


OC240960

10 September 2024



Tēnā koe 

I refer to your email, dated 13 August 2024, requesting the following under the Official Information Act 1982 (the Act):

“The Road to Zero progress reports to the Ministerial Oversight Group since March 2023”.

Two documents fall within the scope of your request and are detailed below:

- Document 1 - Road to Zero Quarterly Report Jan – March 2023
- Document 2 - Road to Zero Quarterly Report April to June 2023

Certain information is withheld under the following sections of the Act:

9(2)(g)(i) to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty.

With regard to the information that has been withheld under section 9 of the Act, I am satisfied that the reasons for withholding the information at this time are not outweighed by public interest considerations that would make it desirable to make the information available.

You are likely aware that the Government is developing a new set of road safety objectives for New Zealand. The Government's new objectives will replace the previous government's Road to Zero Strategy. As part of setting its new objectives for road safety the Government will consider what regulatory changes it wishes to progress to improve road safety.

The New Zealand Transport Agency advised me that there is an error in the graph on page 18 of Document 2, as the labels have been swapped. I have attached a correct version of this graph as Annex 1.

You have the right to seek an investigation and review of this response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman's website www.ombudsman.parliament.nz

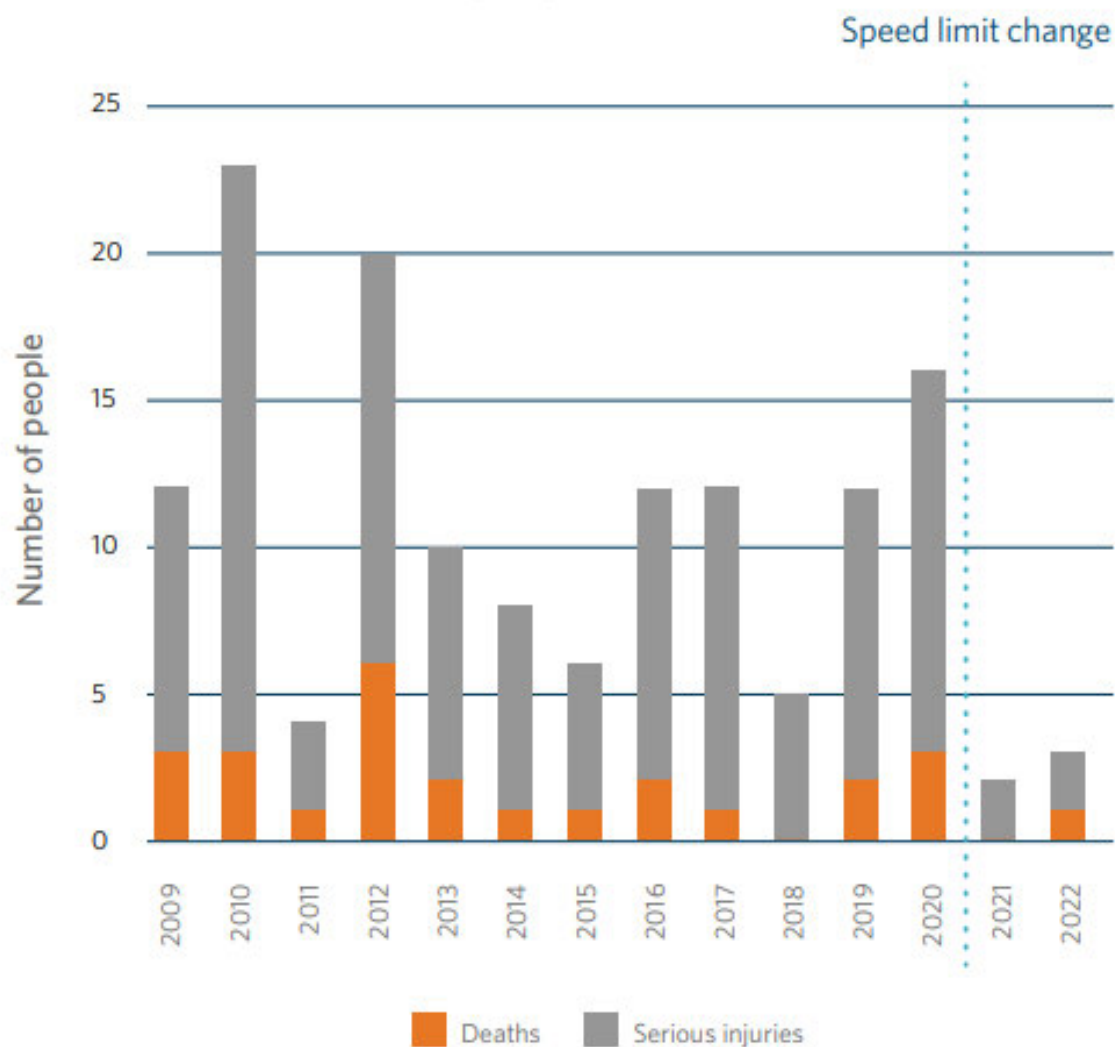
The Ministry publishes our Official Information Act responses. The information contained in our reply to you may be published on the Ministry website. Before publishing, we will remove any personal or identifiable information.

Nāku noa, nā

A handwritten signature in black ink, appearing to be 'JH', written in a cursive style.

Joanna Heard
Manager, Safety

Death and serious injury casualties



Road to Zero Quarterly Progress Report (January to March 2023)

For Road to Zero Ministerial Oversight Group – 1 June 2023

For Road to Zero Chief Executive Governance Group – 31 May 2023



Executive Summary

Action Plan Priority Status – as at the end of the March quarter

Infrastructure and Speed		1. Deliver infrastructure improvements and speed management (incl. schools)
		2. Update infrastructure standards and guidelines
		3. Implement new approach to safety camera use
Vehicle safety		4. Raise safety standards of vehicles entering New Zealand
		5. Raise safety standards of vehicles currently in the fleet
		6. Examine WOF and COF systems
Work related road safety		7. Increase understanding of vehicle safety
		8. Strengthen work related transport regulation
		9. Support best practice for work related road safety
Road user choices		10. Strengthening the road safety partnership (road policing)
		11. Implement drug driving legislation
		12. Examine ways to effectively address the underlying causes of high risk offending
System management		13. Review road safety penalties
		14. Increase access to driver licensing and training
		15. Improve motorcycle rider safety
		16. Continue to build and support effective leadership across partners
		17. Grow collaboration and capability across road safety partners and sector
		18. Improve road safety outcomes with Māori
		19. Develop a vision zero network and safety framework
		20. Strengthen investment in road safety outcomes
		21. Work towards establishing a COE for research and evaluation, data and evidence
		22. Assist public understanding of Road to Zero
		23. Post crash response
		24. Undertake independent assessment of progress of Road to Zero

KEY

RAG moved up this reporting period

RAG moved down this reporting period

RAG didn't change this reporting period

Action wasn't tracked previously (therefore no change)

New action in the 2023 -25 Action Plan

Portfolio Summary – as at the end of January to March quarter



The overall Road to Zero portfolio remains at an AMBER / RED rating as there are risks and issues in a number of key areas that have been articulated throughout the report. There has been a significant amount of work completed accross the portfolio, however we remain behind on key DSI-contributing work programmes. Effort is required to improve the rate of delivery of the poorer performing initiatives as articulated in this report, or to bring forward other initiatives to make up the difference in the required reduction of death and serious injury on New Zealand's roads.

Current Insights

- This quarterly progress report has been based on actions on the draft Road to Zero Action Plan for 2023 –2025. This is the second action plan under the Road to Zero strategy and consequently this report considers a number of new actions (shown with and "N" in the adjoining table) that have not been reported on in previous quarterly progress reports.
- The provional number of road deaths as at 15 May 2023 currently stands at 122 which compares favourably to the year to date, most recent four-year average of 128.5 (source Te Manatū Waka website).
- The Speed and Infrastructure Programme (SIP) action (item 1 in the adjoining table) has moved from AMBER to AMBER/RED status in this reporting period. This programme is modelled to deliver half of the overall targeted 40% reduction of DSI required by the Road to Zero strategy. The SIP has established a **median barrier** acceleration workstream, however impacts of Cyclone Gabrielle has led to a conservative forecast of 170km being installed by the end of 2024. The direction to narrow the focus of the **speed management programme** to the highest-risk one percent of state highways, and make targeted changes to speeds around schools, marae and in townships, has only had a minor impact on the rate of delivery of safe and appropriate speeds expected under the Interim State Highway Speed Management Plan this year. The scope of future state highway speed management plans however, will require clear direction to ensure that the right mix of other interventions can be targeted to ensure the full delivery of Road to Zero by 2030.
- NZ Police and Te Manatū Waka are developing options to enable delivery of a random roadside OFT regime. A draft Cabinet paper proposing legislative amendments is in agency consultation.
- Safety camera platforms have been constructed for the first nine sites of the Tāmaki Makaurau safety camera programme expansion. Pole and camera fitting commencing in June 2023.
- The Land Transport (Road Safety) Amendment Bill which will explicitly incorporate average safety camera offence detection and evidentiary requirements in legislation is to be introduced in May 2023.
- Via the DCE Management Group an implemantation plan that will support the new RtZ Action Plan is being developed. This plan will provide greater visibility of project timing, key dependencies and milestones, and will enable a more joined-up approach by the partner agencies in delivery of all the RtZ interventions.

Road to Zero – Required Outcomes

Road to Zero has strong focus on interventions that have been **proven to work**. The challenge in New Zealand is to implement these interventions at the **scale and pace** that will be necessary to achieve the target of a 40% reduction in DSI by 2030.

The most significant DSI reducing safe system interventions from Road to Zero are:

Infrastructure – at least 1000 km of flexible median barriers, more than 1300 intersections upgraded with primary safe system treatments such as roundabouts and raised platforms.

Speed limits – speed management applied to at least 10,000 km of the highest risk roads on the New Zealand road network to align speed limits with safe and appropriate speeds.

Safety Cameras – 600 - 700 new safety cameras (including point to point cameras) to lower average network speeds (including updated levels of **finest and penalties**).

Enforcement – increase levels of **enforcement** from 2018/19 levels, particularly for restraints, impairment, distraction, and speed (including updated levels of **finest and penalties**).

Vehicle Safety – substantially improve vehicle safety standards through practical progress on modern safety features and increasing exit of less-safe vehicles supported by a revised regulatory framework.



Focus Areas for Ministers

Initiative	Work Underway	What Ministers can do in next 6 – 12 months	Key Risks
Land Transport (Road Safety) Amendment Bill	<p>Te Manatū Waka put forward a legislative bid for a Land Transport (Road Safety) Amendment Bill which is still subject to final Cabinet agreement.</p> <p>The Bill includes a proposal to enable enforcement through average speed and point to point cameras.</p>	Progress the proposals relating to safety cameras through this Road Safety Amendment Bill as a priority.	If the Bill is not approved by the election this year then Waka Kotahi will not be able to operate average speed (point-to-point) cameras which are highly effective in terms of reducing DSI's. In addition, the programme will not be able to automate offence processing which will increase operating costs and limit ability to expand the camera network at the rate we are planning. Full benefit realisation won't be achieved.
Road Safety Penalties Review	<p>Te Manatū Waka updated and re-submitted the Road Safety Penalties Review package in October 2022 to seek Cabinet approval to start public consultation.</p> <p>After consultation, Te Manatū Waka and Waka Kotahi will create a summary of submissions and reflecting consultation will develop final policy proposals for Cabinet consideration.</p> <p>This work supports the effectiveness of enforcement activity by ensuring appropriate penalties that reflect the risk to safety of the underlying offences.</p>	Progress, as far as is practically possible, the Road Safety Penalties Review through the Justice Ministers Group and to ultimate approval to enable consultation on the discussion document to commence at the earliest possible time.	<p>Appropriate fines and penalties are a key component of the safe system, this review aims to reduce DSI's by incentivising behaviour change through the broad application of an effective road safety penalties system.</p> <p>Improved penalties coming from this review combined with agreed levels of enforcement activity, though Police enforcement and the use of safety cameras, are critical to delivering the level of behaviour change required to achieve a 40 percent reduction in DSI's by 2030. If the levels of fines and penalties, and levels of enforcement are not sufficient to achieve both general and specific deterrence, we will continue to see a prevalence of unsafe behaviours on New Zealand's roads.</p>
Prioritising Road Policing	<p>Police is focused on lifting performance and prioritising road policing activities that are proven to directly impact deaths and serious injuries.</p> <p>Police has multiple programmes of work underway to support delivery and deployment. Police continues to focus on partnering to deliver outcomes.</p>	Continue to support Police as programmes progress. Support and acknowledge how Police work and the complexities of the operating environment contribute to Road Safety Partnership Programme (RSPP) 24-27 formation.	<p>The appropriate level of prevention and enforcement activity is vital to deliver the desired outcomes.</p> <p>General deterrence and enforcement activities are heavily reliant on system partner actions to achieve the desired outcomes. This includes improved fines and penalties and the setting of safe and appropriate speeds across our network.</p> <p>Police needs to be supported to get the RSPP 24-27 fit for purpose for them to operate and deliver their contribution to Road to Zero.</p>
Accessible Streets	Te Manatū Waka and Waka Kotahi provided an updated Cabinet paper to the Minister in late 2022 following comments received through Ministerial consultation.	Signal when final policy decisions will be made so officials can allocate resource appropriately.	Accessible Streets is intended to clarify how different users interact in shared spaces, what users are allowed in what spaces, and behavioural expectations for those using footpaths and shared paths. Delaying decisions on the Accessible Streets package of rule changes will delay the implementation of rules intended to address these issues and offer greater protection to the most vulnerable users (i.e. pedestrians).

Focus Areas for Ministers

Initiative	Work Underway	What Ministers can do in next 6 – 12 months	Key Risks
Speed and Infrastructure	Waka Kotahi are supporting Road Controlling Authorities (RCAs) through the Speed Management Planning Process.	Continue to support Waka Kotahi through acknowledging the current challenging environment within which it is operating.	Waka Kotahi is receiving significant push back on certain proposed speed limit changes. This coupled with the under delivery of safety infrastructure improvements and the current perception of poor maintenance outcomes from some elements of the community will continue to put strain on public buy-in for Road to Zero from an infrastructure perspective.
		Provide clarity on the Government direction to limit the application of Safe and Appropriate speeds on the state highway network to the 1% highest risk roads	Speed and infrastructure activities contribute significantly towards the achievement of the overall 40% DSI reduction by 2030. Benefits from speed enforcement cannot be fully realised if speed limits are higher than the safe and appropriate speeds. The top 1% highest risk roads will be treated as part of the Interim State Highway Speed Management Plan that has already been consulted on. It is unclear how the government direction applies the full state highway speed management plan that is due to be consulted on in late 2023 or early 2024. Further, if the scale and pace of the application of safe and appropriate speeds on the state highway network is significantly different to that which are being applied on the local road network, this will have the potential of incongruous and confusing speed limits being applied across the full New Zealand road network. Modelling for RTZ has been based on the highest risk 10,000kms of New Zealand's roads being treated with safe and appropriate speeds. Approximately two thirds of these high-risk roads are on the state highway network. Limitations on the application of safe and appropriate speeds on the state highway will need to be revisited or typically more expensive interventions will need to be bought forward to make up the DSI reduction deficit so created.
Vehicle Standards	<p>Te Manatū Waka, with Waka Kotahi, has provided material (early April) to the Minister of Transport to support in-principle decision-making on whether to mandate Automatic Emergency Braking (AEB) and Lane Keep Support (LKS) systems in light vehicles entering the fleet.</p> <p>Work on the vehicle standards regulatory framework has been delayed to accelerate work on new entry requirements.</p>	Discuss the preferred timing of Cabinet decisions on AEB/LKS. Approval to consult is required by 19 June to enable delivery by the end of the term.	<p>Mandating new safety features like AEB and LKS is key to improving the quality of vehicles entering our fleet and achieving DSI reductions in the medium-long term.</p> <p>Effective policy settings will require ambition and will likely involve challenging conversations about our priorities. We need to accelerate work about exiting the least safe vehicles from the fleet and improving poor maintenance behaviour.</p>
Road to Zero Action Plan 2023 - 2025	Road safety partners have worked together to develop a draft Road to Zero Action Plan for 2023 – 2025. Targeted stakeholder engagement on the plan has been completed.	Support progressing the action plan during Ministerial consultation and Cabinet	While road safety partners are continuing to progress actions under Road to Zero, it is important that a new action plan is released to signal the importance of maintaining momentum on this programme of work.

Portfolio Summary

Death and Serious Injury Summary

- From the period January-March 2023 there were 83 road deaths from 76 crashes across New Zealand.
- Over this period, the rolling 12-month average DSI line remains above our target line.
- NOTE: the most recent months will be subject to some under-reporting while the Crash Analysis System (CAS) is brought up to date each month with NZ Police recorded DSI data.

Financials



Death and Serious Injury Summary

Baseline (2018): 2,978
Target (2029): 1,787



Fatalities year to date* (2023 compared to YTD five year average)

Year	Jan	Feb	Mar	YTD
2023	23	32	28	83
5-year average YTD	27	28	34	89

*From MOT website 25 May 2023


Road Safety Investment Delivery Review – Summary

In 2021, Martin Jenkins was commissioned by Te Manatū Waka to conduct an independent review of Road Safety Investment and Delivery (the Review). The review identified that good progress has been made in direction setting through the development of the Road to Zero strategy and action plan and actions. In January 2022, Waka Kotahi, NZ Police, and Te Manatū Waka (the partners) developed a response to the review, Response to the Road Safety Investment and Delivery Review (the Response). The Response accepted the findings and recommendations set out in the Review. The partners confirmed specific actions that will be taken to respond to the Review findings and recommendations which are reported across the next three pages.

The partners expected the actions to take 12 – 18 months to embed and realise improvements (June 2023). The RAG status on the following three pages are against progress against this timeframe documented in the Response.





The actions that are reported as closed in the previous reporting period will be removed from the summary tables in subsequent reports. To ensure visibility of overall progress of the improvements however a small summary table capturing all recommendations and their status is included on this page.

Status		No.
C	Complete	10
●	Successful delivery highly likely, no major risks	5
●	Successful delivery probable, risks require constant attention	3
●	Successful delivery feasible, significant issues exist requiring attention	0
●	Successful delivery in doubt, risks or issues in a number of key areas	0
●	Successful delivery is at risk	0






 Action		Update
Progress the development and implementation of Police’s Safe Roads Operating Model to guide greater focus and consistent approaches to policing on our roads and road safety.	●	<ul style="list-style-type: none">The Safe Roads Operating Model (SROM) was presented to the police executive team for endorsement and feedback. The SROM was received positively. The executive team were able to make connections and suggest emphasis on certain aspects. The SROM will be launched once the ELT feedback is incorporated. Work continues to progress feedback integration towards completion.
Establishment of an independent activity-based costing (ABC) review. This will help understand how to strengthen transparency over the allocation and use of dedicated road policing funding.	●	<ul style="list-style-type: none">An exploratory piece of work for police, to produce a draft ABC model that can estimate what it costs to deliver each type of road safety activity and to better understand the link between the funding, activities and resourcing that supports road policing delivery. The draft model has been completed, testing and validation work has commenced. This will help inform the upcoming RSPP negotiations regarding cost of delivering road safety activities and support the work to improve financial transparency.
Police will take a more structured and formal approach to understanding the deployment of road policing resource.	C	<ul style="list-style-type: none">Completed. Delivered the road policing dashboard to enable a more structured approach to deployment.



Road Safety Investment Delivery Review – Summary


	Action	Update
<p>Work with Te Manatū Waka and Police to strengthen the road safety partnership. This includes reviewing the level of governance necessary to provide assurance and discharge accountabilities to deliver on the Road Safety Partnership Programme outcomes in a way that reflects the level of investment and necessary contribution to Road to Zero outcomes.</p>	C	<ul style="list-style-type: none"> Waka Kotahi worked with partners to review then implement a new governance framework for RSPP. The Senior Executive Group (SEG) and the Management and Performance Group (MAP) have met on several occasions, the SEG quarterly and the MAP monthly. The MAP terms of reference was recently updated to better reflect the outcomes sought and link to SEG.
<p>Will work with Police to further break down national road safety outcomes to more defined regional activity measures to enable more active monitoring of delivery performance against system outcomes.</p>		<ul style="list-style-type: none"> This action will be informed by the review into RSPP measures. Once measures are agreed and confirmed the distribution of that activity and dosage will be assigned based on the characteristics of that region or district and the outcomes sought.
<p>Work with Police to establish District level road safety plans that more effectively align regional delivery of road safety activities, such as road policing and infrastructure treatments, to regional road safety performance and risks. The plans will be informed by customised regional data, trend analysis and insights, aligned to Road to Zero.</p>		<ul style="list-style-type: none"> Waka Kotahi with support from the Police are piloting road safety plans providing view of crash data, speed and infrastructure projects and delivery to identify risks, activity and treatment planned for the roading network. This work will be an iterative process designed to incorporate both agencies' data providing specific information at the regional or district level sufficient to inform deployment of resources to greatest risk and general deterrence.
<p>Work with Te Manatū Waka and Police to review measures of police activity within the Road Safety Partnership Programme to ensure optimal alignment with Road to Zero outcomes and international best practice.</p>		<ul style="list-style-type: none"> Waka Kotahi and Te Manatū Waka are awaiting Police agreement following the Road Safety Partnership review of police measures. A formal recommendation on revised measures will then be provided to the Waka Kotahi Board for consideration, it is hoped this will be presented to the Board in May. The review of measures may impact the RSPP investment for the current NLTP period, or alternatively be reflected within the 2024-27 RSPP.
<p>Support the implementation of the recently endorsed Road to Zero Speed and Infrastructure Design Framework, setting clearer guidance for embedding safe system analysis into the delivery of infrastructure programmes and projects.</p>	C	<ul style="list-style-type: none"> The Design Framework provides delivery partners and project teams consistent guidance in the application of safe system principles. The framework also provides practitioners with guidance on how to achieve good safe system outcomes and approach trade-offs which are typical in retrofit works, reducing the need for departures and escalation of issues which can consume time. The Design Framework has now been published and is being applied as part of ongoing Speed and Infrastructure Programme works development and implementation.

Road Safety Investment Delivery Review – Partner Actions

	Action	Update
Undertake work to strengthen the prioritisation and decision-making frameworks that guide investment in road safety interventions and activities through the National Land Transport Programme.	C	<ul style="list-style-type: none"> This activity can now be closed off and will not be reported here next quarter as it has been incorporated into the RtZ Action Plan 23-25 and will be reported on as a key activity in System Management. This action will enable Waka Kotahi to obtain feedback on the application of the current investment prioritisation method to inform development of the prioritisation approach for the 2024 NLTP. This includes consideration of how prioritisation guidance might be applied to activities beyond a 3-year period; guidance to support applications for funding at a programme level; and support for a portfolio approach to management of the Road to Zero programme.
Strengthen portfolio and programme management capability to support more aligned and coordinated delivery of road safety infrastructure treatments on local roads, working in partnership with councils.	C	<ul style="list-style-type: none"> Substantial work has been undertaken through the local roads component of the SIP. This includes work to strengthen SIP governance and the establishment of Local Road Area Programme Managers to strengthen partnership and support co-design and integration of programmes with Council partners, which has helped to lift ambition levels for safety outcomes across the network, as well as provide consistency from a customer perspective.
	Action	Update
Undertake targeted monitoring of the progress made by Waka Kotahi in responding to the Review as part of our annual Crown monitoring programme.		<ul style="list-style-type: none"> Monitoring is underway however this needs to be formalised through Te Manatū Waka governance. Conversation been initiated however requires further focus. This remains as amber/green.
Implement a more robust reporting and insights framework to more actively monitor cross system delivery, performance and risks. This includes providing clearer line-of-sight on the impact of delivery performance against Road to Zero system targets and indicators.		<ul style="list-style-type: none"> Implementation plan near completion which will be used across partners and owned by the DCE's to enable visibility of activities contributing toward the Road to Zero Action Plan 2023 – 25.
Further strengthen insights through the annual reporting on performance against Road to Zero system targets and indicators.		<ul style="list-style-type: none"> The 2022 RtZ Annual Monitoring Report is in final stages of development. This will be closed out once published next reporting period.



Focus Area 1 – Infrastructure and Speed

DSI contribution
46%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 1. Deliver infrastructure improvements and speed management (including around schools)	 Speed and Infrastructure Programme	Primary safe system interventions for corridors (installation of new median barriers)	400km by 2024 1000km by 2030	QTR <ul style="list-style-type: none"> Speed and Infrastructure Programme has established a median barrier acceleration workstream. While the impact of the cyclone means that the median barrier programme has had to pivot and be re-evaluated, the programme is taking steps to ensure momentum is maintained. The programme has made a conservative reforecast of 170km by end of this NLTP accounting for the impact of the cyclone. 	<ul style="list-style-type: none"> Implementation of a new delivery/procurement model to allow earlier constructor involvement to ensure fit-for-purpose designs and increase delivery pace across the programme. Median barrier acceleration programme are competing for resource with M&O's "biggest summer ever" for road rehab and repairs. The impact of the cyclone also means that the median barrier programme has been re-evaluated as the majority of the programme was to be delivered in the regions that have been hardest hit.
		Primary safe system interventions for intersections including roundabouts*	500 by 2024 1300 by 2030 *162 roundabouts by 2030	QTR <ul style="list-style-type: none"> Work continues to develop standard designs for all regions including those interventions in detailed design to minimise cost and lead-time where appropriate. 86 roundabouts have been delivered to date with the forecast looking to exceed the RtZ target of 162 by 2030. 	<ul style="list-style-type: none"> The challenges with roundabout and J turns are related to implementing median barriers and local residents need to be able to not drive so far to the nearest turn around point.
		Secondary safe system treatments for corridors (side barriers, rumble strips, wide centre lines)	1700km by 2024 4000km by 2030	QTR <ul style="list-style-type: none"> Delivery of supporting infrastructure is progressing well as this has little impact on access or network operation. 17km of side barrier and other interventions was completed last quarter giving a total of 105km of side barrier. 	<ul style="list-style-type: none"> There continues to be challenges with delivery of low cost low risk (LCLR) projects and under review.
		Invest in motorcycle road safety treatment on highest risk motorcycle routes funded by Motorcycle Safety Levy. Ensure motorcycle safety is considered prior to delivering other roading infrastructure improvements.	26 further routes by close FY23/24	QTR <ul style="list-style-type: none"> Progressing well. Tranche 2 is design, management and delivery of 26 routes. 24 of the 50 routes have already been delivered. Request for four additional routes to be qualified by ACC to be added to the scope of Waka Kotahi projects. 	<ul style="list-style-type: none"> Waka Kotahi receiving programmes from contactors. Best delivery method to achieve the treatments is aligning works with the maintenance programmes and sharing temporary traffic management resource. Some delays in contracting, reprioritisation of works and inflationary increases due to Cyclone Gabrielle. Additional funding of the four routes outside of the original business case would be a great opportunity.
		Support RCA's to implement speed management changes using the framework set out in the Setting of Speed Limits Rule 2022.		QTR <ul style="list-style-type: none"> Approximately 1500 schools are identified for a speed management response in the current NLTP providing up to 60% overall compliance; with 27 of 66 (41%) councils likely to be at 100% compliant. Delegations on 1st December confirmed funding allocations for RCA delivery. 	

Focus Area 1 – Infrastructure and Speed

DSI contribution
46%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations	
 1. Deliver infrastructure improvements and speed management (including around schools)	 Speed and Infrastructure Programme	Deliver a State Highway Speed Management Plan, grounded in the SIP	QTR	<ul style="list-style-type: none">Following Government direction to narrow the focus of the Speed Management Programme (SMP) to the high-risk one percent of state highways, and make targeted changes to speeds around schools, marae and in townships state highways transit the impact of the recent government announcement programme have assessed the impact and note that the rate of progress remains similar to the Interim SH SMP.A briefing note has been sent to the Ministers office showing the 1% and approach.Consultation has been completed for the interim SH SMP and the feedback is being considered.Consultation on the full / NLTP 2024-27 SH SMP will take place in October.	<ul style="list-style-type: none">The draft Action Plan 2023-25 has been amended accordingly, however the 2030 Road to Zero targets remain unchanged.There is an increased risk to the impact of wider social environment on pace of RtZ delivery given the government direction.There is high demand on variable speed limit (VSL) signage for SH schools. Currently VSL signage will take 16 weeks for delivery from China. Additional IT security requirements will be required for new VSL signage.Reputational risk due to SH component of dual frontage schools not being completed in tandem with the local road component due to funding or other constraints	
		Support RCA's to implement safer speeds around 40% of schools by 2024, and the remaining schools by 2027.	40% schools with speed limits in compliance with the Rule by 2024	QTR	<ul style="list-style-type: none">Safer speeds around schools programme is on track to deliver compliant speeds for schools to meet or exceed 40% compliance. Further delivery will follow in NLTP 2024-27 on state highways and 100% compliant on local roads.	<ul style="list-style-type: none">Recent major weather events will put all delivery activities at risk in certain Road Controlling Authorities (RCA) areas. Area programme managers are partnering with councils to support councils in any way they need.
		Continue to encourage walking and cycling and uptake of public transport by implementation infrastructure.	Accessible streets rule changes	QTR	<ul style="list-style-type: none">Te Manatū Waka and Waka Kotahi provided the Minister of Transport advice on alternate options to default speed limits, on 18 October 2022.Paper is currently with the Minister's office.	

Focus Area 1 – Infrastructure and Speed

DSI contribution
46%

Dependencies

- There are a range of views in communities in relation to speed limit changes, with some communities wanting faster implementation of lower speeds to protect vulnerable communities, and other communities opposing speed limit changes. Waka Kotahi recognises that it may need to evolve its public engagement model on proposed speed limit changes to respond to community concerns. In addition, potential changes will be reviewed by an internal Waka Kotahi speed management escalation group to ensure decisions are made taking into account all necessary factors within the current legislative environment.
- Implement new delivery/procurement model to allow earlier constructor involvement to ensure for fit-for-purpose designs and increase delivery pace across the programme. Reporting to date has only been on retrofitted median barrier.
- Accessible Streets dependent on Cabinet approval and government priorities. Accessible Streets complements the Reshaping Streets programme of work.



Key actions to progress RAG

- Continue to progress the most dangerous one percent of state highways and implementation of changes to speeds around schools, marae and in townships state highways transit as per the government announcement.
- In addition to the 1%, areas where there is strong community support should be progressed as per the government direction.
- The programme will not consult on speed changes already consulted on as part of the 1% approach from the Governance announcement.
- Implement new delivery/procurement model to allow earlier constructor involvement to ensure for fit-for-purpose designs and increase delivery pace across the programme.
- An acceleration workstream has been established to increase the delivery rate of median barriers over the next 18 months.
- Accessible Streets requires Cabinet approval of policy decisions so that rule changes can be signed off and implementation started.

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Focus Area 1 – Infrastructure and Speed




DSI contribution
46%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 2. Update infrastructure standards and guidelines		Progress work to embed and update existing standards, guidelines, operational policies and specifications, and develop new ones where appropriate, to reflect the Safe System approach.	Review and update Infrastructure standards and guidelines	QTR <ul style="list-style-type: none">• SH Control manual updated and linked to Vision Zero Principles.• Technical Advice Note (TAN) developed for the new DSI Equivalent Methodology and published on the Waka Kotahi website.• 'Audio Tactile Pavement Markers' (ATPM) Guidance is complete.• 'Raised Safety Platform' guidance is in its final review.	

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Focus Area 1 – Infrastructure and Speed

DSI contribution
46%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations	
 3. Implement new approach to safety camera use	 Safety Camera Programme	Transfer existing cameras from New Zealand Police to Waka Kotahi, starting from mid-2023.	QTR	<ul style="list-style-type: none">The new programme staged approach was embedded in FYQ3 to support the focus on the expansion of the network to support the reduction of deaths and serious injuries (DSI) on New Zealand's roads. In FYQ3, engagement continued with the Police and the Ministry of Justice to support the next stage of delivery.	<ul style="list-style-type: none">The increased focus on expansion of the safety camera network means that the transfer of existing cameras from NZ Police will now start in mid-2024, rather than mid-2023.	
		Start the first phase of increasing the number of safety cameras throughout New Zealand to encourage safe speeds. 100 by end of 2024.	Procure and install safety cameras for the first stage of network expansion	QTR	<ul style="list-style-type: none">Nine spot speed safety camera platforms have been constructed across Tamaki Makaurau. Pole and camera fitting commences in the first week of June. Configuration and Police acceptance testing will follow, with the nine systems operational by the end of July.Successful prototype testing of the new Redflex Halo camera systems in a controlled environment.Endorsement of the location of the first state highway safety camera and the first 51 sites targeted for construction by June 2024.	<ul style="list-style-type: none">The Road Safety Bill enabling average speed / point-to-point cameras is still on track to be passed before the general election, but timeframes are very tight.Procurement of safety camera testing, calibration and certification services is in progress. However, an interim solution will be required for the end of 2023 until the long-term solution is in place.
		Establish a new infringement processing system in Waka Kotahi by mid-2023.		QTR	<ul style="list-style-type: none">The first Waka Kotahi safety camera is on track to be installed by the end of June 2023. Initially Waka Kotahi will be completing operational field testing and manually verifying offences that are detected.Enforcement will commence from late 2023 with cameras initially issuing safety advisory notices, but using infringements and taking prosecutions for excessive speeds.	<ul style="list-style-type: none">Performance of the vendor of the infringement processing technology solution is being monitored closely. A governance decision is coming up in May 2023 on whether to continue with the selected strategic solution pathway and/or pursue contingency options to achieve the target staged approach timeframes.
	 Policy Programme	Progress supportive legislative amendments to allow for greater use of technology and automation in infringement.		QTR	<ul style="list-style-type: none">Paper to seek approval to introduce the Land Transport (Road Safety) Amendment Bill into the house as soon as possible sent to Minister. The Bill addresses safety matters including providing for the electronic service of Notices and providing for the automated issuing of certain infringement notices.	
		Progress amendments to explicitly incorporate average safety camera offence detection and evidentiary requirements in legislation.		QTR	<ul style="list-style-type: none">The Land Transport (Road Safety) Amendment Bill addresses safety matters including ensuring point-to-point safety cameras can be used as an enforcement tool for speeding offences.	<ul style="list-style-type: none">The Bill has a priority of category 3 currently on the 2023 Legislation programme.
	Infrastructure and Speed					

Focus Area 1 – Infrastructure and Speed

Dependencies

- Hypothecation, demerits and higher penalties included in the Road Safety Penalties Review (RSPR) are key to safety cameras delivering benefits that contribute to the RtZ target to reduce DSI's. Te Manatū Waka - Ministry of Transport have advised that the RSPR is unlikely to be presented to Cabinet before the general election. Waka Kotahi Digital Group establishment of back-office platform governance structures that cover tolling, safety camera system and Common Payment Service (CPS).



Key actions to progress RAG

- New staged approach will accelerate the realisation of DSI benefits, address industrial relations risks by giving certainty to NZ Police personnel and maintain the confidence of key stakeholders. This includes confirming a refreshed timeline with our key technology vendors (SICE and Redflex), accelerating the establishment of business-as-usual functions and an expedited pathway for enabling legislation.
- Te Manatū Waka - Ministry of Transport have decoupled the three safety camera proposals that were in the RSTA2 (average speed cameras, automated decision making and electronic service of notices) into a current Road Safety Bill. Te Manatū Waka have advised that the Bill has a priority three status and is being considered by Cabinet in May.
- Legislation is key to supporting average speed / point-to-point and automation of enforcement decision making and electronic service and automated decision making.

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Focus Area 2 – Vehicle Safety

DSI contribution
11%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 4. Raise safety standards of vehicles entering New Zealand	 Road to Zero Policy Programme	Look at ways to increase the update of safety features into the fleet	Practical next steps to raise quality of the vehicle fleet	QTR <ul style="list-style-type: none">Briefing paper has been provided to the Minister of Transport in April seeking in-principle policy agreement to mandating Automatic Emergency Braking and Lane Keeping Systems in light vehicles entering New Zealand.Work on tyre standards is continuing.Work has begun on scoping advice on priority and phasing for future activity under this item.	<ul style="list-style-type: none">We need Cabinet approval to progress AEB/LKS to public consultation and progress cannot occur without this approval. Cabinet materials are being refined for this purpose, to enable decisions on AEB/LKS before the end of 2023.
		Improving the regulatory approach to vehicle standards for light vehicles	Review of the vehicle standards regulatory framework	New <ul style="list-style-type: none">On hold while advice on AEB/ LKS is progressed.	<ul style="list-style-type: none">Key support for vehicles work under Road to Zero and Emissions Reduction Plan, which requires priority resource.
		Look at ways to improve the safety standards for heavy vehicles		New <ul style="list-style-type: none">Initial research activity is underway.This will be progressed in advice on future activity on vehicles entering the fleet.	

Dependencies

- Deciding next steps for standards improvements requires understanding market and equity impacts of new standards so that social license for reform is maintained. We need to progress to consultation or targeted sector engagement to gather information about these issues due to the difficulty of getting adequate data.
- Progress on the review of regulatory framework and other standards charges, depends on dedicated resource continuing to appropriately prioritise this work.


Key actions to progress RAG

- Continue to progress work on AEB/LKS and review of regulatory framework.



Focus Area 2 – Vehicle Safety

DSI contribution
11%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
New 5. Raise safety standards of vehicles currently in the fleet	 Road to Zero Policy Programme	Investigate options to accelerate the exit of 1- and 2-star safety rated vehicles from existing NZ fleet	Advice on regulatory and non regulatory options to accelerate the rate of exit of less safe vehicles from the current fleet	New <ul style="list-style-type: none">New item. Scoping of milestone advice underway.	
		Improve the safety of heavy vehicles (e.g. retrofitting vehicle detection systems for cycle safety)	Next steps on tyre safety performance	New <ul style="list-style-type: none">New item. This work will be progressed through the workplace safety work.	


Dependencies

There are limited specialist resources available to progress vehicles work. It is important to build momentum and ensure strategic consistency at a governance level to ensure that priority targets are being met.



Focus Area 2 – Vehicle Safety

DSI contribution
11%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div></div><div>New</div></div> <div>6. Examine the Warrant of Fitness and Certificate of Fitness Systems (WOF and COF)</div>	<div><div></div><div>Road to Zero Policy Programme</div></div>	Examine whether the current WOF and COF regimes need to be updated.	QTR	<ul style="list-style-type: none">Initial advice to the Minister on the vehicle standards work programme indicated that review of WoF/CoF frequency and content will (with any exceptions to be agreed) be progressed after the review of the vehicle standards framework.A report on aspects of the effectiveness of the WoF/CoF system to ensure it is fit for purpose for modern vehicles has been completed and is now being peer reviewed by external experts. Work is underway across the business to investigate some of the recommendations, such as digitising record taking from the WoF system.	
		Look at opportunities to introduce methods to improve current testing procedures	QTR	<ul style="list-style-type: none">Digitisation was identified as a key opportunity to support the testing system. Waka Kotahi are currently working with Enhancing Digital to prioritise Digitisation.	



Dependencies

- Digitisation is subject to further work being undertaken to determine the highest benefit safety camera interventions for digital prioritisation (i.e. vs seat belt use, distractions etc) for potential further phases of the roll out project.

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Focus Area 2 – Vehicle Safety



DSI contribution
11%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 7. Increase understanding of vehicle safety	 Road Safety	Raise awareness of the importance of safe vehicles towards reducing the severity of crashes	QTR	<ul style="list-style-type: none">Continued progress into additional safety technologies (namely eCall) alongside Ministry of Business Innovation and Employment (MBIE), NZ Police, Fire and Emergency NZ (FENZ), ACC and Te Manatū WakaDevelopment of a series of educational videos on a range of crash avoidance featuresResearch report underway on assessing impacts of vehicle modifications on ADAS effectiveness to help inform future policy decisions.Implemented communication plan to support release of updated (2022) safety ratings and additional crash avoidance features on Rightcar websiteIntegrated marketing communications plan under development.	<ul style="list-style-type: none">How work is progressed will depend on the audit of safety rating labels.

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Focus Area 3 – Work Related Safety

DSI contribution
not yet established

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 8. Strengthen work related transport regulation	 Road to Zero Policy Programme	Complete the review of work-time requirements under the Land Transport Act 1998	MOT policy investigation (2020) MOT regulatory process (2020 – 2021)	QTR	<ul style="list-style-type: none"> Business Case and funding approval for Work Related Road Safety. Waka Kotahi is progressing establishing a partnership between government agencies (ACC, Te Manatū Waka, NZ Police and WorkSafe), drivers' unions and private sector organisations to support best practice for work-related road safety. Once the partnership is established, commence engagement on the issues arising from the current worktime rules.
		Look at the potential to mandate the use of e-logbooks to improve auditing and enforcement of work-time limits		Not started	<ul style="list-style-type: none"> This item will be progressed through the new road safety partnership and work to improve the safety of heavy vehicles.
		Examine the future role of transport technology incl. fatigue monitoring technology for safety risks while driving to work	Policy investigation (2022)	QTR	<ul style="list-style-type: none"> Same update as the previous quarter: This item will be picked up again through the new road safety partnership to investigate how to encourage uptake and successful implementation fatigue-monitoring and other safety technologies. From Te Manatū Waka's side, this item has not progressed due to resourcing.
		Complete review into merits of designating Waka Kotahi as a regulator under HSWA and implement outcomes of this review.	MOT policy investigation (2019 – 2020)	QTR	<ul style="list-style-type: none"> Policy work to progress a designation for Waka Kotahi to take on functions under the Health and Safety at Work Act (HSWA) has been paused, s 9(2)(g)(i)

Focus Area 3 – Work Related Safety

DSI contribution
not yet established

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 9. Support best practice for work related safety	 Work Related Road Safety	Investigate the establishment of a system-based collaborative harm prevention approach for work-related activity on the road.	MOT policy investigation (2020) MOT regulatory process (2020 – 2021)	QTR <ul style="list-style-type: none">Presented to the Road to Zero Chief Executive Group on the work-related road safety programme with positive response and engagement from the Chief Executives.ACC are supportive in providing resource support for the programme.New road safety organisation bringing together government, private sector and unions to co-design, co-fund and co-implement safety initiatives is progressing well.<ul style="list-style-type: none">Draft Terms of Reference for the commercial heavy vehicle sector group has been completed and pending approval.Co-design communications collateral has been developed for review and approval.	<ul style="list-style-type: none">s 9(2)(g)(i)  The establishment of the Regulatory/Road Safety Transport industry Governance Group will enable collaboration and alignment, but this continues to be a risk to delivery.



Dependencies

- HSWA designation.
- Work time and logbook rule requires the work-related road safety forum to begin before this activity can start.

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Focus Area 4 – Road User Choices

DSI contribution
25 – 28%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 10. Strengthening the road safety partnership (road policing)	 Road Safety Partnership Programme	Implement Safe Roads Operating Model to guide greater to road safety policing at the district and area levels	Sign off and Implement	QTR <ul style="list-style-type: none"> See RSID Review update (Slide 7). 	<ul style="list-style-type: none"> Integration of up-to-date info to enable sign off.
		Take a more structured and formal approach to the deployment of road policing resource	Embed use of Road Policing Deployment Dashboard	QTR <ul style="list-style-type: none"> Dashboard rolled out to all Police Districts as business as usual (BAU). Operation Open Roads underway from Dec 2022 to June 2023. 	<ul style="list-style-type: none"> The update of the Dashboard has been lower than initially expected. We need to work with districts more to understand any issues.
		Establish an independent activity-based costing review to determine the cost of delivering road policing activity	Activity Based Costing (ABC) review	QTR <ul style="list-style-type: none"> See RSID review update (Slide 7). 	<ul style="list-style-type: none"> Ongoing, should be used to inform RSPP 24/27 negotiations.
		Review and implement the level of governance necessary to provide assurance and discharge accountabilities to deliver on the RSPP outcomes.	Establish revised RSPP Governance model	QTR <ul style="list-style-type: none"> Revised RSPP governance model (SEG and MAP) established. See RSID review update (Slide 8). A Joint Delivery Plan developed in partnership. 	<ul style="list-style-type: none"> Collaboration on ongoing monitoring and application of JDP.
		Break down national road safety outcomes to more defined regional activity measures to enable more active monitoring of delivery performance	Scoping and planning to be undertaken	Not started <ul style="list-style-type: none"> See RSID Review update (Slide 8). 	<ul style="list-style-type: none"> Any breakdown of outcomes will be informed by the review into RSPP measures. These actions need to be enabled and led by Police, supported by partners.




Focus Area 4 – Road User Choices

DSI contribution
25 – 28%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 10. Strengthening the road safety partnership (road policing)	 Road Safety Partnership Programme	Establish District level road safety plans that more effectively align regional delivery of road safety activities, such as road policing and infrastructure treatments, to regional road safety performance and risks.	Scoping and planning to be undertaken	Not started <ul style="list-style-type: none"> See RSID Review update (Slide 8). 	<ul style="list-style-type: none"> Waka Kotahi are piloting road safety plans. Ongoing partnership is critical for success. These actions need to be enabled and led by NZ Police and supported by partners.

Dependencies

- RSPP 24/27 Negotiations and Road Safety Partnership




Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 11. Implement drug driving legislation	 Road to Zero Policy Programme	Progress amendments to legislation to enable roll out of OFT at roadside.		QTR <ul style="list-style-type: none"> Briefed Ministers on high level options to respond to issues raised during procurement of an OFT device. Drafted Cabinet paper and Regulatory Impact Statement. 31 March draft Cabinet paper was in agency consultation. 	<ul style="list-style-type: none"> s 9(2)(g)(i)
	 Impaired Drug Driving Programme	Work to implement new legislation to detect and deter drug driving	OFT Phase I Go Live	QTR <ul style="list-style-type: none"> Phase I went Live successfully on 11 March 2023, with all deliverables aside from the roadside testing component. 	<ul style="list-style-type: none"> Phase I 100% complete.
			OFT Phase II Roadside testing commenced	QTR <ul style="list-style-type: none"> OFT Phase II project initiation is actively underway. Police engagement with overseas jurisdictions to understand operational practices to provide an evidence based preferred target operating model with recommendations to inform decision making. 	<ul style="list-style-type: none"> Unclear timelines and process for approval means no defined date from which to commence implementation activities. OFT Project has hard dependency on amended legislation addressing Phase I key constraints to enable operationalisation.

Dependencies

- Implementation is dependent on legislation passing. Phase II implementation RAG status is AMBER due to the dependency on cabinet decision and timelines.

Focus Area 4 – Road User Choices

DSI contribution
25 – 28%

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
New 12. Examine ways to effectively address the underlying causes of high-risk offending	   Road to Zero Policy Programme	Identify interventions to reduce opportunities for offending and reduce number of people entering the criminal system because of traffic offending.	Scoping and planning to be undertaken	<ul style="list-style-type: none">Scoping, investigative and problem definition to progress May 2023.	
		Understand and address barriers in the system and find innovative ways to use technology to detect and respond to offending.	Scoping and planning to be undertaken	<ul style="list-style-type: none">Scoping, investigative and problem definition to progress May 2023.	

Dependencies

- Resourcing at Te Manatū Waka.



Key actions to progress RAG

- Scope out and plan the intervention.



Focus Area 4 – Road User Choices

DSI supporting and enabling action

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
	 13. Review road safety penalties	Complete the review of road safety penalties to ensure the penalties and enforcement mechanisms support both road safety and equitable outcomes.	Review road safety related offences and consult on offences and penalties regulation changes (2020 – 2022)	QTR <ul style="list-style-type: none">Same as previous update. Te Manatū Waka is awaiting Cabinet approval to begin consultation.The package was updated and re-submitted in October to seek Cabinet approval to start public consultation.Following consultation, Te Manatū Waka and Waka Kotahi will create a summary of submissions and reflecting consultation will develop final policy proposals for Cabinet consideration.	<ul style="list-style-type: none">Effective engagement with stakeholders is necessary to shape the discussion around equity. Need to demonstrate that this work is net-positive for vulnerable population groups.
	Road to Zero Policy Programme	Review the current approach to alcohol offences and penalties in the Land Transport Act 1998. Our initial focus will be on options to improve the effectiveness of the alcohol interlock sentence.	Scoping and project planning to be undertaken	Not started	

Dependencies

- This work links in directly with enforcement, including the safety camera programme as appropriate fines and penalties coupled with the target enforcement levels are expected to lead to significant DSI reductions.
- Resourcing at Te Manatu Waka.






Key actions to progress RAG

- Effective engagement with Ministers and the public to highlight the positive road safety and equity impacts we could see from this work programme. This needs to highlight the better outcomes (relative to the status quo) that the proposals will generate for vulnerable groups. Examples include young males and Māori who are over-represented in road trauma.



Focus Area 4 – Road User Choices

DSI supporting and enabling action

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 14. Increase access to driver licensing and training	 	Improving access to driver licence support for those who are most impacted by barriers to obtaining a driver licence	QTR	<ul style="list-style-type: none"> Information pending. 	
		Establish ongoing monitoring of the driver licensing system to identify issues and gaps to access in a timely manner.	QTR	<ul style="list-style-type: none"> Information pending. 	
	 User Behaviour Waka Kotahi 	Driver Licence Improvement Programme - targets improvements across the whole system to remove barriers, increase participation for people who find it difficult to navigate, improve the safety of drivers and help deliver improved wellbeing.	Five-year delivery roadmap QTR	<ul style="list-style-type: none"> Twelve community driver testing officers (including three Police officers), trained by Waka Kotahi, are testing across 10 test locations, including four new test routes that were established in late 2022 in Waipukurau, Wairoa, Kaikohe and Dargaville. Due to damaged roads in the wider Tairāwhiti region, including the closure of SH35, a new test route in Opōtiki was established in April, initially for students of Tairāwhiti Rural Education Activities Programme (REAP), and for public testing by Vehicle Testing New Zealand (VTNZ) later in 2023. To mid-April 2023, over 830 people have successfully passed a practical test conducted by a community driver testing officer. There has been a pass rate of 89 percent vs a national average of 62 percent, with 70 percent identifying as Māori, a further 4 percent as Pasifika, and around 60 percent are aged 16–24 years. The wrap around support provided by the community-based providers to their students, such as driving them to lessons and tests, as well as helping with licensing forms is reflected in the high pass rate. 	<ul style="list-style-type: none"> If the programme does not receive funding for FY23/24, then the DLIP programme may slow or may not continue – this is a known risk and has been well canvassed with relevant parties If the programme does not have appropriate or adequate resources, then the programme could be delayed – staying on top of with resource planning and prioritised working

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Focus Area 4 – Road User Choices




DSI supporting and enabling action

[illegible]

Dependencies

Focus Area 5 – System Management

DSI supporting and enabling action

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 16. Continue to build and support effective leadership across road safety partner organisations	  Road to Zero and System Management	Strengthen Road to Zero governance through leadership of the Director Road to Zero, the Road to Zero Ministerial Oversight Group, Chief Executive Governance Group and Deputy Chief Executive Governance Group.	QTR	<ul style="list-style-type: none">Implementation plan workshop completed. Information capturing template developed and is being populated across agencies.A review across the RtZ Portfolio has started looking at Māori Capability Review.Progress continues to have Māori representation across RtZ governance. Lead by Te Manatu Waka, supported by Waka Kotahi.Governance meetings conducted successfully for the Ministerial Oversight Group, the Chief Executive Governance Group and Deputy Chief Executive Management Group.New Chair introduced for the Chief Executive Governance Group.Membership increased for the Deputy Chief Executive Management Group to include the public health sector.Work commenced on a ministerial guide to Road to Zero.Work has continued on developing stakeholder mapping for Road to Zero.New meeting cadence has been introduced for the Deputy Chief Executive Management Group, to now include a deep dive / hot topic series of meetings.Significant work has progressed in better aligning responsibilities and reporting lines between RtZ governance and RSPP governance.Work commenced on the preparation of the RtZ Annual Monitoring Report 2022.	<ul style="list-style-type: none">The inability to identify and engage with appropriate Māori representatives for the RTZ Governance is a risk, however we are working through the Māori Team at Te Manatu Waka to make these appointments.

Dependencies

- Māori resource availability.
- Partners using the implementation plan as required.



Key actions to progress RAG

- Continue to strengthen the reporting framework and governance.
- Continued development of the implementation of improved governance supported by the system management workstream at Waka Kotahi.



Focus Area 5 – System Management

DSI supporting and enabling action

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<p> New</p> <p>17. Grow collaboration and capability across road safety partners and the wider sector</p>	 System Management	<p>Delivering effective regional responses with our local government partners, for example, through speed management planning.</p>	<p>QTR</p> <ul style="list-style-type: none"> Road to Zero Communications Toolkit is reviewed and updated on a quarterly basis. Road to Zero Newsletter released bimonthly. Road Safety Action Plan guidance progress continues, with opportunities developing work with the Road Safety Police Partnership Programme. 	
		<p>Provide tools to access data, evidence and information that enable local government, RCA's and road safety partners to undertake evidence-based decision-making and monitoring.</p>	<p>QTR</p> <ul style="list-style-type: none"> Regional Road Safety Dashboard technology resource prioritised to complete the tool/product to make available to our Local Government partners. The Communities at Risk Register for 2022 has been released and this task is now complete. 	<ul style="list-style-type: none"> Timeframes for completion still to be confirmed for the Regional Road Safety Dashboard.
		<p>Expand and evolve our Vision Zero learning and capability programme to support the successful delivery of Road to Zero.</p>	<p>QTR</p> <ul style="list-style-type: none"> Vision Zero Learning and Capability Programme promotion for the RtZ Roadshows (Safe System foundations) which will be rolled out across the motu from May – July. Safe System Assessment courses continue to be promoted and delivered every month for the road safety community. 5 Day Safe System Engineering course delivered in March for our road safety community. Continued promotion of the Vision Zero module. 	
		<p>Continue to invest in and promote cycle skills training courses.</p>	<p>QTR</p> <ul style="list-style-type: none"> Continued delivery of the BikeReady programme 	

Dependencies



System Management

Focus Area 5 – System Management

DSI supporting and enabling action

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div>●</div><div>New</div><div>17.</div><div>Grow collaboration and capability across road safety partners and the wider sector</div></div>		<div>Provide knowledge sharing opportunities to engage and inform the sector of progress in implementing the actions, and use their insights and feedback to help shape delivery of the actions.</div>	<div>QTR</div> <div><ul style="list-style-type: none">Successful Road Safety Communities of Practice events held in February and March (audience mainly local government) .</div>	

Dependencies

- Waka Kotahi digital prioritisation and resource for Vision Zero Learning and Capability Programme
- Availability of a suitable technology platform to deliver a selfsustaining Vision Zero Learning and Capability programme that co-ordinates all of Waka Kotahi's learning opportunities for Safe System/RTZ/Vision Zero .


Key actions to progress RAG

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Focus Area 5 – System Management

DSI supporting and enabling action

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div></div><div>New</div></div> <div>18. Improve road safety outcomes with Māori</div>	<div><div>WAKA KOTAHI NZ TRANSPORT AGENCY</div><div>System Management</div></div>	<div>Engage and build relationships to better understand context, undertake further research, and partner with Māori to support them to design and implement initiatives to improve road safety outcomes for Māori.</div> <div>Look for opportunities to collaborate with other government agencies that are working with Māori (mana whenua and mataawaka) to leverage resources and learnings that can contribute to Māori-centric road safety and wellbeing initiatives.</div>	<div><div>QTR</div><div><ul style="list-style-type: none">RtZ Māori Capability Review in progress, working with Maarama Consulting.As part of engagement and relationships in Tai Tokerau a Ride for Life Kaikohe group has been set up as a collaborative working group to address dangerous motorcycle usage in the region.</div></div> <div><div>QTR</div><div><ul style="list-style-type: none">Two pilots are underway in Tairāwhiti and Tai Tokerau.As part of the Tai Tokerau engagement, we are working with Muriwhenua and Northland REAP.Face box interviews and deep dives with Māori have been undertaken. Insights from this engagement will be used for phase 2.Phase 2 for Tai Tokerau which will be to co-design and develop an ongoing programme of work to improve Māori outcomes that will be delivered in out years will began in July.</div></div>	<div><ul style="list-style-type: none">Iwi and hapu capacity to work alongside our project stream is limited and their internal resources are stretched.</div> <div><ul style="list-style-type: none">Challenges undertaking the pilot in Tairawhiti in the current environment.</div>

Dependencies

- Iwi and hapu capacity to work alongside our project stream is limited and their internal resources are continuing to be stretched due to sickness and recent weather events.


Key actions to progress RAG


- Project Manager required to manage the project, align goals and objectives to Road to Zero and Te Ara Kotahi.



Focus Area 5 – System Management

DSI supporting and enabling action


Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div></div><div>New</div></div> <div>19. Develop a vision zero network and safety framework</div>	<div><div>WAKA KOTAHI NZ TRANSPORT AGENCY</div></div> <div>System Management</div>	<div>Develop a framework to inform the long-term transformation of our road network towards a 2050 Vision Zero horizon. This will feed into the ongoing refinement and development of New Zealand's speed and infrastructure programme.</div> <div>Investigate the potential of KiwiRAP in supporting safe road infrastructure and speed management.</div>	<div>QTR</div> <div><ul style="list-style-type: none">Vision Zero 2050 Modelling Phase one complete with Technical Note produced.Phase 2 currently being scoped. Initial engagement to create awareness with internal stakeholders has begun with the System Planning team.</div> <div><ul style="list-style-type: none">Not started</div>	

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div>New</div> <div>20. Strengthen investment in road safety outcomes</div>	<div><div>WAKA KOTAHI NZ TRANSPORT AGENCY</div></div> <div>System Management</div>	<div>Undertake work to strengthen the prioritisation and decision-making frameworks that guide investment in road safety interventions and activities through the National Land Transport Programme (NLTP).</div>	<div>Not started</div>	



Focus Area 5 – System Management

DSI supporting and enabling action


Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div></div><div>New</div></div> <div>21. Work towards establishing a CoE for research and evaluation, data and evidence</div>	<div><div></div><div>System Management</div></div>	Seek improvements and efficiencies in the provision of better integrated and concise data sharing to support effective decision-making, from system governance and leadership to planning and delivery.	QTR <ul style="list-style-type: none">Review road safety analytical tools and dashboards to ensure they are well-integrated and effective is underway.	
		Expand the Transport Knowledge Safety Hub and key knowledge sharing conferences and events, in conjunction with the Vision Zero Learning and Capability Programme.	QTR <ul style="list-style-type: none">Two Transport Knowledge Safety Hub events were held in March.	
		Ensure our Outcomes Framework continues to robustly measure road safety outcomes and monitor performance to help us track progress towards Vision Zero.	QTR <ul style="list-style-type: none">Continues as part of the development of the RtZ Annual Monitoring Report.	

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Focus Area 5 – System Management

DSI supporting and enabling action

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div></div><div>New</div></div> <div>21. Work towards establishing a CoE for research and evaluation, data and evidence</div>	<div></div>	Develop a Road Safety Centre of Excellence	<div>QTR</div> <ul style="list-style-type: none">Scoping a Road Safety Centre of Excellence is underway.The RtZ Annual Monitoring Report is being finalised which aims to measure road safety outcomes and monitor performance against the RtZ Strategy.Work is underway with a fit for purpose review of MOU's between ACC, Te Whata Ora (Health), ACC and Waka Kotahi. Progressing with the review of road safety analytical tools and dashboards to ensure they are well-integrated and effective.	
		Develop an in-depth Safe System crash investigation system and explore the benefits of creating a National Safe System Crash Investigation Working Group	<div>QTR</div> <ul style="list-style-type: none">Progress in underway to fully automate the fatal crash investigations reporting using the Crash Analysis System for the project.Recommendations are being developed from the In-depth Safe System Crash Investigations Project Pilots to improve the way we understand road crashes and associated trauma.	<ul style="list-style-type: none">Crash Investigations Project requires access to a specific layer of Data from CAS to progress automation and require support from Waka Kotahi's Digital team.
		Support and invest in the road safety research and evaluation programme.	<div>QTR</div> <ul style="list-style-type: none">Progress continues working with the Research and Analytics team on developing a Road Safety Research Programme.	
		Undertake modelling to better understand what Safe System looks like and how best to achieve Vision Zero, as well as to improve our understanding of the co-benefits between safety emissions, productivity, and public health	<div>QTR</div> <ul style="list-style-type: none">Continued utilisation of the IILM tool to undertake modelling	
		Evaluate the impact of interventions after implementation.	<div>QTR</div> <ul style="list-style-type: none">Continues as part of good practice.	

Focus Area 5 – System Management

DSI supporting and enabling action

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div></div><div>New</div></div> <div>22. Assist public understanding of Road to Zero</div>		Deliver integrated marketing, communication and engagement campaigns to improve public awareness and understanding of Road to Zero.	<div>QTR</div> <ul style="list-style-type: none">The new Safe speeds around schools education plan is nearly ready and was released late April. This is a new curriculum-linked resource for teachers to help their Year 1-8 students learn about safe speeds, as Waka Kotahi and councils lower speed limits around their schools.The Drive programme review is on schedule with stakeholder conversations now complete. The output from this review will determine how to evolve the programme, so it continues to support young people to become safe, skilled and licenced drivers.The RFP for the customer tracking research contract was released. Interested suppliers have been briefed and proposals are due in May. Through this RFP we will find one or more research partners to help test executions for education and marketing work, evaluate the effectiveness of our programme and track sentiment and attitudes towards road safety interventions and behaviours.Research is currently underway to inform the communications, partnership, marketing and education requirements to support the safety camera programme.Work is progressing well on three integrated marketing, education, partnerships and communications plans for tackling behavioural and business objectives relating to Safe Vehicles, Motorcycles and Speed. This is a new way of working across the road safety promotion disciplines.	<ul style="list-style-type: none">Alignment between the RtZ marketing, communication and engagement campaigns and the operational delivery of RtZ interventions needs to be strong. To this end the overt alignment between the cross-agency marketing and communications calendar and the RtZ Implementation Plan will be particularly useful.



Dependencies


- Alignment between RTZ marketing and communications group and operational delivery of RTZ interventions.



Focus Area 5 – System Management

DSI supporting and enabling action

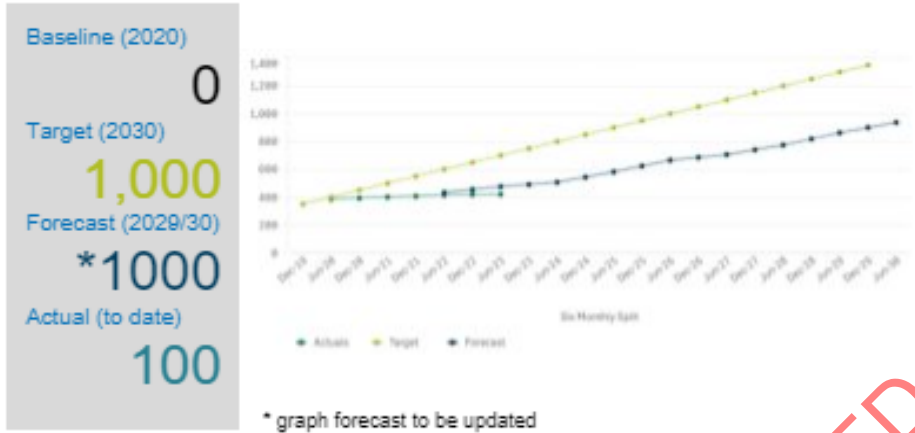
Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
 New 23. Post-crash response	 System Management	Facilitate closer engagement between the health and road safety sectors to improve data capture and use.	QTR <ul style="list-style-type: none"> The Post-Crash Response project is funding the second Study of Road Trauma Data and Evidence (SORTED) report. This valuable report which brings together seven road safety partners, and nine different data sets, can be shared and brought together to provide a holistic view of the trauma on our roads and pedestrian networks, with as much detail as being able to accurately identify ethnicity. 	
		Support the National Trauma Network to maintain SORTED Study	QTR <ul style="list-style-type: none"> The National Trauma Network (working with ACC) are the driving force behind the Study of Road Trauma Data and Evidence (SORTED) report, with the inaugural report being published in 2022. The second report, for 2023, is looking back over the last 5 years of data, is in the data gathering stage and will be published thanks to the National Trauma Network, ACC, and other road safety partners later this year. Progress continues. A workshop is being planned with the SORTED team and key road safety partners in June 2023. 	
		Partner with the health sector, RCA's, emergency services to achieve best practice in New Zealand's response to major road trauma	QTR <ul style="list-style-type: none"> The Post Crash Response research proposal is in the final approval process, working with the Research team. 	

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
New 24. Undertake independent assessment of progress of Road to Zero		Undertake an independent review of the Road to Zero programme along the lines of the World Bank/ Global Road Safety Facility Guidelines to ensure we are investing in the right initiatives, at the right level.	<ul style="list-style-type: none"> A review proposal will be scoped mid 2023, to be undertaken in early 2024. 	

Indicator Reporting

The following graphics highlight how tracking is going against the key road to zero indicators to show progress, as apposed to the tracking against the five focus areas of the Road to Zero strategy reported in the previous slides.

1.1.1 Kilometers of the network treated with retrofitted median barrier



Total km of median barrier installed across all infrastructure projects	km
Retrofitted Median barrier	100
Other new state highway median barrier	85
TOTAL	185

- 1.1 km median barrier completed in Mar 2023; challenges particularly in the North Island with contractor availability.
- SIP aligning corridor activities with maintenance and operations forward works programme. More median barrier will be delivered at the same time as Network Operating Contracts (NOC) works to improve delivery rate, reduce overall Activity Class cost, and minimise network disruption.
- Strategies are being developed to provide agility to the NLTP24+ programme. These include ability to pivot based on funding; or balancing supply and demand by geographic location.

1.1.5 Kilometers of the network treated through speed management (combined) ***



*** The accumulated total speed management to date that aligns to the RTZ target is 1,780km completed (compared to a steady state trendline of 3,000km) with 950km on State Highways and 830km on local roads completed to date (2021/22).

- Reporting for this indicator to date has been based on all speed limit changes recorded across the NZ road network. This will be updated next quarter.
- It is important to note that the 10,000km speed management target by 2030 relates directly to the high-risk network and represents approximately 80% of the DSI reduction potential. Targeting the highest benefit 10,000kms network is therefore critical to achieving the required Road to Zero outcomes.



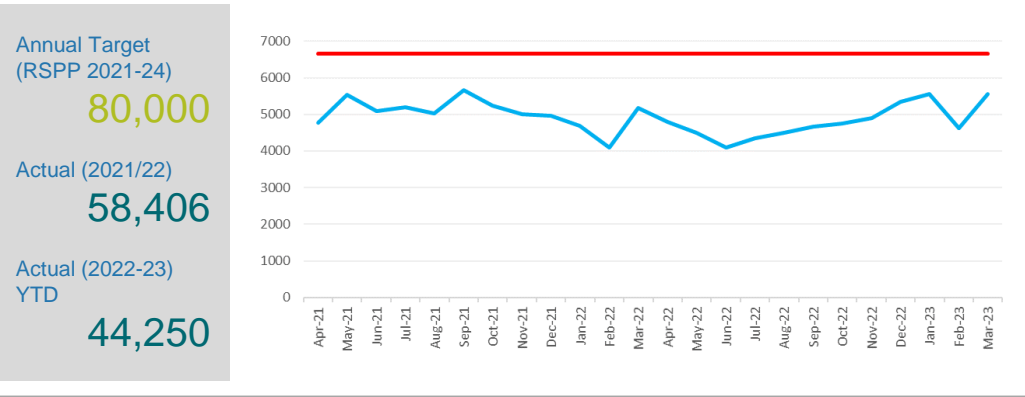
Indicator Reporting

The following graphics highlight how tracking is going against the key road to zero indicators to show progress, as apposed to the tracking against the five focus areas of the Road to Zero strategy reported in the previous slides.



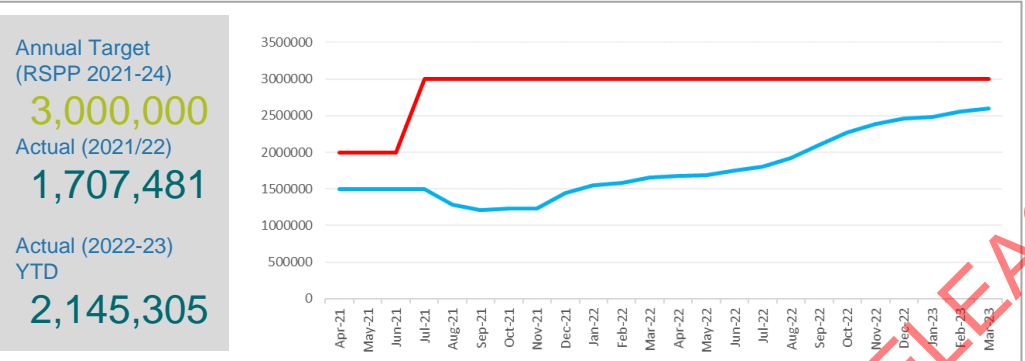
- The programme is tracking to achieve the delivery target for roundabouts only.
- Work is underway to accelerate project outputs delivering safety benefits (median barrier, wide centreline, roundabouts and side barrier).
- This graph represents only roundabouts, not all Safe System interventions for intersections yet to be reported in the Road to Zero Annual Report.
- The projected DSI savings for 21-24 NLTP will be less as the amount of corridor covered by speed reviews has decreased and median barrier programme is only starting to accelerate.
- Note: DSI savings are currently only adjusted when project or intervention is fully completed

Indicator Reporting



Mobile Safe Speed Cameras

Waka Kotahi delays in transitioning traffic safety cameras from Police are impacting on stability of the Traffic Camera Operator (TCO) workforce. This measure is currently under review as part of the wider review into the current RSPP measures. In addition to the existing TCO workforce, additional operators have been employed on a fixed term basis by Police to support Districts with delivery towards this desired activity level.

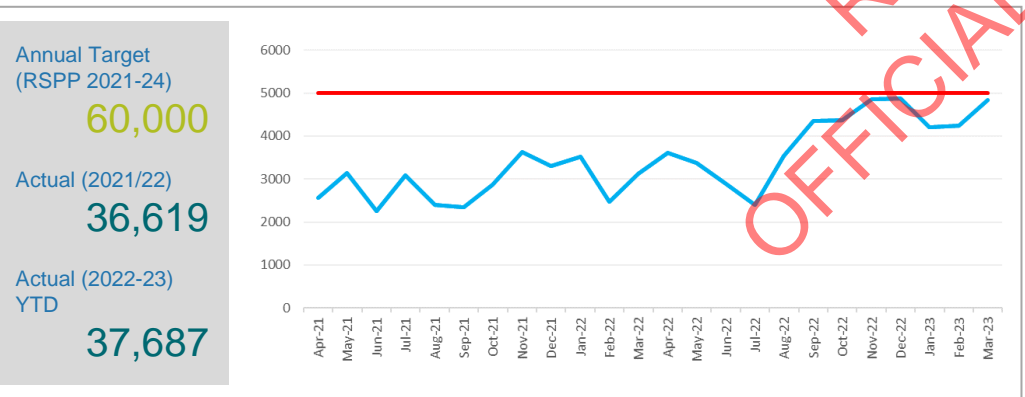


Breath Tests

The annual target number of passive and screening breath tests under the RSPP 2021-24 is a desired activity level of 3,000,000 tests.

Police implemented a solution under RSPP 2021-24 that enables the collection of almost real-time data on the number and location of passive breath tests and breath screening tests. New Dräger 7510 breath testing devices that can have data downloaded from within each district have been rolled out. The proportion of devices docked and downloaded since the rollout sits at 97 percent. The National Road Policing Centre is actively working to encourage districts to regularly dock the devices to get the most up-to-date data from them.

While still below target, Police has already performed 435,000 more breath tests than were undertaken in the whole of the 2021/22 fiscal year. Data pulled 22 May 2023.



Restraints

The annual target number of restraint offences under RSPP 2021-24 is 60,000. This represents a monthly target of 5,000.

For the 2021/22 year, Police recorded 36,619 restraint offences, short by 23,381 offences. By the end of FYQ3 of 2022/23, Police has recorded 37,687 restraint offences, this is already 1,000 more offences than the whole of the previous year.

The number of deaths from passengers and drivers in light vehicles that were not wearing a seatbelt from the period January to March 2023 was 30, representing 37% of all DSIs recorded during this period.



Appendix A

RAG Status – Road to Zero Performance

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RAG Status for Road to Zero Action Reporting

Progress of the programmes/ key projects over the reported quarter

- QTR** Progress has remained on track over the quarter and no major issues to threaten delivery.
- QTR** Progress has had delays or issues although if addressed promptly should not impact overall delivery or benefits realisation.
- QTR** Progress has had major delays or issues. Serious attention/ focus is required over the next quarter to manage or resolve.

Progress toward delivering the overall actions in the Action Plan

-  Successful delivery to time, cost and quality appears highly likely and there are no major issues that at this stage appear to threaten significant delivery.
-  Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
-  Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation.
-  Successful delivery is in doubt with risks or issues apparent in a number of key areas. Prompt action and prioritisation is needed to address these to enable delivery.
-  Successful delivery is at risk if major issues across critical areas are not managed or resolved with urgency.



Direction of RAG from previous reporting period.



Road to Zero Ministers Update

Quarterly Road to Zero Progress Report (April to June 2023)

Evidence of What Works - Speed and Infrastructure NZ Case Studies

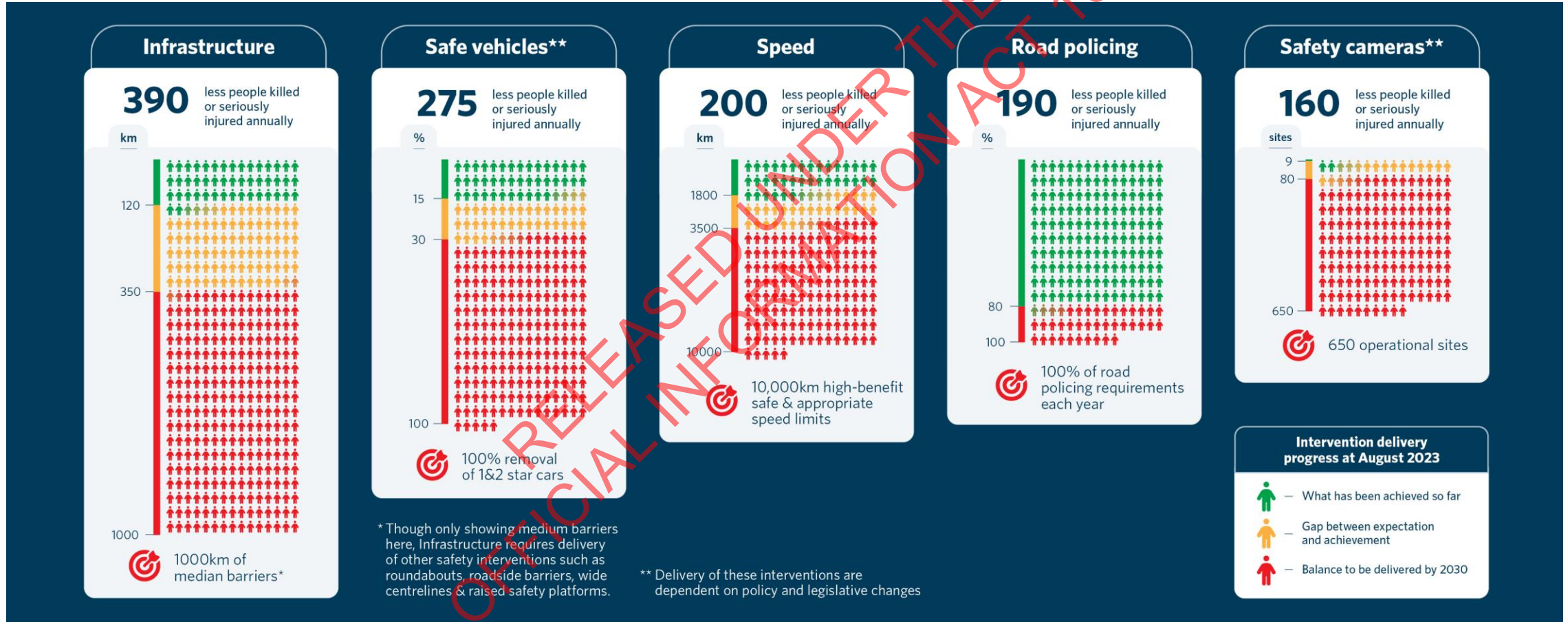


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Delivering Road to Zero

A transport system where no one should be killed or seriously injured

While there are numerous actions that will need to all come together under Road to Zero, there are five critical interventions that must be delivered to ensure our success in achieving the 40% reduction in death and serious injuries by 2030. By achieving these intervention targets along with others by 2030, we would expect 1270 less people to be killed or seriously injured on our roads and streets each year.



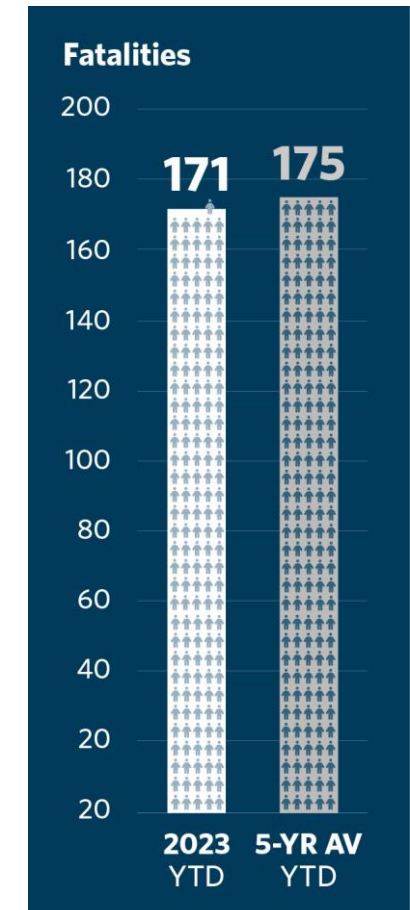
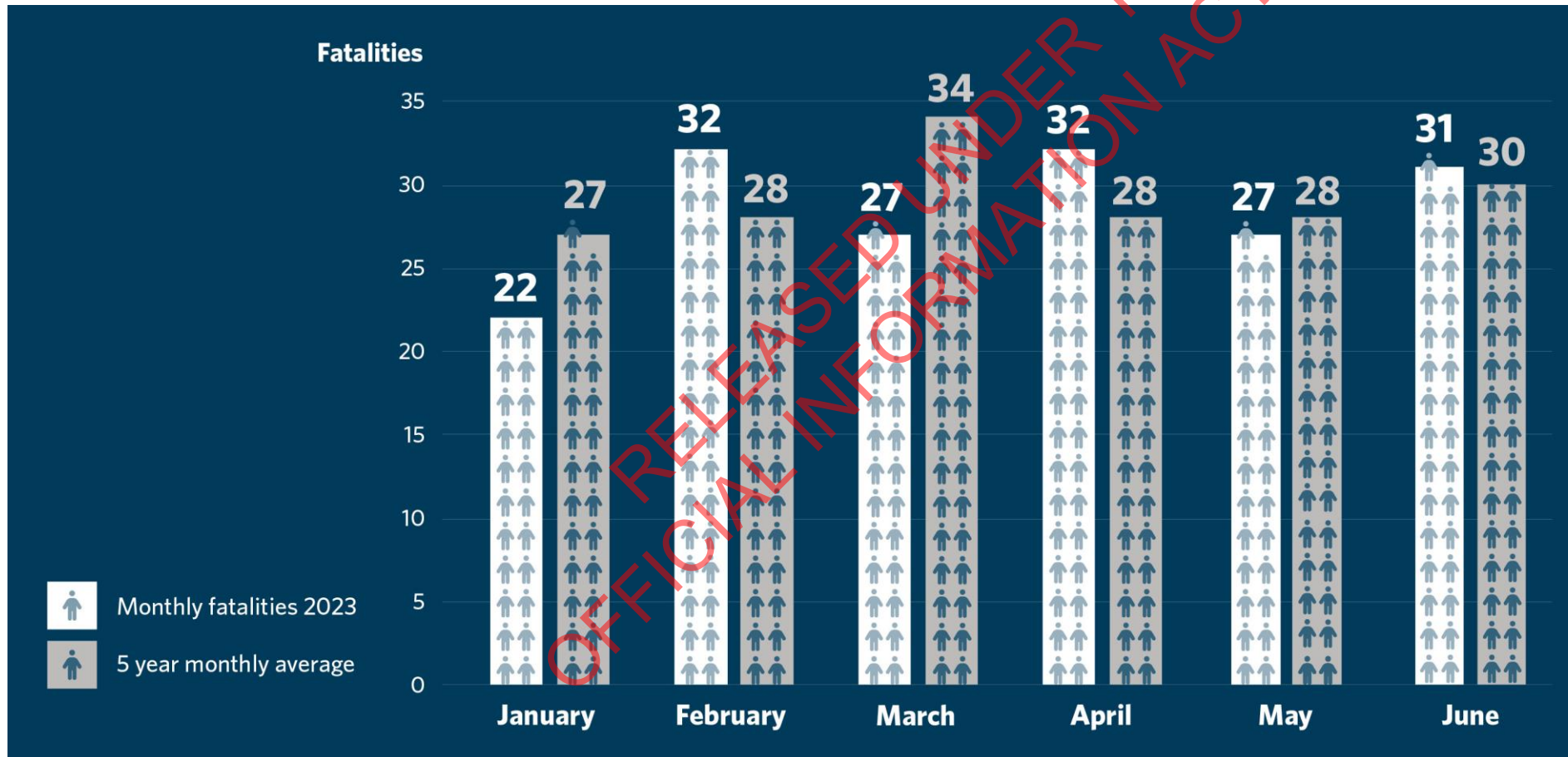
Source Data: Expected DSI reductions - Integrated Intervention Logic Model. Delivery at August 2023 – Road to Zero Dashboard. Intervention 2030 targets – Road to Zero Performance Indicators

2023 on New Zealands Roads

Monthly fatalities January to June 2023

From the period April to June 2023, there were 90 road deaths from 77 crashes.

The graph below compares the number of road deaths per month for 2023 compared to the monthly five-year average for that month. It should be noted that the five-year average figures are impacted by the covid lockdowns in New Zealand and as such are lower than would be expected otherwise



Executive Summary

Action Plan Priority Status – as at the end of the March quarter

Infrastructure and Speed	➡	1. <u>Deliver infrastructure improvements and speed management (incl. schools)</u>
	➡	2. Update infrastructure standards and guidelines
	➡	3. <u>Implement new approach to safety camera use</u>
Vehicle safety	➡	4. <u>Raise safety standards of vehicles entering New Zealand</u>
	➡	5. <u>Raise safety standards of vehicles currently in the fleet</u>
	➡	6. Examine Warrant of Fitness and Certificate of Fitness systems
Work related road safety	➡	7. Increase understanding of vehicle safety
	➡	8. Strengthen work related transport regulation
	➡	9. Support best practice for work related road safety
Road user choices	➡	10. <u>Strengthening the road safety partnership (road policing)</u>
	➡	11. Implement drug driving legislation
	➡	12. Examine ways to effectively address the underlying causes of high risk offending
System management	➡	13. <u>Review road safety penalties</u>
	➡	14. Increase access to driver licensing and training
	➡	15. Improve motorcycle rider safety
	➡	16. Continue to build and support effective leadership across partners
	➡	17. Grow collaboration and capability across road safety partners and sector
	➡	18. Improve road safety outcomes with Māori
	➡	19. Develop a vision zero network and safety framework
	➡	20. Strengthen investment in road safety outcomes
	➡	21. Work towards establishing a COE for research and evaluation, data and evidence
	➡	22. Assist public understanding of Road to Zero
	➡	23. Post crash response
	➡	24. Undertake independent assessment of progress of Road to Zero

KEY

➡

RAG moved up this reporting period

➡

RAG moved down this reporting period

➡

RAG didn't change this reporting period

➡

Action wasn't tracked previously (therefore no change)

RAG status in Appendix C of this pack

Portfolio Summary – as at the end of April to June quarter



The overall Road to Zero portfolio remains at an AMBER / RED rating as there are risks and issues in a number of key areas that have been articulated throughout the report. There has been a significant amount of work completed accross the portfolio, however we remain behind on key DSI-contributing work programmes. Effort is required to improve the rate of delivery of the poorer performing initiatives as articulated in this report, or to bring forward other initiatives to make up the difference in the required reduction of death and serious injury on New Zealand's roads.

Current Insights

- The provional number of road deaths as at 31 July 2023 currently stands at 196 compared to recent four-year average of 195 (source Te Manatū Waka website). If this rate is extrapolated accross the full calendar year we are forecasting 339 road deaths in 2023, which would represent a 10% decrease on the number of road deaths when compared to 2022.
- The Speed and Infrastructure Programme (SIP) action (item 1 in the adjoining table) remains at AMBER/RED status in this reporting period, with the impacts of Cyclone Gabrielle on some of the key elements of the programme (e.g. median barriers) being fully assessed and quantified.
- 88 roundabouts have been delivered to date with the forecast looking to exceed the Road to Zero target of 162 by 2030.
- Regional Controlling Authorities (RCAs) have met the milestone of completing Interim Speed Management Plans and are progressing to full Speed Management Plans. It is expected that 50% of all RCAs will have commenced consultation on their full Speed Management Plan by July.
- There is a risk that the safer speeds around schools programme will not meet the target of 40% of schools to be treated by 2027, due to both the availability of variable speed limit (VSL) signs and changes in the variable speed limit signage specifications which will require additional time to configure and test.
- Nine stand alone safety camera platforms have been constructed and configured and have completed police acceptance testing. The nine cameras will be operational by mid-August 2023.
- The Land Transport (Road Safety) Amendment Bill which explicitly incorporates average speed safety camera offence detection and evidentiary requirements in legislation was referred to Select Committee in May 2023 and is on track to be passed this parliamentary term.
- The safety camera programme has received endorsement to progress a back-office solution option which significantly de-risks the programme and gives the best chance to meet future phasing timeframes. Enforcement is planned to commence from late 2023.
- Police performed 2.61 million breath tests in the in the 2022/23 fiscal year, which compares favourably to the 1.59 million breath tests delivered in the previous fiscal year, representing an increase of over 1 million breath tests.
- An implemantation plan that will support the new Road to Zero Action Plan has been developed and presented to the DCE Management Group on the 28th of July. This plan provides greater visibility of project timing, key dependencies andRoad to Zero interventions required by the 2023-25 RTZ Action Plan.

Focus Areas for Ministers

	Safety Cameras	Speed	Road Policing	Penalties Review	Safe Vehicles
Work Underway	<p>Te Manatū Waka put forward a legislative bid for a Land Transport (Road Safety) Amendment Bill which is still subject to final Cabinet agreement.</p> <p>The Bill includes a proposal to enable enforcement through average speed safety cameras.</p> <p>The Bill will also enable automated infringement notices, which will reduce operating costs.</p>	<p>Waka Kotahi are supporting Road Controlling Authorities (RCAs) through the Speed Management Planning Process.</p> <p>Waka Kotahi is receiving significant push back on certain proposed speed limit changes. This coupled with the under delivery of safety infrastructure improvements and the current perception of poor maintenance outcomes from some elements of the community will continue to put strain on public buy-in for Road to Zero.</p>	<p>Police is focused on lifting performance and prioritising road policing activities that are proven to directly impact deaths and serious injuries.</p> <p>Police has multiple programmes of work underway to support delivery and deployment. Police continues to focus on partnering to deliver outcomes.</p> <p>The appropriate level of prevention and enforcement activity is vital to deliver the desired outcomes.</p>	<p>Te Manatū Waka has prepared a discussion document and supporting material on Road Safety Penalties Review for Cabinet approval. This work proposes increases in infringement fees and demerit points for high-risk traffic offences. Te Manatū Waka continues to engage with the Ministry of Justice on aspects of the proposals, including the potential impact of the proposed increases in demerit points on the number of people charged with driving while being disqualified, and clarifying aspects of the proposed training or work pathways and good behaviour bonds for dealing with repeat offenders.</p>	<p>Te Manatū Waka, with Waka Kotahi, has provided material (early April) to the Minister of Transport to support in-principle decision-making on whether to mandate Automatic Emergency Braking (AEB) and Lane Keep Support (LKS) systems in light vehicles entering the fleet.</p>
Risks	<p>The Bill is needed to support point-to-point safety cameras which are highly effective in terms of reducing DSIs. In addition, the programme will not be able to automate offence processing which will increase operating costs and limit ability to expand the camera network at the rate we are planning. Full benefit realisation won't be achieved.</p>	<p>Speed and infrastructure activities contribute significantly towards the achievement of the overall 40% DSI reduction by 2030. Benefits from speed enforcement cannot be fully realised if speed limits are higher than the safe and appropriate speeds.</p> <p>If the scale and pace of the application of safe and appropriate speeds on the state highway network is significantly different to that which are being applied on the local road network, this will have the potential of incongruous and confusing speed limits being applied across the full New Zealand road network.</p> <p>Modelling for Road to Zero has been based on the highest risk 10,000kms of New Zealand's roads being treated with safe and appropriate speeds. Approximately two thirds of these high-risk roads are on the state highway network. Limitations on the application of safe and appropriate speeds on the state highway will need to be revisited or typically more expensive interventions will need to be bought forward to make up the DSI reduction deficit so created.</p>	<p>General deterrence and enforcement activities are heavily reliant on system partner actions to achieve the desired outcomes. This includes improved fines and penalties and the setting of safe and appropriate speeds across our network.</p> <p>Police needs to be supported to get the RSPP 24-27 fit for purpose for them to operate and deliver their contribution to Road to Zero.</p>	<p>Improved penalties coming from this review combined with agreed levels of enforcement activity, through Police enforcement and the use of safety cameras, are critical to delivering the level of behaviour change required to achieve a 40 percent reduction in DSIs by 2030. If the levels of fines and penalties, and levels of enforcement are not sufficient to achieve both general and specific deterrence, we will continue to see a prevalence of unsafe behaviours on New Zealand's roads.</p>	<p>Mandating new safety features like AEB and LKS is key to improving the quality of vehicles entering our fleet and achieving DSI reductions in the medium-long term. Failure to promptly adopt AEB/LKS would be materially detrimental to the likelihood of meeting the 2030 target. Also a key initiative to the 2030 target.</p> <p>Effective policy settings will require ambition and will likely involve challenging conversations about our priorities. We need to accelerate work about exiting the least safe vehicles from the fleet and improving poor maintenance behaviour.</p>
What Ministers can do in next 6 months	<p>Minister has supported this programme of work by progressing the Road Safety Bill as a priority (with passed scheduled for this parliamentary term).</p>	<p>Continue to support Waka Kotahi through acknowledging the current challenging environment within which it is operating.</p>	<p>Signing up to Road Safety Partnership Programme (RSPP) 24-27.</p>	<p>s 9(2)(g)(i)</p>	<p>Ministers support AEB/LKA paper through Cabinet at the earliest opportunity in the next parliamentary term.</p>

Evidence of what works

Speed and infrastructure

NZ Case Studies

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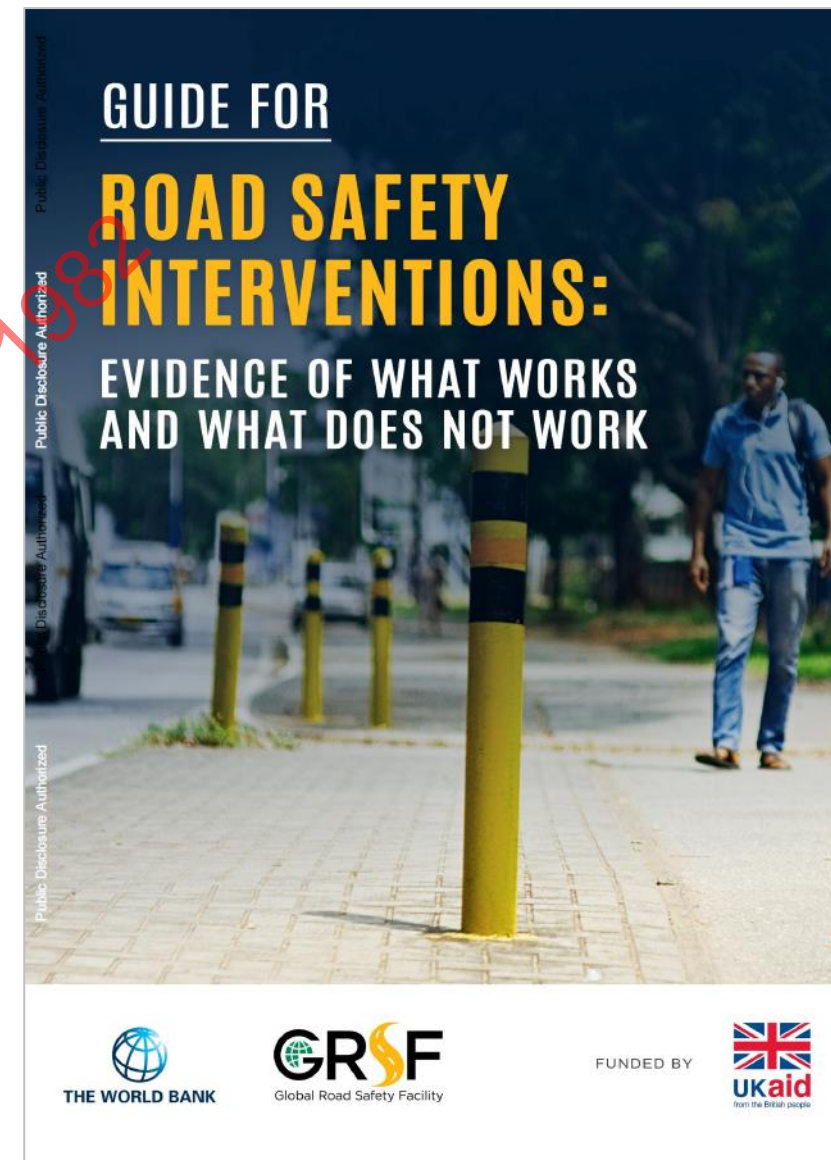
Road Safety Interventions

Evidence of what works and what does not work

“Interventions that reduce crash severity outcomes generally are the most beneficial, producing up to 80 percent reductions in fatal and serious injury. These include roadside and central barrier systems on high speed roads, infrastructure that supports lower speed environments ... and roundabouts at intersections (lower impact speed and angle of impact).”

“Interventions can also reduce the likelihood of a crash occurring in the first place. This class of intervention has more varied results. Examples include signs and line-marking (lower safety benefits), traffic signals (moderate benefits), and infrastructure that supports speed reduction (high benefits ...)”

“Infrastructure interventions can produce immediate impact and can also produce ongoing benefits. Once installed, they will continue to deliver at a similar level”



<https://www.worldbank.org/en/news/press-release/2021/03/15/what-works-and-what-does-not-work-in-road-safety>



NZ Case Studies

Median Barriers



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Median Barriers

SH1 Rangiriri

Effectiveness

- 68% reduction in all deaths and serious injuries
- 100% reduction in head-on deaths and serious injuries

Additional information

Treatment length = 9km

18 months to deliver from design to construction at a cost of \$6 million (approx. \$667,000 per km)

Primary treatment



Case study document link - <https://www.nzta.govt.nz/assets/Safety/docs/road-to-zero/safe-system-case-study-sh1-longswamp-to-rangiriri-median-barrier.pdf>

Median Barriers

SH1 Centennial Highway

Effectiveness

- 94% reduction in all deaths and serious injuries
- 100% reduction in head-on deaths and serious injuries

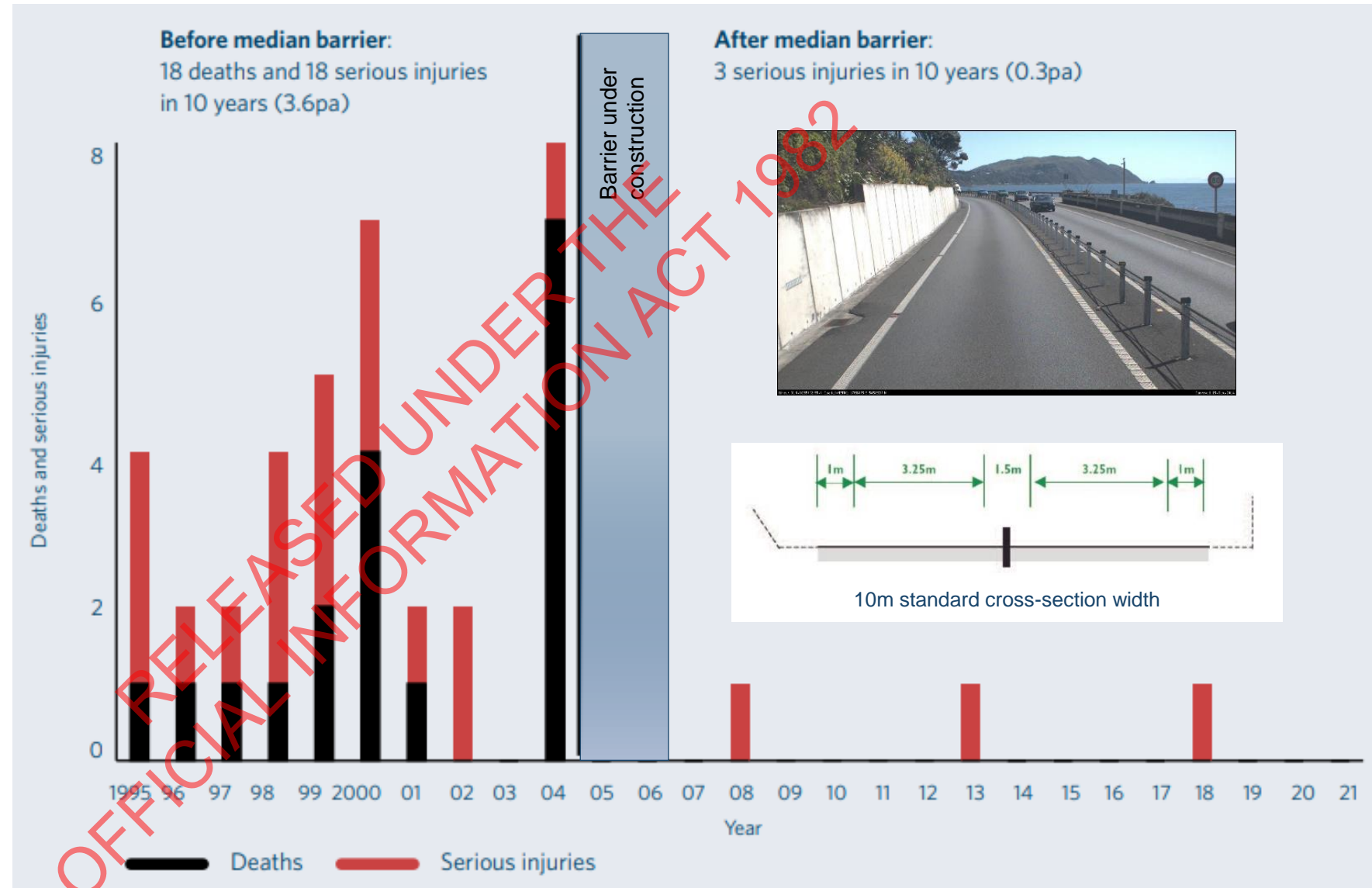
Social cost of crashes (2008)

- Pre - \$5.8M / year
- Post - \$65k / year

Additional information

Treatment length = 3.5km

Primary
treatment



Case study document link - <https://www.nzta.govt.nz/assets/Safety/docs/road-to-zero/safe-system-case-study-sh1-centennial-highway-median-barrier-project.pdf>

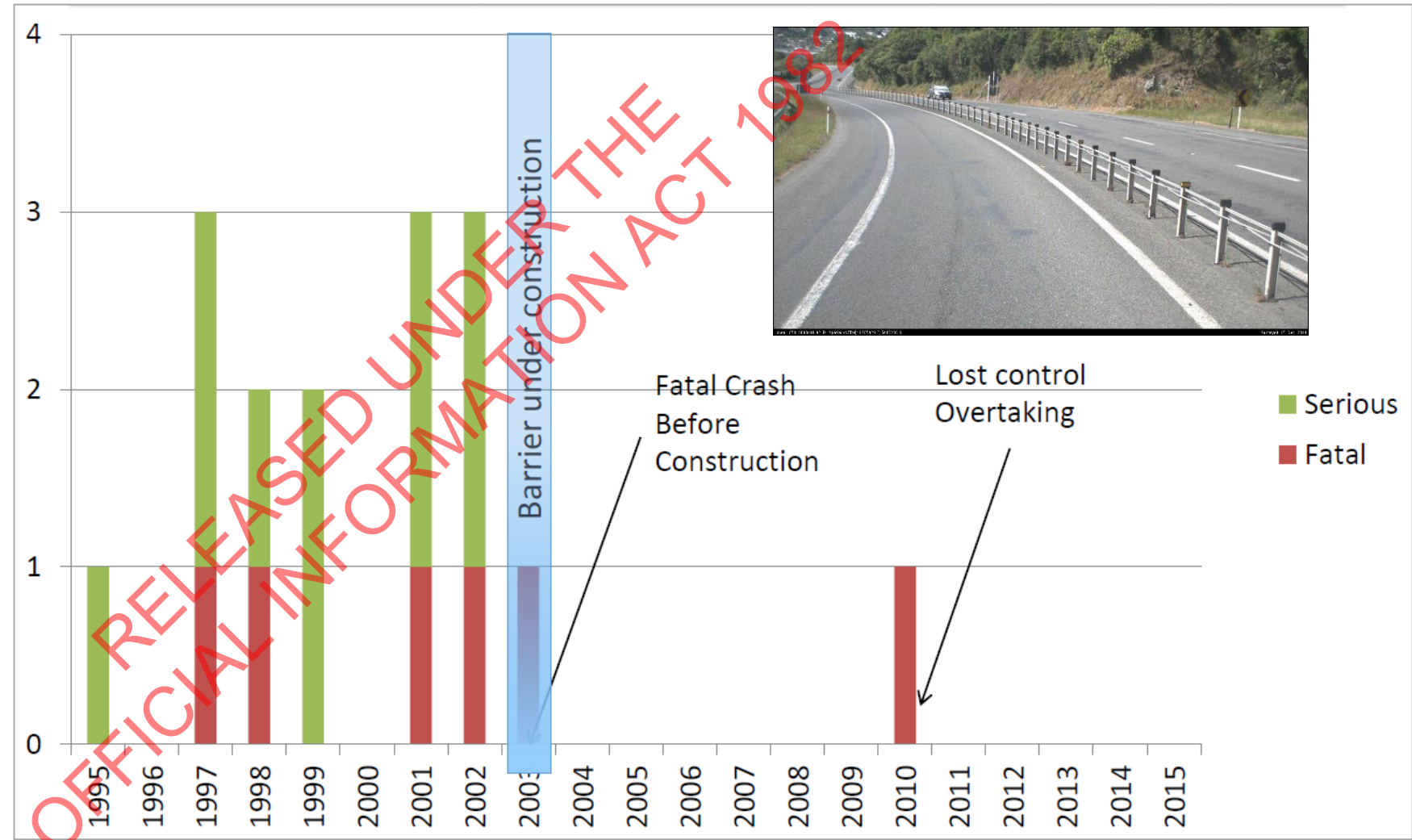
Median Barriers

SH58 Haywards

Effectiveness

- 95% reduction in all deaths and serious injuries
- 100% reduction in head-on deaths and serious injuries

Primary
treatment



Presentation on median barrier performance - <https://www.nzta.govt.nz/assets/Safety/docs/road-to-zero/median-barrier-presentation.pdf>

Median Barriers

SH1 Brynderwyn

Effectiveness

- 52% reduction in all deaths and serious injuries
- 100% reduction in deaths
- 100% reduction in head-on deaths and serious injuries

Additional information

Treatment length = 4.8km

Primary treatment



Median barrier compendium link - <https://www.nzta.govt.nz/assets/Safety/docs/road-to-zero/median-barrier-compendium-of-knowledge.pdf>

Median Barriers

SH1 Cambridge to Pairere

Effectiveness

- 100% reduction in all deaths and serious injuries*

Additional information

Treatment length = 2.5km

* *Ferguson Gully section installed in 2020: limited to two years post-evaluation period*

Primary
treatment



Median barrier compendium link - <https://www.nzta.govt.nz/assets/Safety/docs/road-to-zero/median-barrier-compendium-of-knowledge.pdf>

Median Barriers

SH2 Waipukurau

Effectiveness

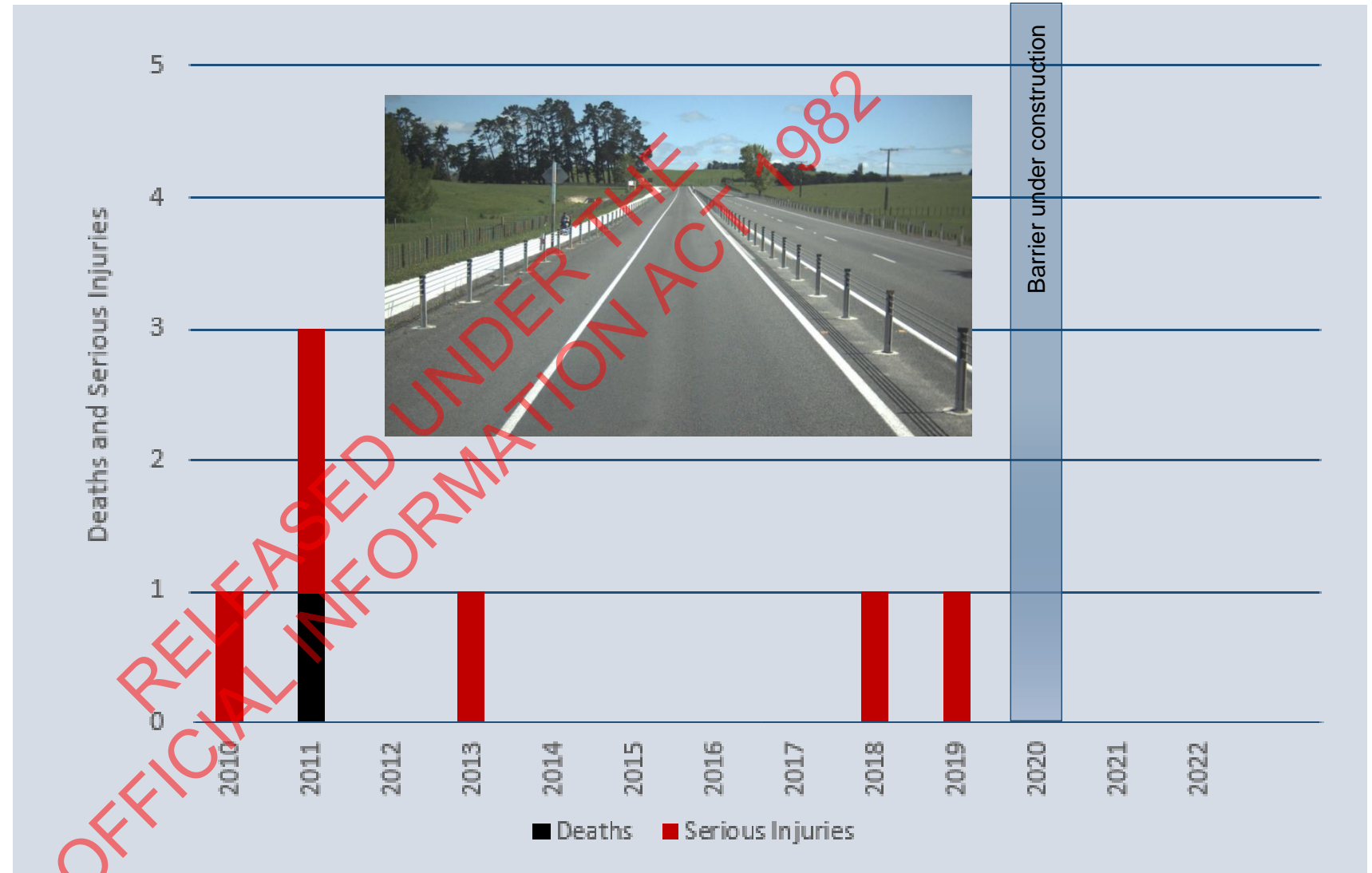
- 100% reduction in all deaths and serious injuries*

Additional information

Treatment length = 3.6km

* installed in 2020: limited to two years post-evaluation period

Primary
treatment



Median barrier compendium link - <https://www.nzta.govt.nz/assets/Safety/docs/road-to-zero/median-barrier-compendium-of-knowledge.pdf>

NZ Case Studies

Intersection Speed Zones



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Intersection Speed Zones

Evaluation of ten (10) rural intersection speed zone sites

Effectiveness

- 69% reduction in fatal and serious crashes
- 28% reduction in all crashes

Additional information

- Mean speed reduction of 4-19km/h comparing sites from before installation to when signs are turned on
- As well as reducing harm through lower speeds, ISZs also seem to increase the awareness of people travelling along main road

Supporting
treatment

Table 1: Aggregated crash reductions across all ten sites compared to control sites

	Average fatal and serious crashes per month			Average total crashes per month		
	Pre	Post	% change	Pre	Post	% change
Original sites	0.035	0.011	-69%	0.228	0.164	-28%
Control sites	0.005	0.012	+140%	0.078	0.147	+88%

Figure: Northbound VSL sign at Brynderwyn Intersection Speed Zone

Table 2: List of ten (10) sites assessed

#	Site name	Intersection	District	ISZ live date	VSL (km/h)
Original ISZ sites					
1	Himatangi	SH1/Hwy 56/Himatangi Beach Rd	Manawatu	Dec-12	70
2	Yaldhurst	SH73/Buchanans Rd	Christchurch City	May-13	70
3	Kennington	SH1/Kennington Rd	Invercargill City	Oct-13	70
4	Newbury	SH3/SH54	Manawatu	Oct-13	70
5	Pakaraka	SH1/SH10	Far North	Oct-13	60
6	Puketona	SH10/SH11	Far North	Oct-13	70
7	Burnham	SH1/Burnham Rd/Aylesbury Rd	Selwyn	Oct-14	70
8	Longlands	Railway Rd S/Longlands Rd E	Hastings	Oct-14	70
9	Kaipoi	SH1/Williams St	Waimakariri	Nov-14	70
10	Puketaha	Holland Rd/SH1B	Waikato	Jan-15	70

NZ Case Studies

Speed Limits



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Speed Limits

SH6 Blenheim to Nelson

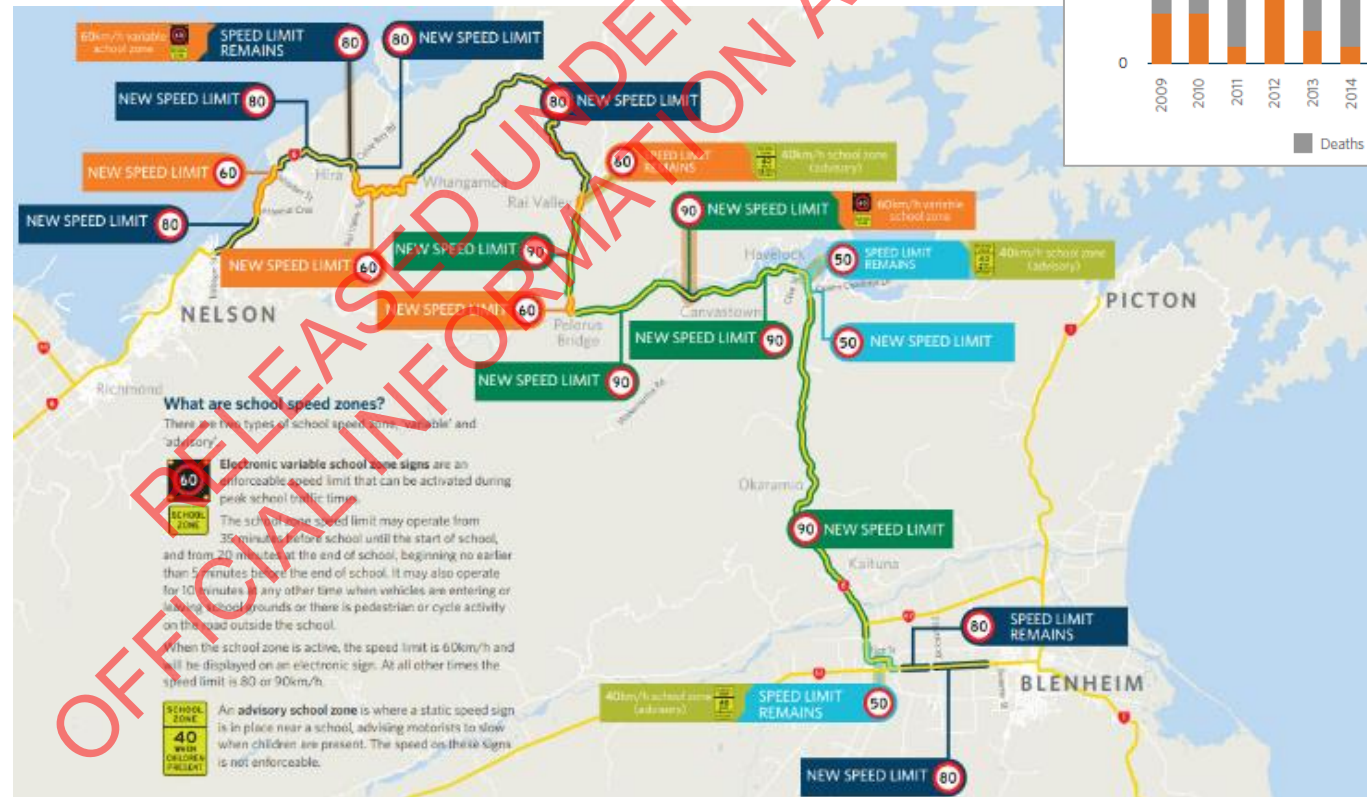
Effectiveness

- ~80% reduction in deaths and serious injuries, noting only two (2) years post-implementation
- average journey time has increased by appropriately 4 minutes over the 110 km length, i.e. 2 seconds per kilometre.

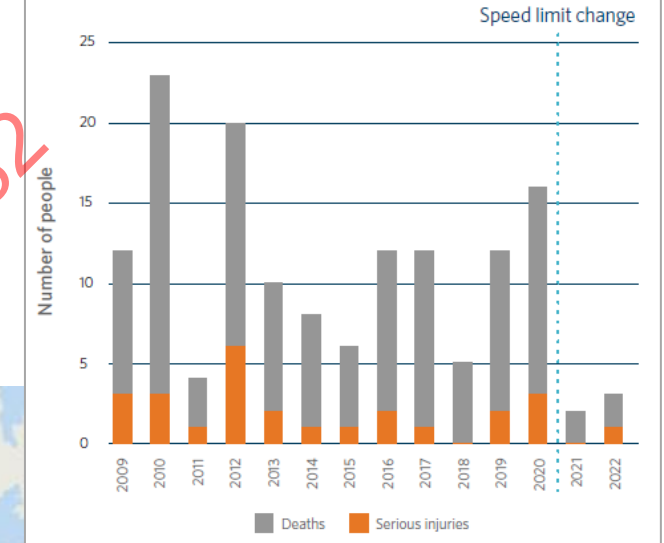
Supporting
treatment

Changes in mean speed

	Before	After	Change	% Change
Whole corridor	82.1 km/h	77.6 km/h	-4.5 km/h	-5.5%
100 km/h to 90 km/h	89.4 km/h	84.7 km/h	-4.7 km/h	-5.3%
100 km/h to 80 km/h	80.0 km/h	75.4 km/h	-4.6 km/h	-5.7%
100 km/h to 60 km/h	54.9 km/h	53.2 km/h	-1.7 km/h	-3.1%



Death and serious injury casualties



International research suggests a 3 to 5 km/h reduction in mean speed for each 10 km/h reduction in speed limit.

International research suggests for every 1% reduction in mean speed we could expect approx. a 4% reduction in fatal crashes, a 3% reduction in FSI crashes and a 2% reduction in injury crashes.

Case study document link - being finalised

Speed Limits

Evaluation of speed limit reduction on SH2 Maramarua (100km/h to 90km/h)

Effectiveness

- 41% reduction in recorded deaths and serious injuries
- 36% net reduction in DSIs at the treated site compared to control site

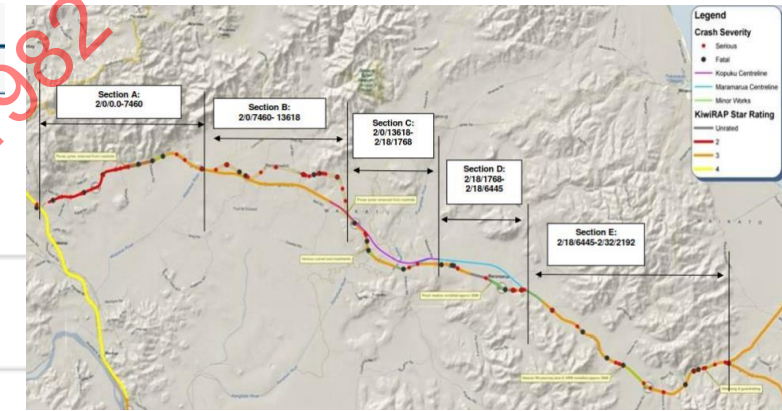
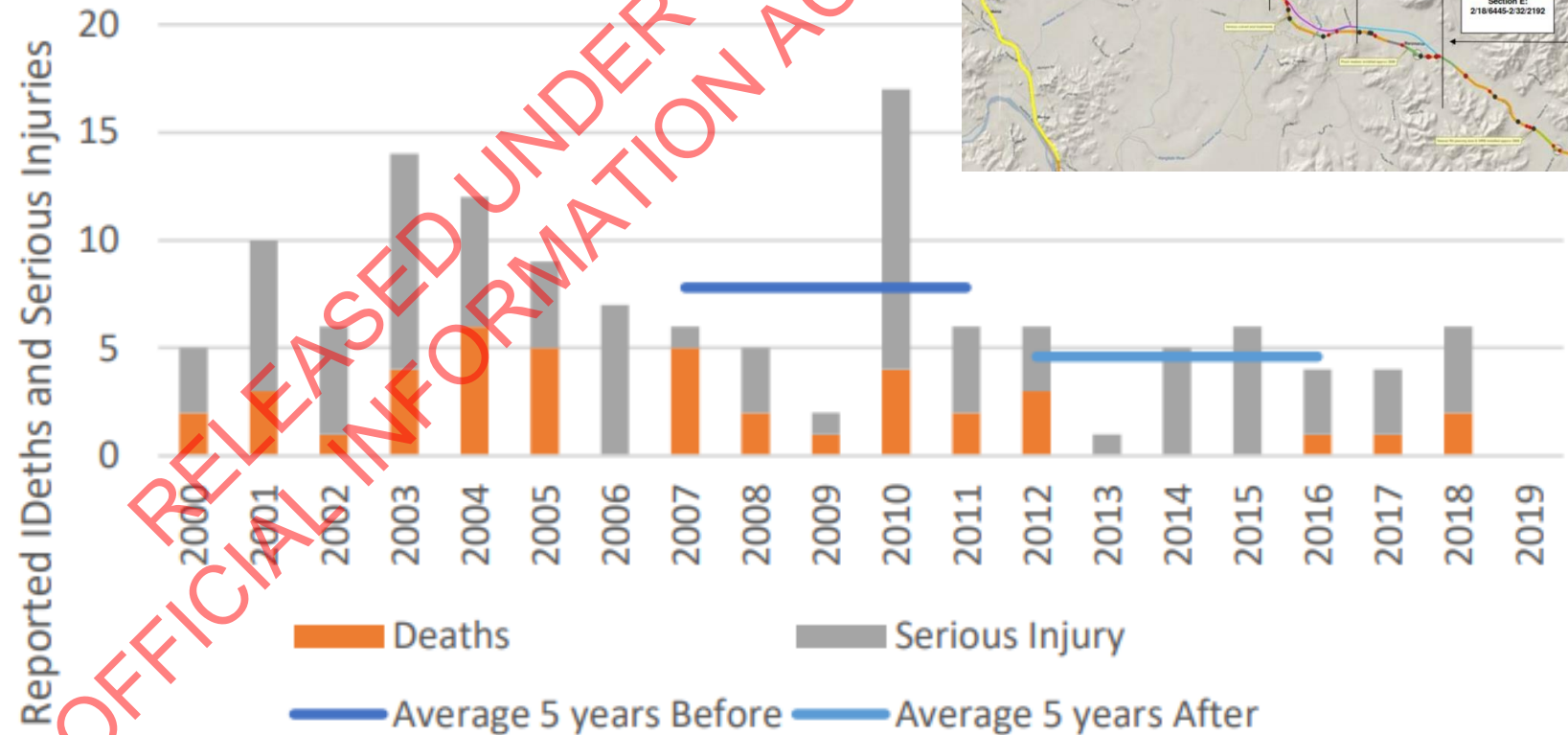
Additional information

The 10 km/h reduction in speed limit resulted in an almost 9 km/h reduction in mean speed (from 95.4 km/h to 86.5 km/h) with an increase in travel time of 95 seconds (3.8 sec/km).

Supporting
treatment

Location	Speed limit reduction	Date
SH2 Maramarua	100km/h to 90 km/h	December 2011

Control site - SH25 to Ngatea and Ngatea to Paeroa



Evaluation report link - <https://www.nzta.govt.nz/assets/resources/speed-management-guide-road-to-zero-edition/wsp-the-impact-of-change-in-speed-limit-of-three-sites-report.pdf>

Speed Limits

Evaluation of speed limit reduction on SH 2 Karangahake Gorge (100km/h to 80km/h)

Effectiveness

- 35% reduction in recorded deaths and serious injuries
- 60% net reduction in DSIs at the treated site compared to control site

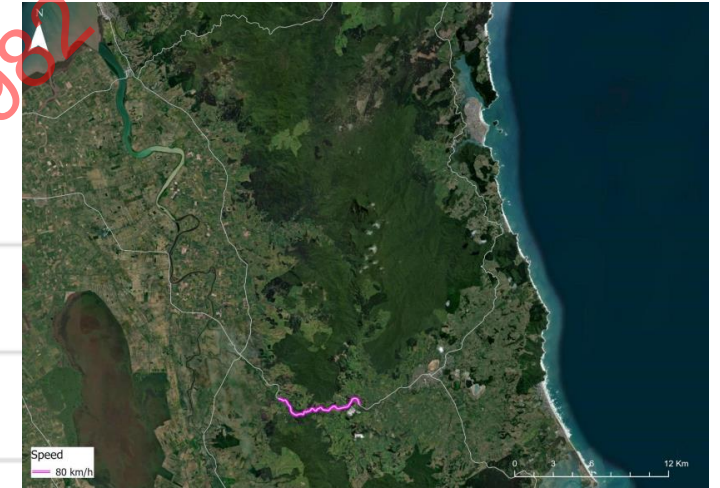
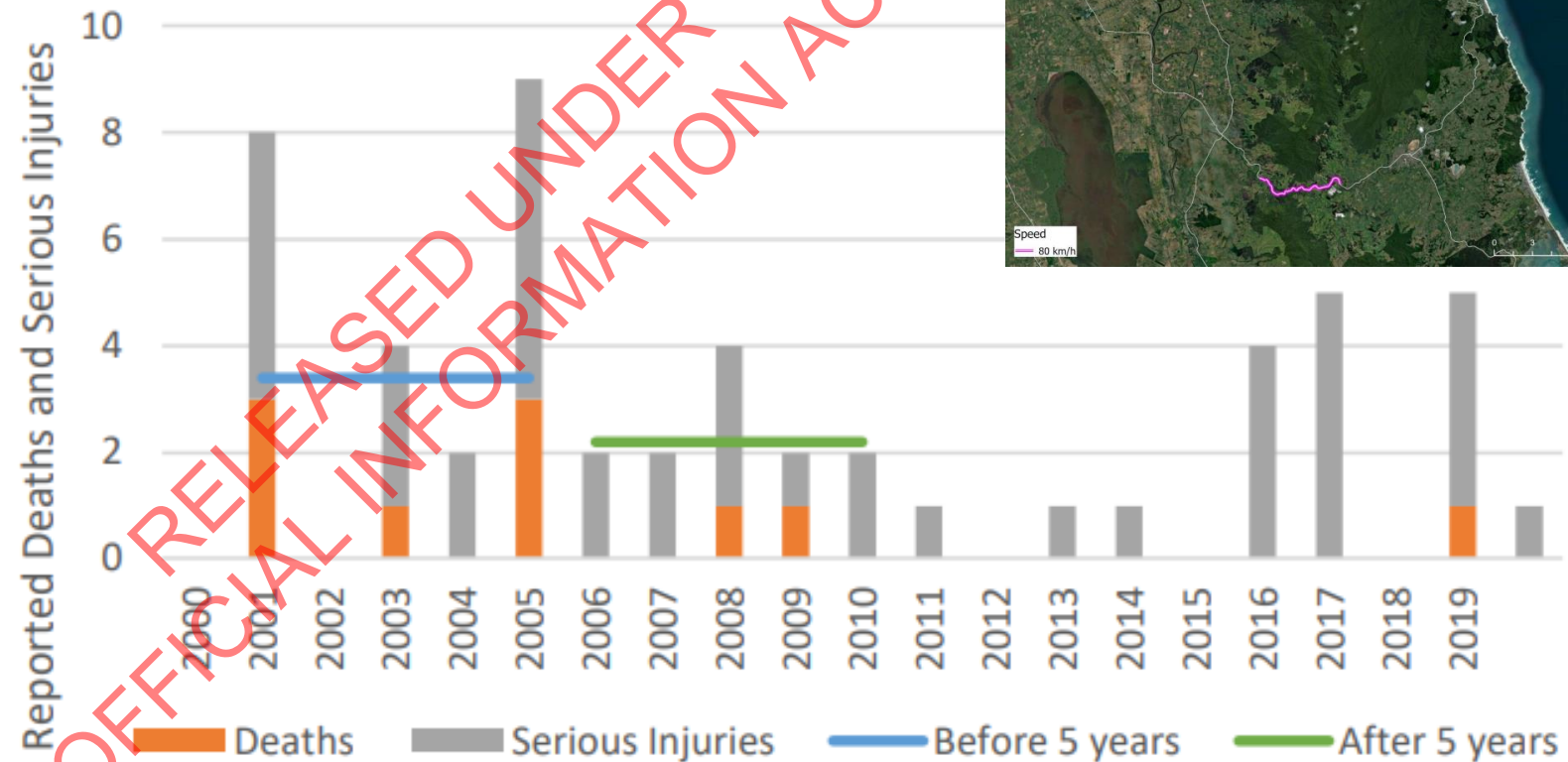
Additional information

Speeds before the speed limit reduction were typically less than 90 km/h. The speed limit reduction from 100km/h to 80 km/h has seen speeds decrease in the order of 2 km/h to 6 km/h

Supporting
treatment

Location	Speed limit reduction	Date
SH2 Karangahake Gorge	100km/h to 80 km/h	November 2005

Control site - Wāhi to Whangamata



Speed Limits

Evaluation of speed limit reduction on SH 58 Paremata to Pautahanui (100km/h to 80km/h)

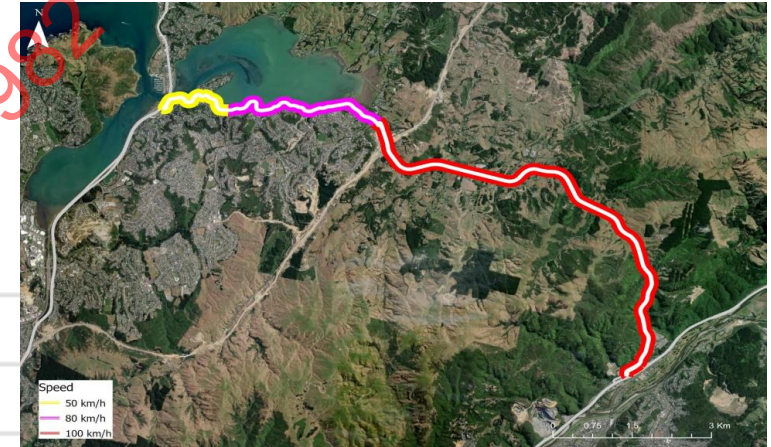
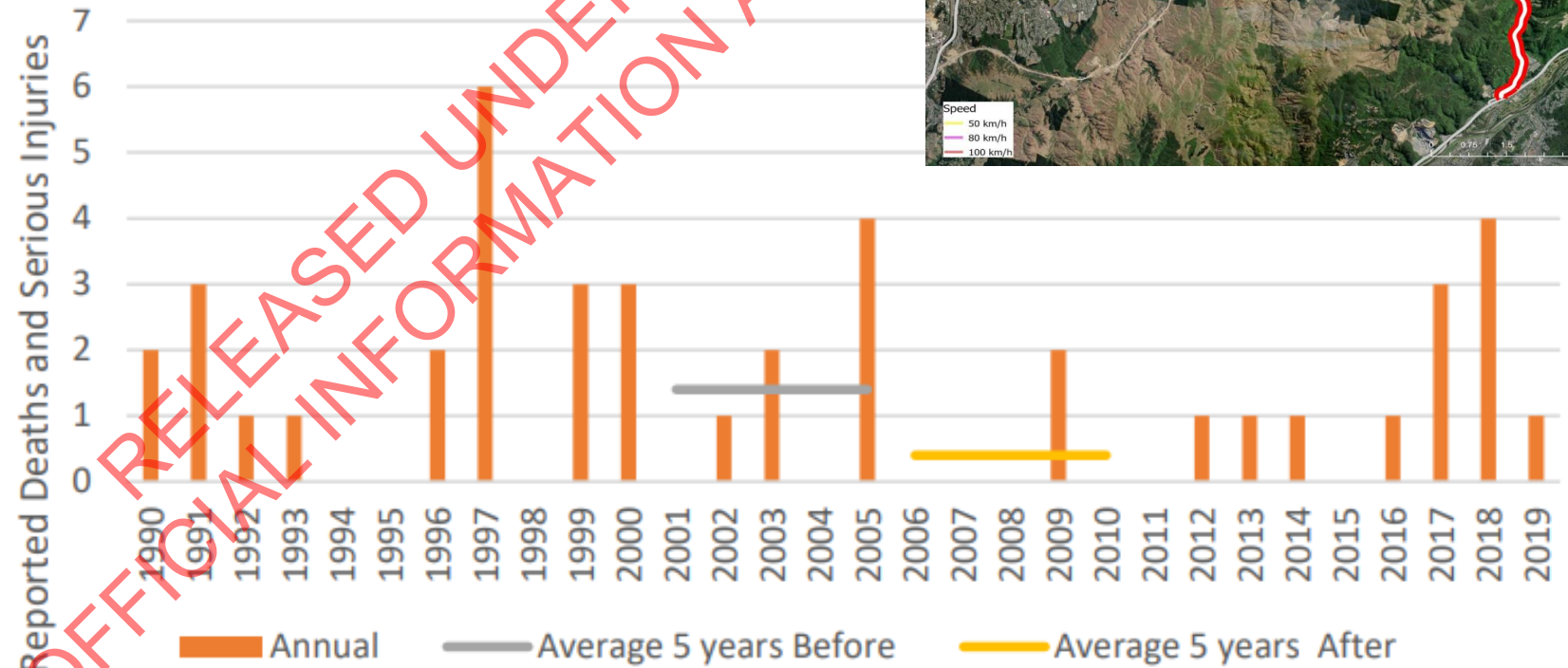
Effectiveness

- 71% reduction in recorded deaths and serious injuries
- 59% net reduction in DSIs at the treated site compared to control site

Supporting
treatment

Location	Speed limit reduction	Date
SH58 around Pāuatahanui Harbour	100km/h to 80 km/h	April 2006

Control site - Pauatahanui to Haywards



Evaluation report link - <https://www.nzta.govt.nz/assets/resources/speed-management-guide-road-to-zero-edition/wsp-the-impact-of-change-in-speed-limit-of-three-sites-report.pdf>

Speed Limits

Summary for all three (3) sites

Effectiveness

The net reductions in injury crashes and death and serious injury numbers are generally around or in excess of what international literature would predict.

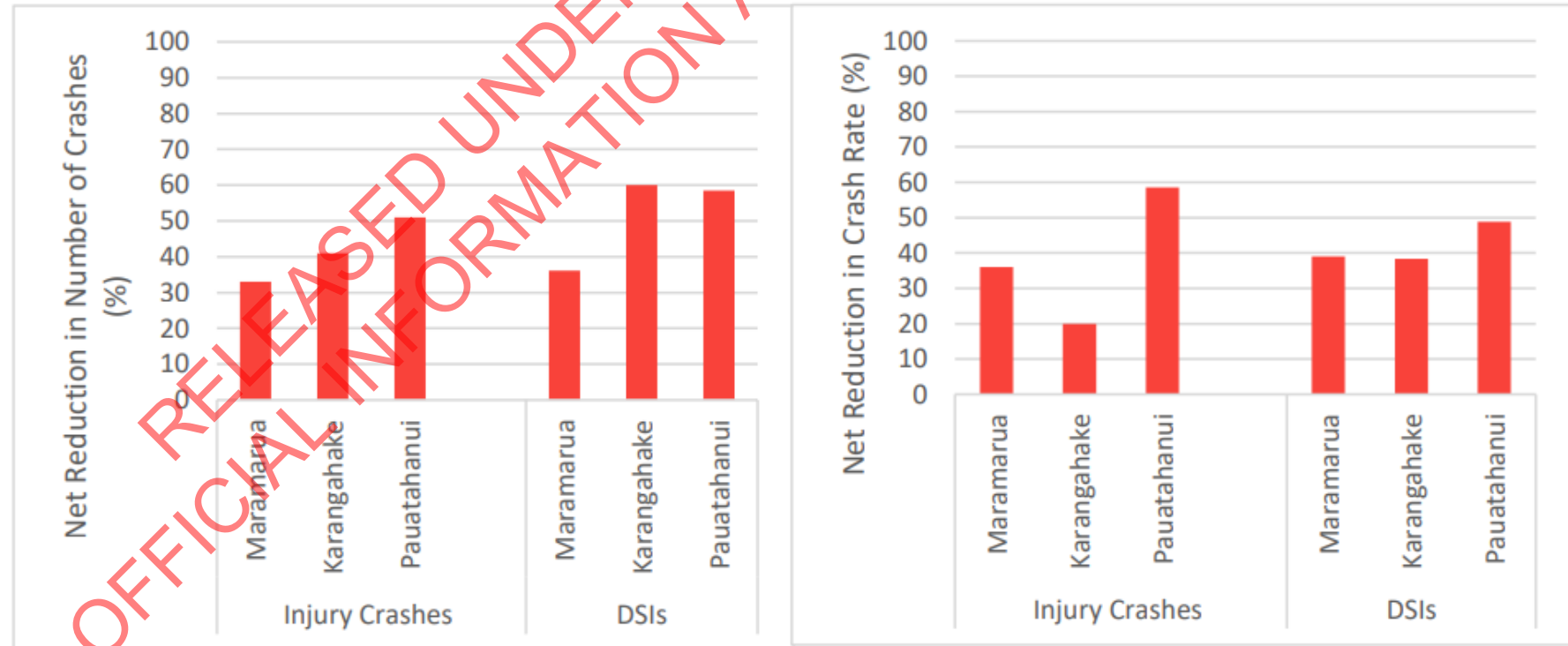


Supporting
treatment

Location	Speed limit reduction	Date
SH2 Maramarua	100km/h to 90 km/h	December 2011
SH2 Karangahake Gorge	100km/h to 80 km/h	November 2005
SH58 around Pāuatahanui Harbour	100km/h to 80 km/h	April 2006

Research suggests a 3 to 5 km/h reduction in mean speed for each 10 km/h reduction in speed limit

Figure: Net reductions at treated sites - Numbers (left) and rate per 100 million vkt (right)



Evaluation report link - <https://www.nzta.govt.nz/assets/resources/speed-management-guide-road-to-zero-edition/wsp-the-impact-of-change-in-speed-limit-of-three-sites-report.pdf>

Speed Limits

24 month interim evaluation of Auckland Transport Tranche 1 speed limit changes

Effectiveness

- 33.7% reduction in fatal crashes (compared to control)
- 12.6% reduction in DSI crashes (compared to control)

The overall objective was to reduce the number of death and serious injury (DSI) crashes on roads subject to a speed limit change by at least 30% within 5-years of implementation. The post-analysis period of 24-months is still relatively short.

Supporting
treatment

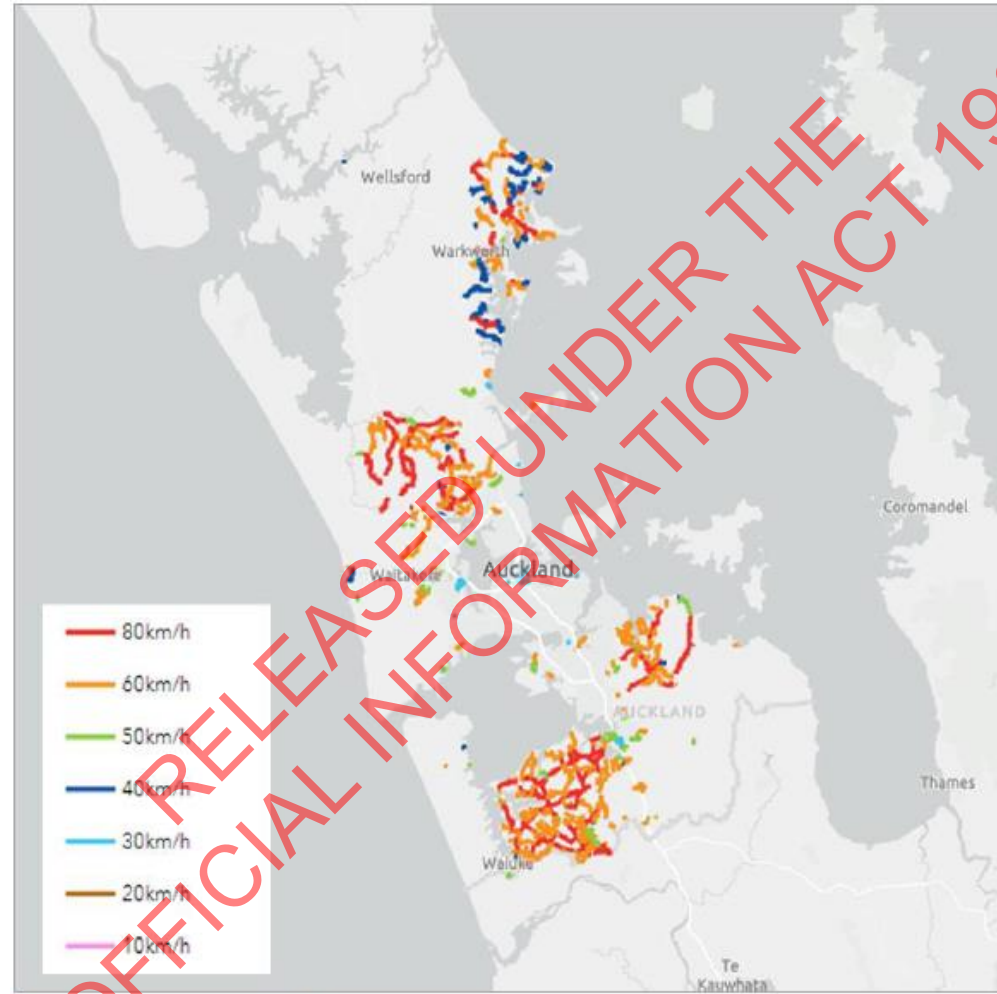


Figure 1.1 Tranche 1 Speed limit changes in Auckland (2020)

After the first 24-months, the Tranche 1 roads have experienced a reduction in DSI crashes of 22.3%, a decrease in fatal crashes of 27.4% and a reduction in serious injuries crashes of 21.8%.

Rural roads have seen the most significant reduction in road trauma, with a reduction in rural road DSI crashes of 26.9%. Urban roads have seen a DSI crashes reduction of 18.1%.

When taking into account control sites, consisting of the balance of the Auckland Road network not subject to a speed limit change, the analysis found:

- 33.7% reduction in fatal crashes;
- 12.6% reduction in DSI crashes;
- 19.1% reduction in Minor injury crashes; and
- 17.8% reduction in all injuries.

NZ Case Studies

Roundabouts

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Roundabouts

Evaluation of nine (9) rural roundabout installations

Effectiveness

- 75% reduction in fatal and serious crashes

Review of crashes

- Loss of control was the most common type, followed by changing lanes.
- There were two motorcycle injury crashes, compared to 16 motorcycle injury crashes before installation.
- There have been no reported cyclist or pedestrian crashes, however, numbers of pedestrians and cyclists would be extremely low at rural sites.

Primary
treatment

Total crashes per month - pre- and post-construction

Site name	Fatal and serious (pre)	Fatal and serious (post)	Installed	Cost
SH1/5 Tirau	0.02	0.03	2014-15	\$4.7m
SH27/Paeroa and Tahuna Road	0.02	0.01	2009-10	\$2.5m
SH3/37 Waitomo Road	0.07	0	2015-16	\$3.3m
SH26/Ruakura Road	0.03	0	2016-18	\$6.8m*
SH3/21 Airport Road	0.05	0	2016-19	\$3.9m
SH2/25 Mangatarata	0.05	0	2014-17	\$3.2m
SH26/27 Tatuanui	0.02	0.01	2011-13	\$3.5m
Glenbrook/Kingseat intersection	0.08	0	2013	
Whitford Park Rd/Sandstone Road	0	0	2014-15	
Total	0.04	0.01		

The fatal and serious crashes, and deaths and serious injuries equivalents (the estimated number of deaths and injuries), have **reduced by 75%**. From an average of 0.04 per month (0.5 per year) to 0.01 per month.



Glenbrook/Kingseat intersection

NZ Case Studies

Raised Safety Platforms



Raised Safety Platforms

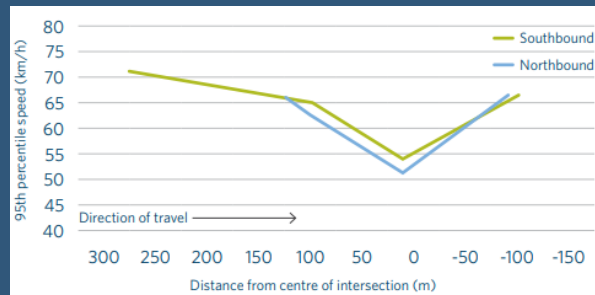
Thomas / Gordonton

Effectiveness

- 100% reduction in DSI crashes
- 98% reduction in all crashes

Speed profile

High speed environment (70-80km/h approaches) with 50km/h design platforms



Primary treatment



Case study document link - <https://www.nzta.govt.nz/assets/Safety/docs/road-to-zero/safe-system-case-study-raised-safety-platforms.pdf>

NZ Case Studies

Right-turn Filters

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Right-turn Filters

Removal of filter right turn phasing at signalised intersections

Effectiveness

- 83% reduction in right turn crashes
- 72% reduction in DSIs

Additional information

- A FRT is where drivers are permitted to turn right on a full green signal display without a right turn arrow displayed, allowing drivers to seek gaps in the traffic flow.

Supporting
treatment

Results from an **Auckland Transport** evaluation following the removal of filter right turn (FRT) phasing at 29 signalised intersections on the Auckland network

Indicator	FRT removal sites			Control Group
	Before	After	% Change	
Annual average number of LB-type crashes per intersection	1.73	0.30	-83%	0.87
Annual average equivalent death and serious injury crashes per intersection	0.13	0.02	-76%	0.07
Annual average actual number of death and serious injury crashes per intersection	0.07	0.02	-72%	0.04



Christchurch in particular still has many traffic signals that allow filtering of right turns

Reviewed literature indicates that up to 90% of opposing-turning casualty crashes can be prevented by retrofitting this solution (Austroads 2012).



Appendix A

Road to Zero Focus Areas – Quarterly Performance

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Focus Area 1 – Infrastructure and Speed

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 1. Deliver infrastructure improvements and speed management (including around schools)	 Speed and Infrastructure Programme	Primary safe system interventions for corridors (installation of new median barriers)	400km by 2024 1000km by 2030	QTR <ul style="list-style-type: none">The median barrier programme is on track to deliver 170km by end of this NLTP.	<ul style="list-style-type: none">Implementation of a new delivery/procurement model to allow earlier constructor involvement to ensure fit-for-purpose designs and increase delivery pace across the programme.Median barrier acceleration programme are competing for resource with maintenance and operations “biggest summer ever” for road rehab and repairs. The impact of the cyclone also means that the median barrier programme has been re-evaluated as the majority of the programme was to be delivered in the regions that have been hardest hit.
		Primary safe system interventions for intersections including roundabouts*	500 by 2024 1300 by 2030 *162 roundabouts by 2030	QTR <ul style="list-style-type: none">Work continues to develop standard designs for all regions including those interventions in detailed design to minimise cost and lead-time where appropriate.88 roundabouts have been delivered to date with the forecast looking to exceed the Road to Zero target of 162 by 2030.	<ul style="list-style-type: none">The challenges with roundabout and J turns are related to implementing median barriers and local residents need to be able to not drive so far to the nearest turn around point.The programme is monitoring the cost escalation risk with delivering roundabouts.
		Secondary safe system treatments for corridors (side barriers, rumble strips, wide centre lines)	1700km by 2024 4000km by 2030	QTR <ul style="list-style-type: none">Delivery of supporting infrastructure is progressing well as this has little impact on access or network operation. 13km of side barrier and other interventions was completed last quarter giving a total of 118km of side barrier. (note this is as at end May – June figures have not been finalised at time of publishing).	<ul style="list-style-type: none">There has been a slow start to the delivery of low cost low risk (LCLR) projects mitigations include improved forecasting accuracy and scheduling and simpler procurement methods.
		Invest in motorcycle road safety treatment on highest risk motorcycle routes funded by Motorcycle Safety Levy. Ensure motorcycle safety is considered prior to delivering other roading infrastructure improvements.	26 further routes by close FY23/24	QTR <ul style="list-style-type: none">Majority of the awarded works will be delivered this winterAn additional funding of \$1M is being prepared to seek approval from ACC on the four routes outside of the original business case (SH1 Desert Rd, SH5, SH43 and SH15)	<ul style="list-style-type: none">Waka Kotahi receiving programmes from contactors. Best delivery method to achieve the treatments is aligning works with the maintenance programmes and sharing temporary traffic management resource. Some delays in contracting, reprioritisation of works and inflationary increases due to Cyclone Gabrielle.Continuing to investigate opportunities as part of the cyclone recovery works.
		Support RCA’s to implement speed management changes using the framework set out in the Setting of Speed Limits Rule 2022.		QTR <ul style="list-style-type: none">RCA’s have met the milestone of completing Interim Speed Management Plans and are progression to full Speed Management Plans.It is expected that 50% of all RCA’s will have commenced consultation on their full Speed Management Plan by July.	<ul style="list-style-type: none">The Speed Management Plans are the key enabler to deliver the Schools Programme.There is no indication of any RCA’s failing to meet the required targets.
Infrastructure and Speed					

Focus Area 1 – Infrastructure and Speed

Action
Dependencies

- There are a range of views in communities in relation to speed limit changes, with some communities wanting faster implementation of lower speeds to protect vulnerable communities, and other communities opposing speed limit changes. Waka Kotahi recognises that it may need to evolve its public engagement model on proposed speed limit changes to respond to community concerns. In addition, potential changes will be reviewed by an internal Waka Kotahi speed management escalation group to ensure decisions are made taking into account all necessary factors within the current legislative environment.
- Implementation of a new delivery/procurement model to allow earlier constructor involvement to ensure for fit-for-purpose designs and increase delivery pace across the programme.
- The Speed Management Plans are a key requirement to be able to deliver the Schools Programme.
- Road Controlling Authorities are dependent on the state highway speed management plans to support the development of their regional speed management plans.


Key actions to
progress RAG

- Continue to progress the most dangerous one percent of state highways and implementation of changes to speeds around schools, marae and in townships state highways transit as per the government announcement.
- In addition to the 1%, areas where there is strong community support should be progressed as per the government direction.
- The programme will not consult on speed changes already consulted on as part of the 1% approach from the Governance announcement.
- Implementation of a new delivery/procurement model to allow earlier constructor involvement to ensure for fit-for-purpose designs and increase delivery pace across the programme.
- An acceleration workstream has been established to increase the delivery rate of median barriers over the next 18 months.



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Focus Area 1 – Infrastructure and Speed

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations	
 1. Deliver infrastructure improvements and speed management (including around schools)	 Speed and Infrastructure Programme	Deliver a State Highway Speed Management Plan (SMP), grounded in the SIP	QTR	<ul style="list-style-type: none">The programme is progressing implementation of an amended Interim SH SMP that supplements the desktop identification of the top 1% of high-risk roads on the state highway network with pragmatic corridor lengths that ensure a safe and enforceable driving experience for road users.The Director of Land Transport has approved the deadlines for speed management plans (SMP) and corresponding communications have been issued.The Speed Management Committee members have been appointed and will assess the interim State Highway Speed Management Plan once consultation summary documents have been completed as part of the certification processThe full State Highway Speed Management Plan will focus on the 1% of high-risk corridors and based on the recommendation from the Road to Zero ELT subcommittee consultation should be pushed out to February/March given the limitations of holding consultation over the Christmas holiday period.	<ul style="list-style-type: none">The draft Action Plan 2023-25 has been amended such that the initial focus is on the top 1% of high-risk roads, however the 2030 Road to Zero targets remain unchanged.Push back from certain groups has impacted rate of delivery.Reputational risk due to SH component of dual frontage schools not being completed in tandem with the local road component due to funding or other constraints.The major weather events have put delivery activities at risk in certain Road Controlling Authorities (RCA) areas.	
		Support RCA's to implement safer speeds around 40% of schools by 2024, and the remaining schools by 2027.	40% schools with speed limits in compliance with the Rule by 2024	QTR	<ul style="list-style-type: none">Safer speeds around schools programme is at risk to deliver compliant speeds for schools to meet or exceed 40% compliance due to both the availability of Variable Speed Limit (VSL) signage and Te Aukaha (Digital group) requiring changes in the Variable Speed Limit signage specifications which will require additional time to configure and test.	<ul style="list-style-type: none">There is risk due to the lack of availability of Variable Speed Limit (VSL) signage. With a 12 to 16-week order delay putting pressure on all RCAs using this form of speed treatment.Additional delays may result in testing and procuring the new VSL signs specifications to integrate with the back-end system.
		Continue to encourage walking and cycling and uptake of public transport by implementation infrastructure.	Accessible streets rule changes	QTR	<ul style="list-style-type: none">In April 2023, Cabinet deferred decisions on the Accessible Streets package of rule changes. Subsequently, the Prime Minister requested that Cabinet consideration of Accessible Streets is delayed until 2024.	<ul style="list-style-type: none">Accessible Streets is intended to clarify how different users interact in shared spaces, what users are allowed in what spaces, and behavioural expectations for those using footpaths and shared paths. Delaying decisions on the Accessible Streets package of rule changes will delay the implementation of rules intended to address these issues and offer greater protection to the most vulnerable users (i.e. pedestrians)]
Infrastructure and Speed						

Focus Area 1 – Infrastructure and Speed



Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 2. Update infrastructure standards and guidelines		Progress work to embed and update existing standards, guidelines, operational policies and specifications, and develop new ones where appropriate, to reflect the Safe System approach.	Review and update Infrastructure standards and guidelines	QTR <ul style="list-style-type: none">The standard and guidelines programme has been formally closed and now transitioned into business as usual (BAU) with an established process identified for the review and refresh standards and guidelines.The Standards and Guidelines have an 'assurance team' who is responsible for the ongoing review and monitoring of how effectivity changes are adopted in the business.	<ul style="list-style-type: none">A framework is in development to formalise a process for new/updated standards and guidelines within the BAU environment which will capture future Road to Zero priorities.Embed updated guidance through formal training, workshops, webinars, and published advice is continued as part of System Management 'Vision Zero Learning and Capability Programme'.

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Focus Area 1 – Infrastructure and Speed

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations	
 3. Implement new approach to safety camera use	 Safety Camera Programme	Transfer existing cameras from New Zealand Police to Waka Kotahi, starting from mid-2023.	QTR	<ul style="list-style-type: none">The new programme staged approach was agreed late 2022 and embedded in FYQ3 to prioritise establishment and initial expansion of the network to support the reduction of deaths and serious injuries (DSI) on New Zealand's roads. In FYQ3, engagement and joint planning continued with the Police and the Ministry of Justice to support the next stage of delivery.	<ul style="list-style-type: none">The increased focus on expansion of the safety camera network means that the transfer of existing cameras from NZ Police will now start in mid-2024, rather than mid-2023.	
		Start the first phase of increasing the number of safety cameras throughout New Zealand to encourage safe speeds. 100 by end of 2024.	Procure and install safety cameras for the first stage of network expansion	QTR	<ul style="list-style-type: none">Nine spot speed safety camera platforms have been constructed with configuration and Police acceptance testing completed. Seven of the nine cameras will be operational by the end of July, two by mid August.Waka Kotahi website has been updated with safety cameras pages. This includes a refreshed Safety camera rollout page to provide key information on safety camera locations and construction. Included is a customer contact webform, acting as a contact point for general enquiries or reports of damage to a safety camera, structure or site.Successful installation of the first new Halo safety camera in Te Tai Tokerau Northland with a final Security Risk Assessment to be completed and camera activated in data collection mode by end of July.A blessing took place on 29 June, noting positive reaction from the local iwi and hapu.	<ul style="list-style-type: none">The Road Safety Bill enabling average speed / point-to-point cameras is on track to be passed before the general election.The complex, highly dependent and flexible nature of rolling out cameras (specifically, site selection and installation) has identified the need for further specific guidance. Work is underway to set roll-out scenarios which clearly set out target ranges for both site preparations and operational camera numbers over the next 12 months.
		Establish a new infringement processing system in Waka Kotahi by mid-2023.	QTR	<ul style="list-style-type: none">The programme has received endorsement to progress a back-office solution option which significantly de-risks the programme and gives the best chance to meet future phasing timeframes.Initially Waka Kotahi will be completing operational field testing and manually verifying offences that are detected. Enforcement will commence from late 2023 with cameras initially issuing safety advisory notices using infringements, taking prosecutions for excessive speeds.		

Focus Area 1 – Infrastructure and Speed

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
	 Policy Programme	Progress supportive legislative amendments to allow for greater use of technology and automation in infringement.	QTR	<ul style="list-style-type: none">Paper to seek approval to introduce the Land Transport (Road Safety) Amendment Bill into the house as soon as possible sent to Minister. The Bill addresses safety matters including providing for the electronic service of Notices and providing for the automated issuing of certain infringement notices.The Bill was introduced into Parliament on 16 May 2023, and was considered by the Justice Select Committee. The Committee is due to report the Bill back to Parliament on 20 July, and be passed into law before the Election.	
		Progress amendments to explicitly incorporate average speed safety camera offence detection and evidentiary requirements in legislation.	QTR	<ul style="list-style-type: none">The Land Transport (Road Safety) Amendment Bill addresses safety matters including ensuring average speed (point-to-point) safety cameras can be used as an enforcement tool for speeding offences.	<ul style="list-style-type: none">The Land Transport (Road Safety) Amendment Bill is a high priority for the Government, and officials are working on the basis that it will be passed into law in August 2023, and in force six weeks later.



Action Dependencies

- Hypothecation, demerits and higher penalties included in the Road Safety Penalties Review (RSPR) are key to safety cameras delivering benefits that contribute to the Road to Zero target to reduce DSIs. Te Manatū Waka - Ministry of Transport have advised that the RSPR is deferred until after the general election.

Key actions to progress RAG

- New staged approach will accelerate the realisation of DSI benefits, address industrial relations risks by giving certainty to NZ Police personnel and maintain the confidence of key stakeholders. This includes confirming a refreshed timeline with our key technology vendor (Redflex), accelerating the establishment of business-as-usual functions and an expedited pathway for enabling legislation.
- Te Manatū Waka - Ministry of Transport have decoupled the three safety camera proposals that were in the RSTA2 (average speed cameras, automated decision making and electronic service of notices) into a current Road Safety Bill. Te Manatū Waka have advised that the Bill has a priority three status and is likely to be passed before the General Election.
- Legislation is key to supporting average speed / point-to-point and automation of enforcement decision making and electronic service and automated decision making.

Focus Area 2 – Vehicle Safety

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 4. Raise safety standards of vehicles entering New Zealand	 Road to Zero Policy Programme	Look at ways to increase the uptake of safety features into the fleet	Practical next steps to raise quality of the vehicle fleet	QTR <ul style="list-style-type: none"> Briefing paper has been provided to the Minister of Transport in April seeking in-principle policy agreement to mandating Automatic Emergency Braking (AEB) and Lane Keeping Systems (LKS) in light vehicles entering New Zealand. Although consideration of this advice has been deprioritised, officials are using the additional time to consider a more ambitiously scoped proposal which includes heavy vehicles. Work on tyre standards is continuing. Work has begun on scoping advice on priority and phasing for future activity under this item. 	<ul style="list-style-type: none"> We need Cabinet approval to progress AEB/LKS for light vehicles to public consultation and progress cannot occur without this approval. Cabinet materials are being refined for this purpose, to enable decisions on AEB/LKS.
		Improving the regulatory approach to vehicle standards for light vehicles	Review of the vehicle standards regulatory framework	QTR <ul style="list-style-type: none"> Work to consult on Rule changes to mandate certain safety features is unlikely to proceed before the election. 	<ul style="list-style-type: none"> Key support for vehicles work under Road to Zero and Emissions Reduction Plan, which requires priority resource. Opportunity to use this delay to incorporate AEB/LKS for heavy vehicles and to add more information on pricing impacts to the Regulatory Impact Statement (RIS).
		Look at ways to improve the safety standards for heavy vehicles		QTR <ul style="list-style-type: none"> Work is underway on assessing the best approach to improve heavy vehicle safety in New Zealand with a focus on in-vehicle technologies. 	



Action Dependencies

- Standards improvements cannot proceed without Ministerial agreement.
- Progress on the review of regulatory framework and other standards charges, depends on dedicated resource continuing to appropriately prioritise this work.

Key actions to progress RAG

- Continue to progress work on AEB/LKS and review of regulatory framework.



Focus Area 2 – Vehicle Safety



Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 5. Raise safety standards of vehicles currently in the fleet	 Road to Zero Policy Programme	Investigate options to accelerate the exit of 1- and 2-star safety rated vehicles from existing NZ fleet	Advice on regulatory and non regulatory options to accelerate the rate of exit of less safe vehicles from the current fleet	QTR <ul style="list-style-type: none">New item. Scoping of milestone advice underway.	<ul style="list-style-type: none">Investigation of safety and environmental policy options to encourage removal of low rated vehicles from the fleet' was previously working with the Clean Car Upgrade Programme, which has now been disbanded. This is now a risk for the Safe Vehicles Programme. Currently options are being assessed for the best way forward with this action. Resources required for this are unknown as the work still needs to be scoped.
		Improve the safety of heavy vehicles (e.g. retrofitting vehicle detection systems for cycle safety)	Next steps on tyre safety performance	QTR <ul style="list-style-type: none">New item. This work will be progressed through the workplace safety work.	

Action Dependencies



- There are limited specialist resources available to progress vehicles work. It is important to build momentum and ensure strategic consistency at a governance level to ensure that priority targets are being met.
- Investigation of safety and environmental policy options to encourage removal of low rated vehicles from the fleet' was previously working with the Clean Car Upgrade Programme, which has now been disbanded. This is now a risk for the Safe Vehicles Programme. Currently options are being assessed for the best way forward with this action. Resources required for this are unknown as the work still needs to be scoped.

Focus Area 2 – Vehicle Safety



Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 6. Examine the Warrant of Fitness and Certificate of Fitness Systems (WoF and CoF)	 Road to Zero Policy Programme	Examine whether the current WoF and CoF regimes need to be updated.	QTR	<ul style="list-style-type: none"> Report on effectiveness of WoF/CoF system for modern vehicles is now complete with key findings including; the current periodic inspection system as it stands is not fit for purpose for modern vehicle; ADAS features are not currently inspected during periodic inspection or repair certification; digital recording of periodic inspection information is essential in future proofing the periodic inspection; safety camera systems could be used to detect unwarranted vehicles; there is misalignment between the entry certification inspection and in-service inspection requirements for emission and tyre standards that need to be rectified; and further work is required on mopeds, which are currently exempt from in-service inspections. 	
		Look at opportunities to introduce methods to improve current testing procedures	QTR	<ul style="list-style-type: none"> To ensure in-service inspection regimes are ready for potential mandate changes, work is underway to tidy up the in-service requirements, based on an in-depth report into the WoF and CoF systems that has been completed. 	Digitisation is subject to further work being undertaken to determine the highest benefit safety camera interventions for digital prioritisation (i.e. vs seat belt use, distractions etc) for potential further phases of the roll out project.

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 7. Increase understanding of vehicle safety	 Road Safety	Raise awareness of the importance of safe vehicles towards reducing the severity of crashes	QTR	<ul style="list-style-type: none"> Continued progress into additional safety technologies (namely Emergency Call eCall) alongside Ministry of Business Innovation and Employment (MBIE), NZ Police, Fire and Emergency NZ (FENZ), ACC and Te Manatū Waka Educational videos about a range of crash avoidance features will be launched early July launch with supporting comms/marketing. 	<ul style="list-style-type: none"> Investigation of safety and environmental policy options to encourage removal of low rated vehicles from the fleet' was previously working with the Clean Car Upgrade Programme, which has now been disbanded. This is now a risk for the Safe Vehicles Programme. Currently options are being assessed for the best way forward with this action. Resources required for this are unknown as the work still needs to be scoped.

Focus Area 3 – Work Related Safety

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 8. Strengthen work related transport regulation	 Road to Zero Policy Programme	Complete the review of work-time requirements under the Land Transport Act 1998	MOT policy investigation (2020) MOT regulatory process (2020 – 2021)	QTR	<ul style="list-style-type: none"> Business Case and funding approval for Work Related Road Safety. Waka Kotahi is progressing establishing a partnership between government agencies (ACC, Te Manatū Waka, NZ Police and WorkSafe), drivers' unions and private sector organisations to support best practice for work-related road safety. Once the partnership is established, commence engagement on the issues arising from the current worktime rules.
		Look at the potential to mandate the use of e-logbooks to improve auditing and enforcement of work-time limits		N/A	<ul style="list-style-type: none"> This item will be progressed through the new road safety partnership and work to improve the safety of heavy vehicles.
		Examine the future role of transport technology incl. fatigue monitoring technology for safety risks while driving to work	Policy investigation (2022)	QTR	<ul style="list-style-type: none"> Same update as the previous quarter: This item will be picked up again through the new road safety partnership to investigate how to encourage uptake and successful implementation fatigue-monitoring and other safety technologies.
		Complete review into merits of designating Waka Kotahi as a regulator under Health and Safety at Work Act (HSWA) and implement outcomes of this review.	MOT policy investigation (2019 – 2020)	QTR	Discussion continues about the scope of the designation for Waka Kotahi to take on functions under the Health and Safety at Work Act, potentially focusing initially on rail (with road to follow at a later date).

Focus Area 3 – Work Related Safety



Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 9. Support best practice for work related safety	 Work Related Road Safety	Investigate the establishment of a system-based collaborative harm prevention approach for work-related activity on the road.	MOT policy investigation (2020) MOT regulatory process (2020 – 2021) QTR	<ul style="list-style-type: none">Work Related Road Safety Steering Group has been establishedCo-design workshops have been completed for the Work Related Safety Collaboration Programme to explore ways the RSPNZ and Government agencies could collaborate. A report with the findings and recommendations will be completed late Aug 2023.Road Freight Safety Partnership (RFSP) quarterly hui was held in June to gain common agreement on the RFSP system architectureHeavy Vehicle accreditation scheme paper has been drafted for approval the Steering Group outlining research, issues and opportunities where a scheme fits in the system	<ul style="list-style-type: none"><div>s 9(2)(g)(i)</div><div>The establishment of the Regulatory/Road Safety Transport industry Governance Group will enable collaboration and alignment, but this continues to be a risk to delivery.</div>New Zealand University retrenchment of funding and staff could impact on the delivery of the RSCPNZ and using the university as a hostCurrent resource constraints within the programme, mitigations are in place to secure a new principal advisor

Action Dependencies

- HSWA designation requires the willingness of other agencies to progress work.
- Work time and logbook rule requires the work-related road safety forum to begin before this activity can start.







Focus Area 4 – Road User Choices

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 10. Strengthening the road safety partnership (road policing)	 Road Safety Partnership Programme	Implement Safe Roads Operating Model to guide greater to road safety policing at the district and area levels	Sign off and Implement	QTR <ul style="list-style-type: none"> See Road Safety Investment Delivery (RSID) Review update (Appendix B). Final stage - review and endorsement by Police governance groups. Launch in early July. 	<ul style="list-style-type: none"> Review and endorsement.
		Take a more structured and formal approach to the deployment of road policing resource	Embed use of Road Policing Deployment Dashboard (RPDD)	QTR <ul style="list-style-type: none"> The Dashboard has been rolled out to all Police Districts as business as usual (BAU). During the April to June period additional support was provided to districts as requested. Operation Open Roads was underway during Dec 2022 to June 2023. 	<ul style="list-style-type: none"> Police continue to support districts to implement, including the Commissioner presenting to District Leadership Teams as part of his Commissioner's Forum visits. Consideration is being taken to future deployment decisions.
		Establish an independent activity-based costing review to determine the cost of delivering road policing activity	Activity Based Costing (ABC) review	QTR <ul style="list-style-type: none"> See RSID review update (Appendix B). Draft model completed. Testing and validation work has commenced. The next phase is to utilise the model to assess the resource and subsequent cost to deliver the revised RSPP measures. This will help inform the upcoming RSPP negotiations. 	<ul style="list-style-type: none"> Ongoing and will be used to inform RSPP 24/27 negotiations.
		Review and implement the level of governance necessary to provide assurance and discharge accountabilities to deliver on the RSPP outcomes	Establish revised RSPP Governance model	QTR <ul style="list-style-type: none"> Revised RSPP governance model (SEG and MAP) has been established. A Joint Delivery Plan (JDP) was signed off at SEG in June. 	<ul style="list-style-type: none"> The RSPP governance model continues to be discussed to ensure the intent and link to Road to Zero is clear. Collaboration continues around the rationalisation and application of the JDP and link to the Road to Zero Implementation Plan.
		Break down national road safety outcomes to more defined regional activity measures to enable more active monitoring of delivery performance	Scoping and planning was undertaken	QTR <ul style="list-style-type: none"> See RSID Review update (Appendix B). Communications about apportionment of 2023/24 RSPP desired activity levels are on track to be delivered to police districts early in Q1 23/24. 	<ul style="list-style-type: none"> Engagement of districts in understanding the distribution or calculations used. Ongoing engagement and collaboration will occur.

Focus Area 4 – Road User Choices



Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 10. Strengthening the road safety partnership (road policing)	 Road Safety Partnership Programme	Establish District level road safety plans that more effectively align regional delivery of road safety activities, such as road policing and infrastructure treatments, to regional road safety performance and risks.	Consultation, collaboration and design is underway	QTR <ul style="list-style-type: none"> See RSID Review update (Appendix B). Greater engagement with Waka Kotahi and Police on delivering joint Road Safety Risk and Activity: Analysis and Insights reports. 	<ul style="list-style-type: none"> Waka Kotahi are piloting road safety plans. Ongoing partnership is critical for success. These initial insights reports need to be enabled and led by NZ Police and supported by partners. This is an iterative process – activities should work towards incorporating both agencies' data providing information to inform both agencies' deployment of resources.
Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 11. Implement drug driving legislation	 Road to Zero Policy Programme	Progress amendments to legislation to enable roll out of OFT at roadside.		QTR <ul style="list-style-type: none"> In May 2023 Cabinet agreed to amend the Land Transport Act to introduce a new roadside oral fluid testing regime. The regime will use oral fluid test devices to screen drivers for specified drugs and laboratory testing of oral fluid samples to be used as the evidential basis for infringement offences. Drafting instructions were issued to Parliamentary Counsel Office (PCO). 	<div> s 9(2)(g)(i) </div>
	 Impaired Drug Driving Programme	Work to implement new legislation to detect and deter drug driving	OFT Phase I Go Live	QTR <ul style="list-style-type: none"> Phase I went Live successfully on 11 March 2023, with all deliverables aside from the roadside testing component. 	<ul style="list-style-type: none"> Phase I 100% complete.
			OFT Phase II Roadside testing commenced	QTR <ul style="list-style-type: none"> OFT Phase II project initiation is actively progressing. Draft Target Operating Model completion is on track for Governance Board meeting 19 July. Impaired Driving Business Requirements development is underway. 	<ul style="list-style-type: none"> OFT Project has hard dependency on amended legislation addressing Phase I key constraints to enable operationalisation.

Focus Area 4 – Road User Choices

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div></div> <div>12. Examine ways to effectively address the underlying causes of high-risk offending</div>	<div>   Road to Zero Policy Programme</div>	Identify interventions to reduce opportunities for offending and reduce number of people entering the criminal system because of traffic offending. Understand and address barriers in the system and find innovative ways to use technology to detect and respond to offending.	Scoping and planning to be undertaken	<div>QTR</div> <div><ul style="list-style-type: none">A draft scoping document has been produced for the new action around high-risk offenders. Once the document has been finalised next steps will be identified to progress and start engaging with partners on how this action will be developed and delivered.Won't progress until 2024 at the earliest. The intention is to complete the review of road safety penalties first.</div>	

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Focus Area 4 – Road User Choices

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 13. Review road safety penalties	 TE MANATŪ WAKA MINISTRY OF TRANSPORT Road to Zero Policy Programme	Complete the review of road safety penalties to ensure the penalties and enforcement mechanisms support both road safety and equitable outcomes.	Review road safety related offences and consult on offences and penalties regulation changes (2020 – 2022)	QTR • s 9(2)(g)(4)	<ul style="list-style-type: none">Effective engagement with stakeholders is necessary to shape the discussion around equity. Need to demonstrate that this work is net-positive for vulnerable population groups.A narrative needs to be developed that supports the implementation of fines and penalties.
		Review the current approach to alcohol offences and penalties in the Land Transport Act 1998. Our initial focus will be on options to improve the effectiveness of the alcohol interlock sentence.	Scoping and project planning to be undertaken	N/A •	

Action Dependencies




- This work links in directly with enforcement, including the safety camera programme as appropriate fines and penalties coupled with the target enforcement levels are expected to lead to significant DSI reductions.

Key actions to progress RAG

- Effective engagement with Ministers and the public to highlight the positive road safety and equity impacts we could see from this work programme. This needs to highlight the better outcomes (relative to the status quo) that the proposals will generate for vulnerable groups. Examples include young males and Māori who are over-represented in road trauma.








Focus Area 4 – Road User Choices




Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 15. Improve motorcycle rider safety	 Road to Zero Policy Programme	Complete a review of how the current motorcycle licensing regime supports road safety and recommend improvements including the legal definition of 'motorcycle'.	QTR	<ul style="list-style-type: none"> Regulatory Policy are finalising collated feedback on project scope and the literature review 	There have been issues with Waka Kotahi capacity/resource availability to progress this action however this is now progressing
	 Ara Te Kaitiaki	Encourage riders to complete the Ride Forever programme	QTR	<ul style="list-style-type: none"> Forward investment secured and contracts with suppliers extended. Since Ride Forever started, 54,762 (up to May 23) courses have been delivered to 35,439 unique riders, approximately 27% of the active riding community (est. 130,000 riders) in NZ. 	<ul style="list-style-type: none"> YTD, from July 22, we have delivered 6,616 courses to 4,064 new riders which is a result of 61%. The programme has a target of 60%. • A survey was sent to all riders who completed a course between December and March 23, results have shown a NPS of 91% against a target of 84%.
		Develop a standard or rating system for motorcycle rider (PPE).	QTR	<ul style="list-style-type: none"> Potential options to develop a standard or rating system are currently being investigated . 	

Dependencies

Focus Area 4 – Road User Choices

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 14. Increase access to driver licensing and training	 User Behaviour Waka Kotahi	Improving access to driver licence support for those who are most impacted by barriers to obtaining a driver licence	QTR	<ul style="list-style-type: none"> Included in DLIP update below. 	
	 Ministry of Social Development	Establish ongoing monitoring of the driver licensing system to identify issues and gaps to access in a timely manner.	QTR	<ul style="list-style-type: none"> Included in DLIP update below. 	
	  User Behaviour Waka Kotahi	Driver Licence Improvement Programme (DLIP) targets improvements across the whole system to remove barriers, increase participation for people who find it difficult to navigate, improve the safety of drivers and help deliver improved wellbeing.	Five-year delivery roadmap QTR	<ul style="list-style-type: none"> A Programme Business Case has now been completed by the Driver Licensing Improvement Programme and will be discussed with Treasury for consideration of the proposed investment for the delivery of targeted change for the future state of driver licensing. The DLIP team is now progressing the drafting of a Detailed Business Case based on 'Targeted System Change'. Waka Kotahi will take the lead on preparing a multi-agency Budget 2024 bid for the delivery of the future state of driver licensing. Employment, Education and Training Ministers' endorsement of the PBC's preferred way forward will be sought in August 2023. ACC update for discussion: The ACC and Waka Kotahi Drive programme targeting young drivers is being integrated within DLIP. From 1st July 2022 to 31st July 2023, there were over 220K active users of Drive and Drive Go. ACC data indicates there has been 528 young person motor vehicle ACC claims prevented, with a claim rate of 3.9 claims /1000 compared to 5.3 /1000 who do not participate in Drive. 	<ul style="list-style-type: none"> Ongoing Ministerial support in an election year If the programme does not have appropriate or adequate resources, then the programme could be delayed Inadequate Iwi and Māori engagement

Focus Area 5 – System Management

Action	Workstream (Programme)	Key Projects/ Activities	Output and Action Plan Timeframe	Quarterly Highlights	Key Risks, Challenges & Mitigations
 <p>16. Continue to build and support effective leadership across road safety partner organisations</p>	  <p>Road to Zero and System Management</p>	<p>Strengthen Road to Zero governance through leadership of the Director Road to Zero, the Road to Zero Ministerial Oversight Group, Chief Executive Governance Group and Deputy Chief Executive Governance Group.</p>	<p>QTR</p>	<ul style="list-style-type: none"> Implementation plan continues to be developed following feedback from the Road to Zero Deputy Chief Executive Group on the 7th of June. First version of the Ministerial guide to Road to Zero completed and distributed. Work has continued on developing stakeholder mapping for Road to Zero. Work continued on mapping Road to Zero workstreams across the portfolio. Significant work has progressed in better aligning responsibilities and reporting lines between Road to Zero governance and RSPP governance. The Road to Zero Action Plan has been approved by Cabinet. The Road to Zero Annual Monitoring Report 2022 is in its final stages of development including design. Due to be released late July. Te Manatū Waka Director Māori Mr Tredegar Hall, who is coming to Te Manatū Waka from the British High Commission at the end of July, will fulfil the role on both Road to Zero Governance Groups initially, he will then form a view as to the best way forward for effective Māori representation and participation on the Road to Zero governance groups. 	

Action Dependencies

- Partners inputting into and using the implementation plan as required.

Key actions to progress RAG

- Continue to strengthen the reporting framework and governance.
- Continued development of the implementation of improved governance supported by the system management workstream at Waka Kotahi.
- A Māori Reference Group will be established to provide advice and to inform the Driver Licence Improvement Programme





Focus Area 5 – System Management

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div><div></div><div>New</div></div><div>17. Grow collaboration and capability across road safety partners and the wider sector</div></div>	<div><div><div></div><div>WAKA KOTAHI NZ TRANSPORT AGENCY</div></div><div>System Management</div></div>	Delivering effective regional responses with our local government partners, for example, through speed management planning.	<div>QTR</div> <ul style="list-style-type: none">Road to Zero Communications Toolkit is reviewed and updated on a quarterly basis.Road to Zero Newsletter released bimonthly.Road Safety Action Plan guidance progress continues, with opportunities developing work with the Road Safety Police Partnership Programme.	
		Provide tools to access data, evidence and information that enable local government, RCA's and road safety partners to undertake evidence-based decision-making and monitoring.	<div>QTR</div> <ul style="list-style-type: none">Regional Road Safety Dashboard improvements will see the data updated quarterly and at a council level. In parallel, work is progressing to release the Dashboard on Open Data.	<ul style="list-style-type: none">Timeframes for completion still to be confirmed for the Regional Road Safety Dashboard.
		Expand and evolve our Vision Zero learning and capability programme to support the successful delivery of Road to Zero.	<div>QTR</div> <ul style="list-style-type: none">National Road to Zero roadshows have been rolled out across the motu generating a good level of attendance and positive feedback.Continue to promote and deliver Safe System Assessment courses – Local Government audience.Continue to promote and deliver monthly Communities of Practice events with Local Government partners.	<ul style="list-style-type: none">Currently there is not a suitable technology platform to deliver a self-sustaining Vision Zero Learning and Capability programme that co-ordinates all of Waka Kotahi's learning opportunities for Safe System/RTZ/Vision Zero.
		Continue to invest in and promote cycle skills training courses.	<div>QTR</div> <ul style="list-style-type: none">Continued delivery of the BikeReady programme.	




Focus Area 5 – System Management



Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
 17. Grow collaboration and capability across road safety partners and the wider sector		Provide knowledge sharing opportunities to engage and inform the sector of progress in implementing the actions, and use their insights and feedback to help shape delivery of the actions.	QTR <ul style="list-style-type: none"> Communities of Practice (COP) for Road Safety Coordinators and Practitioners held on the 24th May with the topic of National Land Transport Programme and planning. Largest attendance of any COP and positive feedback has been received to incorporated in ongoing improvement. Transport Knowledge Safety Event held. 	



Action Dependencies

- Waka Kotahi digital prioritisation and resource for Vision Zero Learning and Capability Programme
- Availability of a suitable technology platform to deliver a selfsustaining Vision Zero Learning and Capability programme that co-ordinates all of Waka Kotahi's learning opportunities for Safe System/Road to Zero/Vision Zero .

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div><div><div>—</div></div><div>18. Improve road safety outcomes with Māori</div></div>	<div><div></div><div>System Management</div></div>	<div><div>Engage and build relationships to better understand context, undertake further research, and partner with Māori to support them to design and implement initiatives to improve road safety outcomes for Māori.</div><div>QTR</div></div>	<div><div>Road to Zero Cultural Capability Survey has been completed and will be aligned to the Waka Kotahi organisation-wide Cultural Competency Survey completed late last year. A report identifying the layers and cultural complexity requiring navigation going forwards will be available July 2023.</div><div>QTR</div><div><div>Two pilots are underway in Tairāwhiti and Tai Tokerau. As part of the Tai Tokerau engagement, face box interviews and deep dives with Māori have been undertaken. Insights from this engagement will be used to co-design and develop an ongoing programme of work to improve Māori outcomes that will be delivered in out years will begin in July.</div></div></div>	<div><div>Iwi and hapu capacity to work alongside our project stream is limited.</div><div>Iwi and hapu capacity to work alongside our project stream is limited and their internal resources are stretched.</div><div>Challenges continue undertaking the pilot in Tairawhiti in the current environment.</div></div>

Focus Area 5 – System Management

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div></div> <div>19. Develop a vision zero network and safety framework</div>	<div></div> <div>System Management</div>	<div>Develop a framework to inform the long-term transformation of our road network towards a 2050 Vision Zero horizon. This will feed into the ongoing refinement and development of New Zealand's speed and infrastructure programme.</div> <div>Investigate the potential of KiwiRAP in supporting safe road infrastructure and speed management.</div>	<div>QTR</div> <div><ul style="list-style-type: none">Vision Zero 2050 Modelling Phase one complete with Technical Note produced.Phase 2 currently being scoped. Initial engagement to create awareness with internal stakeholders has begun with the System Planning team.</div> <div><ul style="list-style-type: none">Not started</div>	

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div></div> <div>20. Strengthen investment in road safety outcomes</div>	<div></div> <div>System Management</div>	<div>Undertake work to strengthen the prioritisation and decision-making frameworks that guide investment in road safety interventions and activities through the National Land Transport Programme (NLTP).</div>	<div>QTR</div> <div><ul style="list-style-type: none">No updates provided.</div>	





Focus Area 5 – System Management

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div></div> <div>21. Work towards establishing a Centre of Excellence for research and evaluation, data and evidence</div>	<div></div> <div>System Management</div>	Seek improvements and efficiencies in the provision of better integrated and concise data sharing to support effective decision-making, from system governance and leadership to planning and delivery.	QTR <ul style="list-style-type: none">A Big Data project is being scoped out to include information on users data and information requirements both internally and externally. Within this will be a review of all current analytical tools and dashboards.	
		Expand the Transport Knowledge Safety Hub and key knowledge sharing conferences and events, in conjunction with the Vision Zero Learning and Capability Programme.	QTR <ul style="list-style-type: none">Transport Knowledge Safety Hub event held in April 2023.	
		Ensure our Outcomes Framework continues to robustly measure road safety outcomes and monitor performance to help us track progress towards Vision Zero.	QTR <ul style="list-style-type: none">Continues as part of the development of the Road to Zero Annual Monitoring Report.	





Focus Area 5 – System Management

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div></div> <div>21. Work towards establishing a Centre of Excellence for research and evaluation, data and evidence</div>		Develop a Road Safety Centre of Excellence	QTR <ul style="list-style-type: none">Scoping a Road Safety Centre of Excellence is underway. This is part of the Big Data Project.The Road to Zero Annual Monitoring Report has been finalised which aims to measure Road to Zero Strategy. This document will be published end July.Work is underway with a fit for purpose review of MOU's between ACC, Te Whata Ora (Health), ACC and Waka Kotahi.	
		Develop an in-depth Safe System crash investigation system and explore the benefits of creating a National Safe System Crash Investigation Working Group	QTR <ul style="list-style-type: none">32 fatal crashes from 2023 in two pilot regions have been pulled from CAS and will undergo Safe System Analysis with final recommendations due August.	<ul style="list-style-type: none">In-depth Crash Investigations automation has been put on hold due to lack of Digital resource. This project will contribute to the Big Data project currently being scoped within Waka Kotahi.
		Support and invest in the road safety research and evaluation programme.	QTR <ul style="list-style-type: none">Progress continues working with the Research and Analytics team on developing a Road Safety Research Programme.	
		Undertake modelling to better understand what Safe System looks like and how best to achieve Vision Zero, as well as to improve our understanding of the co-benefits between safety, emissions, productivity, and public health	QTR <ul style="list-style-type: none">Continued utilisation of the Intervention Investment Logic Model (IILM) tool to undertake modelling	
		Evaluate the impact of interventions after implementation.	QTR <ul style="list-style-type: none">Continues as part of good practice.	



Focus Area 5 – System Management



Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
<div></div> <div>22. Assist public understanding of Road to Zero</div>		<div>Deliver integrated marketing, communication and engagement campaigns to improve public awareness and understanding of Road to Zero.</div>	<div>QTR</div> <ul style="list-style-type: none">• Launch of the new Safe speeds around schools education plan and started promoting it to schools. This is a new curriculum-linked resource for teachers to help their Year 1-8 students learn about safe speeds, as Waka Kotahi and councils lower speed limits around their schools.• Draft report received from the Drive programme strategic review. Work will progress with the Drive Steering Group (Waka Kotahi and ACC) to confirm which recommendations to accept and use this to inform the new strategy and plan for the programme.• Proposals received for the customer tracking research RFP and evaluations are underway. The purpose of this RFP is to find one or more research partners to help test executions for education and marketing work, evaluate the effectiveness of the programme and track sentiment and attitudes towards road safety interventions and behaviours.• Draft report received for the review of Bikes in Schools, to understand which factors contribute to, or detract from the effectiveness of the initiative. The quick wins are being delivered and the findings are being socialised with key stakeholders to get their input on improvements.• Road Safety Week ran 15-21 May. Over 1000 organisations, schools and community groups participated. In collaboration with Brake and other road safety partners, a range of activities including a school patrol activation with 100 schools, 14 school visits, and a partnership with Hayden Paddon, NZ rally car driver.• Cross-Agency Road Safety Fielddays received positive feedback from road safety partners and from the public in general. The crashed cars display and Rightcar interactive were the key features of the stand and enabled positive, life changing conversations with visitors.	<ul style="list-style-type: none">• Alignment between the RtZ marketing, communication and engagement campaigns and the operational delivery of Road to Zero interventions needs to be strong. To this end the overt alignment between the cross-agency marketing and communications calendar and the Road to Zero Implementation Plan will be particularly useful.

Action Dependencies

- Alignment between Road to Zero marketing and communications group and operational delivery of Road to Zero interventions.



Focus Area 5 – System Management

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
 23. Post-crash response	 System Management	Facilitate closer engagement between the health and road safety sectors to improve data capture and use.	QTR <ul style="list-style-type: none"> • SORTED Report: Data from 2021 and 2022 has been gathered and now sits at ACC for cleansing and matching. Contract to fund report from the Post Crash Response project has now found a home at ACC (funded by Waka Kotahi), contacts for continuous improvement for team members to write the report will sit in Waka Kotahi. • Current activity around improving the report and gaining further insights is underway. 	
		Support the National Trauma Network to maintain SORTED Study	QTR <ul style="list-style-type: none"> • The National Trauma Network (working with ACC) are the driving force behind the Study of Road Trauma Data and Evidence (SORTED) report. The report for 2023 looks back over the last five years of data is in the data gathering stage and will be published thanks to the National Trauma Network, ACC, and other road safety partners later this year. 	
		Partner with the health sector, RCA's, emergency services to achieve best practice in New Zealand's response to major road trauma	QTR <ul style="list-style-type: none"> • Collaborative meeting held with National Trauma Network team, with the next steps to be a workshop to develop storyboards/scenarios for storytelling. This will bring closer attention to the ongoing trauma after a crash for survivors, they will be real life stories which will assist in bringing others long on the Road to Zero journey. 	<ul style="list-style-type: none"> • The Post Crash Response research proposal is currently on hold pending a duplication issue with the Research team.

Action	Workstream (Programme)	Key Projects/ Activities	Quarterly Highlights	Key Risks, Challenges & Mitigations
 24. Undertake independent assessment of progress of Road to Zero		Undertake an independent review of the Road to Zero programme along the lines of the World Bank/ Global Road Safety Facility Guidelines to ensure we are investing in the right initiatives, at the right level.	N/A <ul style="list-style-type: none"> • A review proposal will be scoped 2023, to be undertaken in early 2024. 	

Portfolio Summary

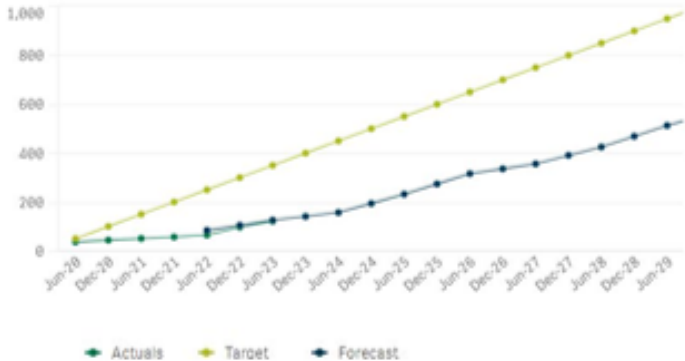
Financials



Indicator Reporting

The following graphics highlight how tracking is going against the key road to zero indicators to show progress, as apposed to the tracking against the five focus areas of the Road to Zero strategy reported in the previous slides.

Kilometres of the network treated with retrofitted median barrier



Total km of median barrier installed across all infrastructure projects	km
Retrofitted Median barrier	121
Other new state highway median barrier	85
TOTAL	206

- SH1 Puhoro to Warkworth corridor has been completed which delivered a total 18.5kms median barrier
- We are on track to deliver on our revised 2021-24 target.
- Strategies continue to be developed to provide agility to the NLTP24+ programme, as part of the Programme Business Case development and the refreshed procurement approach.

Kilometres of high risk network treated through speed management (combined)

- The accumulated total speed management to date that aligns to the RTZ target is approximately 1,780km completed (compared to a steady state trendline of 3,000km) with 950km on State Highways and 830km on local roads completed to date (2021/22).
- Reporting for this indicator to date has been based on all speed limit changes recorded across the NZ road network. This will be updated in future reports*.
- It is important to note that the 10,000km speed management target by 2030 relates directly to the high-risk network and represents approximately 80% of the DSI reduction potential. Targeting the highest benefit 10,000kms network is therefore critical to achieving the required Road to Zero outcomes.
- * Note: Graph used in previous report was misrepresentative. New graph to follow in future reports.



Indicator Reporting

The following graphics highlight how tracking is going against the key road to zero indicators to show progress, as apposed to the tracking against the five focus areas of the Road to Zero strategy reported in the previous slides.



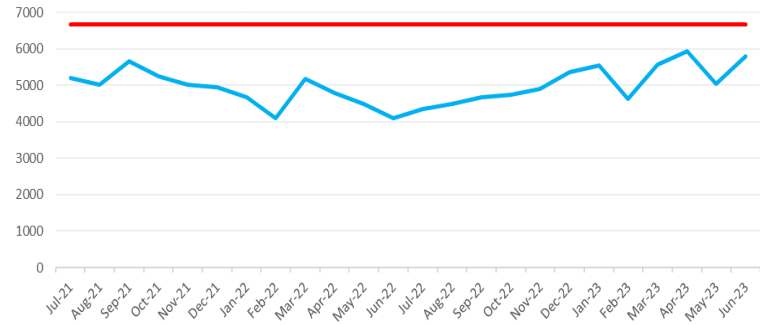
- The programme is tracking to achieve the delivery target for roundabouts only.
- Work is underway to accelerate project outputs delivering safety benefits (median barrier, wide centreline, roundabouts and side barrier).
- This graph represents only roundabouts, not all Safe System interventions for intersections yet to be reported in the Road to Zero Annual Report.
- The projected DSI savings for 21-24 NLTP will be less as the amount of corridor covered by speed reviews has significantly decreased and median barrier programme deliverables will start to significantly impact DSI in about a year.
- Note: DSI savings are currently only adjusted when project or intervention is fully completed

Indicator Reporting

Annual Target
(RSPP 2021-24)
80,000

Actual (2021/22)
58,406

Actual (2022-23)
61,028



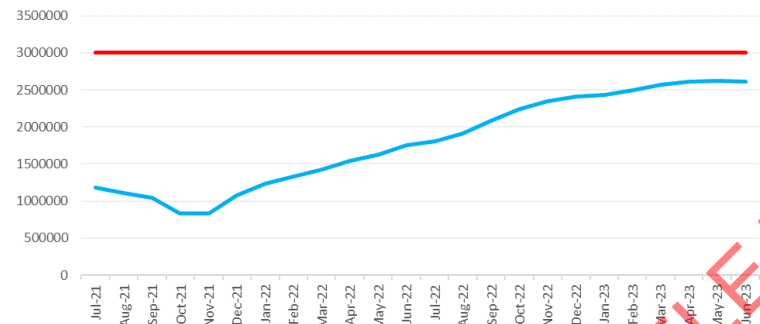
Mobile Safe Speed Cameras

Waka Kotahi delays in transitioning traffic safety cameras from Police are impacting on stability of the Traffic Camera Operator (TCO) workforce. Police have agreed to 80,000 hours for the final year of this current RSPP. In addition to the existing TCO workforce, additional operators have been employed on a fixed term basis by Police to support Districts with delivery towards this desired activity level.

Annual Target
(RSPP 2021-24)
3,000,000

Actual (2021/22)
1,707,481

Actual (2022-23)
2,610,125



Breath Tests

The annual target number of passive and screening breath tests under the RSPP 2021-24 is a desired activity level of 3,000,000 tests.

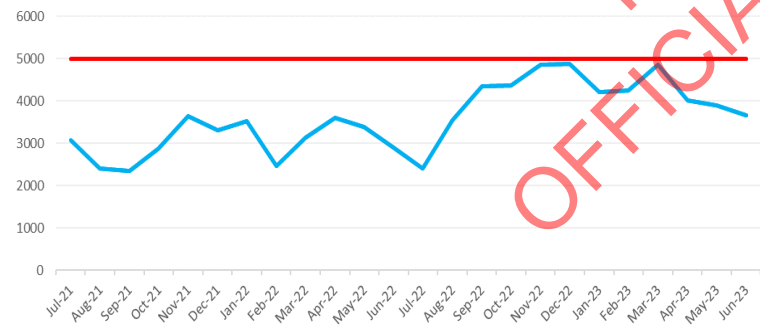
As of 12 July 2023, Police performed 2.61 million breath tests in the 2022/23 fiscal year. This represents a substantial increase of 53% (more than a million tests) compared with the 2021/22 result of 1.59 million tests. This is the highest result in nine years.

While still below the desired 3 million tests, Police is encouraged by the increased level of activity and is working to sustain this increase. The result has been driven by a combination of factors, including a return to normality post-COVID, a renewed call to increase breath testing numbers, and the rollout of new breath testing devices which have enabled districts to see their total breath testing numbers in near-real time.

Annual Target
(RSPP 2021-24)
60,000

Actual (2021/22)
36,619

Actual (2022-23)
49,283



Restraints

The annual target number of restraint offences under RSPP 2021-24 is 60,000. This represents a monthly target of 5,000.

For the 2021/22 year, Police recorded 36,619 restraint offences, short by 23,381 offences. This result was exceeded by the end of FYQ3 of 2022/23. For the whole 2022/23 year, Police has recorded 49,283 restraint offences, this is a 35% improvement from the previous year.

The number of deaths from passengers and drivers in light vehicles that were not wearing a seatbelt from the period January to June 2023 was 45, representing 37% of all vehicle occupant deaths recorded during this period.



Appendix B

Road Safety Investment Delivery Review

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Road Safety Investment Delivery Review – Summary

In 2021, Martin Jenkins was commissioned by Te Manatū Waka to conduct an independent review of Road Safety Investment and Delivery (the Review). The review identified that good progress has been made in direction setting through the development of the Road to Zero strategy and action plan and actions. In January 2022, Waka Kotahi, NZ Police, and Te Manatū Waka (the partners) developed a response to the review, Response to the Road Safety Investment and Delivery Review (the Response). The Response accepted the findings and recommendations set out in the Review. The partners confirmed specific actions that will be taken to respond to the Review findings and recommendations which are reported across the next three pages.

The partners expected the actions to take 12 – 18 months to embed and realise improvements (June 2023). The RAG status on the following three pages are against progress against this timeframe documented in the Response.




The actions that are reported as closed in the previous reporting period will be removed from the summary tables in subsequent reports. To ensure visibility of overall progress of the improvements however a small summary table capturing all recommendations and their status is included on this page.





Status		No.
C	Complete	11
●	Successful delivery highly likely, no major risks	5
●	Successful delivery probable, risks require constant attention	2
●	Successful delivery feasible, significant issues exist requiring attention	0
●	Successful delivery in doubt, risks or issues in a number of key areas	0
●	Successful delivery is at risk	0

<div><div><div><div>NEW ZEALAND</div><div>POLICE</div><div><small>Ngā Pirihimana o Aotearoa</small></div></div></div><div>Action</div><div>Update</div></div>	
Progress the development and implementation of Police’s Safe Roads Operating Model to guide greater focus and consistent approaches to policing on our roads and road safety.	<div>●</div> <ul style="list-style-type: none">The Safe Roads Operating Model (SROM) is nearing completion. The final stage will see review and endorsement by Police governance groups and will launch in early July.
Establishment of an independent activity-based costing (ABC) review. This will help understand how to strengthen transparency over the allocation and use of dedicated road policing funding.	<div>●</div> <ul style="list-style-type: none">Police are undertaking an exploratory piece of work with Deloitte, to produce a draft ABC model that can estimate what it costs to deliver each type of road safety activity and to better understand the link between the funding, activities and resourcing that supports road policing delivery. The draft model has been completed, testing and validation work has commenced. The next phase is to utilise the model to assess the resource and subsequent cost to deliver the revised Road Safety Partnership Programme (RSPP) measures. This will help inform the upcoming RSPP negotiations regarding cost of delivering road safety activities and support the work to improve financial transparency.



Road Safety Investment Delivery Review – Summary

	Action	Update
<p>Will work with Police to further break down national road safety outcomes to more defined regional activity measures to enable more active monitoring of delivery performance against system outcomes.</p>	C	<ul style="list-style-type: none"> Police have completed some work for the 2023/24 RSPP Desired Activity levels (refer slide 20). This action can be closed following this reporting cycle.
<p>Work with Police to establish District level road safety plans that more effectively align regional delivery of road safety activities, such as road policing and infrastructure treatments, to regional road safety performance and risks. The plans will be informed by customised regional data, trend analysis and insights, aligned to Road to Zero.</p>		<ul style="list-style-type: none"> This work will be an iterative process designed to incorporate both agencies' data providing specific information at the regional or district level sufficient to inform both agencies' deployment of resources to greatest risk and general deterrence (refer slide 21).
<p>Work with Te Manatū Waka and Police to review measures of police activity within the Road Safety Partnership Programme to ensure optimal alignment with Road to Zero outcomes and international best practice.</p>		<ul style="list-style-type: none"> Agreement on the measures for the final year of this RSPP period has been reached and is likely to be ratified by the Board in August 2023. A recommendation to Ministers will be made shortly thereafter. Discussions on measures for the 2024-27 RSPP will commence this quarter. This action can be closed following this reporting cycle.

	Action	Update
<p>Undertake targeted monitoring of the progress made by Waka Kotahi in responding to the Review as part of our annual Crown monitoring programme.</p>		<ul style="list-style-type: none"> Monitoring is underway however this needs to be formalised through Te Manatū Waka governance. Conversation been initiated however requires further focus. This remains as amber/green.
<p>Implement a more robust reporting and insights framework to more actively monitor cross system delivery, performance and risks. This includes providing clearer line-of-sight on the impact of delivery performance against Road to Zero system targets and indicators.</p>		<ul style="list-style-type: none"> Implementation plan near completion which will be used across partners and owned by the DCE's to enable visibility of activities contributing toward the Road to Zero Action Plan 2023 – 25.
<p>Further strengthen insights through the annual reporting on performance against Road to Zero system targets and indicators.</p>		<ul style="list-style-type: none"> The 2022 RtZ Annual Monitoring Report has been completed and due to be published in the coming weeks. This will be closed out once published next reporting period.

Appendix C

RAG Status – Road to Zero Performance

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RAG Status for Road to Zero Action Reporting

Progress of the programmes/ key projects over the reported quarter

- QTR** Progress has remained on track over the quarter and no major issues to threaten delivery.
- QTR** Progress has had delays or issues although if addressed promptly should not impact overall delivery or benefits realisation.
- QTR** Progress has had major delays or issues. Serious attention/ focus is required over the next quarter to manage or resolve.

Progress toward delivering the overall actions in the Action Plan

-  Successful delivery to time, cost and quality appears highly likely and there are no major issues that at this stage appear to threaten significant delivery.
-  Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
-  Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation.
-  Successful delivery is in doubt with risks or issues apparent in a number of key areas. Prompt action and prioritisation is needed to address these to enable delivery.
-  Successful delivery is at risk if major issues across critical areas are not managed or resolved with urgency.



Direction of RAG from previous reporting period.

