

# Minutes

## Auckland Transport Board meeting (Open session)

**Date:** 26 May 2022  
**Time:** 9:00am – 10:34am  
**Venue:** Auckland Transport, 20 Viaduct Harbour (1.04) | MS Teams

**Directors and CCO** Adrienne Young-Cooper, Chair  
Wayne Donnelly, Deputy Chair  
Abbie Reynolds  
Darren Linton  
Jim Mather  
Kylie Clegg  
Mark Darrow  
Nicole Rosie

**Liaison Councillors** Councillor Bill Cashmore  
Councillor Chris Darby

**Board Intern** Isabella Horrocks

**Executive Leadership Team Members, Presenters and External Guests** Shane Ellison, Chief Executive  
Andrew Allen, Executive General Manager, Service Delivery  
Jenny Chetwynd, Executive General Manager, Planning & Investment  
Mark Laing, Executive General Manager, Finance  
Mark Lambert, Executive General Manager, Integrated Networks  
Natasha Whiting, Executive General Manager, Culture & Transformation  
Roger Jones, Executive General Manager, Business Technology  
Rodger Murphy, Executive General Manager, Risk & Assurance  
Vanessa Ellis, Executive General Manager, Customer Experience  
Wally Thomas, Executive General Manager, Stakeholder Communities & Communication  
Andrew Downie, Governance Lead  
Kay Sevillano, Board Secretary

Andrew McGill, Head of Integrated Network Planning  
Ant Hall, Head of People Experience Delivery  
Brett Bishop, People Experience Lead  
Hamish Bunn, GM Investment, Planning & Policy  
Madi Salter, Transport Planner, Integrated Network Planning  
Melanie Alexander, Group Manager Network Management  
Michael Brown, Road Safety Engineering Manager  
Nancy Rodrigues, Finance & Process Transformational Lead  
Nathan Cammock, Programme Director  
Shane Ingley, Senior Policy Advisor ONE, Integrated Network Planning  
Susan Parkes, Head of Adaptive Practice  
Terry Sugrue, Transport Controls Team Leader, Traffic Operations  
Tracey Berkahn, Programme Director – Congestion Charging  
Steve Hickey, Senior Policy Advisor, Auckland Council

Item	Topic	Responsible
1.	<b>Welcome/Acknowledgements</b> The chair welcomed members of the Auckland Transport (AT) Board (board) to the meeting.	
2.	<b>Opening Karakia</b> Dr Mather led a special Karakia and requested a moment of silence in memory of Māori leader, Kaumatua Joe Hawke.	
3.	<b>Apologies</b> Nicole Rosie, Isabelle Horrocks, Councillor Bill Cashmore.	
4.	<b>Update from the Chair</b> The chair requested that management review the forward meeting calendar for 2023 to facilitate Councillor attendance given the frequent scheduling of board meetings on the same day as Governing Body and Council Committee meetings. The chair also requested that management consider moving Safety reporting earlier in the board meeting agenda given the significant focus on safety matters by directors.	
5.	<b>Late Items for General Business</b> No late items were requested.	
6.	<b>Interest Register - Declarations/Conflicts</b> No declarations or conflicts were noted. Mr Darrow noted an updated interest which would be provided to the Governance team following the meeting.	
7.	<b>Approval of Draft Open Session Minutes – 31 March 2022</b> The board approved the minutes of the meeting held on 31 March 2022. Carried: Mark Darrow   Abbie Reynolds	
8.	<b>Action Register</b> A briefing on the City Rail Link (CRL) including commissioning planning will be provided at the board meeting in August 2022.  A paper will be submitted to the board summarising placed enforcement and value for money insights prior to the Tāmaki Safety Governance Group members presenting on the response to Death and Serious Injuries (DSI) increases and enforcement levels.	



Item	Topic	Responsible
9.	<p><b>Chief Executive Business Report</b></p> <p>The chief executive mentioned the following milestones to highlight the significant work completed by the organisation over the reporting period:</p> <ul style="list-style-type: none"> <li>• The announcement of the collaboration between the Energy Efficiency and Conservation Authority (EECA), AT, EV Maritime and boatbuilders McMullen and Wing.</li> <li>• The opening of the Tāmaki Drive cycle way.</li> <li>• The collaboration between CRL and mana whenua on the gifting of Te Reo Māori station names.</li> <li>• The opening of the Northern Busway extension.</li> <li>• The Rodney targeted rate that enabled AT to deliver on improvements for footpaths, public transport hubs services and the improved relationship between AT and the Rodney Local Board.</li> <li>• AT’s nomination for the NZ Energy Excellence Awards in two categories, namely the Light Emitting Diode Light Street Programme and the Hydrogen Bus project.</li> </ul> <p>The chair queried whether a single integrated application providing information on public transport, cycle lanes, driving routes, parking and travel times was available. The chief executive explained that there are multiple sources of information at present however the Digital Journeys programme has the objective of providing an integrated platform in future, reflecting the opportunity for AT to play a key facilitator role within the transport ecosystem.</p> <p>The deputy chair sought clarity on the drivers of the 49 CCTV related requests in April 2022. The Executive General Manager (EGM) Customer Experience explained that the predominant driver is the recovery of lost personal items by passengers on public transport, followed by the occurrence of aggression or violence on buses and vehicles running through red lights.</p> <p>Ms Clegg asked about issues related to freight train conflicts and the impact it has on increasing patronage. The EGM Integrated Networks explained that these conflicts usually occur during late night freight services throughout the network, which impacts the rest of the services.</p> <p>The chair requested an update on Auckland One Rail, particularly with regards to risk management. The EGM Integrated Networks explained that an internal audit review has been undertaken. The EGM Risk and Assurance noted the review was positive and showed good management including the early identification of key risks and adoption of appropriate mitigations at an early stage. The audit has been reviewed and learnings noted to improve processes. The EGM Integrated Networks advised that he considered that the transition had progressed smoothly without incident.</p> <p>The board received the Chief Executive’s report.</p>	



Item	Topic	Responsible
<i>Items for Approval</i>		
10.	<p><b>Signs Bylaw</b></p> <p>The EGM Planning &amp; Investment introduced Mr McGill, Mr Sugrue and Mr Hickey. The following matters were explained:</p> <ul style="list-style-type: none"> <li>• The Signs Bylaw will replace the AT Signs Bylaw, the AT Elections Signs Bylaw and Auckland Council's Signage Bylaw.</li> <li>• The feedback received during the public consultation process did not result in significant changes to the Bylaw.</li> <li>• The Governing Body is being requested to approve the Signs Bylaw on 27 May 2022.</li> </ul> <p>Mr Darrow asked what material changes were likely to be of interest to the public. Mr Hickey and Mr Sugrue enumerated the changes that would be of public interest:</p> <ul style="list-style-type: none"> <li>• Sign sizes on walls in heavy industry zones increasing by 1 square metre.</li> <li>• Some modifications to be made to signs in residential and other zones.</li> <li>• Expansion of areas where signs are prohibited in the central city to include Wynyard Quarter and Karangahape Road.</li> <li>• No changes to be made to elections signs.</li> </ul> <p>The board:</p> <ol style="list-style-type: none"> <li>Approved the revised Auckland Transport Signs Bylaw 2022.</li> <li>Revoked the provisions in the current Signage Bylaw 2015 and Election Signs Bylaw 2013, with effect from the date of adoption of the new bylaw.</li> <li>Approved an updated delegation to Council to administer and enforce the bylaw (as per the current situation).</li> </ol> <p>Carried: Kylie Clegg   Mark Darrow</p>	
11.	<p><b>Activities in the Road Corridor Bylaw – Final approval</b></p> <p>The EGM Planning &amp; Investment noted the feedback and concerns raised by Councillor Greg Sayers in the past 24 hours on behalf of some of his constituents regarding the consultation process and proposed changes relating to livestock movements.</p> <p>Mr McGill explained the following matters:</p>	



Item	Topic	Responsible
	<ul style="list-style-type: none"> <li>• The Road Corridor bylaw will replace 5 expiring bylaws, which will cover all activities in the road corridor related to traffic movement.</li> <li>• Detailed feedback from the public was considered in making changes to the bylaw noting special interest from livestock operators.</li> <li>• The bylaw is supported by the Rodney Local Board, Franklin Local Board, Federated Farmers of New Zealand and other groups.</li> <li>• A legal review of the consultation process plus other measures will be undertaken in order to give Councillor Sayers comfort around the concerns raised.</li> </ul> <p>Mr McGill went on to note:</p> <ul style="list-style-type: none"> <li>• The bylaw improves safety for road users during movement of livestock.</li> <li>• The bylaw is in response to a significant number of complaints regarding livestock movement.</li> <li>• The government is reviewing the process of livestock movement across the country and AT needs to ensure appropriate directives are in place to provide guidance.</li> <li>• AT has provisions that are in addition to national regulations to provide additional safety to the public.</li> </ul> <p>Ms Berkahn explained that a permit would not be required for stock movement along the road. A permit will be required for farmers who wish to use roads to graze at no cost.</p> <p>The board approved the activities in the Road Corridor Bylaw 2022 subject to:</p> <ol style="list-style-type: none"> <li>a) Any final legal amendments.</li> <li>b) A satisfactory legal review of the public consultation process.</li> <li>c) The board’s evaluation of the findings from the legal review process. The board delegated authority for this evaluation to be made by the chair and deputy chair on behalf of the board.</li> </ol> <p>Carried: Mark Darrow   Wayne Donnelly</p>	
12.	<p><b>Viewpoint Culture Survey Results debrief</b></p> <p>The chief executive introduced Mr McGregor from Human Synergistics who prepared the independent assessment from the Viewpoint Culture Survey. The following matters were discussed:</p>	



Item	Topic	Responsible
	<ul style="list-style-type: none"> <li>• The board and Executive Leadership Team have a desire to see an improvement in organisational culture. The survey was a tool that provided the opportunity to determine areas for improvement and to understand how AT compares to other public and private sector companies both locally and overseas.</li> <li>• The survey had a high response rate (c. 88% of employees) and has indicated very positive results, including a significant transformation in AT's leadership capability despite operating in a COVID-19 pandemic environment. Human Synergistics has indicated an interest in using AT as a case study based on the positive survey results and given the organisation's size and complexity.</li> </ul> <p>Dr Mather asked whether AT's values (manaakitanga, tiakitanga, whanaungatanga, auahatanga) were reflected in the survey. Mr McGregor explained that AT's values had both strong resonance and correlation with the survey results.</p> <p>The deputy chair asked how the resignation of the chief executive and EGM People and Culture would impact organisational culture. Mr McGregor explained that the board's recruiting decisions will be critical to ensure that leadership will continue to drive positive organisational culture. It was noted however that accountability for culture has been transferred to all employees and was no longer the sole responsibility of leaders.</p> <p>The board:</p> <p>a) Noted the results of the Viewpoint Culture Survey undertaken in February 2022 including:</p> <ul style="list-style-type: none"> <li>i. The high levels of employee participation in the survey in 2022 (88% or 1675 people) relative to 2020 (85%) and 2018 (80%).</li> <li>ii. The culture results for AT for 2022 and those results relative to 2020 and 2018 and particularly the large positive shifts in our culture and the impact this has on organisational performance.</li> </ul> <p>b) Noted the management response which has been developed based on the insights from the Viewpoint Survey and the next steps to seize opportunities to further improve AT's organisation culture.</p> <p>Carried Dr Jim Mather   Abbie Reynolds</p>	
13.	<p><b>Proposed Amendment to Speed Limits Amendment Bylaw 2022 (Tranche 2A)</b></p> <p>The EGM Service Delivery explained the following matters:</p> <ul style="list-style-type: none"> <li>• The board previously approved the Transport Speed Limit Amendment Bylaw 2022, which brought together all tranche 2 speed limits.</li> <li>• The bylaw requires minor changes to timing and implementation, that will make speed limits easier to understand.</li> </ul>	



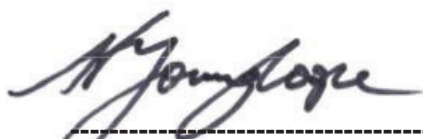
Item	Topic	Responsible
	<ul style="list-style-type: none"> <li>As the required changes are minor, they will not have a significant impact on the community and AT can make the change by way of notification.</li> </ul> <p>The board:</p> <ol style="list-style-type: none"> <li>Noted a small number of minor changes and corrections are needed to the Auckland Transport Speed Limits Amendment Bylaw 2022 (Bylaw) so that it correctly reflects the date that the Bylaw comes into effect, removes one duplication, and to improve consistency of speed change dates for rural roads.</li> <li>Noted that Auckland Transport (AT) may rely on section 156(2) of the Local Government Act 2002 (LGA) to make minor changes to, or correct errors in, the Bylaw publicly notified resolution where such changes or corrections do not affect any existing right, interest, title, immunity, duty, status, or capacity of any person subject to the Bylaw.</li> <li>Passed the proposed resolution in Attachment 1 to amend the Bylaw and publicly notify the resolution once made.</li> </ol> <p>Carried: Abbie Reynolds   Kylie Clegg</p>	
<b>Items for Noting</b>		
14.	<p><b>Approvals (Permits and Consents) Initiative</b></p> <p>The chief executive introduced Ms Berkahn, Ms Parkes, and Ms Rodrigues.</p> <p>AT's strategic business response to COVID-19 has focused on adaptive ways of working and collaboration with Auckland Council to deliver frictionless experience for customers. The following measures have been implemented to continue to provide optimal services for both customers and staff:</p> <ul style="list-style-type: none"> <li>Changes were made to manual approval processes resulting in reduced wait times for customers and freeing up capacity.</li> <li>Operational teams became co-collaborators for change, which promoted transparency, increased engagement, and interaction.</li> <li>Baseline surveys are conducted at the start of every process and solutions introduced where required at an early stage.</li> </ul> <p>Mr Darrow noted the opportunity to better explain to stakeholders the impressive results from these changes, including an 89% reduction in wait times. The chief executive noted that this work had set the foundation for additional future customer experience improvements.</p> <p>The board noted the Approvals (Permits and Consents) paper and presentation.</p>	



Item	Topic	Responsible
	<b>Action:</b> Provide the results of the May 2022 customer satisfaction survey to the board. (2022May01)	Mark Laing, Executive General Manger Finance
15.	<b>General Business</b> There were no matters discussed.	
<b>Next Meeting: Thursday 30 June 2022</b>		

Item	Items attached for noting (no discussion)	Responsible
16.	<p><b>Monthly Transport Indicators</b></p> <p>Mr McGill explained the following matters:</p> <ul style="list-style-type: none"> <li>• There was a reduction in public transport use throughout the COVID-19 pandemic and a decline in the utilisation of carparking assets.</li> <li>• The results as of March 2022 have improved with a positive move in several indicators.</li> </ul> <p>The chair requested an update on the impact of half price public transport fares on patronage recovery as well as overall strategies to improve public transport use. The EGM Customer Experience explained that mall activations (in Albany, St Lukes, Manukau, and Sylvia Park) are about to commence with a view to socialise public transport and promote the use of AT Hop cards. She also noted the recent large increase in card sales. The EGM Integrated Networks highlighted that public transport patronage is the highest it has been for 9 months.</p> <p>The board noted the Monthly Transport Indicators report.</p> <p>The meeting concluded at 10:34am</p>	

**Signed as a true and correct record**



Adrienne Young-Cooper  
Chair

1 August 2022

Date

