

I hereby give notice that an ordinary meeting of the Council Controlled Organisation Direction and Oversight Committee Workshop will be held on:

Date: Wednesday, 16 April 2025
Time: 11:45 am
Meeting Room: Room 1, Level 26
Venue: Te Wharau o Tāmaki - Auckland House
135 Albert Street, Auckland

**Komiti mō te Whakahaere Tikanga me te Aro ki te Pae Tawhiti
mō ngā Whakahaere ka Whakahaerehia e te Kaunihera / Te
Komiti mō te Tūnuku, mō te Manawaroa me te Tūāhanga**

**Council Controlled Organisation Direction and Oversight
Committee / Transport, Resilience and Infrastructure
Committee**

OPEN JOINT WORKSHOP AGENDA

**Shareholder feedback on CCO Draft Statements of Intent
2025-2028**

ATTENDEES

**Council Controlled Organisation Direction and Oversight Committee
Transport, Resilience and Infrastructure Committee**

Madeline Holland
**Kaitohutohu Mana Whakahaere / Governance
Advisor**

10 April 2025

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Workshops enable staff to explore options with elected members before ideas are fully developed, and to receive feedback and guidance on policy development or project design. No resolutions or decisions are made by elected members at workshops and so the requirements of the Local Government Official Information and Meetings Act 1987 relating to local authority meetings do not apply.

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.

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Agenda items

1 Ngā Tamōtanga | Apologies

2 Te Whakapuaki i te Whai Pānga | Declaration of Interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

OPEN Workshop - Shareholder feedback on CCO Draft Statements of Intent 2025-2028

File No.: CP2025/04528

Note 1: This workshop has been called by the chairpersons in consultation with the staff.

Note 2: No working party/workshop may reach any decision or adopt any resolution unless specifically directed to do so.

Te take mō te pūrongo Purpose of the report

1. Discuss shareholder feedback on the Draft Statements of Intent 2025-2028 from:
 - Auckland Transport
 - Tātaki Auckland Unlimited
 - Watercare
 - Auckland Future Fund

Whakarāpopototanga matua Executive summary

2. The following will be covered in the workshop:

Item
Introduction and Purpose Chairperson of the CCO Direction and Oversight Committee, Cr Shane Henderson
Statement of Intent (SOI) process and proposed shareholder comments to all CCOs Alastair Cameron, Manager CCO and External Partnerships
Auckland Transport Trudi Fava, Principal Advisor Attachment A - Auckland Transport Draft Statement of Intent 2025-2028
Tātaki Auckland Unlimited Sarah Johnstone-Smith, Principal Advisor Attachment B - Tātaki Auckland Unlimited Draft Statement of Intent 2025-2028

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Watercare

Trudi Fava, Principal Advisor

Attachment C - Watercare Draft Statement of Intent 2025-2028

Auckland Future Fund

Sarah Johnstone-Smith, Principal Advisor

Attachment D - Auckland Future Fund Draft Statement of Intent 2025-2028

**Ngā tāpirihanga
Attachments**

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DRAFT
Auckland Transport
Statement of Intent:

Preparing for tomorrow, delivering on today

2025 - 2028



Item 3

Attachment A



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Chair's foreword

The title of this year's Statement of Intent (SOI) – Preparing for Tomorrow, Delivering on Today – sums up Auckland Transport's fundamental objectives for the coming year.

We are well aware and supportive of the need for change. Auckland Transport will work collaboratively with Auckland Council and central government to ensure we can better meet the needs of our growing city. At the same time, our focus will remain on achieving the targets and delivering the work programme agreed with Auckland Council in this SOI.

While we continue to fulfil our responsibilities under existing legislation, Auckland Transport will engage proactively with Auckland Council to determine any duties that may be suitable for transition ahead of legislative change. In particular, we will strive to ensure that decision-making and associated discussions occur closer to impacted communities. We will also work with Auckland Council officers to determine an approach for preparation of the next Regional Land Transport Plan.

The year ahead is an exciting one for transport, with the opening of the City Rail Link (CRL). The CRL, along with integrating our other public transport modes into the new rail timetables, will significantly boost public transport usage and contribute to reducing journey times in many parts of Auckland.

Aligned to the opening of the CRL is Auckland Transport's ongoing objective to take public transport from good to great and have more people choose to use our services. Our bus and ferry networks are reliable and punctual, and we have made recent rail performance improvements. However, we remain concerned about safety incidents that have occurred on some of our services. We are working closely with NZ Police, Auckland Council and our own transport officers and drivers to minimise the number and impact of these incidents.

Increasing network productivity is an important part of our objective to reduce congestion and therefore journey times. In line with this, we are making progress in introducing dynamic lanes, leveraging technology to improve traffic flow and repurposing parking and kerbside space.

We acknowledge that temporary traffic management (TTM) incursions on the road corridor have caused delays and frustration. The legislation regarding TTM was updated on 1 November 2024, but industry players are slow to change the way TTM is deployed. We have made it clear that we expect to see the new risk-based approach adopted – we do not want incursions on town centre and arterial roads during peak hours. We anticipate more progress to be made this year, which will mean less disruption and better traffic flow, especially during peak hours on major arterials.

With over \$28b of assets under management, we are a very large asset manager. We are continually maintaining these assets, and building and acquiring new assets. Next year we will assume responsibility for three new underground train stations, so ensuring our assets are fit for purpose and delivering value for money is a significant priority.

Legislation requires us to provide a safe transport network, and recent speed rule amendments along with a change in Government focus and funding have required us to rethink our approach. This is a work in progress, but Aucklanders can be assured we will continue to uphold the Vision Zero aspiration as set out in the Auckland Plan 2050.

Ultimately, to achieve our SOI targets Auckland Transport needs a dedicated team of people working effectively together. The CCO reform and uncertainty around roles within the transport space is unsettling to our people, which provides a major challenge for the board and senior management to maintain what I believe is a high performing culture. Retaining team members and keeping them positive and motivated will be key to delivering on this year's SOI. The board and I are committed to this, and to doing our best for Auckland.

Nāku noa, nā

Richard Leggat
Chair, Auckland Transport

Item 3

Attachment A

Part 1 Introduction and strategic overview

This Statement of Intent (SOI) addresses the Letter of Expectation (LOE) for the SOI 2025-2028 (attached as Appendix 3).

It reflects Auckland Transport's commitment to remaining accountable and delivering on priorities expressed in previous years. It states how we intend to understand and carry out the strategic direction set by our shareholder, Auckland Council.

Part 1 of the SOI provides a strategic overview, and outlines the connection to the council's objectives, priorities and outcomes, and alignment with the Government Policy Statement on Land Transport.

Part 2 of the SOI divides our performance expectations into six key focus areas that detail how we plan to deliver on our organisational priorities for the next three years. These key focus areas are:

1. Making every interaction count
2. Improving network productivity
3. Taking public transport from good to great
4. Value for money
5. Effective governance for transport outcomes
6. Core business activities

1.1 Roles and responsibilities – delivering on today

Auckland Transport's role and purpose is to contribute to an effective, efficient, and safe Auckland land transport system in the public interest.

We note our activities listed below have not been adjusted, pending upcoming CCO reform or legislative change.

Our key activities that directly impact Aucklanders are:

- Operating, maintaining and improving the transport network, particularly roads, ensuring it is fit for purpose
- Planning and contracting public transport services
- Parking management and enforcement
- Planning for Auckland's future transport system

We also undertake other activities, including:

- Leading decisions for all traffic controls – signs, lines, and signals – as the Road Controlling Authority for all public roads other than state highways in Auckland
- Providing advice and advocacy to government, the council and other decision-makers
- Developing plans and strategies that align with our guiding documents: the council's Long-term Plan (LTP) and the Government Policy Statement (GPS) on Land Transport
- Funding allocation and project delivery
- Communications and engagement

- Managing interaction with other land uses, including consenting and approvals and other contractors working on the network
- Managing maritime safety on the region's navigable waters in accordance with the principles of the Port and Harbour Marine Safety Code
- Running two airports on Aotea Great Barrier

We are committed to the operating principles set out in the Local Government Act:

- Establishing and maintaining processes for Māori to contribute to our decision-making processes
- Operating in a financially responsible manner
- Using revenue efficiently, seeking value for money
- Being transparent in our revenue and expenditure
- Being transparent in our decision-making

1.2 Transport sector reform – preparing for tomorrow

Auckland Transport is working towards the most significant transformation since it was formed in 2010. Throughout this process, we are focused on delivering the best possible transport system outcomes for Aucklanders.

While legislative reform will be confirmed in early 2026, we will work with the council to help effectively implement and embed CCO reform decisions. This includes any legislative changes that impact on Auckland Transport's role and functions. We will also seek to deliver any early actions where we can in support of the transition, by participating constructively in the transport reform working group. In parallel, we will actively contribute to the implementation of Auckland Council Group Shared Services.

Auckland Transport is committed to aligning better with Auckland Council's expectations of us and delivering on the following:

- Maintaining focus and energy on delivering every day for Auckland
- Ensuring we achieve value for money
- Putting the customer and community at the heart of everything we do
- Providing quality advice to support local boards in taking a greater role in decision-making
- Providing greater transparency to Auckland Council, recognising shifts in accountability
- Delivering a seamless transition for Aucklanders

Irrespective of the CCO reform decisions, we continue to aspire to be an organisation that maintains an efficient and sustainable transport network, provides great public transport, and safe and seamless journeys for everyone. Over the past two years Auckland Transport has been on a journey to transform our culture to be more customer, community, and delivery focused. We remain dedicated to continuous improvement.

While we embrace the upcoming change, we want to assure council and Aucklanders that we will deliver on our core legislative requirements and functions. We will enable outcomes that support the Long-term Plan and commitments made in the Regional Land Transport Plan.

Given reform legislation is yet to be passed and non-structural change still to be confirmed, this SOI assumes that Auckland Transport's roles, responsibilities, and organisational structure remain as they are today. This is consistent our draft FY26 annual budget. While we are working within these roles and responsibilities now, we are actively engaging with the council to implement early and appropriate non-legislative changes.

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1.3 Strategic alignment and key policies

Auckland Transport intends to implement Auckland Council priorities, ranging from supporting Long-term Plan outcomes, to delivering on key strategic documents. More detail on how we are delivering on Auckland Plan outcomes can be found in Appendix 2.

Strategic document	How Auckland Transport (AT) contributes
Long-term Plan (LTP)	<p>AT works to address the challenges outlined in the LTP, namely:</p> <p>Changing travel patterns, and population growth</p> <ul style="list-style-type: none"> • We monitor how and where people travel. • We maximise the productivity of the roads we have now through a network optimisation programme and development of smart technology solutions • We work with Auckland Council and government to plan for the future of large infrastructure investment, through supporting the development of the Integrated Transport Plan. <p>Resilience, renewals, and maintenance</p> <ul style="list-style-type: none"> • Our largest capital spend goes towards looking after current assets through our renewal programme. • We are also increasing our delivery programme for road surface rehabilitation. • Note: current funding levels may be insufficient to keep up with our assets’ deterioration rate. <p>Reducing harm</p> <ul style="list-style-type: none"> • We continue to deliver improvements within the direction of the GPS on Land Transport 2024, which reflects a shift in approach to speed reduction around schools and local communities, and a continued mode shift to public transport. • Our road safety engineering programme works closely with maintenance delivery to address community concerns. We have an increased focus on community activation – responding to community requests, especially from schools around safety. We work closely with our road safety partners, including NZ Police, on a general deterrence model to influence driver behaviour. • Our capital programme is determined by the LTP and Regional Land Transport Plan (RLTP). Our capital delivery supports value for money through an approach aligning with the ‘fix, finish, optimise’ principle, ensuring we take care of our assets, finish current large-scale projects, and optimise the network and infrastructure we already have before looking to build more. • We are committed to delivering year two of the LTP 2024-2034 operating budget and capital programme. • Our draft Asset Management Plan (AMP) will be developed by February 2026 in collaboration with the council’s Infrastructure Strategy and Asset Management System teams. This draft AMP will support development of the LTP 2027.

Strategic document	How Auckland Transport (AT) contributes
Future Development Strategy (FDS)	<ul style="list-style-type: none"> • The FDS provides Auckland-wide direction and integration of the council group’s approach to growth and development, guiding subsequent strategies, operational plans, programmes of work and investment decisions. • Growth-related decisions will be consistent with the emerging FDS framework. In the meantime, we will seek input from the council and elected members. AT will support development of the framework and its subsequent implementation.
Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan	<ul style="list-style-type: none"> • Te Tāruke-ā-Tāwhiri prepares Auckland for the impacts of climate change. It has a focus on clear greenhouse gas emission reduction targets. • Transport investment will be one of the council’s most important tools to reduce carbon emissions. To continue to reduce transport-related emissions, we are investing in customer-focused public transport and active modes to provide transport alternatives with lower emissions. • We deliver energy and resource efficiency at new facilities and support the ongoing addition of electric and low-emission vehicles to our bus and ferry fleets. We are investigating how best to support motorists in their transition to electric and low-emission vehicles. • We will continue to include climate change considerations (whole of life greenhouse gas emissions and resilience) in our work programmes and decisions, within available resources.
Kia Ora Tāmaki Makaurau: Māori Outcomes Performance Measurement Framework	<ul style="list-style-type: none"> • Auckland Council developed Kia Ora Tāmaki Makaurau to respond more effectively to the needs and aspirations of mana whenua and Māori communities. • We are committed to partnering with Māori to uphold our legislative responsibilities to: <ul style="list-style-type: none"> - Maintain and improve opportunities for Māori to contribute to our decision-making processes - Recognise and provide for the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga - Consider the principles of Te Tiriti o Waitangi, including: <ul style="list-style-type: none"> ○ Rangatiratanga / self-determination ○ Partnership ○ Equity ○ Active protection • In 2024, we published Ka Tupu, Ka Wana: Achieving Māori Outcomes Plan 2024-2027. This sets out our specific actions and measures to meet Kia Ora Tāmaki Makaurau objectives. • With Ka Tupu, Ka Wana actions and objectives, we will work collaboratively with Ngā Mātārae (Māori Outcomes Directorate) and the council group to take a coordinated approach to delivering outcomes for Māori.

Strategic document	How Auckland Transport (AT) contributes
	<ul style="list-style-type: none"> We will report on our actions and outcomes from Ka Tupu, Ka Wana as part of our quarterly reporting to the council.
Auckland Water Strategy	<ul style="list-style-type: none"> The Auckland Water Strategy sets a vision for Auckland’s waters and provides strategic direction for investment and action across the council group. Our Environment Action Plan, Hikina te Wero, outlines our approach to managing our water discharges, and water conservation. This is delivered through our capital programme where we install stormwater treatment devices along our busy roads. We have recently updated our Service Level Agreement (SLA) with Healthy Waters to clearly identify roles and responsibilities for the maintenance and management of the stormwater network. This SLA guides our collaborative approach to delivering stormwater assets and services. We will provide input into the development and implementation of plans and standards associated with the new Water Reform bill and acknowledge that Healthy Waters will lead this work.
Government Policy Statement (GPS) on Land Transport	<ul style="list-style-type: none"> The GPS on Land Transport sets out the Government’s land transport strategy and strategic priorities. <u>Our</u> regional objectives are aligned with the GPS, developed through the Regional Land Transport Plan. They are reflected in AT’s funded programme as follows: <ul style="list-style-type: none"> Economic growth and productivity: support for the region’s economic productivity; faster, more reliable public transport. Increased maintenance and resilience: network resilience and sound asset management; continued decarbonisation of the transport system towards the 2050 objective. Improved safety: improved safety and reducing deaths and serious injuries. Value for money: ensuring the responsible spending of ratepayer and taxpayer money, including embedding new procurement rules (considering both council and central government direction).

Part 2 Statement of performance expectations

Auckland Transport's organisational priorities for the next three years reflect our intention to deliver on Long-term Plan outcomes.

This section is structured into key focus areas, with each detailing how we plan to achieve our organisational priorities.

These areas are:

1. Making every interaction count – our commitment to our customers
2. Improving network productivity – getting the most out of our existing network
3. Taking public transport from good to great – what we need to make AT's public transport world class
4. Value for money – responsible spending of ratepayer's money
5. Effective governance for transport outcomes – working towards our new role in the transport sector and the Auckland Council Group
6. Core business – legislative functions, maintaining our assets, and delivering our capital programme.

2.1 Making every interaction count

One of our biggest priorities is to listen and respond to the needs of our customers and communities, to grow their trust and confidence in Auckland Transport. We strive to embed people and places into the heart of our organisation and into the fabric of our transport system.

Auckland Transport will continue to focus on improving the way we engage and interact with all Aucklanders by:

- Engaging more with our communities, actively seeking and incorporating their feedback, to ensure their needs and preferences are reflected in what we deliver
- Seeking input from elected members, especially on matters of high public interest
- Improving communication with our customers, especially relating to ongoing temporary traffic management / disruptions
- Delivering on the commitments we have made to our customers

During 2024/25 we made several improvements to enhance our engagement with local boards, including reviewing decision-making processes, resetting meeting cadence, collaborating on local plans, and improving our communication channels. As a result, local board satisfaction with our engagement has significantly improved (from 41% in 2024 to 71% in 2025). We support empowering local boards to have a greater say in transport decisions that affect their local communities. We will shift our focus to ensuring we have the internal processes, skills, and capabilities to provide timely and quality advice to local boards to enable decision-making.

We continue to aspire to be an organisation that deeply understands the needs of our customers and communities. We want to make it seamless and easy for people to engage with us and ensure that being adaptable is part of our DNA.

To make every interaction count, we will:

Complete Kōkiri Agreements with all local boards and further build on this approach to ensure local boards are engaged regularly and early on. We will provide them with clear process, quality advice, and practical options enabling informed decisions for their communities.
Promote and enact Auckland Council’s existing Quality Advice Standards as we progress any changes to the scope of local board decision-making powers that may result from the CCO transition process.
Embed a deeper understanding of customers to better inform how we integrate the voice of the customer into our decision-making and organisational behaviours.
Continue to streamline and simplify our processes for end-to-end customer interactions to make it easier for customers to get the information they need, complete their tasks, and provide feedback.
Deliver our community-initiated projects, which deliver network improvements received by customer requests – more than 300 projects in FY26.
Review our approach to customer communications to ensure that customers receive more timely, accurate, quality, consistent and actionable travel advice in the channels that work for them, so they can confidently navigate our transport network.

We will measure success by:

Measure	January 2025 result	2024/25 target	2025/26 target	2026/27 target	2027/28 target
Customer perceptions AT listens and responds to Aucklanders' needs	27%	33%	36% 34%	39% 35%	36%
Customer perceptions TBC ¹	N/A	N/A	TBC	TBC	TBC
Formal complaints Percentage of total AT case volume resulting in a formal complaint	0.31%	<0.6%	<0.5% <0.4%	<0.4% <0.35%	<0.4% <0.35%
Complaint resolution Percentage of formal complaints that are resolved within 20 working days	94%	90%	90%	90%	90%
Local board satisfaction with engagement	57% 12-m average ²	47%	48% 50%	50% 55%	60%

¹ A new measure on customer perceptions is proposed to replace 'AT listens and responds to Aucklanders' needs.' The new measure is currently under development but will better reflect customer views on matters that AT can directly influence. 'AT listens and responds' has been retained for this draft SOI as we confirm what the future measure will be.

² Our latest result of 71% reflects a one-off, albeit excellent result. However, response rates continue to be low (at 36% of local board elected members).

2.2 Improving network productivity

Auckland’s population is growing and set to reach nearly 2.5 million people by 2050. This is putting increasing pressure on our land and road space. Auckland Transport is working to reduce congestion, improve journey times, and enhance the overall experience for all Auckland road customers. We want to enable all public transport, freight, commercial and private passenger vehicles to travel to the places they want, safely and reliably, in a way that meets their needs.

Rising costs and limited funding are making it increasingly expensive to build and maintain Auckland's transport system. This is necessitating trade-offs and careful decision-making to focus on basics and deliver value for money. Aligned with Auckland Council direction, we are prioritising initiatives that best utilise our existing network, and use innovative technology to improve network throughput and efficiency.

Technology is a critical enabler for achieving a more efficient, reliable, and sustainable transport system in Auckland. We are leveraging technological advancements to address current challenges and future demands in the region's transport network. This includes investing in advanced signalling systems, intelligent transport systems, and real-time updates.

Improving Auckland’s transport network productivity remains one of our core priorities, that we will address through:

- building on and accelerating initiatives to reduce journey times for Aucklanders, by further optimising the road space we have available
- making use of new and smarter technology to improve traffic flow and providing more reliable journey times
- reducing the impact and community frustration from network disruptions and Temporary Traffic Management (TTM), by informing communities about the purpose and duration of ongoing work
- repurposing parking and kerbside space, managing it more actively used especially during peak hours to connect people and communities to places they need to go and support economic productivity
- operational planning that incorporates the voice of the road user, understanding and aligning with changes to travel patterns, and enhancing customer journeys
- network demand management targeting the most congested parts of the network through demand-based pricing to reduce congestion.

To improve network productivity, we will:

<p>Make better use of our existing road spaces and improve traffic flow by optimising the transport network to use road space dynamically, including continued implementation of:</p> <ul style="list-style-type: none"> - Intersection and corridor efficiency improvements: nine projects for FY26 - Special vehicle lanes (freight, high-occupancy vehicles, bus): 10km for FY26 - Dynamic streets and solutions: four projects approved for FY26
<p>Enhance current smart technology initiatives to optimise network operation by developing a Road Network Technology Plan, which will include:</p> <ul style="list-style-type: none"> - Automated traffic management site detection - Smart detection for late running buses - Smart detection at intersections including queue length and pedestrians

<ul style="list-style-type: none"> - Pilot emergency vehicle intersection priority - Automated incident detection across the network (Real Time Network Performance Monitoring System) - Smart technology implemented at five event locations - Implement improvements to our traffic signal operations system (SCATS) - Work with the freight industry to pilot freight pre-emption at key intersections
<p>Deliver improvements to how we communicate with our customers regarding travel disruptions caused by planned events on our network, for example:</p> <ul style="list-style-type: none"> - Proactive alerting of changes and disruptions through on-bus announcements - Cruise ship warnings for ferry disruption through the AT mobile app and at ferry wharves - Proactive traffic pre-conditioning and advice for major events - New rail closures calendar
<p>Make more arterials and key corridors available for movement in peak hours and support more reliable journey times by minimising disruption caused by temporary traffic management (TTM) and road cones.</p> <ul style="list-style-type: none"> - Lane closure halts: no new lane closure approvals during peak hours (unless by exception) - Work with the industry to transition towards the NZ Guide to Temporary Traffic Management, including involvement in advocacy through the TTM Industry Steering Group - Lead by example, with AT projects on the network deploying the risk-based approach - Ensure all work sites have clear signage to keep customers informed. These will explain the works, their duration, who is conducting the work and why - Ensure that TTM assets are removed in a timely manner when the work is complete
<p>Parking and kerbside improvements. Progress implementation of Room to Move by:</p> <ul style="list-style-type: none"> - Delivering comprehensive parking management plans in collaboration with local boards - Responsive parking management - Parking growth initiatives - Park and ride initiatives
<p>Continue collaboration and implementation of Time of Use Charging with NZTA and Auckland Council.</p>

We will measure success by:

Measure	January 2025 result	2024/25 target	2025/26 target	2026/27 target	2027/28 target
Average travel time across the arterial network (10km journey)	22 minutes [23 minutes year-end forecast]	24 minutes	24 minutes	23 minutes	23 minutes

Arterial productivity Average number of people moving per hour during the morning peak	29,349	28,000	30,000	32,000	32,000
Freight performance Percentage of the freight network without congestion in the interpeak	87%	85%	85%	85%	85%
Bus priority Kilometres of bus priority (including SVL and dynamic lanes) delivered	3km	5 km	10 km	10 km	10 km

2.3 Taking public transport from good to great

We know that Aucklanders want a seamless, safe, and accessible public transport system that moves them around the region whether they choose to drive, walk, cycle, bus, train or ferry. Auckland Transport is listening and responding to Aucklanders’ needs, while providing public transport services that go to more places, more frequently, are responsive to changes in demand, and resilient to severe weather.

Our Regional Public Transport Plan (RPTP) outlines how public transport will be managed and improved over the period of this SOI. Together with Auckland Council and central government, we are investing billions of dollars in rapid transit development. We are also investing in many small improvements across the network that collectively will improve public transport accessibility for all communities.

Rapid transit will enable the movement of large numbers of people using public transport on specially built corridors, separated from other traffic to provide more reliable routes. The most transformational developments for Auckland within this SOI include:

- The City Rail Link (CRL), which will deliver a 3.45km twin-tunnel underground rail link with two new underground stations, Te Waihorotiu and Karanga-a-Hape, a fully rebuilt Maungawhau Station along with modification and integration into Waitematā Station.
- The Eastern Busway expansion, to be finished in 2027, which will help people to travel by bus and train between Botany, Pakūranga, Panmure, and Britomart in the city centre. As well as connecting surrounding suburbs with the rail network, it will also make local trips easier by providing more sustainable travel options for walking, biking and using the bus.

In addition to these large projects, we are continuing to invest in our Public Transport Growth Programme. This aims to further improve service reliability and customer experiences to accelerate patronage growth. We are also developing a crime prevention action plan to address customers’ declining perception of safety on public transport, focusing on community engagement and learnings from other cities around the world.

City Rail Link (CRL) enablement

Before the CRL can open in 2026, there is a lot of work to do: across the wider Auckland rail network to get it ready for more frequent, reliable, and faster trains; across the rest of the network to best integrate with a new rail timetable; and for our customers – to help them prepare for and benefit from this investment. This includes KiwiRail's Rail Network Rebuild, integrating, testing and commissioning of new systems, and our work to ensure we are ready to provide great customer service.

CRL Enablement focuses on preparations for the opening of the CRL to customers and facilitating a transformation of the public transport system. This includes preparations for the opening of the CRL stations, managing the disruption of wider rail network infrastructure upgrades undertaken by KiwiRail, launching a new network-wide public train service timetable, and integration with the broader public transport network.

To improve public transport from good to great, we will:

Continue implementation of the RPTP: service level and route improvements.
<p>CRL Enablement</p> <p>Prepare for the opening of the CRL stations, launch a new network-wide public train service timetable, integrate with the broader public transport network, and keep customers informed of these changes. This includes a review and improvement of rail journey times prior to CRL Day 1 launch.</p>
<p>Deliver public transport growth initiatives and network optimisation, including:</p> <ul style="list-style-type: none"> • Expanding Fareshare and revising fares

<ul style="list-style-type: none"> Targeting customer segments, e.g. youth and leisure travel
<p>Improve safety on public transport, through:</p> <ul style="list-style-type: none"> Developing and implementing our crime prevention action plan Trialling an onboard bus real-time CCTV system Better availability of security resourcing to support bus operators Communications around safety on public transport Building and delivering the Active Bystander strategies Identifying opportunities to improve nighttime experience

We will measure success by:

Measure	January 2025 result	2024/25 target	2025/26 target	2026/27 target	2027/28 target
Public transport (PT) boardings Annual number of PT trips	50.1m (89 to 94m year-end forecast)	94.7m	106.8m 103.0m [94-98m] ³	116.0m (LTP) [TBC] ³	125.1m (LTP) [TBC] ³
Reliability: bus and ferry Percentage of services that start according to schedule	Bus 95.9% Ferry 97.3%	98%	98%	98%	98%
PT punctuality Percentage of services that start and end according to schedule	90.5%	88%	89%	89.5%	90%
PT utilisation for frequent routes during peak	44.2%	49%	50%	51% 50%	50%
Farebox Recovery Ratio The percentage of the total PT operating cost recovered through fares	31.7%	34%	36% 34.5%	37% TBC	TBC
Private Revenue Ratio⁴ PT cost recovery: PT revenue divided by operating expenditure	TBC	N/A	TBC	TBC	TBC
Reliability: rail⁵ Percentage of services that start according to schedule	95.8%	85%	85%	90%	90%

³ PT patronage targets are currently consistent with our FY26 draft budget and LTP for FY27-28. Further revision will be necessary to reflect the latest operational environment, and this target will reduce further for the final SOI. Current modelling suggests that this number may be between 94m and 98m.

⁴ Private Revenue Ratio is included here as a new measure as an alternative to Farebox Recovery Ratio. We are working to determine the most appropriate measure for PT cost recovery.

⁵ This is KiwiRail's responsibility and target from their Statement of Corporate Intent 2024-2027.

2.4 Value for money

We have an ongoing commitment to deliver value for money to our shareholder and funder, Auckland Council, and Aucklanders. To deliver value for money we are focused on:

- Delivering our operating budget in line with the LTP, including managing our cost spend, and delivering revenue growth
- Supporting an effective group approach to procurement, identifying opportunities to leverage scale and benefits, and embed new procurement rules (as directed by Auckland Council and central government).
- Applying Auckland Council’s ten steps for better value projects where applicable, and delivering a capital programme that does not waste money. We will test our projects against the principles:
 1. Early problem definition and robust value assessment - *are we solving the right problem?*
 2. Rightsizing our investment - *are we investing the right amount?*
 3. Increase use of standard designs - *can we use standardised designs?*
 4. Setting maximum prices - *have we set cost limits?*
 5. Factor in past supplier performance - *are we choosing the best suppliers?*
 6. Focus on local suppliers - *are we leveraging local suppliers?*
 7. Streamline processes and remove barriers - *can we simplify processes and remove barriers?*
 8. Manage consultation and consultancy carefully - *are we managing consultation and consultancy costs?*
 9. Independent assessment - *have we independently reviewed the project?*
 10. Continuous value assessment - *are we still getting value at every stage?*

We are actively participating in Group Shared Services (GSS) to explore which functions are best delivered through the Group and which Auckland Transport should retain. In all instances, we will participate in the process to ensure the best outcomes for transport in Auckland. Functions and services that we believe are best delivered by GSS will be of a transactional or process-intensive nature. This will not negatively impact SOI outcomes or customers. Auckland Transport may retain some service elements due to their transport-specific nature, proximity to customers, or our efficiency in their delivery.

We remain committed to supporting and engaging on any s17A Delivery of services cost-effectiveness and value for money reviews.

To deliver value for money, we will:

Focus on efficient procurement and spending by: <ul style="list-style-type: none"> - Taking a group-wide approach to procurement to identify opportunities to leverage scale and benefits. - Follow the new government procurement rules, supporting economic benefit to New Zealand. - Contributing to, and implementing the better value projects update, noting that our procurement processes and guidelines are audited by NZTA.
Enable Māori procurement, by: <ul style="list-style-type: none"> - Establishing a Diverse Supplier Partnership Programme for civil construction contractors, consistent with the council’s Emerging Suppliers programme.
Deliver capital programmes more efficiently through the entire design and construction process, reflecting our capital spending rules including:

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<ul style="list-style-type: none">- setting cost limits- selecting the best suppliers and seeking independent reviews- making value-oriented decisions at every stage
Continue to improve how we plan and prioritise renewal work to align with network improvements.
Support the implementation of GSS where it delivers better outcomes for customers and value for money for ratepayers. <ul style="list-style-type: none">- We are actively participating in this initiative and we have established a dedicated project team to support implementation.

Attachment A

2.5 Effective governance and advocacy for transport outcomes

As a CCO, Auckland Transport has a key role in influencing and advocating across the transport ecosystem.

Auckland’s transport system governance is complex, involving multiple entities working together to deliver outcomes. We will continue to work closely with these entities, guided by Auckland Council strategic direction. Our aim will be to ensure that transport strategies and projects are aligned, provide expertise and data to help inform policies and investment decisions, and represent community views.

We acknowledge that our role in the transport ecosystem is set to change under CCO reform, moving to a greater focus on delivery, with Auckland Council taking the lead in setting policy, strategy, and planning. We will ensure that our governance and decision-making processes reflect this shift in accountability.

In support of the CCO reform transition prior to any legislative change, over the next 12 months we are focused on identifying opportunities to:

- Ensure our strategic documents align with Auckland Council direction, embedding a new process to govern the development of any new documents.
- Strengthen democratic accountability through continuing to focus on how we work more closely with local boards to provide quality advice and support decision making.
- Strengthen other key stakeholder relationships in the transport community, e.g. mana whenua, Houkura - Independent Māori Statutory Board, freight groups, business communities, etc.
- Enhance the quality of information given to our shareholder, elected members, local boards, and the future iteration of the Regional Transport Committee. This includes being more transparent in how decisions are being made on financial budgets, progress made on delivery, providing additional details around our measurement methodologies, publishing AT Board committee agendas, and informing the council on any conversation with Government.

To improve governance outcomes in transport, we will:

Support Auckland Council to develop a new process for the Regional Land Transport Plan 2027.
Support the development of the 30-year Integrated Transport Plan.
Work with Auckland Council and Government to clarify Auckland Transport’s role in the governance that supports Auckland’s transport network in the future.
Support Auckland Council on advocacy and submissions on central government policy changes for transport-related matters.
Regularly report to Auckland Council through the Transport, Resilience, and Infrastructure Committee on delivery of the Regional Land Transport Plan (annually), as well as progress on fully-funded local share projects (quarterly).

