



Entered by Board Secretary

Board Meeting| 18 December 2025

Agenda item no. 21.2

Open Session

AGENDA ITEM 21.2 | BOARD DECISION PAPER

To:	The Board
From:	Teresa Burnett, Group Manager Transport Safety
Reviewed:	Melanie Alexander, Acting Director, Network Performance Dean Kimpton, Chief Executive
Date:	9 December 2025
Title:	The Road Safety Action Plan 2025-2027

Aronga / Purpose

1. To seek approval for the Road Safety Action Plan 2025 – 2027. This responds to change in government direction with a greater focus on enforcement, education and behaviour change.

Tuku mana / Delegation

2. Board approval is required for any proposal that might attract significant adverse publicity, reputational risk or legal action.

Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

- a. approves the Road Safety Action Plan 2025-2027.

Te whakarāpopototanga matua / Executive summary

3. The Road Safety Action Plan 2025-2027 builds on previous years' work in road safety and responds to the Government Policy Statement on Land (GPS) changes in direction to focus on enforcement, education and behaviour change. There is no single intervention that can effectively reduce road harm;

rather, the issue requires a comprehensive approach involving multiple partners, agencies, and areas of focus.

4. Since the last Road Safety Business Improvement Review, there has been a greater focus on a safe system approach with the Vision Zero strategy adopted by Auckland Transport (AT) in 2019. A substantial road safety improvement programme has been delivered, including changes to speed limits, infrastructure projects, and increased education initiatives.
5. This plan outlines what can realistically be delivered over the next two years, incorporating international best practices, prior research and aligning with the GPS, the Auckland Plan, and Vision Zero.
6. The Transport Safety Committee reviewed this plan on 18 November and recommended its submission to the Auckland Transport Board for approval.

Ngā tuhinga ō mua / Previous deliberations

7. Nil.

Te horopaki / Background

8. A 2018 Road Safety Business Improvement Review (BIR) highlighted the urgent need to invest in road safety. One key outcome of the review was the development of AT's primary road safety strategy, Vision Zero, which states that no death or serious injuries (DSI) are acceptable. This strategy was adopted in 2019 and remains in effect today.
9. Since then, there have been various changes in both central and local government policy and investment regarding the achievement of this target.
10. Government direction is to enable greater emphasis on enforcement, education and behaviour change. Investment focus supports this change in direction with reduced funding for road safety interventions. This action plan responds to these changes and outlines initiatives for the next 1 to 2 years.



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Te hononga ki te “Statement of Intent 2025-2028”/ Alignment to Statement of Intent 2025–2028

11. AT’s Statement of Intent includes a target to reduce DSI in Auckland. This action plan summarises the key initiatives to help decrease the number of DSI.

Me mōhio koe / What you need to know

12. There have been several challenges in delivering road safety interventions, including a shift in focus of the GPS and a reduction in government funding. As a result, AT has needed to adapt to these changes and explore alternative ways to implement road safety measures. There are four focus areas:
- I. Road Safety Interventions: this involves implementing technology and improving infrastructure.
 - II. Leading Conversations: this includes engaging with communities, stakeholders, and elected officials to foster discussions about road safety.
 - III. Building Capacity: this entails reviewing the BIR and enhancing the skills of AT staff regarding the Safe System and Vision Zero concepts. It emphasises that the responsibility for safety extends beyond the Transport Safety team.
 - IV. Research and Evaluation: this focus area involves developing and sharing evidence and insights that strengthen understanding and support for AT’s road safety efforts.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

13. All the initiatives listed in the action plan can be delivered under current funding arrangements.

Ka whaiwhakaaro ki te Tiakanga Taiao / Climate change and sustainability considerations

14. This work supports AT’s sustainability goals, as road safety is inherently aligned. For instance, implementing traffic calming measures enhances accessibility for active modes. Since half of all road harm occurs to individuals outside of vehicles, creating a safer environment for pedestrians and cyclists encourages more people to choose these modes of transport.

Ngā whakaaweawe atu anō / Other impacts

Relationship	Consulted Y/N	Views and Perspectives Received
Māori	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	
Elected members	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	Elected members, specifically local board members, will be central to the development of the local board’s local road safety plan.
Council Controlled Organisations	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	

Ā muri ake nei / Next steps

15. To continue delivery of the actions outlined in the plan, including repeating the BIR to inform the Transport Safety Plan (Tier Four Plan).




Te whakapiringa / Attachment

Attachment #	Description
1.	Road Safety Action Plan 2025- 2027 [Available in the Resource Centre]



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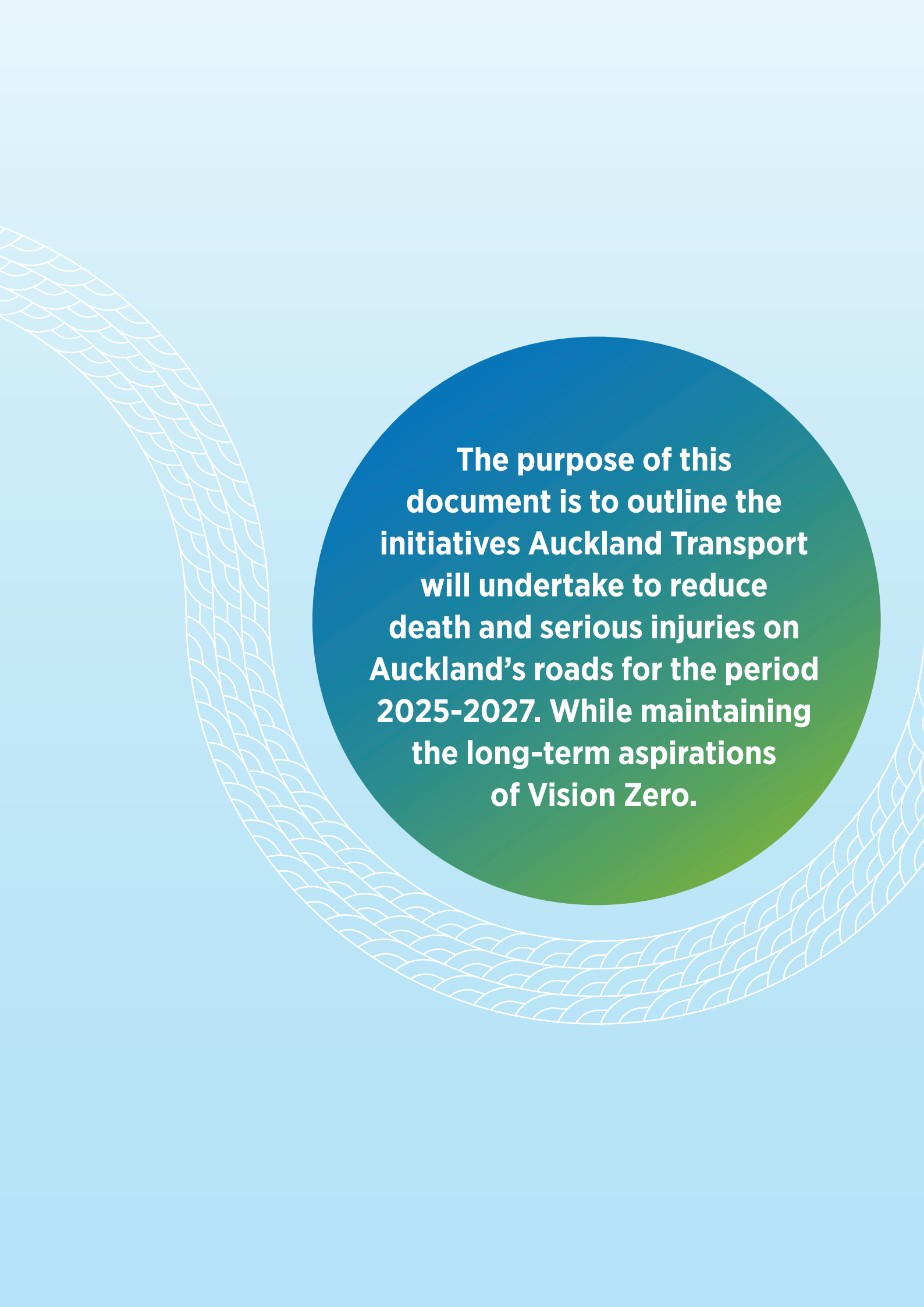
Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Teresa Burnett Group Manager Transport Safety	Melanie Alexander Acting Director Network Performance	Dean Kimpton Chief Executive
		

Road Safety Action Plan

Our Focus Areas
2025 – 2027





The purpose of this document is to outline the initiatives Auckland Transport will undertake to reduce death and serious injuries on Auckland's roads for the period 2025-2027. While maintaining the long-term aspirations of Vision Zero.

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Why does AT need a Road Safety Action Plan?

Current state

A 2018 Road Safety Business Improvement Review highlighted the clear need to invest in road safety. Previous years of investment and leadership had not been enough to greatly impact increasing Deaths and Serious Injuries (DSI). Unclear direction on how and where to invest in road safety and a lack of understanding at AT of the safe system meant that efficiency had taken priority over safety. In the intervening years, much of what was highlighted in that review has been addressed, but there is still a lot that needs to be done in order to complete all recommendations. DSI has remained relatively static even with a rapidly growing population. Key actions included:

- A Vision Zero strategy and target was adopted along with stated safety priorities for AT.
- A substantial speed management programme was delivered, reducing speed limits reducing speed limits to safe and appropriate speeds on approximately a third of the network in line with government policy
- A clear, evidence and data driven plan of where and how to invest in safety infrastructure was developed resulting in the delivery of 371 safety projects over 4 years, these projects are estimated at reducing DSI casualties by 36.64 per year.
- A successful community road safety education programme that includes the Te Are Haepapa programme that focuses on the disproportional number of Māori involved in road trauma. This work directly contributes to Auckland Transport's Māori outcome objectives.
- Co-ordinated education and awareness campaigns and coordinated policy and regulatory interventions among road safety partners.

- A safety engineering programme targeting vulnerable road users and our highest risk intersections and corridors.
- A co-designed programme with NZTA Waka Kotahi that was 51% funded by central government, that focused on the highest risk locations that required high-cost physical infrastructure changes.

A change in Government in 2023 has meant a new focus on how to address road harm meaning under the Government Policy Statement (GPS) enforcement has taken priority and some speed limits have had to be reversed. The GPS has a greater focus on behaviour change and the role of enforcement, particularly through road policing. The GPS also emphasized that safety interventions should be retrofitted on high crash areas and provide value for money and the greater focus on cost effective treatments that achieve efficiency rather than high cost transformational projects like median barriers or raised intersections. This has meant the management of road safety at AT has needed to change. The need for managing road safety has not diminished and AT still maintains no death or serious injury on our network is acceptable.

Road harm does not affect all members of society equally. Young people aged 15-24 are 13% of the population but 26% of DSI. People travelling outside of vehicles make up around 50% of all DSI. Pedestrians, cyclists and motorcyclists are vulnerable road users. Māori are overrepresented in 17% of DSI but represent only 12% of Auckland's population.

To make meaningful inroads to our DSI problem requires an 'all of AT' response.

Strategic alignment

Vision Zero

This is the primary strategic direction for transport safety in Auckland. The strategic direction in this document says that, no death or serious injury is acceptable.

The strategy follows a Safe System approach that acknowledges that as people we all make mistakes, but that should not mean someone dies or is seriously injured on our roads. It is an approach that values everyone using the road, not just those in vehicles.

Regional Land Transport Plan (RLTP)

This is the primary strategic plan for transport investment in Auckland. The strategic direction for investment has been set here by Council and it contains our high-level actions and policies to lead the operation of the transport system over the coming years. 'Investment in safety infrastructure to reduce transport-related deaths and serious injuries' is one of the goal areas in the RLTP, and this action plan expands on this goal area to deliver practical initiatives to help reach this goal, in alignment with the rest of the plan.

Auckland Plan

The Auckland Plan 2050 is a long-term spatial plan for managing Auckland's growth and development over the next 30 years. The plan identifies maximizing safety and environmental protection as one of the three key directions of the Transport & Access outcome. Focus area six of the Auckland Plan is to move to a safe transport network free from death and serious injury.

Government Policy Statement (GPS) land transport 2024-34 and Road Safety Objectives

Safety is one of four strategic priorities in the Government Policy Statement on land transport 2024-34 (GPS). The Government expects outcomes of the GPS to include improved safety, including a reduction in deaths and serious injuries and increased enforcement.

New Zealand's Road Safety Objectives are based on guiding principles that include actions should be supported by evidence, road safety should consider the economic and social outcomes, road safety should be delivered in an efficient and cost-effective way, road safety is everyone's responsibility and actions should consider community and road user views.



Our approach

The Safe System approach says while we all have a responsibility to make good choices, we're human and we make mistakes. This means, we need to build a more forgiving system that protects people from death and serious injury when they crash.

Existing tools to manage road safety

The road safety engineering programme, including the safe speeds initiative, forms the foundation of managing safety. The programme for 2025 -2026 is working toward delivering 130 projects and aims to save 7.9 DSI equivalents per year, the 2026-2027 is being developed and will be finalised after local board workshops in early 2026.

The Road Safety Engineering Team provides subject matter expertise to the Design Review Panel and other areas within AT. They provide expert advice on resource consents and safety advice for developments, as well as conducting safety audits, safe system assessments and road user audits for the business.

The Community Transport Safety and Te Ara Haepapa Teams implement targeted road safety activities and training focused on driver behaviour, including restraints, impairment, driver licensing, motorcycle safety, and speed. These efforts address various communities, including rural schools, alternative education providers, Kura, and Marae.

Risk assessment methodology and intervention framework provides a strategic approach to enhancing road safety through both primary and supplementary measures. The objective is to implement cost-effective solutions that respect budget limitations while maximising value for money and advancing overall road safety outcomes.

We work with partners to strengthen all aspects of the safe system approach including, safer vehicles, driver behaviour, roadsides and safer speeds.



Challenges to delivery

Under the GPS, funding cannot be used to invest in any new multi-modal improvements ie cycleways or fund traffic calming measures such as speed bumps, raised crossings and in lane bus stops. The need to realign the Road Safety Engineering Programme to align with new government and council direction along with multiple process improvements to minimise risk and improve engagement with Local Boards have increased the time taken to deliver projects that has in turn slowed down delivery. With the reduced types of interventions along with slower delivery of project and the reversal of many urban speed limits, we have potentially lost the gains achieved under our recent programme delivery.

Our areas for action

The issue of safety is complex and multifaceted. No single intervention or action alone can prevent road harm.

All initiatives as part of this plan will show alignment to a key focus area, to ensure that we're focusing on the right areas and creating an impact. The initiatives are not intended to be evenly split across the focus areas; they are a guide to ensure alignment.

Key Road Safety Interventions

- **Deliver infrastructure projects:** renewed focus on programme aligned to central and local government including speed management.
- **Assess skid resistance deficiency impact:** undertaking a network assessment to determine the relationship of the road surface and loss of control crashes. Feeding this directly to the assets and maintenance team for prioritised delivery.
- **Identify roadblocks and mitigation measures to smooth the delivery process:** Working with our delivery partners to identify ways to make delivery easier, faster and cheaper.
- **Explore opportunities to advance technology and innovation:** Implement cost effective and low-cost treatments to address risky locations as part of the mass action programmes. This would include trialling new ITS solutions such as flashing signs and driver feedback signs.
- **Deliver safety camera programme in collaboration with NZTA:** aiding the transfer of the existing camera enforcement from police to NZTA.
- **Develop a safety camera readiness plan to support future expansion:** Work with NZTA to support a nationally aligned approach and explore and pilot innovative methods and new tools to deliver effectively and efficiently.
- **Support the safety of active modes:** Focus on making alternative modes safer, and this includes supporting the first and last leg for public transport.
- **Introduction of safety star rating assessment for schools and key corridors:** Making it easier to understand proactivity where work is required.



Build Capability

- **Support internal alignment for road safety** renew the focus on upskilling AT staff on the Safe System and Vision Zero and encourage integration of functions to deliver road safety.

Outcome: more programmes across AT designed to Safe System principles.

- **Support work related road safety (health and safety).** Working with Traffic Management Association of Australia on opportunities to support Road Worker Safety. Aiming to reduce DSI of road workers.
- **Research and Evaluation** to ensure that programmes are effective and following international best practice, identifying emerging themes and developing solutions that lead the way across New Zealand.
- **Refresh the 2018 BIR to help inform the tier four Transport Safety Plan.**

Outcome: the road safety element of the Transport Safety Plan will be premised on an up-to-date assessment of the current state of the road safety environment and the most efficient and effective pathways to achieve results.

Lead Conversations

- **Advocate to local politicians and wider external stakeholders** to engage with road safety and share in the responsibility show more leadership for priority issues across Auckland.

Outcomes: Increase local board and community understanding and support for AT's Road Safety Programme. This will result in fewer delivery delays and greater trust and confidence in AT.

- **Strategic and community partnerships** Implement Safety Together, a plan to improve communications and engagement with communities and local boards to enable the successful delivery of the AT Road Safety Programme that delivers on the AT Way and Kōkiri commitments.

Outcome: Community engagement and tactical deployment tailoring to local needs, fostering a sense of partnerships with communities for road safety.

- **Advocate to Central Government** for the right regulatory settings that impact national and regional safety. Policy changes under this action plan period include improvements to the graduated driver licensing system, fines and penalties, alcohol interlocks, graduated driver licensing, fines & penalties, speed rule, alcohol interlocks and vehicle lifecycles.
- **Support Police partnership targets and outcomes:** provide support for partnership operations and collaborate with NZ Police to achieve deterrence and reduce high-risk behaviours.
- **Support improved governance for road safety:** Present a new accountability model to the Tamaki Makaurau Governance Group to measure external partners' contributions to DSI targets.

Develop a communications strategy to increase public understanding and support for road safety. Work collaboratively with comms and engagement.

Outcome: The perception of road safety has improved. Customers and communities feel engaged and have confidence in the actions AT is taking to improve safety for all. Grow support and expectation for evidence-based safety action.

- **Deliver Local Board Engagement plans** that provide boards with a comprehensive understanding of road safety outcomes for their area. The follow on from the Local Board Data Dashboard is to create a document detailing the high-level road safety issues in each local board area. This will sit alongside regional information to help the local boards better understand our criteria for priority areas and help inform Safety Together.

Phase 1 Safety Together projects delivered by June 2027

OVERVIEW

Number of Projects	130
Planned spend	\$42m
DSI saved/pa	7.90
Number of projects on arterials	92
% Of projects on arterials	71%

The Road Safety Engineering/Safer Speeds Programme is a rolling programme and will therefore include projects completing investigation, design and/or construction by the end of 25/26.



Bringing it all together

Coordination and collaboration across different teams (and directorates) across AT will be critical to the delivery and success of this plan.

Working closely with our communities and local boards will be key in successfully delivering the programme, without political and public support we will continue to encounter roadblocks that slow delivery and our ability to influence the amount of trauma on our network.



Programme management

Weekly project working group:

Purpose: Project detailed coordination and resource allocation, exploring new opportunities

Engineering and Safer Speeds Programme Control Group (PgCG):

Purpose: The purpose of the Road Safety Programme Control Group (PgCG) is to provide oversight of programme management and decision-making for the Road Safety Engineering Programme and Safer Speeds Programme. The majority of the PgCG members are not involved in the day-to-day management of the programme but rather provide oversight and decision-making on the programme, quality, expenditure, risk, conflicts, disputes and opportunities.

Hot topic forums

Purpose: This is an opportunity for our road safety partners to have time to drill down on a key issue or propose a solution to improve road safety from a strategic perspective.

Monthly Programme Focus Groups/ Working Groups:

Purpose: Targeted monthly meetings to cover financials, risks and issues, planning and pipeline management. This cross-functional team is dedicated to the successful delivery of the programme. By creating pathways and removing roadblocks for projects to smoothly travel their life cycle and succeed by meeting their intended benefits and outcomes.

TMGG quarterly partnership meetings

Purpose: To maintain Auckland's focus on and investment in road safety through leadership, oversight and monitoring, advice and guidance. Chaired by GM Transport Safety, Auckland Transport Members: Auckland Transport, Auckland Council, ACC, MoT, Police, NZTA, Health NZ, FENZ.

Reporting

- Bi-monthly DSI progress report to Board
- Annual report for AT Board.
- Quarterly update to Transport Safety Committee
- Monthly reporting to Auckland Council Elected Members Committee

How we plan to deliver

Focus area	Initiative	Outcomes	Delivery/ Timeline
Lead Conversations	Safety Together and Local Roads Safety Plans	Realize greater safety benefits through enabling delivery of an evidence-based safety programme and reducing delays and delivery constraints Grow trust and confidence in AT. Grow local board satisfaction with engagement	Local Road Safety Plans approved by October 2026 for delivery from 26/27 to 28/29 Customer research on road safety key messages completed by June 2026
	Drink-driving deterrence campaign with NZ Police	Reduce rates of drink-driving and alcohol related DSI	Partnership operation completed by June 2026
Lead Conversations	Contributing evidence through advocacy to road safety conversations	Support evidence-based decision making in policy, legislation and by key decision-makers.	Evidence explainers on priority road safety opportunities completed by June 2022
		Update of the Road safety Advocacy plan. Specific opportunities are in driver licensing, road safety penalties and alcohol interlocks	Endorsement from Transport Safety Committee November 2025
Road Safety Interventions	Increased roll out of Road Safety Technology – Identify locations where technology can provide a quick fix outcome. Rural intersection warning signs, loss of control signage for bends	Targeting high crash locations with technology along with other engineering interventions we could see crash prevention and reduction. Primary focus will need to be at rural locations	
Build Capacity	Role of safety in network productivity	Build understanding of how safety and productivity outcomes can both be achieved	Internal sharing conversations on network disruption research and how we can achieve both safety and productivity December 2025
Road Safety Interventions	Risk focused infrastructure programme to deal with high risk corridors	Reduce DSI at higher risk locations	On-going programme

Focus area	Initiative	Outcomes	Delivery Timeline
Research & Evaluation	Road safety research programme	Develop and share evidence and insights that strengthen understanding and support for the delivery of AT's safety work.	<p>Communications on Network Disruption Cost of Serious Crashes by December 25</p> <p>Health impacts of life changing injury by June 26</p> <p>Low level speeding research report by June 26</p> <p>Evaluation of drink-driving operation by February 26</p>
Lead Conversations	Share evidence in road safety conversations	Grow trust and confidence in AT's work and reputation through case studies, award applications, presentations and sharing of evidence.	<p>Australasian College of Road Safety award application, conference presentations and Road Safety Management case study by October 25</p> <p>Road Safety Forum in Auckland by December 25</p>
Road Safety Interventions	<p>Influencing maintenance programme. Utilizing SCRIM and CAS data to identify locations for high priority resurfacing and bend improvements.</p> <p>Analyse the network to correlate where SCRIM levels are poor and where crashes are happening.</p>	We know that when a road has poor levels of SCRIM that crashes and severity can increase quickly. By addressing these type of crashes we should notice a quick reduction in crashes occurring.	Timeframes will be extremely tight to have an impact in this financial year. Maintenance programmes will have been confirmed so it will need support from Senior Leadership to influence the prioritisation of additional sites and the utilization of the existing maintenance contractors. In progress.
Research & Evaluation	Qualitative Data Investigation through human centered design	Collecting insights from at risk road users to understand how to reduce those risk factors.	This work is underway and would expect to have the first round of insights by Dec 25/Jan 26
Lead Conversations	Local board Engagement Plans	High-level document created to give local boards an understanding of the issues in their area compared to the Auckland Region.	This work is underway with the first board template completed and going through review. All boards should be completed by December 25
Research & Evaluation	Road safety engineering monitoring and evaluation tool	Clearly articulate what interventions have achieved and what has worked.	Launch February 26

Focus area	Initiative	Outcomes	Delivery Timeline
Research & Evaluation	Safety Performance Indicators	This work will inform how we monitor and report on safety at AT,	There is a wider partner discussion on SPLs at the September hot topic, this will trigger the AT specific work. Expected completion is April 2026
Road Safety Interventions	Ensure delivery of the full RSE Programme by removing pain points and hurdles around delivery.	The full programme, approximately 130 projects, is predicted to deliver between 6 and 7 DSIs saved.	Timeframe is critical to ensure momentum is maintained on this annual programme
Road Safety Interventions	Transfer all existing camera to NZTA and finalise safety camera readiness plan.	This includes the transition operational/enforcement of existing cameras + delivery of new cameras safety camera readiness plan. Explore and pilot innovative methods and new tools including safety camera opportunities and ways to deliver better, faster and cheaper.	Complete the transition by June 2026. Finalise the safety camera readiness plan by January 2026
Build Capacity	Influence other AT activities to achieve safety & efficient outcomes	Expand safety and human centric design influence into other capex projects. Eg. High growth areas, maintenance Undertake internal review and contribute to the update of the Transport Design Manual, Code of Standard and Practice notes to embed safe system design principles.	On going
Build Capacity	Update to BIR	Independent review to identify most effective and efficient approach in current context to inform the Transport Safety Plan development.	