

Strategic Plan 2004



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Transit New Zealand Strategic Plan

State highways are part of the essential fabric of New Zealand. They are a key contributor to the integrated transport system that provides the lifelines linking our many communities; a facilitator of prosperity and well-being as products and produce are moved locally and begin their international journeys. State highways are a part of our daily lives that we often take for granted as we take our children to school, get to work, provide services or enjoy our leisure.

Introduction

The Land Transport Management Act 2003 and New Zealand Transport Strategy are signals of a clear focus by the Government on integrated, safe, responsive and sustainable transport. For Transit these are positive signals, and they reinforce our beliefs and values. The Act, and the vision, principles and objectives in the New Zealand Transport Strategy, are the high level inspiration for this revised Strategic Plan.

Transit will make a leading contribution to the implementation of the Land Transport Management Act. Traditional approaches have sought a balance between economic, social and environmental impacts, suggesting that degradation of one can be compensated by improvement in another. This will still be necessary as we grapple with what New Zealand can afford. It is not possible to eliminate all adverse impacts, but this strategy recognises that, through the way we work, the economy, society and the environment can have increasingly compatible interests. We are striving to maintain all the parts in good order.

Major state highway projects will continue to play a fundamental part in delivering the access and mobility which New Zealanders value highly. As we plan and investigate new projects we will develop increased understanding of how state highways play their part in the land transport system, and contribute to society as a whole.

Safety and mobility have high priority for improvement. Urban congestion also remains a focus for Transit, and a suite of measures will be employed to deal with it. These include: overdue network and passenger transport improvements, improved traffic management to maximise the value of the existing road network, and inducing behavioural change to reduce demand. In all cases other agencies are affected and we will strengthen our collaboration accordingly.

Transit will take the opportunity created by the Act to operate road tolling schemes. The first scheme is expected to be the section of Northern Motorway between Orewa and Puhoi in Rodney District. There is considerable potential for tolling to influence travel demand and behaviours, as well as to help fund environmental and other improvements to transport services and infrastructure.

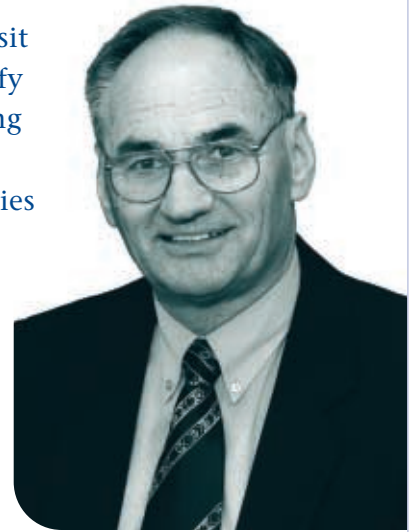
Across all our work, we will intensify the effort we put into our relationships with key stakeholders. In particular, we will be responsive to the Government's recently announced plans for extra funding and special transport governance structures in Auckland.

The Government's vision is of a sustainable land transport system. This will have strong implications on the way we do business. Just one which deserves special mention is the need to preserve the state highway system from the damaging effects of adjacent incompatible developments. Part of our strategy is to be more proactive in preserving the mobility we already have.

This Strategic Plan reflects the areas of strategic emphasis for Transit over the next three years and beyond. It does not attempt to identify the full range of Transit's activities. Performance measures are being developed to ensure that achieving our key goals is increasingly a part of Transit's everyday operations. Transit's full range of activities is covered in its annual Statement of Intent and detailed business plans.

The new Act requires a stronger outcome focus. Transit's immediate response is to commit to a fundamental rethink on our state highway strategy and investigation studies as this is where the projects of the future are generated. Most projects have lead times of several years and longer so change will be neither comprehensive nor immediate.

Throughout the state highway and local road network there are strategic weaknesses. Rapid development is adding pressures as we investigate and plan remediation. The new Act gives us more flexibility and we can now address these weaknesses in a more strategic and outcome-focused way.



David Stubbs

David Stubbs

Chairperson

June 2004

Vision

A transport system that builds a better New Zealand

Statutory Objective

To operate the state highway system in a way that contributes to an integrated, safe, responsive, and sustainable land transport system

Values

Leadership

Be a world leader in transport solutions

Integrity

Be honest, show respect for others and courage in our actions

Stewardship

Be environmentally sensitive, socially responsible, and economically efficient

Responsiveness

Proactively engage with communities, road users and partners

Excellence

Do it right, at the right time – and do it with enthusiasm and pride

Innovation

Discover alternatives and challenge assumptions

Goals

The goals in this Strategic Plan reflect the areas of strategic emphasis for Transit in the next three years and beyond. Performance measures are being developed to ensure that achievement of these key goals is increasingly a part of Transit's everyday operations.

Transit's five strategic goals are:

- 1) Ensure state highway corridors make the optimum contribution to an **integrated** multi-modal land transport system
- 2) Provide **safe** state highway corridors for all users and affected communities
- 3) State highways will enable improved and more reliable **access and mobility** for people and freight
- 4) Improve the contribution of state highways to **economic** development
- 5) Improve the contribution of state highways to the **environmental and social** well-being of New Zealand, including **energy** efficiency and public **health**.

Key Result Areas

Transit has seven key result areas. These are:



They apply to state highways and the part they play in achieving an integrated, safe, responsive and sustainable land transport system.

Education requires a change in emphasis – to more specifically recognise the need to advocate and inform as well as maintain and grow our knowledge. Transit, in partnership with others, must both:

- build knowledge in respect of new technologies and new directions such as sustainable transport, and
- influence outcomes in areas it influences, but does not control, such as transport demand and safer travel behaviours.

The key goals in this Strategic Plan reflect additional key result areas that are fully aligned with Transit's statutory responsibilities but which need particular emphasis in the current environment.

The wider context for Transit's Strategic Plan

Many of the Government's objectives and policies – eg for growth, sustainability and international positioning – are relevant to transport. The areas named below have particular significance.

Land Transport Management Act 2003

The Land Transport Management (LTM) Act 2003 supports the aim of achieving an integrated, safe, responsive and sustainable land transport system. It continues to make Transit accountable for New Zealand's state highways, but it also

- a) changes Transit's statutory objective to broaden our focus and embed the principles of the wider New Zealand Transport Strategy, and
- b) requires Transit to prepare its land transport programme – the State Highway Plan – by taking into account the objectives of the New Zealand Transport Strategy, as well as national and regional land transport strategies and the National Energy Efficiency and Conservation Strategy.

New Zealand Transport Strategy (NZTS)

The NZTS was released in December 2002. Its principles are:

- Sustainability
- Integration
- Safety
- Responsiveness.

The vision of the NZTS also refers to affordability and having a sustainable transport system by 2010.

The objectives of the NZTS are:

- Assisting economic development
- Assisting safety and personal security
- Improving access and mobility
- Protecting and promoting public health
- Ensuring environmental sustainability.

The wider context for Transit's Strategic Plan

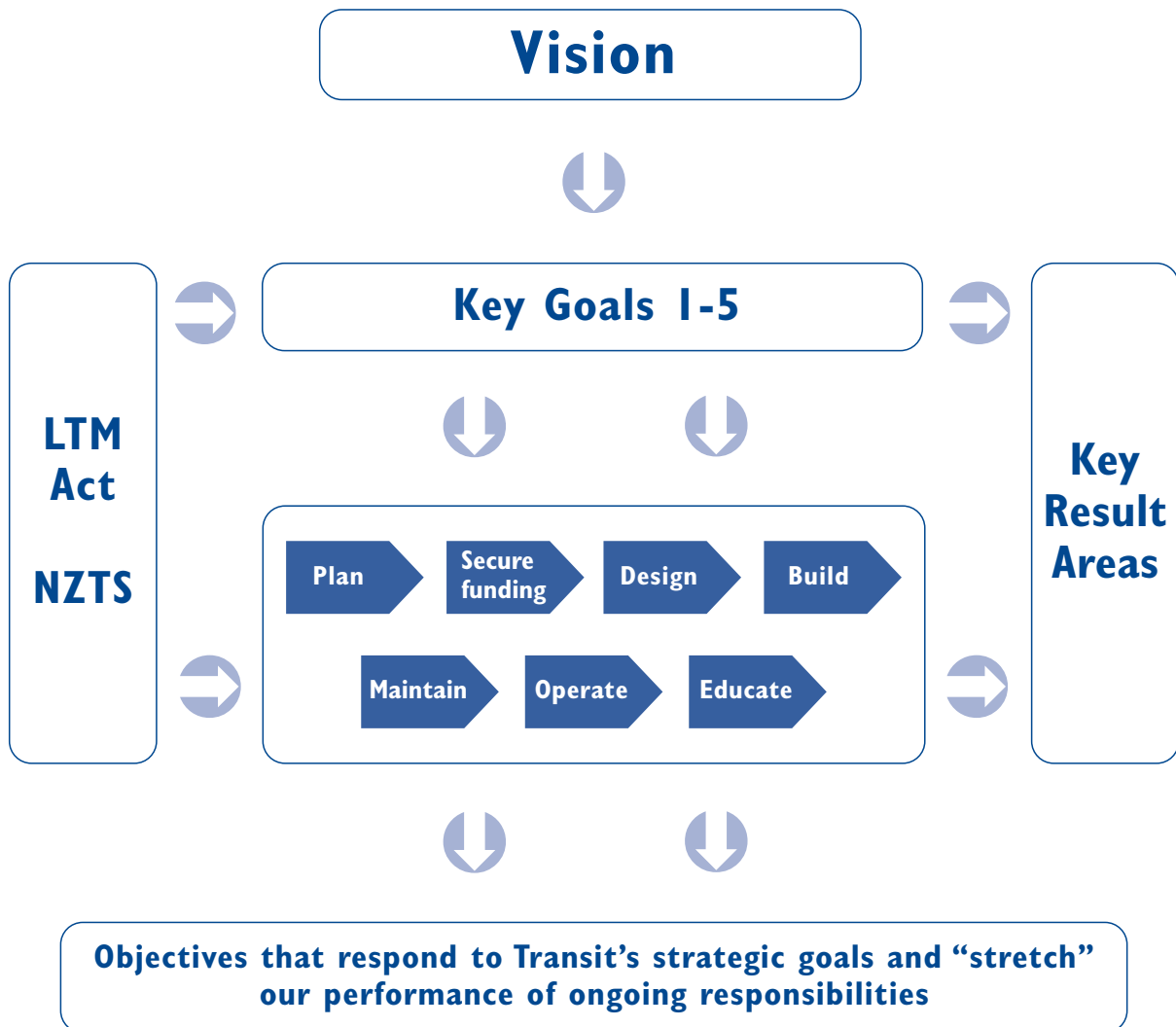
Changes in Auckland

In December 2003 the Government announced a number of measures that recognise the strategic economic importance of further transport investment to New Zealand. This package represents a significant additional investment in land transport. It will address the unique problems in Auckland and will support additional improvements throughout the rest of New Zealand.

Implementation of the measures was conditional on an agreed new governance structure, under the auspices of the Auckland Regional Council, to manage Auckland's land transport needs. The new body, the Auckland Regional Transport Authority, will be accountable for planning and in part for delivering a sustainable transport system which is consistent with Auckland's strategic transport plans. Transit will collaborate with and support the new structure.

The Treaty of Waitangi

The Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi are recognised in transport legislation, and there are specific provisions in the Land Transport Management Act 2003 and sections 6 and 8 of the Resource Management Act 1991 which govern Transit's interaction with Maori.



On the following pages, objectives are assigned to goals but in general there are not one-to-one relationships between key result areas, strategic goals, statutory responsibilities and strategic objectives.

NB – Areas of current strategic emphasis are the focus for this Strategic Plan – plus a range of important, ongoing aspects of Transit’s business appears in Appendix 1. The full range of Transit’s activities is covered in Transit’s annual Statement of Intent and detailed business plans.



Ensure state highway corridors make the optimum contribution to an integrated multi-modal land transport system

State highways are a key component of the overall transport system. We need to ensure their contribution to that system is the best it can be, and to maximise the functionality of state highway corridors. This will require greater commitment to integrated planning, emphasis on protecting the state highway network, strong relationships and improved consultation processes.



KRA(s)	Objectives	Timeframe
P	<p>1) Resolve, in partnership with local authorities and Transfund New Zealand, the implications of land use planning on state highway corridors, and achieve greater integration of high level planning for transport and land use, in</p> <ul style="list-style-type: none"> (a) Auckland's regional & district plans (b) Bay of Plenty & Wellington regional & district plans (c) All Regional Land Transport Strategies 	<ul style="list-style-type: none"> (a) By 2005 (b) By 2006 (c) By 2007
P	<p>2) Achieve effective Transit influence in regional & district plans, and in growth & transport strategies, to ensure</p> <ul style="list-style-type: none"> • Long term protection & sustainability for state highways, eg with respect to subdivisions, building applications & other impacts on access; and • Alignment with Transit's National State Highway Strategy & 10 Year State Highway Plan. 	At each review of plan or strategy from July 2005 onwards
<p>P</p> <p>S</p> <p>D</p> <p>B</p> <p>M</p> <p>O</p>	<p>3) Reposition all consultation to ensure it meets LTM Act requirements by actions to</p> <ul style="list-style-type: none"> (a) Develop & implement a consultation process consistent with LTM Act requirements for 2005/06 State Highway Plan (b) Realign stakeholder survey process for 2005 survey (c) Realign project consultation 	<ul style="list-style-type: none"> (a) By Dec 2004 (b) By Dec 2004 (c) By Dec 2005
<p>P</p> <p>S</p>	<p>4) Advance development of "package" funding from Transfund New Zealand by extending memoranda of understanding to transport partners in other modes eg regional councils, bus companies, TrackCo, rail interests, etc</p>	By March 2006

Provide safe state highway corridors for all users and affected communities

Safety on state highways results from the interaction of multiple elements: all road users, vehicles, the road environment and law enforcement. We want state highways to be safe for everyone.



KRA(s)	Objectives	Timeframe
	1) Ensure enforcement activities on state highways are optimal by aligning regional enforcement plans with Transit's priorities for crash reductions on state highways.	For 2005/06 year
 	2) Work with partners to educate and inform drivers about safe travel on state highways, with the aim of reducing by 10% the accidents on state highways that are attributed to avoidable driver error	By 2010
 	3) Improve safety for cyclists and pedestrians on state highways, and contribute to national and regional cycling and walking strategies, by actions to <ul style="list-style-type: none"> (a) remedy the top 30 cycle and pedestrian black spots on state highways, at an estimated cost of \$3.5M (b) ensure all new projects make appropriate provision for cycling and walking (c) provide an ongoing programme of cycling and walking facilities on existing state highways 	<ul style="list-style-type: none"> (a) By June 2006 (b) From 2004/05 (c) From 2004/05

State highways will enable improved and more reliable access and mobility for people and freight

State highways carry out a very large proportion of the transport task, enabling people to go about their daily lives, and the conduct of commerce. We need to continually improve the ways that state highways provide for access and mobility.

Plan

Secure
funding




Design

Build

Maintain

Operate

Educate

KRA(s)	Objectives	Timeframe
<p> O</p> <p> E</p>	<p>1) Increase the contribution of state highway corridors to provide connectivity for transport modes and reliable travel for users by managing road space and vehicle priorities to</p> <p>(a) Enhance access for buses and high occupancy vehicles, and</p> <p>(b) Enhance access for trucks</p> <p>eg via more dedicated physical road space, traffic signal pre-emption, and priority lanes on metered ramps, at an estimated cost of \$1M in 2004/05 and \$3M in subsequent years; and</p> <p>(c) Establish integrated, sustainable priorities for road use for all types of road vehicles in all state highway corridors</p>	<p>(a) By 2005/06</p> <p>(b) By 2006/07</p> <p>(c) By 2007/08</p>
<p> O</p>	<p>2) Support access and mobility via passenger transport by ensuring all state highway shoulders, where suitable for the purpose, are distinctively marked in accordance with an agreed code, for buses and, where practicable, for high occupancy vehicles.</p>	<p>By 2006/07</p>

Improve the contribution of state highways to economic development

State highways are vital to regional development and trade, and the state highway network is a major national asset that requires continuous investment. The efficient operation of state highways is an important factor in New Zealand's economy.

Plan

Secure
funding

Design

Build

Maintain



Operate

Educate

KRA(s)	Objectives	Timeframe
S	<p>1) Lead, in partnership with Ministry of Transport, road pricing and tolling initiatives by actions to</p> <p>(a) Secure the Order in Council for the ALPURT B2 section of the Northern Motorway in Rodney District</p> <p>(b) Establish a "Beyond ALPURT" tolling package</p> <p>(c) Commission the Toll Systems Project (TSP) aligned with the tolling package</p> <p>(d) Ensure road pricing initiatives are implemented via the TSP tolling systems</p>	<p>(a) By early 2005</p> <p>(b) By June 2005</p> <p>(c) By 2004/05</p> <p>(d) By June 2005</p>
P S	<p>2) Establish affirmative regional development strategies and capture opportunities for regional development funds to be allocated to state highway initiatives</p>	By 2006
B O	<p>3) Develop a subset of state highway corridors that can accommodate international freight standards (includes development of suitable vehicle standards eg Euro Diesels)</p>	By 2010

Continues overleaf

Key Goal 4 Continued:

KRA(s)	Objectives	Timeframe
	<p>4) Reduce congestion by actions to</p> <ul style="list-style-type: none"> (a) Accelerate investigation and implementation, in Auckland, of ramp metering at appropriate interchanges and through traffic metering on appropriate motorways, at an estimated cost of \$3M in 2004/05 and \$10-\$20M in subsequent years (b) Introduce a comprehensive Transit-operated Traffic Management Unit in Wellington, at an estimated cost of \$0.5M (c) Accelerate implementation of key elements of Transit's Intelligent Transport Systems Strategy ahead of current targets, at an estimated additional cost of at least \$3M per year (d) Introduce lane-availability incentives, matched to consequences of delay, in all physical works contracts 	<ul style="list-style-type: none"> (a) From 2004/05 (b) By June 2005 (c) From 2004/05 (d) Progressively from July 2005
	<p>5) Facilitate land use development consistent with state highway corridor plans via developer contributions to accelerate highway improvements</p>	<p>Ongoing from July 2005</p>

Improve the contribution of state highways to the environmental and social well-being of New Zealand, including energy efficiency and public health

State highways help to provide the access and mobility that New Zealanders value highly, but vehicle travel can also have harmful impacts. It is vital to carefully manage the full range of impacts that result from operating and using our roads.



KRA(s)	Objectives	Timeframe
(a) 	<p>I) Reduce adverse social and environmental effects of state highway operations via</p> <p>(a) A staged and prioritised programme of work that achieves a tangible reduction in harmful impacts, including:</p> <ul style="list-style-type: none"> • resource efficiency improvements by spending an additional \$0.5M per year to increase recycling and reuse of resources and the reduction of waste • reductions in traffic noise and vehicle energy consumption by extending the length of new noise reducing surfaces on the existing network by an additional 50% ie approx 7km per year, at an estimated additional cost of \$2M per year. • water quality improvements by increasing, from \$1M to \$2M per year, expenditure on stand-alone road run-off treatment projects (additional to new projects and drainage improvements) • visual quality improvements by spending an additional \$3M per year on landscaping on the existing network where this also improves safety performance 	(a) Ongoing from 2004/05
(b) 	(b) Ensuring that construction project plans incorporate new standards which demonstrate Transit's commitment to social and environmental responsibility	(b) From July 2005 for major projects and July 2006 for all projects
(c)	(c) Building Transit's knowledge and capability to influence travel demand and road use	(c) By 05/06
(d)	(d) Building Transit's knowledge and capability to manage social and environmental impacts, with priority on noise	(d) Ongoing from 2004/05

Continues overleaf

Key Goal 5 Continued:

KRA(s)	Objectives	Timeframe
<ul style="list-style-type: none"> O E 	<p>2) Influence travel needs and choices involving state highways with high traffic volumes by demonstrating leadership in travel demand management via</p> <ul style="list-style-type: none"> (a) Educate and inform on travel options (eg website links, real time congestion reporting, publicity) (b) Infrastructure to enable alternative modes (c) High Occupancy Vehicle lanes (d) Variable Message Systems (e) Automated Travel Information Systems 	<p>Ongoing against agreed milestones</p>
<ul style="list-style-type: none"> D B M O 	<p>3) Achieve environmental self-regulation via actions to develop an environmental management plan and to establish a track record of achieving consistent good performance which are endorsed by all regulatory authorities</p>	<p>By 2010</p>
<ul style="list-style-type: none"> M O 	<p>4) Improve the amenity of state highways via actions to develop and implement a hierarchy of highway stopping areas to recognised standards, including viewing points, rest areas, service centres and truck stops</p>	<p>Ongoing from 2004/05</p>
<ul style="list-style-type: none"> P S D B M O E 	<p>5) Adopt a set of performance measures that better demonstrates the sustainability of Transit's business</p>	<p>For inclusion in Transit's 2005/2006 Statement of Intent</p>

Key facts

Transit New Zealand (Transit) is a Crown entity established under the Transit New Zealand Act 1989.

Transit manages state highways which:

- **measure 10,786 kilometres**
- **make up 11.5 percent by length of New Zealand's roads**
- **account for 46 percent of the 34 billion vehicle kilometres travelled each year**
- **have a replacement value of \$15.6 billion.**

Transit's statutory objective is to operate the state highway system in a way that contributes to an integrated, safe, responsive, and sustainable land transport system.

In meeting its objective, Transit must exhibit a sense of social and environmental responsibility, which includes –

- Avoiding, to the extent reasonable in the circumstances, adverse effects on the environment; and**
- Taking into account the views of affected communities; and**
- Giving early and full consideration to land transport options and alternatives in a manner that contributes to (a) and (b); and**
- Providing early and full opportunities for specified persons and organisations to contribute to the development of its land transport programmes.**

Continues overleaf

Key Facts Continued:

Under the Land Transport Management Act 2003, Transit's functions are to:

- **control the State highway system, including planning, design, supervision, construction and maintenance**
- **prepare a land transport programme for the state highway system**
- **make payments from its land transport disbursement account**
- **operate road tolling schemes**
- **enter into concession agreements**
- **provide the Minister with any information and advice relating to Transit's functions that the Minister may request**
- **carry out research, education and training**
- **carry out any other functions relating to land transport that the Minister requests or directs.**

Transit's performance is audited

- **By Audit New Zealand which annually measures Transit's performance for the Office of the Auditor General under the Public Finance Act 1989.**
- **By Transfund New Zealand which audits Transit on compliance with Transfund procedures and agreed performance objectives in the state highway component of the National Land Transport Programme.**

Appendix I

This Strategic Plan focuses on areas of current strategic emphasis. In doing so it complements Transit's ongoing responsibilities which include the activities listed below. The full range of activities is covered in Transit's annual Statement of Intent and detailed business plans.

- Providing a high quality national network of arterial roads connecting major centres of economic activity, eg via State Highway Reviews
- Current processes to develop the State Highway Plan and Corridor Plans, the Environmental Strategy, and to review Transit's National State Highway Strategy
- Delivery of the commitments in Transit's Strategic Plan, State Highway Plan and Corridor Plans
- Proactive implementation of safety retrofit of state highways
- Acquisition, management and disposal of Transit property assets
- Participation in
 - National Road Safety Committee
 - Regional Land Transport Committees
 - Pricing policy development
 - The wider transport industry, to maintain Transit skills and encourage transfers of best practice
- Consideration of transport disadvantaged
- Continued application of Transit's
 - Accredited Quality System
 - Safety Management System
 - Asset Management Plan
 - Triple Bottom Line approach to performance measurement and reporting
- Management of
 - Natural disaster risks and ability to reinstate effectively
 - Restricted weight and one-lane bridges
 - Multi-functionality of corridors to serve existing users eg utilities
 - Lane availability related to crashes and incidents
- Partnerships to deliver regional safety education programmes and initiatives
- Collaboration with major industry sectors on the management, operation, maintenance and improvement of state highway corridors to support the development of industry and tourism
- Procurement practices in accordance with Transit's Long Term Procurement Strategy.

All of the activities in this Strategic Plan and above are underpinned by support functions including

- financial services
- human resource management
- communications
- information technology
- administration.

Driving Transit's activities

Transit's Strategic Plan drives Transit's business. It incorporates our Vision and Values, Strategic Goals and Objectives. Detailed business plans are derived from this Strategic Plan.

This Strategic Plan reflects the Government's strategic direction for land transport as set out in the New Zealand Transport Strategy and the Land Transport Management Act 2003.

It relates to the period 2004-2006 and beyond.

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