



## FINANCE

Task / Project	Strategic Theme	Project Results	Comment/s
<b>Finance</b>			
Review of current billing process for non-core external revenues	Continually transform and elevate customer experience	On Target	Review completed. Findings will be incorporated into the Reshape AT project.
Version 1.0 of organisational Performance Management Framework created		On Target	The overall structure of the Performance Management Framework is completed, and the overarching level 1 metrics are confirmed.
2019/20 Half Year Audit and Reporting		On Target	
AC Quarter 2 reporting pack submitted		On Target	
2020/21 Budget (Annual Plan) prepared, with key focus on PT growth, special events, capital delivery and funding		On Target	Pre Covid budget approved, submitted to AC as planned. Covid-19 budget submitted to support consultation.
Initiate work to asses funding options for electric buses		Risk of non-achievement	Work suspended due to Covid-19.
<b>Capital Performance</b>			
Ensure forecasting and review processes are in place to deliver of 90% of the 2019-20 capital programme	Contributes towards achievement of all Strategic themes	Risk of non-achievement	Non achievement due to impacts of Covid-19.
2020-21 high level Capital programme finalised		Below, but likely to achieve	High level capital programme developed pre-Covid-19. Due to Covid-19 impacts AT's 2020/21 capital envelope will be materially reduced and will be finalised between now and 31 July.
Contribute to the development of the 2021-2031 RLTP		On Target	Working closely with ATAP and LTP working groups to ensure there is alignment between the new plans and the current operating environment.
<b>Funding &amp; Analysis</b>			
Prepare funding applications for projects eligible for NZ Transport Agency funding	Contributes towards achievement of all Strategic themes	On Target	Six applications were submitted between January and March 2020, with the Downtown Programme – Lower Albert Bus Interchange being the largest at \$14.7 million and Ormiston Town Centre – Main Street Link at \$13.2 million.
Ensure that processes are in place throughout the organisation to meet the NZ Transport Agency's requirements for funding applications		On Target	Working with project managers to ensure that NZTA's business case requirements are met
Continue to investigate options with the Transport Agency and MoT to mitigate capital and operating expenditure funding risk		Risk of non-achievement	Underspend in the capital programme due to the COVID-19 lockdown means there is unlikely to be a funding shortfall this financial year. Funding sources are severely constrained going forward as both Council and NZTA face reduced revenue due to COVID-19.



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<b>Procurement</b>			
Collaborative Partnering (Supplier Relationship Management) programme feasibility completed, next steps agreed	Fast track creative, innovate and efficient transport services Continually transform and elevate customer experience	Below, but likely to achieve	Supplier Relationship Management programme put on hold due to Covid-19.
Establishment and first meeting of the Procurement Steering Group, a cross functional leadership team to govern development of procurement function within AT		On Target	PSG established and two meetings successfully held, with constructive cross functional engagement.
Approval and planning complete for next AT Partner Briefing in 2019/20 Q4 (tbc late April / early May)		On Target	AT Partner Briefing in May cancelled due to Covid-19 restrictions.

## INTEGRATED NETWORKS

Task / Project	Strategic Theme	Project Results	Comment/s
<b>Metro Services - Bus Services</b>			
Compliance with Employment Relations Act Amendments (ERAA) <ul style="list-style-type: none"> <li>Service changes planned within ERAA requirements for bus driver Rest and Meal Break Rule for May 2020 compliance.</li> </ul>	Continually transform and elevate customer experience	Below, but likely to achieve	Some operators achieved full compliance with ERAA between October 2019 and 6 May 2020.  Due to COVID-19 and challenges in producing driver schedules at NZ Bus, full go-live deferred to aligned with service changes post COVID-19 Alert Level 2 on 19 July.
<ul style="list-style-type: none"> <li>Diversion of route 68 onto Carlton Street</li> </ul>	Continually transform and elevate customer experience	Below, but likely to achieve	Diversion delayed due to concerns from Local Board and Councillor following Safety Audit and additional actions. Delayed to 5 July 2020.
<b>Metro Services - Train Services</b>			
Pets on trains	Continually transform and elevate customer experience	Achieved	Pets on Trains was approved to go live on a permanent basis with the trial proving very successful and very few issues being identified
EMU Tranche 2 – Commissioning of first train	Continually transform and elevate customer experience Build network optimisation and resilience Fast-track creative, innovative and efficient transport services	Achieved	Provisional acceptance 25 March. Acceptance into service early June.
CRL timetable train headway trials	Continually transform and elevate customer experience Build network optimisation and resilience	Achieved	Trials completed as planned for the Western and Southern lines, all learnings have been incorporated into the proposed CRL timetable and associated track infrastructure programmes to start.
Automatic Pedestrian Level Crossing Gates	Continually transform and elevate customer experience Fast-track creative, innovative and efficient transport services	Below, but likely to achieve	Phase 4 designs completed for Bruce McLaren Road, George Street, Church Street East, Mt Lebanon Lane, O'Neills Road, Private Ped Crossing – Corbans Henderson. Aiming to complete construction for two or three locations in Q4, remaining three in Q1 20/21.
<b>Metro Services - Ferry Services</b>			
Transition planning and the operational planning for the development of the Queens Wharf ferry berths	Continually transform and elevate customer experience Build network optimisation and resilience for predictable travel times	On Target	Successful resolution of issues pertaining to the transition of Pine Harbour services to berth 6. Lessons learnt incorporated into transition of services to remaining new berths.  Transition to berth 5 delayed from 25 May to July (TBC) as a result of construction impact of COVID-19.

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			Operational planning analysis re-commenced (post COVID-19 Alert Levels 3 and 4) around Ferry Basin operational plans.
Timetable Resilience Project	Continually transform and elevate customer experience Build network optimisation and resilience for predictable travel times Fast-track creative, innovative and efficient transport services	On Target	Timetable resilience planning progressing.
<b>Integrated Network Enablement</b>			
Operator Franchise Rail Procurement	Continually transform and elevate customer experience Build network optimisation and resilience for predictable travel times Prioritise rapid, high frequency public transport	On Target	Procurement and commercial approach endorsed by Finance Capital and Risk Committee. EOI submissions received from market and evaluated. EOI shortlisting announcement – June 2020
Annual Fare Review goes live	Fast-track creative, innovative and efficient transport services	Achieved	Went live on 9 <sup>th</sup> February 2020
Review of Waiheke Island bus network	Continually transform and elevate customer experience	Achieved	Review needed by end of March 2020 to inform any service changes
Crosstown review / Outer Link public consultation: findings	Continually transform and elevate customer experience	Achieved	Draft report setting out feedback received
On-demand Auckland Roadmap: identify next trial location and solution	Continually transform and elevate customer experience Fast-track creative, innovative and efficient transport services	On Target	Investigations and trials are ongoing (Mangere, Stonefields).
Ferry Fare Integration	Continually transform and elevate customer experience Fast-track creative, innovative and efficient transport services	Below, but likely to achieve	Go live deferred until Q1 FY2021 (currently late July 2020), due to Covid-19 Level 4 and Level 3 interrupting testing.
Ferry Services Procurement	Continually transform and elevate customer experience Fast-track creative, innovative and efficient transport services	On Target	A procurement strategy variation is being sought to further the programme however some delays by the impact of Covid-19. Effort deployed in the discovery phase will help inform the market sounding and later stages in the procurement process saving time later. Programme Business Case to commence. Significant time spent on discovery phase which is ongoing and of value and will pay later dividends Subject to approvals and funding, market process should commence in 2020/21 year
<b>Portfolio Delivery – Assets, Maintenance &amp; Renewals</b>			
Seal Extension – Wellsford Valley Road	Build network optimisation and resilience	On Target	Physical Works are continuing.
Seal Extension – Ahuroa Road		On Target	Physical Works Contract has been let.
Seal Extension – Ngarewa Drive		On Target	Physical Works Contract has been let.
Seal Extension – Araperera Forestry Programme		On Target	Physical Works are continuing.

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Streetlighting		On Target	Stage 2 of the LED Retrofit is underway – 5,960 LED Luminaires have been installed to the end of Q3.
Road Renewal Programme		Risk of non-achievement	82% of the road renewal programme has been completed to the end of Q3 comprising 5 km of pavement rehabilitation, 326 km of resurfacing, 52 km of footpath renewals and 43 km of kerb and channel replacement The inability to work in April due to the lock down means that the target length for resurfacing cannot be met. The target length for road rehabilitation is still expected to be met.
<b>Portfolio Delivery – Strategic Programmes</b>			
Procurement Plan for Eastern Busway 2/3 submitted for approval.	Build network Optimisation and Resilience	Achieved	Approval of an expedited procurement and Registration of Interest process received. Procurement commenced.
<b>Portfolio Delivery – Alliances</b>			
<b>CRL</b>			
Contractual close for AT / CRL engagement Mobilise the project <ul style="list-style-type: none"> <li>Design assurance process set up</li> <li>Risk management</li> </ul> Recruitment for open positions	Prioritise rapid, high frequency public transport.	On Target	Recruitment ongoing Design review started
Disruption Management - minimise the impact of the CRL closure of the Wellesley/Albert/Mayoral intersection on the integrated transport network	Prioritise rapid, high frequency public transport. Build network optimisation and resilience for predictable travel times. Continually transform and elevate customer experience	Achieved	Design and implement bus diversions, new bus priority lanes and double decker clearance work successfully by 23 February 2020.
<b>EMU Tranche 1 and 2</b>			
Confirm accreditation process with NZTA Manufacturing and factory testing to continue to programme Approval process with KR/CAF and TDAK for compliance of new ETCS on board system Testing and commissioning of the first train	Prioritise rapid, high frequency public transport. Continually transform and elevate customer experience. Build network optimisation and resilience for predictable travel times.	On Target	ETCS tests ongoing. First two trains testing ongoing. NZTA accreditation process agreed
<b>EMU Tranche 3</b>			
Review and alignment on patronage growth forecasts Initiate a procurement strategy for the expansion of the fleet	Prioritise rapid, high frequency public transport. Continually transform and elevate customer experience.	On Target	Patronage growth forecast under review. Fleet strategy initiated
<b>Level Crossing Removal</b>			
Initiate a programme to remove level crossings on the Western Line in preparation for the increase of train circulations	Build network optimisation and resilience for predictable travel times	On Target	Recruitment open for the programme lead.
<b>Portfolio Delivery – Projects</b>			

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Victoria St Cycleway	Continually transform and elevate customer experience.	On Target	Physical works began on 27 December 2019
New Lynn to Avondale Cycleway	Continually transform and elevate customer experience	On Target	Construction on Whau Bridge commenced.
Daldy Street Upgrade	Continually transform and elevate customer experience	On Target	
Tamaki Dr Cycleway	Continually transform and elevate customer experience.	On Target	The contract was awarded.
Puhinui Station	Build network optimisation and resilience for predictable travel times  Prioritise rapid, high frequency public transport  Continually transform and elevate customer experience.	Below, but likely to achieve	Delays due to Covid-19 impacts.
Matakana Link Road	Build network optimisation and resilience for travel time Enable quality urban growth to meet demand.	Below, but likely to achieve	Evaluation is complete and a preferred tenderer identified. Contract award and works start delayed by Covid-19 impacts.
Medallion Dr Link	Build network optimisation and resilience for travel time. Enable quality urban growth to meet demand.	Below, but likely to achieve	The contract was awarded. Covid-19 impacts being assessed.
<b>Property &amp; Planning</b>			
<b>Consent Planning</b>			
Bus Priority (Manukau to Airport) - Resource Consents	Prioritise rapid, high frequency public transport	Below within 2.5%	Resource consents were lodged on 11/02/2020.
1 Mokoia Pā – Exploratory Archaeological Authority	Continually transform and elevate customer experience	On Target	Exploratory Archaeological Authority was lodged on 17/12/2019 and granted on 17/01/2020.
Fanshawe Street 40km/hr City Centre Gateway Signage - Resource Consents	Continually transform and elevate customer experience	On Target	Resource consents were lodged on 04/02/2020 and granted on 10/02/2020.
Glen Innes to Tāmaki (Section 4) – Resource Consents	Build network optimisation and resilience for travel times	Below within 2.5%	Resource consents were lodged on 16/03/2020.
Matakana Link Road – General Archaeological Authority	Build network optimisation and resilience for travel times Enable quality urban growth to meet demand	On Target	General Archaeological Authority was lodged on 24/01/2020 and granted on 02/03/2020.
Matakana Link Road – Appeals	Build network optimisation and resilience for travel times Enable quality urban growth to meet demand	On Target	All appeals have now been resolved. The last appeal was withdrawn on 13/03/2020.
Medallion Drive Link - General Archaeological Authority	Build network optimisation and resilience for travel times	On Target	Archaeologist Assessment determined that a General Archaeological Authority was not necessary.
Mount Wellington Cycleway Tree Removal – Resource Consents	Continually transform and elevate customer experience	On Target	Resource consents were lodged on 20/11/2019 and granted on 6/12/2019.
New Lynn to Avondale Shared Path (Stage 2a) – Resource Consents	Continually transform and elevate customer experience	Below within 2.5%	Resource consents were lodged on 13/04/2020. Changes to the construction laydown area delayed consent lodgement.
Northcote Wharf Renewal – Resource Consents	Continually transform and elevate customer experience	Risk of non-achievement	Reports being updated to reflect proposed new construction yard and associated construction methodology for underpass identified by

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			contractor. Affected party engagement impacted by Covid-19 Alert Level 4.
Seal Extension (Ahuroa Road) – Resource Consents	Continually transform and elevate customer experience	On Target	Resource Consent application lodged on 27 January 2020.
Westgate Sign Relocation - Resource Consents	Build network optimisation and resilience for travel times	Risk of non-achievement	New location of sign has not been confirmed by project team.
<b>Crown Infrastructure Partners</b> Argent Lane – Resource Consents	Build network optimisation and resilience for travel times Enable quality urban growth to meet demand	Risk of non-achievement	Design changes have been required due to wetlands.
<b>Property Acquisitions</b>			
Land Acquisition Programme	Enable quality urban growth to meet demand Build network optimisation and resilience for travel times	Risk of non-achievement	The Q3 actuals were 13 acquisitions and a capex spend of \$3.6m.
Trig Road – Redhills HIF	Enable quality urban growth to meet demand Build network optimisation and resilience for travel times	Below, but likely to achieve	Progressing but has been delayed due to COVID-19 consultation hold.
56 Fairview Road – Medallion Drive Link Road	Enable quality urban growth to meet demand Build network optimisation and resilience for travel times	On Target	Progressing, court timeframe for exchange of evidence and a hearing to be in place by 30 June 2020.
<b>Corporate Accommodation</b>			
Complete lease exit for 8 Nelson Street	Continually transform and elevate customer experience	On Target	Lease exit has been completed. Possession was handed back to the landlord on 31/1/20.
Complete co-location agreement with NZTA for Supporting Growth Alliance at 209 Queen Street	Continually transform and elevate customer experience	On Target	Draft Co-location agreement has been received from NZTA and is under review.
<b>Property Optimisation</b>			
Optimisation: Release EOI seeking tenants for the Downtown Kiosks	Continually transform and elevate customer experience	On Target	EOI documentation is complete and awaiting the outcome of CPCG funding to release to market.
Complete negotiations for 5 future tenants at Britomart Station	Continually transform and elevate customer experience	Risk of Non-Achievement	Covid 19 has had considerable impact on retail tenancies, the existing status of leases for Britomart Station is: <ul style="list-style-type: none"> <li>Localito – Signed</li> <li>Simply New Zealand – No longer progressing, new tenant being sought</li> <li>Starbucks – Due to sign Agreement to Lease</li> <li>Mojo – Due to Sign Agreement to LeaseBoost</li> <li>Juice – No longer progressing, new tenant being sought</li> <li>Kiosk 2 – Tenant being sought</li> </ul>
Project Initiation Document (PID) completed and approved to commence investigations into transport orientated development behind Britomart station	Continually transform and elevate customer experience Enable quality urban growth to meet demand	On Target	Draft Business case completed 31 May.
<b>Technical Property Services</b>			

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Consultation process for fee increase	Continually transform and elevate customer experience	On Target	Approved by ELT March 2020 but now on hold due to COVID-19.
Encroachment Guideline Review	Continually transform and elevate customer experience	Below within 2.5%	Guidelines to be finalised by 30 July 2020.
<b>Chief Engineer &amp; Asset Management</b>			
Criticality and Resilience	Continually transform and elevate customer experience  Build network optimisation and resilience for travel times	On Target	<ul style="list-style-type: none"> <li>Risk assessment methodology and hazard exposure assessment completed.</li> <li>Asset Criticality, Risk and Resilience Framework Update presented to Board on 17 March 2020.</li> <li>Risk assessment to be completed by Q3 2020, and Risk and Resilience Plan due for completion by Q4 2020.</li> </ul>

## SERVICE DELIVERY

Task / Project	Strategic Theme	Project Result	Comment/s
<b>ATOCs (Central &amp; Smales)</b>			
Amalgamation	Prioritise rapid, high frequency public transport	Below, but likely to achieve	As a result of COVID-19 construction activity at Smales Farm was placed on hold, as was all consultation on change proposal.
Planned and Unplanned Events	Continually transform and elevate customer experience  Build network optimisation and resilience for travel times  Fast-track creative, innovative and efficient transport services	On target	<ul style="list-style-type: none"> <li>Working with suppliers and event organisers around delivery capability following lock down and assess impact of MOH guidance as it is released.</li> <li>Unplanned events forecast: Jan-2230, Feb-2110, Mar-2250</li> <li>Unplanned events actual: Jan-2619, Feb-2559, Mar-2069</li> <li>Planned events forecast: Jan-126, Feb-166, Mar-255</li> <li>Planned events actual: Jan-136, Feb-146, Mar-pending</li> </ul>
Auckland Airport Optimisation		On target	Update next quarter
2021 Events		On target	<ul style="list-style-type: none"> <li>Continue to work with ATEED, Auckland Council, CCOs and other key stakeholders to develop transport plans to support major events for 2021 (America's Cup, APEC, World Cup sporting events)</li> <li>Draft detailed transport plans completed for city centre, Orakei, Devonport/Takapuna, Boat Ramps</li> <li>AT 2021 Events Programme team (reduced) established via internal resources (where possible)</li> </ul> <p>Review budget requirements for 2021 Events based on COVID-19 impacts (where possible)</p>
<b>Network Management</b>			
Complete routine traffic signal optimisation of the arterial network	Prioritise rapid, high frequency public transport	Below, but likely to achieve	Currently 247 Sites (71% of this year's programme) have been optimised, while the final 103 sites to complete this year's programme is now in progress but is delayed due to COVID 19
Implement the Dynamic Lane trial	Continually transform and elevate customer experience	On target	No update as no Deliverable due in Quarter 3
Deliver the Optimisation Programme		Below, but likely to achieve	<ul style="list-style-type: none"> <li>Glenfield Road /Bentley Avenue was completed in February which provided for a safer pedestrian crossing as the intersection is close to the shopping mall, local shops, Community Centre, and local library.</li> </ul>



	Build network optimisation and resilience for travel times		<ul style="list-style-type: none"> <li>James Fletcher Drive / Saville Drive was completed in February 2020 and helped ease congestion and provided a refuge island for safer crossing opportunities.</li> <li>Felton Mathews which provides an improved and safer pedestrian crossing was delayed by Covid however should be completed by June.</li> </ul>
Deliver the Road Safety Infrastructure Programme		On target	<ul style="list-style-type: none"> <li>Implementation of the Speed Limit Bylaw 2019 is underway and on track for the first deliverable by 30 June.</li> <li>Investigation has commenced on the next phase of the speed programme (tranche 2), although delivery is being prioritised due to budget changes.</li> <li>Safety infrastructure design commenced: <ul style="list-style-type: none"> <li>78 High Risk Urban</li> <li>66 High Risk Rural</li> <li>60 Minor Improvements</li> <li>7 Red Light Cameras installed</li> </ul> </li> </ul>
Active Modes		On target	<ul style="list-style-type: none"> <li>E-scooter parking locations have been implemented</li> <li>Bike parking has been installed on request</li> <li>Consultation for the Northwestern dual path has been completed and design completion is subject to budget</li> </ul>
<b>Parking Services &amp; Compliance</b>			
Licence Plate Recognition Vehicle Mounted Enforcement (LPR VME) (Captures overstays and exempts vehicles who have permits)	Continually transform and elevate customer experience	On target	<ul style="list-style-type: none"> <li>3 vehicles are completed and ready for deployment</li> <li>Remaining 3 vehicles are in final stages of testing.</li> </ul>
Licence Plate Recognition Officer Equipped (LPR OE)	Build network optimisation and resilience for travel times	On target	Awaiting licences to come through from the vendor, DCA.
Grey Lynn RPZ		On target	Review completed. Decision made to only include two more streets in the existing zone. In process of writing the resolution report for TCC approval.
Mt Eden RPZ extension		On target	Consultation and analysis complete, incorporating feedback from Albert-Eden Local Board. Awaiting approval of transport controls resolution.
Parnell RPZ		Below, but likely to achieve	Design and approvals all completed, and implementation is scheduled to finish in June 2020.
Newmarket RPZ		On target	Consultation and analysis complete, incorporating feedback from Waitemata Local Board. Awaiting approval of transport controls resolution.
Remuera RPZ		On target	Consultation and analysis complete, incorporating feedback from Waitemata Local Board. Awaiting approval of transport controls resolution.
AT Park – Live Availability		On target	New feature introduced in AT Park app that allows users to view availability of parking on-street. Field testing remains on-going.
Matiatia Carpark Changes		Below, but likely to achieve	Trial fully implemented. Consultation undertaken with Local Board and community. Decision pending.
Body Worn Camera's – Transport Officers	Support Transport Officers and increase the perception of passenger safety	On target	A full rollout to all Transport Officers took place in February 2020.
<b>Harbourmaster</b>			
Licensing of Great Barrier Island Moorings	Continually transform and elevate customer experience	On target	Working Closely with AC to complete. Awaiting responses from owners of approximately 100 tagged moorings. Other methods of trying to identify owners underway. All moorings with known owners will be licenced as scheduled.
America's Cup (AC36) Course Planning		On target	No update as no Deliverable due in Quarter 3





Services & Performance			
Corridor Access Requests	Continually transform and elevate customer experience	On target	Processed 5,124 requests to March 2020 (vs a projection of 3,500).
Consultations	Build network optimisation and resilience for travel times	On target	54 consultations for Service Delivery projects completed to March 2020

## PLANNING & INVESTMENT

Task / Project	Strategic Theme	Project Results	Comments
<b>Strategic Land Use &amp; Spatial Management</b>			
<p><b>Development of Planning Frameworks</b> Evidence preparation complete and presented to a hearing for a private plan change to rezone part of the Pukekohe Raceway</p> <p>Representation of Auckland Transport in responding to private plan changes and notices of requirement as and when required, including review/analysis of transport assessments, preparation of submissions, and engagement with developers to ensure transport land use integration and consideration of Auckland Transport projects, such as the Supporting Growth Network for greenfield locations</p> <p>Analysis of the Urban Development Bill complete, and submission lodged</p> <p>Analysis of the Issues and Opportunities paper for the Resource Management Act review complete with an Auckland Council family submission lodged</p>	<p>Continually transform and elevate customer experience</p> <p>Build network optimisation and resilience for travel times</p> <p>Enable quality urban growth to meet demand</p>	Below within 2.5%	
<p><b>Place - Based Spatial Planning</b> Continue to provide support to Panuku Development Auckland in the development of appropriate transport content for project visions and action plans for Transform, Support and Unlock projects</p> <p>Completion of draft transport topic papers for Mangere and Mt Roskill area plans for public consultation</p>		Below within 2.5%	
<p><b>Development Proposals</b> Continue to support Auckland Council through the completion of specialist assessments for relevant resource consent applications to ensure appropriate transport network outcomes</p> <p>Continue to work with external stakeholders / developers by completing the review/analysis of transport assessments for large scale development proposals such Kainga Ora to ensure appropriate transport network consideration and transport land use integration</p> <p>Evidence preparation complete and presented at a hearing for a digital billboard in the road reserve at Greenlane East</p>		Below within 2.5%	
<b>Strategic Projects</b>			
<p><b>Integrated Corridors / Connected Communities</b> Consult on Great North Road options</p> <p>Finalise engagement approach for submission to March CIC</p> <p>Arrange briefing for Auckland Council Planning Committee</p>	<p>Build network optimisation and resilience for predictable travel times</p> <p>Prioritise rapid, high frequency public transport</p>	Below, but likely to achieve	Consultation delayed by Covid-19
<p><b>Supporting Growth Alliance (SGA)</b></p>	<p>Enable quality urban growth to meet demand</p>	Below, but likely to achieve	Consultation delayed by Covid-19

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Task / Project	Strategic Theme	Project Results	Comments
Commence engagement on the North West Housing Infrastructure Fund (HIF) and Southern Projects Secure approval to lodge NW HIF Notice of Requirements (NoRs)			
<b>North &amp; West (including regional Park and Ride)</b> Park & Ride Integrated Development – Board paper seeking agreement in principle Gills Rd/DFH – Finalise interim safety recommendations (The Avenue) Complete Single Stage Business Cases for Glenvar Road and Huapai Station Road	Build network optimisation and resilience for predictable travel times Enable quality urban growth to meet demand	On target	
<b>South &amp; East</b> Report on the results of the South West Gateway programme public consultation Commence procurement for Mangere East and Manukau Cycling Single Stage Business Case	Build network optimisation and resilience for predictable travel times Prioritise rapid, high frequency public transport	Below, but likely to achieve	Consultation report delayed but imminent. Procurement for cycling SSBC delayed due to NZTA Point of Entry approval.
<b>Isthmus &amp; Greenfields</b> Complete high-level assessment for transport impact of Kainga Ora developments Finalise Single Stage Business Case for Te Horeta Road extension	Build network optimisation and resilience for predictable travel times Enable quality urban growth to meet demand	On target	
<b>Central Access</b> Report to the AC Planning Committee on the transport implications for the City Centre Master Plan Report to the Maungakiekie-Tāmaki Local Board on options analysis for Onehunga bus-train interchange	Build network optimisation and resilience for predictable travel times Prioritise rapid, high frequency public transport Enable quality urban growth to meet demand	On target	
<b>Integrated Network Planning, Policy &amp; Sustainability</b>			
<b>Accessibility Action Plan</b> Submission to Executive Leadership Team for approval and release	Continually transform and elevate customer experience	On target	Internal champions group formed, and monitoring framework developed
<b>Car Share Policy</b> Subject to Auckland Transport Board approval, release and operationalisation by Parking team	Fast-track creative, innovative and efficient transport services	Below, but likely to achieve	Deficiency mapping by mode completed
<b>Integrated Transport Plan (Future Connect)</b> Top down and bottom up assessment of individual modal networks, identification of issues and areas for improvement to be concluded by end of 2019	Prioritise rapid, high frequency public transport Fast-track creative, innovative and efficient transport services Enable quality urban growth to meet demand	Below, but likely to achieve	Plan refinement from stakeholder and partner comments
<b>Auckland Freight Plan</b> Final Plan and new strategic network and Strategic Business Case to be completed and progression towards approval and release underway	Build network optimisation and resilience for travel times Fast-track creative, innovative and efficient transport services Continually transform and elevate customer experience	On target	Final Plan agreed to by Local Board
<b>Waiheke 10 Year Transport Plan</b> Subject to approval of Executive Leadership Team, release of Plan	Fast-track creative, innovative and efficient transport services Continually transform and elevate customer experience Enable quality urban growth to meet demand	On target	Plan being drafted with NZTA and Auckland Council partners



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<b>Rapid Transit Baseline</b> Approval to commence sought in November by Auckland Transport Alignment Project Governance Group	Prioritise rapid, high frequency public transport Build network optimisation and resilience for travel times Fast-track creative, innovative and efficient transport services Continually transform and elevate customer experience Enable quality urban growth to meet demand	On target	Revised Framework completed and ready for endorsement
<b>Roads and Streets Framework Revision</b> Assessment of key projects and areas to be completed	Prioritise rapid, high frequency public transport Build network optimisation and resilience for travel times Fast-track creative, innovative and efficient transport services Continually transform and elevate customer experience Enable quality urban growth to meet demand	Not Achieved	Resourcing issues have prevented advancement of project
<b>Kerbside Management Strategy</b> Scope to be agreed and approved, initial work undertaken	Prioritise rapid, high frequency public transport Build network optimisation and resilience for travel times Fast-track creative, innovative and efficient transport services	On target	Project underway for Asset Management
<b>Sustainability Strategy 2019-2022</b> Submission to AT Board	Fast-track creative, innovative and efficient transport services	Below, but likely to achieve	
<b>Auckland Congestion Question Project:</b> Completion of final report and recommendations	Build network optimisation and resilience for predictable travel times Enable quality urban growth to meet demand	On target	
<b>Auckland Forecasting Centre</b>			
<b>Dynamic Traffic Assignment model (DTA)</b> Build 2028 forecast reference network model Build "quick run time" version Build 2018 Medium/Heavy Vehicle trip tables (eROAD, March 2018)	Build network optimisation and resilience for predictable travel times	Below, but likely to achieve	2028 network built but not validated Awaiting Census data HCV data received in March
<b>Projects</b> Census 2018: order data from StatsNZ Land use scenario I 11.5: Re-run Baseline forecasts with new land use Ports study: 5 options, test transport system impacts Airport to Botany: Option testing ongoing	Enable quality urban growth to meet demand Enable quality urban growth to meet demand Build network optimisation and resilience for predictable travel times	Below within 2.5%	Census data on order I11.5 completed Ports study completed A2B on programme
<b>Active modes modelling</b> Active modes model (SAMM) tested as fit for purpose Active modes forecast year models	Enable quality urban growth to meet demand	Below, but likely to achieve	SAMM testing deferred due to MoT LRT project and Covid scenario modelling



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	Build network optimisation and resilience for predictable travel times		
<b>Investment Management Office</b>			
<p>Establish the Investment Management Office (IMO) - for Executives to achieve consistent visibility, prioritisation and decision-making ability across all proposed (capital &amp; operating) investments, i.e. AT is doing the right programmes and projects and that they are doing them right.</p>	<p>A Prioritise rapid, high frequency public transport Continually transform and elevate customer experience Build network optimisation and resilience for travel times Enable quality urban growth to meet demand Fast-track creative, innovative and efficient transport services</p>	<p>Below, but likely to achieve</p>	<p>The formation of the new Investment Management Office is progressing well. One of its main objectives is to drive portfolio, programme and project management maturity. At this early establishment phase, the Investment Management focus is on two main workstreams, 'design and build' and 'operate' in parallel. Some examples of its early work include:</p> <ul style="list-style-type: none"> <li>• As a result of the recent portfolio, programme and project (P3) capability review, developing a P3 Capability Uplift Programme, and associated change management plan.</li> <li>• Standing up new portfolio governance arrangements, through the newly established Investment Committee and the eight new strategically aligned portfolios.</li> <li>• Advancing the development of a portfolio, programme and project management tool, and associated governance reporting.</li> </ul> <p>Developing portfolio and programme management practice guidelines,</p>



## BUSINESS TECHNOLOGY

Task / Project	Strategic Theme	Project Result	Comments
<b>Digital and Technology Delivery</b>			
HOP Paper Barcodes – enable electronic gates at Rail Stations to read paper barcodes and automatically open gates when presented with a valid ticket. This reduces the reliance on staff manually checking paper tickets	Build network optimisation and resilience for predictable travel times	On target	
Establish HOP connectivity for the new NZ Bus depot in New Lynn	Build network optimisation and resilience for predictable travel times	On target	
Pilot an online solution to help Secondary School Students apply for HOP Card Concessions without having to visit an AT Customer Service Centre	Continually transform and elevate customer experience	Below, but likely to achieve	This Pilot cannot commence until software delivery is completed by Ministry of Education (MoE). MoE priorities shifted during Covid-19.
Install five new ePaper Passenger Information Displays (PIDs) on Waiheke Island as part of the New Network Waiheke rollout. This is the first introduction on the AT network of modern, solar-powered, low-energy, paper-like devices with 13-inch displays.	Continually transform and elevate customer experience	On target	
AT Mobile – Provide a Train Line Status feature in AT Mobile, where customers can check the current status of their usual train line and easily view any impact to trains at their station. Also, an update will be rolled out to the Live Departures function in AT Mobile to remove service information when stops are closed to reduce customer confusion	Continually transform and elevate customer experience	On target	The Train Line Status is complete however the Live Departure functionality was paused to deliver vital Covid-19 related functionality instead. This work has now restarted and will be delivered in Quarter 4.
Smart Streets – Complete the installation of streetlights and sensors as part of the Smart Streets pilot. The equipment will allow for the testing of enhanced pedestrian counting, air quality and smart LED lighting systems	Continually transform and elevate customer experience	Below but likely to achieve	This was delayed due to the Covid-19 lockdown.
Mobile Enforcement for Residential Parking Zones – Delivery of one Mobile Enforcement car and kit for the enforcement of residential parking zones	Continually transform and elevate customer experience	On target	
<b>Enterprise Analytics and Reporting</b>			
Traffic Engineering Case Tracking – Reporting will be completed to enable the Traffic Engineering team to have full visibility of their team members' performance and be able to navigate to the detailed information as required. This report will replace the current spreadsheet, removing the need for staff to maintain this manually	Continually transform and elevate customer experience	On Target	
Enhanced Infringement Data Mart – The existing data mart will be enhanced with additional features relating to infringement payment data to enable the Customer Experience team to perform extended analytics on customer payment behaviour	Continually transform and elevate customer experience	On Target	
E-Scooter Reporting – Phase 2 of the reporting will be completed that incorporates the data from the three recently licenced e-Scooter vendors (Beam, Jump, Neuron) into the previously delivered solution, and includes enhanced availability of KPI Metrics by including hourly statistics of all active scooters.	Continually transform and elevate customer experience	On Target	
Moorings Inspection Solution – A solution will be developed using AT's existing geospatial platform that will effectively manage the AT Moorings inspection process. This will eliminate the need to manually re-enter/re-key inspection data by the harbourmaster team, create efficiencies, increase the accuracy and quality of data, and improve communication with AT's customers and moorings service providers	Continually transform and elevate customer experience	Below, but likely to achieve	The detailed requirements work with the Harbour Master team took longer than expected. The solution has been deployed to two operators, with the remainder going live in June.



Task / Project	Strategic Theme	Project Result	Comments
<b>Emerging Technology</b>			
Business Outcomes Plan – Complete the “Book of Dreams” for AT Business Units to ensure all Technology projects are identified, road-mapped and sequenced correctly, aligned with business process improvement or redesign and then aligned to key strategic business outcomes.	Continually transform and elevate customer experience Fast track creative, innovate and efficient transport services Build network optimisation and resilience for predictable travel times Enable quality urban growth to meet demand	Below, but likely to achieve	Some workshops were delayed due to Covid-19. The majority of the work has been done and this is in the final stages of completion prior to submission to ELT and Board.
<b>Technology</b>			
Technology Network Strategy to be completed, which provides the vision and roadmap for accommodating AT’s future telecommunications network (Future Network project).	Build network optimisation and resilience for predictable travel times	On Target	
Complete the design and bill of materials (BOM) for the Britomart network to enable CRL to purchase equipment and align to AT/BT’s standard network operations.	Build network optimisation and resilience for predictable travel times	On Target	

## STAKEHOLDER, COMMUNITIES & COMMUNICATION

Task / Project	Strategic Theme	Project Result	Comments
<b>Elected Member Relationships</b>			
Local Board engagement through regular monthly reporting, forward works programme briefings, and progress on delivery of Community Safety Fund and Transport Capital Fund projects.	Continually transform and elevate customer experience	On Target	Regular interactions continued via virtual platforms throughout COVID lockdown.
<b>Communications</b>			
Support delivery of Road Safety Action Plan with effective, targeted communications.	Build network optimisation and resilience for predictable travel times	On Target	Planning for communications and marketing activity to support implementation of safer speeds was a priority.
City Centre and Downtown Programme – continued communication on major construction projects, working in collaboration with the CRL (Link Alliance), Auckland Council, Panuku, and other stakeholders such as Heart of the City.	Prioritise rapid, high frequency public transport Continually transform and elevate customer experience Enable quality urban growth to meet demand Fast track creative, innovative innovate and efficient transport services	On Target	Considerable focus on engagement with stakeholders and delivery partners in the lead up to and during lockdown.
Key consultations – subject to executive and/or Board approval, consultations to be undertaken include Nelson Street Cycleway, Orewa Town Centre safety improvements, Henderson cycling improvements.	Build network optimisation and resilience for predictable travel times	Risk of Non-Achievement	A number of these were paused due to COVID.



	Prioritise rapid, high frequency public transport Continually transform and elevate customer experience		
Pandemic response/Coronavirus – communications planning and any implementation in response to escalation of Coronavirus.	Continually transform and elevate customer experience	On Target	
<b>Iwi/Manu Whenua Relations</b>			
Demonstrated progress on delivery of marae and/or papakaianga safety projects	Build network optimisation and resilience for predictable travel times Continually transform and elevate customer experience Enable quality urban growth to meet demand	On Target	Motairehe Marae (Aotea/Great Barrier) – a seawall to protect the marae and urupa from erosion has been completed. Te Aroha Marae – a boundary survey has been completed and work has started on the preliminary design.

## SAFETY

Task / Project	Strategic Theme	Project Result	Comments
<b>Health &amp; Safety</b>			
Synergi software replacement	Continually transform and elevate customer experience	On hold	On hold due to Covid-19 support
Training for T3 & 4 Managers in H&S Leadership		On hold	On hold due to Covid-19 support
Mobile App roll-out for Synergi	Safety is AT's Number 1 Priority	On target	Rolled out to Parking Team, further work to roll out to other areas ongoing.
<b>Transport Safety</b>			
Prepare Safe System Assessment Framework for roll-out to rest of AT	Fast track creative, innovate and efficient transport services	On target	Progress will be delayed in next quarter
Continue developing the Vision Zero for Tamaki Makaurau AT Implementation Plan (ongoing)		On target	Progress will be delayed in next quarter
To develop Safety Change Plan for AT staff		On target	Progress will be delayed in next quarter
To establish Transport Safety IPSG and Governance group Portfolio Lead		On target	Progress will be delayed in next quarter
Develop Vision Zero for Tamaki Makaurau Partner Implementation Plan (ACC, NZTA, NZ Police, Auckland Council, ARPMS)		On target	Progress will be delayed in next quarter



## CULTURE & TRANSFORMATION

Task / Project	Strategic Theme	Project Result	Comments
<b>Culture &amp; Transformation</b>			
Plan on a Page and values embedded and aligned to relevant touch points	To build a thriving, inclusive and high performing culture.	Achieved with ongoing embedding	Plan on a page and organisational values have been developed and launched. Ongoing embedding will occur.
Diversity & Inclusion 2.0 strategy finalised, and implementation plan underway		Achieved with ongoing programmes	Diversity and Inclusion strategy launched at an event with guest speaker Police commissioner Mike Bush. A number of initiatives underway.
Culture survey (OCI) underway with supporting communications, leadership capability build and action planning		Achieved with ongoing embedding	OCI survey complete and results currently being rolled out to all people leaders and teams
Leadership strategy, expectations and learning framework under development		On target	Programme just started and on track
Learning CoE operationalised and organisational learning strategy under development		Achieved with ongoing programmes	CoE has been created and organisational learning strategy is under development
Ongoing delivery of compliance obligations including Holidays Act remediation		Achieved	Holiday's Act compliance changes and adjustments have been achieved
Continue to build change management capability and expertise		On target	New programme kicking off by July 2020 to build change management capability within AT
Launch talent management frameworks and tools across AT		On target	Talent management frameworks being developed and going to ELT for final approval in June. Will complete all layer 3 talent reviews by August 6 <sup>th</sup> .
Step change talent acquisition offering and activate People Value Proposition		Achieved and ongoing	The Talent acquisition team has been reviewed with a number of structural, people and process changes implemented. We have developed our new employment brand ready to help any revival of recruitment post Covid..
Launch new onboarding solution and content		Progressing slightly behind schedule	Programme is slightly behind schedule due to technology issues with MS Talent being able to deliver requirements. Project now aiming to launch June / July

## CUSTOMER EXPERIENCE

Task / Project	Strategic Theme	Project Result	Comments
<ul style="list-style-type: none"> <li>Results for Q1 2020 Public Transport and Roving Customer Satisfaction, Active Modes, AT Park and Market Perceptions insights shared across AT.</li> </ul>	Continually transform and elevate customer experience Enable quality urban growth to meet demand	Ahead	Delivered
<ul style="list-style-type: none"> <li>Total Mobility (TM) and Accessibility survey conducted to members of TM and disability advocacy groups, to understand experiences and barriers when using our transport network and assess use of TM taxi services.</li> </ul>		Below, within 2.5%	Delayed due to COVID 19 - back in field in June
<ul style="list-style-type: none"> <li>Survey to assess effectiveness of the new network at Waiheke Island complete with insights delivered.</li> </ul>		Ahead	Delivered
<ul style="list-style-type: none"> <li>Deliver results of the effectiveness of campaigns for the Auckland Walk Challenge.</li> </ul>		Ahead	Delivered
<ul style="list-style-type: none"> <li>Launch campaign effectiveness surveys for Alcohol and Home Free, Red light running, Summer Cycling and Motorbike safety.</li> </ul>		Ahead	Delivered



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<ul style="list-style-type: none"> <li>Results of AMETI busway survey to assess effectiveness of communications with the community shared across AT.</li> </ul>		Ahead	Delivered
<ul style="list-style-type: none"> <li>Continue Recruitment campaign pursuant to the Restructure. <ul style="list-style-type: none"> <li>GM Customer and Digital Experience - Kevin Glynn</li> <li>Head of Market Insights and Voice of Customer - Janine Allan</li> <li>Head of Customer Strategy and Planning - Mabel Yip</li> <li>Manager Marketing and Integrated Campaigns - Penny Batten</li> </ul> </li> </ul>		On target	
<ul style="list-style-type: none"> <li><b>Behavioural Science:</b> Execute the programme to improve internal capability: from internal awareness to specific coaching to create dedicated specialists.</li> <li>Continue to support Commuting Programme, Community Living Programme; Consultations and two Marketing trials.</li> <li>Infringements: Create case study based on 2019 Behavioural Science experiments.</li> </ul>		On target	<p>Focused internal capability upskilling in areas of consultations communications and marketing engagement.</p> <p>Two behavioural trials related to COVID underway: 1. Growing the registered HOP base; 2. Travelwise Choices sprint to inform nudges to increase PT patronage</p> <p>Vision Zero – reducing distracted driving</p> <p>Reduce escalated conflict on frontline – training completed.</p> <p>Infringements Case Study completed</p>
<ul style="list-style-type: none"> <li><b>Commuting:</b> providing frameworks to help cross-functional teams identify customer insights to drive improvements: <ul style="list-style-type: none"> <li>On Demand in Mangere (identifying local needs to supplement PT)</li> <li>Active to PT (identifying barriers to active mode combinations with PT)</li> <li>Rewards and Recognition (identifying retention tools that might increase PT frequency and advocacy)</li> </ul> </li> <li>Proactively sharing actionable insights with Integrated Networks teams AT to ensure learnings are influencing customer decisions.</li> </ul>	Continually transform and elevate customer experience	On target	On target until COVID stopped further work with On Demand in Mangere and Active to PT. However, the Rewards and Recognition work informed the fares work during COVID.
<ul style="list-style-type: none"> <li><b>Capability Build:</b> employ and onboard specialist talent in Service Design, Customer Experience Design and Customer Analytics.</li> </ul>		Ahead	Recruited 2 data analysts, 2 service designers and 2 insights analysts. Onboarded end February 2020.
<ul style="list-style-type: none"> <li><b>Community Living &amp; Safety:</b> Completed experiments to improve volume and impact of Threats and Aggression training. Completed design sprint to test ways of improving car-seat up-take in Maori and Pacifica communities in South Auckland.</li> </ul>		On target Below, Within 2.5%	<p>Threats and Aggression de-escalation training completed.</p> <p>Design sprint in South Auckland put on hold due to COVID-19.</p>
<ul style="list-style-type: none"> <li>Pilot of five new e-Paper Solar <b>Personal Information Displays (PIDs)</b> to be completed for Waiheke Island.</li> </ul>		Ahead	Complete
<ul style="list-style-type: none"> <li><b>AT Website</b> refresh to improve the ease with which customers can access information and transact with AT.</li> </ul>		On Target	First phase complete. Further improvement opportunities are currently being prioritised.
<ul style="list-style-type: none"> <li>Provide an update to Live Departures in <b>AT Mobile</b> to remove service information when stops are closed to reduce customer confusion.</li> </ul>	Continually transform and elevate customer experience Fast track creative, innovate and efficient transport services	Ahead	Complete
<ul style="list-style-type: none"> <li>Add stop (PID) messages within <b>Journey Planner</b> results so customers can see when changes and/or disruptions impact their planned route and adapt accordingly.</li> </ul>		Ahead	Complete
<ul style="list-style-type: none"> <li>Implement EngineRoom (<b>AT intranet</b>) revised homepage design which supports a greater number of news articles and information for staff, so they can make more informed decisions.</li> </ul>		Ahead	Complete
<ul style="list-style-type: none"> <li>Create a <b>Disruptions ‘Squad’</b> to improve customer experience during PT disruptions. A number of work streams have been identified to improve AT’s efficiency and effectiveness in dealing with disruptions.</li> </ul>		Below, but likely to achieve	Reprioritisation due to Covid-19 delayed delivery of some of these outcomes past the 31 March deadline. The initial 3-month quick wins are now all complete.

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<p>Delivery will be managed in an Agile way over the coming months, with the following quick wins in the next three months: Tool within Command Centre to capture disruption information from operators; streamlined communication to customers synchronisation of messaging on AT Mobile and PIDs; Disruption Ambassador 'crash bags' provisioned to improve effectiveness and safety.</p>			
<ul style="list-style-type: none"> <li>• Deliver new training module to clarify the difference between a standard customer service case and formal complaint and the processes for managing customers making formal complaints.</li> </ul>		Ahead	Complete
<ul style="list-style-type: none"> <li>• Implement plan for pilot to improve triaging for Transport Operations cases enabling reduced incorrect referrals and improved time to resolve customer cases.</li> </ul>		On target	Project in progress. Several improvements in the processes for Traffic Operations implemented. Reviewing CRM Case Viewer for case management teams to more efficiently triage and complete CRM cases. Speed related issues including traffic calming currently being scoped with updates to Knowledge Base and Auckland Council iKnow information drafted.
<ul style="list-style-type: none"> <li>• Post implementation review of CRM communications including the triggers for release of automated notifications and humanistic communications to ensure they are working for customers</li> </ul>		On target	Auto close notification has been removed and the wording on the auto-acknowledgement templates has been amended.  The Tone of Voice Guidelines redistributed to staff.
<ul style="list-style-type: none"> <li>• Redesigned contact centre platform - Phase one:             <ul style="list-style-type: none"> <li>○ All new voice recording, standardised and using professional voice talent with more Maori greetings</li> <li>○ Simplified prompts directing to the right agents to manage a customer's call</li> <li>○ New prompts playing on the IVR referencing our digital channels</li> <li>○ Improved evacuation messaging</li> <li>○ Improved outbound calling functionality to support initiatives such as calling to new HOP customers / to support any campaigns</li> <li>○ Refreshed VIP lists and campaign support for queuing priority</li> </ul> </li> </ul>	Continually transform and elevate customer experience	On target	Voice recording has started. Evacuation message is complete. Outbound calling functionality improvements in progress. Current VIP list reviewed.
<ul style="list-style-type: none"> <li>• Investigation and planning for phase two of redesigned contact centre platform including:             <ul style="list-style-type: none"> <li>○ Identification of activities that can be automated via voice platform</li> <li>○ HOP card details to pop up for agents giving agent information on transaction history prior to customer being connected</li> <li>○ Ability to use SMS text as a channel option</li> <li>○ Investigation complete and solution recommendation for enabling Agents to work from home – Complete due to COVID -19</li> </ul> </li> </ul>		On target	Activities have been identified and researched i.e. automated verification  HOP pop up and SMS channel currently being reviewed Agents working from home complete due to COVID -19
<ul style="list-style-type: none"> <li>• Redevelopment of AT HOP communications for onboarding and notifications using the new tone of voice to provide customers with more humanistic communication and simpler calls to action</li> </ul>		Below, but likely to achieve	Using the Case Communication Improvement Plan to implement training and workshops
<ul style="list-style-type: none"> <li>• Development of plan for implementation of web chat as a channel choice for customers</li> </ul>		On target	Detailed requirements gathering workshop underway
<ul style="list-style-type: none"> <li>• New CCTV policy and processes developed to provide business and customer clarity of the circumstances under which AT will accept CCTV requests. Currently a large proportion of growing requests are related to property theft both in and outside of AT facilities, or motor vehicle accident insurance claims.</li> </ul>		Below, within 2.5%	A report has been presented to Executive Leadership Team and agreed upon which includes an updated CCTV policy and also a streamlined process when requesting CCTV from our Public Transport operators.

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<ul style="list-style-type: none"> <li>Refresh AT HOP retail commission structure to attract quality AT HOP retailers.</li> </ul>		Ahead	Recommendation finalised. To be approved
<ul style="list-style-type: none"> <li>Strategic channel workforce review to optimise Full Time Equivalent (FTE) and rostering requirements for channel volumes. Includes migration of volumes to social and other digital channels.</li> </ul>		Ahead	Phones and written weekly headcount view prepared and provided to Manager of Customer Care. Social plan ongoing iteration given data limitations.
<p><b>Campaigns</b></p> <ul style="list-style-type: none"> <li>City Disruptions campaign to advise customers about road works for the next phase of CRL (Wellesley St).</li> <li>Summer cycling campaign to drive awareness and activation.</li> <li>'Always On' Road Safety campaign commences in February.</li> <li>Road scooter safety campaign commences in March in coordination with Police enforcement.</li> <li>A road safety programme commences in February on Great Barrier Island targeting schools and the local community.</li> <li>On-going Metro campaigns to drive new patronage and child weekend fares.</li> </ul>		Below, but likely to achieve	<p>Campaigns were shortened to conclude in mid-March due to COVID-19.</p> <p>During Alert Levels 2, 3 and 4, customer comms we undertaken to provide customers with information to support PT services, walking and cycling, physical distancing and essential travel (on-board buses, train &amp; ferries, at stations and town/city centres).</p> <p>During Alert Level 2 and 3 the road safety behaviour change program successfully trialled online delivery.</p> <p>A post-COVID customer engagement and recovery campaign is being developed to support modal shift and road safety.</p>
<p><b>Safe School Street Pilot</b></p> <ul style="list-style-type: none"> <li>Initial concept design process has been completed with the five pilot schools.</li> <li>Pop-up test events have been run with Rutherford, Sunnyhills, Milford and Owairaka schools (Willow Park school is planned for Term 3).</li> <li>Interim designs for Owairaka and Sunnyhills will be delivered by end of Term 1.</li> <li>Permanent installations and promotional support to be implemented by end of Term 1 for Rutherford school, subject to available funding. Remaining schools are planned for FY20/21, subject to funding.</li> </ul>	<p>Continually transform and elevate customer experience</p> <p>Fast track creative, innovate and efficient transport services</p>		<p>Due to COVID-19, Owairaka and Sunnyhills interim designs are delayed from Term 1 to Term 3 of the school year.</p> <p>Permanent installation for Rutherford delayed (due to COVID-19) from Term 1 to Term 3 of the school year (and are subject to funding availability).</p>
<p><b>Travelwise</b></p> <ul style="list-style-type: none"> <li>Walking School Bus commences in March for the start of the new school year, incorporating 'walk to school day' on 18 March.</li> </ul>			COVID-19 halted all schools programmes and promotional activity. Travelwise school engagement recommenced remotely during Alert Level 2.
<p><b>Auckland's Future in Progress – new campaign framework for major projects</b></p> <ul style="list-style-type: none"> <li>AT together with Auckland Council and ATEED have agreed on the use of a new 'marketing framework' for communication around major projects. Auckland's Future in Progress has been designed to allow the Council organisations to communicate to Aucklanders in a more consistent way.</li> </ul>		On target	Campaign framework has been used for Downtown and the Eastern Busway and will progressively use for other key initiatives such as Mt Eden Station.
<p><b>Business Development</b></p> <ul style="list-style-type: none"> <li>A Reward and Recognition Sprint identified an opportunity to link activations to key calendar events at key bus, train and ferry stations, to create interesting experiences for our customers.</li> </ul>			Activations postponed during COVID-19. A revised calendar of activation opportunities will be developed for commencement during Alert Level 1.
<ul style="list-style-type: none"> <li>oOH Media contract alignment proposal to align the five contracts currently expiring between 2022 and 2024 to all expire in December 2024.</li> </ul>		On target	Options paper has been prepared for Board approval.
<ul style="list-style-type: none"> <li>Installation of two new QMS billboards. Located at Newmarket train station and Oteha Valley Road park and ride (Albany).</li> </ul>			QMS have delayed due to immediate COVID-19 funding constraints.

**Key to AT Strategic Themes are:**

- Build network optimisation and resilience for predictable travel times
- Prioritise rapid, high frequency public transport
- Continually transform and elevate customer experience
- Enable quality urban growth to meet demand
- Fast track creative, innovate and efficient transport services

