

Responding to Council’s feedback on the draft SOI

Feedback area	Council Feedback	Proposed response in final SOI
General CCO feedback	Final SOIs should reflect the council’s final decisions on the 2023/24 annual budget. Financial statements should be fully populated and agreed with council’s Financial Planning staff. Officers note that the financial information for final SOIs will be finalised through the annual budget process and decisions are being made 8 June 2023.	
	The draft SOIs do not clearly explain the impacts on CCO activities of the requested cost reductions in the Mayoral proposal. Final SOIs should include a clear view of any impacts on activities from budget reductions.	Section 2.6 Deliver our capital programme is updated to reflect the latest budget. Added in challenges and constraints: Our proposed activities reflect the 2023/24 budget, and the LTP for years 2024/25 and 2025/26. If the actual level of funding provided is less than budgeted, then less transport investment and services can be delivered. This will result in reduced transport service levels, worse climate impacts, and increased risks to public safety. If more funding is made available, further investment in assets and services could be made and improve the associated outcomes.
	AT was also asked to explore revenue options from parking, the use of road space by private contractors and working with council to advocate for	Added in getting the basics right:

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	<p>increases in infringement fees. We would like to be assured that these are being prioritised in your work programme.</p>	<p>Minimise the impact of disruption on the road corridor and reducing road cones by:</p> <ul style="list-style-type: none"> • Trialling a risk-based approach to temporary traffic management (TTM), aligned with the draft guidelines for TTM in New Zealand. FY24 • Accelerating works coordination to provide a spatial viewer for all works and events on the network. Ongoing • Coordinating with multiple stakeholders to schedule works and minimise disruption. Ongoing • Reviewing all road corridor access charges, incentivising contractors to comply with temporary traffic management and drive efficiency, encouraging more efficient use of public space FY24 • Increasing the rates we charge contractors and developers to occupy parts of the road corridor during construction to incentivise faster delivery and/or less road space to be used during works. September 23 • 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. July 23
	<p>Council wants to receive more meaningful information about the activities of each CCO. Activity based financial information should be provided in the financial statements of final SOIs and reported quarterly. Given the scale of</p>	<p>Summary table of the capital programme included in Section 2.6 – Deliver our capital programme.</p>

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	AT's capital programme we would also like to see a summary table of your capital programme included in the final SOI.	
	Final SOIs should outline the CCOs' relationships with the Independent Māori Statutory Board and refer to the IMSB's Māori Plan or Schedule of Issues of Significance. This was missing across all CCO draft SOIs.	<p>Added in Māori outcomes:</p> <p>The Independent Māori Statutory Board's Schedule of Issue of Significance recognise access to infrastructure as an Issue of Significance to Māori in Tāmaki Makaurau and seeks to ensure that Māori receive ongoing access to safe, operational, and reasonably priced infrastructure services and are enabled to contribute to the decision-making process of future infrastructure projects actively and meaningfully.</p> <p>AT is committed to responding to the Board's Issues of Significance and will continue to proactively work with our Māori partners across the 2023-2026 term.</p>
	Council is pleased to see commitments in the SOIs to operating openly and holding meetings in public. Council is still concerned that too much of the CCO board's business is conducted in confidential meetings and not made available to the public. We believe CCOs should do better and we will be scrutinising your performance in this regard. Council also acknowledges the importance of facilitating opportunities for direct Governing Body and CCO board engagement and relationship building. We will work with your board over the coming months to establish these.	N/A
Meaningful performance measures,	AT's SOI is a key accountability document. We note that AT have substantially modified their performance measures, with 11 of the 17 measures proposed being either new or refined. Nine of these measures have no targets or a baseline. This makes assessment of Auckland	Meetings have been held in collaboration with Council staff through May and June 2023 to work through development of the SOI measures. Our

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transparency, and accountability	<p>Transport’s performance on a quarterly basis very challenging and we expect AT to work with council staff to better understand and agree the final measures, methodology and targets.</p> <p>It is also difficult to assess AT’s performance against a number of the deliverables/actions outlined in Part 2. We would expect to see in the final SOI milestones and implementation or completion dates assigned to these deliverables. Progress towards implementing these actions should be reported on through the quarterly reporting process.</p>	<p>proposed response to the feedback below has been endorsed by Council officers.</p>
	<p>There are a number of measures missing, which we would expect to see. These include:</p> <ul style="list-style-type: none"> • The CCO review recommended that CCO’s regularly report on the nature of the complaints they received and how long they take to resolve them. We would like AT to reinstate the previous SOI complaint measure and target (Percentage of formal complaints that are resolved within 20 working days) and include in the quarterly reporting detail on how the process for how these are being recorded and responded to. Greater transparency is required around AT’s performance in this area to help restore customers confidence and to provide confidence to council that AT is responsive to complaints. • A measure demonstrating how AT is contributing to Māori outcomes • The agreed measure “adherence to the service level agreement with council (10 working days or agreed timeframe) for AT to provide specialist input into the resource consents” • A measure relating to the [trailing] of traffic management measures, and the reduction in road cones and compliance costs as a result • A measure on progress towards improving rural road maintenance and renewals 	<p>Working with Council officers to jointly agree on the SOI performance measure framework, we have added five new measures:</p> <ul style="list-style-type: none"> • Percentage of total AT case volume resulting in a formal complaint • Percentage of formal complaints that are resolved within 20 working days • Percentage of procurement spend with Māori owned businesses • Adherence to the service level agreement with Council (10 working days or agreed timeframe) for AT provide specialist input into resource consents • Reduction in Corporate Emissions (baseline 2018/19) <p>Measures that have not been included (notably TTM measure) are directly referenced in Section 2.7 – How we will be held accountable. These will be reported throughout the year to TIC.</p> <p>More information provided in a separate document.</p>

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	<ul style="list-style-type: none"> A measure, like network coverage, that demonstrates progress towards implementation of the Regional Public Transport Plan aspirations and the suggested Public Transport Recovery Plan. 	
Part 1 – Roles and responsibilities	AT’s legislative purpose is to “contribute to an effective, efficient, and safe Auckland land transport system in the public interest.” We would expect to see this addressed up front in this section. As currently worded, this section has no reference to safety.	<p>Added reference to safety in three places in Part 1:</p> <p>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 and safe as possible.</p> <p>we substantially reduce the negative impacts of transport, such as greenhouse gas emissions, whilst still enabling Aucklanders to safely connect to the places they want to go</p> <p>When we succeed, we enable Aucklanders to safely and sustainably access more of the economic, social and cultural opportunities that our region has to offer.</p>
Part 1.3. Strategic Alignment	<p>The forthcoming revised Future Development Strategy is a legislative requirement and impacts on all parts of the council group, whose activities relate to growth and development. It provides Auckland-wide direction and integration of the council’s approach to growth and development and guides subsequent strategies, operational plans, programmes of work and investment decisions. AT has a key role in implementing the Future Development Strategy and we expect in the final SOI that the importance of AT’s role and of collaborating with the council group, and council’s growth and strategy teams, to advance the strategy will be highlighted.</p> <p>There are some other key strategies where we expect AT to strengthen the linkages in their final SOI. These being the Transport Emissions Reduction</p>	<p>TBC – confirming with team</p> <p>TERP and RLTP covered below.</p>

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	<p>Plan (TERP), the Regional Land Transport Plan (RLPT) and Kia Ora Tāmaki Makaurau.</p>	<p>Māori outcomes section has been updated to connect Kia Ora Tāmaki Makaurau outcomes to our activities.</p>
	<p>The TERP was developed by Auckland Council and AT to deliver the required transport sector emissions reduction to achieve Te Tāruke-ā-Tāwhiri. TERP was jointly agreed to by the AT Board and council and has a number of actions that are low cost and that were agreed by the Environment and Climate Change Committee in December 2021 (ECC/2021/45) which could be progressed. We would expect to see greater recognition of TERP in AT’s SOI, including being given consideration as part of AT’s prioritisation framework mentioned on pages 5 and 20 of the draft SOI, and in the final work programme.</p>	<p>Added in Sustainability and environment:</p> <p>and we commit to collaborating with Council and key partners to progress low cost actions agreed by the Environment and Climate Change Committee, within approved funding.</p> <p>Added in getting the basics right:</p> <p>Work towards the Transport Emissions Reduction Plan by:</p> <ul style="list-style-type: none"> • Completing, in collaboration with Council and key partners, a Vehicle Kilometres Reduction Plan to define specific interventions and progress implementation where funding is available Q3 FY24 • Completing Auckland Transport’s Sustainability Strategy and setting organisational operational and embodied emissions targets relative to TERP targets to focus effort and transport system intervention design Q3 FY24 • Embedding consideration of carbon emission reduction and adaptation measures and targets into AT organisational systems and processes FY25

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	<p>The next RLTP (2024-2034) will be developed over the forthcoming year. Currently, there is little commentary in the draft SOI about this work programme. To give effect to the Governing Body CCO Review resolution on this matter (GB/2020/89), and enable council staff to better assess the document's alignment with key council priorities, it is important that members of the council's Transport Strategy Team play a more prominent role through the RLTP's development. Council and AT staff will need to work closely to facilitate this more active involvement. We expect the final SOI to include commentary on how this collaboration will work and recognise the co-development of the RLTP. This could require secondments and co-location to facilitate this collaboration, as well as information sharing.</p>	<p>Added in collaboration and improving relationships:</p> <p>Collaborate with Council staff to clarify, understand, and agree the decision making, scope, and process expectations of Council, the Regional Transport Committee and the Auckland Transport Board for the development of the 2024-2034 Regional Land Transport Programme Q1 FY24</p>
	<p>AT's activities have potential to improve Māori wellbeing and to influence the achievement of the Auckland Plan and Kia Ora Tāmaki Makaurau. AT should make more explicit reference to its Achieving Māori Outcomes (AMO) plan and how this contributes to Kia Ora Tāmaki Makaurau. Specific wording suggestions will be provided to AT.</p>	
<p>Part 2.2 Getting the basics right and fundamental change</p>	<p>The framework for prioritising AT's work programme and how this will be implemented and reported on needs further clarity. For example, it is unclear how principles for considering programme changes detailed in the Chair's Foreword (p 5) align with AT's operating principles and the reprioritisation statements made on page 20. Currently the frameworks proposed do not recognise safety or climate priorities.</p>	<p>Merged reprioritisation statement in getting the basics right (p20) with updating our governance and decision-making processes in better understanding communities.</p> <p>Update governance and decision-making processes to ensure what matters to Aucklanders is given appropriate focus. This will include safety and climate priorities, customer experience project plans, resource and budget plans, insights plans, disruptions plans, customer experience design principles for all major programmes and projects.</p>

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	<p>There is a need to respond more directly to the current challenges and constraints outlined in Section 1.4, such as public transport workforce shortages and disruption to the rail network, and significant events.</p>	<p>More strongly referenced in getting the basics right.</p>
	<p>We encourage AT to build capability in its approach to risk management with regard to disruptive events, such as the recent storm events. The focus should not only be on investing in more resilient infrastructure, it should be on ensuring the process and systems are in place to respond to significant adverse events.</p>	<p>Added under Climate and sustainability:</p> <p>We continue to build capability in our approach to managing disruptive events to ensure processes and systems enable us to respond to significant events appropriately. This means reviewing business continuity planning and improvement and ensuring the Auckland Transport Operations Centre (ATOC) coordinated with Waka Kotahi, emergency services and Auckland Council is appropriated resourced and operates as a critical priority and function.</p>
	<p>We would like AT to prioritise the recovery of public transport. The development of a Public Transport Network Recovery Plan is recommended, that looks to restore and increase passenger transport numbers and services from pre-Covid-19 levels. We are encouraged that AT will leverage the existing network to optimise the bus network, but we would like to see more detail on when dynamic lanes will be introduced and on what routes, and this could form part of the recovery plan.</p>	<p>Added in getting the basics right:</p> <p>Develop a public transport recovery plan to achieve pre-covid 19 patronage levels, and uplift passenger numbers. Components of this plan will include:</p> <ul style="list-style-type: none"> • Optimise the bus network by reallocating resources and services to support improved frequencies where travel demand has changed (Q1 FY24) • Establishment of a regular bus driver forum for insights to drive customer experience and operational improvements (Q1 FY24)

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		<ul style="list-style-type: none"> • Ferry crew recruitment and wage increases (Q1-Q2 FY24) • Ferry disruption management plan (including customer notification improvement programme) (Q1-Q2 FY24) • Bus driver recruitment and wage increases (Q2 FY24) • Reinstatement of bus services (Q2 FY24) • Develop a prioritisation plan for accelerated bus priority (Q3 FY24) • Confirm KiwiRail track infrastructure renewal programme and implementation plan (Q3 FY24) • Operational efficiencies between KiwiRail, AOR, and AT for faster, more reliable train operations and communications in a single joint control room (Q4 FY24)
	<p>Improving customer experience of the transport system and engagement should be a core component of AT's programme. It is critical to the successful delivery of transport services, infrastructure and information, and for maintaining positive and constructive relationships with all parties, including local boards, transport users, and the wider community. We expect AT to place the customer at the centre of your programme, especially the public transport service programme, and would like to see stronger emphasis on this in the final SOI.</p>	<p>Re-framed the principles section in Chair's Foreword:</p> <p>Placing customers at the centre of what we do</p> <p>Core to our change will be a refocus on the way that our decisions impact those who use and experience 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</p>

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		<p>regain trust, the benefits of what we do should be clear to those we impact.</p> <p>To underpin this shift, the AT Board and Executive have agreed a set of customer principles, in addition to other outcomes such as safety and sustainability, that we will apply when considering any change to the network or to our services...</p> <p>Additionally, the PT Recovery plan is heavily founded in customer experience outcomes.</p>
	<p>Equally important is ensuring that communication with Aucklanders on public transport services is timely and clear. A communications plan that supports the Public Transport Recovery plan is warranted to encourage public transport use, as well as to improve communications about disruptions. This plan should make use of extensive use of targeted, community-based campaigns and delivery across a range of media to potential public transport users.</p>	<p>Added to getting the basics right:</p> <p>Improve the way we manage and respond to disruptions by developing a disruptions blueprint.</p>
	<p>The Letter of Expectation asked AT to deliver a works programme that delivers timely, lower cost interventions in the road corridor including but not limited to, enhancing traffic flow, mode share and project delivery. We expect to see in the final SOI that these deliverables have meaningful dates/milestones for project / programme implementation.</p>	<p>Added in leveraging existing network: (TBC)</p> <p>Make smarter use of our existing road spaces and improve traffic flow by optimising the transport network including the use of physical and technology solutions to use road space dynamically.</p> <p>A programme of technology-based Intelligent Transport Systems (ITS) and physical interventions to improve road corridor productivity includes:</p>

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		<ul style="list-style-type: none"> • Deliver a bus prioritisation plan and implement further bus prioritisation on key major corridors (3 routes, 25 signals) • Develop implementation plans for smart queue-length detection after trials are complete, and subsequently commence implementation • Deliver special vehicle lanes (including bus, T2/T3, cycling or dynamic solutions) from the optimisation programme and PT recovery plan • Commence implementation of 3 dynamic streets • Implement real-time signal programme as part of the network optimisation programme, with an aim to hold travel times steady on the arterial network • Deliver freight improvements, including trialing the use of transit lanes by freight vehicles
	<p>The Letter of Expectation also encouraged AT to trial more innovation and undertake project pilots to deliver ‘more with less’. We encourage AT to adopt this approach to road maintenance and renewal program. This includes improvements to the rural road maintenance and sealing program. While whole of life costs are critical, there are other factors like environmental impacts, which should also be considered.</p>	<p>Added in getting the basics right:</p> <p>We will implement new road maintenance contracts utilising a new Collaborative Maintenance Partnership model which emphasises stewardship, collaboration, and partnership on the part of both the client and supplier.</p>

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		<p>The contracts contain a strengthened performance framework with five key result areas – customer, safety and access, sustainability, value for money and collaboration. We will challenge existing ways of doing things, develop more stewardship, embrace best practice and create an environment that better encourages and supports innovation. This will mean we can continue to improve the level of service for our customers, provide a safer network and deliver improved environmental and social outcomes.</p>
	<p>Related to this and reflecting lessons learnt from the recent storm events, we would like AT to address the impact of the transport network on stormwater generation and stormwater quality. The reform of the water sector will have an impact on how stormwater is managed and we encourage AT to start planning for this now and to keep council informed on any issues arising in this space.</p>	<p>Added in Climate and sustainability: We are working closely with Auckland Council as we continue to progress adaptation work. A Council-family team has been established to ensure information is shared efficiently and the team is interacting with the Ministry for the Environment to ensure a common understanding of central government’s approach to current and future infrastructure investment, ranging from reinforce to managed retreat.</p> <p>Not added to SOI, but to note:</p> <p>Auckland Transport has been working alongside a number of departments within Auckland Council to improve understanding and management of stormwater as it relates to land transport and the broader urban water eco-system. Roads have traditionally provided overland flow pathways for stormwater to keep the water away from people and</p>

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		<p>property. With recent storm events it is abundantly clear that we need to <i>make space for water</i> and ensure our roading network contributes to the “sponginess” of Auckland, with increased pervious surfacing and dual function spaces, which soak up the water safely. AT looks forward to Councils support to explore this shift in approach. A complete refresh of the service level agreement where Auckland Council provides roading drainage operations and maintenance services to Auckland Transport was recently completed. Further to this a joint Auckland Transport / Auckland Council paper on stormwater matters is being presented to the Design and Delivery Committee of Auckland Transport later this year. Auckland Transport remains actively involved in working with Auckland Council during the transition to the proposed Water Service Entities and is also regularly in contact with other roading authorities and Waka Kotahi to ensure we are engaged, sharing and learning from other jurisdictions as the reforms progress.</p>
<p>Take direction from Auckland Council</p>	<p>Auckland Transport is requested to accelerate its contribution to the group shared services programme. The programme is important to deliver efficiencies across the group and AT’s collaboration is essential to its success. We expect commitment to shared services to be highlighted in the final SOI.</p>	<p>Updated in value for money: Work constructively with Council to investigate and implement arrangements for shared services where appropriate, while ensuring risks are appropriately managed and delivery of customer outcomes are not compromised.</p>
	<p>Council staff will work closely with yours to ensure these shareholder comments are clear, and to relay any feedback from the 18 May 2023 committee meeting that relates to performance or operational issues, or issues of detail or wording.</p>	

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