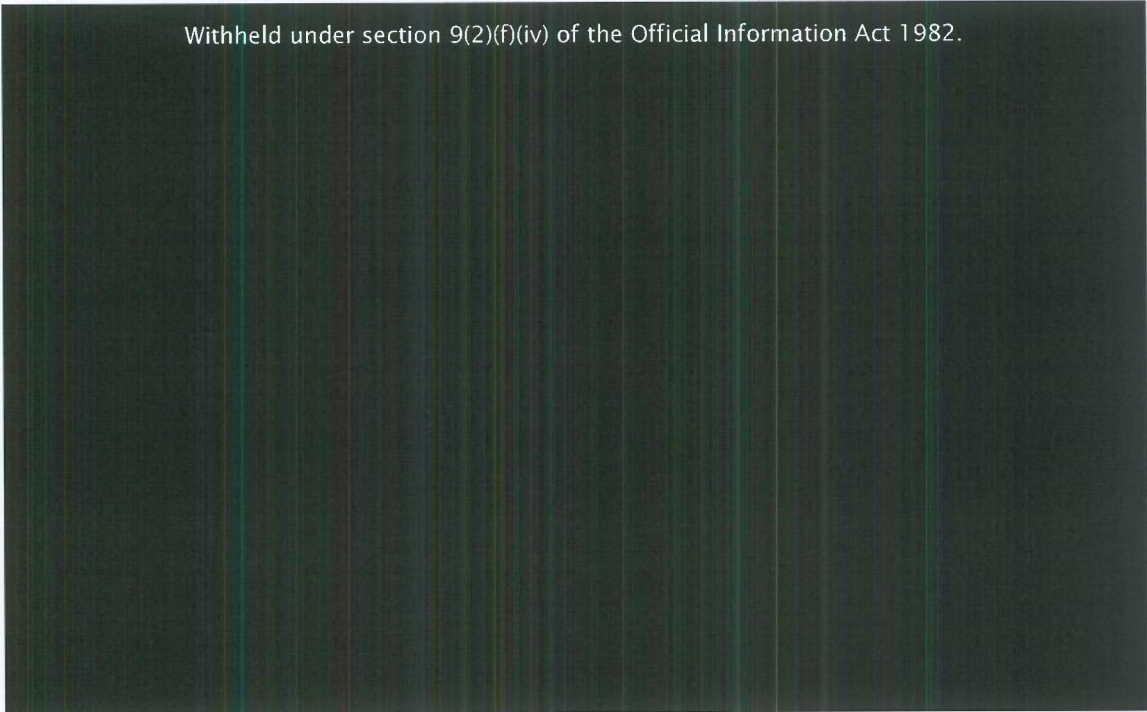
The NZTA lodged a submission on this matter (with the approval of Hon Steven Joyce, the Minister of Transport). Our submission suggested either making a number of changes to the bill to rectify the problems with the proposal to transfer the decision making power, or alternatively, deferring the issue to Stage 2 of the Resource Management Act review for more comprehensive analysis.

The NZTA's key interests in Phase 2 are in the following work streams:

- Infrastructure/public works – with specific focus on a comprehensive review of the designation process aimed at strengthening and streamlining it.
- The development of the Environmental Protection Authority – with specific focus on the streamlining of approval processes for major transport projects, and any other impacts on the NZTA as this entity is defined.
- Urban planning – seeking to secure a stronger statutory foundation for the integration of land use and transport infrastructure planning in the Resource Management Act decision making process.
- Resource Management Act interface with the Historic Places Act – to ensure potential for delays don't overshadow any efficiency gains proposed under the Resource Management Act review, and how this can be resolved.

Auckland governance review

Withheld under section 9(2)(f)(iv) of the Official Information Act 1982.



The Rugby World Cup

There are 12 Rugby World Cup matches proposed for Auckland, the remaining 36 to be held in Northland, Hamilton, Rotorua, New Plymouth, Napier, Palmerston North, Wellington, Nelson, Christchurch, Dunedin and Invercargill. The matches commence Friday 09 September 2011 and finish at Eden Park Stadium on 23 October 2011.

Auckland public transport management is the responsibility of the Auckland Regional Transport Authority (ARTA). A multi-agency steering group comprising: ARTA, seven local and one regional council, the NZTA, Veolia, ONTRACK, KiwiRail, the Bus and Coach Association, NZ Taxis, Auckland International Airport Ltd, Fullers, Eden Park Trust Board, North Harbour Stadium and NZ Police are coordinating traffic management and transportation preparations for the games. It is expected that 60,000 patrons will attend Eden Park matches and 30,000 patrons North Harbour Stadium games. The government has committed approximately \$265 million to upgrade Eden Park Stadium.

The NZTA Auckland Traffic Management Unit and staff from our Highways and Network Operations group are preparing a traffic management programme. North Shore City Council and Auckland City Council both have traffic management plans and implementation works programmed. ARTA has made provision for funding of additional public transport services and capital infrastructure projects in its regional land transport programme.

Discussion points

- The requirements of infrastructure providers in relation to the Resource Management Act review
- Appropriate relative contributions to Rugby World Cup transport (NZTA, ARTA, Rugby NZ 2011)
- Funding support for additional 'free' public transport services in Auckland, Hamilton, Christchurch and other centres
- Ministry for the Environment led 'green accommodation and transport strategy'

The NZTA as land transport network investor

Topical matters

Land transport revenue

Almost all (97%) of National Land Transport Fund revenue is derived from fees, duties and charges:

- 33% comes from road user charges paid by operators of diesel vehicles in proportion to the weight of their vehicle and the distance it travels. (This funding source is currently under review)
- 57% is derived from fuel excise duty
- 7% is derived from motor vehicle registration.

The amount of road user charges generated depends on the level of economic activity. The amount of fuel excise duty collected is influenced by the price of petrol and the level of expenditure on petrol. Recent revenue forecasts reflect current economic circumstances, projecting lower overall revenue than previously. The government has signalled an intent to increase duties and charges to include a 3 cents/litre increase in total over 2009/10 and 2010/11 to offset the revenue not now collected through the abandoned regional fuel tax scheme, and a continuation of the prior government's intent to increase duties and charges by 1.5 cents/litre in each of the next 10 years. These increases are reflected in current revenue forecast of \$30.2 billion over the ten years 2009/10 to 2018/19, compared to the prior revenue forecast of \$32.1 billion used as the basis for the *Government policy statement on land transport funding*.

National Land Transport Programme (NLTP)

The NZTA prepares a National Land Transport Programme every three years to identify which transport activities will receive government transport funding through the National Land Transport Fund.

Every three years each of the 16 regional transport committees prepares a regional land transport programme for adoption by the regional council, whereas in Auckland the Auckland Regional Transport Authority prepares and adopts the programme. This programme reflects the transport priorities set by the region, having considered the national transport priorities in the *government policy statement on land transport funding*. Each regional land transport programme automatically includes:

- road operations, maintenance, renewal and minor road improvement works delivered by councils, the Department of Conservation and the Waitangi Trust
- continuing public transport services delivered by councils.

Each regional land transport programme includes, when the regional transport committee has chosen to include and prioritise:

- road operations, maintenance, renewal and minor road improvement works on state highways
- proposals to improve passenger transport services
- significant local road and state highway improvement projects, including those on roads of national significance.

The National Land Transport Programme can contain and fund only those activities included in one of the regional land transport programmes (including state highway projects), and activities (other than state highways) delivered by the NZTA nationally, eg the road safety advertising campaign.

The NZTA must give effect to the *Government policy statement on land transport funding* through the National Land Transport Programme. It does this by only funding those activities which have the highest priority when the impacts sought from government transport funding and expenditure targets are considered.

Regional land transport programmes have to be finalised by 30 June 2009. The 2009/12 National Land Transport Programme will be adopted by the NZTA by 30 August 2009. It will list those activities expected to be funded over 2009/12, and indicate which significant activities are expected to be funded during 2012/15. It will include a 10-year forecast of anticipated revenue and expenditure.

Tolling revenue

The NZTA screens projects in its state highway programme to identify those that could be suitable for tolling and/or delivery as a public/private partnership.

Following this a preliminary analysis provides us with an initial estimate of the toll strategy options and toll revenue that can be obtained to enable a decision on whether to further pursue the toll development of the project. If the project is progressed, public consultation would be carried out to gain feedback on the toll strategy options in order to refine our strategy and carry out detailed toll modelling.

The NZTA's tolling policy is that if a project could raise enough tolling revenue to support the level of debt needed to fully fund it earlier than might otherwise be possible, then it should be progressed as a toll road. The NZTA's objectives for tolling, in addition to raising revenue, generally look to balance the effects that tolling will have on the transport network. Recently we have also looked at tolling as a means of managing demand and sustaining project benefits over the long term.

Consultation in respect of advancing the Tauranga eastern link project through debt supported by tolling is expected to take place within the next few months. Other projects the NZTA has investigated or is currently investigating as toll and/or public/private partnership projects include, Transmission Gully, Puhoi to Wellsford, Christchurch southern motorway and the Waikato expressway.

Borrowing as a new revenue source

Transport activities are funded on a 'pay as you go' basis. There are strengths and weaknesses to this approach. The NZTA is working jointly with the Ministry of Transport to assess the potential for transport investments to contribute to economic growth and development and consequently whether there is a case to consider greater use of borrowing to fund transport infrastructure projects.

Public/private partnerships

Public/private partnerships provide another alternative approach to funding road building. With tolls, a public/private partnership can be effective in reducing the cost to the public sector and allowing the revenue risk to be managed by the private party. Without tolls, a payment mechanism will be developed that provides payment at the end of construction and over the operating period, thereby spreading payments into smaller and possibly more manageable sums over a longer term.

Public/private partnerships can provide a value for money outcome where projects can be delivered faster and more effectively through full private sector delivery. The NZTA has developed a set of draft

contract documentation for public/private partnership delivery. To date this has not be utilised, however we have worked with the government's Waterview Connection public/private partnership working group to assist with the analysis of this project as a public/private partnership and provide expertise in this area.

Discussion points

- The 2009/2012 National Land Transport Programme
- Update on the NLTP forecast revenue situation
- The case for borrowing to fund transport infrastructure projects
- Tolling update
- The value of public/private partnerships in the current economic conditions
- NZTA's role in ensuring that any public/private partnership projects fit seamlessly into the existing network and operate in accordance with network protocols

The NZTA as the facilitator and regulator of access to and use of land transport networks

Topical matters

Third party fees and charges

Expenditure from outputs funded by third party fees and charges continues to increase and therefore our 2009/2012 *Statement of intent* shows significant and continuing operating deficits for a range of fees and charges. The NZTA and the Ministry of Transport have established a joint governance group to improve processes to manage current issues and seek cost reductions. The Minister of Transport has indicated that fee increases should not fund the accumulated operating deficit for driver licensing and driver testing fees.

Motor vehicle and licensing registers

The registers (Motor Vehicle Register and Driver Licensing Register) are currently on a legacy information systems platform. There is a requirement to migrate the registers to a more modern platform over the coming years. The immediate challenge is to merge the existing systems from the legacy organisations, transforming them to suit NZTA needs and finally optimise them to gain full efficiencies over the next two years.

Balancing costs, regulatory compliance and customer service

The NZTA is reviewing all its compliance activities to an appropriate balance between the costs of services (both indirect and direct), customer service and compliance with safety standards/regulatory requirements. Channel pricing and differential pricing strategies are commonly employed to increase levels of compliance, lower overall costs and improve levels of customer service amongst government agencies (eg Passports Office, Companies Office). The NZTA currently provides a range of channels or methods by which consumers can transact, (eg email, phone, text, face-to face, web) but we do not charge a transactional fee that reflects the real cost of providing that channel because the fees that we collect are set by regulation and they do not provide for differential pricing.

Certificate of fitness off-sites

The NZTA has a project underway to manage the delivery of certificate of fitness services to better match the demand outside of the high volume testing stations. Earlier this year there was criticism from transport operators regarding the potential closure of certificate of fitness stations in rural/remote locations and its impact on their business. The project team has since improved its engagement and communication with industry and as a consequence there has been no recent adverse criticism.

New advertising campaigns

The national road safety advertising programme contributes to a reduction in road trauma by supporting road safety police enforcement. It primarily focuses on the highest areas of risk – drink-driving, speed, intersection behaviour, safety belts and fatigue. The programme is evidence-based and is built off ongoing research.

A new drink-driving television advertisement targeting young males was launched on June 21 2009. Despite increased police enforcement, which has resulted in increased numbers of drink-drivers being caught, drink-driving remains a major cause of road crashes. It is one of the two main causes of deaths and injuries on New Zealand roads. In particular, drink-driving by youth is a serious road safety and public health issue in New Zealand, with younger drivers continuing to be the largest problem group. Young drivers cause nearly half of all the alcohol-related road crashes on New Zealand roads.

The new advertisement, *Trapped*, focuses on the instant and chilling consequence of drink-driving by showing young drivers there is nothing glamorous or fun about drinking, driving and crashing. It links drink-driving by young people with the risk to themselves and their mates, demonstrating they won't always walk away.

Trapped is unashamedly strong and confronting to challenge these young drivers. Audience testing has shown it to be highly relevant and compelling with young drinking drivers. It was also tested on a general audience who found the advertisement compelling with messages relevant to themselves and to younger people. *Trapped* will complement current 'sober driver' advertising which aims to establish sober driving as something that mates do to get each other home safely.

Discussion points

- Fee related operating deficits
- Future investment requirements
- Education and advertising programmes

The NZTA as the state highway provider

Topical matters

Auckland harbour bridge walking and cycling

In November 2008 the NZTA Board resolved not to progress with walking and cycling on the Auckland Harbour Bridge due to the cost and structural implications. Following the recent protests against this decision, the NZTA is seeking to disseminate clearer information to the public on the issues of providing a facility while working alongside the Police to assist with enforcement of the bridge for future protests.

Procurement

The NZTA is accountable for the delivery of around \$1 billion of state highway improvement activity and \$500 million worth of state highway maintenance and operational activity each year. The NZTA engages a range of suppliers including consultants and contractors with over 200 contracts let annually.

State highway procurement uses a range of procurement models that have been developed from international best practice to provide optimal value for money in the New Zealand market. The following approaches underpin the NZTA's procurement practice:

- Using quality-based supplier selection methods where appropriate.
- Applying performance-based incentives to contract agreements to encourage innovation and greater value for money
- Using relation-based, collaborative contracting (eg alliances and partnership approaches) where appropriate.
- Establishing regular communication and information sharing forums with suppliers and stakeholders, allowing the industry to plan and prepare for forward works.

With the slowdown in the private sector infrastructure market there is very strong demand for state highway projects at the moment. This is evidenced by strong competition at the tender box. While the economic stimulus will soften the current over supply of resources, it is anticipated that the environment of oversupply will continue for some time. Recent value for money success stories include:

- Harbour Link Stage 2: Design and build contract
- Grafton Gully: Alliance Contract
- Northern Gateway Toll Road: Alliance Contract.

Major state highway projects

The section below provides brief updates on some of the major state highway projects currently being planned or underway around the country.

Dowse to Petone upgrade

Current situation

- The area involved in this project includes the section of SH2 from Dowse Drive to north of the Petone overbridges and local roads including Hutt Road, Dowse Drive, Korokoro Road and London Road.

Project completion

- Construction of a grade-separated interchange with a roundabout over SH2 at Dowse Drive with a connection to Hutt Road and Dowse Drive.
- Construction an overbridge to replace the traffic lights at Korokoro connecting Petone and Korokoro.
- Upgrading the section of SH2 between Korokoro and the Petone overbridges by providing a safety barrier to separate north and southbound lanes.
- Rearranging and improving Petone Railway Station's existing Park and Ride carpark facilities including providing an access bridge over SH2 and upgrade of the footbridge.
- A new service road between Cornish Street and Korokoro that will provide access to the industrial area.
- An upgrade of the Percy Scenic Reserve access and parking facilities.

Key notes

- The Dowse Interchange was opened to traffic in April 2009
- The new Korokoro overbridge was opened a couple of weeks ahead of schedule
- The new entrance to Percy Scenic Reserve is now starting to take shape, with the road close to completion
- Work on Hutt Road continued throughout April, and contractors now have less than one month of work still to go in the area
- Completion of the Korokoro section is expected in Dec 2009 and full completion of the project in early 2010



Ruby Bay bypass

Current situation

- Construction of the Ruby Bay bypass began in Oct 2008.
- Good progress has been made through the first earthworks season and over 500,00m³ of soil has been moved by the Contractor Downer Edi Works.

Project completion

- The Ruby Bay bypass will provide a safer, faster alternative to the existing coastal highway and will bypass the village settlements of Mapua, Ruby Bay and Tasman.
- It will provide a more direct route for freight and commuter traffic between Richmond and Motueka.
- The Ruby Bay bypass will create a new section of State Highway 60 inland from the existing road, returning the current coastal highway to a local road.

Key notes

- The project is leading the way for sediment control measures, working in a sensitive estuarine environment and for promoting good relationships with the local community
- The project is scheduled to be completed in 2011 and will largely be constructed away from the current state highway on former forestry land.



Newmarket Viaduct

Current situation

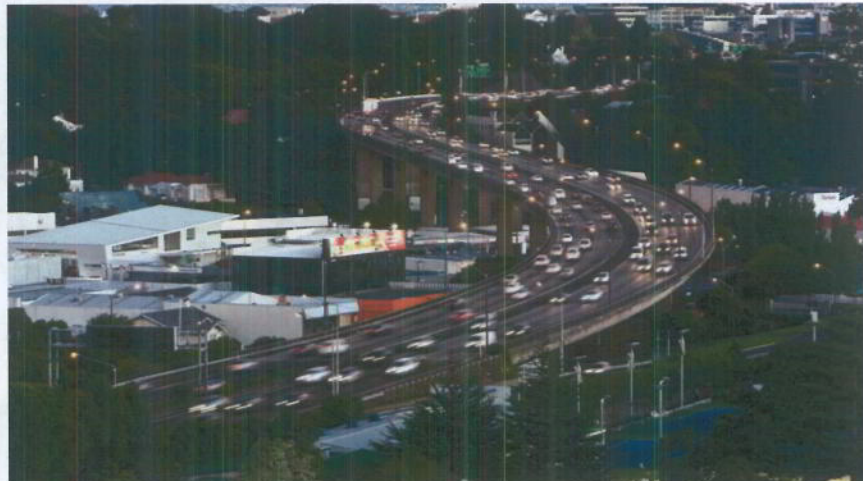
- The Newmarket Viaduct was completed in 1965 to link the Southern Motorway to the city, the Harbour Bridge and to Spaghetti Junction. Instead of traffic travelling on Great South Road and through Newmarket Village itself.
- The Newmarket Viaduct Project (NMV) forms part of the Auckland Central Motorway improvement suite of projects. In transportation terms, the project both alleviates a southbound bottleneck and provides enhancement of load capacity, safety and seismic integrity of the structure to modern standards thus improving the route security of this vital link.
- The alignment of the new viaduct will not alter significantly from that of the existing.

Project completion

- The project entails staged replacement, as outlined above, of the existing viaduct over 48 months, commencing November 2008 and with a scheduled completion December 2012.
- The investment made in specialist equipment skills and knowledge, used for the Waiwera Bridge in the Northern Gateway Toll Road, has been retained through continued engagement of the Northern Gateway Alliance.

Key notes

- The new viaduct is 3 metres wider than the existing and located 13 metres to the east and includes capacity for future addition of a fourth north-bound lane.



- During construction speed restrictions will be required for safety and periodic key closures to relocate equipment between critical construction stages. To demolish the structure, substantial temporary works (supports) are required to stabilise the structure. These supports will have the secondary benefit of enhancing the seismic integrity of the structure immediately as they are installed. The majority of the demolished viaduct is scheduled to be recycled.
- The alliance has developed and incorporated early delivery of the fourth southbound lane to realise additional economic benefits. The November 2008 construction start allows four southbound lanes to be operational by Q1, 2011 ahead of the Rugby World Cup.
- Opportunity to improve the urban amenity value of land beneath the viaduct for the Newmarket community will exist once the new viaduct is complete.

Victoria Park tunnel

Current situation

- The existing viaduct was completed in 1964, and carries two lanes of traffic in each direction.

Project completion

- The existing Victoria Park Viaduct will carry all southbound traffic to the city and beyond. The tunnel, constructed to the west of the viaduct in Victoria Park, will carry all northbound traffic to connect with the Harbour Bridge and beyond.

Key notes

- Change in procurement approach allows earlier commencement (tenders closed 11 June 2009).
- Project construction has been advanced from the Budget 2006 start date by 10 months due greater funding certainty.
- Resource consents and the designation are in place.
- Suppliers selection commenced with contract award expected August 2009.
- Early works packages to commence October 2009.



Manakau extension

Current situation

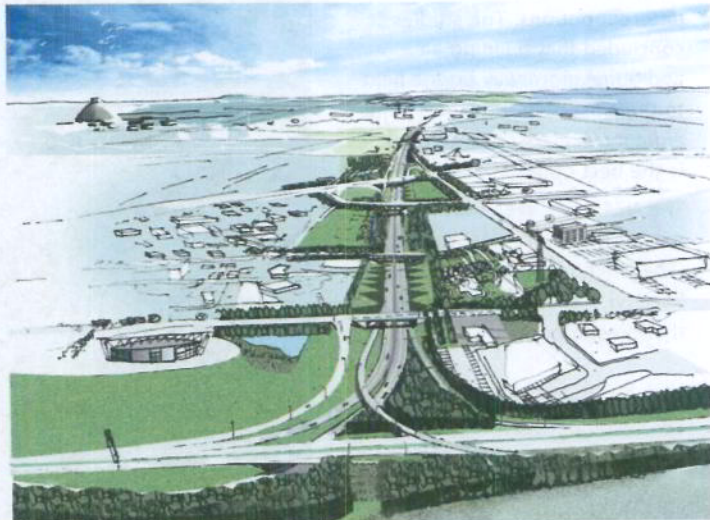
The motorway will replace Wiri Station Road as the main link from SH1 Manukau City centre to the Southwestern Motorway. The 4.5 kilometre motorway will form the southern section of the Western Ring Route. Construction began in November 2006 and is now more than half-way through, on target for scheduled contract completion in August 2010. Opening of the new SH20 section is required late in the first quarter 2010 to allow completion of linkages and decommissioning of parts of the existing route in the area of the Cavendish Interchange.

Project completion

- A direct link between SH1 and SH20 for traffic heading to the airport and central and western suburbs.
- Improved access to and from Auckland International Airport.
- More reliable trip times and improved commute times.
- Considerable relief to local roads within the Manukau City centre area, such as Wiri Station Road, Roscommon Road, Cavendish Drive and Great South Road. Better rail transport for Manukau by preparatory work on rail link to Manukau city centre.
- Key connection to support future growth at the Wiri and Auckland International Airport business zones, as well as an expected population increase of 40,000 people at the new suburb of Flatbush.

Key notes

- The new motorway link is made up of two lanes in each direction. The design also allows for a third lane to be added to each direction in the future, giving six lanes in total.
- Within this section of motorway, two grade separated interchanges at Cavendish Drive and Lambie Drive are included - as well as motorway-to-motorway connections between SH20 and SH1 at Manukau City.
- The work includes eight motorway crossings over local roads, streams, as well as the main North Island rail line, including connections under and over SH1.



Manukau Harbour Crossing

Current situation

- The SH20 Manukau Harbour Crossing is a key part of the Western Ring Route. Once completed, the Western Ring Route will provide a genuine alternative to SH1 between Manukau City and Albany via SH20, SH16 and SH18

Project completion

- Three-laning each way between Queenstown Road and Walmsley Road, but four-laning between Neilson Interchange and Rimu Road interchange.
- Provide safer, quicker trips for more vehicles on SH20 between Mangere and Onehunga.
- Improve access between south and central Auckland.
- Improve travel times to and from the Auckland Airport.
- Provide better walking and cycling links north and south of the crossing.
- Enhance the motorway with extensive landscaping and planting.
- Contribute to better links for business and freight between key industrial hubs in the cities of Manukau, Auckland, Waitakere and North Shore.

Key notes

- The project is the culmination of approximately a decade of investigations, including community consultation on different options. The studies concluded that building an additional motorway bridge next to the existing bridge, providing eight lanes across the harbour, is the best option.
- The NZTA has been having extensive discussions with TOES (The Onehunga Enhancement Society) about the restoration of the foreshore.



Appendix 1 - NZ Transport Agency functions

Section 94. Land Transport Management Act 2003 (amended 2008)

- (1) The Agency has the following functions:
- (a) to promote an affordable, integrated, safe, responsive and sustainable land transport system;
 - (b) to investigate and review accidents and incidents involving transport on land in its capacity as the responsible safety authority, subject to any limitations set out in the Transport Accident Investigation Commission Act 1990;
 - (c) to manage the State highway system, including planning, funding, design, supervision, construction, and maintenance operations, in accordance with this Act and the Government Roothing Powers Act 1989;
 - (d) to manage funding of the land transport system, including (but not limited to) auditing the performance of approved organisations in relation to activities approved the Agency and the operation of the land transport disbursement accounts of approved organisations;
 - (e) to manage regulatory requirements for transport on land;
 - (f) to co-operate with, or to provide advice and assistance to, any government agency or local government agency when requested to do so by the Minister, but only if the minister and the Agency are satisfied that the performance of the Agency's functions and duties will not be compromised;
 - (g) to provide the Minister with any advice relating to the Agency's functions that the Minister may request;
 - (h) to carry out any other functions relating to land transport that the Minister directs in accordance with section 112 of the Crown Entities Act 2004;
 - (i) to carry out those functions conferred on the Agency by other provisions in this act or under any other Act.
- (2) The Authority's statutorily independent functions are to:
- (a) issue, endorse, alter, replace, renew, suspend, or revoke any land transport document or other authorisation under any enactment; and
 - (b) grant exemptions under any enactment; and
 - (c) enforce the provisions of any enactment conferring functions or duties on the Agency; and
 - (d) determine whether particular activities should be included in a national land transport programme; and
 - (e) approve activities or combinations of activities under section 20; and
 - (f) approve procurement procedures.

Appendix 2 – Board and management

Board members

Brian Roche (Wellington). Chair. Mr Roche, an accountant and PricewaterhouseCoopers partner is an expert in the governance, management and operation of the public sector. Mr Roche has held a number of key government appointments including being the Establishment Chair of the Auckland Regional Transport Authority.

Contact details:

Withheld under section 9(2)(a) of the Official Information Act 1982.

Christine Caughey (Auckland). Ms Caughey is a qualified planner with a professional background in local and regional government in Auckland. She was an Auckland City Councillor from 2004 to 2007. She is an experienced and certified planning commissioner under the Resource Management Act 1991.

Contact details:

Withheld under section 9(2)(a) of the Official Information Act 1982.

Paul Fitzharris (Picton). Mr Fitzharris was the Acting Chair of Land Transport NZ from 1 March 2007, and served on the Board from May 2005. During the latter part of his career with the NZ Police, Mr Fitzharris represented the NZ Police Department on the National Road Safety Committee. He was a member of the Establishment Board for the NZTA.

Contact details:

Withheld under section 9(2)(a) of the Official Information Act 1982.

Grahame Hall (Rotorua). Mr Hall (Rotorua) is a retired Mayor of Rotorua having served 27 years in local government and is a former Local Government NZ representative. He served as a Board member of Transit NZ, Chair of Rotorua Energy Charitable Trust and former President of Rotorua Federated Farmers.

Contact details:

Withheld under section 9(2)(a) of the Official Information Act 1982.

Bryan Jackson (Waikanae). Mr Jackson was the Acting Chair of Transit NZ from March 2007. He is the Chair of Vehicle Testing New Zealand and is a past President of the Motor Trade Association. Previously he owned and operated a major motor vehicle dealership. He was a member of the Establishment Board for the NZTA.

Contact details:

Withheld under section 9(2)(a) of the Official Information Act 1982.

Garry Moore (Christchurch). Mr Moore is an accountant and has served as a member of the boards of Land Transport NZ and Transit NZ from April 2007. Mr Moore served two terms as a councillor on the Christchurch City Council and was Mayor of Christchurch from 1998 to October 2007. While on the Christchurch City Council, he led the restructuring of the council at both elected and administrative levels. He was a member of the Establishment Board for the NZTA.

Contact details:

Withheld under section 9(2)(a) of the Official Information Act 1982.

Alick Shaw (Wellington). Mr Shaw has governance experience gained from nine years as a Wellington City Councillor and from his directorships on a range of government, community and trust boards. He was a member of the Establishment Board for the NZTA.

Contact details:

Withheld under section 9(2)(a) of the Official Information Act 1982.

Chief Executive

Geoff Dangerfield was appointed the NZ Transport Agency's first Chief Executive on 9 April 2008. He joined the NZ Transport Agency from the Ministry of Economic Development (MED) where he was Chief Executive since May 2001. Previously Geoff was Deputy Secretary to the Treasury in charge of the Asset and Liability and Management Branch.

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Previously General Manager of the Emissions Trading Group with the Treasury.

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Liz Huckerby, Group Manager People and Capability

Previously Acting Deputy Commissioner, People Capability and Governance at the Inland Revenue Department.

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