Agenda

Auckland Transport Board Meeting

Open Session

Monday, 19 October 2026 | 10.00am – 10.45am

Auckland Transport, 20 Viaduct Harbour Avenue, Auckland (Room 1.04)

Board:	Andrew Ritchie (Chair), Adrienne Young – Cooper, Lyndon Leabourn, Rob Clarke, Malcolm Gibson.
Board Observers:	Steve Mutton (Director Transport and Infrastructure, Auckland Council), Councillor Maurice Williamson (Auckland Council Lead Councillor), Councillor Shane Henderson (Auckland Council Lead Councillor).
Executive Leadership:	Stacey van der Putten (Te Tumu Whakarae | Chief Executive), Sarah Azam (Executive General Manager – Customer and Community), Rachel Cara (Executive General Manager – People, Governance and Risk), Richard Harrison (Executive General Manager – Network Planning and Performance), Mark Laing (Executive General Manager – Finance and Commercial), Jo Glasswell (Executive Officer).
Governance Team:	Andrew Downie (Head of Governance) Catherine Foster (Board Secretary Lead) Sarah Barrett (Executive Assistant)

Item	Topic	For noting / approval	Accountable	Time & Duration
	Meeting Opening			
1.	Karakia Timatanga		Chair	**10.00am** (5 mins)
2.	Welcome/Acknowledgements	Noting		
3.	Apologies	Noting		
4.	Interests Register - Declarations/Conflicts	Noting		
5.	Actions Register	Noting		
6.	Approval of Governance Charters and Committee Appointments	Approval		
	Chief Executive Update and Standing Items			
7.	Chief Executive Open Business Report	Noting	Stacey van der Putten	**10.05am** (15 mins)
8.	Transport Safety Update	Noting	Rachel Cara/ Richard Harrison	**10.20am** (10 mins)
9.	Public Transport Safety Action Plan Update	Noting	Rachel Cara/ Richard Harrison	**10.30am** (10 mins)
	Items for noting			
10.	Policy assurance and future-state approach	Noting	Rachel Cara	**10.40am** (5 mins)
	General Business			
11.	General Business	Noting	Chair	**10:45am**
	Close of meeting			
	Meeting: Wednesday, 9 December 2026			

Karakia Tīmatanga (Opening)

Whakataka te hau ki te uru	Cease o winds from the west
Whakataka te hau ki te tonga	Cease o winds from the south
Kia mākinakina ki uta	Bring calm breezes over the land
Kia mātaratara ki tai	Bring calm breezes over the sea
E hī ake ana te atakura	And let the red-tipped dawn come
He tio	With a touch of frost
He hoka	A sharpened air
He hau hū	And promise of a glorious day
Tīhei mauri ora!	Behold we live!

Auckland Transport Board

INTEREST REGISTER as of 12/10/2026

Director	Interest
Andrew Ritchie (Chair)	• Director, 20-20 Private Credit Limited • Director, AGR Ventures • Director and shareholder, AJR Enterprises Limited • Director and shareholder, AJR Finance Limited • Director and shareholder, AJR Group Limited • Director and shareholder, AJR International Limited • Director and shareholder, AJR Investments Limited • Director and shareholder, AJR Property Oldfield Limited • Director and shareholder, AJR Property Apollo Limited • Director and shareholder, AJR Property Hobsonville Limited • Director and shareholder, AJR Property Vega Limited • Director, Busfleet Australia Pty Ltd • Director and shareholder, Capital Management Limited • Director and shareholder, Central Landscape Systems Limited • Director, Entrada Travel Group Limited • Director, Hireworx Cabins (2024) Limited • Shareholder, Kings Quarry Limited • Director, Liftlink Holdings Limited • Director, Matchme Money Limited • Director and shareholder, NHR Group Limited • Shareholder, NZ Honey • Director and shareholder, One Cycle Limited • Director and shareholder, Pebblebrook Properties Limited • Shareholder, PRG Limited • Director, Ritchroll Holdings Limited • Director, RTH International Limited • Director and shareholder, Sid Foggs Australia

	• Director, SIX-EIGHTS Pty Ltd • Director, Sterling Properties Limited • Director, Stray Limited • Shareholder, Techion Holdings Limited • Director, Travir Pty Limited • President, Swanson RSA
Rob Clarke	• Trustee**,** Chengeta Trust (Investment trust) • Trustee, Burjo Trust, (Housing and investment trust) • Director, Agritechnovation international (High tech ag business) • Director, Agritechnovation NZ limited (New Zealand entity only in Agriculture) • Shareholder, Wairo property **–** a Keri Keri property on industrial land. • Advisor, provides senior management coaching and attends board meetings (by invite) for Chevron Traffic Services and ChevTrain • Advisor, Temporary Traffic Management Advisory Group
Adrienne Young-Cooper	• Trustee, Cornwall Park Trust Board • Trustee, Sir John Logan Campbell Residuary Estate • Trustee, Sir John Logan Campbell Medical Trust (all charitable trusts) • Trustee, The Urban Room Foundation (Charitable trust) • Chair and Director, Haumaru Housing Auckland Limited community housing provider JV Auckland Council and Selwyn Foundation • Angus Outram Investments Limited (Family investment Company) • Chair and Director, Waiti Water Limited
Lyndon Leabourn	• Trustee Lyndon Leabourn Family Trust • Business Broker – Barker Business Brokers

Auckland Transport ELT

INTEREST REGISTER as of 12/10/2026

Director	Interest
Stacey van der Putten (Chief Executive)	• Trustee, Track Safe Foundation (New Zealand) • Board Member, Public Transport Association Australia & New Zealand (Australian registered) • Board Member, National Ticketing System (NTS) • Chartered Member, Institute of Directors • Committee Chair, Australasian Rail Association – Aotearoa
Mark Laing (Executive General Manager Finance and Commercial)	• Trustee, Laing (2021) Family Trust
Roy Cohen (Acting Executive General Manager Optimisation and Technology)	• Part share owner Agile networks Limited, part-time CTO from 28th September • Majority Owner MnR Investments Limited • Trustee MnR Trust, Family Trust
Rachel Cara (Executive General Manager People, Governance, and Risk)	• No Interests
Sarah Azam (Executive General Manager Customer and Community)	• No Interests
Richard Harrison (Executive General Manager Network Planning & performance)	• No Interests
Jo Glasswell (Executive Officer)	• No Interests

Auckland Transport Board

Actions Register (Open Board Sessions)

Outstanding / In Progress Actions						
Reference	**Meeting date**	**Section**	**Action**	**Completion Date**	**Assignee**	**Status**
Action2026Sept01	4-Sept-26	Chief Executive Open Business Report	Drury and Paerātā stations - management to report to the board on data and growth targets for Drury and Paerātā, including insights on new customers to support patronage growth.	19-Oct-26	Acting Director - Public Transport and Active Modes	**COMPLETE**: An update is provided in the Chief Executive report at the 19 October 2026 board meeting.

Closed Actions						
Reference	**Meeting date**	**Section**	**Action**	**Completion Date**	**Assignee**	**Status**
Action2026July01	23-Jul-26	General Business	The board requested a post-project review of the Hobsonville Road works to assess alignment with safety standards, noting concerns regarding traffic cones and blacked-out white lines.	7-Sept-26	Acting Director - Infrastructure Delivery	**CLOSED:** An interim safety audit shared with the board out of cycle 7 September 2026.

Entered by Board Secretary

AGENDA ITEM 6 | BOARD DECISION PAPER	
To:	The Board
From:	Catherine Foster, Board Secretary Lead
Reviewed:	Andrew Downie, Head of Governance Stacey van der Putten, Chief Executive
Date:	12 October 2026
Title:	**Governance Charters and Committee Chair Appointment**

Aronga / Purpose

1. To seek approval of the Auckland Transport (AT) Board (board) Charter and Finance and Assurance Committee (committee) Charter, and the appointment of the committee Chairperson (chair).

Ngā tūtohunga / Recommendations

That the Auckland Transport Board:

a. Approves the Board Charter (Attachment 1).

b. Approves the Finance and Assurance Committee Charter (Attachment 2).

c. Appoints Lyndon Leabourn as Chair of the Finance and Assurance Committee.

Me mōhio koe / What you need to know

2. The board Charter outlines the board's constitution and governance requirements.

3. The Finance and Assurance Committee has been established to assist the board in discharging its responsibility to exercise due care, diligence and skill, in relation to:

- The integrity of financial reporting;
- Financial management;
- Internal controls;
- Accounting policy and practice;
- External and Internal Audit;
- Compliance with applicable laws, regulations and standards; and
- Performance of the Shared Service Agreement, it schedules and other inter-organisational agreements between AT and Auckland Council as required.

Review of Charters:

4. These charters will be reviewed on an annual cycle by the board.

Committee Chair:

5. In accordance with the committee charter, the board will appoint and remove the chair of the committee.

Ā muri ake nei / Next steps

6. The board and committee Charters will be published in Diligent's resource centre and reviewed annually by the board.

Te whakapiringa / Attachment

Attachment #	Description
1	Board Charter
2	Finance and Assurance Committee Charter

Entered by Board Secretary

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Catherine Foster **Board Secretary Lead**	Andrew Downie **Head of Governance**	Stacey van der Putten **Chief Executive**
		

Auckland Transport

Board Charter

October 2026

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Approved by: 12

1. Document Management and Control

Document Reference	N/A
Document Title	Auckland Transport Board Charter
Effective Date	October 2026
Document Owner	Auckland Transport Board
Content Manager	Board Chair
Review Cycle	Annual Review
Next scheduled review	October 2027

2. Introduction

Auckland Transport (AT) is a council-controlled organisation (CCO) of Auckland Council. It continues the entity created by section 38 of the Local Government (Auckland Council) Act 2009 (LGACA) immediately before commencement of the Local Government (Auckland Council) (Transport Governance) Amendment Act 2026 (LGAC(TG)AA) and substitutes the words “the transport CCO” for the name “Auckland Transport” as the definition of the substantive CCO in clause 4 (1) of the LGACA.

It is a body corporate with perpetual succession.

Auckland Council will appoint no fewer than 3 and no more than 5 directors as the governing body of AT for the purposes of section 45 of the LGAC(TG)AA.

The Board’s (board’s) functions and powers come from several sources. They are found in sections 45 to 47 of the old LGACA; in the LGACA provisions relating to "substantive CCOs"; in the CCO provisions in the Local Government Act 2002 (LGA); in the Land Transport Management Act 2003 (LTMA); and, as a "body corporate”, in the general law which applies to body corporates.

Auckland Council is the sole shareholder of the AT for the purposes of the LGA. The board is required to understand and implement Auckland Council policy and strategy for transport and to be accountable for its performance to Auckland Council under the LGA. These obligations arise under the LGA and the old and new LGACA provisions.

AT and its board are subject to any rules, policies or guides Auckland Council may make or adopt for its CCOs, or for the board particularly. These may include operating rules made under LGACA. The board is to operate consistently with the Auckland Council’s CCO Accountability Policy, Auckland Council’s Statement of Expectations, and the AT’s Statement of Intent. The board is also subject to fiduciary duties and any other applicable statutory provisions.

3. Board Commitment

The board will act lawfully; implement the principles of good governance; make decisions consistent with its constitution and Statement of Intent; and comply with Auckland Council's CCO Accountability Policy and its Policy for the Appointment and Remuneration of CCO board members.

The board will demonstrate understanding of the council's priorities and objectives, and an awareness of the public service ethos. It supports the need for the highest standards of behaviour and accountability from its Directors and accordingly endorses the principles for good governance set out in:

- Auckland Council's Governance Manual for Substantive CCOs; and
- AT's Code of Conduct; and
- *The Four Pillars of Governance Best Practice for New Zealand Directors* of the Institute of Directors in New Zealand (Incorporated).

4. Purpose of Charter

This Board Charter sets out the operating rules and governance requirements for the Auckland Transport Board.

5. Governance Objectives

The board has statutory responsibility for the functions and powers of AT, which in practice is achieved by delegation from the board to the Chief Executive. The Chief Executive is empowered to subdelegate to AT employees who are charged with the day-to-day leadership and management of AT.

The board expressly adopts the following principles for good governance set out in Auckland Council's Governance Manual for Substantive CCOs:

- **To build public trust and confidence in the community:** by always acting in the best interests of all Aucklanders and recognising the obligations created by AT's public ownership.
- **To value te ao Māori**: by reflecting consideration of Māori interests and values in its decision-making.
- **To provide value for money:** by delivering services efficiently and effectively by prudent use of resources and assets.
- **To be accountable:** by demonstrating and encouraging accountability, and by making decisions aligned with council expectations and strategies.
- **To collaborate**: by building collaborative, communicative and respectful relationships with all members of the council group (the Auckland Council and other CCO's).
- **To be transparent:** by demonstrating an open and honest approach to working with the community and all members of the council group.

6. Governance Philosophy and Approach

The board will:

- Govern AT in recognition of its statutory status and obligation to act lawfully at all times.
- Operate in a way that recognises and respects Te Tiriti / the Treaty, using its principles to guide AT's decision-making.
- Demonstrate high ethical standards and integrity, both individually and collectively.

- Take collective responsibility for all aspects of the board's work.
- Speak with one voice on board matters, recognising Directors' collective accountability for board decisions.
- Draw on diverse perspectives in decision-making and maintain an appropriate balance of power and authority, with no individual or faction holding unfettered control.
- Maintain a future focus while learning from past experience.
- Provide leadership on strategic issues.
- Respond proactively to events and initiatives.
- Ensure the Chief Executive is supported in their role.

7. Role, Responsibilities and Purpose of the Board

The board must ensure that the board, and AT, comply with every relevant lawful and fiscal obligation. That will include compliance with the legal obligations imposed on AT and compliance with the legal obligations placed on Directors. It will also require that AT complies with any requirements relating to financial performance and insurance cover. To meet these requirements will require the board to monitor and audit AT's legal compliance, financial records and insurance.

The board must ensure that it operates lawfully, and AT is not exposed to harm from any failure to act lawfully.

To achieve this the board:

- Provides leadership to AT, ensuring that it acts in accordance with its statutory purpose, which is to provide public transport services in Auckland that connect communities in an efficient, effective, and safe manner, and perform any of its other functions in accordance with LGAC(TG)AA.
- In meeting its principal objective as a council-controlled organisation under section 59 of the LGA, and in performing its functions, AT must:
    - Establish and maintain processes for Māori to contribute to its decision-making processes.
    - Operate in a financially responsible manner and, for this purpose, prudently manage its assets and liabilities and endeavour to ensure:
        - Its long-term financial viability.
        - That it acts as a successful going concern.
    - Use its revenue efficiently, effectively, and in a manner that seeks value for money.
    - Ensure that its revenue and expenditure are accounted for in a transparent manner.
    - Ensure that it acts in a transparent manner in making decisions under this Act and the Land Transport Management Act 2003.
- Defines AT's purpose and organisational strategic direction.
- Ensures AT meets Auckland Council's expectations as sole shareholder.
- Sets the desired organisational culture and models behaviours that support it.
- Ensures AT complies with all applicable requirements.
- Establishes governance policies that guide AT's management and support effective controls, processes and reporting to the board.
- Identifies key risks to AT and establishes a framework to manage and monitor them.
- Appoints and employs the Chief Executive and monitors management and organisational performance against board-approved criteria.
- Builds and maintains effective relationships with AT staff.
- Promotes clear, accurate public communication about board decisions.
- Actively supports succession planning to ensure the board has the required skills, knowledge and experience.
- Ensures AT meets its climate-related obligations.
- Oversees safety performance and safe systems of work across AT's physical works activities.
- Approves targets for monitoring the health, safety and wellbeing strategy.

- Ensures AT develops, implements, audits and regularly reviews an effective health and safety management system.
- Ensures a safety assurance programme is in place to support continuous learning and improvement.
- Ensures AT has procedures to consult, coordinate and monitor activities with other Person Conducting a Business or Undertaking (PCBUs) that have overlapping responsibilities.
- Ensures AT has procedures for selecting contractors and monitoring their activities.
- Ensures AT, and PCBUs acting on its behalf, implement worker engagement systems that enable workers and their representatives to participate in health and safety decision-making, implementation and monitoring.

8. Duties of Directors

- Directors must act in good faith and always place the interests of AT ahead of their own.
- Directors must fulfil their fiduciary obligations by acting in AT's best interests at all times, regardless of personal circumstances, affiliations, or views.
- Directors must exercise their powers only for proper and lawful purposes.
- Directors must act honestly and with integrity and must not permit, or support, any action that is unlawful.
- Directors must not support any action that could expose AT to a significant risk of loss or compromise the health and safety of workers.
- Directors must not commit AT to an obligation unless they reasonably believe AT will be able to meet that obligation when required.
- In carrying out their duties, Directors must exercise the care, diligence, and skill that a reasonable Director would demonstrate in similar circumstances, taking into account the nature of AT, the decision being made, and their responsibilities.
- Directors may rely on reports, financial information, and professional or expert advice, where it is reasonable to do so.
- Directors who become aware of an actual or potential interest in a transaction involving AT must promptly disclose it, ensure it is recorded in the Register of Interests, and refrain from participating in related decisions.
- Directors must not disclose or use confidential information obtained through their role, except where:
    - It is required for the purposes of AT; or
    - Disclosure is required by law.

Section 45A of LGAC(TG)AA states

- A director must not breach, or cause a breach of, this Act; or agree to any breach of this Act by AT.
- When acting as a director, a director must—
    (a) act with honesty and integrity; and
    (b) act in good faith and not pursue their own interests at the expense of the interests of AT; and
    (c) exercise the care, diligence, and skill that a reasonable person would exercise in the same circumstances, taking into account (without limitation)
        (i) the nature of AT; and
        (ii) the nature of the action; and
        (iii) the position of the director and the nature of the responsibilities undertaken by the director.

9. Board Competencies, Skills, and Knowledge

Directors must meet a number of core competencies and relevant industry, technical, or specialist skills required for the board. Board members are appointed by Auckland Council.

Core Competencies

Directors appointed to the board, consistent with the expectations for Auckland Council substantive CCO boards, should demonstrate:

- Sound judgement and effective decision-making.
- Strong commercial and financial acumen.
- A public service mindset and an understanding of AT's public profile and responsibilities.
- An understanding of, and commitment to, Auckland Council's obligations under Te Tiriti o Waitangi.
- High standards of personal integrity and ethical conduct.
- Strong communication skills, including the ability to participate in constructive and informed debate.
- The ability to work collaboratively and contribute effectively as part of a team.
- Strategic thinking and the ability to consider long-term outcomes.
- Experience in identifying, assessing, and managing risk.
- A commitment to good governance and corporate citizenship.
- Governance experience, ideally within a board environment.
- An understanding of health and safety responsibilities, including knowledge of key hazards, risks, and controls.

10. Conflicts of Interest

Directors must act ethically and in line with AT's values. To support transparent and impartial decision-making, Directors are required to:

- Disclose all interests.
- Take reasonable steps to avoid actual, potential, or perceived conflicts of interest.
- Keep the board informed of any involvement or activity that could conflict with AT's interests.

If a conflict of interest arises, the Director must declare the conflict, leave the discussion where appropriate, and not participate in any decision or vote on the matter.

All declared conflicts of interest will be recorded in the Register of Interests maintained by the Board Secretary.

11. Provision of Business or Professional Services by Directors

Directors should not provide business or professional services to AT, to avoid the creation of an actual or perceived conflict of interest.

12. Other Undertakings

A Director must not:

- Use confidential information for personal gain or to benefit another person.
- Buy, sell, or encourage another person to buy or sell property or other assets when they hold information obtained through their role that could affect the asset's value.
- Speak to the media on matters relating to AT without the prior approval of the Chair. Where a Director is required to communicate in another capacity, they must act in AT's best interests. If this is not possible, they must discuss the matter with the Chair beforehand or act in accordance with an agreed arrangement with the Chair.
- Accept gifts, hospitality, benefits, or favours that could create, or be perceived to create, an obligation or preferential treatment for any current or prospective supplier to AT.
- Fail to disclose any offer of a gift, hospitality, or other inducement to the Chair, who will determine the appropriate course of action.

13. Other Board Appointments

Directors may accept other board appointments provided they do not create a conflict of interest or adversely

affect their ability to carry out their duties as a Director of AT.

Before accepting another board appointment, a director must obtain the approval of the Chair of the Board.

14. Directors' Remuneration and Reimbursement of Expenses

Directors are paid fees for their service on the board, as determined by Auckland Council. These fees cover attendance at board and committee meetings, meeting preparation, and any other agreed board-related responsibilities.

The Chair of the board receives an additional fee to reflect the extra responsibilities of the role.
AT will reimburse Directors for reasonable expenses incurred in performing their duties. Claims must be submitted within six months of the expense being incurred.

15. Continuous Education and Professional Development

Directors are expected to undertake ongoing professional development to ensure they maintain the knowledge and skills required to perform their duties effectively.

Professional development may include site visits, briefings from AT executives and industry experts, and other learning opportunities relevant to AT's activities. The board may also receive presentations from organisations and experts within relevant sectors.

Directors may attend conferences and other professional development events that support their role on the board. AT may contribute to associated costs in accordance with a policy approved and periodically reviewed by the board.

16. Board Composition

The composition of the board will reflect the duties and responsibilities it has as the governing body of AT and the role it performs in setting AT's strategy and ensuring that strategy is implemented.
The membership of the board will comprise of no fewer than 3 and no more than 5 voting Directors. Auckland Council appoints the board including its chairperson.

17. Role of the Board Chairperson

The chair is responsible for providing leadership to the board and supporting its effective operation. The chair will:

- Lead the board and provide leadership to AT.
- Chair board meetings and guide board discussions.
- Maintain effective relationships with the Chief Executive, senior executives, the mayor, and other key stakeholders.
- Lead the induction of new directors.
- Monitor the performance and development of the board and its directors.
- Promote the board's effectiveness and continuous improvement.

18. The Board Secretary Lead

The Board Secretary Lead is responsible for supporting the effective operation of the board by:

- Ensuring board procedures are followed.
- Supporting compliance with relevant governance requirements and regulations.
- Maintaining board records and documentation.
- Managing board administration and governance processes.

19. Board Meetings, Agendas and Minutes

Board meetings will be split into closed sessions and open sessions with separate agendas and minutes for each.
Board business will generally be conducted in board meetings.
Directors will use their best endeavours to attend board meetings and to prepare thoroughly.

- Directors are expected to participate fully, frankly and constructively in board discussions and other activities and to bring the benefit of their particular knowledge, skills and abilities to those discussions. Directors unable to attend a meeting will advise the Chairperson at the earliest date possible and confirm in writing to the Board Secretary Lead.
- The board will make the best possible use of its meetings by dealing only with matters that have governance-level significance, by retaining a future focus and, within a defined policy framework, by delegation to the Chief Executive.
- The Chairperson will establish the agenda for each board meeting, although each director may suggest the inclusion of any items. The agenda will prioritise important business for the start of the meeting.
- The board will meet monthly however; board meetings may be scheduled at other times as determined by the board.
- Board meetings will be conducted in an open, constructive and respectful manner, recognising that genuinely held differences of opinion can bring greater clarity and lead to better decisions.
- The Board Secretary Lead will provide directors with their board papers at least four working days prior to the meeting.
- At each normal meeting AT's Interests Register will be updated as necessary, and the board will consider the work programme and related management papers
- Subject to legal or regulatory requirements, the board will decide the manner and timing of the publication of its decisions.
- Directors are entitled to have access, at all reasonable times, to all relevant AT management staff and related information.
- Clean copies of the board Meeting Agenda and Minutes will be uploaded to the platform "Board Books". These will be stored for a period of seven years.

20. Board Meeting Quorum

- A quorum is a majority of directors with voting rights.
- No business may be conducted unless a quorum is present throughout the meeting.
- A resolution is passed if it is supported by a majority of votes cast, or unanimously by those present without dissent.
- Directors present at a meeting are deemed to have supported a resolution unless they explicitly record their dissent or vote against it.

21. Board Committees

- Committees review proposals, policies, and strategies within their delegated scope and make recommendations to the board.
- Committees do not have decision-making authority unless expressly delegated by the board.
- Each committee operates under a board-approved charter, which is reviewed annually.

- The board may establish standing or ad hoc committees to address specific matters.
- Committee chairs and members are appointed by the board.
- The board reviews committee performance annually against the requirements of their charter.

22. Reliance on Information

- Directors may rely on information, reports, financial data, and advice provided by AT employees, professional advisers, or experts where they reasonably believe the source to be competent and reliable.
- Such reliance must be made in good faith, following appropriate enquiry, and where there is no reason to believe the information is inaccurate or unreliable.
- Directors may also rely on the integrity and honesty of fellow Directors, the Chief Executive, senior management, and professional advisers.

23. Position of Chief Executive

The board governs AT through the Chief Executive, who is delegated the authority needed to manage the organisation. The Chief Executive may further delegate authority and accountability to management as appropriate. The board and Chief Executive will agree performance expectations aligned to AT's statutory purpose, typically through an annual performance agreement. Under this agreement, the Chief Executive is authorised to make decisions and take actions within board-approved delegations and management limitations.

Between board meetings, the chair maintains regular communication with the Chief Executive and the board. The Chief Executive is responsible for keeping the chair informed of significant matters. While the chair may provide guidance and support, only decisions made by the board as a collective body are binding on the Chief Executive. Individual Directors have no authority to direct the Chief Executive

24. Accountability of Chief Executive to the Board

The Chief Executive is accountable to the board, through the chair, for delivering AT's objectives and statutory purpose, and for operating within the board's approved management limitations.

At each monthly board meeting, the Chief Executive will provide:

- Operational reports and recommendations for board consideration.
- The assurances required by the board to confirm compliance with the management limitations.

25. Management Limitations

- The Chief Executive must operate within the authority delegated by the board and ensure all decisions and activities comply with legal requirements, good business practice, and professional standards. In managing AT's resources, the Chief Executive must act in support of AT's statutory purpose and consider health, safety, environmental, and political impacts.
- The Chief Executive must ensure AT's assets are protected and appropriately managed. AT must maintain effective internal controls, including financial controls that meet standards acceptable to its external auditors.
- The Chief Executive must ensure that employees and others working for AT are treated fairly and are not exposed to unsafe, inequitable, or inappropriate working conditions.

26. Chief Executive Remuneration

The board will determine the Chief Executive's remuneration, taking into account the nature of AT and market conditions for comparable executive roles.

The board will approve the Chief Executive's remuneration as a whole, unless this responsibility is delegated to a board committee.

Approved by:

Finance and Assurance Committee Charter

October 2026

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1. DOCUMENT MANAGEMENT AND CONTROL

Document Reference	N/A
Document Title	Auckland Transport Finance and Assurance Committee Charter
Effective Date	October 2026
Document Owner	Auckland Transport Board
Content Manager	Board Chair
Review Cycle	Annual
Next scheduled review	October 2027

2. PURPOSE

The Auckland Transport (AT) Board of Directors (board) has established a Finance and Assurance Committee (committee) to assist the board in discharging its responsibility to exercise due care, diligence and skill, in relation to:

- The integrity of financial reporting;
- Financial management;
- Internal controls;
- Accounting policy and practice;
- External and Internal Audit; and
- Compliance with applicable laws, regulations and standards.

It acts in this capacity by monitoring, reviewing, endorsing and advising on the above matters as set out in this charter.

The committee has the ability to make recommendations on the above matters to the board for subsequent approval.

3. AUTHORITY

The committee has delegated authority from the board in respect of the functions and powers set out in this charter.

The committee has authority to:

- Investigate any matter relevant to its purpose;
- Seek any information it requires from the Chief Executive (CE), executive and senior management, any other AT employees or external advisors; and
- Obtain, at AT's expense, such outside independent professional advice as it thinks fit to carry out its responsibilities.

4. MEMBERSHIP AND TENURE

The committee is a committee of the whole;

The board chair will be an ex-officio member of the committee and may not be the committee chair;

The board will appoint and remove the Chair of the Committee;

If the Committee Chair is unable to attend a meeting, the members present will elect one of themselves to chair the meeting.

The board may remove and appoint members of the Committee at any time.

5. MEETINGS

The Committee will meet five times a year, or as determined by the board, with authority to convene additional meetings, as circumstances require.

Any three members of the Committee may form a quorum.

All Committee members are expected to attend each meeting in person, although in special circumstances members can attend through electronic means.

The following AT officers (or their nominees) are expected to attend all Committee meetings:

- Chief Executive
- Executive General Manager, Finance and Commercial
- Executive General Manager, People, Governance and Risk
- Head of Risk and Assurance
- General Counsel
- Head of Governance
- Board Secretary Lead

Any AT officer or employee may attend a meeting at the invitation of the Committee Chair, and they may collectively or individually be requested to withdraw from meetings of the Committee if required to do so by the Chair of the Committee.

The Board Secretary Lead or their nominee will act as Secretary to the Committee and will attend all meetings.

An agenda and supporting documentation for each meeting will be prepared and circulated to all members of the Committee and attendees at least five working days before each meeting.

The Secretary will record the proceedings and decisions of the Committee meetings, and the minutes will be circulated to all members and attendees, as appropriate, considering any conflicts of interest that may exist.

6. RESPONSIBILITIES

The Committee will carry out the following responsibilities.

Financial Performance

- Have oversight of AT's financial performance against the Annual Plan; and
- Monitor financial risks and opportunities in relation to delivery of the Annual Plan.

Financial Strategy

- Oversee and provide insights and guidance to the development of AT's financial strategies and policies including those related to revenue generation and financial management.

Financial Statements

- Review significant accounting and external reporting issues, including complex or unusual transactions, transactions and balances in areas where judgement is required, changes to accounting policies, recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the annual financial report and the audit thereof;
- Review the annual financial report and consider whether it is complete, consistent with information known to Committee members, reflects appropriate accounting treatments and adequately discloses AT's financial performance and position;
- Review other sections of the annual report and related regulatory filings and consider the accuracy and completeness of the information before it is released;
- Review and approve on behalf of the board when required the submission of quarterly financial reporting to Auckland Council (AC);
- Review and approve on behalf of the board half year financial statements, prior to submission to AC;
- Review, approve and execute half year letters of engagement;
- Review and recommend to the board for approval full year financial statements, prior to submission to AC;
- Understand strategies, assumptions and estimates that management has made in preparing financial statements;
- Review with management and the external auditors the results of audit engagements, including any difficulties encountered by the auditors and how they were resolved; and
- Recommend the adoption of the annual financial report to the board.

Internal Control Environment

- Review the adequacy and effectiveness of key policies, systems and controls for providing a sound internal control environment;
- Review the exercise and use of both the financial and non-financial delegations, including award of contracts
- Review the AT Delegations Register, including making recommendations for any proposed changes to the board;
- Monitor significant changes to systems and controls to assess whether those changes significantly impact AT's risk profile; and
- Ensure that a programme is in place through internal audit or compliance activities to test compliance with systems and controls.

Fraud Prevention Systems and Controls

- Review Fraud Framework, including AT's Fraud Prevention policies and controls and fraud awareness programmes; and
- Receive reports from management about actual or suspected instances of fraud or corruption including analysis of the underlying control failures and action taken to address each event.
-

Internal Audit

- Review and approve proposed risk based internal audit plans and any significant changes to them and consider the need for other internal audit projects or activities;
- Review a risk-based internal audit programme aligned to the risk register and recommend to the board for approval.
- Review reports on internal audit reviews and monitor management's actions to implement recommendations for improvement; and
- Oversee the independence and objectivity of the internal audit function and monitor the effectiveness of the internal audit function and ensure that it has appropriate authority within AT and has no unjustified limitations on its work.

External Audit

- Annually review and approve the external audit scope and plan proposed by the external auditor;
- Reviewing the half-year and annual audit review and audit reports over the financial statements and other internal controls and regulatory reports issued by the External Auditor, assessing the findings and recommendations, and seeking confirmation that management has responded appropriately to the findings and recommendations;

- Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope of work or access to information;
- Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and are acted upon in a timely manner;
- Review the effectiveness of the external audit function and ensure that the Audit Office is aware of the Committee's views; and
- Consider the findings and recommendations of any relevant performance audits undertaken by Audit Office and monitor AT's responses to them.

Compliance Management

- Review the systems and processes implemented by AT for monitoring compliance with relevant legislation and regulations and the results of management's follow up of any instances of non-compliance;
- Receive reports from management;
- Management's six-monthly legal compliance surveys and
- On the findings of any examinations by regulatory or integrity agencies, such as the Ombudsman, and monitor AT's responses.

Shared Services

- Review on behalf of the board reporting related to the Shared Services Agreement with AC and any other reporting related to interorganisational agreements between AT and AC.

Other Matters

- The Committee will have responsibility for other matters not listed above as delegated from the board from time to time.

7. REPORT TO THE BOARD

The Committee Chair will report regularly to board meetings and include proposals approved by the committee, or recommendations requiring board approval.

8. PERFORMANCE EVALUATION

The Committee will evaluate its performance annually and report the outcomes of the evaluation process to the Board including recommendations for any opportunities for improvement.

Entered by Board Secretary

AGENDA ITEM 7 | BOARD NOTING PAPER	
To:	The Board
From:	Stacey van der Putten, Chief Executive
Reviewed:	Stacey van der Putten, Chief Executive
Date:	12 October 2026
Title:	**Chief Executive's Open Board Business Report**

Aronga / Purpose

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

Te horopaki / Background

2. This report provides an update on progress with meeting our SOI performance measures, operational highlights and the impact of our decisions on those who use and experience our various networks.

Me mōhio koe / What you need to know

SOI performance highlights

3. **Public transport (PT) patronage:** year-to-date provisional September boardings reached 8.8m vs target of 8.9m. This is 1% behind our SOI stretch target, but within the met range. September boardings are provisionally 18% higher than in September 2025.

4. **Customer satisfaction with PT:** our onboard PT satisfaction survey results remained strong in Quarter 1, increasing to 92.9%, up 0.5 percentage points on the previous quarter. Satisfaction improved across all modes, with ferry services reaching a record high of 96.7%, while bus (93.1%) and train (91.1%) satisfaction also increased. Ferry customers reported improved satisfaction with both information and value-for-money, each increasing by 1.5 percentage points, with the West Harbour route achieving the highest satisfaction rating at 100%.

5. **AT listens and responds:** customer perception that AT listens and responds to Aucklander's needs continues to improve with a new record high quarterly result of 43%. This continues the positive upward trend in the measure and reflects sustained improvement in customer experience and engagement outcomes.

6. **PT asset conditions:** performance remained stable at 4.5% of PT assets rated in poor or very poor condition, meeting the SOI target of no more than 5%. This result indicates that the overall condition of the public transport asset base continues to be maintained within target levels.

7. **SOI dashboard:** the SOI dashboard will be provided alongside the Quarter 1 report to the 4 November Finance and Assurance Committee, as several September results are not yet available.

PT developments

8. **NX2 service contract:** the existing contract (Tranzit Group) will conclude at the end of its current term in September 2027. The service unit will be completely tendered during the next procurement cycle

City Rail Link (CRL)

9. **CRL performance:** the opening of CRL has resulted in strong patronage across the rail network, including increased travel within the city centre and growth in boardings at suburban stations. The first two weeks of CRL operations recorded the two highest weekly rail patronage totals in Auckland's history, with 528,007 trips in the first week (4.7% more than the previous weekly record from March 2019) and 506,083 trips in the second week. Patronage remained strong during the third week, with 466,445 trips recorded during the school holidays.

10. Minor CRL station defects are being managed by the AT's dedicated defects team, as part of the AT business-as-usual asset management team, with

Auckland Transport

Entered by Board Secretary

passenger announcement improvements completed in September and remaining water ingress and ventilation fan issues to be addressed in October.

11. There have been some emerging issues and concerns, such as noise around the reopened Maungawhau Station. Automated public address announcements are operating above their intended volume levels, and work is underway to adjust the system and reduce the impact on neighbouring properties. This involves changes to the complex systems that manage automated station announcements. Wheel-rail contact noise, commonly referred to as wheel squeal, has also been reported near Maungawhau. Lubrication and the wearing-in of the new infrastructure over time are expected to reduce this noise.
12. **CRL Hypercare:** special provisions for the CRL network launch including the Hypercare Support Centre and surge / early-response resources are ramping down. CRL Limited is completing a formal lessons learned review of the programme, with involvement by AT.
13. Planned Christmas/New Year staged rail closures will affect sections of the Southern and Western Lines between 27 December and 10 January. The Southern Line closed south of Puhinui from 27 December to 2 January and the Western Line west of Kingsland additionally closed from 2 January to 10 January.

Major projects

14. **Downtown Development Programme:** community engagement entered its next phase on 23 September and will continue throughout October. An Auckland Council “AK Have Your Say” website has been launched to provide information about the programme and gather community feedback.
15. **Eastern Busway:** opening timeframes remain at risk due to potential delays in completing bus driver training, which is dependent on software installation across 20 sets of traffic lights. As drivers require one month of training, any slippage beyond February/March could delay the busway opening until April/May 2027. Our SOI commits Eastern Busway opening in quarter 4 2026/27 (by 30 June 2027).

Drury and Paerātā Stations

16. This section is included to respond to Action2026Sept01 from September 2026 board meeting.
17. **Patronage growth:** the new Drury and Paerātā stations continue to demonstrate strong and balanced customer uptake, attracting more than 6,100 registered customers overall. Usage is predominantly local and driven by regular public transport users, with most customers travelling via HOP cards and originating from surrounding catchments, indicating strong adoption of the new rail services.
18. **Bus connector services:** integrated bus-rail connections continue to support access to Drury and Paerātā stations, contributing approximately 3,400 passenger arrivals between August and September and supporting early patronage growth and accounting for around 10% of patronage at Drury and 23% at Paerātā.
19. **Customer demographics:** the stations service different customer segments, with Drury attracting more working-age adults and students, while Paerātā has a higher proportion of older customers, including a significant share of SuperGold users.

People

20. **People and performance:** the People and Performance Dashboard is included as Attachment 1. Overall, voluntary turnover remains stable at a relatively low 9.8%. Senior leadership (Band J+) voluntary turnover also remained broadly stable, decreasing slightly from 13.3% in August to 12.8% in September.
21. Our demographic measures have remained stable overall. However, transport reform and the resulting organisational changes, including recruitment and appointments to new roles, are expected to influence these measures. With 31 vacancies currently being recruited across the organisation, AT will review its representation targets following the reform to ensure diversity continues to

Auckland Transport

Entered by Board Secretary

strengthen across the workforce, supporting more effective engagement, informed decision-making, and improved organisational outcomes.

Key approval papers

22. The key item requiring approval or noting by the board at this meeting are:
    a. Governance charters and committee appointments.
    b. (Closed) Auckland bus depot control - Indicative Business Case.

Ā muri ake nei / Next steps

23. The next Chief Executive's Open Board Business Report will be presented to the board at the 9 December 2026 meeting.

Te whakapiringa / Attachment

Attachment #	Description
1	People and Performance Dashboard – September 2026

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Sean Cavanagh **Business Planning and Corporate Performance Manager**	Andrew Downie **Head of Governance**	Stacey van der Putten **Chief Executive**
		

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People and Performance - Auckland Transport

Update

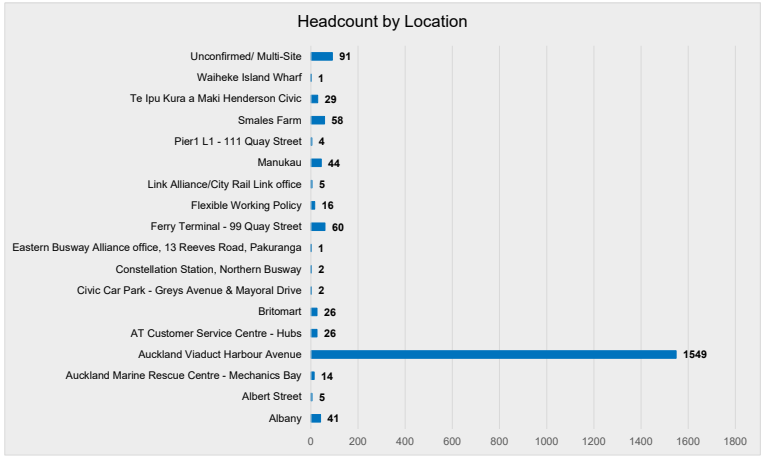
AT's headcount remains relatively stable within approved budget parameters and is carefully governed through the Resource Governance Group. The Transport Reform Programme remains on track, with the new structure scheduled to go live on 28th September. A number of AT employees will remain with the CCO to help strengthen and grow a high performing public transport organisation.

Workforce demographic measures remain stable overall. However, the transport reform and resulting organisational changes, including recruitment and appointments to new roles, are expected to influence these measures. While workforce diversity remains an important consideration in all recruitment decisions, ATCCO will review its representation targets following the reform to ensure diversity continues to strengthen across the organisation. This will support more effective engagement, informed decision-making, and improved organisational outcomes

Unplanned leave improved in September, decreasing by 29% from 1,848 days in August to 1,312 days. Despite this positive trend, the number of employees holding leave balances greater than five weeks increased from 459 to 500, driving an increase in leave liability. Managing and reducing leave liability will be a key organisational focus for the balance of the year.

Overall voluntary turnover remains stable at a relatively low 9.8%. Senior leadership (Band J+) voluntary turnover also remained broadly stable, decreasing slightly from 13.28% in August to 12.81% in September.

Induction and onboarding resources for employees moving to Auckland Council has been made available through the newsletter and Engine Room page. Employee wellbeing remains a priority during this period of significant change.



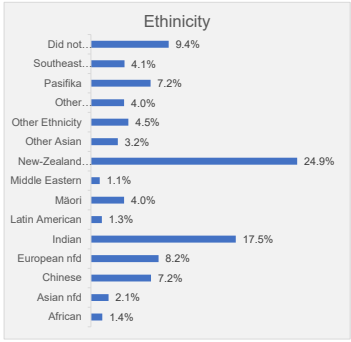
Dashboard

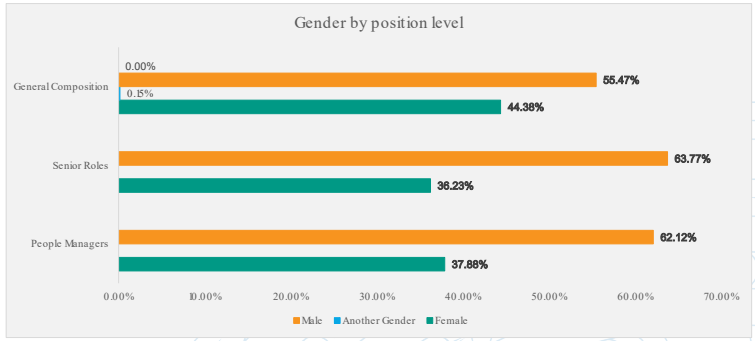
Reporting period: September 2026

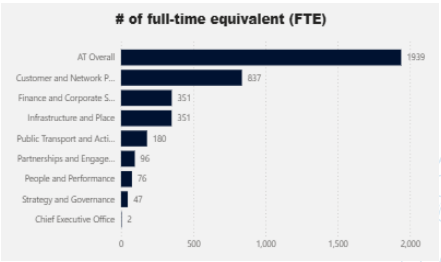
1939.3	1,974	Gender 56:44:0
Full Time Equivalents	Total Headcount	Male:Female:Diverse

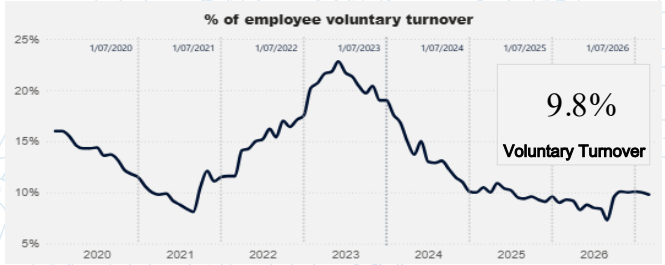
DE&I targets

Māori : 5% : long term 12% current actual 4%
Female SnrLdrs: 36% FemaleLdrs: 38% current actual 35% & 36%



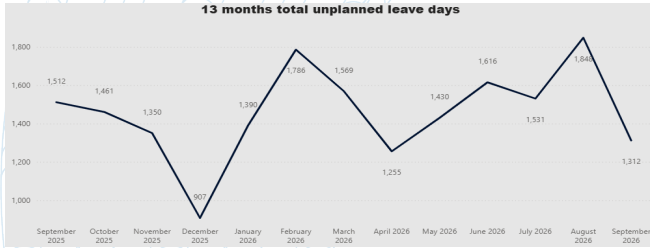






Unplanned Leave Day Breakdown

Sick	964
Domestic	183
Bereavement	88
ACC	76
TOTAL	**1312**



Transport Safety Performance Report

October 2026



Bus Safety

Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)

Public Transport Safety

Public transport is globally recognised as one of the safest modes of travel, Auckland crash data supports this view.

- **On board:** Bus drivers and passengers account for about 0.7% of all Death and Serious Injury (DSI) cases in Auckland. In contrast, almost 50% of DSI cases are associated with light vehicle (car, wagon, ute and SUV) users.
- **Bus-related crashes:** Crashes involving buses can still affect other road users not inside the bus. These crashes account for around 2.3% of Auckland's total DSIs.

September Update

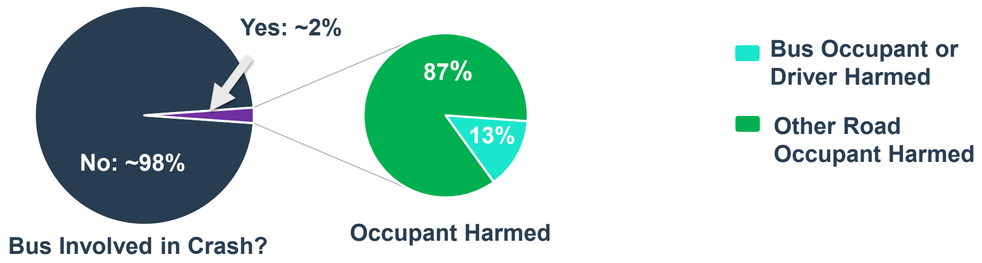
There was one bus-related crash in September involving a bus and a truck/trailer on SH1. NZTA's Crash Analysis System (CAS) does not yet hold information on this crash, so the following graphs will not be updated until the crash record has been processed and made available in CAS.

According to CAS processing timeframes, crash data may take up to four weeks from receipt of Police information for non fatal injury crashes, and up to three months for non-injury crashes.

Bus-Related Crashes

- Bus-related deaths and serious injuries have remained low and stable, fluctuating between a maximum of 16 cases (in 2026 so far) and a minimum of 8 cases (in 2024).
- Within these bus-related incidents, approximately 87% of harm is experienced by people outside the bus, particularly pedestrians and car occupants, while one-quarter involves bus drivers and passengers.
- This data confirms that bus travel remains one of the safest modes in Auckland, with low harm levels and most risk occurring outside the bus.

Auckland Death and Serious Injuries Data (2021 – 2026)



Public Self Reported Events (Sep 2025 – Sep 2026)

Bus traffic signal non-compliance events

- Between September 2025 and September 2026, there were 400 public reports alleging red-light running involving Auckland Transport buses, averaging 30.8 reports per month. These reports were identified through the AI-enabled CRM process and subsequently validated to ensure only confirmed red-light running allegations were included in the dataset.
- These reports have not been independently verified as safety breaches and should be interpreted as public observations and allegations rather than confirmed offences. Each report is provided to the relevant bus operator for investigation and appropriate follow-up action. Future reporting will include the breakdown of investigation outcomes.

Key trends and observations

- Reporting levels varied throughout the year, ranging from 17 to 51 incidents per month.
- The highest number of reports occurred in February 2026 (51 reports).The lowest number of reports occurred in December 2025 (17 reports).
- The data shows a relatively consistent pattern of monthly reporting, with the majority of months falling within the 25-35 reports range.

Considerations

- The data is based on public reports of alleged red-light running incidents and does not represent confirmed traffic offences or safety breaches. Reporting volumes may be affected by factors such as public awareness, network activity, traffic conditions, media attention, and ease of reporting, in addition to any actual changes in driving behaviour.
- Future work will endeavour to include an outcome resolution in relation to each of these confirmed red-light running allegations.

Actions Underway

- Red light running is now a standing agenda item at monthly bus operator meetings to maintain focus and accountability. Customer Care has updated its processes so all red light running complaints are managed as Sensitive Cases, ensuring priority handling, formal operator investigation, and improved visibility of trends and outcomes. Where investigation is required, operators are expected to complete a PT Investigation Report, providing a clear record of investigation steps, findings, and actions taken to strengthen the audit trail and oversight of reported incidents.
- Work is also underway to identify hotspot locations and reinstate red light camera reporting to support targeted interventions and performance monitoring.

Bus Safety

Public Self Reported Events (Sep 2025 – Sep 2026)

Customer and public safety events

This data is related to the monthly count of customer reported incidents, identified through CRM AI analysis, where a member of the public has reported an incident involving:

- Aggression
- Violence
- Racism
- Discrimination
- Inappropriate behaviour.

Summary

- Customer-reported incidents involving **aggression, violence, racism, discrimination, and inappropriate behaviour**, captured through CRM AI record a total of 1,901 incidents recorded during the 13-month period September 2025 to September 2026. Monthly incident volumes fluctuated throughout the reporting period, ranging from a low of 110 incidents in December 2025 to a peak of 187 incidents in March 2026.

Key trends and observations

- The latest reporting month (September 2026) recorded 168 incidents, compared to 154 incidents in September 2025.

- CRM case volumes have increased over the past three months; however, current levels remain within normal historical variation and below previous peaks observed earlier in the year. The trend should continue to be monitored over coming months to determine whether it represents a sustained increase or normal month-to-month fluctuation.

- A focus continues on improving safety across the public transport network through initiatives delivered under the Public Transport Safety Action Plan.

- Continued monitoring of customer-reported incidents will assist in identifying emerging trends, informing targeted interventions, and evaluating the effectiveness of ongoing safety initiatives.

Public Transport Safety: Rail Safety (Summary)

Railway Safety

Summary – September

Overall safety performance remains stable, with public-interface safety the main area requiring longer-term improvement. No SPAD A events were recorded in September.

Public-interface risk remains the key concern.

- A fatality occurred at Rossgrove Terrace, Mt. Albert, in September, following a separate fatality at New Lynn in August. These were the first fatalities in consecutive months since 2020, based on available data.
- Trespass remains the main public-interface issue, with pedestrian crossing near misses also increasing.

Work is focused on longer-term risk reduction.

- Hotspot and causal analysis, pedestrian crossing assessments and review of existing controls are being used to identify priority locations and interventions, including level-crossing improvements, corridor protection and targeted safety investment.
- An industry Public Interface Safety Forum has been established to strengthen cross-agency planning, oversight and coordination.

Key Trends and Insights

- The European Train Control System (ETCS) monitors train speed and can intervene to prevent a train passing a signal at danger. It provides an additional engineering control against SPAD risk, with ongoing assurance focused on driver interventions and precursor trends.
- Hotspot and causal analysis is underway across trespass, pedestrian near misses and operational precursors, alongside assurance of existing controls. The findings will be used to prioritise further engineering, operational and public-interface interventions.

Safety Assurance

- Operational controls remain effective, supported by the completion of ETCS protection across KiwiRail's freight fleet operating within Auckland.
- Assurance activity is now increasingly focused on public-interface risk, using hotspot analysis, risk assessment and cross-agency oversight to identify where existing controls need to be strengthened and where longer-term investment should be prioritised.

*A SPAD A incident (Signal Passed At Danger Category A) is where a train, without authorisation, passes a signal that is displaying a red signal.

Public Transport Safety: Current Rail Safety Initiatives

Initiative	Objective	September Updates	Insights
Incident precursors	Identify emerging risks before they result in harm.	• Incident precursors were broadly stable, decreasing from 71 in August to 68 in September. • Key precursors level-crossing and trespass incidents remain elevated.	• The current total hides a continued concentration in level-crossing and trespass risks, where targeted interventions and controls remain priorities.
Signal Passed at Danger (SPAD) Risk Reduction	Prevent SPAD A incidents with effective operational controls.	• No SPAD A events were recorded in September. • ETCS protection is now installed across all trains operating on the Auckland Metro network.	• No SPAD A events provide positive assurance over operational controls, with ETCS protections proving effective. • Ongoing assurance will focus on degraded-mode operation, driver interventions, competence and precursor trends to confirm that the controls remain effective.
Suicide & Self-Harm	Reduce harm through coordinated prevention and response.	• Potential self-harm events reduced by three in September. • A second fatality occurred and, the first consecutive-month fatalities since 2020 based on available data.	• Seasonal risk remains a focus. • The reduction in potential self-harm events is positive; however, the consecutive fatalities highlight the continued consequence of public-interface risk. • Focus remains on hotspot analysis, prevention measures and confirming controls are effective at higher-risk locations.
Level Crossing Safety	Reduce road and pedestrian risk at level crossings.	• The overall level-crossing incident rate remained stable at 1.2 per 1,000 services. • Pedestrian near misses increased to three, while vehicle near misses reduced to one and barrier-arm collisions reduced to 12.	• Overall performance remains stable, but the increase in pedestrian near misses requires continued attention, particularly following the Rossgrove Terrace fatality. • Pedestrian Crossing risk assessment scheduled, and to be completed by November. • Additional location and causal analysis is being used to confirm control effectiveness and target further interventions.
Trespass, Vandalism & Rail Corridor Protection	Reduce harm and disruption from unauthorised corridor activity.	• Trespass increased and remains the largest public-interface issue. • Five incidents accounted for 88% of September trespass delay minutes. • Vandalism increased from 8 to 10 incidents, with increased lineside fires.	• Risk remains concentrated in a relatively small number of higher-consequence events and locations, supporting a targeted rather than network-wide response. • Further location and causal analysis will support hotspot interventions and assurance that existing controls, including AI-enabled station CCTV, are reducing exposure.

Public Transport Safety: Current Rail Safety Initiatives

Initiative	Objective	September Updates	Insights
Overbridge Safety Improvements	Reduce public safety risk at priority overbridges: • Station Road, Manurewa • Clevedon Road, Papakura • Massey Road, Middlemore • Stadium Drive, Pukekohe	• Upgrades are programmed at four priority overbridges: • Delivery to be aligned with rail network access	• The programme targets known hotspots before further serious incidents occur. • Benefits will be tracked through unsafe-behaviour and customer-risk indicators.
Bridge Strike prevention	Prevent bridge strikes and associated network disruption.	• One bridge strike occurred at Merton Road in September, bringing the 2026 total to five, equalling the 2021 total.	• Preventive work is focused on hotspot treatment, signage and freight-sector engagement. • Revised AOR and KiwiRail response procedures are limiting network disruption.
Train Crew Security & Safety	Protect train crew and customers from security-related harm.	• One onboard assault involving train crew was reported in September. • Body-worn camera deployment and frontline security arrangements continuing to support crew safety.	• The incident reinforces the need for visible, consistent frontline controls ahead of anticipated growth in customer volumes. • Management is assessing whether current deployment and response arrangements provide sufficient coverage.
Train-Borne Communication upgrades	Strengthen emergency communication and operational response.	• Seventy-five trains have migrated to the new train-to-wayside communications platform, improving connectivity with Auckland Rail Operations Centre (AROC).. • Full fleet installation is expected by end of the year. • Ground-based solution expected to be in place by early 2027.	• The upgrade strengthens situational awareness and emergency coordination. • Benefits should be tracked through communication reliability and incident-response performance as rollout progresses
Improve customer perceptions of Safety	Increase customer confidence in railway station safety and security.	• Current interventions include station security enhancements, CCTV, body-worn cameras, Station CPTED reviews and targeted security deployment.	• The current priority is to improve the visibility and consistency of controls, supported by measurable perception outcomes. • Investment case in physical and operational controls to be developed.
Public Interface Safety	A multi-organisational forum to oversee and coordinate key public interface safety risks across the rail network.	• Draft Terms of Reference have been developed, setting out the Forum's scope, membership, decision-making authority, reporting arrangements and expected outputs.	• The Forum addresses the current need for clearer cross-agency ownership and a coordinated view of risks that extend across organisational and asset boundaries.

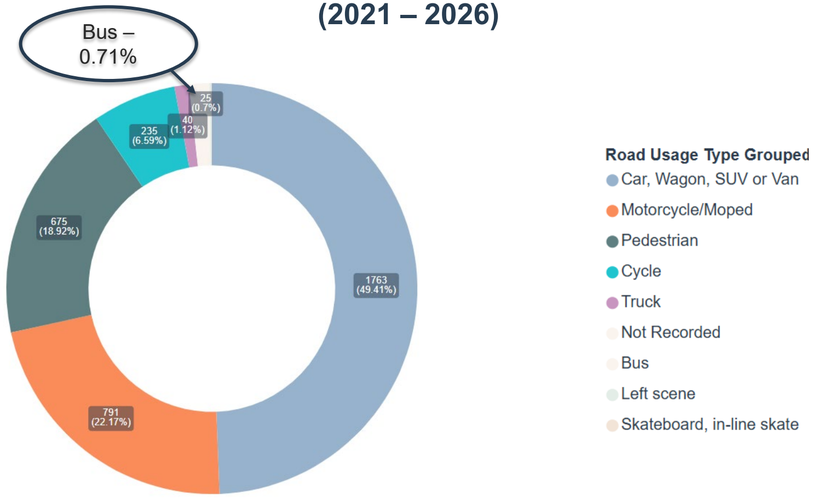
Appendix

September 2026

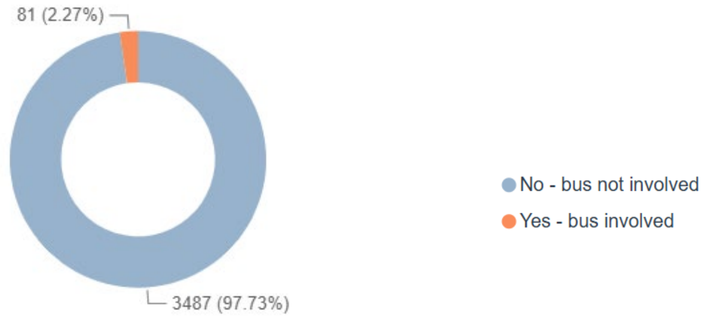
Appendix: Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)

Bus Safety

Auckland Deaths and Serious Injuries by travel mode (2021 – 2026)

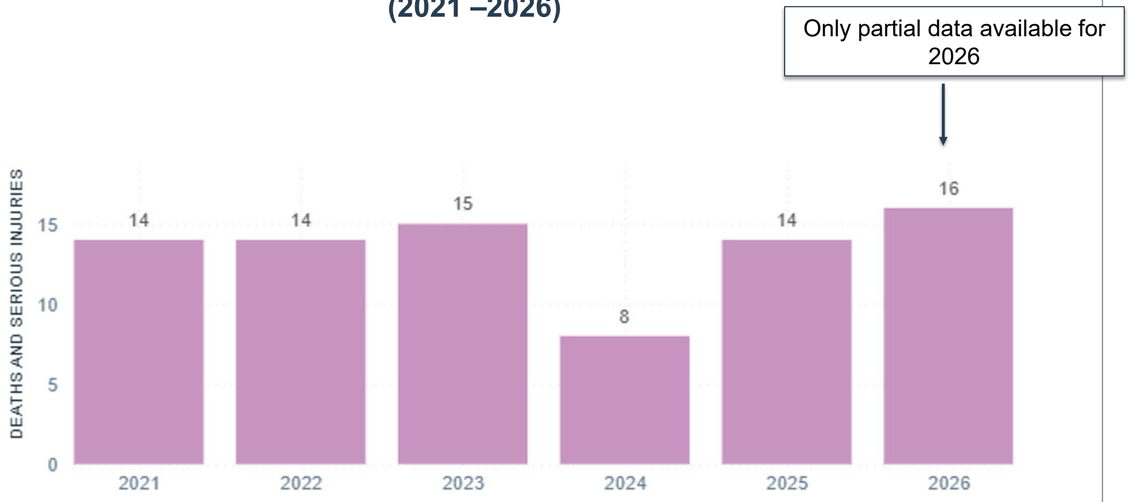


Auckland Deaths and Serious Injuries by Bus Involved (2021 – 2026)

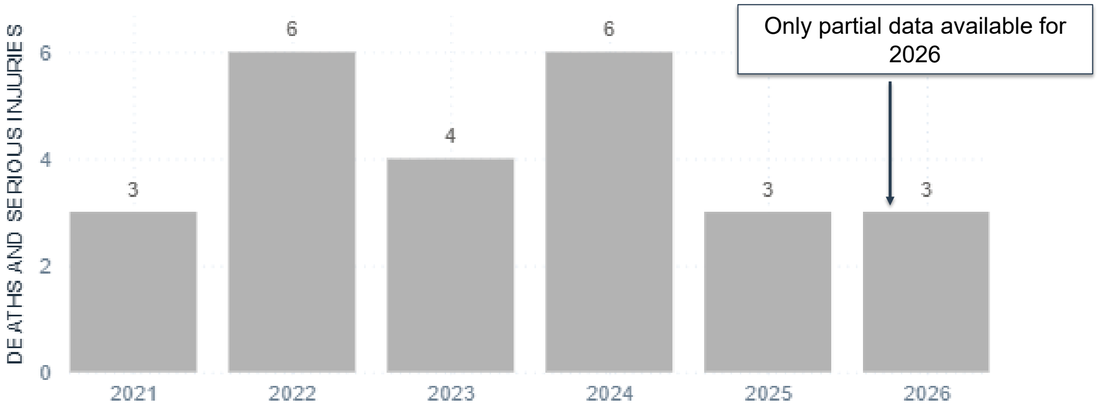


*The CAS data extraction was completed on 2 October 2026. The 2026 data is only partial because the year is still in progress and there is reporting lag between when a crash occurs and when it is entered into the CAS system. Additionally, this dataset reflects only recorded crashes, and serious injury crashes known to be underreported in CAS. All graphs also include crash data for all bus services, covering public transport, commercial operators, and private operators.

Bus related Deaths and Serious Injuries by year (2021 –2026)



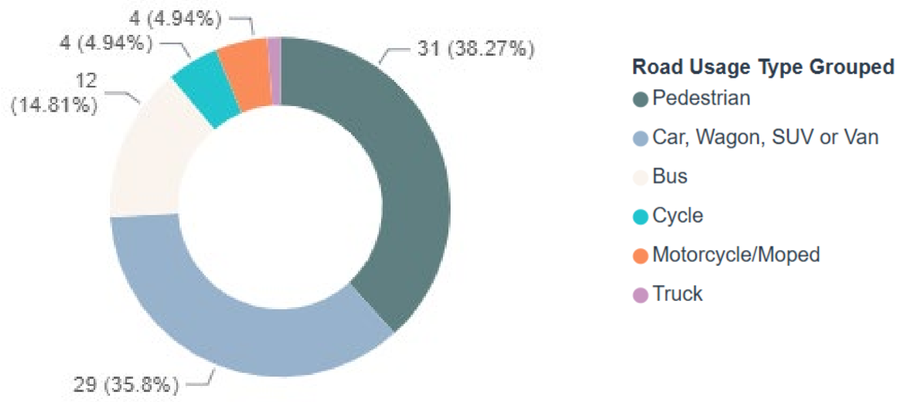
Bus Driver and Passenger Deaths and Serious Injuries by year (2021 – 2026)



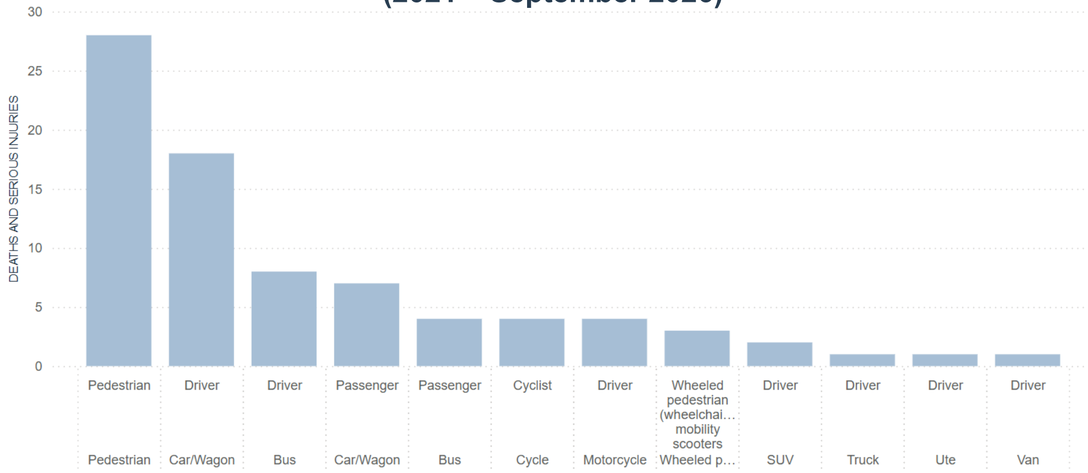
Appendix: Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)

Auckland bus related deaths and serious injuries (2021-2026)

Auckland Bus Related DSI by affected road user (2021 – September 2026)

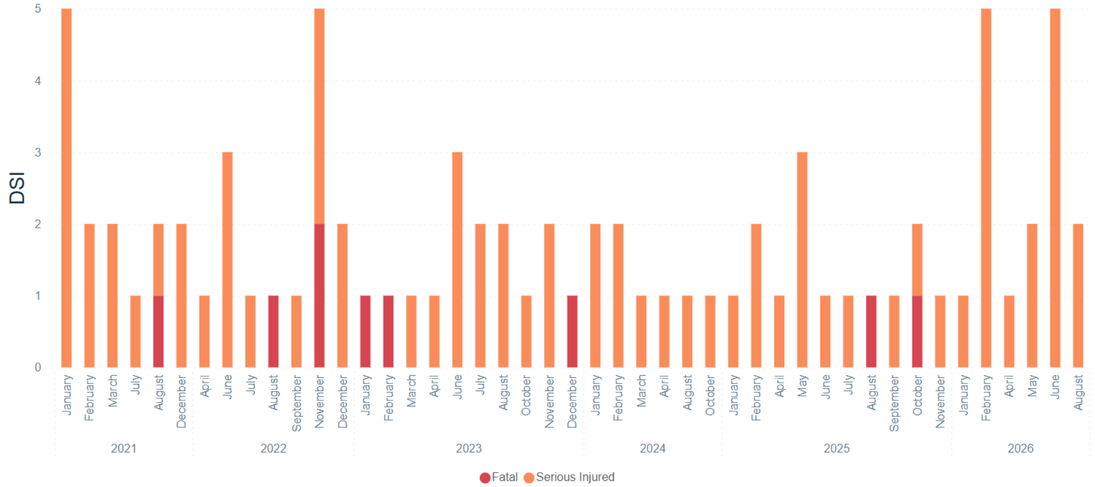


Auckland Bus Related DSI by Affected Road User Type and Injury Scale (2021 – September 2026)



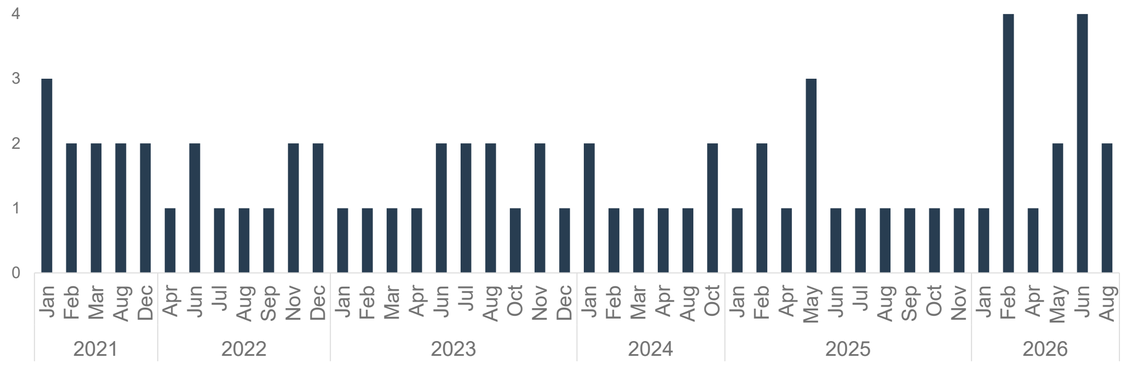
* The CAS data extraction was completed on 2 October 2026.The 2026 data is only partial because the year is still in progress and there is reporting lag between when a crash occurs and when it is entered into the CAS system. Additionally, this dataset reflects only recorded crashes, and serious injury crashes known to be underreported in CAS. All graphs also include crash data for all bus services, covering public transport, commercial operators, and private operators.

DSI caused by Auckland Bus Involved crashes by month (2021 – Sep 2026)



The CAS extraction for this data was completed on 2 October 2026. This chart shows the number of fatal and serious injuries caused by crashes involving busses across Auckland for the period 2021-2026. Figures are based on the number of people injured and may include multiple fatalities or serious injuries arising from a single crash.

Auckland Bus Involved Crashes Resulting in DSI by month (2021 – Sep 2026)

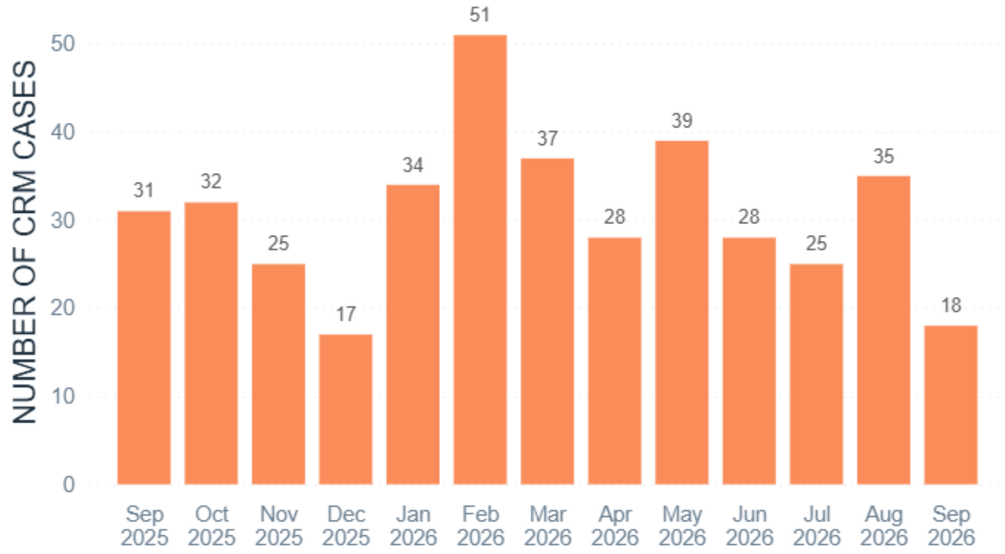


The CAS extraction for this data was completed on 2 October 2026. This chart shows the distinct crashes involving busses in Auckland that resulted in either death or serious injury to the occupants.

Appendix: Public Self Reported Events

Bus Traffic signal non- compliance events

CRM cases related to bus driver red light running*
(September 2025 – September 2026)



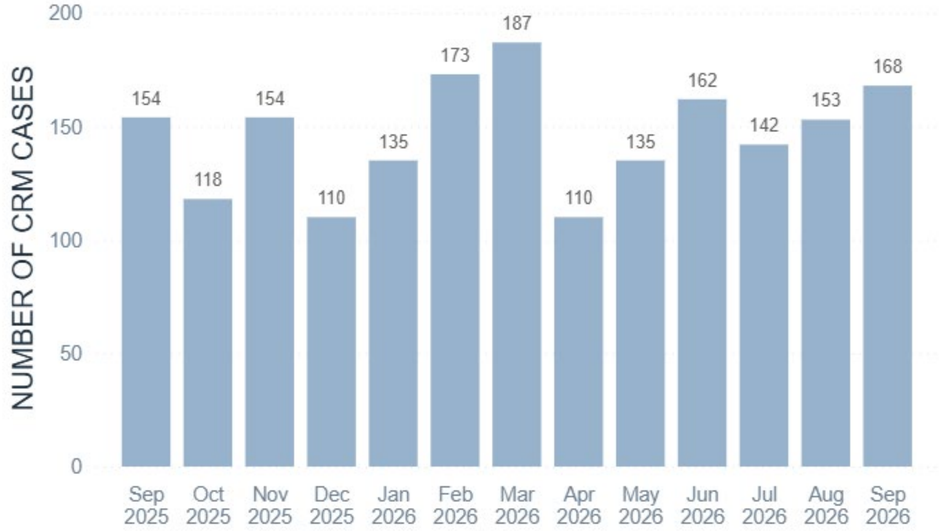
These figures have been manually verified from the CRM AI search to ensure that they are true cases of accusations of red light running. However, it is worth noting that while the system provides valuable insights, it is not perfectly accurate, and the original AI search may fail to detect cases that should have been. The actual extent of underreporting remains unknown.

These numbers are expected to evolve as we continue with data quality assurance and refine the AI model to more effectively assess CRM cases.

Additionally, the data is based solely on public submissions and may include subjective or anecdotal accounts. As such, they represent perceived incidents rather than confirmed legal breaches or verified violations of operational policy.

Customer and public safety events

Member of public reported harmful interactions*
(September 2025 – September 2026)



These figures reflect only the cases detected and recorded by the AI system. While the system provides valuable insights, it is not perfectly accurate. It can flag cases that should not have been identified and, conversely, fail to detect cases that should have been. The actual extent of underreporting remains unknown.

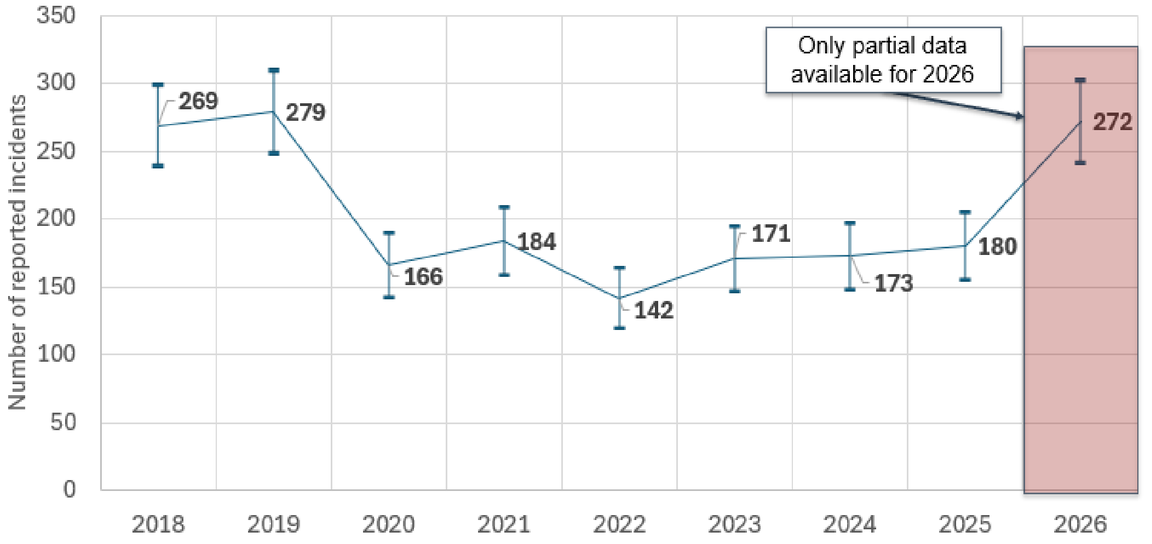
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Railway incidents reporting

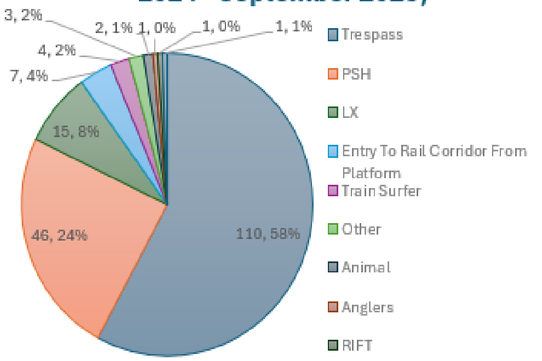
Railway Trespass and Barrier Arm Collision Incidents

Railway Trespass Incidents (2018-2026) as at 2/10/2026

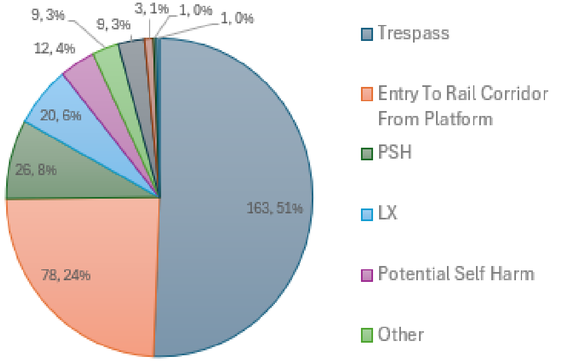


*The confidence intervals assume that the data follows a Poisson distribution. They do not account for any underreporting in the data.

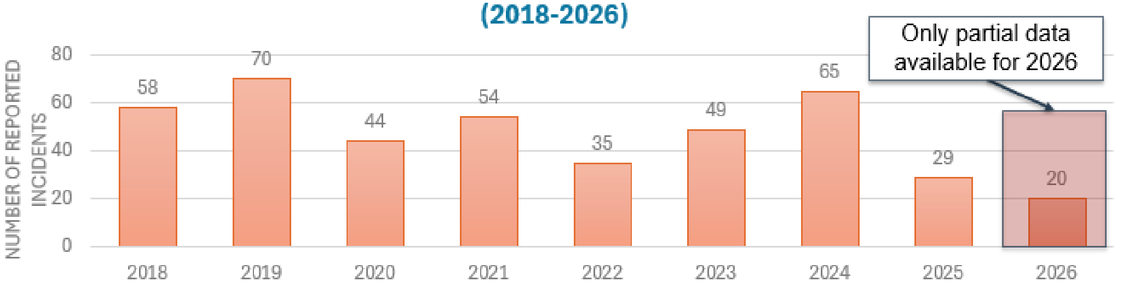
Railway Trespass Incidents (October 2024 - September 2025)



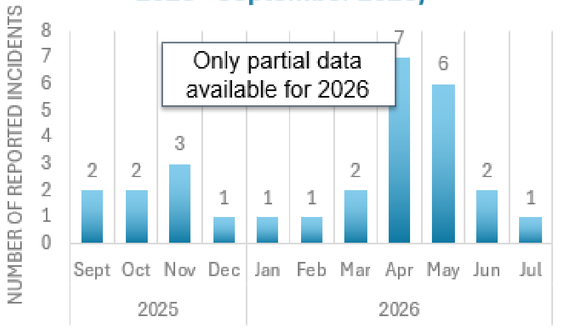
Railway Trespass Incidents (October 2025 - September 2026)



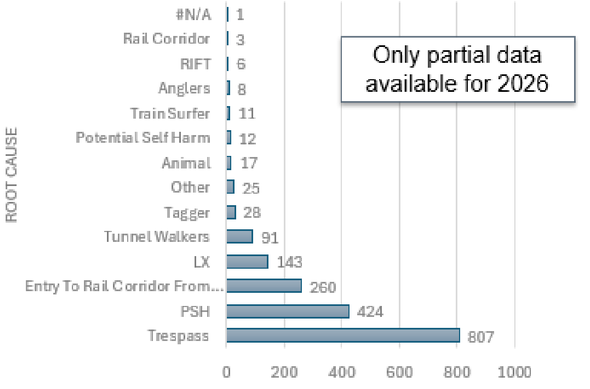
Annual Reported Railway Tresspassing Potential Self-Harm Incidents (2018-2026)



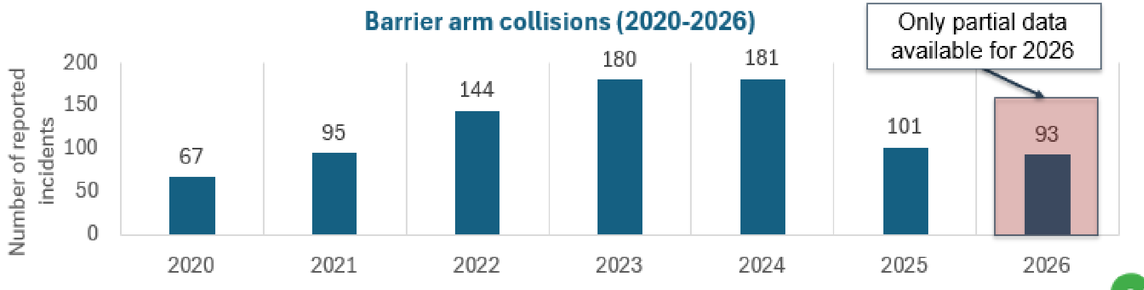
Monthly Reported Railway Potential Self-Harm Incidents (September 2025 - September 2026)



Railway Trespass Incidents (2018-2026)



Barrier arm collisions (2020-2026)



Railway incidents reporting

Reported Train Near Misses Incidents

Reported Train Near Misses (2020-2026)



	2020	2021	2022	2023	2024	2025	2026
Pedestrian	41	28	26	53	59	48	29
Motor Vehicle	8	7	4	6	9	14	12

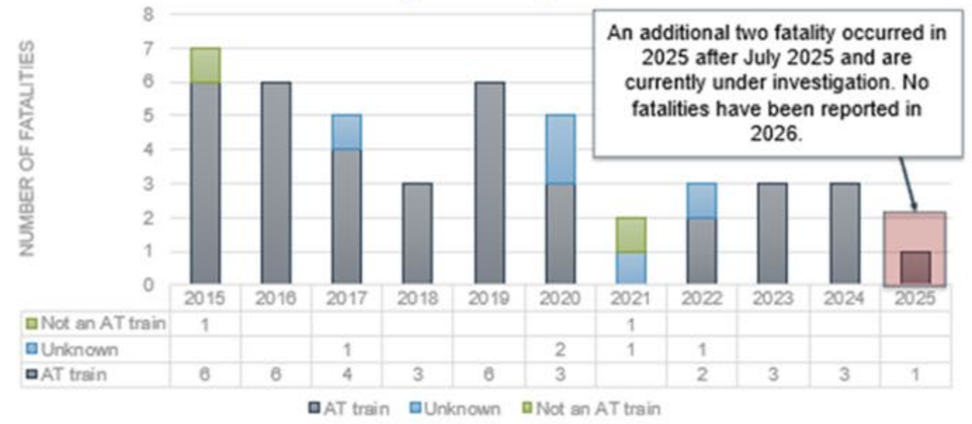
Reported Train Near Misses (September 2025 - September 2025)



	Sept	Oct	Nov	Dec	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Pedestrian	5	9	9	3	4	6	3	4	3	3	11	1
Motor Vehicle		1	2	2	2	2	1	2	1	1	2	1

Railway Fatalities

Fatalities on the Auckland Controlled Rail Network (2015-2026)*



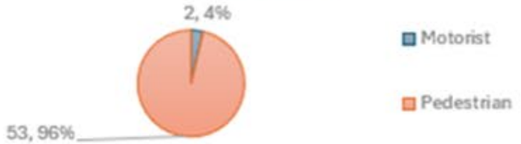
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Not an AT train	1						1				
Unknown			1			2	1	1			
AT train	6	6	4	3	6	3		2	3	3	1

Fatality information is at 6/6/2026

Fatalities on the Auckland Controlled Rail Network - location type (2015-2026)*

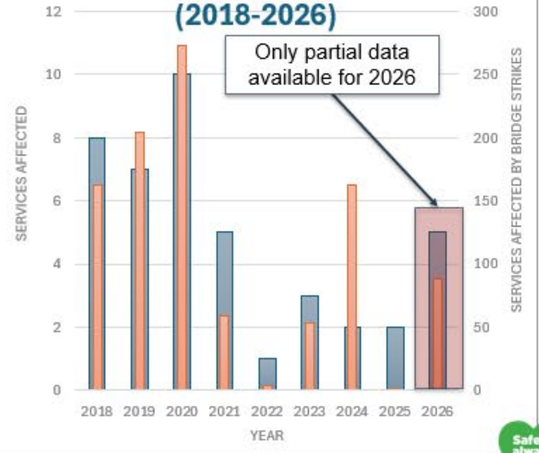


Fatalities on the Auckland Controlled Rail Network - Road User Type (2015-2026)*



Rail over-bridge strike

Rail over-bridge strike incidents and services affected by year (2018-2026)



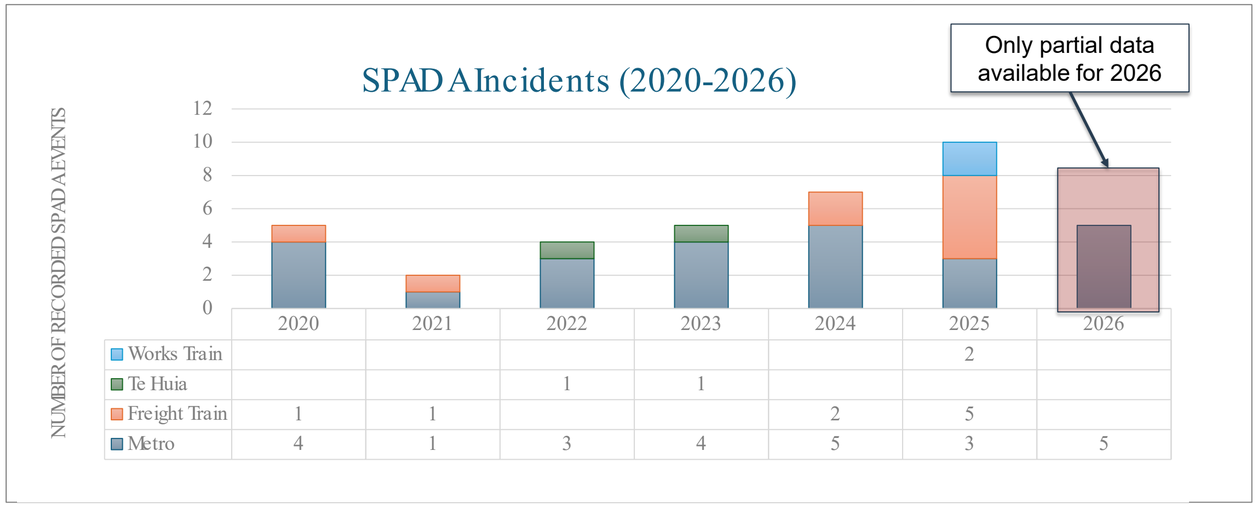
*These graphs exclude incidents at the Glenbrook Vintage Railway

**A SPAD A incident (Signal Passed At Danger Category A) is where a train passes a signal that is displaying a red signal without authorisation.

Rail fatality and serious injury statistics may include incidents involving passengers, rail workers, trespassers, level crossing users and, in some datasets, suspected suicides or attempted suicides. As these groups are exposed to different risk factors, caution should be exercised when comparing trends between categories

Railway incidents reporting

SPAD A Incidents



Memorandum

To: The Auckland Transport (AT) Interim Board (board)
From: Rachel Cara
Date: 21 September 2026
Subject: Public Transport (PT) Safety Action Plan - Progress Update

Purpose

1. To provide the board with a six-month progress update on the Public Transport (PT) Safety Action Plan and outline the key 2026/27 initiatives to strengthen safety, confidence and trust across the PT network.

Executive summary

2. The PT Safety Action Plan provides a coordinated programme of work to improve safety outcomes for customers, frontline workers and the wider PT network. Over the last six months, delivery has shifted from mobilisation into implementation, with many initiatives now completed, embedded into ongoing programme delivery, or progressing through trials and staged roll-out. Of the 16 safety initiatives, two are complete, three have moved into ongoing delivery, three are underway, seven are underway with revised dates, and one has not yet commenced.
3. Key progress includes bus driver safety screens across 80 per cent of the fleet, Share My Journey in the AT Mobile app, expanded real-time CCTV, the Flexi-Stop trial, and Safety Ambassadors on buses through Armourguard and Te Hā Oranga. These initiatives strengthen visible and behind-the-scenes safety responses.
4. The next phase of delivery will focus on completing current trials, using evidence to determine which initiatives should be embedded or expanded, and continuing to invest in prevention, partnership, intelligence sharing and technology-enabled safety responses.

Background

5. Safety remains a priority for AT because it directly affects customers' willingness to use PT, the wellbeing of frontline workers, and overall confidence in the network. The action plan brings together operational, technology, customer, workforce and partnership initiatives to respond to both actual safety risks and perceptions of safety.
6. AT measures safety perceptions through its brand and reputation tracker and the quarterly Gravitas onboard survey. The survey will be used for the Statement of Intent (SOI) measure for onboard customer safety perception. The target is above 95% for 2027.

7. Figure 1 shows perceptions have been largely stable across the reporting period, with a temporary increase in March 2026 following significant media coverage of a PT safety event.

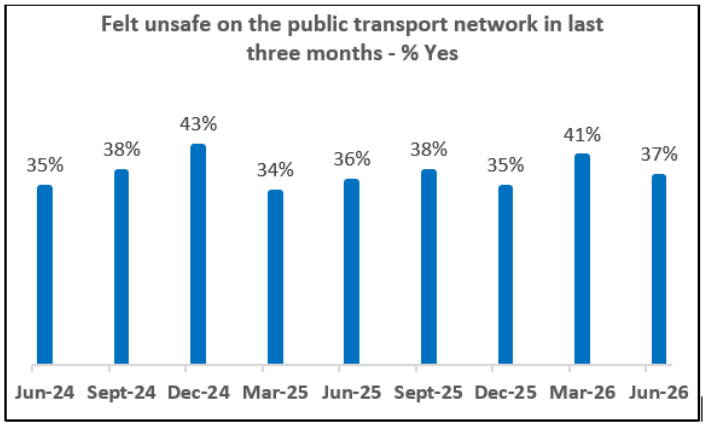


Figure 1: AT Brand and Reputation Tracker

8. Figure 2 shows onboard customer safety perceptions remain high, based on customers who rated their sense of safety 6 or above out of 10 for the service they were using when surveyed.

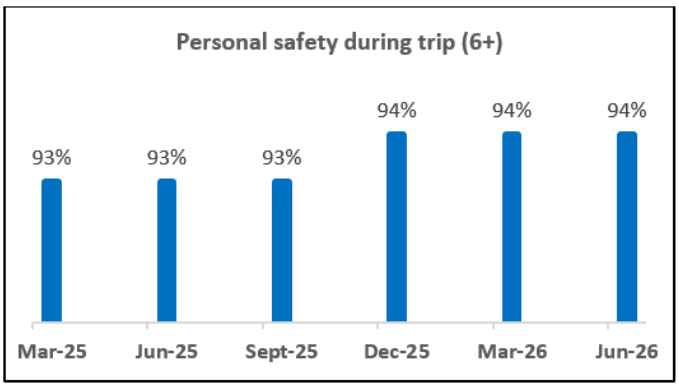


Figure 2: AT onboard customer survey via Gravitas

What you need to know

Achievements: January to June 2026

9. Progress over the past six months shows the coordinated programme has moved into active delivery across multiple workstreams.

10. Revised delivery dates largely reflect the complexity of scoping initiatives, confirming operating models, aligning technology requirements, securing partner input and finalising co-funding. They provide a more realistic pathway while maintaining the programme's intent and momentum.

11. Key achievements over the last six months include:

a) Bus driver safety screens have been installed across 80 per cent of the fleet (achieving target), with 1,100 screens in place. Early results indicate a protective effect, with assaults against bus drivers down 50 per cent in the first half of 2026 compared with 2025.

b) Share My Journey has launched in the AT Mobile app, allowing customers to share trip details with trusted contacts. Uptake has been strong, with more than 13,000 journeys shared since launch.

c) The real-time CCTV bus trial has expanded, giving depots access to onboard footage for faster, better-informed incident responses. Phase 1 covered 120 buses with Phase 2 extending to 300 buses (~25% of total fleet).

d) The Bus Safety Ambassador trial, delivered with Armourguard and Te Hā Oranga, Te Rūnanga o Ngāti Whātua, is testing a relationship-based safety approach focused on early intervention, reassurance, fare compliance and a more welcoming PT environment. Early customer and operator feedback has been positive.

e) The Flexi-Stop trial has commenced on Route 18 between New Lynn and Downtown, allowing passengers to alight between stops after 7.00pm where safe. The trial aims to improve the nighttime customer experience and inform wider expansion.

f) Proactive communications have highlighted AT staff, partners and safety initiatives, helping customers see the steps being taken to improve network safety.

Table 1 below identifies the status of the safety initiatives within the PT Safety Action Plan:

Table 1:

	Initiative	Status	Delivery
1	AT Mobile - Share My Journey	Complete	
2	Bus driver safety screen	Complete	
3	Community outreach & partnerships	Ongoing – moved to continuous programme	
4	Communications Strategic Plan	Ongoing – moved to continuous programme	
5	Crime prevention planning	Ongoing – moved to continuous programme	
6	Safety ambassador on bus trial	Underway	May 2027 *(revised from March 2027 start date to May 2027 completion)*
7	Realtime CCTV on bus trial	Underway	March 2027
8	Video analytics software development	Underway	January 2027
9	Active bystander programme	Underway – new date	June 2027 *(revised from June 2026 start date to June 2027 completion)*
10	Centralised reporting & intelligence sharing	Underway – new date	June 2027
11	Bus in duress alarm system	Underway	April 2027
12	Nighttime experience: Flexi-Stop	Underway	October 2026

13	Body worn cameras – Auckland One Rail	Underway	October 2026 *(revised from June 2026 start date to October 2026 to completion)*
14	Monitored CCTV at depots to reduce graffiti Attacks	Underway	January 2027 *(revised from June 2026 start date to January 2027 completion)*
15	Remote operation of train gate lines	Underway	September 2026 *(revised from June 2026 due to completion of the final gateline)*
16	Solar light performance dashboard	Not started	Not started

12. Additionally, operators are leading their own safety initiatives to improve safety experiences for customers and drivers. These include:

    a) Howick and Eastern:

    - Driver fatigue management technology is being trialled on six buses.
    - Driver monitoring system alerts for stop sign breaches and tailgating have reduced by 98 per cent.

    b) Kinetic:

    - Daily pre-sign-on breath alcohol testing has been rolled out for drivers.

Updated Action Plan Initiatives: June 2026 – June 2027

13. The refreshed action plan covers 11 initiatives, 10 of which are underway. Delivery dates (see Table 1) reflect expected trial or implementation completion and will be reviewed as evidence, funding, procurement and partner dependencies are confirmed.

14. The next phase will focus on completing trials, strengthening evidence of impact, and deciding which safety interventions should be embedded, expanded or adapted.

15. Co-funding has been secured for five safety initiatives through the New Zealand Transport Agency Waka Kotahi's (NZTA) Bus Driver Safety and Work Environment Initiative. These are: extension of realtime CCTV on bus trial, bus in duress alarm system, video analytics software development, active bystander programme (community of care) and safety ambassador on bus trial.

Next steps

16. Six-monthly updates will continue to be reported to the board against the PT Safety Action Plan. The next update is scheduled for February 2027.

17. Progress will also continue to be reported through updates to the Auckland Council Transport and Infrastructure Delivery Committee.

Attachment

Attachment #	Description
1	Public Transport Safety Action Plan V13 (August 2026 update)

Public Transport Safety Action Plan

Our Focus Areas
2025 – 2027



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Document Version History

Version Number	Date	Release	Description of Changes	Author	Approver
V1.0 - V10.0	Sep 2025	Draft	Draft - Initial Documentation	Zara Walker PT Safety Engagement Lead	Rachel Cara GM PT Operations
V11	Aug 2025	Approved	Published - Initial Documentation	Zara Walker PT Safety Engagement Lead	Rachel Cara GM PT Operations
V12	Jan 2026	Approved	How We Plan to Deliver Updated Initiatives	Zara Walker PT Safety Engagement Manager	Rachel Cara GM PT Operations
V13	Aug 2026	Approved	How We Plan to Deliver Updated Initiatives	Zara Walker PT Safety Engagement Manager	Rachel Cara GM PT Operations

Context & Purpose

The purpose of this document is to outline the targeted initiatives Auckland Transport (AT) will undertake to enhance the safety of the public transport network for our customers, workforce, and communities. This action plan will be updated regularly to reflect the successful completion of the initiatives outlined here and to incorporate new actions over time.

Everyone who uses public transport in Tāmaki Makaurau deserves to move freely around our network without fear or concern for safety. We tiaki people who travel on our buses, trains, and ferries, enabling them to get to where they need to through effective and safe travel options, whether for work, study, or leisure.

The public transport network does not operate in isolation, and societal changes mean that our customers are increasingly concerned about their personal safety when traveling to and on public transport. Safety in the public realm is complex; there are no simple solutions, and AT cannot solve it alone. Collaboration with Police, other agencies, and the community is vital to improving safety across public transport and facilities.

This plan primarily focuses on actions to improve safety for customers and the workforce, but also includes actions for AT internally to enhance our understanding and ensure evidence-based decision-making. We believe that the Public Transport Safety Action Plan focus areas and subsequent initiatives outlined in this document will play a critical role in addressing perceptions of safety on public transport.

The implementation of these initiatives will begin in July 2025, with quarterly reviews to assess progress and make necessary adjustments.

This plan contributes to Auckland Council's vision for public transport: 'to massively increase public transport use to reduce congestion, improve access for Aucklanders, support the economy and enhance the environment', and specifically the goal under this vision of 'safe and accessable transport for everyone'.



Why does AT need a Public Transport Safety Action Plan?

Current state

Over recent years, there has been a notable rise in violent incidents and aggressive behaviour directed at frontline staff. At the same time, antisocial behaviour observed on public transport and at facilities across the network has also increased, affecting the public's perception of safety while using public transport.

Customer insights show:

(AT's Brand and Reputation Tracker Oct, Nov, Dec 2024):

- A third of customers have felt worried about their personal safety when using public transport in the last three months
- A third of customers report not using public transport at night due to concern for personal safety
- Around 15% of customers report that personal safety concerns have reduced the use of public transport
- Furthermore, 18% of respondents indicated a decrease in their public transport usage, up from 12% in March 2024.

The 2025 audit into the "Reliability of Public Transport in Auckland" by the Auditor General highlights the need for more detailed planning and implementation when it comes to safety initiatives.

Existing tools to manage safety

AT uses a range of initiatives to manage safety on the public transport network. These include (but are not limited to):

- Deployment of Transport Officers using an intelligence-led deployment models (64 employed in May 2025)
- Deployment of static and roving security guards on all modes
- Māori Warden services on evening trains
- 24/7 safety and security personnel monitoring CCTV and emergency help points across buses, trains and ferries
- Local engagement with NZ Police and other agencies (location-specific)
- Crime prevention through environmental design assessments and standards.

Recent initiatives to improve safety

We have momentum in delivering safety improvements, with several changes already implemented. However, there is more to be done.

Initiatives include:

- Roll out of bus driver safety screens, with a commitment to have screens fitted to 80% of buses by June 2026
- A simplified way unpaid fares are recorded on buses, leading to improved insights for the deployment of Transport Officers and improved understanding for bus operators
- Participation in multi-agency and communityled safety initiatives
- Trial of customer service officers on trains
- Enhanced reporting of crimestoppers (anonymous text reporting)
- Development of a public transport safety communications plan for 2025 – 2026.



Strategic Alignment

The Public Transport Safety Action Plan aligns directly to safety and public transport strategic direction. This relationship is outlined below:

Auckland Regional Public Transport Plan (RPTP) 2023

This is the primary strategic plan for public transport in Auckland. The strategic direction for public transport has been set here by Council and it contains our high level actions and policies to lead the operation of the public transport system over the coming years. 'Safe and accessible transport for everyone' is one of the goal areas in the RPTP, and this action plan expands on this goal area to deliver practical initiatives to help reach this goal, in alignment with the rest of the plan.

Vision Zero Safety Strategy 2019

This is the primary stategic direction for transport safety in Auckland. The strategic direction in this document says that, as part of a system where no transport users experience deaths of serious injuries, public transport users must be safe. A number of Aucklanders' have died due to public transport related activity, and this needs to end through a suite of interventions across the network.

This action plan also helps deliver on our corporate work accelerator 'PT from good to great', which covers a number of areas where we will provide targeted improvement in PT for for our customers. This is highlighted in our Statement of Intent to Council, which sets out agreed work to meet Council's expectations for the coming years.



Our Areas for Action:

The issue of safety is complex and multifaceted. No single initiative or action alone can prevent crime or anti-social behaviour on the public transport network.

Eight focus areas have been developed to ensure an AT-wide coordinated approach to delivery of safety initiatives.

These cover the breadth of the public transport system from infrastructure improvements such as lighting upgrades, to strategic messaging and storytelling.

All initiatives as part of this plan will show alignment to a key focus area, to ensure that we're focusing on the right areas and creating an impact.

The initiatives are not intended to be evenly split across the eight focus areas; they are a guide to ensure alignment.

The success of this plan will be achieved through targeted interventions that address these focus areas and are measurable to understand levels of success.



Our Areas for Action:

1. Community & tactical deployment

Implement tactical and community driven interventions that enhance the perception of safety, security and trust in public transport.

Outcome: Community engagement and tactical deployment tailoring to local needs, fostering a sense of shared responsibility and enabling appropriate preventative and responsive deployment methodology.

2. Strategic & community partnerships

Increase and maintain strong community, agency and iwi partnerships to support and champion safe public transport journeys.

Strategic partnerships are essential to fostering innovation, enabling shared learning, and codesigning solutions that help to collectively adapt to emerging challenges.

Outcome: Strategic partnerships are developed and nurtured driving innovation, enabling shared learning, and co-designing solutions that adapt to emerging challenges.

3. Resilience, agility & real time response

Fostering increased capability and coordination across groups, partners and agencies responding to incidents impacting on customer journeys and experiences in real time.

Outcome: Enhanced real time monitoring, coordination and capability across AT, Operators, Police and other agencies, enabling effective response to incidents.

Timely communication, accurate information sharing and faster recovery, to keep workers and customers informed, minimising the impact of disruptions and reinforcing their sense of safety and trust in the transport system.

4. Communications & story telling

Increase the perception of safety through strategic communications, shared experiences and the amplification of services and initiatives supporting the public transport system

Outcome: The perception of public transport safety has improved. Customers and communities feel engaged and have confidence in the actions AT is taking to improve safety for all.



5. Recording, reporting & intelligence

Enhanced operational efficiency and decision-making capabilities by streamlining processes for recording, reporting and generating intelligence. Understanding our workforce, customers and communities.

Outcome: Effective recording, reporting, and intelligence gathering, providing a better understanding of the network through our customer and workforce experiences. We have centralised reporting and collation of intelligence fostering evidence-based decisions and prioritisation of future initiatives.

6. Workplace health, safety & wellbeing

Ensure the highest standards of health, safety and wellbeing for all employees, contractors and customers within the public transport system

Outcome: A strong safety culture that supports consistent and reliable service delivery, while enhancing public confidence through ensuring that frontline workers are well-supported and visibly safe.

7. Environment & facilities management

Ensure the maintenance and protection of all public transport facilities and assets, providing a safe, clean and welcoming environment

Outcome: Well-designed, maintained and secure environments that provide a sense of safety and comfort, encouraging greater use of public transport and increasing passive surveillance.

8. Capability, growth & sustainability

Build a resilient and adaptable programme that navigate the changes required to best serve communities, enabling growth, continuous improvement and efficiencies.

Outcome: An enduring focus on programme and operational capability, growth and sustainability that ensures the public transport system can adapt and evolve to meet the changing needs of its customers, communities and environment. Maintaining sustainable investment and public confidence to deliver.



Two Year Targets

Our ambition is to instil trust and confidence in our customers and workforce that public transport is a safe and reliable mode of transport.

Each targeted initiative will incorporate measurements of success to understand the effectiveness.
Initiatives will also be assessed to determine if they should be continued as business as usual.

By implementing the initiatives in this plan, we aspire for the following outcomes:

- Perceptions of safety increase (AT's Brand & Reputation Tracker)
- Installation of bus driver protection screens in 80% of buses by June 2026 and physical assaults towards bus drivers is trending down
- Customers know how to keep themselves safe on public transport and know how to get help or report safety events
- Customers have knowledge and confidence in the range of interventions AT use to minimise anti-social behavior.
- Growth in public transport patronage with an uplift in trips taken at night.



Bringing it all Together

Coordination and collaboration across different teams (and directorates) across AT will be critical to the delivery and success of initiatives.
A challenge will be maintaining oversight of all the initiatives that contribute to perceptions of safety and measuring their effectiveness, while still being agile enough to respond to situations as they occur on the network.

At the time of drafting this document, funding for future year initiatives is not confirmed. Once funding is certain the plan will be updated so that we are clear of what we will be delivering.

Initiative briefing process

Each initiative will include a clearly defined activity brief including:

- Identifying the sponsor and team
- Alignment with the overall Public Transport Safety Action Plan focus areas and goals
- Identification of the problem statement
- Clearly defined measures of success (pre and post-intervention)
- Milestones and the critical path.

Programme management

Weekly programme working group:

- Purpose: Programme coordination and resource allocation
- Chaired by PT&AM Senior Management Leads.

Monthly owners forum:

- Purpose: For initiative leads to provide progress updates, risk management and forward planning
- Chaired by PT&AM Senior Management Leads.

Monthly safety stakeholder steering group:

- Purpose: Business alignment, strategic oversight
- Chaired by GM PT Operations, including Senior Leaders from across AT.

Reporting

- Six-monthly progress report to Safety Committee
- Annual report for AT Board.



How We Plan to Deliver

Focus area	Initiative	Outcomes	Delivery
1. Community & tactical deployment	**Safety Ambassador on Bus Trial** Operator led deployment responding to insights from drivers and customers.	Improved driver and customer perception of safety. Fewer customers report that personal safety concerns have reduced use of public transport. Patronage growth, with an increase in trips taken at night.	May 2027
2. Strategic & community partnerships	**Community Outreach and Partnerships** Enhance community outreach and empowerment through capacity-building programmes that enable partners to champion safety initiatives, activating the Community of Care and Ownership.	10% increase (year on year) in the number of community, agency and iwi partners involved in safety initiatives and promotions. >70% positive feedback from partners involved in joint safety initiatives.	Ongoing
3. Resilience, agility & real time response	**Real-time CCTV on Bus Trial** Undertake a trial to understand the risks and benefits of real-time CCTV capability on buses, and changes in the perception of safety for customer and drivers.	Increased perception of safety from customers and drivers. Proven instances where real-time CCTV has contributed to improved incident management and resolution.	March 2027
	Video Analytics Software Development Development of behavioural detection analytics capability to enable early response to potential incident escalations (eg. trespassing, unexpected crowding).	Proven instances where video analytics has contributed to improved detection, incident management and resolution.	January 2027
4. Communications & story telling	**Communications Strategic Plan** Develop an overarching plan with tactical initiatives to build customer confidence and trust in the safety of our public transport network.	Customers understand how and what AT are doing to deliver interventions across the network. >80% of social media engagement related to safety promotions activity is positive. Safety and crime prevention advice is understood and promoted by partners and customers.	Ongoing
	Active Bystander Programme Develop the active bystander programme, promoting options available to customers to support a cultural shift and agency to act.	>50% increase in customers knowing what to do if they witness or experience anti-social behaviour. Increase in customers' perception of safety.	June 2027

*This remains a living document Initiatives will be updated quarterly - V13 Aug 2026

Focus area	Initiative	Outcomes	Delivery
5. Recording, Reporting & Intelligence	**Centralised Reporting and Intelligence Sharing** Develop a single platform to integrate safety related reporting from various sources, providing enhanced reporting and insights.	Data sharing protocols are developed and understood across agencies and partners. Common language and terminology is agreed.	June 2027
6. Workplace health, safety & wellbeing	**Bus in Distress Alarm System** Implement distress alarm systems to understand the risks and benefits of alarm capability on buses, and changes in the perception of safety for customer and drivers.	150 buses fitted with distress alarms. Audible announcement to aid in general deterrence and de-escalation of incidents.	April 2027
	Flexi-Stop Night Time Experience Promote the use of night bus services by trialling a 'stop my bus' initiative, minimising first/final leg barriers.	10% increase in trips taken at night on targeted routes.	October 2026
	Body Worn Cameras for Customer Facing Staff This initiative will determine the effectiveness of body worn cameras in assisting the de-escalation of antisocial behaviour for Auckland One Rail staff.	Improved quality of CCTV footage to identify offenders for evidential purposes. Fewer customer complaints of security concerns. Improved customer satisfaction and increased patronage. Staff feel safer, with reduced rates of violence, threats and aggression.	October 2026

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Focus area	Initiative	Outcomes	Delivery
7. Environment & Facilities Management	**Solar Light Performance Dashboard** Implement real-time dashboard to provide visibility of lighting faults at bu stops, enabling quicker response times.	25% of solar shelters have real-time reporting availability by June 2026.	June 2027
	Monitored CCTV at Depots to Reduce Graffiti Attacks Roll out of CCTV that allows communication and lighting to deter intruders at depots.	Fewer trains are targeted by graffiti artists. Improved fleet availability. Reduced customer complaints.	January 2027
	Remote Operation of Train Gatelines Enable gatelines to be operated by the Auckland Rail Operations Centre, allowing security to be mobile across the station and network.	Greater coordination of mobile security resources, with increased presence of security across the network. Customers feel safer.	September 2026
8. Capability, Growth & Sustainability	**Crime Prevention Planning** The Public Transport Safety Action Plan continues to evolve, developing new initiatives based on data and customer insights.	New initiatives are identified, scoped, funded and delivered. The Public Transport Safety Action Plan remains relevant and is refreshed every six months.	December 2026 & June 2027

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Entered by Board Secretary

AGENDA ITEM 10 | BOARD NOTING PAPER	
To:	The Board
From:	Ryan Marshall, Manager Integrity and Compliance
Reviewed:	Kerry Bakkerus, Head of Risk and Assurance Rachel Cara, Executive General Manager People, Governance and Risk Stacey van der Putten, Chief Executive
Date:	12 October 2026
Title:	**Policy assurance and future-state approach**

Aronga / Purpose

1. To provide the Auckland Transport (AT) Board (board) with an overview of the current Tier 1 policy suite, noting that Risk and Assurance will undertake a detailed review and update relevant policies to align with the new organisational structure.

Te whakarāpopototanga matua / Executive summary

2. Material changes to AT's Tier 1 policies require approval from the AT board.

Te horopaki / Background

3. AT regularly reviews its policies to ensure they remain fit for purpose, reflect leading practice, address key organisational risks and, where possible, to align with council policies. The new AT operating model provides an opportunity to review Tier 1 policies, noting that some policy updates were on hold pre-transition awaiting new arrangements.

4. Although most of AT's Tier 1 policies remain current, transport reform has resulted in a new operating model which the Tier 1 policies should reflect and remain fit-for-purpose.

5. The Risk and Assurance team will undertake a programme of work to engage directly with the business to update the Tier 1 policies as soon as practicable. However, as noted in the commentary in Attachment 1 some post-reform processes and operating models need to be better understood and embedded between council and AT before policies can be updated.

Me mōhio koe / What you need to know

Current suite of Tier 1 policies (and proposed updates)

6. Attachment 1 outlines AT's suite of Tier 1 policies. Tier 1 policies are strategic in nature, have a reputational impact, or provide direction on areas of significant risk. No material changes are being proposed to the Tier 1 policy suite at this stage.

7. However, some Tier 1 policies require review considering reform to reflect new post-reform operating arrangements. Therefore, Risk and Assurance will undertake a detailed review of the policies to understand dependencies and, new ways of working, as detailed in Attachment 1. This review will identify any policies that require amendment, consolidation, or replacement, as well as any gaps where new policies may be required to support AT's regulatory obligations, governance requirements, and strategic objectives.

8. Attachment 2 outlines AT's suite of Tier 2 polices to provide the board with a complete view of AT's policies. Tier 2 policies provide direction on operational and administrative matters that impact the entire organisation and are approved by the Chief Executive.

Update to roles and responsibilities

9. Many of AT's Tier 1 policies reference roles and titles that are no longer in the new structure. Policies will be updated to reflect new arrangements for policies that are up-to-date and not more than six-months past review date.

10. If roles referred to in policies have been disestablished or shifted to council, then Risk and Assurance will work with the business to confirm the most appropriate new AT role(s) that should be referred to instead.

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11. The core content of the policies, such as the policy principles, will not be changed as part of the update. The proposed changes are not considered material to the Tier 1 policies, as such per the Delegations Register this matter is for noting only.

Ā muri ake nei / Next steps

12. The Risk and Assurance team will continue to work with the business and policy owners to assess whether AT's existing policies remain fit for purpose and aligned to the organisation's needs.
13. The Risk and Assurance team will update AT's Tier 1 policies to reflect AT's new operating arrangements.
14. Continue collaborating with council to review, develop, and maintain policies, ensuring they are fit for purpose, aligned with strategic and governance requirements.
15. Keep the board informed of material changes to Tier 1 policies.

Ngā whakapiringa / Attachments

Attachment #	Description
1.	Tier 1 policy overview
2.	Tier 2 policy overview

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Ryan Marshall **Integrity and Compliance Manager**	Rachel Cara **Executive General Manager People, Governance and Risk**	Stacey van der Putten **Chief Executive**
Kerry Bakkerus **Head of Risk and Assurance**		

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Tier 1 policies

Policies that are strategic in nature, have reputational impact or provide direction on areas of significant risk have been classified as tier 1 policies. Tier 1 policies are approved by the board.

Title	What is this policy about?	Review date	Comments
Asset Management Policy	Establishes AT's expectations of its asset management practices to support the objective that AT manages its asset system to deliver effective, efficient, safe, and sustainable transport outcomes.	June 2028	While most assets shift over to council as part of reform, AT continues to own and manage its public transport assets. This policy is being updated to reflect the new structure and asset position. As part of the update, council and AT are discussing and confirming roles and responsibilities for asset management under the new structure.
Business Continuity and Recovery Management Policy	Provides AT with direction for the management of disruptive events that have an impact on the essential business operations of the organisation.	August 2027	
Code of Conduct Policy	To guide behaviour and expectations for employees and representatives of AT. Applies to work-related duties performed both inside and outside normal working hours.	June 2026	This policy is due for review. As a new entity AT is reviewing its organisational purpose, as well as refreshing the mindsets and behaviours that will help us succeed. The update of this policy has been paused to align with the outcomes of this work. In the meantime, the policy remains fit-for-purpose.
Conflicts of Interest Policy	Enables staff and representatives to understand conflicts of interest, the risks they pose, and how to declare and manage them effectively.	March 2027	
Delegations Policy	Sets out AT's delegations to officers for specific matters, duties, responsibilities, and powers, and outlines the principles and parameters governing the exercise of those delegations by AT employees.	November 2027	The Delegations Policy and board delegations were updated for the new entity in September 2026. Chief Executive delegations to AT staff were also updated as part of this refresh.
Fraud and Corruption Policy	Sets out AT's approach to preventing, detecting, and addressing fraud and corruption to safeguard its people, assets, and reputation.	June 2028	
Gifts and Hospitality Policy	Provides guidance on the acceptance and management of gifts, benefits, and hospitality to maintain integrity, avoid perceived bias, and ensure consistent decision-making.	August 2027	

Title	What is this policy about?	Review date	Comments
Health, Safety and Wellbeing Policy	Outlines AT’s approach and commitment to health, safety and wellbeing across all of its activities.	August 2029	This policy was updated in August 2026. A more comprehensive review of the policy is planned, pending the appointment and integration of key management roles in AT's safety team.
Information and Records Management Policy	Sets out requirements and responsibilities for managing AT's information and records throughout their lifecycle, supporting effective creation, storage, maintenance, and governance.	June 2027	
Information Security Policy	Provides a framework for the secure management of AT’s technology systems and information assets, ensuring consistent and effective information security practices.	December 2028	
Privacy Policy	Sets out the guiding principles by which AT will collect, use, store, disclose and manage any personal information it holds.	August 2026	This policy is due for review and will be updated as a priority.
Procurement Policy	Ensures that a robust and consistent procurement practice is applied across all AT procurement activities.	December 2028	The procurement function has transitioned to council as part of reform. However, AT will continue to procure goods and services and will therefore continue to require a Procurement Policy. The Council Group Procurement Strategy was approved in September 2026 and, following its approval, council will review and update its Group Procurement Policy. AT will work with the Council Procurement team to reshape the policy to reflect the new Shared Services model (including considering whether AT can adopt Council's Group Policy once updated).
Protected Disclosures Policy	Provides a framework for reporting and investigating serious wrongdoing at AT, ensuring employees can make protected disclosures safely and confidentially.	September 2028	
Revenue Generating Advertising Policy	Sets out high-level principles, together with a decision-making framework and criteria, governing the approval of advertisements which appear on AT's infrastructure, facilities and services.	July 2020	Review of this policy was put on hold (as agreed with the Board during the December update) pending the Out Of Home Media procurement and reform. It will be prioritised for review.

Title	What is this policy about?	Review date	Comments
Risk Management Policy	Sets out AT's approach to risk management, defining key responsibilities and supporting the consistent identification, assessment, and management of risk across the organisation.	August 2027	
Sustainability Policy	Provides the intention and direction for the integration of sustainability at AT.	February 2019	Reviewing this policy was put on hold (as agreed with the board during the December update) pending reform. The team responsible for this policy have shifted to council, and have requested that AT continues to hold off on reviewing the policy until the new operating model and framework for decision making is better understood. We will continue to liaise with the relevant team(s) to update the policy as soon as practicable.

Tier 2 policies	
Policies that provide direction on operational matters that impact the entire organisation have been classified as tier 2 policies and are approved by the Chief Executive.	
Title	**What is this policy about?**
Acceptable Use Policy	Sets clear expectations for appropriate, safe, and legal use of AT's technology systems by all users. It aims to protect all users by clarifying the expected and required behaviours and the consequences of breaching the policy.
Artificial Intelligence (AI) Policy	Sets out AT's commitment to the responsible, ethical, and transparent use of AI, aligned with the New Zealand Public Service AI Framework and AT's strategic objectives. It provides a clear, flexible foundation for safe adoption while enabling innovation across AT.
Bullying Harassment and Discrimination Policy	Identifies the various forms of unacceptable, unreasonable, and unprofessional behaviour that falls under the categories of bullying, harassment, and discrimination at work.
Capitalisation Policy	Provides rules and guidance around the recognition and treatment of capital assets.
Project Management Policy	To provide guidance to those involved in the delivery of capital projects and programmes at AT including project and programme management for all capital investments.
Car Parking Policy	This policy establishes clear guidelines for the issuance and use of car park access cards and car park vouchers, including circumstances where car parking is provided to an employee as part of their employment agreement.
Closed Circuit Television (CCTV) Policy	Outlines how AT will install, operate, and manage CCTV systems. It covers how AT will collect, use, and manage CCTV footage and CCTV data, and meets its legal and industry related obligations.
Climate Change Technical Policy	Provides a framework for AT to proactively identify, assess, manage, and adapt to climate-related risks and impacts across the organisation.
Customer Privacy Policy	Sets out how AT collects, uses and protects personal and private information when customers use AT's services.
Data Policy	Ensures data is managed responsibly, with a focus on data integrity and enablement.
Debt Management Policy	Provides a framework for the timely collection of debt and management of credit risk, reducing financial exposure and costs while maintaining good customer outcomes.
Diversity, Equity and Inclusion Policy	Promotes a diverse and inclusive workplace by setting out AT's commitment to equity, respect, belonging, and equal opportunity for all employees.
Domestic Violence Policy	Outlines the support and guidance for employees affected by domestic violence, those offering support, and those seeking to prevent or address harmful behaviour.
Election Year Policy	To provide direction and guidance to AT staff to ensure political neutrality is maintained, and to ensure that conflicts of interest between duties and personal political views/beliefs are avoided.
Electric Vehicle Policy	This policy provides guidance to AT staff and external parties relating to equipment for supplying electricity to electric vehicles.
Electrical Testing Policy	The purpose of this policy is to ensure that AT has safe electrical equipment for users to operate.

Title	What is this policy about?
Employee Referral Scheme Policy	Provides a framework for employee referrals, encouraging employees to help recruit quality candidates and share AT's culture and values through a rewarded referral programme.
Expenditure Policy	Sets out requirements for expenditure incurred on behalf of AT, protecting the organisation and guiding those authorised to spend funds.
Fleet Vehicle Policy	Sets out standards for and appropriate use of AT fleet vehicles
Flexible Working Policy	Outline AT's approach, principles and framework to flexible working.
Formal Complaint Management Policy	Establishes a consistent approach to managing, responding to, and learning from formal complaints, supported by detailed operational procedures.
Learning and Development Policy	The purpose of this policy is to outline AT's learning and development provisions in relation to training, conferences/seminars, tertiary study, and professional memberships.
Leave Policy	Ensure that employees and managers correctly apply for, grant, and record their annual leave.
Media and Social Media Policy	Sets expectations for media and social media engagement, supporting responsible communication and positive representation of AT.
Payment Card Industry DSS Policy	This policy sets out the requirements protect the security of credit and debit card payments received and processed by AT.
Purchasing Card Policy	This policy provides the rules and guidance around how we use purchasing cards at AT.
Receipting and Banking Policy	This policy provides the rules governing the handling, receipting, and banking of money on behalf at AT.
Recruitment. Selection and Appointment Policy	Provides a framework to enable AT to deliver effectively on strategic accountabilities with an attractive employee value proposition and an investment in growing our own talent.
Retention Money Policy	The purpose of this policy is to provide guidance on accounting for retention money in capital projects for assets where the retention portion included in a contract forms part of the total cost of an asset.
Secondment Policy	The purpose of this policy is to provide guidance to managers and employees on the process of secondments within AT.
Staff Functions Policy	This policy clarifies the requirement for AT employees to manage the expenditure around staff functions, and gives guidance on the appropriate level/type of function or contribution.
Treasury Management Policy	The purpose of this policy is to provide the framework for the management of AT's treasury (i.e. borrowings, interest rate exposure, debt security, foreign exchange transactions).