



TE MANATŪ WAKA  
MINISTRY OF TRANSPORT

F.5



# He Rautaki Takunetanga 2021-25 | **Strategic Intentions 2021-25**



September 2021

# Manaaki whenua. Manaaki tangata. Haere whakamua ] Care for the land. Care for the people. Go forward

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## UARA OUR VALUES

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**WHAKAPAKARI**  
IMPROVING OUTCOMES



**AKO**  
CAPABILITY DEVELOPMENT



**MAHI TAHI**  
WORKING TOGETHER



**RANGATIRATANGA**  
EMPOWERING  
AND LEADING



**KAITIAKITANGA**  
GUARDIANSHIP AND  
PROTECTION



**WHANAUNGATANGA**  
COLLABORATION  
AND UNITY



**MANAAKITANGA**  
CARING FOR AND  
VALUING OTHERS

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# Kupu Whakataki

## Introduction





## He kupu nā te Minita | Ministerial foreword

**The Government is committed to putting the wellbeing of our people and the health of our environment at the heart of our thinking. These commitments underpin my priorities for the transport system.**

Transport will play a key role in the recovery from the impact of the COVID-19 pandemic. Both the Ministry and the wider transport system will need to be nimble to deal with the impacts of Covid and to help support the recovery.

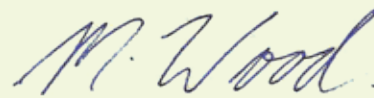
As we move towards a highly vaccinated population and the start of work to re-connect New Zealand to the world, we all look forward to the economic and social benefits this will bring. However the transport system will need to continue to support the public health response to COVID-19 for some time yet and the Ministry of Transport will continue to have a key oversight role over the system to ensure a balance is maintained to ensure wellbeing for New Zealanders.

We cannot afford delay in the fight against climate change. Reducing carbon emissions is a key priority for the Government, and transport has a critical role to play in the transition to a net zero carbon economy by 2050. This work must be a priority for the Ministry now and into the future. It is vital we take a systems-wide approach to decarbonise the wider transport system and the *Hikina te Kohupara – Kia mauri ora ai te iwi: Transport Emissions – Pathways to Net Zero by 2050* strategy provides a strategic basis for this work.

On average one person is killed every day and another is injured every hour on our roads. The ripple effects of these hundreds of deaths and

thousands of injuries are traumatic for whānau, friends, communities and our nation. This Government has reaffirmed its commitment to achieving a significant reduction in deaths and serious injuries on our roads through the Road to Zero road safety strategy, and the Ministry's system overview role is vital to its successful outcome.

In addition to these priorities, the Ministry has a diverse programme of work across the transport system, from oversight of major investments in our cities and regions, to ensuring a fit for purpose regulatory regime across the sector. In this challenging time, I look forward to continuing to work with the Ministry to ensure the transport system enables social and economic growth, plays its part in our response to the climate emergency, improves people's safety and wellbeing, and supports the recovery from COVID-19.



**Hon Michael Wood**  
Minister of Transport



## INTRODUCTION

# Nā te Tumu Whakarae | Chief Executive's introduction

Kia ora koutou katoa.

The New Zealand transport system plays a pivotal role in providing liveable cities and thriving regions. It underpins how New Zealanders get to their places of work and study, how families and communities get together and how they access leisure activities, and how businesses move their goods and services.

The COVID-19 pandemic has had a huge impact on the transport system. Most of the system proved to be resilient and adaptable, but parts, like the aviation sector, are under acute stress and need support to protect vital connections. Keeping essential transport services going and managing the border will likely be a priority for us in the short to medium term. Decision-making will involve implementing recovery and response measures at the same time, and will take place in the face of uncertainty from possible outbreaks. Reopening and reconnecting to the rest of the world safely will be a focus over the next few years.

Over and above the immediate realities of COVID-19, New Zealand's transport system faces challenges over the medium to longer term. Some reflect the critical and enabling role transport has across Aotearoa, and the amount of concurrent change and reform.

These challenges range from reducing transport emissions to meet the target of net zero carbon by 2050, improving safety across all modes of transport, to supporting sustainable growth in our cities.

# 4 years



# 6 priorities

The Ministry's vision is for a transport system that improves wellbeing and liveability. To make the biggest impact over the next four years, we have six priorities that we will focus on:

**Priority 1:**

Enable transport to continue to effectively respond to, and recover from, COVID-19

**Priority 2:**

Start to decarbonise the transport system

**Priority 3:**

Improve road safety

**Priority 4:**

Support liveable cities

**Priority 5:**

Strengthen New Zealand's supply chains

**Priority 6:**

Enable emerging aviation technologies.

Working collaboratively with agencies and stakeholders over the next four years, we will develop policies across these strategic intentions, and our wider policy, monitoring and regulatory mandate, to advance a long-term, integrated approach to the transport system. We know that our work is essential to the daily lives of New Zealanders and the success of New Zealand businesses. We are committed to fulfilling our role, by providing the advice that the Government needs. An important part of this is maintaining our focus on the connections between wider economic, social and environmental outcomes and how different components of the transport system can be aligned to allow multiple objectives to be achieved over time.

**Chief Executive statement of responsibility**

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Ministry of Transport. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

**Peter Mersi**

Te Tumu Whakarae mō ngā Waka  
Secretary for Transport & Chief Executive  
Te Manatū Waka – Ministry of Transport



# He Tiro Whānui

Overview





# He tiro whānui ki ngā takunetanga | Overview of our strategic intentions

## Our purpose and role drive our strategic intent

The Ministry's purpose and role drive our strategic intentions. They guide us in the choices that we make and how we utilise our resources to maximise the benefits that we can bring to the transport system and New Zealanders.

## Our long-term strategic objectives

The Ministry has five long-term strategic objectives that are grounded in our vision and the transport outcomes. They are to:

- Support economic growth
- Enable inclusive access
- Improve transport resilience and security
- Enhance environmental sustainability
- Improve the health and safety of people.

## Our priorities over the next four years

The Ministry's priorities over the next four years are to:



### Priority 1:

Enable transport to continue to effectively respond to, and recover from, COVID-19



### Priority 2:

Start to decarbonise the transport system



### Priority 3:

Improve road safety



### Priority 4:

Support liveable cities



### Priority 5:

Strengthen New Zealand's supply chains



### Priority 6:

Enable emerging aviation technologies.

## Our annual work programme

The Ministry brings a long-term perspective to issues, based on our strategic objectives. Our short-term priorities take account of how our annual work programmes can contribute to the achievement of our strategic objectives.

Each year the Ministry makes trade-off decisions as we determine and adjust our annual work programme. We agree our key policy work programmes with the Minister of Transport. These programmes are an integral part of our overall annual work programme that enables us to:

- meet government expectations
- advance our long-term strategic objectives
- deliver on our priorities over the next four years
- fulfil our stewardship and other responsibilities.

When we establish our annual work programme, we take into account a range of matters, including:

- the Government's priorities
- the Minister of Transport's priorities
- the Ministry's priorities for the next four years
- changes in our operating environment
- the level of progress that the transport system is making against the transport outcomes
- our stewardship and other responsibilities.

OVERVIEW

## Te hanga rautaki a te Manatū | Ministry strategic framework

Our strategic framework helps explain how we deliver on our ultimate purpose – *Hāpaitia ana ngā tāngata o Aotearoa kia eke* – Enabling New Zealanders to flourish. It helps us to see where we are heading and how we will get there.

The Ministry's ability to bring long-term and system-based considerations to bear on current issues is central to the way we implement our strategic framework.

At the heart of our purpose is people. Transport touches people's lives in many ways and directly affects our wellbeing. It provides people with access to social and economic opportunities, plays a critical role in supporting the productivity of our economy, and has a deep impact on the environment.

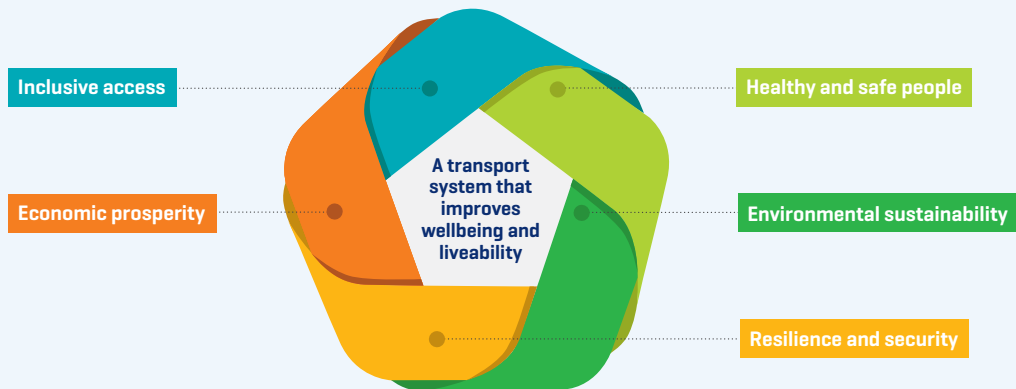
We bring our strategic framework to life within the context of the Government's and the Minister of Transport's priorities, our responsibilities and our operating environment.



## Our Purpose

Hāpaitia ana ngā tāngata o Aotearoa kia eke | Enabling New Zealanders to flourish

## Our Vision



## Our Role

We are the Government's system lead on transport

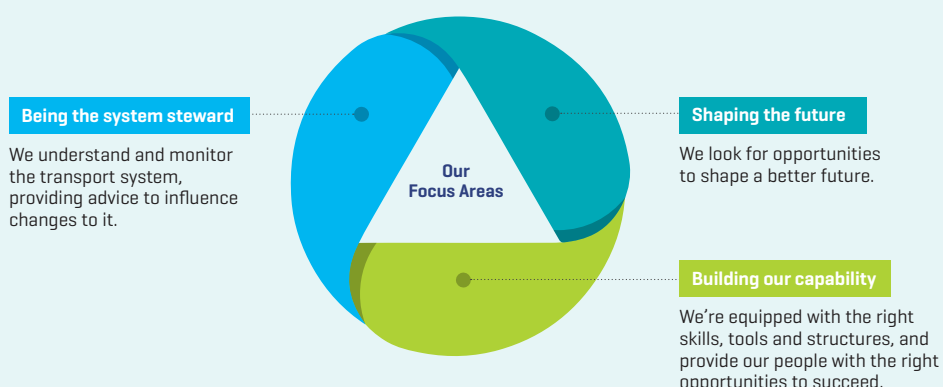
## Our Key Functions

Policy advice	Crown entity governance	System leadership and stewardship
---------------	-------------------------	-----------------------------------

## Our Work

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Leading system direction and strategy</li> <li>• Shaping regulatory stewardship mechanisms</li> </ul> | <ul style="list-style-type: none"> <li>• Monitoring and evaluating system and government agency performance</li> <li>• Influencing to achieve broader government outcomes</li> </ul> | <ul style="list-style-type: none"> <li>• Driving revenue raising and investment choices</li> <li>• Influencing the development of international standards</li> </ul> |
|--|--|--|

## Our Strategic Focus Areas



## Our Work

- |                             |                                    |                              |
|-----------------------------|------------------------------------|------------------------------|
| • Government work programme | • Focus-area-specific deliverables | • Organisational foundations |
|-----------------------------|------------------------------------|------------------------------|

## Our Values

- |                  |                             |                                   |
|------------------|-----------------------------|-----------------------------------|
| • He Māia   Bold | • Kei Roto Mātau   Invested | • He Mahi Ngātahi   Collaborative |
|------------------|-----------------------------|-----------------------------------|

OVERVIEW

# Te aronga nui me ā mātau mahi | Ministry purpose & role

## Our purpose

The Ministry's purpose, our reason for being, is – *Hāpaitia ana ngā tāngata o Aotearoa kia eke* – Enabling New Zealanders to flourish.

We are focused on providing leadership to the transport sector, high quality advice to Government and effective collaboration that delivers improvements to the transport system and long-term benefits for New Zealanders.

The Ministry has a wide variety of workstreams in support of the Government's work programme, our wider policy and operational mandate and our regulatory stewardship responsibilities.

### OUR PURPOSE

*Hāpaitia ana ngā tāngata o Aotearoa kia eke* – Enabling New Zealanders to flourish

## Our role

The Ministry's core role is to be the Government's system lead on transport. We do this by providing impartial, expert advice to the Government to help it meet its objectives for transport. This includes advice on legislative, regulatory and policy settings, funding levels and priorities; and Crown agency governance, performance and accountability. The Ministry also represents the government's transport interests internationally.

Transport is a complex system with deep connections to other systems. It is part of our social and economic infrastructure, providing the links that establish and sustain society.

The transport system includes:

- vehicles that move people and products
- physical infrastructure (e.g. ports, the rail network, roads, and car parks)
- digital infrastructure (e.g. satellite-based navigation infrastructure and aids, travel apps, communications technologies)
- mobility services (e.g. public transport, bike-sharing, ride-sharing)
- institutions and regulatory systems that influence how the transport system functions and develops (e.g. through their structures, management practices, rules, policies, and funding/investment tools).

And looking beyond these are the people who the system is there to serve.

While our core role is to be the government's system lead on transport, we step beyond this core policy work to take hands-on roles to respond to new challenges in areas such as major procurement and investment decisions, COVID-19 response and recovery, and supply chain management.



# Te āhua o te pūnaha waka | Our operating environment

## The Government's priorities

While the outcomes framework captures the impact transport has over time, governments rightly emphasise particular outcomes over others.

The Government's work programme and other Ministerial priorities provide an important focus for the Ministry. The Government has adopted a set of three priorities to drive cross-government work programmes:

- Keep New Zealanders safe from COVID-19
- Accelerate New Zealand's economic recovery
- Lay the foundations for a better future.

## We work within a complex and challenging operating environment

Transport is a complex and integrated sector that impacts on the daily lives of all New Zealanders and businesses.

The Ministry monitors five transport Crown entities and also works with three state-owned enterprises. New Zealand's regional and local councils are also important members of our land transport system.

Many organisations, both public and private, are responsible for planning, designing, building, and providing services within it. These organisations operate within a web of laws, rules, processes and funding mechanisms.

Some parts of the transport system (aviation and maritime in particular) are subject to international regulation.

Beyond the immediate realities of COVID-19, New Zealand's transport system faces several major challenges over the medium to longer term. These include reducing transport emissions to meet the target of net zero carbon by 2050, supporting sustainable growth in our cities, reducing congestion and addressing safety on our roads.

New technologies can offer solutions and we need to be open to how we can capture the benefits of technology and improve the wellbeing of New Zealanders.

## Collaboration is critical

Our role for the transport system includes monitoring and assessing changes that are occurring in the wider environment, and developing insights on the implications of those changes.

The Ministry is, however, only one player in the system. Many aspects of the system are outside of government's direct control. For example, in the freight, aviation and maritime sectors, the majority of decisions are made by the private sector. Local government plays a particularly significant role in regional-level transport investments. Effective, meaningful engagement with other government agencies and stakeholders, like innovative companies in the private sector and local government, is critical to achieving government priorities.

We also play a vital role in cross-government initiatives. For example, the Ministry is working closely with central government and border agencies on COVID-19, and with environmental, planning and social agencies on Resource Management Act reform, housing and spatial development. We lead, or are members of, a number of formal groups or committees including the Maritime Security Oversight Committee and the Border Executive Board<sup>1</sup>.

We support the Crown in honouring Te Tiriti o Waitangi. We strongly believe that effective and enduring relationships between Māori and the Crown are critical to enable economic and social development, both for Māori and for Aotearoa more generally.

Most of the Ministry's work looks forward over the medium to long-term, and in many cases has an intergenerational impact. We acknowledge that the active consideration of te ao Māori and Te Tiriti o Waitangi enhances wellbeing. This is an area where we are looking to build capability, understandings and relationships. Hei Arataki, our Māori Strategy, aims to improve our performance and capability in this key relationship.

Our engagement is underpinned by the principles of transparency, open and clear communication, and information sharing across the transport system and beyond.

<sup>1</sup> See page 28 for more information on how we work as part of the Border Executive Board

## OVERVIEW

# He matawhānui me ngā whāinga matua mō te āpōpō | Our vision and long-term strategic objectives

## Our vision

Our vision is for a transport system that improves wellbeing and liveability. This is the central aim of the outcomes framework.

We must develop and maintain strong partnerships, and work collaboratively with others to be successful. To do this, we need a consistent approach to the way we think about the impact of the decisions we take. By having a shared vision, and looking at the impact of transport decisions, whether positive or negative, we can see how the system as a whole is contributing to achieving that vision.

The five transport outcomes that support our vision are: resilience and security, economic prosperity, inclusive access, healthy and safe people, and environmental sustainability.

The outcomes framework is enduring and links to the broader living standards framework developed by The Treasury.

## Our long-term strategic objectives

The Ministry's five long-term strategic intentions are grounded in our vision and the transport outcomes. They are, to:

- Support economic growth
- Enable inclusive access
- Improve transport resilience and security
- Enhance environmental sustainability
- Improve the health and safety of people.



# Hei mahinga mā mātau kia whakaaweawe ai i te pūnaha waka | Our work to influence the transport system

## Our role

The Ministry's role is to be "The Government's System Lead on Transport".

## Our work

As the government's principal adviser on transport policy, the Ministry advises government on all issues relating to transport and the regulatory framework that supports it. We also advise the government on the funding and governance of the transport Crown entities. Transport has implications for social, environmental, and economic issues, and so we have an important role in wider government discussions where these relationships are most pronounced.

The Ministry has three key functions:

- **Policy advice:** The government will invest almost \$40 billion in transport over the next decade. The Ministry enables the government to align its investment decisions and objectives in order to maximise its return. Through this function, the Ministry also facilitates more open and efficient markets, and mitigates the safety and environmental harms that the system creates through regulatory design
- **Crown entity governance:** The transport Crown entities are the government's key regulators in the transport system. The Ministry supports Ministers to appoint Boards and set expectations for the Crown entities, and the Ministry monitors actual performance to support the relationship between Ministers and Boards

- **Sector leadership and stewardship:** The Ministry leads the transport agencies in sector-wide coordinated action and engages with the sector to develop a shared future direction for the transport system. Through its stewardship role, the Ministry looks ahead to better understand the factors that might influence transport over the next 20 to 30 years.

Additionally, the Ministry has other functions to: represent New Zealand at international transport forums, operate the Milford Sound/Piopirotahi Aerodrome, oversee the Crown's interest in joint venture airports, administer a contract with the MetService to provide a public weather warning and forecast service and refund fuel excise duty (contracted to Waka Kotahi).

To deliver on its functional responsibilities, the Ministry's work includes:

- Leading system direction and strategy
- Shaping regulatory stewardship
- Monitoring and evaluating system and government agency performance
- Influencing to achieve broader government outcomes
- Driving revenue raising and investment choices
- Influencing the development of international standards.

# Ā mātau tino take

Our priorities





# Ā mātau tino take me te rautaki mahi-ā-tau | Our priorities and annual work programme

## Our priorities

The Ministry's priorities are the areas where we can and need to make the most impact over the next four years to advance both our long-term strategic objectives, and our purpose *Hāpaitia ana ngā tāngata o Aotearoa kia eke* – Enabling New Zealanders to flourish.

The Ministry's priorities over the next four years are to:



### Priority 1:

Enable transport to continue to effectively respond to, and recover from, COVID-19



### Priority 2:

Start to decarbonise the transport system



### Priority 3:

Improve road safety



### Priority 4:

Support liveable cities



### Priority 5:

Strengthen New Zealand's supply chains



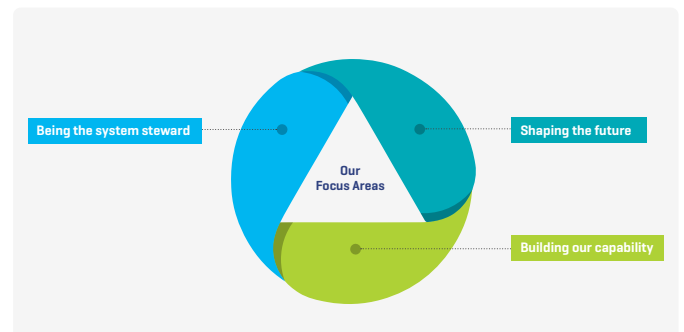
### Priority 6:

Enable emerging aviation technologies.

## We deliver on our priorities through our annual work programmes

The development of an annual work programme enables the Ministry to ensure that our work is well aligned with Government and Ministerial priorities, and that we are investing our resources appropriately to advance our priorities.

The annual work programme also allows us to progress initiatives under our three strategic focus areas: Being the system steward, Shaping the future and Building our capability.





## Priority 1:

### Enable transport to continue to effectively respond to, and recover from, COVID-19

**For the foreseeable future, the Ministry will continue to have a central role in ensuring that the transport system's response to the COVID-19 global pandemic remains effective and co-ordinated, and positions the sector and Aotearoa for a strong recovery.**

There will be a mix of work on responding to the immediate consequences of COVID-19 and its associated public health measures, and work on the longer-term recovery of the transport system as part of New Zealand's overall recovery. It will be important for the transport sector to continue to support public health measures to minimise the spread of COVID-19 while the pandemic remains a threat.

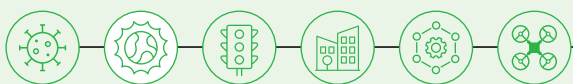
The maintenance of essential domestic and international transport connectivity is likely to require government support over the period of this document. The level and nature of support required will vary as the pandemic evolves and the Ministry will provide advice on appropriate policy settings in response.

➤ **“The maintenance of essential domestic and international transport connectivity is likely to require government support”**

Recovery efforts will focus on the aviation system, the public transport sector, and returning the freight sector to a sustainable state. We will work across government and with the aviation sector on a work programme to support border and global market re-entry as safely and as quickly as possible while recognising that international travel poses a high risk.

We will remain closely involved in international developments, including through the International Air Transport Association, the International Civil Aviation Organization and other states on a bilateral and multilateral basis to facilitate international passenger services and air-freight.





## Priority 2: Start to decarbonise the transport system

**Transport is responsible for 43 percent of New Zealand's domestic carbon emissions.**

Recent policies to reduce transport emissions have focused on vehicle emissions, which will be critical to achieving emissions reductions. We also need to take a strategic and system-wide approach to reduce emissions. This will involve reducing the need to travel by vehicles and reducing trip lengths, increasing the share of low carbon modes and fuels, and improving the efficiency of transport modes and fuels.

In response to these challenges, the Ministry prepared the discussion document *Hikina te Kohupara – Kia mauri ora ai te iwi: Transport Emissions – Pathways to Net Zero by 2050*. *Hikina te Kohupara* identifies opportunities to shift our transport system towards a pathway to zero emissions. Decarbonisation will pose unprecedented challenges for the transport system, but this transition, done well, will also make Aotearoa a healthier, safer, more vibrant, resilient, and prosperous place.

➤ **“this transition, done well, will also make Aotearoa a healthier, safer, more vibrant, resilient, and prosperous place”**

In the short-term, *Hikina te Kohupara* is forming the foundation for the transport chapter of the Government's Emissions Reduction Plan (ERP) 2022-2035, a legally-binding statement that sets out the Government's response to the Climate Change Commission's advice. *Hikina te Kohupara* will also be used to develop a 10-15 year strategic plan setting out how we can continue to reduce our transport emissions.

The Ministry is closely involved in the development of the ERP and preparing to implement the transport commitments it will make. This will require major developments in vehicle policy, urban planning, public transport, mass transit, active transport infrastructure pricing/revenue and other domains.

# 10-15

**A 10-15 year strategic plan is in development to continue reducing transport emissions in Aotearoa**

The Ministry will continue to implement and monitor existing policies to encourage uptake of low and zero emissions vehicles, and lowering emissions in the aviation and maritime sectors.







## Priority 3:

### Improve road safety

**More than 80 percent of transport deaths and serious injuries occur on our roads.**

The Road to Zero strategy sets out our vision for an Aotearoa where no one is killed or seriously injured in road crashes. It includes guiding principles for how we design the road network and make road safety decisions, and sets our target for 2030 – a 40 percent reduction in deaths and serious injuries.

This will be achieved through action in five key areas:

- Infrastructure improvements and speed management
- Vehicle safety
- Work-related road travel
- Road user choices
- System management.

The strategy includes an outcomes framework with a clear results focus to help drive action and hold relevant agencies publicly accountable for delivery. It includes an initial plan of 15 actions, currently underway through to the end of 2022.

# 40%

**Our target for 2030 is a 40 percent reduction in deaths and serious injuries**

# 15

**actions in the initial plan**



Details of the action plan can be found at: [Road-to-Zero-Action-Plan\\_Final.pdf](#) ([transport.govt.nz](https://transport.govt.nz))

The Ministry's work will include:

- completing our actions under the first Road to Zero Action Plan, leading to an improved regulatory system and enhanced safety outcomes
- developing the second Road to Zero Action Plan, for the period post December 2022
- ensuring that there is effective governance over the implementation of the Road-to-Zero action plans to drive the successful execution of all of the plans' actions
- delivering annual monitoring reports on progress made towards the actions set out in the plans.





## Priority 4:

### Support liveable cities

New Zealand's cities need more housing, reduced carbon emissions, and improved access for people and freight, while making places more liveable. Transport decisions can make a positive difference in all of these areas. Public transport, walking, and cycling improvements need to be prioritised to support higher-density developments and more housing. These transport modes can deliver significant health and economic benefits, ease congestion, and reduce emissions.

The Ministry has an important role in policy, planning and investment processes to ensure a long-term view of the transport system is factored into decisions.

#### Investment in cities

There are difficult choices to be made about how major urban transport projects could be funded and delivered, and how to prioritise initiatives across regions. There is limited funding in the National Land Transport Fund to fund major urban transport packages in every region. Local government will also expect central government to co-fund major urban transport projects, including rapid transit systems.

The Ministry provides advice for formal arrangements with local government on transport priorities in their areas. In particular this work is happening in Wellington with the Let's Get Wellington Moving package, and in Christchurch.

The Ministry has a lead role across the transport sector in Auckland through the Auckland Transport Alignment Project, bringing together government agencies, Auckland Council and Auckland Transport. This significant work programme encompasses strategic direction, investment programmes, policy initiatives such as congestion pricing and implementation of the Auckland Community Connect Card.

#### Resource planning

The Ministry will be closely involved in cross-portfolio work on the reform of the Resource Management Act (RMA). This reform has major implications for the planning, funding and delivery of transport infrastructure and services. From a transport perspective, there is a need to ensure that the RMA reforms consider central government imperatives, such as the delivery of integrated rail and state highway networks, national delivery of road safety programmes, and the need to recognise the scale, complexity and long-term nature of transport infrastructure projects. These reforms could have significant implications for planning and investment frameworks.

#### Public transport

Public transport usage in most New Zealand cities is still recovering from the impact of COVID-19. Public transport usage saw significant growth in the ten years prior to the COVID-19 pandemic, with rapid growth particularly in Auckland following investments in new infrastructure and services. Councils in regions are interested in increasing service capacities and frequencies, including through new infrastructure and additional vehicles. Delivering on these ambitions will be subject to funding availability. As noted above, councils are also aligning future urban development with proposed rapid transit networks and frequent public transport services that would require substantial investments.

The Ministry is reviewing the framework for the procurement and delivery of public transport services, the Public Transport Operating Model (PTOM). The report from the PTOM Evaluation (the first stage of the review) was published in early 2021, and the Ministry has recently consulted with stakeholders and the wider public for the policy and legislative review (the second stage). The review aims to ensure PTOM is fit for purpose to support the Government's objectives for public transport.

The Ministry has also been investigating opportunities to improve public transport affordability. We are supporting development of Community Connect, a three-year pilot of a 50 percent public transport concession for Community Services Card holders in Auckland. An evaluation of the pilot will inform further work on public transport affordability. A review of the Total Mobility scheme that supports disabled people will also be progressed.



## Priority 5:

### Strengthen New Zealand's supply chains

#### Supply chain strategy

New Zealand's supply chains will face several major challenges and opportunities over the next few decades. This includes contributing to the global effort to reduce the impacts of climate change, supporting economic development and recovery, and ensuring an appropriate level of supply chain resilience.

New Zealand supply chains largely weathered the initial COVID-19 lock-downs well, but there have been ongoing supply chain congestion issues with serious economic impacts. The sector and government will have to navigate these and other challenges, such as ensuring we have sufficient labour and skills for growth and adapting to new technologies.

✂ **“The Ministry will, as a medium to long-term undertaking, develop a National Freight and Supply Chain Strategy”**

The Ministry will, as a medium to long-term undertaking, develop a National Freight and Supply Chain Strategy. It will be developed through a collaborative approach and will include a set of long-term priorities that government will address in partnership with the sector.

Developing a strategy for the supply chain and freight sector will better enable government to make long-term investment and regulatory decisions. This will help New Zealand to meet its supply chain decarbonisation, resilience, and efficiency objectives. It will provide greater certainty to the sector and support an integrated approach to freight that considers all modes of transport and how they are best used.

#### Future of rail

The outcome of the Future of Rail Review is a sustainable longer-term planning and funding model to allow rail to play a greater role in the transport system. The Review resulted in the funding and planning of the rail track network being brought into the land transport planning and funding framework.

Implementing the Review successfully and supporting KiwiRail to deliver on its significant capital programme will require a collaborative approach from all the involved transport agencies and Ministers. The Ministry will continue to provide advice on the Future of Rail Review and upcoming decisions, including investment priorities and ongoing monitoring.



## Priority 6:

### Enable emerging aviation technologies

**In recent years, there has been a substantial increase in the popularity and use of drones in New Zealand.**

A Colmar Brunton survey, released in 2020 and commissioned by the Ministry, the Civil Aviation Authority (CAA) and the Ministry of Business, Innovation and Employment (MBIE), estimated that there were 172,000 drones in use for both recreational and commercial purposes and across many industries. Taking Flight, released in 2019, set a long-term objective for the safe integration of all aircraft in any given airspace, and ultimately within the wider transport system. The vision is to create a thriving, innovative and safe drone sector. In 2019, The Ministry produced the Drone Benefit Study, which estimated potential value of the drone sector being worth up to \$7.9 billion over the next 25 years.

The Ministry is actively contributing to, and leading, the development of, a safe and innovative aviation sector, by leading the cross-agency regulatory work programme to enable drone integration. Earlier this year, we released a Discussion Document: Enabling Drone Integration for public consultation. The document outlined a series of regulatory measures, including updates to the current drone rules, a drone registration system, a basic pilot qualification, remote identification, and geo-awareness capabilities of drones. Policy recommendations are expected to be presented to Cabinet in late 2021.



We work with, and provide strategic input to, the work programme being undertaken by government agencies on the development of the aerospace sector. As part of our role, we will put in place regulation that achieves a balance between enabling innovation and minimising risks posed to the public and other airspace users. We are supporting MBIE as it develops New Zealand's Aerospace Strategy.

# \$7.9b

**The estimated potential value of the drone industry is up to \$7.9 billion over the next 25 years**

The Strategy will help identify the barriers faced by the emerging aerospace sector, and address them by growing skills, capability, and capacity in the sector. The Strategy is expected to be finalised later this year.

We will continue working closely together with the CAA, MBIE and key stakeholders to identify challenges for the sector that need to be addressed, and to ensure that agencies are appropriately resourced to deal with emerging technologies.



# Tā mātau Manatū

Our organisation





# Ngā uaratanga me ngā tūāpapa | Our values and organisational foundations

One of the Ministry's key challenges is to ensure we have the right organisational environment that enables our people to do their very best.

This includes working together, engaging with others, prioritising our work, and providing our people with the right tools to do their job.

Our Ministry values and foundations form the basis of our organisational environment.

## The Ministry's values

The Ministry's values represent what the Ministry of Transport stands for. They capture the behaviours and characteristics we value, and expect each other to model on a day-to-day basis.

He Māia |  
Bold

Kei Roto  
Mātau |  
Invested

He Mahi  
Ngātahi |  
Collaborative

### He Māia | Bold

We step up to challenge difficult issues, provide free and frank advice, and have the flexibility to change our approach or position if needed. We understand that sometimes our decisions won't be popular but we clearly articulate our rationale and adapt our delivery to give our advice the best chance of success.

### Kei Roto Mātau | Invested

We know our purpose and strive to make a difference, take pride in our work and hold ourselves accountable for delivering high quality outputs. We ensure our work is robust and thoughtful through the questions we ask and the people we involve.

### He Mahi Ngātahi | Collaborative

To make the biggest difference we maintain and grow strong relationships. We show we respect others, are open for business and connected to those around us. We invest energy to ensure we involve the right groups and actively seek opportunities to both share our thinking, and listen and learn from others.

## The Ministry's organisational foundations

The organisational foundations, that underpin the Ministry's performance, are:

- **Ministry governance** – driving our strategy, accountability and assurance
- **People and culture** – maximising capability and capacity to be our best
- **Business systems** – enhancing our effectiveness.

## How the Ministry builds its capability

The Ministry has an ongoing programme to develop our systems and support our people to do their best work. The Ministry has three focus areas for the development of organisational capability:

- Hei Arataki, the Ministry's Māori Strategy
- Improving policy quality
- Supporting and developing the capability of our people.

## OUR ORGANISATION

## Hei Arataki

Hei Arataki, the Ministry's Māori Strategy, aims to improve transport outcomes for Māori. Hei Arataki acknowledges that New Zealanders are not flourishing if Māori are not flourishing, and sets out our strategic direction to identify issues and opportunities for Māori in transport policy design and delivery.

Hei Arataki is a Ministry-wide approach to working with and for Māori in a way that is underpinned by the principles of Te Tiriti o Waitangi and informed by a kaupapa Māori approach. Hei Arataki has three strategic priority areas:

### ✦ Pou Ako | Capability Building

Developing – as a priority – capability and capacity in te reo and tikanga Māori, and knowledge and application of Te Tiriti o Waitangi.

Ko te ako me te whakaako tēnei. Ko te ako, hei tirohanga ki te ao, e whakanoho ana i a mātau hei ākonga, hei kaiako hoki. E mārāma ai, e whakaputa hua ai ki Aotearoa tikanga e rua, me whai mōhiotanga, me whai pūkenga, me whai mātauranga anō hoki. Ka tutuki tēnei mā te ako.

### ✦ Pou Whakapakari | Improving Outcomes

Our policy design and advice delivers improved transport sector outcomes for Māori.

Ko te whakapakari, ko te whakapakeke, ko te whakatipu rānei tēnei. Ko te poutama te tohu e whakaatu ana i te ekenga ki ngā taumata tiketike, me te whakapai i ngā hua.

### ✦ Pou Mahi Tahi | Working Together

Engaging effectively with Māori, and leveraging existing relationships. Working cross-agency and collaboratively.

E mea ana tēnei ko te mahi tahi, ko te tūtakitaki, ko te mahi tahi, ko te whai māramatanga, ko te kōtui.

E rua ngā wāhanga o te waitohu. Ko te tāniko e whakaatu ana i te whai i te mātauranga — he arapaki te tukutuku kua whatua mai, ka noho ki ngā marae, ka pupuri i ngā kōrero mō taua marae me ōna tāngata. Ko te niho taniwha, ko te whiringa āhua tapatoru nei te hanga, e whakaatu ana i tā mātau kaha, i tō mātau mōhio ki te tauutuutu, me te mahi tahi.

## Improving policy quality

The Ministry has an ongoing programme of work to continue to improve the quality of our policy advice. The purpose of the programme is to implement mechanisms that support the provision of high quality policy advice.

The programme is refreshed each year to ensure that we are focussing our improvement efforts in the right areas.



To find out more about our Māori Strategy, visit [hei-arataki.nz](https://hei-arataki.nz) 

## Supporting and developing the capability of our people

The Ministry operates in a fast-paced environment with a heavy workload. We are always looking to enhance our capability and capacity; for ourselves, the sector and the wider public service.

➤ **“We are always looking to enhance our capability and capacity; for ourselves, the sector and the wider public service”**

The Ministry fosters a working environment of ongoing learning and development to support our people to develop in their role and careers, and contribute to our strategic priorities. We support growth through regular coaching conversations, a broad range of development opportunities and role progression.

We strive to attract talent and enhance the wellbeing of our people through our intellectually stimulating, satisfying and important work; and we have good systems and tools in place to support people to be at their best. We will continue to increase the attractiveness of the Ministry as an employer and make the Ministry a workplace where everyone can feel they contribute to the wellbeing of New Zealanders.



OUR ORGANISATION

# Ka pēhea te whakahaere i Te Manatu kia whai hua ai | How we manage the Ministry to achieve our desired results

## Ministry leadership

The Chief Executive has overall responsibility and accountability for the Ministry.

The Ministry Senior Leadership Team consists of:

- Te Tumu Whakarae mō ngā Waka  
Chief Executive
- Pou Turuki Te Pūnaha Waka me te Kāwantanga  
Deputy Chief Executive: System Performance & Governance
- Pou Turuki Te Pūnaha Waka me ngā Whakaritenga  
Deputy Chief Executive: System & Regulatory Design
- Pou Turuki Te Rautaki Pūnaha Waka me te Pūtea Haumi  
Deputy Chief Executive: System Strategy & Investment
- Pou Turuki Te Kāhui Tangata  
Deputy Chief Executive: Corporate Services
- Āpiha Pūtea Matua  
Chief Financial Officer
- Pou Whakahaere Tāmaki Makaurau  
Director, Auckland.

The Senior Leadership Team meets monthly as the Senior Leadership Team Governance Board to exercise effective organisational governance and strategic and operational management over the Ministry. The Board is the Ministry's primary decision-making body.

The Senior Leadership Team meets on other weeks to take other decisions as necessary.

Deputy Chief Executives are responsible for the effective and efficient management and operation of their individual groups. This includes ensuring that their teams and staff work collaboratively across the Ministry to achieve organisational priorities.

## Risk and Assurance Committee

The Ministry of Transport's Risk and Assurance Committee is established by the Chief Executive to assist him and the Ministry's senior leadership team in fulfilling their governance duties, including management of risk, internal control systems, and external accountability responsibilities that maximise opportunities and the effectiveness of the Ministry's service delivery.

The Committee also provides advice:

- to assist the Chief Executive and senior management team to meet their various stewardship responsibilities
- on strategic issues faced by the Ministry.



# Ka pēhea te whakatutuki ki ngā whāinga takunetanga me ngā take nui | How we will report against our long-term strategic objectives and our priorities

## Reporting against our long-term strategic objectives

The Ministry's long-term strategic objectives are based on the transport outcomes. The Ministry has developed, collaboratively with stakeholders, the Transport Indicators that provide data on how the transport system is performing against the outcomes.

There are currently a total of 39 Transport Indicators, with between five and ten indicators for each of the five transport outcomes. The indicators are designed to be read together as a set.

**39**

There are currently a total of 39 Transport Indicators

**5-10**

There are between five and ten indicators for each of the five transport outcomes

## Reporting against our priorities

The Ministry will include qualitative reporting in its annual reports for each of the Ministry's six priorities.

This reporting will provide an overview of the key initiatives that contribute to a priority, and how those initiatives have been progressed during the year.

Each year, the Ministry publishes updated data on the Transport Indicators ([www.transport.govt.nz](http://www.transport.govt.nz)).

The Transport Indicators are an important tool that allows the Ministry to understand and track the progress of the transport system's contribution towards New Zealanders' wellbeing. The full set of Transport Indicators can be found on the Ministry website.

The Ministry will also, in its annual reports, include information on some of the Transport Indicators, to give readers an understanding of how the transport system is performing against the outcomes.

## OUR ORGANISATION

# Ka pēhea ā mātau mahi i te Poari Tiaki Tāepa Aukati | How we work as part of the Border Executive Board

## Border Executive Board

The Border Executive Board commenced in January 2021 to provide effective governance of the New Zealand border by ensuring there are no gaps in the end-to-end border processes for incoming people, goods, and craft. It builds on the long history of successful collaboration amongst border agencies, and is the first inter-departmental executive board to be established under the Public Service Act 2020.

## Board membership

The Board is made up of the Chief Executives of the New Zealand Customs Service, and the Ministries of Business, Innovation and Employment, Primary Industries, Transport, Health and Foreign Affairs and Trade. It is chaired by the Comptroller of Customs and reports to the Minister for COVID-19 Response.

The Border Executive Board is supported by a small secretariat and has four primary accountabilities.

- **Strategic border system improvements**, including developing a Border Sector Strategy, monitoring performance and user experiences across the system, advising on investment decisions for the border system, and delivering joint initiatives to build a safer and smarter border.
- **Ensuring there are no gaps** in the end-to-end border processes to integrate health risk management, supporting a robust COVID-19 response while preparing to reopen the borders.
- Ensuring any gaps or **future risks** from people, goods and craft arriving at the border will be addressed, where the risks are not already being managed by an existing agency or another government process.
- Managing the significant and pressing **fiscal challenges** that the sector is facing as a result of decreased revenues from cost-recovery activities through the COVID-19 pandemic.

4

The Border Executive  
Board has four primary  
accountabilities

## The Ministry's role

The Ministry is a member agency of the Border Executive Board.

We contribute across the Board's COVID-19 response work to both keep New Zealanders safe and maintain our supply chains. We are also heavily involved in issues such as quarantine-free travel arrangements, digital health passes and supporting the border transport workforce.

We provide support on the Board's systems improvements outcome, and lead the Infrastructure at Airports workstream. We work alongside the Civil Aviation Authority, Aviation Security Service and Maritime New Zealand to provide a transport system view to support the achievement of border outcomes.

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