

TARANAKI REGIONAL PUBLIC TRANSPORT PLAN 2020-2030



Working with people | caring for Taranaki

Regional Public Transport Plan

for Taranaki

2020/2030

Taranaki Regional Council

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Foreword

Development of a Regional Public Transport Plan gives Council an opportunity to engage with the region's communities, operators and key stakeholders to help us assess the region's public transport services.

Since the previous Plan was adopted in 2014, we have continued to enhance services, notably the Hāwera to New Plymouth (Connector) service which commenced late February 2014. In the past six years, more than 150,000 trips have been undertaken, demonstrating the critical need for this service. By the time this Plan is adopted, Council will also have implemented a modern interoperable bus ticketing system, the Bee Card, with personal card management a key cornerstone.

Our Citylink service encompassing a large part of North Taranaki has been in operation for 10 years with our Southlink services in operation even longer. This has required considerable investment from this Council and our major funding partner, Waka Kotahi NZ Transport Agency.

Now is an opportune time to step back and review our services as we seek to build on what we have achieved and create a development pathway to future improvements. We recognise there are challenges, such as ease of driving and high car ownership, negating for many the attractiveness of public transport. But there are also new opportunities such as the prospect of greater collaboration with key partners so that together, we can make public transport a first choice for many more people.

The messages were very clear in the community feedback and submissions that fed into development of this plan. The people of Taranaki want to see a low- nor no-emissions public transport fleet, additional bus routes and more frequent services, and cheaper fares.

We will work with our partners and stakeholders to evaluate the options and implement the best solutions within funding restrictions.

And as always, our focus remains on providing the region with a public transport service that meets most of the people's needs, most of the time.

Steve Ruru

Chief Executive

Taranaki Regional Council

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1. Introduction

The *Taranaki Regional Public Transport Plan* (RPTP or the plan), prepared by Taranaki Regional Council (the Council), is a strategic document that sets out the objectives and policies for public transport in the region, and contains details of the public transport network and development plans for the next 10 years (2020-2030).

Purpose

This plan provides a means for the Council, public transport operators and other key stakeholders to work together in developing public transport services and infrastructure. It is an instrument for engaging with Taranaki residents on the design and operation of the public transport network.

The council is responsible for deciding which public transport services are needed in their region. The money to fund these contracts comes mainly from regional council ratepayers, Waka Kotahi NZ Transport Agency (Waka Kotahi), and fares from passengers using the service.

The decision as to which services should be provided is made through the preparation of this RPTP, and the consultation involved in that process. Regional public transport plans are prepared under the *Land Transport Management Act 2003* (LTMA).

RPTP review process

This plan has been prepared by the Taranaki Regional Council following circulation of a discussion document to stakeholders from territorial authorities, the education, health and access and disability sectors.

2. Strategic context

Land Transport Management Act 2003

The *Land Transport Management Act 2003* (LTMA), as amended from time to time, is the main statutory framework for land transport planning and funding in New Zealand.

The purpose of LTMA is to “contribute to an effective, efficient and safe land transport system in the public interest”, and requires regional councils to adopt a regional public transport plan (RPTP). The LTMA prescribes how plans are to be developed, and sets out the matters that must be contained in a plan. It also describes the purpose of the plan, which is to:

- describe the public transport services that are integral to the public transport network
- define the policies and procedures that apply to those public transport services
- identify the information and infrastructure that supports public transport

Principles of the *Public Transport Operating Model* (PTOM) have been incorporated into the LTMA. PTOM is a system for planning, procuring and funding public transport. It aims to increase patronage with less reliance on public subsidies, through improved collaboration between operators and regional councils. PTOM requires all bus services to be divided into units and provided under exclusive contracts to the council. However, services which do not form part of the core public transport network are exempt from operating under contracts.

Adoption of the RPTP will enable the Council to procure services required to deliver an integrated public transport network.

Government Policy Statement on Land Transport

The *Government Policy Statement* (GPS) sets out the government’s desired outcomes and funding priorities for the land transport sector, and is the policy document that directly influences decisions on how funding from the *National Land Transport Fund* (NLTF) is invested for the next three year period.

The Government Policy Statement on land transport 2021 builds on the direction set in GPS 2018 and continues the Government’s commitment to safety within the transport system. The Policy Statement also prioritises better travel options in our towns and cities, and supports investments for improving freight connectivity through rail and coastal shipping. By including Climate Change as a strategic priority, the GPS highlights the Government’s commitment to reducing greenhouse gas emissions in the transport system.

The four strategic priorities for GPS 2021 are:

Safety

Developing a land transport system where no one is killed or injured.

Better Travel Options

Providing people with better transport options to access social and economic opportunities

Climate Change

Developing a low carbon transport system that: supports emissions reductions, while improving safety and inclusive aspects

Improving Freight Connections

Improving freight connections for economic development

Regional Land Transport Plan for Taranaki 2015/2016 – 2020/2021

The role of the *Regional Land Transport Plan* (RLTP) is to provide strategic direction to land transport in the region and set out how the region proposes to invest to achieve its objectives.

The purpose of the Plan is to:

- Identify the key transport issues and challenges in the Taranaki region, and how land transport activities proposed in the Plan will address these issues.
- Set out the region's land transport objectives, policies and measures for at least 10 financial years.
- List land transport activities in the region proposed for national funding during the six financial years from 1 July 2015 to 30 June 2021.
- Prioritise regionally significant activities.
- Provide a ten-year forecast of anticipated revenue and expenditure on land transport activities.

The overall vision for land transport in Taranaki is –

“A safe, effective and efficient land transport network, integrated across the whole transport system, which enables Taranaki to thrive and to lead sustainably prosperous New Zealand.”.

Long-Term Plans

The Council's Long-Term Plan (LTP) describes how the council is to deliver the outcomes agreed to by the local community, the level of rates expected for the first three years of the LTP and other information pertinent to the community. One aspect of a LTP is to set out public transport activities and funding sources for the next ten years

Taranaki 2050 Roadmap

In August 2019, Taranaki launched a co-designed Roadmap for how the region will transition to a low-emissions economy by 2050. A collaborative process has been used to further develop detailed actions across the 12 pathways the Roadmap identifies, with Transition Pathway Action Plans (TPAP) being created for each area.

The Taranaki 2050: Infrastructure and Transport TPAP was released on 8 June 2020. The TPAP describes the actions required to assist infrastructure and transport developments in Taranaki to achieve a low-emissions economy.

One area of Council's contribution is the introduction of low-emission, alternate fuelled buses e.g. electric. The transition to low-emission vehicles needs to be factored into future development of services. A separate study assessing suitable alternate fuelled bus options and costs has already been planned and will be completed in 2020/2021.

2.1. Period of the Plan

Section 126 of the LTMA states the RPTP must, at all times, be kept current for a period not less than 3 years in advance, but not more than 10 years in advance. The Council may review the Plan from time to time but the Plan must be reviewed and, if necessary, renewed or varied, after the public transport service components of a RLTP are approved or varied.

3. Our current public transport system

Taranaki has a total population of 122,700 people and ranks 10th in population size out of the 16 regions in New Zealand¹.

Bus patronage has grown in the region from 407,000 trips in 2009/2010 to just under 650,000 in 2018/2019 an increase of 60%. Patronage in 2019/2020 dropped to 537,995 due to the impacts of COVID-19. While overall patronage has increased in recent years due to the introduction of the new Connector service (2014), and growth on the Citylink service from groups less likely to afford their own transport e.g. school students, patronage on the rural Southlink Ōpunake to Hāwera and Southlink Waverley to Hāwera services have declined over the last few years.

The regional services are classified as:

- Urban
- Rural
- Connector



Figure 1 Public transport decision making framework

Services within north Taranaki account for 95% of the region's public transport trips, comprised of 10 urban routes, (with the ceasing of the urban service to Oākura in June 2020) and an additional 27 routes catering mainly to school students, operating Monday to Friday, with two urban services operating on Saturdays. There are no services operating on Sundays or public holidays. All urban buses are wheelchair accessible and have bike racks fitted and all but one of the school buses are wheelchair accessible.

The Hāwera to New Plymouth 'Connector' bus service accounts for less than 5% of the region's public transport trips and is comprised of one main bus operating four return trips Monday to Friday. It provides a link service to centres along State Highway 3. The main bus is supplemented by an additional bus to manage the high numbers of mainly Western Institute of Technology at Taranaki (WITT) students, travelling in the morning and afternoon, during term times only. The service does not run Saturday, Sundays or public holidays. The Connector buses are not wheelchair accessible.

The other three rural Southlink services provide a twice-weekly service from Waverley and Pātea to Hāwera and once-a-week services covering Ōpunake, Rāhotu, Parihaka, Ōkato, Kaponga and Manaia. These services account for less than 1% of trips regionally.

¹ Statistics NZ 2019

Current Network

Taranaki public transport services



Taranaki services are similar to most other services in New Zealand where passenger fares received do not cover the full cost of providing public transport. Because of this there is an ongoing reliance on additional funding. The total gross cost of public transport contracts in the region is approximately \$3.2 million per annum and is funded through:

- Fares
- Government investment from the National Land Transport Fund, and
- Local government funding through rates

In addition, a minor source of revenue is received from selling advertising space on the backs and sides of the buses.

The Council also manages the Total Mobility Scheme. The scheme operates throughout the region with approved operators located in north Taranaki, Stratford and Hāwera. The scheme provides subsidised door-to-door transport for people with impairments affecting their ability to use bus services. It has 1,701 registered clients who undertook 50,522 trips in 2019/2020. Additionally, Ironside Vehicle Society receives funding support for its specialised wheelchair service undertaking 4,714 subsidised trips in 2019/2020.

The Taranaki region has limited public transport services and is viewed as a 'small' region in terms of the scale of services and funding and is comparable to Northland and Hawke's Bay regions. The Council contracts out the provision of public transport in the region. Bus services are funded through targeted rates, with Total Mobility services funded through general rates.

Passenger rail services

The region does not have any public passenger rail services. Given the investment signals from the Government Policy Statement on Land Transport Funding 2018/19 – 2027/28 (GPS), it is not considered appropriate to propose any light rail passenger transport services within the period of this plan.

As stated in GPS 2021 Table 4: Investment expectations for Government Commitments to be met in NLTPs:

The New Zealand Rail Plan outlines the Government's vision and priorities for rail. The long-term vision is for New Zealand's national rail network to provide modern transit systems in our largest cities, and to enable increasing volumes of freight to be moved off the roads and onto rail. Over the next decade investment is needed to achieve a reliable and resilient national rail network. This requires investment in both the national rail freight network and our metropolitan rail networks.

4. Strategic case

This section provides a summary of the strategic case for the RPTP. The strategic case forms part of Waka Kotahi's business case approach to investment in transport.

As part of the development of the Plan, regional problems, the benefits of addressing the problems and responses to them, taking into account some initial feedback from stakeholders, have been identified.

Problem 1

The ease of driving and high car ownership in the region along with general low profile and (legacy) low perception of public transport is leading to a decline in patronage growth from those that have their own vehicles.

Taranaki's public transport network is centred on two main week-day units. These are New Plymouth, Bell Block, Lepperton, Waitara, Urenui and Ōakura, (Citylink) and Hāwera to New Plymouth via SH3 (Connector). The level of vehicle commuting between the various centres is significant; many people commute between north and south Taranaki and east of New Plymouth city and vice versa. Similarly, students traverse frequently between the centres, for tertiary, secondary or special charter education.

Parking in all centres is plentiful and either cheap or free; district plan rules ensure parking provisions for businesses. Within New Plymouth city there is plenty of free all day parking within easy walking distance of the CBD.

Areas of rural Taranaki are covered by the Southlink services Ōpunake to Hāwera and Ōpunake to New Plymouth (both once-a-week) and Waverley to Hāwera (twice-weekly). The choice of living in rural areas of Taranaki means that access to a private motor vehicle is high with 84% of households in the South Taranaki District having access to one or more vehicles (2018 Census).

Public transport in the region is traditionally viewed as a mode to be used by people without easy access to private transport options i.e. the transport disadvantaged. In the absence of any bus prioritisation, or deterrents to private vehicle use such as congestion or parking availability/costs, drivers do not consider public transport as an option for them. The convenience of driving outweighs any other reasons for using public transport.

Access to motor vehicles in Taranaki Region

	2001	2006	2013	2018
Taranaki region	90%	92%	93%	87%

Adult patronage as proportion of total bus patronage

	2014/15	2015/16	2016/17	2017/18	2018/19
Total patronage (all fare categories)	610,470	605,603	614,811	624,286	649,874
Adult patronage (excludes SuperGold)	42,809	41,511	38,254	38,359	36,013
Percentage	7.0%	6.9%	6.2%	6.1%	5.5%

Figures for 2019/2020 were not presented as all patronage was recorded as 'Adult' patronage while services operated under COVID-19 Alert Levels 4 and 3.

Problem 2

Limited accessibility and frequency of bus services is leading to under-utilisation of public transport.

Significant improvements have been made to Taranaki's bus networks over the last 10 years. The current operating structure for the Citylink services has been in effect since 2010. The network was viewed as fit for purpose, with nine peak services and five off-peak services operating. These are now supported by 27 additional peak services used mainly by school students. Student dominated services and the required resourcing limits the ability to enhance peak services to attract other users. The Citylink services (excluding the school services) follow a traditional hub and spoke model, with a pulse timetable, where most buses leave from and return to the New Plymouth CBD at the same time.

The Connector service commenced in February 2014. This is funded in part by the Western Institute of Technology at Taranaki (WITT) and the Taranaki District Health Board (TDHB). This is a one bus service, operating four return trips from Hāwera to New Plymouth. The travel distance (approximately 80km per trip) and travel time (approximately 90 minutes per trip) make service enhancements impossible without adding an additional vehicle/s.

The Southlink services were implemented to provide an opportunity for the transport disadvantaged to access services in the larger centres, namely New Plymouth and Hāwera. Patronage has declined steadily over the last few years with only a handful of regular users remaining, of which most of these travel for free under the Government SuperGold Card free off-peak travel scheme.

An example of a decrease in patronage is on the Waverley to Hāwera service. In 2012/2013 2,462 trips were recorded, with just 1,028 trips in 2019/20. This is a decrease of 58%.

Fares on the Connector service have remained unchanged since it started in 2014 and the last Citylink fare increase was in 2016. It is important to note that the fares have never been increased on the Southlink services. Council has recently reduced fares to a flat fare structure on two of the services, Ōpunake to Hāwera (now \$2) and Waverley to Hāwera (now \$3). This was to test whether fares may be a barrier to use and therefore a fare reduction would boost patronage.

The provision of fixed route, scheduled bus services is expensive. More frequent services or additional peak buses could be added but the cost of doing so needs to be carefully weighed against the potential use, especially considering the region's low population density and high car ownership. Any increase in service levels or increase in bus numbers will add a *significant cost to ratepayers* through targeted rates and taxpayers through central government investment.

Problem 3

The current car focused investment model in provincial areas is leading to a suboptimal transport system that does not effectively integrate public transport.

Transport planning and investment has traditionally been targeted at providing ever-improving roads, with public transport filling a minor role. Added to this is the region's dispersed communities and centralised location of essential services. These factors coupled with low population density, makes the provision of traditional public transport difficult and costly.

Traditional land use planning does not factor the provision of public transport into planning decisions. New residential areas continue to be developed without consideration for future public transport infrastructure or services. When services are considered the retrospective siting of

infrastructure becomes problematic as many residential owners do not want bus infrastructure situated outside their property.

What Council would like to see is better integration of public transport into the transport system which, subject to proven demand and affordability, can play a greater role in the future. It is expected that there will be increasing demand for more services with greater coverage and a greater demand for specialist services such as Total Mobility and demand responsive services. This may require a different approach to public transport.

5. Benefits of addressing the problems

The benefits of addressing the issues identified equate to our long-term vision for the Taranaki region, which can be expressed as:

Benefit one: accessible and integrated public passenger transport services that caters to the needs of people at a reasonable cost:

- gets people to where they want to go
- is affordable for users and funders

With greater collaboration between all governing public transport agencies a more user-friendly journey experience that gets people to where they want to go can be achieved. However, this must be balanced against the cost of providing the services so that they remain affordable for users and funders.

Benefit two: contributes to a prosperous, connected, healthy, vibrant and environmentally sustainable community:

- enhances the health and wellbeing of our people
- improves the social cohesion of our communities
- makes our city and towns more liveable

There is strong evidence that there are significant economic, social and health benefits to enabling people to travel independently and safely around their local community. Communities that move around also interact with each other and are strengthened in the process.

A key benefit of moving people more effectively is the corresponding improvement in community wellbeing. Decreasing the priority for cars while increasing public transport priority will result in more areas of the region becoming attractive places to live.

The benefits also strongly align with wider regional and Government aims. These being:

- transitioning to a low-carbon economy, particularly relevant in Taranaki with the Council a stakeholder in the Tapuae Roa Strategy and Taranaki 2050 Roadmap
- recognising the wider social health and environmental benefits of public transport

The Council acknowledges the New Plymouth District Council's opportunity to participate in its Integrated Transport Strategy and the future collaborative direction this will provide. NPDC has stated it is keen and willing to invest early in improving the quality, frequency and geographical coverage as well as increasing the level of subsidy to reduce the cost at the point of use.

Together, we view a combined investment in public transport services as a strategic alternative to building more infrastructure to accommodate population growth as well as mitigating climate change.

The Council acknowledges that greater public transport investment will result in significant transportation infrastructure savings and therefore lower costs over the long-term for our community.

6. Objectives, policies and actions

This chapter sets out the policies that apply to public transport services in the Taranaki region, and the actions that the Council proposes to take to implement those policies.

The Council's vision for public transport is:

“accessible and integrated public passenger transport services that cater for the needs of the people of Taranaki (including the transport disadvantaged) at a reasonable cost and in a manner which contributes to a prosperous, connected, healthy, vibrant and environmentally sustainable community”.

Each section has the following format:

Objective: a statement describing the aim of the policy area

Discussion: a summary of the context for the policy area, including the issues it is addressing and the outcomes that it affects

Policies: the general course of action that the Council will follow to achieve each objective and guide its decisions on the future delivery of public transport services in Taranaki

Actions: the specific actions that the Council intends to take to implement each policy

Implementation of the policies and actions depends on whether funding is available.

The Council will ensure that the objectives, policies and actions in this Chapter are reflected in the provisions of contracts with public transport operators.

Unless specifically identified, the policies and actions outlined in this chapter do not apply to exempt services .

The lists of policies and actions are not in order of priority. The Council will assess and prioritise actions during the period of the plan, subject to available resources.

6.1. Network

Objective 1: A core network of accessible, integrated and reliable public transport services that support Taranaki's communities.

The Council proposes to provide a core network that is accessible, integrated and reliable connecting regional centres to key urban centres providing access to employment, education, health, welfare, social, and retail services. The Council acknowledges that quality and high frequency public transport leads and has to come before patronage not the other way around.

A core network provides significant longer-term benefits for Taranaki, notably:

- efficient use of resources
- increased patronage as users can rely on consistent, dependable services
- efficient use of infrastructure, as it is used more frequently.

Investing in this type of network is expected to achieve better value-for-money outcomes for the Council and its funders.

The changing nature of demand means that there will be ongoing need to review existing services and consider new and innovative responses to changes in the region. The policies and actions below provide the opportunity for revised and new services to be implemented where these meet identified demand or social need in an affordable and integrated manner.

Policies	Actions
1.1. Provide a core network of integrated and reliable services	Continue to provide both urban, rural and connector public transport services, where appropriate, subject to meeting service KPI's
1.2. Encourage mutually supportive land use and public transport development policies	Work with the territorial authorities to promote transit oriented development around greenfield and urban intensification proposals
1.3. Investigate new service opportunities	Investigate options for trial services where gaps in the network exist or as new development occurs
1.4. Provide services that are responsive to population and business growth	Work with the territorial authorities to investigate and develop new and or trial services in responsive to population and business growth

6.2. Services

Objective 2: Responsive services that connect people with where they want to go.

The urban and connector service network will be the core of a timely route structure operating generally Monday to Friday (excluding public holidays) with limited urban services operating on a Saturday. Routes will mainly service major residential areas, schools, commercial and where possible industrial estates, and be integrated to maximise the range of travel options and destinations.

The rural service network will operate generally once-a-week to provide a lower frequency of geographic coverage across the region. Where possible, the rural services will be routed to enable passengers to make connections to the urban, connector and exempt services for example inter-regional bus services. This will allow more passengers to access a wider range of destinations throughout the region.

Passengers will be expected to transfer between services to complete their journey, therefore, the network will depend upon enabling passengers to move easily between different services, having appropriate infrastructure at the key interchange points and providing high quality customer information.

Policies	Actions
2.1. Provide a network of public transport services	<p>Plan and procure services using the following service layers:</p> <ul style="list-style-type: none"> • Urban: Regular frequency service (generally Monday to Saturday) that provides connections between, Bell Block and Waitara, to and from New Plymouth (Ōakura urban service was discontinued in 2020 due to low patronage) • Rural: Low frequency service (minimum weekly) that provide access to town centres for social, welfare, health and activity services • Connector: moderate frequency service (generally two-hourly week days) connecting Hāwera and New Plymouth

Policies	Actions
2.2. Provide a public transport network that maximises the range of travel options and destinations available	Design routes and timetables to provide convenient connections between services and to minimise total journey time, including waiting time for connections
2.3. Enable timely and cost-effective service provision in developing urban areas in collaboration with territorial authorities	<ol style="list-style-type: none"> i. Encourage planning decision-makers and authorities to ensure that public transport corridors are identified and provided for in all significant new developments. ii. Where appropriate introduce public transport (initially under trial) services in new and developing areas in a timely and cost effective manner
2.4. Ensure that services respond to identified customer needs	<ol style="list-style-type: none"> i. Consult operators, passengers, and the public in the affected areas during service planning and reviews prior to procurement ii. Consider options for trial or new services where these are shown to meet customer demand in an affordable cost-effective and integrated manner and introduce such changes as a variation to this Plan where appropriate.
2.5. Maintain consistent levels of service in each service layer, appropriate to demand	<p>Provide the following minimum service levels for each service layer:</p> <ul style="list-style-type: none"> • Urban: Peak 40 minutes • Off-peak 70 minutes • Rural: Once-a-week with approximately two hour stopovers • Connector: two hourly between 6am-7pm, weekdays (excluding public holidays)
2.6. Enable timely and cost-effective service adjustments to meet demand	<ol style="list-style-type: none"> i. Put mechanisms in place within the PTOM contracting environment to allow service provisions to be adjusted efficiently and effectively to match demand, fare revenue, and respond to new service opportunities. ii. Put mechanisms in place to enable efficient communication with public transport passengers, to ensure that services can continue to respond to demand

6.3. Service quality

Objective 3: A convenient and reliable public transport system using modern vehicles

A high quality public transport system gets passengers to where they want to go quickly, and provides reliable whole-of-journey travel times. The most important consideration for passengers and potential users is reliability - a trip leaves on time and arrives at (or very close to) the scheduled time.

Operational monitoring and fleet improvements will assist in reducing travel times and increase service reliability. However, where buses mix with traffic, journey times and reliability are affected by external factors.

All vehicles operating on current service contracts will be required to comply with Waka Kotahi's **Requirements for Urban Buses** (subject to any approved exemptions).

The PTOM provides for a partnering approach, where the Council and operators collaborate to achieve ongoing service and quality improvements.

The Council will also monitor trends in patronage to facilitate systematic improvement of the network through improved planning and operational and cost-efficiencies.

Policies	Actions
3.1. Develop realistic, achievable timetables that are reliable and dependable	<ul style="list-style-type: none"> i. Develop timetables using actual monitored travel times. ii. Work with operators to monitor actual travel times (if possible using GPS real time tracking) and other performance measurement systems, and modify timetables as required to provide customers with a high standard of service reliability.
3.2. Improve public transport journey times where possible	<ul style="list-style-type: none"> i. Increase electronic Smart Card usage (on applicable services) to reduce boarding times ii. Advocate for investigation of bus priority measures along key corridors to reduce bus journey times where appropriate iii. Advocate for specific measures to reduce the operating time of services, such as stop rationalisation or bus priority signage, where appropriate
3.3. Provide a reliable, punctual, customer focused network of services	<ul style="list-style-type: none"> i. Specify whole network standards for reliability and punctuality, and incentivise good service performance through the PTOM contracts ii. Work in partnership with operators to continually improve reliability, punctuality, safety and all aspects of customer service iii. Effectively and efficiently monitor services and manage performance through appropriate contractual methods, as required iv. Work with operators to carry out driver and staff training, including customer service training, to ensure a consistent high standard of presentation and performance v. Specify driver, crew, and staff training as a condition of any contract with the Council vi. Require operators to ensure that training and performance includes the safety of the public, both on and off the vehicle, including the safety of cyclists vii. Require the inclusion of disability awareness training, and training on the needs of passengers with special needs, for all staff who are in contact with customers

Policies	Actions
3.4. Ensure that all vehicles meet required standards	<ul style="list-style-type: none"> i. Ensure that all future urban bus service contracts comply with Waka Kotahi's Requirements for Urban Buses ii. Specify vehicle size and quality on rural and connector contracts match service demand, terrain, and road conditions as required iii. Enable cyclists to better access the public transport system, by providing bike racks on selected services
3.5. Ensure agreements encourage good operator performance	<ul style="list-style-type: none"> i. Incorporate specifications and a KPI regime including service reliability and punctuality, quality, compliance, customer service, and safety in PTOM service agreements ii. Where performance is consistently high and patronage has increased, ensure that appropriate reward mechanisms exist within contracts or through the PTOM framework
3.6. Monitor and continuously improve service delivery	<ul style="list-style-type: none"> i. Work with operators to access operational information in a timely fashion, and include conditions for timely operational reporting in PTOM contracts ii. Require contracted service operators to provide operational information, as required, including: <ul style="list-style-type: none"> • Reliability (early running) • Reliability (cancellation) • Punctuality (late running) • Patronage and passenger kilometres • Service inputs (in-service kms and hours delivered) • Farebox revenue • Safety and security • Driver training iii. Ensure that suppliers have sufficient information about service performance across the whole network, so that they can continually improve services offered to customers iv. Utilise shared, centrally accessed service specifications, service performance, and service measurement data between the Council and operators to improve service performance v. Collect customer feedback on service quality and performance (through surveys, customer complaint processes, and other methods) including information about: <ul style="list-style-type: none"> • Reporting timeliness • Customer satisfaction • Passenger facilities (on bus) • Complaints (including number resolved)

6.4. Farebox recovery

Objective 4: Effective and efficient allocation of public transport funding

Farebox recovery is the measure of operational bus expenditure funded by passenger fares. For the last several years the annual regional farebox recovery rate has been approximately 39% however in 2019/2020 this was down to 37%. The current balance between users, ratepayers and Waka Kotahi towards the total cost of providing the regions bus services are:

- i. Passenger fares 37%
- ii. Ratepayers 31%
- iii. Waka Kotahi 32%

The farebox recovery policy aims to maintain or increase the ratio of user fares to operating costs. The farebox recovery policy is included in Appendix C.

6.5. Fares and ticketing

Objective 5: A fares and ticketing system that attracts and retains customers

Fares will be subject to regular review and adjustment, to ensure that user charges keep pace with changes in operating costs, and that the farebox recovery targets in Section 4.2 are achieved. The Council will continue to review the targets to ensure that they achieve an optimum revenue balance between fares and patronage. It is intended to achieve improvements in farebox recovery through increasing patronage and carefully managing operating costs balanced with fare increases.

The introduction of a new ticketing system will enable Council to be more flexible in the fare structures it can offer. One option is fare capping. Fare capping is a pricing concept that limits the total amount of fares each passenger pays for a defined period of travel. An example is weekly capping where a passenger might only pay for four days while travelling for five days. The benefits for passengers is affordability, no upfront costs and the more travel undertaken within the defined period the less each trip costs.

Policies	Actions
5.1. Implement a fares and ticketing system appropriate for the level of service provided	<ul style="list-style-type: none"> i. Ensure all operators implement the required fare and ticketing systems ii. Ensure that all fare revenues collected by operators, and third parties are auditable and available for apportionment iii. Where required assign unit operators to use and manage, Council supplied, electronic ticketing equipment, and to provide an electronic fare collection system iv. Investigate other fare structure options made capable by the new ticketing system
5.2. Maintain fares at a level that will assist in achieving farebox recovery targets	<ul style="list-style-type: none"> i. Conduct regular annual reviews of operating costs and Waka Kotahi indexation levels to determine the extent of any fare adjustments required to maintain farebox recovery targets in Policy 9.2 ii. Implement actions to reduce operating costs and/or increase patronage

Policies	Actions
<p>5.3. Provide concession fares for target groups on services</p>	<ul style="list-style-type: none"> i. Retain existing urban services fare concessions for target groups, including: <ul style="list-style-type: none"> • Children under 5: free • Children 5-15 years of age • Secondary school students aged 16-18 years • Tertiary students • Community Service Card holders • ACCESS card holders • Seniors • SuperGold Card free off-peak ii. Retain existing rural services fare concessions for target groups, including: <ul style="list-style-type: none"> • Children under 5: free • Children 5-15 years of age • Seniors • Community Service Card holders • SuperGold Card free off-peak • ACCESS card holders iii. Provide connector service fare concessions for target groups, including: <ul style="list-style-type: none"> • Children under 5: free • Children 5-15 years of age • Secondary school students aged 16-18 years • Seniors • Community Service Card holders • SuperGold Card free off-peak • ACCESS card holders • Tertiary students iv. Regularly review concessionary fare levels and affordability v. Regularly review Total Mobility subsidy rates, in consultation with stakeholders, to determine whether they continue to meet user needs vi. Consider short-term promotional fare discounts to support new or improved services
<p>5.4. Ensure that all users pay the correct fare</p>	<p>Following implementation of the new electronic ticketing system develop a fare inspection, enforcement, and auditing regime through operator contracts, to ensure that all passengers pay the correct fare and to minimise the opportunity for fraud.</p>
<p>5.5. Participate in the collective regional council electronic ticketing project</p>	<ul style="list-style-type: none"> i. Continue to participate in the collective regional council Service Level Agreement with the contracted provider ii. Assess, when appropriate the, value for money case of participating in Project NEXT (National Ticketing System)

6.6. Process for establishing units

Objective 6: Follow all legislative requirements and Waka Kotahi guidelines to establish units that will be contracted to Council

Amendments to the LTMA in 2013 introduced the concept of a unit. A 'unit' means:

a public transport service, or group of public transport services:

- a. that a regional council identifies as integral to the region's public transport network; and
- b. that operates, or will operate, on the entire length of one or more routes specified in the regional council's regional public transport plan; and
- c. that includes all of the public transport services operating to a timetable that applies to the entire route or routes specified for the unit.

Policies	Actions
6.1. Implement a process for establishing operating units for all public transport services that will be contracted to the Council	Follow Waka Kotahi's guidelines for preparing regional public transport plans and LTMA requirements,

6.7. Procurement approach for units

Objective 7: A procurement system that supports the efficient delivery of public transport services

Urban public transport services (except for exempt services) will be procured through price and quality-based service contracts while all rural public transport services will be procured through either direct appointment or staged service contracts.

All public transport services described in this Plan (other than exempt services) will be required to be provided under contract to the Council as part of a unit, in order to implement the policies and actions described in this Plan.

The urban service in Taranaki will be subject to a partnering contract designed to be consistent with requirements in the Agency's procurement manual. Exempt services will continue to operate outside the PTOM and not provided under contract to the Council.

Policies	Actions
7.1. Ensure the appropriate allocation of roles, responsibilities, and risk between the Council and operators using the PTOM	<p>Work with operators, suppliers, and funders to align with the PTOM to deliver an efficient and effective range of public transport services across the region. Specifically:</p> <ol style="list-style-type: none"> i. All public transport services that are integral to the regional public transport network described in this Plan (other than deemed exempt services) will be grouped into units, based around logical geographic catchments, and taking into account the need for units to be of sufficient size to ensure a competitive service supplier market and deliver efficient and effective services which can increase patronage

Policies	Actions
	<ul style="list-style-type: none"> ii. All public transport services described in this Plan (other than exempt services) will operate under a contract with the Council, in order to implement the policies and actions in this Plan. iii. Each unit will form the basis of an individual PTOM contract with the Council iv. The financial incentive mechanism that will be incorporated into the partnering contracts will describe a shared responsibility between the operator and the Council for growing the business, and sharing the fare revenue risk and reward v. All contracts will include key performance indicators around service performance, quality, cost effectiveness, and safety
7.2. Ensure service continuity to the travelling public	<ul style="list-style-type: none"> i. Incorporate appropriate service continuity provisions into the unit contracts that include appropriate mechanisms for eliciting changes to a unit when network or service review processes deem this necessary ii. Provide appropriate lead times for all service provisions to allow operators sufficient time to secure resources
7.3. Identify specific exempt services that are not subject to PTOM contracts	<ul style="list-style-type: none"> i. Provide for exempt services to operate within the Taranaki region without a PTOM contract ii. Inter-regional services that operate without a direct subsidy from the Council iii. Existing registered commercial bus services in operation at 30 June 2011 that did not offer fares set by the Council
7.4. Adopt a partnership approach to network planning and service changes	<ul style="list-style-type: none"> i. Use the PTOM contracting model to enter and manage contractual relationships with operators. ii. Where possible, implement significant network changes at the start of the PTOM contract tendering / negotiation rounds iii. Work with contracted operators to develop a business plan for each PTOM unit that aims to grow its commerciality and passenger demand, subject to the overall network development plans and targets in the RPTP. The business plan will be jointly owned by The Council and the unit operator, and will clearly define individual and joint responsibilities iv. Revisit the business plan at regular intervals (at least annually) v. Publish an annual report of performance league tables showing PTOM unit patronage growth and commerciality
7.5. Ensure that the operation of exempt services does not adversely affect the wider public transport network	<ul style="list-style-type: none"> i. Assess all applications to operate or vary exempt services according to the statutory requirements. The Council may decline to register an exempt service, or vary the route or routes of an exempt service, where the service or variation is: <ul style="list-style-type: none"> • likely to have a material adverse effect on the financial viability of any unit • likely to increase the net cost to the Council of any unit • contrary to sound traffic management or any environmental factor identified by the Council as important to the region

Policies	Actions
	ii. The service is identified in this Plan as being integral to the public transport network in the region

6.8. Managing, monitoring and evaluating unit performance

Objective 8: A system of monitoring and review that supports continuous improvement

The Council will regularly monitor progress towards these targets. It will also monitor the implementation of this Plan and use a series of key performance indicators (KPIs) to determine how well the public transport system is achieving its objectives. This information will be regularly published to ensure that the public has access to up-to-date information on service performance.

The Council has developed a policy to determine whether or not any proposed variation to the RPTP is significant (see Appendix V). If the proposed variation to the RPTP is significant, the Council must consult on such variation in accordance with the requirements of section 125 of the LTMA.

Policies	Actions
8.1. Undertake regular monitoring and reporting of service, unit and system performance	<p>i. Implement monitoring, reporting, and analysis of service trip and unit performance (including patronage, ticket sales and type, punctuality and reliability, and other matters) against patronage, farebox recovery, service level, and service performance targets</p> <p>ii. Prepare a regular public report on progress using the following KPIs, segregated where possible by weekday peak, inter-peak, and weekend time periods :</p> <ul style="list-style-type: none"> • Total public transport boardings • Passenger km travelled • Proportion of residents within 500 metres walk of a stop on the rapid and frequent service network • Patronage growth on all bus services • Service improvements delivered to schedule within agreed budgets • Customer satisfaction ratings for public transport services • Customer rating of public transport value for money • Reliability: late running and cancelled services • Punctuality: proportion of services "on time" (i.e. percentage of scheduled trips between 59 seconds before and 4 minutes and 59 seconds after the scheduled departure time at the selected points) • Proportion of services with disability access • Operating subsidy per passenger km • Farebox Recovery Ratio
8.2. Ensure appropriate public consultation on future Plan variations	Use the policy on significance in Appendix V to determine the appropriate level of consultation undertaken for any proposed variation to the RPTP

6.9. Transport-disadvantaged

Objective 9: Improved access for communities and groups whose needs are not met by the public transport system

An important focus of this Plan is to meet the needs of those who are least able to travel to basic community activities and services – the transport-disadvantaged.

Providing a network of public transport services goes some way to meeting these needs. However, it is recognised that some groups have specific needs that may be met more effectively by access to specialised passenger transport services and / or concessionary fares. Subject to continued funding availability, the Council will therefore continue to support specific services such as the Total Mobility service for people with disabilities, fare concession schemes, and school bus services.

The Council will work with disability groups to ensure that the principles outlined in the Human Rights Commission report *The Accessible Journey* are reflected in the development of public transport services and infrastructure.

Policies	Actions
<p>9.1. Provide a public transport network that is accessible and safe, particularly for vulnerable users</p>	<ul style="list-style-type: none"> i. Identify target groups and areas where service planning can help the transport-disadvantaged, particularly vulnerable users such as children, senior citizens, and people with disabilities ii. Work with stakeholders to identify and resolve accessibility and safety issues iii. Specify services (or specific elements of services) that must be operated by accessible vehicles which conform to Waka Kotahi guidelines and the Council requirements iv. Ensure that accessible information is widely available by using appropriate formats and media, including audio and visual (see Section 6.6)
<p>9.2. Provide transport services and facilities for customers whose needs are not met by the regular public transport network</p>	<ul style="list-style-type: none"> i. Promote the location and design of facilities to ensure safe access for all customers to and around transport stops, with particular attention to the needs of people with disabilities ii. Advocate for better design of infrastructure to improve access and usability for the transport-disadvantaged iii. Work with operators to ensure that training for drivers, and other staff in contact with the public includes appropriate assistance for customers who have difficulty using public transport iv. Investigate feasibility of demand-responsive services in order to provide transport options for those who are unable to use regular public transport services v. Continue to fund the Total Mobility scheme, including: <ul style="list-style-type: none"> • Contracting small passenger service operators and specialist operators to provide targeted services • Providing a discount on qualifying travel (up to a specified subsidy)

Policies	Actions
	<ul style="list-style-type: none"> In eligible cases, assisting with the installation of hoists or ramps in specialist vehicles so that wheelchairs can be carried
9.3. Support public transport services and facilities that better meet the needs of individual, rural, and isolated communities, taking into account value for money and local initiatives	<ul style="list-style-type: none"> i. Identify appropriate public transport services and facilities for rural areas by: <ul style="list-style-type: none"> Engaging with territorial authorities and local communities to develop proposals for community-driven initiatives to design and implement tailored public transport services on a trial basis Working with territorial authorities and local communities to identify and resolve funding and procurement issues Working with territorial authorities and local communities to explore the longer-term viability of services that have been trialled successfully

6.10. Accessibility

Objective 10: Improved access for communities and groups who rely on public transport as their main means of transport

An important focus of this Plan is to advocate for those who are the least able to access private transport. There are three key areas of accessibility.

- i. access to the network
- ii. facilities
- iii. bus quality

Policies	Actions
10.1. Ensure good access to public transport services	Design urban routes so that at least 95% of the New Plymouth population resides within 400m of a public transport route
10.2. Advocate for accessible infrastructure	Continue to work with the Taranaki Disability Information Centre and agencies to advocate for facilities that cater to those with disabilities

6.11. Infrastructure

Objective 11: Advocate for a high standard of public transport infrastructure that supports service provision and enhances the customer experience

Bus stops, shelters, interchanges, terminal layover facilities require clear, consistent branding, with service levels and information to meet customers' needs for an integrated, easy-to-use, customer-focused system. An efficient and effective public transport system relies on the provision of well-designed and well-maintained facilities including:

- bus stops and shelters
- route and timetable information
- interchanges
- terminal layovers

Their design also needs to provide good access, and safety and personal security at all stages of the journey, particularly for people with disabilities.

Policies	Actions
<p>10.3. Collaborate with territorial authorities to integrate infrastructure and service provision</p>	<ul style="list-style-type: none"> i. Continue the Public Transport Operating Group for the Citylink service between New Plymouth District Council and the Taranaki Regional Council ii. Work with all territorial authorities to develop an on-going programme of infrastructure improvements based on level of service indicators, with upgrades to improve journey times, reliability, safety, and the connection environment for the customer iii. Work with bus operators and the territorial authorities to make provision for terminal layover facilities as necessary to ensure the efficient and reliable operation of bus services iv. Ensure a consistent strategy for network branding, naming, and information, is applied to all public transport facilities and infrastructure
<p>11.1. Advocate for the provision of accessible, customer-focused facilities appropriate to the public transport route and the immediate locality</p>	<ul style="list-style-type: none"> i. Advocate for bus facilities that comply with design guidelines such as the proposed Waka Kotahi Public Transport Infrastructure Guidelines and which are appropriate for existing and future land use ii. Advocate for central city and key interchange bus access, departure, and interchange points easy for customers to understand and access iii. Advocate for bus stops and interchange facilities focus on providing appropriate amenity and shelter, while maximising their attractiveness as a network access point from a customer perspective iv. Advocate for the location of bus stops in a way that allows for quick and convenient access, especially for transferring passengers v. Advocate for infrastructure that enhances customer safety and security by meeting or exceeding the safety requirements set out in design guidelines, as appropriate to the location

6.12. Customer interface

Objective 12: Simple, visible, and intuitive customer information and service

The move to a more connected network needs to be accompanied by a more customer-focused approach to public transport. This includes:

- a. a better understanding of, and response to, customer needs
- b. a more proactive approach to dealing with complaints
- c. using customer feedback to identify opportunities for improvement

- d. the provision of training at all levels
- e. a stronger focus on customer service in contracts and supplier relationships.

A consistently branded network, integrated end-to-end service, and relevant and accurate customer information gives users confidence that they will reach their destination on time or be able to make a timely and convenient change to another service.

A consistent brand will help customers to identify the network so it is easy to use, and also clearly integrates all elements of the network into a single multi-modal system.

The Council recognises the need to provide customer information and communications material, in order to attract new customers and to encourage existing customers to continue or expand their use of public transport.

Policies	Actions
12.1. Use customer feedback to continually enhance services	Continue to enhance the process for dealing with customer feedback and complaints, to provide for a “one-stop-shop” approach, a clear escalation process, and clarity on the respective responsibilities of the Council and operators
12.2. Provide a range of marketing material to attract potential customers	<ul style="list-style-type: none"> i. Work with operators to provide excellent customer information to market public transport products ii. Work with operators to build a strong public transport brand and on-road presence which highlights the levels of service offered by different elements of the service network, and emphasising frequencies and ease of use iii. Proactively market service improvements to key market segments, using a range of approaches and communication channels that are relevant to each group iv. Ensure that service changes are communicated to affected areas and groups before implementation, using a variety of communication channels, as appropriate
12.3. Provide a wide choice of information channels for customers	<ul style="list-style-type: none"> i. Provide up-to-date timetable information at all bus stops, in a standardised format with the network brand described in Policy 6.2 above ii. Maintain - and continually improve - a public transport information website iii. Ensure that external vehicle destination displays comply with the requirements of Waka Kotahi’s Requirements for Urban Buses iv. Work with territorial authorities to develop appropriate travel information to promote journeys that better integrate active modes and public transport v. Continue to provide information in formats that are accessible for people with impaired vision (large print timetables) vi. Continue to provide information to Total Mobility members, agencies, and assessors (newsletters)

Policies	Actions
12.4. Provide a high-quality travel experience	<ul style="list-style-type: none"> <li data-bbox="703 271 1342 333">i. Ensure that high-quality customer service standards are maintained by all drivers on public transport services <li data-bbox="703 349 1430 477">ii. Ensure drivers are trained in the need for smooth acceleration and braking, which will have multiple benefits of: improving the comfort and safety of passengers, improving fuel consumption, and reducing vehicle emissions <li data-bbox="703 492 1337 555">iii. Work with operators on improving all drivers on public transport services' disability awareness skills
12.5. Provide a range of customer feedback channels	<ul style="list-style-type: none"> <li data-bbox="703 584 1406 613">i. Aim to respond to customer feedback within 10 working days <li data-bbox="703 629 1401 692">ii. Monitor feedback on service performance and convey this to operators, as appropriate, for onward action

7. Proposed strategic responses

To address the problems identified for public transport in the Taranaki region a number of strategic responses are being proposed.

The strategic responses are not standard public transport initiatives that have been tried in the past with minimal gain, such as increase public transport mode share by travel behaviour change initiatives. The responses instead focus on strengthening relationships with supporting organisations. The Council would like to see supporting organisations accept wider responsibility and commit to increased collaboration to address the challenges identified within this document. Without a partnership approach, it is unlikely the perception and usage of public transport in Taranaki will improve.

The responses are:

1. Undertake a public transport network review using stakeholder and public feedback from the review to develop new public transport options and costings. This will create a 10-15 year structured development plan. Changes in investment can be aligned with the Waka Kotahi's 3-year funding programmes.
2. Participate in New Plymouth District Council's development of a Transport Strategy in 2020/2021. New Plymouth District Council is looking to develop an Integrated Transport Strategy for the District. This will be a multi-modal review of transport and how it integrates with existing and planned land-use and infrastructure across the District.
3. Participate in the Ministry of Transport review of Total Mobility likely in 2021.
4. Continue to make enhancements to existing services for example changes to improve reliability, customer service, coverage and technology advances.

The Council is of the opinion that unless we participate in responses one and three above and get greater understanding and support from the territorial authorities, in particular the New Plymouth District Council, then there is little benefit in a major step-change in the current levels of public transport investment.

Public Transport Network Review

As part of the development and long-term planning for public transport, funding has been budgeted for 2020/2021 to carry out a region-wide review of the region's public transport networks. The last region-wide review of passenger transport was undertaken in 2004 by Booz, Allen and Hamilton. The recommendations from that report formed the basis for the region's current network.

It is proposed the new Regional Public Transport Plan will be used as the basis for developing a short to medium term road map of the future public transport network in Taranaki. This will include developing options and costings for the further enhancement of services, where viable, and possibly the restructuring or cancelling of underperforming services. It is proposed that an external consultant develop the road map in conjunction with officers. Funding has been included in the 2020/21 financial year and officers will work with the Waka Kotahi to confirm the availability of the proposed funding.

The structure and timing of this review will allow time to consider future options and to allow for the required investment business case to be developed and submitted to the Agency as part of the 2021/2024 National Land Transport Programme (NLTP).

Participate in New Plymouth District Council's development of a Transport Strategy

New Plymouth District Council is looking to develop an Integrated Transport Strategy for the District. This will be a multi-modal review of transport and how it integrates with existing and planned land-use and infrastructure across the District. Development of the Strategy proposed for 2019/2020 has been deferred to 2021/2022.

Participate in Ministry of Transport review of Total Mobility

The Ministry of Transport recognises the difficulties that transport disadvantaged New Zealanders face when accessing the transport system. Consideration of issues for the transport disadvantaged is built into policy work. For example, the Ministry has engaged with representatives of disability groups, including the Disabled Persons Assembly, during the development of the new road safety strategy.

The Ministry has received feedback regarding the effectiveness of the Total Mobility Scheme and that it is not fit-for-purpose for all users. Examples include there being a limited number of accessible vehicles and providers in provincial areas of the country, and the cost of the Scheme for those who use it on a daily basis, despite the discounted fare.

This impacts on education, employment, and access to community services. However, the Ministry understands that simply reviewing the Total Mobility Scheme in isolation will not address all of the concerns that have been raised from the disabled community. Broadening this review to also consider how Councils can improve access to, and experience of, the transport system for those living with a disability will likely lead to more effective outcomes.

The Ministry is likely to undertake a strategic assessment of provision of services for people with different transport needs in the 2020/21 financial year. This assessment will include a review of the Total Mobility Scheme.

Planned activities

While there are ongoing challenges to ensure public transport is truly seen as a viable alternative transport option to the private motor car, the Council is continuing to improve and enhance the services. A number of enhancements have already commenced or planning for them is underway. The following are planned in the next one to three years:

- new bus ticketing system including new ticketing machines with tag-on tag-off functionality; personal card management via a website with features such as automatic card top-up; card balance; report a lost or stolen card; and automatic concession approval for SuperGold Card holders and children aged five to 15 years
- bus App with real-time passenger information
- increase the frequency of Connector trips and provide for an accessible bus option
- upgrade the Total Mobility management system
- assess funding for Ironside Vehicle Society Inc
- implement increased services levels between Waitara, Bell Block and New Plymouth
- investigate alternate fuelled bus options for example electric and develop a transition plan as part of Council's contribution to Taranaki 2050
- continue to assess Timaru's MyWay by Metro on-demand public transport service trial
- continue to participate in the national ticketing system procurement project

As noted the Council wants to undertake a network review of all the regions services following the renewal of this Plan, as the last review occurred in 2008/2009. The Council wants to avoid a piecemeal approach to any significant enhancement of existing services or implementation of new services. Waka Kotahi's funding structure requires enhancements and step changes in services to be proven by following the business case approach. Local share must also be available

We know that there are already other specific service requests as shown below. These along with other submissions will inform the proposed network review and lay the foundation for medium to long-term activities. They are not listed in any particular order.

- daily bus service with multiple return trips from Ōkato to New Plymouth
- expanded Citylink services to Taranaki Base Hospital catering to shift workers and patients
- cross-city services in New Plymouth focused around key service centres such as residentially-sited shopping centres, supermarkets and medical centres
- services to Bell Block industrial area during normal business hours
- services to New Plymouth Airport
- additional Saturday services and routes similar to the week-day schedule
- extended Citylink operating hours, these are currently 7am to 6.20pm
- commuter services to Egmont Village and Inglewood
- investigate reestablishment of commuter services to Ōakura

Appendix A: Public transport services integral to the public transport network

The Regional Council provides the following bus services covering New Plymouth, Bell Block, Lepperton, Waitara, Tikorangi, Urenui and Ōakura. These include a mix of urban services and school services. Other services may be identified and incorporated into the plan by way of variation.

Service	Area/s covered	Type
Route 1	CBD, Moturoa	Urban - Monday to Friday
Route 2	CBD, Lynmouth, Marfell, Whalers Gate	Urban - Monday to Friday
Route 3	CBD, Lynmouth, Marfell	Urban - Monday to Friday
Route 4	CBD, Westown, Hurdon	Urban - Monday to Friday
Route 5	CBD, Frankleigh, Park, Ferndale	Urban - Monday to Friday
Route 6	CBD, Vogeltown/Brooklands	Urban - Monday to Friday
Route 7	CBD, Welbourn/Highlands Park	Urban - Monday to Friday
Route 8	CBD, Merrilands/Highlands Park	Urban - Monday to Friday
Route 9	CBD, Fitzroy/The Valley/Glen Avon	Urban - Monday to Friday
Routes 51 – 54	CBD, Strandon, Welbourn, Brooklands, Vogeltown, Frankleigh Park, Westown, Marfell, Whalers Gate, Spotswood, Lynmouth	Urban - School
Route 20	CBD, Waitara/Bell Block/New Plymouth	Urban - Monday to Friday
Route 10	Saturday - CBD, Vogeltown, Frankleigh Park, Westown, Marfell, Spotswood, Moturoa,	Urban - Saturday
Route 11	Saturday - CBD, Strandon, Fitzroy, Bell Block, Merrilands, Brooklands, Vogeltown	Urban - Saturday
Route 12	Merrilands, Lynmouth, Spotswood	Urban - School
Route 14	Merrilands	Urban - School
Route 21	Waitara to Spotswood	Urban - School
Route 22	Waitara/Motunui to New Plymouth	Urban - School
Route 23	Urenui/Tikorangi to New Plymouth	Urban - School
Route 24	Waitara to New Plymouth	Urban - School

Service	Area/s covered	Type
Route 30	Bell Block to New Plymouth	Urban - School
Route 31	Lepperton to New Plymouth	Urban - School
Route 32	Bell Block to New Plymouth	Urban - School
Route 33	Bell Block to New Plymouth	Urban - School
Route 34	Bell Block to New Plymouth	Urban - School
Route 35	New Plymouth to Bell Block	Urban - School
Route 40	Ōakura/New Plymouth	Urban - School
Route 41	Ōmatā to New Plymouth	Urban - School
Route 42	Ōakura to New Plymouth	Urban - School
Route 43	Ōakura to New Plymouth	Urban - School
Route 44	Ōakura to New Plymouth	Urban - School
Route 45	New Plymouth to Ōakura	Urban - School
Routes 91, 92, 93, 95 and 97	Various New Plymouth schools to Ariki Street Bus Centre	Urban - School

The Regional Council provides the following bus services covering south and coastal Taranaki. Other services may be identified and incorporated into the plan by way of variation.

Service	Area/s covered	Type
Waverley to Hāwera	Waverley, Pātea, Hāwera	Rural
Ōpunake to Hāwera	Ōpunake, Kaponga, Manaia, Hāwera	Rural
Ōpunake to New Plymouth	Ōpunake, Rāhotu, Pungarehu, Ōkato, Ōakura, New Plymouth	Rural

The Regional Council provide the following bus service linking south and north Taranaki via State Highway 3. Other services may be identified and incorporated into the plan by way of variation.

Service	Area/s covered	Type
Hāwera to New Plymouth	Hāwera, Eltham, Stratford, Inglewood, New Plymouth	Connector

Total Mobility

The Total Mobility scheme caters to those people with impairments by providing access to suitable transport. The Council intends to continue providing the Scheme throughout Taranaki where approved transport providers operate. Areas where approved operators are based are:

Area	Approved transport provider
New Plymouth	Energy City Cabs New Plymouth Taxis Driving Miss Daisy Freedom Companion Driving T E Taxis
Stratford	Stratford Taxis
Hāwera	STOPS

Other services

The Council intends to continue to support Ironside Vehicle Society as a specialist transport provider as part of the Total Mobility Scheme.

Appendix B: Unit establishment

Unit design

The Public Transport Operating Model (PTOM) seeks to grow patronage while reducing a reliance on public subsidies by meeting the dual objective of growing the commerciality of public transport services and growing a confidence that services are priced efficiently and the market is competitive.

Principles

The following principles have been taken into consideration in designing the proposed units. The extent to which particular principles have been applied to particular units varies according to the peculiarities of the particular units.

Network and service review

Before identifying units, the Council identified routes and services that are integral to the region's public transport network. The proposed unit design takes into account the Council's ability to undertake future service reviews in consultation with operators (ideally, changes to services to meet foreseeable local community needs will be able to be delivered within a unit).

Marketable whole

Units should be 'marketable wholes' – that is, potentially deliverable by operators either as stand-alone operations or as part of a wider suite of services.

Customer market

Units should have readily identifiable customer markets for the services, enabling the operators and the Council to apply the right commercial behaviours to growing the market. A customer market might generally be thought of as a geographic area or areas, but could also be generated by a particular activity or use – for example, an airport, shopping precinct, hospital or university.

Whole-route operation

Each unit must comprise a service or group of services that operates on the entire length of one or more routes.

Unit attractiveness

Units should be attractive to a tenderer, and should attract competition from a range of operators. Units should be efficient groups of services in terms of management, vehicle utilisation etc.

Opportunities to group units in tenders

Opportunities for operators to tender for units in groups to encourage efficiencies and thus value for money have been taken into account.

Mode specific

Units must be single-mode specific, so a unit cannot include both a bus and a ferry or train route.

School services consideration

School services not provided by the Ministry of Education must be arranged into units. School services operating on a timetabled route are logically allocated to that unit.

Wider network consideration

This includes taking into account connections between routes and achieving higher frequencies by services overlapping on parts of a trunk route.

The following table highlights the key unit design principles applying to each proposed unit.

Unit	Key unit design factors
New Plymouth, Waitara Bell Block and Ōakura	<p>Network and service review – carried out in 2009 with current network rolled out in 2010. The only urban service (Monday – Saturday) in the Taranaki region</p> <p>Marketable whole – delivered as one contract. High integration between urban and school services</p> <p>Customer market – established with opportunity for continuing patronage growth</p> <p>Mode specific – bus</p> <p>School services consideration – 27 school services included in the unit</p> <p>Wider network consideration – urban services operate as a ‘pulse hub network’ enabling connections to be made between services</p>
Ōpunake-New Plymouth	<p>Marketable whole – one bus, once-a-week service</p> <p>Mode specific – bus</p>
Ōpunake-Manaia-Hāwera	<p>Marketable whole – one bus, once-a-week service</p> <p>Mode specific – bus</p>
Waverley-Pātea-Hāwera	<p>Marketable whole – one bus, once-a-week service</p> <p>Mode specific – bus</p>
Hāwera-New Plymouth service via SH3	<p>Marketable whole – one to two buses, daily service (Monday-Friday) connecting south and north Taranaki</p> <p>Marketable whole – delivered as one contract</p> <p>Customer market – recently established service with opportunity to grow patronage</p> <p>Mode specific – bus</p>

Appendix C: Farebox recovery policy

Introduction

In accordance with the Waka Kotahi NZ Waka Kotahi (Waka Kotahi) requirements, the Taranaki Regional Council (the Council) has adopted a farebox recovery policy. Farebox recovery measures the percentage of the costs of providing bus services that is covered by passenger fares (the balance of the costs is met in equal proportions by local ratepayers and Waka Kotahi).

In the short to medium-term, central government funding is expected to be similar to current levels, although the impacts of Covid-19 is likely to have an impact for the medium term.

The previous national target of 50% was achieved with Waka Kotahi to review the policy in the future in order to help achieve the aims of the Government Policy Statement for Land Transport 2018. The review is not yet complete. However, Waka Kotahi has confirmed that the underlying principles are still relevant.

To continue to contribute towards maintaining farebox recovery the Council will give priority to actions that grow patronage (especially where spare capacity is available), and reduce operating costs (if possible), in preference to simply raising fares.

Background

Waka Kotahi requirements

Waka Kotahi requires that all regional councils prepare a "farebox recovery policy", and include that policy in the Regional Public Transport Plan.

Waka Kotahi require the farebox recovery policy to:

- Set a target farebox recovery rate for the public transport system
- Set out how the target was chosen
- Set out a strategy as to how the target will be achieved
- Set out how the policy complies with various relevant national and regional planning documents, and with legislation
- Provide for an annual review of fare levels and a review of fare structures at a minimum approximately once every six years or to coincide with RLTS and/or LTP reviews.
- Waka Kotahi prescribe the formula for establishing the farebox recovery rate.

Services included

The public transport services to be included in the calculation of the fare recovery are all the Council contracted services operating in the region.

Long-distance (e.g. inter-city services) services, privately funded school services, Ministry of Education funded school services, tourist and charter services are not included.

The farebox recovery target

In applying its farebox recovery policy, the Regional Council has decided to measure farebox recovery of region as a whole rather than measuring individual services, routes or trips. Individual services, routes or trips, particularly those that might be regarded as "social" services, are not necessarily expected to achieve the target set out in this policy.

However while the Council has agreed to adopt a region-wide target for the purposes of this policy, the Council has a target recovery rate of 25% for rural services (rural service make up a very small proportion of the total (about 3%)), and thus have little impact on the overall recovery rate.

The table below shows the actual farebox recovery level for the whole region for the last financial year, and the target rate set by the Council for the four years to 2023/2024. All figures have been calculated using the Waka Kotahi’s farebox recovery formula.

Actual farebox recovery (2019/2020)	Target (2020/2021)	Target (2021/2022)	Target (2022/2023)	Target (2023/2024)
37%	≥37%	≥38%	≥38%	≥39%

How the targets were chosen

The Council has chosen targets that maintain or improve the farebox rate while at the same time recognising the ability-to-pay of passengers given the current structure of services and the challenge of reducing operating costs.

Lowering the target below that achieved in 2019/20 is not considered appropriate – the Council believes that it is appropriate that passengers pay a reasonable share of the costs. The Council considers that a seeking to improve passenger contribution will provide a suitable balance between the contributions of ratepayers/taxpayers and passengers.

Method of calculation

The formula used to calculate farebox recovery is prescribed by Waka Kotahi and is set out in detail on its website. In essence the formula is total fare revenue divided by total costs.

Strategies to meet the targets

As indicated above, unless future revenues increase and/or costs reduce, the target recovery levels will not be met in the future. Thus some form of intervention will be needed to achieve the targets.

Four intervention strategies are set out below. These strategies will require the Council to work with transport providers and local councils to achieve the targets. The needs of the transport disadvantaged will need to be considered in any intervention.

Strategy 1: Improve operating efficiencies

Improvements to operating efficiencies will reduce costs and therefore improve farebox recovery.

The Council in association with transport provider is constantly monitoring the costs and revenues of services, and investigating how to improve efficiency. Services with poor farebox recovery will be identified, and efforts made to improve the performance of those services. Changes may include better coordination and integration of services, which may for example be achieved through small timetable changes and/or route optimisation.

Strategy 2: Increase patronage

Increasing patronage will increase revenues, and thus improve farebox recovery.

The Council will look to increase patronage by undertaking general and targeted publicity as well as improving service quality through improving infrastructure, maintaining high vehicle quality standards, and optimising routes and service levels to increase accessibility.

Strategy 3: Reduce poor performing services

Reducing poorly performing services will have the effect of reducing costs and thus increasing farebox recovery.

Poor performing services (i.e. those services with high costs and/or low patronage) can be improved assessing operating times, frequencies and routes and making adjustments, (including reductions) to frequencies and routes where appropriate. The Council will also consider alternative ways of providing services, such as on-demand and dial-a-ride options.

Strategy 4: Review of fare products and fare levels

Increasing fares will lead to increases in revenue and thus improve farebox recovery.

Small increases in fares are likely to be required on a regular basis to cover the increases in costs of providing bus services.

Other options may include reviewing the availability and eligibility criteria for concession fares, reviewing the levels of discount available and seeking supplementary sources of funding.

How the policy will be applied

The current gross cost of the contract enables revenue recovery to be easily monitored on a monthly basis, and thus any reduction in farebox recovery will be quickly identified. If the recovery rate is dropping, the Council will then decide which of the intervention strategies will be applied.

Implementation date

This policy will apply once the Regional Public Transport Plan is approved.

Fare level review

An annual fare level review will be undertaken at the conclusion of each financial year. This review will take into consideration the farebox recovery levels but may also include any other factors he considers relevant. The review will also address the level of discounts and concessions within the existing fare structure.

Fare structure review

The Council will review fare structures at least every six years. The fare structure review will address all aspects of the fare system, including the appropriateness of zones as the base for the system, and the availability of (and discount to be applied to) concession fares.

Policy review

This policy (including the targets) will be reviewed at least every three years or when the Regional Public Transport Plan is reviewed (which is likely to be at least every three years).

It may also be reviewed immediately if Waka Kotahi policy or practices affecting farebox recovery change.

Policy contribution

Policy	Comment
Government Policy Statement on Land Transport Funding (GPS)	<p>The GPS outlines the Government’s strategy to guide land transport investment over the next 10 years. It also provides guidance to decision-makers about where the Government will focus resources. The GPS operates under the Land Transport Management Act 2003, which sets out the scope and requirements for the GPS.</p> <p>The Government Policy Statement identifies four strategic directions: safety, better travel options, climate change and improving freight connections..</p> <p>The Government Policy Statement also sets the policy framework for the National Land Transport Programme, which allocates Waka Kotahi funds for transport activities.</p>
Regional land Transport Strategy (RLTP)	<p>This policy contributes to the RLTP by at least maintaining the level of local contribution towards the funding of public transport, and thus helping to achieve objectives set in the RLTP.</p>
Regional Public Transport Plan (RPTP)	<p>This policy contributes to the RPTP by looking to improve efficiencies and value for money.</p>
Land Transport Management Act 2003 (LTMA)	<p>This policy contributes to the LTMA by aiming to improve efficiencies and effectiveness, and by maintaining the level of local contribution towards the funding of public transport.</p>
Public Transport Operating Model (PTOM)	<p>The Public Transport Operating Model (PTOM) was developed for the procurement and service delivery of public transport services. Its key objectives are to:</p> <ul style="list-style-type: none"> Grow the commerciality of public transport services and create incentives for services to become fully commercial Grow confidence that services are priced efficiently and that competitors have access to public transport markets <p>The PTOM is a planning, procurement, and business development framework. Key features are the design of efficient public transport networks, incentivising joint public private investment, and building relationships between regional councils (including Auckland Transport) and operators to provide the basis for a genuine partnership.</p>

Appendix D: Significance policy

This appendix sets out the Taranaki Regional Council's (the Council) policy on significance. This is required to determine whether any proposed variation to the RPTP is significant for the purpose of section 126 (4) of the LTMA, which refers to the level of consultation that is required before a variation can be adopted.

A more streamlined process may be adopted for matters not considered significant.

For the purpose of this policy:

- Significance is a continuum, from variations of high significance through to variations of low significance. The policy sets a significance threshold, relating to a high degree of significance.
- If a variation is not significant then the consultation requirements under section 125 (1) of the LTMA do not apply. This does not imply that the variation is unimportant or that no consultation will take place. The Regional Council fully intends to undertake targeted consultation on matters that affect specific communities and stakeholders, including operators, even when these matters do not invoke the significance threshold outlined in this policy.

Significant variations

A significant variation is likely to have more than minor impact on any of the following:

- The Council's ability to achieve its vision
- The Council's ability to achieve the strategic direction and guiding principles of the RPTP
- The Council's ability to achieve the objectives of the RPTP, or the Regional Land Transport Plan
- The reallocation of the funding available for public transport in the region

When assessing the significance of any proposed variation, the Council will consider:

- The reasons for the variation, and the alternatives available
- The magnitude of the variation in terms of its financial cost to the region
- The extent to which the proposed variation departs from the strategic direction and guiding principles contained within the RPTP
- The proportion of the regional community that would be affected to a moderate or greater extent by the variation
- The likely effect on the overall level, quality, and use of public transport services in the region
- The extent to which the variation is consistent with the Regional Land Transport Plan, and the Government Policy Statement
- The implications for the present and future economic development and efficiency of the region, safety and personal security, access and mobility, environmental sustainability, or public health
- The likely effect on the Council's Long Term Plan

Any variation that amends this significance policy is deemed to be significant and must follow the consultation requirements in section 125 (1) of the LTMA.

Targeted engagement

When the Council finds that a proposed variation is not significant, the Council will undertake targeted stakeholder engagement in the following circumstances:

a For service reviews

As service reviews affect only a part of the region, full consultation will not generally be required. Key stakeholders will be included in preliminary engagement as the service plan is developed, and targeted public engagement will follow when options have been identified.

b For minor changes in the delivery of public transport services

Minor changes in service delivery that are required to improve efficiency (such as adding or removing trips, and minor route changes) have only a local impact. In these cases, engagement will generally be undertaken on a low level with the operator(s) involved, the relevant territorial authority, and passengers who use the services.

c Other variations

Any proposals for changes that affect only a sector of the community or the industry (such as a change to the *Total Mobility* scheme, or a change to specific vehicle quality standards) will be worked through with those most likely to be affected, as well as other relevant stakeholders.

Note that this policy does not preclude the Council from a more comprehensive consultation process for a variation that does not meet the significance threshold if the benefits of that consultation are considered to outweigh the costs.

Appendix E: Land Transport Management Act 2003 requirements

A regional public transport plan must contribute to the purpose of the Land Transport Management Act 2003 (LTMA) which is an efficient and effective land transport system in the public interest (Section 3 of the LTMA). A regional council must also, when preparing a statement of proposal to adopt a regional public transport plan and before adopting a regional public transport plan, be satisfied that the proposal satisfies the requirements of Section 123 of the LTMA. The following table contains an assessment against the requirements of Sections 3, 114 and 123. The Council is satisfied that the Plan complies with the LTMA.

LTMA reference	Provision	Contribution
3 Purpose	The purpose of this Act is to contribute to an effective, efficient, and safe land transport system in the public interest."	<ul style="list-style-type: none"> ▪ The Plan's contribution to the purpose of the LTMA, and the efficiency and effectiveness of the overall strategic approach to public transport in the Taranaki region has been assessed through the RLTS process. ▪ A range of strategic options were developed and evaluated as part of the RLTS process.
114A Principles "(1) (a)	Regional councils and public transport operators should work in partnership and collaborate with territorial authorities to deliver the regional public transport services and infrastructure necessary to meet the needs of passengers.	<ul style="list-style-type: none"> ▪ The RPTP includes a section on working together which covers both our relationship with operators and territorial authorities.
114A (1) (b)	The provision of public transport services should be coordinated with the aim of achieving the levels of integration, reliability, frequency, and coverage necessary to encourage passenger growth.	<ul style="list-style-type: none"> ▪ Enhanced levels of service on the Urban service in New Plymouth, Bell Block, Waitara and Ōakura will contribute to improved journey times, reduced congestion, and better use of existing transport capacity. ▪ The coverage provided by the regional public transport network as a whole will provide better access to education, health, employment and areas that contribute to economic growth.
114A (1) (c)	Competitors should have access to regional public transport markets to increase confidence that public transport services are priced efficiently.	<ul style="list-style-type: none"> ▪ The establishment of units is designed to enable regular entrance to the market, primarily through the Rural contracts and in future the Connector contract.
114A Principles "(1) (d)	Incentives should exist to reduce reliance on public subsidies to	<ul style="list-style-type: none"> ▪ The development of units, establishing a partnership approach and regular monitoring aligned with Waka

LTMA reference	Provision	Contribution
	cover the cost of providing public transport services.	<p>Kotahi's Key Performance Indicators will provide the framework for reducing reliance on public subsidies.</p> <ul style="list-style-type: none"> ▪ Specific incentives for performance will be incorporated into contract relationships with operators.
115 Principles "(1) (e)	The planning and procurement of public transport services should be transparent.	<ul style="list-style-type: none"> ▪ The RPTP clearly sets out both the planning and procurement approach for the Council's public transport services.
124 (a) (ii)	Has been prepared in accordance with any relevant guidelines that the Transport Agency has issued.	<ul style="list-style-type: none"> ▪ Waka Kotahi's Requirements for Urban Buses (2011) have been taken into account and referenced in this Plan.
124 (a) (iii)	Is, if it includes a matter that is not within the scope of the regional land transport plan, otherwise consistent with that plan.	<ul style="list-style-type: none"> ▪ The purpose of this Plan is to give effect to the public transport components of the current RLTS. The RLTS was assessed against the regional policy statement and regional plans, and was found to be consistent with them. District plans were also taken into account during the development of the RLTS. Future versions will be revised to be consistent with the regional land transport plan
124 (c) (i)	Take into account any national energy efficiency and conservation strategy.	<ul style="list-style-type: none"> ▪ The national energy efficiency and conservation strategy was taken into account in the development and assessment of the preferred strategic option in the RLTS.
124 (c) (ii)	Take into account any relevant regional policy statement, regional plan, district plan, or proposed regional plan or district plan under the Resource Management Act 1991	<ul style="list-style-type: none"> ▪ The purpose of this Plan is to give effect to the public transport components of the RLTPS. The RLTP was assessed against the regional policy statement and regional plans, and was found to be consistent with them. District plans were also taken into account during the development of the RLTP. Future versions will be revised to be consistent with the regional land transport plan.
124 (c) (iii)	Take into account the public transport funding likely to be available within the region.	<ul style="list-style-type: none"> ▪ The Investment and Funding section of the Plan provides a detailed assessment of the funding likely to be available within the region.
124 (c) (iv)	Take into account the need to obtain the best value for money, having regard to the desirability of encouraging a competitive and efficient market for public transport services.	<ul style="list-style-type: none"> ▪ The Council has a procurement strategy for transport activities. The objective of the strategy is to procure public transport services in a way that: <ul style="list-style-type: none"> ▪ achieves value for money, ▪ encourages competitive and efficient markets, and ▪ sustains those markets.

LTMA reference	Provision	Contribution
124 (c) (v)	Take into account the views of public transport operators in the region	<ul style="list-style-type: none"> ▪ A discussion document was distributed to public transport operators to enable their views to be taken into account during the development of the Plan.
35 and 120 (1) (vii)	Consider the needs of persons who are transport-disadvantaged	<ul style="list-style-type: none"> ▪ The Transport Disadvantaged section of the Plan considers the needs of the transport-disadvantaged.

Glossary of Terms and Acronyms

Bus priority measures	Facilities to improve bus operation i.e. enhance the attractiveness and reliability of public transport e.g. bus lanes, bus bypasses and traffic signal prioritisation.
Business Case Approach	Waka Kotahi's approach to transport planning investment. The approach is broken down into phases with decision points along the way to determine if the investment is worthwhile in relation to the desired outcome.
Concessions	Discounted bus fares for specific groups of passengers.
Demand-responsive services	A form of shared transport where the vehicles alter their routes based on passenger demand rather than operating to a fixed route or timetable.
Exempt services	Unsubsidised, commercial public transport services that are not considered an integral part of the regions urban public transport network so therefore do not operate under contract to the Council.
Fare capping	A pricing structure that limits the amount a passenger pays for their trips over a day, a week or a month. Provides incentive and accessibility to all passengers.
Farebox recovery	The percentage of operating expenditure which are met by fares paid by passengers.
GPS	Government Policy Statement – refers to the government's policy document on Land Transport issued under section 66 of the LTMA. The GPS directly influences how funding from the NLTF is to be invested for the following three year period.
Integrated public transport	The ability to combine different modes of transport to increase ease and efficiency for passengers in terms of cost, comfort, safety, accessibility and convenience.
Key corridors	Generally a linear area defined by one or more modes of transportation such as streets, roads and railway lines.
Layover facilities	A point where a bus stops to provide for passenger transfers and driver breaks.
LTMA	Land Transport Management Act 2003 – the main statutory framework for land planning and funding in New Zealand.
LTP	Long Term Plan – the ten year long-term council plan produced by regional and territorial authorities in accordance with section 93 of the <i>Local Government act 2002</i> .
Multi-modal	Using a variety of different methods (or modes) to accomplish something.
NLTF	National Land Transport Fund – the fund established under Section 10 of the LTMA to pay for land transport activities.
NOP	Network Operating Plan – an agreed process that helps better manage and plan the use of the transport network.
PTOM	Public Transport Operating Model – the framework introduced by Cabinet in 2011 for the provision of urban bus and ferry services. The model is used to contribute to government's goal to grow public transport patronage with less reliance on subsidy.

Requirements for Urban Buses	(RUB) the purpose of the RUB is to standardise urban bus requirements across regional councils (and Auckland Transport) to create efficiencies and improve the usability and accessibility of buses for all passengers.
RPTP	Regional Public Transport Plan – the strategic document prepared by Council under the LTMA. The document sets out the objectives and policies for public transport in the region, and contains details of the public transport network and development plans for the next 10 years.
Stop rationalisation	Reorganising existing bus stops on a given route based on certain criteria such as passenger density and land use patterns.
Tapuae Roa	Taranaki’s regional economic development strategy. Developed in collaboration with Taranaki’s four councils, Venture Taranaki, local business leaders, iwi and central government.
Territorial Authorities	A city or district council (in Taranaki these are the New Plymouth, Stratford and South Taranaki district councils)
Total Mobility Scheme	The Total Mobility scheme caters to those people with impairments by providing subsidised door-to-door transport.