

# Minutes

## Auckland Transport Board meeting

(Open session)

**Date:** 29 August 2023  
**Time:** 10:00am – 2.21pm  
**Venue:** Auckland Transport, 20 Viaduct Harbour (1.04) | MS Teams

**Directors:** Wayne Donnelly (acting chair)  
Mark Darrow  
Raveen Jaduram  
Henare Clark

Kylie Clegg  
Nicole Rosie  
Councillor Andrew Baker  
Councillor Chris Darby

**Executive Leadership Team Members and Management:** Dean Kimpton, Chief Executive  
Mark Lambert, Executive General Manager, Integrated Networks  
Jenny Chetwynd, Executive General Manager, Planning & Investment  
Karen Duffy, Executive General Manager, Culture and Transformation  
Dan Lambert, Executive General Manager, Stakeholders, Communities and Communications  
Stacey van der Putten, Executive General Manager, Public Transport Services  
Mark Laing, Executive General Manager, Finance  
Andrew Allen, Executive General Manager Service Delivery  
Kieran Burns, Board Secretary  
Kim Heathcote, Board Secretary  
Andrew Downie, Governance Lead

Ryan Marshall, Compliance Manager  
Rachael Randal, Senior Procurement Specialist  
Andy Richards, Group Manager Procurement  
Anna Lawrence, Group Manager Customer Engagement and Sustainable Transport  
Xaviar Rego, Marketing Communications Specialist  
Tracey Berkahn, Group Manager Services & Performance  
Chris Watson, Group Manager Investment Development  
Tim Brown, Investment Planning Manager  
Josy Peita, Senior Māori Policy and Engagement Advisor  
Luke Elliot, Principal Planner, Rapid Transit Network  
Andrew McGill, Head of Integrated Network Planning  
Hamish Bunn, General Manager Investment Planning and Policy  
Hamish Glenn, Head of Transport Policy  
Nicki Lucas, Head of Funding and Analysis

**External presenters:**

David Stott, One Mahurangi Business Association  
Murray Chapman, One Mahurangi Business Association  
Brian Mason, Landowners & Contractors Association  
William Foster, Norther Action Group  
Glen Ashton, Rodney Community Voices  
Colin Smith, Wellsford Ward Representative

Peter Bourke, Hauraki Express Limited  
George Bourke, Hauraki Express Limited  
Mairi Jay, Extinction Rebellion

Item	Topic	Responsible
1.	<b>Welcome/Acknowledgements</b> The acting chair welcomed participants to the meeting.	
2.	<b>Opening Karakia</b> The acting chair led the opening karakia.	
3.	<b>Apologies</b> None noted.	
4.	<b>Update from the Chair</b> The acting chair opened the meeting and welcomed attendees.	
5.	<b>Late Items for General Business</b> There were no late items for general business requested.	
6.	<b>Interest Register - Declarations/Conflicts</b> There were no interests or conflicts noted.	
7.	<b>Approval of Draft Open Session Minutes – 27 June 2023</b> The Auckland Transport (AT) Board (board) approved the minutes from the board meeting held on 27 June 2023.	



Item	Topic	Responsible
	<p>Moved: Wayne Donnelly, Raveen Jaduram. Carried.</p>	
8.	<p><b>Action Register</b></p> <p><i>2022September01:</i> The acting chair noted that this action is currently ongoing.</p> <p><i>2022December05:</i> The Executive General Manager (EGM) Planning &amp; Investment noted that work on this action is underway, and an update will be provided at the next board meeting.</p> <p><i>2023Mar01:</i> The EGM Integrated Networks provided a verbal update on this item. He noted that AT is closely working with Waka Kotahi New Zealand Transport Agency (Waka Kotahi) on the development of the Penlink connection and Whangaparaoa bus interchange and that some preliminary funding analysis has been undertaken, with several different options having been identified. Councillor Darby queried whether the Whangaparaoa bus interchange had been factored into the business case. The EGM Integrated Networks advised that it had not.</p> <p><i>2023May01:</i> The EGM Public Transport Services advised that this action has been completed and recommended that it could be removed from the register.</p>	
<b>Statements from Members of the Public</b>		
9.	<p><b>Warkworth Business Improvement District - learnings brief</b></p> <p>Mr Stott provided an overview of the role and function of the One Mahurangi Business Association (OMBA). Mr Stott noted that OMBA had engaged extensively with businesses and stakeholders in the area to support business growth and economic development.</p> <p>Mr Chapman noted that OMBA is a solution-focused organisation and has developed a wide network of relationships across sectors and the Warkworth community.</p> <p>Mr Stott provided an overview of the various successes of OMBA, including developing a business case in conjunction with the local district authorities and being a strong voice for local businesses in meetings with public bodies.</p>	



Item	Topic	Responsible
	<p>The acting chair thanked Mr Stott and Mr Chapman for their presentation and noted that AT will continue to build an ongoing relationship with OMBA.</p>	
10.	<p><b>Landowners and Contractors Association</b></p> <p>Mr Mason spoke on behalf of the Landowners and Contractors Association (LCA). He noted that the Rodney Roothing Maintenance Programme is not working to its full potential which is creating issues for the local community in the area. He advocated that AT prioritise addressing the roading infrastructure issues in the Rodney area.</p> <p>Mr Ashton noted that the roads in the Rodney area have not been sufficiently maintained which is leading to roading issues. Mr Ashton noted the importance of well-functioning roads in the Rodney community, given its rural nature and large geographic spread.</p> <p>The acting chair thanked the group for their presentation.</p>	
11.	<p><b>Hauraki Express Limited</b></p> <p>Mr George Bourke provided an overview of Hauraki Express Limited's 'bike ferry concept' designed to facilitate the crossing of cyclists across the Waitematā Harbour.</p> <p>Mr Peter Bourke provided an overview of the cost-benefit analysis and financial potential of the project, including the reduction of carbon dioxide emissions. Mr Bourke noted that the ambition of the project is to have 5% of all participants crossing the Waitematā Harbour being cyclists by 2028. Mr Bourke noted that Hauraki Express wants to enter a public/ private partnership with AT and Auckland Council, under which Hauraki Express is seeking a fare subsidy.</p> <p>The acting chair thanked Mr George Bourke and Mr Peter Bourke for their presentation.</p>	
12.	<p><b>Extinction Rebellion</b></p> <p>Ms Jay spoke on behalf of Extinction Rebellion. She provided an overview of Extinction Rebellion's purpose and the need for AT to lower carbon emissions as swiftly as possible to address the effects of climate change.</p>	

Item	Topic	Responsible
	<p>Ms Jay provided an overview of the climate crisis, including rising temperatures and more extreme weather events and how this crisis is set to impact New Zealand unless urgent and substantive action is taken.</p> <p>The acting chair thanked Ms Jay for her presentation.</p>	
13.	<p><b>Board Discussion on Public Statements</b></p> <p>The acting chair noted his thanks to the public for their submissions.</p>	
<i>Standing Items</i>		
14.	<p><b>Chief Executive Open Business Report</b></p> <p>The Chief Executive spoke to the report and highlighted the following matters:</p> <ul style="list-style-type: none"> <li>• <b>Public Transport:</b> he noted that cancellations are down to 2% which reflects a positive result for the organisation. However, he noted that there has been an increase in public dissatisfaction due to increased fares. He also noted that hybrid working continues to have an impact on patronage figures; as increasing numbers of Aucklanders spend more time in the office this should result in an increase in public transport patronage.</li> <li>• <b>FIFA Women’s World Cup:</b> he noted that the network performed well during the World Cup period with over 50% of fans attending matches via public transport.</li> <li>• <b>Safety:</b> he noted that the recent Dupont safety survey has revealed positive trends, but that Deaths and Serious Injuries (DSI) continue to grow in Auckland, with a 20% increase in fatalities over the past 7 months. The Chief Executive also noted the launch of public consultation on Katoa, Ka Ora.</li> <li>• <b>Political considerations:</b> he noted that AT will make its position clear that it is seeking a new funding model at the national level to support future operations. He also noted that AT will need to be aligned regarding how it will work with a potential new water service entity given that road corridors are an important part of flowpaths.</li> </ul>	



Item	Topic	Responsible
	<p>Councillor Darby queried the Karangahape Road Network Improvements project and whether there needs to be escalation about the risk of losing access to the Climate Emergency Response Fund (CERF) funding. The EGM Integrated Networks noted that AT is working with Waka Kotahi about access to that funding and the EGM Finance noted that there is complexity in ensuring the funding is correctly allocated across different financial years.</p> <p>Councillor Darby also queried the accuracy of the alignment of the Open Business Report to Auckland Plan outcomes as positioned; the Chief Executive noted that the format of the report was under review with a new structure to be tested with the board at the 26 September 2023 board meeting.</p> <p>Ms Rosie noted that AT's growth benchmarks are currently set against 2022 which was not a normal year due to the impacts of the COVID-19 pandemic. Ms Rosie noted that benchmarking metrics should be reset to the more ambitious pre-pandemic levels and that AT's ambition of growing public transport should have increased focus and commentary in the Chief Executive's report.</p> <p>Ms Clegg acknowledged the outstanding work of the AT team around the FIFA Women's World Cup. Ms Clegg queried the rise of DSIs and what has caused this increase. The Chief Executive replied that New Zealand is too tolerant of DSIs and there is not sufficient pressure about pre-emptively stopping accidents from occurring. The acting chair also suggested the need for political leadership in wards with substantial DSI uplift, such as Howick.</p> <p>Ms Clegg queried the issues and opportunities regarding megaprojects and what lessons AT can take from these projects in future. The Chief Executive replied that lessons that can be applied in future to megaprojects include use of improved business cases and improved planning processes that support large infrastructure growth.</p> <p>The board:</p> <ul style="list-style-type: none"> <li>a) Received the Chief Executive Open Business Report for August 2023.</li> </ul> <p>Moved: Mark Darrow, Chris Darby. Carried</p>	



Item	Topic	Responsible
<i>Items for Approval</i>		
15.	<p><b>2023 Supplier Code of Conduct</b></p> <p>The EGM Finance introduced the report.</p> <p>Ms Randal noted that the updated 2023 supplier code of conduct (updated code) provides new minimum expectations applicable to all suppliers and contractors providing goods and services to AT, particularly around modern slavery reporting obligations.</p> <p>Councillor Baker queried whether the updated code makes it too difficult for small, local operators to comply with the increased obligations. Ms Randal noted that supplier diversity is a priority outcome for AT and that consideration was given to ensure that obligations are not too onerous and language is simple and easy to understand.</p> <p>Councillor Baker questioned the consultation undertaken during the process of drafting the updated code. Ms Randal noted that AT engaged with the sustainable business network, which represents several small business, and asked the network to conduct a peer review of the code.</p> <p>Ms Rosie noted the importance of having local contractors involved in the supply chain and queried whether the updated code allows AT to enter long term contracts with lower tier contractors. Ms Randall noted that it is a requirement for AT to use more local, Māori and Pasifika suppliers under the sustainable procurement code and that management is working on establishing an emerging business support programme designed to support small and growing businesses.</p> <p>Councillor Darby asked how the updated code will be communicated to AT's suppliers. Ms Randall noted that AT will be sending out an email notification to all suppliers about the key updates to the code and, once approved by the board, the updated code will be launched at a supplier briefing later this year.</p> <p>The board:</p> <ul style="list-style-type: none"> <li>a) Approved the updated 2023 Supplier Code of Conduct (provided as Attachment 1).</li> </ul>	



Item	Topic	Responsible
	<p>Moved: Mark Darrow, Raveen Jaduram.</p> <p>Carried.</p>	
16.	<p><b>Funding Improvement Advocacy Plan and Reform</b></p> <p>The EGM Planning &amp; Investment introduced the report.</p> <p>The EGM Planning &amp; Investment noted that the majority of the advocacy work under the plan will be carried out by AT staff, but there will be some elements of shared advocacy with Auckland Council, and other partners such as Waka Kotahi.</p> <p>Mr Glenn provided a short verbal update on the five key initiatives of the Plan, these being time of use pricing; reducing complexity; parking infringements and charges; funding the costs of growth and an overall review of the transport funding system. Mr Glenn noted that these five initiatives will be key in addressing AT’s funding pressures and resourcing requirements.</p> <p>Ms Lucas noted that the importance of having longer term funding certainty and noted that AT is strongly supporting the inclusion of commentary on this matter in the Auckland Council submission on the draft Government Policy Statement on Land Transport 2024 (GPS).</p> <p>The board:</p> <ul style="list-style-type: none"> <li>a) Noted that AT maintains an advocacy programme for engaging central government on priority legislative, policy and regulatory reforms to improve transport performance and outcomes in Auckland.</li> <li>b) Noted that in May 2023, the board endorsed five priorities for transport funding and financing reform for development into an advocacy plan and discussed a sixth issue around the funding and financing of mega-projects and related infrastructure.</li> <li>c) Noted that the question of how to fund and finance mega-projects and associated works is continuing to be addressed under a separate workstream.</li> <li>d) Endorsed the AT Funding Improvement Advocacy Plan 2023 attached to this report.</li> </ul> <p>Moved: Kylie Clegg, Mark Darrow.</p>	





Item	Topic	Responsible
	Carried.	
17.	<p><b>Tier 1 Policies</b></p> <ol style="list-style-type: none"> <li><b>1. Procurement</b></li> <li><b>2. Privacy</b></li> <li><b>3. COVID-19 Recovery</b></li> </ol> <p>Mr Marshall introduced the report.</p> <p>Ms Rosie queried whether AT requires a standalone COVID-19 policy given that COVID-19 is now being treated in a similar manner to other infectious diseases. Mr Marshall noted that the COVID-19 policy has been reduced to a Tier 2 Policy but that in the future it will be considered whether this can be merged with the other infectious disease policy.</p> <p>Mr Darrow noted that management should consider changing the COVID-19 policy to a broader Pandemic Response Policy.</p> <p><b>Action Item:</b></p> <ul style="list-style-type: none"> <li>• <i>2023Aug01</i>: amend the COVID-19 Response Policy to be part of a broader Pandemic Response Policy and report back to the board once complete.</li> </ul> <p>The board:</p> <ol style="list-style-type: none"> <li>a) Approved the updated Procurement Policy (Attachment 1) for adoption and implementation at AT.</li> <li>b) Approved the proposed Privacy policy, with the Customer Privacy Policy removed as an appendix (Attachment 3), for adoption and implementation at AT. <ol style="list-style-type: none"> <li>i.</li> </ol> </li> <li>c) Approved the shift of the Customer Privacy Policy to a tier 2 policy for any future amendments.</li> </ol>	Ryan Marshall



Item	Topic	Responsible
	<p>d) Noted the proposed updates to the Customer Privacy Policy (Attachment 4) and the AT Customer Data Opportunities paper (Attachment 5).</p> <p>Moved: Mark Darrow, Kylie Clegg. Carried.</p>	
18.	<p><b>Auckland Transport Purpose and Strategy</b></p> <p>The EGM Stakeholders, Communities and Communications introduced the report.</p> <p>The EGM Stakeholders, Communities and Communications noted that this strategy work is needed to unify the organisation around a common purpose. He noted that management drew inspiration from the concept of tiaki in undertaking the work.</p> <p>Ms Peita provided a summary of the importance of tiaki and its role in AT’s purpose. She also noted that tiaki means taking on the role of protecting others and acting in a guardianship manner.</p> <p>The acting chair commended the work undertaken by management.</p> <p>The board:</p> <p>a) Endorsed the organisational purpose and strategy for AT as provided in Attachment 1.</p> <p>Moved: Wayne Donnelly, Kylie Clegg. Carried.</p>	
19.	<p><b>Auckland Rapid Transit Plan</b></p> <p>The EGM Planning &amp; Investment introduced the report and provided a brief summary of the Auckland Rapid Transit Plan (ARTP) and noted that that the ARTP outlines a 30-year horizon for rapid transit in Auckland.</p> <p>The acting chair noted that the Auckland Light Rail and Northern Busway are complicating factors that need to be considered and integrated into the ARTP.</p>	



Item	Topic	Responsible
	<p>The acting chair queried why AT is seeking feedback from the Transport and Infrastructure Committee (TIC) regarding the ARTP. The EGM Planning &amp; Investment noted that TIC approval is important in ensuring the ARTP is a fit for purpose plan and that the TIC should endorse the plan before it is presented to the board for approval.</p> <p>Ms Rosie queried whether the ARTP accurately reflected the latest developments and suggested that the ARTP needs to be a dynamic, living document that is updated regularly. The EGM Planning &amp; Investment noted that the purpose of the ARTP is to provide a base case, but agreed that it must be kept updated for developments.</p> <p>The acting chair noted that the ARTP needs to highlight that AT will adopt to any changes to the operating environment as they arise.</p> <p>Mr Darrow queried what impact a change of government is likely to have on the ARTP. Mr Elliot replied that while any change to the government will have an impact on the transport network, the ARTP is to be used as a starting point from which AT can seek guidance and use it to inform decisions.</p> <p>The Chief Executive noted that it is important for AT to be able to use the ARTP as a reference document. He noted that while external factors, such as population assumptions and technology will change over time, it is important to have a baseline for future analysis of the network.</p> <p>Councillor Darby suggested that management should undertake a sprint review of the ARTP and revert an amended plan in a month. Councillor Darby also noted that there needs to be greater clarity regarding AT's relationship and terms of engagement with TIC regarding the approval of the ARTP.</p> <p>The board:</p> <ul style="list-style-type: none"> <li>a) Noted the feedback received on the draft ARTP from Auckland Council's TIC workshop on Wednesday 26 July 2023,</li> <li>b) Requested that management amend the ARTP based on board feedback and present an updated version to the board for approval at either the board meeting on 26 September 2023 or the board meeting on 31 October 2023.</li> </ul>	



Item	Topic	Responsible
	<p>Moved: Kylie Clegg, Mark Darrow. Carried.</p>	
<b>Items for Noting</b>		
20.	<p><b>Strategic Risks from Mega Rapid Transit Network Projects</b></p> <p>The EGM Planning &amp; Investment introduced the report.</p> <p>The EGM Planning &amp; Investment noted that the report outlines the key risks for the four key mega projects currently ongoing in Auckland and outlines AT's role as tiaki (guardian) of these projects.</p> <p>The acting chair asked when the risk appetite work for the mega projects will be completed. Mr Watson noted that this work will be completed within the next month.</p> <p>The board:</p> <ul style="list-style-type: none"> <li>a) Noted the addition of an externally led Mega Rapid Transit Network Projects risk area will be included in the 18 key risk areas that are monitored by the board and the Finance and Assurance Committee (committee) on a quarterly basis.</li> <li>b) Noted that the risk appetite for this risk area will be presented to the committee and board for endorsement.</li> </ul> <p>Moved: Kylie Clegg, Mark Darrow. Carried.</p>	
21.	<p><b>Planning for Investment in Auckland's Transport System 2024-2034</b></p>	



Item	Topic	Responsible
	<p>The EGM Planning &amp; Investment introduced the report and noted that the report provides an overview of AT's approach towards both the Council's Long-Term Plan 2024-34 (LTP) and the Regional Land Transport Plan 2024-34 (RLTP). She noted that the report highlighted the important differences between the two plans and how AT will take a tailored approach to each.</p> <p>The acting chair noted that the GPS has been released ahead of schedule and queried what impact this will have on AT's framework and approach to the LTP and RLTP. The EGM Planning &amp; Investment noted that the early release of the GPS demonstrates how AT needs to remain agile when compiling its framework and approach.</p> <p>The EGM Planning &amp; Investment noted that management will be working to compile as much as detail regarding AT's approach to the LTP and will present this information at the next Design and Delivery Committee (DDC) meeting on 12 September 2023.</p> <p>The board:</p> <ul style="list-style-type: none"> <li>a) Noted the commencement of investment planning and prioritisation to develop an AT programme to inform the Council's LTP; and the RLTP.</li> <li>b) Noted the specific yet different purpose and governance arrangements for the LTP, and the RLTP, and the relationship between the two processes.</li> <li>c) Noted the indicative guidance provided by Auckland Council to AT for the LTP, and Council's LTP development timelines.</li> <li>d) Noted AT's approach, timelines and governance proposals to develop a proposed AT programme and LTP bid.</li> <li>e) Noted that process design for the RLTP is currently under review and will be presented to the Council, Regional Transport Committee and board by November 2023.</li> <li>f) Delegated authority to the DDC on 12 September 2023 to endorse submissions on the LTP process.</li> </ul> <p>Moved: Nicole Rosie, Kylie Clegg.</p> <p>Carried.</p>	



Item	Topic	Responsible
22.	<p><b>Safety Business Report</b></p> <p>The EGM Public Transport Services introduced the report.</p> <p>The EGM Public Transport Services noted that the safety dashboard has been redesigned to gain a better understanding of safety performance and insights to support governance duties.</p> <p>The EGM Public Transport Services noted that violence, threats and aggression remain high against front line staff and provided an example of a TTM worker being deliberately hit by a car. She noted that DSI also remains high, with an increase in serious incidents on the previous year.</p> <p>Ms Rosie commended the standard of the safety reporting and noted it is important for management to take a risk-based approach to deliver safety improvements.</p> <p>The acting chair noted his commendation for the standard of reporting and thanked the EGM Public Transport Services for her presentation.</p> <p>The board:</p> <ul style="list-style-type: none"> <li>a) Received this report.</li> </ul> <p>Moved: Henare Clark, Mark Darrow. Carried.</p>	
23.	<p><b>TTM Transformation</b></p> <p>The EGM Service Delivery introduced the report.</p> <p>The EGM Service Delivery noted that TTM is about identifying areas of risk and responding appropriately. He noted that historically AT has taken a one-size fits all approach to all TTM situations. He noted that there are likely to be significant potential cost benefits in taking a targeted approach to TTM based on the magnitude of risk.</p>	



Item	Topic	Responsible
	<p>The acting chair noted that there a lack of shared understanding about where the responsibility for safety lies amongst the various parties. The EGM Service Delivery noted that AT’s intent is to enable greater shared responsibility amongst the relevant parties. The EGM Service Delivery noted that that AT will need to engage with contractors or other parties who are likely to be reluctant to remove cones as this constitutes a source of revenue.</p> <p>Mr Clark queried how management will create this change in the 2-year timeframe proposed. Ms Berkahn noted that it is an ambitious timeframe but that management will focus on education and working closely with its contractors to achieve the desired change.</p> <p>Mr Jaduram noted that at the current time, there is public dissatisfaction with the amount of time it is taking TTM to be delivered and queried what steps management are taking to allow work to be carried out in the quickest possible timeframes. Ms Berkahn replied that management need to balance improved commuting against both safety and cost considerations. She noted that it is sometimes both safer and more cost effective to have controls and cones left out for prolonged periods of time.</p> <p>The board:</p> <ul style="list-style-type: none"> <li>a) Noted the update of the TTM Transformation Programme.</li> </ul> <p>Moved: Nicole Rosie, Mark Darrow. Carried.</p>	
24.	<p><b>General Business</b></p> <p>None noted.</p> <p>The meeting closed at 2.21pm.</p>	
<p><b>Next meeting: Tuesday 26 September 2023</b></p>		

