



AUCKLAND TRANSPORT

Year in Review 2019/20



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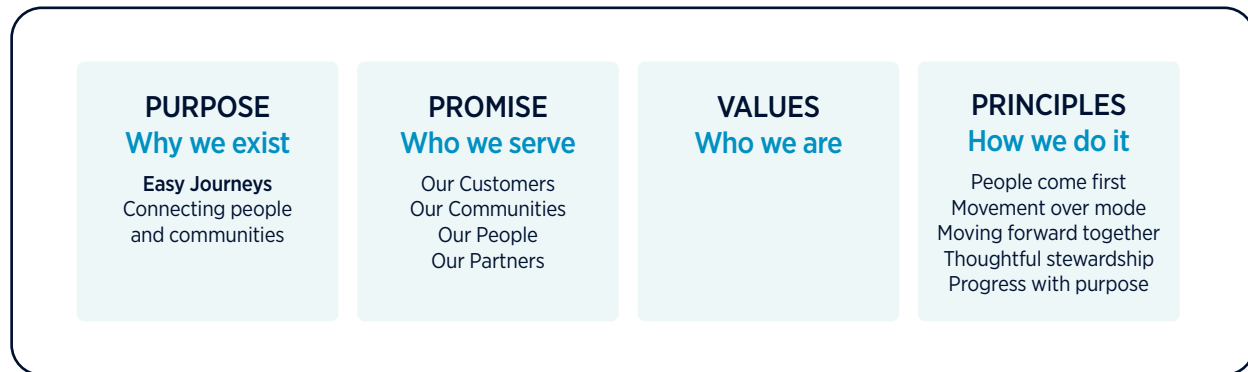


FRONT COVER: AT's whānau walking and cycling together on a North Shore shared path during the Covid-19 Level 2 lockdown. The cover theme 'Moving forward together' is an AT Principle, (refer page 3).
THIS PAGE: The refreshed Karangahape Road motorway overbridge.
NEXT PAGE: Eastern Busway artist impression.



Purpose, promise, values and principles

AT's purpose, promise, values and principles go to the heart of our culture – who AT is as an organisation, how we want to behave, our aspirations and what we want to achieve together for Auckland.



Auhatanga Better, bolder, together

- We dream big and have a sense of pride in all that we do, including everyone on our journey.
- We continuously strive for excellence to make a positive difference to the communities we serve.
- We trust our people, back each other, celebrate successes and learn from our experiences.
- We take personal responsibility for everything we do, challenge the norm and encourage creativity to be better.

Tiakitanga Safe with us

- We are free to be who we are and diversity is our strength.
- We ensure people's safety when they use our network and services.
- We strive to protect people from harm and create a thriving and safe workplace.
- We create a healthy and sustainable environment for people to enjoy.

Whanaungatanga We connect

- We genuinely listen and engage with our communities, partners and each other.
- We invite open conversation and feedback seeking understanding to move forward together.
- We collaborate and freely share our knowledge to help others learn and grow.
- We are one team regardless of what we do or where we sit.

Manaakitanga We care...Full stop

- We care for each other, our communities and partners.
- We do what we say we will do, and we always have good intent.
- We build reciprocal relationships through shared experiences and belonging to a wider community.
- We stand up to be counted while respecting other's views.

2020 Highlights

Making Auckland's transport system safe

- Launched Vision Zero for Tāmaki Makaurau Transport Safety Plan
- Lower speed limits on 600 Auckland roads to reduce harm and loss of life
- 15 Community Safety Fund projects completed with local boards
- Collected a PRINZ Award for our Speed Management Programme
- 4 Axis Awards for the Zoe Bell 'Distractions' road safety campaign



Excellent customer experience

- New world-leading AT Mobile app to promote physical distancing during Covid-19
- New Customer Experience Blueprint and Omnichannel Strategy to improve customer interactions
- Received Australasian CX Excellence in Public Sector: The Citizen Experience Award for work on tertiary student concessions
- New licence plate recognition for easy AT car park use
- 4.7m unique website users, 11.6m website sessions and 27m web page views



Improved transport system resilience and sustainability

- More low emission buses and electric trains to reduce CO₂ emissions
- Extensive input to the transport elements of Auckland Council's Climate Action Plan



Better travel choice for Aucklanders

- Puhinui Station bus and train interchange and Eastern Busway construction
- A record number of new cycleways and shared paths under construction
- Extended AT Local ride-share choice



Better connected people, places, goods and services

- Delivered Newmarket access improvements
- Completed Accessibility Action Plan and Car Share Policy
- Refreshed Roads and Streets Framework and improved public transport network capacity and performance
- Highlighted Waiheke transport priorities in 10-Year Transport Plan
- 6 successful Innovating Streets fund applications



Enabling and supporting Auckland's growth

- More Park and Ride options at Takaanini, Albany and Hibiscus Coast Stations
- Downtown, City Centre, Wynyard Quarter and town centre improvements
- Matakana Link Road construction underway for faster and safer trips to the Kowhai Coast

Value for money

- A record \$862m delivery of new infrastructure and asset renewals
- 180 cost-saving initiatives leading to an operating surplus
- Favourable operational financial result despite Covid-19 disruptions



Who we are and what we do

AT is a Council Controlled Organisation (CCO) of Auckland Council. It was established in 2010 to contribute to an efficient, effective and safe Auckland land transport system.



Our call centres respond to more than 600,000 transport related phone calls and our on-site customer service centres provide face-to-face support to more than 1.5m customer interactions per year.



AT is the regional guardian of \$21.1b publicly-owned assets.

We lead the Auckland Forecasting Centre planning networks in greenfields areas with Waka Kotahi NZ Transport Agency, and brownfield areas with Kainga Ora, Panuku Development Auckland, and others.

We provide walking and cycling infrastructure and travel demand activities to encourage more people to walk or ride bikes.



We manage the transport-related impacts of hundreds of special events each year.

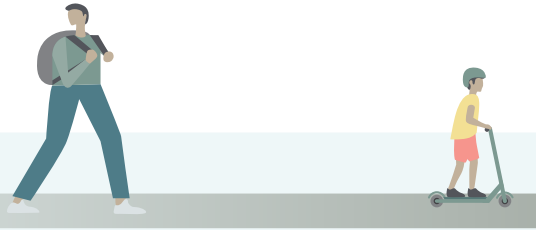


At the Auckland Transport Operations Centre (ATOC) we work with Waka Kotahi to manage both the local, as well as the State Highway and motorway network from Taupō to Cape Reinga – 15,000km of road network.

AT manages and runs the region's transport network (excluding state highways) on behalf of Auckland ratepayers and taxpayers for the benefit of 1.7m residents.

We deliver Auckland Council and local board capital projects and programmes.





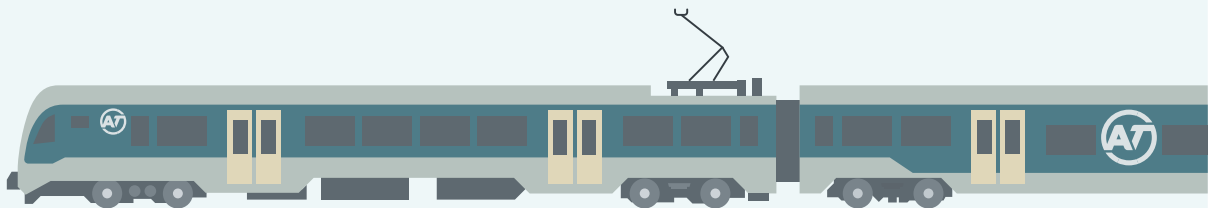
AT maintains 7,580km of arterial and local roads, 334km of cycleways and 7,364km of footpaths, and numerous public transport and parking facilities, including two airfields in the Gulf Islands.



We design, build, manage and promote most of Auckland's public transport infrastructure. This includes services, systems, facilities, customer apps and the region's integrated passenger transport ticketing system, AT HOP.

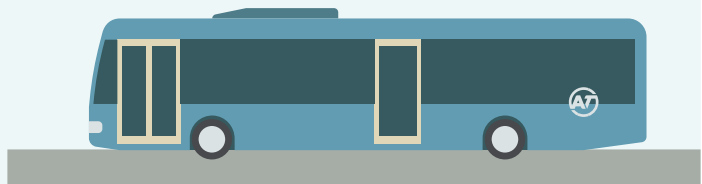
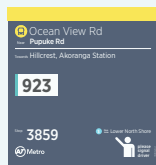


We enable utility companies, construction companies and others to safely access the road corridor to undertake construction, service assets and undertake work associated with their business needs.



Our day-to-day activities keep Auckland's transport systems moving. We plan and fund public transport, promote travel choices and operate the local roading network.

We partner with Kiwi Rail, Transdev and contracted bus and ferry companies to deliver rail, bus and ferry services.

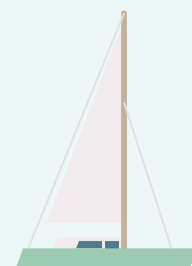


We operate compliance services on the roading network.

We deliver local board and Auckland Council projects and programmes, and work collaboratively with other CCOs as part of the Council group to deliver integrated solutions across Auckland.



We manage assets such as wharves, moorings and navigation aids to deliver a safe marine environment through our Harbourmaster function.



Chair's report

I took on stewardship for Auckland Transport, in conjunction with my fellow board members, in early 2020 and felt proud and grateful for the opportunity to fulfil this role. The past few months have cemented that view, as the organisation has adapted quickly and effectively to a vastly different reality, while never losing sight of our purpose, Aucklanders and our people.



26 March 2020 marked New Zealand's entry into National Alert Level 4, following the pandemic caused by Covid-19. Overnight, AT shut down 160 construction sites, made public transport available free to support essential travel, and moved to remote delivery of customer services and internal operations. This impacted not only the people working for Auckland Transport but also operators, contractors, suppliers, and other ecosystem partners. Imperative to this new reality remained the focus on safety of Auckland's streets, roads, construction sites, and public transport, while continuing effective communication with other organisations and governing bodies and adapting services where needed.

In Alert Level 4, Auckland Transport provided 4,000 free AT HOP cards and quickly updated real-time insights in patronage under physical distancing limitations in the AT Mobile app, so Aucklanders could continue to make use of the public transport system and plan their journey. The organisation provided nearly 65,000 face masks and 1,400 litres of hand sanitiser to operators, increased cleaning regimes and worked with contractors and suppliers to support them through a period in which they could not perform their normal work. To maintain the safety of many Aucklanders who turned to walking and cycling, AT put in place temporary measures such as widened footpaths to enable physical distancing. Aucklanders responded positively to the transparency and clarity of communication sent out through all channels.

To support safe transport of many Aucklanders who went back to work in Alert Level 3, public transport patronage and road networks were monitored in real-time, and amendments made where needed. The board, executive leadership and the crisis management team, in collaboration with other agencies and governing bodies, continued to weigh the risks and benefits of temporary measures, monitor the safety of all 160 re-opened construction sites, and find transportation solutions to support Aucklanders.

Prior to Covid-19, 2021 was shaping up to be one of the busiest years in the city's history, when Auckland would host several global events, including the America's Cup. AT is still committed to fulfilling the Mayor's aspiration to seize the opportunity to increase the city's sustainability, lower emissions economy and deliver on kaitiakitanga through conservation and restoration initiatives. However, the circumstances in which we are doing this have changed, and we need to revise to our ongoing programme of work, our priorities, and our key themes.

Before we were faced with the impact of the pandemic, our focus was on improving road safety, accelerating mode shift, and decreasing our carbon emissions. While our commitment to these areas is unchanged, the current environment requires us to make challenging decisions on our priorities for the coming years. We recognise that our new ways of working and living will have a major impact on our transport demand and preferences. During lockdown we observed an uptake of active modes, and we would like to capitalise on this in the future by making it easier and safer to walk and cycle in and around the city centre.

AT's board, executive leadership team and the organisation as a whole are making a concerted effort, in collaboration with Auckland council whānau and other organisations, to continue to make a difference to Aucklanders.

A handwritten signature in black ink, reading "Adrienne Young-Cooper".

▶ **Adrienne Young-Cooper**
CHAIR

Chief Executive's report



In many ways the year has been one of two halves: a world without Covid-19 and then a world with Covid-19. The latter half has been busy, intense and demanding, but thankfully Auckland Transport moved early setting up its crisis management team and was well prepared. Our teams had been working on a potential pandemic response since mid-January. Looking back, there is a real sense of achievement from the steps AT has taken to keep Aucklanders safe.

At the end of December AT was tracking well with a clear way forward in terms of the growing use of our services and with momentum building around our capital programme. We were either meeting or exceeding 100 per cent of our SOI targets. The second half is another story: Like almost everyone Covid-19 had a dramatic impact on what we do. Customer travel behaviour changed, public transport patronage dropped and we suffered dramatic revenue losses from sources such as public transport and parking, and increased costs.

When the New Zealand Government introduced the Covid-19 Alert level lockdown periods AT moved quickly in collaboration with other agencies. We re-mobilised to offer services from alternate work places and from our homes, closed and safely secured 160 construction sites, helped set up testing stations and altered and promoted revised public transport timetables to help essential workers get to where they needed to go.

We analysed our organisation and projects, paused recruitment, deferred some activities, reviewed our contractor workforce and the AT Board, senior executives and a large number of our people volunteered salary sacrifices. We also identified hundreds of cost-saving measures leading to greater efficiency and innovation. Our newly adopted AT Values were given a good work out – and we know they will serve us well into the future!

As an organisation AT has not been crippled or paralysed by Covid-19 but we cannot underestimate the challenges and uncertainties ahead. We have achieved some quite outstanding business results: an operating surplus and a record 95 per cent capital delivery. In spite of Covid-19 works are progressing well on the Downtown programme, Karangahape Road, Eastern Busway, Puhinui Station bus and train interchange, and many of our roading and cycling projects – \$862.1m of new infrastructure and asset renewals.

At the end of June, AT introduced speed limits on 600 Auckland local roads as part of our commitment to Vision Zero. There were 533 local road DSI in the 12 months to September 2019. While this is a big improvement on 2017 it is 51 per cent higher than in 2012 and 23 per cent above the 2010 result, which means that although we are very proud of our safety work to date, we cannot be complacent.

In the latter half of this financial year, AT was pleased to have the opportunity to engage with and respond to the review of CCOs being undertaken by an Independent Panel, and we look forward to Auckland Council's consideration of the final report and recommendations.

Auckland Council has had to make some hard emergency budget decisions due to a substantial decline in revenue following Covid-19. In contrast, AT has made some bold and difficult decisions to address its revenue gap which will have a considerable impact on activity funding for at least the next 12 months. Most critically, due to Auckland Council's revenue constraints, AT's capital programme has been reduced for the 2020/21 year. These decisions will have had a significant impact on the short-term future of transport services and the investment of new infrastructure. I am confident, however, that AT is in good shape to tackle what is coming.

AT people demonstrated agility, collaboration, leadership and resilience during the Covid-19 crisis and I'm incredibly grateful to everyone for bringing 'He waka eke noa' to life. As we move forward, we are all in this together.

A handwritten signature in black ink, appearing to be 'Shane Ellison'. The signature is stylized and somewhat abstract, with a large loop at the beginning and a long horizontal stroke at the end.

▶ **Shane Ellison**
CHIEF EXECUTIVE

Financials at a glance

A summary of Auckland Transport’s financial performance for the year ended 30 June 2020

Despite the unprecedented disruptions caused by Covid-19, AT’s surplus before tax of \$760m was \$28m favourable to the \$733m budget. This was mainly due to higher than budgeted vested asset revenue of \$91m and higher than budgeted Waka Kotahi NZ Transport Agency operational funding of \$50m and was partially offset by lower than budgeted public transport and parking revenues (\$49m and \$14m respectively), a loss on disposal of assets (\$23m) and cost reduction initiatives.

Total revenue for the year was \$2,082m against a budget of \$2,034m. Auckland Council and Waka Kotahi are AT’s primary sources of funding, however an additional 27 per cent of revenue was received from various other sources including public transport fares, user charges and fees, rental, other subsidies and vested assets.

Covid-19 significantly impacted customer travel behaviour during the second half of the financial year. Compared with the last financial year, public transport, parking and enforcement revenues

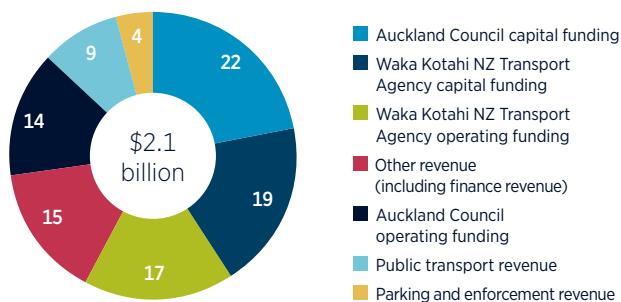
decreased by 12 per cent. The ongoing risk of further disruptions impacting travel behaviour means revenue trends going forward are uncertain.

Total expenditure was \$1,322m, against a budget of \$1,302m. Early preparation ensured AT had the agility and resilience to face the challenges posed by Covid-19. The organisation implemented a number of cost reduction activities and the AT Board, senior executive and a number of AT people volunteered six-month remuneration reductions.

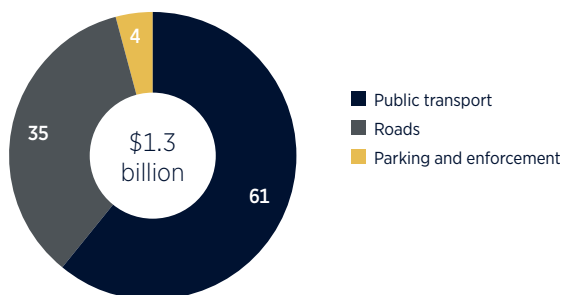
Approximately 160 construction sites were closed during Covid-19 Alert Level 4 and AT worked closely with infrastructure delivery partners to minimise delays and costs and re-mobilise quickly and safely once restrictions were lifted. This allowed AT to invest a record \$862m, 95 per cent of AT’s \$903m budgeted capital programme.

AT’s net asset position is \$21.1b, up \$1.4b from last year primarily due to the deliver new infrastructure and a \$656m valuation increase of property, plant and equipment.

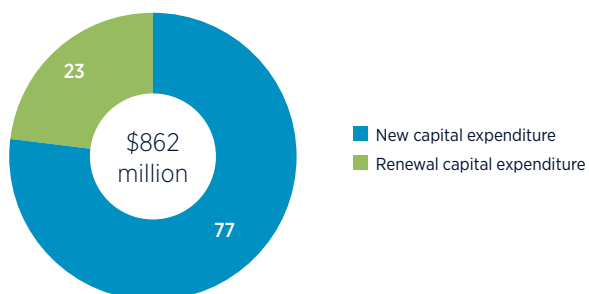
REVENUE PERCENTAGES



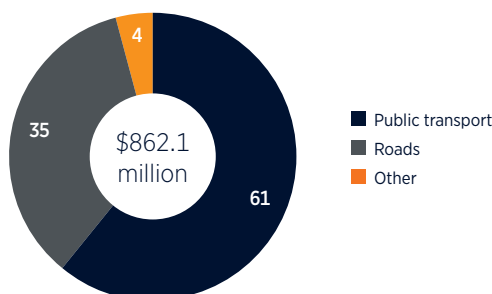
EXPENSE PERCENTAGES



CAPITAL EXPENDITURE PERCENTAGES



CAPITAL EXPENDITURE PERCENTAGES



Revenue and expenditure summary

ALL IN \$000'S	ACTUAL 2020	BUDGET 2020	ACTUAL 2019
What was received? What was spent?			
Capital funding	861,406	903,152	664,572
Operating funding	649,909	600,139	569,276
Other revenue (including finance revenue)	570,760	531,115	635,186
Total revenue	2,082,075	2,034,406	1,869,034
Expenditure on activities	1,322,024	1,301,906	1,231,554
Surplus before tax	760,051	732,500	637,480
Income tax benefit/(expense)	6,540	-	1,468
Other comprehensive revenue	657,865	-	-
TOTAL COMPREHENSIVE REVENUE	1,424,456	732,500	638,948
New capital expenditure			
Roads	342,263	340,744	290,045
Public transport	293,225	341,430	169,243
Other	32,216	15,314	20,883
Total new capital expenditure	667,704	697,488	480,171
Renewal capital expenditure			
Roads	184,308	190,982	176,012
Other	10,040	14,682	11,313
Total renewal capital expenditure	194,348	205,664	187,325
TOTAL CAPITAL EXPENDITURE	862,052	903,152	667,496
Funding of capital expenditure			
Waka Kotahi NZ Transport Agency capital funding – new	301,813	386,458	264,214
Waka Kotahi NZ Transport Agency capital funding – renewal	93,999	87,050	264,214
Auckland Council capital funding	465,594	429,644	400,358
Other capital grants	646	-	968
TOTAL FUNDING OF CAPITAL EXPENDITURE	862,052	903,152	667,496

Performance against 2020 targets

Non-financial performance summary for the year ended 30 June 2020

AT has 25 Statement of Intent (SOI) key performance measures (KPIs) for 2020. In the 2019/20 financial year 10 target measures were exceeded, four were met, nine were below target and two were not surveyed.

During the first half of this year AT was either meeting or exceeding all of our SOI targets. The Covid-19 pandemic has dramatically impacted Aucklanders' travel behaviour and was starting to have an impact on public transport patronage as early as January.

AT recorded 82.3m public transport boardings during the year, a level not seen since 2016 and down 18.3 per cent on the previous year. Boardings in April, during Alert Level 4, were 6.4 per cent of April 2019 numbers.

By June 2020, patronage had recovered to 64.9 per cent of the June 2019 level. Future patronage trends remain uncertain and AT is preparing to adapt to a range of possible future Covid-19 outcomes.

With 3,669,408 cycle movements registered across 26 count sites, cycling counts are down 2.7 per cent compared to the previous year. June 2020 cycling counts have recovered to just 4 per cent below June 2019, showing a quick recovery for cycling under loosened Covid-19 restrictions.

Performance measures from AT's Statement of Intent 2019/20 – 2021/22

MEASURE	SOI TARGET	2019/20 ACTUAL	RESULT
HELP PEOPLE TO TRAVEL SAFELY			
Number of high risk intersections and sections of road addressed by Auckland Transport's safety programme	10	16	EXCEEDED
Change from the previous financial year in the number of deaths and serious injuries on the local road network, expressed as a number	Reduce by at least 18 (663)	533	EXCEEDED
ENCOURAGE WALKING AND CYCLING			
Kilometres of new cycleway added to the regional cycle network	10km	6.09km	Not met
Number of cycle movements past selected count sites	3.826m	3.669m	Not met
IMPROVE ACCESS TO FREQUENT AND ATTRACTIVE PUBLIC TRANSPORT			
Total public transport boardings (millions)	103.6m	82.3m	Not met
Total rail boardings (millions)	22.3m	17.4m	Not met
Total annual boardings on rapid or frequent public transport networks	Increase at faster rate than total boardings	Decreased at a faster rate than total boardings	Not met
Percentage of passengers satisfied with public transport services	87%	JULY-MARCH: 90.5% APRIL-JUNE: 86%	MET
Percentage of public transport trips that are punctual	95%	97.8%	EXCEEDED

KEY TO TARGETS:

Result above target by more than 2.5% = **EXCEEDED** Result within +/- 2.5% of target = **MET** Result below target by more than 2.5% = Not met

MEASURE	SOI TARGET	2019/20 ACTUAL	RESULT
MAKE THE BEST USE OF EXISTING TRANSPORT NETWORKS			
Average AM peak period lane productivity across 30 monitored arterial routes	27,500	32,951	EXCEEDED
Proportion of the freight network operating at Level of Service C or better during the inter-peak	85%	94%	EXCEEDED
Active and sustainable mode share at schools where Travelwise programme is implemented	40%	49%	EXCEEDED
Active and sustainable mode share for morning peak commuters where a Travelwise Choices programme is implemented	40%	69%	EXCEEDED
MANAGE THE IMPACTS OF THE TRANSPORT SYSTEM ON THE ENVIRONMENT			
Number of buses in the Auckland bus fleet classified as low emission	5	3	Not met
Reduction in CO2e (emissions) generated annually by Auckland Transport corporate operations (from 2017/18 baseline)	7%	2%	Not met
Percentage of Auckland Transport streetlights that are energy efficient LED	56%	61.7%	EXCEEDED
LOCAL BOARD ENGAGEMENT			
Percentage of local board members satisfied with Auckland Transport engagement			
Reporting to local board	70%	Not surveyed this financial year	Not surveyed this financial year
Consulting with local board	70%	Not surveyed this financial year	Not surveyed this financial year
VALUE FOR MONEY			
Percentage of the total public transport cost recovered through fares	43% to 46%	33.71%	Not met
Proportion of road assets in acceptable condition	95%	94.2%	MET
Percentage of footpaths in acceptable condition	95%	97.6%	EXCEEDED
Percentage of the sealed local road network that is resurfaced	5.80%	5.6%	Not met
Percentage of customer service requests relating to roads and footpaths which receive a response within specified time frames	85%	86.4%	MET
ROAD MAINTENANCE STANDARDS (RIDE QUALITY) AS MEASURED BY SMOOTH TRAVEL EXPOSURE (STE) FOR ALL URBAN AND RURAL ROADS			
RURAL	92%	94%	MET
URBAN	81%	87%	EXCEEDED

For more information on AT's financial results please refer to Auckland Transport's 2020 Annual Report [AT.govt.nz/about-us/reports-publications/annual-reports](https://at.govt.nz/about-us/reports-publications/annual-reports)

KEY TO TARGETS:

Result above target by more than 2.5% = **EXCEEDED** Result within +/- 2.5% of target = **MET** Result below target by more than 2.5% = Not met

Board of Directors'

The Auckland Transport Board has eight directors, one of which is appointed by Waka Kotahi NZ Transport Agency and does not have voting rights. The Board is supported by two CCO liaison councillors, neither of whom have voting right.

AT Board Directors:

Adrienne Young-Cooper – Chair, MSC, CFINSTD

Wayne Donnelly – Deputy Chair, BE, FMZIE

Kylie Clegg, LLB, BCom

Mary-Jane Daly, MBA, BCom

Darren Linton, BCom

Dame Paula Rebstock, MSc

Dr Jim Mather, BBus, MBA, PhD

Nicole Rosie*, Waka Kotahi NZ Transport Agency representative

AT Board CCO Liaison Councillors:

Bill Cashmore*, Deputy Mayor, Franklin Ward

Chris Darby*, North Shore Ward

* Non-voting member

The AT Board meets monthly and has four committees: Finance, Capital and Risk; Customer and Innovation; Safety and Human Resources; and Regional Transport. Open agendas, minutes, meeting dates and submitted reports are all available at [AT.govt.nz/about-us/our-role-organisation](https://at.govt.nz/about-us/our-role-organisation)

Executive Leadership Team

AT's activities are directed and guided at a strategic level by the Board of Directors, and delivered by the Executive Leadership Team.

Shane Ellison	Chief Executive Officer
Andrew Allen	Executive GM, Service Delivery
Jenny Chetwynd	Executive GM, Planning and Investment
Vanessa Ellis	Executive GM, Customer Experience
Roger Jones	Executive GM, Business Technology
Mark Laing	Executive GM, Finance
Mark Lambert	Executive GM, Integrated Networks
Rodger Murphy	Executive GM, Risk & Assurance
Bryan Sherritt	Executive GM, Safety
Wally Thomas	Executive GM, Stakeholder, Communities and Communication
Natasha Whiting	Executive GM, Culture & Transformation



To view the full Auckland Transport 2020 Annual Report, visit [AT.govt.nz/about-us/reports-publications/annual-reports](https://at.govt.nz/about-us/reports-publications/annual-reports)



AT.govt.nz

Auckland Transport's Call Centre operates
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**Auckland
Transport** 
An Auckland Council Organisation