

SECTION D:  
PROGRESS ON  
THE STATEMENT  
OF STRATEGIC  
INTENT



# PROGRESS ON LONG-TERM SECTOR IMPACTS

We track our progress towards our long-term goals or impacts through the following key result indicators.

TRANSPORT AGENCY'S DESIRED LONG-TERM IMPACT INDICATORS	DESIRED TREND	2012/13 RESULTS IN THE CONTEXT OF PREVIOUS RESULTS
<p>An efficient transport system that supports high levels of economic productivity, provides strong international connections for freight, business and tourism, and meets international obligations</p>		
<p><b>Better use of existing transport capacity</b></p>	<p>Increase</p> 	<p>Number of vehicle kilometres (million) travelled per network kilometre</p>  <p>*based on estimated vehicle kilometres travelled on local roads</p>
<p><b>More efficient supply chains</b></p>	<p>Increase</p> 	<p>Average daily measured weight of freight vehicles (tonnes)</p> 


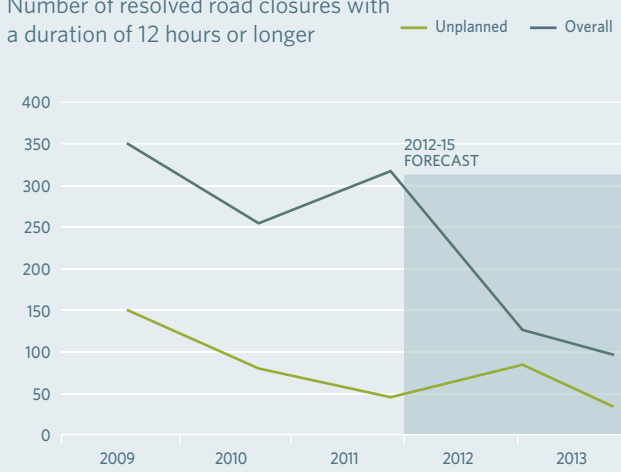

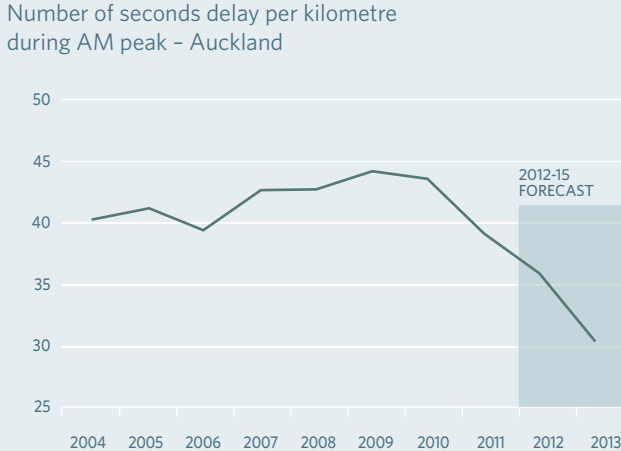

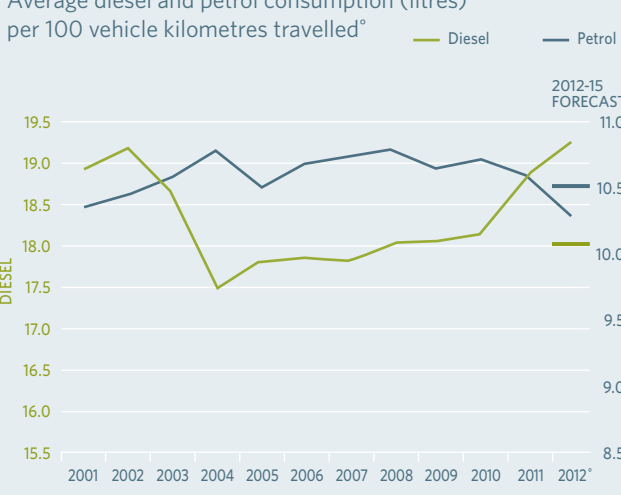
**0.5% increase**

in capacity utilisation of the network reflects an increase in travel on local roads (which offsets falling demand on the state highway network).<sup>(1)</sup>

**1.8% increase**

in average daily measured weight of freight vehicles reflects the combined impact of responses to the new RUC system, the introduction of permitting for high productivity motor vehicles (HPMVs) and improving domestic economic conditions.<sup>(2)</sup>

\* For notes, see appendix 3 on page 98

TRANSPORT AGENCY'S DESIRED LONG-TERM IMPACT INDICATORS	DESIRED TREND	2012/13 RESULTS IN THE CONTEXT OF PREVIOUS RESULTS
<p><b>A resilient and secure network capacity</b></p>	<p>Decrease</p> 	<p>Number of resolved road closures with a duration of 12 hours or longer</p> 
<p><b>Easing of severe congestion</b></p>	<p>Decrease</p> 	<p>Number of seconds delay per kilometre during AM peak - Auckland</p> 
<p><b>More efficient vehicle fleets</b></p>	<p>Decrease</p> 	<p>Average diesel and petrol consumption (litres) per 100 vehicle kilometres travelled*</p>  <p>*travel by petrol and diesel powered vehicles has been estimated for 2012</p>

**64.7% decrease**

in unplanned road closures reflects relatively mild and stable weather conditions over the past 12 months and continuing improvements in how we respond to incidences on the network.<sup>(3)</sup>

**15.0% decrease**

in congestion reflects the completion of works on the Newmarket Viaduct, increases in capacity resulting from the completion of the Victoria Park Tunnel and a 4.3% reduction in vehicle kilometres travelled in Auckland over the period.<sup>(4)</sup>





**2.3% increase**

IN DIESEL CONSUMPTION per 100 km travelled reflects the impact of HPMVs on the road (which now account for about 13% of heavy vehicle travel) and a shortening of average trip lengths.<sup>(5)</sup>

**2.6% decrease**

IN PETROL CONSUMPTION reflects the entry of new, fuel efficient vehicles into the fleet - first registrations of new vehicles were up 18.2% in 2012.

\* For notes, see appendix 3 on page 98

TRANSPORT AGENCY'S DESIRED LONG-TERM IMPACT INDICATORS	DESIRED TREND	2012/13 RESULTS IN THE CONTEXT OF PREVIOUS RESULTS
An accessible and safe transport system that contributes positively to the nation's economic, social and environmental welfare.		
<b>Reduction in deaths and serious injuries</b>	<b>Decrease</b> 	<p>Number of road deaths and serious injuries per million vehicle kilometres travelled<sup>o</sup></p>  <p><sup>o</sup>Deaths and serious injuries results as at 30 March 2013 and year end VKT estimates</p>
<b>More transport mode choices</b>	<b>Increase</b> 	<p>% of survey respondents that consider public transport as a good option for taking all of their work or study trips in Auckland</p> 
<b>Reduction in adverse environmental effects from land transport</b>		<p>Environmental impact is a co-benefit from the following existing impacts:</p> <ul style="list-style-type: none"> <li>- Easing severe congestion</li> <li>- More efficient vehicle fleets</li> <li>- More transport mode choices</li> </ul>

**8.1% decrease<sup>o</sup>**

in deaths and serious injuries on our roads reflects progress towards implementing the Safe System and a greater focus on areas of concern within Safer Journeys, ie alcohol/drug impaired driving; safety of young drivers; safe roads and roadsides; safe speeds and the safety of motorcyclists.<sup>(6)</sup>

**15.4% decrease**

in the proportion of people who believe public transport is a good option can be attributed to an increase in occasional use of public transport and the adverse effect of high levels of unemployment on travel in general.<sup>(7)</sup>

Refer above

\* For notes, see appendix 3 on page 98

## PROGRESS ON OUR STRATEGIC DIRECTION - BY PRIORITY

### WE ARE IMPROVING CUSTOMER SERVICE AND WORKING TO REDUCE COMPLIANCE COSTS *Towards better public service and regulation*

The overall customer service performance score for the year was 70%. There was a 16% growth in transactions completed online - 2% below our stretch target. The modernised road user charges system has been implemented in line with the Road User Charges Act 2012, and progress continues with partners across both the investment and streamlining initiatives.

#### LINK TO GOVERNMENT PRIORITIES FOR TRANSPORT

Better regulation, better public services

KEY RESULT INDICATOR	BASELINE 2010/11	DESIRED TREND 2012-15	ACTUAL 2012/13
Customer service performance score <sup>2</sup>	New measure	Increasing	70%

The overall customer service score for the year was 70%<sup>3</sup>. This result is a combination of three customer satisfaction ratings and will form the baseline result for comparison in future years. Strong levels of satisfaction were evident across the three components - driver licensing satisfaction rating averaged 73% across the year, with motor vehicle registration satisfaction at 80% and an overall rating of state highways of 58%.

KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID
Improvement in the percentage of online transactions in accordance with the statement of service performance	<b>Partially achieved</b>	<p>We achieved 16% growth in the proportion of transactions being completed online since 2011/12. This reflects our strong commitment to customer service focused process design and promotion of online transactions channels to customers.</p> <p>The average improvement in the percentage of online transactions across output classes was 2% below our target (36% achieved versus target of 38). Three of the four areas (licensing and regulatory compliance, road tolling and motor vehicle registry) achieved target. Road user charges were 7.7% below the stretch target (47.3% achieved versus target of 55%).</p>
Negotiate with our investment partners unambiguous terms for the Transport Agency's investment delivery as part of streamlining	<b>Partially achieved</b>	<p>We partially achieved this objective in the 2012/13 year, and have prepared the ground for the 2013/14 year.</p> <p>We advised our investment partners of the investment priorities as set out in the <i>Statement of intent</i> and in the National Land Transport Programme during the delivery of the 2012/13 year, the first year of the current three-year NLTP. These investment signals have taken into account progress with delivery of the key initiatives and also the revenue available.</p> <p>Also we have prepared for 2013/14 as the year to make significant progress in refining these signals in the lead up to the next NLTP.</p> <p>A series of key actions has been identified and included in our 2013/14 business plan that will deliver on this outcome.</p>

<sup>2</sup> The customer service performance score is a weighted index of customer service quality drawing on a sample of key services that the Transport Agency provides to the public.

<sup>3</sup> Refer to appendix 3 (note 8) on page 98 for details on calculation and weighting.



KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID
Implement the modernised road user charges system in line with the Road User Charges Act 2012	<b>Achieved</b>	<p>The new Road User Charges (RUC) Act 2012 came into effect on 1 August 2012 and the focus in 2012/13 has been on closing residual issues and ensuring smooth operation of the new system. Key achievements are:</p> <ul style="list-style-type: none"> <li>(i) The new RUC staffing model is now fully operational.</li> <li>(ii) Operational policy is largely complete, however liaison with industry regarding RUC assessment operational policy is yet to be undertaken.</li> <li>(iii) Preparations for implementing the section 40 exemption process on 1 July 2013 are complete. This exemption allows owners of light diesel vehicles, who use their vehicle primarily off-road to be exempted from paying RUC, as long as the vehicle stays within a ten kilometre boundary of its housed address.</li> <li>(iv) The \$1,000 limit on credit card RUC licence purchases was removed in late May 2013 and uptake of larger RUC purchases has been good. This was the first step in a plan to further grow RUC online transactions and it has been well received by industry.</li> </ul> <p>The automatic debt assessment process has been implemented and is achieving anticipated results.</p>

## ROAD TRANSPORT HAS BECOME SAFER, WITH MORE TO COME

### *Towards further reducing deaths and serious injuries from road crashes*

We have made good progress towards embedding the Safe System approach by building capability and removing barriers to adoption of Safe System treatments. The sector completed or substantially progressed 90% of the 2011/12 Safer Journeys Action Plan.

#### LINK TO GOVERNMENT PRIORITIES FOR TRANSPORT

Road safety

KEY RESULT INDICATOR	BASELINE 2010/11	DESIRED TREND 2012-15	ACTUAL 2012/13
% of relevant NZ Transport Agency staff who demonstrate awareness of what change is needed to implement the Safe System approach	New measure	Increasing	70% <sup>4</sup>

Transport Agency staff with a role to play in implementing the Safe System approach have participated in training sessions throughout the year. Of these staff, 70% considered themselves able to meet most or all aspects of the training's learning outcomes. While this result is encouraging, a number of relevant Transport Agency staff are yet to attend.

KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID
Contribute to the delivery of the 2011/12 Safer Journeys Action Plan, and the completion of the 2013-15 Action Plan	<b>Partially achieved</b>	The 2012-15 Safer Journeys Action Plan has been prepared and steady progress is being made on the four transformational strategic actions. Four actions from the 2011/12 Safer Journeys Action Plan were not completed in 2012/13. All four are now nearing completion or programmed for completion during 2013/14.
Key* Transport Agency manuals, policies and operating procedures aligned to require and not inhibit Safe System treatments and interventions	<b>Partially achieved</b>	Most safety specific systems, processes and manuals that guide decision making are now aligned or moving toward embedding the approach. Of the 26 key manuals, systems and processes influencing decision making originally identified for review, 16 are aligned sufficiently not to present a barrier. Of the remaining ten, six are in progress or programmed for review in 2013/14, and four need further reassessment to determine the extent to which they present a barrier to applying the approach.
Safe System training pilot successfully complete	<b>Achieved</b>	The Safe System in Practice training course has been piloted with over 90% satisfaction rating received. The follow up survey showed 77% of respondents had increased their use of the Safe System approach. The course is now delivered on a monthly basis in conjunction with road safety partners. As at 30 June 2013, 448 sector staff have attended.

<sup>4</sup> For details of this measure refer to appendix 3 (note 9) on page 98

\*As specified in the 2012 edition of the Transport Agency's Road Safety Strategic Plan

## FOUNDATIONS ARE BEING SET FOR FUTURE FREIGHT MOVEMENT EFFICIENCY GAINS

*Towards more efficient freight supply chains, better use of existing transport capacity and further reductions in deaths and serious injuries from road crashes*

Due to the low level of economic activity in several regions, the freight priority work area did not achieve its target for 2012/13, but we achieved or partially achieved our three key deliverables.

### LINK TO GOVERNMENT PRIORITIES FOR TRANSPORT

Better regulation, better public services

KEY RESULT INDICATOR	BASELINE 2009/10	DESIRED TREND 2012-15	ACTUAL 2012/13
Average daily measured weight of freight vehicles (tonnes)	22.7	Increasing	22.1

The average daily measured weight of freight vehicles (tonnes) was 0.6 tonnes below the 2009/10 baseline reflecting current economic conditions. This figure is expected to rise as economic conditions improve.

KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID
Upper North Island Freight Plan completed	<b>Partially achieved</b>	The Upper North Island Freight Story is now complete, including delivery of two key products: the 'Summary of critical issues' and the 'Shared evidence base'. The Upper North Island Freight Plan work has begun, with scope confirmed and full completion due in 2013/14.
High productivity motor vehicle (HPMV) route investment programme initiated	<b>Achieved</b>	During 2012/13 the HPMV national network was identified for investigation and upgrade investment. This national network is made up of the high volume freight routes on state highway and local road networks. Substantial progress has been made on the bridge assessment process for this 4500km of HPMV network, which will be available for full HPMVs (up to 62 tonnes). The upper North Island has been identified as a priority area for these bridge assessments and has been largely completed. Work has also begun on bridge assessments in the lower North Island and South Island.
Progress network planning collaboration with KiwiRail	<b>Partially achieved</b>	There has been broad agreement between KiwiRail and the Transport Agency to develop a proposal for greater collaboration on network planning. This will build on the significant progress that has been made on network resilience, and we now have agreement on how we can better respond to events that impact on both our networks. The network collaboration proposal will be progressed in 2013/14.



## THE ROADS OF NATIONAL SIGNIFICANCE (RoNS) PROGRAMME IS RIGHT ON TARGET

*Towards more efficient freight, greater network resilience and security, less congestion and safer roads*

The RoNS programme has had another good year and achieved some major milestones. The highlights were completing the Te Rapa section of the Waikato Expressway and the first stage of the Christchurch Southern Motorway. Both opened ahead of schedule and on budget. The Ngaruawahia section of the Waikato Expressway was slightly behind schedule at the end of 2012/13, but is scheduled for completion in quarter two of 2013/14.

### LINK TO GOVERNMENT PRIORITIES FOR TRANSPORT

Investment in infrastructure

KEY RESULT INDICATOR	BASELINE 2009/10	DESIRED TREND 2012-15	ACTUAL 2012/13
Percentage of RoNS activities that are delivered to agreed performance standards and timeframes	100%	Increasing	93%

The percentage of RoNS activities delivered to agreed performance standards and timeframes was 7% below the 2009/10 baseline level. 93% of the 56 milestones for the year were achieved. A number of milestones which were due for completion in the last month of the year are now due to be completed in the first quarter of 2013/14.

MILESTONES FOR 2012/13	OUR RESULTS	WHAT WE DID
<b>Puhoi to Wellsford</b> › Scheme assessment	<b>On schedule</b>	Key deliverables were achieved during 2012/13 such as securing funding for the planning work, establishing the Further North Alliance to the detailed route proposal, including the resource consent applications and Notice of Requirements documentation, due for delivery to the Environmental Protection Authority (EPA) in quarter two of 2013/14.
<b>Western Ring Route</b> › Construction continues on Waterview Connection › Tender for SH16 causeway works	<b>On schedule</b>	Significant progress has been made in the construction of the Waterview Connection (SH20) and the Lincoln Road Interchange (SH16). Excavation of the southern approaches was completed and the tunnel boring machine is now on site. Once assembled and tested, it is due to start work in quarter two of 2013/14. The causeway upgrade works (SH16) were successfully tendered and the Causeway Alliance established, with site preparation and initial construction work underway well before the end of 2012/13.
<b>Waikato Expressway</b> › Construction continues on Te Rapa and Ngaruawahia sections	<b>Slightly behind schedule</b>	The highlight of 2012/13 was the opening of the Te Rapa section on 1 December. The project was achieved seven months ahead of schedule and \$40 million under budget. Construction on the Ngaruawahia section continues. While this section was slightly behind schedule at the end of 2012/13, completion is due in quarter two of 2013/14.
<b>Tauranga Eastern Link</b> › Construction continues	<b>On schedule</b>	Construction work has made steady progress with most milestones achieved during the year. Key achievements during this period include completion of the Mangatawa interchange preload and the installation of the bridge piers on the Kaituna River Bridge. We are now halfway through completion of the structures programme and five of the seven Tauranga Eastern Link enabling works projects have been completed.

MILESTONES FOR 2012/13	OUR RESULTS	WHAT WE DID
<b>Wellington Northern Corridor</b> › Commence national consenting process for Wellington Inner City Improvements	<b>On schedule</b>	Major milestones have been achieved in design and consenting processes for the Wellington Northern Corridor. This includes having the scheme assessment approved and the stage 1 design completed for the Ngauranga to Aotea Quay section. Additionally the scheme assessment was also approved for the Wellington International Airport to Mt Victoria Tunnel section. We began the consenting process for the Basin Reserve Bridge in quarter three of 2012/13. Consent was obtained for the Mackays to Peka Peka section of the Kapiti Expressway, with construction scheduled to begin in quarter one of 2013/14. The Transmission Gully project is currently being assessed as a Public Private Partnership (PPP) procurement, and tenders close in October 2013.
Buckle Street underpass	<b>On schedule</b>	In quarter one of 2012/13 the Prime Minister announced that a National War Memorial Park will be built by April 2015 and that Buckle Street (SH1) would be moved underground to allow this. Physical works for the Memorial Park Underpass began in quarter two of 2012/13, which incorporated archaeology investigations and a temporary bypass road.
<b>Christchurch Motorways</b> Construction continues on Southern Motorway Stage 1	<b>On schedule</b>	We delivered the Christchurch Southern Motorway Stage 1 ahead of schedule and on budget in quarter two of 2012/13. The next stage is the Christchurch Southern Motorway Stage 2. We lodged the notices of requirement and consent applications for this project with the EPA as a proposal of national significance in quarter three of 2012/13, with the consenting work to continue into 2013/14.
Western Corridor	<b>On schedule</b>	There has been significant progress and some delays here. Harewood to Avonhead has been delayed by two years and will now be delivered to a revised schedule. While this is a critical section of the route, albeit small, we will work to ensure we meet the agreed delivery date for the entire Western Corridor. There have also been some delays in obtaining consents for Western Belfast Bypass. Design work is continuing, however, and we expect to deliver on the project timeline. Construction commenced on the Sawyers Arms to Harewood Road section in quarter three of 2012/13. Construction was completed on the Pyne Gould to Avonhead section and the road was open to traffic in quarter four of 2012/13.

## WE ARE WORKING TO IMPROVE THE EFFECTIVENESS OF PUBLIC TRANSPORT

*Towards better use of existing transport capacity, congestion relief and more transport choice*

The public transport priority work area did not achieve its cost effectiveness target for 2012/13, and one key deliverable was successfully completed and two were partially completed.

LINK TO GOVERNMENT PRIORITIES FOR TRANSPORT			
Better regulation, better public services			
KEY RESULT INDICATOR	BASELINE 2009/10	DESIRED TREND 2012-15	ACTUAL 2012/13
Public transport boardings per dollar from the National Land Transport Fund that is invested in public transport services	0.67	Increasing	<b>0.55</b>
Fare revenue as a percentage of total expenditure	45.2%	Increasing	<b>46.4%</b>
<p>There was a decrease (0.12) in public transport boardings per dollar from the National Land Transport Fund that is invested in public transport services compared to the 2009/10 baseline. Track access charges have increased to fund the required improvements in service quality and reliability as well as the forecast growth in service provision in Auckland. We continue to forecast public transport patronage growth and invest in network and service improvements to meet future demand.</p> <p>The fare revenue as a percentage of total expenditure has increased (46.4% compared to the 2009/10 baseline figure of 45.2%) but was below the forecast range of 47-50%.</p>			

KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID
Develop nationally consistent customer satisfaction survey to collect information about customer experience and service delivery	<b>Completed</b>	The Transport Agency has a national customer satisfaction survey that is being implemented in regions, in line with their planned surveying programme.
Implement the new Public Transport Operating Model (PTOM) - emphasising commercial goals and public private partnerships to ensure a stronger focus on improved service performance	<b>In progress, but some delay against programme</b>	<p>The new PTOM was partially implemented before the end of June, as per our milestone target. This objective will be delivered slightly late due to legislation delays.</p> <p>Now that the Land Transport Management Act amendments have been enacted, we are revising the <i>Guidelines for regional public transport plans</i> as required for the planning of the public transport networks that will be contracted in the PTOM environment.</p> <p>Auckland Transport has a well advanced PTOM implementation plan and Greater Wellington Regional Council is starting more detailed planning. The Transport Agency is working with other regions to implement the necessary parts of the PTOM model for each region - depending on the size of the network.</p> <p>The relationship with Otago Regional Council has improved and they are working with Transport Agency staff on reviewing the Dunedin public transport network and developing their PTOM implementation approach.</p>
Complete implementation of integrated ticketing in Auckland, improving customer experience and driving service efficiencies	<b>In progress, but some delay against programme</b>	<p>Implementation of integrated ticketing in Auckland has been partially completed before the end of June, as per our milestone target.</p> <p>The Auckland Transport (AT) implementation continues, with full roll out on buses expected to be operational by December 2013.</p> <p>AT is now gearing up internally for ongoing growth and improvement in the effectiveness of Auckland public transport, with integrated ticketing as one of the foundations.</p>

## PROGRESS ON OUR OTHER KEY FOCUS AREAS

### WE DELIVER VALUE FOR MONEY

We have achieved four of our ten value for money targets and six of our seven key deliverables for 2012/13.

VALUE FOR MONEY INDICATORS	RELEVANCE OF THE INDICATOR	2012/13 RESULT	2012/13 TARGET	2011/12 RESULT
<b>Dimension 1: Financial management</b>				
Personnel and operating expenditure (excludes transfers to third parties for research, training and road safety advertising)	Managing expenditure and cost inflation while maintaining or improving performance	<b>\$238.8m</b>	\$237.6m	254.4
Operating expenditure as above as % of total expenditure	Delivering core functions with the same or less resources	<b>7.5%</b>	7.2%	8.4%
Cost of administrative and support functions as % of total operating running costs <i>(Reported a year in arrears as the 2012/13 BASS survey will be completed in October 2013)</i>	Focusing resources on customer facing frontline services	-	≤4.66%	<b>4.78%<sup>5</sup></b>

2012/13's operating expenditure in total, and as a percentage of total expenditure, both showed significant improvement towards the targets – while not quite fully achieving them we were only 0.5% from target. And, the administrative and support cost as a % of operating costs (2011/12) reported a year in arrears – remained similar to the 2010/11 result (4.76%).

<b>Dimension 2: Delivery of core functions</b>				
Total cost of managing the funding allocation system, as % of NLTP expenditure	Efficient delivery of our investment function	<b>1.0%</b>	≤1%	1.03%
Unit transaction cost for licensing and regulatory compliance	Efficient delivery of our access and use function	<b>\$36.45</b>	<\$37.54	\$39.39
Unit transaction costs for motor vehicle registrations		<b>\$5.50</b>	<\$5.99	\$5.60
Cost of state highway renewals (excluding emergency works) per network lane km	Efficient delivery of our state highway management function	<b>\$7,565</b>	<\$9,687	\$8,552
Cost of maintaining and operating the state highway network (excluding emergency works) per network lane km		<b>\$12,357</b>	<\$11,971	\$11,949

The cost of maintaining and operating the state highway network per network lane km was \$386 (3%) higher than forecast. This reflects that the efficiency gains sought across this and the renewal activity are still in the process of being realised as costs and demands on the network continue to grow. It should be noted that there is a difference between the maintenance and operations budget stated in the 2012-15 SOI and the subsequently final approved NLTP. The cost of maintaining and operating the network per lane kilometre of \$12,357 would have achieved a revised forecast target of <\$12,782.

<sup>5</sup> The Transport Agency compares favourably to its 'peer group' of similar sized agencies in New Zealand and is in the top 25th percentile for finance, ICT, and corporate and executive services.

VALUE FOR MONEY INDICATORS	RELEVANCE OF THE INDICATOR	2012/13 RESULT	2012/13 TARGET	2011/12 RESULT
<b>Dimension 3: Investment that maximises return</b>				
Public transport boardings per NLTF \$ invested in public transport services	Effective use of public transport networks	0.55	>0.67	0.59
Public transport fare revenue as a percentage of total expenditure		46.4%	47-50%	46.0%
<p>2012/13's public transport boardings per NLTF \$ invested in public transport were 0.12 below target and 0.04 lower than in 2011/12. Track access charges have increased to fund the required improvements in service quality and reliability as well as the forecast growth in service provision in Auckland. We continue to forecast public transport patronage growth and invest in network and service improvements to meet future demand.</p> <p>The fare revenue as a percentage of total expenditure has increased (46.4% compared to the baseline 2009/10 figure of 45.2%) but was below the forecast range of 47-50%.</p>				

KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID
<b>Financial management</b>		
Collaborate with other public sector agencies where we can help improve cross-agency performance, including examination of shared service opportunities	<b>Achieved</b>	<p>Significant progress has been made towards shared services for communications services, HR, ministerial services and risk and assurance Chief Executives will meet to review the implementation plans early in the first quarter of the 13/14 year.</p> <p>We are working to develop an opportunity to participate in an all-of-government (AoG) cluster in information and communications technology. We are also signing up to AoG procurement initiatives and are actively involved in the AoG property initiative.</p>
Deliver on recommendations from Agency efficiency reviews	<b>Partially achieved</b>	These projects are progressing slower than planned. Next steps for efficiency reviews have been confirmed with wider oversight and cross Agency support.
<b>Delivery of core functions</b>		
Develop and commence implementation of a five-year Access and Use business transformation programme	<b>On schedule</b>	<p>Significant progress has been made towards the programme which has the following focus areas:</p> <ul style="list-style-type: none"> <li>› highly engaged staff</li> <li>› customers at the heart of our business</li> <li>› smarter regulation</li> <li>› smarter business processes</li> <li>› exceptional stakeholder relationships.</li> </ul>
Develop and embed a continuous improvement culture through implementation of Performance Improvement Framework (PIF) recommendations	<b>Partially achieved</b>	Some issues raised in the follow-up PIF are yet to be addressed. The outstanding items have all been included in the forward work programme for the 2013/14 year.
Deliver transport planning and project development business improvements	<b>On schedule</b>	We have put in place the capability (systems, tools and training) to transition to a business case approach for transport planning and project development over the next two years. The changes are starting to shape how we work at project, programme and whole of National Land Transport Programme levels. Benefits of process efficiency are being realised, leading to wider benefits such as increased political confidence, stakeholder and customer satisfaction, integrated planning and network optimisation.

KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID
Implement the recommendations from the Maintenance and Operations Review and the Road Maintenance Taskforce	<b>On schedule</b>	<p>The Maintenance and Operations Review and Road Maintenance Taskforce were combined into one delivery team and renamed the Roding Efficiency Group (REG). Contract boundaries between local authorities are now finalised, although some adjustments may be needed.</p> <p>Development of the new Operations and Maintenance Outcome Contract (OMC) model and documentation has been completed as a collaborative process with the wider supply chain.</p> <p>An organisational design to facilitate the changes is on track to be implemented early in the 2013/14 year.</p>
<b>Investment that maximises return</b>		
Partner with the Ministry of Transport to reform the vehicle and operator licensing regulatory framework	<b>Achieved</b>	<p>Cabinet sign off of the reforms was achieved in January 2013. All major implementation milestones have been achieved, including Cabinet decisions on the approach to funding warrant of fitness and certificate of fitness changes, joint Transport Agency/Police design of an education and mitigation package to support WoF changes, and consultation on required changes to rules.</p>



## WE ARE ACTIVELY HELPING TO REBUILD CHRISTCHURCH

We continue to make a substantial contribution to the rebuilding of Canterbury through the roads of national significance (RoNS) programme, our investment in the region and contributing our expertise to the rebuild.

KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID
Take part and fully support the various rebuilding planning processes	<b>Achieved</b>	<p>Regional staff have worked closely with the Greater Christchurch Urban Development Strategy (UDS) partners and the Canterbury Earthquake Recovery Authority (CERA) to develop:</p> <ul style="list-style-type: none"> <li>› the Greater Christchurch Transport Statement (GCTS) (Transport Agency led)</li> <li>› the Accessible City (transport) chapter of the Central City Recovery Plan, which is awaiting Ministerial approval (CERA led)</li> <li>› the Land Use Recovery Plan requested by the Minister of Earthquake Recovery (Environment Canterbury led). The Transport Agency led the development of the infrastructure integration chapter.</li> <li>› the Lyttelton access study and the freight strategic network study that are GCTS priorities (Transport Agency led).</li> </ul>
Continue to provide all our other services to underpin the region's full recovery	<b>Achieved</b>	All services to the wider region continue to be delivered. The change to co-management of our engagement across the whole southern region (Christchurch and Dunedin offices) is working well.
Invest in the rebuilding of the city - the full cost to the Transport Agency of repairing damage is in the range of \$845-1,015 million over five or more years	<b>Achieved</b>	<p>The Agency has been very actively involved in all levels of the infrastructure rebuild governance and management.</p> <p>We have led the development and implementation of the audit and monitoring framework and have been advocating for strengthening the governance and management frameworks to improve delegated decision making across all the client organisations.</p>
Improving the effectiveness of public transport in Christchurch	<b>Achieved</b>	<p>Crown agreement with Christchurch City Council (CCC) has positioned CERA to lead public transport improvements in, and associated with, the central city recovery plan. The Transport Agency has joined the Governance and project groups for these projects with CERA, CCC and Environment Canterbury (Ecan), to ensure our long-term public transport objectives are met.</p> <p>We are also working closely with Ecan as it reviews its public transport operational performance which has shown incremental performance improvement throughout the year.</p> <p>Patronage in Canterbury grew for a fifth consecutive quarter, rising most dramatically by 13.2% in the March 2013 quarter compared to the same quarter in 2012.</p>

## GROWING AUCKLAND IS KEY FOR US

The Transport Agency's investments and planning initiatives are making a major contribution to the Auckland economy.

KEY DELIVERABLES FOR 2012/13	OUR RESULTS	WHAT WE DID						
Improving the effectiveness of public transport in Auckland	<b>Achieved</b>	<p>We have worked closely with Auckland Transport (AT) as they prepare to implement the Public Transport Operating Model in Auckland in 2013.</p> <p>The Auckland Regional Public Transport Plan (RPTP) is set to be approved by the AT Board now that the supporting legislation has been enacted by government.</p> <p>To address recent concerns over patronage levels, the AT board have undertaken a number of initiatives in a systematic manner, seeking to take a customer centric approach.</p> <p>AT has begun consultation over its proposal for the Southern Sector Public Transport Network.</p> <p>Infrastructure improvements delivered this year include the Hobsonville Ferry Terminal, a pedestrian concourse at Mt Albert Rail Station, and the new electric trains maintenance facility at Wiri.</p> <p>Integrated ticketing for rail and ferry was rolled out in late 2012, and the staged rollout of integrated ticketing for buses has started, with completion due by end of 2013.</p>						
		<p><b>Public transport boardings per dollar invested in Auckland public transport services from the National Land Transport Fund.</b></p>						
		<table border="1"> <thead> <tr> <th>BASELINE 2009/10</th> <th>2011/12 RESULT</th> <th>2012/13 RESULT</th> </tr> </thead> <tbody> <tr> <td>0.63</td> <td><b>0.61</b></td> <td><b>0.62</b></td> </tr> </tbody> </table>	BASELINE 2009/10	2011/12 RESULT	2012/13 RESULT	0.63	<b>0.61</b>	<b>0.62</b>
		BASELINE 2009/10	2011/12 RESULT	2012/13 RESULT				
0.63	<b>0.61</b>	<b>0.62</b>						
<p><i>Due to the high level of rail investment we did not achieve our cost effectiveness target for public transport in Auckland.</i></p>								
Improving the efficiency of freight supply chains in Auckland	<b>Achieved</b>	<p>The Upper North Island Freight Story (UNIFS) has been shared with approved organisations (AOs) and stakeholders.</p> <p>HPMV: we have progressed developing the programme for state highways and local roads in collaboration with AOs.</p> <p>50 MAX: the load/axle ratio determination for freight vehicles and subsequent programme of permitting has been canvassed with stakeholders. Support of the initiative is growing.</p>						
		<p><b>Average daily measured weight of freight vehicles (tonnes)</b> (Results from weigh and motion station at Drury)</p>						
		<table border="1"> <thead> <tr> <th>BASELINE 2009/10</th> <th>2011/12 RESULT</th> <th>2012/13 RESULT</th> </tr> </thead> <tbody> <tr> <td>20.5</td> <td><b>20.35</b></td> <td><b>20.6</b></td> </tr> </tbody> </table>	BASELINE 2009/10	2011/12 RESULT	2012/13 RESULT	20.5	<b>20.35</b>	<b>20.6</b>
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20.5	<b>20.35</b>	<b>20.6</b>						
<p><i>We met our cost effectiveness target for freight efficiency in Auckland.</i></p>								

## ORGANISATIONAL CAPABILITY AND HEALTH

### WE ARE ACTIVELY GROWING OUR ORGANISATIONAL CAPABILITY

We have achieved all our organisational development targets for 2012/13 and business improvement initiatives have continued to grow our organisational capability and capacity.

KEY RESULT INDICATORS	BASELINE 2010/11	ACTUAL 2011/12	DESIRED TREND/ TARGET 2012-15	ACTUAL 2012/13
Quality of current stakeholder relationship (NZ Transport Agency Stakeholder Perception Survey)	New measure	56%	Increase	<b>65%</b>
Level of staff engagement (Gallup Engagement Survey)	3.73	3.82	Increase	<b>3.92</b>
Cost of administrative and support functions as a percentage of total expenditure (BASS) <i>(Reported a year in arrears. The 2012/13 BASS survey will be completed in October 2013)</i>	4.76%	<b>4.78%</b>	Decrease	-
Percentage of time core systems available	100%		100%	<b>99.87%</b>

### WE ARE DEVELOPING OUR PEOPLE

We have achieved all our organisational development targets for 2012/13 and business improvement initiatives have continued to grow our organisational capability and capacity.

2012/13 OBJECTIVES	OUR RESULTS	WHAT WE DID
Our leaders and managers are exceptional	<b>Significant improvement</b>	<p>The Stage One Leadership Programmes are now nearly completed. The expectation is that these people leadership skills will be sought as part of the recruitment process.</p> <p>The Stage Two Leadership Development Programme has continued for the 2012/13 year. It maintains its focus on adaptive leadership with a view to extending our leaders' breadth and depth of thinking. The Senior Leadership Team sponsors have been positive about the progress that has been made.</p> <p>Feedback has indicated a growth in collaboration and confidence, and an awareness of impact of participants' engagement with staff and stakeholders. An outcome of this is reflected in the quality of work and engagement results. There is now also a common leadership language which has facilitated better understanding around what is expected.</p> <p>The emerging leaders framework is in its second year and continues to be a credible way to build the capability of our up-and-coming leaders.</p> <p>The Leaders' Forum (management tiers two and three from around the country) met twice in 2012/13. It continued to be a valuable way of discussing themes that are important for the Transport Agency, with a focus on how we lift customer service and the role leadership continues to play.</p>

2012/13 OBJECTIVES	OUR RESULTS	WHAT WE DID
We strive for performance excellence – proud of our culture of high performance	<b>Improvement</b>	<p>With a continued focus on creating a line of sight for the work of every person to connect their work to the Transport Agency's purpose, the alignment of individual performance development plans to results sheets and business plans is more advanced than previous years. This is also evidenced in the 2013 engagement results where there has been an increase in staff understanding what is expected of them and also in feeling the mission and purpose of the organisation makes them feel their job is important.</p> <p>Of the staff that were appointed in the 24 months to June 2012, 80 percent were achieving or exceeding expectations.</p> <p>We have made good progress in this area.</p>
Our people have the opportunity to grow and develop their careers – excelling in current roles and growing toward future roles	<b>Improvement</b>	<p>Workforce planning continues to occur within the business, which has helped to inform our people resourcing decisions and assisted growing our people for the future.</p> <p>We have an active succession management process in place for our most critical roles and we have active development plans to support this, with our Senior Leadership Team maintaining oversight.</p> <p>We have made good progress in growing our staff through our talent management framework, succession and performance development plans alongside regular conversations. Our recent engagement survey indicated staff continue to be more satisfied with our focus on growth, which now places us above the 50th percentile worldwide.</p> <p>We have made good progress on this theme.</p>
The Transport Agency is a great place to work	<b>Improvement</b>	<p>We continue to attract good quality candidates as, of the positions filled since our online recruitment system went live in late September 2012, one in five applicants have progressed to the next stage, with an average of four people being interviewed for each role. Some advertised roles have attracted in excess of 100 applications.</p> <p>Our annual graduate recruitment continues to receive a strong response with 90 applicants for this year's engineering intake. Over the previous two years we have recruited 18 graduates in the engineering and planning areas and we maintained a 100% retention rate. Feedback on the quality of staff in our graduate programme is very positive and was also a key factor in IPENZ recently awarding the Transport Agency a five year accreditation of the Professional Development Partner status.</p> <p>There has been a tangible shift in the culture and engagement in areas that tended to have lower engagement following a considered effort to life engagement in these areas. Much effort has gone into having robust conversations regarding line of sight and this has also contributed to the step change.</p> <p>We implemented a refreshed <i>Code of conduct</i> geared around our behaviours of Sign Up, Team Up, Front Up, and emphasising the importance of trust and making better judgements. This was rolled out via a series of conversations and was well received by staff. Through this we can continue to monitor the integrity and conduct of our staff and take action as necessary.</p>

## WE ACHIEVE TOGETHER

2012/13 OBJECTIVES	OUR RESULTS	WHAT WE DID
<p>Our actions are driven by strategy-led decision making that is future regarding, evidence based and delivers value for money – robust decision making will align our resources with our strategic intent</p>	<p><b>Significant improvement</b></p>	<p>In 2012/13 we refreshed our strategic framework for our 2013-16 <i>Statement of intent</i> to ensure it remains aligned with our operating environment and government policy. This strategic direction drives decision making and business planning across the organisation. It places a strong emphasis on the organisation to deliver value for money in all we do and ensuring that our decisions are 'future fit' and based on robust analysis.</p> <p>Our organisational capability plan – <i>Growing agility</i> – was also completed in 2012/13 and we have been embedding it into our business. It focuses on ensuring that we have the right capabilities (skills and tools) to deliver on our strategic direction, while building an organisation that is resilient and innovative. This capability plan is also being implemented through our business planning and staff development processes.</p>
<p>Our systems and processes are simple and effective for customers and staff – integrated systems and processes will help implement our strategic direction</p>	<p><b>Improvement</b></p>	<p>We moved our financial systems across to an SAP system during the year, and have subsequently transferred our property and revenue systems to the same system. Having all these fully integrated and linked to other core systems increases our efficiency and reduces double handling of data. Our invoice processing has been fully automated, significantly reducing the manual inputting of data.</p> <p>We have continued to integrate our support services to create efficiencies through electronic booking of cars and travel. Our information systems have been reviewed to ensure they are secure and compliant with privacy requirements.</p> <p>We continue to improve our documentation and website to make transacting by the public easier and more efficient.</p>

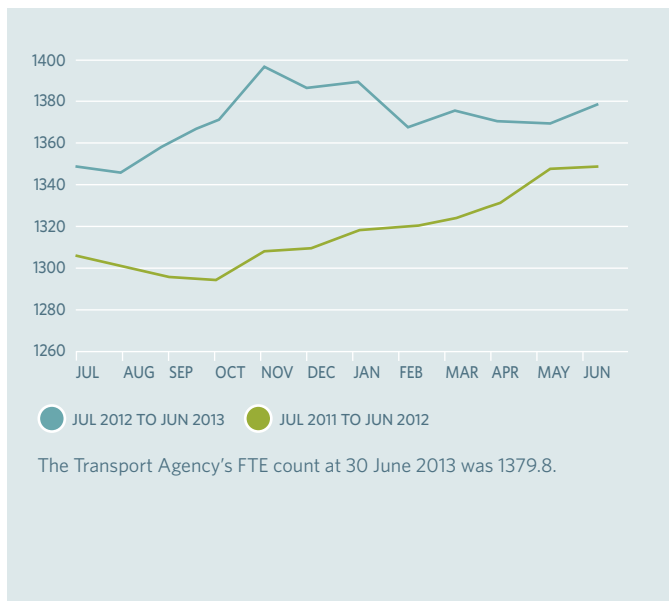
## WE ARE WORKING WITH OTHERS

2012/13 OBJECTIVES	OUR RESULTS	WHAT WE DID
We use a best practice approach to stakeholder engagement – they welcome and actively look for opportunities to collaborate with the Transport Agency	<b>Improvement</b>	The second Transport Agency Stakeholder Perceptions Survey was carried out this year. 397 stakeholders completed the survey – representing an overall response rate of 37%. Overall, results compared favourably to the 2012 survey. Across most of the measures our performance has either remained consistent or has improved. Overall, 43 percent of stakeholders would like a more engaged relationship with us than they currently have. 78% of stakeholders are looking for either a partnership or collaborative relationship with us over the next two years. Our <i>Effective engagement toolkit</i> , our Transport Agency Stakeholder Engagement Plan and our focus on supporting priority stakeholder relationships have all helped to support best practice and a consistent approach.
We create and maintain relationships that foster high levels of trust, respect and confidence – our stakeholders and customers have confidence that we understand and consider their interests and values	<b>Improvement</b>	<p>The priority stakeholder programme has continued and relationship owners in the Senior Leadership Team continue to work with identified priority stakeholders. The Transport Agency Stakeholder Perceptions Survey shows priority stakeholders' overall trust and confidence in us has improved significantly year on year. 63% of our priority stakeholders have full or quite a lot of trust and confidence in us – up from 48% last year.</p> <p>Most stakeholder groups believed their relationship with the Transport Agency had stayed the same over the last 12 months with 36% saying the relationship had improved. Over 60% of stakeholders stated that they are satisfied or very satisfied with their current relationship with us.</p> <p>Work has continued this year on moving relationships with Māori from a 'consultation model' to an 'engagement model'. For the first time this year iwi stakeholders were included in the Stakeholder Perceptions Survey to provide a baseline of information about their perspectives.</p> <p>At the group level, the Planning and Investing for Outcomes (PIFO) programme looks to be effective in improving our relationships with local government. Two of the Transport Agency's groups reviewed their relationship management approach for their key suppliers and stakeholders.</p> <p>For the Transport Agency overall, progress is already evident in several areas of focus identified from the 2012 survey. While we are recognised as increasingly seeking and genuinely listening to stakeholders' opinions about issues of common interest and concern, we need to do more to understand our stakeholders' situations and acknowledge their value.</p>
Our messages are clear and consistent for stakeholders and customers – we are seen as an integrated agency that is living our values	<b>Improvement</b>	Work around the positioning of the Transport Agency and embedding organisational key messages from the Communications Strategy developed last year has continued. Stakeholder survey results have shown that there has been some progress on agreement with our key messages by our stakeholders. Our one network message has shown an overall increase from 33% to 41% and our message about providing a range of travel choices is at 44% which is nearly at our 2014 target of 45%. There has been a concerted effort to have more integration in our communication activities.
Our communication with stakeholders and customers is planned, consistent and targeted – they understand our decisions	<b>Improvement</b>	<p>Communication of high-profile announcements such as the 2012-15 NLTP, as well as the provision of regular updates in response to unplanned major events like the massive landslide in the Manawatu Gorge helped the Transport Agency maintain a high public profile throughout 2012/13.</p> <p>A total of 1,781 articles on Transport Agency issues were published in monitored daily publications. The Transport Agency's share of positive or balanced news for the year was measured at 89%, with 62% of articles generated by the Agency and 66% including comment from a Transport Agency spokesperson.</p> <p>57% of stakeholders believe that we explain our decisions clearly – an increase from 49% last year. 45% of stakeholders agree that we make decisions in a timely manner – an increase from 40% last year</p> <p>The National Communications Strategy developed last year is providing direction for well-planned, consistent and targeted communications. This high level, principle-based strategy sets direction and approach for communications and stakeholder engagement activities across the Transport Agency.</p>

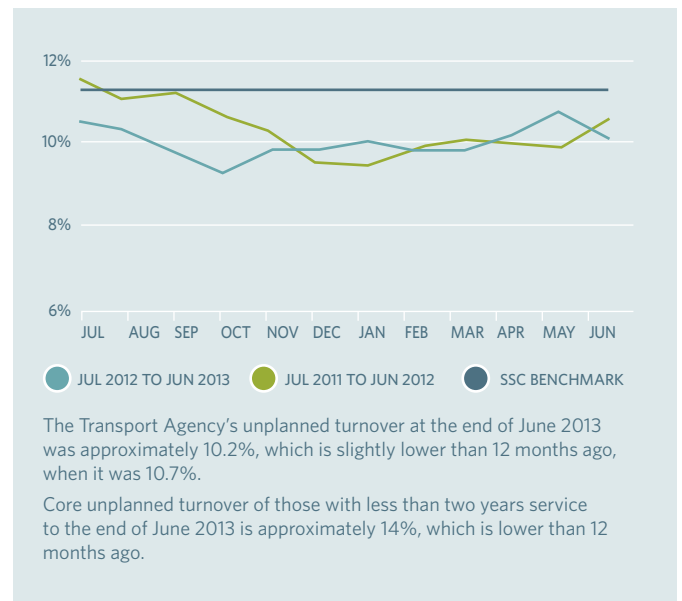


## KEY PEOPLE METRICS

### FULL-TIME EQUIVALENT (FTE) EMPLOYEES AGAINST ESTABLISHMENT



### ANNUAL TURNOVER



### AGE PROFILE

**44.0 years** is the average age of our employees (at 30 June 2013), with 15.6% under 30 years and 20% over 55 years. Our average is similar to that of the public sector.

### GENDER PROFILE

The Transport Agency has almost a **50:50 male/female** staff ratio. This is compared to the public sector ratio of 40:60. Of our senior management roles (tiers 1-3), 44% are filled by females. The average female representation in senior management within the public service was 42% in June 2012.

### ETHNIC PROFILE (SELF IDENTIFIED)

Asian **7.1%**, Māori **4.7%**, Middle Eastern/Latin American/African **0.6%**, Not stated **14.5%**, NZ European **54.8%**, Other ethnicity **1.7%**, Other European **15.2%**, Pacific peoples **1.4%**

## EQUAL EMPLOYMENT OPPORTUNITIES STATEMENT

**The Transport Agency promotes equal employment opportunities (EEO) to ensure that its people capability practices are in line with its obligations as a 'good employer'.**

### OUR ACTIVITIES AGAINST THE SIX KEY ELEMENTS OF BEING A GOOD EMPLOYER ARE SUMMARISED BELOW.

Leadership, accountability and culture	<ul style="list-style-type: none"> <li>› Leadership networking, through senior leader forums and cooperative learning groups.</li> <li>› Targeted leadership development programmes for experienced, new and future leaders.</li> <li>› Employee engagement programme.</li> <li>› At the Transport Agency, the three behaviours underpinning the way we work are "Sign up, team up and front up". We proactively get the right people in the room to share their knowledge and identify problems and solutions. We involve our employees and their unions at the front end to manage change programmes, develop policies and programmes, and to continuously improve our practices as a good employer.</li> </ul>
Recruitment, induction and selection	<ul style="list-style-type: none"> <li>› Robust recruitment and selection processes.</li> <li>› Profiles of staff from diverse backgrounds promoted on the NZ Transport Agency website.</li> <li>› Accredited employer with the New Zealand Immigration Service.</li> <li>› Progression within the Transport Agency is based on merit rather than service, and is built around competencies and skills.</li> <li>› National induction to the Transport Agency for all staff.</li> </ul>
Employee development, promotion and exit	<ul style="list-style-type: none"> <li>› Talent management and succession planning frameworks in place.</li> <li>› Development calendar offering a range of development programmes to all staff.</li> <li>› External mentoring programme for senior leaders.</li> <li>› Accredited IPENZ professional development partner and offer a comprehensive graduate development programme.</li> <li>› Alumni network, via LinkedIn for current and former staff.</li> </ul>
Flexibility and work design	<ul style="list-style-type: none"> <li>› Organisation-wide flexible working programme; a focus on promoting and encouraging a culture that supports this.</li> </ul>
Remuneration, recognition and conditions	<ul style="list-style-type: none"> <li>› Recognition programme to recognise high performers.</li> <li>› Transparent, equitable and gender-neutral job evaluation and remuneration practices.</li> <li>› Annual review of remuneration against market rates.</li> </ul>
Safe and healthy environment	<ul style="list-style-type: none"> <li>› Employee code of conduct and relevant health and safety and harassment policies available at all times with nominated contact avenues.</li> <li>› Strong focus on employee health, safety and wellbeing through provision of support services including: <ul style="list-style-type: none"> <li>- employee assistance programme (EAP) for all staff</li> <li>- in the event of heightened stress additional services are provided through critical event debrief, onsite EAP presence, change process support and resilience training</li> <li>- ergonomic workstation assessments</li> <li>- health and safety induction for all staff and managers</li> <li>- healthy living encouraged and free flu vaccination and health check to all our people each year</li> <li>- active return to work programme.</li> </ul> </li> <li>› ACC accredited in workplace safety management practices and annual self assessment audit.</li> </ul>

## ENSURING HEALTH AND SAFETY IN THE WORKPLACE

At the Transport Agency we are committed to a safe and healthy working environment for everyone using our premises as a place of work or visiting on business. We are guided by best practice and comply with the requirements of all relevant legislation and codes of practice.

### COMMITTING AS AN ORGANISATION TO HEALTH AND SAFETY

We're all committed to:

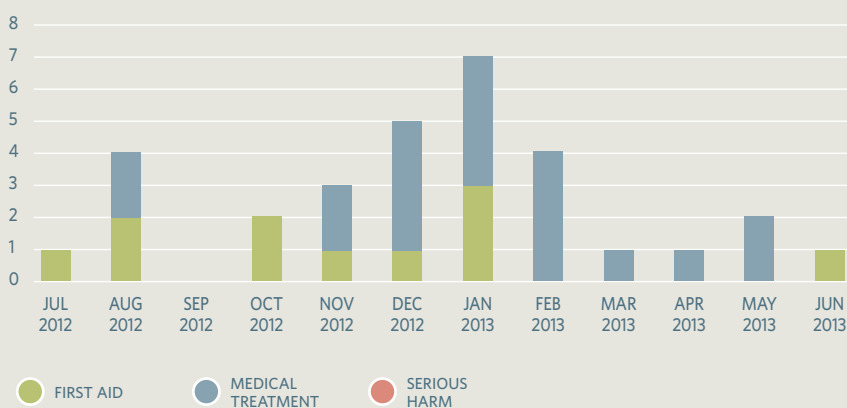
- providing an effective organisational programme to ensure that all workplace hazards are identified, reviewed and appropriate measures are implemented
- maintaining appropriate records of the hazard management programme
- giving staff and their representatives the opportunity to participate in the development and maintenance of health and safety practices
- ensuring all relevant documentation relating to occupational health and safety issues is made available to staff
- ensuring staff and contractors are provided with adequate induction, training, equipment, information, instruction and supervision where necessary

- ensuring our organisation is committed to continuous improvement in health and safety, including annually reviewing policies and procedures
- ensuring that all accidents and incidents (near misses) are recorded, reported and investigated appropriately
- providing staff who are injured or have an accident have access to a return to work programme so they can get back to work as soon as possible.

The Transport Agency's Health and Safety Committee includes senior manager and union representatives and elected health and safety representatives. The committee is responsible for planning, implementing, monitoring, and reviewing health and safety policies, systems and practices.

As part of our commitment to organisational health and safety we monitor the number and severity of injuries suffered by Transport Agency employees on a monthly basis. By investigating these accidents and incidents we can identify areas for improvement.

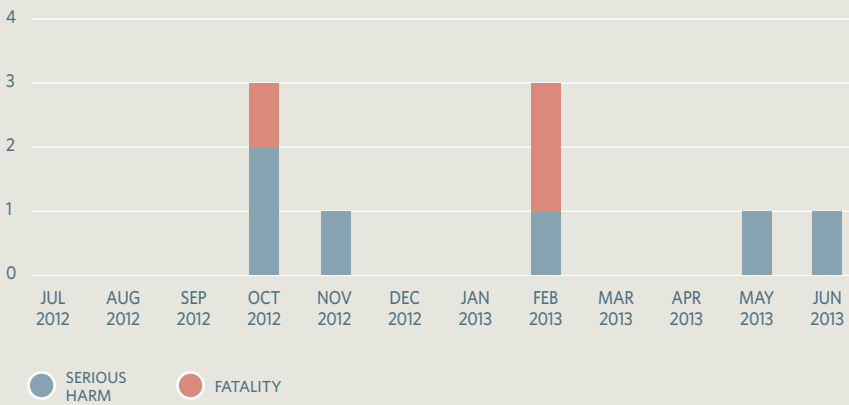
### NUMBER OF INJURIES PER MONTH BY SEVERITY (TRANSPORT AGENCY EMPLOYEES ONLY)



There were 31 injuries in the year ended 30 June 2013 (an increase from 25 injuries in the year ended 30 June 2012). While slips, trips and falls continue to be the main causes of injury, there has been an increase in reporting of incidents involving body stressing (eg muscle strain).

We also record serious harm incidents where the Transport Agency is an employer, a principal to contract or responsible for members of the public as a result of our work.

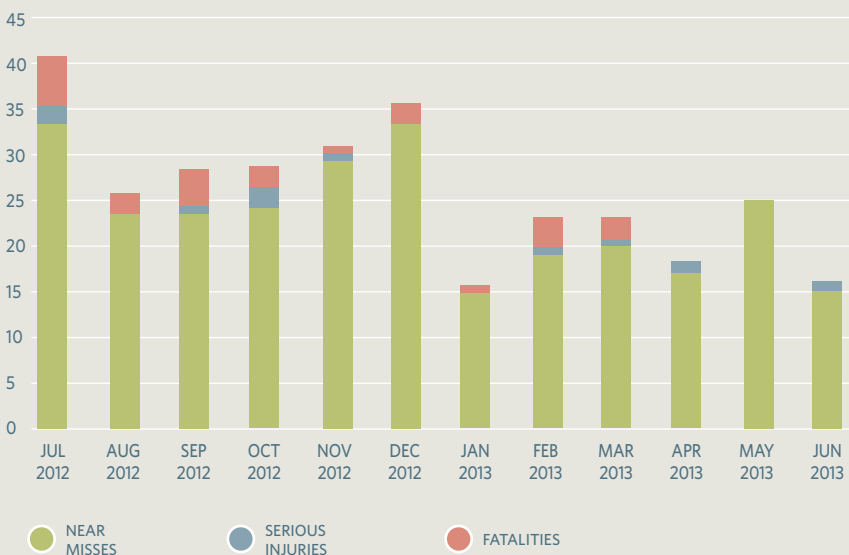
**NUMBER OF SERIOUS HARM INCIDENTS PER MONTH BY SEVERITY  
(CONTRACTORS WHERE THE NZ TRANSPORT AGENCY WAS A PRINCIPAL TO CONTRACT)**



There were nine serious harm incidents (including three fatalities) in the year ended 30 June 2013 (an increase from four serious harm incidents in the year ended 30 June 2012). Machinery operation related incidents were the main source of injury while two of the three fatalities involved motor vehicle accidents.

The Transport Agency's rail regulatory function seeks to ensure that the rail system is safe through approval, licensing and monitoring of rail participant safety management systems.

**NUMBER OF FATALITIES, SERIOUS INJURIES AND NEAR MISSES BY MONTH  
(RAIL OPERATORS AND OTHERS WHO DID NOT HAVE CAUSE TO BE ON THE RAIL CORRIDOR)**



Occurrence data<sup>6</sup> for the period 1 July 2012–30 June 2013:

- Total occurrences (accidents and incidents) reported to the Transport Agency: 3613
- Of the total occurrences reported 306 involved actual or risk of death or serious injury.
- Fatalities: 21. Of these 15 fatalities were of trespassers (includes likely suicide); three were level crossing collisions with light road vehicles and three were level crossing collisions with person.
- There have been no fatalities of direct rail industry participants since 2008. The deaths were of people who did not have cause to be at that point of the rail corridor.

<sup>6</sup> The Railways Act 2005 requires that rail participants report accidents and incidents to the NZ Transport Agency as follows:

'Any accident, where accident is defined as an occurrence associated with the operation of a rail vehicle or the use of railway infrastructure or railway premises that causes the death of, or serious injury to, individuals. Any other incident where incident is defined as an occurrence, other than an accident; that is associated with the operation of a rail vehicle or the use of railway infrastructure or railway premises that placed, or could have placed a person at risk of death or serious injury.'