

# Three Monthly Reporting

## Recommendation(s)

That the board:

- i) Receives this report.

## Executive summary


Attached for your information are two reports:

- i. Work completed to 31 March 2014 and its relationship to the SOI and the AT Scoring Criteria.
- ii. The projected work to 30 June 2014 on the same basis.

## Attachments

Number	Description
1	AT Deliverables (3 months to 31 March 2014)
2	AT Deliverables (3 months to 30 June 2014)

## Document ownership

Submitted approved by	and	David Warburton Chief Executive	
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## AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria *	RESULTS
<b>CAPITAL DEVELOPMENT</b>			
<b>Zero Harm</b> <ul style="list-style-type: none"> <li>Approve H&amp;S Board Report (project section)</li> <li>Agree contractor/project statistics, reporting formats</li> <li>Agree NZTA one network approach re cycling</li> <li>Agree internal cycle (safety) design principles with Operations</li> </ul>		3, 4, 7	<ul style="list-style-type: none"> <li>H&amp;S team (SH &amp; CZ responsible for Board Report). CDD has revised Project Manager-contractor statistic reporting. CDD has provided feedback to CZ re contractor monthly statistic reporting</li> <li>Cycle (safety) design principles is a WIP (via Cycle Design team)</li> </ul>
<b>Leadership</b> <ul style="list-style-type: none"> <li>NZTA combined forums commence (HNO and P&amp;I)</li> <li>Agree programme of (key project) presentations (AT hosted) and Infrastructure Committee programme</li> <li>AT Hosted industry briefing (Feb 2014)</li> <li>NZTA/AT hosted industry briefing (March 2014)</li> </ul>		8  6	<ul style="list-style-type: none"> <li>Feb NZTA (HNO) Forum held. AT (CDD) Industry Forum held 17 March. Combined NZTA/AT forum (March) Next Infrastructure Committee presentation in June/July. CRL project team presentation to Councillors 8 April.</li> </ul>
<b>Communications</b> <ul style="list-style-type: none"> <li>Updated Top 25 project presentations (Top 10 by 31 January, Top 25 by 2015)</li> <li>Top 25 project summaries to support various communications initiatives</li> <li>CDD business Plan sign off 10 February</li> </ul>		1, 6 & 10	<ul style="list-style-type: none"> <li>Top 20 (by spend or by interest) project summaries (PowerPoint) completed mid-March and loaded to website. Additional 12 to be completed mid-April. One pagers to be completed mid-April</li> <li>Project milestone matrix to be completed 30 April and provided to ELT</li> <li>Business Plan (WIP) signed off. Next update in July 2014</li> </ul>
<b>Private Investment</b> <ul style="list-style-type: none"> <li>Complete (framework policy guidelines) criteria and bases for private investment in projects</li> <li>Agree Board approach to Business Cases – March 2014 CRC</li> </ul>		5, 8	<ul style="list-style-type: none"> <li>Investment Framework to Board in May</li> <li>Park'n'Ride Execution Strategy (in draft as at 7 April). Transport Funding Agreement paper to Board in April</li> </ul>
<b>People</b> <ul style="list-style-type: none"> <li>Road Design Development out to consultation – 10 February 2014</li> <li>CDD Training Plan agreed by 31 March 2014</li> </ul>		2	<ul style="list-style-type: none"> <li>RDD (Road Team) consultation to be communicated (formally) - April Considerable socialising with the department January - March undertaken</li> <li>Training plan (for future stars) evolving. Draft talent management framework being developed (in conjunction with HR)</li> </ul>
<b>Projects</b> <ul style="list-style-type: none"> <li>AMETI – Panmure Station Opening – January</li> <li>EMU – T&amp;C complete for CBL requirements</li> <li>Albany Highway – to tender</li> <li>Penlink decision – Go / No Go</li> <li>CRL</li> <li>CCIG – priorities clear</li> <li>Innovation - Implement external collaboration tools. GIS for key</li> </ul>	<ul style="list-style-type: none"> <li>Project milestones as per SOI for CRL AMETI and EMU</li> </ul>	1, 3, 5 & 10	<ul style="list-style-type: none"> <li>AMETI - Panmure Station opened January</li> <li>T&amp;C 9 units (as at 7 April) 4 units en route</li> <li>Albany Highway - RFT for construction March/April</li> <li>Penlink - No decision (Board in April)</li> <li>CRL - Negotiations with PPL re DSC continue. Initial enabling works discussion with Council</li> <li>CCIG - Draft Business Plan. Programme (:and budget) co-ordinated</li> </ul>



## AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria *	RESULTS
projects. Define innovation programme (IT and Not IT related) <ul style="list-style-type: none"> <li>Core capex target of \$530</li> </ul>			<ul style="list-style-type: none"> <li>Innovation - draft paper presented to SMT. External collaboration tool being trialled on CRL. GIS solution re all projects imminent (BTG led)</li> <li>Capex - sitting at 3.5% (\$500m now likely)</li> </ul>

### \*AT Scoring Criteria

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	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria *	RESULTS
<b>OPERATIONS</b>			
<ul style="list-style-type: none"> <li>Complete Bus roll out of AT Hop card</li> </ul>	<ul style="list-style-type: none"> <li>Direct alignment with SOI</li> </ul>	4	AT HOP card rollout completed on all major bus operators during the quarter including Ritchies, Northern Express, Howick & Eastern and Airbus
<ul style="list-style-type: none"> <li>Implement 52 AT Hop Retail Centres</li> </ul>	<ul style="list-style-type: none"> <li>Aligns with SOI improving customer service</li> </ul>	4	48 retail outlets are now open and 10 Customer Services Centres (CSC), with the Botany CSC opening in March. Following completion of the rollout a gap analysis is underway to identify the best locations for the remaining four outlets
<ul style="list-style-type: none"> <li>Complete rail preparation for EMU implementation in April</li> </ul>	<ul style="list-style-type: none"> <li>Direct alignment with SOI</li> </ul>	1, 2, 4, 7 & 8	EMUs are undergoing final certification and running right access approval by KiwiRail. Onehunga Line stations will be rebranded with additional signage and customer information. Enhanced customer experience includes for new Transdev operations and customer facing staff uniforms, new pre-recorded announcements, additional staff training and EMU launch branding and promotional material
<ul style="list-style-type: none"> <li>Finalise structure for Integrated PT Fares</li> </ul>	<ul style="list-style-type: none"> <li>Aligns with SOI strategic direction</li> </ul>	1, 3, 4 & 9	A separate April Board paper will recommend the final proposed fare structure and products following additional modelling and research. Following rollout of the AT HOP across all bus further scenario modelling for patronage and revenue impacts is underway using cross network HOP data
<ul style="list-style-type: none"> <li>Conclude evaluation of RCM northern road contracts and award tender</li> </ul>	<ul style="list-style-type: none"> <li>Aligns with SOI strategic direction</li> </ul>	1,3, 4, 7 & 8	Tender process complete, evaluation process complete, in final stages of awarding contracts
<ul style="list-style-type: none"> <li>Complete fit out of ATOC</li> </ul>	<ul style="list-style-type: none"> <li>Aligns with SOI</li> </ul>	3, 4, 8, 9 & 10	ATOC build is progressing well and is on track to works completion on 17th April. IT equipment and staff training will commence from 22 April with a full complement of staff from Parking and enforcement and Special Events on-site from 28 April.
<ul style="list-style-type: none"> <li>Complete review of AT Streetlight contract/PPP options</li> </ul>	<ul style="list-style-type: none"> <li>Aligns with SOI</li> </ul>	1, 3, 8 & 9	With the departure of the Group Manager Strategic Development the strategy phase has been delayed. A revised program will be established once the Strategic Development Group Manager has been replaced
<ul style="list-style-type: none"> <li>Conclude AT Wayfinding initial design concepts</li> </ul>	<ul style="list-style-type: none"> <li>Aligns with SOI</li> </ul>	4, 6 & 9	Research and Planning meetings all on target
<ul style="list-style-type: none"> <li>Complete audit of AT Revenue Advertising Assets ready for tender</li> </ul>	<ul style="list-style-type: none"> <li>Aligns with SOI</li> </ul>	1, 8, 9 & 10	With the departure of the Group Manager Strategic Development the strategy phase has been delayed. A revised program will be established once the Strategic Development Group Manager has been replaced
<ul style="list-style-type: none"> <li>Renewals Programme – 256 kms</li> </ul>	<ul style="list-style-type: none"> <li>Aligns with SOI</li> </ul>	4, 5	247 kilometres delivered



## AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria *	RESULTS
<b>FINANCE</b>			
<b>Finance</b>			
<ul style="list-style-type: none"> <li>Half Year Financial Statements to AC</li> </ul>	<ul style="list-style-type: none"> <li>Meet Statutory Compliance and AC KPIs</li> <li>Compliance with best practice</li> <li>SOI Financial Performance Measures</li> </ul>	3 & 5	Completed on time (first CCO at AC with reports) All requirements met
<ul style="list-style-type: none"> <li>Deliver audit report from Audit NZ to accompany Half Year Report (through liaison and ensuring compliance with IFRS requirements)</li> </ul>	<ul style="list-style-type: none"> <li>Meet Statutory and Compliance AC KPIs</li> <li>SOI Financial Performance Measures</li> </ul>	3 & 5	Completed – AT's Audit NZ team were able to clear the AT statements early
<ul style="list-style-type: none"> <li>Updated Draft 2014/15 Annual Plan. This needs to be reviewed in detail</li> </ul>	<ul style="list-style-type: none"> <li>AC KPIs</li> <li>SOI Financial Performance Measures</li> </ul>	1 & 6	Draft completed - Board advised Draft SOI non-financial used as drivers for financials
<ul style="list-style-type: none"> <li>Draft 4 Year Annual Plan to enable discussions and negotiations with AC and NZTA prior to finalising SOI and LTP</li> </ul>	<ul style="list-style-type: none"> <li>AC KPIs</li> <li>SOI Financial Performance Measures</li> </ul>	6 & 10	4 Year plan completed and advised to AC Used as a basis for the LTP
<ul style="list-style-type: none"> <li>Liaise with Nicki Lucas' team to assist her deliverable of LTP preparation leading to ITP</li> </ul>	<ul style="list-style-type: none"> <li>Strategy</li> </ul>	6 & 10	LTP preparation underway. Nicki's team kept fully informed of progress
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>AC KPIs</li> <li>Better use of transport resources to maximise return on existing assets</li> <li>Increased customer satisfaction with transport infrastructure</li> <li>Auckland's transport network moves people and goods efficiently</li> </ul>	6 & 10	Report completed – sent to Fullers in early April The Bus section being re-written to remove immaterial comments NZ Bus doing their own reports and no issues communicated to us on that
<ul style="list-style-type: none"> <li>AIFS Finance Policies and Procedures written and approved</li> </ul>	<ul style="list-style-type: none"> <li>KPIs</li> <li>Better use of transport resources to maximise return on existing assets</li> </ul>	3	Completed and currently being reviewed by senior management
<ul style="list-style-type: none"> <li>Continue to deliver customer service at high levels to internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>AC KPIs</li> <li>Better use of transport resources to maximise return on existing assets</li> <li>Increased customer satisfaction with transport infrastructure</li> <li>Auckland's transport network moves people and goods efficiently</li> </ul>	4 & 7	Reports to Board and management being reviewed for appropriateness and whether they meet expectations
<ul style="list-style-type: none"> <li>Finalise EY report on Diesel Carriage Information Memorandum for release to market</li> </ul>	<ul style="list-style-type: none"> <li>Better use of transport resources to maximise return on existing assets</li> </ul>	1 & 8	IM completed by EY. EOI in process of being prepared for release to market
<ul style="list-style-type: none"> <li>Compliance - All reports will comply with IFRS, all statutory requirements will be met and all timetables will be achieved</li> </ul>	<ul style="list-style-type: none"> <li>Meet Statutory Compliance and AC KPIs</li> <li>Compliance with best practice</li> <li>SOI Financial Performance Measures</li> </ul>	6	AC Financial Reports comply with IFRS All statutory requirements met (tax, infringements, payments etc.)



## AT DELIVERABLES (3 months to 31 March 2014)

Revenue & Analysis			
<ul style="list-style-type: none"> <li>Describe and cost the ITP scenarios and submit these to AC as input to the development of costed options for LTP funding decisions</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	1, 4, 5 & 6	We now have advice that Auckland Council is aiming for 2.5% per annum rates increases in the LTP, compared with 4.9% in the previous LTP. This will require significant reductions in the Group's capital programme (capital expenditure gives rise to interest costs, depreciation and consequential operating costs, all of which are funded by rates income). While this represents a risk, work to describe and cost the ITP scenarios is well underway.
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	1, 5 & 6	A prioritisation methodology has been prepared as part of the ITP development work, and this was presented to CRC in March. A single prioritised AT programme will be developed for the ITP, RLTP and LTP.
<ul style="list-style-type: none"> <li>NZTA funding process.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	1, 5 & 6	12 funding applications have been approved by NZTA during the 3 months to 31 March 2014, including applications for construction of the Dominion Road cycleways project and upgrade of Flatbush School Road, and design of the Otahuhu bus interchange.
<ul style="list-style-type: none"> <li>Team fully resourced and new staff up to speed with roles, including ensuring we have capacity to meet our LTP/RLTP deliverables</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	1, 5 & 6	All vacancies are now filled and new staff are coming up to speed well. In addition, we are mapping and documenting key processes so that knowledge will not be lost if staff leave the organisation.
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	1, 5 & 6	The Chief Executive presented to Council's scene setting workshop outlining key issues and challenges facing Auckland Transport.
Procurement			
<p>Strategic Project Support:</p> <ul style="list-style-type: none"> <li>EMU and PT network strategy – including critical path IT &amp; Infrastructure items, e.g. AIFS, Radio Communication, Real Time replacement, Consolidated Website, Journey Planner, Digital Media Strategy etc.</li> <li>AMETI - Tendering next tranche and planning for following tranches</li> </ul>	<ul style="list-style-type: none"> <li>Supports Increased satisfaction with transport infrastructure and services</li> </ul>	4, 7 & 10	Increased Procurement support and proactivity on these strategic projects. Resource being recruited for next quarter will provide further opportunity to increase pace of delivery.
<p>Support Other Programmes of Work:</p> <ul style="list-style-type: none"> <li>Cross-operations Facilities Maintenance contracts</li> <li>Road Maintenance North contracts</li> <li>Business critical IT support contracts – data centres, service desk, etc.</li> <li>Traffic Engineering Professional panel contracts (including reviewing the strategy for managing the panel)</li> <li>Initiate review process and refresh for Construction Contractors pre-qualification</li> </ul>	<ul style="list-style-type: none"> <li>Supports Auckland's transport network moves people and goods efficiently</li> </ul>	7, 8 & 10	Facilities Maintenance tenders progressing well and largely to target. Contracts to be awarded by end June 2014. Road Maintenance tenders evaluated and contracts will be awarded April 2014 IT support contracts in some cases require further work / resource. Traffic Engineering panel work still to commence. Review process initiated for Construction Contractors pre-qualification
<ul style="list-style-type: none"> <li>Procurement's role and purpose will have been reviewed, a support model agreed with the business, and a programme of capability improvement initiated</li> </ul>	<ul style="list-style-type: none"> <li>Supports reduction in capital and operating expenditure</li> </ul>	3, 5, 7, 8 & 9	Role and purpose, together with new operating model agreed. Restructure completed and in process of recruitment.





## AT DELIVERABLES (3 months to 31 March 2014)

<ul style="list-style-type: none"> <li>Develop a support plan for procurement covering FY15 which recognises key business priorities</li> </ul>	<ul style="list-style-type: none"> <li>Enhances people capability to support delivery on Programme of Action</li> </ul>		Plan to be developed by end June 2014
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Aligns and prioritises procurement activity with Programme of Action</li> </ul>	3 & 7	Gathered and analysed data to support review of PQM (last 85 tenders analysed). Currently consulting on results with key areas of business. Outline of report drafted but needs to be finalised.
<ul style="list-style-type: none"> <li>Support introduction of NZS 3910 / 3916 / 3917 (Construction Contracts)</li> </ul>	<ul style="list-style-type: none"> <li>Enhances system and process capability to support delivery on Programme of Action</li> </ul>	6 & 7	Plan to be developed by end June 2014
<b>Property</b>			
<ul style="list-style-type: none"> <li>Relocate CDD from Pier 1 to PwC</li> </ul>	<ul style="list-style-type: none"> <li>Enable improved collaboration and efficiency</li> </ul>	3	Completed (final move to HSBC planned for 28 April)
<ul style="list-style-type: none"> <li>Complete CRL Project Floors in AMP Centre</li> </ul>	<ul style="list-style-type: none"> <li>Centralising project team and consultants in one site will deliver cost efficiency and improve collaboration.</li> </ul>	2 & 5	Completed – Move carried out 28 March, now operational
<ul style="list-style-type: none"> <li>Site for Parking Wardens</li> </ul>	<ul style="list-style-type: none"> <li>Operational efficiency</li> </ul>	2 & 4	Leased part of ground floor at AMP Centre Move planned for 23 May
<ul style="list-style-type: none"> <li>Achieve Budget on Facilitation and Licence Portfolio Revenue</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a market return on assets</li> </ul>	3 & 8	Ongoing BAU
<ul style="list-style-type: none"> <li>Risk Management Framework – complete audit</li> </ul>	<ul style="list-style-type: none"> <li>Deliver best practice and transparency</li> </ul>	2 & 6	Completed
<b>Capital Programme Support</b>			
<ul style="list-style-type: none"> <li>Month-end – support CDD through the Jan, Feb and March month-end in accordance with requirements set by Finance and CRC</li> </ul>	<ul style="list-style-type: none"> <li>Provides information that supports reporting against the SOI and KPIs</li> </ul>	5	Completed – on time Good feedback
<ul style="list-style-type: none"> <li>Annual Plan 2014/2015 – support finance in development of inputs for AC (including "four year plan development")</li> </ul>	<ul style="list-style-type: none"> <li>Provides information that will inform decision-making on future SOIs and KPIs. Supports alignment between SOI priorities, activities and resources</li> </ul>	3, 5 & 6	Full information provided AC advised of Draft Plans
<ul style="list-style-type: none"> <li>Long Term Plan/ RLTP – support Financial revenue and analysis team and CDD in the development and delivery of the LPT/RLTP</li> </ul>	<ul style="list-style-type: none"> <li>Provides information that will inform decision-making on future SOIs and KPIs. Supports alignment between SOI priorities, activities and resources</li> </ul>	1 & 3	LTP development underway
<ul style="list-style-type: none"> <li>Forecast – support CDD through the third reforecast in accordance with requirements set by Finance</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	3 & 5	3 <sup>rd</sup> Forecast completed on time – advised to the Board in March
<ul style="list-style-type: none"> <li>Work with Finance to develop and implement a solution for the movement of projects post restructures in the financial system</li> </ul>	<ul style="list-style-type: none"> <li>Supports SOI and KPIs by enabling effective and efficient operations</li> </ul>	3 & 5	Solution developed and implemented
<ul style="list-style-type: none"> <li>Work with Finance and CDD management to implement a more robust and business engaged approach to CDD Opex reforecast</li> </ul>	<ul style="list-style-type: none"> <li>Better support the business in delivering the SOI and KPIs through enhanced understanding of resource requirements and better management of costs</li> </ul>	5	Underway but not yet completed





## AT DELIVERABLES (3 months to 31 March 2014)

<ul style="list-style-type: none"> <li>Develop an approach and tools for CDD personnel cost budgeting and forecasting including capital recoveries</li> </ul>	<ul style="list-style-type: none"> <li>Better support the business in delivering the SOI and KPIs through enhanced understanding of resource requirements and better management of costs</li> </ul>	5	Underway but not completed
<ul style="list-style-type: none"> <li>Help improve the working relationship between AC and AT finance and more effectively resolve issues between the entities</li> </ul>	<ul style="list-style-type: none"> <li>Enables better development and delivery of SOI and KPIs through enhanced collaboration between the entities and better resolution of issues and roadblocks</li> </ul>	6	Relationship with AC Finance much improved and issue resolution and communication has also improved
<ul style="list-style-type: none"> <li>Work with Finance to complete an end-to-end review of the forecasting process (aligned with annual and long-term planning)</li> </ul>	<ul style="list-style-type: none"> <li>Better support the business in delivering the SOI and KPIs through enhanced understanding of resource requirements and better management of costs</li> </ul>	3 & 5	Quarterly forecasting still considered the best option but now agreed that a 12 month rolling forecast especially for Capital projects is also desirable
<ul style="list-style-type: none"> <li>Support Revenue and Analysis Team to improve approach and tools for optimising NZTA funding</li> </ul>	<ul style="list-style-type: none"> <li>Ensures optimal funding is in place from NZTA to support delivery of the SOI and KPIs</li> </ul>	3 & 5	Support provided on all projects



## AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria *	RESULTS
<b>BUSINESS TECHNOLOGY</b>			
<ul style="list-style-type: none"> <li>AIFS Integration into Financial &amp; Customer Corporate Data Warehouse</li> </ul>	<ul style="list-style-type: none"> <li>Auckland Transports network moves people and good efficiently</li> </ul>	3 & 8	AIFS integration into Data Warehouse complete
<ul style="list-style-type: none"> <li>AIFS Bus Depot network and WIFI builds</li> </ul>		3	Project WIFI installations for the project are all completed. Murphy's bus depot which is being installed as Business as Usual is underway.
<ul style="list-style-type: none"> <li>AIFS EOD automation</li> </ul>		3, 8 & 9	EOD automated
<ul style="list-style-type: none"> <li>New Website Go Live</li> <li>New website &amp; personalised login – provides favourite PT stops AM &amp; PM, Saved Journey History</li> </ul>	<ul style="list-style-type: none"> <li>Auckland Transports network moves people and good efficiently</li> <li>Increased customer satisfaction with transport infrastructure and services</li> </ul>	4 & 9	Both aspects completed



## AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria *	RESULTS
<b>STRATEGY &amp; PLANNING</b>			
<b>Proposed Auckland Unitary Plan - PAUP</b> <ul style="list-style-type: none"> <li>Complete assessment of PAUP compliance requirements on operating and capex budgets and delivery programmes.</li> <li>Report to AC and AT Board recommendations for submission to amend PAUP to reduce additional compliance costs and programme implications.</li> <li>Report to AC and AT recommendations for separate AT submission in support of AC submission.</li> </ul>	<ul style="list-style-type: none"> <li>CAPEX and OPEX performance</li> <li>SOI KPI's: <ul style="list-style-type: none"> <li>PT targets</li> <li>Customer satisfaction – PT, footpaths and roading</li> </ul> </li> </ul>	1, 3, 4, 5, 6, 8 & 10	<ul style="list-style-type: none"> <li>Comprehensive feedback provided to AC on PAUP provisions impacting on AT's efficiency.</li> <li>Submission made as per AT Board direction and agreement with Mayor.</li> <li>Ongoing communication and collaboration with AC</li> </ul>
<b>Integrated Transport Programme</b> <ul style="list-style-type: none"> <li>Establish CAPEX and OPEX funding envelopes for 3, 10, 20 and 30 years and complete initial base case programme to meet envelopes.</li> <li>Finalise KPI's and complete modelling of base case programme against KPIs.</li> </ul>	<ul style="list-style-type: none"> <li>CAPEX and OPEX performance</li> <li>SOI KPI's: <ul style="list-style-type: none"> <li>PT targets</li> <li>Customer satisfaction – PT, footpaths and roading</li> </ul> </li> </ul>	1, 3, 4, 5, 8, 9 & 10	<ul style="list-style-type: none"> <li>Prioritisation framework has been developed and is being applied to the base project list.</li> <li>Ongoing engagement with AC and NZTA</li> <li>Transport modelling complete for base project list and results being analysed</li> <li>Financial implications of base project list being confirmed.</li> </ul>
<b>Asset Management Planning</b> <ul style="list-style-type: none"> <li>Development of Asset Management Plan for 2015-2018- to be published June 2015.</li> <li>Provide Annual update to Asset Management Plan for 2012-2015- to be published June 2014.</li> <li>Complete first pass of condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>CAPEX and OPEX performance</li> <li>Auckland Transports network moves people and good efficiently</li> <li>Increased customer satisfaction with transport infrastructure and services</li> <li>Better use of transport resources to maximise return on existing assets</li> <li>Resilient Network</li> </ul>	1,3,4,5 & 8	<ul style="list-style-type: none"> <li>Renewal model developed to optimise investment decisions against condition level of service over a 30 year timeframe</li> <li>Drafting of planning documents proceeding to programme to meet publication dates</li> <li>Quarterly publication of asset inventory updates</li> <li>Condition surveys for significant assets completed ahead of programme and reported to Capital Review Committee in February 2014.</li> <li>Publication of 2014/15 renewal works programme due end of April/early May</li> </ul>
<b>Seismic Screening Programme</b> <ul style="list-style-type: none"> <li>Undertake primary screening of significant assets by June 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Resilient Network</li> </ul>	1,3,8 &10	<ul style="list-style-type: none"> <li>40% of primary screening completed- on target for completion of primary screening by December 2014- 6 months ahead of programme.</li> <li>Regular Board updates through Monthly Business Report</li> </ul>
<b>Level Crossings Review</b> <ul style="list-style-type: none"> <li>Presentation to CRC of preliminary findings including potential closures, concepts and costs.</li> </ul>	<ul style="list-style-type: none"> <li>CAPEX and OPEX budgets</li> </ul>	1, 4, 5, 6 & 10	
<b>Statement of Intent 2014-2017</b> <ul style="list-style-type: none"> <li>Provide Draft SOI for Board consideration at its February meeting.</li> <li>Following feedback from Board, finalise Draft SOI and forward to Council by 1 March 2014.</li> </ul>	<ul style="list-style-type: none"> <li>New SOI provides updated set of performance measures and targets</li> </ul>	1, 2, 3, 4, 5, 6, 8, 9 & 10	<ul style="list-style-type: none"> <li>Draft SOI considered by Board at February meeting and forwarded to Council on 28<sup>th</sup> February 2014.</li> </ul>



## AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria *	RESULTS
<b>COMMUNICATIONS</b>			
<ul style="list-style-type: none"> <li>Newmarket level crossing communications</li> </ul>	<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"> <li>Implementation of the Regional Land Transport Programme</li> <li>Transport safety initiatives</li> </ul> <p>Auckland’s transport network moves people and goods efficiently:</p> <ul style="list-style-type: none"> <li>Travel times along strategic freight routes during the inter-peak</li> <li>Public and customer safety and security incidents across PT network</li> <li>Reduce adverse environmental effects from Auckland’s transport system (emissions)</li> </ul>	6	<ul style="list-style-type: none"> <li>Residents and other key stakeholders advised of Sarawia Street decision in January.</li> <li>Public meeting held Feb 25 and community reference group established.</li> <li>Next meeting April (date TBC)</li> <li>Project pages on internet updated</li> <li>LGOIMA responses collated and sent within statutory time-frame.</li> </ul>
<ul style="list-style-type: none"> <li>WiFi rollout on rail network</li> </ul>	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"> <li>Technical and marketing/PR discussions with service provider during this period.</li> <li>Technical issues resolved for late April go-live (testing).</li> </ul>
<ul style="list-style-type: none"> <li>Parking strategy consultation</li> </ul>	<ul style="list-style-type: none"> <li>Better use of transport resources to maximise return on existing assets</li> <li>Auckland’s transport network moves people and goods efficiently.</li> </ul> <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>	1, 4 & 6	<ul style="list-style-type: none"> <li>Consultation strategy endorsed by AT Board in February.</li> <li>Collateral/information development Feb/Mar.</li> </ul>
<ul style="list-style-type: none"> <li>Communications/marketing campaign for launch of EMUs and associated safety campaign (Jan-May)</li> </ul>	Key strategic project delivering on virtually all PT objectives in SOI.	3 & 6	<ul style="list-style-type: none"> <li>Marketing and PR strategies developed and approved.</li> <li>Advertising agency and event management company engaged.</li> </ul>
<ul style="list-style-type: none"> <li>Local Board Engagement Plans</li> </ul>	A requirement of the Shareholder Expectation Guide (first refresh since 2011).	6	<ul style="list-style-type: none"> <li>Draft versions consulted on with two Local Boards (Waitemata and Waitakere Ranges)</li> <li>Documents with all Local Boards for comment and discussions and/or workshops held as required.</li> </ul>
<ul style="list-style-type: none"> <li>Community Transport/safety campaigns (Red Means Stop, Slow Down Around Schools, Summer Cycling, Motorcycle Safety)</li> </ul>	“Improved safety of Auckland’s transport system” – a number of specific KPIs relating to crash statistics, etc.	6 & 8	<ul style="list-style-type: none"> <li>Motorcycle safety, sober driver, pedestrian, summer cycling, red light running campaigns all delivered during this period; all consistent with Safer Journeys Safe System framework developed by NZTA.</li> </ul>
<p><i>Also ongoing support for AIFS, East/West, Dominion Road, major events</i></p>	A number of these key projects are referred to specifically in the SOI (e.g. AIFS and Dominion Road)	4, 6 & 10	<ul style="list-style-type: none"> <li>Successful completion of marketing and communications programme relating to AIFS, communications and marketing support for significant major events including NRL Nines, music concerts, Super 15 etc.</li> </ul>



## AT DELIVERABLES (3 months to 31 March 2014)

Task / Project	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria *	RESULTS
<b>PEOPLE, SERVICE &amp; PERFORMANCE</b>			
<ul style="list-style-type: none"> <li>Health &amp; Safety – confirm new strategy to aspire to Zero Harm culture</li> </ul>	<ul style="list-style-type: none"> <li>Aligns to SOI on CCO work environments</li> </ul>	2	Strategy put forward and endorsed by board.
<ul style="list-style-type: none"> <li>Engagement Survey – launched to staff. Follows on from year of looking to lift scores</li> </ul>	<ul style="list-style-type: none"> <li>Direct compliance to SOI</li> </ul>	2	Dramatic lift in staff completion rates YOY. Lifted from 77% to 86%.
<ul style="list-style-type: none"> <li>Development of outline of programme of work for “Leadership Fundamentals”</li> </ul>	<ul style="list-style-type: none"> <li>BAU development</li> </ul>	1	Near to completion.
<ul style="list-style-type: none"> <li>Complaints Management Launch – with focus on reducing handling times</li> </ul>	<ul style="list-style-type: none"> <li>Look to improve on business performance standards</li> </ul>	4	Draft completed. Further work to define and launch time reduction improvements. Draft endorsed by Ombudsman.
<ul style="list-style-type: none"> <li>AT Hop rollout support via Contact Centre channels</li> </ul>	<ul style="list-style-type: none"> <li>Improvement across PT patronage targets</li> </ul>	9	Completed

### **\*AT Scoring Criteria**

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 30 June 2014)

Task / Project	Relationship to SOI, KPIs	Relationship to AT Scoring Criteria*	30 June 2014 Results
<b>CAPITAL DEVELOPMENT</b>			
<b>Zero Harm</b> <ul style="list-style-type: none"> <li>Approve H&amp;S Board Report (project section)</li> <li>Agree contractor/project statistics, reporting formats</li> <li>Agree NZTA one network approach re cycling</li> <li>Agree internal cycle (safety) design principles with Operations</li> </ul>		3, 4, 7	
<b>Leadership</b> <ul style="list-style-type: none"> <li>NZTA combined forums commence (HNO and P&amp;I)</li> <li>Agree programme of (key project) presentations (AT hosted) and Infrastructure Committee programme</li> <li>AT Hosted industry briefing (Feb 2014)</li> <li>NZTA/AT hosted industry briefing (March 2014)</li> </ul>		2, 6, 7, 8	
<b>Communication</b> <ul style="list-style-type: none"> <li>Updated Top 25 project presentations (Top 10 by 31 January, Top 25 by 2015)</li> <li>Top 25 project summaries to support various communications initiatives</li> <li>CDD business Plan sign off 10 February</li> </ul>		1, 6, 10	
<b>Private Investment</b> <ul style="list-style-type: none"> <li>Complete (framework policy guidelines) criteria and bases for private investment in projects</li> <li>Agree Board approach to Business Cases – March 2014 CRC</li> </ul>		1, 5, 8, 9	
<b>People</b> <ul style="list-style-type: none"> <li>Road Design Development out to consultation – 10 February 2014</li> <li>CDD Training Plan agreed by 31 March 2014</li> </ul>		2, 3	

### \*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 30 June 2014)

Task / Project	Relationship to SOI, KPI's	Relationship to AT Scoring Criteria*	30 June 2014 Results
<b>Projects</b> <ul style="list-style-type: none"> <li>• AMETI - Panmure Station Opening - January</li> <li>• EMU - T&amp;C complete for CBL requirements</li> <li>• Albany Highway - to tender</li> <li>• Penlink decision - Go / No Go</li> <li>• CRL</li> <li>• CCIG - priorities clear</li> <li>• Innovation - Implement external collaboration tools. GIS for key projects. Define innovation programme (IT and Not IT related)</li> <li>• Core capex target of \$530</li> </ul>	<ul style="list-style-type: none"> <li>• Project milestones as per SOI for CRL AMETI and EMU</li> </ul>	3, 4, 5, 7, 10	
<b>Cycleway Network</b> <ul style="list-style-type: none"> <li>• Beach Road – detailed design complete</li> <li>• Tiverton Wolverton – construction tender</li> <li>• Waterview – investigation complete</li> </ul>	<ul style="list-style-type: none"> <li>• Direct alignment with SOI</li> </ul>	1, 4, 5	
<b>OPERATIONS</b>			
<ul style="list-style-type: none"> <li>• ATOC Go Live/Functional</li> </ul>	<ul style="list-style-type: none"> <li>• Direct alignment with SOI</li> </ul>	3, 4, 7, 8, 9, 10	
<ul style="list-style-type: none"> <li>• Red Light Camera Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns with SOI safety objectives</li> </ul>	1, 4, 6, 10	
<ul style="list-style-type: none"> <li>• Parking Strategy Consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Direct alignment with SOI</li> </ul>	3, 4, 6, 7, 8, 9	
<ul style="list-style-type: none"> <li>• Rail Revenue Protection: personal CCTV and trespass processed consulted</li> </ul>		2, 4, 7, 10	
<ul style="list-style-type: none"> <li>• Bus PTOM: draft contract issued for bus industry feedback</li> </ul>		1, 3, 4, 7, 8, 9	
<ul style="list-style-type: none"> <li>• Ferry facilities improvements: Pier 2 waiting area enclosed; new Stanley Bay waiting facility</li> </ul>		4, 7	
<ul style="list-style-type: none"> <li>• Manukau Rail Station: gating operational</li> </ul>		3, 4, 7, 8	
<ul style="list-style-type: none"> <li>• EMU roll out: Onehunga Line including customer experience improvements across stations, staff engagement and customer interaction</li> </ul>		1, 3, 4, 5, 6, 7, 8, 9	
<ul style="list-style-type: none"> <li>• Hibiscus Coast new bus network pre-consultation engagement complete</li> </ul>		1, 3, 4, 7, 8	
<ul style="list-style-type: none"> <li>• NRCM contract: implemented</li> </ul>		3, 4, 7, 8	
<ul style="list-style-type: none"> <li>• AT/AC Alignment: review &amp; implementation</li> </ul>		3, 4, 7, 8	
<ul style="list-style-type: none"> <li>• RCM/RCA Structure: review &amp; implementation</li> </ul>		2, 3, 4	
<ul style="list-style-type: none"> <li>• Renewals Programme – 88km delivered</li> </ul>	4, 5		

## AT DELIVERABLES (3 months to 30 June 2014)

Task / Project	Relationship to SOI, KPI's	Relationship to AT Scoring Criteria*	30 June 2014 Results
<ul style="list-style-type: none"> <li>Bus &amp; Transit Lane Marking Upgrades – delivery of package 1 - 8 sites</li> </ul>	<ul style="list-style-type: none"> <li>Direct alignment with SOI</li> </ul>	1, 4, 7, 8	
<ul style="list-style-type: none"> <li>PT Annual Fare Review – conclude fare review and implement for 2014/2015</li> </ul>		1, 3, 4, 7,	
<ul style="list-style-type: none"> <li>Integrated Fares – prepare and consult paper for the Board</li> </ul>	<ul style="list-style-type: none"> <li>Direct alignment with SOI and aligned with patronage growth</li> </ul>	1, 3, 4, 7, 8, 9	
<ul style="list-style-type: none"> <li>Roll out of new uniforms to Transdev staff</li> </ul>	<ul style="list-style-type: none"> <li>Aligned to SOI and KPIs around customer satisfaction, branding and patronage growth</li> </ul>	1, 4, 7	
<ul style="list-style-type: none"> <li>Wayfinding – progress Auckland City wide Wayfinding Programme and confirm pilot sites with all Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Supports Increased satisfaction with transport infrastructure and services</li> </ul>	4	
<b>FINANCE</b>			
<ul style="list-style-type: none"> <li>Pre planning for Annual Report and audited Annual Financial Statements for Annual Report with Audit NZ and internal staff</li> </ul>	<ul style="list-style-type: none"> <li>AC KPIs</li> <li>SOI Financial Performance Measures</li> </ul>	3, 5 & 6	
<ul style="list-style-type: none"> <li>Complete 2014/15 Annual Plan with AC</li> </ul>		3, 5 & 6	
<ul style="list-style-type: none"> <li>Assist Nicki Lucas' team with LTP preparation leading to ITP</li> </ul>	<ul style="list-style-type: none"> <li>Strategy</li> </ul>	6 & 10	
<ul style="list-style-type: none"> <li>AIFS reporting finalised</li> </ul>	<ul style="list-style-type: none"> <li>AC KPIs</li> <li>Increased customer satisfaction</li> </ul>	4, 6 & 10	
<ul style="list-style-type: none"> <li>Continue to deliver customer service at high levels to internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Increased customer satisfaction</li> </ul>	2, 3, 4, 5	
<ul style="list-style-type: none"> <li>EY Diesel Carriage Information Memorandum market responses received</li> </ul>	<ul style="list-style-type: none"> <li>Better use of transport resources to maximise return on existing assets</li> </ul>	1, 5, 8	
<ul style="list-style-type: none"> <li>Finalise AIFS Finance staffing requirement – depending on the outcome of a future AIFS operational team)</li> </ul>	<ul style="list-style-type: none"> <li>Increased internal customer satisfaction</li> </ul>	4, 7, 10	
<ul style="list-style-type: none"> <li>Finalise any other staff issues</li> </ul>		3, 4, 5	
<ul style="list-style-type: none"> <li>SOI –</li> <li>patronage targets (and whether Opex funding will support the targets required by AC)</li> <li>Capex levels that can be funded from AC (that will impact on subsequent Opex and projects that can be delivered)</li> <li>Other KPI's that are requested/required that in some cases are very expensive to measure or implement. AC Finance have recommended that all CCO's should be advising where KPI's are inappropriate and the reasons.</li> </ul>	<ul style="list-style-type: none"> <li>Increased customer satisfaction</li> <li>SOI Financial Performance Measures</li> </ul>	1, 3, 5, 6	
<ul style="list-style-type: none"> <li>Compliance - All reports will comply with IFRS, all statutory requirements will be met and all timetables will be achieved</li> </ul>	<ul style="list-style-type: none"> <li>Meet Statutory Compliance</li> <li>AC KPIs</li> <li>SOI Financial Performance Measures</li> </ul>	6	

## AT DELIVERABLES (3 months to 30 June 2014)

Task / Project	Relationship to SOI, KPI's	Relationship to AT Scoring Criteria*	30 June 2014 Results
<b>Capital Programme Support</b>			
<ul style="list-style-type: none"> <li>Month-end – support CDD through the April, May and June month-end in accordance with requirements set by Finance and CRC</li> </ul>	<ul style="list-style-type: none"> <li>SOI Financial Performance Measures</li> </ul>	1,3,4,5,6,7	
<ul style="list-style-type: none"> <li>Long-term Plan/ RLTP – support Financial revenue and analysis team and CDD in the development and delivery of the LPT/RLTP</li> </ul>	<ul style="list-style-type: none"> <li>SOI Financial Performance Measures</li> <li>AC KPIs</li> </ul>	1,3,4,6,	
<ul style="list-style-type: none"> <li>Year-end – support Finance in the preparation of the 2013/2014 year-end including reforecast for 2014/2015</li> </ul>	<ul style="list-style-type: none"> <li>Meet Statutory Compliance</li> <li>SOI Financial Performance Measures</li> <li>AC KPIs</li> </ul>	1,3,4,5,7	
<ul style="list-style-type: none"> <li>Improvements                             <ul style="list-style-type: none"> <li>work with Finance to implement agreed improvements to the forecasting process (aligned with annual and long-term planning)</li> </ul> </li> <li>support Revenue and analysis team to improve approach and tools for optimising NZTA funding</li> </ul>	<ul style="list-style-type: none"> <li>Meet AC KPI's and enable cash flow planning with AC</li> <li>Enable SOI's to be met through early identification of areas where Opex or Capex may be at variance to budgeted levels</li> <li>Enable improved long term planning</li> </ul>	1, 2, 3, 4, 5 & 10	
<ul style="list-style-type: none"> <li>Team – prepare for/complete end-of-year performance review with staff seeking input from CDD managers</li> </ul>	<ul style="list-style-type: none"> <li>Enhances people capability to support delivery of projects and reporting</li> </ul>	1, 2, 3, 5	
<b>Revenue &amp; Analysis</b>			
<ul style="list-style-type: none"> <li>Obtain delegated funding from NZTA for projects less than \$5m by 30 June</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	1, 5, 6, & 10	
<ul style="list-style-type: none"> <li>Optimise funding received from NZTA</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	1, 5 & 6	
<ul style="list-style-type: none"> <li>Work with the ITP project team to prepare a prioritised and costed work programme for the years 2015/16 to 2024/25</li> </ul>	<ul style="list-style-type: none"> <li>This relates to all KPIs in the SOI, by ensuring AT delivers the optimal mix of projects to deliver on our SOI objectives, within our constrained funding.</li> </ul>	1, 5 & 6	
<ul style="list-style-type: none"> <li>Meet all AC requirements for submission of activity plans and options analysis as part of the LTP development process</li> </ul>	<ul style="list-style-type: none"> <li>This relates to all KPIs in the SOI. The LTP is a mechanism for ensuring AT delivers the optimal mix of projects to deliver on our SOI objectives, within our constrained funding.</li> </ul>	1, 5 & 6	
<ul style="list-style-type: none"> <li>Carry out initial pre-consultation workshops for the RLTP in April 2014, and including four “cluster” workshops of Local Boards.</li> </ul>	<ul style="list-style-type: none"> <li>This relates to all KPIs in the SOI. Consultation provides information that will inform decision-making on future SOIs and KPIs. Supports alignment between SOI priorities, activities and resources.</li> </ul>	1, 5 & 6	

## AT DELIVERABLES (3 months to 30 June 2014)

Task / Project	Relationship to SOI, KPI's	Relationship to AT Scoring Criteria*	30 June 2014 Results
<b>Procurement</b>			
Procurement activity to support AT in delivering strategic projects: <ul style="list-style-type: none"> <li>• EMU and PT network strategy – including critical path IT &amp; Infrastructure items, e.g. AIFS, Radio Communication, Real Time replacement, Consolidated Website, Journey Planner, Digital Media Strategy etc.</li> <li>• PTOM - First tender April 2014 and planning for following tenders</li> <li>• AMETI - Tendering next tranche and planning for following tranches</li> </ul>	<ul style="list-style-type: none"> <li>• Supports Increased satisfaction with transport infrastructure and services</li> </ul>	4, 7 & 10	
Procurement activity to support AT in delivering on its other programmes of work: <ul style="list-style-type: none"> <li>• Cross-operations Facilities Maintenance contracts</li> <li>• Road Maintenance North contracts</li> <li>• Business critical IT support contracts – data centres, service desk, etc.</li> <li>• Traffic Engineering Professional panel contracts (including reviewing the strategy for managing the panel)</li> </ul> Initiate review process and refresh for Construction Contractors pre-qualification	<ul style="list-style-type: none"> <li>• Supports Auckland's transport network moves people and goods efficiently</li> </ul>	7, 8 & 10	
To improve AT's procurement capability and processes: <ul style="list-style-type: none"> <li>• Procurement's role and purpose will have been reviewed, a support model agreed with the business, and a programme of capability improvement initiated</li> <li>• Develop a support plan for procurement covering FY15 which recognises key business priorities</li> <li>• 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</li> </ul> Support introduction of NZS 3910 / 3916 / 3917 (Construction Contracts)	<ul style="list-style-type: none"> <li>• Enhances people capability to support delivery on Programme of Action</li> <li>• Aligns and prioritises procurement activity with Programme of Action</li> <li>• Enhances system and process capability to support delivery on Programme of Action</li> <li>• Enhances system and process capability to support delivery on Programme of Action</li> </ul>	3, 5, 7, 8 & 9  3 & 7  6 & 7  6 & 7	
<b>Property</b>			
Complete ATOC	<ul style="list-style-type: none"> <li>• Better use of transport resources to maximise return on existing assets</li> <li>• Increased customer satisfaction with transport infrastructure and services</li> </ul>	2, 3	
Complete Bledisloe House relocation to L6 & L10 HSBC	<ul style="list-style-type: none"> <li>• Better support the business in delivering the SOI and KPIs through enhanced understanding of resource requirements and better management of costs</li> </ul>	2, 3	
Relocate CDD from PwC to HSBC		2, 3	
Parking Warden relocation from Bledisloe House to AMP Centre		2, 3	
Relocate Pitt Street teams to site TBC		2, 3	
Achieve Budget on Facilitation and Licence Portfolio Revenue	<ul style="list-style-type: none"> <li>• Achieve a market return on assets</li> </ul>	5, 8	



AT DELIVERABLES (3 months to 30 June 2014)

Task / Project	Relationship to SOI, KPI's	Relationship to AT Scoring Criteria*	30 JUNE 2014 Results
<b>BUSINESS TECHNOLOGY</b>			
<ul style="list-style-type: none"> <li>Rollout of WIFI on Rail and PT infrastructure</li> <li>Interactive GIS map of all ITP projects with metadata as loaded into SAP</li> <li>Disaster recover site completed</li> <li>Bus location mobile application</li> </ul>	<ul style="list-style-type: none"> <li>Enhances the customer travelling experience by provision of free Wifi for HOP registered customers</li> <li>Enables the public to view and understand the various plans and projects AT is undertaking in a map based visual view. This includes the ability to view over time</li> <li>Enables AT to continue to operate 24x7 for core applications with minimum down time in event of Business Continuity or Disaster event</li> <li>Mobile application that shows the location of a selected Bus or buses on a selected route, on a map view</li> </ul>	<p>1,4</p> <p>3,4,5,6</p> <p>1</p> <p>4</p>	
<ul style="list-style-type: none"> <li>4 Organisation and delivery of Hackerthon event in May 2014.</li> <li>Delivery of CCTV Video Management System – RFP Process to be complete and contract finalised.</li> <li>Incident Management System RFI ready to be published in conjunction with NZTA</li> </ul>	<ul style="list-style-type: none"> <li>Innovation and promote the new information feeds available from AT to developers which will lead directly to more mobile applications in the market to support AT business</li> <li>CCTV enhances public safety, provides planning data, enables cycle activation of traffic lights, is innovative</li> <li>Initiated with other agencies, NZTA, Police and AC to enable the integrated management of incidents, disruptions and special events involving AT business across Auckland</li> </ul>	<p>4,9</p> <p>1,3,4,8,9</p> <p>1,3,4,6,7,9</p>	
<p>Social Media</p> <p>Social media sentiment reporting analysis solution</p>	<p>Contract signed, Pilot in place by end April 2014. Plan prepared for future development and integration into CRM by June 2014</p>	<p>1,2 &amp;4</p>	



## AT DELIVERABLES (3 months to 30 June 2014)

Task / Project	Relationship to SOI, KPI's	Relationship to AT Scoring Criteria*	30 JUNE 2014 Results
<b>STRATEGY &amp; PLANNING</b>			
<ul style="list-style-type: none"> <li>ITP submitted to CRC in May 2014</li> </ul>	<ul style="list-style-type: none"> <li>CAPEX and OPEX performance</li> <li>Informs LTP and RLTP</li> </ul>	1,3,4,7	
<ul style="list-style-type: none"> <li>Park and Ride Implementation to CRC May 2014</li> </ul>	<ul style="list-style-type: none"> <li>Supports transformational shift to PT</li> </ul>		
<ul style="list-style-type: none"> <li>Rail Development Pathway to Board by end of June 2014</li> </ul>			
<ul style="list-style-type: none"> <li>Parking Strategy consultation commencing in May 2014</li> </ul>			
<ul style="list-style-type: none"> <li>Ferry Strategy to the Board by end of June 2014</li> </ul>			
<b>Asset Management Planning</b>			
<ul style="list-style-type: none"> <li>Development of Asset Management Plan for 2015-2018- to be published June 2015..</li> <li>Provide Annual update to Asset Management Plan for 2012-2015- to be published June 2014.</li> <li>Complete first pass of condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>CAPEX and OPEX performance</li> <li>Auckland Transports network moves people and good efficiently</li> <li>Increased customer satisfaction with transport infrastructure and services</li> <li>Better use of transport resources to maximise return on existing assets</li> <li>Resilient Network</li> </ul>	1,3,4,5 & 8	
<b>Seismic Screening Programme</b>			
<ul style="list-style-type: none"> <li>Undertake primary screening of significant assets by June 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Resilient Network</li> </ul>	1,3,8 & 10	•
<b>Level Crossings Review</b>			
<ul style="list-style-type: none"> <li>Presentation to CRC of preliminary findings including potential closures, concepts and costs</li> </ul>	<ul style="list-style-type: none"> <li>CAPEX and OPEX budgets</li> </ul>	1, 4, 5, 6 & 10	
<b>Statement of Intent 2014-2017</b>			
<ul style="list-style-type: none"> <li>Draft proposed response to shareholder comments on Draft SOI for Board consideration in meeting open to the public.</li> <li>Incorporate feedback from Board and public into final SOI, and forward to Council by 30 June 2014.</li> </ul>	<ul style="list-style-type: none"> <li>New SOI provides updated set of performance measures and targets</li> </ul>	1, 2, 3, 4, 5, 6, 8, 9 & 10	



## AT DELIVERABLES (3 months to 30 June 2014)

Task / Project	Relationship to SOI, KPI's	Relationship to AT Scoring Criteria*	30 JUNE 2014 Results
<b>COMMUNICATIONS</b>			
WiFi rollout on rail network <ul style="list-style-type: none"> <li>Public announcements and associated marketing/promotion</li> </ul>	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	
Parking strategy consultation <ul style="list-style-type: none"> <li>Engagement with Council and Local Boards scheduled for May followed by wider public consultation.</li> </ul>	<ol style="list-style-type: none"> <li>Better use of transport resources to maximise return on existing assets</li> <li>Auckland's transport network moves people and goods efficiently.</li> </ol> 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.	1, 4 & 6	
Communications/marketing campaign for launch of EMUs and associated safety campaign <ul style="list-style-type: none"> <li>EMU awareness campaign launched 1 April.</li> <li>Event launch day 27 April.</li> <li>Localised patronage growth campaigns begin May.</li> </ul>	Key strategic project delivering on virtually all PT objectives in SOI.	3 & 6	
Local Board Engagement Plans	A requirement of the Shareholder Expectation Guide (first refresh since 2011).	6	
Community Transport/safety campaigns (Red Means Stop, Slow Down Around Schools, Summer Cycling, Motorcycle Safety)	"Improved safety of Auckland's transport system" – a number of specific KPIs relating to crash statistics, etc.	6 & 8	
Ongoing support for East/West, Dominion Road, major events	A number of these key projects are referred to specifically in the SOI (e.g. AIFS and Dominion Road)	4, 6 & 10	
PT fares review (media and customer communications)	Directly related to customer satisfaction and PT patronage KPIs	1, 4 & 6	



## AT DELIVERABLES (3 months to 30 June 2014)

Task / Project	How does this relate to SOI & KPIs?	Relationship to AT Scoring Criteria*	30 June 2014 Results
<b>PEOPLE, SERVICE &amp; PERFORMANCE</b>			
<ul style="list-style-type: none"> <li>Engagement survey results cascaded and reviewed by business</li> </ul>	<ul style="list-style-type: none"> <li>Direct compliance to SOI</li> </ul>	2 – feedback into targeted areas to improve discretionary employee effort	
<ul style="list-style-type: none"> <li>Leadership Fundamentals programme designed as AT intellectual property and roll out commenced</li> </ul>	<ul style="list-style-type: none"> <li>Capability enhancement and aligned to views on workplace</li> </ul>	2 – lift leadership at lower levels of management	
<ul style="list-style-type: none"> <li>Health &amp; Safety Strategy communicated to business and tactical plan implementation commenced</li> </ul>	<ul style="list-style-type: none"> <li>Aligns to SOI on CCO work environments</li> </ul>	2 – core business improvement	
<ul style="list-style-type: none"> <li>Process management of complaints handling improved with VIP management specifically enhanced</li> </ul>	<ul style="list-style-type: none"> <li>Look to improve on business performance standards</li> </ul>	4 – core business improvement	
<ul style="list-style-type: none"> <li>Finalise commercially robust agreement with AC on the outsource component of AT calls</li> </ul>	<ul style="list-style-type: none"> <li>Direct compliance with historical SOI statistic</li> </ul>	6 & 7 – enhance service and align true cost	

### 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



