

Part A Introduction to the manual and the planning, programming and funding process

Overview

Introduction	<p>This part describes the content and structure of the NZ Transport Agency's (NZTA) <i>Planning, programming and funding manual</i> and provides guidance on how to use this manual.</p> <p>It also gives an introduction to land transport planning, programming and funding, describing sources of funds and how the National Land Transport Fund (NLTF) works.</p>								
Purpose	<p>The purpose of this part of the manual is to give a general overview of land transport planning, programming and funding plus specific guidance on how to find information.</p> <p>It does not provide any detail on policies or processes. These are covered in later parts.</p>								
Audience	<p>The audience for this part of the manual is:</p> <ul style="list-style-type: none"> • anyone who wants to know about planning, programming and funding for the land transport system • anyone looking for specific information in the manual. 								
In this part	<p>This part contains the following chapters:</p> <table border="1"> <thead> <tr> <th>Chapter</th> <th>Page</th> </tr> </thead> <tbody> <tr> <td>Using the manual</td> <td>A-2</td> </tr> <tr> <td>A1: The planning, programming and funding process</td> <td>A1-1</td> </tr> <tr> <td>A2: Sources of funding assistance and the NZTA's funding principles</td> <td>A2-1</td> </tr> </tbody> </table>	Chapter	Page	Using the manual	A-2	A1: The planning, programming and funding process	A1-1	A2: Sources of funding assistance and the NZTA's funding principles	A2-1
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Using the manual

1.1 Overview

Introduction This chapter provides entry points for locating information in the manual and also describes the manual content and structure.

Purpose The purpose of this chapter of the manual is:

- to help users find specific information
- to give an overview of how the manual works.

Audience The audience for this chapter of the manual is:

- anyone who wants to locate a specific item of information but does not know where it is
- new users of the manual who want a general view of its structure.

In this chapter This chapter contains the following sections:

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1.2 Entry points

Locating information

Use this table to find what you are looking for.

If you want to know ...	Then see ...
What packages and groups are	<ul style="list-style-type: none"> • Section <i>C3.4 Overview of activities and combinations of activities</i>
What can be in a package or group	<ul style="list-style-type: none"> • Section <i>C3.4 Overview of activities and combinations of activities</i> • <i>Part F Activities, work categories and funding policies</i>
How to develop a regional land transport programme	<ul style="list-style-type: none"> • <i>Part C Regional land transport programmes</i> • <i>Chapter C12 Preparing a regional land transport programme</i>
Who does what	<ul style="list-style-type: none"> • <i>Chapter A1 The planning, programming and funding process</i>
How state highway activities are handled	<ul style="list-style-type: none"> • <i>Chapter C7 Preparing road operations, maintenance and renewal programmes</i> • <i>Chapter C8 Preparing other road maintenance activities</i> • <i>Chapter C9 Preparing improvement projects</i> • <i>Chapter F7 Maintenance and operation of roads</i> • <i>Chapter F8 Renewal of roads</i> • <i>Chapter F9 Improvement of roads</i>

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1.2 Entry points, continued

If you want to know ...	Then see ...
What can be funded	<ul style="list-style-type: none"> • <i>Chapter C3 Formulating activities and combinations of activities</i> • <i>Chapter C4 Preparing studies, strategies and plans</i> • <i>Chapter C5 Preparing demand management and community programmes</i> • <i>Chapter C6 Preparing passenger transport programmes</i> • <i>Chapter C7 Preparing road operations, maintenance and renewal programmes</i> • <i>Chapter C8 Preparing other road maintenance activities</i> • <i>Chapter C9 Preparing improvement projects</i> • <i>Part F Activities, work categories and funding policies</i>
How you can change a package or group of activities	<ul style="list-style-type: none"> • <i>Section E4.3 Changes to activities that do not require an RLTP variation</i> • <i>Section E4.4 Variation of RLTPs</i>
What role the region has in varying the RLTP	<ul style="list-style-type: none"> • <i>Section E4.4 Variation of RLTPs</i>
How to claim money	<ul style="list-style-type: none"> • <i>Chapter E4 Programme management and claims</i>
How to assess an RLTP	<ul style="list-style-type: none"> • <i>Section C12.9 Assessment of the RLTP</i>
How the NZTA assesses an activity or combination of activities for funding	<ul style="list-style-type: none"> • <i>Chapter G1 Creating an assessment profile</i> • <i>Chapter G2 Standard criteria and considerations for assessment of improvement projects</i>
What happens at the end of a financial year	<ul style="list-style-type: none"> • <i>Section E4.9 End-of-year carryovers</i>
How to talk to the NZTA	<ul style="list-style-type: none"> • <i>Section 1.6 Availability, distribution, help and feedback</i>
Where to get help	<ul style="list-style-type: none"> • <i>Section 1.6 Availability, distribution, help and feedback</i>

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1.2 Entry points, continued

When all else fails

If you cannot find the information you are looking for:

- try the index to the manual
 - search the online version of the manual – available on the NZTA’s website (www.nzta.govt.nz) in HTML and PDF
 - talk to the NZTA regional programme manager.
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1.3 Purpose and application of the manual

Background	The policies and procedures set out in this edition of the manual have been amended from earlier manuals to comply with the Land Transport Management Act 2003 (LTMA) as amended by the Land Transport Management Amendment Act 2008.
Statement of purpose	<p>The purpose of this manual is to set out in a transparent manner for all stakeholders:</p> <ul style="list-style-type: none">• a summary of the legislative and strategic context within which the NZTA and approved organisations are required to operate• how the NZTA will assist and advise approved organisations to formulate activities and combinations of activities that meet the statutory and policy requirements placed on the NZTA and approved organisations• the NZTA's policies and procedures for preparing, scrutinising and assessing activities or combinations of activities, and allocating and managing land transport funds• how the NZTA uses the provision for combinations of activities to encourage preparation of packages of complementary activities, groups of similar lower-cost activities and programmes of ongoing activities• the arrangements the NZTA will use for monitoring, auditing and reporting on the land transport system, outcomes from the National Land Transport Programme (NLTP) and implementation of approved activities.
Date of application	These policies and procedures apply to the development and management of regional land transport programmes (RLTPs) and the NLTP from 1 August 2008.
Use of policies in 2008/09	<p>The NZTA will use the policies and procedures set out in this edition for, in particular:</p> <ul style="list-style-type: none">• making any amendments to the 2008/09 NLTP, unless it is impractical to do so• approving activities and combinations of activities in the 2008/09 financial year, unless it is impractical to do so• developing the NLTP for the three financial years 2009/10–2011/12.
Future amendments	Funding policy amendments to this manual must be by resolution of the NZTA Board.

1.4 Structure of the manual

Part, audience and content

This table shows the audience and content for each part of the manual.

Part	Title	Audience	Content
A	Introduction to the manual and the planning, programming and funding process	<ul style="list-style-type: none"> New users of the manual Users who want to find their way around the manual 	<ul style="list-style-type: none"> Roadmaps Manual structure Description of the NLTF Legislation Funding principles
B	Strategy and integrated planning	<ul style="list-style-type: none"> Anyone engaged in land transport planning or development of land transport strategies NZTA staff giving advice to approved organisations 	<ul style="list-style-type: none"> Strategic planning Guidelines on formulation of programmes, packages, etc Assessment of activities and combinations of activities
C	Regional land transport programmes	<ul style="list-style-type: none"> Regional transport committees (RTCs) and Auckland Regional Transport Authority (ARTA) staff developing an RLTP NZTA staff giving advice on RLTPs Approved organisations and the NZTA when formulating and assessing activities and combinations of activities 	<ul style="list-style-type: none"> RLTP requirements Guidance in preparing the RLTP Prioritising activities and combinations of activities Inclusion of activities and combinations of activities Using <i>LTP online</i>
D	National activities and the National Land Transport Programme	<ul style="list-style-type: none"> NZTA staff preparing the NLTP Funding applicants, RTC and ARTA staff wanting to understand the NLTP process 	<ul style="list-style-type: none"> Police activities National activities Preparing the NLTP

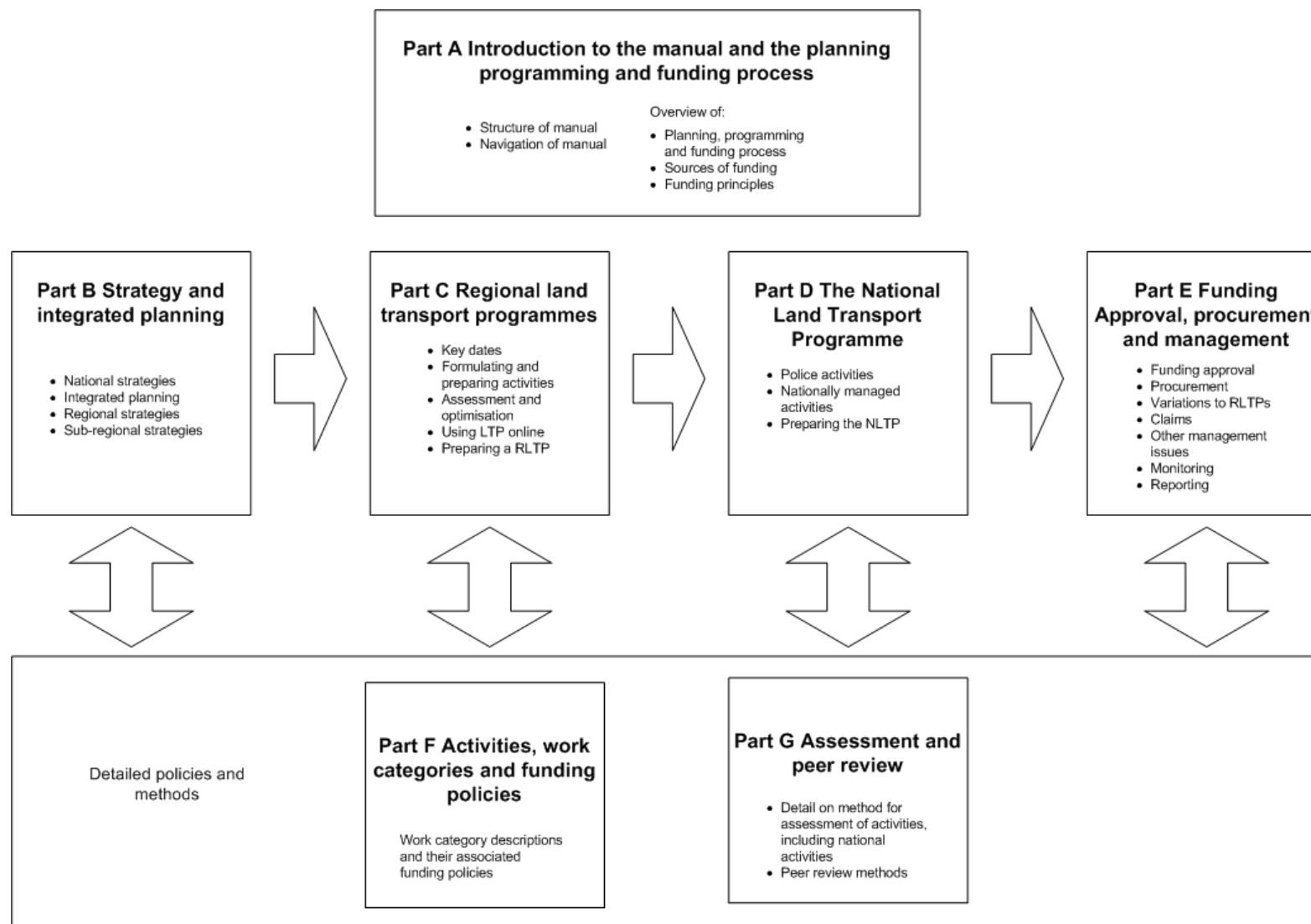
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1.4 Structure of the manual, continued

Part, audience and content, continued

Part	Title	Audience	Content
E	Funding approval, procurement and management	<ul style="list-style-type: none"> • People involved in managing the funding process and in making claims • People procuring services in order to deliver activities and combinations of activities • People involved in monitoring and reporting on RLTPs • People involved in monitoring and auditing for the NLTP 	<ul style="list-style-type: none"> • Funding approval of activities • Procurement • Managing the RLTP and NLTP • Variations to the RLTP • Making claims • Monitoring activities • Auditing activities • Reporting
F	Activities, work categories and funding policies	<ul style="list-style-type: none"> • People involved in any aspect of the funding process who need to know how activities are classified and the funding policies associated with particular activities 	<ul style="list-style-type: none"> • Classification of activities into activity classes and work classes • Funding and other policies on various combinations of activities
G	Assessment methods	<ul style="list-style-type: none"> • Funding applicants • Developers of RLTPs • NZTA staff working on the NLTP 	<ul style="list-style-type: none"> • Guidance on how to assess particular combinations of activities • NZTA methods of assessment
Appendices		<ul style="list-style-type: none"> • Anyone needing the information 	<ul style="list-style-type: none"> • Extract from the LTMA • Extract from the Government Policy Statement on land transport funding (GPS) • Definition of terms
Index		<ul style="list-style-type: none"> • Anyone using the manual 	<ul style="list-style-type: none"> • Page numbers for important terms and subjects

1.5 Relationship between the parts of the manual



1.6 Availability, distribution, help and feedback

Electronic access This manual is available on the NZTA's website (www.nzta.govt.nz) in both PDF and HTML format. The PDF version is the master version of the manual.

Hard copies Hard copies of this manual are available at a cost of \$70 each, inclusive of GST, postage and handling, from the NZTA.

Phone: 0800 699 000

Email: order@nzta.govt.nz

Future amendments Amendments to the manual will be made available on the NZTA's website (www.nzta.govt.nz).

Help If you need help with regard to the policies and procedures covered by this manual, contact your NZTA regional representative for advice and assistance.

Contact details are available on the NZTA's website (www.nzta.govt.nz).

Feedback Comments and feedback on this manual should be sent to:

Manager – National Planning and Assessment

NZ Transport Agency

Private Bag 6995

Victoria Arcade

44 Victoria Street

Wellington 6141

New Zealand

Telephone: +64 4 894 5400

Email: bob.alkema@nzta.govt.nz

Chapter A1 The planning, programming and funding process

A1.1 Overview

Introduction This chapter provides diagrams and descriptions that explain the operation of the NZTA's planning, programming and funding process. It also introduces the various parties in the process and explains their involvement.

Purpose The purpose of this chapter is to give a high-level overview of the process. It is not intended as a detailed 'how to' guide.

More detailed information is to be found in subsequent parts of the manual.

Audience The audience for this chapter of the manual is:

- anyone unfamiliar with the NZTA's planning, programming and funding process who wants to obtain a general understanding
- staff in approved organisations and other participants in the process who want to know where they fit in to the broader picture.

In this chapter This chapter contains the following sections:

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A1.7 Role and functions of the NZTA	A1-14
A1.8 Legislative framework for land transport planning, programming and funding	A1-18

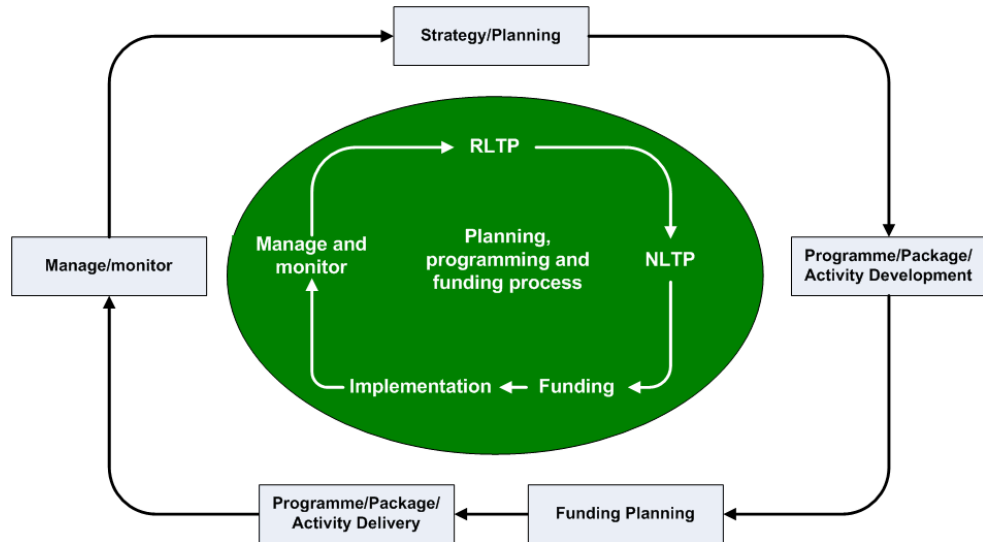
A1.2 The land transport system and the planning, programming and funding process

Introduction

This section describes, at a high level, the relationship between the land transport system and the planning, programming and funding process.

Diagram

This diagram shows the two life cycles – the land transport system life cycle (outside circle) and the planning, programming and funding life cycle.



What happens in the land transport life cycle

The Land Transport Management Act 2003 (LTMA) places emphasis on strategic planning, which needs to be integrated at a national level. The NZTA is involved in coordinating and approving this.

High-level planning results in activities and combinations of activities that meet local, regional and national needs.

Funding plans are developed and funding sources identified. The National Land Transport Fund (NLTF) is one of these sources. In order to qualify for funding from the NLTF, activities and combinations of activities must go through the planning, programming and funding process, which in most cases requires their inclusion in a regional land transport programme (RLTP) and the National Land Transport Programme (NLTP). This process is described in more detail in the next sections.

Following funding, the activities and combinations of activities are delivered and then monitored and managed.

A1.3 The planning, programming and funding process

Introduction

This section provides a high-level view of the planning, programming and funding process.

Planning, programming and funding steps

The process involves the following steps:

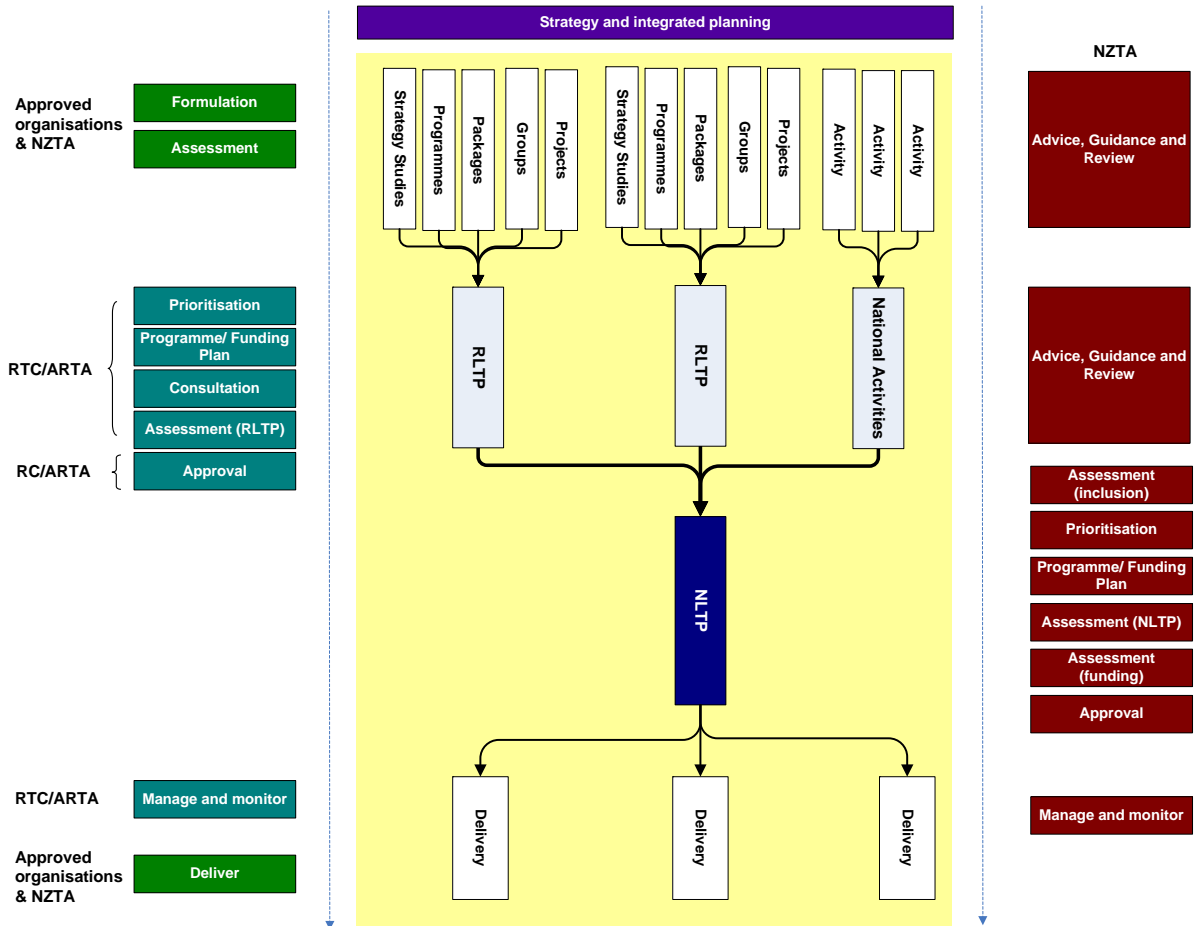
1. Approved organisations and the NZTA develop strategies and plans in accordance with their needs and with legislative and other requirements. Particular attention is paid to integrating these plans both within the transport sector and between the transport sector and other relevant areas of planning (eg land-use planning).
2. On the basis of the strategies and plans, approved organisations and the NZTA **formulate** and **assess** packages, programmes and other combinations of activities in accordance with established strategies and local needs.
3. Regional transport committees (RTCs) or, in the case of the Auckland region, the Auckland Regional Transport Authority (ARTA) generally decide which activities and combinations of activities to include in an RLTP, **prioritise** the activities and combinations of activities and **programme** them in the RLTP. They also **consult** with the local community and other stakeholders and, lastly, **assess** the RLTP itself.
4. The NZTA takes the RLTPs into account and:
 - reviews the assessments conducted in step 2
 - prioritises the activities and combinations of activities and decides which to include in the NLTP
 - assesses the overall NLTP
 - adopts the NLTP
 - approves activities in the NLTP for funding from the NLTF.
5. Approved organisations and the NZTA (as an activity manager or deliverer) claim funds from the NLTF for approved activities and combinations of activities and manage these activities in accordance with the NZTA requirements.
6. The NZTA monitors and audits the implementation of approved activities and combinations of activities and the use of the funds.

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A1.3 The planning, programming and funding process, continued

Diagram

The following diagram illustrates the planning, programming and funding process.



The NZTA's assistance with the planning, programming and funding process

Throughout the planning, programming and funding process, the NZTA will provide advice, guidance and assistance to approved organisations, RTCs and others involved in the process.

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A1.3 The planning, programming and funding process, continued

Further detail

For ...	See ...
Further general explanation of formulation, assessment, prioritisation, programming, approval and monitoring	<i>Section A1.4 The six-stage approach to planning, programming and funding on page A1-6</i>
More detail on strategy and planning	<i>Part B Strategy and integrated planning</i>
More detail on formulation and assessment	<i>Chapter C3 Formulating activities and combinations of activities</i> <i>Chapter C10 Assessment and optimisation</i>
More detail on preparing an RLTP	<i>Chapter C12 Preparing a regional land transport programme</i>
More detail on preparing the NLTP	<i>Part D National activities and the National Land Transport Programme</i>
More detail on funding approval, procurement, claims, managing and monitoring	<i>Part E Funding approval, procurement and management</i>

A1.4 The six-stage approach to planning, programming and funding

Introduction

This section summarises the six stages in the NZTA's approach to the planning, programming and funding process. This approach takes account of the requirements placed on approved organisations, RTCs and the NZTA under the LTMA.

The LTMA sets a challenging framework for planning, programming and funding land transport activities. It reflects a multi-modal approach, encourages integrated long-term planning and allows funding flexibility to achieve an affordable, integrated, safe, responsive and sustainable land transport system.

Purpose of the approach

The purpose of the six-stage approach is to allow the NZTA to:

- enable approved organisations and the NZTA to formulate proposals that best meet legislative requirements
- ensure proposals are assessed uniformly and in accordance with the requirements of the LTMA and other relevant statutory requirements
- prioritise and programme activities over a 10-year period in accordance with the NZTA's objective and other requirements in the LTMA
- approve activities and combinations of activities for funding in accordance with LTMA requirements
- report on the contribution that the NLTP has made towards achieving the outcomes of the government as set out in the New Zealand Transport Strategy (NZTS) and the Government Policy Statement (GPS).

The six stages

The six stages are:

- formulation
- assessment
- prioritisation
- programming
- approval
- monitoring.

Each of these stages is characterised by specific methods and policies.

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A1.4 The six-stage approach to planning, programming and funding, *continued*

Application to the planning, programming and funding process

The methods and policies involved in the approach may be applied in various stages of the planning, programming and funding process.

Thus, for example, in the case of assessment:

- there is a legislative requirement for approved organisations to assess the various packages, programmes and other combinations of activities they propose
- RTCs and ARTA must also assess their RLTPs
- the NZTA needs to review the assessments done by approved organisations and must also assess the NLTP
- the NZTA also assesses strategies developed by approved organisations and the NZTA.

Process used iteratively

The six stages are often applied iteratively. This gives the organisation formulating activities and combinations of activities confidence that they can be prioritised and programmed.

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A1.4 The six-stage approach to planning, programming and funding, continued

Value for money The LTMA requires the NZTA to use its revenue in a manner that seeks value for money, including approving procurement procedures that are designed to obtain the best value for money spent by the NZTA and approved organisations.

Reference: LTMA s25(1) and s96(1)(b).

When assessing strategies, programmes, packages and projects, the GPS requires both local government and the NZTA to consider a number of matters, including achieving value for money.

Value for money has been defined in a variety of ways but in general it means selecting the right things to do, implementing them in the right way, at the right time and for the right price. Determining value for money requires taking a long-term view of the total value for money attributable to an activity and not simply the initial capital cost. A whole-of-life assessment will consider the social, environmental and economic impact of the outputs, any on-going maintenance and operation costs of the asset or service, and costs associated with its disposal.

In relation to land transport, value for money outcomes are identified first through the selection of activities that make the largest contribution for the funds invested towards achieving the GPS impacts and the wider objectives of the LTMA and NZTS. The assessment framework shows how the NZTA's strategic investment direction will be implemented while ensuring value for money when selecting activities for inclusion in the NLTP. Activities proposed for inclusion in the NLTP will be assessed against 'strategic fit', 'effectiveness' and 'economic efficiency' to determine the right time for implementation and their relative priority for funding. The assessment criteria reflect the NZTA's strategic investment direction.

It should be noted that when assessing an activity's readiness to proceed, a number of criteria are considered that can impact on value for money. These include: social responsibility; project management and delivery; consultation; peer review and audit; and risk assessment and management.

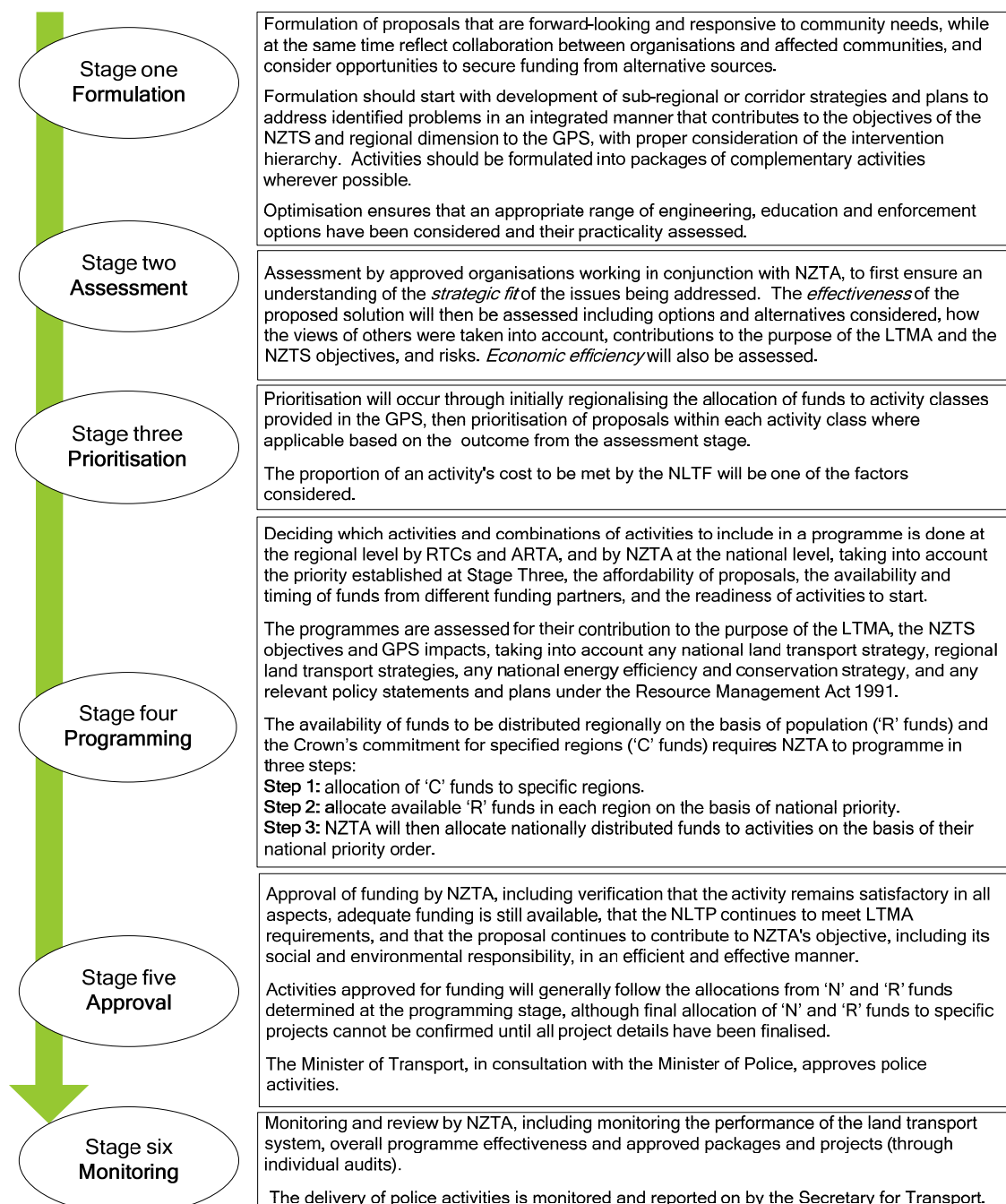
The further components of value for money, implementation in the right way for the right price, are addressed by the NZTA's Procurement manual.

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A1.4 The six-stage approach to planning, programming and funding, continued

Summary

The following diagram summarises what goes on in the six-stage approach.



A1.5 LTMA provisions for assessment

Introduction	This section refers to the LTMA provisions for assessment of programmes and activities in programmes.
Assessment of activities for inclusion in RLTP	<p>An RLTP must contain an assessment of each activity or combination of activities, prepared by the organisation that identifies or proposes the activity or combination of activities, in the form and with the detail required by the RTC or ARTA (as the case requires), taking account of any prescription made by the NZTA.</p> <p>Legislation: LTMA s16(1)(d) and s17(1)(c).</p>
RLTP compliance	<p>An RLTP must contain an assessment by the RTC or ARTA (as the case requires) of how the RLTP complies with section 14 (for an RTC) or section 15 (for ARTA) of the LTMA.</p> <p>Legislation: LTMA s6(2)(a) and s16A(2)(a).</p>
Relationship of police activities with RLTP	<p>An RLTP must contain an assessment by the RTC or ARTA (as the case requires) of the relationship of police activities or combinations of police activities to the RLTP.</p> <p>Legislation: LTMA s16(2)(b) and s16A(2)(b).</p>
NZTA recommendations for police activities	<p>In recommending any police activities or combinations of police activities, the NZTA must satisfy the provisions of section 18G(2).</p> <p>Legislation: LTMA s18G.</p>
NLTP compliance	<p>The NLTP must include an assessment of how the NLTP complies with section 19B.</p> <p>Legislation: LTMA s19C(b).</p>
Assessment of activities for funding approval	<p>When approving activities or combinations of activities, the NZTA must satisfy the provisions of section 20 of the LTMA and may apply different methods of assessment for the purpose of approving different activities or combinations of activities.</p> <p>Legislation: LTMA s20 and s20B.</p>

A1.6 Roles of approved organisations and other partners

Introduction	<p>The successful achievement of land transport outcomes requires all partners to fulfil their respective roles successfully.</p> <p>This section briefly sets out the role and functions of approved organisations. It also includes the role of RTCs.</p>
Approved organisations	<p>Approved organisations are:</p> <ul style="list-style-type: none"> • regional councils • territorial authorities • approved public organisations. <p>Legislation: LTMA s5.</p>
Local authorities	<p>Regional councils and territorial authorities (collectively known as 'local authorities') are funding partners with the NZTA for land transport activities in their areas. Local authorities are responsible for planning, consulting, programming and implementing land transport activities in their region or district.</p> <p>Local authorities are encouraged to have an active involvement throughout the year in activities such as road safety action planning together with the NZTA, NZ Police and other parties at the local level.</p>
Approved public organisations	<p>The following are approved public organisations:</p> <ul style="list-style-type: none"> • the Department of Conservation • the Waitangi National Trust Board • ARTA. <p>Approval and revocation of approval of public organisations are made by Order in Council on the recommendation of the Minister of Transport.</p> <p>Role of Department of Conservation and Waitangi National Trust Board</p> <p>The Department of Conservation and the Waitangi National Trust Board are responsible for planning, developing and implementing land transport activities and combinations of activities in their areas.</p> <p>Role of ARTA</p> <p>ARTA has a special role in the Auckland region, including:</p> <ul style="list-style-type: none"> • preparing, consulting on and approving the RLTP for the Auckland region • preparing variations on the RLTP for the Auckland region. <p>Legislation: LTMA s23(4).</p>

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A1.6 Roles of approved organisations and other partners, continued

Regional council role in terms of the LTMA

The roles of regional councils in terms of the LTMA are to:

- appoint an RTC
- ensure that the RTC prepares a regional land transport strategy (RLTS)
- approve the RLTS prepared by the RTC
- vary its RLTS
- ensure that the relevant RTC prepares an RLTP (except for the Auckland region)
- approve the RLTP prepared by the RTC (except for the Auckland region)
- forward copies of its approved RLTP to the NZTA (and others) and make it publicly available by a date appointed by the NZTA (except for the Auckland region)
- vary its RLTP.

Legislation: LTMA s13, s18A, s18C, s74, s81, s105 and schedule 7.

Regional transport committees

Functions of an RTC (other than Auckland)

The functions of an RTC (except the committee for the Auckland region) are to prepare for approval by the relevant regional council:

- an RLTS for its region, or any variations to the strategy, or any reports on the strategy
- an RLTP for its region, or any variations to the programme
- a regional fuel tax scheme for its region if the RTC decides to recommend such a scheme.

An RTC will also:

- provide advice and assistance to the regional council
- adopt a policy on significance of variations to the RLTS and RLTP.

Functions of the Auckland RTC

The functions of the RTC in the Auckland region are to:

- prepare an RLTS for the Auckland region for approval by the Auckland Regional Council
- prepare any variations to, and reports on, the strategy
- carry out certain responsibilities in respect of the regional fuel tax scheme for the Auckland region
- adopt a policy on significance of variations to the RLTS.

Legislation: LTMA s103, s104 and clause 11 of schedule 7.

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A1.6 Roles of approved organisations and other partners, continued

Chatham Islands Council	The Chatham Islands Council, rather than an RTC, prepares and consults on an RLTP. The roles of the RTC described in this manual also relate to the Chatham Islands Council. Legislation: LTMA s7.
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NZ Police	NZ Police provides road policing on state highways and local roads, network-wide policing including traffic management, and associated services including community services and school road safety education.
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A1.7 Role and functions of the NZTA

Introduction This section describes the role and functions of the NZTA in the NLTF process as prescribed by legislation.

Objective of the NZTA The statutory objective set for the NZTA is to undertake its functions in a way that contributes to a land transport system that is:

- affordable
- integrated
- safe
- responsive
- sustainable.

Legislation: LTMA s94.

Role of the NZTA As well as managing the state highway system and other responsibilities, the NZTA is the Crown entity responsible for allocating government funding for planning, operating, maintaining and developing the land transport system. The NZTA has broad responsibility for ensuring the land transport system (including road, rail, barging and coastal shipping) contributes to the development of New Zealand economically, socially and environmentally.

Collaborative working

The NZTA is committed to working collaboratively with local government and other organisations to develop the land transport system in a strategic manner. Accordingly, rather than taking an 'arms-length' approach to the development of regional strategies and RLTPs, the NZTA now takes considerable interest in the initial planning stages.

In addition, the NZTA's role involves working effectively with the Ministry of Transport, KiwiRail, the Energy Efficiency and Conservation Authority, port and airport authorities, and other transport organisations such as passenger transport and freight transport operators.

Wherever possible, the NZTA aims to achieve its objectives by working collaboratively with, and relying on the processes of, other organisations.

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A1.7 Role and functions of the NZTA, continued

The NZTA's statutory functions relating to planning, programming and funding

The statutory functions of the NZTA relating to planning, programming and funding are to:

- promote an affordable, integrated, safe, responsive and sustainable land transport system
- manage the state highway system, including planning, funding, design, supervision, construction, and maintenance and operations, in accordance with the LTMA and the Government Roading Powers Act 1989
- deliver or manage the delivery of its other activities and combinations of activities, including (but not limited to) those relating to research, education, training and coastal shipping
- manage funding of the land transport system, including (but not limited to):
 - administration of land transport revenue and regional fuel taxes, and
 - auditing the performance of approved organisations in relation to activities approved by the NZTA and the operation of the land transport disbursement accounts of approved organisations
- assist, advise and cooperate with approved organisations
- cooperate with, or provide advice and assistance to, any government agency or local government agency when requested to do so by the Minister of Transport, but only if the Minister and the NZTA are satisfied that the performance of the NZTA's functions and duties will not be compromised
- provide the Minister with any advice relating to the NZTA's functions that the Minister may request
- carry out any other functions relating to land transport that the Minister directs in accordance with section 112 of the Crown Entities Act 2004
- carry out those functions conferred on the NZTA by other provisions in the LTMA or under any other Act.

Legislation: LTMA s95(1).

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A1.7 Role and functions of the NZTA, *continued*

Statutory independent functions relating to planning, programming and funding

The NZTA's statutory independent functions relating to planning, programming and funding are to:

- enforce the provisions of any enactment conferring functions or duties on the NZTA
- determine whether particular activities should be included in the NLTP
- approve activities or combinations of activities under section 20 of the LTMA
- approve procurement procedures.

Legislation: LTMA s95(2).

Government direction

The NZTA is required to comply with policy directions given by Ministers and must also act in accordance with its current statement of intent.

Legislation: Crown Entities Act 2004, Part 3 and Part 4.

A1.7 Role and functions of the NZTA, continued

The NZTA's operating principles

In meeting its objective and undertaking its functions, the NZTA must:

- exhibit a sense of social and environmental responsibility, which includes:
 - avoiding, to the extent reasonable in the circumstances, adverse effects on the environment
 - ensuring in relation to its functions, to the extent practicable, that persons or organisations preparing RLTPs take into account the views of affected communities, and give land transport options and alternatives an early and full consideration; and provide early and full opportunities to the persons and organisations who are required to be consulted in order to contribute to the development of RLTPs
 - meeting the requirements on Māori contribution to decision making
- use its revenue in a manner that seeks value for money, and:
 - if the revenue is part of the NLTF, in accordance with section 10(3) of the LTMA, and
 - in all other cases, for the purpose for which it is collected
- ensure that its revenue and expenditure is accounted for in a transparent manner
- ensure that:
 - it acts in a transparent manner in its decision making under the LTMA
 - it gives, when making decisions in respect of land transport planning and funding under subpart 1 of Part 2 of the LTMA, the same level of scrutiny to its own proposed activities and combinations of activities as it would give to those proposed by approved organisations.

Legislation: LTMA s96.

A1.8 Legislative framework for land transport planning, programming and funding

Introduction	This section describes the various pieces of legislation that define planning, programming and funding for the land transport system.
Purpose of the Land Transport Management Act	<p>The Land Transport Management Act 2003 (LTMA) as amended by the Land Transport Management Amendment Act 2008 provides the legislative framework for managing and funding land transport activities.</p> <p>The purpose of the LTMA is to:</p> <p><i>Contribute to the aim of achieving an affordable, integrated, safe, responsive and sustainable land transport system.</i></p>
Contents of the LTMA	<p>The LTMA:</p> <ul style="list-style-type: none">• provides an integrated approach to land transport funding and management that takes into account the views of affected communities• improves social and environmental responsibility in land transport funding, planning and management• provides the NZTA with a broad land transport focus• ensures options and alternatives are given full consideration at an early stage in the development of programmes• improves long-term planning and investment in land transport• ensures that land transport funding is allocated in an efficient and effective manner• improves the flexibility of land transport funding by providing for alternative funding mechanisms• defines:<ul style="list-style-type: none">– the functions of the NZTA– the role of regional councils with respect to land transport planning, programming and funding– the role of ARTA with respect to land transport planning, programming and funding– the composition and role of RTCs• provides for:<ul style="list-style-type: none">– the development of a national land transport strategy (NLTS)– RLTSs– a GPS.

Contd

A1.8 Legislative framework for land transport planning, programming and funding, continued

Government Roading Powers Act 1989

The Government Roading Powers Act 1989 (previously named the Transit New Zealand Act 1989) deals with:

- the powers and duties of Ministers, the NZTA and other road controlling authorities
- the provisions relating to roads, access ways and service lanes, state highways, motorways and limited access roads.

Transport Services Licensing Act 1989

The Transport Services Licensing Act 1989 covers:

- licensing of transport services
- registration of road, rail and other passenger services.

The Act provides for regional councils, or territorial authorities that have the functions, duties and powers of a regional council, to prepare a regional passenger transport plan. The plan is to specify the passenger services the regional council or territorial authority proposes to be provided in its region or district, both generally and in respect of the transport disadvantaged.

A contracted service is a specified service that a regional council has contracted to pay for the supply of that service. Only local authorities can fund contracted services.

Local Government Act 2002

The Local Government Act 2002 (LGA):

- states the purpose of local government
- provides a framework and powers for local authorities to decide which activities they undertake and the manner in which they will undertake them
- promotes the accountability of local authorities to their communities
- provides for local authorities to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities, taking a sustainable development approach.

The stated purpose of local government is:

- to enable democratic local decision making and action by, and on behalf of, communities
- to promote the social, economic, environmental and cultural well-being of communities, in the present and for the future.

Contd

A1.8 Legislative framework for land transport planning, programming and funding, continued

Significant provisions of the LGA

The following table shows significant provisions and where they are found in the LGA.

Content	Part/section of LGA
Requirements for planning, decision making, and accountability	Part 6 (sections 75 to 122)
Consultation provisions	sections 82 to 90
Provisions for identifying and reporting on community outcomes	sections 91 and 92
Provisions relating to planning, including long-term council community plans (LTCCPs) and annual plans	sections 93 to 97
Preparation of activity management plans	schedule 10

Local Government Act 1974

Part 21 of the Local Government Act 1974 sets out, among other things, provisions for:

- local roads
- limited access roads
- private roads
- private ways
- ferries
- drains
- road safety.

Railways Act 2005

The Railways Act 2005 promotes the safety of rail operations by:

- stating the duty of rail participants and other persons to ensure safety, including licensing of rail participants
- authorising the Minister to make rules relating to rail activity
- providing for rail safety systems
- providing for protection of the rail corridor, interaction of rail and road, and construction and maintenance of railways.

Chapter A2 Sources of funding assistance and the NZTA's funding principles

A2.1 Overview

Introduction This chapter describes the sources of funding assistance, including the National Land Transport Fund (NLTF). It also lists the funding principles upon which the NZTA operates.

Purpose The purpose of this chapter is to provide an overview of funding sources, the NLTF and the principles that govern its use.

Audience The audience for this chapter of the manual is:

- anyone interested in obtaining a general understanding of funding available for land transport activities, including coastal shipping
- anyone wishing to understand the broad principles behind the NZTA's funding assistance.

In this chapter This chapter contains the following sections:

Section	Page
A2.2 Sources of funding	A2-2
A2.3 The National Land Transport Fund	A2-3
A2.4 Uses of the NLTF	A2-5
A2.5 Funds managed on behalf of the Ministry of Transport	A2-7
A2.6 Supplementary funding	A2-9
A2.7 The NZTA's funding principles	A2-11

A2.2 Sources of funding

Funding sources There are a number of sources of funds for land transport activities.

These are:

- the NLTF
- funds managed on behalf of the Ministry of Transport
- local share
- supplementary funding.

These funding sources are described in the following sections.

Allocation of funds In general, funds are allocated as part of the planning, programming and funding process described in chapter A1. However, funds managed on behalf of the Ministry of Transport are not part of the process for regional land transport programmes (RLTPs) or the National Land Transport Programme (NLTP), although they may be managed in a similar way.

Local share For activities and combinations of activities managed or delivered by approved organisations, funding assistance provided by the NZTA in most cases is less than 100 percent of the total cost of the activity or combination of activities.

The approved organisation is responsible for providing the remaining portion of the total cost.

A2.3 The National Land Transport Fund

Introduction

The NLTF essentially consists of land transport revenue as defined below plus revenue from land, interest earned and borrowings. The NLTF is dedicated for the purpose of funding land transport activities.

Land transport revenue

Land transport revenue consists of all of the following:

- a) All road user charges (excluding applicable refunds and GST) calculated in accordance with Schedule 3 of the Road User Charges Act 1977, any additional charges under section 21A of that Act, and any assessments under section 18C or 18D of that Act.
- b) All excise duty and excise-equivalent duty on motor spirits, compressed natural gas or liquefied petroleum gas under the Customs and Excise Act 1996 (excluding applicable refunds or drawbacks of duties, and GST).
- c) All fees and charges (excluding applicable refunds and GST) identified in regulations made for the purposes of Part 1 of the Transport (Vehicle and Driver Registration and Licensing) Act 1986 as land transport revenue for the purposes of the LTMA.
- d) The amount of interest, calculated according to a formula determined by the Minister of Transport and the Minister of Finance, earned from the investment of cash held by the Crown from the revenues referred to in paragraphs (a) to (c).
- e) All other public money that is required by any enactment to be treated as land transport revenue for the purposes of the LTMA.

Legislation: LTMA s6.

Contd

A2.3 The National Land Transport Fund, *continued*

Use of the NLTF

The NLTF must be used to pay for:

- approved police activities and combinations of activities
- approved activities and combinations of activities (including those relating to state highways) for which the NZTA is responsible for delivery or managing delivery
- regional councils' approved activities and combinations of activities
- territorial authorities' approved activities and combinations of activities (other than public transport services activities and combinations of activities)
- regional and territorial authorities' approved activities and combinations of activities that have been authorised by a transfer of responsibility under section 17 of the Local Government Act 2002
- approved public organisations' approved activities and combinations of activities
- expenses resulting from, and repayment of, any borrowing.

Legislation: LTMA s10(3).

A2.4 Uses of the NLTF

Introduction

The NZTA allocates funds from the NLTF to activities in the NLTP. NLTF funds are allocated as three main types:

- nationally distributed funds (N funds)
- regionally distributed funds (R funds)
- special funding for specific regions (C funds).

Reference: For a description of the NLTF, see section A2.3.

Nationally distributed funds (N funds)

This is the main funding stream from the NLTF.

The NZTA allocates these funds through the NLTP on the basis of national priority in accordance with the requirements of the Land Transport Management Act 2003 (LTMA).

Regionally distributed funds (R funds)

In December 2003, the government announced additional funds for land transport over a 10-year period. The announcement included a five cent per litre increase in fuel excise duty and an equivalent increase in road user charges for light vehicles, to be distributed regionally on the basis of population (with Auckland receiving 35 percent of the total collected) for 10 years from April 2005.

The NZTA allocates these funds to each region through the NLTP in accordance with the requirements of the LTMA.

The NZTA will monitor and report on the use of R funds.

Special funding for specific regions (C funds)

In addition to R funds, the government has undertaken assessments of the transport needs of the Auckland, Wellington, Bay of Plenty and Waikato regions and special funding has been made available for these regions. The commitments and commitment amounts are defined in clause 8 of schedule 2 of the Land Transport Management Amendment Act 2008.

The NZTA allocates these funds through the NLTP in accordance with the requirements of the LTMA and considering regional recommendations within the government's intent for the funds.

The NZTA will monitor and report on the use of C funds.

Contd

A2.4 Uses of the NLTF, continued

Land transport disbursement accounts

Every approved organisation must operate a land transport disbursement account. All money received from the NZTA for approved activities must be paid into this account.

All expenditure from a land transport disbursement account must be accounted for in a manner prescribed by the NZTA after consultation with the Controller and Auditor-General.

Payments may be made out of a land transport disbursement account only for approved activities or combinations of activities, and only:

- within the limits and terms and conditions of the approval granted under sections 20 and 20B of the LTMA
- in accordance with a procurement procedure unless exempt by or under section 26.

An approved organisation may:

- carry forward to any later financial year any amount of the credit balance in its land transport disbursement account at the close of any financial year
- use that money at any time for payments in accordance with section 24 of the LTMA.

Legislation: LTMA s24.

Payments may be reduced, refused or withheld in certain cases

The NZTA may reduce, refuse or withhold payment for any approved activity if it considers that, in relation to an approved activity, an approved organisation or person:

- is in breach of a procurement procedure, or
- has been or is or will be likely to be in breach of any other provision of the LTMA relating to payments from a land transport disbursement account, or
- has constructed or undertaken the activity, or is proposing to construct or undertake the activity, to standards that are excessively high or unsatisfactory.

If the NZTA makes any payment for an approved activity that is based on information that is subsequently found to be erroneous or inaccurate, the payment is recoverable in any court of competent jurisdiction as a debt due to the NZTA.

Legislation: LTMA s36.

A2.5 Funds managed on behalf of the Ministry of Transport

Introduction	This section sets out how transport funding external to the NLTF and managed by the NZTA on behalf of the Ministry of Transport is allocated.
Funds managed	<p>The NZTA manages the following funds on behalf of the Ministry of Transport:</p> <ul style="list-style-type: none"> • regional development funds • SuperGold Card funding • Canterbury Transport Project funds. <p>Further information on these funds is given below.</p>
Regional development funds (D funds)	<p>This funding is used to meet specific needs where insufficient investment in roads and alternatives to roads is constraining regional development.</p> <p>These funds are for road maintenance, renewal and improvement projects, and projects that are alternatives to roads. The projects are funded at 100 percent funding assistance rate. Activities are eligible for funding under this activity class when they are delivered by one of the following councils:</p> <ul style="list-style-type: none"> • Far North District Council • Kaipara District Council • Whangarei District Council • Northland Regional Council • Gisborne District Council • Wairoa District Council.
SuperGold Card funding	SuperGold Card funding provides for concession fares for SuperGold Card holders on public transport services.
Canterbury Transport Project funding	Canterbury Transport Project funding provides for a programme of works in Canterbury in addition to funds through the NLTP.

Contd

A2.5 Funds managed on behalf of the Ministry of Transport, continued

Funds are separate from NLTF

The funding assistance provided is separate to that from the NLTF.

Funded activities are not part of NLTP

Activities funded by these funds are not part of the NLTP.

Activities managed in a way similar to those in NLTP

The activities are managed in a similar way to those funded by the NLTF through the NLTP. This simplifies the allocation and use of these funds.

Activities will be managed using the same systems as those in the NLTP, alongside similar activities in the NLTP; for example, SuperGold Card activities will be managed alongside the passenger transport activities in the NLTP to provide a consistent approach for approved organisations.

The activities and their funding will be separately identified to the activities in the NLTP and the funding from the NLTF.

Activities included in separate activity classes

The activities generally use the same work categories as activities that are part of the NLTP but are identified by separate activity classes.

Assessment and prioritisation

Assessment and prioritisation will be undertaken as required by the policy relating to each source of funds.

A2.6 Supplementary funding

Supplementary funding

Supplementary funding refers to contributions that are additional to the standard levels of NLTF and local authority funding specified in the NZTA's published funding assistance rates.

The main examples of supplementary funds are:

- development contributions towards the costs of improving network infrastructure (to the benefit of the development)
- betterment from landowners receiving value from road improvements
- additional contributions from local authorities or other parties that reduce the proportion of the NZTA's contribution to the cost of an activity below that specified in the NZTA's normally applicable funding assistance rate
- contributions from community groups or other government agencies to community programmes
- funds generated from road tolls, borrowing and payments from concession agreements
- funds from regional fuel tax.
- the value of land and buildings of redundant public transport facilities owned by local authorities
- funds from the sale of future development rights of a new or redeveloped public transport facility owned and operated by a local authority

Legislation: The Resource Management Act 1991 and the Local Government Act 2002 contain the powers for local authorities to require development contributions towards network infrastructure.

The Local Government Act 1974 provides for territorial authorities to collect betterment from landowners receiving value from road improvement works.

Reference: For detail, see section *F10.2*.

Funds from road tolls

A road tolling scheme may be established to provide funds that may be applied by or on behalf of a road controlling authority (RCA) for the purposes of one or more of the following activities for a new road:

- planning
- design
- supervision
- construction
- maintenance
- operation.

Legislation: LTMA s46 to s65.

Contd

A2.6 Supplementary funding, continued

Regional fuel tax A region may obtain, from the imposition of a fuel tax for the region (known as a regional fuel tax), the funding that it needs to contribute to capital projects that:

- will result in a net benefit to the region, and
- are priority for the region, and
- are unlikely to be fully funded from sources, other than regional fuel tax, within the time frame desired by the region.

Legislation: LTMA s65A to s65ZE.

Note: the government announced on March 2009 that the provisions for the regional fuel tax will not be used as a source of funding.

Use of supplementary funds

Supplementary funds will be dealt with in a way that reflects the circumstances of the activities and packages under consideration, and the NZTA will have particular regard to where the benefits accrue.

In the case where supplementary funds do not affect the scope of the activity or package, the supplementary funds will normally be treated as local authority revenue. The contribution can then be used to assist with the local share of the cost of the activity or package. Funds from regional fuel tax come within this category.

In a case where supplementary funds lead to a change of scope of the activity or package (eg where a road scheme is significantly modified to enhance the value of a private sector development), the supplementary funds will normally be treated as a third party contribution to the overall cost of the activity or package and will reduce the total cost eligible for funding assistance.

In a case where betterment is required under the Public Works Act 1981 or the Local Government Act 1974 in relation to the purchase of land by a local authority as part of a road scheme, the amount of any betterment will normally be treated as a third party contribution to the overall cost of the project and will reduce the total cost eligible for funding assistance.

The use of funds generated from toll revenues (including capital sums borrowed against toll revenues) will be considered by the NZTA on a case-by-case basis, having regard to whom the benefits accrue and other factors.

A2.7 The NZTA's funding principles

Introduction

This section sets out the NZTA's principles for funding assistance. These principles underlie all funding assistance policies and procedures in this manual.

Value for money

All funds available to the NZTA will be allocated to land transport activities that provide best value for money within the legislative provisions.

The NZTA will allocate all the funds that it has available to land transport activities in a manner that:

- meets the requirements of the governing legislation
- gives effect to the current Government Policy Statement (GPS) by:
 - contributing to the targets in the GPS
 - keeping allocations to activities within the bounds stated in the GPS
 - taking account of the guidance of the GPS
- delivers value for money by prioritising funding to activities that are:
 - most effective (the right activities)
 - implemented efficiently (in the best way at the right time)
 - economical (at the right price)
- delivers maximum benefits to users of public land transport networks.

In the above context, value for money means that:

- maintenance and renewal activities must deliver an appropriate level of service while minimising the whole-of-life asset cost
- network operations and network services (such as passenger transport services) activities must maximise the effectiveness of the services for the resources consumed
- improvement activities must deliver the maximum short- and long-term change to the effectiveness of the land transport networks, and network operations or services in support of transport strategies, for the resources consumed.

Contd

A2.7 The NZTA's funding principles, *continued*

Funding assistance methods

Funding assistance will be related either to the approved organisation's ability to pay or to the type of activity irrespective of the approved organisation.

Funding assistance to approved organisations for approved activities will be provided either as:

- a financial contribution at a rate reflecting the approved organisation's ability to fund its share of the cost of the activity, or
- a fixed proportion of the cost of the activity dependent on the type of activity irrespective of which approved organisation is undertaking the activity.

Funding assistance will be given in accordance with the edition of the NZTA's *Planning, programming and funding manual* that is current at the time of funding approval.

Priority and readiness

Activities will only be approved for funding when the NZTA considers they have sufficient priority and are ready for implementation.

The NZTA will only give funding approval for activities when they have sufficient priority to warrant funding and when the activities are ready to be implemented, so that available financial resources are used on activities with the highest priority.

The assessment methodologies in this manual will be used to assess activities or combinations of activities to determine their readiness and priority for funding.

Delivery as specified

Payment will only be made for completed portions of approved activities that have been delivered as specified in the funding approval.

Payment will only be made for completed portions of activities when:

- the activity has funding approval from the NZTA
- the payment matches the value of the activity completed, up to the approved funding level
- the activity has been completed to the standard and the other terms and conditions imposed by the NZTA in the funding approval.

Exceptions to this policy must be individually agreed between the NZTA and the approved organisation.

Contd

A2.7 The NZTA's funding principles, continued

Procurement

To be eligible for funding assistance, activities or combinations of activities must be procured in accordance with the NZTA's procurement policies.

The NZTA's *Procurement manual* sets out the requirements for procurement of land transport activities and combinations of activities, including the definition of administration activities and in-house professional services (which are exempt from the LTMA procurement requirements). All other activities must be procured in accordance with procurement procedures approved by the NZTA.

No retrospective funding

In general, the NZTA will not provide funding assistance retrospectively.

Any organisation that commits or commences a new activity prior to funding approval from the NZTA, or commits expenditure on an activity in excess of the funding approval, does so at its own risk.

In general, the NZTA will not provide funding assistance retrospectively.

Exceptions to this general principle are:

- projects within a block allocation where the funding approval permits adjustment of funding to projects within the total block allocation and where over-expenditure on the project can be offset by under-expenditure on other projects
- fees for the investigation and design phases of improvement projects, which may be claimed when the construction/implementation phase of the project is approved.

Use of competent personnel

All activities that receive funding assistance from the NZTA must be managed and carried out by competent personnel.

The NZTA requires that persons with appropriate skills and experience are employed to manage and implement activities that receive funding assistance from the NZTA.

Contd

A2.7 The NZTA's funding principles, *continued*

NZTA compensation when purpose or ownership changed

The NZTA expects compensation for property and infrastructure it has funded if the purpose or ownership is changed.

The NZTA expects that property and infrastructure for which it provides funding assistance will be in public ownership and continue to be used for transport purposes.

Should the use of the property and infrastructure change, the NZTA must receive compensation from the owner for its contribution to the property or infrastructure in the same proportion of the current value of the property and infrastructure as its contribution was to the value at the time of the contribution.

While the NZTA is prepared to consider funding of infrastructure not in public ownership for transport purposes, it will do so only on the condition that the above compensation principle is a condition of funding approval, and that a similar condition applies to any subsequent private owner of the facility if its use for transport purposes continues.

Intellectual property rights

The NZTA expects that it will share ownership of intellectual property rights created by its funding and may make these rights available to other parties that it funds, unless specifically agreed otherwise.

The NZTA expects that, when funding is provided to create intellectual property, it will consider the ownership and use rights of the intellectual property on a case-by-case basis and where appropriate seek shared ownership of the intellectual property rights, with the ability to make these rights available to other funded parties. Where funding is provided to a project that will create intellectual property relating to information and communication technology, the NZTA shall take into consideration the State Services Commission's *Guidelines for treatment of intellectual property rights*.

Contd

A2.7 The NZTA's funding principles, *continued*

Third party funding

The NZTA expects that approved organisations developing projects will seek supplementary funding and that the NZTA and the approved organisation will share any such funding and also share any cost reduction arising from third party involvement in the project.

This will occur when either:

- the scope of an activity is changed to benefit a third party either by agreement or through the application of the betterment provisions of the Public Works Act 1981, or
- a third party beneficiary or user of an activity, service or transport facility funded by the NZTA pays fees, fares, rent or any other payment for their benefit or use.

The revenue generated from the third party or parties will be shared between the approved organisations funding the activity and the NZTA in proportion to their funding, unless otherwise agreed at the time of initial funding approval.

Financial servicing costs

In general, the NZTA will fund its share of the direct capital cost of projects, but may instead fund financial servicing costs subject to specific agreements.

The NZTA will not fund depreciation, interest costs or any other financial servicing costs of capital projects, directly or indirectly, unless by specific agreement, and will not meet such costs when it also funds the capital project itself.

Limited funding for insurance or hedging

The NZTA will only provide funding assistance for the cost of insuring or hedging against inflation, damage or disruption to transport activities, operations or facilities when it is most likely that long-term costs to the NLTP will be reduced.

The NZTA will not also directly fund remedies or costs arising from events covered by the hedging or insurance.

Contd

A2.7 The NZTA's funding principles, *continued*

Apportioning of risk

The NZTA will only bear the cost of risk in proportion to its funding for an activity, subject to risks having been appropriately apportioned.

The NZTA expects that, unless otherwise agreed at the time of funding approval:

- risks will be apportioned between contractors and approved organisations as described in the NZTA's *Procurement manual*, which in summary, requires that risk is placed with the party best able to manage it
- the NZTA will only bear the cost of risk of an activity in the same proportion that NZTA's funding is to the total funding of that activity from all sources.

National benefits

When the NZTA funds the development and use of nationally applicable systems or processes in order to deliver national benefits, it expects that these systems and processes will be used unless specifically agreed otherwise.

The NZTA has funded, and has agreed to fund, the development of a number of standard systems including for road assessment, traffic control, toll systems, back office processes, and integrated smartcard ticketing. Generally this is done to maximise national benefits (even though on a marginal basis regional benefits may be negative). The NZTA expects to realise the national benefits by having the core systems used nationally. The NZTA will not normally fund competing systems without sound and specific case-by-case reasons.

Part B Strategy and integrated planning

Overview

Introduction The Land Transport Management Act 2003 (LTMA) places emphasis on strategic planning, which needs to be integrated between transport modes and across sectors.

This part of the manual covers strategy development and integrated planning.

Purpose The purpose of this part of the manual is to give policy and guidance on the development of strategies and plans so that they will contribute to the purpose of the LTMA.

Audience The audience for this part of the manual is:

- anyone engaged in land transport planning or the development of land transport strategies or plans
- NZTA staff giving advice to approved organisations.

In this part This part contains the following chapters:

Chapter	Page
B1 National strategies and policies	B1-1
B2 Integrated planning	B2-1
B3 Regional land transport strategies	B3-1
B4 Sub-regional strategies and plans	B4-1

