Agenda

Auckland Transport Interim Board Meeting
Open Session
Thursday, 23 July 2026 | 10.00am – 11.25am
Auckland Transport, 20 Viaduct Harbour Avenue, Auckland (Room 1.04)

Board:	Andrew Ritchie (Chair), Miriam Dean, Adrienne Young – Cooper, Dale Dillicar.
Apologies:	Rob Clarke.
Board Observer:	Steve Mutton (Transport Change Director, Auckland Council), Councillor Maurice Williamson, Councillor Shane Henderson.
Executive Leadership:	Stacey van der Putten (Interim Chief Executive), Scott Campbell (Acting Director, Strategy and Governance), Kirstine Jones (Executive Officer), Mark Laing (Chief Financial Officer and Director Corporate Services), Karen Duffy (Director, People and Performance)
Governance Team:	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.	Approve Open Session minutes from 24 June 2026	Approval		
6.	Actions Register	Noting		
7.	Key Correspondence with Stakeholders	Noting		
8.	Governance Forward Programme	Noting		
	Chief Executive Update and Standing Items			
9.	Chief Executive Open Business Report	Noting	Stacey van der Putten	**10.05am** (15 mins)
10.	Transport Transition Update	Noting	Steve Mutton	**10.20am** (5 mins)
11.	Public Transport Safety Update	Noting	Rachel Cara Mark Lambert	**10.25am** (10 mins)
12.	Transport Safety Update	Noting	Melanie Alexander	**10.35am** (10 mins)
13.	Network Performance Update	Noting	Melanie Alexander	**10.45am** (10 mins)
	Item for approval			
14.	Statement of Intent 2026-2029	Approval	Scott Campbell	**10.55am** (20 mins)
15.	Accessibility Action Plan	Approval	Scott Campbell	**11.15am** (10 mins)
	General Business			
16.	General Business	Noting	Chair	**11:25am**
	Close of meeting			
	Meeting: Thursday, 27 August 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 Interim Board

INTEREST REGISTER as of 16/07/2026

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
Dale Dillicar	• No Interests
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
Miriam Dean	• Deputy Chair, REINZ Limited • Director, Chorus Limited • Director, Chorus New Zealand Limited • Trustee, University of Auckland Foundation • Chair, Ministry of Justice Legal Aid Advisory Board • Justice, Pitcain Island Court Appeal • Member, Gas Rulings Panel • Member, Institute of Directors • Member, New Zealand Law Society • Shareholder, Strategic Direction Limited (1490658) • Shareholder, Bureau Limited (5800194) Former Positions (having any relevance) - Chair, Auckland CCO Review 2020 - External Advisory Board Member, Department of Internal Affairs (exp 12/2025) - Director, Crown Infrastructure Delivery Limited (exp 10/2025)
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, Waitī Water Limited

Auckland Transport ELT

INTEREST REGISTER as of 16/07/2026

Director	Interest
Stacey van der Putten (Interim 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 (Chief Financial Officer and Director, Corporate Services)	• Trustee, Laing (2021) Family Trust
Kirstine Jones (Executive Officer)	• No Interests
Andrew Downie (Acting Director, Strategy & Governance)	• No Interests
Karen Duffy (Director of People and Performance)	• No Interests

Minutes of the Auckland Transport Interim Board meeting (Open session)

Held on 24 June 2026 from 1.00pm to 2.00pm
at Auckland Transport, 20 Viaduct Harbour (1.04) | MS Teams

Board:	Andrew Ritchie (Chair), Miriam Dean, Rob Clarke, Dale Dillicar, Adrienne Young-Cooper.	
Board Observers:	Steve Mutton (Transport Change Director, Auckland Council) Councillor Shane Henderson, Councillor Maurice Williamson	
Executive Leadership:	Stacey van der Putten (Interim Chief Executive)	
	Mark Laing (Chief Financial Officer and Director, Corporate Services)	
	Karen Duffy (Director, People and Performance)	
	Andrew Downie (Acting Director, Strategy and Governance)	
Management & Governance attendees:	Catherine Foster (Board Secretary Lead)	Item 1 - end
	Sarah Barrett (Executive Assistant)	Item 1 - end
	Richard Harrison (Acting Director Public Transport and Active Modes)	Item 1 - end
	Melanie Alexander (Director, Network Performance)	Item 1 - end
	Andrew McGill (Group Manager, Network Planning and Policy)	Item 12-13
	Werner Pretorius (Head of Integrated Network Planning)	Item 12-13
Auckland Council	Hamish Bunn (Strategic Transport Lead)	Item 13

Item	Topic
Opening	
1.	**Welcome/Acknowledgements** The Chair opened the meeting and welcomed the attendees.
2.	**Apologies** None.
3.	**Interest Register - Declarations/Conflicts** Noted.
4.	**Approval of Open Session meeting minutes – 28 May 2026** The Auckland Transport (AT) Interim Board (board) approved the minutes from the board meeting held on 28 May 2026. Matters arising: • T2/T3 lanes: **Action: 2026June01**: the board asked whether performance could be modelled if all T3 lanes became T2. Management advised this modelling is not currently done, but demand could be assessed. Management to follow up with this information.
5.	**Actions Register** Noted.
6.	**Key Correspondence with Stakeholders** Noted.
7.	**Governance Forward Programme** Noted.
Standing Items	
8.	**Chief Executive Open Business Report** The Chief Executive spoke to the report and highlighted the following matters: • **Public transport (PT) boardings and farebox**: Year-to-Date (YTD) boardings grew to 84m (YTD target: 86.6m), with the gap to target reduced to 3%. There were 9m boardings in May 2026.

Item	Topic
	• **New services for West and Northwest commencing in June**: the board noted two new frequent routes to improve bus connections in West Auckland. Together, the routes are forecast to increase patronage by more than 300,000 passengers by June 2027. • The board noted that route reviews would continue, including in the south, to respond to growth patterns and anticipated demand from City Rail Link (CRL). Network planning will remain a core capability of the PT Council Controlled Organisation (CCO).
9.	**Transport Reform Transition Update** Key discussion points included: • The overall risk rating remained Amber, with programme risks elevated but understood. • Governance arrangements were in place to support the transition, including monthly reporting and the establishment of Auckland Regional Transport Committee (ARTC) shortly. Engagement with Auckland Council (AC), the Minister of Transport and local boards remains strong. • The focus remained on day-one readiness. Enterprise Resource Planning (ERP), Systems, Applications, and Products (SAP) and technology remained critical areas of focus. Work was progressing on critical business processes and interfaces with the PT CCO and AC were being mapped, including dependencies, people-manager guidance and impact assessments. • The Temporary Traffic Management (TTM) task force had been established and was meeting regularly. • Work was underway to prepare staff for change, including development of an induction programme. • The board discussed how day-one customer contact demand would be managed. Management advised that calls would continue to be directed to AC, with PT calls continuing to be handled by the PT CCO, and that there would be no change from a user perspective.

Item	Topic
	• The board discussed the need for sufficient clarity in Group Shared Services (GSS) service level agreements to provide assurance that an appropriate service coverage is in place. Management advised that service level agreements are being developed with AC.
10.	**Transport Safety Update** Key discussion points included: • The board noted 17 fatal crashes on AT roads in 2026, with five safety recommendations made: three completed and two open. A further nine reports were pending and all urgent actions had been progressed. • The board discussed fatal crash action due dates. Management advised these are guided by Police and coroner service levels, assessed site by site, and prioritised by safety risk. All 2025 fatal crash actions had been closed out. • **Action: 2026June02:** Management to follow up on the outstanding audit action relating to fatal crashes and provide the board with information on the crash date, status of actions completed or outstanding, any urgent actions required and timeframe for addressing recommendations, starting with next month's report. • The board noted that vulnerable road users, including pedestrians and cyclists, make up a significant proportion of deaths and serious injuries (DSI), and requested further information on the road safety programme for these users. • **Action: 2026June03:** management to provide the board with a memo on the road safety focus for vulnerable road users. • The board discussed recorded trespass on the rail network and the development of a comprehensive rail network action plan. Management outlined mitigation measures, including gated level crossings, access controls, planting along the corridor and ongoing education, noting that unauthorised access to the rail corridor remained a key issue until full fencing was achieved.

Item	Topic
11.	**Network Performance Update** Key discussion points included: • Signalised Intersection Optimisation Delivery: the board noted that 172 improvements had been delivered and 78 sites were in progress. The board requested greater visibility of trends, progress against the previous month and the prioritisation of improvement. data to be included in next month's report.
Items for approval	
12.	**Future Connect** Key discussion points included: • The board noted AC's endorsement of Future Connect. • The board discussed the treatment of ferries within the network hierarchy, noting that ferries sit within the supporting network. • The board sought clarification on whether a busway design was being progressed for the Hibiscus Coast to Albany corridor. Management advised that any such work would be led by New Zealand Transport Agency Waka Kotahi (NZTA). • The board discussed the indicators used for transport system analysis, including whether the focus would move beyond mode-based measures to include people, businesses and customers. Management advised that Future Connect is a data-driven tool and is complementary to customer insights. • The board discussed how Future Connect supports economic growth and access to higher-frequency PT. Management advised that the tool provides data on network performance, including contributors to congestion and supports Regional Land Transport Plan (RLTP) funding decisions to address identified deficiencies. • The board requested that the public-facing document more clearly explain how deficiencies are identified, used and linked to improved outcomes. • The board requested clearer explanation in the planning, funding and delivery section of what will transfer to AC under transport reform. Management advised this would be addressed through the document rewrite. • The board discussed how Future Connect informs NZTA decision-making. Management advised that it applies a whole-of-network approach, including NZTA assets, to support coordinated decisions regardless of asset ownership. The board: a) Approved Future Connect 2026 for public release.
13.	**Auckland Road Classification Framework** Key discussion points: • The board discussed alignment with NZTA's One Network Framework. Management confirmed that the Auckland Road Classification Framework is informed by the One Network Classification. • The board sought clarification on how high-frequency bus routes are defined. Management advised that the classification is forward-looking, based on services that are reasonably likely to occur, and would be reviewed through the three-yearly review cycle. • The board discussed how the framework relates to CRL and future bus route changes. Management advised that AC would have decision making responsibility for arterial roads in the city centre and Eden Park precinct areas • The board discussed the treatment of Eden Park within the framework and the need for AC and AT to work together on any areas of concern. Management advised that the governing body would make decisions within the relevant boundary. Workshops are occurring with AC and Eden Park to improve collaboration, and the Eden Park traffic management plan was being updated. The board:

Item	Topic
	a) Endorsed the criteria and principles included in the Auckland Roading Classification Framework. b) Noted that the Auckland Road Classification Framework will be presented to Auckland Council's Transport and Investment Delivery Committee and the Minister of Transport for approval.
General	
14.	**General Business** None.

Approved by the board as a true reflection of the meeting proceedings.

Andrew Ritchie
Chair

Actions Register (Open Board Sessions)						
Outstanding / In Progress Actions						
Reference	**Meeting date**	**Section**	**Action**	**Completion Date**	**Assignee**	**Status**
Action 2026May02	28-May-26	Network Performance Update	The board requested further detail on the Utilities Access Act 2010, its review, access to the roading network and enforcement levers under the new rules.	14-Jul-26	Acting Director of Network Performance	**COMPLETE:** A paper has been circulated to the board on 14 July.
2026June01	24-Jun-26	T2/T3 lanes	The board asked whether performance could be modelled if all T3 lanes became T2. Management advised this modelling is not currently done, but demand could be assessed. Management to follow up with this information.	23-Jul-26	Acting Director of Network Performance	**COMPLETE:** An update has been included in the July Network Performance report.
2026June02	24-Jun-26	Transport Safety update	Management to follow up on the outstanding audit action relating to fatal crashes and provide the board with information on the crash date, status of actions completed or outstanding, any urgent actions required and timeframe for addressing recommendations, starting with next month's report.	23-Jul-26	Acting Director of Network Performance	**COMPLETE:** An update has been included in the July Transport Safety report.
2026June03	24-Jun-26	Transport Safety update	Management to provide the board with a memo on the road safety focus for vulnerable road users.	15-Jul-26	Acting Director of Network Performance	**COMPLETE:** A paper was circulated to the board on 15 July. A paper will be presented at the August board meeting, providing further discussion on Road Safety Indicators and Action Plan.
Closed Actions						
Reference	**Meeting date**	**Section**	**Action**	**Completion Date**	**Assignee**	**Assignee**
2026April02	22-Apr-26	Chief Executive Open Business Report	Management to provide the board with visibility of the complaints response system including delegations.	28-May-26	Director Customer & Network performance	**CLOSED:** Paper presented at the 28 May board meeting.

2026April04	22-Apr-26	Chief Executive Open Business Report	Board members will receive a briefing on rail safety, which will cover recent improvements in rail safety measures.	28-May-26	Director Public Transport and Active Modes	**CLOSED:** Paper presented at the 28 May board meeting.

Entered by Board Secretary

AGENDA ITEM 7 | BOARD NOTING PAPER	
To:	The Auckland Transport Interim Board
From:	Catherine Foster, Board Secretary Lead
Reviewed:	Stacey van der Putten, Interim Chief Executive
Date:	14 July 2026
Title:	**Key correspondence with Stakeholders – Open**

Aronga / Purpose

1. To update on correspondence with key stakeholders since the last Auckland Transport (AT) Board (board) meeting.

Tuku mana / Delegation

2. N/A.

Te whakarāpopototanga matua / Executive summary

3. The following correspondence was sent to and received from key stakeholders since the 28 May board meeting.
    a. Letter from AT interim board chair to the Mayor Auckland, dated 25 June 2026
    b. Letter from MP for Pakuranga to the AT Chief Executive and board chair, dated 7 July 2026.
    c. Letter from Auckland Councillor Greg Sayers to KiwiRail regarding trains to Huapai, dated 9 July 2026.
4. Copies of the correspondence are published in the Diligent Resource Centre.

Te pou whenua tuhinga / Document ownership

Submitted by	Approved for submission
Catherine Foster **Board Secretary**	Stacey van der Putten **Interim Chief Executive**

Interim Board Governance Forward Programme 2026

	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1. Meeting Schedule								
Board meeting	28	24	23	27	24			
Finance and Assurance committee meeting	13	10	29	12	9			
Transport & Infrastructure Delivery Committee (External Committee – for information only)	*26*	*23*	*28*	*25*	*22*	*20*	*24*	*8*
2. Strategy and direction setting								
Statement of Intent – review and approval			23/29					
3. Standing Reports								
CE Business report (open and confidential)	28	24	23	27	24			
Finance Report (includes capital report)	28	24	29	27	24			
Risk Update	28	24	23	27	24			
Transport Transition Programme Update	28	24	23	27	24			
Operating Rules and Escalation Process Update	28	24	23	27	24			
Network Performance Update	28	24	23	27	24			
Health, Safety & Wellbeing	28	24	23	27	24			
Transport Safety Update	28	24	23	27	24			
CE Delegation review								
Risk Appetite Statement	28							
Annual budget		24						
Adoption Annual report (incl. full year financial results)				27				
Approve annual insurance cover renewal		24						
Quarterly Report to Auckland Council				27		TBC		

Interest register	28	24	23	27	24			
Action Register	28	24	23	27	24			
Meeting minutes	28	24	23	27	24			
Interim board charter approval	28							
City Rail Link Readiness		19	13					

- *Site visits to be arranged at board's request.*

		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
4. Site visits and engagements	**Responsible ELT / SLT**								
City Rail Link (Karanga-a-hape Station)	Stacey van der Putten	21							
Level Road Crossing Programme	Stacey van der Putten	21							
Auckland Transport Operations Centre (ATOC)	Stacey van der Putten				TBC				
Auckland Rail Operations Centre (AROC)	Stacey van der Putten	21							
Eastern Busway	Stacey van der Putten				TBC				

- *Briefing on strategic matters to be arranged at board's request.*

		May	Jun	Jul	Aug	Sept	O c t	Nov	Dec
5. Interim board briefings	**Responsible ELT/SLT**								
Risk Appetite Statement	Mark Laing	13							
Capital Programme	Mark Laing	13							
City Centre	Mel Alexander			8					
Cyber Security	Roy Cohen			8					

Entered by Board Secretary

AGENDA ITEM 9 | BOARD NOTING PAPER	
To:	The Board
From:	Stacey van der Putten, Interim Chief Executive
Reviewed:	Stacey van der Putten, Interim Chief Executive
Date:	16 July 2026
Title:	Chief Executive's Open Board Business Report

Aronga / Purpose

1. To summarise Auckland Transport's (AT's) activities for the May and June 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 update and highlights

3. **SOI performance:** the SOI dashboard is included as Attachment 1. This month's dashboard outlines provisional year-end results where available, with final 2025/26 results being confirmed by Audit for inclusion in the annual report. Some results are not yet available, but we have provided indications of their met/not met status.
4. Provisional results show that AT met or exceeded 20 of 24 measures (+1 compared to last period) for the period ending 30 June 2026, with public transport (PT) patronage now within the met range following a strong last quarter.
5. **Annual PT patronage:** totalled approximately 92.0m, 3.6% above 2024/25 total of 88.8m. This is 2.2% below target, but within our 2.5% met range.
6. **Reputation and confidence**: AT listens and responds Q4 result of 41% is our highest quarterly result since we began the reputation survey. This brings our 2025/26 average to 38%, exceeding the target of 36%.
7. **Capital programme delivery:** 141% of June's monthly budget was delivered, bringing our 2025/26 capital programme delivery to 93% of budget. This marks the third consecutive year AT delivered its largest capital programme.
8. **Cycling counts:** totalled 3.62m for 2025/26, exceeding our target by 2.75%. This is a 4.7% increase compared to last year.

PT

9. **Waitemata 1 – our first electric hybrid ferry** entered service in June, with full timetable effective in July 2026.
10. **Te Komiti (EV Maritime 1) – our first fully electric ferry** has officially been handed over to AT. Fullers crews are now undergoing 12-week training, but this will not be in full service until 2027 (with Downtown charging infrastructure). We are looking at opportunities to 'showcase' the vessel later this year, if affordable.
11. **Ferry Western Package** procurement was finalised on 1 July 2026. This is the first ferry-related procurement that AT has concluded in almost ten years. Focus shifts to preparations for mobilisation and implementation, to take effect on 1 July 2027.
12. **Gulf Harbour Ferry procurement** market briefing completed, with Request for Proposal live in July 2026.
13. **Laingholm bus issues:** we have received complaints about the Laingholm bus services, with issues including buses being too large for the route, lack of route familiarity for new drivers, and drivers not following proper road diversions.

Auckland Transport

Entered by Board Secretary

14. These issues and complaints have increased following service changes, partially caused by new drivers on the route. We have instructed Ritchies to allocate experienced drivers and reduce driver rotation for select routes (including school bus services) in this area to ensure more consistent service delivery. Councillors and the local board have been kept informed of progress.
15. A long-term solution includes implementing smaller buses. The initial trial of a very small bus (13 seats, with 13 standing capacity) was considered successful, and soon we will trial a small electric bus.
16. **KiwiRail Auckland Network Access Agreement** (ANAA) annual variation has been completed for 2026/27.
17. **Contract variations** completed for ferry operators KiwiSaver uplift, and Total Mobility taxi operators' contracts have been reviewed and extended.

People

18. **People and performance:** the People and Performance Dashboard is included as Attachment 2. Overall voluntary turnover remains flat at 10% but senior (Band L+) voluntary turnover has increased from 17.6% in May to 28.1% in June, reflecting risk of attrition at this level and a sustained loss of valuable capability, capacity, and experience.
19. Our current end of year performance management process is a mechanism for retention discussions. In addition, certainty of ongoing structure and redeployment, expected at the end of July, is likely to slow this attrition.

Major projects

20. **Takaanini road bridges:** approval will be required by the board in August 2026 for redistribution of the value of the Takaanini road bridges design contract to incorporate the next phase. The total contract value will exceed $20m. This is a planned activity and required according to delegated financial authority, it is not a request for change in budget.
21. **Western line level crossing public engagement:** plans shifted from July/August, now expected to commence public engagement in September 2026.

Other updates

22. **Quarter four report:** the report to council's Transport & Infrastructure Delivery Committee will be brought to the August Finance and Assurance Committee meeting for approval.

Key approval papers

23. The key items requiring approval or noting by the board at this meeting are:
    a. Statement of Intent 2026 – 2029
    b. Accessibility Action Plan.

Ā muri ake nei / Next steps

24. The next Chief Executive's Open Board Business Report will be presented to the board at the 27 August 2026 meeting.

Ngā whakapiringa / Attachments

Attachment #	Description
1	SOI Dashboard – June 2026
2	People and Performance Dashboard – June 2026

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Sean Cavanagh **Corporate Planning and Performance Lead**	Scott Campbell **Acting Director, Strategy and Governance**	Stacey van der Putten **Interim Chief Executive**

Entered by Board Secretary

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Jun-26

12	8	4	--
Above target 2.5%	Target +/- 2.5%	Below Target 2.5%	Not Rated

Objective/ Outcome	ID	Measures	Freq	Latest YTD Result	YTD Target	Year-end target	YTD Status	Performance Commentary	Performance Response
Making Every Interaction Count	**1**	**Customer perceptions AT listens and responds to Aucklanders' needs**	**Quarterly**	**38%**	**36%**	36%	Exceeded	AT listens and responds Q4 result of 41% is our highest quarterly result since we began the reputation survey. This brings our 2025/26 average to 38%, exceeding the target of 36%.	
	2	**Formal complaints Percentage of total AT case volume resulting in a formal complaint**	**Monthly**	**0.46%**	**<0.4%**	<0.4%	Not Met	In June 2026, formal complaint volumes respresented 0.49% of total AT case volume, 0.21% lower than May 2026. This aligns with the expected downward trend.	
	3	**Complaint resolution Percentage of formal complaints that are resolved within 20 working days**	**Monthly**	**93%**	**90%**	90%	Exceeded	Performance against the formal complaint timeliness measure remained strong in June, with 92% of complaints resolved within 20 working days,	
	4	**Local Board satisfaction with engagement**	**Annually**	**82%**	**75%**	75%	Exceeded	2026 Local Board Members engagement survey reached an all-time high result of 82% of respondents stating are satisfied with the way AT has engaged with the local board over the past six months (up from the most recent survey last year of 78%).	
Improving Network Productivity	**5**	**Average travel time across the arterial network**	**Monthly**	**22.7 minute**	**23 minutes**	23 minutes	Met	In June 2026, the average people travel time was 23.7 minutes (for an average trip of 10 km), 0.2 minutes lower than previous month, consistent with the typical seasonal reduction in congestion from May to June.	
	6	**Arterial productivity Average number of people moving per hour during the morning peak**	**Monthly**	**30,214**	**30,000**	30,000	Met	In June 2026, arterial road productivity during the AM peak reached 31,889, 11% higher than June 2025. The year-on-year productivity improvement reflects higher demand levels, with traffic movements approximately 3% higher than in June 2025	
	7	**Freight performance Percentage of the freight network moving without congestion in the interpeak**	**Monthly**	**85%**	**85%**	85%	Met	In June 2026, 86% of the Freight Network operated at Levels of Service A-C during the interpeak period, 1% lower than June 2025. This increase in congestion levels is primarily attributable to higher traffic demand compared to last year.	
	8	**Bus Priority Kilometres of bus priority (including SVL and dynamic lanes) delivered**	**Quarterly**	**10.5km**	**10km**	10km	Exceeded	Strong delivery performance in Q4 with 3.34km of new SVLs completed including Wellesley Street Bus Priority - Stage 1 (0.1km), Mt Smart Road SVL (1.3km), Mt Wellington Highway SVL (1.8km) and SH16 Royal Road southbound bus priority (0.14km, NZTA led joint NZTA/AT ANO project).	

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Jun-26

12	8	4	--
Above target 2.5%	Target +/- 2.5%	Below Target 2.5%	Not Rated

Objective/ Outcome	ID	Measures	Freq	Latest YTD Result	YTD Target	Year-end target	YTD Status	Performance Commentary	Performance Response
Taking Transport From Good to Great	**9**	**PT Boardings Annual numbers of PT trips**	**Monthly**	**92 million**	**94 million**	94 million	Met	June 2026 recorded 8.0m boardings, up 1.1m compared with June 2025. Full year boardings reached 92.0m, 3.6% above last year and achieving the target range.	
	10	**PT reliability Percentage of services that start according to schedule**	**Monthly**	**96.5%**	**98%**	98%	Met	June result. Commentary TBC.	
	11	**PT punctuality Percentage of services that start and end according to schedule**	**Monthly**	**91.8%**	**89%**	89%	Exceeded	June result. Commentary TBC.	
	12	**PT utilisation for frequent routes during peak**	**Monthly**	**46.7%**	**50%**	50%	Not Met	May result.	
	13	**Farebox Recovery Ratio The percentage of the total PT operating cost recovered through fares**	**Monthly**	**34.1%**	**34%**	34%	Met	June 2026 monthly result was 35.1%, significantly stronger than the monthly target of 31%. Higher patronage and associated revenue, favourable PT cost all contributed to meeting the target.	
Core Business and Other Activities	**14**	**Safety Deaths and Serious Injuries on the road network in Tāmaki Makaurau Auckland**	**Monthly**	**619**	**527**	<=576	Not Met	There were 619 provisional DSIs recorded, this is a decrease of 9 from the previous year. Local Road DSIs are tracking at 543 (88% of all DSI). The total number is expected to increase by a small amount due to the usual three months lag for serious injury numbers to be finalised.	
	15	**Asset condition Proportion of key assets in poor or very poor condition**	**Quarterly**	**15.83%**	**17%**	17%	Met	Key Assets in unacceptable condition has decreased slightly (by 0.6%) on the last quarter. The difference is not material and primarily due to the completetion of structures renewals.	

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Jun-26

12	8	4	--
Above target 2.5%	Target +/- 2.5%	Below Target 2.5%	Not Rated

Objective/ Outcome	ID	Measures	Freq	Latest YTD Result	YTD Target	Year-end target	YTD Status	Performance Commentary	Performance Response
Core Business and Other Activities	**16**	**Road maintenance Percentage of the sealed local road network that is resurfaced or rehabilitated**	**Monthly**	**7.8%**	**7%**	7%	Exceeded	AT delivered our largest annual road maintenance programme, totalling over 490km of resurfacing or 7.8% of the network, exceeding the SOI target of 7%.	
	17	**Emission reduction Reduction in operational emissions including AT contracted public transport activities**	**Quarterly**	**1% decrease from baseline**	**0% from Baseline**	0% from Baseline	Met	Q3 result.	
	18	**Low emission buses Number of buses in the Auckland bus fleet classified as low emission**	**Monthly**	**427**	**350**	350	Exceeded	24 additional zero emission buses entered service during June, bringing the total for FY26 to 427. Most of these vehicles are for Ritchies contracts in South and West Auckland. Four vehicles also entered service on the Outer Link.	
	19	**Cycle counts The number of people cycling past defined count sites**	**Monthly**	**3.62 milion**	**3.52 million**	3.52 million	Exceeded	Total cycling count of 284,000 in June, 18% higher than June 2025. 4.7% increase year-on-year.	
	20	**Resource consent timeframes Adherence to the service level agreement to provide specialist input into the resource consents**	**Quarterly**	**96%**	**90%**	90%	Exceeded	Implentation of the new Service Level Agreement has meant the Planner briefs us directly, we see applications earlier and can deliver responses efficiently.	
	21	**Percentage of capital budget invested**	**Monthly**	**92.6%**	**90%**	90%	Exceeded	The strong capital delivery performance from May continued into June, achieving 141% of June monthly budget, driven primarily by activity within the rail (level crossings), strategic property acquisition and renewals programmes.	
	22	**Percentage of capital programme delivery on time.**	**Quarterly**	**95%**	**90%**	90%	Exceeded	At the end of FY26, 95% of capital programme milestones were delivered on time.	
	23	**Percentage of procurement spend with Māori-owned business**	**Monthly**	**2.18%**	**3%**	3%	Not Met	Performance declined due to the loss of significant direct spend with a Māori-owned streetlight maintenance contractor following contract transitions, partially offset by new supplier development initiatives and strengthened Māori procurement requirements and reporting processes.	
	24	**Number of marae improved by AT's programmes.**	**Quarterly**	**2**	**1**	1	Exceeded	Reretewhoi Marae and Tahuna Pa Marae carparks completed and opened.	

People and Performance - Auckland Transport

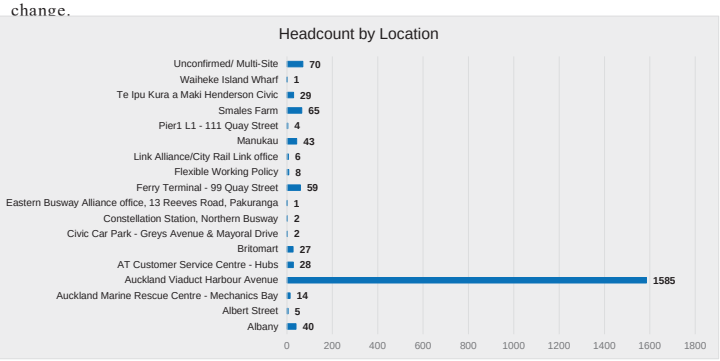
Update

AT's headcount remains within budget levels and managed through the resource governance group. Some incremental investment into City Rail Link and technology through fixed term extensions occurred in June to enable its successful launch and close out time sensitive work requirements.

Our demographic measures are flat to prior month. However, with transport reform pending, current proposals indicate a slightly disproportionate impact to roles with female incumbents to males (42% female versus 58% male against a leader population of 38% female and 62% male). Māori in permanent employment are not disproportionately impacted by change. However, with high volumes of transfers to Auckland Council for this group, the proportion of Māori employees in permanent employment is forecast to reduce post implementation. Diversity considerations will be weighed into redeployment and ongoing recruitment decisions balance of year to leverage and deliver strength of diversity across the workforce.

Overall voluntary turnover remains flat at 10% but senior (Band L+) voluntary turnover has increased from 17.64% in May to 28.12% in June reflecting risk of attrition at this level, and a sustained loss of valuable capability, capacity and experience. Our current end of year performance management process is a mechanism for retention discussions. In addition, certainty of ongoing structure and redeployment activation is forecast to slow this attrition.

Unplanned leave has increased by 13% this month, with a total of 1430 days in May versus 1616 days in June. This is driven by a 10% increase in ACC leave, 21% increase in domestic leave and 12% increase in sick leave. The number of people with more than 5 weeks remains flat to May at 388 . A key driver behind these increases include winter illness and non-work accidents. Wellbeing support remains an area of focus throughout this period of significant change.



Dashboard

Reporting period: June 2026

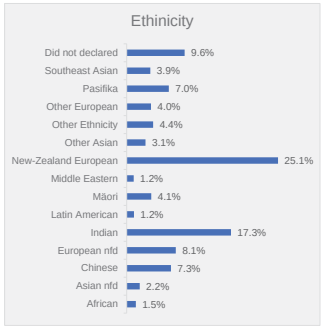
1956.3 **Full Time Equivalents**

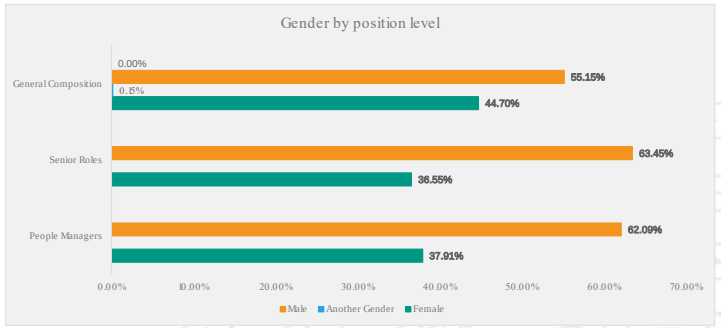
1,989 **Total Headcount**

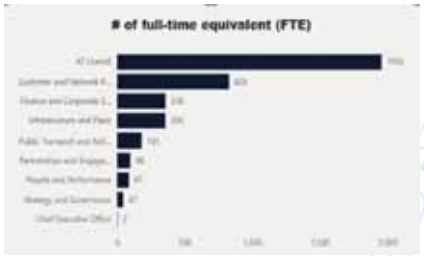
Gender 56:44:0
Male:Female:Diverse

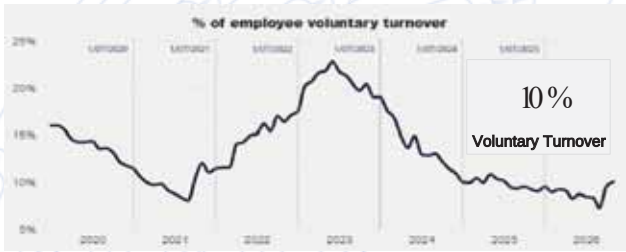
DE&I targets

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

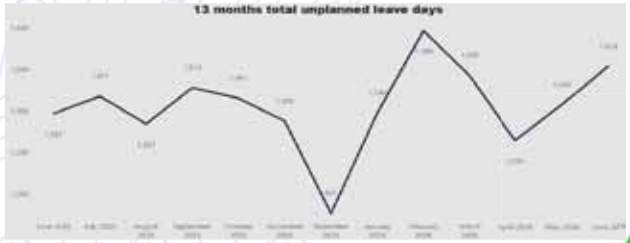








Unplanned Leave Day Breakdown	
Sick	1240
Domestic	189
Bereavement	89
ACC	98
TOTAL	**1616**



Public Transport Safety Performance Report

July 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 less than 1%** of all Death and Serious Injury (DSI) cases in Auckland. In contrast, almost 50% of DSI cases are associated with car, wagon, and van users. 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.

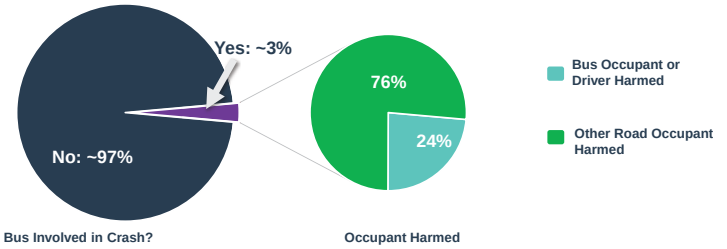
- **Bus-related crashes:** Crashes **involving buses** can still affect other road users not inside the bus. Bus-related crashes account for **around 3%** of Auckland's total DSIs.

June Update:
- Bus-related deaths and serious injuries (DSIs) remained low and relatively stable between 2021 and 2025, ranging from 16 to 19 per year. This stability has been maintained despite growth in both public transport services and Auckland's population, suggesting that the rate of bus-related DSIs per capita has declined over time.

- However, 2026 is currently tracking towards a higher number of bus-related DSIs than in recent years. This increase is primarily attributable to an unusually high number of bus-related DSIs recorded in June. Five bus-involved crashes resulted in eight serious injuries during the month, bringing the year-to-date total to 18 DSIs. While it is still early in the year, this total is already approaching the highest annual figure recorded over the past six years (19 DSIs in 2021).

- At this stage, the increase appears to be driven largely by normal year-to-year statistical variation rather than evidence of a sustained deterioration in bus safety performance. A review of the June crashes did not identify any clear common pattern or systemic contributing factor. Further detail on these crashes is provided on the following page.

Auckland Death and Serious Injuries Data (2021 – 2026)



Public Self Reported Events (Apr 2025 – Apr 2026)*

Bus traffic signal non-compliance events

Summary
- Public reporting of **bus red-light running**, captured through the AI-enabled CRM system between June 2025 and May 2026, remained steady at around **29.3 reports per month**. These reports reflect public perception rather than confirmed safety breaches, with further analysis underway to identify patterns by operator and route.

Key trends and observations
- Reporting levels were relatively stable over time, with most months falling within a narrow range of **27 to 36 incidents**. Variations appear to reflect seasonal patterns and network activity, rather than significant shifts in behaviour, peaking in February 2026 (51 cases) during high network usage, and dipping in December 2025 (17 cases) and July 2025 (22 cases), when services and congestion are typically lower.

Customer and public safety events

Summary
- Customer-reported incidents involving **aggression, violence, racism, discrimination, and inappropriate behaviour**, captured through CRM AI record a total of **1,862** incidents recorded during the 12-month period June 2025 to May 2026. Reports increased slightly from 110 in April 2026 to 135 in May 2026; however, they remained among the lowest monthly totals recorded during the reporting period.

Key trends and observations
- Although incident levels fluctuate month-to-month, the data shows a **downward trend**, with recent months consistently lower than earlier in the period. Seasonal factors, such as reduced activity and services in December, contribute to some variation, but do not change the overall pattern of improvement.

- This downward trend aligns with the continued implementation of safety initiatives under the Public Transport Safety Action Plan, including driver protection screens, real-time onboard bus CCTV trials, improved reporting pathways, and the introduction of a bus safety ambassador trial (further detail on following page).

* Due to issues with the CRM source data, reporting is currently available only up to May 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.

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.

Bus Safety

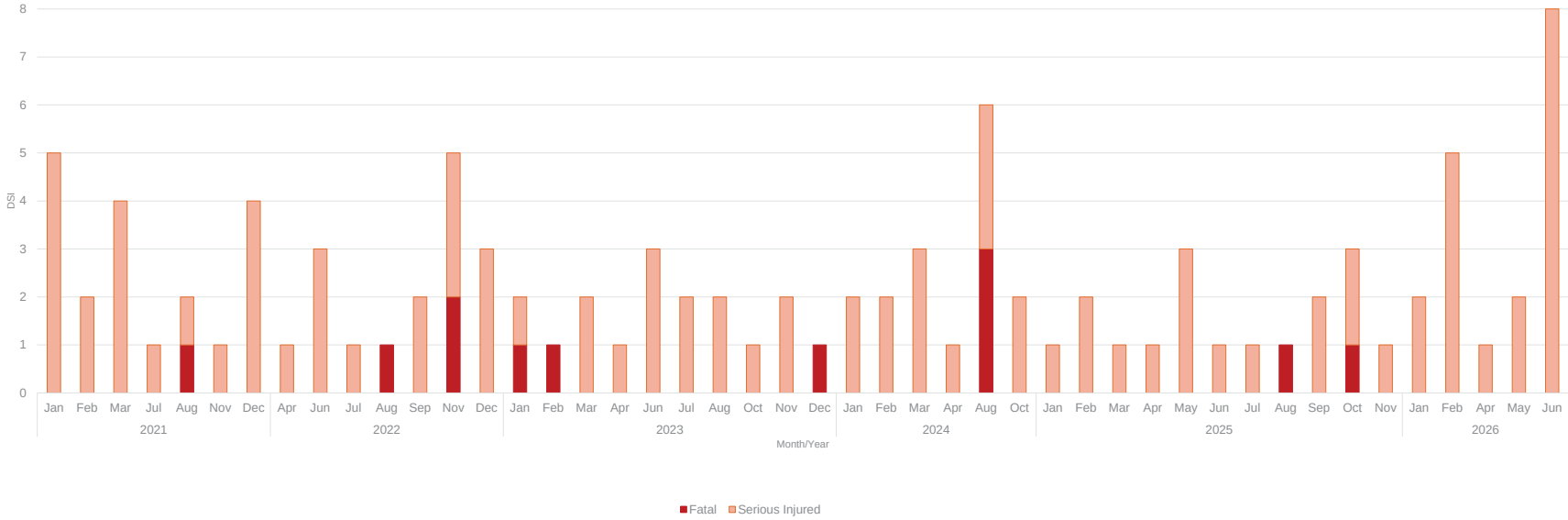
June 2026 crashes overview

A total of five bus-related crashes resulted in eight serious injuries during the month:

- In one crash, the bus was stationary at a bus stop when it was struck by another vehicle.
- In two crashes, the bus was involved as a secondary impact vehicle and was not the first vehicle struck.
- One incident involved a pedestrian reportedly stepping into the path of a bus travelling at approximately 20 km/h.
- One crash involved a collision between two buses.

While all five crashes involved buses, the circumstances do not suggest a pattern of dangerous bus driving. In three of the five crashes, the bus was either stationary or was not the first vehicle struck. Based on the available information, the June crashes appear to reflect a range of broader road user behaviours, including car driver inattention, illegal overtaking, excessive speed, and pedestrian actions, rather than just bus driver conduct.

DSI caused by Auckland Bus related crashes (2021 – 2026)



The CAS extraction for this data was completed on 1 July 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.

Public Transport Safety: Current Bus Safety Initiatives

Initiative	Objective	June Updates	Insights
Safety Ambassadors on Bus Trial	• Increase both actual and perceived safety and customer confidence through a visible, engagement-led presence on the public transport network. • Two teams are currently deployed across selected Western and City/North western routes.	• Multiple Safety Ambassadors received a NZ Security Association 'Saved a Life Award/' medal for their response to critical life-threatening incident while on shift, demonstrating the value of a visible, engagement-led safety presence on the public transport network. • Discussions are underway to establish a third and final Safety Ambassador team for the trial to support targeted deployment across South Auckland routes. • Insight collected by Ambassadors are being synthesised weekly and shared to the partners involved and internal Ops teams.	• The programme continues to demonstrate that engagement and early intervention can successfully influence customer behaviour without reliance on enforcement. • Ambassadors have deescalated several incidents that would likely have otherwise required Police attendance. • Early indicators show improved fare compliance and reduced fare evasion on serviced routes.
Roll out of Bus Driver Safety Protection Screens	• Safety screens provide a physical barrier between drivers and passengers, reducing exposure to aggression and assault. • This supports reduced harm to frontline staff while strengthening driver confidence, wellbeing, and retention.	• The programme has successfully completed on schedule, with 1,100 driver safety screens installed across the fleet by end of June 2026. • Project is now complete.	• The rollout has delivered a network-wide safety enhancement, significantly reducing driver exposure to customer aggression and creating a safer operating environment for frontline staff.
Real-Time CCTV on Bus	• The real-time CCTV trial is enhancing both proactive and retrospective visibility of incidents, improving the speed, quality, and confidence of investigations. • The programme is targeting coverage of approximately 25% of the bus network by the end of the 2026/27 financial year.	• Delivery has accelerated, with an additional 75 buses fitted during June. Together with the 121 buses completed earlier this year, real-time CCTV is now operating on 196 buses across the network. • Compatibility issues identified on Tranzurban vehicles were successfully resolved following testing on Wellington buses with similar system configurations. The resulting fixes have now been deployed, enabling continued rollout of the real-time CCTV programme.	• Further work is exploring opportunities to leverage emerging connectivity solutions, including satellite-based systems and existing SIM infrastructure, to improve coverage, capability, and cost efficiency at scale.
Computer Vision Analytics Improvement Programme	• To leverage AI-enabled analytics on CCTV systems to proactively identify safety risks and support faster, more targeted responses to incidents across the public transport network.	• Priority use cases have now been agreed, with development underway on AI-enabled detection capabilities including aggressive behaviour, crowding, trespass, intrusion, loitering, abandoned objects, and passenger movement patterns. • Work is currently focused on enhancing aggressive behaviour detection capability and expanding trespass detection at Middlemore and Henderson stations, while refining warning-zone monitoring to support future City Rail Link operations	• Once implemented, these capabilities will help shift safety management from a reactive approach to a more proactive model by identifying emerging risks earlier, providing better situational awareness, and supporting targeted interventions before incidents escalate.

Public Transport Safety: Current Bus Safety Initiatives

Initiative	Objective	June Updates	Insights
AT Mobile - Share my Journey Plan	• Improve passenger confidence and personal safety by enabling customers to share their public transport journey with trusted contacts.	• Since launching on 25 March 2026, more than 12,500 journeys have been shared through the feature, including 3,250 journeys in the past 30 days (equivalent to approximately 40,000 journeys annually at current usage levels). • New functionality has been introduced to notify both the traveler and recipient when a shared journey is disrupted, while also giving recipients greater control over the notifications they receive.	• Continued growth in usage demonstrates that customers see value in tools that increase visibility and reassurance during travel. The latest enhancements further strengthen the feature's role in supporting both actual and perceived safety across the public transport network.
Night Time Experience - Flexi-stop	• The Flexi-stop trial enables passengers on Route 18 (New Lynn to Downtown) to alight between designated bus stops after 7:00pm, where safe to do so. • This improves safety and accessibility by allowing customers to disembark closer to their final destinations during evening and night-time travel.	• The Flexi-stop trial has been operating since March 2026 and is scheduled to continue through to September 2026. • While uptake remains lower than anticipated, work is underway to expand this service offering on additional routes.	• Customer feedback has been overwhelmingly positive, with users reporting increased confidence and convenience when travelling at night. • Positive customer sentiment indicates the trial is delivering on its safety and customer experience objectives. The key focus over the remaining trial period will be understanding barriers to uptake and determining whether broader deployment could deliver greater network-wide benefits.
Centralised Reporting and Intelligence Sharing	• To develop a centralised, intelligence-led reporting capability that combines data from across the public transport network to support proactive safety management and targeted deployment of resources.	• Dashboard development continues, with user feedback being incorporated into the next iteration. • Planning for FY27 Q1 has been completed, and a dedicated analytics project team has been secured to integrate remaining data sources and commence data standardisation activities.	• This initiative is a key enabler for data-driven safety decision-making, allowing risks, trends, and hotspots to be identified more effectively across the network. • While progress is being made, the complexity of combining unstructured data from multiple internal and external systems means full implementation is likely to be a multi-year programme. The initiative remains a critical enabler for proactive, intelligence-led safety management across the network.

Public Transport Safety: Rail Safety Initiatives

Railway Safety

June 2025 – May 2026 Incidents

A rolling 12-month comparison showed:

- Recorded trespass incidents increased by 50%; however, those linked to Potential Self-Harm (PSH) decreased by 36%.
- Barrier arm collisions decreased by 25%.
- Near misses reduced by 27%.
- SPAD A incident numbers remained unchanged at 8 across both 12-month periods. However, Metro SPAD A incidents increased significantly, rising from 1 to 8 incidents.

Safety incidents can have a negative impact on rail performance and customer confidence.

Key Rail Safety Overall

Incident patterns are strongly linked to public behaviour and peak travel periods.

There is a clear shift from reactive incident response toward more proactive risk management, particularly at the road–rail interface (including level crossings and overbridges).

Despite this progress, significant risks remain. Interface risks, public behaviour around the rail corridor, and the safety impacts of increasing service frequency continue to present key challenges.

While fatalities are infrequent, ongoing trespass incidents, near misses, and barrier-arm collisions indicate that material risk remains and requires sustained focus.

Additional lead indicators (near misses, hotspot tracking) are being developed to support proactive risk management

Pedestrians remain the key user group at risk:

- Pedestrians remain the highest-risk user group, accounting for the majority of near misses and fatalities.
- Risk drivers are well understood and are being addressed through targeted, data-led interface interventions.
- With CRL increasing network intensity, sustained focus is required to prevent escalation in incident frequency.

Railway Safety Initiatives

SPAD (Signal Passed at Danger)

- European Train Control System (ETCS) safeguards already mitigating SPAD consequences across AT electric fleet.
- Operator strengthening SPAD controls through enhanced driver competency programmes.
- Targeted, data-led interventions driving industry SPAD risk reduction
- Network-wide ETCS rollout for KiwiRail fleet by August 2026 to reduce residual risk

Trespass

- AI enabled Closed Circuit Camera's (CCTV) has been installed at Newmarket and Middlemore Stations, both high-risk locations, with a trial planned for Henderson Station.
- Installation of tunnel intruder alarms across CRL tunnels and the wider rail network
- Ongoing hotspot analysis supported by regular reporting.
- Efforts to reduce cable theft and vandalism continue through security reviews, improved use of CCTV, alarms and geofencing technology, and collaboration with industry partners and NZ Police.

Suicide & Self-Harm

- A multi-agency Suicide Prevention working group—chaired by Auckland One Rail (AOR) convenes regularly to review and strengthen mitigation strategies.
- Participating partners include Auckland Transport (AT), AOR, Te Whatu Ora, Transdev, Greater Wellington, KiwiRail (KR), and NZ Transport Agency Waka Kotahi (NZTA).
- Building on the success of Middlemore Station, a case study is being used to inform future interventions and best practices

Bridge Strike

- Bridge strike mitigation work is progressing through hotspot identification, signage reviews, and engagement with freight operators. Four rail overbridge safety upgrade locations have been identified, with delivery expected in Q3–Q4 2026.

Level Crossings

- Work continues to improve level crossing safety through automatic gating initiatives, road traffic management improvements, CCTV deployment, and public awareness campaigns to support increased train frequencies following the City Rail Link (CRL) opening. Engagement with NZ Police and ongoing traffic monitoring also continue.

Overbridge safety

- A safety improvement programme has been implemented
- Safety improvements are complete, underway, or in development at 6 of the 10 highest-incident overbridge sites.
- Those locations are all on the busier, and more operationally constrained South-City rail line meaning that we're improving safety, customer outcomes, and network resilience.

Security

- Rail network security is being strengthened through the rollout of Body Worn Cameras to Auckland One Rail security personnel and a review of frontline security deployment arrangements ahead of CRL operations.

Emergency Response

- Upgrades to train-to-wayside communication systems continue, with 15 trains now migrated to the new communication platform.

Automatic Pedestrian Level Crossing Gating Programme

- A retrospective review found that the Automatic Pedestrian Level Crossing Gating Programme has reduced pedestrian exposure to rail risk and contributed to a reduction in near-miss events. The programme has also established automatic gating as the standard pedestrian safety control across the Auckland metro rail network.
- While safety performance has improved, further work is planned to address residual risk at high-risk crossings through targeted interventions, improved monitoring, and progression of the Level Crossing Removal Programme.

*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.

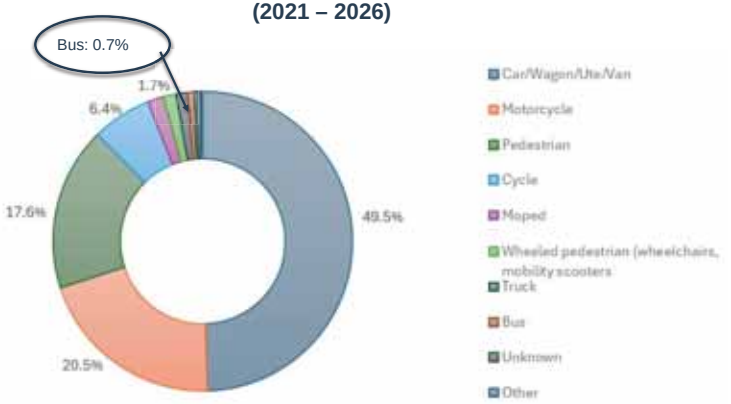
Public Transport Safety Appendix

July 2026

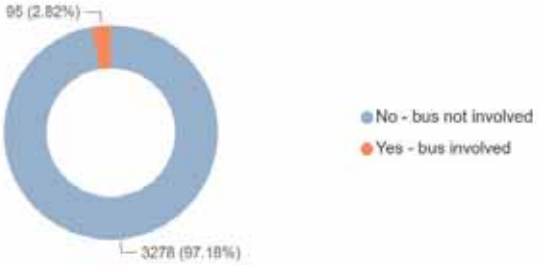
Appendix: Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)

Bus Safety

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

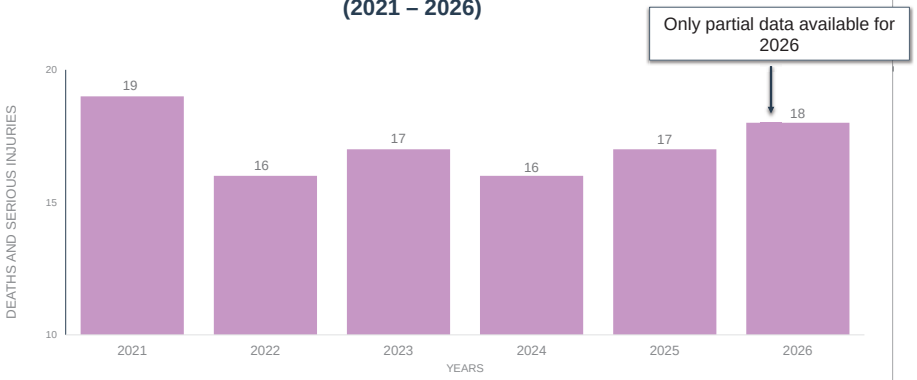


Auckland Deaths and Serious Injuries by Bus Involved (2021 – 2026)

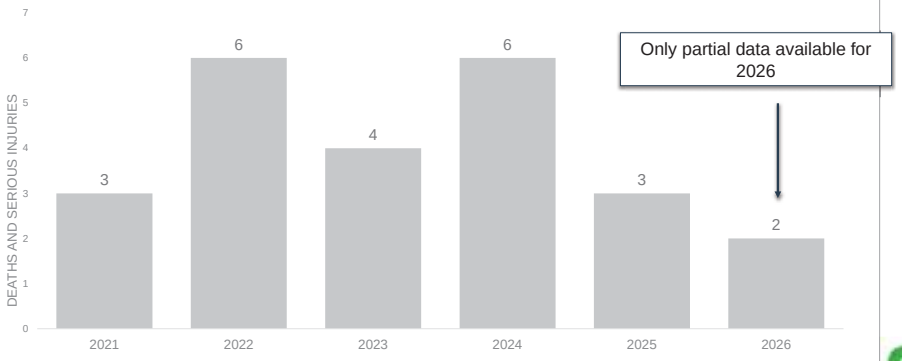


*The CAS data extraction was completed on 1 July 2026. The 2026 data is only partial because the year is still in progress and there is reporting lag between when a crash occurs and when it is entered into the CAS system. Additionally, this dataset reflects only recorded crashes, and serious injury crashes 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)



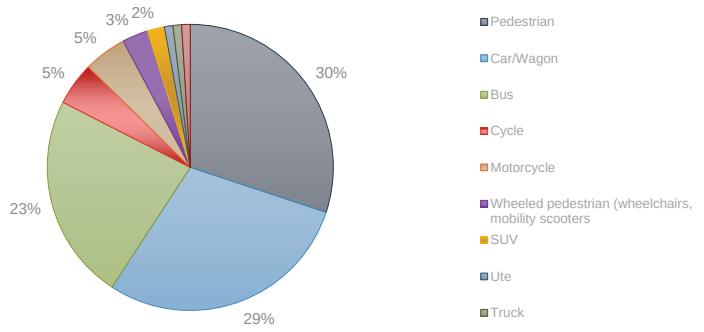
Bus Driver and Passenger Deaths and Serious Injuries by year (2021 – 2026)



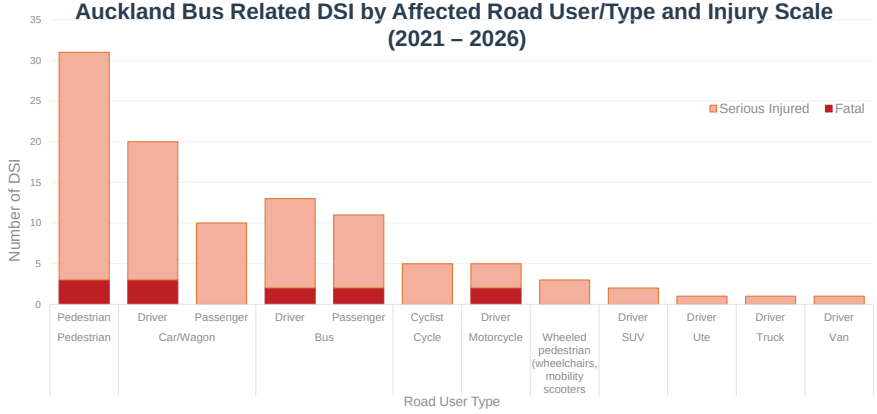
Appendix: Auckland Bus Related Deaths and Serious Injuries (2021 – 2026)

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

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



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



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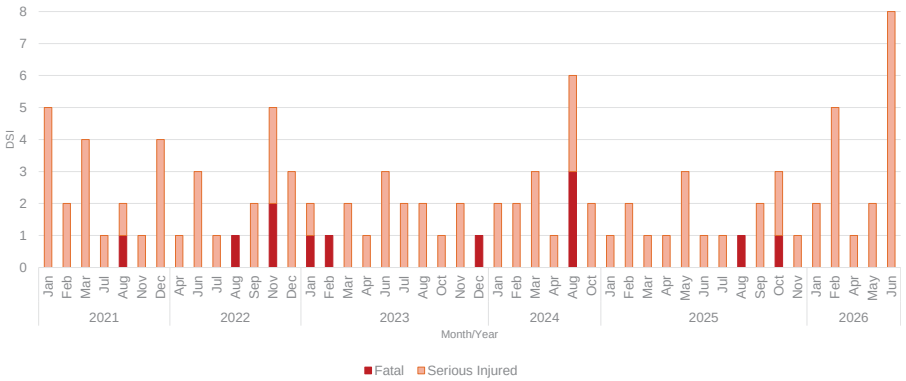
DSI caused by Auckland Bus related crashes (2021 – 2026)



The CAS extraction for this data was completed on 1 July 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.

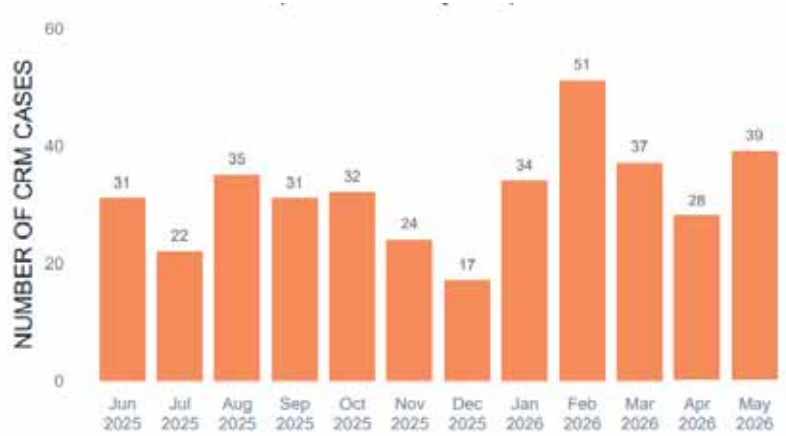
Auckland Bus Related Crashes Resulting in DSI (2021 – 2026)

The CAS extraction for this data was completed on 1 July 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*
(June 2025 – May 2026)



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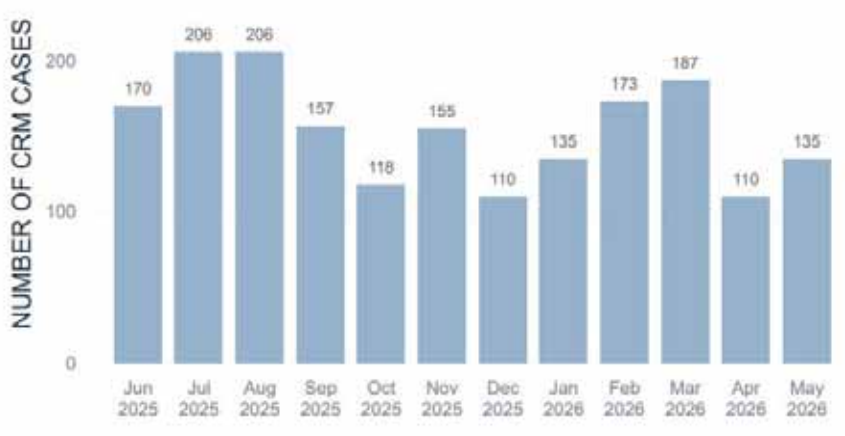
Customer and public safety events

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

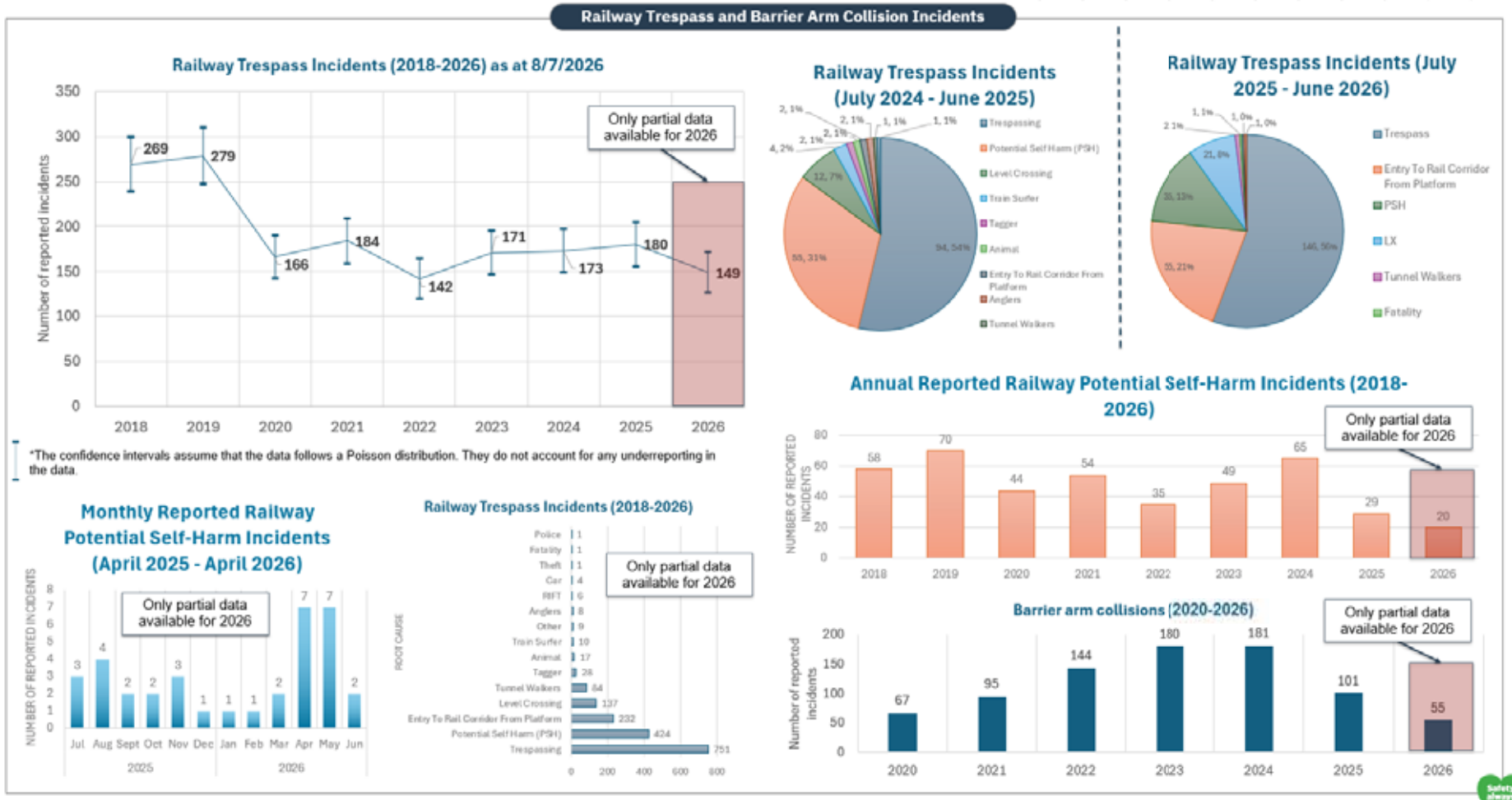


* Due to issues with the CRM source data, reporting is currently available only up to May 2026.
These figures reflect only the cases detected and recorded by the AI system. While the system provides valuable insights, it is not perfectly accurate. It can flag cases that should not have been identified and, conversely, fail to detect cases that should have been. The actual extent of underreporting remains unknown.

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.

Railway incidents reporting



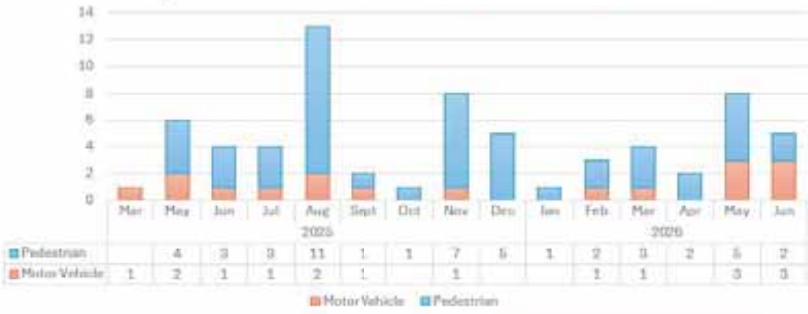
Railway incidents reporting

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	15
Motor Vehicle	8	7	4	6	9	14	8

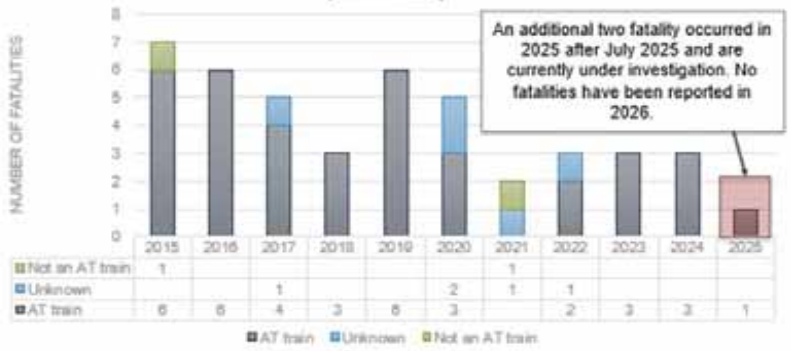
Reported Train Near Misses (March 2025 – June 2026)



	Mar	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Pedestrian		4	3	3	11	1	1	7	5	1	2	3	2	5	2
Motor Vehicle	1	2	1	1	2	1		1			1	1		3	3

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

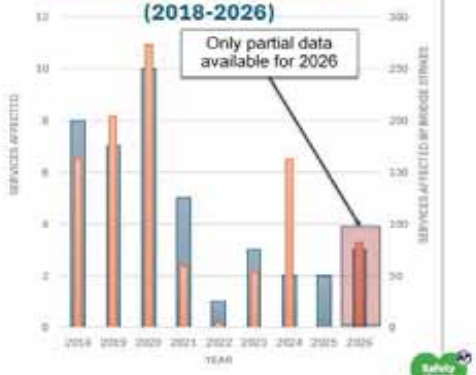
Fatalities on the Auckland Controlled Rail Network - location type (2015-2026)*

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

Fatality information is at 6/6/2026

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.

Railway incidents reporting

SPAD A Incidents

Trend up to 2025

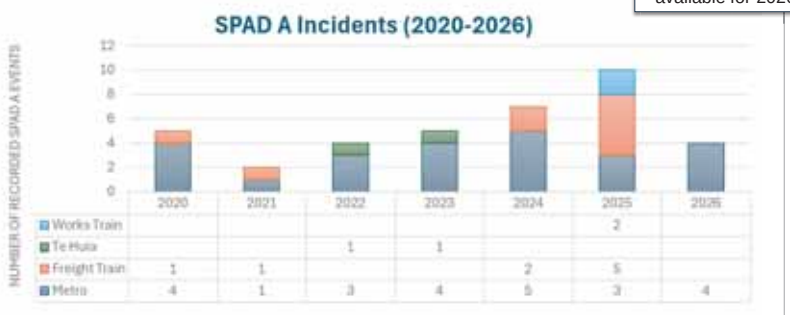
A SPAD A incident (Signal Passed At Danger Category A) is where a train, without authorisation, passes a signal that is displaying a red signal. SPAD A incidents have seen a significant increase in recent years, rising from a low of 2 incidents in 2021 to 10 in the last calendar year.

Trend Observed:

- Incidents have increased every year from 2021 to 2025.
- The first six months of 2026 indicate an increase in metro SPAD A incidents, with more incidents recorded so far this year than were recorded during the entirety of 2025.
- Weather hasn't been a contributory factor, with most incidents occurring on cloudy or dry days
- Metro passenger services operate the European Train Control System (ETCS) that provides protection against SPAD A incidents. KiwiRail freight and inter-regional passenger services do not operate ETCS, but are being equipped targeted for August 2026.

Reported SPAD A incidents

Only partial data available for 2026



SPAD A incident Mitigation

Implications:

- Potential Contributing Factors: Higher service frequency, network complexity, and human factors (fatigue, distraction) may be influencing this increase.
- Performance Indicator: SPAD A is a key safety metric; this trend could impact regulatory compliance and public confidence.

Current mitigations

- AT's electric train fleet is equipped ETCS (European Train Control System), which helps to minimise the effect of SPADs by continuously monitoring each trains' location and speed, automatically intervening if a train passes a signal at red.

Future Mitigations

To mitigate future SPAD A risks, the following initiatives are being developed:

- Due to the increase, KiwiRail have been mandated by the Rail Safety regulator to complete the installation of ETCS on their Auckland locomotive fleet by August 2026. This would, therefore, mitigate the effect of a SPAD on a Kiwi Rail operated service. KiwiRail project is on schedule for completion by August, and most KiwiRail operated services in the Metro are ETCS equipped.

July 2026
Road Safety Performance Report

Transport Safety Dashboard

1.0 Board Briefing - Key Matters for Note

2.0 Performance & Risk Highlights

3.0 Priority Actions, Risks & Forward Focus

4.0 Appendices

1.0 Road Safety Performance - Key Matters for Note

June 2026 reporting period - July 2026 Board Meeting

PURPOSE

To provide the Board with an overview of Transport Safety performance, fatal crash reporting, and key programme delivery highlights.

THE BOARD IS RECOMMENDED TO NOTE

Fatal Crash Investigations:

Auckland Transport (AT) receives notification of fatal crashes on the Auckland road network from the New Zealand Police Serious Crash Unit, where these occur on local roads and fatal crash report is completed by the Road Safety Engineering (RSE team).

During 2025, 24 fatal crash reports were completed resulting in 16 recommendations, all of which have been closed.

In 2026, 18 fatal crashes are being investigated by the RSE team, ten reports have been completed and eight are underway and expect to be completed within the 90-day Service Level Agreement (SLA).

From the finalised reports three recommendations have been completed and three remain open. All current recommendations remain on track for delivery within agreed timeframes.

Open fatal crash recommendations:

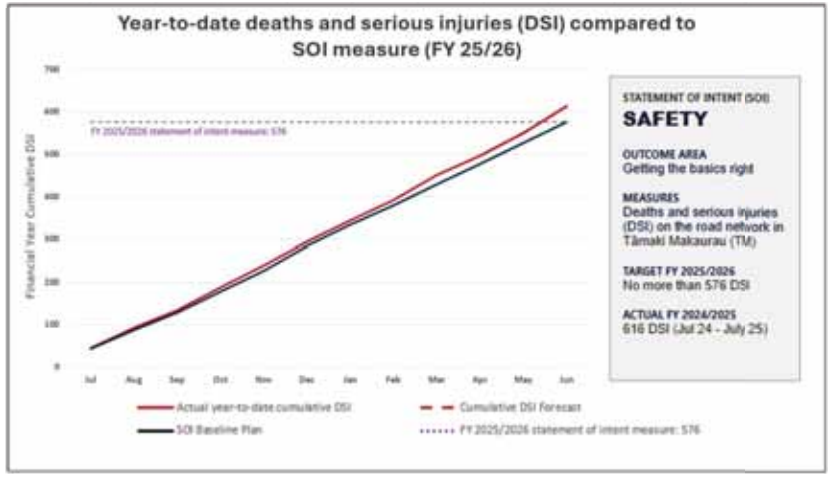
The three open fatal crash recommendations from March 2026 include:

1. Fatal crash recommendation: install edge lines along the road. Due 31/12/2026.
2. Fatal crash recommendation: investigation to be undertaken to identify if any changes to the layout of the parking bay is required. Due 31/10/2026
3. Fatal crash recommendation: undertake an investigation to determine whether the kerb profile adjacent to the parking bay needs to be changed or whether alternative measures are required to reduce likelihood of people driving over the kerb. Due 31/10/2026

Deaths and serious injuries on Auckland's road network:

Year-to-date, there have been 613 deaths and serious injuries (DSIs), comprising 34 fatalities and 579 serious injuries across Tāmaki Makaurau. We expect this number to increase; it can take up to three months for serious crash numbers to be finalized in the NZTA Crash Analysis System (CAS).

Current performance is tracking 37 DSIs (6%) above the FY2025/26 SOI target of 576 DSIs. Local Road DSI is tracking at 540 (88% of all DSIs)



The graph uses an SOI baseline (last five years data), an actual total DSI line as at the current date, and a cumulative DSI forecast line, which considers the additional projected DSIs, once final investigations are complete and updated in the NZTA Crash Analysis System (CAS).

2.0 Performance Highlights

Positive performance and matters requiring Board awareness - July 2026

POSITIVE PERFORMANCE

Road safety infrastructure: FY26 closed on a high note, as 16 projects reached completion in June alone, lifting the year-to-date tally to 76 finished projects. The programme achieved an estimated annual reduction of 8.3 deaths and serious injuries equivalent (DSIeq), exceeding the FY26 target of 5.1 DSIeq. In FY26, the five most common treatment types were signs and markings (14), high-friction surfacing (14), pedestrian improvements (10), roundabouts (7), and signalised intersections (6), reflecting a balanced delivery approach. Ie, high-volume rural work alongside more substantial urban intersection upgrades.

Safer speeds: First-round engagement has now wrapped up across all 21 local boards, with each session dedicated to explaining what the revised speed limit rule means and gathering board views on their appetite for further changes. Feedback throughout these discussions was broadly favourable. Consequently, a sizeable backlog of proposed speed limit changes now awaits investigation region-wide. Two primary channels will drive delivery: speed management plans, together with the Alternative Method for fast-tracking high-risk, one-off or more reactive adjustments. For the moment, the team's focus rests on building an overarching programme for Speed Management Plans.

Star rating for Schools: During the past month, the team completed the big-data prioritisation for this project and shared the underlying methodology with the International Road Safety Assessment Programme (iRAP) to secure formal endorsement. Following that, the Star Rating for Schools trial is now underway, with an emphasis on tailoring the iRap methodology to Auckland's setting, gauging the effort each assessment demands, and pinpointing the treatment levels required to reach 3-, 4-, or 5-star results. Completion is anticipated in October, which will guide how the programme scales across the region.

Road safety education: Delivery held up well in June, with 30 activations completed and 4,570 engagements generated across Tamaki Makaurau.

Roadside activations run jointly with New Zealand Police played a major part in June's outcomes, accounting for 2,400 engagements. By putting staff face to face with road users, they opened up moments for safety education and behaviour-change dialogue, all while markedly broadening the programme's reach and visibility. Education and engagement work aimed at communities remains a core route for connecting with participants, offering a powerful way for people to learn, exchange experiences, and take part in genuine conversations that encourage safer road use.

Matters requiring awareness

DSI numbers remain above target and not met the FY2025/26 SOI measure. We have a programme of work underway (Road Safety Indicators) to better understand the drivers of harm and impact of external factors. Our current SOI target captures all roads within the region, when we look at just local roads there has been a reduction in DSI year on year from 552 to 540.

E-scooter safety continues to present a data gap, requiring improved reporting and evidence collection to better understand network risk. Prioritisation of a project to build a Customer Relationship Management (CRM) tool that will accurately capture broader road safety concerns and specific e-scooter risks that are being raised to AT (subject to available resource). We will use these insights alongside crash data, ACC claims and Auckland Council insights to help build a repeatable local evidence base to inform future work in this space.

As noted there has been significant support for the roll out of Local Board led speed management plans and for the introduction of star rating assessments for schools. Both pieces of work fall into the low to medium cost for infrastructure but will require additional operational expenditure for additional professional services and staff costs, some of this can be absorbed through additional road safety funding but would constrain the pace of roll out.

3.0 Priority Actions, Risks & Forward Focus

KEY ACTIONS JULY 2026

Fatal Crash investigations: Complete the remaining fatal crash investigations and implement all outstanding recommendations within agreed timeframes.

Statement of Intent (SOI)Targets: Continue monitoring the DSI trend and identify opportunities to improve performance against the FY2026/27 SOI target.

Local Board Engagement: Progress development of Local Board Local Road Safety Plans with participating local boards.

Micromobility: Advance the e-scooter safety evidence project, including CRM development and advocacy for improved national crash reporting classifications.

Safe System Strategic Direction: Finalise the Road Safety Business Improvement Review update.

Local Board Crash Data Dashboard: Development of a video to show how to use the tool following a request from an elected member. This tool was developed to provide self-serve access to high level NZTA Crash Analysis System (CAS) data for local board members.

Stakeholder Collaboration: Continue collaborative planning with NZ Police on Better Together general deterrence programme.

FOCUS AREAS & EMERGING RISKS

Road Safety Indicators: The framework is intended to strengthen how Auckland Transport monitors, explains, and responds to road safety performance across the Auckland network and is designed to complement existing deaths and serious injuries (DSI) reporting by providing a more proactive view of underlying road safety risk. These are under proposal for further discussion at the August Board meeting.

Transition Risk: Changes to decision-making and delegation arrangements for the infrastructure programme present an emerging organisational risk. The full impact is not yet certain and may extend delivery timeframes.

Strengthening Data: Continue to advocate for improvements of the NZTA Crash Analysis System (CAS) and national work to strengthen this data through the addition of ACC or Health data sets.

Micromobility: We are continuing to advocate at the National Crash Analysis System (CAS) working group to ensure e-scooter riders are included as a separate class of road user in CAS.

Stronger Reporting Ability: Prioritisation of a project to build a Customer Relationship Management (CRM) tool that will accurately capture broader road safety concerns and specific e-scooter risks that are being raised to AT (subject to available resource). We will use these insights alongside crash data, ACC claims and Auckland Council insights to help build a repeatable local evidence base to inform future work in this space.

Road Safety Programmes: Continue delivery of infrastructure, safer speeds, education and school safety programmes to sustain long-term reductions in road trauma. Finalise Community Transport programme for the 2026/27 year.

4.0 Auckland Temporary Traffic Management Crashes (2021 – May 2026)

Auckland Temporary Traffic Management Crashes (2021 – April 2026)

Between 2021 and 2025, 342 crashes were recorded at Temporary Traffic Management (TTM) sites, with an additional 26 crashes reported to date in 2026*.

The number of crashes reported at TTM sites has shown a decline between 2021 and 2025.

Due to the relatively small numbers the decline may be attributed to reduced levels of incident reporting rather than an actual drop in crash occurrences.

In 2025, 36 crashes were reported, representing just over 10% of the five-year total. This is a 45% decrease compared to 2024, which saw 66 reported crashes.

The highest annual total was in 2022, with 86 recorded crashes.

- While the overall number of reported crashes at TTM sites has been declining, this trend does not apply to high-severity crashes.
- In 2024, TTM sites recorded the highest number of deaths and serious injuries (DSI), with 11 incidents.
- By contrast, 2022 had the lowest number of TTM-related DSI incidents.
- High-severity crashes are generally less prone to underreporting compared to minor crashes, making the data more reliable.
- However, the year-to-year variation in DSI figures remains high, likely due to the statistically small sample size.
- Two DSI crashes in 2026. While this is encouraging relative to the same period in previous years, the 2026 figures remain preliminary.

*The crash data combines two key sources:

1. NZTA Crash Analysis System (CAS) data
2. Crashes reported by TTM teams to Auckland Transport

Both datasets are known to have underreporting issues when used independently. By joining these two sources, we can reduce gaps and improve the completeness of crash records. The integration provides a more accurate representation of crash incidents across the network. Steps have been taken to identify and remove potential duplicates during the merging process.

4.0 Appendices

Appendix Contents

Appendix 1 Auckland Transport (AT) – Performance

Appendix 2 Key Summary Insights

Appendix 3 Local Board Ranking

Appendix 4 Glossary - Acronyms & Terms

1.0 Performance - Deaths and Serious Injuries Reporting

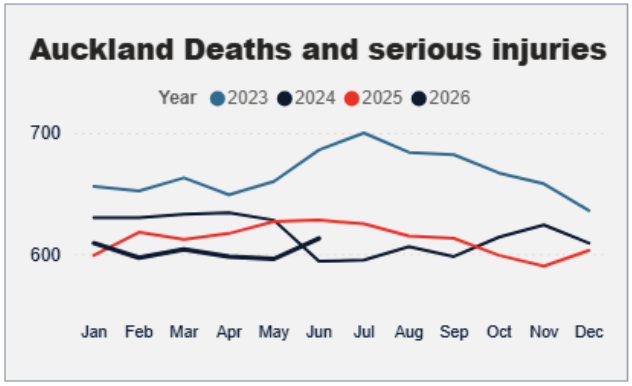
June 2026 reporting period - July 2026 Board Meeting

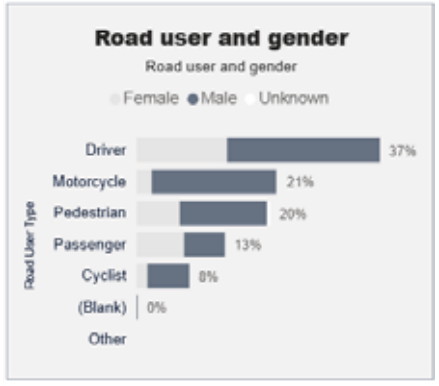
Deaths and Serious Injury insights over the past twelve months, from July 2025 to end of June 2026, as at 6 July 2026 *provisional data.

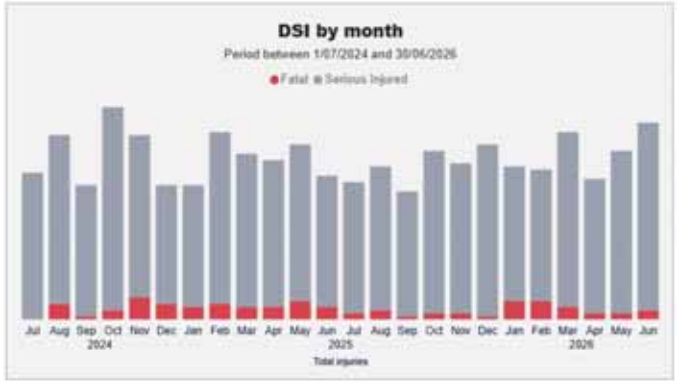
The Safe System acknowledges that road users making mistakes and our primary focus is to ensure that those mistakes do not have a life changing impact through death or serious injury.

- 613 people were reported killed or seriously injured on all Tāmaki Makaurau roads in the past 12 months, compared to 625 in the previous twelve months.*
- In the past twelve months, there has been a 29% decrease in the number of fatalities 34 compared to 50 in the previous year, and serious injuries show a slight increase from 575 to 579. The overall number of DSIs remain relatively static over the past five years.
- 50% of reported deaths and serious injuries are experienced by people outside of vehicles (people walking, people cycling and motorcyclists).
- Young people aged 15 to 24 years are overrepresented in deaths and serious injuries. This age group represents 13% of Auckland's population, and 22% of people killed or seriously injured on our roads.
- Side Impact crash types make up 26% of the crash types in the past twelve months, compared to 18% in the previous twelve months, from 140 to 161.

Deaths and Serious injuries over the past four calendar years 2023-2026 as at 6 July 2026 (provisional data)







*Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system

2.0 Performance – DSIs Key Summary Insights

June 2026 reporting period - July 2026 Board Meeting

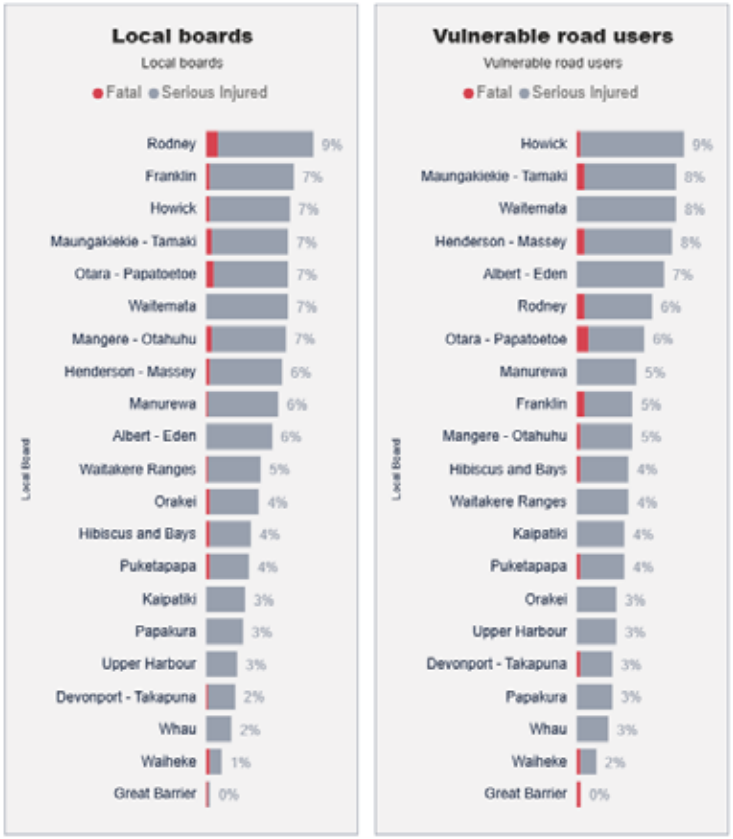
Key summary insights – Calendar Years 2021 to 2026 as at 6 July 2026 (provisional data)

* Alcohol above the limit DSI includes all road users killed or seriously injured where drivers have been proven to be above the alcohol limit.
* Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system.

3.0 Performance – DSIs Local Board Ranking

June 2026 reporting period - July 2026 Board Meeting

Local Board Ranking – Calendar Years 2021 to 2026 as at 6 July 2026 (provisional data)



Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system.

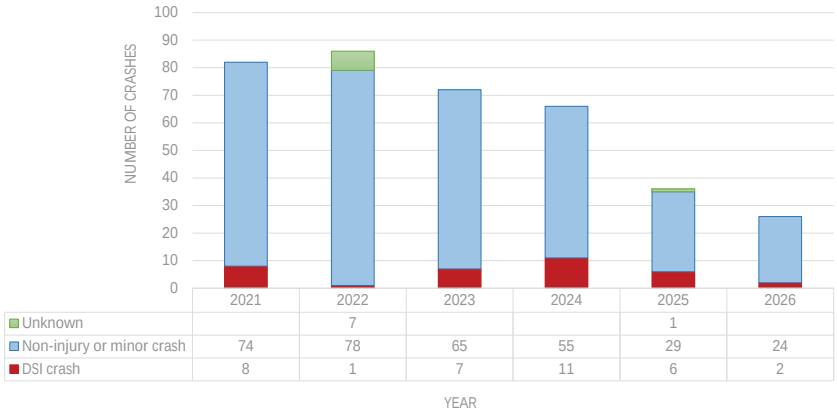
Auckland Transport | Transport Safety

4.0 Temporary Traffic Management – All Auckland Roads

Auckland Temporary Traffic Management Crashes (2021 – April 2026)

- A total of 342 crashes were recorded at TTM sites between 2021 and 2025, with a further 26 crashes reported to date in 2026. The 2026 figures are preliminary, as there is a reporting lag in the CAS system before crashes are fully recorded.
- The number of crashes reported at TTM sites has shown a decline between 2021 and 2025.
- The decline may be attributed to reduced levels of incident reporting rather than an actual drop in crash occurrences.
- In 2025, 36 crashes were reported, representing just over 10% of the five-year total and a 45% decrease compared to 2024, which saw 66 reported crashes.

All Crashes at temporary traffic managment sites (2020 - 2025)

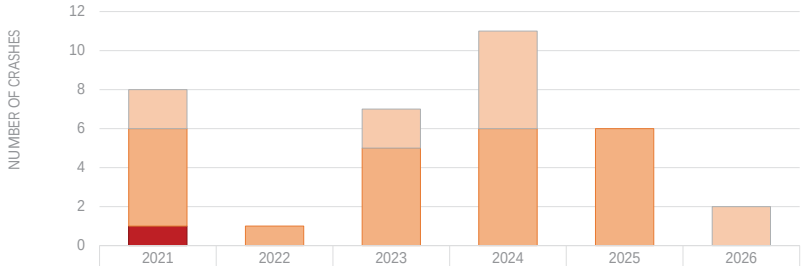


	2021	2022	2023	2024	2025	2026
Unknown		7			1	
Non-injury or minor crash	74	78	65	55	29	24
DSI crash	8	1	7	11	6	2

Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system.

- While the overall number of reported crashes at TTM sites has been declining, this trend does not apply to high-severity crashes.
- In 2024, TTM sites recorded the highest number of deaths and serious injuries (DSI), with 11 incidents.
- By contrast, 2022 had the lowest number of TTM-related DSI incidents.
- High-severity crashes are generally less prone to underreporting compared to minor crashes, making the data more reliable.
- However, the year-to-year variation in DSI figures remains high, likely due to the statistically small sample size.

Death and serious crashes at temporary traffic management sites (2021 - 2026)



	2021	2022	2023	2024	2025	2026
Serious Crash	2		2	5		2
Fatal or serious Crash	5	1	5	6	6	
Fatal Crash	1					

Crash data sourced from the NZ Transport Agency Waka Kotahi Crash Analysis System (CAS) is subject to several limitations that should be considered when interpreting crash trends:

CAS only includes crashes reported to Police, meaning there is an inherent level of underreporting.

CAS data excludes any crashes that do not include a motor vehicle. i.e. if a cyclist crashes into an e-scooter this crash is not included in the CAS system.

There is typically a lag between when a crash occurs and when it is entered into CAS. While this varies by crash severity, it can take several months for the data to be fully up to date.

Glossary - Acronyms & Terms

Terms used throughout the report are elaborated below

AOR Auckland One Rail — rail network operator.

AT Auckland Transport.

CAS NZTA Crash Analysis System

CCO Council Controlled Organisation.

CRL City Rail Link - Auckland's underground rail project.

DSI Deaths & Serious Injuries

DSIeq Deaths and serious injuries equivalent

FY Financial Year

IRAP International Road Safety Assessment

SLA Service Level Agreement

SOI Statement Of Intent

YTD Year to Date - cumulative FY26 totals.

Network Performance Report

July 2026

Think before you print

Network Performance – Key Matters for Note

June 2026 reporting period – July 2026 Board Meeting

Purpose

To provide the Board with an overview of network performance for the June 2026 reporting period and to confirm delivery against the FY2025/26 Statement of Intent (SOI) targets.

Key Matters for Note

- **All headline SOI targets were met or exceeded**, including a rolling 12-month travel time of 22.7 minutes (target 23), arterial productivity 6% above target, and 85% uncongested freight network during the interpeak.
- **Optimisation and customer-focused delivery exceeded plan**, with 10 corridor and intersection projects completed against a target of 9 and Special Vehicle Lane, operating-hour and dynamic street programmes all surpassing FY2025/26 targets.
- **Smart technology and dynamic lanes delivered measurable gains**, with dynamic lane productivity up 30–63% across trials and a 31% reduction in redundant temporary traffic management equipment.

Matters For Awareness

- **Rising travel demand is increasing congestion pressure** — a monthly travel time of 23.7 minutes and freight at 86% in the interpeak reflect higher year-on-year demand that could challenge FY2026/27 SOI targets.
- **Sustaining productivity gains depends on continued investment** in smart technology and the three dynamic lane programmes that delivered 30–63% peak improvements.
- **Ongoing enforcement is needed** to hold the 31% reduction in redundant temporary traffic management equipment and protect road-user experience.

Forward Focus

- **Delivery momentum continues into FY2026/27**, with two corridor optimisation projects underway and 1.2km of new Special Vehicle Lane in progress.
- **The Temporary Traffic Management Industry Advisory Panel** is developing recommendations on customer experience, work coordination and road controlling authority outcomes.
- **ATOC will maintain network oversight**, coordinating responses to events, incidents and disruptions to protect journey reliability.

Understanding the Network

Data up to: 08.06.2026

Average Travel Time
AM Peak (07:30 – 08:30)

SOI Target : Average travel time of no more than 23 mins across the arterial network (10km journey)

- The rolling 12-month average people travel time at the end of FY2025/26 reached 22.7 minutes in June and met the set SOI target of 23 minutes.
- In June 2026, the average people travel time was 23.7 minutes (for an average trip of 10 km) similar to the previous month, consistent with the typical seasonal reduction in congestion.

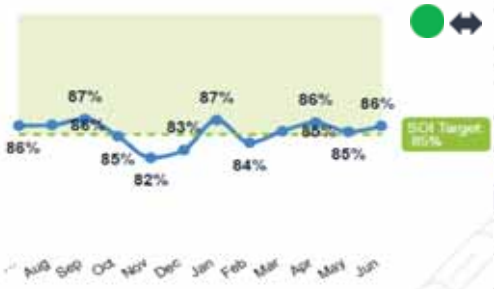
Arterial Productivity
AM Peak (07:30 - 08:30)

SOI Target : Average people throughput per hour of 30,000 during the morning peak

- In June 2026, arterial road productivity during the AM peak reached 31,889, which was 6% above the SOI target and 11% higher than June 2025.
- Productivity was 3% lower than May 2026, consistent with the typical seasonal decrease in demand from May to June.
- However, the year-on-year productivity improvement reflects higher demand levels, with traffic movements approximately 3% higher than in June 2025, given that June 2025 included two public holidays, while June 2026 had none, providing more days of typical network demand.

Freight Performance
Interpeak

SOI Target : 85% of the freight network without congestion in the interpeak



- The rolling 12-month average of freight network level of uncongested network during interpeak was 85% in June 2026.
- In June 2026, 86% of the Freight Network operating levels during the interpeak period which was 1% lower than the values recorded in June 2025.
- This increase in congestion levels is primarily attributable to higher traffic demand compared to last year.

Status to target: On track | Mitigate (variations) | Escalate (major risk) | Improved | Unchanged | Declining

Data up to: 30.06.2026

Improving the Network

Corridors/Intersections Optimisation

Intersection and Corridor Optimisation: Data-driven physical infrastructure improvements to intersections and road corridors through traffic lane and intersection reconfiguration/reallocation, line marking changes, signage and signal optimisation to improve traffic flow, safety, and travel reliability across the network.

Intersection and Corridor Efficiency Improvements: (Exceeded Target)

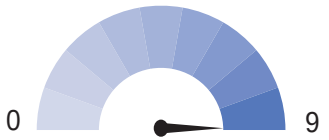
- 2 infrastructure delivery projects completed in June including Accent Drive Corridor Improvement and East Tamaki Road / Hill Road Intersection Improvement.
- A total of 10 infrastructure delivery projects completed, exceeding delivery target of 9 in FY2025/26.
- Maintaining delivery momentum, 2 infrastructure delivery projects are in progress towards FY2026/27 delivery.

Signalised Intersection Optimisation Delivery: (Achieved Target)

- ATOC successfully completed the delivery target of **250 sites** in FY2025/26. Reviewing the operation of the signals to the Auckland Network Operating Plan to optimise to modal and time of day priority.

Efficiency Improvements

SOI Target : 9 projects FY25/26



10 completed

Exceeded Target of 9 Projects

ATOC Signal Optimisation

Internal Target : 250

250 completed

Achieved Target

Smart Technology

Smart Technology: Deployment of intelligent transport systems, real-time management tools, and targeted trials to optimise network operations and influence travel behaviour including advanced detection (vehicle/bus/pedestrians), bus priority enhancements, expanded CCTV coverage, emergency and freight prioritisation technology, and real-time network performance management system in partnership with NZTA.

Smart Technology at Event Locations: (Exceeded Target)

- 3 event location smart technology implementation completed in June including Mt Smart Stadium, Western Springs and Tamaki Drive.
- A total of **7 event locations completed**, exceeding target of 5 event locations in FY25/26. Smart technology implementation completed event locations include Auckland Domain, Spark Arena, Trust Stadium and Eden Park Stadium, Mt Smart Stadium, Western Springs and Tamaki Drive.

Smart Detection at Intersections: (Achieved Target)

- **27 sites** completed in June, achieving delivery target of **100 sites** in FY2025/26. .

Smart Technology Delivery

SOI Target : Smart Technology at 5 Event Locations FY25/26

7 event locations completed

Exceeded Target of 5 Event Locations

SOI Target : Work with freight industry to pilot freight pre-emption at key intersections FY25/26

First stage work completed with freight industry

Achieved Target

SOI Target : 100 Smart Detection at Intersections FY25/26

100 completed

Achieved Target

Data up to: 30.06.2026

Improving the Network

Special Vehicle Lanes

Special Vehicle Lanes (SVLs): SVLs are dedicated road lanes reserved for specific vehicles such as buses, high-occupancy vehicles (T2/T3), and freight priority to improve travel time reliability, efficiency, and support mode shift. Report on utilisation of the transit lanes can be prepared for the board; however, a network level modelling exercise is not in the current work programme and will need to be prioritised for resourcing.

New SVL Delivery: (Exceeded Target)

- A total of 10.5km of new SVL completed, exceeding delivery target of 10km in FY2025/26.
- New SVL was delivered on strategic arterials including Great North Road, Albert Street / Mayoral Drive / Vincent Street, Pitt Street, Wellesley Street, Mt Wellington Highway, Mt Smart Road, SH1/ Royal Road, and SH1/ Onewa Road.
- Maintaining strong delivery momentum, 1.2km of new SVL implementation in progress towards FY2026/27 delivery target of 20km.

Review of existing SVL Operating Hours: (Exceeded Target)

- A total of 16.4km of review of SVL operating hours completed, exceeding delivery target of 10km in FY2025/26.
- The Redoubt Road Dynamic Lane Timing Change project has been implemented, increasing 0.49km of SVL operating hours capacity to the Auckland bus priority network. The change delivers network productivity benefits including improved utilisation of the existing road space to align with peak traffic directional demand, reduced congestion and queuing, and improved travel time during the afternoon peak period.

Delivery of SVLs

SOI Target : 10km FY25/26

10.5 km completed

1.2km delivery progress for FY26/27

Exceeded Target of 10km

Review Operating Hours

SOI Target : 10km FY25/26

16.4 km Reviewed

Exceeded Target of 10km

Dynamic Streets and Solutions

Dynamic Street: A dynamic street is a road corridor with traffic lanes that can be reallocated in real time or by time of day to match tidal peak flows (bus, high occupancy vehicles or general vehicle), using lane control technology to optimise capacity, safety, and network efficiency.

Dynamic Solution: A dynamic solution is an integrated, technology-enabled approach that actively manages the transport network in real time - adjusting lanes, signal timings, and priorities to improve traffic flow, reliability, and safety outcomes.

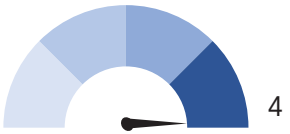
Dynamic Streets and Solutions Delivery: (Exceeded Target)

A total of 5 dynamic streets and solution projects completed against delivery target of 4 in FY2025/26.

- 2 Dynamic Street completed projects include: Maioro Street Dynamic Lane and Redoubt Road Dynamic Lane.
- 3 Dynamic Solutions (Dynamic Signs) completed include Rosamund Avenue Dynamic Right-Turn Sign, Roseville Street Dynamic Right-Turn Sign, and Cordelia Place Dynamic Right-Turn Sign.

Delivery of Dynamic Streets & Solutions

SOI Target : 4 projects FY25/26



5 completed

Exceeded Target of 4 projects

Data up to: 30.06.2026

Improving the Network

Network Optimisation: Smart Technology at Major Event Locations

Smart Technology delivered at 7 Major event locations

- Smart technology infrastructure have been successfully completed at **7 major event locations**, exceeding the FY2025/26 delivery target of 5 locations.
- **New CCTV and Variable Message Sign (VMS)** infrastructure gives traffic operators real-time visibility and greater control of event-day traffic, enabling faster responses to changing conditions and incidents.
- This technology infrastructure investment will help keep Auckland moving during major events by improving traffic flow, reducing congestion around venues, enhancing journey reliability, and providing customers with timely travel information to make informed travel choices.

Major Event Locations Completed

- Eden Park Stadium
- Mt Smart Stadium
- Trusts Arena
- Spark Arena
- Auckland Domain
- Western Springs
- Tamaki Drive

Data up to: 30.06.2026

Improving the Network

Network Optimisation: Intersection and Corridor Optimisation Projects Complete

Accent Drive Corridor Productivity Improvement

- Accent Drive Corridor Improvement was completed in June 2026 to enhance a strategic transport and freight corridor in East Auckland, helping keep people and goods moving more efficiently.
- Infrastructure improvements include a new southbound lane and afternoon clearway to help reduce peak-period congestion and improve journey time reliability for commuters, freight and buses.
- The project delivers overall uplift to the corridor's level of service from E-F to C-D for afternoon peak-period. Customer benefits include improved public transport reliability and network performance by optimising existing road space in a cost-effective way, benefiting journeys between residential areas, employment hubs and industrial centres.

East Tamaki Road/Hill Road Intersection Optimisation

- East Tamaki Road/Hill Road Intersection Improvement was successfully completed in June, delivering targeted line marking changes that optimised traffic flow and improved intersection throughput for customers.
- Delivered as a low-cost "quick win" intervention, the project enabled faster realisation of benefits, helping to ease congestion, improve travel time reliability, and enhance the efficiency of the transport network.

Data up to: 8.07.2026

Improving the Network

Dynamic Lane Utilisation

This table provides the productivity figures for June 2026. Dynamic lane operation is measured through a number of criteria including volumes, travel time but more importantly productivity. The June results show productivity gains of 30–58% during the morning (AM) peak and 10–63% during the evening (PM) peak across the three dynamic lane trials.

			Overall Performance from the construction till June 2026					Performance in June 2026		
	Corridor	Measure	Install	Productivity* Before Dynamic Lane	Productivity After Dynamic Lane	Productivity Change (with DL)	% Productivity Change (with DL)	June 2026 productivity	Productivity Change (with DL) in June	% Productivity Change (with DL) in June
Whangaparaoa Road Dynamic Lane	Whangaparaoa Rd Eastbound	PM productivity	Dec 2017	56,625	84,125	+27,501	+49%	92,111	+35,486	+63
	Whangaparaoa Rd Westbound	AM productivity	Dec 2017	55,632	68,218	+12,585	+23%	72,114	+16,482	+30
Redoubt Road	Redoubt Road Eastbound	PM productivity	Jan 2020	18,622	24,974	+6,352	+34%	20,433	+1,811	+10
Maioro Street Bus Dynamic Lane	Maioro St Eastbound	AM bus productivity	Nov 2025	2,856	4,743	+1,887	+66%	4,732	+1,876	+66
	Maioro St Eastbound	AM total productivity	Nov 2025	22,000	35,837	+13,737	+62%	34,689	+12,689	+58

* Productivity is the main KPI for evaluating dynamic lanes. It represents people throughput and stated as person-km that moved through the section during the peak hour.
* The bus data issue on Maioro Street, noted in earlier reporting, has now been resolved and updated in the June reporting.

Data up to: 30.06.2026

Improving the Network

Temporary Traffic Management (TTM)

Industry Adoption of NZGTTM

Industry adoption of the New Zealand Guide to Temporary Traffic Management (NZGTTM) remains strong, with 1,998 NZGTTM-compliant Traffic Management Plans submitted in June. The reported adoption rate of 78% reflects the inclusion of legacy Code of Practice for Temporary Traffic Management (CoPTTM) applications progressing through the system, rather than a reduced uptake of the new standard. The Corridor Access Request team continues to actively triage applications and return any CoPTTM-based submissions for amendment, ensuring all new applications align with NZGTTM requirements. And supporting the ongoing transition to the new standard.

Temporary Traffic Management Industry Advisory Panel

Following the Mayor's letter of expectation, a TTM Advisory Panel has been established, bringing together representatives from across the sector including utilities, construction contractors, TTM providers, New Zealand Transport Agency and Auckland Transport. Chaired by Board Member Rob Clarke, the panel meets weekly and is developing recommendations across three focus areas: customer experience, forward works and work coordination and Road Controlling Authority systems and outcomes.

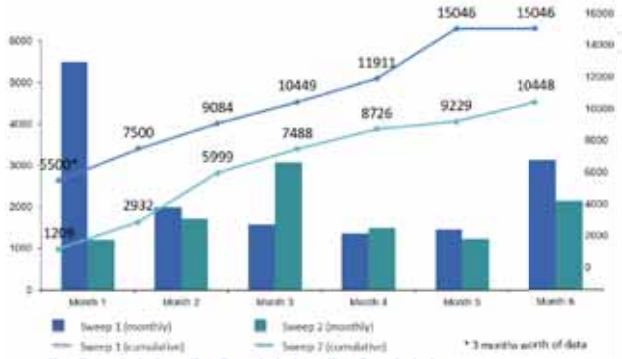
Redundant TTM Equipment

The second sweep of redundant TTM collection is ongoing. June results demonstrate a reduction in redundant TTM across the network compared to sweep 1. Several wards have now completed both sweeps, providing a strong comparison point. Waitākere, Maungakiekie, Howick, Rodney, Ōrākei, Franklin, Manurewa, Manukau, Waitematā and North Shore collected 15,046 items in Sweep 1 and 10,448 items in Sweep 2, representing a 31% reduction.

This downward trend indicates that targeted collection activities, alongside strengthened industry messaging, are reducing repeat instances of redundant TTM across the network.

Note: The first month of sweep 1 includes approximately three months' worth of data.

Redundant TTM Equipment



Responding to the Network

Data up to: 08.07.2026

Management of Network Incidents

ATOC continues to monitor network incidents and customer reported disruptions, and coordinates response action plans with partners and stakeholders.

L3+ Incidents are serious, headline and catastrophic incidents as defined in ATOC's severity matrix ie Incidents causing serious injuries, deaths, excessive delays, heightened reputational risk.

The >3hours total 13 incidents – of this 8 were Arterials and rest Regional State Highways.

The <3hours were also majority arterial (6 out of total 10).

Planned and Upcoming Events

Date	Event	Venue	Pax	IT	BoL	Network Impact
Fri 10th July	Umu Kohukohu Whetu Dawn Service - Matariki	Takaparawhau Orakei Marae	3,000	Y	Full Network Closure	LOW
Sat 18th July	All Blacks vs Ireland	Eden Park	50,000	Y	ERD	HIGH
Sat 18th July	Warriors vs Dragons	Go Media Stadium	25,000	N/A	ERD	MEDIUM
Saturday 25th July	Tottenham Hotspur Training	Eden Park	10,000	Y	N/A	LOW
Sunday 26th July	Tottenham Hotspur	Eden Park	40,000	Y	N/A	HIGH
Thursday 31 July – Saturday 2 August	Takapuna Winter Lights	Takapuna	16,000	N	N/A	LOW

Think
before
you print

Entered by Board Secretary

AGENDA ITEM 14 | BOARD DECISION PAPER	
To:	The Board
From:	Sean Cavanagh, Corporate Planning and Performance Lead
Reviewed:	Stacey van der Putten, Interim Chief Executive
Date:	16 July 2026
Title:	**Statement of Intent 2026 - 2029**

Aronga / Purpose

1. To seek approval of the Statement of Intent (SOI) 2026 – 2029 for submission to Auckland Council (council).

Tuku mana / Delegation

2. N/A.

Ngā tūtohunga / Recommendations

That the Auckland Transport Interim Board (board):

a) Approves the Statement of Intent 2026- 2029 for submission to Auckland Council

b) Notes that the Statement of Intent 2026 - 2029 has been updated in response to shareholder feedback on the draft Statement of Intent 2026 - 2029, as well as feedback from council officers, Houkura Independent Māori Statutory board representatives, and nominated directors.

Te whakarāpopototanga matua / Executive summary

1. The SOI has been updated to respond to shareholder comments on the draft, as well as council officers' and directors' feedback on the working draft SOI.
2. This latest SOI reflects our commitment to enabling transport reform, outlines detailed milestones on all activities, and includes ambitious patronage growth targets.
3. We will submit the SOI to council before the due date of 31 July 2026 and council's Transport and Infrastructure Delivery Committee will consider this on 25 August 2026.
4. At the time of writing this report, some items remain to be finalised within the SOI, including final patronage and farebox targets, a commitment to City Rail Link (CRL) opening date, complete 2026/27 actual results and financial statements. Management intends to provide these details to the board to support its deliberations and decision-making on 23 July 2026. If the information is not available in time, management will seek the board's delegation to the Finance and Assurance Committee to finalise any outstanding matters and approve the Statement of Intent for submission to council at its meeting on 29 July 2026.
5. The SOI is included in Attachment 1.

Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
May 2026 board	SOI 2026 – 2029 initial council feedback	The board received, considered, and noted council's feedback on the draft SOI. Further engagement ahead of the July board meeting was requested.
March 2026 board	SOI 2026 – 2029	The board approved the draft SOI for submission to council.
February 2026 board	SOI 2026 - 2029	The board received the Letter of Expectation and considered the approach for drafting the SOI.

1

Entered by Board Secretary

Te horopaki / Background

6. The SOI is the document which council uses to hold Council-Controlled Organisations (CCOs) accountable to its performance expectations. The relevant legislation is the Local Government Act 2002 (LGA) and Local Government (Auckland Council) Act 2009.

7. Under the LGA section 61, every CCO must prepare and adopt a SOI. The purpose of a SOI is to:

    a. State publicly the activities and intentions of the CCO for the year and the objectives to which those activities will contribute.

    b. Provide an opportunity for shareholders to influence the direction of the organisation.

    c. Provide a basis for the accountability of the directors to their shareholders for the performance of the organisation.

8. The SOI for 2026 – 2029 has been prepared to be consistent with transport reform and the Local Government (Auckland Council) (Transport Governance) Amendment Act 2026 (the Act) and council's Transport Transition Strategy. Part one covers activities related to the transition period that will move to council at the date of transition. Part two represents the enduring AT SOI for the remainder of the year.

Te hononga ki te "Statement of Intent 2025-2028"/ Alignment to Statement of Intent 2025–2028

9. The SOI 2026 – 2029 builds upon and updates existing priorities to reflect latest council expectations, including transport reform and ensuring a seamless transition.

Me mōhio koe / What you need to know

Responding to shareholder feedback

10. A summary of the shareholder feedback that was provided to the board in May 2026 is:

    a. Reflect provisions in the Local Government (Auckland Council) (Transport Governance) Act, the Transport Transition Strategy and any decisions from the Transport Transition Programme during the transition period, which will be communicated to the CCO.

    b. Ensure alignment with the priorities and the direction provided in council's recently adopted Transport Policy Statement.

    c. Provide greater detail on work underway to review design standards and to maximise the existing transport network through dynamic lanes, special vehicle lanes, network optimisation and signal improvements.

    d. Provide clear milestones for key initiatives and rationale for changes in performance targets.

    e. More clearly reflect that the council sets the strategic direction for the public transport (PT) CCO.

    f. Correctly reflect the purpose and objectives set out in legislation and council resolutions for the PT CCO.

    g. Strengthen the emphasis on patronage growth, integrated bus and rail timetables, and realising benefits from major investments such as CRL and the Eastern Busway.

    h. Refine performance measures, including mode-specific targets, confirmation of all "to be confirmed" measures, and inclusion of ferry performance measures.

11. Significant updates have been made to the document to respond to this feedback, with a particular focus on refreshing the language and content on transport reform; and providing clear milestones across all major activities.

Continued engagement

12. Working drafts have been shared with council officers and nominated board directors to ensure updates are aligned with expectations and to work on how measures and targets for AT are reflected.

Entered by Board Secretary

13. Redrafting has focused on producing a concise, consistent and accurate document, with duplicated or unnecessary content removed.

14. Council officer feedback provided guidance and direction on the activities and measures expected to be included. To respond to this feedback, we have removed items not referenced in the Letter of Expectation but replaced these with a table of significant capital milestones. Additional measures have been retained for AT including Māori procurement, organisational reputation, and local board engagement.

15. Additional measures discussed (such as patronage per capita and additional disruptions metrics) were recommended by AT as unsuitable for the SOI due to a lack of AT influence, information availability and audit concerns, but visibility of these will be provided through regular monitoring and reporting.

Notable targets and decisions made

16. Shareholder feedback requested PT measures to include mode-specific targets and a more ambitious patronage target. The final patronage target for 2026/27 has been increased by 7m to 103.8m. Modal forecasts have been modelled on expected outcomes and total 96.8m. We have included a note that the additional 7m for our total patronage target has not been allocated to individual modes. We note council's preference that individual modes are updated to reflect the ambitious target, but work remains underway to identify actions to meet the new target, and therefore the impact on individual modes.

17. Organisation reputation (AT listens and responds) and local board satisfaction with engagement have been retained to maintain visibility through transport reform. We assume measurement will continue with a consistent approach through 2026/27 while future decisions can be made around a centralised council group approach to reputation and engagement reporting.

18. Targets have been set as either increasing or maintaining current levels of service. Where targets are maintained, this reflects a recommendation that current performance is at an appropriately ambitious level (e.g. 75% or 90% satisfaction rates), and we are committing to not reduce any customer outcome during and beyond transition.

19. Part one targets have been maintained at existing 2026/27 levels provided in the SOI 2025 – 2028 with two exceptions:

    a. Cycle count target has increased to the 2027/28 level as 2025/26 actual is already higher than the original 2026/27 target.

    b. Safety (deaths and serious injuries) has been adjusted upwards (less ambitious) to be consistent with council's Long-term Plan target for the same measure (from no more than 576 to no more than 610). With a provisional 2025/26 result of 619, this target remains consistent with a commitment to reducing the number of deaths and serious injuries by approximately ten per year.

Māori outcomes

20. Consistent with discussions with council, we have retained '*Procurement with Māori-owned businesses'* as a measure for AT. This is done with the understanding and acknowledgement that there are currently limited opportunities to direct PT-related influenceable spend in this space, and that approximately 95% of the current organisational spend to Māori-owned businesses was delivered by capital programme delivery.

21. Current analysis suggests that approximately only 0.25% of existing PT-related spend in 2026/27 was with Māori-owned businesses, with an ambitious pathway to double this for next year.

22. Noting the challenge of including this measure with such a low target, we have engaged with representatives from Houkura Independent Māori Statutory Board (Houkura) and council's Ngā Mātārae team. Early indications are that Houkura members, while noting the challenges, would not accept a target less than 3%, reflecting an expectation to commit to equitable outcomes.

23. A suggested path forward is to outline a commitment to increasing this procurement to 3% by the end of the SOI period, noting that this would require significant new opportunities for partnership with mana whenua or Māori organisations that currently do not exist.

Entered by Board Secretary

24. To mitigate the optics of such a low target, we have strengthened the commitments outside of this measure to demonstrate how we are working together for the common goal of uplifting Māori outcomes across council group, including:
    a. Working collaboratively with Houkura and Ngā Mātārae.
    b. Refreshing the Achieving Māori Outcomes Plan for AT, with a particular focus on exploring new opportunities for partnership.
    c. Engagement with mana whenua and iwi to provide for Māori to contribute to decision-making.
    d. Increasing the visibility of te reo through bilingual signage, announcements, and learning and development programmes such as Ngā Kete Kīwai.
    e. Reporting on PT access for Māori and to marae (outside of the SOI).
25. We will provide a formal response to Houkura outlining this approach and that the targets and commitments in this SOI do not reflect any reduction in current commitments to deliver Māori outcomes.
26. We note that Houkura members may still raise concerns with the target at the Transport and Infrastructure Delivery Committee.

Items to be confirmed (TBC)

27. There are a limited number of items that are listed as TBC at the time of writing this report. These items are:
    a. Final patronage and farebox targets.
    b. A commitment to CRL opening date.
    c. 2026/27 actual results.
    d. Financial statements.
28. Management intends to provide these details to the board, to support its deliberations and decision-making on 23 July 2026. If the information is not available in time, management will seek the board's delegation to the Finance and Assurance Committee to finalise any outstanding matters and approve the Statement of Intent for submission to council at its meeting on 29 July 2026.

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

29. Financial statements are still being finalised but will be available by the date of the board meeting.
30. We have received guidance from council's Finance team on how to structure the financial statements to best reflect the organisation through transition. Final statements will be consistent with these expectations.

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

31. This SOI sets out a range of activities in both parts that reflect our commitment and contribution to improving resilience and reducing transport-related emissions.

Ngā whakaaweawe atu anō / Other impacts

Relationship	Consulted Y/N	Views and Perspectives Received
Māori	Yes: ☒ No: ☐	Discussions have been held with Houkura representatives and Ngā Mātārae to discuss our measure and target for supporting the Māori economy. The current targets do not reflect Houkura expectations, but we are still committed to improving Māori outcomes in this space.
Elected members	Yes: ☐ No: ☒	

Entered by Board Secretary

Council Controlled Organisations	Yes: ☐ No: ☒	

Ā muri ake nei / Next steps

32. The SOI must be submitted to council on or before 31 July 2026.
33. The SOI will be considered by council's Transport and Infrastructure Delivery Committee on 25 August 2026.

Te whakapiringa / Attachment

Attachment #	Description
1.	Auckland Transport Statement of Intent 2026 - 2029

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Sean Cavanagh **Corporate Planning and Performance Lead**	Scott Campbell **Acting Director-Strategy and Governance**	Stacey van der Putten **Interim Chief Executive**

Auckland Transport Statement of Intent

2026 - 2029

E ngā iwi whānui ki ngā topito o Tāmaki Mākaurau
He mihi manahau ki a koutou katoa
Topuni ki te Raki
Rakitu ki te Rāwhiti
Puketutu ki te Tonga
Oaia ki te Uru
Tāmaki herehere o ngā waka e!
Tihei Mauri ora ki te whai ao, ki te ao mārama

To the wider people to the ends of Auckland
A heartening greeting to you all
Topuni to the North
Rakitu to the East
Puketutu to the South
Oaia to the West
Tāmaki the meeting place of all canoes
Life essence to the world, to the world of light

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FOR APPROVAL

Chair's foreword

Auckland's transport governance landscape is set to significantly change over the period of this Statement of Intent, with new legislation enabling Auckland Council to become the Road Controlling Authority and the setting up of a new Public Transport Council-Controlled Organisation (PTCCO). These changes will strengthen democratic accountability for the region's transport infrastructure and outcomes.

During this transition, Auckland Transport will continue to deliver essential transport services while supporting the establishment of the new PT CCO and the transfer of functions to Auckland Council. We are committed to ensuring a smooth transition for our customers, communities and employees, with our functions continuing under delegation during a six-month (three months by the time this Statement of Intent takes effect) transition period supported by an interim board. Key principles for all decision-making during this period – and after as the new PTCCO – will include value for money for Aucklanders, listening to and respecting communities' views and working collaboratively with the council under its strategic guidance.

This Statement of Intent is therefore in two parts. The first part outlines how Auckland Transport will continue to meet its statutory obligations and deliver essential roading and public transport services during the transition. Priorities during the transition include network optimisation; the city centre; the ferry programme; temporary traffic management; the Eastern Busway and the opening of the City Rail Link. The second part outlines the aims and activities for the new PTCCO to make sure it delivers Aucklanders the great public transport system it deserves.

Importantly, this statement reflects continuity in accountability from commitments made through earlier Statements of Intent to the extent appropriate, and Auckland Transport will continue to deliver and report on these for as long as it has responsibility for them. For Aucklanders, good roading and public transport services will continue with some exciting milestones across the network ahead.

The largest and most exciting of these milestones is preparing for the opening of the City Rail Link in the second half of 2026. This transformational project is a step-change to Auckland's public transport network and one of the biggest projects to be delivered since the Harbour Bridge opened. It will, in short, reshape how Aucklanders experience their city.

Supporting transport reform while maintaining excellent services for our customers and communities is central to this Statement of Intent. We look forward to working closely alongside Auckland Council and the wider council group to meet our commitments and in so doing deliver great transport outcomes for Auckland.

Ngā mihi
Andrew Ritchie

FOR APPROVAL

Introduction

Purpose of this Statement of Intent

This Statement of Intent (SOI) 2026 – 2029 has been prepared in response to Auckland Council's Letter of Expectation for Public Transport Council-Controlled Organisation's (CCO's) SOI 2026 - 2029 which sets out council's priorities and provides direction for the development of this SOI during a period of significant transport sector reform.

This SOI is structured differently from previous years and reflects the Letter of Expectation requirement that the SOI should distinguish between transition phase activities and ongoing responsibilities after the reform takes effect.

The Letter of Expectation recommends Auckland Transport (AT) produce a two-part SOI:

- Part one outlines how AT will continue to meet its statutory obligations, deliver essential activities and ensure Aucklanders continue to get an effective and high performing roading network and public transport service during the transition period
- Part two sets out the objectives and activities for the future of AT, as, Auckland Council's Public Transport CCO, as well as appropriate performance measures and targets against which it will be held accountable. At the end of the transition period, this part will form the ongoing SOI for AT, including all necessary components.

FOR APPROVAL

PART ONE SOI
Transition functions

STRATEGIC CONTEXT

Enabling transport reform
Council and AT share a clear, common commitment to deliver transport reform, preparing for, and implementing, significant changes to how transport is planned, delivered and governed in Auckland. It will be done in a way that improves transport outcomes for Aucklanders, respects and supports staff and stakeholders, and improves public confidence in the system.

Reform aims to address two major weaknesses in the current governance arrangements:

- a lack of democratic accountability in transport decision making, with the unelected AT board making most transport decisions across strategy, policy and delivery, a role that is undertaken by locally elected members in other regions
- a weak relationship between council and central government in long-term transport planning, resulting in the absence of a shared view of good transport outcomes.

The aims of transport reform are to:

- create a focused public transport entity delivering efficient, effective and safe services from day one
- deliver transport infrastructure with stronger network-wide thinking, cost control and improved public acceptance
- integrate land-use and transport planning
- create a mature partnership with central government through a 30-year integrated transport plan and improved funding certainty.

Council adopted a Transition Strategy in April 2026 that sets out a clear pathway from the current system to the future state, including four phases for the transition. In the ‘Get Ready’ phase, early preparations began in anticipation of the passing of the Local Government (Auckland Council) (Transport Governance) Amendment Act 2026 (the Act). A joint transition programme, led by council, worked to respond to the Amendment Bill and plan for its implementation.

The ‘Get it Done’ phase comprises the activity delivered during the legislated “transition period”, six months from the day after Royal Assent (commencing 7 May 2026, and expected to end on 1 October 2026), to set the organisations up for success on day one. A critical component of these first phases is ensuring continuity of services to Aucklanders and preparing for a seamless transition.

FOR APPROVAL

In this phase, AT's focus is to help deliver a successful transition while keeping services running and setting up the new PT CCO. This means prioritising people, time and expertise toward the joint transition programme, supporting clear and efficient governance processes, and ensuring elected members and local boards have the advice they need to make informed decisions during this time.

To contribute and collaborate with council on this transition process, we will:

- dedicate staff specifically to prioritise transition-critical work, including the Auckland Road Classification Framework, allocation of decision-making, staff delegations, bylaws, policies and plans and establishment of the Auckland Regional Transport Committee
- assign subject matter experts to contribute to each of the Delivering Now initiatives, including reviews of AT projects over $20m, design standards, and improvements to network productivity
- provide advice on how decisions will be made across council and AT
- consult with local boards and provide them with guidance, training materials and advice on programmes where they will become the future decision makers
- continue to provide council with clear visibility of material decisions before they are made through the agreed escalation process
- support the transition implementation workstream for both smooth day one implementation of AT's re-establishment by contributing to the operating model design, change impact assessments, technology and system readiness, supplier and contract transition, people transition and day-one service readiness.

The board is also focused on their role to help ensure an effective and efficient transition. This includes formalising the directors' actions to support an effective and efficient transition and entering into the *Protocol – how we work together with the council* which outlines how the board and Transport Transition Programme will work together during this 'Get it done' phase.

Looking ahead, 'Get Going' and 'Go Faster' will cover the activities of AT after transition (outlined in Part Two of this SOI).

Strategic alignment

This section outlines how AT contributes to council's strategic direction. These actions are not specifically reported against as SOI deliverables, but progress updates will be included in quarterly reporting to council.

Letter of expectation:	How AT contributes
Deliver year-three of the Long-term	AT will continue to deliver on LTP investment commitments throughout 2026/27, including delivering our 2026/27 capital

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Letter of expectation:	How AT contributes
Plan (LTP) and prepare for LTP 2027 - 2037	programme and an annual budget that helps meet the group savings target of $20 million. The Draft Asset Management Plan (AMP) was submitted to council in February 2026, including scenario analysis relating to asset condition and resilience. This will inform development of the LTP 2027 – 2037. We will continue to work with council's Infrastructure Strategy and Asset Management System teams as we finalise the AMP.
Group shared services	High-quality group shared services will be delivered by council to AT by transport reform to reduce duplication and standardise support and other corporate functions. We will continue to work with council to agree required levels of service and bed in the group shared services model post transition.
Planning, delivery and paying for growth	To support council's future growth aspirations, we will work collaboratively across the council group to develop and implement the Regional Spatial Plan (RSP) by: • contributing to the development of the RSP, ensuring alignment with transport strategy (e.g. Auckland 30-Year Transport Plan) • advocating for growth that aligns with the RSP while promoting improved land use–transport integration • planning and delivering transport projects in growth areas • implementing relevant government policy, including the requirements outlined in the Planning Act, Natural Environment Act, and National Policy Instruments • providing transport input into Resource Management Act reforms, including associated National Policy development.
Effective spending	The efficient and disciplined delivery of AT's capital programme stays a priority during the transition period, including applying council's capital spending rules and investment expectations, with a clear focus on prioritisation, value for money, asset stewardship and delivery certainty in a constrained funding environment. Prior to transition, AT will continue to plan, deliver and maintain critical transport infrastructure to support network reliability, climate resilience and sustainability outcomes, while providing transparent reporting on capital delivery performance. The 2026/27 capital programme is set out at the end of this section.

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Letter of expectation:	How AT contributes
Climate change	To support development of the LTP and implement Te Tāruke-ā-Tāwhiri, AT has completed a climate risk assessment of all critical transport assets, identified priority vulnerabilities, and established an evidence base to inform future resilience investment. To meet our environment sustainability goals and greenhouse gas emission reduction targets, we will: • deliver energy and resource efficiency at new and retrofitted facilities • work across the transport system and with local boards to support motorists in their transition to low-emission travel choices • mitigate the effects of the transport system on the natural environment with a focus on the five key areas of our Environmental Action Plan Hīkina te Wero: managing discharges, greening our network, supporting biodiversity, minimising waste, and conserving water • seek funding through the LTP for resilience-related projects which seek to maximise the long-term value of our assets including a network resilience and adaptation programme, discharge improvements and bridge resilience improvements.
Safety and vision zero	To support the aspirations of Vision Zero by using international road safety best practice, delivering safety interventions that communities value, we will: • deliver road safety engineering programme that address high risk intersections and corridors and safety around schools • work with local boards to confirm their Road Safety Plans which set the direction for each board for the next three years • deliver the Community Transport Road Safety Programme including Te Ara Haepapa, which focuses on educating Aucklanders on key transport safety topics.
Statement of Expectations	We will continue to comply with the Statement of Expectations, including: • giving effect to shared governance arrangements • contributing to council group outcomes • abiding by the no-surprises policy • participating in council's strategy and policy development • regular and transparent reporting to council throughout the transition.

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STATEMENT OF PERFORMANCE EXPECTATIONS

This section provides a continued basis for accountability by outlining core activities that AT will continue to deliver during the transition.

Statement of Intent deliverables

Letter of Expectation:	To deliver on the letter of expectation, we will:	
Advance the council's key priorities for transport in Auckland	**Work with council to make better use of our existing road spaces and improve traffic flow by optimising the transport network to use road space dynamically:** • complete 20 km of new Special Vehicle Lanes (SVLs)[1] • deliver three planned dynamic solutions and undertake a regionwide re-assessment of the future dynamic lane programme[2] • deliver intersection improvements[3] • complete 100 smart detection sites for intersection optimisation (bus boosters and advanced detection) • work with the freight industry to complete the freight pre-emption pilot at key intersections and begin rollout at the end of the pilot • complete two AI pilots for optimisation of signal/traffic flows on the network.	All network optimisation deliverables are throughout 2026/27
	Work with council to improve bus and traffic flow in the city centre: • deliver the network operations action plan to respond to and mitigate ongoing project disruptions, including monitoring and adaptation of Midtown trial • deliver smart technology to key intersections and pedestrian crossings, including the city centre advanced destination signage.	• 2026/27 • Q3 2026/27

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[1] Current project list includes: Eastern Busway (9.7km), Green Lane West Stage 1 (1.5km), Remuera Rd (2.3km), Mt Eden Rd (1.7km), Great South Rd (Papatoetoe) (1km) and Silverdale Bus Priority on SH1 (2.5km, jointly governed but NZTA led).
[2] Projects planned for 2026/27 include: Park Rd Dynamic Lane, dynamic turn restrictions trial at Dominion Rd / Memorial Ave intersection, and dynamic movement restriction on Library Lane. Investigate Dairy Flat Highway Dynamic Lane for delivery in 2027/28.
[3] Intersections planned for 2026/27 include: East Coast Rd / Hibiscus Coast Highway, Porchester Rd / Walters Rd, Birkenhead Rd / Onewa Rd, Wairau Rd / Tristam Ave, Greville Rd / Hugh Green Dr, Newton Rd / Karangahape Rd and Station Rd / Mason Ave.

	Update the Integrated Transport Plan for the City Centre Master Plan refresh with council: • develop a draft update of the city centre transport network for consideration by council	• Q2 2026/27
	Work with council to minimise disruption caused by temporary traffic management (TTM) and road cones: • establish the TTM advisory panel to work with and educate the wider industry on TTM • enhance early stakeholder engagement for roadworks' coordination, with a strong focus on prioritising early engagement on highly disruptive projects • improve customer experience through clear signage, improved information on roadworks and future disruptions by implementing advisory panel recommendations.	• Q1 2026/27 • 2026/27 • 2026/27
	Work with the council on a review of design standards that will cut costs for both the council group and the private sector: • agree the scope, governance and commissioning for the consolidated Engineering Design Manual • complete the design manual review, with a clear approach for integrating AT design guides, engineering codes, and council standards.	• Q2 2026/27 • Q4 2026/27
	Provide advice to support council-led policy and planning: • support development of council's Transport Policy Statement, the 30-year Transport Plan and the Regional Land Transport Plan.	• 2026/27
Upholding te Tiriti o Waitangi derived obligations	**Partner with Māori to uphold te Tiriti o Waitangi obligations and achieve better outcomes for Māori through implementation of Ka Tapu, Ka Wana: Achieving Māori Outcomes Plan 2024 – 2027**: • work collaboratively with Ngā Mātārae and other Māori Outcomes specialists across the council group to take a whole of-council-group approach to delivering outcomes for Māori. This includes continuing to participate in council-led activities and hui such as the Tāmaki Ora Programme Delivery Board	All Māori outcome and Tiriti o Waitangi obligations are throughout 2026/27

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	• work collaboratively with Houkura Independent Māori Statutory Board to ensure reporting and outcomes are aligned with the issues of significance outlined in He Whenua Makaurau • build strong partnerships with mana whenua through AT's monthly hui between project managers and iwi chairs • contribute 3% of AT's total influenceable spend in 2026/27 to Māori-owned businesses • deliver improvements to at least one mana whenua marae carpark and road access as part of the annual programme of works to improve safety near marae and papakāinga • progress bilingual wayfinding signage and audio across AT infrastructure flagship City Rail Link stations to open in 2026 with fully bilingual wayfinding signage and audio.	
Quality advice	**Provide quality advice and engagement to Local Boards to enhance their decision-making, consistent with the More Empowered Local Boards approach and council's shared governance model:** • take an always on communications and engagement approach with local boards, working closely to inform them of upcoming projects and provide advice to support their decisions • deliver 350 Community-Initiated projects.	• Ongoing • 2026/27

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2026/27 Capital programme

This capital programme reflects the budget the AT board approved in June 2026 and since given to council for endorsement under the operating rules requiring escalation to it of all major decisions. This outlines the programme of work over the next year. AT will start, continue, or complete projects up until the transition date, at which time all Road Controlling Authority and capital delivery projects will be continued by council.

Portfolio	Programme/project	Budget ($m)
Renewals and resilience	Asset renewals	189.1
	Pavement renewals	261.9
	Resilience/adaptation	32.6
	Unsealed roads	10.1
	Subtotal: Renewals and resilience	**493.7**
Public transport	Bus city centre	23.2
	Bus projects	19.1
	Ferry projects	50.1
	Rail projects	12.5
	Rapid transit access	48.4
	Subtotal: Public transport	**153.2**
Urban development	Eastern Busway	219.4
	Level crossings	145.4
	Priority growth areas	72.5
	Property for growth	28.1
	Subtotal: Urban development	**465.5**
Network and safety	Community response	38.9
	Cycleway projects	35.9
	Local board priority	23.7
	Network productivity	43.3
	Parking and demand	12.0
	Road safety	41.2
	Subtotal: Network and safety	**195.0**
Tech and change	Customer systems	65.8
	Subtotal: Technology and change	**65.8**
Total		**1,373.2**

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Significant capital programmes milestones in 2026/27:

Major programmes	Milestone(s)	Timeframe
CRL	Assured readiness, Drury and Paerata stations open	Q1
	Maungawhau Station precinct open	Q1
	CRL public opening	TBC
	Ngakoroa station open	Q4
Level crossings	Glen Innes, Te Mahia and Takaanini station access bridges open for public use	Q1
Eastern Busway	Physical works complete Zone 2 (Pakuranga Town Centre), Zone 3 (Mattson Road to Burswood Drive), Zone 4 (Burswood Drive to Guys Reserve)	Q2
	Eastern Busway go-live	Q4
Downtown development programme	Begin public engagement	Q1
	Complete developed design	Q4
	Commence Fanshawe Street retaining wall relocation (funding permitting)	Q4
Cycling programme	Deliver 15km of new traffic-separated cycle lanes, including:	Q4
	Hobsonville cycle connection	Q2
	Glen Innes links	Q2
	Glen Innes to Tāmaki Drive stage 4b	Q2
	Manukau Cycle focus area stage 1	Q4
Auckland housing programme	Construction commences	Q4
Rosedale bus station	Construction ongoing	Continuing through FY27, completed in Q3 FY28
Carrington Road	Construction ongoing	Continuing through FY27, completed in Q4 FY28

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Measuring performance

To keep continuity with the previous SOI, annualised performance targets have been set for 2026/27 against all existing SOI measures, using figures from the 2025 – 2028 SOI. AT will report these for the first quarter of 2026/27. After the transition period, council will be responsible for delivering and reporting these outcomes and targets.

Public transport measures and targets are included in part two.

Measures	2025/26 actual	2026/27 target
Average arterial travel time	TBC	23 minutes
Arterial productivity	TBC	32,000
Freight performance	TBC	85%
Special Vehicle Lanes delivered	10.5 km	20 km
Safety (deaths and serious injuries)	619	No more than 610
Cycle counts	3.62m	3.7m
Formal complaints	4.6%	<0.35%
Complaint resolution	93%	90%
Resource consents within SLA timeframes	96%	90%
Capital budget invested	92.6%	90%
Capital budget delivered on time	95%	90%
Māori procurement	2.18%	3%
Number of marae improved	2	1
Asset conditions (poor condition)	15.8%	No more than 17%
Road maintenance	7.8%	7.5%

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Appendix: Additional Department of Internal Affairs (DIA) and LTP measures

Responsibility for reporting on these DIA mandatory measures and additional LTP measures will become the responsibility of council. AT will continue to report on relevant PT-related measures through quarterly reporting.

Source	Measure	2026/27 target
DIA measures	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	Reduce by 9
	The average quality of ride on a sealed local road network, measured by smooth travel exposure.	83%
	The percentage of footpaths within Auckland that fall within the level of service or service standard for the condition of footpaths that is set out in AT's Asset Management Plan (AMP)	95%
	Percentage of the sealed road network that is resurfaced [4]	7.5%
	Percentage of customer service requests relating to roads and footpaths which receive a response within specified time frames	85%
LTP measures in addition to listed SOI measures	Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all rural roads	92%
	Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all urban roads	81%
	Percentage of road assets in acceptable condition (as defined by AT's AMP)	95%
	Percentage of passengers satisfied with public transport services[4]	85%
	Operational greenhouse gas emissions, including public transport (baseline 2021/22).	5% reduction

END OF PART ONE SOI

[4] Also included/ as an AT SOI measure.

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PART TWO SOI
Public transport activities

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STRATEGIC CONTEXT

Transport reform and governance framework
Auckland Transport is redefined as Auckland Council's Public Transport Council-controlled Organisation under the Local Government (Auckland Council) (Transport Governance) Amendment Act 2026 (the Act), which came into force on 7 May 2026.

As sole shareholder, council sets AT's strategic direction, funding priorities, and public accountability, while AT becomes a delivery- focussed entity providing public transport services in Auckland that connect communities in an efficient, effective and safe manner.

Council's strategic direction is informed by its partnership with Government and is expressed through a set of core planning and investment documents, including:

- Auckland Regional Transport Committee (ARTC)'s 30-year transport sector vision/plan (in development)
- Council's Transport Policy Statement (TPS).
- Government Policy Statement on Land Transport (GPS) 2024
- Regional Public Transport Plan (RPTP)
- Council's Letter of Expectation.

Council's strategic expectations
Council sets the outcomes that the public transport system must support: a low carbon, safe network that delivers social, economic and health benefits for Aucklanders. This direction emphasises maximising safety; environmental protection and emissions reduction; better connecting people, places, goods and services; and increasing genuine travel choices to support a healthy, vibrant and equitable city.

AT's functions and responsibilities
As part of the council group, AT works in partnership with council and other agencies to deliver improved public transport outcomes within the RPTP framework. It provides high-quality advice to council, escalates matters outside agreed thresholds on a "no surprises" basis to support council decision making, and participates in integrated planning across the wider council group.

AT manages day-to-day operations within delegated authority, with core responsibilities including:

- **public transport operations:** delivering day-to-day bus, rail and ferry services, including real-time network operations and oversight of operator and onboard safety
- **operational planning and service optimisation:** planning and improving public transport services and routes, within the framework set by the RPTP, and supporting Council in developing and reviewing the RPTP

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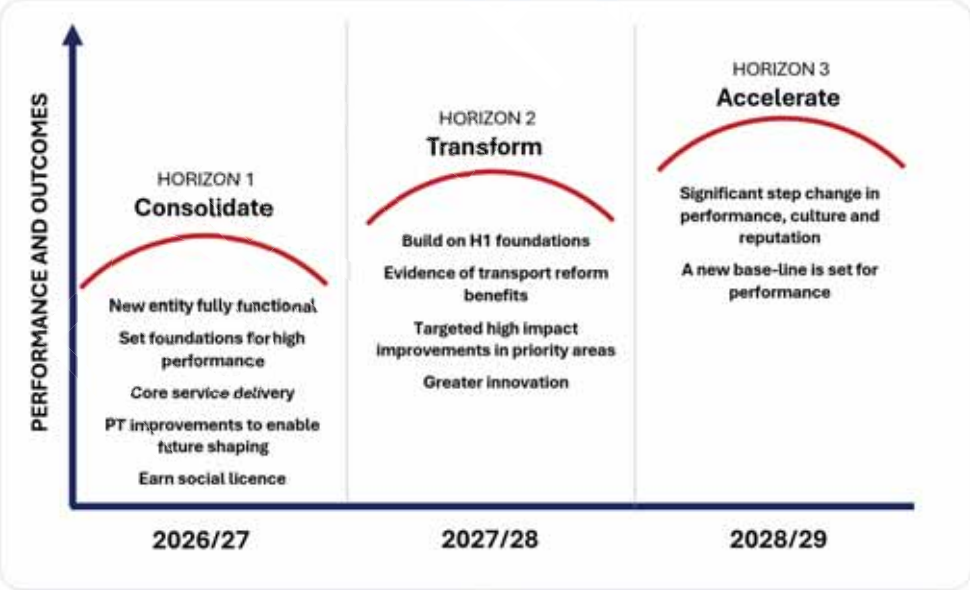
- **asset and contract management:** operating and maintaining assets (such as stations and terminals), managing services contracts, and specifying and delivering minor capital works within agreed parameters (including safety upgrades, amenity improvements, and customer information enhancements); while asset ownership and delivery remain with council
- **advice and advocacy:** providing timely, high-quality operational advice and analysis to support Council decision making and integrated transport outcomes.

Successful transition to AT as council's PT CCO
A successful transition to the new PT CCO will be shown by maintaining reliable, safe and customer-focused services from day one, while setting a clear and ambitious agenda to deliver better public transport outcomes for Auckland in the future.

We will take a three-horizon approach to setting up and operating the future of AT, focusing on outcomes within AT's control. Our immediate priority in Horizon 1 focuses on consolidation, with an emphasis on putting strong foundations in place to support core service delivery and future innovation, ambitious patronage growth and continuous service improvements. This includes delivering on the transport reform objectives and preparing for major milestones such as the City Rail Link.



Working closely with the Transport Reform team, we will set up an Establishment Programme to achieve day one operational readiness and embed the new organisation over its first 90 days. Priorities include SOI assurance; culture, capability and leadership; management operating systems; and customer,

community and stakeholder engagement. We will also develop the AT's organisational strategic plan and business plan and begin embedding a culture of efficiency, simplicity, innovation and ambition.

Strategic alignment

The Transport Policy Statement (TPS) is Council's primary strategic framework for Auckland's transport system, setting the investment principles, strategic priorities and objectives that guide transport planning and investment decisions.

AT gives effect to the TPS strategic investment priorities by:

Keep Auckland Moving	Improving network reliability through integrated, optimised and dependable public transport services
Transport options	Expanding access and travel choice through safe, inclusive and well-connected public transport services
Fit for purpose	Operating a connected, reliable, and customer-focused public transport network
Affordable growth	Connecting people to jobs, education, and key destinations through public transport
Safety	Embedding safe service delivery and strengthening operator, frontline and customer safety
Maintenance	Proactively managing assets to support safe, reliable and resilient public transport services
Emissions	Reducing emissions through fleet decarbonisation, improved efficiency and increased public transport use.

AT gives effect to TPS investment principles within its remit by:

- delivering value for money and affordability
- strengthening transparency and accountability
- putting customer and community at the heart of service improvements
- partnering with mana whenua to reflect Te Ao Māori in delivery
- providing evidence-based operational advice to council to support transport planning and inform the deliverability of transport projects.

The table below outlines how the AT will contribute to the delivery of council's other key strategic plans and priorities.

Strategic document	How AT will contribute as an integrated part of the council group
Long-term Plan (LTP)	AT will continue to deliver on LTP investment commitments that are specific to public transport, including working together with council to ensure capital delivery is aligned and efficient. We will provide input and advice into the development of the LTP 2027 – 2037.

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Strategic document	How AT will contribute as an integrated part of the council group
Future Development Strategy (FDS)	AT will work collaboratively with the council group to support council's vision for integrated growth across Auckland by: • improving the number of Aucklanders with nearby access to the public transport network • ensuring suitable public transport modal choice for planned developments • planning public transport services that support future growth areas.
Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan	AT will implement Te Tāruke-ā-Tāwhiri outcomes by: • supporting the ongoing addition of electric and low-emission vehicles to our bus and ferry fleets • growing public transport usage as a low-emission travel mode.
Tāmaki Ora Māori Outcomes Strategy and Performance Measurement Framework 2025 - 2027	AT is committed to partnering with Māori to uphold its obligations under te Tiriti o Waitangi, and to achieving better outcomes for Māori by: • developing and adopting an updated Achieving Māori Outcomes Plan • aligning reporting and outcomes with He Whenua Makaurau through partnership with Houkura • supporting a coordinated council-group approach to Māori outcomes with Ngā Mātārae and other specialists • partnering with mana whenua through Council's Mana ki te Mana approach • enabling Māori participation in decision-making and • building staff capability to contribute to Māori outcomes through programmes such as Ngā Kete Kīwai • exploring future opportunities to partner with mana whenua and Māori organisations.

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STATEMENT OF PERFORMANCE EXPECTATIONS

This section outlines how AT will deliver on the Letter of Expectation for public transport activities by establishing a delivery-focused public transport entity that delivers efficient, effective and safe services from day one.

Letter of Expectation
The Letter of Expectation for the 2026–29 period provides additional near-term guidance to be included in this SOI, which specifies the following:

- develop an organisation that reflects the agreed functions of the PT CCO and delivers a well-functioning public transport network
- collaborate with the council to establish appropriate performance measures
- optimise and ensure a responsive public transport network
- collaborate with the council to successfully plan and deliver the public transport capital programme
- ensure public transport service contracts are efficient and cost-effective
- improve customer service by focusing on getting the basics right and managing complaints
- take direction from council on public transport issues
- make use of the council group's shared services.

Focus areas
AT proposes five focus areas for the next three years. Grounded in council's strategic direction, as particularly set out in the Transport Policy Statement, the Act and transport reform objectives, these focus areas provide a framework for delivering efficient, effective and safe public transport services to meet the three-year target outcomes of this SOI.

These five focus areas are:

1. Integrated public transport system driving patronage
2. Reliable and convenient customer journeys
3. Safe and accessible public transport
4. Responsible stewardship and financial sustainability
5. Trust, transparency, and accountability to Aucklanders.

They do not work in isolation but work collectively as a single, coherent system so public transport is trusted, used and relied on. For example, integration enables reliable and convenient customer journeys, which depend on safe and accessible services, clear information and consistent day-to-day performance. These outcomes, in turn, are enabled through responsible stewardship of assets and funding and reinforced by transparent governance and accountability. Together, they support sustained and rising patronage growth by positioning public transport as a credible and attractive everyday travel choice.

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Performance accountability and transparency

Council and AT have agreed a new set of performance measures aligned with the five focus areas and the outcomes Aucklanders expect from public transport, supported by targets that reflect a commitment to improving customer outcomes.

While AT is responsible for delivering on council's strategic outcomes, including supporting the service improvements proposed in the RPTP, many factors influencing those outcomes now sit with council, including the delivery of Special Vehicle Lanes (SVLs) to support reliable bus services.

Close collaboration between the two organisations will therefore be essential. AT will continue to provide council with high-quality advice, data and operational insights to support council's decisions on road-related activities, such as SVLs, and will report on transport outcomes and the factors influencing them, including those within council's control.

Performance against targets will use the following guidelines:

Target met	Performance is within +/- 2.5% of a target
Target exceeded	Performance is above a target by more than 2.5%
Target not met	Performance is below a target by more than 2.5%

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Focus area one: Integrated public transport system driving patronage
An integrated public transport system makes it easy for Aucklanders to choose public transport more often. Within council's strategic and funding framework, this means delivering a high-performing public transport network, where services work together across all modes, providing seamless and reliable travel across the region.

This focus area aims to improve integration and grow patronage by ensuring public transport meets customer needs; enables better access to jobs, education and key destinations; and offers a genuine alternative to private vehicles. Patronage growth is driven by improved access, shorter journey times, effective operations planning and public transport-enabling infrastructure.

In 2026 and 2027, City Rail Link and the Eastern Busway will deliver step changes in network capacity and travel options, enabling faster more connected journeys across the region. To realise these benefits, AT will integrate these changes into the wider network by reviewing service connections and making it easier for customers to travel across Auckland.

Delivering an integrated public transport system also depends on how the wider transport network is planned and managed. As the Road Controlling Authority, council is accountable for network design, development, integration into the wider transport system, and traffic and road corridor management.AT will provide advice, data and operational insights to support these activities, including council's prioritisation of public transport on the road network.

To give effect to Council's transport strategy and deliver an integrated public transport system driving patronage, we will:

Rail services: enabling CRL operations and delivering a connected, resilient rail network:	
• CRL assured readiness, Drury and Paerata stations open	• Q1 2026/27
• CRL public opening	• TBC
• post-CRL rail timetable uplift	• Q3 2026/27
• Ngakoroa station opens.	• Q4 2026/27
System-wide integration of CRL into the full public transport network:	
• Southern train stations supporting the network are in place, timetables reviewed for bus-train connections including aligning bus route changes to support CRL	• Q1 2026/27
• CRL integration (bus services & day-to-day operations).	• Q2 2026/27
Public transport infrastructure and access improvements:	
• CRL station precinct urban realm and first- and final-leg improvements	• Q1 2026/27
• Westgate Te Waiarohia bus station opens	• Q1 2026/27
• Eastern Busway supporting network in place	• Q2 2026/27
• Eastern Busway opens.	• Q4 2026/27

Public transport service improvements: • new Southern Auckland bus service package implemented based on external feedback • operational readiness and service commencement for low emission ferries (Hybrid 2 and EVM) • Central and isthmus bus service package implemented • Western package ferry services go-live.	 • Q2 2026/27 • Q3 2026/27 • Q4 2026/27 • Q1 2027/28
Public transport demand and growth initiatives: • partner with tourism and conference industries to encourage visitors to Auckland to use public transport by launching Hui Pass • grow the Fareshare employer programme, making commuting more affordable in partnership with private companies, including rolling out new 100% Fareshare concessions • build awareness of CRL benefits with Aucklanders and businesses, encouraging use of the enhanced rail network • encourage returning public transport users through customer win-back programme • encourage new public transport users by promoting incentives for registration (OpenLoop and NTS).	 • Q1 2026/27 • Q1 2026/27 • Q2 2026/27 • Q3 2026/27 • Q4 2026/27
Supporting development of council's RPTP and other investment pathways: • provide advice and input into the specification and planning of SVLs to support the bus network • city centre bus plan service specifications completed • update the RPTP service plan and 2027/28-2029/30 bus improvements investment case.	 • Ongoing • Q4 2026/27 • Q4 2026/27

We will measure success by:

Measure	2025/26 actual	2026/27 target	2027/28 target	2028/29 target
Public transport patronage	**92.0m** *Bus: 72.6m* *Rail: 14.4.0m* *Ferry: 5.0m*	**103.8m**[5] *Bus: 74.2m* *Rail: 17.6m* *Ferry: 5.0m*	**TBC** *Bus: 75.9m* *Rail: 22.0m* *Ferry: 5.0m*	**TBC** *Bus: 77.9m* *Rail: 23.3m* *Ferry: 5.0m*
Public transport utilisation	47.3% *Bus: 49.3%* *Rail: 49.5%* *Ferry: 30.2%*	50% *Bus: 50%* *Rail: 50%* *Ferry: 30%*	50% *Bus: 50%* *Rail: 50%* *Ferry: 30%*	50% *Bus: 50%* *Rail: 50%* *Ferry: 30%*

[5] Bus, rail and ferry forecasts total 96.8m boardings. The overall target of 103.8m includes additional growth expected from patronage initiatives and demand uplift that has not been allocated to individual modes.

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Focus area two: Reliable and convenient customer journeys

Customers choose public transport when they can rely on it to work for them. They expect dependable, easy to use and simple to understand journeys from start to finish - even when things do not go to plan. Our role is to deliver a public transport system that builds trust through consistent daily performance, recognising that customers experience public transport as a single, connected network rather than a collection of individual trips.

This focus area delivers on Council's direction by getting the basics right. That is, by ensuring our public transport services run as expected, customers have clear information and can easily navigate the network, and disruptions and complaints are handled effectively when things don't go to plan.

We will focus on the key drivers that shape how customers experience the system: dependable services, frictionless journeys, value for money, network experience, accurate real-time information and effective customer support.

To deliver on customer expectations for reliable and convenient journeys, we will:

Ensure our services operate on time: • regularly review timetables for routes that consistently miss timetable at intermediate stops • CRL Hypercare programme, providing additional customer support and operational attention to respond to any issues.	• Ongoing • Q1 2026/27
Disruption management and real-time response: • continue the Disruptions Management Programme with council, working with ATOC to ensure unplanned disruptions are communicated as quickly as possible.	• Q2 2026/27
Continue to improve on the basics of customer experience: • set up customer experience improvement pipeline, with prioritised initiatives targeting accessibility, reliability, and end-to-end journey quality • continue improvements to AT Mobile, including an AI-based journey planner pilot.	• Q1 2026/27 • Q3 2026/27
Continue to improve how customers receive and access information and services: • customer journey planning and information tools are delivered, including first-time user guides, real-time assistance tools, and integration of active modes (bikes on board in Journey Planner).	• Q3 2026/27
Continue to simplify customer processes across all touchpoints, making it easier for customers to get information, complete tasks, and provide feedback: • embed a new customer contact centre structure to respond to public transport cases, maintaining strong customer case resolution rates.	• Q1 2026/27

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Continue to simplify payments across all modes and interchanges: • support the development of the National Ticketing Solution in line with agreed decisions and subject to council approval.	• 2026/27

We will measure success by:

Measure	2025/26 actual	2026/27 target	2027/28 target	2028/29 target
Customer satisfaction: satisfaction with public transport	92%	90%	90%	90%
Public transport reliability (operated vs cancelled trips)	96.5% *Bus: 96.4%* *Rail: 97.1%* *Ferry: 96.5%*	98% *All modes: 98%*	98% *All modes: 98%*	98% *All modes: 98%*
Public transport punctuality	91.8% *Bus: 91.5%* *Rail: 91.5%* *Ferry: 96.4%*	90% *All modes: 90%*	90% *All modes: 90%*	90% *All modes: 90%*
Customer cases resolved at first contact	TBC	15%	15%	15%
Customer satisfaction with customer contact centre	90%	90%	90%	90%

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Focus area three: Safe and accessible public transport

Everyone should feel safe and confident using public transport. Our role is to deliver a system that is safe, accessible and inclusive by embedding safety in everyday service delivery and infrastructure, providing clear customer information and designing and operating services in a way that supports independent, dignified, and predictable travel.

Safety and accessibility are critical to both the ability and willingness of people to use public transport. These factors are particularly critical for disabled people, older adults, women, our frontline staff and those travelling at night or outside peak periods, helping create an inclusive transport system for Auckland's diverse and growing population.

AT will work closely with council, government agencies and the NZ Police to improve safety across the public transport network. This focus area prioritises the key drivers within its operational control, including safe service delivery, frontline operational safety and staff support, customer perceptions of safety, accessible journeys, inclusive access and universal design.

To make our public transport services safe and accessible for everyone, we will:

Continue to improve real and perceived safety on and around the public transport network through our PT Safety Action Plan: • continue trial roll-out of safety ambassadors • trial driver duress alarms • implement CCTV AI analytics • implement new technology and process trials (real-time CCTV on buses, Flexi-stop).	 • Q1 2026/27 • Q2 2026/27 • Q3 2026/27 • 2026/27
Improve accessibility across services, infrastructure and customer information, ensuring consistency and usability across modes: • identify areas to improve operator accessibility training to support better service delivery, beginning with guidance on Assistance Dogs • continue to implement the Accessibility Action Plan initiatives once approved.	 • Q1 2026/27 • 2026/27

We will measure success by:

Measure	2025/26 actual	2026/27 target	2027/28 target	2028/29 target
Customer perceptions: Safety onboard PT services	94%	95%	95%	95%

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Focus area four: Responsible stewardship and financial sustainability
Public transport must be delivered in a financially sustainable way that maximises value from limited funding. Responsible stewardship means making the best use of public funding, assets and resources to maintain reliable and affordable services today while protecting the long-term performance and resilience of the system.

This focus area supports council's strategic investment priorities for value for money and affordability, a fit-for-purpose and resilient transport system, effective asset maintenance, reduced emissions and cost-efficient support for Auckland's growth.

As the steward of Auckland's public transport services and assets, AT will focus on optimising asset performance, managing costs and investment decisions with discipline, strengthening financial governance, reducing emissions and leveraging group shared services where appropriate. Together these drivers support the long-term financial sustainability of public transport and build confidence in AT's ability to deliver value for money.

To deliver responsible stewardship and financial sustainability, we will:

Strengthen commercial discipline and value for money:	
• continue to consider value for money by applying the capital spending rules when procuring public transport services, and ensuring operators maintain high-quality standards	• Ongoing
• finalise major contracts and fare decisions, including Western ferry contract award and annual fare review decision	• Q2 2026/27
• strengthen the commercial management framework for bus services	• Q2 2026/27
• review public transport fares for the year-ahead.	• Q3 2026/27
Reduce operational emissions from public transport:	
• complete the draft Zero Emission Roadmap refresh	• Q2 2026/27
• low emission ferries in service (Waitemata 2 and EVM 1&2).	• Q3 2026/27
Maintain PT assets:	
• proactively maintain assets to support reliable, safe, and resilient service delivery	• Ongoing
• advise council what renewals need to be made to ensure that public transport assets are managed in a way that minimises whole-of-life cost.	• Ongoing

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We will measure success by:

Measure	2025/26 actual	2026/27 target	2027/28 target	2028/29 target
Farebox recovery ratio	34.1% *Bus: 30.9%* *Rail: 30.2%* *Ferry: 54.7%*	TBC	TBC	TBC
Private revenue ratio	25.8%	26.3%	29.3%	29.4%
Reduction in operational emissions	0% decrease from 2024/25 (actual TBC)	2% decrease from 2025/26	2% decrease from 2026/27	2% decrease from 2027/28
Low emission buses	427	450	550	650
Asset conditions (critical PT assets in poor or very poor condition) [6]	4.4%	<5% [7]	<5%	<5%

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[6] Responsibility for asset conditions is shared between AT (outlining required renewals) and council (delivering renewals).
[7] This target is set at the current level of critical PT assets in poor condition.

Focus area five: Trust, transparency and accountability to Aucklanders
Public transport must be delivered in a way that builds and keeps trust with Aucklanders. This means providing reliable services, being clear about our responsibilities and communicating openly about performance, decisions and trade-offs.

Recent improvements in service reliability and delivery offer an opportunity for AT to rebuild and strengthen public confidence in the transport system. While trust has been challenged by periods of service disruption and reduced reliability, particularly following Covid and the rail network build, maintaining and extending these improvements will require continued focus on consistent delivery, transparency and responsiveness to council and public expectations.
This focus area supports council's TPS investment principles and priorities by focusing on the key drivers of trust: strong governance and accountability; partnerships and collaboration; effective operating model and performance management; transparency and reporting; and communication and engagement.

To strengthen trust, transparency and accountability to Aucklanders we will:

Work more effectively with council group by establishing clear governance and accountability arrangements with elected members: • take direction from council on public transport issues, continuing to engage with elected members including complying with the no-surprises policy • engage constructively with council committees and local boards.	 • Ongoing • Ongoing
Ensure an effective operating model: • implement the transition plan to embed an effective operating model for AT • maintain continuity of public transport services for Aucklanders through transport reform • utilise group shared services in accordance with transport reform outcomes to reduce duplication and standardise corporate support functions.	 • Q1 2026/27 • 2026/27 • Ongoing
Continue to deliver better outcomes for Māori in accordance with Te Tiriti o Waitangi, Tāmaki Ora, and Houkura's issues of significance: • work collaboratively with Houkura Independent Māori Statutory Board to ensure reporting and outcomes are aligned with the issues of significance outlined in He Whenua Makaurau • partner with Ngā Mātārae and specialists to deliver a coordinated approach to Māori outcomes, including participation in Tāmaki Ora Programme Delivery Board • develop and report on a refreshed 'Achieving Māori Outcomes (AMO)' plan that aligns with Tāmaki Ora Māori Outcomes Strategy and Performance Measurement Framework 2025 – 2027	 • Ongoing • Ongoing • 2026/27

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• increase the visibility of te reo māori, iwi narratives, tikanga māori, and events that celebrate Māori culture on and around our public transport network • deliver learning and development programmes, including Ngā Kete Kīwai and partner with council for graduate opportunities, to build kaimahi capability to contribute to Māori outcomes • explore opportunities to partner with mana whenua and Māori organisations, review levers in existing contracts for better outcomes, review procurement processes with council to remove barriers for Māori-owned businesses, and support supplier development programmes.	• Ongoing • 2026/27 • Ongoing

We will measure success by:

Measure	2025/26 actual	2026/27 target	2027/28 target	2028/29 target
Trust and confidence: public perceptions of the Public Transport CCO[8]	38%	40%	43%	46%
Local board satisfaction with the Public Transport CCO[8]	82%	75%	75%	75%
Procurement with Māori-owned businesses	0.36%	0.5%	1%	3%[9]

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[8] Public perceptions and local board satisfaction is proposed to be measured in 2026/27 using existing processes, as centralised council group reporting is considered for reputation tracking from 2027/28 onwards.
[9] These targets reflect a commitment to explore future opportunities with mana whenua and Māori-owned businesses.

Appendix 1: Financial Statements

To be provided before approval

Appendix 2: Legislative requirements

Climate Transition Plan

The Financial Sector (Climate-related Disclosures and Other Matters) Amendment Act 2021 requires Climate Reporting Entities (CRE) to make climate related disclosures in line with New Zealand Climate Standards 1 (CS 1). As a listed issuer of debt on the New Zealand Stock Exchange, the Auckland Council Group (ACG) is a CRE and must prepare an annual climate statement in line with these legislative and regulatory obligations.

AT's Climate Transition Plan has been incorporated into the council Group Climate Transition Plan led by council.

A summary of the plan was presented to the AT Board alongside the 2024/25 Annual Report and focuses on how AT is responding to climate-related risks and opportunities and contributing to a low-emissions, climate-resilient transport network.

Our board's approach to governance

AT remains a council-controlled organisation and continues the entity originally established under section 38 of the Local Government (Auckland Council) Act 2009, as amended by the Local Government (Auckland Council) (Transport Governance) Amendment Act 2025. It is a body corporate with perpetual succession, and for the purposes of the Local Government Act 2002, Auckland Council is treated as its sole shareholder.

The governing body is a board of directors comprising between three and five members, all appointed by Auckland Council. During the six-month transition period, AT is governed by an Interim Board to oversee the transfer of macro-planning and roading functions to Auckland Council. The board has agreed on a protocol on how to work together with the Transport Transition Programme, operating under a 'no-surprises' policy.

The board meets monthly and has established a Finance and Assurance Committee, which also meets monthly to support the board in exercising due care, diligence and skill during the six-month transition period in relation to financial reporting and management; internal controls and accounting policies; audits; and compliance with laws, regulations and standards.

Board meetings comply with The Local Government Official Information and Meetings Act (LGOIMA) and the interim board holds open, publicly notified meetings, grants public access to meeting agendas and allows attendance by bona fide news media.

Accounting policies

Basis of reporting

On 7 May 2026, the Local Government (Auckland Council) (Transport Governance) Amendment Act 2026 (the Act) was enacted. AT plans to implement the changes including the transfer of non-public transport related activities, assets and liabilities to Auckland Council on 1 October 2026.

AT's primary aim is to provide services and facilities for the community as a social benefit rather than to make a financial return; accordingly, AT has designated itself as a public benefit entity (PBE) for financial reporting purposes. The forecast financial statements have been prepared in accordance with Tier 1 PBE accounting standards.

AT's accounting policies are consistent with those set out in the most recent audited Annual Report.

Measurement basis

The forecast financial statements are prepared based on historical cost modified by the revaluation of the following:

- derivative financial instruments at fair value
- certain classes of property, plant and equipment at methods appropriate to the class of asset.

The forecast financial statements are presented in New Zealand dollars (NZ$), which is AT's functional currency and have been rounded to the nearest thousand unless otherwise stated.
Items in the forecast financial statements are exclusive of GST, with the exception of receivables and payables.

Going concern

AT receives funding from Auckland Council, NZTA and other government organisations to deliver the agreed annual operational and capital programmes within AT's SOI and council's LTP.

Auckland Council continues to provide financial support for AT as laid out in Auckland Council's LTP and AT's annual SOI.

Based on the funding set out in the Auckland Council Annual Plan, and for subsequent years, the approved LTP and NZTA's National Land Transport

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Programme, AT receives sufficient revenue to meet operating and capital costs such that the forecast financial statements have been prepared on a going concern basis.

Significant accounting policies

Revenue

AT receives its revenue from exchange and non-exchange transactions.
Exchange transaction revenue arises when an entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value in exchange. Exchange revenue includes parking fees.

Non-exchange transaction revenue arises from transactions without an exchange of approximately equal value. Non-exchange revenue includes grants, vested assets and fares partially funded by rates.

AT measures revenue at the fair value of the amounts received or receivable, net of discounts, duties and taxes paid. Revenue is recognised when billed or earned on an accrual basis.

Receivables

Trade and other receivables are recognised initially at fair value and then measured at amortised cost less any provision for impairment. They are due for settlement no more than 30 days from the date of recognition.

Property, plant and equipment

Property, plant and equipment is initially recognised at cost, unless acquired through a non-exchange transaction, in which case the asset is recognised at fair value at the date of acquisition. After initial recognition, certain classes of property, plant and equipment are revalued.

Land, road formation and properties held for roading purposes are not depreciated. All other property, plant and equipment is depreciated on a straight-line basis.

AT accounts for revaluation on an asset class basis. Operational land and buildings, land – finance lease, rolling stock, wharves, bus stations and shelters, train stations and roads and formations are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every five years. All other assets are carried at depreciated historical cost.

Non-cash-generating assets are those assets that are not held with the primary aim of generating a commercial return. For non-cash generating assets, value in use is determined using either a depreciated replacement cost, restoration cost, or a service unit approach. The most appropriate approach to measure value in use depends on the nature of the impairment and availability of information.

Payables and accruals

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Current payables and accruals represent amounts payable within 12 months of balance date and are recognised at cost. Current payables and accruals are non-interest bearing and normally settled on 30-day terms; therefore, the carrying value approximates fair value.

Non-current payables and accruals represent amounts payable more than 12 months from balance date and are measured at the present value of the estimated future cash outflows.

Borrowings
Borrowings are initially recognised at face value plus transaction costs and are then measured at amortised cost using the effective interest method. Borrowings are classified as current liabilities where they are expected to be repaid within 12 months of the reporting date. Non-current borrowings refer to debts not due for repayment within 12 months.

Change in accounting policies
There had been no change in accounting policies during the forecast years.

Use of estimates and judgements
The preparation of forecast financial statements requires AT's management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses.

Information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are property, plant and equipment and provision for impairment of receivables.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Market evidence is available and used for the non-specialised land and buildings, which include commercial and general-purpose buildings for which there is a secondary market. Where there is no available market evidence, the asset's fair value is measured at its market purchase price, the best indicator of which is depreciated replacement cost.

The depreciated replacement cost is used to revalue specialised buildings (designed for a specific limited purpose), roading and public transport assets for the delivery of AT's services.

Depreciated replacement cost for these types of assets is based on the 'optimised replacement cost'. Optimised replacement cost is the minimum cost, in the normal course of business, to replace the existing asset with a technologically modern equivalent asset with the same economic benefits, adjusting for any overdesign,

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overcapacity and redundant components. Optimisation is limited to the extent that optimisation can occur in the normal course of business using commercially available technology.

The provision for impairment of receivables is determined based on an expected credit loss model. In assessing credit losses for receivables, AT applies the simplified approach and record lifetime expected credit loss (ECL) on receivables. Lifetime ECL results from all possible default events over the expected life of a receivable.

ECL for short term infringement receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Receivables are written off when there is no reasonable expectation of recovery.

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Entered by Board Secretary

AGENDA ITEM 15 | BOARD DECISION PAPER	
To:	The Board
From:	Claire Covacich, Transport Planning Team Leader
Reviewed:	Andrew McGill, Group Manager Transport, Network Planning and Policy Stacey van der Putten, Interim Chief Executive Officer
Date:	16 July 2026
Title:	**Accessibility Action Plan Refresh 2026-2029**

Aronga / Purpose

1. To seek approval of the Transport Accessibility Action Plan (AAP) (2026 -2029).

Tuku mana / Delegation

2. The Transport AAP outlines the strategic context, relevant policies, and local government accountabilities for transport accessibility. Board approval is sought to endorse the plan ahead of its transition to Auckland Council (AC).

Te tūtohunga / Recommendation

That the Auckland Transport Interim Board (board):

a. Approves the Transport Accessibility Action Plan (2026-2029).

Te whakarāpopototanga matua / Executive summary

3. The Transport AAP (2026–2029) refreshes local government transport accessibility obligations and actions. It aligns the plan with current central and local government strategies and confirms Auckland's transport accessibility priorities for 2026–2029.

4. Board approval of the plan is sought to provide assurance to AC that it is fit for purpose for adoption as an AC plan.

3. Following board approval, we will finalise the document and proceed with publication (including accessible versions) and promotion of this mahi.

4. Transition of transport responsibilities to AC will require rationalisation of actions within the plan, to allocate roles and responsibilities and align resourcing.

5. Going forward, we anticipate that the Transport AAP will become a component on *Ngā Hapori Momoho – Thriving Communities Strategy* and either sit alongside or within AC's Disability Action Plan.

Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
March 2022	Review of the AAP	Board approved the third version of the plan.
December 2020	AAP 2021	Update of the plan approved for release, with acknowledgement of the progress made.
December 2019	AAP 2020	Plan was approved and endorsed for public release, with annual update going forward.

Te horopaki / Background

6. The Transport AAP was first approved in 2019. It responded to an AC direction for Auckland Transport (AT) to create a Disability Action Plan, evolving and coalescing AT work on universal access, including the AT Disability Policy from 2013. In the absence of dedicated accessibility legislation, the AAP provides Auckland's strategic direction for improving transport accessibility. Since 2019, the AAP has been updated periodically.

Entered by Board Secretary

7. This refresh of the 2022–2024 has been underway since September 2025. It has been developed in collaboration with our Public Transport (PT) and Capital Projects Accessibility Groups (PTAG and CPAG), AT's Accessibility Champions, and AC.

Te hononga ki te "Statement of Intent (SOI) 2025-2028"/ Alignment to Statement of Intent 2025–2028

8. The Transport AAP supports Auckland Plan outcomes for transport and access, opportunity and prosperity, and aligns with AC's *Ngā Hapori Momoho – Thriving Communities Strategy*. It also supports SOI focus areas including making every interaction count, taking PT from good to great, improving network productivity, and safety for everyone, with the aim of improving access for all.

Me mōhio koe / What you need to know

Approach to the update

9. Much of the AAP content remains consistent with the previous iteration. This refresh strengthens the plan's alignment to current strategic direction, raises the profile of accessibility across AT, and reinforces accountability for delivering accessibility outcomes.

10. The refresh has gathered insights from across AT, with AC input (Policy, Planning and Governance, and Transport Strategy) and with accessibility subject matter experts (AT's PTAG and CPAG).

11. Key changes to the document include:

    - A short section on the current context with local government reform (noting that within the document, "council" and "local government" are intended to include functions that may sit with either AC or the new PT Council Controlled Organisation (CCO), as well as shared responsibilities across the wider local government context).
    - Updated strategic setting, adding context on updated central and local government accessibility-related strategies and plans.
    - Some more minor changes to the document e.g. our aging population, update images and updated statistics.
    - A list of Completed Actions, since 2022, based on insights gathered from across AT.
    - A list of Future Actions, for the next 3-year period, which have been reviewed and updated to reflect strategic, statutory and regulatory obligations; recommendations from the Office of the Auditor-General; best practice outcomes; and themes raised through PTAG and CPAG.

Progress since 2022

12. A key driver of progress has been our ongoing collaboration with the PT and PTAG and CPAG. Their input has helped shape accessibility features across major projects, including the City Rail Link, city centre stations, and the Eastern, Northern, and Northwestern Busways, as well as improvements to wayfinding, ramps, tactile paving, and safer crossings.

13. Other areas of progress (many developed in partnership with our accessibility groups) include:

    - Improving inclusive communication and information access, including the introduction of NZ Sign Language (NZSL) for public safety messages at selected facilities and public transport services (a national first), alongside English and Te Reo Māori.
    - Enhancing accessible customer engagement through website improvements, digital accessibility tools, and new survey questions to better understand customer accessibility needs. A notable example is the tactile 3D mapping pilot at Waitematā Station, which supports navigation for blind and low-vision users with extensive use of Braille, but the map can be used by anyone, supporting inclusive wayfinding.

Entered by Board Secretary

- Providing more accessible transport information, including on-request audio announcements, Braille signage, clearer bus stop information, and expanded bilingual audio announcements. We are also responding to recommendations from the Auditor-General by improving communication and support during transport disruptions and network changes.
- Leveraging technology to improve accessibility outcomes, including the development of an Artificial Intelligence (AI)-powered tool that analyses accessibility-related feedback. This harnesses the valuable customer feedback that we receive and allows us to prioritise safety and accessibility concerns.
- Improving fleet accessibility, with all 180 electric buses meeting accessibility standards and featuring kneeling capability for easier boarding, alongside a new step-free electric ferry design.
- Supporting accessible travel options through providing Total Mobility, PlusOne, Gold Card, and Accessible concessions.

Focus areas going forward

14. Going forward, key focus areas for transport accessibility include:
    - Strengthening partnerships with PTAG and CPAG, central government, and community organisations to support best-practice accessibility and inclusive transport outcomes.
    - Strengthening governance and accountability by refreshing AT's Disability Policy, updating the Accessibility Monitoring Framework, and establishing clearer Key-Performance-Indicators (KPIs), resourcing requirements, and alignment with emerging legislative obligations.
    - Expanding inclusive information and engagement through accessible digital channels, audio, visual and NZSL content, accessible online engagement, and the use of technology, analytics, and Artificial Intelligence (AI)-enabled insights.
    - Improving customer access and support by enhancing ticketing and concession processes, strengthening real-time information, providing accessible alternatives during disruptions, and continuing support for Total Mobility, PlusOne, Gold Card, and other accessibility concessions.
    - Embedding accessibility and universal design across transport planning, project delivery, infrastructure design, and operational decision-making.
    - Improving accessible journeys through end-to-end accessibility audits, enhanced PT standards, fleet upgrades, and mobility parking improvements.
    - Building organisational capability by expanding accessibility training for operators, frontline staff, and AT employees.
15. Details of Completed Actions and Future Actions are included in Attachment 1.

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

16. While the AAP itself has no financial implications, the actions within it may require funding. Some of these initiatives are business-as-usual, some have funding confirmed, where others are more aspirational in nature and would require resourcing through a prioritisation or business case process. All obligations and aspirations are recorded to ensure that the intent of universal access is retained.

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

17. N/A.

Ngā whakaaweawe atu anō / Other impacts

Relationship	Consulted Y/N	Views and Perspectives Received
Māori	Yes: ☐ No: ☒	

Entered by Board Secretary

Elected members	Yes: ☐ No: ☒	
Council Controlled Organisations	Yes: ☒ No: ☐	We have worked closely with AC staff to align with AC's Thriving Communities Strategy and inform them of the AAP direction and updates.

Ā muri ake nei / Next steps

18. Following board approval, the document will be finalised, published in accessible formats, and shared with key stakeholders. AC, via the Transport Infrastructure and Delivery Committee (TIDC) has given indicative support for transfer of this plan to AC as part of the transition. Formal adoption will follow closer to the transition date.
19. Going forward, we anticipate that the Transport AAP will become a component of *Ngā Hapori Momoho – Thriving Communities Strategy* and either sit alongside or within the Disability Action Plan. Local government transport transition will require rationalisation of actions within the AAP, to determine AC and CCO roles and responsibilities.
20. As a living plan, the Transport AAP will continue to be updated at regular intervals. Progress will be reported through existing (and any new) governance and business planning processes, as well as through updates of the plan itself.

Te whakapiringa / Attachment

Attachment #	Description
1.	DRAFT: Auckland's Transport Accessibility Action Plan Version 4: 2026-2029

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Claire Covacich **Transport Planning Team Lead (Author)**	Scott Campbell **Acting Director Strategy and Governance**	Stacey van der Putten **Interim Chief Executive Officer**

ATTACHMENT 1: DRAFT
Accessibility Action Plan

Auckland's Transport Accessibility Action Plan

Delivering a transport system which meets the needs of all Aucklanders – Version 4: 2026 to 2029

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1 Overview

Accessibility matters in all areas of life, including physical access to places like buildings, access to services like education or health, or access to information that helps a person make decisions about their life.[1]

What's new in the 2026–2029 Accessibility Action Plan

This 2026–2029 Accessibility Action Plan strengthens Auckland's commitment to an inclusive and accessible transport system. It strengthens accessibility and inclusive communication. It also improves journey design for Auckland's changing communities, enhances emergency readiness, and supports ongoing collaboration across Council, the new transport CCO, government agencies and community services.

It sets directions to respond to key challenges, including our ageing population, need to maintain growing and ageing infrastructure, climate-related disruptions, and inconsistent network accessibility (ranging from infrastructure through to communications).

Some critical improvements remain unfunded, highlighting that future investment will be required to realise a fully accessible, safe and resilient transport network for all Aucklanders.

1.1 Mandating accessibility for everybody

This document mandates the actions that Auckland local government will undertake over the next three plus years related to transport accessibility. This document has its origin in the Auckland Transport Disability Policy (2013). It sits within Auckland Council's Thriving Communities Strategy Ngā Hapori Momoho and Disability Action Plan. This document aligns with central government strategies and reflects the pro-active approach to transport accessibility that Auckland local government has been taking and intends to continue. It directly aligns with Auckland Plan commitments by embedding universal design, accessible information, inclusive service delivery and equitable transport access into all aspects of Auckland's transport planning, operations and investment.

[1] New Zealand Disability Strategy 2026-2030

This 2026 update comes during a period of local government reform, with pending legislation for Auckland Council to regain many transport functions that sat with Auckland Transport (a Council Controlled Organisation) for the past 15 years. This presents some uncertainty around where transport accessibility roles and responsibilities will land - whether they will be with Council or with the new transport CCO. Therefore, this document refers to "council" and "local government" as including roles and responsibilities that sit with both Council and the new transport CCO. Similarly, collective terminology such as "we", "us" and "our", refer to overarching local government responsibilities.

This is a 'living plan' to be updated regularly to reflect the successful completion of actions outlined here, and to add new actions over time.

1.2 Accessibility and disability

The traditional (medical) view of disability focuses on a physical or intellectual impairment as the cause of inequality, such as the examples below.

A more accurate and inclusive view focuses on outside factors – the barriers that make the world inaccessible for someone who has such an impairment.

"…disability isn't just caused by people's impairments, but also the barriers in society."[2]

The barriers may be physical, such as inaccessible vehicles and infrastructure, or social, such as lack of information or people's attitudes. Local government can make a significant difference by removing or addressing physical barriers to travel and ensuring that information is accessible.

It is important to note that while we generally talk about people with disabilities as needing accessible transport, there are also people whose mobility is impaired, often temporarily, but who do not fit within a medical definition of disability. Given this, we must ensure that our planning for services, information and infrastructure benefits everyone, including those with accessibility requirements, (whether they have single or multiple needs).

Five drawings to illustrate the following examples are included: Elderly people, pregnant women, people with an injury or illness, people with prams or strollers or small children on foot, people with luggage.

[2] New Zealand Disability Strategy 2026-2030

The illustrations are from the Auckland Design Manual, developed in collaboration with Auckland Council's Universal Design Forum.

Being accessible means that, as far as can reasonably be accommodated. Council ensures that transport facilities, vehicles, information and services are easy to find, understand, reach and use. This applies to people with accessibility requirements, and, therefore to everyone in their daily lives.

Accessibility, in short, means that anyone, regardless of age or ability, can go safely from A to B without inconvenience, discrimination or barriers, and with dignity.

The Auckland Design Manual[3] includes design personas to assist designers to deliver accessible and inclusive places for people with accessibility requirements.

Improving accessibility will enable everyone to participate in the community and to be part of their world.

“The accessible journey is critical because it dictates whether disabled people are able to access other fundamental rights, such as the ability to work, obtain an education, participate in the community and socialise. Without a transport system that is not only accessible, but also available, affordable and acceptable to them, disabled people are prevented from living a full and inclusive life, in contravention of their human rights”. Quoted from The Accessible Journey: Report of the Inquiry into Accessible Public Land Transport, Human Rights Commission, September 2005.

1.3 Why does Auckland need a Transport Accessibility Action Plan?

Our national Disability Strategy has a vision for an accessible and equitable society where disabled people thrive, lead, and participate fully. Inherent in this is the need to provide a transport system which caters to all members of the community and delivers towards Vision Zero - to eliminate transport deaths and serious injuries.

As our population ages, an accessible transport system becomes increasingly critical.

In 2023, there were around 220,000 Aucklanders aged 65 years and over, 13.3 per cent of the total Auckland population.

The proportion of Aucklanders 65 years and over grew significantly between 2013 and 2023 (+56,595, +34.7%). One in six people aged over 65 are disabled. Our population is growing and our ageing population is growing faster.

[3] https://www.aucklanddesignmanual.co.nz/en/design-guidance/universal-design.html

This is significant for future transport and social infrastructure planning and service provision.

There are currently around 44,000 Total Mobility card holders in Auckland. As the population ages, we can anticipate higher demand for Total Mobility services.[4]

Auckland local government is responsible for local roads and for Auckland's transport system (The New Zealand Transport Agency is responsible for state highways). Auckland Council provides funding and other funding comes from central government through the New Zealand Transport Agency.

[A graphic illustrating local government sphere of responsibilities in the transport realm, showing people with accessibility needs at stages during their journeys accessing a transport stop to travel by bus or train. The caption reads; when we plan for accessibility, we plan for everyone.]

Aspects of the local transport system include:

- Public transport infrastructure planning, network delivery, management and maintenance
- Public transport service planning, delivery, and performance monitoring
- Contracting services for buses, for heavy rail, for ferries
- Managing the Total Mobility scheme, including contracting services
- Ticketing and revenue collection and protection
- Providing public transport concession fares for target groups
- Investigating and testing new approaches for service provision such as first and last leg connections, new technology and alternative service providers.
- Managing disruptions – both planned and unplanned
- Customer information, including wayfinding, customer contact calls and digital displays

[4] Older Aucklanders: Results from the 2023 census July 2025 https://knowledgeauckland.org.nz/media/mkfpzfzo/older-aucklanders-results-from-the-2023-census-july-2025.pdf

- Footpath and cycle lane and cycle path planning, design, delivery and maintenance
- Cycle parking
- Improved crossing facilities
- Travel demand management, travel planning programmes
- Road corridor planning, delivery, operation and management, monitoring and enforcement
- Road marking and road signage delivery, street lighting and maintenance
- Road safety design and delivery of safety programmes
- Managing public car parking (on street and off-street); including providing mobility parking; monitoring and enforcement

In short, we manage and operate the customer experience virtually from door to door. People come first and understanding and responding to the needs of our customers is at the heart of what we do. We have a responsibility to ensure that our services and facilities meet the diverse needs of Aucklanders and that any barriers to access and participation are eliminated or minimised.

1.4 Objectives for transport accessibility

By 2030, there are several key things that we wish to see as the 'business as usual' standard around accessibility, including:

- New transport infrastructure will be universally accessible
- All transport vehicles will be accessible, with functioning accessibility features, with wheelchair spaces, audio announcements and next stop displays
- Public transport service operators will have appropriate accessibility training
- Commitments to repair damaged footpaths and pedestrian facilities are met within a reasonable timeframe
- Communications to customers about transport activities are improved, such as service disruptions
- Multi-channel (including digital) customer information is provided, including leveraging and utilising accessibility technology
- Information signs are in accessible formats and audio options are widely available

- New facilities and services will be designed and constructed from concept to completion to ensure universal accessibility
- Existing infrastructure being maintained as effectively as possible to improve accessibility, within available budgets
- Improvements in monitoring and reporting for accessibility, including using new technology.

This plan focuses primarily on actions to improve transport accessibility for customers/our communities but also includes actions for local government to work introspectively to provide appropriate resourcing and increase staff awareness of accessibility for customers and within the organisation. Local government initiatives will be aligned with its Diversity, Equity and Inclusion Policies.

- Transport products and services (such as public transport services, ticketing, information, and transport infrastructure) are accessible, safe and convenient for everyone to use and to understand
- Engagement on transport projects reaches interested groups and communities and ensures people with accessibility needs and, in particular, disabled people, are heard and that their access needs are noted and provided for in planning and projects
- Local government provides a diverse, supportive and inclusive workplace.

The plan includes actions that will:

- Help everyone to use transport services and facilities to travel safely with ease and dignity across Auckland
- Reduce transport disadvantage and discrimination, across all aspects of operation of the public transport system, services and infrastructure
- Provide customer support and ensure that accessible information is available
- Promote increased staff awareness and training to engage and consult disabled people, for example in project design for services and infrastructure, in safety programmes, and in provision of information and communications, and to take account of their feedback before plans are finalised
- Show leadership to suppliers and external partners on accessibility and universal design principles.

2 Context

2.1 Policy overview

Universal accessibility is a basic human right as asserted in international and national documents including the United Nations Convention on the Rights of Persons with Disabilities (2006) (ratified by the New Zealand Government in 2008) the New Zealand Human Rights Act (1993), and the New Zealand Disability Strategy 2026 - 2030. Key components relevant to local government's accessibility work are outlined in the Appendices:

Appendix 1: Global Policy Context

Appendix 2: New Zealand Policy Context

Appendix 3: Auckland Regional Policy Context

New Zealand does not have legislated or regulatory standards for accessible transport although the Human Rights Act requires no discrimination. Given this, it is up to local government i.e., Councils and Council Controlled Organisations to determine levels of accessibility and timeframes for implementation. By contrast, Australia has legislated Disability Standards for Accessible Public Transport, which set out what constitutes accessibility-compliant transport services and infrastructure and include deadlines for transport agencies and local government to ensure all services and infrastructure are compliant. The 100% compliant deadline in Australia was December 2022, and their work continues.

It should be noted, however, that the New Zealand Human Rights Commission has recommended to Central Government that such legislated standards should be implemented. Should that occur in the future, local government will need to consider obligations across services and infrastructure to meet statutory requirements including any new stipulated standards.

Although Aotearoa New Zealand does not yet have legislated accessibility standards for transport; strengthening accessibility practice now places Auckland's future transport system in a strong and forward-looking position. Embedding universal design, accessible communications and clear expectations across planning infrastructure, delivery and asset management improves transport for everyone. It also reduces the risk of costly retrofits later. By building a robust accessibility foundation through this Accessibility Action Plan, Auckland will be well prepared should legislative requirements / national accessibility standards be introduced in the future.

Of particular note, the **Auckland Transport Disability Policy (2013)** (included in Appendix 3: Auckland Regional Policy Context) guides this Accessibility Action Plan. The Disability Policy and supporting actions were adopted in May 2013 by Auckland Transport. The Policy is based on the principles and policies included in the Regional Public Transport Plan that describe how the network of public transport services, plus the services to be provided using small passenger service vehicles. It builds on the concept of an accessible journey and takes account of Human Rights legislation and charters (national and international), and the requirements of the Building Act, and the Land Transport Management Act.

2.2 What does accessibility look like?

In any journey there are a number of steps. For people with accessible needs, any one step that is not accessible could hinder their journey or prevent it entirely. Therefore, it is important to treat the full end-to-end journey with the same accessibility lens.

The following journey, by a customer in a wheelchair, provides an example of the importance of accessible infrastructure and services.

This is Jane with her disability assist support dog, Tui.

[A picture of a woman in a wheelchair with her support dog]

Jane uses a wheelchair. She is going to work in the city, which is just one of many trips she makes each week for a variety of purposes. Her full journey is described below. This shows the differences that the presence or absence of accessible components can make to her journey.

Jane's journey to work

The table is set out as a graphic that describes seven stages of Jane's journey with three sections for each stage. For each stage, the text in the first section is labelled Stage and describes the stage of her journey. The second section is labelled Accessible. This describes the accessible features of the environment she travels through for that stage. The third section is labelled Inaccessible. This describes the barriers and difficulties she faces where the route has not been made completely accessible.

Stage	Accessible	Inaccessible
Jane leaves her house and wheels down the footpath with Tui.	The footpath is wide - at least 1.8m, enabling space for Tui to walk alongside her handler and wheelchair, or two wheelchairs to pass	The footpath is narrow and full of holes. It is also cluttered, with advertising signs and rubbish bins along it so she must wheel around them frequently, making her commute potentially unsafe. Some spaces

Stage	Accessible	Inaccessible
	each other. The footpath gradients are within design parameters.	have very narrow gaps, so she must negotiate them carefully. This also makes it difficult for Tui; she struggles to move with her handler as trained.
She crosses the road to get to the bus stop.	There are safe crossing points that have formal kerb-ramps, audible wait/cross signals and tactile ground surface indicators to enable vision impaired pedestrians to sense the location of the crossing. Tui supports by reminding her handler she has reached the crossing point and to wait until safe to cross.	There is no kerb ramp at one side of the crossing, so Jane must wheel along, risking traffic, until she reaches a driveway to get off the road.
Jane and Tui reach the bus stop.	There is space in the shelter for her wheelchair and assist dog Tui. Customer information is at her reading height. There are tactiles to indicate the boarding point for vision impaired customers. Audible information on bus arrival is available at the press of a button.	The bus stop shelter does not have a space for a wheelchair, so she must sit in the rain with Tui at her side. The bus service information is set up high behind the seats of the shelter, so she cannot tell when her next bus is due. There are no surface tactiles to guide customers with vision impairments to the bus door.
The bus arrives, and they board.	The kerb height is 150mm, the bus driver pulls in alongside to allow for easy access and deployment of the ramp. The driver happily offers to assist Jane to enter the bus, but the good infrastructure and bus equipment enable Jane unaided. The ticket readers are at her seated height and there are wheelchair spaces inside the bus, so she can lock in somewhere safe with Tui at her side, and clear of other passengers moving inside the bus.	The kerb is low and uneven at the side of the road. The bus has a ramp, but the driver struggles to deploy the ramp to the kerb because of the steeper angle. Jane needs the driver to help push her onto the bus, with Tui following. She cannot reach the card reader, and the driver needs to assist again. There are no wheelchair spaces on the bus, and she effectively has to stay next to the door. It will be hard for anyone else to get on or off past her and Tui.

Stage	Accessible	Inaccessible
The bus arrives at the destination stop.	Jane can reach the stop button easily, the driver ensures that the bus stops close to the kerb so there is minimal gap between the bus and the footpath, that the bus kneels and deploys the ramp so that Jane and Tui can disembark easily.	Jane has to ask someone to press the stop button for her. The driver has to help her carefully down the ramp, which is very steep, due to the kerb not being at an adequate height. It's a bit of a jump for Tui too. Jane gets the driver to tag her off. She is using her credit card, as her HOP card had insufficient funds. She is paying full fare for this trip, and her credit card doesn't allow accessible concession.
Jane and Tui travel along the footpath to Jane's work.	The footpath is wide (at least 1.8m, enabling Tui and others to walk abreast), the gradients are within design parameters, and the surface is smooth and well-maintained.	The footpath is narrow, uneven and cluttered, with advertising signs and rubbish bins so she must wheel around them, supported by Tui. Some gaps are very narrow, and she has to negotiate them carefully, so that she doesn't tip. Jane considers that her return journey would be far easier (even though more expensive) if she called for a Total Mobility hoist van.
The end of her journey.	Jane had the same journey experience as able-bodied members of the community and is ready for a day of work.	Jane is tired and sore from the bumps she felt along the way. She also feels embarrassed and self-conscious about the impact she had on the progress of the bus. And now she must work and then go through the same thing again on the way home.

An accessible trip for Jane is one where the transport infrastructure and services, including information, are just as useable for her and her disability assist dog Tui, as for anyone else. There are many examples like Jane's, but they all have the same requirement: that local government plan, design, deliver, operate and maintain public facilities and activities so that all customers can use them safely, and with ease and dignity.

Our growing and changing region presents distinct accessibility challenges as we see more intensive development and denser populations. As housing becomes more compact and vertically structured, access for the first and last legs of journeys takes on increased importance.

Intensification places greater pressure on public space, resulting in more crowded footpaths, bus stops and station environments, and introduces more complex evacuation requirements during emergencies or network disruptions.

To ensure travel remains safe and can be independent and dignified; the transport network will require continued considered and coordinated improvements, so that accessible routes are continuous, legible and resilient, supporting seamless journeys from home to the wider transport network.

3 Action Plan

[A full-page picture of a young woman seated at a café table and using New Zealand Sign language.]

In 2025, the Office of the Auditor General reviewed Auckland's public transport reliability and made 5 key recommendations, aimed to improve planning, communication, and performance reporting. These recommendations, as well as any others from central government reviews, have been incorporated into the action plan.

Over the past few years, we have made significant progress in some areas, such as increasing the number of accessible buses and trains and improving our digital communications. Despite this progress there is much more to do to make our transport system fully accessible. The following Plan outlines:

- Transport accessibility actions which have been completed in the past 3 years and
- Transport accessibility focuses for the next period of the action plan – including some focus areas that are already planned and funded and will be covered as business as usual, and other focus areas that still need scoping and will need funding/resourcing confirmation.

3.1 Completed Actions

Completed Actions

Strategic planning and policy development Set direction and guide transport accessibility through strategy, policy and guidelines.	
Area of work	**Description**
Accessibility Action Plan	Updated to reflect actions completed and planned. Worked with Auckland Council towards integrating transport accessibility into our wider strategic framework.
NZ Sign Language Strategy	Strategic direction included in AAP, with some NZSL pilots on Auckland network.
Equity Framework	The Equity Framework focuses on addressing transport inequities, including addressing gaps in the transport system for universal access. It was developed and approved in 2024.
Monitoring Monitor progress on transport accessibility to help maintain consistency and momentum, understand progress and hold local government accountable for delivering an accessible transport system.	
Area of work	**Description**
Accessibility Action Plan	Reports on progress on actions and completed transport accessibility actions.
Council reporting	Contributed to Council's Disability Action Plan reporting (June 2025).
Other areas of monitoring/reporting	Our six-month website survey includes a question around survey participants' accessibility needs, to ensure we understand the range of accessibility needs amongst our website customers and can keep them in focus when developing new website features or updating content.
	Standardised accessibility questions included in all research participant recruitment to ensure appropriate support can be provided where needed, and to enable accessible representation on projects where this is identified as a requirement.
	Total Mobility data and annual survey continue to provide insights into the Total Mobility scheme.

	AT uses customer responses/feedback to inform responses and ongoing improvements to services. Relating to accessibility, a new AI tool for analysing customer feedback prioritises safety and accessibility issues and enables us to analyse any patterns in feedback/issues.
Communications Ensure that customers receive information in appropriate format, timely, covering planned and unplanned disruptions.	
Area of work	**Description**
Public engagements	AT continues to strive to provide public engagement information in accessible formats (particularly summary documents, with long-form documents as screen-readable, as per Council practice). Other examples include support staff to assist in workshop participation; a 3D tactile model was used to help with community engagement to understand proposals for Homai Station level crossing removal.
Transport service information	Our bus service communications are continuously being improved, with recent examples including audio announcements on buses. New signage is also being installed with larger icons and fonts for those with visual impairment.
	Updated mobility parking maps are available online[5].
	The AT Park app continues to show mobility parking locations across the region.
Audio on buses	In addition to bilingual audio announcements on trains, these are now on all buses across the network.
Bilingual Audio on Trains	Te Reo Māori arrival and transfer messaging added to train audio announcements bringing bilingual messaging to 100% on all AT network buses, trains, train platforms, and ferry terminals.
Promoting NZ Sign Language	NZSL recorded safety videos are in public view or planned for several locations on the public transport network including key locations such as Waitematā Station, Downtown Ferry Terminal and on twenty Fullers Ferries. They will also be in operation at new CRL rail stations. This is also the first time anywhere in New Zealand for trilingual messaging in a public space.
Wayfinding/accessible maps	3D tactile model/maps are being piloted at Waitematā Station which will assist blind/low vision customers (as well as being of interest to the wider community).
Public transport improvements Ensure the public transport network and services are safe and accessible for everyone.	

[5] auckland-transport-car-parks-and-mobility-parking.pdf

Area of work	Description
Total Mobility	AT continues to support the Total Mobility Scheme. The Ministry of Transport is progressing a review of the national scheme, including changes to fare and subsidy caps that will impact councils and customers. As this work is still underway at the time of this Action Plan update, local government will monitor national decisions and prepare for any required adjustments to service delivery, funding arrangements and customer information once final settings are confirmed.
	AT continues to publish and distribute monthly Total Mobility newsletters[6].
	Annual survey continues to provide valuable data and insights.
PlusOne concession	Concession is available on buses. We are working on a technical solution to extend concession to rail and ferry.
Accessible Concession	AT continues to provide the Accessible concession[7]
Community Connect concession	AT continues to support a 50% concession for Community Services cardholders.
Assist dogs on public transport	Disability assistance/service dogs are allowed to travel on public transport at all times. Domestic pets are also allowed on public transport, though there are different rules for domestic pets than for assist dogs (e.g. pet dogs must wear muzzles, there are time restrictions for travel for pets). We are working to ensure specific training for operators regarding assist/service dogs.
Public transport operator training	"Stop for Me, Speak to Me" bus and ferry accessibility training videos developed, available online.
	We have identified the need for appropriate and standardised bus operator training in accessibility and are working towards this.
Ticketing	As part of the ongoing National Ticketing Solution design, we are investigating the ability to retain certain information such as fare and balance information for customers when they tag on and off, as well as introducing new notification types such as low balance.
Bus accessibility	All new buses meet accessibility requirements as set out in the RUB and VQS; new ferries offer step-free, barrier-free access.

[6] Total Mobility newsletters
[7] Accessible concession

	Auckland Transport undertakes compliance checks of new buses before they enter service.
New buses	Inspections of all new buses into Auckland to check compliance with Waka Kotahi's Requirements for Urban Buses and Auckland Transport's Vehicle Quality Standards, including accessibility features.
Accessible ferry fleet	Accessibility Advisory Group input has improved design standards to improve ferry fleet accessibility. As a result, New electric ferries feature innovative step-free, barrier-free access. Anticipated to improve national standards and influence Maritime New Zealand and the wider industry on accessible needs when designing and building passenger ferries and/or changing rules. Good engagement already with MNZ on this aspect.
New/improved bus stops and interchanges and improved services	New bus stops for service improvements e.g. Neighbourhood Bus Interchange at Mount Eden, Balmoral, Manukau and Greenlane. Improvements include improved crossings, signage, tactile pavements, seating, shelter etc.
	Numerous bus service and interchange improvements. Examples include Pukekohe, Park Estate, evening services around Auckland Isthmus and in the south, changes to better interchange with ferry services, Western Express and western services.
	Significant improvements to bus stops (including shelters) through the Climate Action Transport Targeted Rate (CATTR).
	Ongoing review and improvement of infrastructure to ensure that it meets accessibility standards.
CRL Stations	Significant Accessibility Advisory Group input is informing improvements to accessibility to Waitematā, Te Waihorotiu, Karanga-a-hape, Maungawhau stations such as accessible ramps, bridges, carparking, wayfinding, seating, toilets, emergency help points. Full Barrier Free audits conducted by the Barrier Free division of CCS Disability Action.
Improved rail interchanges	Significant improvements to rail network, including to new and upgraded southern stations
Level Crossing Removal and station access	Installation of accessible bridges at key stations to improve access for all users. Work includes lifts, tactile paving, signage, etc.
Supporting Wheelchair Accessible Vehicles	AT continues to administrate a grant to help support increased provision of wheelchair accessible vehicles in the Total Mobility fleet.

Safety on public transport	Targeted safety programme (enhanced CCTV, lighting, etc).
	Insights looking at women and the public transport network. This focus on issues such as personal safety enables better outcomes for everyone using the transport system.
Access to events	Initiative underway to identify needs and pain-points for customers who may have specific accessibility needs when attending events at Eden Park, GoMedia Stadium, or Spark Arena.
New and improvements to infrastructure Ensure that new infrastructure is accessible for everyone and that improvements to the transport network result in it being increasingly accessible.	
Area of work	**Description**
Walking network improvements	New/improved footpaths, tactile pavements, crossings and pedestrian amenity (such as seating in some places) installed across Auckland. These are delivered by AT and by developers and will improve walking accessibility and safety, particularly in rural areas (e.g. Rodney, Franklin) that are transitioning to higher density. An example of targeted access improvements are upcoming as part of Manurewa Active Modes Action Plan.
	Significant improvements planned/delivered through the First and Final Leg, Safe Streets for people/ Safe School Streets programmes.
Road network improvements	New/improved roads, intersections and cycle infrastructure to enable journeys. Safer pedestrian crossings. Slower speed limits in town centres.
	AT has been developing a solution to provide easier access for Total Mobility passengers around the Midtown 'Authorised Vehicles Only' area.
Mobility parking	Public parking continues to provide for mobility parking. Further mobility parking and pick-up/drop-off provided near CRL Stations and identified as needed through the First and Final Leg programme. This is also specifically considered through Comprehensive Parking Management Plans.
Wayfinding	Wayfinding promoting accessible pathways.
	Significant improvements planned/delivered through the First and Final Leg programme.
E-scooters	Successful trial of e-scooter parking on Queen Street. To be extended to CRL Stations (and further) by providing scooter parking in order to enable mandatory parking zones around the CRL Stations.

Transport standards and design	We continue to iterate and improve design standards to reflect aspirations for Universal Access e.g. wayfinding content updated.
Transport system management Ensure accessibility is embedded into transport system operations.	
Area of work	**Description**
Transport accessibility training	Street Design for People training offered to local government staff and contractors.
Mobility parking	Developing a new e-permit that allows mobility card holders to replicate it in AT's e-permit application. This will allow AT's License Plate Recognition vehicles (compliance monitoring) to identify vehicles that may have a mobility card in use while parked in on-street environment.
Using technology to assist with challenges to accessibility	Developed an AI tool to analyse customer feedback. This improves visibility and responses to accessibility issues.
	We are exploring and developing accessibility solutions in case of network and public transport services disruptions, both temporary/planned and for during emergencies e.g. AI recognition of sign language through CCTV.
Community events and activations	Delivering and often partnering with transport support groups such as Bike Auckland to deliver community events. Examples include opening new infrastructure, Bike Hubs, Our Inclusive Cycling project.
Working with others Collaborate with others including central and local government agencies and those with lived experience such as accessibility representatives to help build and learn from best practice.	
Area of work	**Description**
Collaborating with others to improve accessibility outcomes	Working with central and local government and community groups to help build and learn from national best practice. Examples include New Zealand Transport Agency; Ministry of Transport; Ministry of Disabled People - Whaikaha; Department of Internal Affairs; Maritime NZ; National Emergency Management Agency; and the Auckland Emergency Management teams; Auckland Council Disability Advisory Panel; and the communities they represent.
	Continued to work with our Public Transport and Capital Projects Accessibility Groups (PTAG and CPAG) and Auckland Council Disability Advisory Panel to leverage their subject matter expertise.

	In partnership with Kiwi Property and IKEA, identified a number of accessibility challenges related to wayfinding around Sylvia Park precinct (location of first IKEA store in NZ).
Our people and workplace Upholding an internal culture where delivering a transport system that works for customers with accessible needs is at the heart of our work.	
Area of work	**Description**
Accessibility training and awareness	Review of and adherence to AT's Diversity, Equity and Inclusion Strategy and Policy.
	Continued to promote the "Easy Journeys for Everyone" accessibility training module with all staff. Helps to support understanding of how our customers with accessible needs travel on our network.
	AT is a Hearing Accredited Workplace via The National Foundation for Deaf and Hard of Hearing (NZFDHH). This process is intended to identify businesses that 'recognise and value deaf and hard of hearing employees and customers.'
Resourcing	AT has maintained staff resourcing focused on accessibility issues. Auckland Council staff also support and contribute to transport accessibility initiatives.
	AT continues to support and resource the Public Transport and Capital Projects Accessibility Groups (PTAG and CPAG). In response to advocacy to our Board, we intend to increase youth representation.
Our workplace	New bilingual signs installed as part of our recent office refresh at key locations and shared areas in our workplace.

3.2 Future Actions – the 2026-29 Plan

The list below includes focus areas for the next period of the Accessibility Action Plan.

Note that some focus areas below are already planned and funded and will be covered as business as usual, while others still need scoping and will need funding/resourcing confirmation in light of local government reform (and may include funding from external partnerships). Some actions stretch beyond the timeframe of this plan and are recorded because we intend to make a start on them or practise continuous improvements.

Planned programme from 2026

Strategic planning and policy development Set direction and guide transport accessibility through strategy, policy and guidelines.	
Area of work	**Outline scope**
Strategic, policy and guideline development	Include accessibility when developing strategic transport documents, plans, policies and frameworks. Ensure these and other guiding documents meet accessibility needs (website review).
	Review Auckland Transport Disability Policy (2013) to update and strengthen local government commitment to transport accessibility.
Accessibility Action Plan (this document)	Ongoing source of transport accessibility projects (existing and planned) across Auckland, to be updated every 2-3 years to ensure accountability and continuity of this plan and its actions. Because this 2026 revision intersects with a local government reform, an earlier revision will be needed to allocate roles and responsibilities.
NZ Sign Language Strategy	NZSL is an official language of Aotearoa. Ensuring NZSL access across Auckland local government services strengthens communication, safety, and participation for Deaf Aucklanders. The new national NZSL Strategy directs central government departments to develop guidance for local government regarding NZSL promotion. This guidance will focus local government on how to integrate NZSL into local transport planning and operations. Consider the need to develop a local NZSL Strategy (or at the least, integrate into the AAP), communications strategies and guidelines and other Council plans (NZSL translation of Te Reo Māori is specifically identified as a gap).
NZ Accessibility Charter	Investigate committing to the Accessibility Charter for accessible information[8].

[8] The Accessibility Charter: A commitment to accessible information. - Ministry of Social Development

Monitoring Monitor progress on transport accessibility to help maintain consistency and momentum, understand progress and hold local government accountable for delivering an accessible transport system.	
Area of work	**Outline scope**
Monitoring framework	Develop a monitoring framework that tracks outcomes, compliance with statutory and regulatory requirements, and delivery of accessibility related actions. - Establish robust baseline data and targeted collection methods—such as contracting monitoring and reporting and accessibility audits and assessments focused on disabled and mobility device users (e.g. the Total Mobility annual survey)—to measure progress over time. - Check adherence to requirements for accessible public engagement material. - Check staff knowledge/visibility of accessibility requirements and processes. - Embed disabled people's representation throughout planning and design processes. - Ensure customer insights are captured, reported on and used to drive continuous improvement across the transport system. - Make this information publicly available, in accessible formats. - Develop agreed accessibility-related performance indicators, in alignment with the Regional Public Transport Plan. Investigate how we can understand our disabled customers and their travel and access needs better.
Communications Ensure that customers receive information in appropriate format, timely, covering planned and unplanned disruptions.	
Area of work	**Outline scope**
Online information	Maintain and update Whaikaha Accessibility Travel information online.
	Pursue other customer communication /interaction tools e.g. test digital assistants for accessible journey planning and information.
Public engagements	Ensure that all public engagement materials are provided in accessible formats to enable disabled people to participate fully (website review).
	Align communications and engagement practice with council accessible communications policy.

Transport service information	Ensure that transport service information is up-to-date, accessible and widely available by using appropriate formats and media including both visual and audio channels.
	Use customer responses/feedback to inform ongoing improvements to service disruption events.
	Continue to develop innovative methods to communicate transport system information - learn from the tactile mapping pilots, continue to utilise and develop our AI tools and learn from overseas examples.
NZ Sign Language	Appropriately respond to central government direction on NZSL (from the NZSL Strategy), as this becomes clearer. Consider the need to develop a local NZSL Strategy.
	Research and pilot NZSL messaging to understand and learn from practical applications. Examples include: - Safety messaging on rail network - Real-time information on AT Mobile app, website and Passenger Information Displays (PIDs) - Smart screens with NZSL capability at key facilities to provide accessible real-time information for Deaf and hard of hearing customers. - Explore NZ Relay partnership for NZSL supported calls - Explore/research AI-driven voice assistants for multilingual and NZSL support - Develop emergency disruptions messaging - NZSL awareness and training for frontline staff
	Provide Whaikaha Accessibility Travel information online in NZSL.
Wayfinding/accessible maps	Research latest technology solutions to enable blind/low vision and other customers to successfully navigate around public transport stations and interchanges.
	Pilot 3D tactile mapping for blind/low vision and other customers in key locations. Ensure other important accessibility features such as braille in public lifts.
	Te Reo Māori and NZSL translations in support of wayfinding e.g. tactile map for Waitematā station, noting that this is the first of our wayfinding signs to include Braille Māori alongside the English Braille, and English and Te Reo Māori text.
Emergency management	Disruptions and emergencies disproportionately affect disabled people and require accessible readiness. Climate related events, infrastructure failures and unplanned network changes can remove step free

	access, disrupt lift availability, and reduce access to information and support—especially for people who rely on mobility devices, support/service dogs, and accessible communication formats. Appropriately responding to pending emergency management legislation to ensure that we have a plan, including appropriate capability and facilities, staff training, communication channels and messaging to respond for events such as emergency evacuations; so that transport network that remains safe, predictable and usable—for everyone—even when the system is under pressure.
Public transport improvements Ensure the public transport network and services are safe and accessible for everyone.	
Area of work	**Outline scope**
Public transport infrastructure and services	Continue to expand and improve public transport infrastructure and services, as set out in the Regional Public Transport Plan, to deliver safe and accessible transport for everyone. Some upcoming focus areas are: -the East Auckland and the Eastern Busway, -network changes because of CRL, -South Auckland bus networks, as well as other more minor works across the rest of the region. -Also, a programme to identify improvements to bus stops near retirement villages.
	Continue to improve and roll-out accessibility audits (noting this has been an uncompleted action of this plan), aiming to improve end-to-end journeys.
	Ensure that public transport services meet required standards for accessibility access (as outlined through national requirements and those set out in the Regional Public Transport Plan).
Public transport vehicle and vessel fleet	Continue to explore and develop accessibility enhancements. Continue to rollout new buses with improved accessibility features and retire older buses. All new buses will be compliant with NZTA's Requirements for Urban Buses, and AT's Vehicle Quality Standards.

	Continue to update the ferry fleet with modern vessels. Maintain de-carbonisation focus, and ensure future designs have more flexibility and capability to accommodate commuters with accessibility challenges.
Accessibility representation for public transport improvements	Continue to support engagement with, and accessibility representation through the Public Transport Accessibility Group (PTAG) and Capital Projects Accessibility Group (CPAG) ensure that disabled people and / or disability agencies are engaged when planning public transport infrastructure and services.
Customer service and public transport operator accessibility training	Work with public transport operators and facilities managers to review and improve accessibility training for drivers, crew, and customer-facing staff, including appropriate accessibility assistance e.g. for assist/service dogs and handlers. Continue to require such training in service contracts.
	Continue research into accessible Emergency Help Points, aiming to improve access for everyone.
	Investigate developing initiatives to improve bus accessibility for blind/low vision customers (e.g. 'Catch the Right Bus').
	Continue to include CRM AI analytics for monitoring accessibility issues, with the aim of early identification and resolution.
Bus information	Maintain and continue to develop improvements to our bus services, such as audio announcements for all routes across the network, more braille signage across the network, investigating ways to include NZ Sign Language onboard buses.
Total Mobility	Continue to support the Total Mobility scheme and provide concession fares on public transport services for card holders. The Ministry of Transport is progressing a review of the national scheme, including changes to fare and subsidy caps that will impact councils and customers. Local government will monitor national decisions and prepare for any required adjustments to service delivery, funding arrangements and customer information once final settings are confirmed.
	Work towards ensuring that all drivers of Total Mobility services can provide adequate and appropriate assistance to disabled people.

	Conduct and report on the annual survey of Total Mobility users.
Ticketing and concessions	Ongoing review of fares and concessions, and eligibility for accessible concession for equity and accessibility.
	Improve concessions process - specifically that support accessibility
	Ensure that the National Ticketing Scheme integrates concessions for seniors, disabled passengers, and caregivers.
PlusOne concession	Continue to support PlusOne concessions on the bus network. Develop a technical solution to extend concession to rail and ferry.
New and improvements to infrastructure Ensure that new infrastructure is accessible for everyone and that improvements to the transport network result in it being increasingly accessible.	
Area of work	**Outline scope**
Design standards and guidelines	Continue to review and refine transport accessibility in transport design including working towards nationally consistent standards i.e. infrastructure, vehicles, and vessels.
	Investigate international examples of inclusive transport technology, such as smart screens, with a view to developing and adopting these.
Design and delivery	Continue to support engagement with and accessibility representation through the Capital Projects Accessibility Group (CPAG) and ensure that disabled people and / or disability agencies are consulted when planning infrastructure improvements.
	Develop whole of journey, or “door to door” accessibility audits, for all modes, over time. Establish ongoing resourcing for a prioritised network-wide programme.
	Embed accessibility needs in work programmes e.g. safety and engineering improvements, maintenance and renewals, Comprehensive Parking Management Plans.
Mobility parking	Continue to design and provide for mobility parking as part of public carparking, as set out in the Building Code and NZS 4121. Develop guidance for providing onstreet mobility parking. Continue reviewing

	mobility parking provision through localised Comprehensive Parking Management Plans and as part of operational reviews.
	Investigate standard use of blue paint to signal mobility parking.
Transport system management Ensure accessibility is embedded into transport system operations.	
Area of work	**Outline scope**
Public transport operations	Review existing public transport operators' contract requirements and current approaches to monitoring accessibility obligations, particularly for assist service dogs and handlers and customers with accessibility needs, to identify and address gaps or areas for improvement.
Transport accessibility training	Assess current specialist training for staff involved in transport accessibility planning, design and operations, and take action to address identified capability gaps, including for transport service operators and front-line staff.
Planned public transport network disruptions	Continuously improve provision of accessible alternatives during planned rail closures, bus and ferry disruptions.
Internet and Wi-Fi Access	Investigate Wi-Fi and internet access at public transport facilities to enable accessibility apps.
Harness evolving technology	Utilise evolving technology and data to assist with challenges to accessibility. Develop systems and solutions such as accessible apps for customer interface.
	Utilised evolving technology e.g. continuing to develop AI tool for analysis of customer feedback, potential to Use technology to analyse infrastructure for preventative maintenance and for accessibility and safety improvements.
	Continue to explore and deploy accessibility use cases for CCTV/Computer Vision technology, e.g. detection of mobility aids to trigger provision of accessibility support, identification of near misses between people with mobility aids/elderly and electric scooters/cars to inform safety interventions/advocacy.
Network safety focus on e-scooters	Pursue better regulation of e-scooter rideshare operations, specifically to address inconvenient footpath parking.

Response to pending Emergency Management legislation	Appropriately respond to pending Emergency Management legislation by providing accessibility solutions emergency events (communication and evacuation plans). This will require planning and operational input, as well as supporting initiatives. Actions will range from high level emergency planning to operational measures such as staff training on how to assist during emergencies, and trials such as stair-climbing chairs and portable evacuation sled for multi-level stations. Take lessons from international experience, particularly Australia's disability-inclusive emergency management framework.
	Investigate other innovations and improvements to assist with developing accessible transport needs in cases where public transport is not an option (noting that we aim to make public transport accessible for everyone). For example, ways to mobilise Total Mobility services in emergency situations.
Supporting Wheelchair Accessible Vehicles	Investigating solutions to overcome limited fleet capability for larger mobility devices. This is important for day-to-day accessibility and to ensure that local government is prepared to respond to evacuations during emergency situations (as likely to be required through pending legislation).
	Continues to administrate a grant to help support increased provision of wheelchair accessible vehicles.
Procurement	Embed accessibility as appropriate, into procurement requirements and contract clauses for suppliers, operators and contractors.
Working with others Collaborate with others including central and local government agencies and those with lived experience such as accessibility representatives, to improve regulations and to help build and learn from best practise.	
Area of work	**Outline scope**
Collaborating with others to improve accessibility outcomes	Harness value and efficiencies in collaboration on projects (e.g. projects that deliver wellbeing outcomes across multiple areas such as access, improved wellbeing for Māori and older people, learning from NZSL and supported travel pilots, emergency planning).
	Collaborate with central government, local government and disability agencies to e.g. developing disability support/service dogs training materials and dog handler identification.
	Continue to support accessibility representation through the Public Transport and Capital Projects Accessibility Groups (PTAG and CPAG).

Our people and workplace Upholding an internal culture where delivering a transport system that works for customers with accessible needs is at the heart of our work.	
Area of work	**Outline scope**
Accessibility training and awareness	Continue to promote accessible ways of working and communicating (e.g. accessible documents), our disability policies and the "Easy Journeys for Everyone" accessibility training module with all staff.
	Continue to develop and promote awareness and training for our people in providing for transport accessibility.
	Adhere to our Diversity, Equity and Inclusion Strategy and Policy, ensure it remains up-to-date.
	Investigate the Accessibility Tick programme, to help local government become more accessible and inclusive of disabled and neurodivergent people.
	Explore staff training for basic NZSL.
Resourcing	Ensure adequate resourcing for transport accessibility planning, design, delivery and operations.
	Ensure resource for continued research and innovation for accessibility pilot and trials. To include partnering supports and collaboration with external stakeholders.
	Maintain a network of Accessibility Champions and ensure that these roles are recognised through key mechanisms such as the Enterprise Business Plan.
	Continue to support the Public Transport and Capital Projects Accessibility Groups (PTAG and CPAG). In response to advocacy to our Board, we intend to increase youth representation.
Our workplace	Ensure best practice in providing an accessible workplace environment.

Where will we be in three years?

This action plan will not deliver a fully accessible transport system for every user across Auckland. However, the work already undertaken alongside the actions in this plan will contribute to a more accessible network and support safe, seamless journeys for everyone.

By implementing the Action Plan, we will continue to work towards:

- 99 per cent of the public transport fleet are accessible
- Increasing options for access to public transport (i.e. first and last leg of journeys), with increased consideration for accessibility
- Major interchanges, ferry terminals and train stations are constructed to incorporate full accessibility
- Audits of the transport system identify the gaps in accessibility on the network
- Continued engagement with accessibility advocacy groups ensures that accessibility concerns are identified early and built into the transport system
- Delivering a transport system that works for customers with accessible needs is at the heart of our work
- Customer information is more accessible to the full community, such as through the roll-out of more audio announcements on buses.
- Resilience planning for transport network and systems operations, particularly for disruptions to services.

Beyond these improvements, the challenge will be to ensure that local government staff remain aware and responsive (in their work) to the fact that each journey is accessible only when all component parts are accessible.

While Auckland local government intends to continue to progress and implement improved accessibility for all users across all modes and infrastructure touchpoints towards a vision of full accessibility, this is dependent on funding. We will continue to work with our funding agencies, so that we can incorporate these accessibility goals across all projects.

Appendix 1 – Global Policy Context

United Nations Convention on the Rights of Persons with Disabilities (2006)

Article 9 – Accessibility

1. To enable persons with disabilities to live independently and participate fully in all aspects of life, States Parties shall take appropriate measures to ensure to persons with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas. These measures, which shall include the identification and elimination of obstacles and barriers to accessibility, shall apply to, inter alia:
(a) Buildings, roads, transportation and other indoor and outdoor facilities, including schools, housing, medical facilities, and workplaces
(b) Information, communications and other services, including electronic services and emergency services.

2. States Parties shall also take appropriate measures:
(a) To develop, promulgate and monitor the implementation of minimum standards and guidelines for the accessibility of facilities and services open or provided to the public
(b) To ensure that private entities that offer facilities and services which are open or provided to the public take into account all aspects of accessibility for persons with disabilities
(c) To provide training for stakeholders on accessibility issues facing persons with disabilities
(d) To provide in buildings and other facilities open to the public signage in Braille and in easy to read and understand forms
(e) To provide forms of live assistance and intermediaries, including guides, readers, and professional sign language interpreters, to facilitate accessibility to buildings and other facilities open to the public
(f) To promote other appropriate forms of assistance and support to persons with disabilities to ensure their access to information
(g) To promote access for persons with disabilities to new information and communications technologies and systems, including the Internet
(h) To promote the design, development, production and distribution of accessible information and communications technologies and systems at an early stage, so that these technologies and systems become accessible at minimum cost.

Appendix 2 – Aotearoa New Zealand Policy Context

New Zealand Human Rights Act (1993)

Section 42 – Access by the public to places, vehicles, and facilities
(1) It shall be unlawful for any person —
(a) to refuse to allow any other person access to or use of any place or vehicle which members of the public are entitled or allowed to enter or use; or
(b) to refuse any other person the use of any facilities in that place or vehicle which are available to members of the public; or
(c) to require any other person to leave or cease to use that place or vehicle or those facilities — by reason of any of the prohibited grounds of discrimination.
(2) In this section, the term vehicle includes a vessel, an aircraft, or a hovercraft.

Human Rights Commission (2005)

While this inquiry is from over 20 years ago, it is still relevant, in that the issues identified have not all been addressed. The Human Rights Commission (HRC) had six major findings about transport accessibility in Aotearoa New Zealand[9]:

1. The transport system is systematically inaccessible

Disabled people face barriers across the entire journey—from home and footpaths to stops, vehicles, and interchanges. Failure at any one point can prevent travel altogether, leading to exclusion from everyday activities.

2. Inaccessibility breaches human rights and causes harm

Inaccessible transport restricts freedom of movement, contributes to social isolation, and limits access to work, education, healthcare, and community life, resulting in clear human rights impacts.

3. Responsibilities are unclear and fragmented

Multiple agencies share transport roles, but no single body is accountable for accessibility outcomes. This fragmentation prolonged inaccessibility and limited effective avenues for redress.

[9] https://tikatangata.org.nz/our-work/inquiry-into-accessible-transport

4. There were no national accessibility standards

New Zealand lacked mandatory national standards for accessible infrastructure, vehicles, staff training, and key design elements, leading to inconsistent practice and reliance on overseas standards.

5. Regulatory enforcement was weak

Regulatory and oversight arrangements did not consistently require, monitor, or enforce accessibility, despite obligations under the Human Rights Act.

6. The Total Mobility Scheme required major improvement

While essential, the scheme suffered from inconsistent service quality, training gaps, affordability issues, wheelchair limitations, and regional variation, and was not meeting user needs.

Overall conclusion

The HRC found New Zealand's transport system was not accessible, equitable, or human-rights-compliant, and that systemic reform—covering standards, funding, accountability, and training—was necessary.

The New Zealand Disability Strategy 2026-2030

Our national Disability Strategy has a vision for New Zealand to be an equitable and accessible place for all disabled people and their whānau – where disabled people thrive, contribute, and choose the lives they want to lead.

It sets out principles or key values that make sure the strategy reflects the things that are important to disabled people:

- Accessibility
- Self-determination
- Upholding equity, culture and identity
- Participation and inclusion
- Respect and dignity

The vision and principles are designed to guide all work by government agencies.

Accessibility is considered to be a 'common thread'. Accessible transport is essential for participation in all aspects of society, particularly housing, employment, education and health. Access to transport information and advice is an important aspect of accessibility.

The New Zealand Disability Action Plan

This Action Plan is the delivery mechanism for the Strategy. It contributes to the Auckland Plan 2050 Transport and Access outcome: *For Auckland to be a truly accessible city we also need to make sure that people of all ages and abilities, including people with reduced mobility levels, can go about their daily lives and get from one place to another easily, affordably and safely. This means tailoring the way infrastructure and services are provided so they meet the wide range of Aucklanders' needs.*

New Zealand Sign Language Strategy (2026-2036)

New Zealand Sign Language (NZSL) is one of New Zealand's official languages. This strategy outlines the changes needed to ensure that Deaf people and others can learn, access, and use NZSL. Learning and using NZSL is important if Deaf people and NZSL users are to have equal opportunities in areas like health, education, and employment. It is also important for supporting Deaf people to foster Deaf identity.

The NZSL Strategy directs central government departments to develop guidance for local government regarding NZSL promotion. This guidance will focus local government on how to integrate NZSL into local transport planning and operations.

Local government is encouraged to improve NZSL access through principles of the New Zealand Sign Language Act (2006):

- NZSL should be used in the promotion of government services, and in the provision of information, to the public
- Government services and information should be made accessible to the Deaf community using appropriate means, such as NZSL.

Appendix 3 – Auckland Regional Policy Context

Auckland Transport Disability Policy (2013)

Auckland Transport recognises the need to take specific actions to ensure that the transport system provides for the needs of people with disabilities.

Actions

In undertaking its functions and duties, Auckland Transport will:

- Endorse the concept of the accessible journey as key to integrated planning for transport infrastructure and public transport services.
- In accordance with the principles set out in the Transport Design Manual take steps to ensure the transport network is safe and accessible for all users by designing, building, and maintaining infrastructure (including roads, footpaths, stations, interchanges and buildings) to ensure that all transport users have equal opportunities to travel.
- Continue to support consultation through the Public Transport Accessibility Group (PTAG) and Capital Projects Accessibility Group (CPAG) and ensure that disabled people and / or disability agencies are consulted either through these groups or directly when planning public transport infrastructure and services, and work with them to identify and resolve accessibility and safety issues.
- Ensure that all public consultation documents are provided in accessible formats to enable disabled people to participate fully.
- Identify target groups and areas where service and infrastructure planning can help people with disabilities and specify services (or specific elements of services) that must be operated by accessible vehicles, as stated in the Regional Public Transport Plan (RPTP).
- Conduct an accessibility audit when public transport routes are reviewed or redesigned, to include infrastructure and walking access, to identify any accessibility shortfall and recommend areas for improvement as part of overall network design, and to ensure that information is provided before changes are implemented.
- As set out in the RPTP, ensure that public transport vehicles and vessels meet required standards for disability access in compliance with Transport Agency Requirements for Urban Buses, AT standards for ferries and AT's train – Technical Specifications.

- Ensure that service information is accessible and widely available by using appropriate formats and media including both visual and audio channels.
- Specifically consider the information needs of disabled people when network changes are proposed and implemented and when new infrastructure is provided or when improvements or changes to existing infrastructure are proposed.
- Continue to support the Total Mobility scheme and ensure that all drivers on Total Mobility services have specialist training in order to provide adequate and appropriate assistance to disabled people.
- Provide concession fares on public transport services for Total Mobility card holders.

As stated in the Regional Public Transport Plan, work with operators and Auckland Transport facilities managers to ensure that training for drivers, crew, and other staff in contact with the public includes appropriate assistance for disabled people and continue to require such training as a condition of contract.

Auckland Plan 2050

This is Auckland's 30-year spatial plan and the primary strategic framework guiding transport accessibility responsibilities.

It commits to ensuring that all Aucklanders—particularly disabled people and older adults—can participate fully in society by removing physical, sensory, communication and cultural barriers across the region.

Through its Belonging and Participation, Homes and Places, and Transport and Access outcomes, the plan requires an inclusive, safe and sustainable transport system that enables independent mobility, embeds universal design in all public spaces and infrastructure, and ensures community facilities and services are accessible and responsive to diverse needs.

The plan also emphasises preparing for Auckland's ageing and increasingly diverse population, requiring proactive planning for accessible journeys and supportive environments across new growth areas.

Auckland Council's Ngā Hapori Momoho: Thriving Communities Strategy

This responds to the three most significant challenges facing Auckland's community.

These are:

- growing wealth and income inequality, which makes it difficult for some whānau to thrive

- the speed and amount of growth and social change, which could make our community feel disconnected
- our changing climate, which will make outcomes worse for those communities already struggling.

The strategy sets out the things we need to focus on over the next 10 years, to ensure all our communities can thrive, now and into the future.

Sitting beneath this are Auckland's Disability Action Plan and the Age-friendly Auckland Action Plan.

Auckland's Disability Action Plan

Auckland Council's Disability Action Plan aims to improve outcomes from disabled people in Auckland, as well as families, older people and visitors.

This plan outlines practical, achievable actions that the council whānau can deliver to create a more inclusive and accessible Tāmaki Makaurau, including a section on transport accessibility.

Age-friendly Auckland Action Plan

The Age-friendly Auckland Action Plan was created to respond to the needs of our growing and increasingly diverse population of older Aucklanders.

This plan supports the collaboration between the Auckland Council, aged-sector organisations, and our communities to ensure Tāmaki Makaurau is age-friendly and inclusive.

With respect to transport, it promotes accessible and affordable transport as being key to ensuring Auckland's older population can age actively and remain engaged with the community, with access to health and social facilities.

Auckland Transport Equity Framework (2024)

The Equity Framework focuses on addressing transport inequities, including addressing gaps in the transport system for universal access. It includes an objective to "Work towards a network where anyone, regardless of age or ability, can go safely from A to B without inconvenience or barriers, and with dignity." It sets out interventions and specifies indicators for accessibility monitoring.

Auckland's Local Government Support of Disability Assist Dogs and Their Handlers

Under the Dog Control Act, Disability Assist Dogs are legally entitled to enter all public places and public transport when supporting a disabled person. These dogs are certified by approved organisations. Councils and transport providers must ensure policies and practices protect their access rights and enable safe, barrier-free travel at all times[10].

[10] https://www.dia.govt.nz/Dog-Control-Disability-Assists-Dogs