

Shareholder Comments on Draft Statement of Intent 2014-2017

Recommendation(s)

That the board:

- i. Receives the report.
- ii. Taking into account submissions made by the public, directs management on the proposed response to Auckland Council's shareholder comments on the Draft SOI 2014-2017.

Background

As required by the Local Government Act 2002, the Board-approved Draft SOI 2014-2017 was sent to Auckland Council on 28 February 2014 (Attachment 1). Auckland Council delivered its shareholder comments on the Draft SOI on 30 April 2014 (Attachment 2).

Under section 96(2)(a) Local Government (Auckland Council) Act 2009, Auckland Transport is required to hold a public meeting for the purpose of considering the shareholder comments on the Draft SOI, allowing members of the public reasonable time to address the subject matter of the meeting.

Staff have analysed the shareholder comments and recommend a proposed response for the Board's consideration (Attachment 3). It is recommended that almost all of the shareholder comments be incorporated into the SOI.

In addition to the changes recommended in the shareholder comments on the Draft SOI, three further changes to the SOI are proposed, the first of which is critical:

- Inclusion of a new section – “Statement of Imagination”, outlining Auckland Transport's bolder and different strategic approach that will be detailed in the next SOI (2015-2018). The work on strategy, strategic themes and the Statement of Imagination has been underway since the beginning of the year and is being directed by the Board together with management. It will be completed and revealed by the fourth quarter of 2014 and will direct the next Statement of Intent. It will define and clarify the dominant strategic themes critical to prioritising Auckland Transport's activities. In particular, given the strong signal of a sinking cash lid for our capital activities, we will revisit some existing major projects. Scaling these projects back, allocating fewer resources to investigating projects that won't be implemented for decades, and developing innovative investment strategies will free funds to deliver short- to medium-term game-breakers that significantly improve the way we move around our city to get to work, schools and universities, do business, deliver goods and have fun.
- Funding beyond 2014/15 is yet to be determined; therefore, it is proposed that the Programme of Action only comprise activities and initiatives to be undertaken during that financial year.
- The Draft SOI ferry patronage targets will be normalised to account for a forecast reduction in the Draft SOI base year 2013/14 patronage as a result of incorrect over-reporting by Fullers Group Ltd on the Waiheke / Devonport ferry patronage between November 2011 and December 2013.

Strategic context

The Draft SOI 2014-2017 has been developed in the context of the current Long-term Plan (LTP) 2012-2022; therefore, restricting the scope for fundamental change to the SOI.

Auckland Council has signalled it will be undertaking a review of the SOI process and structure in the second half of this year, with a view to making the SOI a more stream-lined and strategically-focused document. In addition, the 2015-2018 SOI will be developed alongside the LTP 2015-2025 and the second revision of the Integrated Transport Programme. AT staff will ensure the 2015-2018 SOI is aligned with both documents, as well as any strategic directions and themes sought by the Board.

The 2015-2018 SOI will be able to fully focus on delivering the Auckland Plan transport outcomes and detail a bolder and braver Auckland Transport strategy.

Next steps




Following receipt of public submissions, and the Board's feedback, on the Draft SOI, AT staff will finalise the SOI 2014-2017.

Under the Local Government Act 2002, AT's final SOI must be provided to Auckland Council by 30 June 2014.

Attachments

| Number | Description |
|--------|--|
| 1 | Draft Statement of Intent 2014-2017 |
| 2 | Auckland Council's Shareholder Comments on Draft Statement of Intent 2014-2017 |
| 3 | Proposed Response to Shareholder Comments on Draft Statement of Intent 2014-2017 |

Document ownership

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|-------------------------|--|--|
| Submitted by | Kiri Wilson Strategic Planning Advisor |  |
| Recommended by | Peter Clark General Manager, Strategy & Planning |  |
| Approved for submission | David Warburton Chief Executive |  |

Glossary

| Acronym | Description |
|---------|---------------------|
| AT | Auckland Transport |
| LTP | Long-term Plan |
| SOI | Statement of Intent |

Statement of Intent 2014-2017



1. INTRODUCTION

*E ngā iwi whānui ki ngā topito o Tāmaki Makaurau
He mihi manahau ki a koutou katoa
Topuni ki te Raki
Rakitu ki te Rāwhiti
Puketutu ki te Tonga
Oaia ki te Uru
Tāmaki herehere o ngā waka e!
Tihei Mauri ora ki te whai ao, ki te ao mārama*

*To the wider people to the ends of Auckland
A heartening greeting to you all
Topuni to the North
Rakitu to the East
Puketutu to the South
Oaia to the West
Tāmaki the meeting place of all canoes
Life essence to the world, to the world of light*

This Statement of Intent (SOI) sets out Auckland Transport's strategic approach and priorities for the next three years.

The strategic direction outlined in this SOI is based on four primary sources:

- Auckland Transport's legislative purpose;
- The vision, outcomes, strategic directions and priorities set out in the Auckland Plan;
- The Mayor's Letter of Expectation; and
- The Auckland Transport Board's analysis of transport priorities.

1.1. Auckland Transport's functions and obligations

Auckland Transport is a council-controlled organisation (CCO) of Auckland Council. It was established on 1 November 2010 under section 38 of the Local Government (Auckland Council) Act 2009. Its statutory purpose is "to contribute to an effective, efficient, and safe Auckland land transport system in the public interest".¹

Auckland Transport is responsible for the planning, development and management of all of the Auckland region's transport system (excluding the State highways and railway corridors) – including roads and footpaths, cycling and walking infrastructure, parking facilities, and public transport.

1.2. Auckland Transport's partnership with Auckland Council

The Auckland Council is the sole shareholder of Auckland Transport. This SOI recognises the important partnership between Auckland Transport and the Council in the delivery of shared outcomes, and that the success of each organisation is dependent on the actions of the other partner. This includes:

- A commitment to collaboration;
- A commitment to openness and transparency;
- Adhering to a "no surprises" policy; and
- Engaging with other CCOs to ensure a coordinated approach.

¹ Section 39 Local Government (Auckland Council) Act 2009. Auckland Transport's statutory purpose was amended on 13 June 2013 by section 72 of the Land Transport Management Amendment Act 2013

In particular, Auckland Transport's ability to successfully deliver on the Programme of Action and performance targets set out in this SOI relies on the Council providing a supportive policy and regulatory environment, and making sufficient funds available to enable the necessary transport investments and services to be implemented in a timely manner.

1.3. Auckland Transport's partnership with NZTA

Auckland Transport also recognises the importance of its partnership with the New Zealand Transport Agency (NZTA). Auckland Transport works with NZTA to identify, plan, fund and implement critical transport projects in a coordinated and strategic manner, thereby helping to maximise the return on transport investment for Auckland.

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2. STRATEGIC DIRECTION

A high-quality transport system is essential to the performance of Auckland's economy and its residents' way of life. As Auckland grows, Auckland Transport must ensure that the transport system remains efficient and facilitates that growth in an affordable way.

2.1. The Auckland Plan

The Mayor's vision for Auckland, as expressed in the Auckland Plan, is for Auckland to become the world's most livable city. In order to achieve that, the Plan identifies seven outcomes, most of which are directly influenced by the transport system:

- A fair, safe and healthy Auckland;
- A green Auckland;
- An Auckland of prosperity and opportunity;
- A well connected and accessible Auckland;
- A beautiful Auckland that is loved by its people;
- A culturally rich and creative Auckland; and
- A Maori identity that is Auckland's point of difference in the world.

The Auckland Plan also includes six "transformational shifts", including the key transport-related shift: "*Move to outstanding public transport within one network*". A number of strategic directions from the Auckland Plan are also of particular relevance to Auckland's transport system.

2.2. Auckland Transport's outcomes framework

To align with to the strategic direction in the Auckland Plan and its new statutory purpose, Auckland Transport has identified the following overarching outcome: *Auckland's transport system is effective, efficient, and safe.*² Contributing to that outcome are six impacts (intermediate outcomes)³:

- Better use of transport resources to maximize return on existing assets;
- Increased customer satisfaction with transport infrastructure and services;
- Auckland's transport network moves people and goods efficiently;
- Increased access to a wider range of transport choices;
- Improved safety of Auckland's transport system; and
- Reduced adverse environmental effects from Auckland's transport system.

Such a transport system will enable Aucklanders to travel to work efficiently, engage in recreation and leisure activities, socialise with friends and family, and undertake business activities in a cost-effective way, thereby enhancing Aucklanders' quality of life, and contributing significantly to Auckland's "livability".

² This outcome is also aligned with AT's organisational vision (Delivering transport choices to get you where you want, when you want), and mission (To deliver effective and innovative transport solutions to customers).

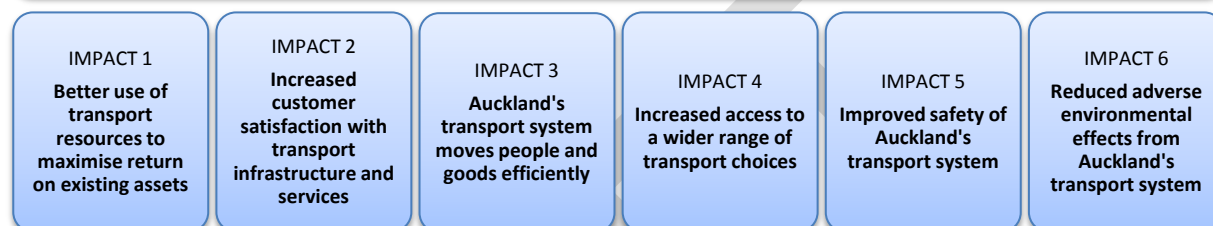
³ The impacts are outlined in more detail in Attachment A.

AUCKLAND PLAN VISION

Auckland - the world's most livable city

AUCKLAND TRANSPORT'S OUTCOME

Auckland's transport system is effective, efficient, and safe



2.3. “One system” approach

Auckland Transport has worked in partnership with the New Zealand Transport Agency (NZTA) to develop a “one system” approach, which is designed to improve the connectivity and integration of the Auckland transport system. The “one system” approach ensures that:

- the networks of the different transport modes are connected and integrated;
- the State highway and regional arterial road networks are integrated to function as one system;
- modal services are integrated to provide a seamless transport experience.

To give effect to the “one system” approach, Auckland Transport developed an Integrated Transport Programme (ITP) with the Auckland Council and NZTA. The ITP enables projects critical to Auckland's transport needs to be identified, planned, funded and implemented in a coordinated and strategic manner. The ITP is currently under review.

The ITP also recognises the important funding relationship that exists between Auckland Transport, NZTA and the Auckland Council. Effective coordination with NZTA will, therefore, help to maximise the amount of funding available for investment in Auckland's transport system, and to maximise the return on that investment.

Auckland Transport is also responsible for preparing the Regional Land Transport Plan (RLTP), which will replace the existing Regional Land Transport Programme. The new RLTP, which must be adopted by 30 June 2015 will set out the Auckland's land transport objectives, policies, and measures for at least 10 financial years⁴. Auckland Transport will ensure all future Statements of Intent are aligned with the RLTP.

⁴ As per section 16 of the Land Transport Management Act 2003

3. NATURE AND SCOPE OF ACTIVITIES

Auckland Transport undertakes a wide range of activities associated with the planning, development and management of the Auckland transport system. These activities include:

- Transport planning
- Investigation, design, and development of infrastructure
- Asset management
- Road corridor operations, access management and maintenance
- Public transport services and facilities management
- Parking management and enforcement
- Community transport activities

Programme of Action for 2014 – 2017

Auckland Transport has developed a “Programme of Action” (POA) aimed at achieving the impacts and outcomes stated in the preceding section. It comprises activities and initiatives to be undertaken over the three-year term of this SOI.

The projects comprising the POA have been sourced from the key strategic projects outlined in the Auckland Plan, Auckland Council’s Long Term Plan, the Auckland Regional Land Transport Programme, and the strategic priorities identified in the Mayor’s Letter of Expectation to Auckland Transport.

It should be noted that the POA only lists the major projects and priorities over the three-year period covered by this SOI. Auckland Transport will be also carrying out many other complimentary projects and initiatives during that timeframe.

The management of the POA is dynamic and programme changes may occur as a result of issues outside the control of Auckland Transport. Where projects are delayed, other projects will be brought forward to enable the outcomes outlined in this SOI to be achieved.

The POA is divided into three categories:

- Planning and route protection;
- New transport infrastructure; and
- Significant operations.

1. Planning and route protection

1.1 Complete the Auckland Regional Land Transport Plan by June 2015

1.2 Undertake planning and route protection for major new transport initiatives, including:

- City Rail Link;
- South-Western Multimodal Airport Rapid Transit (SMART) network;
- Botany to Manukau rapid transit network;
- Mill Road corridor upgrade;
- East-West Link (in conjunction with NZTA), including public consultation on the development and progression of a preferred option;
- Penlink; and
- Auckland-Manukau Eastern Transport Initiative (AMETI).

2. New transport infrastructure

2.1 AMETI:

Complete investigation and design of:

- Package 4 (Panmure Roundabout, Lagoon Drive, Additional Panmure Bridge, Busway to Pakuranga, New Pakuranga Bus Station and car parking facilities, and Reeves Road Flyover) by 2017.

Complete construction of:

- Package 1 Phase 1 (Panmure interchange) in 2014;
- Package 2 (Sylvia Park bus lanes) by 2016;
- AMETI Package 4 enabling works including local road changes and major utility diversions

Commence construction of Reeves Road flyover (to be completed by 2019)

2.2 Introduce new electric trains into service.

2.3 Local road improvements associated with State highway upgrades, including:

Complete construction of:

- Tiverton Road to Wolverson Street upgrade by 2014 (Culvert upgrade by 2016); and
- Te Atatu Road corridor improvements by 2017.

Complete design and land acquisition for:

- Lincoln Road corridor improvements by 2017.

2.4 Major local road improvements (over \$5m), including:

Complete construction of:

- Dominion Road corridor upgrade including dedicated bus lanes, 12 km of parallel cycle routes, and 3 village center upgrades by 2017;
- Albany Highway North upgrade by 2017;
- Murphy's Road bridge improvement by 2016;
- Brigham Creek corridor upgrade by 2017; and
- North Western transformation project (NORSGA) for the Northside Drive East, Westgate Bus Interchange, and Hobsonville Point Park and Ride by 2017.

Complete land acquisition for:

- North Western transformation project (NORSGA) for Hobsonville Road by 2017.

2.5 Public transport infrastructure, including:

Complete construction of the following projects by 2016:

- Otahuhu bus/rail interchange;
- Manukau bus interchange;
- Parnell Station;
- Pukekohe Station; and
- Silverdale park and ride facilities stage 2.

Complete land acquisition and, subject to that acquisition, complete construction of:

- Fanshawe / Albert / Wellesley streets bus infrastructure improvements by 2017.

2.6 Complete construction of road safety improvements at high-risk areas on the road network, including:

- Great South Road / Bell Avenue Intersection (\$0.9m) by 2014;
- Piha Road by 2017 (\$0.8m);
- Ngapipi Road / Tamaki Drive Intersection by 2017; and
- Whitford Road / Sandstone Road (\$0.9m) by 2014.

2.7 Complete the construction to upgrade ferry terminals at:

- Downtown by 2017;
- Devonport by 2017; and
- Half Moon Bay by 2016.

2.8 Extend the regional cycleway network, including:

Complete construction of:

- Beach Road cycleway by 2017;
- Dominion Road parallel cycle routes by 2015;
- Northcote, Waitemata, Mangere, Mt Roskill, and Point England safe cycleway routes by 2017;
- Upper Harbour Drive cycleway by 2016; and
- Waterview cycleway connection (in conjunction with NZTA) by 2017.

Complete scheme assessment and preliminary design of:

- Glen Innes to Tamaki Drive cycleway by 2017.

3. Significant operations

3.1 Complete maintenance and renewal programme for roading and public transport assets.

3.2 Let contracts for new public transport services using new public transport operating model.

3.3 Introduce new zone-based integrated fare system across the public transport network.

3.4 Extend signal optimisation on the arterial road network.

3.5 Road safety operations including safety around schools programme, road safety education, promotion and training targeting at-risk road users.

3.6 Coordinate School, Tertiary, Area and Workplace Travel Plans.

3.7 Support matauranga Maori with interpretive signage and/or artworks within major projects, subject to allocated budget. Support for Maori narratives will be provided across the following programmes:

- AMETI;
- City Rail Link; and
- Other major projects as budget allows.

3.8 The Auckland Transport Operations Centre (ATOC) will manage key events in Auckland, in conjunction with ATEED, event promoters and emergency services.

ATOC will manage the Transport Management Plans and provide special event transport services for significant annual events including, but not limited to:

- Auckland Pride Festival;
- Dick Smith NRL Auckland Nines;
- Auckland Lantern Festival;
- Farmers Santa Parade;
- ITU World Cup Triathlon;
- 70.3 International Ironman;
- Major concerts at Mt Smart and Western Springs; and
- All major sporting events at Eden Park.

ATOC will manage the Transport Management Plans and provide special event transport services for significant international events including, but not limited to:

- Volvo RTW Ocean Race (Feb/March 2015);

- Cricket World Cup (ODI) (Feb/March 2015);
- FIFA Under 20 Football World Cup (May/June 2015);
- World Masters Games (March/April 2017); and
- Lions Rugby Tour (June/July 2017).

3.9 Continue to provide input into Auckland Council's Special Housing Areas project.

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4. APPROACH TO GOVERNANCE

4.1 Shareholder

Auckland Transport is a council controlled organisation (CCO) of the Auckland Council. The Council is Auckland Transport's sole shareholder.

4.2 Board of Directors

All decisions relating to the operation of Auckland Transport will be made by, or under the authority of, the Board of Auckland Transport in accordance with its SOI, rules and relevant legislation.

The Board is committed to the highest standards of governance and business behavior. The Board will continue to monitor developments in corporate and public sector governance to ensure Auckland Transport implements the highest standards of governance at all times.

In undertaking its activities, the Board will:

- Ensure sound business practice in its commercial undertakings;
- Use sustainable business practices;
- Act in accordance with the principles of the Treaty of Waitangi;
- Ensure ethical and good behavior in dealing with all parties;
- Act as a good employer, and exhibit a commitment to social and environmental responsibility;
- Take an open and transparent approach to decision-making, while respecting the need for commercially sensitive information to be protected; and
- Take an active partnership approach with Auckland Council and key Auckland Council Group stakeholders.

The Board will also:

- Obtain full and timely information necessary to discharge its obligations fully and effectively;
- Actively review and direct the overall strategy of Auckland Transport;
- Act consistently with the guidelines provided in the Shareholder Expectation Guide for Council Controlled Organisations.
- Actively review its policies and delegations;
- Negotiate SOIs with Auckland Council;
- Monitor the external and internal environment and identify, evaluate and mitigate controllable risk factors;
- Establish Auckland Transport as an effective, focused organisation with core competencies and appropriate systems necessary to carry out its functions;
- Manage and monitor the performance of the Chief Executive;
- Establish remuneration policies and practices, and set and review remuneration for the Chief Executive, and other senior executives; and
- Provide leadership in relationships with key stakeholders.

4.3 Board meetings

Auckland Transport will take an open and transparent approach to decision-making, while respecting the need for commercially sensitive information to be protected. It will make provision for the public to attend Board meetings, but will reserve the right to consider matters in confidence where they deal with commercially sensitive matters, or where necessary to adhere to the "no surprises" communication policy with the Council.

Pursuant to section 96 of the Local Government (Auckland Council) Act 2009, the Board will ensure that the following two specific meetings during each financial year are open to members of the public:

- A meeting to consider the Council's shareholder comments on the draft SOI for the following financial year (to be held in June each year); and

- A meeting to consider Auckland Transport's performance under its SOI in the previous financial year (to be held in August each year).

The specific times and locations of these meetings will be publicly notified in newspapers with a circulation across Auckland, and on the Auckland Transport website.

4.4. Engagement with the Governing Body

Auckland Transport is committed to working closely with the Auckland Council towards the achievement of regional outcomes. Auckland Transport will respect Auckland Council's roles and responsibilities and ensure that there is a mutual sharing of information by adopting a no-surprises approach to communications.

Auckland Transport will ensure that the Auckland Council is kept informed in advance of any matters that may be contentious in the public arena. Auckland Transport will also ensure that its actions give effect to the Auckland Plan and the Long Term Plan, and will act consistently with the shareholder's Accountability Policy and the Shareholder Expectation Guide.

Auckland Transport will provide regular reports on its performance to Auckland Council. This will include quarterly progress reports to the Governing Body on this SOI, including progress towards the implementation of the Programme of Action outlined in section 3, the non-financial performance targets outlined in section 5.1, and the financial performance against the budget in section 5.2. The quarterly and half-yearly reports will be provided not later than two months after the end of the period to which they relate.

An annual report will be provided to Auckland Council no later than 30 September each year. The annual report will include audited consolidated financial statements for the financial year, and an auditor's report on those financial statements and the performance targets and other measures by which performance was judged.

Auckland Transport will meet regularly with the governing body or relevant Council committee to formally present its quarterly, six-monthly and annual reports.

In addition to meeting these formal reporting and meeting obligations, Auckland Transport will continue to provide the Council with regular updates of progress on key issues, as required.

4.5 Engagement with Local Boards

While Auckland Transport is accountable to the Governing Body as shareholder, it also has important relationships with Local Boards. To maintain and develop these relationships, Auckland Transport will:

- Maintain a Local Board Engagement Plan in accordance with the requirements of the Shareholder's Expectation Guide.
- Report to Local Boards as specified in the Local Board Engagement Plan.
- Adequately resource liaison with and reporting to Local Boards.
- Keep informed of local board priorities and objectives in Local Board Plans and ensure that these are considered when preparing budgets and undertaking activities in Local Board areas.
- Ensure that business cases seeking Auckland Council funding take into account Local Board priorities and objectives.
- Provide a works programme to Local Boards in advance of work occurring in their areas so that they can be informed when constituents make enquiries.
- Recognise that in conjunction with Council, Local Boards have a place-shaping role and that Auckland Transport will work with Local Boards where appropriate to achieve this, for example the creation of streetscapes which mirror local identity and history.

Auckland Transport has assessed the transport-related priority projects/initiatives tabulated in each of

the Local Board Plans and will report the status of these projects/initiatives via the quarterly report provided to each Local Board.

4.6 Maori Responsiveness Framework

Auckland Transport will take into account the principles of the Treaty of Waitangi in its engagement with Maori, both with mana whenua (the indigenous population made up of the iwi of Tamaki Makaurau) and mataawaka (the wider Maori population, residents and ratepayers).

Auckland Transport will take into account Auckland Council's Maori Responsiveness Framework through the following measures.

- Auckland Transport's Maori Engagement Framework⁵ will continue to be implemented through all its major projects. Summarised results from this engagement, including from Maori Values Assessments, will be provided via quarterly reports to Auckland Council.
- Auckland Transport will continue to actively support te reo Maori through specific initiatives towards Maori Language Week.
- Auckland Transport will also ensure that waahi tapu are supported through using correct processes both prior to and during project construction.
- Auckland Transport will continue to support iwi leadership with direct engagement as an ongoing relationship with mana whenua."

4.7 Organisational health, safety and capability

Auckland Transport is committed to building and maintaining an enduring and resilient organisation. Auckland Transport will foster a corporate culture that provides an excellent interface and strong relationships with the communities of Auckland and with Auckland Council.

Auckland Transport is committed to the provision of a healthy and safe working environment for all those involved with its numerous activities, including employees, contractors, volunteers and all other persons working or visiting our workplaces. Auckland Transport achieves this through robust procurement and contract management, a system of health and safety processes and procedures, and a comprehensive Wellness programme.

Auckland Transport will participate in an annual staff engagement survey that is relevant to the nature of the organisation's role. If required, Auckland Transport will also take part in the shareholder's group staff engagement survey, using the shareholder's survey provider.

⁵ AT's Maori Engagement Framework outlines the protocols for consultation and engagement at a strategy and project level, leading towards the closer partnership envisaged by Auckland Council.

5. PERFORMANCE MEASUREMENT

5.1 Non-financial performance

Table 1 outlines the performance measurement framework adopted by Auckland Transport for the three-year period covered by this SOI. The performance measures included in the framework will enable Auckland Transport to demonstrate how it is achieving the impacts sought and outline the levels of service it intends to provide.

Auckland Transport will continue to work with Auckland Council to enhance its performance measurement framework, to provide mutually acceptable information on both the performance of Auckland Transport and the effectiveness of Council investment. This framework will be aligned with the performance measurement framework in the Integrated Transport Programme (ITP), which Auckland Transport has prepared in conjunction with Auckland Council and NZTA.

Attachment B outlines which performance measures apply to which project/initiative in Programme of Action.

5.2 Financial Performance

Attachment D summarises Auckland Transport's financial projections for the years 2014/15 to 2016/17. The following information is included:

- Prospective summary income statement 2015-2017
- Prospective summary funding statement 2015-2017
- Prospective summary statement of financial position 2015-2017
- Prospective summary statement of cash flows 2015-2017
- Prospective summary funding statement by activity for the year ended 30 June 2015
- Summary of capital expenditure for the year ended 30 June 2015

Variances between these statements and Auckland Council numbers are due to efficiency targets being allocated to income.

Table 1: Performance Targets 2014/15 To 2016/17⁶

| Impact | Performance Measure | Recent Performance | Target 2013/14 (from previous SOI) ⁷ | Target 2014/15 | Target 2015/16 | Target 2016/17 |
|---|---|--|---|---------------------------|--|--|
| 1. Better use of transport resources to maximise return on existing assets | 1.1 Public transport subsidy per passenger kilometre (CPI adjusted to June 2012) | \$0.27 | \$0.27 | \$0.29 | \$0.29 | \$0.29 |
| | 1.2 Parking: off-street occupancy ⁸ rates (peak 4-hour period) | 84.67% (average for Sept-Dec 2013) ⁹ | Within 80-90% range | Within 80-90% range | Within 80-90% range | Within 80-90% range |
| | 1.3 Parking: on-street ¹⁰ occupancy rates (peak 4-hour period) | 64.95% (average of quarterly surveys: April-June and July-Sept 2013) ¹¹ | Within 80-90% range | Within 70-90% range | Within 70-90% range | Within 70-90% range |
| 2. Increased customer satisfaction with transport infrastructure and services ¹² | 2.1 Percentage of public transport passengers satisfied with their public transport service | 79.9% (Average for May 2013 & Oct 2013) | 87%* | 83% | Improve on baseline from previous year | Improve on baseline from previous year |
| | 2.2 Percentage of residents satisfied with the quality of roads in the Auckland region | 68% (Average for May 2013 & Nov 2013) | No less than 75%* | 70% | 70-75% | No less than 75% |
| 3. Auckland's transport network moves people and goods efficiently | 2.3 Percentage of residents satisfied with the quality of footpaths in the Auckland region | 61% (Average for May 2013 & Nov 2013) | No less than 75%* | 65% | 65- 75% | No less than 75% |
| | 3.1 Arterial road network productivity ¹³ : % of road corridor productivity maintained or improving on key arterial routes ¹⁴ : | 55.4% of the corridor productivity ideal | 51% of the ideal achieved | 53% of the ideal achieved | 54% of the ideal achieved | 55% of the ideal achieved |
| | <ul style="list-style-type: none"> • Airport to CBD (via Manukau Rd) • St Lukes to St Johns (via | | | | | |

⁶ The focus of this SOI is on targets for 2014/15. Targets for 2015/16 and 2016/17 will be reviewed in future SOIs once updated baseline results are available

⁷ See Attachment C for a summary of changes to measures and targets from the previous SOI.

⁸ Off-street parking occupancy measures Civic, Downtown and Victoria St car park buildings.

⁹ Results prior to September 2013 are not included as the AT-owned car park on K Rd was closed in August 2013.

¹⁰ On-street parking occupancy is surveyed once a quarter in 3 central city parking zone precincts: Shortland/High Sts, K Road & Wynyard Qtr

¹¹ Results for Oct-Dec 2013 are not included as an on-street car parking survey was completed during that quarter.

¹² Customer satisfaction targets in the 2013-16 SOI were included at the direction of the shareholder and were based on Council's 5-pt rating scale. Targets for years 2014-15-2016/17 are based on AT's 11-pt rating scale.

¹³ Road Corridor Productivity is measured by: # of vehicles X their average speed X average vehicle occupancy by lane. Based on considerable research, Austroads (Association of Australian and New Zealand Road Transport and Traffic Authorities) has issued recommendations for measuring this, based on ideal arterial road conditions. Taking these recommendations into account, an AT corridor productivity ideal has been set at: **38,000 person km, per hour, per lane** (900 vehicles travelling at an average speed of 35kph in one lane, with an average of 1.2 occupants)

¹⁴ The number of routes for this measure has been extended in order to provide for a wider coverage of the arterial road network.

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Balmoral/Greenlane West/Greenlane East/Remuera Rd)</p> <ul style="list-style-type: none"> Albany to Birkenhead (via Glenfield Rd) Henderson to CBD (via Great North Rd) SH1 to Ti Rakau Dr (via Te Irirangi Dr)* SH20 to Portage Rd (via Tiverton/Wolverton Rd)* | <p>3.2 Travel times along strategic freight routes¹⁵ during the inter-peak (9am-4pm) for 85th percentile (i.e. 85% of trips on the route are made within the travel time indicated)</p> <table border="1" data-bbox="560 1368 1086 1883"> <tr><td>SEART (from Sylvia Park to East Tamaki)</td><td>11</td></tr> <tr><td>SEART (from East Tamaki to Sylvia Park)</td><td>12</td></tr> <tr><td>Wairau Rd (from SH1 to SH18)</td><td>8</td></tr> <tr><td>Wairau Rd (from SH18 to SH1)</td><td>8</td></tr> <tr><td>Harris Rd (from East Tamaki to SH1 Highbrook interchange)</td><td>10</td></tr> <tr><td>Harris Rd (from SH1 Highbrook interchange to East Tamaki)</td><td>11</td></tr> <tr><td>Kaka Str/James Feltcher Dr/Favona Rd/Walmsley Rd (SH20 to Walmsley)*</td><td>13</td></tr> <tr><td>Kaka Str/James Feltcher Dr/Favona Rd/Walmsley Rd (Walmsley to SH20)*</td><td>13</td></tr> <tr><td>Great South Rd (SH1 Ellerslie Panmure Hwy Interchange to Portage Rd)*</td><td>11</td></tr> <tr><td>Great South Rd (Portage Rd to SH1 Ellerslie Panmure Hwy Interchange)*</td><td>11</td></tr> </table> | SEART (from Sylvia Park to East Tamaki) | 11 | SEART (from East Tamaki to Sylvia Park) | 12 | Wairau Rd (from SH1 to SH18) | 8 | Wairau Rd (from SH18 to SH1) | 8 | Harris Rd (from East Tamaki to SH1 Highbrook interchange) | 10 | Harris Rd (from SH1 Highbrook interchange to East Tamaki) | 11 | Kaka Str/James Feltcher Dr/Favona Rd/Walmsley Rd (SH20 to Walmsley)* | 13 | Kaka Str/James Feltcher Dr/Favona Rd/Walmsley Rd (Walmsley to SH20)* | 13 | Great South Rd (SH1 Ellerslie Panmure Hwy Interchange to Portage Rd)* | 11 | Great South Rd (Portage Rd to SH1 Ellerslie Panmure Hwy Interchange)* | 11 | <p>2012/13 85% of trips were travelled within these times</p> <table border="1" data-bbox="496 824 847 1301"> <tr><td>Nielson St (from SH 20 to SH 1)¹⁶</td><td>17.8</td></tr> <tr><td>Nielson St (from SH 1 to SH 20)</td><td>14</td></tr> <tr><td>SEART (from Sylvia Park to East Tamaki)</td><td>11</td></tr> <tr><td>SEART (from East Tamaki to Sylvia Park)</td><td>10.5</td></tr> <tr><td>Wairau Rd (from SH1 to SH18)</td><td>8.7</td></tr> <tr><td>Wairau Rd (from SH18 to SH1)</td><td>8.8</td></tr> <tr><td>Harris Rd (from East Tamaki to SH1 Highbrook Interchange)</td><td>9.7</td></tr> <tr><td>Harris Rd (from SH1 Highbrook Interchange to East Tamaki)</td><td>10.3</td></tr> </table> | Nielson St (from SH 20 to SH 1) ¹⁶ | 17.8 | Nielson St (from SH 1 to SH 20) | 14 | SEART (from Sylvia Park to East Tamaki) | 11 | SEART (from East Tamaki to Sylvia Park) | 10.5 | Wairau Rd (from SH1 to SH18) | 8.7 | Wairau Rd (from SH18 to SH1) | 8.8 | Harris Rd (from East Tamaki to SH1 Highbrook Interchange) | 9.7 | Harris Rd (from SH1 Highbrook Interchange to East Tamaki) | 10.3 | <p>Maintain baseline travel times for 85th percentile for all routes except from SH1 to SH20 via Nielson St, which is to reduce by 1 minute - from 13 minutes to 12 minutes</p> | <p>Maintain baseline travel times for 85th percentile</p> | <p>Maintain baseline travel times for 85th percentile</p> | <p>Maintain baseline travel times for 85th percentile</p> |
| SEART (from Sylvia Park to East Tamaki) | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SEART (from East Tamaki to Sylvia Park) | 12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Wairau Rd (from SH1 to SH18) | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Wairau Rd (from SH18 to SH1) | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Harris Rd (from East Tamaki to SH1 Highbrook interchange) | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Harris Rd (from SH1 Highbrook interchange to East Tamaki) | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Kaka Str/James Feltcher Dr/Favona Rd/Walmsley Rd (SH20 to Walmsley)* | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Kaka Str/James Feltcher Dr/Favona Rd/Walmsley Rd (Walmsley to SH20)* | 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Great South Rd (SH1 Ellerslie Panmure Hwy Interchange to Portage Rd)* | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Great South Rd (Portage Rd to SH1 Ellerslie Panmure Hwy Interchange)* | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nielson St (from SH 20 to SH 1) ¹⁶ | 17.8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nielson St (from SH 1 to SH 20) | 14 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SEART (from Sylvia Park to East Tamaki) | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SEART (from East Tamaki to Sylvia Park) | 10.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Wairau Rd (from SH1 to SH18) | 8.7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Wairau Rd (from SH18 to SH1) | 8.8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Harris Rd (from East Tamaki to SH1 Highbrook Interchange) | 9.7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Harris Rd (from SH1 Highbrook Interchange to East Tamaki) | 10.3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>3.3 Annual total public transport boardings (000)¹⁷</p> | <p>69,075 (2012/13)</p> | <p>74,378</p> | <p>74,246</p> | <p>80,399</p> | <p>77,705</p> | <p>80,399</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>3.4 Annual Rapid Transit Network rail boardings (000)</p> | <p>10,039 (2012/13)</p> | <p>11,440</p> | <p>12,100</p> | <p>15,005</p> | <p>13,665</p> | <p>15,005</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>3.5 Annual Rapid Transit Network busway</p> | <p>2,279 (2012/13)</p> | <p>2,456</p> | <p>2,511</p> | <p>2,759</p> | <p>2,635</p> | <p>2,759</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

¹⁵ The routes denoted with * have been added since the previous SOI in order to provide a wider picture of the performance of the arterial road, and strategic freight, networks.

¹⁶ Nielson St has been removed from the list of monitored strategic freight routes due to construction works on or around the route. Following completion of works, AT will assess the viability of reintroducing the route into the monitored route list.

¹⁷ Subject to NZTA approving the investment profile to align with the Auckland Council investment profile for the next 3 years.

| | | | | | | | | | |
|--|--|---|---|--|---|---|--|--|--|
| | boardings (000) | | | | | | | | |
| | 3.6 Annual Bus network boardings excluding busway (including contracted school buses) (000) | 51,251 (2012/13) | 54,763 | 53,695 | 55,292 | 56,375 | | | |
| | 3.7 Annual Ferry boardings (000) | 5,506 (2012/13) | 5,719 | 5,940 | 6,113 | 6,260 | | | |
| | 3.8 Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all urban and rural roads. | STE for urban roads: 82% STE for rural roads: 93% for rural roads | New measure | Not less than 82% for urban roads and not less than 92% for rural roads | Not less than 82% for urban roads and not less than 92% for rural roads | Not less than 82% for urban roads and not less than 92% for rural roads | | | |
| 4. Increased access to a wider range of transport choices | 4.1 Walking trips into the CBD during the morning peak | 4,633 (one day survey in March 2013) | 5,400 | 5,500 | 5,600 | 5,700 | | | |
| | 4.2 Cycling trips in designated areas ¹⁸ in Auckland: <ul style="list-style-type: none"> • during the morning peak; and • all day | 122,201 morning peak (2012/13) 835,446 all day (2012/13) | 129,300 (morning peak) ¹⁹ 871,000 (all day) | 142,200 (morning peak) 958,000 (all day) | 156,400 (morning peak) 1,054,000 (all day) | 172,000 (morning peak) 1,159,400 (all day) | | | |
| 5. Improved safety of Auckland's transport system | 4.3 Number of morning peak (7-9am) car trips avoided through travel planning initiatives | 14,781 (2012/13) | 12,800 | 16,700 | 17,500 | 18,400 | | | |
| | 5.1 Total fatal and serious injuries on local road network ²⁰ | 382 (year to 31 Dec 2011) 354 (year to 31 Dec 2012) Data for 2013 not yet available | 2% reduction from previous year | Fewer than 340 (2.66% reduction from previous year) | Fewer than 331 (2.66% reduction from previous year) | Fewer than 322 (2.66% reduction from previous year) | | | |
| | 5.2 Public and customer safety and security incidents across public transport network per 1,000,000 passenger boardings | 0.54 (2012/13) | 0.925 | 0.90 | 0.90 | 0.90 | | | |

¹⁸ The nine sites are currently used for reporting are located at: Upper Harbour Drive; Great South Road; Highbrook Drive; Lake Road; North-Western Cycleway (Kingsland), North-western Cycleway (Te Atatu); Orewa Cycleway, Tamaki Drive (E/bound); and Twin Streams path.

¹⁹ The baseline for cycling trips throughout the region during the morning peak listed in the 2013-16 SOI (88,357) was incorrect. As it was used to calculate the target for 2013/14, the target listed of 97,200 was also incorrect. The correct baseline for 2011/12 is 106,828 and the revised target for 2013/14 is 129,300. The baselines and targets for cycling trips over the whole day are unadjusted.

²⁰ The figures for fatal and serious injuries are reported on a calendar year basis. Results for 2013 will not be available until mid-2014, after this SOI is finalised.

| | | | | | | |
|---|--|---|------------------------|--|--------------------------------|--------------------------------|
| <p>6. Reduced adverse environmental effects from Auckland's transport system</p> | <p>6.1 CO2 emissions from rail network</p> | <p>30.0 ktCO2e (year to 30 June 2012)</p> | <p>Reduce baseline</p> | <p>No more than 25.5 ktCO2e</p> | <p>No more than 9.0 ktCO2e</p> | <p>No more than 9.0 ktCO2e</p> |
|---|--|---|------------------------|--|--------------------------------|--------------------------------|

6. ACCOUNTING POLICIES

Auckland Transport will comply with the accounting and disclosure practices set out in all the relevant Financial Reporting Standards issued by the New Zealand Institute of Chartered Accountants as periodically updated and as required by the Financial Reporting Act 1993.

Auckland Transport's accounting policies are consistent with GAAP. If Auckland Transport's accounting policies are not the same as Auckland Council policies, Auckland Transport will provide further information to Auckland Council for group consolidation purposes if required.

A statement of Auckland Transport's accounting policies is provided in the Annual Report 2013 (pages 69-79), which is available on AT's website.

6.1 Ratio of equity to total assets

Auckland Transport's ratio of equity to total assets is as follows:

| | |
|--|------------------|
| Equity | \$15,460,691,000 |
| Total assets | \$16,237,790,000 |
| Ratio of shareholder funds to total assets | 95% |

Notes:

- Equity is the total of Contributed Equity, Revaluation Reserve and Retained Earnings.
- Total Assets are defined as Net Book Value of Current Assets, Investments and Fixed Assets as disclosed in Auckland Transport's Statement of Financial Position
- The ratio of equity to total assets is equity divided by total assets

6.2 Distributions to Auckland Council

Auckland Transport does not anticipate making a distribution to Auckland Council as Auckland Transport is funded at a level to undertake the operating and capital programmes agreed with the Council

6.3 Commercial value of Auckland Council's investment

While Auckland Transport's assets are valued every three years, Auckland Transport does not have a commercial value per se. The value associated with the operation of Auckland Transport is in the delivery of public goods and benefits to the Auckland community.

6.4 Procedures for purchasing shares in other companies

The Board of Auckland Transport will consider any share investment proposals. Any decision to invest in or divest shares in another company or to enter into a joint venture relationship or participation arrangement through equity agreements will be made by the Board in consultation with Auckland Council.

Where the Special Consultative Procedure needs to be followed, Auckland Transport will work with Auckland Council prior to undertaking that process to ensure the Council is fully aware of the process being followed. Consultation with the shareholder will address the nature of any significant increase in risk exposure or the potential to raise public interest.

6.5 Management of strategic assets

The Board will comply with Auckland Council's Accountability Policy and seek the Council's prior

approval for all major transactions relating to Auckland Transport's strategic assets.

For the purposes of Auckland Council's Accountability Policy, Auckland Transport's strategic assets are defined as those that comprise elements of the roading and public transport networks that are integral to the functioning of the whole. These are as follows:

- Britomart Transport Centre;
- Rapid Transit Network;
- Regional arterial road network;
- Rail stations;
- Busway stations;
- Quality Transit Network ferry terminals.

Wherever possible, Auckland Transport will protect heritage assets in transport corridors for which it is responsible. Auckland Transport is currently working with Auckland Council to identify all Auckland Transport owned and managed heritage assets. That work forms part of a wider piece of work currently underway to produce a Heritage Asset Management Plan for all Auckland Council and CCO owned and managed heritage assets.

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Attachment A: Auckland Transport's Impacts

Better use of transport resources to maximise return on existing assets

Maximising the return on existing assets delivers significant benefits and achieves value for money, ensuring that the rate-payer's dollar goes further whilst not compromising quality. Better use of resources will also contribute to reducing adverse impacts of the transport system on the environment and help contribute towards the Auckland Plan's greenhouse gas emissions reduction targets.

Increased customer satisfaction with transport infrastructure and services

Transport is not an end in itself. People and businesses rely on the transport system to access economic, social, educational, medical, social and cultural opportunities. It is essential that customers are satisfied with the transport system they rely on for their quality of life.

Auckland's transport network moves people and goods efficiently

Congestion on the road network impedes business activity; therefore, the efficient movement of people and goods on Auckland's road network is critical to the region's economic prosperity. Moreover, the more efficiently people and goods can be moved, the less time they are travelling in vehicles releasing pollutants; thereby reducing the adverse environmental impacts of the transport system.

Increased access to a wider range of transport choices

Accessibility directly affects the region's social, economic, environmental and cultural wellbeing. Providing access to a wide range of transport options enables people to travel to work, engage in recreation and leisure activities, socialise with friends and family, and undertake business activities. Accessibility to a wider range of transport choices is also key to reducing reliance on private vehicle use. However, it is essential that those transport choices are also reliable and safe. Commuters need to regard public transport, walking and cycling as viable alternatives to using private vehicles. Increased patronage of public transport and active modes will, in turn, free up the road network for commercial trips, and provide the region with health and environmental benefits.

Improved safety of Auckland's transport system

It is essential that Auckland has a transport system that provides for the safety of all road users, public transport passengers, cyclists and pedestrians. Fatal and serious crashes carry significant and tragic social costs. In addition, road crashes lead to serious disruption on the region's road network, which in turn carries economic impacts.

Reduced adverse environmental effects from Auckland's transport system

Auckland's transport system is a large source of adverse environmental effects. Motor vehicles in particular, are a major contributor to greenhouse gas emissions. Providing residents with viable transport options (such as public transport, walking and cycling) will help reduce motor vehicle reliance in Auckland, thereby providing health and environmental benefits for the region. Moreover, this will assist Auckland Council to achieve the Auckland Plan's greenhouse gas emissions reduction targets, including Council's aspirational target to reduce GHG emissions by 40% by 2040 based on 1990 levels.

Attachment B: Programme of Action and Performance Measures

The table below lists the activities and initiatives comprising the Programme of Action and the number of the performance measure (as provided in Table 1) to which it relates

| Programme of Action Activity/Initiative | Performance Measure # |
|---|---|
| 1.1 Complete the Auckland Regional Land Transport Plan by June 2015 | 1.1 – 6.1 |
| 1.2 Undertake planning and route protection for major new transport initiatives, including: <ul style="list-style-type: none"> • City Rail Link; • South-Western Multimodal Airport Rapid Transit (SMART) network; • Botany to Manukau rapid transit network; • Mill Road corridor upgrade; • East-West Link (in conjunction with NZTA); • Penlink; and • Auckland-Manukau Eastern Transport Initiative AMETI. | 1.1, 2.1, 3.1 – 3.6 & 6.1 |
| 2.1 Auckland-Manukau Eastern Transport Initiative (AMETI): Complete investigation and design of: <ul style="list-style-type: none"> • Package 4 (Panmure Roundabout, Lagoon Drive, Additional Panmure Bridge, Busway to Pakuranga, New Pakuranga Bus Station and car parking facilities, and Reeves Road Flyover) by 2017. Complete construction of: <ul style="list-style-type: none"> • Package 1 Phase 1 (Panmure interchange) by 2014; • Package 2 (Sylvia Park bus lanes) by 2016; • AMETI Package 4 enabling works including local road changes and major utility diversions Commence construction of Reeves Road flyover (to be completed by 2019) | 1.1, 2.1, 3.1, 3.6 & 6.1 |
| 2.2 Introduce new electric trains into service. | 1.1, 2.1, 3.1 – 3.3 & 6.1 |
| 2.3 Local road improvements associated with State highway upgrades, including: <p>Complete construction of:</p> <ul style="list-style-type: none"> • Tiverton Road to Wolverton Street upgrade by 2014 (Culvert upgrade by 2016); and • Te Atatu Road corridor improvements by 2017. <p>Complete design and land acquisition for:</p> <ul style="list-style-type: none"> • Lincoln Road corridor improvements by 2017. | 3.1 & 3.2 |
| 2.4 Major local road improvements (over \$5m), including: <p>Complete construction of:</p> <ul style="list-style-type: none"> • Dominion Road corridor upgrade including dedicated bus lanes, 12 km of parallel cycle routes, and 3 village center upgrades by 2017; • Albany Highway North upgrade by 2017; • Murphy's Road bridge improvement by 2016; • Brigham Creek corridor upgrade by 2017; and • North Western transformation project (NORSGA) for the Northside Drive East, Westgate Bus Interchange, and Hobsonville Point Park and Ride by 2017. <p>Complete land acquisition for:</p> <ul style="list-style-type: none"> • North Western transformation project (NORSGA) for Hobsonville Road by 2017 | 1.1, 2.1, 3.1, 3.2, 3.3, 3.6, 4.2 & 6.1 |
| 2.5 Public transport infrastructure, including: <p>Complete construction of the following projects by 2016:</p> <ul style="list-style-type: none"> • Otahuhu bus/rail interchange; • Manukau bus interchange; • Parnell Station; • Pukekohe Station; and • Silverdale park and ride facilities stage 2. <p>Complete land acquisition, and subject to this acquisition complete construction</p> | 1.1, 2.1, 3.3 – 3.6 & 6.1 |

| | |
|---|--------------------------|
| of: | |
| <ul style="list-style-type: none"> Fanshawe / Albert / Wellesley streets bus infrastructure improvements by 2017. | |
| <p>2.6 Complete construction of road safety improvements at high-risk areas on the road network, including:</p> <ul style="list-style-type: none"> Great South Road / Bell Avenue Intersection (\$0.9m) by 2014; Piha Road by 2017 (\$0.8m); Ngapipi Road / Tamaki Drive Intersection by 2017; and Whitford Road / Sandstone Road (\$0.9m) by 2014. | 5.1 |
| <p>2.7 Complete the construction to upgrade ferry terminals at:</p> <ul style="list-style-type: none"> Downtown by 2017; Devonport by 2017; and Half Moon Bay by 2016. | 1.1, 2.1, 3.3, 3.7 & 6.1 |
| <p>2.8 Extend the regional cycleway network, including:</p> <p>Complete construction of:</p> <ul style="list-style-type: none"> Beach Road cycleway by 2017; Dominion Road parallel cycle routes by 2015; Northcote, Waitemata, Mangere, Mt Roskill, and Point England safe cycleway routes by 2017; Upper Harbour Drive cycleway by 2016; and Waterview cycleway connection (in conjunction with NZTA) by 2017. <p>Complete scheme assessment and preliminary design of:</p> <ul style="list-style-type: none"> Glen Innes to Tamaki Drive cycleway by 2017. | 3.1, 4.2 & 6.1 |
| <p>3.1 Complete maintenance and renewal programme for roading and public transport assets.</p> | 1.1 – 6.1 |
| <p>3.2 Let contracts for new public transport services using new public transport operating model.</p> | 1.1, 2.1, 3.1 – 3.7 |
| <p>3.3 Introduce new zone-based integrated fare system across the public transport network</p> | 1.1, 2.1, 3.1 – 3.7 |
| <p>3.4 Extend signal optimisation on the arterial road network</p> | 3.1 & 3.2 |
| <p>3.5 Road safety operations including safety around schools programme, road safety education, promotion and training targeting at-risk road users</p> | 4.3 & 5.1 |
| <p>3.6 Coordinate School, Tertiary, Area and Workplace Travel Plans</p> | 4.3 & 5.1 |
| <p>3.7 Auckland Transport will support Mataranga Maori with interpretive signage and/or artworks within major projects, subject to allocated budget. Support for Maori narratives over place will be provided across the following programmes:</p> <ul style="list-style-type: none"> AMETI; City Rail Link; and Other major projects as budget allows. | n/a |
| <p>3.8 Manage the Transport Management Plans and provide special event transport services for significant events including, but not limited to:</p> <ul style="list-style-type: none"> Auckland Pride Festival (annual event); Dick Smith NRL Auckland Nines (annual event); Auckland Lantern Festival (annual event); Volvo RTW Ocean Race (Feb/March 2015); Cricket World Cup (ODI) (Feb/March 2015); FIFI Under 20 Football World Cup (May/June 2015); World Masters Games (March/April 2017); and Lions Rugby Tour (June/July 2017). | 2.1, 3.1 – 3.7 |
| <p>3.9 Continue to provide input to Auckland Council's Special Housing Areas project.</p> | n/a |

Attachment C: Changes to performance measures and targets since last SOI

The following schedule summarises the material changes to performance measures and/or targets that have been introduced in this SOI, and the reasons for those changes. Refer to Table 1 for the full list of performance measures and targets, including the changes outlined here.

| Performance measure | Change from previous SOI | Reason for change |
|---|---|---|
| 1.1 Public transport subsidy per passenger kilometre | Targets have been amended. | Previous SOI targets were based on estimates of passenger kilometres travelled. The HOP rollout has enabled a more accurate calculation of passenger kilometres travelled (for rail) and necessitated a recalibration of targets. The calibration for bus is likely to occur in the next financial year once sufficient bus data has been collated to enable a more accurate calculation for bus. |
| 1.2 Parking: off-street occupancy rates (peak 4-hour period) | Previous measure of all day off-street parking occupancy measure removed | Average occupancy across the whole day provides limited information about supply and demand issues. All day occupancy can vary from approx. 10% to 100%. An average of the entire day does not provide accurate information about supply and demand issues. Peak parking occupancy allows greater emphasis on actual occupancy issues; range reflects balance between supply and demand |
| 1.3 Parking: on-street occupancy rates (4-hr peak period) | All day off-street parking occupancy measure removed Target adjusted to from 80-90% occupancy range to 70-90% occupancy range | As above 70-90% occupancy target is consistent with the tariff trigger range in AT's Parking Policy. |
| 2.1 Percentage of public transport passengers satisfied with their public transport service | PT passenger satisfaction target adjusted. | AT had proposed amendments to the customer satisfaction targets to reflect a move to an improved survey method using an 11-point satisfaction scale, and removing neutral responses from the calculation of satisfaction. Targets based on new methodology and recent results using new scale. |
| 2.2 Percentage of residents satisfied with the quality of roads in the Auckland region | | |
| 2.3 Percentage of residents satisfied with the quality of footpaths in the Auckland region | Percentage of residents satisfied with the quality of footpaths in their local area removed. | |
| 3.1 Arterial road network productivity | Two additional routes added: SH1 to Ti Rakau Dr (via Ti Irirangi Dr); and SH20 to Portage Rd (via Tiverton/Wolverton Rd) Targets amended from 52% of | Provides a wider picture of the productivity of Auckland's arterial road network. Based on recent performance, target |

| | | |
|---|--|---|
| | ideal achieved to 53-55% respectively of ideal achieved. | of 53-55% regarded as more appropriate. |
| 3.2 Travel times along strategic freight routes | Nielson St removed from list of routes. Two additional routes added: Great South Rd (SH1 Ellerslie Panmure Hwy Interchange to Portage Rd); Great South Rd (Portage Rd to SH1 Ellerslie Panmure Hwy Interchange) | Continued construction works on or around the route. Provides a wider picture of the productivity of Auckland's strategic freight network. |
| 3.3 Annual total public transport boardings | Patronage targets have been amended from previous SOI and LTP targets. | Targets have been revised based on lower starting baseline patronage. |
| 3.4 Annual Rapid Transit Network rail boardings | | |
| 3.5 Annual Rapid Transit Network busway boardings | | |
| 3.6 Annual Bus network boardings excluding busway (including contracted school buses) | | |
| 3.7 Annual Ferry boardings | | |
| 3.8 Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all roads urban and rural roads | New measure added to the SOI | STE is a useful measure to ascertain the quality of Auckland's roads. |
| 4.2 Cycling trips in designated areas in Auckland: <ul style="list-style-type: none"> during the morning peak all day | Measure description amended from "cycling trips throughout the region". Morning peak targets adjusted | More accurate description of the scope of the measure. Targets adjusted as incorrect baseline result for 2011/12 included in previous SOI. |
| 4.3 Number of morning peak (7-9am) car trips avoided through travel planning initiatives | Targets amended | Previous targets already exceeded |
| 5.1 Total fatal and serious injuries on local road network | Targets amended | 2.66% decrease considered a more appropriate target than the previous 2% decrease target based on results from past few years. |

Attachment D: Financial Projections [Note: 2016 and 2017 to be included once data finalised]

Prospective summary income statement for the year ended 30 June

| \$000 | Budget 2013 | Budget 2014 | Budget 2015 |
|---|----------------|----------------|----------------|
| Income | | | |
| Opex funding from Auckland Council | 215,347 | 230,138 | 225,357 |
| Capex funding from Auckland Council | 123,949 | 128,140 | 134,716 |
| Revenue from services | 368,279 | 373,848 | 385,885 |
| Other revenue ²¹ to fund capital expenditure | 119,076 | 177,639 | 172,877 |
| Total income | 826,651 | 909,765 | 918,835 |
| Expenditure | | | |
| Personnel Costs | 69,400 | 80,680 | 89,246 |
| Depreciation and amortisation | 240,615 | 253,422 | 282,000 |
| Finance costs | 12,261 | 18,285 | 27,264 |
| Other expenditure | 501,965 | 504,301 | 509,491 |
| Total operating expenditure | 824,241 | 856,688 | 908,001 |
| Surplus/(deficit) before tax | 2,410 | 53,077 | 10,834 |
| Gains/(losses) recognised directly in equity | 522,799 | 221,664 | 0 |
| Total surplus/(deficit) | 525,209 | 274,741 | 10,834 |

²¹ It should be noted that NZTA is a financial partner of Auckland Transport.

Prospective summary funding statement

for the year ended 30 June

| \$000 | Budget 2013 | Budget 2014 | Budget 2015 |
|---|----------------|----------------|-----------------|
| Total operating expenditure | 824,241 | 856,688 | 908,001 |
| <i>Less depreciation and amortisation</i> | (240,615) | (253,422) | (282,000) |
| Operating expenditure to be funded | 583,626 | 603,266 | 626,001 |
| Operating expenditure funded by: | | | |
| Operating funding from Auckland Council | 215,347 | 230,138 | 225,357 |
| Revenue from services | 368,279 | 373,848 | 385,885 |
| Other revenue | 0 | 0 | 0 |
| Total operating funding | 583,626 | 603,986 | 611,242 |
| EMU Principal Repayment | | 720 | 3,510 |
| Funding Surplus/(Deficit) | 0 | 0 | (18,269) |
| Total capital expenditure | 719,777 | 859,471 | 867,222 |
| Capital expenditure to be funded | 719,777 | 859,471 | 867,222 |
| Capital Expenditure funded by | | | |
| Capital funding from Auckland Council | 123,949 | 128,140 | 134,716 |
| Investment by Auckland Council | 395,062 | 399,675 | 364,116 |
| Loans from Auckland Council | 81,690 | 154,017 | 195,513 |
| Grants and subsidies | 119,077 | 177,639 | 172,877 |
| Total capital funding | 719,777 | 859,471 | 867,222 |

Prospective summary statement of financial position

As at 30 June

| | Budget 2013 | Budget 2014 | Budget 2015 |
|--------------------------------------|-------------------|-------------------|-------------------|
| Assets | | | |
| Current assets | | | |
| Cash and cash equivalent | 5,000 | 0 | 0 |
| Other current assets | 235,000 | 192,762 | 192,762 |
| Total current assets | 240,000 | 192,762 | 192,762 |
| Property plant and equipment | 14,407,053 | 15,531,972 | 15,910,313 |
| Other non current assets | 25,000 | 88,715 | 134,715 |
| Total non-current assets | 14,432,053 | 15,620,687 | 16,045,028 |
| Total assets | 14,672,053 | 15,813,449 | 16,237,790 |
| Liabilities | | | |
| Current liabilities | | | |
| Trade and other payables | 192,320 | 176,933 | 195,202 |
| Borrowings | 0 | 448 | 2,000 |
| Other current liabilities | 0 | 11,631 | 11,631 |
| Total current liabilities | 192,320 | 189,012 | 208,833 |
| Non-current liabilities | | | |
| Borrowing from parent | 238,072 | 320,077 | 540,000 |
| Other non-current liabilities | 18,000 | 62,583 | 28,266 |
| Total non-current liabilities | 256,072 | 382,660 | 568,266 |
| Total liabilities | 448,392 | 571,672 | 777,099 |
| Net assets | 14,223,661 | 15,241,777 | 15,460,691 |
| Equity | | | |
| Contributed equity | 12,804,418 | 13,267,707 | 13,709,705 |
| Reserves | 1,473,432 | 1,620,580 | 1,367,939 |
| Retained earnings | (54,189) | 353,490 | 383,047 |
| Total equity | 14,223,661 | 15,241,777 | 15,460,691 |

Prospective summary statement of Cash Flows

As at 30 June

| | Budget 2013 | Budget 2014 | Budget 2015 |
|---|------------------|------------------|------------------|
| Cash flows from operating activities | | | |
| Cash provided from: | | | |
| Income from activities | 368,279 | 373,848 | 385,885 |
| Operating funding from Auckland Council | 215,347 | 230,138 | 225,357 |
| Capital funding from Auckland Council | 123,949 | 128,140 | 134,716 |
| Grants and subsidies | 119,077 | 177,639 | 172,877 |
| Total cash provided | 826,652 | 909,765 | 918,835 |
| Cash applied to: | | | |
| Payments to suppliers and employees | 583,626 | 603,266 | 626,001 |
| Total cash applied | 583,626 | 603,266 | 626,001 |
| Net cash from operating activities | 243,026 | 306,499 | 292,834 |
| Cash flows from investing activities | | | |
| Cash applied to: | | | |
| Capital expenditure projects | 719,777 | 859,471 | 867,222 |
| Net cash applied to investing activities | (719,777) | (859,471) | (867,222) |
| Cash flows from financial activities | | | |
| Cash provided from: | | | |
| Loan from Auckland Council - Electric Trains | 81,690 | 154,017 | 195,513 |
| Capital contribution from Auckland Council | 395,062 | 399,675 | 364,116 |
| Total cash provided | 476,752 | 553,692 | 559,629 |
| Cash applied to: | | | |
| Repayment of loan from Auckland Council - Electric Trains | 0 | 0 | (18,269) |
| Total cash applied | 0 | 0 | (18,269) |
| Net cash from financing activities | 476,752 | 553,692 | 577,898 |
| Net increase/(decrease) in cash and cash equivalents | 0 | 720 | 3,510 |
| Opening cash balance | 5,000 | 0 | 0 |
| Closing cash balance | 5,000 | 720 | 3,510 |

Prospective summary funding statement by Activity

for the year ended 30 June 2015

[Table to be completed once detailed budget information is finalised]

| \$000 | Roads | Footpaths | Management of travel demand | Multi-modal | Bus | Ferry | Rail | Off-street parking | On-street parking & enforcement | Internal support | Total |
|---|-------|-----------|-----------------------------|-------------|-----|-------|------|--------------------|---------------------------------|------------------|-------|
| Total operating expenditure | | | | | | | | | | | |
| <i>Less depreciation and amortisation</i> | | | | | | | | | | | |
| Operating expenditure to be funded | | | | | | | | | | | |
| Operating expenditure funded by: | | | | | | | | | | | |
| Opex funding from Auckland Council | | | | | | | | | | | |
| Revenue from services | | | | | | | | | | | |
| Other revenue | | | | | | | | | | | |
| Total opex funding | | | | | | | | | | | |
| Funding Surplus/(Deficit) | | | | | | | | | | | |
| Total capital expenditure | | | | | | | | | | | |
| Capital expenditure to be funded | | | | | | | | | | | |
| Capital Expenditure funded by | | | | | | | | | | | |
| Capex funding from Auckland Council | | | | | | | | | | | |
| Investment by Auckland Council | | | | | | | | | | | |
| Loans from Auckland Council | | | | | | | | | | | |
| Grants and subsidies | | | | | | | | | | | |
| Total capex funding | | | | | | | | | | | |

Summary of capital expenditure

for the year ended 30 June 2015

| Description | Value (\$) |
|-------------------------------|--------------------|
| Bus infrastructure renewals | 1,040,000 |
| Ferry infrastructure renewals | 3,000,000 |
| Footpath renewals | 32,634,379 |
| Off street parking renewals | 2,320,557 |
| On street parking renewals | 547,960 |
| Rail infrastructure renewals | 5,170,000 |
| Roading renewals | 174,974,769 |
| Total renewals | 219,687,665 |
| On street parking machines | 2,298,685 |
| Other parking equipment | 1,886,479 |
| Parking total | 4,185,165 |
| Bus stop improvements | 5,878,604 |
| Other bus infrastructure | 14,570,235 |
| Bus total | 20,448,839 |
| Ferry total | 5,386,819 |
| Multimodal total | 4,677,324 |
| Otahuhu transport interchange | 10,900,000 |
| Manukau transport interchange | 5,165,952 |
| Parnell train station | 6,008,760 |
| Pukekohe station upgrade | 4,500,000 |
| Other rail infrastructure | 4,362,062 |
| Rail total | 30,936,774 |
| Footpaths total | 13,287,500 |
| Dominion road | 16,123,500 |
| AMETI | 68,449,433 |
| Murphys road bridge | 2,000,000 |
| Hingaia Peninsula Road | 1,100,000 |
| Warkworth/SH1 | 3,360,000 |
| Penlink | 2,620,000 |
| Te Atatu road | 10,000,000 |
| Lincoln road | 4,567,569 |
| Albany Highway | 21,278,000 |
| Mill road | 1,900,000 |
| Flat Bush School road | 2,485,000 |
| Ormiston road | 1,561,336 |
| NORSGA | 15,163,913 |
| Newmarket crossing | 5,207,000 |
| Whangaparaoa road | 5,387,700 |

| | |
|-------------------------------|--------------------|
| Tiverton-Wolverton | 8,000,000 |
| MMEWS | 12,000,000 |
| Safety around schools | 8,003,288 |
| Safety and minor improvements | 15,705,333 |
| Regional safety programme | 1,477,710 |
| Seal extensions | 1,400,000 |
| Other roading | 29,948,131 |
| Roading total | 237,737,913 |
| City Rail Link | 192,900,216 |
| EMU Procurement | 146,076,133 |
| SMART | 2,050,000 |
| Total New Capital | 657,686,683 |
| Internal Support total | 10,950,000 |
| | |
| Total Budget | 888,324,348 |

DRAFT

30 April 2014

Dr Lester Levy
Chair
Auckland Transport
BY EMAIL

Tēnā koe Lester,

RE: Shareholder comments on the draft Statement of Intent 2014-2017

The Council Controlled Organisations Governance and Monitoring Committee considered Auckland Transport's draft Statement of Intent 2014-2017 (SOI) at its 1 April meeting.

During the meeting, the committee resolved on a number of general shareholder comments that relate to all CCOs and some specific comments relating directly to Auckland Transport. Each CCO is asked to work with council staff to ensure that these comments and any minor editorial changes are reflected in your final SOI.

General shareholder comments

1. In completing the final SOIs, CCOs must ensure that:
 - a. financial information aligns with the Long-term Plan 2012-2022 (LTP) (updated for any changes agreed as part of the Annual Plan 2014/2015) and includes:
 - i. financial statements provided by council staff
 - ii. a funding statement breakdown by activity as per LTP
 - iii. 2013/2014 budget and the subsequent three years' budget
 - iv. agreed non-strategic asset sales targets
 - b. performance measures align with the LTP (updated for any changes agreed as part of the Annual Plan 2014/2015) and includes:
 - i. LTP measures that are clearly identified in the SOI
 - ii. measures and targets exactly as worded in the Annual Plan 2014/2015
 - iii. 2012/2013 actual performance, 2013/2014 target and the next three years' targets.
2. CCOs are also requested to consider the follow:
 - a. all performance measures, including measures that not included in the LTP, should be reviewed as part of continuous improvement and the LTP 2015-2025 process. This is to ensure the measures are quantifiable and there is alignment to Auckland Council plans, policies and priorities

- b. priorities and deliverables in the SOI for years two and three will be subject to changes approved as part of the LTP process for 2015-2025
- c. in line with the council's previous resolution "to improve the level and quality of financial and non-financial reporting on Māori outcomes", CCOs should look to identify and report on specific initiatives, engagement and performance measures that contribute to Māori outcomes.

Specific shareholder comments

1. Insert the following paragraph under section 2.1 of the draft SOI, "That Auckland Transport must also take into account the Auckland Plan principles, particularly those related to land use and transport, good design, and the environment; and the Plan's target to achieve a reduction in greenhouse gas emissions." This comment was previously in the final SOI for 2013-2016.
2. Under section 2.1, include a statement that "The transport system and Auckland Transport's programme need to contribute to these outcomes."
3. Under section 2.2, please expand how such the transport system will improve economic development with inclusion of the comment "... contributing significantly to Auckland 'liveability' and economic prosperity."
4. Under the section 3 (Nature and Scope of Activities - page 6), include more detail on bus lanes that are part of the public transport infrastructure for completion by 2016.
5. Add the following comments to section 3, point 1.2 – "planning should be done for the projects that are high in priority in terms of transformational shifts outlined in the Auckland Plan and Auckland Council spatial priorities. The extent of the planning and route protection will be agreed with the planning and investment teams of council and NZTA via inclusive project governance structures
6. As per the Letter of Expectation, include under section 3 comments on how Auckland Transport is identifying and reporting on the delivery of any improvements to the quality of urban design outcomes.
7. Under section 3, specifically reference a commitment to improving customer satisfaction and actions to support this commitment.
8. Under section 3, include a commitment that Auckland Transport will work with ACPL to identify surplus non-strategic properties for disposal.
9. Under section 4, include comments on engaging and maintaining relationship with the Independent Māori Statutory Board. This should include taking into account the IMSB's schedule of issues of significance.
10. Under section 4.6, include a comments that "Auckland Transport will:
 - a. "maintain and improve opportunities for Māori to contribute to land transport decision-making processes" to reflect recent amendments to the Land Transport Act 2003
 - b. identify mechanisms to capture financial information in relation to projects and programmes which contribute to Auckland Transport's responsiveness to Māori, and will include such information in quarterly reports to Auckland Council"
 - c. particular attention will be paid to previous requests to improve reporting on the inclusion of interpretive signage and art into new transport infrastructure and renewals especially (but not limited to) those listed in 3.7.
11. Include comments to support increased priority for pedestrians and cyclists, and improvement of walking and cycling facilities that improve facilities that improve access to public transport.

12. Include the following comments: "Auckland Transport will commit to applying the Good Design Principles as identified in the Auckland Plan (namely identity, diversity, integration and efficiency) and support Auckland Council as signatory to the Ministry for the Environment's Urban Design Protocol by providing detail how the quality of urban design within Auckland Transport projects is to be improved during 2014-17."

Changes have been made to the performance measure targets in the draft SOI. In particular reduction to customer satisfaction and public transport patronages. As LTP measures, the changes will require Budget Committee approval.

I look forward to receiving the final SOI by 30 June 2014.

Nāku noa, nā



**DEPUTY MAYOR PENNY HULSE
CHAIR CCO GOVERNANCE AND MONITORING COMMITTEE
AUCKLAND COUNCIL**

cc. Mayor Len Brown
cc. Stephen Town, Chief Executive Auckland Council
cc. David Warburton, Chief Executive, Auckland Transport

Draft SOI 2014-2017

Shareholder Comments and Proposed Response

| | Shareholder Comment | Proposed Response |
|---|---|---|
| 1 | Insert the following paragraph under section 2.1 of the draft SOI, "That Auckland Transport must also take into account the Auckland Plan principles, particularly those related to land use and transport, good design, and the environment; and the Plan's target to achieve a reduction in greenhouse gas emissions." This comment was previously in the final SOI for 2013-2016. | Insert text. Note: In 2013 SOI, text was accompanied by attachment listing Auckland Plan principles. Attachment and text removed from Draft SOI in order to follow Council guidance that content already covered in other documents should be removed. |
| 2 | Under section 2.1, include a statement that "The transport system and Auckland Transport's programme need to contribute to these outcomes" | Insert text. |
| 3 | Under section 2.2, please expand how such the transport system will improve economic development with inclusion of the comment "...contributing significantly to Auckland 'liveability' and economic prosperity" | Insert text. |
| 4 | Under the section 3 (page 6), include more detail on bus lanes that are part of the public transport infrastructure for completion by 2016. | Insert the following text in Programme of Action under "New Transport Infrastructure": <ul style="list-style-type: none"> • <i>Albany Highway Upgrade (including 7.6km of bus lanes (3.8Km both sides))</i> • <i>Dominion Road Corridor Upgrade (including 9 km of bus lanes (4.5km both sides))"</i> |
| 5 | Add the following comments to section 3, point 1.2 – "planning should be done for the projects that are high in priority in terms of transformational shifts outlined in the Auckland Plan and Auckland Council spatial priorities. The extent of the planning and route protection will be agreed with the planning and investment teams of council and NZTA via inclusive project governance structures." | Insert first sentence ("planning should be done...Auckland Council spatial priorities.") as a footnote to the Planning and Route Protection section in the Programme of Action. |
| 6 | As per the Letter of Expectation, include under section 3 comments on how Auckland Transport is identifying and reporting on the delivery of any improvements to the quality of urban design outcomes | Insert the following text as a separate sub-section of section 3 (Nature and Scope of Activities): <p>"Auckland Transport's Urban Design Practice</p> <p><i>Auckland Transport's approach to urban design practice and continually improving the quality of urban design is through the following methods:</i></p> <ul style="list-style-type: none"> • <i>The incorporation of Urban Design principles into the Auckland Transport Code of Practice (ATCOP) as an underpinning of all work undertaken.</i> • <i>As a signatory (as a part of the Auckland Council family) to the Urban Design Protocol.</i> • <i>Via input to the various stages of capital and operational projects (Briefs, Concepts, Design, management and</i> |

| | | |
|----|---|--|
| | | <p><i>maintenance of streets and facilities).</i></p> <ul style="list-style-type: none"> • <i>Provision of learning and development training within AT, external stakeholders, and the wider community.</i> • <i>Working closely with the Council Built Environment Unit, other relevant council units and other CCO's on projects with cross-boundary responsibilities and interactions."</i> <p>Note: Text originally not included as the application of urban design principles is provided through ATCOP which underpins all work undertaken and, therefore, did not meet criteria for inclusion in Programme of Action.</p> |
| 7 | Under section 3, specifically reference a commitment to improving customer satisfaction and actions to support this commitment. | <p>Do not include text for the following reasons:</p> <p>Impact 2 in the SOI's Strategic Framework (found in section 1) provides: "Increased customer satisfaction with transport infrastructure and services". That impact is further explained in Attachment A.</p> <p>In addition, Attachment B (Programme of Action and Performance Measures) details each individual item in the POA and the performance measure/s to which it relates. The customer satisfaction measures are listed next to each relevant item.</p> |
| 8 | Under section 3, include a commitment that Auckland Transport will work with ACPL to identify surplus non-strategic properties for disposal. | <p>Insert the following text under "Significant Operations" in the Programme of Action in section 3:</p> <p><i>"Work with ACPL to identify surplus non-strategic properties for disposal."</i></p> |
| 9 | Under section 4, include comments on engaging and maintaining relationship with the Independent Māori Statutory Board (IMSB). This should include taking into account the IMSB's schedule of issues of significance. | <p>Insert the following text under "Maori Responsiveness Framework":</p> <p><i>"AT will engage with and maintain an effective working relationship with the Independent Maori Statutory Board (IMSB), taking into account the IMSB's schedule of issues of significance."</i></p> |
| 10 | Under section 4.6, include comments that "Auckland Transport will: <ul style="list-style-type: none"> a. "maintain and improve opportunities for Māori to contribute to land transport decision-making processes" to reflect recent amendments to the Land Transport Act 2003. b. identify mechanisms to capture financial information in relation to projects and programmes which contribute to Auckland Transport's responsiveness to Māori, and will include such information in quarterly reports to Auckland Council. c. particular attention will be paid to previous requests to improve reporting on the inclusion of interpretative signage and art into | <p>Insert text from a) and c).</p> |

| | | |
|----|---|--|
| | new transport infrastructure and renewals especially (but not limited to) those listed in 3.7.” | |
| 11 | Include comments to support increased priority for pedestrians and cyclists, and improvement of walking and cycling facilities that improve access to public transport. | <p>Insert the following text into Attachment A, under sub-heading – “Increased access to a wider range of transport choices”, after the sentence – “Commuters need to regard public transport, walking as cycling as viable alternatives to using private vehicles”:</p> <p><i>In order to achieve that, an increase in the level of priority needs to be given to the provision of infrastructure and services for pedestrians and cyclists within the wider transport system (e.g. walking and cycling facilities that improve access to public transport).</i></p> |
| 12 | Include the following comments: “Auckland Transport will commit to applying the Good Design Principles as identified in the Auckland Plan (namely identity, diversity, integration and efficiency) and support Auckland Council as signatory to the Ministry for the Environment’s Urban Design Protocol by providing detail on how the quality of urban design within Auckland Transport projects is to be improved during 2014-17”. | <p>Insert text as a footnote to the text requested by Council in shareholder comment (1) above, which will be included in section 2.1 “The Auckland Plan”.</p> <p>Note: Proposed text covering AT’s approach to urban design practice in response to shareholder comment (6) above.</p> |
| | Changes have been made to the performance measure targets in the draft SOI. In particular reduction to customer satisfaction and public transport patronages. As LTP measures, the changes will require Budget Committee approval. | <p>Budget Committee considered the changes to SOI performance measures on 8 May. Council staff have advised all changes to SOI performance measures were approved by the Committee.</p> <p><i>Since the Draft SOI was provided to AC for comment in February, the ferry patronage targets have been normalised to account for a forecast reduction in the Draft SOI base year 2013/14 patronage as a result of incorrect over-reporting by Fullers Group Ltd on the Waiheke / Devonport ferry patronage between November 2011 and December 2013. The reforecast ferry patronage targets are provided in the table below.</i></p> |

| | 2013/14 baseline | 2014/15 target | 2015/16 target | 2016/17 target |
|-------------------|---|-----------------------|-----------------------|-----------------------|
| <i>Draft SOI</i> | <i>5,719,000 (2013/14 target from 2013 SOI)</i> | <i>5,940,000</i> | <i>6,113,000</i> | <i>6,260,000</i> |
| <i>Reforecast</i> | <i>5,170,000</i> | <i>5,380,000</i> | <i>5,580,000</i> | <i>5,780,000</i> |

