AGENDA ITEM 14 | BOARD NOTING PAPER	
To:	The Board
From:	Dean Kimpton, Chief Executive
Reviewed:	Andrew Downie, Head of Governance
Date:	20 August 2024
Title:	Chief Executive's Open Board Business Report

Aronga / Purpose

1. To summarise Auckland Transport's (AT's) activities which contribute to the delivery of the Statement of Intent (SOI).

Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

a) Notes the information provided in this report.

Te horopaki / Background

2. This report provides an update on progress with delivering our SOI deliverables and performance measures. We also report on the impact of our decisions on those who use and experience our various networks.

Me mōhio koe / What you need to know

Operational highlights and challenges (previous month or year to date

3. **SOI performance:** Attachment 1 shows the July 2024 SOI results. These results are pleasing and reflect significant effort over the last 12 months in challenging circumstances. Our one missed objective was for trust and confidence (29% actual vs 30% target), this is disappointing and concerning, it is a primary focus for AT over the coming 12 months.

   The SOI dashboard has been updated to reflect the new SOI 2024-2027 measures, noting these are still to be finally approved by Auckland Council.

4. The **final SOI 2024-2027** was completed and submitted to Auckland Council on 31 July 2024.
5. We launched the **$50 seven-day fare cap** on 21 July. This has been very well received.
6. The **WX1 service** was launched in November 2023. Over 500,000 people have used this service since then, exceeding our patronage uplift estimates.
7. **Eastern Busway:** Te reo Māori names have been gifted to Eastern Busway stations and structures by local mana whenua Ngāi Tai ki Tāmaki and Ngaati Whanaunga.
8. **City Centre Paid Parking:** introduced on Sundays and public holidays in the city centre from 7 July. We paused the implementation of overnight parking charges in the city centre until October 2024 to have further discussions with key stakeholders and consider mitigations for those most impacted by the changes. New paid parking zones have been successfully introduced in the City, Grey Lynn and New Lynn.
9. **Safety over school holidays:** over the July school holidays, teams across AT worked with other community groups to activate safety education sessions at interchanges where incidents of violence, threats and aggression have recently occurred. There were no reported incidents of this nature reported over the school holiday period.
10. **Notifiable Incidents:** one of our transport officers fell and experienced a head injury with momentary loss of consciousness. On the network, a person wielding a knife boarded a bus before being successfully disembarked without any harm to themselves, the driver or passengers. There were no notifiable incidents across our public works sites. More information is available in the Health, Safety, and Wellbeing Report (Item 18).

11. **Main Highway dynamic timing project** went live in Ellerslie on 1 August. The project will pilot the length of time the bus lane operates based on the level of congestion. Initial observations show the signs are working well and no negative response in traffic behaviour has been identified. The next stage will be able to turn the bus lane on and off depending on real-time traffic conditions.
12. **New crossing for Nanaksar Sikh Temple in Manurewa:** a new signalised pedestrian crossing was installed on Great South Road, outside the Nanaksar Sikh Temple in Manurewa. This new crossing enables people, including elderly individuals and families with young children, to cross the road safely. There was an on-site celebration event on 27 July, attended by over 100 people, including Minister of Transport Simeon Brown, Minister of Ethnic Affairs Melissa Lee, and local Member of Parliament Rima Nakhle, alongside other community leaders.
13. **Bus procurement – tranche two:** the Tranche two Request for Proposal (RFP) was launched on 26 July with the briefing completed same day. This entails contracting for 323 buses to service five areas: New Lynn, Northwest/Henderson, Mangere, Manurewa/Pakuranga, and Manukau. These contracts will be for nine years and cover 982,000 in-service hours and 23.4m in-service kilometres each year.
14. **Out of home Media (OOH Media) RFP:** the OOH Media RFP closed mid-July with proposals received for all five portfolios. Commercial and Quality assessments were completed and due diligence is in progress, ahead of negotiations and Best and Final Offers.
15. **People and performance dashboard:** Attachment 2 outlines that retention of our talent continues to improve with voluntary turnover falling to 10.1% for the 12 months ending in July 2024,
16. **Corporate Strategy:** AT corporate strategy implementation plan finalised for Q1 and is in delivery now.

Risks

17. The risk dashboard for July 2024 is presented in Attachment 3.

Strategic challenges

18. **Legislation change:** the pace and scale of legislative change in the New Zealand planning system is increasing under the current Government and will continue to do so over the next two years. AT, in conjunction with Auckland Council, will provide appropriate feedback to the Government about the potential risks to our business and future programme. Management will need to assess the resources required to respond to the changes once they are enacted.
19. Current and upcoming changes to legislation and national policy include:
    - **Fast-track consenting legislation** (currently being considered by Select Committee – expected to be completed by end of 2024).
    - **Resource Management Act (RMA) Amendment Bill 1** ‘Freshwater and Other Matters’ amendment bill (currently being considered by Select Committee).
    - **Going for Housing Growth** and associated changes to the RMA and National Policy Statement on Urban Development (expected in early 2025).
    - Potential new **National Environment Standards** (NES) on permitting more “granny flats”.
    - Consultation on future changes to the **Public Works Act** process (led by Land Information New Zealand).
    - Possible **Port of Auckland’s coastal permit extension** (led by Ministry of Transport);
    - Changes to the **National Policy Statement (NPS) on Indigenous Biodiversity, and a new NPS and NES on Infrastructure**; and
    - **Replacement of the RMA** with new legislation has also been signalled for 2025.
20. While many of these changes relate to the RMA, there are other pieces of legislation involved and multiple Government entities leading and/or consulting on these changes, adding to the complexity.

21. **Review of operational maturity:** management assessed AT's operating maturity and identified areas that needed focus for the next 1-3 years. The top three priorities were future capability, governance and performance outcomes, and culture. The next step is to identify planned work in these areas and identify any reset or added activity needed to get to the target outcomes.

Key approval papers

22. The key items requiring approval by the board at this meeting are:

    a) Adoption of the 2023 – 2024 Annual Report.

    b) Quarterly Report to Auckland Council for Quarter Ending 30 June 2024.

    c) Early Integration on Auckland's National Ticketing Solution.

    d) Tier 1 Policies.

Ā muri ake nei / Next steps

23. The next Chief Executive's Open Board Business Report will be presented to the board at the 29 October 2024 meeting.

Ngā whakapiringa / Attachments

Attachment #	Description
1	SOI Dashboard - July 2024 results
2	People and Performance Dashboard - July 2024
3	Risk Dashboard – July 2024

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Shameel Sahib **Head of Corporate Strategy & Business Planning**	Andrew Downie **Head of Governance**	Dean Kimpton **Chief Executive**

Statement of Intent (SOI) 2024/2025 Performance Targets

1	11	2	1
Above target 2.5%	Target +/- 2.5%	Below target 2.5%	Not rated

Objective	ID	SOI Measure	Financial Year target	YTD Status	Performance Commentary
1. Making every interaction count	1	Customer perceptions AT listens and responds to Aucklanders' needs	33%		Update provided in September.
	2	Formal complaints Percentage of total AT case volume resulting in a formal complaint	<0.6%	MET	Case management responsiveness and resolution quality remains strong, resulting in fewer formal complaints relative to total case volume.
	3	Complaint resolution Percentage of formal complaints that are resolved within 20 working days	90%	MET	While slightly behind the new SOI target (87% versus 90% target), there are no trends of concern, with 97 of 111 resolved within 20 days.
	4	Local Board satisfaction with engagement	47%		Update provided in September.
2. Improving Network productivity	5	Average travel time across the arterial network	24 minutes	MET	In July 2024, average people travel time was 21 minutes (on an average trip of 10 km long) which was similar to July 2023 and below the set target of 24 minutes and was 2 minutes lower than June 2024. This is mainly due to the lower demand levels during school holidays resulted in higher travel speeds in July.
	6	Arterial productivity Average number of people moving per hour during the morning peak	28,000	EXCEEDED	In July 2024 the arterial road productivity during the AM peak was 30443, which was 8.7% above the SOI target and 3% higher than June. The growth in public transport patronage and lower congestion levels on the network during the school holidays in July resulted in higher travel speeds and, consequently, a higher productivity measure.
	7	Freight performance Percentage of the freight network moving without congestion in the interpeak	85%	MET	In July 2024, 87% of the Freight Network operated at the Levels of Service A-C during the interpeak period which was similar to July 2023 and 2% above the Statement of Intent target for good levels of service (Levels of Service A-C represent non-congested conditions).
3. Taking public transport form good to great	8	PT Boardings Annual numbers of PT trips	95.9m	MET	July patronage was 16% (1M trips) higher than July 2023. School holidays and tertiary inter-semester break impacted overall patronage. Last two weeks of July were stronger with total patronage for the month being 85% of July 2019.
	9	PT reliability Percentage of services that start according to schedule	Bus: 98%, Ferry: 98%, Rail: 85%	MET	Bus: The breakdown by service in descending order was that: Tranzit Group and Waiheke Bus exceeded 97%; Ritchies, Pavlovich, NZ Bus and Go Bus exceeded 96%, Howick and Eastern and Bayes Coachlines exceeded 91%. Bus reliability and punctuality marginally improved month on month. Train: The breakdown by line in descending order was Eastern at 96.2%, Southern at 95.8%, Western at 95.1% and Onehunga at 94.6%. Train performance in July has been impacted positively with the conclusion of industrial action. Ferry: The breakdown by service in descending order was that: Bayswater, Devonport, and exceeded 98%; Half Moon Bay and Hobsonville Point exceeded 96%; Pine Harbour and West Harbour exceeded 91%; and Gulf Harbour and Rakino Island exceeded 84%. Weather constraints impacted reliability and punctuality results for July.
	10	PT punctuality Percentage of services that start and end according to schedule	88%	MET	Bus punctuality and reliability continues to improve month on month. Train punctuality performance was impacted by ongoing speed restrictions on the network. The breakdown by mode was bus at 89.9%, train at 88.9%, and ferry at 96.7%.
	11	PT utilisation for frequent routes during peak	49%	NOT MET	School holidays and tertiary inter-semester break impacted overall utilisation. The breakdown by mode was bus at 50.0%, train at 46.5%, and ferry at 25.4%.

The 21 performance measures will be reported to Council on a quarterly basis, in accordance with the Letter of Expectation.

Statement of Intent (SOI) 2024/2025 Performance Targets

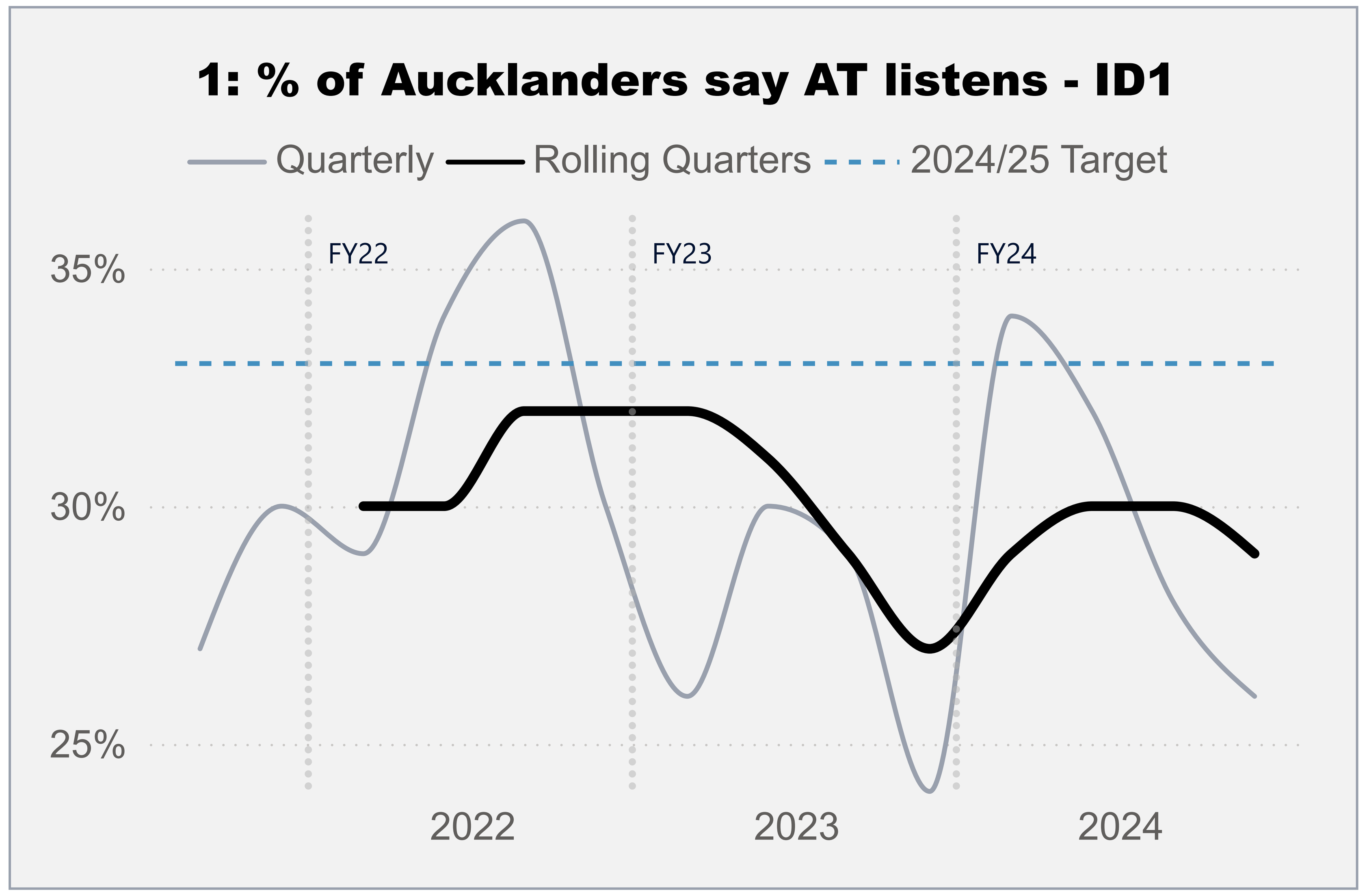
Reporting as at July 2024

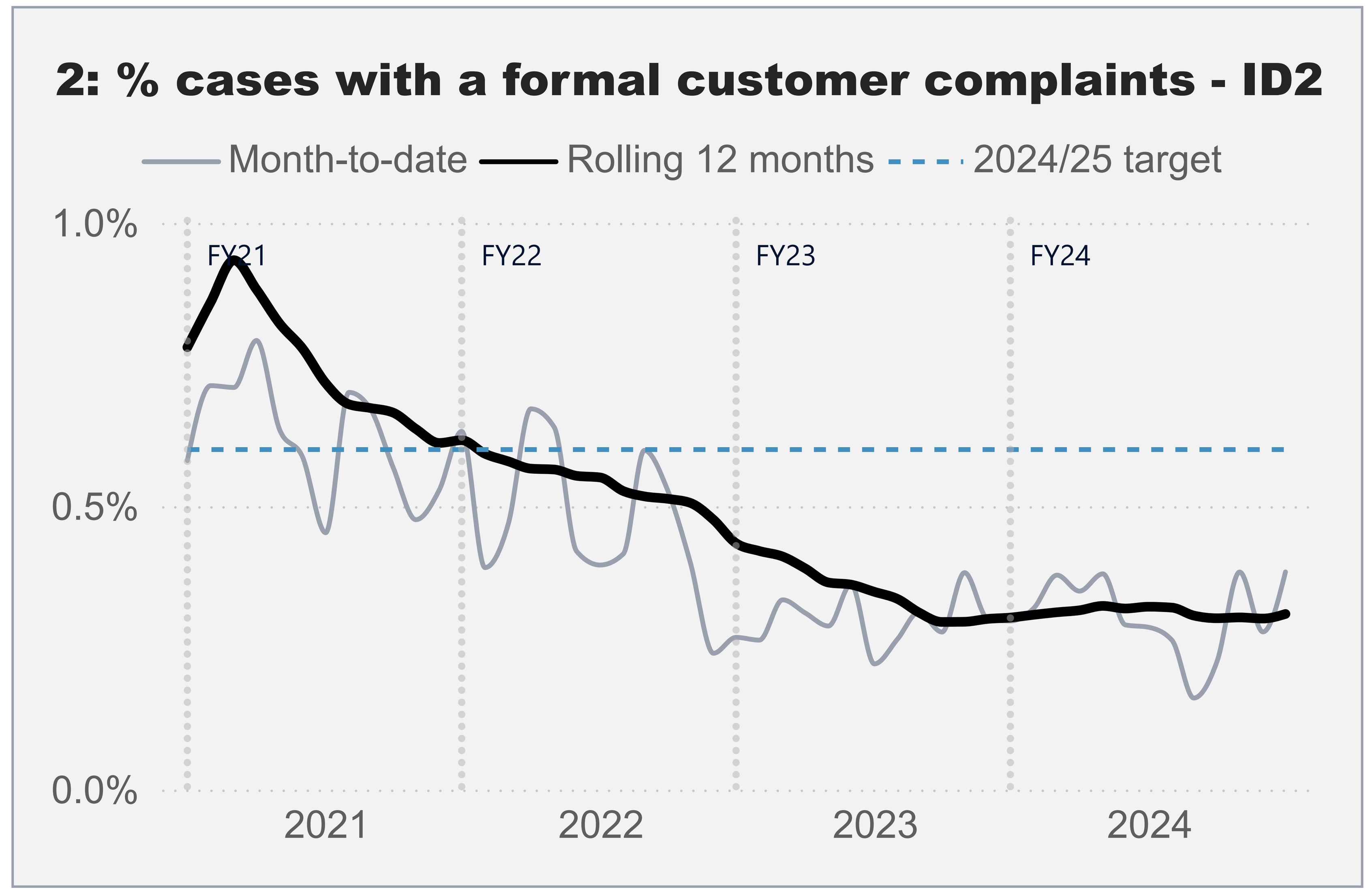
1	11	2	1
Above target 2.5%	Target +/- 2.5%	Below target 2.5%	Not rated

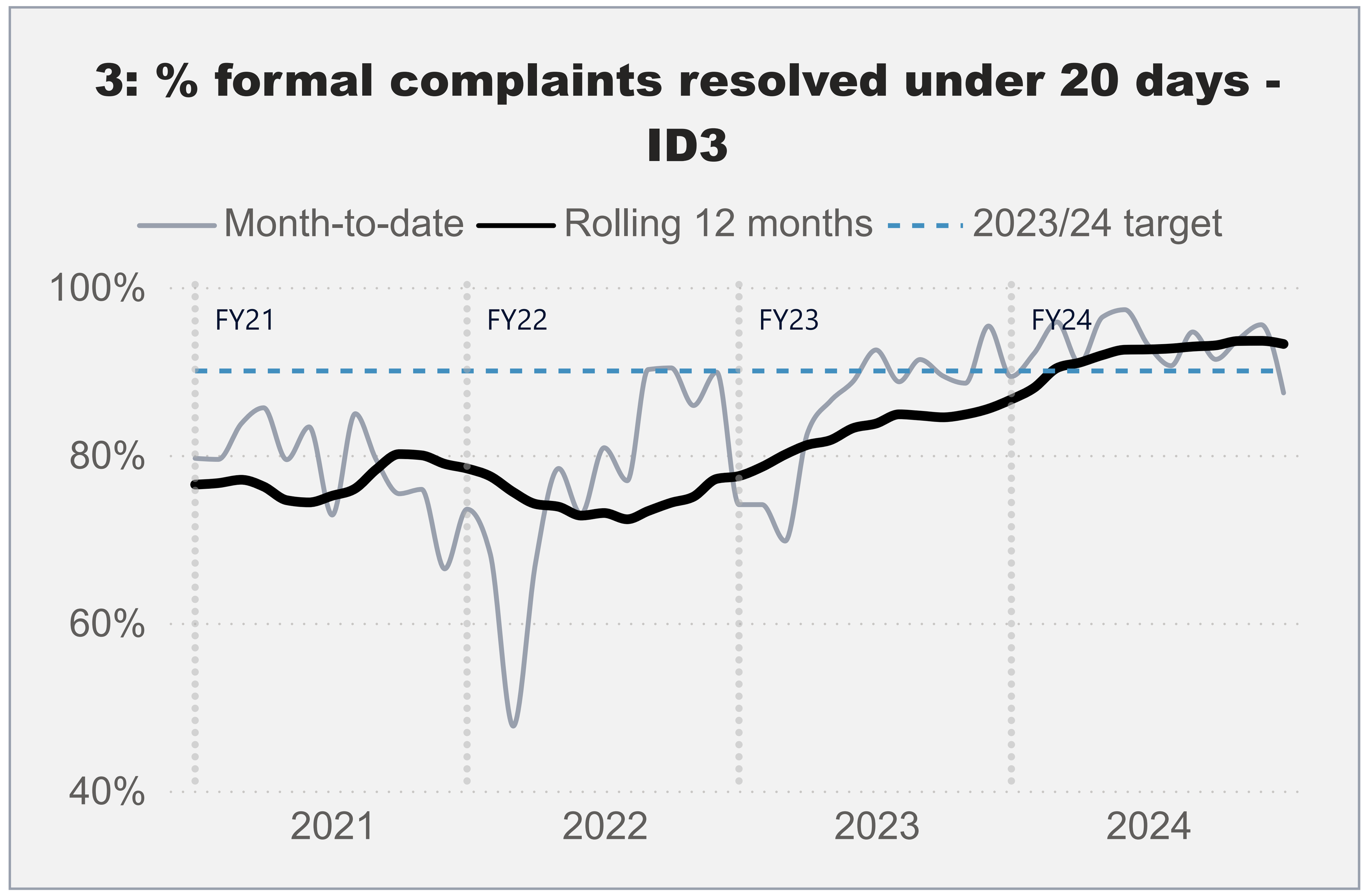
Objective	ID	SOI Measure	Financial Year target	YTD Status	Performance Commentary
4. Value for money and growing external revenues	12	Farebox Recovery Ratio The percentage of the total PT operating cost recovered through fares	35%	NOT MET	The monthly reduction in Farebox Recovery Ratio (FRR) was driven by a 6.7% reduction in PT farebox revenue (Bus -$2.7m (-22%) with a corresponding 3.5% increase in contract payments. The Bus revenue reduction is being investigated. The July Farebox Recovery Ratio was 29.3%, reflecting a decrease (-10.6%) from previous months. FY25 YTD (first Month) of 29.3% is significantly below the new FY25 SOI target of 35%
5.Core business and other activities	13	Safety Deaths and Serious Injuries on the road network in Tāmaki Makaurau Auckland	No more than 576	NOT RATED	In the past twelve months (Aug 2023 to July 2024) 27 people were killed on our roads and 555 were seriously injured, compared to 60 deaths and 636 serious injuries the previous year. This represents a decrease of 16% year-on-year. The proposed DSI SOI target for FY 2024/25 is 575. There were 582 people killed or seriously injured from August 2023 to July 2024 on Auckland roads. We continue to see the majority of harm occurring on our local roads, with over half of these being people outside of vehicles (people walking, cycling and motorcyclists). Year on year, we have seen a significant decrease in fatalities, while serious injuries remain relatively static. This is consistent with the national trend, initial work to identify why we are seeing this reduction include the increased Police enforcement activity, road safety engineering improvements and the impacts of the economy on travel choices. There is a known tendency for road safety to improve when economic times are tough.
	14	Emission reduction Reduction in operational emissions including Public Transport activities (from 2021/22 baseline)	10% increase (from 2021/22)		Update provided in September.
	15	Cycle counts The number of people cycling past defined count sites	3.44m	MET	Cycle counts in July 2024 were 8% higher than July last year. Cycle counts have returned consistently to 90% of pre-covid levels and continue to grow.
	16	Asset condition Proportion of key assets in moderate or better condition	85%		Update provided in September.
	17	Road maintenance Percentage of the sealed local road network that is resurfaced or rehabilitated	6.5%	MET	There was 9.8 km of asphalt completed in July and 0.3 km of pavement rehabilitation (Walters Road). Chip sealing is expected to commence in September (weather permitting).
	18	Resource consent timeframes Adherence to the service level agreement to provide specialist input into the resource consents	80%		Update provided in September.
	19	Percentage of capital budget invested	90%	MET	Most programmes and projects are delivering against plan, with some programmes lagging to get delivery traction. We remain confident in a ramp up of spend as we head into the spring months.
	20	Percentage of procurement spend with Maori-owned business	3%	MET	Māori-owned businesses received $4.52 million in direct and sub-contracted spending for the July 2025 financial year to date, representing 3.34% of the total spend, exceeding the target of 3%. Expect an increase in direct spend through some physical works projects to be completed before end June 2025: Mōkoia Pā project ($3.85 million) and the next marae car park project, which is budgeted to be completed this financial year. Expect further increase in indirect spend in 2025 financial year through a range of high-value projects which have contractual requirements for delivering contract-specific Supplier Diversity KPIs and reporting – namely Eastern Busway, Road Corridor Maintenance, Auckland One Rail, Pt Chev to Westmere upgrade, and Carrington Road upgrade. Significant efforts ongoing to ensure contractor compliance with KPIs and monthly reporting. AT is also establishing an Emerging Suppliers Pre-Qualification Register for Māori and Pasifika civil construction contractors, which we expect will be utilised in both our direct and indirect spend.
	21	Number of marae improved by AT's programmes	1		Update provided in September.

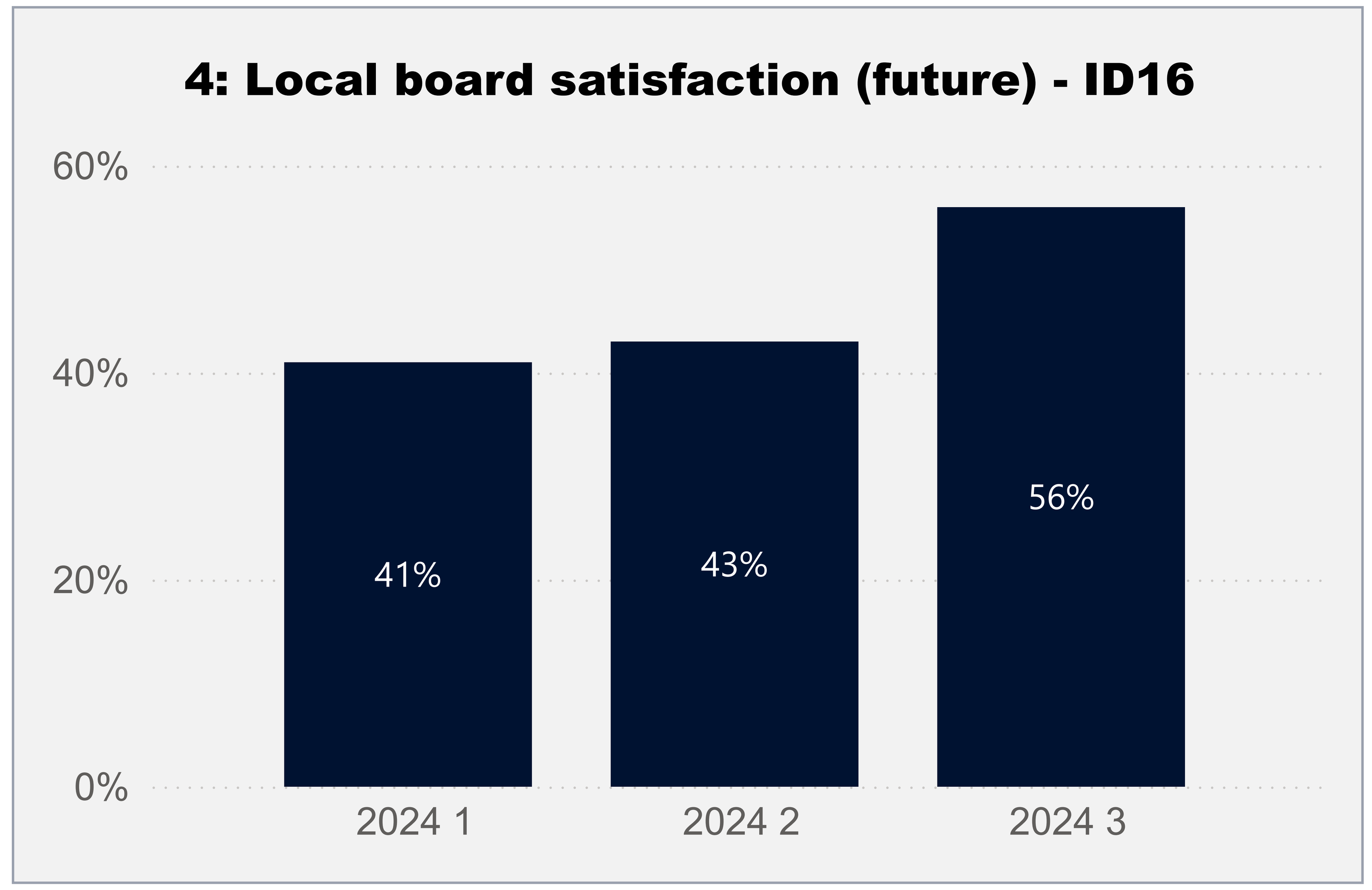
The 21 performance measures will be reported to Council on a quarterly basis, in accordance with the Letter of Expectation.

Statement of Intent (SOI) 2024/2025 performance targets
Reporting as at July 2024









1. Making every interaction count

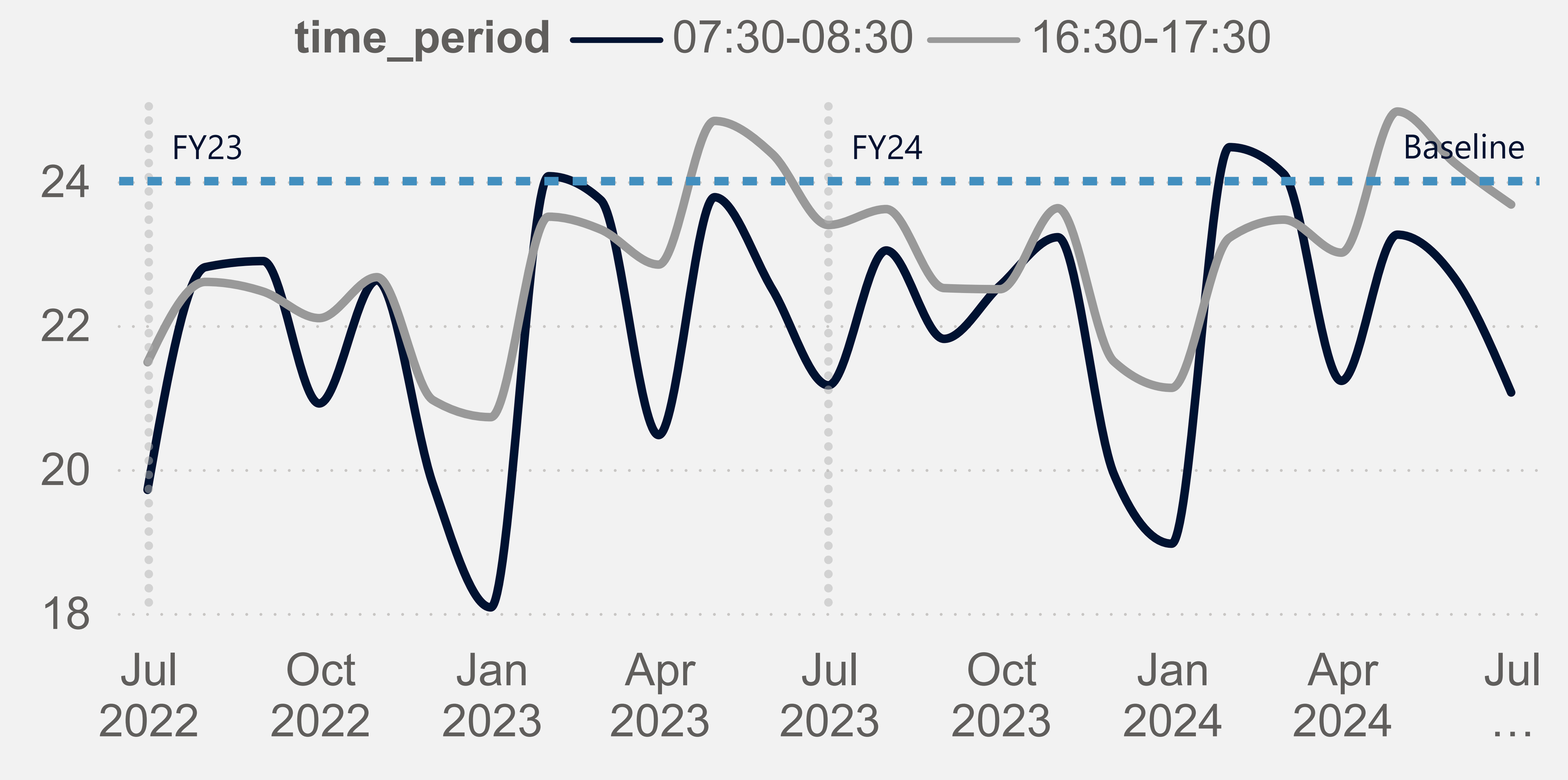
ID	SOI measure	FY Target	Monthly Result	YTD Status	Progress Commentary
1	Customer perceptions AT listens and responds to Aucklanders' needs	33%			Update provided in September.
2	Formal complaints Percentage of total AT case volume resulting in a formal complaint	<0.6%	0.38%	MET	Case management responsiveness and resolution quality remains strong, resulting in fewer formal complaints relative to total case volume.
3	Complaint resolution Percentage of formal complaints that are resolved within 20 working days	90%	87.4%	MET	While slightly behind the new SOI target (87% versus 90% target), there are no trends of concern, with 97 of 111 resolved within 20 days.
4	Local Board satisfaction with engagement	47%			Update provided in September.

Above Target 2.5% | Target +/-2.5% | Below Target 2.5% | Not Rated

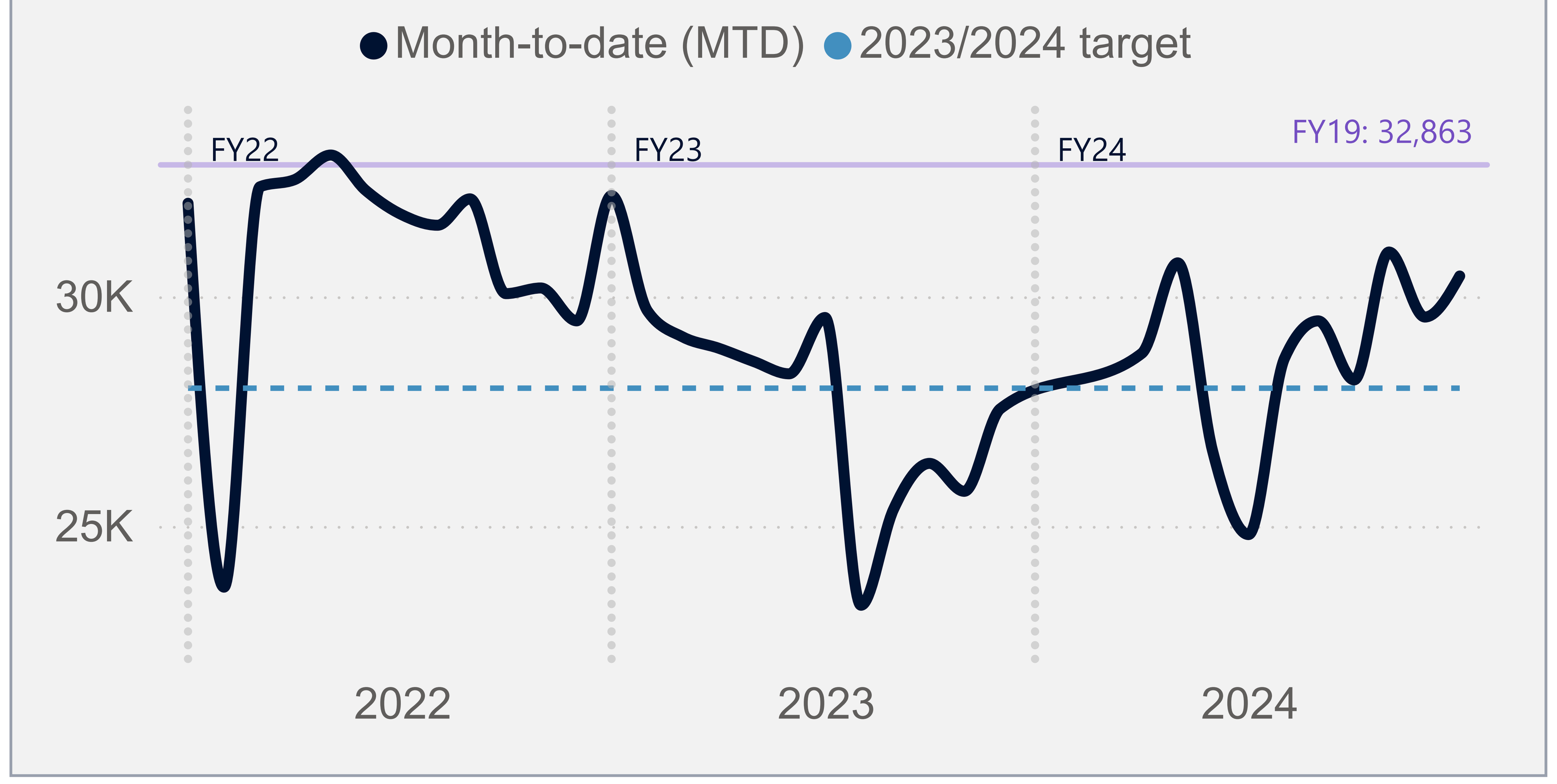
Statement of Intent (SOI) 2024/2025 Performance Targets

Reporting as at July 2024

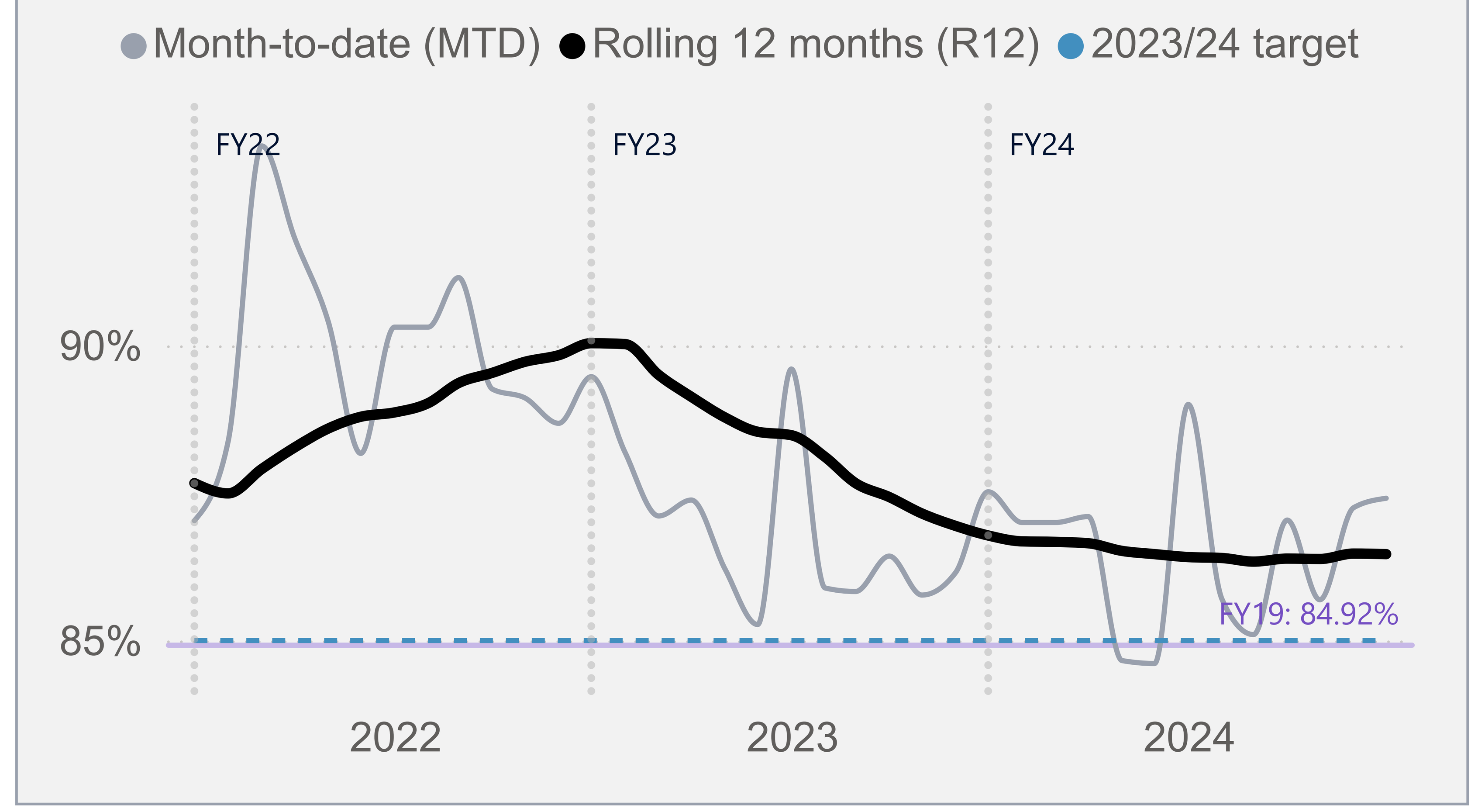
5. Monthly average arterial travel time across (in minutes) - ID4



6. Average people movements per hour on road network - ID12



7: % of freight network not congestion - ID13



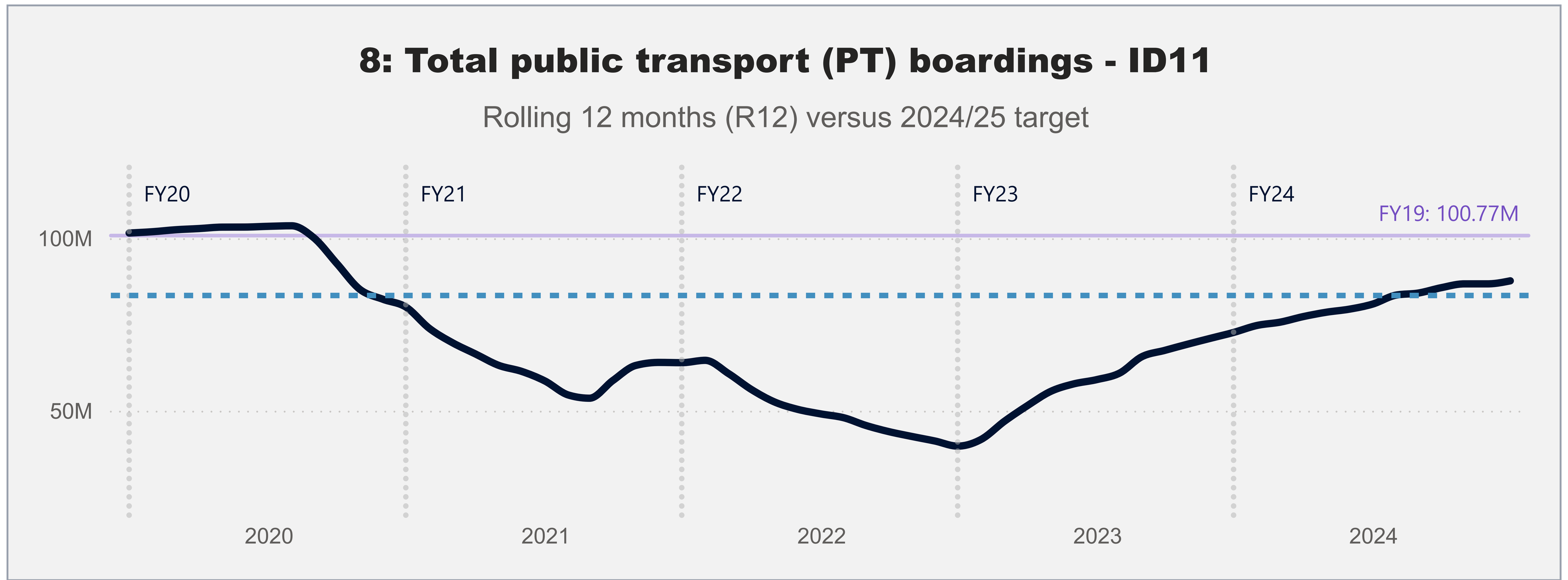
2. Improving Network productivity

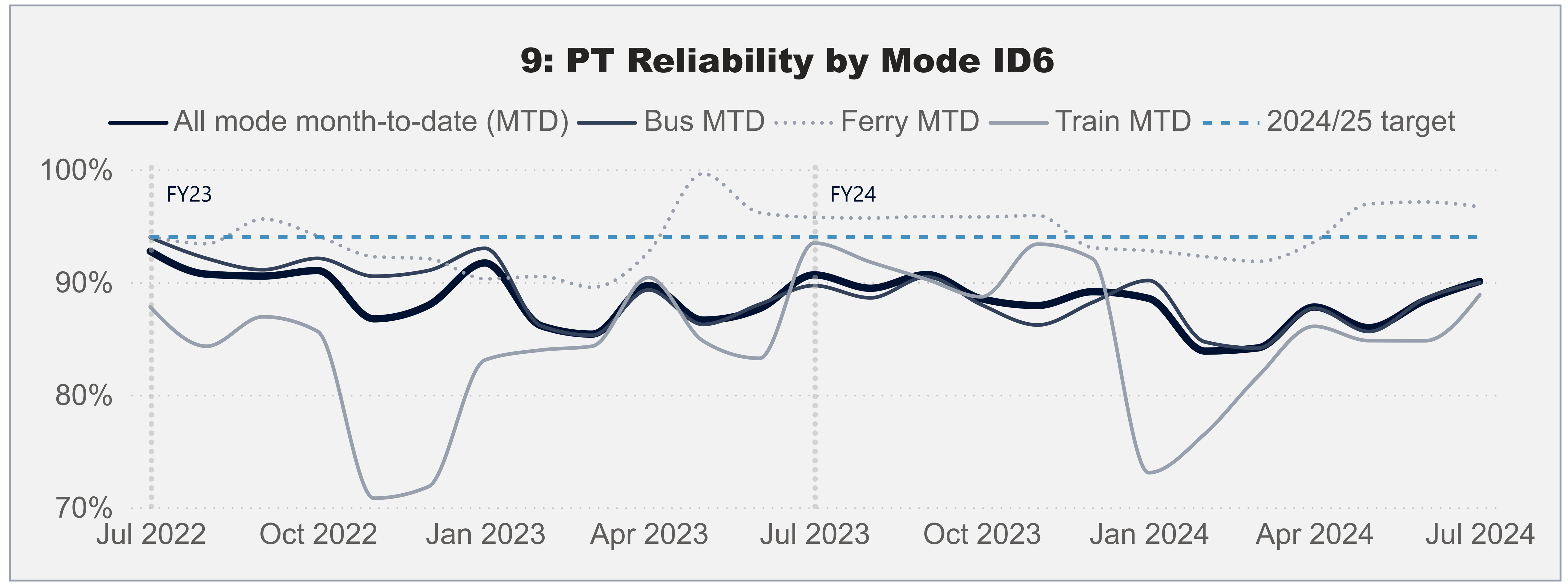
ID	SOI measure	FY Target	YTD Status	Monthly Result	Progress Commentary
5	Average travel time across the arterial network	24 minutes	MET	21 minutes	In July 2024, average people travel time was 21 minutes (on an average trip of 10 km long) which was similar to July 2023 and below the set target of 24 minutes and was 2 minutes lower than June 2024. This is mainly due to the lower demand levels during school holidays resulted in higher travel speeds in July.
6	Arterial productivity Average number of people moving per hour during the morning peak	28,000	EXCEEDED	30,443	In July 2024 the arterial road productivity during the AM peak was 30443, which was 8.7% above the SOI target and 3% higher than June. The growth in public transport patronage and lower congestion levels on the network during the school holidays in July resulted in higher travel speeds and, consequently, a higher productivity measure.
7	Freight performance Percentage of the freight network moving without congestion in the interpeak	85%	MET	87.41%	In July 2024, 87% of the Freight Network operated at the Levels of Service A-C during the interpeak period which was similar to July 2023 and 2% above the Statement of Intent target for good levels of service (Levels of Service A-C represent non-congested conditions).

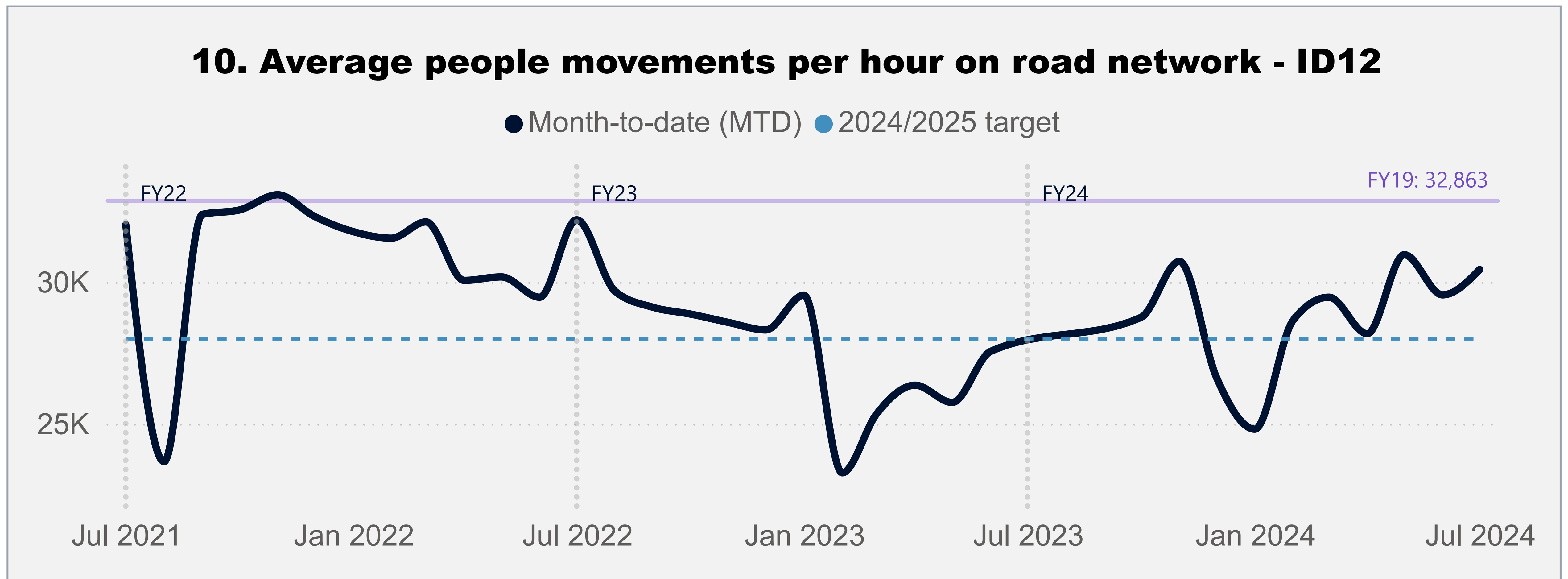
Above Target 2.5% | Target +/-2.5% | Below Target 2.5% | Not Rated

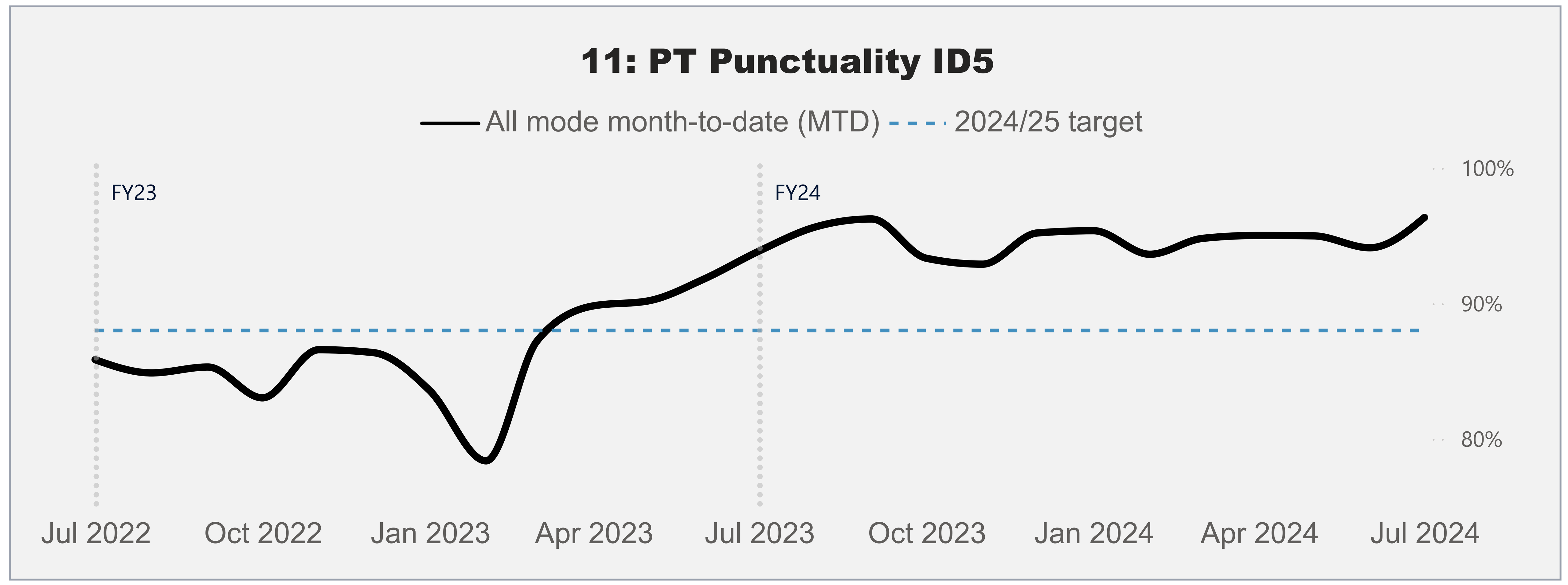
Statement of Intent (SOI) 2024/2025 performance targets

Reporting as at July 2024









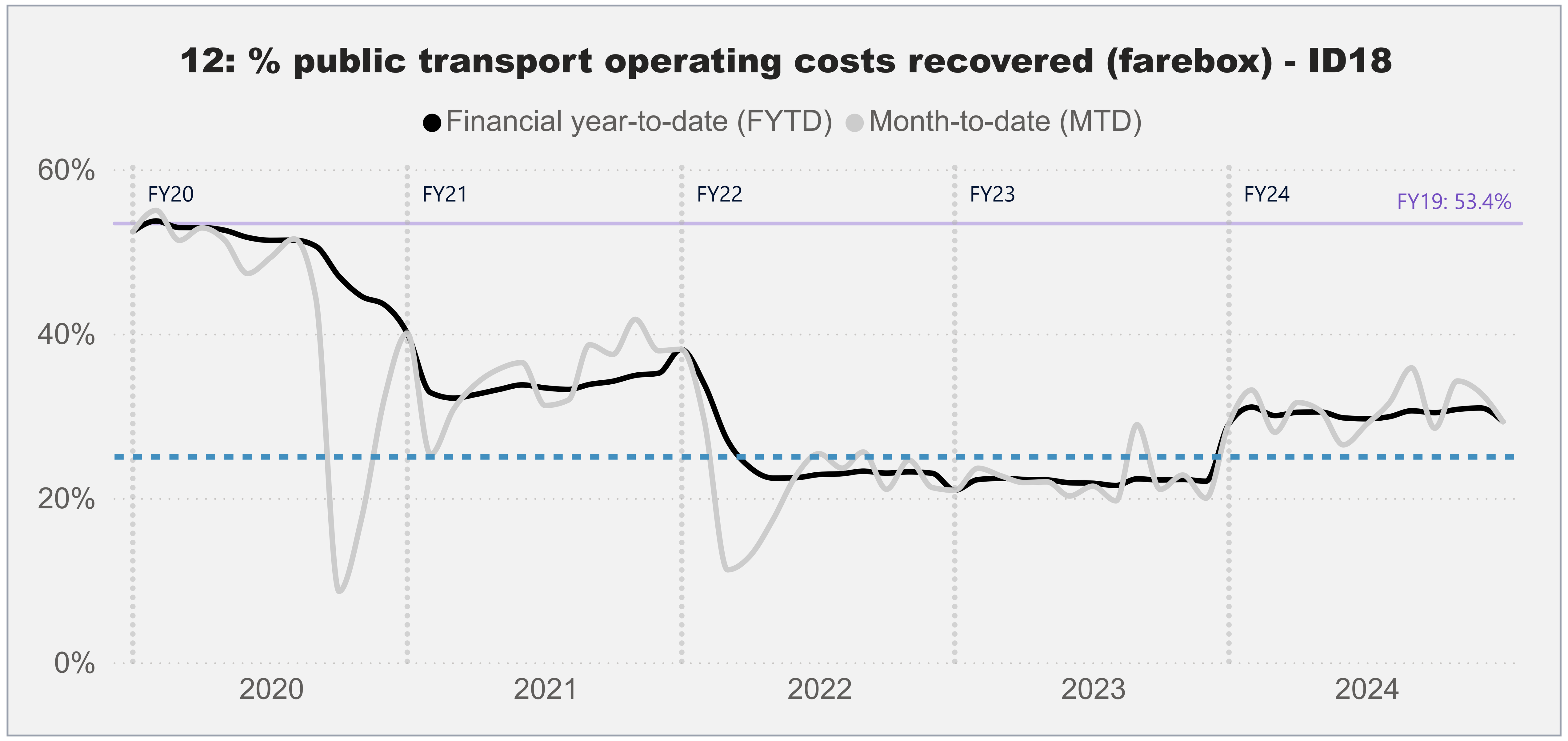
3. Taking public transport form good to great

ID	SOI measure	FY Target	YTD Status	Monthly Result	Progress Commentary
8	PT Boardings Annual numbers of PT trips	95.9m	MET	7.36m	July patronage was 16% (1M trips) higher than July 2023. School holidays and tertiary inter-semester break impacted overall patronage. Last two weeks of July were stronger with total patronage for the month being 85% of July 2019.
9	PT reliability Percentage of services that start according to schedule	Bus: 98%, Ferry: 98%, Rail: 85%	MET	Bus: 89.9%, Ferry: 96.7%, Rail: 88.9%	Bus: The breakdown by service in descending order was that: Tranzit Group and Waiheke Bus exceeded 97%; Ritchies, Pavlovich, NZ Bus and Go Bus exceeded 96%, Howick and Eastern and Bayes Coachlines exceeded 91%. Bus reliability and punctuality marginally improved month on month. Train: The breakdown by line in descending order was Eastern at 96.2%, Southern at 95.8%, Western at 95.1% and Onehunga at 94.6%. Train performance in July has been impacted positively with the conclusion of industrial action. Ferry: The breakdown by service in descending order was that: Bayswater, Devonport, and exceeded 98%; Half Moon Bay and Hobsonville Point exceeded 96%; Pine Harbour and West Harbour exceeded 91%; and Gulf Harbour and Rakino Island exceeded 84%. Weather constraints impacted reliability and punctuality results for July.
10	PT punctuality Percentage of services that start and end according to schedule	88%	MET	96.3%	Bus punctuality and reliability continues to improve month on month. Train punctuality performance was impacted by ongoing speed restrictions on the network. The breakdown by mode was bus at 89.9%, train at 88.9%, and ferry at 96.7%.
11	PT utilisation for frequent routes during peak	49%	NOT MET		School holidays and tertiary inter-semester break impacted overall utilisation. The breakdown by mode was bus at 50.0%, train at 46.5%, and ferry at 25.4%.

Above Target 2.5%	Target +/-2.5%	Below Target 2.5%	Not Rated

Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at June 2024



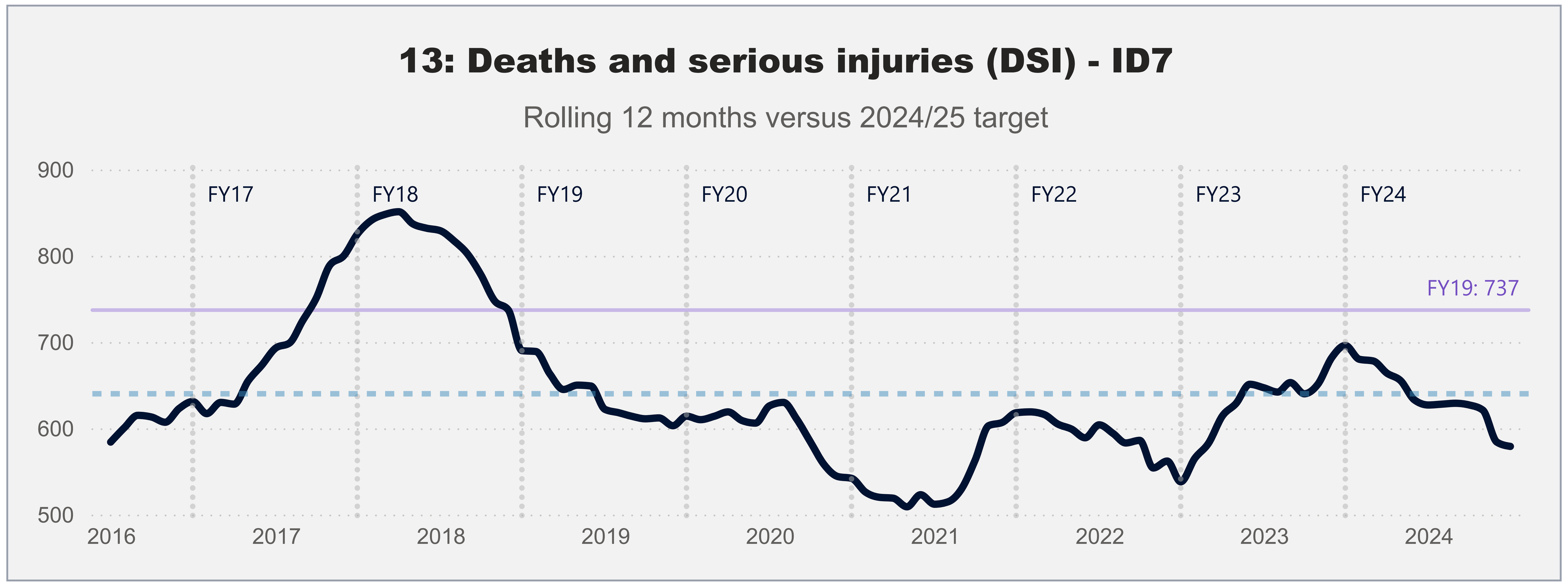
4. Value for money and growing external revenues

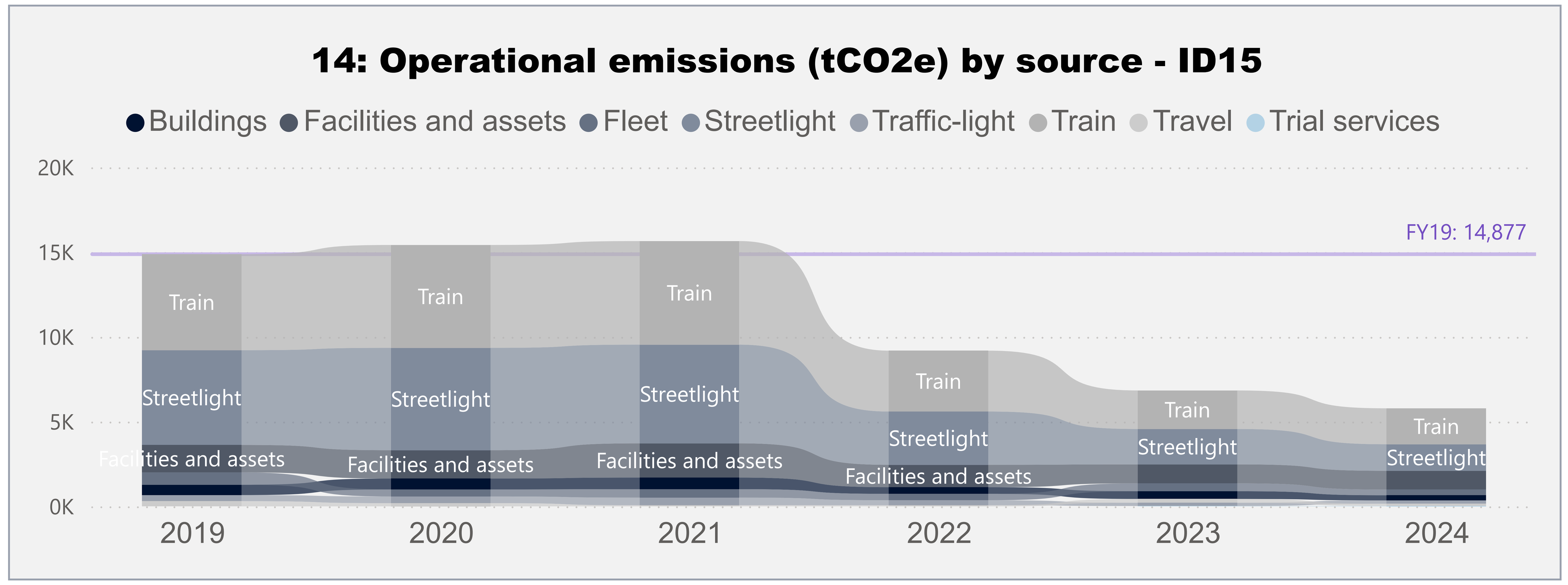
ID	SOI measure	FY Target	YTD Status	Monthly Result	Progress Commentary
12	Farebox Recovery Ratio The percentage of the total PT operating cost recovered through fares	35%	NOT MET	29.3%	The monthly reduction in Farebox Recovery Ratio (FRR) was driven by a 6.7% reduction in PT farebox revenue (Bus -$2.7m (-22%) with a corresponding 3.5% increase in contract payments. The Bus revenue reduction is being investigated. The July Farebox Recovery Ratio was 29.3%, reflecting a decrease (-10.6%) from previous months. FY25 YTD (first Month) of 29.3% is significantly below the new FY25 SOI target of 35%

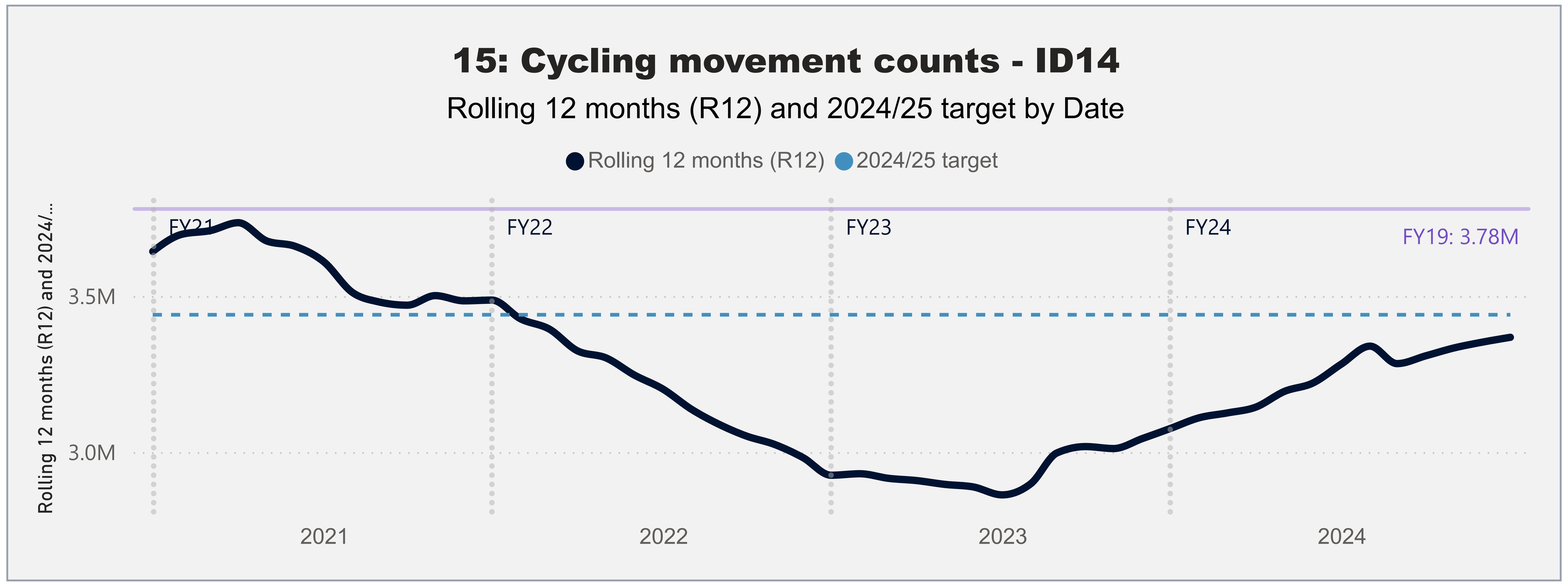
Above Target 2.5% | Target +/-2.5% | Below Target 2.5% | Not Rated

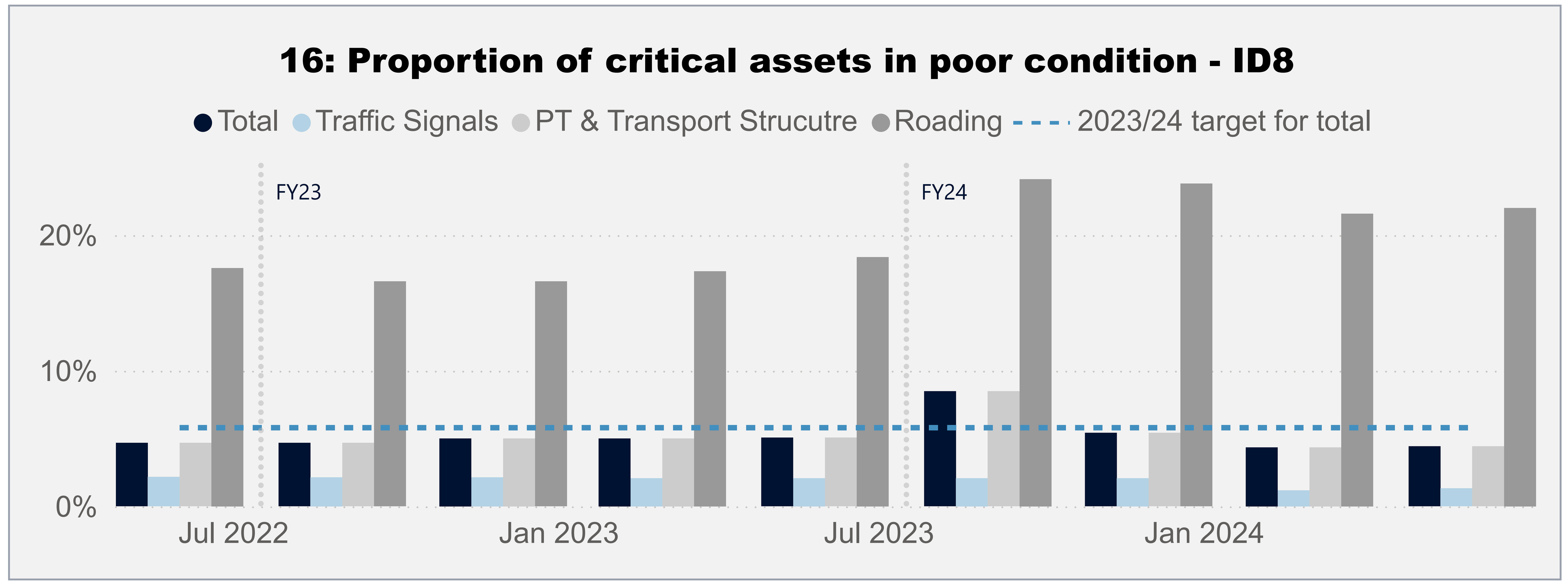
Statement of Intent (SOI) 2024/2025 performance targets

Reporting as at July 2024









5.Core business and other activities

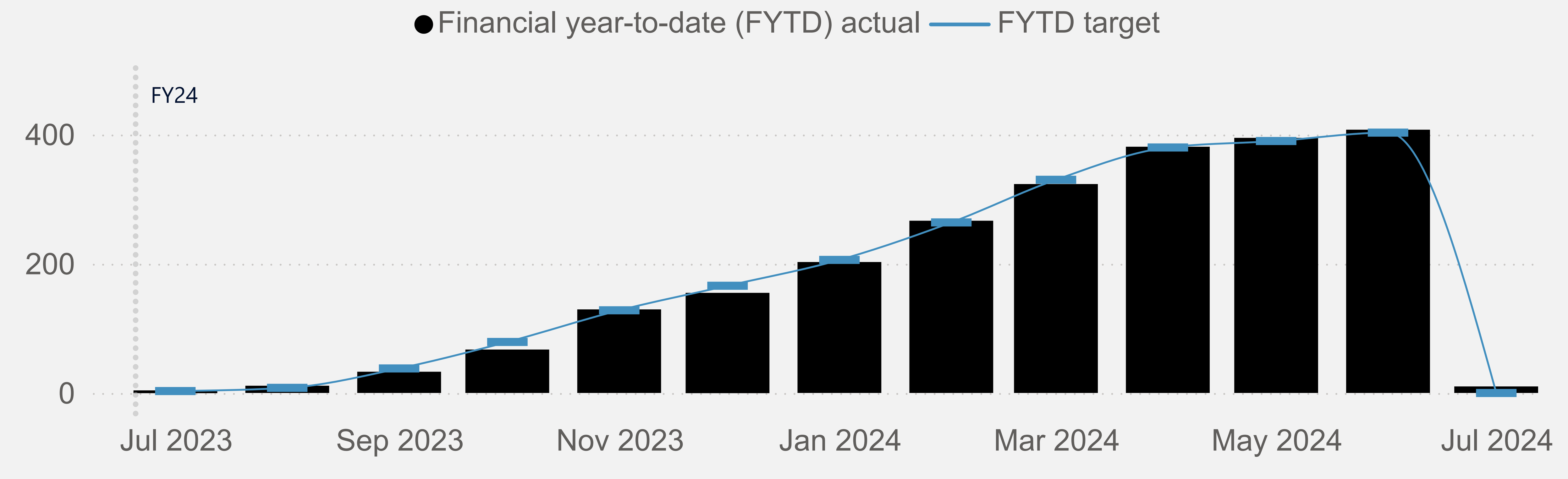
ID	SOI measure	FY Target	YTD Status	Monthly Result	Progress Commentary
13	Safety Deaths and Serious Injuries on the road network in Tāmaki Makaurau Auckland	No more than 576	NOT RATED	41	In the past twelve months (Aug 2023 to July 2024) 27 people were killed on our roads and 555 were seriously injured, compared to 60 deaths and 636 serious injuries the previous year. This represents a decrease of 16% year-on-year. The proposed DSI SOI target for FY 2024/25 is 575. There were 582 people killed or seriously injured from August 2023 to July 2024 on Auckland roads. We continue to see the majority of harm occurring on our local roads, with over half of these being people outside of vehicles (people walking, cycling and motorcyclists). Year on year, we have seen a significant decrease in fatalities, while serious injuries remain relatively static. This is consistent with the national trend, initial work to identify why we are seeing this reduction include the increased Police enforcement activity, road safety engineering improvements and the impacts of the economy on travel choices. There is a known tendency for road safety to improve when economic times are tough.
14	Emission reduction Reduction in operational emissions including Public Transport activities (from 2021/22 baseline)	10% increase (from 2021/22)			Update provided in September.
15	Cycle counts The number of people cycling past defined count sites	3.44m	MET	240,579	Cycle counts in July 2024 were 8% higher than July last year. Cycle counts have returned consistently to 90% of pre-covid levels and continue to grow.
16	Asset condition Proportion of key assets in moderate or better condition	85%			Update provided in September.

Above Target 2.5% | Target +/-2.5% | Below Target 2.5% | Not Rated

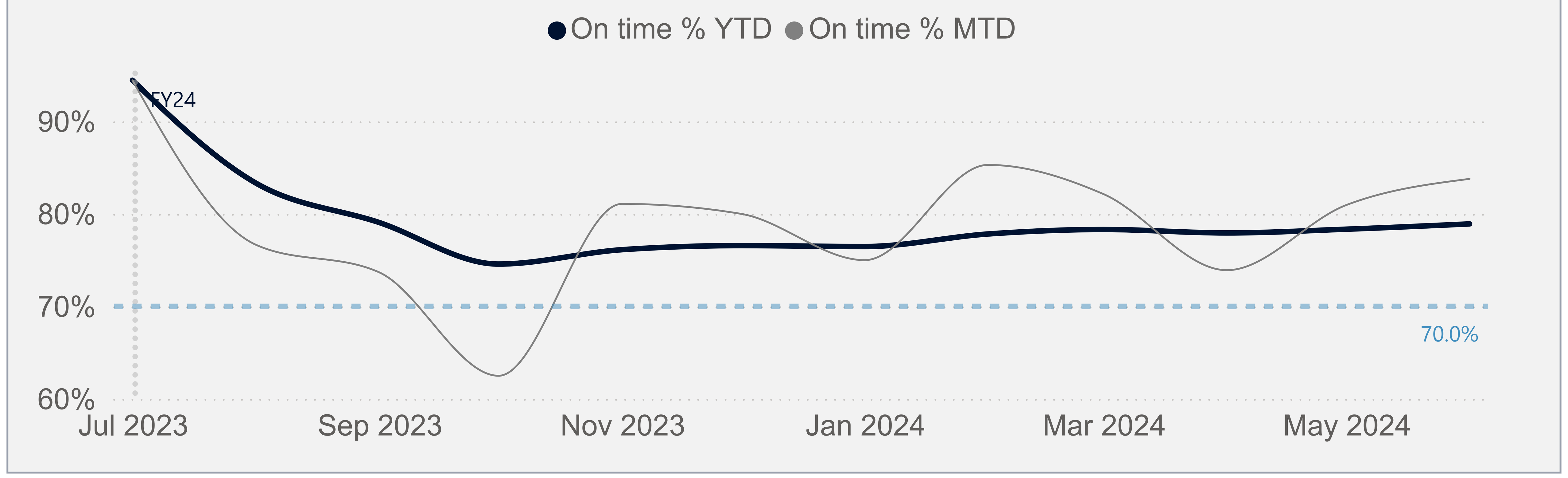
Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at June 2024

17: Kilometres resurfaced or rehabilitated- ID9

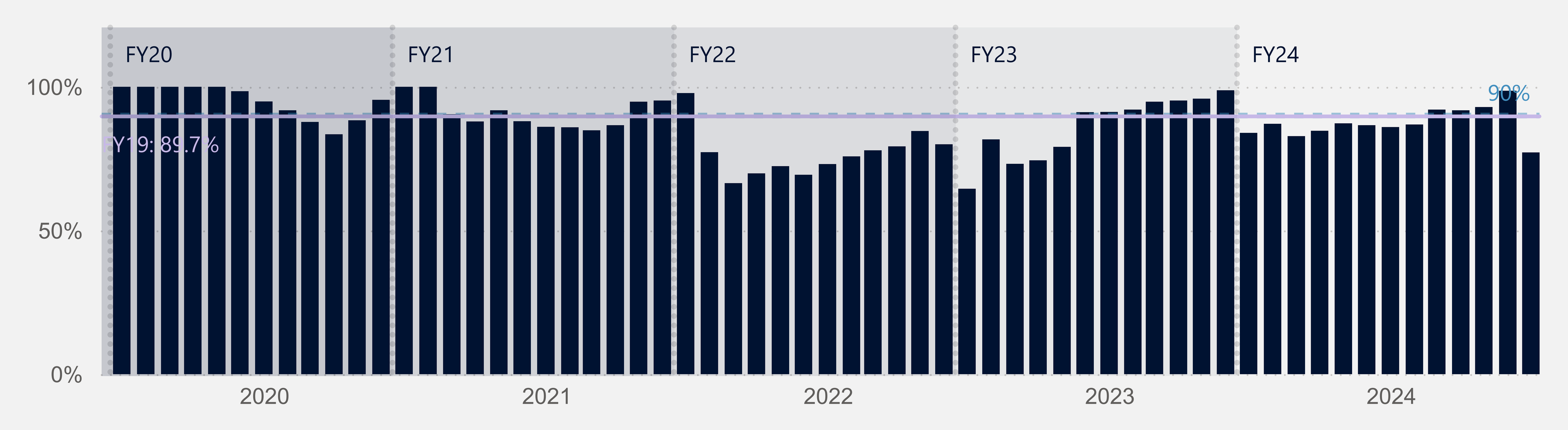


18: SLA with Council on the resource consents - ID10

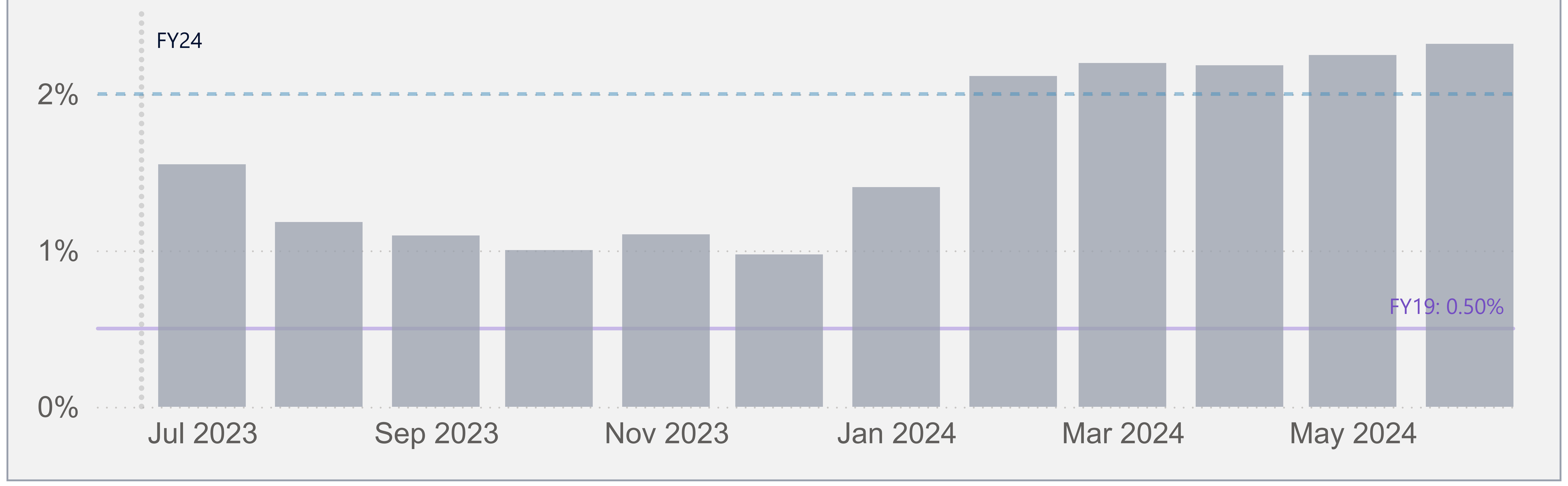


19: % capital programme delivered - ID19

Financial year-to-date (FYTD) versus 2023/24 target



20: % spend with Māori owned businesses - ID17



5.Core business and other activities

ID	SOI measure	FY Target	YTD Status	Monthly Result	Progress Commentary
17	Road maintenance Percentage of the sealed local road network that is resurfaced or rehabilitated	6.5%	MET	10.1km (0.15%)	There was 9.8 km of asphalt completed in July and 0.3 km of pavement rehabilitation (Walters Road). Chip sealing is expected to commence in September (weather permitting).
18	Resource consent timeframes Adherence to the service level agreement to provide specialist input into the resource consents	80%			Update provided in September.
19	Percentage of capital budget invested	90%	MET	77.1%	Most programmes and projects are delivering against plan, with some programmes lagging to get delivery traction. We remain confident in a ramp up of spend as we head into the spring months.
20	Percentage of procurement spend with Maori-owned business	3%	MET	3.34%	Māori-owned businesses received $4.52 million in direct and sub-contracted spending for the July 2025 financial year to date, representing 3.34% of the total spend, exceeding the target of 3%. Expect an increase in direct spend through some physical works projects to be completed before end June 2025: Mōkoia Pā project ($3.85 million) and the next marae car park project, which is budgeted to be completed this financial year. Expect further increase in indirect spend in 2025 financial year through a range of high-value projects which have contractual requirements for delivering contract-specific Supplier Diversity KPIs and reporting – namely Eastern Busway, Road Corridor Maintenance, Auckland One Rail, Pt Chev to Westmere upgrade, and Carrington Road upgrade. Significant efforts ongoing to ensure contractor compliance with KPIs and monthly reporting. AT is also establishing an Emerging Suppliers Pre-Qualification Register for Māori and Pasifika civil construction contractors, which we expect will be utilised in both our direct and indirect spend.
21	Number of marae improved by AT's programmes	1			Update provided in September.

Above Target 2.5% | Target +/-2.5% | Below Target 2.5% | Not Rated

People and Performance - Auckland Transport

Update

AT's headcount remains within budget levels and continues to be managed under the resource governance group. Due to the appointment of new talent into vacancies, actual headcount has increased from 1806 in June to 1818 in July. All other measures have remained relatively stable including ethnicity representation, median age (43), median tenure of management workforce (4 years) and all staff (2.1 years).

Our voluntary turnover continues to fall to levels experienced pre-Covid and is 10.9% as at the end of July. The overall 12 month rolling average is 10.9% (11.69% at the end of financial year June 2024 compared to 19% at the end of the financial year June 2023).

Unplanned leave has increased as the incidence of Covid and cold has increased (1037 in June and 1487 in July). Similarly, the number of people with leave in excess of 5 weeks has increased from 340 in June to 355 in July increasing leave liability.

Overall, our people metrics are tracking well, and the deployment of our people strategy remains on track in support of the organisation.

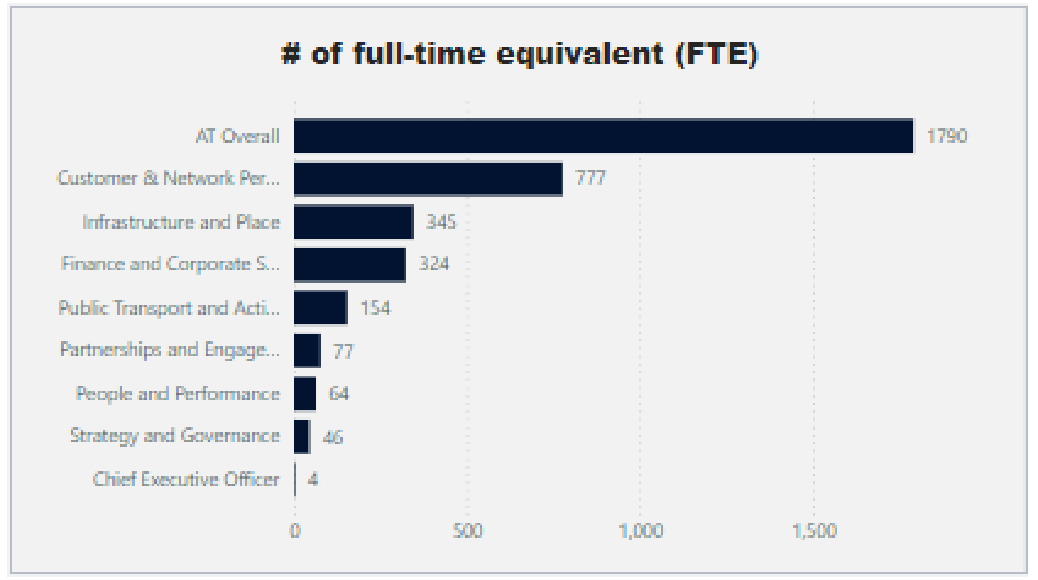
Dashboard

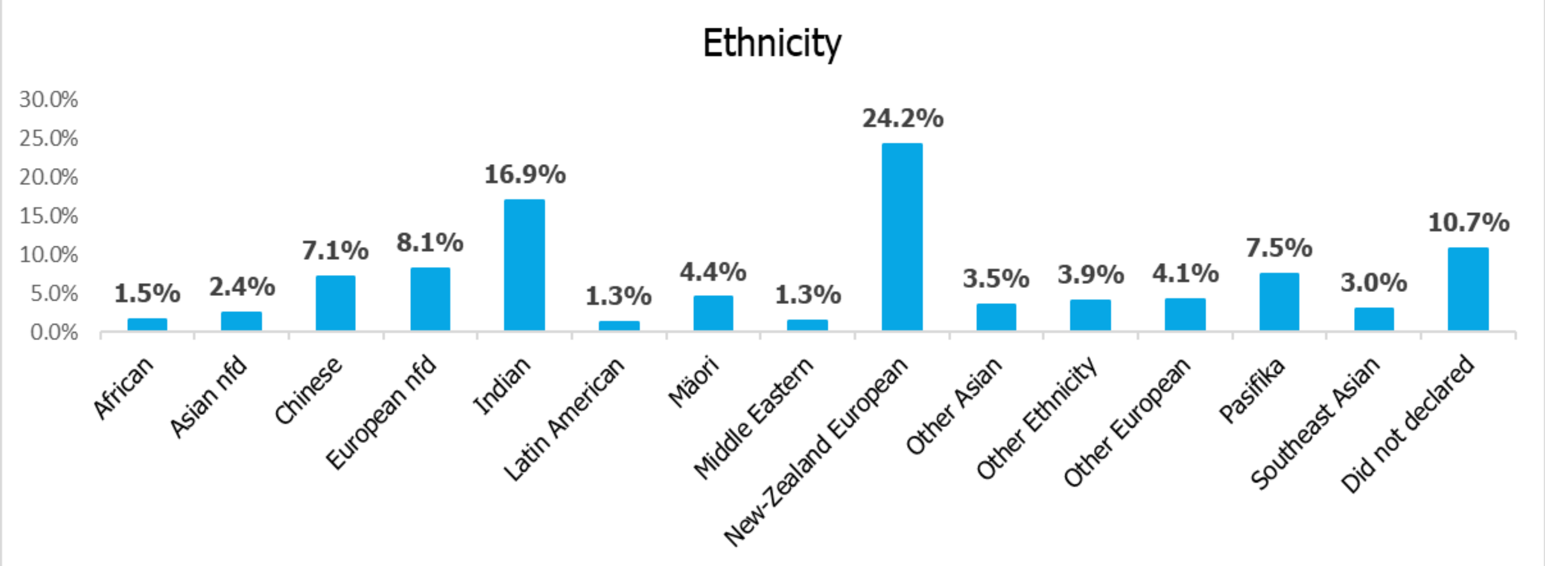
Reporting period: July 24

1790
Full Time Equivalents

1,818
Total Headcount

57:43:0
Gender Male:Female:Diverse





10.1%
Voluntary Turnover

1487
Unplanned Leave Days

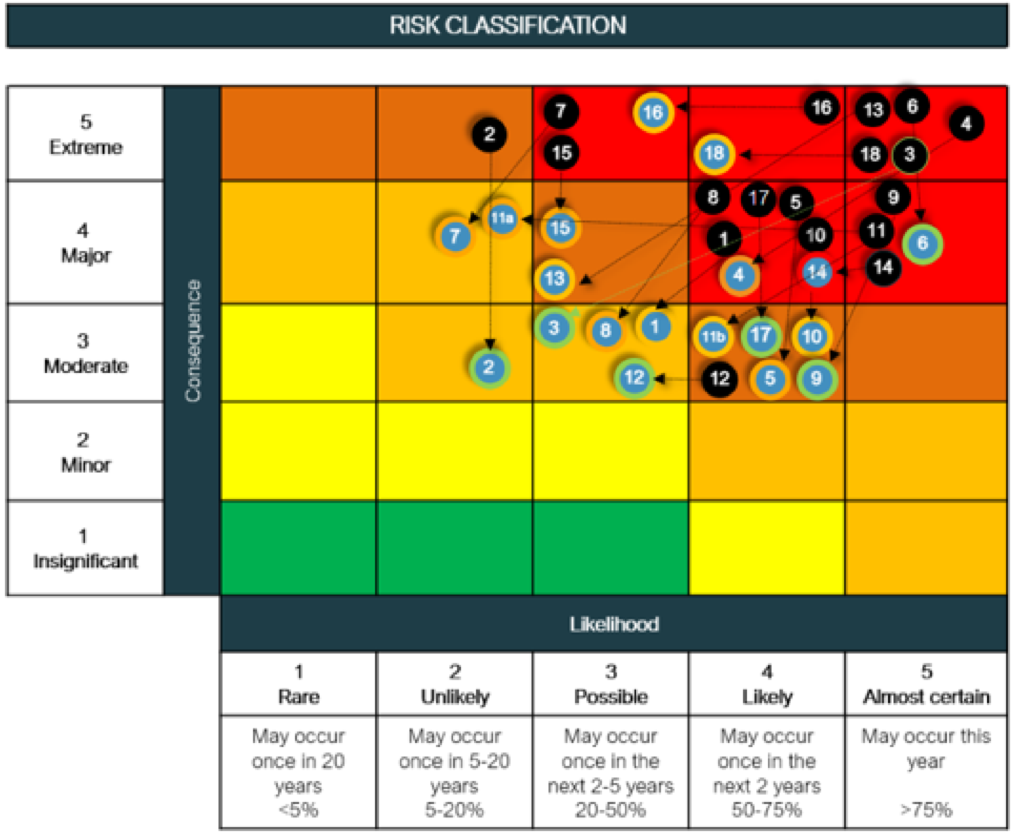
Unplanned leave days

Date	July 2024				
Title	Sick Leave Days	Domestic Leave Days	Bereavement Leave Days	ACC Leave Days	Total
AT Overall	1,113	201	99	73	1,487

Safety always

Risk dashboard

#	Key Risks	Risk Appetite	Averse - Neutral - Open	KRI	Trend
1	Safety	Averse Averse			↔
2	Procurement	Neutral			↔
3	Projects, programmes and portfolio	Neutral			↗
4	Funding	Cautious			↗
5	Shareholder/stakeholder communications/expectations	Receptive			↔
6	Revenue recovery/growth	Cautious			↔
7	Regulatory	Averse			↔
8	Business continuity	Cautious			↔
9	Cybersecurity	Averse			↗
10	People	Cautious			↔
11	Asset management	Averse Neutral			↗
12	Customer experience/ expectation	Cautious			↔
13	Information technology	Cautious			↔
14	Reputation/ trust & confidence	Cautious			↔
15	Climate change response	Averse Cautious Neutral			↗
16	Strategy	Cautious			↗
17	Operations	Cautious			↔
18	Mega and complex projects	Receptive			↗



Key:

	Gross Risk
	Net Risk
	Within risk tolerance limits
	Breach of trigger / early warning
	Breach of tolerance limit
↑	Risk has increased or is increasing significantly and requires explanation and/or action to remediate
↗	Risk has experienced a moderate level of increase
↘	Risk has experienced a moderate level of decrease
↔	Risk has not changed since previous quarter

The Key Risk Indicators (KRIs) are measures that allow AT to understand whether it is operating within the agreed risk appetite for each of our Key Risk Areas. We have used this data and our understanding of the business to update this dashboard.

This dashboard indicates that the **organisation is operating outside of its risk appetite** for

1. Reputation, Trust and Confidence – AT's reputation has been impacted by train disruptions and strikes and negative coverage of increased crime around PT hubs and on buses.

Key Project Risk areas include Open Loop / NTS and CRL integration.

Emerging Risks

What lies ahead? Outlined below are the key risks relevant to AT, that will require close management in the next 12 months.

Risk areas to focus on

- **Funding** (AT's ability to meet budgetary requirements and expectations for change is at risk, given the funding challenges AT and our funding partners are facing.)
- **Resilience of energy supply** (Insufficient energy generation, combined with population growth and increasing electrification, may impact AT's ability to deliver services and meet customer expectations)
- **Safety** (Psychosocial hazards (including threats and aggression) are trending upwards, and these have the potential to increase the risk of work-related stress. This has corresponding impacts on connected risks.)
- **People** (Resource levels (including retention and recruitment issues) may not align with long term objectives. This has corresponding impacts on connected risks.)
- **Cybersecurity** (With the introduction of unregulated innovations and technology such as AI, AT faces increasing cyber vulnerabilities. Globally, the probability and impact of cyber events continue to increase. This is important to the Open Loop / NTS Programme.)
- **Mega Projects** (CRL, Open Loop, the transition to NTS and the KiwiRail Network rebuild are significant projects that require focused management oversight, to reduce the risk of them compounding.)
- **Pandemics** (The spread of the highly pathogenic Avian Influenza A virus (H5N1) among animals is unprecedented. There have been limited instances of human cases, typically arising from direct contact with animals secreting large quantities of the virus, with no human-to-human transmission recorded to date. It is expected that the spring migration of birds will bring the virus to New Zealand.)