

# Business Report – April 2011

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## INTRODUCTION

This Report provides the Board an overview, status and direction for each division of Auckland Transport (AT).

## 1 HUMAN RESOURCES (Simon Harvey)

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### 1.1 Executive Summary

The volume of work coming through the HR Team still remains heavy as a number of legacy issues are worked through. The exercise of the Job Band Review, as part of the ATA process, is well underway of which Auckland Transport will complete ahead of Auckland Council. Tight communication with Auckland Council has been maintained to keep alignment of the outcomes.

As reported in the previous Board Paper, Secondary Accreditation was achieved on the ACC programme. Tertiary is the next step and can be applied for in a year's time. A project plan is being established now to ensure the organisation is prepared to achieve this at the earliest instance.

The first of the new HR initiatives will be launched in early May. It is an innovation programme to draw on improvements identified by any employee.



The next initiative planned for June is the use of 50 or 60 employees to act as career mentors throughout the business to assist in career direction and growth.

It is pleasing to report that of all the new recruitments this year, only 3 have been via agency. This endorses our strength of employment brand in the market and the removal of spend on the use of agencies. It is also pleasing to see the average staff turnover at 9.4% in March.

### 1.2 Appointments / Payments / Records

The Workforce statistics for Auckland Transport are made up of:

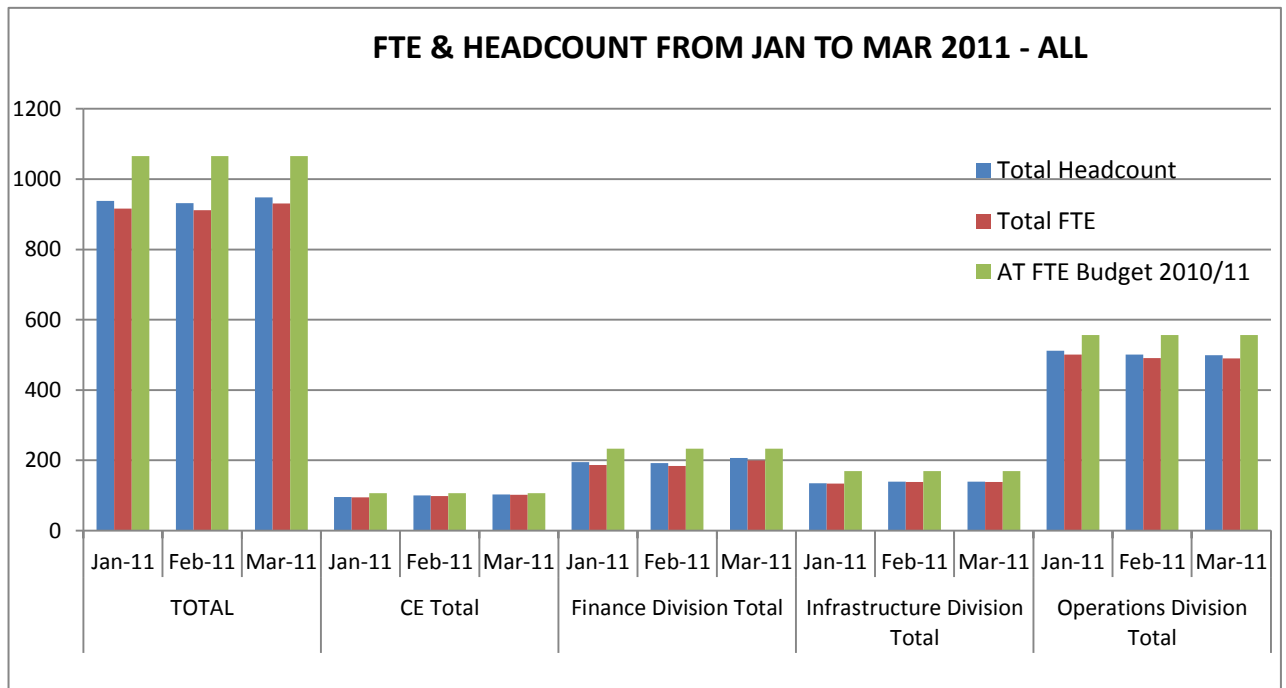
- The establishment budget FTE = 1065.18 (1012.48 permanent and 52.7 fixed term). The actual FTE = 930.76 (at 31 March 2011) 948 heads.
- There has been a small increase in staff resignations for March to five. There were two staff that had accepted fixed term roles from 1 November that finished on 31 March and the redundancy from 31 October was paid out.
- New appointments for March are 32 which consist of 30 permanent staff and 2 fixed terms.

### NUMBER OF HIRES BY MONTH

Month	Number of hires	Number of internal hires	Number of agency hires	Number of external hires
January	28	11	0	17
February	29	9	1	19
March	32	5	2	25

### AUCKLAND TRANSPORT FTE & HEADCOUNT FOR JANUARY TO MARCH 2011 - ALL

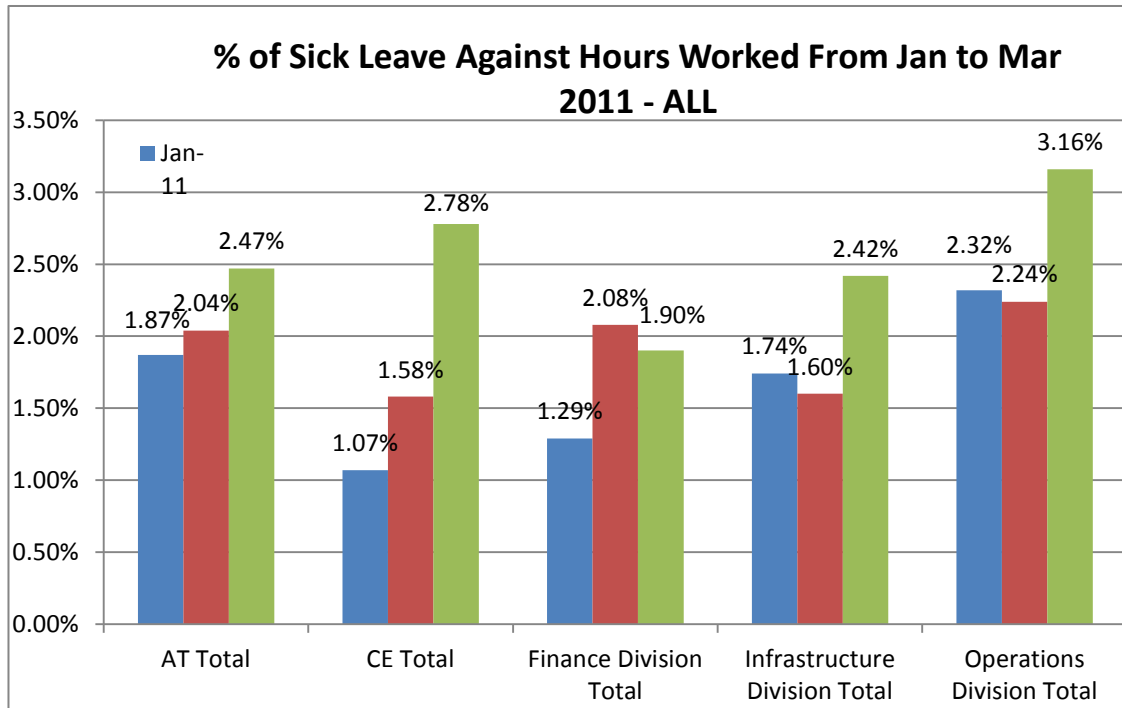
DIVISIONS	Month	Total Headcount	Total FTE	AT FTE Budget 2010/11
TOTAL	Jan-11	938	915.97	1065.18
	Feb-11	932	911.68	1065.18
	Mar-11	948	930.76	1065.18
CE Total	Jan-11	96	94.63	106.5
	Feb-11	100	98.63	106.5
	Mar-11	103	101.75	106.5
Finance Division Total	Jan-11	195	186.63	233.4
	Feb-11	192	183.89	233.4
	Mar-11	207	199.9	233.4
Infrastructure Division Total	Jan-11	135	134.21	169
	Feb-11	139	138.61	169
	Mar-11	139	138.81	169
Operations Division Total	Jan-11	512	500.5	556.28
	Feb-11	501	490.55	556.28
	Mar-11	499	490.3	556.28



**AUCKLAND TRANSPORT  
% OF SICK LEAVE AGAINST HOURS WORKED FOR JAN TO MAR 2011**

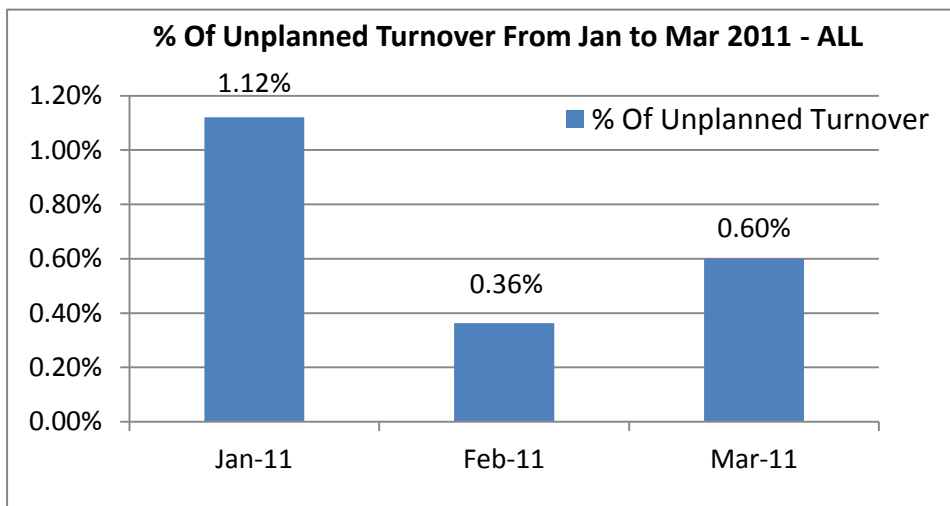
Departments	Jan-11	Feb-11	Mar-11
<b>AT Total</b>	1.87%	2.04%	2.47%
<b>CE Total</b>	1.07%	1.58%	2.78%
<b>Finance Division Total</b>	1.29%	2.08%	1.90%
<b>Infrastructure Division Total</b>	1.74%	1.60%	2.42%
<b>Operations Division Total</b>	2.32%	2.24%	3.16%

Level of absenteeism (Sick Leave and Bereavement Leave) as a % of total working hours



**AUCKLAND TRANSPORT  
% OF UNPLANNED TURNOVER JAN TO MAR 2011**

Employee Group	Jan-11	Feb-11	Mar-11
<b>AT Permanent Employees</b>	<b>810</b>	<b>825</b>	<b>835</b>
Unplanned Permanent Turnover	9	3	5
% Of Unplanned Turnover	1.12%	0.36%	0.60%



## 1.3 Health and Safety

- There were four non-serious harm incidents and one minor non-injury motor vehicle accident reported in March 2011.
- The ACC WSMP audit was successfully passed at Secondary level, a certificate has been received. Application for tertiary can be made 12 months after passing secondary. A pass at tertiary is subject to achieving continuous improvement across the eight critical elements contained in the audit.
- ACC have confirmed that Auckland Transport will be required to use two Classification unit numbers. These are 81130 Local Government and 66110 Parking Services. Finance (Jenny Livschitz) is estimating and splitting our liable earnings into these two amounts and once received, ACC will provide an estimated levy for accruing and budgeting purposes.
- Influenza Vaccinations have been offered to all staff and delivery commenced on 11th April.
- A Health & Safety Representative meeting is planned for 29 April. During this meeting the workbook training course "A Practical Framework for Hazard Management" will be delivered.

## 1.4 Cultural / Training / Support

### Training

- Auckland Transport now has e-learning capability. Through the use of the *RWD uPerform* tool, application simulations, procedural/training documentation, and e-learning courses can be created and managed in-house.
- Auckland Transport recognises that developing a culture of innovation is an important aspect of organisational growth and development. To support this, an innovation programme is currently being developed where staff can contribute to the development of new ideas across the organisation. Currently under development, it is anticipated that the *InnovATe* programme will be rolled out to staff late April / early May.
- The next project to be scoped and developed is to create a pool of Auckland Transport professionals who will act as career discussion mentors within the workplace. The aim of the project is to provide a network of career discussion mentors for staff to meet and talk about how they might go about getting into a career or developing their career further within a particular field. This project is the initial phase of a broader strategy to develop a career pathways programme within the organisation.
- The next corporate induction session for new staff was held on 18 April. The on-boarding and induction processes continue to be developed and enhanced to enable the time it takes for a new employee to become efficient in their role to be minimised and to help build employee engagement.
- The Job Evaluative Process is well underway. Bench mark roles and roles with salary protection have been evaluated with teams of HR Advisors and Strategic Pay Consultants.
- The draft proposal on Career Pathway for engineers has been approved in principle with Kevin Doherty and Fergus Gammie. Implementation phase is well underway.
- A communication to staff is to be made shortly requesting all employees to read and sign the Code of Conduct. The aim is to have all existing staff sign the document. All new employees are already signing the Code of Conduct as part of their engagement formalities.

## 1.5 Other

- In respect of Project Arizona, the final proposal was presented to staff 14 April 2011
- No personal grievances have been received

## 2 OPERATIONS (Fergus Gammie)

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### 2.1 Executive Summary

- March 2011 patronage was 7,067,239 passenger trips across PT, an increase of **+7.7%** compared to March 2010. For the 12-months to end-March 2011 patronage was 64,581,631 passenger trips across PT, an increase of **+8.3%** compared to the 12-months to end-March 2010.
- The Auckland Integrated ticketing HOP Brand was launched on Monday 4 April, with attendance from the Mayor. There is considerable media interest in HOP and over 15,000 visits to the HOP website since it launched.
- School Travel Plan Awards ceremony at the Civic Theatre. The Mayor delivered awards and certificates to 75 schools.
- Auckland Transport is currently delivering safety improvements around schools (2010/11) that include speed reduction at 21 schools with 5 schools completed, and a further 12 schools in either tender or construction phases of the programme with completion of construction by the end of June.
- Crash reduction studies are well underway, with reports now being prepared for the Northern and Western areas. Studies are commencing in the Southern and Central areas within the coming week.
- Future of Road Corridor Maintenance contracts – final proposal completed. The procurement plan is under development and will be brought to the next Board meeting.
- The Advance Directional Signage (ADS) strategy has commenced, which will harmonise previous legacy strategies. The aim is to rationalise signage to key destinations and improve traffic efficiency. This work is programmed to be completed by the end of June 2011.
- The Corridor Access Requests (CAR) Manager system went live on 28 March 2011. This means that we are now using one common system for approving work within the road corridor.
- RNZ2011 announced that as a result of the Christchurch earthquake, Auckland has been awarded a further pool match at North Harbour Stadium. The match, Australia v Italy is scheduled for the opening weekend, Sunday 11 September, making two consecutive days of matches at North Harbour Stadium. Auckland Transport is in discussion with the public transport operators on the operations for this event.

### 2.2 Road Corridor

#### Road Corridor Operations

##### Route Optimisation

This work has two distinct activities; firstly a review of the Regional Route Optimisation business case, which will also include a funding submission for the implementation of the first year's programmed routes (2011/12). GHD are undertaking the review and will have this completed by the end of May 2011.

Secondly, the implementation of the signal co-ordination on ten routes, seven of which will involve a review of changes to *signal timings* only. This is because these routes have previously been subject to route optimisation improvements. Of these seven routes, two routes have been completed, including Great South Road in Takanini between Manuroa Road and The Furlong, (four intersections) and Great South Road in Manurewa between Hill Road and Alfriston Road (three intersections).

The remaining three routes are the subject of a full route optimisation study and will accrue benefit from the signal coordination process. There is also the potential to identify and prioritise further corridor improvements on these routes, which include Symonds Street, Dominion Road and St Lukes Road.

## **Road Safety and Traffic Operations**

- Under the Travelwise or School Travel Plan programme, Auckland Transport aims to improve road safety and provide travel choices for students travelling to or from school. There have been 600 pedestrian and cyclists between the ages of 5 and 15 involved in on-road crashes across the Auckland Region at a social cost of around \$100 million over the past five years. NZTA undertook a review of ten schools that had received safety improvements that showed close to 50% reduction in crashes has been attained where effective safety improvements have been made.

Auckland Transport is currently delivering safety improvements around schools (2010/11) that include speed reduction at 21 schools with five schools completed, and a further 12 schools in either tender or construction phases of the programme with completion of construction by the end of June.

In addition, Auckland Transport staff have commenced the planning and investigation of 25 schools within the region. A further seven legacy schools have been identified where legacy commitments have not been completed. Initial crash analysis and site investigations have been completed at 16 schools with more in-depth investigation anticipated to be completed within the next four months.

- Crash reduction studies well underway, with reports now being prepared for the Northern and Western areas. Studies are commencing in the Southern and Central areas within the coming week.
- 291 safety improvement projects were identified this year. 150 are completed, with a further 50 projects within the construction phase and 48 commencing construction between April and May. The overall programme is progressing well.
- Attendance of fatal crash sites with New Zealand Police serious crash unit has progressed substantially with processes bedded down. More than 20 sites have been investigated with road improvements completed at five of the sites identified where road environment improvements could be made.
- The report to determine the effectiveness of red light cameras in contributing to safety outcomes is well advanced, with a review of crash data underway. A stakeholder review which includes the Ministry of Transport, New Zealand Transport Agency and New Zealand Police will be completed in May 2011, with final endorsement by Auckland Transport executive for submission to central government for consideration in June.
- Processed 57 resource consents in March and 14 in April to date.
- Responded to an average of 620 Requests for Services in March and an average of 120 in April to date.
- The Advance Directional Signage (ADS) strategy has commenced, which will harmonise previous legacy strategies. The aim is to rationalise signage to key destinations and improve traffic efficiency. This work is expected to be completed by the end of June 2011.

## **Road Corridor Maintenance**

- A review of Maintenance Renewal needs is underway, as well as a review of timelines to match budget processes.
- The future of Road Corridor Maintenance contracts – final proposal completed. A Procurement Plan is under development and will be brought to the next Board meeting.
- The integration of Asset Management and Road Corridor Maintenance technical support services is underway.

## Road Corridor Access

- The Corridor Access Requests (CAR) Manager system went live on 28 March 2011. This means that we are now using one common system across the region.
- In March 1,348 CARs were received. Of these 1,095 (81%) involved excavations in either the road berm or carriageway. The remaining 253 (19%) were for above ground activities such as the placement of cranes, containers and cherry pickers on road reserve. Of the total of 1,348 received during March, 1283 (95%) were processed within 5 working days of receipt. The 65 applications not completed were generally larger projects requiring either the provision of further information or more time to review the traffic management plans.
- Over the last month we have also processed and approved the traffic management plans for 58 events and issued 67 overweight permits. There were also 162 vehicle crossing inspections and 279 street damage inspections undertaken during the month.
- Our submission on the draft National Code of Practice for Utilities Access to the Transport Corridor was forwarded to the NZUAG on 23 March 2011.
- Discussions have been held with the Digital Auckland Working Party (DAWP) on the upcoming rollout of Ultra Fast Broadband (UFB) in Auckland with a view to ensuring we have a co-ordinated and unified response. It is anticipated that Crown Fibre Holdings Ltd (CFH) will announce the successful bidder for Auckland in May and that physical works will commence later this year.
- We are investigating opportunities with NZTA for a higher level of collaboration in respect to the processing of overweight permits on bypass routes, joint processing of HPMV applications relating to the use of both state highways and local roads and the processing of container permits.

## 2.3 Public Transport

- March 2011 patronage was 7,067,239 passenger trips across PT, an increase of +7.7% compared to March 2010. For the 12-months to end-March 2011 patronage was 64,581,631 passenger trips across PT, an increase of +8.3% compared to the 12-months to end-March 2010.
- March typically sees the peak demand for public transport services during the year as tertiary students return. Demand will reduce over subsequent months as students settle into travel patterns for the year. This along with the high growth rate in public transport over recent months created a spike in demand during March, resulting in some negative customer response and media coverage. Attachment 1 provides a summary of areas of excess demand, with actions already undertaken and further actions planned or under negotiation with transport operators. A positive response has been received from the Mayoral Office. In summary:
  - In anticipation of the peak, some additional services and capacity were introduced to some bus routes in between January and March 2011
    - Onewa Road via Birkenhead Transport
    - Botany and Howick to CBD corridor via Howick & Eastern Buses
    - Northern Express
  - A customer information campaign was undertaken on the Northern Busway in March 2011 to encourage customers to use under-utilised services and shift from highly patronised services such as the Northern Express
  - Additional capacity had also been provided on rail in late 2010 and the Pine Harbour ferry service in January 2011

- Further additional capacity was provided on some bus routes with reallocation of larger buses to area of need during March including Hibiscus Coast to CBD and Dominion Road
- From Wednesday 13 April, further buses have been sourced and additional trips provided on Mt Eden Road AM peak via NZ Bus
- From the week commencing Monday 18 April, further buses have been sourced from Wellington and Christchurch by NZ Bus to provide additional trips on Long Bay to Newmarket (route 881), Dominion Road and Mt Eden Road PM peak services
- From early May, additional buses sourced from Christchurch by Ritchies will permit additional services and frequency to be operated on the Northern Express:
  - Frequency increases in peak and shoulder peak including 3 minute frequency 7am to 8am ex Albany (currently 4-5 minutes) and 5 minute shoulder peak (currently 10 minutes)
  - Services starting earlier and finishing later including extension of evening services to 12am Monday to Thursday and 3am Friday and Saturday (currently 11am)
- From the end of May 2011, four additional SA carriages will operate as 5-car trains (previously 4-car) on the Southern and Eastern rail lines, plus the SX train capacity will be increased from June 2011 along with an optimisation of rolling stock to ensure the longest trains serve the trips with the greatest demand.
- An extension to Albany Park & Ride is planned for construction commencement in November 2011 and completion mid-2012. Further Northern Busway capacity will be introduced at this time.
- Rail services and rolling stock allocation will be further optimised from early 2012 with the introduction of a 10 minute Western Line timetable. However, beyond this and through to late 2013 / early 2014, no further rolling stock is currently planned for purchase. Therefore, alternative demand response solutions are being developed now, including:
  - Fare differentiation to incentivise off-peak or shoulder peak travel
  - Alternative service patterns including potentially 'cross-line' services avoiding Britomart.
- Special event PT services were provided to the Warriors v Dragons at Mt Smart Stadium on 27 March, Super 15 Blues v Waratahs at Eden Park (including free event ticketing) on 16 April and Super 15 Blues v Rebels at North Harbour Stadium (including free event ticketing).
- Block of Line rail closures to permit further infrastructure works in preparation for electrification of the network were undertaken on 16 / 17 April for the Southern and Onehunga Branch Line and a full network closure on Friday 22 to Monday 25 April inclusive.
- Public consultation of new Isthmus and CBD distribution bus services including the City Circuit and LINK in preparation for Rugby World Cup (RWC) closed on 15 April. Customer focus groups were also completed in April with overwhelming support for the new services.
- A review has commenced of various PT facilities inherited by Auckland Transport to ensure existing and on-going compliance of these facilities with the various statutory and best practice codes for the on-going operation, maintenance and development of the facilities. Britomart Transport Centre as a key facility is one of the first to be assessed. Interfleet Technology was commissioned and the interim findings include:
  - An 'alternative scheme' for Building Code Compliance in accordance with the Building Act 2004 was developed and accepted by the then Auckland City Council upon completion of the building. The existing fire safety strategy forms part of the compliance schedule for the building in accordance with the 'alternative scheme'.
  - A number of incremental operational and infrastructure changes over recent years, including the operation of different train types, have rendered the current fire safety strategy inaccurate and not aligned with current operational and management characteristics.



- A risk assessment of the current operations and facility has been completed and concluded that there are no risks that should be considered unacceptable and as the building has had an excellent safety record over the last 8 years, the issue is one of non-compliance of the documented strategy with current operations.
- The fire safety strategy is therefore required to be re-evaluated and redefined with an application made to Auckland Council for an amendment to the Compliance Schedule.
- Work has commenced on this and is to be completed by July.

## 2.4 Rugby World Cup

RNZ2011 announced that as a result of the Christchurch earthquake, Auckland has been awarded a further pool match at North Harbour Stadium. The match, Australia v Italy is scheduled for the opening weekend, Sunday 11 September at 3.30pm, making two consecutive days of matches at North Harbour Stadium. Auckland Transport is in discussions with the public transport operators on the operations for this event.

### Traffic Implementation

- Traffic Design Group has been appointed to develop Traffic Implementation Plans for Eden Park and North Harbour Stadium. These plans will show complete detail of traffic implementation equipment that will include installation and dismantle times, installation process, signage and exact location of treatments. These plans will make an audit process much easier to undertake so as to ensure that the traffic management is installed correctly.
- An RFT is being prepared for issue in April seeking qualified traffic implementation contractors for temporary traffic treatments in the CBD associated with the Queens Wharf Fan Zone and the CBD to Eden Park walking route.

### Airport Operations

- Further meetings have been held with Auckland International Airport Limited (AIAL) where a new layout of the domestic terminal has been tabled. The area provides more area for bus services but still makes the area fairly constrained. Coach parking has been provided away from the forecourt and public pick up has been moved to the car parking area to free up same space. A report from Flow Transportation Specialists (Flow), a Melbourne based traffic management consultancy firm, is expected to be tabled prior to the next meeting, reviewing the proposed changes.

### Traffic Operations

- Flow has been appointed to undertake traffic modelling of the Quay Street closure on the day of the Opening Ceremony, Friday 9 September. The first stage of the modelling has been completed and outlines an increase in waiting time at peak times on Friday for travel on Customs Street from the east. Flow is reviewing alternative routes in an effort to reduce this time to an acceptable level.

## 2.5 Parking and Enforcement

- A review is underway to improve quality and customer service for payment methods for infringements. Issues exist around matching payments to infringements in Pathways which includes the fee structure for providers.
- Project Arizona central control room construction has commenced and will be completed before the end of April. Way finding equipment installation in car parks is also nearing completion.
- The pricing plan has been agreed with Heart of the City (HoTC). The plan encourages weekend and after hours shopping in the CBD, taking advantage of our traditional low occupancy rates during these times at our Downtown and Victoria Street car parks. Plans to piggy-back our parking promotion on the back of the HoTC promotion (\$1m) are underway.

## 2.6 Community Transport

- School Travel Plan Awards ceremony at the Civic Theatre. Mayor delivered awards and certificates to 75 schools.
- Commenced assessment of roll call surveys for the new 25 school travel plan schools to assess and identify engineering requirements.
- Presentation to Auckland Transport by Cycle Action Auckland on their vision for cycling in Auckland and by Paul McArdle on “Bike On-Delivery” of school cycle training schemes.
- Sponsorship of Successful April Bike Futures seminar “Lifting cycling to the next level” - lessons from Melbourne and Portland. Seminar attended by Engineering and Public Policy professional and Politicians from around New Zealand.
- Progressing discussions with potential suppliers for a Public Bike Hire scheme for the Rugby World Cup period for Auckland. A proposal is expected to the Board in May or June depending on negotiations.
- Continued Implementation of Road Safety Education campaigns including, “Slower, Safer, Sober”, “Make it a good one, Make it home”, alcohol campaign and Motorcycle Safety training and Visibility campaign.
- Implementation of Workplace Travel Plan initiatives including Public Transport clinic with Telecom and Victoria Park tunnel consortium, progression of Carpooling programme with the Navy and development of the Auckland Transport travel plan.

## 2.7 AIFS (Integrated Ticketing and Fares)

- HOP Brand launched, Monday 4 April, with attendance from the Mayor.
- Significant media interest in HOP and Auckland Integrated ticketing. Over 15,000 visits to the HOP website since it launched.
- Pre-installation of rail station devices continues. Twelve stations have now had foundation works completed.
- Tag on/tag off rail & ferry wharf validator equipment has now arrived in New Zealand. Installation of this equipment on rail stations will commence from the end of April (for phase 2 of the rollout – RWC)
- Thales remains on track for delivery of phase 2 of the programme (RWC solution). Factory testing commences within the next month.
- Implementation of the first phase of AIFS on NZ Bus services on track.
  - combined AIFS/Snapper smartcard will replace current Go Rider card
  - changeover rolled out progressively over NZ Bus fleet in May/June.

## 3 FINANCE (David Foster)

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### 3.1 Executive Summary

Progress has been made on a capital prioritisation process and the Annual plan. Some progress has been made on the Opening Balance Sheet position but progress has been slow, this project will be given more urgency over the next two months as our Annual Report planning has commenced and the timeframes for group reporting are tight, but achievable.

Customer service volumes have risen in March which is part of the normal profile from the legacy organisations. We are still developing our information in this area and therefore long term trends are difficult to ascertain. This area remains a focus for the organisation and information from Auckland Council, who operate one of our call centres, has begun to provide some valuable information on volumes. A range of issues impact on this area and we are working to determine the causes and solutions for the current performance against targets.

### 3.2 Update

Information Services have progressed strategy development and are working through implementation implications and budgets. Services are operational and the workloads are now close to business as usual levels.

The Procure to Payment process is progressing well and is on target for implementation. It has taken slightly longer than initially planned as we have been working through potential changes and processes.

Customer Services are working on a Customer Service Strategy and the development of a medium and longer term business model including the provision of Call Centre services currently outsourced to Auckland Council (AC). March is historically a very busy month for public transport volumes and for transport calls. This increase in volumes has reflected in the level of achievement of targets. This area remains a concern to us and we are monitoring the results. It takes time to get new staff on board and trained and we are not certain that the issue is staffing levels as Customer Services had engaged more resource and were getting on top of the workload before the March surge in volumes occurred. The team has a significant involvement in the AIFS project and linked to this is the new CRM system being implemented.

The Accounting team are continuing to support the basic business processes and ensure completeness of transactions and internal control. The Financial Report has been improved to include cashflow forecasts for the next 12 months. These have been formatted into monthly for the first quarter and then in quarters for the following 3 quarters. This has been done due to uncertainties over phasing to individual months at this stage of our establishment.

We have been working on the 2011/12 Annual Plan and the capital prioritisation project. The Annual Plan financial information has been impacted by establishing what the baseline budget should be due to the changes which have occurred between Auckland Council and Auckland Transport as staff have reviewed budgets and what projects have been included. Auckland Council have not resolved what funding will be made available to Auckland Transport and we have been asked to present to Auckland Council in May on our funding requirements. A separate report covers our progress on the budgets.

Legacy Councils have not fully completed their Annual Reports and this is causing some delays to the Opening Balance Sheet establishment. However, we are getting information from those Legacy Councils which have completed this process and we have commenced the reviews of work in progress (WIP), which will take some time to review and establish which items are AT items and to ensure that they are all valid WIP items. The list of items is long, and we have run into some delays in obtaining more information. We are working with Auckland Council to get these issues resolved.

The Revenue team have continued to work on the front of house processes for revenue receipting and have identified a number of areas of improvement. These have been further developed and will improve timeliness and efficiency of the processes. The procurement team has been supporting the Procure to Payment process heavily but is now also moving into strategy and procedure improvement.

A draft procurement strategy has been developed and we will be engaging with the organisation over April/May on these documents. A new Procurement Procedures Manual is being worked on to support the strategy and needs of the organisation. The Annual Plan process has reinforced the need for operating efficiencies and procurement is seen as being a key resource in this process. This will be a focus of that team and the Finance support team over the next three months.

We have reviewed the delegation policy and limits. We have attempted to align the delegation headings and structure to reflect other financial policies to ensure we are able to keep the policies, delegations and training consistently aligned.

Property has continued to work on portfolio issues. We have almost completed identification of the property inventory of interest to Auckland Transport, and are working through the property acquisition requirements of the forward work programme. The team have worked hard to identify the areas of property which may be contentious for ownership / operation and control. This has occurred in two areas being parking and land acquired for future Auckland Transport projects. There are a number of complex issues regarding ownership and management in these areas. We are now at the stage of working through issues relating to properties where ownership/control is unclear as the property may have a number of purposes relating to different organisations within the group, and each entity has an interest in the ownership/control. Most of these issues relate to parking assets. Our approach has been to ensure we identify assets and then work through a reasoned based approach as to which entity should have ownership and how other entities will relate to the separate uses of the land.

### **3.3 Next Steps / Key Issues**

Work to be undertaken in the next month:

#### **Accounting and Finance**

- Continuing training and process knowledge for the new financial processes and delegations
- Complete planning for the 2011/12 Annual Plan and budgets for presentation a Strategy and Finance workshop on 17th May.
- Complete Procurement Strategy work
- Establishing a high level 10 year plan to support investment decisions and commence more detailed model development to support.
- Annual Report Audit planning
- Balance Sheet establishment is becoming more urgent

#### **Customer services**

- Continuing to work through the new processes and relationships
- Trend analysis of volumes and consideration of resource implications into the medium term
- Working to ensure Customer Service readiness for the AIFS system
- Working on implementation of the CRM product and processes

## **Information Services**

- Get all users familiar with systems through training and support
- IT Strategy implementation planning and prioritisation process for IT programmes

## **Property**

- Complete an Accommodation strategy
- Work on protocols with the Property CCO and Auckland Council
- Complete a register of property that Auckland Transport has an interest in for the forward work programme

## **4 INFRASTRUCTURE (Kevin Doherty)**

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### **4.1 Executive Summary**

Over the reporting period a key activity has been the finalisation of the prioritisation of the capital improvement programme to be used to inform the Auckland Council Annual Plan process and the NZTA subsidy application process. The process is similar to that created for the Regional Land Transport Programme and orientated to meet the strategic objectives as set out in the Statement of Intent. The document will be further reviewed once objectives of the Auckland Plan are more clearly articulated.

Considerable effort has also gone into the establishment of funding availability for the 2011/12 capital programme. We are working closely with both the NZTA and Auckland Council to establish the fiscal envelope within which we will be required to operate. Ultimately this process of securing funding commitment will dictate the extent of capital projects which Auckland Transport will be in a position to progress during the 2011/12 financial year.

Through March 2011 project delivery has ramped up such that it closely reflects forecast levels. To some extent this represents the reality of moving out of an organisational transition phase in addition to continuously improving project delivery and accounting methodologies such as the accrual and land acquisition cost capture processes. Retaining this level of performance will be required to meet forecast delivery levels for the remainder of the year.

Key projects are progressing well to programme and budget. The preliminary design for the Panmure package 1 AMETI is complete and the commencement of bridge raising works are on target to coincide with KiwiRail electrification work later in the year. KiwiRail are partially funding this work and the alignment in timing of the two projects will create additional value avoiding duplication of effort. The North Shore, Lake Road project is moving into the final phase of surfacing with completion expected on time and to budget. This has only been achievable with considerable night works so with this in mind we have taken additional care to avoid, as much as possible, inconveniencing neighbours.

### **4.2 Update / Next Steps / Key Issues**

#### **2011/12 Funding, Prioritisation and Programming**

As reported last month Auckland Transport has inherited incorrect funding assumptions made in legacy organisation LTCCP's. These assumptions overestimated the total extent of NZTA funding that will be available to the region in 2011/12. Discussion with the NZTA has indicated that a combination of previous strong regional expenditure and lower than forecast revenues into the National Land Transport Fund (NLTF) have depleted the amount remaining for subsidy distribution in 2011/12. There is no doubt that this will have an impact on Auckland Transport's ability to make progress on projects identified in 2011/12 within the LTP and the extent of this is currently under review.

This assumption was reflected in the consolidation of the LTCCPs into the Auckland Council LTP which identified \$621m (not including deferrals) of capital projects in 2011/12. Roughly this assumed \$342m Auckland Council funding and \$279m NZTA subsidy. Early indications indicate that within the NLTF there is only approximately \$147m of NZTA subsidy available to the Auckland region in 2011/12. It is also relevant to note that at this stage, the NZTA considers this assessment to be an upperbound and it has the potential to be less.

Discussions with NZTA have identified that one of the main constraints in addition to the total limit on the fund, is the timing of the cashflow against their revenue streams. With this in mind we are working closely with NZTA to identify opportunities with respect to the timing of Auckland Transport projects to match fund cashflow constraints. NZTA have advised that they will be discussing approaches with their Board in May 2011 and will advise post this date of any relevant outcome.

We are currently in discussions with Auckland Council with respect to how they will approach the Auckland Council funding in light of the lower NZTA subsidy. It is expected that this will be further addressed in the development of the Annual Plan.

NZTA planning and investment staff have been provided with the priorities project portfolio and have expressed agreement with the prioritisation methodology and resulting ranking presented.

## **Asset Management and Programming**

The key focus for the Asset Team during this reporting period has been the preparation of the first draft of the Auckland Transport Asset Management Plan. This has included workstreams focused on the development of an organisational wide Level of Service (LOS) Framework and a continuing review of inherited inventory data. The LOS Framework identifies the key strategic, tactical and operational indicators which will inform optimal investment decisions across the organisation.

Other significant activities undertaken by the asset team this reporting period include:

- Preparation of a scoping paper detailing the delivery of key organisational wide asset management policies
- Separation of the Hauraki and Waikato ex Franklin assets from the RAMM inventory database. This results in a clean asset inventory for Auckland Transport.
- The review and audit of project completion data for completed projects
- Continuing development of an Asset Sustainability Strategy
- Procurement of the Carriageway Condition Rating and High Speed Data Survey Contracts for the Northern area
- Working in collaboration with Road Corridor Maintenance teams to finalise the 2011/12 Transport Asset renewals programme

The programme team have continued to focus on the development of an agreed prioritised capital project programme for 2011/12. The following additional activities were completed during the reporting period:

- Working with industry to provide forward visibility of Auckland Transport's capital forward work programme
- The development of a monthly and quarterly performance monitoring framework for the capital programme
- Continued working with Business Support to ensure NZTA subsidy claims across Auckland Transport are optimised and accurate
- Continuing development of a risk adjusted Capex Work Programme
- Testing of combined RAMM/GIS system to hold spatial information for Auckland Transport and other organisations (Auckland Council, Watercare, NZTA etc.) for region wide programming purposes.

The 5 Star Initiative has continued across Auckland Transport during this reporting period. This is a significant business improvement initiative that is aimed at ensuring we have effective process and capability in place to ensure that optimal value for money is being achieved in delivering national land transport objectives. The articulation of this will provide NZTA the confidence to provide AT a 5 Star Approved Organisation (AO) rating. The object of the initiative is to establish an improvement plan to take us from our current state process and capability to that of a 5 Star AO. This may include implementation process steps currently undertaken by NZTA. The project is being undertaken in parallel with the NZTA Highway and Network Operations Division.

## **Investigation & Design**

Besides the direct business reported by area below, the Investigation & Design (I&D) team continues to work at building working relationships across the organisation. Meetings have been held with Infrastructure Development and Strategy and Planning departments to develop and agree the principles of moving projects through their life cycle and the organisation from study to construction. Work is underway with Auckland Council Planning to ensure that the links between AT projects and AC projects, as well as the supporting strategies, are in place.

To assist with developing reliable management information, I&D have been involved with the development of project sites on the AT Intranet; pro-actively working with the PMO to implement programme and project management governance and reporting; and several members involvement in the 5 Star Initiative

The following activities were completed during the reporting period or scheduled for activity during the next reporting period:

### **Central**

- Federal Street and Britomart Place - project teams set up that reflect the joint responsibility of AT and AC
- Tiverton/Wolverton – traffic modelling, design review and negotiations with utility companies continue
- Central City Rail Link Project – resources identified and prepared to undertake further necessary investigative work pending the outcome of the central government review
- Ellerslie/Panmure and Neilson Street - Commencing studies in conjunction with Strategy and Planning

### **North**

- Stanley Bay Ferry Wharf - resource consent application for reclamation submitted
- Bracken/Burns/Auburn/Killarney Feasibility Study - Phase 1 completed (including delivery of Opportunities and Constraints Report and Options Analysis Report)
- Albany Highway Upgrade Schnapper Rock Road to SH17 Detail Design - shortlisted consultants invited to tender
- Glenvar Road Upgrade/East Coast Road Widening SAR - EOI closed and consultants shortlisted
- Presentation of I&D North projects to Rodney, Upper Harbour, Hibiscus and Bays, Kaipatiki and Devonport/Takapuna Local Boards

### **West**

- Northside Drive Bridge – The detailed design is underway and a safety audit has been carried out; a cost share agreement between AT & NZTA is under development
- Piha Pedestrian Safety design has been finalised, and the tender for physical works is imminent

### **South-East**

- Following review of the Hollyford to Ronwood Scheme Assessment Report (SAR), it is clear that the Hollyford/Redoubt intersection is the lynchpin of a number of surrounding projects including but not limited to Mill Road, Murphy's Bush, Flat Bush to Manukau QTN. The Hollyford/Redoubt intersection will be added to the Mill Road investigation in order to integrate it with the other work so as to enable the other projects to be effective.
- Presentations given to the Franklin Local Board about Mill Road and the Pukekohe Eastern Arterial
- Mill Road – The geotechnical investigation for the northern section is due late April and tender for modelling will be let in April
- Hunua no. 4 Watermain Investigation – Findings presented to Watercare. The proposal is largely feasible and Watercare and AT will continue to work together to ensure a mutually beneficial outcome.

## **Infrastructure Development**

During the reporting period excellent progress has been made with increasing tender loads going to market and a strong forward work load of projects. To further streamline the process of tenders to market we have also commenced investigating the possibility of adopting a contractor prequalification system similar to that used by NZTA. This would have the potential to reduce tendering burden on the industry and would ultimately lead to enhanced value for money for AT.

### **North-West**

#### **Works Commenced**

- Sturges Road Stage 4 - new kerbing and road widening of 250 metre length
- New kerb and footpath construction within a 200 metre section of Lincoln Park Ave, Henderson

#### **Works out to Tender**

- Stevies Lane Footpath Upgrade – renewal and widening of full length path
- Glenmall Place Safety and Renewal works – new speed tables and road pavement repairs

#### **Works to Tender next period**

- Piha Footpaths – design phase now complete. To be tendered.



### **South-East**

#### **Works Commenced**

- Pedestrian facilities and local area traffic management works for Wharf Road
- Construction of the Manukau to Crosbie link road and the improvements to the Seddon Street/Edinburgh Street/Paerata Road/Cape Hill Road in the Franklin Ward

#### **Works to Tender next period**

- Guardrail installation contract for works on the rural roads in Clevedon
- Waiuku Town Centre redevelopment Stage 3, River Lane
- Pukekohe Town Centre redevelopment, balance of outstanding works

### **CBD**

#### **Works Commenced**

- Eden Park precinct upgrade works progressing to programme

### **Central**

#### **Works Commenced**

- Neilson Street stages 1, 2, and 3 - Onehunga Mall intersection upgrade and Gloucester Park Road intersection upgrade and Motorway on/off ramp approach improvements. Contract awarded.
- Mt Albert/Frost intersection upgrade

#### **Works out to Tender**

- Ian McKinnon cycle and walking improvements.
- Three Kings Safety around Schools projects – Mt Albert Road/Warren intersection, Mt Albert/Hillsborough Road intersection, St Andrews Road crossing
- Karangahape Road bus shelter project

#### **Works to Tender next period**

- Arthur Street Local Area Traffic Management measures
- Speed tables Otahuhu Town Centre

### **Public Transport & Facilities**

#### **Works Commenced**

- Glen Eden Train Station Carpark Upgrade – tenders have been evaluated and construction to start mid-April
- Hibiscus Coast Busway Station, NZTA funding secured and stage 1 contract awarded

#### **Works out to Tender**

- Waitakere Station Park & Ride – extension of the carparking area

## **Major Projects & Project Management Office**

### **Major Projects Update**

The following provides a brief summary of major project activity completed during the reporting period or scheduled for reporting during the next reporting period.

#### **AMETI**

Preliminary design for the first phase of the work at Panmure has been completed and final design will commence this month following a review process. Consents will be lodged for the first phase of the work by mid-April, and the consenting processes will follow for subsequent phases of the work.

A public open day was held on 9 April in Panmure to provide an awareness of what is proposed for the Panmure component of the AMETI project. The Local Boards have been fully involved in the communication process and there have been meetings with interested community groups as well.

Work within the preliminary design has progressed the RTN busway level of service for the PT route from Botany to Panmure. This approach has been endorsed by the AC Transport Committee.

## **Dominion Road**

A strategic review has been undertaken to confirm the requirements for the Dominion Road corridor in both a regional and local context. This has considered the growth profiles for the corridor over time and the likely impacts through increases in car use and PT uptake.

A review of the designation requirements has also been undertaken with a view to providing clarity and certainty to those businesses and property owners impacted by the designations as soon as practicable. A report on Dominion Road will come to the AT Board in May.

## **New Lynn**

The project is progressing well. The New Lynn Kindergarten building has been demolished and an early start to the northern embankment for the Bridge at Clark Street extension has been made with the wick drains completed and embankment construction about to commence. The southern embankment consolidation is completed and surplus pre load material is being removed to be re-used, some of it to other AT sites in Hobsonville as backfill material for trenches. The Clark Street rail over-bridge deck has been pre stressed transversely and is on track for completion in late April, in time for stringing of rail electrification catenary wires.

Roading works in Great North Road are advancing well with the first section completed and in daily use. The old exit of Totara Avenue with Great North Road has been permanently closed off as designed and is re-routed over Todd Triangle across a newly built raised speed table. Traffic congestion has reduced mainly due to vehicles choosing other routes. Additional signage is to be introduced to notify vehicles of alternative routes.

A start has been made to the design contract for streetscape works along Great North Road and the developed design of McRae Way is completed.

## **Manukau Rail Station**

The contract for the physical works to provide the fitout to the station has now commenced. This includes the platforms and fittings, lifts, stage 1 (temporary) entrance and others features such as CCTV, signage etc. Provision for the escalators is included in the contract but they will not be constructed until the MIT building progresses, which is due to commence later this year.

## **Manukau Car Park Building**

Tenders for construction close on 18 April with construction due to commence in early May.

This will be a seven storey multi-level carpark with capacity for 682 vehicles, situated in the Manukau City Centre area. It will be predominantly leased, although there will be some casual public parking available. The building will initially stand alone on the site, and its architectural appearance is appropriate for that purpose, however it will eventually be sleeved by adjacent developments.

The construction period is about 12 months, so the facility is expected to be open by mid 2012.

## **Rail Station upgrades**

The Strand Emergency Station and the Henderson Stabling contracts were awarded on 15 April.

Stakeholder liaison meetings are continuing on the Strand project to determine the nature of protection of the heritage features at the station.

CCTV is now operational on the entire rail network now that Westfield Station facilities have been upgraded.

The contract to install canopies on the Kingsland Station has been awarded and specified canopies will be in place ahead of the RWC. It is intended to provide further canopy cover, and this will be provided as part of this contract following the RWC. The reason for a two stage approach is primarily due to the complexities of working in conjunction with the electrification programme and its infrastructure requirements. Existing canopies will remain alongside the new ones for the RWC, but ultimately these will be deployed to other stations and replaced with new so that there is a consistent canopy theme for Kingsland Station

## **Project Management office**

The Project Management Framework is now established and presentations to the various departments completed. The majority of related documents (templates, process flow charts, check-lists and Project Highlight Reports) have also been finalised and published to the PMO SharePoint site for access by all AT staff. The March end round of project / programme reporting is well advanced and systems appear to be working well. Considerable effort continues to be made on ensuring the completeness and accuracy of all reporting data – with focus on refining and consolidating information into a centralised database linked to SAP and SharePoint-hosted project information. Work is now underway, in conjunction with the Information Management Systems Group, on implementation of an enhanced project data management / reporting system based on MS Project Server.

Key development projects for the PMO over the next few months include:

- Developing more sophisticated and standardised risk assessment / contingency allocation systems;
- Developing a short-form physical works contract template for use on minor construction works;
- Inviting applications from suppliers for inclusion on a pre-qualification list – thus allowing streamlined tender submission / evaluation processes;
- In conjunction with the above – development of a consolidated and centralised contractor performance review / record process / system;
- On-going refinement of all project / contract templates to further streamline approval processes, documentation preparation and reporting.

## 5 COMMUNICATIONS AND PUBLIC AFFAIRS (Wally Thomas)

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### 5.1 Executive Summary

The Communications and Public Affairs division provides strategic and operational support across all facets of Auckland Transport.

This reporting period again saw a high level of activity, particularly in the areas of media liaison and special event promotion/customer communications. The brand launch of HOP was held and implementation of the marketing campaign has begun. This will “ramp up” in conjunction with the roll-out of the card across regional bus services.

### 5.2 Key Initiatives

#### External Communications

For the month ending March 22, media coverage of Auckland Transport as an organisation was slightly higher than the previous period- comprising 136 reports. The New Zealand Herald was the leading press outlet to report on Auckland Transport (15 reports) and the Auckland Transport Blog was the leading on-line outlet (14 reports).

Media reports are compiled by an independent monitoring and analysis agency. Over the period 88% of coverage was deemed to be positive (60 reports) or neutral (60 reports) in tone.

The most frequent focus of coverage was public transport, with on-going coverage of transport plans ahead of RWC 2011, and remedial works on Tamaki Drive (associated with a serious accident involving a cyclist elsewhere in the region).

We continue to work closely with colleagues at Auckland Council and in the Mayor’s office. This month saw collaboration on a number of media releases and inquiries as well as the drafting of the keynote address for the Mayor’s presentation to “Transport Strategy-Infrastructure and Funding” conference, held in Auckland. The two-day conference featured a number of speakers from New Zealand and overseas.

The Mayor’s presentation focussed on his vision, key projects, the importance of public transport in managing congestion, and the critical role that transport plays in economic and urban development.

Material was prepared for a number of other external presentations and events, including the highly successful TravelWise Awards. A booklet introducing Auckland Transport its activities and key projects has been produced in support of these sorts of activities.

#### Project Communications

Communications have been developed for all major infrastructure projects. Below are a number that are underway or about to begin:

**Neilson Street Upgrade** - A significant communications programme is associated with the \$4.5million upgrade of Neilson Street in Onehunga (due to start after Easter). Businesses and road users in particular will be affected by the works which will ultimately ease congestion on what is a busy freight route while also improving pedestrian safety at key intersections.

**New Lynn Transit Oriented Development** - The latest issue of the New Lynn Matters project newsletter was delivered to 23,000 homes and businesses in the New Lynn area. It contains information and updates on Stage 2 and 3 projects underway in the town centre. Planning has begun for an event, involving the Whau Local Board, to mark the official opening of the Clark Street extension and the Totara Avenue West “shared space”.

**Glenfield Road Corridor Upgrade (Stage 4)** - A communications plan is being drafted to prepare for the start of this two-year roading project (after the Rugby World Cup).

**Silverdale/Hibiscus Coast Highway Improvements** - A combined communications plan for Hibiscus Coast Highway projects (the East Coast Road extension and the new Silverdale Bus Station and Park and Ride) has been developed. As with the Nielsen Street project, businesses nearby and commuters/motorists are the main target audiences.

**AMETI** - Staff provided communications collateral, media, and community engagement support for a community open day on the first stage of work in Panmure. More than 120 people attended the open day.

**Central Flagship Project** - Consultation and communications support was provided to gather customer feedback on proposed improvements to CBD and central suburbs bus services.

## **Customer Communications**

The first phase of the marketing campaign to promote integrated ticketing (HOP) began with a brand launch function at the Britomart precinct. As previously reported the marketing of HOP is staged to coincide with its introduction on a sub-regional basis, beginning first with bus services on the North Shore. This sees limited, targeted, media including newspaper advertising and Adshells and bus wraps on the North Shore in particular.

Interest and awareness of the project is high. In the week following launch the HOP website received 13,795 visits (and 80,061 separate page views).

General customer communications, which included 'below the line' media and PR (press releases etc.) advised of temporary rail line closures (for maintenance) in April. Special event services were also promoted for Auckland Blues Rugby matches at Eden Park (versus Waratahs) and North Harbour Stadium (Rebels) vs. Blues. Promotion of public transport for the Eden Park event was complicated somewhat by rail services being replaced by buses over the weekend.

Staff are also working with ATEED to include transport-related messaging in general information that is being prepared for visitors and Aucklanders during the Rugby World Cup. This includes marketing campaign for the integrated transport 'A-Pass' card.

In the lead-up to Rugby World Cup there is also an increased focus on communications and stakeholder liaison around Eden Park in particular. The Manager; Communications and Public Affairs, has joined the Community Liaison Group which provides input and advice around operational aspects of Eden Park events. Among the issues being addressed is that of resident and visitor access to the neighbourhood when street closures are in place.

## **Internal Communications**

Organisational wide projects such as a Work-Place Travel Planning and HR induction continue to be supported through Internal Communications programmes.

A business case for the e-design of the staff Intranet site has been approved. Completion is set for late April/early May. This is the primary tool for staff communication. The new site will be more engaging and user friendly with, for example, organisational policies and HR information more easily accessible.

## 6 KEY RELATIONSHIPS UNIT (Stephen Rainbow)

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### 6.1 Executive Summary

The Key Relationships Unit continues to put a large amount of effort into managing Auckland Transport's relationship with Local Boards. Through the preparation of the Local Plan process we facilitated answers to more than 100 questions raised by Local Boards. We are now involved in managing responses to submissions to the Councils' Annual Plan process. We have also put in place processes for managing enquiries and issues raised by Councillors, as well as representing Auckland Transport at Auckland Council meetings, including the Transport Committee.

There has been increasing need for Iwi liaison as major projects and studies have got underway. Effort is also being devoted to clarifying with other parts of Auckland Transport the capacity required to undertake best practice stakeholder management as Capex projects like AMETI are rolled out.

There is awareness that delivering Auckland Transport's capital programme will require different approaches to stakeholder management than that often used by Legacy Councils. To this end a presentation on best practice stakeholder management software has been received and we are exploring its potential use by Auckland Transport.

### 6.2 Key Relationships

- Facilitating meeting between Auckland Transport Chief Executive and North Shore MPs
- Providing stakeholder management advice to Capex projects
- Representing Auckland Transport at Auckland Council committees and Mayoral public meetings (where the majority of issues raised are about transport)
- Acting as a conduit for important stakeholders to access Auckland Transport decision making processes around critical issues and projects
- Liaising with Auckland Council and the Mayor's office
- Dealing with a range of issues raised by Councillors

### 6.3 Elected Members Liaison Unit

- The Unit is working with the Local Boards to help refine their plans for the next year (in terms of the Annual Plan process) and for the medium-term (in terms of the Local Board Plan process). This has involved the collation of responses to around 120 specific questions which have been raised by the Local Boards, and the compilation of the answers into packages tailored individually for each of the 21 Local Boards.
- Elected Member Liaison staff have a heavy schedule of meetings to attend in the next few weeks - in addition to their regular attendance at Local Board Meetings and Transport Workshops. They are also monitoring the Annual Plan hearings being held in each of the 21 Local Board areas on behalf of Auckland Transport, and taking part in workshops that are specifically oriented to the development of Local Board Plans. Some Boards are also hosting community engagement meetings around the planning process, which Elected Member Liaison staff are also attending.

## **6.4 Stakeholder Liaison**

- Investigation and resolving of issues raised by a range of stakeholders
- Facilitate stakeholder engagement on projects such as the South West to Airport Transport Study
- Investigation and resolving of issues raised by Auckland Council Councillors

## **6.5 Liaison – Iwi/Maori**

- Mana Whenua Relationship Plan is being scoped so that it is consistent with Auckland Council's Maori Relations Unit
- SWAMMCP – a process for engagement with tangata whenua has been approved by IEG and resources for engagement have been confirmed
- Liaison with the NZTA Maori Relationships Manager; the ACC Maori Unit and Maori Wardens
- Attendance at the Executive Leadership Team meeting, from which a legal position paper on statutory responsibilities to Maori has been approved. A koha policy has also been approved and an Auckland Transport internal engagement process approval is to be developed.

## **7 STRATEGY AND PLANNING (Peter Clark)**

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### **7.1 Executive Summary**

The Strategy and Planning Unit (S&P) focused on ensuring seamless continuation of key activities including the CBD Rail Link, South West to Airport Study and maintaining the flow of NZTA funding to Auckland Transport through the RLTP process.

It has also been building relationships with the Auckland Council to support the Auckland Spatial Plan process.

### **7.2 Planning and Policy**

#### **South West to Airport Transport Study**

The South West to Airport Transport Study continues to progress at pace with a set of six packages being developed which outline different route and mode options to the airport. A series of three roadshows were conducted at Auckland Council, NZTA and Auckland Transport over the last two weeks which enabled interested parties to provide their comment on the route and mode options.

The Implementation Executive Group has met twice and the Stakeholder Steering Group (SSG) met on 14 April and is chaired by Councillor Mike Lee. The SSG resolution supported the strategic case for investment including the vision, problems and opportunities; taking forward the six packages for assessment and a revised approach to engaging with iwi and hapu.

The approach to engaging with iwi and hapu varies from the provisions detailed in the project Memorandum of Understanding (MoU). This was a result of discussions with iwi and hapu as to how they would best like to be engaged with through the process. The project team reported that the revised process will allow for engagement throughout the study and beyond. The MoU specified that SSG support was needed in terms of iwi engagement and this has now been obtained. Iwi Liaison officers from Auckland Transport, Auckland Council, and NZTA together with the GHD consultant team have led this process.

Overall, the project is progressing to plan and although additional modelling work is required which will extend Phase 1 by three weeks until the end of May, it is intended to make up this time in subsequent phases. The logistics of reporting to the respective project partner decision making bodies is complex, so plans are in place to make this process as smooth and time efficient.

#### **Auckland's Spatial Plan – the Auckland Plan**

Various background reports and discussion documents have been prepared by Auckland Council to assist with the development of the Auckland Plan. The Transport Land Use Integration Plans team have been reviewing these and co-ordinating Auckland Transport's comments on the documents.

The discussion document titled 'Auckland Unleashed' has now been released for comment. The team are currently reviewing this document and have had discussions with Watercare and New Zealand Transport Agency (NZTA).

Representatives from Auckland Transport's Strategy and Planning department have also been asked to look at the timing of a number of projects identified in the Regional Land Transport Strategy that will then feed into the development of land use scenarios. Auckland Council's Economic Development Group and Infrastructure Planning Group have also identified that they would like to meet with Auckland Transport to discuss various transport network strategies.

Auckland Transport will continue to engage with Auckland Council on the development of the Auckland Plan and have advised a desire to be involved in the appropriate workstreams.

Auckland Transport has also had initial conversations with Auckland Council on the development of the Unitary Plan, an important implementation tool for the Spatial Plan.



## Central City Masterplan

In November 2010, the Future Vision Committee of Auckland Council requested that:

*“a masterplan be developed for a geographical area that comprises one international city centre serving all of Auckland”.*

In February 2011 a report outlining the proposed approach and actions for preparing a 20 year City Centre Masterplan (CCM) was presented to the Future Vision Committee. The Committee resolved:

- (a) That the Proposed International City Centre Masterplan Report be received.
- (b) That the proposed change in terminology from Central Business District (CBD) to 'city centre' be noted.
- (c) That the proposed approach and actions for preparing a City Centre Masterplan for a geographical area that comprises one international city centre serving all of Auckland be approved.
- (d) That the suggested strategic objectives and list of initial ideas be noted as the basis for engagement with the public and key stakeholders during March and April 2011.
- (e) That all relevant divisions of Auckland Council and the Council Controlled Organisations be notified to support the preparation of the City Centre Masterplan as a priority.

The report proposed to issue and present a City Centre Masterplan- Initial Ideas Document during March and April as part of a wider public consultation on the Auckland Plan. This document, entitled Towards Delivering an Auckland City Centre Masterplan –Discussion Document (CCM –Discussion Document) was presented to the Committee in April for approval prior to its public release.

The City Centre Masterplan - Discussion Document includes:

- A vision statement
- A set of strategic outcomes
- A series of transformational ideas
- A series of related questions

A vision statement, entitled Foreword from the Mayor is based on the Mayor's vision of creating the world's most liveable city and frames a series of strategic outcomes building on the following areas of work:

- Public Life Survey - The Jan Gehl Architects (2010 - Auckland City Council, Sea and City, Auckland Regional Council)
- CBD Into the Future Strategy (2007 – Auckland City Council)
- CBD Transport Into the Future (2010 - Auckland City Council and Auckland Regional Transport Authority)
- Draft City Centre Spatial Plan Discussion Document (2010 - Auckland City Council)
- The Auckland Plan Discussion Document (2011 - Auckland Council)
- General public engagement including the public conversations that have taken place through the NZ Herald and other local press.

The strategic outcomes are:

- A city centre that feels like the heart and soul of the Auckland region
- A city centre that is walkable and well connected
- A city centre that has a high quality urban and natural environment
- A city centre that is internationally renowned for business and excellence in research and learning
- A city centre that is a great place to live
- A city centre that has a strong Auckland identity
- A great harbour city

Under each strategic outcome, the City Centre Masterplan – Discussion Document proposes ideas for key transformational moves and projects that will contribute to meeting each outcome and to the overall vision. A copy of the Discussion Document is attached (Attachment 2)

A series of questions are posed throughout the document to encourage feedback on these initial ideas and to request other ideas regarding key transformational moves and projects.

Key stakeholders will be engaged in workshops with the masterplanning team. Others will be invited to review and make comment on the initial ideas. Where practicable the masterplan work will link directly with the overall Auckland Plan engagement process. The Waitemata Local Board and CBD Board have been consulted on 22 and 23 February respectively on an earlier version of this document and their feedback has been incorporated into this current version.

From this stakeholder engagement and further analysis, a draft City Centre Masterplan will be developed for release in July/August 2011. It will be supported by a number of technical papers including transport that will provide the full rationale for the proposals contained with the draft masterplan document.

### **NZTA Streamlining Project for AT Plans**

Discussions have been held with NZTA at various levels to confirm the timeline and approach for reviewing and updating AT's transport plans to meet NZTA's streamlining requirements of being strategy-led, based on outcomes and supported by funding plans. The key objective being sought is the NZTA Board endorsement of AT's Implementation Plans in 2012, which will provide more certainty and efficiency in Government funding allocation for transport projects and programmes in the 2012-22 RLTP.

## **7.3 Regional Land Transport Programme Funding**

### **Regional Land Transport Programme 2012 - 2015**

Once every three years Auckland Transport must approve a Regional Land Transport Programme (RLTP) and submit the approved RLTP to NZTA, requesting government funding for the three year programme. The RLTP is a prioritised list of transport activities across the Auckland region, including the state highway programme, Auckland Council's Regional Land Transport Strategy activities and Auckland Transport's activities. NZTA receives RLTPs from around the country and then compiles the National Land Transport Programme (NLTP) which sets the government funding envelope for each region for the next three years. NZTA base their prioritisation on the Government Policy Statement (GPS) which is issued every three years and is due to be released for comment in late April 2011. The GPS sets out the Government's priorities for funding and allocates funding ranges to activity classes.

The RLTP and NLTP may be varied once approved, but this is a risky process with no guarantee that NZTA will agree to the variation. A variation is typically the inclusion of a new activity or a significant cost increase for an included activity, but this will usually require another activity of similar value to be deleted. It is therefore critical that the RLTP is prepared in a robust manner with a detailed and complete programme to maximise NZTA subsidy for Auckland over the three year period.

NZTA has informed Auckland Transport that the final RLTP must be approved by the AT Board by 30 April 2012. The Strategy and Planning Team has prepared a draft programme showing how this can be achieved. The key dates are:

- *April 2011* – GPS released for comment, with final GPS published in July 2011
- *30 September 2011* – All Auckland activities (including Auckland Council's RLTS activities and NZTA's Highways and Network Operations (HNO) programme) must be uploaded into LTP online (an internet based system run by NZTA)
- *By 31 December 2011* - All Auckland activities must be prioritised and assessed in compliance with the Land Transport Management Act and the draft RLTP submission must be completed and submitted to NZTA. The AT Board will have approved the draft consultation document.
- *February – mid March 2012* will be the public consultation period (one month) including public hearings. Feedback based on submissions will be given to Auckland Transport, NZTA HNO and Auckland Council staff, resulting in revised final programmes being submitted to the RLTP.
- *30 April 2012* – the final RLTP must be approved by the AT Board for submission to NZTA.
- *30 June 2012* – the final RLTP document must be published.

## Monthly Funding Review

During the March 2011 monthly review, four funding applications totalling \$13,470,000 were submitted to NZTA for consideration. All were approved.

**Table 1 – March 2011 Schemes recommended to NZ Transport Agency**

	Project name	Description	Activity Class	Phase	Cost	Comments (AT)	Outcome (NZ Transport Agency)
March 2011							
AT	Asset Management Plan 2010-11 for Auckland Transport	Developing the Asset Management Plan for Auckland Transport.	Improvement & Replacement of Local Roads	Study	\$470,000	Recommended	Approved.
AT	Hibiscus Coast Busway Station	Land Purchase for the Busway Station.	PT Infrastructure	Construction	\$2,000,000	Recommended	Approved.
AT	Hibiscus Coast Busway Station	Construction/implementation of Hibiscus Coast Busway Station.	PT Infrastructure	Construction	\$10,500,000	Recommended	Approved.
AT	Downtown Ferry Terminal – Pier 1 Berth 1A	Design & construction of Downtown Ferry Terminal – Pier 1 Berth 1A	PT Infrastructure	Construction	\$500,000	Recommended	Approved.
	<b>Total New Schemes Approved</b>				<b>\$13,470,000</b>		

Notable projects in the March 2011 monthly review were:

- Hibiscus Coast Busway Station land purchase, design and construction.
- Downtown Ferry Terminal – Design & Construction of a like for like replacement of the pontoon berth at Pier 1 and Berth 1A of the Downtown Ferry Terminal.

<b>APPROVED FOR SUBMISSION by</b>	<b>David Warburton Chief Executive</b>	
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