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# Attachment 1 – Draft document outline

*Transport Agency Statement of intent 2018–22 and Statement of performance expectations 2018/19*

## PURPOSE OF DOCUMENTS

### Statement of intent

The statement of intent (SOI) is required under the Crown Entities Act 2004 to promote the public accountability of a Crown entity by:

- enabling the Crown to participate in the process of setting the Crown entity's strategic intentions and medium-term undertakings
- setting out for the House of Representatives those intentions and undertakings
- providing a base against which the Crown entity's actual performance can later be assessed.

The SOI must cover a minimum of four years and be updated every three, or when amendment is required under the Act.

The SOI sets out how a Crown entity intends to create increasing value for its customers and New Zealanders (public value) over the medium to long term. It provides the Crown entity's Board with a mechanism for publicly setting out the entity's strategic objectives and how it will achieve these. The Board must ensure the entity acts in a manner consistent with its current SOI (as per s49 and 92 of the Act).

### Statement of performance expectations


The statement of performance expectations (SPE) is a one-year performance document that must be produced annually. It is required under the Crown Entities Act 2004 to:


- enable the responsible Minister to participate in the process of setting annual performance expectations
- enable the House of Representatives to be informed of those expectations
- provide a base against which actual performance can be assessed.











The SPE should align with the Crown entity's strategy and should be able to be read as a stand-alone document. The Transport Agency closely aligns the SPE to the Minister's Letter of Expectations for the year.

# SUMMARY OF CONTENT

The diagram below summarises how strategy and performance information is split between the SOI and SPE.

 Denotes a legislative requirement

 Denotes best or common practice

STRATEGY & PERFORMANCE INFORMATION	SOI 2018-22	SPE 2018/19							
CONTEXT & SECTOR OUTCOMES <sup>1</sup> 	Describe	<table border="1"> <tr> <td data-bbox="1098 645 1390 721">Recap</td> <td data-bbox="1390 645 1453 952" rowspan="4">CONTEXT</td> </tr> <tr> <td data-bbox="1098 721 1390 797">Recap</td> </tr> <tr> <td data-bbox="1098 797 1390 873">Recap</td> </tr> <tr> <td data-bbox="1098 873 1390 952">Recap</td> </tr> </table>	Recap	CONTEXT	Recap	Recap	Recap		
Recap	CONTEXT								
Recap									
Recap									
Recap									
VALUE STATEMENT 	Describe								
STRATEGIC RESPONSES 	Describe								
FOCUS AREAS AND OUTCOMES 	Describe what we aim to achieve and how we will measure performance								
FOCUS AREA KPIS, MEASURES AND DESIRED TRENDS 	<table border="1"> <tr> <td data-bbox="691 952 1058 1106" rowspan="7">                     Describe what we aim to achieve and how we will measure performance                 </td> <td data-bbox="1058 952 1098 1106" rowspan="7">CORE</td> <td data-bbox="1098 952 1390 1106">Describe what selected activities we will deliver under the focus areas<sup>2</sup></td> <td data-bbox="1390 952 1453 1541" rowspan="7">CORE</td> </tr> <tr> <td data-bbox="1098 1106 1390 1294">Describe what we aim to achieve and how we will measure performance for output classes</td> </tr> <tr> <td data-bbox="1098 1294 1390 1370">Set output class targets</td> </tr> <tr> <td data-bbox="1098 1370 1390 1464">Forecast output class income and expenditure</td> </tr> <tr> <td data-bbox="1098 1464 1390 1541">Transport Agency and NLF budget</td> </tr> </table>	Describe what we aim to achieve and how we will measure performance	CORE	Describe what selected activities we will deliver under the focus areas <sup>2</sup>	CORE	Describe what we aim to achieve and how we will measure performance for output classes	Set output class targets	Forecast output class income and expenditure	Transport Agency and NLF budget
Describe what we aim to achieve and how we will measure performance				CORE		Describe what selected activities we will deliver under the focus areas <sup>2</sup>	CORE		
						Describe what we aim to achieve and how we will measure performance for output classes			
						Set output class targets			
						Forecast output class income and expenditure			
						Transport Agency and NLF budget			
						BUSINESS ACTIVITIES 			
	OUTPUT CLASSES 								
OUTPUT CLASS NON-FINANCIAL TARGETS <sup>3</sup> 									
OUTPUT CLASS FINANCIAL FORECASTS <sup>4</sup> 									
FORECAST FINANCIAL STATEMENTS 									

<sup>1</sup> Sector outcomes are not part of our strategy but should be referred to in our operating environment or similar

<sup>2</sup> This is not a legislative requirement, however, it is common practice to outline activities for the year to deliver on strategy. We anticipate the Minister will expect to see his expectations reflected in these activities.

<sup>3</sup> Output class non-financial targets include the performance indicator, the estimated 2017/18 actual, and the target for 2018/19.

<sup>4</sup> Output class financials include revenue and expenses 2017/18 actual and budget 2018/19.

# NZ TRANSPORT AGENCY STATEMENT OF INTENT 2018-22



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# Contents

- Introduction 📖 ..... 1
- Our role and responsibilities 📖 ..... 2
  - The activities we deliver and invest in (output classes) 📖 ..... 2
- Our strategy 📖 ..... 3
  - Our context 📖 ..... 4
  - Value statement - Our unique offering 📖 ..... 4
  - Strategic responses - Three big changes we'll make 📖 ..... 4
  - Focus areas - What we'll do to make these changes 📖 ..... 4
- About us 📖 ..... 6
  - Our board 📖 ..... 6
  - Our leadership team 📖 ..... 6

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# Introduction

This section is a combined introduction from the Chair and Chief Executive 

It will:

- introduce the Transport Agency's strategy
- set out what the Transport Agency intends to achieve including how the strategy aligns with Government priorities and the Minister's expectations.

Signed

- Chair 
- Deputy Chair or ARA Chair 
- Chief Executive 

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# Our role and responsibilities

This section outlines our legislative and policy responsibilities, including:

- The Transport Agency's status as a Crown entity
- Its role to deliver and invest in New Zealand's land transport system
- Its responsibilities and statutorily independent functions, under the Land Transport Management Act 2003
- Guiding policy including the Government Policy Statement on Land Transport, Safer Journeys, NZ Energy Strategy, etc...
- The transport sector outcomes

## THE ACTIVITIES WE DELIVER AND INVEST IN (OUTPUT CLASSES)

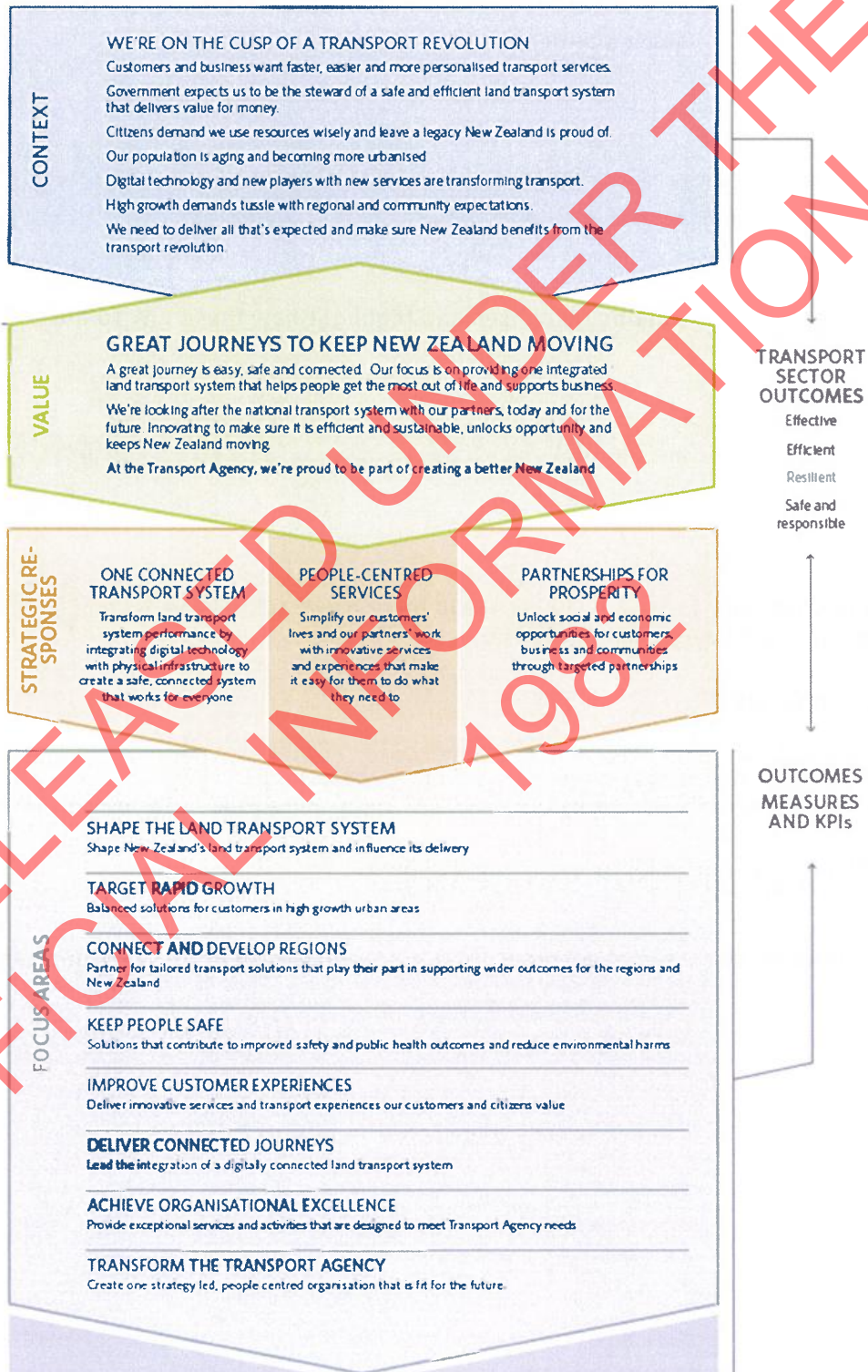
This section will briefly set out the 17 output classes (activities the Transport Agency is funded to deliver and invest in through the National Land Transport Fund), which are linked to our responsibilities under the Land Transport Management Act 2003.

These are:

- Licensing and regulatory compliance
- Road tolling
- Motor vehicle registry
- Road user charges collection, investigation and enforcement
- Refund of fuel excise duty
- Investment management
- Public transport
- Administration of SuperGold cardholder scheme and
- Enhanced public transport concessions for SuperGold cardholders
- Walking and cycling
- Road safety promotion
- Road Policing Programme (NZ Police output)
- Local road improvements
- Local road maintenance
- Regional improvements
- State highway improvements
- State highway maintenance

# Our strategy

This section will describe our strategy, what we intend to achieve and how we will measure our success.



## OUR CONTEXT 📌

This section will describe our context (operating environment).

## VALUE STATEMENT – OUR UNIQUE OFFERING 📌

This section will describe our value statement.

## STRATEGIC RESPONSES – THREE BIG CHANGES WE’LL MAKE 📖

This section will describe our strategic responses and highlight how these link to government priorities.

## FOCUS AREAS – WHAT WE’LL DO TO MAKE THESE CHANGES 📖

This section will describe our focus areas, which will be updated to reflect changes to our focus areas in response to new Government priorities.

### Outcomes we are seeking 📖

This section will describe the desired outcomes of our focus areas.

### How we’ll measure our success 📖

This section will describe the how we will measure our progress through the KPIs and their desired trends.



## Focus area name and short descriptor

Why we need it 📌

What we're aiming for 📖

How we'll get there 📖

Outcome > Measure > KPI > Desired trend 📖

### How we'll work 📖

This section will explain how we intend to manage our functions and operations to meet our strategic intentions, including how we will manage our organisational health and capability.

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# About us

This section will include a brief summary of the Transport Agency's status as a Crown entity and high-level functions, referring back to the 'Our role and responsibilities' section.

## OUR BOARD


This section will include Board member profiles and photos.


## OUR LEADERSHIP TEAM

This section will include leadership team profiles and photos.

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# NZ TRANSPORT AGENCY STATEMENT OF PERFORMANCE EXPECTATIONS 2018/19

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# Contents

Introduction 	9
Our strategy 	10
How we'll deliver our strategy 	11
Performance expectations for our output classes 	12
Prospective financial statements 	14
NZ Transport Agency	14
National Land Transport Fund	14
Appendices	15
Appendix 1: Milestones for significant capital projects	15
Appendix 2: Performance expectations for National Land Transport Fund investments	15
Appendix 3: Technical notes for performance measures and targets	15

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# Introduction

This section is a combined introduction from the Chair and Chief Executive 

It will:

- provide context for the SPE and how it links to the strategy in our SOI
- summarise key deliverables for the year aligned with the Minister's Letter of Expectations for 2018/19.

Signed

- Chair 
- Deputy Chair or ARA Chair 
- Chief Executive 

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# Our strategy

This section will briefly outline the strategy for context, and refer to the SOI for full detail.



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# How we'll deliver our strategy

This section will set the targets for the focus areas and describe the activities within the focus areas that deliver on the Minister's expectations, other government priorities, and any other activities that are material or critical to our success.

## Focus area name and short descriptor

What we're aiming for 

This section will outline the focus area outcome and what this delivers for New Zealanders.

Outcome > Measure > KPI > Historic trend > Desired trend

How we'll get there 

Steps we'll take this year 

Significant activities for 2018/19: This section will profile selected activities aligned with the Minister's expectations and Government priorities and what will be delivered in 2018/19.

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# Performance expectations for our output classes

This section will describe how we will measure our performance for our output classes and shows their projected income and expenditure.

## OUTPUT CLASS

How it contributes to our focus areas

What we do

How we'll assess our delivery performance

For example:

MEASURE	ESTIMATED ACTUAL 2017/18	TARGET 2018/19
Total cost of managing the funding allocation system as a % of National Land Transport Fund Expenditure	X%	≤X% ≤X% ≤X%

How we'll assess our investment performance

For example:

MEASURE	ESTIMATED ACTUAL 2017/18	DESIRED TREND 2018/19
Change in network kilometres of cycle lanes	Xkm	Increasing
% increase in cycling trip legs per person across Auckland, Wellington and Christchurch	X%	Increasing



## How much it will cost

For example:

	PROJECTED 2017/18 \$000	BUDGET 2018/19 \$000
Income	XXXX	XXXX
Expenditure	XXXX	XXXX
Net surplus (deficit)	XXXX	XXXX

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# Prospective financial statements

## NZ TRANSPORT AGENCY

Financial overview

Prospective financial statements

Notes to the prospective financial statements

Output class funding and expenditure

## NATIONAL LAND TRANSPORT FUND

Financial overview

Prospective financial statements

Notes to the prospective financial statements

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# Appendices

## APPENDIX 1: MILESTONES FOR SIGNIFICANT CAPITAL PROJECTS

This section provides project delivery dates for capital projects that receive direct or additional Crown funding or that have significant ministerial interest.

## APPENDIX 2: PERFORMANCE EXPECTATIONS FOR NATIONAL LAND TRANSPORT FUND INVESTMENTS

This view is provided for readers who need or want to see a consolidated list of the National Land Transport Fund's performance expectations (as opposed to the integrated NZ Transport Agency and National Land Transport Fund view under 'Performance expectations for our output classes').

## APPENDIX 3: TECHNICAL NOTES FOR PERFORMANCE MEASURES AND TARGETS

This appendix will provide technical notes and underpinning assumptions for all non-financial performance measures and targets.