

AT Work Programme

Recommendations

- i. That the Board agrees the planned work programme as (if) amended.

Executive summary

The Auckland Plan sets the direction and expectations for Auckland. AT is responsible to deliver transport solutions that enable the Auckland Plan to be translated into reality. While some of the enabling works to achieve this are specified in the Auckland Plan, AT's development of the ITP is the primary strategic document that establishes the 30 year transport programme based on the Auckland Plan.

The statutory funding documents and operating guidelines for AT and built around the GPS, RLTP, RPTP, LTP and the Annual Plan (budget). These documents have a 3 year focus with an extension to 10 years as an indicated direction (consequence of actions). These documents are typically refreshed every 3 years.

Consequently linking funding reality with long term aspirations requires a **"3 into 30"** mind set. This **"3 into 30"** now forms the basis of all AT programming and planning activity.

Implications:

The risk of long term planning, long time frames for consenting and construction projects etc is that there is a possibility to lose urgency. Further, many projects run for long periods which creates the effect, in a business sense, of a lot of "work in progress (WIP)". High WIP usually sends you broke. Hence there is an effort in all areas to segment projects into defined deliverables on a quarterly basis. This neatly provides another **"3 into 30"** format where it is based on months, not years. The 30 being effectively the 30 months operation between each 3 yearly renewal of the funding cycle.

The attached Work Programme is the first draft of this **"3 into 30"** monitoring of deliverables.

Score Criteria:

As part of the CE review, the Board elected to use a 10 point criteria of assessment. These 10 points have been taken as a scoring criteria to retain a check on all activities to determine if they are addressing the range of items the Board assessed as key deliverables.

How this approach will finally be presented is still being developed but the approach will allow a progressive weighting showing on the relative criteria.


Further, the Board suggested a quarterly review of CE activities and this document may provide the Board assistance in the endeavour.

Future:

It is anticipated that the Board will receive a three month in reflection (a measure of deliverables) and a three month in projection each quarter. The projection will give the Board visibility of immediate work programmes and allow refinement at that time.

Subject to Board direction this approach may also allow a refined reporting process to reduce the amount of routine information transfer. An aspect the Board may wish to consider after a few quarterly cycles.

Document ownership

Approved for submission	David Warburton Chief Executive	
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AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	How does this relate to SOI & KPIs?	How does this relate to Scoring Criteria (SC)?
CAPITAL DEVELOPMENT		
<ul style="list-style-type: none"> • Approve H&S Board Report (project section) • Agree contractor/project statistics, reporting formats • Agree NZTA one network approach re cycling • Agree internal cycle (safety) design principles with Operations 	<ul style="list-style-type: none"> • Clarity re AT role vis a vis consultants and contractors re pending legislation change. • Consistent reporting to SMT, Board re contractor-performance 	3
<ul style="list-style-type: none"> • NZTA combined forums commence (HNO and P&I) • Agree programme of (key project) presentations (AT hosted) and Infrastructure Committee programme • AT Hosted industry briefing (Feb 2014) • NZTA/AT hosted industry briefing (March 2014) 	<ul style="list-style-type: none"> • Engage technical consultants for niche services • More effective communications with industry with key stakeholders (NZTA, Councillors) re programme and priorities 	8 6
<ul style="list-style-type: none"> • Updated Top 25 project presentations (Top 10 by 31 January, Top 25 by 2015) • Top 25 project summaries to support various communications initiatives • CDD business Plan sign off 10 February 	<ul style="list-style-type: none"> • Updated, clear, simple, better use of visual technology (GIS) for use with multiple stakeholders • CDD Business Plan roll out 	1, 6 & 10
<ul style="list-style-type: none"> • Complete (policy and guidelines) criteria and bases for private investment in projects • Agree Board approach to Business Cases – March 2014 CRC 	<ul style="list-style-type: none"> • Advance Park n Ride Strategy to provide for private investment 	5
<ul style="list-style-type: none"> • Road Design Development out to consultation – 10 February 2014 • CDD Training Plan agreed by 31 March 2014 	<ul style="list-style-type: none"> • Refine HR Training Plan • Road Design & Development (RDD) team restructure (90 people) 	2
<ul style="list-style-type: none"> • AMETI – Panmure Station Opening – January • EMU – T&C complete for CBL requirements • Albany Highway – to tender • Penlink decision – Go / No Go • CRL • CCIG – priorities clear • Implement external collaboration tools, GIS for key projects, define innovation programme 	<ul style="list-style-type: none"> • Milestones linked to communications (above) • Projects deliver to forecast spend and timelines • Innovation – external collaboration tools. GIS for all projects implemented • Achieve capex forecast targets (\pm 3%) 	1, 3, 5 & 10



AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	How does this relate to SOI & KPIs?	How does this relate to Scoring Criteria (SC)?
OPERATIONS		
• Complete Bus roll out of AT Hop card	• Direct alignment with SOI	4
• Implement 52 AT Hop Retail Centres .	• Aligns with SOI improving customer service	4
• Complete rail preparation for EMU implementation in April	• Direct alignment with SOI	1, 2, 4, 7 & 8
• Finalise structure for Integrated PT Fares	• Aligns with SOI strategic direction	1, 3, 4 & 9
• Conclude evaluation of RCM northern road contracts and award tender	• Aligns with SOI strategic direction	1,3, 4, 7 & 8
• Complete fit out of ATOC 7.	• Aligns with SOI	3, 4, 8, 9 & 10
• Complete review of AT Streetlight contract/PPP options.	• Aligns with SOI	1, 3, 8 & 9
• Conclude AT Wayfinding initial design concepts	• Aligns with SOI	4, 6 & 9
• Complete audit of AT Revenue Advertising Assets ready for tender	• Aligns with SOI	1, 8, 9 & 10

AT Chairman – 10 Points

1. Strategy, direction and positioning
2. Organisational culture
3. Operating performance – financial, purposefulness, productivity and transformation
4. Customer experience and service
5. Capital performance – new projects, maintenance and renewals
6. Stakeholder management – government, council, local boards, other CCO's, NZTA, media and public
7. Getting the best out of our service providers - operators, constructors and professional service firms
8. Lowering the cost curve
9. Innovation
10. Sense of urgency



AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	How does this relate to SOI & KPIs?	How does this relate to Scoring Criteria?
FINANCE		
Finance		
<ul style="list-style-type: none"> Half Year Financial Statements to AC 	<ul style="list-style-type: none"> Meet Statutory Compliance and AC KPIs Compliance with best practice SOI Financial Performance Measures 	3 & 5
<ul style="list-style-type: none"> Deliver audit report from Audit NZ to accompany Half Year Report (through liaison and ensuring compliance with IFRS requirements) 	<ul style="list-style-type: none"> Meet Statutory and Compliance AC KPIs SOI Financial Performance Measures 	3 & 5
<ul style="list-style-type: none"> Updated Draft 2014/15 Annual Plan. This needs to reviewed in detail 	<ul style="list-style-type: none"> AC KPIs SOI Financial Performance Measures 	1 & 6
<ul style="list-style-type: none"> Draft 4 Year Annual Plan to enable discussions and negotiations with AC and NZTA prior to finalising SOI and LTP 	<ul style="list-style-type: none"> AC KPIs SOI Financial Performance Measures 	6 & 10
<ul style="list-style-type: none"> Liaise with Nicki Lucas' team to assist her deliverable of LTP preparation leading to ITP 	<ul style="list-style-type: none"> Strategy 	6 & 10
<ul style="list-style-type: none"> Ensure the EY report on AIFS revenue attribution is provided to operators to provide assurance that the system is operating appropriately and as expected when allocating fare revenue 	<ul style="list-style-type: none"> AC KPIs Better use of transport resources to maximise return on existing assets Increased customer satisfaction with transport infrastructure Auckland's transport network moves people and goods efficiently 	6 & 10
<ul style="list-style-type: none"> AIFS Finance Policies and Procedures written and approved 	<ul style="list-style-type: none"> KPIs Better use of transport resources to maximise return on existing assets 	3
<ul style="list-style-type: none"> Continue to deliver customer service at high levels to internal and external stakeholders 	<ul style="list-style-type: none"> AC KPIs Better use of transport resources to maximise return on existing assets Increased customer satisfaction with transport infrastructure Auckland's transport network moves people and goods efficiently 	4 & 7
<ul style="list-style-type: none"> Finalise EY report on Diesel Carriage Information Memorandum for release to market 	<ul style="list-style-type: none"> Better use of transport resources to maximise return on existing assets 	1 & 8
<ul style="list-style-type: none"> Compliance - All reports will comply with IFRS, all statutory requirements will be met and all timetables will be achieved 	<ul style="list-style-type: none"> Meet Statutory Compliance and AC KPIs Compliance with best practice SOI Financial Performance Measures 	6



AT DELIVERABLES (3 months to 31 March 2014)

Revenue & Analysis		
<ul style="list-style-type: none"> Describe and cost the ITP scenarios and submit these to AC as input to the development of costed options for LTP funding decisions 	<ul style="list-style-type: none"> This project relates to all KPIs in the SOI. The ITP and LTP are mechanisms for ensuring AT delivers the optimal mix of projects to deliver on our SOI objectives, within our constrained funding. 	1, 4, 5 & 6
<ul style="list-style-type: none"> Submit to the Board a methodology, acceptable to NZTA, by which priorities will be set for each significant project in the years 2015/16 to 2021/22. NZTA funding recovery operations process. 	<ul style="list-style-type: none"> This relates to all KPIs in the SOI. The aim is to optimise NZTA funding so that AT can deliver more projects and better achieve our SOI targets. 	1, 5 & 6
<ul style="list-style-type: none"> Team fully resourced and new staff up to speed with roles, including ensuring we have capacity to meet our LTP/RLTP deliverables 	<ul style="list-style-type: none"> This relates to all KPIs in the SOI. A full complement of staff with appropriate skills will ensure that the LTP and RLTP are delivered to the required quality within statutory deadlines. 	1, 5 & 6
<ul style="list-style-type: none"> Formal engagement with the Governing Body of AC on the LTP and RLTP will commence in late February with a Scene Setting workshop at which the Chief Executive of AT and of all other CCOs will present 	<ul style="list-style-type: none"> This relates to all KPIs in the SOI. The ITP, LTP and RLTP are mechanisms for ensuring AT delivers the optimal mix of projects to deliver on our SOI objectives, within our constrained funding. 	1, 5 & 6
Procurement		
<p>Strategic Project Support:</p> <ul style="list-style-type: none"> EMU and PT network strategy – including critical path IT & Infrastructure items, e.g. AIFS, Radio Communication, Real Time replacement, Consolidated Website, Journey Planner, Digital Media Strategy etc. AMETI - Tendering next tranche and planning for following tranches 	<ul style="list-style-type: none"> Supports Increased satisfaction with transport infrastructure and services 	4, 7 & 10
<p>Support Other Programmes of Work:</p> <ul style="list-style-type: none"> Cross-operations Facilities Maintenance contracts Road Maintenance North contracts Business critical IT support contracts – data centres, service desk, etc. Traffic Engineering Professional panel contracts (including reviewing the strategy for managing the panel) Initiate review process and refresh for Construction Contractors pre-qualification 	<ul style="list-style-type: none"> Supports Auckland's transport network moves people and goods efficiently 	7, 8 & 10
<ul style="list-style-type: none"> Procurement's role and purpose will have been reviewed, a support model agreed with the business, and a programme of capability improvement initiated 	<ul style="list-style-type: none"> Supports reduction in capital and operating expenditure 	3, 5, 7, 8 & 9



AT DELIVERABLES (3 months to 31 March 2014)

<ul style="list-style-type: none"> Develop a support plan for procurement covering FY15 which recognises key business priorities 	<ul style="list-style-type: none"> Enhances people capability to support delivery on Programme of Action 	
<ul style="list-style-type: none"> Review AT's procurement and contract delivery systems and processes in conjunction with key stakeholders to ensure that they are both efficient and effective, including a report to FRC on the effective use of PQM 	<ul style="list-style-type: none"> Aligns and prioritises procurement activity with Programme of Action 	3 & 7
<ul style="list-style-type: none"> Support introduction of NZS 3910 / 3916 / 3917 (Construction Contracts) 	<ul style="list-style-type: none"> Enhances system and process capability to support delivery on Programme of Action 	6 & 7
Property		
<ul style="list-style-type: none"> Relocate CDD from Pier 1 to PwC 	<ul style="list-style-type: none"> Enable improved collaboration and efficiency 	3
<ul style="list-style-type: none"> Complete CRL Project Floors in AMP Centre 	<ul style="list-style-type: none"> Centralising project team and consultants in one site will deliver cost efficiency and improve collaboration. 	2 & 5
<ul style="list-style-type: none"> Site for Parking Wardens 	<ul style="list-style-type: none"> Operational efficiency 	2 & 4
<ul style="list-style-type: none"> Achieve Budget on Facilitation and Licence Portfolio Revenue 	<ul style="list-style-type: none"> Achieve a market return on assets 	3 & 8
<ul style="list-style-type: none"> Risk Management Framework – complete audit 	<ul style="list-style-type: none"> Deliver best practice and transparency 	2 & 6
Capital Programme Support		
<ul style="list-style-type: none"> Month-end – support CDD through the Jan, Feb and March month-end in accordance with requirements set by Finance and CRC 	<ul style="list-style-type: none"> Provides information that supports reporting against the SOI and KPIs 	5
<ul style="list-style-type: none"> Annual Plan 2014/2015 – support finance in development of inputs for AC (including "four year plan development") 	<ul style="list-style-type: none"> Provides information that will inform decision-making on future SOIs and KPIs. Supports alignment between SOI priorities, activities and resources 	3, 5 & 6
<ul style="list-style-type: none"> Long Term Plan/ RLTP – support Financial revenue and analysis team and CDD in the development and delivery of the LPT/RLTP 	<ul style="list-style-type: none"> Provides information that will inform decision-making on future SOIs and KPIs. Supports alignment between SOI priorities, activities and resources 	1 & 3
<ul style="list-style-type: none"> Forecast – support CDD through the third reforecast in accordance with requirements set by Finance 	<ul style="list-style-type: none"> Provides information that supports reporting against the SOI and KPIs. Supports alignment between SOI priorities, activities and resources in light of new information during the year 	3 & 5
<ul style="list-style-type: none"> Work with Finance to develop and implement a solution for the movement of projects post restructures in the financial system 	<ul style="list-style-type: none"> Supports SOI and KPIs by enabling effective and efficient operations 	3 & 5
<ul style="list-style-type: none"> Work with Finance and CDD management to implement a more robust and business engaged approach to CDD Opex reforecast 	<ul style="list-style-type: none"> Better support the business in delivering the SOI and KPIs through enhanced understanding of resource requirements and better management of costs 	3



AT DELIVERABLES (3 months to 31 March 2014)

<ul style="list-style-type: none"> Develop an approach and tools for CDD personnel cost budgeting and forecasting including capital recoveries 	<ul style="list-style-type: none"> Better support the business in delivering the SOI and KPIs through enhanced understanding of resource requirements and better management of costs 	3
<ul style="list-style-type: none"> Help improve the working relationship between AC and AT finance and more effectively resolve issues between the entities 	<ul style="list-style-type: none"> Enables better development and delivery of SOI and KPIs through enhanced collaboration between the entities and better resolution of issues and roadblocks 	6
<ul style="list-style-type: none"> Work with Finance to complete an end-to-end review of the forecasting process (aligned with annual and long-term planning) 	<ul style="list-style-type: none"> Better support the business in delivering the SOI and KPIs through enhanced understanding of resource requirements and better management of costs 	3 & 5
<ul style="list-style-type: none"> Support Revenue and Analysis Team to improve approach and tools for optimising NZTA funding 	<ul style="list-style-type: none"> Ensures optimal funding is in place from NZTA to support delivery of the SOI and KPIs 	3 & 5

AT Scoring Criteria (SC)

1. Strategy, direction and positioning
2. Organisational culture
3. Operating performance – financial, purposefulness, productivity and transformation
4. Customer experience and service
5. Capital performance – new projects, maintenance and renewals
6. Stakeholder management – government, council, local boards, other CCO's, NZTA, media and public
7. Getting the best out of our service providers - operators, constructors and professional service firms
8. Lowering the cost curve
9. Innovation
10. Sense of urgency



AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	How does this relate to SOI & KPIs?	How does this relate to Scoring Criteria (SC)?
BUSINESS TECHNOLOGY		
<ul style="list-style-type: none"> AIFS Integration into Financial & Customer Corporate Data Warehouse 	<ul style="list-style-type: none"> Auckland Transports network moves people and good efficiently 	3 & 8
<ul style="list-style-type: none"> AIFS Bus Depot network and WIFI builds 		3
<ul style="list-style-type: none"> AIFS EOD automation 		3, 8 & 9
<ul style="list-style-type: none"> New Website Go Live New website & personalised login – provides favourite PT stops AM & PM, Saved Journey History 	<ul style="list-style-type: none"> Auckland Transports network moves people and good efficiently Increased customer satisfaction with transport infrastructure and services 	4 & 9

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AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	How does this relate to SOI & KPIs?	How does this relate to Scoring Criteria (SC)?
STRATEGY & PLANNING		
<p>Proposed Auckland Unitary Plan - PAUP</p> <ul style="list-style-type: none"> Complete assessment of PAUP compliance requirements on operating and capex budgets and delivery programmes. Report to AC and AT Board recommendations for submission to amend PAUP to reduce additional compliance costs and programme implications. Report to AC and AT recommendations for separate AT submission in support of AC submission. 	<ul style="list-style-type: none"> CAPEX and OPEX performance SOI KPI's: <ul style="list-style-type: none"> PT targets Customer satisfaction – PT, footpaths and roading 	1, 3, 4, 5, 6, 8 & 10
<p>Integrated Transport Programme</p> <ul style="list-style-type: none"> Establish CAPEX and OPEX funding envelopes for 3, 10, 20 and 30 years and complete initial base case programme to meet envelopes. Finalise KPI's and complete modelling of base case programme against KPIs. 	<ul style="list-style-type: none"> CAPEX and OPEX performance SOI KPI's: <ul style="list-style-type: none"> PT targets Customer satisfaction – PT, footpaths and roading 	1, 3, 4, 5, 8, 9 & 10
<p>Level Crossings Review</p> <ul style="list-style-type: none"> Presentation to CRC of preliminary findings including potential closures, concepts and costs. 	<ul style="list-style-type: none"> CAPEX and OPEX budgets 	1, 4, 5, 6 & 10

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COMMUNICATIONS		
<ul style="list-style-type: none"> Newmarket level crossing communications (Jan/Feb) 	<p>Key capital project specifically listed in SOI (page 22). Delivering on programme of action (“priorities and optimise investment across transports modes”):</p> <ul style="list-style-type: none"> Implementation of the Regional Land Transport Programme Transport safety initiatives <p>Auckland’s transport network moves people and goods efficiently:</p> <ul style="list-style-type: none"> Travel times along strategic freight routes during the inter-peak Public and customer safety and security incidents across PT network Reduce adverse environmental effects from Auckland’s transport system (emissions) 	6
<ul style="list-style-type: none"> WiFi rollout on rail network (Feb/Mar) 	SOI objectives and associated KPIs of “increased customer satisfaction with transport infrastructure and services” and “rail station upgrades on the electrified network”	4, 6 & 9
<ul style="list-style-type: none"> Parking strategy consultation (Feb-Apr) 	<ul style="list-style-type: none"> Better use of transport resources to maximise return on existing assets Auckland’s transport network moves people and goods efficiently. <p>This project also assists with delivery of a number of key strategic initiatives such as Dominion Road upgrade etc. The SOI has a number of specific KPIs around on-street and off-street occupancy rates, which the parking strategy will deliver on.</p>	4 & 1
<ul style="list-style-type: none"> Communications/marketing campaign for launch of EMUs and associated safety campaign (Jan-May) 	Key strategic project delivering on virtually all PT objectives in SOI.	6 & 3
<ul style="list-style-type: none"> Local Board Engagement Plans (Feb) 	A requirement of the Shareholder Expectation Guide (first refresh since 2011).	6
<ul style="list-style-type: none"> Community Transport/safety campaigns (Red Means Stop, Slow Down Around Schools, Summer Cycling, Motorcycle Safety) (Feb-Apr) 	“Improved safety of Auckland’s transport system” – a number of specific KPIs relating to crash statistics, etc.	6 & 8
<i>Also ongoing support for AIFS, East/West, Dominion Road, major events</i>		

AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	How does this relate to SOI & KPIs?	How does this relate to Scoring Criteria (SC)?
PEOPLE, SERVICE & PERFORMANCE		
<ul style="list-style-type: none"> Health & Safety – confirm new strategy to aspire to Zero Harm culture 	<ul style="list-style-type: none"> Aligns to SOI on CCO work environments 	2
<ul style="list-style-type: none"> Engagement Survey – launched to staff. Follows on from year of looking to lift scores 	<ul style="list-style-type: none"> Direct compliance to SOI 	2
<ul style="list-style-type: none"> Development of outline of programme of work for “Leadership Fundamentals” 	<ul style="list-style-type: none"> BAU development 	Aligned to transforming generic leadership capability
<ul style="list-style-type: none"> Complaints Management Launch – with focus on reducing handling times 	<ul style="list-style-type: none"> Look to improve on business performance standards 	4
<ul style="list-style-type: none"> AT Hop rollout support via Contact Centre channels 	<ul style="list-style-type: none"> Improvement across PT patronage targets 	Development of this channel

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Task / Project	How does this relate to SOI & KPIs?	How does this relate to Scoring Criteria (SC)?
GENERAL		
<ul style="list-style-type: none"> CCO Review 		
<ul style="list-style-type: none"> Alternative Funding 		
<ul style="list-style-type: none"> Organisational Structure consolidate 		
<ul style="list-style-type: none"> Customer Focus Committee 		

