

Entered by Board Secretary

Auckland Transport's Updated Statement of Intent for 2023/24-25/26

For decision: For noting:

Te tūhunga / Recommendation

That the Auckland Transport Board (board):

- a) Approve the draft Statement of Intent for submission to Auckland Council (Council) on 31 March 2023.

Te whakarāpopotanga matua / Executive summary

1. The Statement of Intent (SOI) is a document that publicly states a Council-controlled Organisation's (CCO) activities, intentions and objectives over a three-year financial period. It also provides a basis for Council to hold CCO directors to account for their organisation's performance in achieving the outlined targets.
2. A draft SOI has been prepared for the period 2023/24-2025/26 which is aligned with the 2021 Long Term Plan (LTP) while outlining a change in priorities to reflect the Mayor's Letter of Expectations (LoE). This SOI is more concise than in previous years.
3. To assist with the fundamental shift in approach that is central to the SOI, we are proposing that the Board adopts a set of questions to consider when making decisions that impact the transport system. These are designed to ensure we are providing a clear benefit to Aucklanders and focusing on core business.
4. We seek board approval of this draft SOI, after which it will be sent to Council on 31 March 2023. Council feedback will be presented at the May 2023 board meeting, and the final SOI will be tabled at the June 2023 board meeting.

Ngā tuinga ō mua / Previous deliberations

5. There have been no previous deliberations or discussions on this topic.

Te horopaki me te tīaroaro rautaki / Context and strategic alignment

6. As a CCO, Auckland Transport (AT) is required by The Local Government Act 2002 to prepare an SOI for its shareholder, Auckland Council. The purpose of the SOI is to:

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- state publicly the activities and intentions of AT and the objectives to which these activities will contribute.
 - provide an opportunity for Auckland Council to influence the direction of AT.
 - provide the basis for Auckland Council to hold the directors of AT to account for the performance of the organisation.
7. The LoE provides clear expectations:
- Concise SOIs with meaningful performance measures
 - Be more transparent and accountable
 - Consideration of implementation of shared services solutions for specific functions where cost savings will be realised by participating organisations, deliver service levels or improvements and risk can be clearly managed
 - A fundamental change in approach: deeply understand and respond to what matters most to Aucklanders in transport
 - Get the most out of the existing transport network
 - Reduce AT's costs to Council
 - Deliver a better approach to traffic management
 - Take direction and oversight from Council
 - Support the development of a jointed-up, comprehensive transport plan, written by Aucklanders
 - Improve performance on resource consent report delays and reduce the costs of development
8. Council officers have also emphasised that the SOI needs to be provide a clear alignment with existing strategic priorities both from the Long Term Plan and other strategic commitments.

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

9. A draft SOI has been prepared for the 2023-26 period. This SOI focuses on describing the actions we will need to take to achieve the fundamental change in direction requested in the LoE. The document itself has also been substantially revised to meet the expectation for a shorter and clearer document.
10. The SOI structure follows closely with the priorities set out in the LoE, that we have summarised as:
- Better understanding of the communities we serve
 - Getting the basics right

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- Leveraging our existing network using data, technology and insights
 - Collaboration and improving relationships
 - With an emphasis on maintaining value for money and reducing costs to Council throughout
11. The actions contained in the SOI are generally a response to the direction in the LoE. This means that this SOI outlines our activities at a much higher level of detail than in previous years. The activities are also mainly driven by the need to reorientate the business in response to the LoE, rather than the broader work plan set out in previous years.
12. To support the shift in approach, the SOI Chair's Foreword contains a proposed set of principles that will guide the board and executive when considering any change to the transport system. These are intended as a key mechanism, and public commitment, to ensuring that AT is addressing the key elements of the LoE in its decisions. The proposed principles are as follows:
- "When considering any change to the network or to our services:
- We will evidence a full understanding of the impact to all Auckland users, across all modes
 - We will clearly identify an overall benefit that will be recognisable to impacted users
 - We will assess travel time impacts for all users and impacts on travel times on the arterial network
 - We will balance the immediate needs of Aucklanders with future outcomes
 - We will only carry out activity that is clearly part of AT's core business
 - We will effectively leverage AT's existing network
 - We will always consider affordability and value for money."
13. We are keen to ensure that the Board is comfortable with the inclusion of these questions within the Draft SOI.
14. In response to the LoE, the SOI includes a revised set of performance measures, down from 35 in the previous 2022 SOI. These reflect work that was undertaken through Council's CCO Performance Review last year and take into the account the direction in the LoE for more concise, meaningful performance measures. DIA Mandatory Measures and existing LTP measures will continue to be reported outside of these SOI measures.
15. A reconciliation between the LoE and the draft SOI is included in attachment 2 to demonstrate how we are responding to the Mayor's expectations.

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Ngā tūraru matua / Key risks and mitigations

16. There are no key risks or mitigations in the draft SOI.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

17. There are no financial or resource impacts.

Ngā whaiwhakaaro ō te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

18. The SOI includes a continued focus on sustainability and environmental outcomes, however this is not as prominent as in previous years.

Ngā whakaaweawe me ngā whakaaro / Impacts and perspectives

Mana whenua

19. This SOI maintains alignment with Kia Ora Tāmaki Makaurau and a commitment to continue improving the governance relationship with iwi, mana whenua and Mataawaka.

Ngā mema pōti / Elected members

20. The LoE requests additional transparency and collaboration with Council committees and Local Boards. This is reflected through a commitment in the SOI to work more closely with Local Boards in the planning and design of local projects, and continued oversight through the Transport and Infrastructure Committee.

Ngā rōpū kei raro i te Kaunihera / CCOs

21. This SOI broadly aligns with the requirements set out in the standard template implemented from the CCO Review recommendation. However, in reflecting the LoE AT's SOI will follow a different format. Officers are expecting other CCOs to follow a similar process.

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Ngā kiritaki / Customers

22. There is a clear focus in the LoE to better understand what matters most to our customers, Aucklanders and people who visit the region. This SOI commits to review how we conduct our business to ensure we are providing clear benefits to our customers and not compromising what matters most to people now.

Ngā whaiwhakaaro haumarū me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

23. There are no health, safety or wellbeing considerations.

Ā muri ake nei / Next steps

24. Any amendments to this draft SOI will be made and signed off by the Interim CEO in order to be submitted according to Council's deadline of 1 April 2023.

25. Feedback on the draft SOI will be received by Council and will need to be considered by the board at the May 2023 board meeting.

26. A revised final SOI will be submitted to the full board for approval at the June 2023 board meeting, before being submitted to Council on or before 31 July 2023 and published following Council approval.

Te whakapiringa / Attachment

Attachment number	Description
1	Statement of Intent 2023 Draft
2	Responding to the Letter of Expectations
3	Feedback from Board Chair and Deputy Board Chair

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Te pou whenua tuhinga / Document ownership

Submitted by	Hamish Bunn GM Investment, Planning & Policy	
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Recommended by	Scott Campbell Strategic Advisor	
Approved for submission	Mark Lambert Interim Chief Executive	



DRAFT **Statement of Intent**

2023/24 – 2025/26



**E ngā iwi whānui ki ngā topito o Tāmaki Mākaaurau
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 mārāma**

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
Tamaki the meeting place of all canoes
Life essence to the world, to the world of light



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Chair's Foreword

Our direction is clear. Aucklanders expect a fundamental change in our approach. We have heard that, and we will change.

Ultimately, the work we do every day, has an impact on the lives of Aucklanders and those who visit our region. This impact can be both positive and negative. The decisions we make always have the best intention, but by their nature will be open to support and criticism. That's why it is critical that we understand the complex and differing needs of the communities we serve, and how people live their lives. We haven't always got this right. At times we have focused too much on getting the job done and not enough on the people whose lives or businesses we impact. While our direction is set by Auckland Council, we have previously tried to do too much, potentially stretching our resources and losing our connection to the communities we serve. We see that. We've heard that, and our Board and Executive Leadership Team are aligned in our commitment to pursuing a different approach.

A vision for the future

Looking forward, we aspire to a future where all Aucklanders, and all who are visiting or doing business here, are truly thriving. And we believe this future is one that can be advanced through connected, safe and sustainable transport. We know we can and must play an integral role in making this vision for Auckland's transport a reality.

To do that, the future sees us championing Aucklanders' needs, serving our diverse communities, and advocating on their behalf for the future of our transport network and services.

The future sees us planning, driving and communicating long-term outcomes for Tāmaki Makaurau as we tiaki Auckland's transport system, ensuring resilience and sustainability, safety and reliability for the Aucklanders we serve.

The future even sees us shaping the mobility system to foster innovation, optimisation and efficiency, leveraging our assets and unique capabilities anticipating the future through data driven insights, modelling and foresight.

And the future sees us bringing together partners and stakeholders within the system to deliver great outcomes for Auckland.

But we're not there yet.

Before we can begin to champion Aucklanders' needs, we need to demonstrate that we are truly listening and that we understand those needs. We must deeply understand and respond to Aucklanders' needs.

We need to prove we can get the basics right – deliver our core business in a way that responds to Aucklanders' needs consistently, to build the trust required for us to really prove we are capable and best placed to tiaki the transport system. We must successfully complete the existing major projects that are underway, including preparing the network for City Rail Link, completing the Eastern Busway, and progressing work on the North-western Busway.

We've been asked to leverage our existing network – it's important we address that. But we must also do so in a way that fosters innovation, optimisation and efficiency.

We are suffering from a serious lack of trust and need to regain social licence. Many of our relationships with key partners are not in a place (yet) to build partnerships. We must improve relationships and build trust first.

The fundamental change starts now

This Statement of Intent sets out the key actions we will implement to make the change.

Core to our change will be a refocus on the way that our decisions impact those who use our services and network. We need to remember that Aucklanders travel around our region every day and the decisions we make will directly and indirectly affect their lives, now and into the future. If we are to regain trust, the benefits of what we do should be clear to those we impact.

To underpin this shift, the AT Board and Executive have agreed a set of principles that we will apply when considering any change to the network or to our services:

- We will evidence a full understanding of the impact to all Auckland users, across all modes
- We will clearly identify an overall benefit that will be recognisable to impacted users
- We will assess travel time impacts for all users and impacts on travel times on the arterial network
- We will balance the immediate needs of Aucklanders with future outcomes
- We will only carry out activity that is clearly part of AT's core business
- We will effectively leverage AT's existing network
- We will always consider affordability and value for money

Shifting the focus of our decision-making in this way means deeply understanding the needs of Aucklanders and embedding this understanding into everything we do. Decisions made and actions taken in this way will create a transport network and services that respond to what matters most to Aucklanders.

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Introduction

Every decision we make that impacts Aucklanders must consider how those Aucklanders live their lives and navigate their way around our region.

Whether it is walking, cycling, using public transport, driving, or moving goods and services we commit to truly listening and deeply understanding the needs of all Aucklanders. And we commit to delivering services and solutions that respond to those needs. We also commit to involving Aucklanders in the decisions we make that affect them.

This Statement of Intent (SOI) outlines how we will achieve this fundamental change of approach and addresses the key expectations the Mayor and Auckland Council (the Council) have set out for us in the 2023 Letter of Expectation (attached as Appendix 3).

In Part 1 of the SOI we provide an overview of the strategic direction, and how it links with the objectives, priorities and outcomes set by Council and Government. This section includes the challenges and constraints in our operating environment that we will work to overcome.

In Part 2 of the SOI, our performance expectations are structured into four key outcome areas:

1. Better understanding of the communities we serve
2. Getting the basics right
3. Leveraging our existing network
4. Collaboration and improving relationships

Our performance expectations show how our organisation will deliver a fundamental change in the way we operate. We will demonstrate that we care about the short-term impact on all stakeholders, balancing these impacts with wider objectives such as addressing climate change and emission reductions. In making decisions we will call out the necessary trade-offs and engage closely with local boards to work through differing views in the community. We will respond with urgency to stakeholder concerns.

We will ensure that we deliver with a focus on value for money throughout all activities.

How we will measure success – summary

Outcome area	Measure	2022/23 target (existing SOI)	2023/24 target	2024/25 target	2025/26 target
Better understanding the customer	Quarterly survey: AT listens and responds to Aucklanders' needs	New measure	To establish and <u>improve</u> baseline		
	Quarterly survey: AT takes community views into account when making decisions	New measure	To establish and <u>improve</u> baseline		
Getting the basics right	Average travel time across the arterial network	New measure	To establish and <u>maintain</u> baseline		
	PT Reliability	New measure	Establish and <u>improve</u> baseline		
	Deaths and Serious Injuries on Tāmaki Makaurau's transport network	No more than 537	No more than 501	No more than 459	TBC
	Proportion of critical assets in poor condition	New measure	7%	8%	9%
	Percentage of the sealed local road network that is resurfaced	5.5%	6.0%	6.5%	TBC
Leveraging our existing network	PT Boardings	59m	79m	99m	TBC
	PT punctuality at last stop	New measure	TBC	TBC	TBC
	Proportion of PT customer trips benefit from congestion-free right of way travel	New measure	TBC	TBC	TBC
	Average AM peak period lane productivity across 32 monitored arterial routes	33,000	34,000	34,000	34,000
	Freight Network Level of Service	90%	85%	85%	85%
	Estimated transport-related GHG emissions	N/A	TBC	TBC	TBC
	Cycle counts	Revised measure	5*% year on year increase from revised baseline (representative count sites)		

Outcome area	Measure	2022/23 target (existing SOI)	2023/24 target	2024/25 target	2025/26 target
Collaboration and improving relationships	Local Board satisfaction with engagement	Revised measure	TBC	TBC	TBC
Value for money	Percentage of direct capital budget invested	New measure	90%	90%	90%
	Operating funding requirement per passenger	New measure	TBC	TBC	TBC

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Part 1 Strategic Overview

1.1 Roles and responsibilities

Every day, a 'typical' Aucklander makes three trips to connect across our city and region. At its most basic level, our role is to make those trips as easy as possible.

Aucklanders pay for travel through taxes, rates, fares and vehicle costs. Most importantly, Aucklanders pay for travel with their time, and this is generally the most expensive part of any trip. Every year Auckland Transport is entrusted with \$750 million in funding for services and maintenance and more than \$1 billion to renew and improve the transport network. Our task is to invest those funds on behalf of Aucklanders so they can travel to the places they want - safely and reliably – in a way that meets their needs.

Our role is to invest wisely to ensure:

- we achieve benefits that Aucklanders value, including their time; that those benefits are shared by everyone impacted by our activities and we manage costs responsibly
- we provide for the future without negatively impacting the way Aucklanders need to live their lives today
- we reflect the policy guidance of Auckland Council
- transport positively contributes to the economic and productive growth of the Auckland region
- we substantially reduce the negative impacts of transport, such as greenhouse gas emissions, whilst still enabling Aucklanders to connect to the places they want to go.

When we succeed, we enable Aucklanders to sustainably access more of the economic, social and cultural opportunities that our region has to offer. By improving access to opportunity, we help enable Aucklanders to thrive, as individuals and as a region, now and into the future.

Our key activities that directly impact Aucklanders are:

- Operation and maintenance of the roading network, including traffic lights, lighting, communications and other management systems
- Parking management and enforcement
- Investing in the renewal of the transport system, particularly the roading network
- Provision and maintenance of footpaths and cycleways
- Planning and contracting of public transport services with associated support – such as communications
- Investing in improvements to the transport network, including safety improvements
- Planning for the future transport system for Auckland and coordinating system development

We also undertake other activities, including:

- Providing advice and advocacy to government, Council and other decision makers
- Developing plans and strategies that align with our political direction and embed equity in our operations
- Funding allocation and project delivery
- Communications and engagement
- Managing the interaction with other land uses, including consenting and approvals and other contractors working on the network

- Harbourmaster functions
- Running two airports on Aotea Great Barrier

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

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

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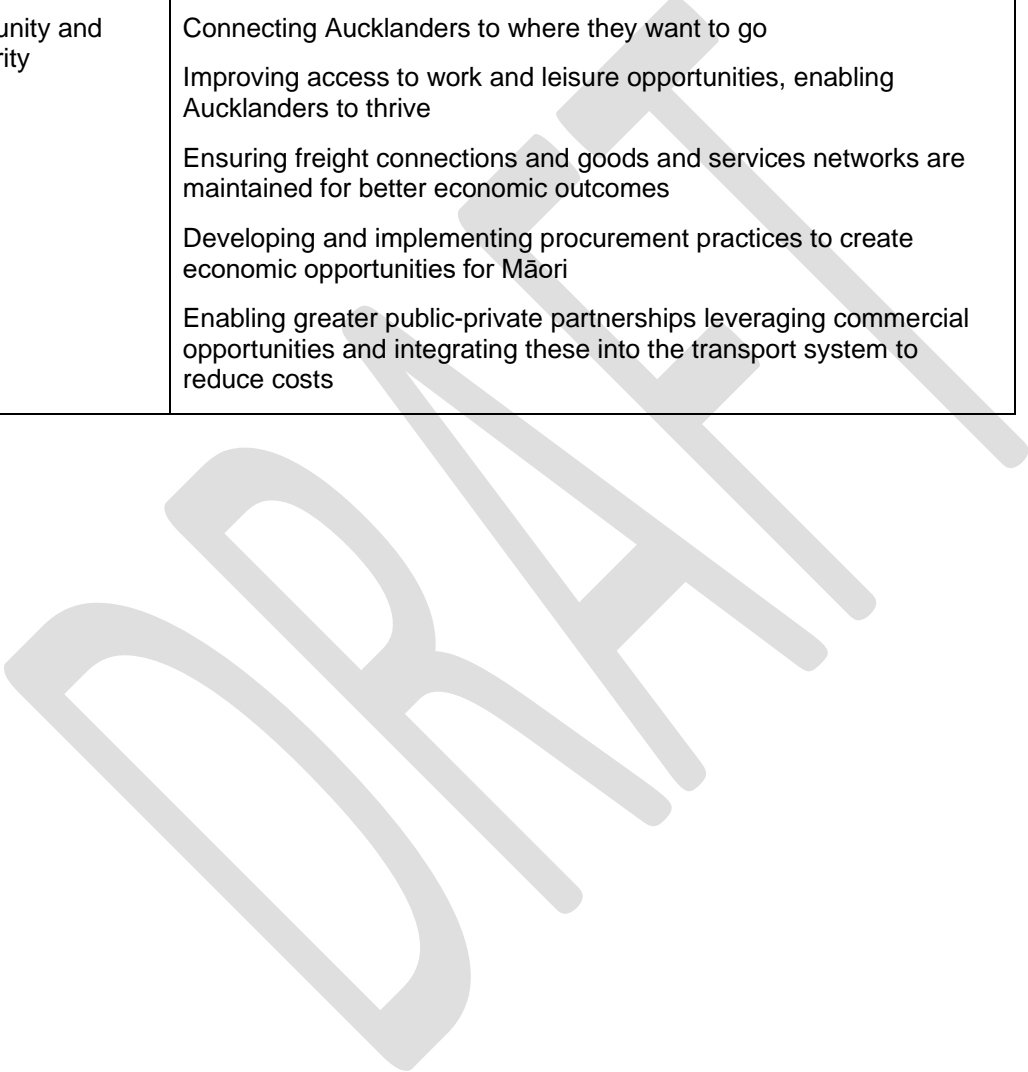
1.2 Responses to Council’s strategic objectives

As a CCO, AT must respond to Council’s strategic direction. The Auckland Plan 2050 is Auckland Council’s long-term plan to ensure Auckland grows in a way that will meet the opportunities and challenges of the future.

Auckland Transport supports the six outcomes outlined in the plan that will bring about the change needed for Auckland’s future as described below:

Auckland Plan Outcomes	How Auckland Transport contributes
Belonging and participation	<p>Working with Local Boards to enhance the partnering relationship and deliver local transport-led initiatives in the Local Board area and across the region</p> <p>Committing to open and timely engagement and collaboration with stakeholders, businesses and communities to ensure best possible engagement and outcomes</p>
Māori identity and wellbeing	<p>Guided by the Council Group’s Māori Outcomes Performance Measurement Framework – Kia ora Tāmaki Makaurau – to deliver Māori Outcomes in Tāmaki Makaurau</p> <p>Facilitating engagement forums with mana whenua on operational matters, projects, programmes, strategies and plans</p> <p>Improving opportunities for Mataawaka Māori to contribute to our decision-making processes</p>
Homes and places	<p>Working with crown entities and Council Group on housing developments and urban transformation opportunities to achieve integrated land-use and transport solutions in agreed priority areas</p>
Transport and access	<p>Developing a compelling transport strategy that engages stakeholders, communities and the people of Tāmaki Makaurau and supports a single transport plan for Auckland across all organisations in the eco-system</p> <p>Identifying congestion and transport network productivity challenges and actively implementing improvements</p> <p>Enhancing real-time network performance and improving real-time communications to users</p> <p>Developing a programme of technology-based solutions to improve the arterial road corridor and transport network productivity</p> <p>Delivering ongoing road safety improvement improvements in our communities</p> <p>Prioritising services across our network based on customer needs evidenced by research and insight</p> <p>Ensuring public transport is a viable option, increasing mode share through user choice</p> <p>Improving transport equity through prioritised investment across the region</p>

	<p>Optimising the transport network by ensuring a balanced response to customer demand, safety, social service provision, whilst meeting performance criteria</p> <p>Minimising the impact of disruptions on the network</p>
<p>Environment and cultural heritage</p>	<p>Contributing to Auckland Council's climate adaptation policy through development of a transport Climate Adaptation Strategy</p> <p>Developing a transport Sustainability Strategy which includes transition planning and meets climate standards</p>
<p>Opportunity and prosperity</p>	<p>Connecting Aucklanders to where they want to go</p> <p>Improving access to work and leisure opportunities, enabling Aucklanders to thrive</p> <p>Ensuring freight connections and goods and services networks are maintained for better economic outcomes</p> <p>Developing and implementing procurement practices to create economic opportunities for Māori</p> <p>Enabling greater public-private partnerships leveraging commercial opportunities and integrating these into the transport system to reduce costs</p>



1.3 Strategic alignment and key policies

This Statement of Intent responds specifically to the Letter of Expectation set by the Mayor and Council. It also sets out below how Auckland Transport aligns with key Council and Central Government policies, including the Auckland Plan 2050 and the emerging Joint Transport Plan for Auckland.

Joint Transport Plan for Auckland

Auckland Transport will support the Mayor and Minister in developing a single, shared strategy to guide the long-term development of the transport network, to ensure it fulfils its role as an enabler of economic growth, prosperity and liveability. This will help enable a better, faster, more connected transport system for the people and goods of Auckland.

The scope of the joint transport plan will involve four key areas of work:

- Developing the long-term strategic integrated view of transport needs in Tāmaki Makaurau;
- Presenting an integrated network that shows how all modes will work together;
- Providing commentary on implications of consolidating and moving the Auckland Port; and
- Identifying prioritised options for a three-to-ten-year investment programme

The emerging priorities throughout these key areas are consistent with the draft SOI, including responding to what matters most to Aucklanders, getting the most out of the existing transport network and a continued commitment to improved value for money.

The Joint Transport Plan is expected to be completed by May 2023, before the timeframe of this SOI, but AT will ensure we contribute and provide lead advice on the plan. The Joint Transport Plan will guide our operational transport planning and development, and it will be appropriately reflected in medium-term planning documents, including the Regional Land Transport Plan.

Māori Outcomes

Auckland Transport is committed to partnering with Māori to meet its statutory obligations under Te Tiriti o Waitangi. AT is obligated to:

- Establish, maintain and improve opportunities for Māori to contribute to Auckland Transport's decision-making processes
- Recognise and provide for the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga
- Take into account the principles of te Tiriti o Waitangi

We will continue to engage meaningfully and regularly with Mana Whenua. The Māori Policy and Engagement team will continue to facilitate AT-resourced engagement forums with mana whenua on operational matters, projects, programmes, strategies and plans. AT will continue to engage with Mana Whenua governance at the Tāmaki Makaurau Mana Whenua forum and with individual iwi.

AT seeks to better understand the needs of Māori across Tāmaki Makaurau and will establish and improve opportunities for Mataawaka Māori to contribute to our decision-making processes. We will develop a Mataawaka engagement plan, and seek out working relationships with Mataawaka organisations, marae, wānanga, kura, whānau, and individuals.

AT is committed to working alongside Auckland Council Group and the Independent Māori Statutory Board to meet the requirements of the tri-annual Treaty of Waitangi Audit. We are an active member of the

Council's Māori Outcomes Steering Group and are guided by Kia Ora Tāmaki Makaurau - the Council's Māori Outcomes Performance Measurement Framework.

To support a thriving Māori identity, we will continue to:

- implement te reo Māori on signage and public transport announcements
- deliver Te Ara Haepapa Māori road safety programmes
- integrate Te Aranga Māori urban design principles in AT projects
- improve the representation and wellbeing of kaimahi and rangatahi Māori at AT
- improve our procurement practices to create economic opportunities for Māori
- improve safety and access around Marae and Papakāinga
- increase staff knowledge and capability in te reo me ōna tikanga Māori, and understanding of Tiriti o Waitangi
- support Māori wardens in providing a safe environment for our customers across the AT network

Sustainability and environment

Auckland Council and Government have clearly signalled the need to reduce transport emissions and minimise the impact of the transport network on the environment. Auckland Transport is committed to reducing our corporate emissions, improving environmental performance of the network and working to reduce greenhouse gas emissions.

An important focus will be working towards the goals set by Auckland Council in the Transport Emissions Reduction Plan (TERP) within approved funding. We will continue to invest in public transport projects and services, along with walking and cycling projects, to provide Aucklanders with competitive alternatives to driving. These will support mode shift away from car travel and a consequent reduction in emissions. Increasing public transport mode share will contribute to TERP outcomes. We will also need to consider how we can support motorists to transition towards greater electric vehicle use efficiently and effectively.

We will also work to reduce our own corporate emissions by investing to electrify our bus fleet and purchase new hybrid or fully electric ferries.

What we can achieve, however, is constrained by funding and the practical constraints of delivering new infrastructure and services, as demonstrated by the current bus driver shortage. Estimated impacts from our programme are expected to be modest in reducing emissions in comparison to the scale of the TERP goals. Nevertheless, consistent with the direction in the Letter of Expectations we will strive to implement the TERP within our available funding.

Meanwhile, recent storms have highlighted the risks of damage from extreme weather events. While recovery from the storms will remain a key focus, we will also seek to improve the resilience of the network into the future. Through our renewals programme, we will need to consider how we upgrade and adapt our existing infrastructure standards to increase resilience.

The climate crisis is a whole-of-Council and whole-of-Government responsibility. We will play our part and will continue to advocate for greater action by our partners who hold other levers which can effect greater change.

Improving the productivity of the transport system will also contribute to sustainability and reduce the impact on the environment. A key focus will be improving road corridor and transport productivity through innovative technology-based and Intelligent Transport System (ITS) solutions to facilitate greater throughput through transport corridors.

Vision Zero – Auckland Transport’s commitment to safer outcomes

Tāmaki Makaurau’s commitment to Vision Zero is an ambitious transport safety vision with the goal of no deaths or serious injuries on our transport system by 2050. This targets all elements of transport safety for all Aucklanders.

The Vision Zero strategy is aligned with the Auckland Plan 2050, Waka Kotahi’s Road to Zero road safety strategy, the Government Policy Statement on Land Transport 2021 and is acknowledged by the World Health Organisation.

We are committed to making Tāmaki Makaurau’s transport system safe and eliminating harm through the adoption of the Safe System, a globally recognised approach to risk management proven to reduce road harm.

To achieve Tāmaki Makaurau’s Vision Zero strategy, our interim target is a 65% reduction in deaths and serious injuries by 2030, representing no more than 250 deaths and serious injuries, from a 2016-2018 baseline of 716.

At the end of the 2022 calendar year, the number of deaths and serious injuries on our transport network was higher than our existing targets. A refresh of the Safety Programme Business Case in 2024 will determine if our current investment strategy is fit for purpose, ensuring our approach is taking into account advocacy, education, road safety engineering, wider harm on the transport network, and alignment with other policies.

This Statement of Intent recognises that safety for Aucklanders is more than Deaths and Serious Injuries. It’s also about how people feel as they move around Tāmaki Makaurau. So we will seek to understand where and why people feel unsafe and will investigate a risk-based approach to measuring harm beyond actual deaths and serious injuries to holistically improve AT’s transport safety decisions. This will include developing a framework for measuring perceptions of safety overlayed with actual deaths and serious injuries and use the reporting of these measures to focus improvements.

1.4 Challenges and constraints

Over the next few years, Auckland Transport will face an extremely challenging operating environment:

- We know we need to rapidly reduce transport greenhouse gas emissions, and Government and Council have set some very high targets for us. We also know we must improve equitable access to transport across Auckland and address longstanding safety concerns. However many of the interventions required to achieve national and regional outcomes will require some trade-offs. They will also require behavioural change from some users, many of whom are struggling with day-to-day living. Balancing policy and legislative objectives with political willingness to implement change is increasingly challenging with the available funding.
- The January 2023 floods and effects of Cyclone Gabrielle have not only devastated many parts of our region, and impacted the lives of thousands of Aucklanders, but have also left us with significant repairs to make at a significant cost. This reinforces the need to invest wisely to ensure our infrastructure is better able to adapt to the impacts of extreme weather events into the future.
- Funding constraints may mean that in order to maintain our assets to an acceptable standard we may need to reallocate funding from other currently proposed projects.
- Covid and the impacts of inflation, including land price inflation up to the end of 2021, have led to rapid cost increases in our projects and seen delays to our overall programme. Increased bus driver wages and other factors have also driven up the costs of bus, rail and ferry services. Public transport services now cost \$69 million more per annum than was forecast pre-Covid.
- The rebuild of the rail network, while needed to ensure KiwiRail is managing the asset in a fit-for-purpose state, has placed additional pressures on a public transport network and impacted the ability of Aucklanders to navigate around the region at a time when we're already struggling with a shortage of bus drivers. AT is working with KiwiRail to run rail replacement buses and even though we are working hard to minimise the impact of rail disruptions, we know rail replacement buses can't offer the same level of service as trains. As a result of these constraints on the current public transport service, the level of trust and confidence in AT has reduced and we need to earn this back again.
- We have previously invested in new projects at the expense of investment on asset renewals and maintenance. We need to address the network deficiency and resulting lack of public trust this has caused.
- Government plans to address housing supply and affordability have significantly increased transport investment expectations across the region. New development areas are emerging in areas where growth was not previously planned and areas receiving investment may not grow as quickly. Regulations and processes to fund new development remain tied to the previous system, leading to a growing gap between demand for new infrastructure and the ability of transport providers to respond.

While costs and expectations are increasing, funding and revenue are under major pressure and the system is becoming more complex:

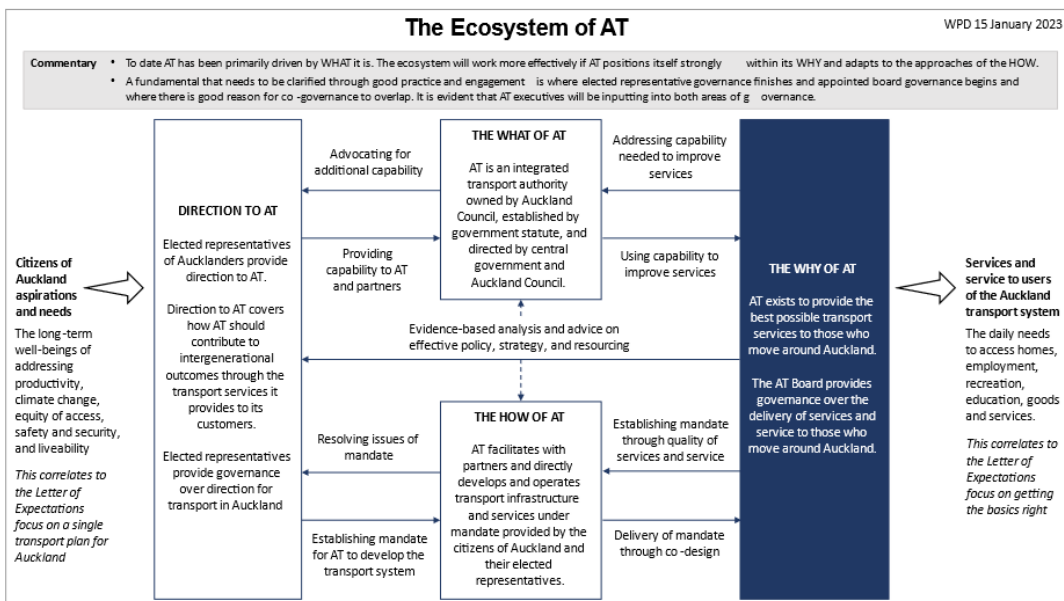
- Covid lockdowns, the shift to working from home and reduced service levels as a result of bus and ferry staff shortages, in part a result of New Zealand border closures and immigration settings, contributed to a significant reduction in public transport patronage. Patronage is now recovering but we still face significant challenges as we recover service levels and work to minimise disruptions through the KiwiRail Rail Network Rebuild through to 2025.
- The Council Group's budget, particularly its operating budget, is under major pressure – reducing funding available for services, maintenance and our staff
- The national land transport funding system is in crisis, with Waka Kotahi advising before the floods that they would now only be able to fund continuous programmes such as public transport services,

maintenance and renewal. Crown funding, if available, will be allocated on a short-term basis (next 1-3 years) and will not provide long term certainty of investment for multi-year programmes.

- In addition to the increased complexity of the funding system, the interagency environment is becoming more complex with an increasing central government presence across a number of areas. The number of agencies we need to work with is also increasing, for example with the addition of the City Rail Link Ltd and Light Rail Ltd. The diagram below provides an illustration of the complexity of our operating environment.

The combination of increasing costs and constrained funding means that buying new property, or even shifting curbs, is becoming prohibitively expensive for many projects. This increases our reliance on road space reallocation to improve the efficiency and productivity of the network. However, this approach presents a range of challenges and trade-offs and needs to be carefully navigated to ensure we retain community support and provide an overall benefit to travelling Aucklanders.

Overall, policy expectations and delivery costs are increasing rapidly while funding appears likely to decrease significantly. It is clear, we need to refocus our attention on the basics and delivering value for money.



Part 2 Statement of performance expectations

A fundamental change of approach means shifting our focus. That focus is underpinned by value for money and grounded in four outcomes. We will deliver and measure performance according to these four outcomes:

1. Better understanding of the communities we serve
2. Getting the basics right
3. Leveraging our existing network using data, technology and insights
4. Collaboration and improving relationships

2.1 Better understanding of the communities we serve

We will commit to improving how we listen and engage with all Aucklanders to truly understand their behaviours, needs and expectations.

We will continue to learn from the way that Aucklanders actually use the transport network every day, as this also shows us what they value. Most importantly, we will make these insights central to our decision making, whether it's planning, network operations management or project design and delivery. Our investments must deliver a clear benefit for users of Auckland's transport network.

We will seek to understand the diverse populations of our region, and partner with Māori to ensure equitable access and to meet our Te Tiriti partner obligations.

And we will work hard to gain the trust of the people, businesses and communities in Auckland, building back our social license and earning the right to advocate on their behalf for the future of transport in Tāmaki Makaurau.

To better understand the communities we serve, we will:

Establish a programme to deeply understand those we serve (Voice of Customer), to inform strategic business decisions and the prioritisation of initiatives to improve the customer experience across all services and touch points. FY24

Commission independent quantitative and qualitative customer sentiment research along with research on observed travel behaviours. We will publish this research regularly. Ongoing

Update the Enterprise Project Management Framework to ensure what matters to Aucklanders is given appropriate focus. This will include customer experience project plans, resource and budget plans, insights plans, disruptions plans and customer experience design principles for all major infrastructure programmes and projects. FY24

Embed customer satisfaction measures and insights across customer service channels to lift the quality of our customer interactions and improve responsiveness across all channels. FY24

Collect data on where and why Aucklanders feel unsafe (perceptions of safety) and baseline these measures. Develop a framework for measuring perceptions of safety overlaid with actual deaths and serious injuries and use the reporting of these measures to focus improvements FY24-FY26

We will measure success by:

Measure	2022/23 target (existing SOI)	2023/24 target	2024/25 target	2025/26 target
Quarterly survey: AT listens and responds to Aucklanders' needs	New measure	To establish and <u>improve</u> baseline		
Quarterly survey: AT takes community views into account when making decisions	New measure	To establish and <u>improve</u> baseline		

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2.2 Getting the basics right

Our core role as a transport agency is to make travel for Aucklanders easy, while managing any negative impacts. We commit to improving our core services and fulfilling our purpose to contribute to effective, efficient, and safe transport. We will also focus our efforts on lifting the quality of our interactions with customers and improve responsiveness across all channels.

This will provide what Aucklanders need – whether they are ratepayers, drivers, public transport users, active mode users, businesses, couriers, service providers or our wider stakeholders.

We recognise that our arterial road network is the most important part of Auckland Transport’s network, providing a critical linkage across our city and region for general traffic, freight, goods and service providers and buses. We seek to hold travel times steady over time to ensure those travelling around Auckland can do so with confidence and certainty.

We also acknowledge the abundance of road cones disrupting Aucklanders. We commit to reducing inconvenience to road users and the public through necessary works and keeping those impacted well-informed.

We will ensure a greater focus on addressing the near-term impacts of our decisions on Aucklanders without compromising future sustainability.

We will focus first on managing and maintaining the infrastructure we have. We will work to improve the transport services we offer operate in a timely and reliable manner.

To get the basics right, we will:

Improve our prioritisation approach to include consideration of the needs of Aucklanders in the planning of programmes and projects	<i>Ongoing</i>
Reprioritise the capital programme through the development of the FY24 Budget and Regional Land Transport Plan, to prioritise weather event recovery projects, asset management, committed projects and programmes that improve safety and reliability	<i>FY24</i>
Maintain our assets to a safe standard within funding limits and seek opportunities to improve funding towards our approved Asset Management Plan in a way that minimises the whole of life cost and considers the unique needs of different areas across the region (such as rural areas).	<i>Ongoing</i>
Work with partner agencies and PT operators to proactively improve PT delivery. This includes advocating for updated immigration settings to enable accelerated recruitment of new bus drivers and ferry crew, returning front line staff levels to a minimum required to operate reliably services.	<i>FY24</i>
Refresh the Safety PBC, to ensure it is fit for purpose, taking into account advocacy, education, road safety engineering, wider harm on the transport network, and alignment with other policies	<i>FY24 - FY25</i>
Develop a set of exemplar journeys that reflect user experience across the whole Auckland transport network including travel times. We will publish these monthly to understand trends, and to support actions to address any increases in travel times.	<i>FY24</i>
Implement process changes to ensure all projects on the arterial network consider their impact on overall travel speeds, as experienced by users, and any reductions for some users are offset by an overall improvement for others.	<i>FY24</i>
Implement the Better Faster Consents work programme alongside Council and Watercare to simplify and improve the resource consenting process.	<i>FY24</i>

Provide construction oversight to contractors and ensure they remedy defects at their own cost as a condition of contract for physical works. *Ongoing*

Trial a new risk-based approach to temporary traffic management (TTM), aligned with the draft guidelines for TTM in New Zealand. Provide feedback to Waka Kotahi for input on their guidelines on the local road context for TTM. *FY24*

Accelerate works coordination to provide a spatial viewer for all works and events on the network. *Ongoing*

Coordinate with multiple stakeholders to schedule works and minimise disruption. *Ongoing*

Review all road corridor access charges, incentivising contractors to comply with temporary traffic management and drive efficiency, encouraging more efficient use of public space *FY24*

Make customer-facing improvements to the automated process for road corridor access requests. *Ongoing*

Review and refine the draft Auckland Parking Strategy to focus on improved corridor productivity and flow *FY24*

We will measure success by:

Measure	2022/23 target (existing SOI)	2023/24 target	2024/25 target	2025/26 target
Average travel time across the arterial network	New measure	To establish and <u>maintain</u> baseline		
PT Reliability	New measure	Establish and <u>improve</u> baseline		
Deaths and Serious Injuries on Tāmaki Makaurau transport network	No more than 537	No more than 501	No more than 459	TBC
Proportion of critical assets ¹ in poor condition	New measure	7%	8%	9%
Percentage of the sealed local road network that is resurfaced	5.5%	6.0%	6.5%	TBC

¹ Assets considered as critical include main roads, bridges, major culverts, retaining walls, sea walls, gantries, train stations, bus stations, ferry terminals, wharves, car park buildings, airfields, traffic systems. Note that these targets are highly indicative only and are subject to detailed review.

2.3 Leveraging our existing network using data, technology and insights

We commit to enhancing the management of the infrastructure assets we already have and the transport services we operate. We will leverage these assets and our capabilities to improve efficiency, effectiveness, and productivity of the transport system.

We will plan interventions through data driven insights and modelling and we will deliver intelligent, digital first products and services.

As part of the capital programme, we will prioritise projects that leverage the existing assets.

To leverage our existing network, we will:

Optimise the bus network through the network recast: removing unnecessary capacity to reallocate services to new and improved frequencies across the network to improve the overall network and better allocate resources where travel demand has changed	<i>Ongoing</i>
Improve reporting of our bus route utilisation and adjust low patronage routes to on-demand services where appropriate, considering potential impacts to users	<i>Ongoing</i>
Develop a programme of technology-based Intelligent Transport Systems (ITS) and physical interventions to improve road corridor productivity. This will include dynamic lanes using physical and technological solutions to dynamically allocate road space and real-time bus prioritisation at traffic signals	<i>Ongoing</i>
Review intersections and road corridors to provide continued improvement through the network optimisation programme, with an aim to hold travel times steady on the arterial network	<i>Ongoing</i>
Deliver freight improvements, including trialling the use of transit lanes by freight vehicles	<i>Ongoing</i>
Deliver next generation ticketing and payments, by upgrading the existing AT HOP system to include open loop functionality, so that customers can use contactless payment options to pay for their public transport fares and to provide increased access to the PT network	<i>FY24 – FY26</i>
Implement the Cycling Investment Strategy to realise opportunities for interventions within existing kerbs to enable less disruptive, lower cost and faster delivery of cycling improvements	<i>Ongoing</i>
Improve AT Mobile usability and enable AT Mobile and AT Website to be the channels of choice for customer communications on network performance and disruptions, including enhancing display of rail bus information, ferry real-time tracking and disruptions	<i>FY24</i>
Redefine and execute the plan for minimising the impact of PT and road disruptions informed by research to ensure initiatives meet customer needs	<i>FY24</i>
Improve how we proactively communicate PT and road disruptions in a timely manner across relevant channels, with an emphasis on rail network closures and ferry cancellations.	<i>Ongoing</i>
Provide easier digital solutions for the public to report redundant equipment (such as road cones on the network) directly to the contractors who will proactively collect the equipment.	<i>FY24</i>

Work as part of a 'One-Client' team with Council, City Rail Link Ltd and KiwiRail on the delivery, testing and commissioning and operational readiness for City Rail Link

Ongoing

FY24

We will measure success by:

Measure	2022/23 target (existing SOI)	2023/24 target	2024/25 target	2025/26 target
PT Boardings	59m	79m	99m	TBC
PT punctuality at last stop	New measure	Establish and <u>improve</u> baseline		
Freight Network Level of Service	90%	85%	85%	85%
Proportion of PT customer trips benefit from congestion-free right of way travel	New measure	TBC	TBC	TBC
Average AM peak period lane productivity across 32 monitored arterial routes	33,000	34,000	34,000	34,000
Cycle counts	Revised measure	5% year on year increase from revised baseline (representative count sites)		
Estimated transport-related GHG emissions	N/A	TBC	TBC	TBC

2.4 Collaboration and improving relationships

We will work closely with Auckland Council and other key partners across our city to drive integrated transport outcomes. In collaboration with and supporting government, agencies, businesses and experts we seek to drive change and diversity of thinking.

We will engage more meaningfully and transparently with Local Boards, recognising that they represent their communities, and that they should have greater involvement in local transport projects that affect those communities. This means a genuine partnership where we seek to understand the unique and diverse needs of each Local Board at a regional level, not just by project. We will work in partnership to integrate those needs into our planning. We will support Local Boards to communicate integrated local transport planning to their communities.

We will openly communicate constraints and trade-offs and escalate contentious decisions through appropriate channels such as Local Boards and the Transport & Infrastructure Committee.

We will engage with the public fully, openly and with humility, beyond “consultation”, including by co-designing solutions for the people who will benefit from them.

To collaborate and improve relationships, we will:

Develop a public engagement and consultation strategy including ways to bring impacted people closer to the decisions that affect them. FY24

Trial an enhanced engagement approach for some significant priority local projects including greater involvement with Local Boards, co-design with communities and greater on-the-ground visibility and in-person engagement from AT. FY24

Implement processes for Local Boards to propose their own local transport plan inputs and projects, and define local and regional thresholds in collaboration with Council and Local Boards FY24

Implement a “no surprises policy” for Local Boards. AT will seek to provide regular updates and heads-up to Local Boards on local projects, consultations and other relevant issues to ensure Local Boards are aware of important matters before these are communicated to the wider community. FY24

Implement regular surveys of Local Board members and councillors to better understand and track levels of satisfaction with AT engagement Ongoing

Collaborate with partners, stakeholders and Aucklanders to design and test transport and transport service solutions where appropriate. Ongoing

Work with the Mayor and the Council's Transport & Infrastructure Committee (TIC) to support the setting of an overarching direction for transport in Auckland and ensure the TIC is utilised to leverage opportunities to promote and advocate for transport development and challenges in Auckland. FY24

We will measure success by:

Measure	2022/23 target (existing SOI)	2023/24 target	2024/25 target	2025/26 target
Local Board satisfaction with engagement	Revised measure	TBC		

2.5 Value for money and reducing costs to Council

Value for money requires AT to critically review the way we work to ensure that we optimise benefits to all users of the transport network and services, whilst minimising the costs. This includes:

- Capital and maintenance programmes being timed to fit Council priorities within the funding envelope
- Improving project governance and management to ensure all projects are completed on time, on (or below) budget, with benefits realised
- Sub-contractor cost variations/overruns are not unreasonably allocated to AT
- Optimising and accelerating consideration of the use of Council shared services where cost savings can be realised across participating organisations, service levels are maintained or improved and risk can be managed appropriately
- Reducing AT's operating costs to reflect priorities set out in the letter of expectation

The Council Group is facing several significant challenges that have material impacts on our finances. Like many organisations, we are facing loss in revenue from COVID-19, followed by the consequences of a rapid rise in inflation and interest rates, and now significant storm recovery costs, which are severely affecting operating results and financial forecasts.

AT is targeting \$56.5m of cost savings in our annual budget and is implementing the necessary steps to ensure these savings are sustainable.

To achieve value for money and reduce costs to Council, we will:

Implement proposed 2023/24 budget cost savings as requested by Council	<i>FY24</i>
Establish a programme to identify and realise opportunities to implement or increase AT charges for the services we provide, where these are currently undercharged	<i>FY24</i>
Establish a programme to further identify and realise opportunities to reduce the financial burden on AT and Council, reporting back to Council by September 2023 for inclusion in the 2024-2034 Long Term Plan	<i>FY24</i>
Create a new workstream to identify policy, legislative and regulatory changes necessary to address both project funding issues and more general revenue barriers	<i>FY24</i>
Work with Council to advocate to central government for necessary changes to transport and infrastructure funding	<i>Ongoing</i>
Consider opportunities to implement arrangements for shared-services specific to functions where they deliver cost savings for participating organisations, ensuring the level of service is not compromised and risk is managed appropriately	<i>Ongoing</i>

We will measure success by:

Measure	2022/23 target (existing SOI)	2023/24 target	2024/25 target	2025/26 target
Percentage of direct capital budget invested	New measure	90%	90%	90%
Operating funding requirement per passenger	New measure	TBC after budget is determined		

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2.6 Deliver our capital programme

We will continue to manage the capital programme in a responsible manner, ensuring that procurement is appropriate for each project.

We will work with the Transport and Infrastructure Committee where there is not alignment across communities and Local Boards on proposed projects.

Our capital programme will prioritise our storm related response and will address the letter of expectation. Specifically, we commit to doing a better job at managing existing infrastructure assets, completing existing transport projects on time and on budget, getting the most out of the existing transport system and making significant gains in network performance through use of technology.

The draft capital programme:

- Prioritises increased investment in Asset Management to allow for storm and flood recovery.
- Prioritises committed projects such as Eastern Busway and North West Bus improvements and projects on a critical path such as CRL Day One related projects including new Electric Multiple Units and stabling;
- Ensures programmes to maintain an effective, efficient, and safe transport system including productivity improvements continue. This includes safety, customer and business technology including AT HOP improvements to enable EMV (Europay, MasterCard and Visa) payments, Intelligent Transport Systems (ITS) and network performance;
- Includes the progressive replacement of the aging ferry fleet with low emission vessels, to contribute to Council's emission reduction objectives, within available funding parameters;
- Results in less budget being available for other non-committed projects such as road corridor improvements. The iterative review of the programme will also need to support the emerging Joint Transport Plan.

2.7 How we will be held accountable

This draft SOI proposes a revised approach to measuring and reporting success. We have reduced the number of SOI performance measures to 17 to more clearly demonstrate how we will be held accountable. We expect to agree this performance framework with Council and Councillors through consideration of the draft SOI.

The performance measures will be reported to Council on a quarterly basis, in accordance with the Letter of Expectation.

AT will use the following guidelines to report on performance against the targets:

- where performance is within +/- 2.5% of a target, the target will be considered to be met;
- where performance is above a target by more than 2.5%, the target will be considered to be exceeded;
- where performance is below a target by more than 2.5%, the target will be considered to be not met.

We recognise that by focusing on fewer key headline measures, this more focused view does not cover all of our activities or provide detailed information.

In order to navigate this, regular updates will be provided publicly through our Board meetings, as well as to the Transport and Infrastructure Committee. This will report on:

- Performance of the wider transport system
- Customer perceptions and experience
- Deliverables
- More detailed breakdowns of measures

These will include specific reporting requested in the letter of expectation, including journey times, travel-time variability and throughput, exemplar journeys, customer perceptions, benefits from cost saving initiatives and TTM.

2.8 Financial statements

These financial statements will be completed as we work through the annual plan for 2024. New financial statements have been included in this SOI on advice from audit and Council's CCO Governance & External Partnerships team.

These will include a forecast statement of comprehensive revenue and expenditure and major accounting policies.

The operating budget lines below follow the format of the quarterly reporting templates. The aim is to have consistency in the presentation to make it easier for users to interpret and compare to other information.

Operating budgets - \$m	2021/22 Actual	2022/23 (Expected)	2023/24	2024/25	2025/26
Net direct expenditure/ (income)					
Direct revenue					
Fees & user charges					
Operating grants and subsidies (external)					
Other direct revenue					
Direct expenditure					
Employee benefits					
Grants, contributions & sponsorship					
Other direct expenditure					
Other key operating lines					
AC operating funding					
Vested assets					
Non-direct revenue					
Non-direct expenditure					
Depreciation and amortisation					
Net finance expense					
Principal repayments					
Tax expense					

Operating budgets by activity - \$m	2021/22 Actual	2022/23 (Expected)	2023/24	2024/25	2025/26
Net direct expenditure/ (income)					
Roads and footpaths					
PT					

Capital expenditure budgets - \$m	2021/22 Actual	2022/23 (Expected)	2023/24	2024/25	2025/26
Capital expenditure					
- to meet additional demand - to improve the level of service - to replace existing assets					
Capital funding sources					
Capital grant revenue - external Capital grant revenue - CIP AC capital funding Asset sales					

Other financial information

Years	Proceeds from sale of assets	Assets and Shares	As at 31 December 2022
2021/22 Actual		Current value of assets	
2022/23 Actual (31 December 2022 YTD)		Shareholders equity ratio	

Forecast statement of comprehensive revenue and expenditure

(\$million)	FY24 annual plan	FY25 forecast	FY26 forecast
Revenue			
Operating funding from Auckland Council			
Capital funding from Auckland Council			
Fees and user charges			
Operating grants and subsidies			
Other revenue			
Vested assets			
Finance revenue			
Total Revenue			
Expenditure			
Employee Benefits expense			
Depreciation and amortisation			
Grants, contributions and sponsorship			
Other operating expenses			
Finance costs			
Total Expenditure			
Surplus/(deficit) before income tax			
Income tax expense			
Surplus/(deficit) after income tax			
Other comprehensive revenue and expense			
Total comprehensive revenue and expense			

Appendix 1: Legislative requirements

Board's approach to governance

AT was established under the Local Government (Auckland Council) Amendment Act 2010 as a Council-Controlled Organisation (CCO) of the Auckland Council. Auckland Council is effectively our sole shareholder.

AT's purpose is to contribute to an effective and efficient land transport system to support Auckland's social, economic, environmental, and cultural well-being.

Auckland Transport's activities are directed and guided at a strategic level by the Board of Directors.

The Board has overall responsibility for delivering transport in Auckland. This includes managing and controlling public transport and local roads, as well as preparing the Auckland Regional Land Transport Programme.

All decisions relating to the operation of Auckland Transport are made by, or under, the authority of the Board in accordance with the Local Government (Tamaki Makaurau Reorganisation) Amendment Act 2009, the Local Government (Auckland Council) Act 2009, and the Local Government (Auckland Transitional Provisions) Act 2010.

Board composition and responsibilities

The AT Board consists of between 6 and 8 voting members plus 1 non-voting member (appointed from Waka Kotahi). In 2023 the Board consists of 7 voting members including two appointed councillors.

The Board's core responsibilities are to:

- negotiate Statements of Intent with Council;
- act consistently within the guidelines provided in the Shareholder Expectation Guide for CCOs;
- actively review and direct the overall strategy, policies and delegations of AT;
- obtain full and timely information necessary to discharge its obligations;
- identify, evaluate and mitigate controllable risk factors;
- manage and monitor the Chief Executive's performance;
- establish remuneration policies and practices, and set and review remuneration for the Chief Executive; and
- provide leadership in relationships with key stakeholders.

The Board has four committees plus a working group as follows which assist it in discharging its governance obligations. Each is chaired by a member of the Board:

- Design and Delivery Committee;
- Finance and Assurance Committee;
- Safety Committee;
- People and Culture Committee; and
- Climate Change and Sustainability working group

Board meetings

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 AT's performance under its SOI in the previous financial year; and
- A meeting to consider the Council's shareholder comments on the draft SOI for the following financial year.

There are eight board meetings each year. The specific times and locations of these meetings will be publicly notified in newspapers with a circulation across Auckland, and on the AT website. There are also up to 30 board committee or working group meetings, where directors have the opportunity to work through specific matters with management.

Acquisition of shares

The Board will ensure that AT complies with the requirements of the Council's CCO Accountability Policy and Governance Manual before subscribing for, purchasing, or otherwise acquiring shares in any company or other organisation.

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Appendix 2 – Mandatory reporting requirements

Auckland Transport will continue to report on DIA Mandatory measures annually, and the existing Council LTP measures quarterly.

We expect Council LTP measures to be reviewed in 2024.

Existing LTP and DIA performance measures

DIA and LTP measures	The change from the previous financial year in the number of deaths and serious injuries on the local road network, expressed as a number.
	Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all urban and rural roads.
	Percentage of footpaths in acceptable condition (as defined by AT's AMP).
	Percentage of the sealed road network that is resurfaced ² .
	Percentage of customer service requests relating to roads and footpaths which receive a response within specified time frames.
Additional LTP measures	PT punctuality (weighted average across all modes)
	PT farebox recovery
	Number of cycle and micromobility movements past all count sites (millions)
	Percentage of key signalised intersections in urban centres where pedestrian delays are reduced during the interpeak period.
	Percentage of road assets in acceptable condition (as defined by AT's AMP)
	Percentage of public transport passengers satisfied with their public transport service
	Percentage reduction of greenhouse gas emissions from AT's corporate activities and assets (baseline 2018/19)

² Also proposed to be retained as an SOI measure

Appendix 3 – Letter of Expectation



21 December 2022

Wayne Donnelly
Chair
Auckland Transport

By email

Tēnā koe Wayne

Letter of Expectation for Statement of Intent for 2023 - 2026

This letter of expectation sets out the council's priorities and expectations to inform the development of the draft Statement of Intent (SOI) 2023-2026 of Auckland Transport (AT).

It sets out common expectations across all council-controlled organisations (CCOs), and expectations specific to AT.

These expectations build on the workshop of the Governing Body held on 30 November 2022 and discussions with you as AT Acting Board Chair and with Interim Chief Executive Mark Lambert. The content of this letter was approved by the Governing Body on 15 December 2022, with delegation to myself and the Deputy Mayor to finalise and issue this letter of expectation.

The Governing Body also approved extensions of the statutory deadlines for the SOI process, as is allowed in the Local Government Act 2002, Schedule 8, section 4. This means the due dates for the process are:

- date of submission of the draft SOIs is on or before 1 April 2023
- date when the boards must have considered shareholder feedback is on or before 1 June 2023
- date for final submission of SOIs is on or before 31 July 2023.

Please liaise with CCO Governance staff about ensuring these dates can be met. Council will likely consider its shareholder feedback on draft SOIs at the CCO Direction and Oversight Committee meeting of 13 April 2023 or 11 May 2023.

Part 1. Expectations of all CCOs

Mayor's proposal for the 2023/24 annual budget

Auckland Council is currently facing a financial challenge related to a budget shortfall for the 2023/2024 financial year. The annual budget for the current financial year (2022/2023) included forward projections of \$90 million to \$150 million of operating cost pressures, however with the latest assessment of operating pressures we now estimate a shortfall of \$295 million.

As Mayor I have proposed items for consultation as part of the annual budget 2023/24 which at a high level include:

- a base budget package proposal based on the third year of the 10-year Budget 2021-2031, taking into account current economic conditions
- a package of further actions in addition to the base budget proposal to reduce operating cost pressures:
 - Auckland Council - \$60m in operational savings on top of an existing savings target of \$90m per year
 - Auckland Transport - \$25m of operational cost savings without making further cuts to public transport services
 - Tātaki Auckland Unlimited - \$25m of operational cost savings with a further \$2.5m by reducing some economic development and destination activity.
 - Eke Panuku - \$5m of operational cost savings from delaying capital investment, reducing the direct costs of undertaking urban regeneration and a look to deliver urban regeneration activity in a way that provides for local project governance.

Under the Mayor's proposal, the Expenditure Control and Procurement Committee will be asked to identify a further \$7.5 million from Auckland Transport, and \$5 million from Auckland Council and other CCOs, in operational cost savings.

I expect that the Auckland Transport draft SOI will be consistent with the relevant aspects of this Mayoral proposal for the 2023/24 annual budget.

General expectations

i) Concise SOIs with meaningful performance measures

Your 2023-2026 SOIs must enable proper accountability and direction of Auckland Transport.

I expect the Auckland Transport SOI to be concise and informative. This will enable the council and public to clearly understand your proposed activities, any proposed changes, and the proposed benefit and financial impact of your activities. Please avoid superfluous information and marketing.

I expect you to work with council to ensure your SOI includes clear, meaningful performance measures. I seek fewer measures in most cases, but they should provide useful information, measure what matters and be objectively quantifiable wherever possible.

ii) Be more transparent and accountable

I expect all entities in the Auckland Council group to be transparent in their approach to working with each other, the council and the community.

We require CCOs to abide by the expectations of the group as set out in the Statement of Expectations of substantive council-controlled organisations (July 2021), which includes:

- the relationship with the council as shareholder
- making operational decisions that are aligned with the council's expectations and strategic directions
- working within the Auckland Council's shared governance model and the decision making role of local boards
- delivering services effectively in a way that displays prudent use of resources and assets and provides value for money for Aucklanders.

The Mayor, Councillors and the council's Chief Executive are to receive timely, meaningful and candid information about the activities of the CCO, especially any matters that are potentially contentious or of high public interest. This includes frankly identifying options and risks and reporting more granular financial information for specific items as requested.

CCOs are expected to provide financial and other information that is broken down into significant activities, cost centres or assets according to the nature of the operation. For example, specific activities, events, facilities, or projects.

CCOs are expected to operate openly, including meeting in public wherever possible. This means only undertaking items in a confidential meeting where the requirements of the Local Government Official Information and Meetings Act 1987 are met.

Council staff, working with you, will monitor and report on compliance with the above requirements on a quarterly basis.

iii) Implement shared services

The use of shared services should be accelerated to eliminate duplication and deliver more efficiencies within the council group. By 2023/2034 arrangements should be implemented for ICT, insurance, fleet, corporate accommodation costs, HR, procurement, call centres and other "back office" functions that should be shared across the council group.

CCOs that procure relevant services outside the shared services model will be required to report to the Expenditure Control and Procurement Committee with reasons.

Part 2: Key expectations of AT

As I set out to you in my earlier letter, I am seeking a fundamental change of approach from AT. The organisation currently suffers from a serious democratic deficit and needs to regain social licence for its activities. The transport system needs to respond to what matters to Aucklanders, making it easier and more convenient to get around, provide for real transport choices for people, reduce congestion and transport emissions, and provide for accessibility and equity, and safety.

We need your support for our efforts to build a joined-up plan for an enduring transport system for Auckland and set out a pathway to achieve this.

The Council's key expectations of AT are detailed below. In summary they are:

- a fundamental change in approach: deeply understand and respond to what matters most to Aucklanders in transport
- get the most out of the existing transport network
- reduce AT's cost to Council
- deliver a better approach to traffic management: reduce developers' footprints on roads and enable fewer orange cones
- take direction and oversight from Council
- support the development of a joined-up, comprehensive transport plan, written by Aucklanders
- improve performance on resource consent report delays and reduce the costs of development.

i) A fundamental change in approach: deeply understand and respond to what matters most to Aucklanders in transport

As I have highlighted in previous discussions with you, I am seeking a fundamental change in approach from AT. AT's decisions must be much more closely informed by how Aucklanders live their lives, the transport decisions they make, and their aspirations and priorities when it comes to the transport system.

Travel time benefits (both in terms of journey time and travel-time variability) are outcomes that are highly valued by Aucklanders, whether they travel around the region by bus, car, train, bike or in other ways.

Improved travel time on public transport services is also a key way we can increase public transport patronage. Travel times must therefore be reflected as an explicit focus within AT's planning and decision-making and its measurement of the performance of the transport network.

AT's 2023-2026 SOI must, therefore, include specific plans to:

- put in place and publish a set of clear and accessible metrics for journey times, travel-time variability, and throughput on key corridors, for all transport modes
- develop a set of exemplar journeys that reflect user experience across the whole Auckland transport network, then measure and publish travel times for them. The journeys should encompass a range of user profiles, trip purposes, and areas of the transport network, and would include all transport modes. (Some journeys will include state highways).
- hold travel times steady on the arterial network.
- regularly and proactively share travel time data with the public, and report on performance against its travel-time goal for the arterial network.
- re-configure AT's project evaluation framework, so that travel-times are given appropriate focus, alongside other factors which matter to Aucklanders.

Although this is a critical factor, the SOI must also set out a means for AT to deeply understand and respond to other issues that matter to Aucklanders in transport – convenience, personal safety, the availability of travel choices, accessibility, affordability, health, and climate and environmental considerations.

AT should commission and publish regular quantitative and qualitative research – carried out independently of AT – into transport user sentiment. AT should also consider how deliberative democracy techniques can inform its understanding on the factors that shape Aucklanders' transport decisions and what matters to them. Generalised consultation is not enough and is often not effective.

AT must significantly improve communication to council, customers and stakeholders about the transport system, which is a significant factor that influences transport user experience. This is especially important in relation to public transport, so that users receive reliable, up-to-date information about public transport services.

AT should consider procuring an app-based user interface, designed to allow users to provide geo-spatial feedback on network performance. For instance, the AT Mobile app could be developed to capture traffic incidents, bottlenecks, road and footpath surface issues, personal safety issues, or PT service problems. This feedback should be aggregated and proactively reported on to the public.

Council also requests that AT propose clear measurement and reporting of how Aucklanders' personal safety is impacted by the transport system, so that this can be addressed and improved.

ii) Get the most out of the existing transport network

Fixing Auckland's transport system does not begin with large-scale investment in new infrastructure. Well ahead of that, we must do a much better job of managing the infrastructure assets we already have and the public transport services we operate. This is a question of necessity, given the economic and fiscal pressure we are under as Council.

As a starting point, AT must do a better job of delivering core transport services and fulfilling its statutory purpose under the Local Government Act: to “contribute to an effective, efficient and safe Auckland land transport system in the public interest.”

In particular, AT’s SOI 2023-2026 must set out initiatives to achieve the following objectives:

- Complete existing transport projects on time and on budget, and halt low-priority initiatives that are not yet underway.
- Make significant gains in network performance through smaller-scale improvements to the arterial road network, through technology (such as smart traffic lights, dynamic lanes, transponders on buses), bus lanes, T2/T3 lanes, and re-configuration of congested intersections and other chokepoints. These must be prioritised as part of a sped-up network optimisation programme, designed to improve travel-times for all transport modes. Innovation and trialling should be encouraged at AT, not stymied by multiple layers of risk assessment.
- Work with the Government and partner agencies to resolve the current public transport crisis (the partial shut-down of the rail network and the chronic shortage of bus drivers), as quickly and smoothly as possible.
- Fix long-standing punctuality and reliability issues on the public transport network and significantly improve communication to passengers, particularly when service disruptions occur. Recover and improve public transport patronage to at least pre-Covid levels. Measure and report on the utilisation of public transport services and clearly identify very low patronage routes, to inform assessment of these routes (noting that some routes still serve an important social function or feeder to the wider network).
- Ensure the whole of the Auckland region benefits evenly from the maintenance and renewals program, including rural roads. This includes improvements to road maintenance and the Unsealed Road Improvements framework, and targets to ensure prompt completion of simple road repairs.
- Implement AT and Council’s objectives under the Transport Emissions Reduction Pathway, within available funding parameters.
- Improved oversight and management of contractors to ensure work is undertaken correctly, and if not that the contractor pays for the repairs rather than the ratepayer.

iii) Reduce AT’s cost to Council

As with every other member of the Council family, AT must reduce its draw on ratepayer funding to help reduce pressure on strained household budgets. As noted above, the mayoral annual budget proposal sets a target for AT of \$25 million in cost reductions for 2023/24.

In the delivery of the capital programme, and planning for the future, AT’s approach must at all times prioritise affordability and value for money. In addition to the focus on better utilisation of the existing road and rail infrastructure, this will include maintaining a focus on phased delivery of projects, wherever possible, and looking for opportunities for lower cost, less disruptive delivery of the cycling programme.

Auckland Transport should look at opportunities to increase external income and reduce reliance on rates funding. One key area Auckland Transport should investigate is increasing revenue from parking. Currently Auckland transport is undercutting market rates for parking, which is not appropriate in this environment.

AT are instructed to report back by September 2023 on further opportunities to reduce costs – through a combination of changes to the AT’s corporate model, operating costs, and/or increased external revenue – as part of the 2024-2034 Long Term Plan. AT should identify additional savings and not hesitate to “look hard”.

In the SOI 2023-26 AT must affirm its commitment to reduce costs, and to measure the effectiveness of its cost-trimming efforts.

iv) Deliver a better approach to traffic management: reduce developers' footprints on roads and enable fewer orange cones

As Mayor, I have made clear my intention to see the number of road cones across the transport network reduced, and to minimise the social and economic disruption this has caused. The Council's expectation is that AT will adopt this as a priority.

The proliferation of road cones in Auckland is partly the result of a surge in roadworks in recent years, much of which cannot be avoided. It also reflects an overly prescriptive Temporary Traffic Management (TTM) regime, where minimal adjustment is made for the actual level of risk, and too often the outcome is more cones and lane closures than necessary.

The concern is not just inconvenience to road users and the general public; TTM costs the Council group at least \$145 million per year, not to mention the wider economic impact of TTM costs on Auckland businesses, community groups and the public.

In the SOI 2023-26 AT must adopt an approach to TTM that is better targeted to risk, drawing on the draft guidelines Waka Kotahi put forward earlier this year in the New Zealand Guide to Temporary Traffic Management. At the same time, AT must significantly improve the programming and coordination of construction and maintenance work taking place within the road corridor, to support wherever possible a 'one-pass' approach by contractors.

AT must also incentivise contractors to reduce the amount of road space that is taken up by temporary traffic management through a system of financial charges and penalties. This will ensure any space taken from the public is minimised and not used for unnecessary purposes like contractor vehicle parking.

AT's SOI 2023-2026 must include specific steps to advance these priorities, and to measure and report on the benefits.

v) Take direction and oversight from Council

AT has a critical role to play. We must address our city's democratic deficit by ensuring that AT's own plans and decisions are more strongly shaped by affected communities.

AT must assist the Mayor and the Council's Transport & Infrastructure Committee to set an overarching direction for transport in Auckland and ensure appropriate democratic oversight of AT's activities. AT is to hold itself accountable to this Committee.

The SOI 2023-2026 must set out how AT will achieve closer Local Board involvement in the design and planning stage of local transport projects that affect their communities.

AT must also work with the Council's Transport and Infrastructure Committee to develop an engagement model that results in more meaningful dialogue with the community, and ultimately an AT programme that reflects the community wishes.

In the SOI 2023-2026, AT's project development processes for local transport projects must include the following commitments:

- Auckland Transport should clearly define thresholds for local and regional projects in the SOI, in collaboration with the Council's Transport and Infrastructure Committee.

- AT local transport projects as detailed in the SOI should not proceed without the support of the Local Board at the design and project planning stage. If that support is not forthcoming, the proposed project must be elevated to the AT Board for Board consideration of whether it should proceed.
- AT must report to the Transport & Infrastructure Committee on any significant local transport project that proceeds without support from the relevant Local Board.
- AT should create mechanisms for Local Boards to propose local transport projects and have these designed, consulted on and approved or declined by AT in an efficient manner, with quality engagement with the Local Board.

Meanwhile, transport projects with regional scope must continue to be approached on a regional basis, but where possible include a tailored plan for the local roll-out, which should be Local Board-led. Implementation of the parking strategy and regional cycling programme are two instances where this model should be employed. AT should also provide scope for Local Boards to contribute additional funding in order to improve or accelerate projects.

AT should conduct regular surveys of Local Board elected member satisfaction with AT's engagement and publish the results publicly.

The SOI 2023-2026 must encompass these actions and objectives and demonstrate how AT will deliver them.

vi) Support the development of a joined-up, comprehensive transport plan, written by Aucklanders

Minister Wood and I have agreed to lead the development of a single, shared strategy to guide the long-term development of the transport network, to ensure it fulfils its role as an enabler of economic growth, prosperity and liveability. Council will work with the Government to develop a long-term transport plan for Auckland covering all modes, based on:

- delivering the social and economic outcomes that matter most to Aucklanders
- a strong 'one-network' focus, looking at the transport as an inter-dependent system rather than a series of individual projects or competing transport modes
- a single work programme, overseen by AT, rather than multiple workstreams being delivered by multiple agencies

As Mayor I will lead the development of this plan, with support from Council and AT.

The Council will also be seeking from central Government a more flexible and efficient project funding assessment regime that is tailored to Auckland's specific challenges. Council intends to ensure that funding for core transport activities is not crowded out and is made less bureaucratic.

Again, my expectation is that AT will support Council in this effort. AT's SOI 2023-2026 must indicate how AT plans to do this. AT should also identify in its SOI any areas of central government legislation that are constraining AT's ability to deliver an effective, efficient and safe Auckland land transport system in the public interest.

vii) Improve performance on resource consent report delays and reduce the costs of development

One thing which I have heard often is that AT (and others) need to speed up its processing of advice provided for resource consenting. I would like to see demonstrable improvements on this reported to the Transport and Infrastructure Committee.

In addition, I would like AT to improve and automate the process for road access and road closure notices, and access to easements for utility providers, such as mobile network, fibre and backhaul builds (with appropriate safety and traffic management considerations). This will support wider improvements in infrastructure across the region, in a timely fashion.

Council looks forward to receiving a draft of the AT Statement of Intent no later than 1 April 2023. Staff are available to expand aspects of this letter if required.

Please contact Alastair Cameron, Manager CCO and External Partnerships to discuss.

Ngā mihi



Wayne Brown
MAYOR OF AUCKLAND

Copy to:

Desley Simpson	Deputy Mayor
Councillor John Watson	Chair Transport and Infrastructure Committee
Councillor Christine Fletcher	Deputy Chair Transport and Infrastructure Committee
Mark Lambert	Interim Chief Executive Auckland Transport
Alastair Cameron	Manager CCO Governance and Oversight

Attachment 2 - Responding to the Letter of Expectation

Topic	Expectation	Action in SOI	Specific text (if appropriate)
i) Concise SOIs with meaningful performance measures (page 2)	Your 2023-2026 SOIs must enable proper accountability and direction of Auckland Transport.		
	I expect the Auckland Transport SOI to be concise and informative. This will enable the council and public to clearly understand your proposed activities, any proposed changes, and the proposed benefit and financial impact of your activities. Please avoid superfluous information and marketing. I expect you to work with council to ensure your SOI includes clear, meaningful performance measures. I seek fewer measures in most cases, but they should provide useful information, measure what matters and be objectively quantifiable wherever possible.	Significantly reduced length of SOI document. Value for money and reducing costs to council section. New SOI Performance Measures framework	
ii) Be more transparent and accountable (page 2)	I expect all entities in the Auckland Council group to be transparent in their approach to working with each other, the council and the community.	Collaboration and improving relationships text and deliverable	Work with the Mayor and the Council's Transport & Infrastructure Committee to support the setting of an overarching direction for transport in Auckland and ensure appropriate democratic oversight of AT's activities that have strategic implications for Council's priorities.
	We require CCOs to abide by the expectations of the group as set out in the Statement of Expectations of substantive council-controlled organisations (July 2021), which includes: · the relationship with the council as shareholder · making operational decisions that are aligned with the council's expectations and strategic directions · delivering services effectively in a way that displays prudent use of resources and assets and provides value for money for Aucklanders. · working within the Auckland Council's shared governance model and the decision making role of local boards	Appendix 1: Board's approach to governance	
	The Mayor, Councillors and the council's Chief Executive are to receive timely, meaningful and candid information about the activities of the CCO, especially any matters that are potentially contentious or of high public interest. This includes frankly identifying options and risks and reporting more granular financial information for specific items as requested.	N/A	
	CCOs are expected to provide financial and other information that is broken down into significant activities, cost centres or assets according to the nature of the operation. For example, specific activities, events, facilities, or projects.	N/A	
	CCOs are expected to operate openly, including meeting in public wherever possible. This means only undertaking items in a confidential meeting where the requirements of the Local Government Official Information and Meetings Act 1987 are met. Council staff, working with you, will monitor and report on compliance with the above requirements on a quarterly basis.	N/A	
iii) Implement shared services (page 3)	The use of shared services should be accelerated to eliminate duplication and deliver more efficiencies within the council group. By 2023/2034 arrangements should be implemented for ICT, insurance, fleet, corporate accommodation costs, HR, procurement, call centres and other "back office" functions that should be shared across the council group. CCOs that procure relevant services outside the shared services model will be required to report to the Expenditure Control and Procurement Committee with reasons.	Value for money deliverable	Implement arrangements for shared-services where they deliver cost reductions for Council
Key expectations of AT (page 3)	As I set out to you in my earlier letter, I am seeking a fundamental change of approach from AT. The organisation currently suffers from a serious democratic deficit and needs to regain social licence for its activities. The transport system needs to respond to what matters to Aucklanders, making it easier and more convenient to get around, provide for real transport choices for people, reduce congestion and transport emissions, and provide for accessibility and equity, and safety.	Chair's forward and Introduction sections	
	We need your support for our efforts to build a joined-up plan for an enduring transport system for Auckland and set out a pathway to achieve this.	Joint Transport Plan for Auckland	

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Topic	Expectation	Action in SOI	Specific text (if appropriate)
<p>i) A fundamental change of approach: deeply understand and respond to what matters most to Aucklanders in transport (page 3)</p>	As I have highlighted in previous discussions with you, I am seeking a fundamental change in approach from AT. AT's decisions must be much more closely informed by how Aucklanders live their lives, the transport decisions they make, and their aspirations and priorities when it comes to the transport system.	Chair's forward, Introduction, and Better understanding the communities we serve sections	We will continue to learn from the way that Aucklanders actually use the transport network every day, as this also shows us what they value. Most importantly, we will make these insights central to our decision making, whether it's planning, network management or project design and delivery. Our investments must deliver a clear benefit for users of Auckland's transport network.
	Travel time benefits (both in terms of journey time and travel-time variability) are outcomes that are highly valued by Aucklanders, whether they travel around the region by bus, car, train, bike or in other ways.	Chair's forward - guiding questions	What are the likely travel time impacts of this decision for all users and what are its impacts on travel times on the arterial network?
	Improved travel time on public transport services is also a key way we can increase public transport patronage. Travel times must therefore be reflected as an explicit focus within AT's planning and decision-making and its measurement of the performance of the transport network.	Leveraging our existing network and Capital programme deliverables	Improve travel times on the bus network by providing pre-emption for buses at intersections through our network optimisation programme Roll-out bus priority lanes to improve bus travel times
	AT's 2023-2026 SOI must, therefore, include specific plans to: (page 4)		
	<ul style="list-style-type: none"> Put in place and publish a set of clear and accessible metrics for journey times, travel-time variability, and throughput on key corridors, for all transport modes 	How we will be held accountable - new reporting	Regular updates will be provided publicly through our Board meetings, as well as to the Transport and Infrastructure Committee... These will include specific reporting requested in the letter of expectations, including journey times, travel-time variability, and throughput...
	<ul style="list-style-type: none"> Develop a set of exemplar journeys that reflect user experience across the whole Auckland transport network, then measure and publish travel times for them. The journeys should encompass a range of user profiles, trip purposes, and areas of the transport network, and would include all transport modes. (Some journeys will include state highways). 	Getting the basics right deliverable and How we will be held accountable - new reporting	Develop a set of exemplar journeys that reflect user experience across the whole Auckland transport network including travel times. We will publish these monthly to understand trends, and to support actions to address any increases in travel times.
	<ul style="list-style-type: none"> Hold travel times steady on the arterial network. 	Getting the basics right New SOI Measure: Average travel speed	We seek to keep hold travel times reliable steady over time to ensure those travelling around Auckland can do so with confidence and certainty, and implement process changes to ensure all projects on the arterial network consider their impact on overall travel speeds, as experienced by users, and any reductions for some users are offset by an overall improvement for others.
	<ul style="list-style-type: none"> Regularly and proactively share travel time data with the public, and report on performance against its travel-time goal for the arterial network. 	Getting the basics right New SOI Measure: Average travel speed	Regular updates will be provided publicly through our Board meetings, as well as to the Transport and Infrastructure Committee... These will include specific reporting requested in the letter of expectations, including journey times, travel-time variability, and throughput...
	<ul style="list-style-type: none"> Re-configure AT's project evaluation framework, so that travel-times are given appropriate focus, alongside other factors which matter to Aucklanders. 	Chair's forward - guiding questions	
	Although this is a critical factor, the SOI must also set out a means for AT to deeply understand and respond to other issues that matter to Aucklanders in transport – convenience, personal safety, the availability of travel choices, accessibility, affordability, health, and climate and environmental considerations.	Better understanding the communities we serve section and deliverables	Establish a programme to deeply understand those we serve (Voice of Customer), to inform strategic business decisions and the prioritisation of initiatives to improve the customer experience across all services and touch points.
	AT should commission and publish regular quantitative and qualitative research – carried out independently of AT – into transport user sentiment.	Better understanding the communities we serve deliverable	Commission independent quantitative and qualitative customer sentiment research along with research on observed travel behaviours. We will publish this research regularly.
	AT should also consider how deliberative democracy techniques can inform its understanding on the factors that shape Aucklanders' transport decisions and what matters to them. Generalised consultation is not enough and is often not effective.	Collaboration and improving relationships deliverable	Develop a public engagement and consultation strategy including ways to bring impacted people closer to the decisions that affect them.
	AT must significantly improve communication to council, customers and stakeholders about the transport system, which is a significant factor that influences transport user experience. This is especially important in relation to public transport, so that users receive reliable, up-to-date information about public transport services.	Leveraging our existing network deliverables	Execute AT Mobile and AT Website priorities including enhancing the display of rail bus information in Journey Planner and Live Departures to support the Rail Network Rebuild Improve AT Mobile usability Redefine and execute plan for minimising the impact of disruptions informed by research to ensure initiatives meet customer needs Continuously improve how we proactively communicate disruptions in a timely manner across relevant channels, ensuring an emphasis on rail network closures and ferry cancellations.
AT should consider procuring an app-based user interface, designed to allow users to provide geo-spatial feedback on network performance. For instance, the AT Mobile app could be developed to capture traffic incidents, bottlenecks, road and footpath surface issues, personal safety issues, or PT service problems. This feedback should be aggregated and proactively reported on to the public.	Leveraging our existing network deliverables	Roll out a digital app for the public to report redundant equipment such as road cones on the network directly to the contractors who will proactively collect the equipment.	
Council also requests that AT propose clear measurement and reporting of how Aucklanders' personal safety is impacted by the transport system, so that this can be addressed and improved.	Vision Zero section	We will seek to understand where and why people feel unsafe, unsafe and will investigate a risk-based approach to measuring harm beyond actual deaths and serious injuries to holistically improve AT's transport safety decisions. This will include developing a framework for measuring perceptions of safety overlaid with actual deaths and serious injuries and use the reporting of these measures to focus improvements.	

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Topic	Expectation	Action in SOI	Specific text (if appropriate)
ii) Get the most out of the existing transport network (page 4)	Fixing Auckland's transport system does not begin with large-scale investment in new infrastructure. Well ahead of that, we must do a much better job of managing the infrastructure assets we already have and the public transport services we operate. This is a question of necessity, given the economic and fiscal pressure we are under as Council. As a starting point, AT must do a better job of delivering core transport services and fulfilling its statutory purpose under the Local Government Act: to "contribute to an effective, efficient and safe Auckland land transport system in the public interest."	Chair's forward, Introduction, and leveraging our existing network sections	
	In particular, AT's SOI 2023-2026 must set out initiatives to achieve the following objectives: (page 5)		
	<ul style="list-style-type: none"> Complete existing transport projects on time and on budget, and halt low priority initiatives that are not yet underway. 	Getting the basics right and delivering our capital programme deliverables	Reprioritise the capital plan, halting low-priority initiatives that are not yet underway or that can no longer be delivered due to budget restrictions
	<ul style="list-style-type: none"> Make significant gains in network performance through smaller-scale improvements to the arterial road network, through technology (such as smart traffic lights, dynamic lanes, transponders on buses), bus lanes, T2/T3 lanes, and re-configuration of congested intersections and other chokepoints. These must be prioritised as part of a sped-up network optimisation programme, designed to improve travel-times for all transport modes. Innovation and trialling should be encouraged at AT, not stymied by multiple layers of risk assessment. 	Leveraging our existing network deliverables	Review intersections and special vehicle lanes to provide continued improvement through the network performance programme, with an aim to hold travel times steady on the arterial network Deliver freight improvements, including trialling the use of transit lanes by freight vehicles
	<ul style="list-style-type: none"> Work with the Government and partner agencies to resolve the current public transport crisis (the partial shut-down of the rail network and the chronic shortage of bus drivers), as quickly and smoothly as possible. 	Getting the basics right deliverables	Work with partner agencies and PT operators to proactively address the PT crisis. This includes advocating for updated immigration settings to enable accelerated recruitment of new bus drivers and ferry deckhands.
	<ul style="list-style-type: none"> Fix long-standing punctuality and reliability issues on the public transport network and significantly improve communication to passengers, particularly when service disruptions occur. Recover and improve public transport patronage to at least pre-Covid levels. 	Leveraging our existing network deliverables	Execute AT Mobile and AT Website priorities including enhancing the display of rail bus information in Journey Planner and Live Departures to support the Rail Network Rebuild Improve AT Mobile usability Redefine and execute plan for minimising the impact of disruptions informed by research to ensure initiatives meet customer needs Continuously improve how we proactively communicate disruptions in a timely manner across relevant channels, ensuring an emphasis on rail network closures and ferry cancellations.
	Measure and report on the utilisation of public transport services and clearly identify very low patronage routes, to inform assessment of these routes (noting that some routes still serve an important social function or feeder to the wider network).	Leveraging our existing network deliverable How we will be held accountable	Improve reporting of our bus route utilisation and adjust low patronage routes to on-demand services where appropriate, considering potential impacts to users
	<ul style="list-style-type: none"> Ensure the whole of the Auckland region benefits evenly from the maintenance and renewals program, including rural roads. This includes improvements to road maintenance and the Unsealed Road Improvements framework, and targets to ensure prompt completion of simple road repairs. 	Getting the basics right deliverable	Maintain the assets we have through the renewals programme, to ensure they are fit for purpose in a way that minimises the whole of life cost, while ensuring that this is rolled out equitably across the region.
	<ul style="list-style-type: none"> Implement AT and Council's objectives under the Transport Emissions Reduction Pathway, within available funding parameters. 	Sustainability and Environment section	
	<ul style="list-style-type: none"> Improved oversight and management of contractors to ensure work is undertaken correctly, and if not that the contractor pays for the repairs rather than the ratepayer. 	Getting the basics right deliverable	Undertake a review for all road corridor access charges, to ensure contractors are adequately penalised for non-compliance of temporary traffic management
iii) Reduce Auckland Transport's cost to Council (page 5)	As with every other member of the Council family, AT must reduce its draw on ratepayer funding to help reduce pressure on strained household budgets. As noted above, the mayoral annual budget proposal sets a target for AT of \$25 million in cost reductions for 2023/24.	Value for money and reducing costs to Council	
	In the delivery of the capital programme, and planning for the future, AT's approach must at all times prioritise affordability and value for money. In addition to the focus on better utilisation of the existing road and rail infrastructure, this will include maintaining a focus on phased delivery of projects, wherever possible, and looking for opportunities for lower cost, less disruptive delivery of the cycling programme.	Value for money and Leveraging our existing network deliverables	Implement the Cycling Investment Strategy to realise opportunities for interventions within existing kerbs for less disruptive, lower cost and faster delivery of cycling improvements
	Auckland Transport should look at opportunities to increase external income and reduce reliance on rates funding. One key area Auckland Transport should investigate is increasing revenue from parking. Currently Auckland transport is undercutting market rates for parking, which is not appropriate in this environment.	Value for money deliverables	Establish a programme to identify and realise opportunities to implement or increase AT charges for the services we provide, where these are currently undercharged Establish a programme to identify and realise opportunities to reduce the financial burden on AT and council associated with transport project delivery
	AT are instructed to report back by September 2023 on further opportunities to reduce costs – through a combination of changes to the AT's corporate model, operating costs, and/or increased external revenue – as part of the 2024-2034 Long Term Plan. AT should identify additional savings and not hesitate to "look hard".	Value for money deliverable	Establish a programme to further identify and realise opportunities to reduce the financial burden on AT and Council, reporting back to Council by September 2023 for inclusion in the 2024-2034 Long Term Plan
	In the SOI 2023-26 AT must affirm its commitment to reduce costs, and to measure the effectiveness of its cost-trimming efforts.	Value for money section	
iv) Deliver a better approach to traffic management: reduce developers' footprints on roads and enable fewer orange cones (page 6)	As Mayor, I have made clear my intention to see the number of road cones across the transport network reduced, and to minimise the social and economic disruption this has caused. The Council's expectation is that AT will adopt this as a priority. In the SOI 2023-26 AT must adopt an approach to TTM that is better targeted to risk, drawing on the draft guidelines Waka Kotahi put forward earlier this year in the New Zealand Guide to Temporary Traffic Management.	Getting the basics right section	Trial a new risk-based approach to temporary traffic management (TTM). Provide feedback to Waka Kotahi for input on their guidelines on the local road context for TTM.
	At the same time, AT must significantly improve the programming and coordination of construction and maintenance work taking place within the road corridor, to support wherever possible a 'one-pass' approach by contractors.	Getting the basics right section	Scale the works coordination team which ensures a "dig-once" approach to construction. Use technology through the National Forward Works Viewer to visualise all upcoming projects on the network, facilitate conversations and resolve clashes across agencies.
	AT must also incentivise contractors to reduce the amount of road space that is taken up by temporary traffic management through a system of financial charges and penalties. This will ensure any space taken from the public is minimised and not used for unnecessary purposes like contractor vehicle parking.	Getting the basics right section	Undertake a review for all road corridor access charges, to ensure contractors are adequately penalised for non-compliance of temporary traffic management.
	AT's SOI 2023-2026 must include specific steps to advance these priorities, and to measure and report on the benefits.	Getting the basics right section and How we will be held accountable	Regular updates will be provided publicly through our Board meetings, as well as to the Transport and Infrastructure Committee. These will include specific reporting requested in the letter of expectations, including ... TTM.

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Topic	Expectation	Action in SOI	Specific text (if appropriate)
v) Take direction and oversight from Council (page 6)	AT has a critical role to play. We must address our city's democratic deficit by ensuring that AT's own plans and decisions are more strongly shaped by affected communities.	Collaboration and improving relationships deliverable	Develop a public engagement and consultation strategy including ways to bring impacted people closer to the decisions that affect them.
	AT must assist the Mayor and the Council's Transport & Infrastructure Committee to set an overarching direction for transport in Auckland and ensure appropriate democratic oversight of AT's activities. AT is to hold itself accountable to this Committee.	Collaboration and improving relationships deliverable	Work with the Mayor and the Council's Transport & Infrastructure Committee to support the setting of an overarching direction for transport in Auckland and ensure appropriate democratic oversight of AT's activities that have strategic implications for Council's priorities.
	The SOI 2023-2026 must set out how AT will achieve closer Local Board involvement in the design and planning stage of local transport projects that affect their communities.	Collaboration and improving relationships deliverable	Trial an enhanced engagement approach for a number of significant priority local projects including greater involvement with Local Boards, co-design with communities and greater on-the-ground visibility and in-person engagement from AT.
	AT must also work with the Council's Transport and Infrastructure Committee to develop an engagement model that results in more meaningful dialogue with the community, and ultimately an AT programme that reflects the community wishes.	Collaboration and improving relationships deliverable	Work with the Mayor and the Council's Transport & Infrastructure Committee to support the setting of an overarching direction for transport in Auckland and ensure appropriate democratic oversight of AT's activities that have strategic implications for Council's priorities.
	In the SOI 2023-2026, AT's project development processes for local transport projects must include the following commitments: <ul style="list-style-type: none"> Auckland Transport should clearly define thresholds for local and regional projects in the SOI, in collaboration with the Council's Transport and Infrastructure Committee. AT local transport projects as detailed in the SOI should not proceed without the support of the Local Board at the design and project planning stage. If that support is not forthcoming, the proposed project must be elevated to the AT Board for Board consideration of whether it should proceed. AT must report to the Transport & Infrastructure Committee on any significant local transport project that proceeds without support from the relevant Local Board. AT should create mechanisms for Local Boards to propose local transport projects and have these designed, consulted on and approved or declined by AT in an efficient manner, with quality engagement with the Local Board. Meanwhile, transport projects with regional scope must continue to be approached on a regional basis, but where possible include a tailored plan for the local roll-out, which should be Local Board-led. Implementation of the parking strategy and regional cycling programme are two instances where this model should be employed. AT should also provide scope for Local Boards to contribute additional funding in order to improve or accelerate projects.	Collaboration and improving relationships deliverable	Implement processes for Local Boards to propose their own local transport projects, and define local and regional thresholds in collaboration with Council and Local Boards
	AT should conduct regular surveys of Local Board elected member satisfaction with AT's engagement and publish the results publicly.	New SOI Performance Measures framework	Local Board satisfaction with engagement (revised measure)
	The SOI 2023-2026 must encompass these actions and objectives and demonstrate how AT will deliver them.		
vi) Support development of a joined-up, comprehensive transport plan, written by Aucklanders (page 7)	Minister Wood and I have agreed to lead the development of a single, shared strategy to guide the long-term development of the transport network, to ensure it fulfils its role as an enabler of economic growth, prosperity and liveability. Council will work with the Government to develop a long-term transport plan for Auckland covering all modes, based on: <ul style="list-style-type: none"> delivering the social and economic outcomes that matter most to Aucklanders a strong 'one-network' focus, looking at the transport as an inter-dependent system rather than a series of individual projects or competing transport modes a single work programme, overseen by AT, rather than multiple workstreams being delivered by multiple agencies As Mayor I will lead the development of this plan, with support from Council and AT.	Joint Transport Plan for Auckland	
	The Council will also be seeking from central Government a more flexible and efficient project funding assessment regime that is tailored to Auckland's specific challenges. Council intends to ensure that funding for core transport activities is not crowded out and is made less bureaucratic. Again, my expectation is that AT will support Council in this effort. AT's SOI 2023-2026 must indicate how AT plans to do this.	Value for money deliverables	Create a new workstream to identify policy, legislative and regulatory changes necessary to address both project funding issues and more general revenue barriers Work with council to advocate to central government for necessary changes to transport and infrastructure funding.
	AT should also identify in its SOI any areas of central government legislation that are constraining AT's ability to deliver an effective, efficient and safe Auckland land transport system in the public interest.	Value for money deliverable	Create a new workstream to identify policy, legislative and regulatory changes necessary to address both project funding issues and more general revenue barriers
vii) Improve performance on resource consent report delays and reduce the costs of development (page 7)	One thing which I have heard often is that AT (and others) need to speed up its processing of advice provided for resource consenting. I would like to see demonstrable improvements on this reported to the Transport and Infrastructure Committee.	Getting the basics right deliverables	Implement the Better Faster Consents work programme alongside council and Watercare to simplify and improve the resource consenting process.
	In addition, I would like AT to improve and automate the process for road access and road closure notices, and access to easements for utility providers, such as mobile network, fibre and backhaul builds (with appropriate safety and traffic management considerations). This will support wider improvements in infrastructure across the region, in a timely fashion.	Getting the basics right deliverables	Make customer-facing improvements to the automated process for road corridor access requests.

Attachment 3 – Feedback from Board Chair and Deputy Board Chair

Page	Feedback	How we've addressed it
2	<p>I would turn these around as positive statements rather than hanging questions.</p> <p>These questions tend to be a variation on the same theme - prefer to calibrate these back to the main 6 to 8 points of the LoE itself to show we listened and addressed the challenge</p>	<p>Changed to:</p> <p>To underpin this shift, the AT Board and executive have agreed a set of principles that we will apply when considering any change to the network or our services:</p> <ul style="list-style-type: none"> • A full understanding of the impact to all Auckland users, across all modes will be evidenced • An overall benefit that will be recognisable to impacted users will be clearly identified. • Travel time impacts for all users and impacts on travel times on the arterial network will be assessed. • The immediate needs of Aucklanders with future outcomes will be balanced. • Only activity that is clearly part of AT's core business will be carried out. • AT's existing network will be effectively leveraged. • Affordability and value for money will always be considered. <p>The intent of these principles is to have a common set of considerations for making decisions at all levels across AT. And for us all to ensure we have an understanding of the impacts of those decisions for all users which is the fundamental shift in our approach.</p> <p>The four focus areas are intended to address the points in the LoE.</p> <p>We also have a separate spreadsheet which details each expectation and how we've addressed at a very detailed level.</p>
5	<p>Suggest we put in the 4 deliverables from page 14 here as part of the upfront outline. (as not all readers will read the whole document)</p>	<p>The four outcome areas in in the Introduction</p>

6	<p>Measures of success:</p> <p>I would put this up front - after the Chair's foreword and have as a key stand-alone page. The measurements need to be included - e.g. Cycle counts - what is the target, how do we know we succeeded. ??</p>	<p>Moved up front as a stand-alone page and measures with targets updated.</p>
8	<p>Roles and responsibilities:</p> <p>We should calibrate this with the LG Act which has other key responsibilities and deliverables - e.g. Having Maori involved in decision making. It's not just TERP.</p>	<p>Added:</p> <ul style="list-style-type: none"> • We are committed to the operating principles set out in the Local Government Act: • Establishing and maintaining processes for Māori to contribute to our decision-making processes • Operating in a financially responsible manner • Using revenue efficiently, seeking value for money • Being transparent in our revenue and expenditure <p>Being transparent in our decision-making</p>
8	<p>Don't forget running two airports on Great Barrier in this list.</p>	<p>Added:</p> <ul style="list-style-type: none"> • Running two airports on Aotea Great Barrier
10	<p>Strategic alignment and key policies:</p> <p>Add in the LoE as a key alignment document</p>	<p>Added:</p> <p>This Statement of Intent responds specifically to the Letter of Expectation set by the Mayor and Council.</p>
10	<p>We don't mention equity as a key focus.</p>	
17	<p>Regarding commissioning research:</p> <p>Be careful here - take into account austerity measures especially use of consultants.</p>	<p>This is a specific expectation set out in the LoE.</p> <p>It should be noted that research will be conducted if there is a clear and specific purpose - guiding decision making in support of the requirement for us to deeply understand Aucklanders needs.</p>

17	How do we bring in the key deliverable mode shift?	I think mode shift is an outcome if we understand needs more deeply and respond accordingly, get the basics right in terms of PT and enabling active modes. But we can't "deliver" mode shift without those things being in place.
19	Regarding <i>Improve our prioritisation approach to include consideration of the needs of Aucklanders in the planning of programmes and projects:</i> Needs or wishes? they are different	Agree they are very different. It's needs. And that means skilled research/customer understanding to dig deeper than the surface of people saying "I want XYZ"
19	Regarding the PT crisis: champion pay agreements, staff retention tools, working conditions, staff safety...	Changed to: Work with partner agencies and PT operators to proactively address the PT crisis. This includes advocating for updated immigration settings to enable accelerated recruitment of new bus drivers and ferry deckhands, championing pay agreements, and improving staff safety and working conditions
19	Regarding Maintenance and renewal: This one is all wrong. the funding level may not achieve fit for purpose. We should commit to maintain assets at a safe level - i.e. look after what we have before we build new roads.	Changed to: Maintain our assets to an acceptable, safe standard, as set out in our Asset Management Plan in a way that minimises the whole of life cost, while ensuring that the Plan is rolled out in a way that considers the unique needs of different areas across the region (such as rural areas). Also added a note on page 14 under challenges and constraints: <ul style="list-style-type: none"> Funding constraints may mean that in order to maintain our assets to an acceptable standard we may need to reallocate funding from existing projects.
19	We should address the Mayors comments here - less road cones, etc.	Added: We also acknowledge the abundance of road cones disrupting Aucklanders. We commit to minimising inconvenience to road users and the general public through necessary works and keeping those impacted well-informed.
20	Regarding scaling the works coordination team: I am not sure this is still valid under	The intent was not scaling of FTE. So changed to: Accelerate works coordination to provide a spatial viewer for all works and events on the network. Coordinate with multiple stakeholders to schedule works and minimise disruption.

	austerity settings	
20	Regarding road corridor access charges: Turn into a positive - the aim its not to penalise - it is encouraging more efficient use of public space and to incent efficient projects, with a net outcome to increase revenue.	Changed to: Review all road corridor access charges, incentivising contractors to comply with temporary traffic management and drive efficiency, encouraging more efficient use of public space
21	No mention here of Open Loop as a game changer. Also no mention of traffic light changes to assist PT movements.	Added: Deliver next generation ticketing and payments, by upgrading the existing AT HOP system to include open loop functionality, so that customers can use contactless payment options to pay for their public transport fares and to provide increased access to the PT network Improve travel times on the bus network by providing pre-emption for buses at intersections through our network optimisation programme
25	Value for money: Our target is in effect \$56.5m including the FY23 one-offs and the extra \$7.5m .	Updated
25	Regarding shared services: Be really careful of the wording here. basically we support looking for efficiencies and cost reductions where that make sense to do so, and where we can guarantee service levels are maintained or improved, key AT deliverables are not compromised and where the Board are satisfied it is in the best interests of AT.	Changed to: Implement arrangements for shared-services where they deliver cost reductions for Council while ensuring level of service is not compromised
27	Regarding maintenance and renewals: To what level / standard. Do we have a decaying network ?	Changed to: Provide maintenance and renewals on the transport network to an acceptable and safe standard

27	<p>We should note that AT is taking over the operation of CRL when finished. Its a major undertaking that has little profile in the SCI given its a game changer. Likewise, very little mention in this document of the Rail and Ferry operations.</p>	<p>Added:</p> <p>Prepare for City Rail Link (CRL) opening, including procurement of 23 new electric trains. We will take over the operation of CRL once delivered</p> <p>Deliver bus, ferry, and rail network improvements</p> <p>Commence staged delivery of Hobson, Nelson and Fanshawe Street safety improvements</p> <p>Network Optimisation Programme</p> <p>Local Board Initiatives</p> <p>Minor Programmes (responding to customer requests)</p> <p>CATR investment*</p>
31	<p>Regarding Board's approach to governance:</p> <p>This is too much corporate speak. Read the Act and summarise</p>	<p>Changed to:</p> <p>AT was established under the Local Government (Auckland Council) Amendment Act 2010 as a Council-Controlled Organisation (CCO) of the Auckland Council. Auckland Council is effectively our sole shareholder.</p> <p>AT's purpose is to contribute to an effective and efficient land transport system to support Auckland's social, economic, environmental, and cultural well-being.</p> <p>Auckland Transport's activities are directed and guided at a strategic level by the Board of Directors.</p> <p>The Board has overall responsibility for delivering transport in Auckland. This includes managing and controlling public transport and local roads, as well as preparing the Auckland Regional Land Transport Programme.</p> <p>All decisions relating to the operation of Auckland Transport are made by, or under, the authority of the Board in accordance with the Local Government (Tamaki Makaurau Reorganisation) Amendment Act 2009, the Local Government (Auckland Council) Act 2009, and the Local Government (Auckland Transitional Provisions) Act 2010</p>
31-34	<p>Various inaccuracies regarding legislative requirements</p>	<p>All amended</p>
23	<p>General feedback regarding higher level of</p>	<p>Added (introduction paragraph):</p>

	<p>engagement and involvement with local boards</p>	<p>We will engage more meaningfully and transparently with local Boards, recognising that they represent their communities, and that they should have greater involvement in local transport projects that affect those communities. This means a genuine partnership where we seek to understand the unique and diverse needs of each Local Board at a regional level, not just by project. We will work in partnership to integrate those needs into our planning. We will support Local Boards to communicate integrated local transport stories to their communities.</p> <p>Added deliverable:</p> <p>Implement processes for Local Boards to propose their own local transport projects, and define local and regional thresholds in collaboration with Council and Local Boards</p>
	<p>General feedback regarding leveraging any and all opportunities to achieve the outcomes we need to</p>	<p>Added specific reference to this in sustainability and environment section</p>