

Entered by Board Secretary

## Organisational Purpose and Strategy

### Aronga / Purpose

1. To seek endorsement of the proposed overarching organisational purpose and strategy for Auckland Transport (AT) as outlined in Attachment 1.

### Tuku mana / Delegation

2. Not applicable.

### Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

- a) Endorse the organisational purpose and strategy for AT as provided in Attachment 1.

### Te whakarāpopototanga matua / Executive summary

3. The attached organisational purpose and strategy was developed with input from a wide range of AT's senior leaders and staff; builds on previous work with the board and aligns with key guiding documents and plans for AT.
4. The objective of the work is to ensure AT has a simple and clear purpose and organisational strategy in place that allows all staff and partners to connect the work they do to a common purpose, supports more effective decision making and that helps to clarify AT's role in the wider transport ecosystem.

### Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
16 August 2023 Design and Delivery	AT Draft Purpose and Strategy	The committee recommended the purpose and strategy to the board for endorsement.

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Committee (committee)		
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## Te horopaki / Background

5. In May 2023, the Chief Executive, with the support of the board, requested that work proceed with urgency to develop and approve a clear organisational purpose statement and strategy for AT. The key objectives were to ensure that:
- AT has an articulation of its organisational purpose that is clear, authentic and relatable across staff, suppliers, partners, stakeholders and the wider public.
  - AT has a simple and clear strategy in place that builds from the purpose and sets clear high level principals and goals for the organisation for the next 5-10 years, aligned to the Auckland Plan, Statement of Intent and other relevant guiding documents, and will supports effective and consistent decision making in the best interest of Auckland’s transport users now and for the future.
  - The purpose and strategy help to clarify AT’s role in the Auckland and NZ transport ecosystem along with governors, partners and stakeholders

## Te hononga ki te “Statement of Intent 2023 - 2026”/ Alignment to Statement of Intent 2023 - 2026

6. By setting out a clear purpose, guiding principles and AT’s key goals and ambitions over the next 5-10 years, this work aligns to the following principles included in the Statement of Intent 2023 - 2026:
- a. We will evidence a full understanding of the impact to all Auckland users, across all modes.
  - b. We will clearly identify an overall benefit that will be recognisable to impacted users.
  - c. We will assess travel time impacts for all users and impacts on travel times on the arterial network.
  - d. We will balance the immediate needs of Aucklanders with future outcomes.
  - e. We will only carry out activity that is clearly part of AT's core business.
  - f. We will effectively leverage AT's existing network.
  - g.** We will always consider affordability and value for money.

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## Me mōhio koe / What you need to know

7. The proposed organisational purpose and strategy (attachment one) have been developed over three months with input from over 100 AT staff, including senior leaders and a wide range of staff from across the organisation.
8. Board members have had the opportunity to be briefed individually and to provide input and feedback on the work, including through consideration and discussion and endorsement at the committee meeting on 16 August 2023.
9. Development of this work included consideration of a range of existing work including prior workshops with the board in 2022, the Statement of Intent, current business plan and purpose and relevant guiding documents including the Auckland Plan, Regional Land Transport Plan and Council Long Term Plan. This was distilled and developed into the current draft with the support of a group of 15 senior leaders from across the business and refined through more than a dozen workshops involving staff, the Executive Leadership Team and board members.

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

10. Not applicable.

## Ka whaiwhakaaro ki te Tiakanga Taiao / Climate change and sustainability considerations

11. Climate action and sustainability, including the Transport Emissions Reduction Path are reflected in the principles and goals of the strategy and fundamental to the concept of 'Tiaka' which underpins the proposed purpose.

Relationship	Consulted Y/N	Views and Perspectives Received
Māori	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	The next phase of engagement on the purpose and strategy will involve direct engagement with Māori. This is supported by AT's Māori Engagement team who have been closely involved with the development of this work.
Elected members	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	All elected members will be engaged on this work over the coming weeks.
Council Controlled Organisations	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	Council Controlled Organisations will be engaged on this work over the coming weeks.

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## Ā muri ake nei / Next steps

12. The next steps will be to engage with staff, stakeholders and partners to bring the purpose and strategy to life and ensure the work is progressively embedded in the organisation's processes, frameworks and ways of working, from board decisions through to the frontline business.
13. Quarterly updates will be provided to the board on progress with this work, including a more detailed implementation plan, which is currently in development.

## Ngā whakapiringa / Attachments


Attachment number	Description
1	Draft Purpose and Strategy
2	Supporting presentation outlining overall approach to development of the work and proposed high level engagement plan.

## Te rārangi o ngā kupu whakatau / Decision checklist (for Board and Committee members)

Have the following matters and impacts on them been considered in decision making?	Considered Y/N	
Alignment to Statement of Intent 2023 – 2026 principles and statement of performance expectations	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Budget and fiscal constraints	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Climate change and sustainability (including contributing to the Transport Emissions Reduction Pathway)	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Customer and community engagement	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Equity of access to transport	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Māori outcomes	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Health, safety and wellbeing outcomes	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>

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## Te pou whenua tuhinga / Document ownership

<b>Submitted and recommended by</b>	Dan Lambert <b>Executive General Manager Community and Stakeholder Relations</b>	
<b>Approved for submission</b>	Dean Kimpton <b>Chief Executive</b>	