



Agenda

Auckland Transport Board Meeting Open Session

Thursday, 26 February 2026 | 10.00am – 11.45am

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

| | |
|------------------------------|--|
| Board: | Richard Leggat (Chair), Julie Hardaker (Deputy Chair), Raveen Jaduram, Henare Clarke, Andrew Ritchie, Dale Dillicar, Councillor Maurice Williamson, Councillor Shane Henderson, |
| Board Observer: | Steve Mutton (Auckland Council) |
| Executive Leadership: | Dean Kimpton (Chief Executive), Scott Campbell (Acting Director Strategy and Governance), Mark Laing (Chief Financial Officer and Director of Corporate Services), Jane Small (Co-Director Infrastructure and Place), Stacey van der Putten (Director Public Transport and Active Modes), Mel Alexander (Director Network Performance), Guarin Coetzee (Director Customer), Karen Duffy (Director People and Performance), Kirstine Jones (Executive Officer), Myles Lind (Co-Director Infrastructure and Place) |
| Governance Team: | Andrew Downie (Head of Governance) Catherine Foster (Board Secretary Lead) Sarah Barrett (Executive Assistant) |
| Guests: | Tom Connor and Katie Harbidge – Item 12 |

| Item | Topic | For noting / approval | Accountable | Time & Duration |
|------------------------|---|-----------------------|-------------|---------------------|
| Meeting Opening | | | | |
| 1. | Karakia Timalanga | | Chair | 10.00am (5 mins) |
| 2. | Welcome/Acknowledgements | Noting | | |
| 3. | Apologies | Noting | | |
| 4. | Interests Register - Declarations/Conflicts | Noting | | |

| Item | Topic | For noting / approval | Accountable | Time & Duration |
|--|--|-----------------------|---------------------------------------|----------------------|
| 5. | Update from the Chair | Noting | | |
| 6. | Late Items for General Business | Noting | | |
| 7. | Approval of Open Session meeting minutes – 18 December 2025 | Approval | | |
| 8. | Actions Register | Noting | | |
| 9. | Key Correspondence with Stakeholders | Noting | | |
| 10. | Governance Forward Programme | Noting | | |
| 11. | Public Submission Register | Noting | | |
| Statements from Members of the Public | | | | |
| 12. | Public presentation: Tom Connor and Katie Harbidge - Petition on behalf of Taikura & Kukuwai Ave Red Beach December 2025 | Noting | Chair | 10.05am (5 mins) |
| 13. | Board discussion on public submissions | Noting | Chair | 10.10am (5 mins) |
| Chief Executive Update and Standing Items | | | | |
| 14. | Chief Executive Open Business Report | Noting | Dean Kimpton | 10.15am (20 mins) |
| 15. | Council Controlled Organisation Reform Update | Noting | Kirstine Jones | 10.35am (15 mins) |
| 16. | Health, Safety and Wellbeing & Transport Safety Update | Noting | Karen Duffy / Melanie Alexander | 10.50am (15 mins) |
| 17. | Network Performance Update | Noting | Melanie Alexander / Guarin Coetzee | 11.05am (15 mins) |
| Non-committee items for approval | | | | |
| 18. | Statement of Intent 2026 – 2029 | Approval | Scott Campbell | 11.20am (10 mins) |



Agenda

| Item | Topic | For noting / approval | Accountable | Time & Duration |
|--|---|-----------------------|-----------------------|-------------------|
| <i>Non-committee items for noting</i> | | | | |
| 19. | City Rail Link Operational Readiness Update | Noting | Stacey van der Putten | 11.30am (15 mins) |
| <i>General</i> | | | | |
| 20. | General Business | Noting | Chair | - |
| <i>Close of meeting</i> | | | | |
| *Next Meeting: Thursday, 30 April 2026 Meeting is dependent on the date of Royal Assent | | | | |

Karakia **Timatanga (Opening)**

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio
He hoka
He hau hū
Tīhei mauri ora!

Cease o winds from the west
Cease o winds from the south
Bring calm breezes over the land
Bring calm breezes over the sea
And let the red-tipped dawn come
With a touch of frost
A sharpened air
And promise of a glorious day
Behold we live!



Auckland Transport Board INTERESTS REGISTER as of 19 February 2026

| Richard Leggat (Chair) | |
|-----------------------------|--------------------------|
| Entity | Position |
| Hamilton Waikato Tourism | Chair |
| Mortleg Ltd | Director and shareholder |
| Rakiura Experiences Limited | Director |
| Rakiura Maori Lands Trust | Trustee |
| Save the Kiwi | Chair |
| Trophy Metropolitan Ltd | Director |
| Westhaven Marina Ltd | Chair |
| UCI Ethics Commission | Member |

| Henare Clarke | |
|--|--------------------------|
| Entity | Position |
| Genesis Youth Trust | CEO |
| Hakuichui Consult Limited | Director and shareholder |
| (Ministry for Social Development) Trade Training (Carpentry) | Consultant |
| Sommerville Intermediate | Trustee |

| Dale Dillicar | |
|---------------|----------|
| Entity | Position |
| None | |

| Raveen Jaduram | |
|---|--|
| Entity | Position |
| Auckland Chamber of Commerce | Member – Asian Business Advisory Group |
| Corde Limited | Board member |
| Jaduram Investments Limited | Director |
| Jaduram Limited | Director |
| Jaduram Properties Pte Limited (Fiji) | Chair |
| J N Jaduram Corporation Pte Limited (Fiji) | Chair |
| New Zealand Infrastructure Commission Te Waihanga | Chair |
| Water Services Authority, Taumata Arowai | Chair |
| Napier City Council Risk & Assurance Committee | Board Member |

| Councillor Maurice Williamson | |
|-------------------------------|------------------------|
| Entity | Position |
| Auckland Council | Howick Ward Councillor |

AT Board Meeting 26 February 2026 | Open Session - Interests Register - Declarations/Conflicts

| Andrew Ritchie | |
|-----------------------------------|--------------------------|
| Entity | Position |
| AGR Ventures Limited | Director |
| 20-20 Private Credit limited | Director |
| 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 and shareholder |
| Busfleet Australia Pty Ltd | Director |
| Capital Management Limited | Director and shareholder |
| Central Landscape Systems Limited | Director and shareholder |
| Entrada Travel Group Limited | Director |
| Hireworx Cabins (2024) Limited | Director |
| Kings Quarry Limited | Shareholder |
| Liftlink Holdings Limited | Director |
| Matchme Money Limited | Director |
| NIIR Group Limited | Director and shareholder |
| NZ Honey | Shareholder |
| One Cycle Limited | Director and shareholder |
| Pebblebrook Properties Limited | Director and shareholder |
| PRG Limited | Shareholder |
| Ritchroll Holdings Limited | Director |
| RTH International Limited | Director |
| Sid Foggs Australia | Director and shareholder |
| SIX EIGHTS PTY LTD | Director |
| Sterling Properties Limited | Director |
| Stray Limited | Director |
| Techion Holdings Ltd | Shareholder |
| Travlr Pty Ltd | Director |
| Swanson RSA | President |

| Councillor Shane Henderson | |
|----------------------------|---------------------------|
| Entity | Position |
| Auckland Council | Wairakere Ward Councillor |

| Julie Hardaker | |
|--|------------------------|
| Entity | Position |
| Bay Venues Limited | Director/Deputy Chair |
| Julie Hardaker Limited | Director |
| Charities Registration Board | Board Member |
| Orchestras Central Trust | Trustee/Chair |
| Winston Churchill Memorial Trust | Trustee |
| Women on Boards New Zealand Trust | Trustee/Chair |
| My Little Pony Group Limited | Shareholder & Director |
| EPI international Group Limited | Shareholder |
| The Water Services Authority – Te Arowai | Board member |
| NZNP Asia Pacific Limited | Shareholder |

Auckland Transport Executive Leadership Interest Register as of 19 February 2026

| Dean Kimpton (Chief Executive) | |
|---|--------------------------|
| Entity | Position |
| Hinemoa Group Ltd | Director and Shareholder |
| Tuhura Consulting Ltd | Director and Shareholder |
| Tuhura and Partners Ltd | Director and Shareholder |
| Bay of Plenty Transport System Governance Group | Independent Chair |
| 171 Trust (Family Trust) | Trustee |
| Griffon Trust | Trustee |
| Basque Trust | Trustee |

| Jane Small (Co-Director of Infrastructure and Place) | |
|--|----------|
| Entity | Position |
| None | |

| Myles Lind (Co-Director of Infrastructure and Place) | |
|--|----------|
| Entity | Position |
| None | |

| Melanie Alexander (Acting Director Network Performance) | |
|---|----------|
| Entity | Position |
| None | |

| Scott Campbell (Director Strategy and Governance) | |
|---|---------------------------------|
| Entity | Position |
| Strategic Consulting Limited | Shareholder / Managing Director |
| NXUS Experience Limited | Shareholder / Principal |
| Yourlwi Limited | Director / Shareholder |
| Scott Campbell Coaching Limited | Director / Shareholder |
| WasYourlwi Limited | Director / Shareholder |
| Port of Tauranga Limited | Future Director / Non-voting |

| Karen Duffy (Director of People and Performance) | |
|--|----------|
| Entity | Position |
| None | |

| Kirstine Jones (Executive Officer) | |
|------------------------------------|----------|
| Entity | Position |
| None | |

| Mark Laing (Chief Financial Officer) | |
|--------------------------------------|----------|
| Entity | Position |
| Laing (2021) Family Trust | Trustee |

AT Board Meeting 26 February 2026 | Open Session - Interests Register - Declarations/Conflicts

| Stacey van der Putten (Director Public Transport and Active Modes) | |
|--|------------------|
| Entity | Position |
| TrackSafe Foundation (New Zealand) | Trustee |
| Public Transport Association Australia & New Zealand (Australian registered) | Board member |
| National Ticketing System (NTS) | Board member |
| Institute of Directors | Chartered member |
| Australasian Rail Association – Aotearoa | Committee Chair |

| Guarin Coetzee (Acting Director Customer) | |
|---|----------|
| Entity | Position |
| None | |



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

Held on 18 December from 9.30am to 11.10am
at Auckland Transport, 20 Viaduct Harbour (1.04) | MS Teams

| | | |
|---|---|--------------|
| Board: | Richard Leggat (Chair), Julie Hardaker (Deputy Chair), Raveen Jaduram, Henare Clarke, Andrew Ritchie, Dale Dillicar, Councillor Shane Henderson, Councillor Maurice Williamson (via Teams), Steve Mutton | |
| Executive Leadership: | Dean Kimpton (Chief Executive) Kirstine Jones (Executive Officer) Scott Campbell (Acting Director Strategy and Governance), Mark Laing (Chief Financial Officer and Director of Corporate Services) Mel Alexander (Director Network Performance) Karen Duffy (Director People and Performance) Guarin Coetzee (Director Customer via Teams) Stacey van der Putten (Director Public Transport and Active Modes) | |
| Management & Governance attendees: | Andrew Downie (Head of Governance) | Item 1 - end |
| | Catherine Foster (Board Secretary Lead) | Item 1 - end |
| | Sarah Barrett (Executive Assistant) | Item 1 - end |
| | Amandeep Kaur (General Manager, Health Safety and Wellbeing) | Item 16 |
| | Teresa Burnett (General Manager, Transport Safety) | Item 16, 20 |
| | Andy Richards (Group Manager, Procurement) | Item 21 |
| | Rachael Randal (Manager Social and Economic Equity) | Item 21 |

| Item | Topic |
|------|----------------|
| | Opening |

| Item | Topic |
|------|--|
| 1. | Welcome/Acknowledgements The Chair opened the meeting and welcomed the attendees. |
| 2. | Apologies None. |
| 3. | Interest Register - Declarations/Conflicts Andrew Ritchie to notify Board Secretary Lead of interest changes. |
| 4. | Update from the Chair None. |
| 5. | Late Items for General Business None. |
| 6. | Approval of Draft Closed Session Minutes – 28 October 2025 The Auckland Transport (AT) Board (board) approved the minutes of the meeting held on 28 October 2025. |
| 7. | Actions Register A report on public transport (PT) service reliability was presented in response to action 2025Aug01. The board requested more information on the scope of the benchmarking and highlighted the need for customer-focused PT services reliability performance metrics. Management confirmed the board will receive ongoing updates on developing PT reliability metrics. |
| 8. | Key correspondence with stakeholders Noted. |
| 9. | Governance Forward Programme Noted. |
| 10. | Committee Membership |



| Item | Topic |
|--|--|
| | <p>The board:</p> <ul style="list-style-type: none"> a. Appointed Councillor Henderson to the Design and Delivery Committee effective 18 December 2025. b. Noted that Councillor Henderson's appointment to the Transport Safety Committee was approved via circular resolution on 24 November 2025. |
| 11. | <p>Public Submission Register</p> <p>Noted.</p> |
| Statements from Members of the Public | |
| 12. | <p>Public presentation: Mr. Stephen Logan presenting on Glengarry Road safety concerns</p> <p>Key discussion points included:</p> <ul style="list-style-type: none"> • The board recognised Mr. Logan's concerns about safety hazards caused by roadside parking on Glengarry Road. Mr. Logan expressed his disappointment with interactions involving AT, the local board, and the ratepayers' association, stating that his concerns remain unresolved. • Mr. Logan endorsed implementing risk reduction strategies, including painting yellow lines to discourage roadside parking. He also raised issues about the poor state of local footpaths. • The board enquired regarding the local board's response to Mr. Logan's concerns; confirmation was provided that a meeting has taken place and the issues are recognised by the local board. • The board acknowledged Mr. Logan's concerns and committed to acquiring further information from management prior to providing him with a proposed resolution. |
| 13. | <p>Board discussion on public submissions</p> <p>Noted.</p> |
| Standing Items | |
| 14. | <p>Chief Executive Open Business Report</p> |

| Item | Topic |
|------|--|
| | <p>The Chief Executive spoke to the report, providing a brief overview of the key issues:</p> <ul style="list-style-type: none"> • Statement of Intent (SOI) performance: the board noted that 16 of the 24 SOI measures are meeting or exceeding target. Seven are not meeting target and one is yet to be reported on. • PT patronage: the board requested clarification on strategies to increase PT usage. Current measures include offering concessions for tertiary students, upgrading equipment, undertaking network repairs and enhancing data reporting for revenue tracking. Key priorities involve addressing fare evasion and fostering partnerships with organisations such as the Ministry of Social Development to promote PT usage among community service card holders. • The board noted that only half of PT routes are exceeding last year's performance. Management responded that it has systems in place to continually analyse data to identify trends and better understand customer behaviour. The board highlighted the importance of a strategic communications plan for City Rail Link (CRL) day-one operations to highlight benefits provided across the whole transport network. • IKEA opening at Sylvia Park on 4 December 2025: the board acknowledged the success of the IKEA opening with visitor numbers surpassing expectations and train trips to Sylvia Park were up 72 per cent on the previous four weeks. • Rā Hihi (Reeves Road) flyover intersection: the board was updated that the Eastern Busway Alliance is working to ease afternoon peak delays at the Pakūranga Road and Rā Hihi (Reeves Road) flyover intersection. Minister Brown is regularly updated on progress. • Temporary Traffic Management (TTM) transformation: the board noted the delivery of Low Risk/Low Impact TTM training to all regulatory field staff, empowering advisors and compliance monitors to efficiently identify and implement 'light touch' traffic management solutions where appropriate. • Overnight parking in Central City: the board noted that changes to overnight parking will be delayed until the CRL go-live date. • The board acknowledged the recent incident of violence resulting in the death of a customer on the bus network. Both the board and management reiterated that ensuring safety on PT remains a |



| Item | Topic |
|------|---|
| | <p>primary focus and underscored the ongoing collaboration with service providers to safeguard both drivers and customers. It was noted that all buses are equipped with CCTV, and staff undergo comprehensive training, including in de-escalation techniques.</p> <ul style="list-style-type: none"> The board acknowledged the ongoing necessity of collaborating with emergency response partners to address e-battery fire incidents. Current actions include management engaging an Australian organisation to facilitate exchange of knowledge and best practices with emergency response partners. |
| 15. | <p>Council Controlled Organisation (CCO) Reform Transition Programme Update</p> <p>Key discussion points included:</p> <ul style="list-style-type: none"> The board requested that corporate governance be listed as a separate risk in the programme's risk register. The board noted that establishing clear timeframes for implementing changes for staff is a main priority for programme sponsors. A document presenting options for the operating model for the Transport CCO will be submitted to Auckland Council Governing Body by the end of February 2026. |
| 16. | <p>Health, Safety and Wellbeing & Transport Safety Update</p> <p>Health Safety and Wellbeing Update</p> <p>Key discussion points included:</p> <ul style="list-style-type: none"> The board enquired about de-escalation training, including information on both providers and course content. Management responded that the training is delivered through a combination of internal and external resources. Feedback from participants indicated a preference for scenario-based training which is currently being integrated into programmes. Additionally, personal protection training is currently under development. The board noted the occurrence of a significant potential catastrophic event on the Eastern Busway Alliance worksite following accidental contact with an 11kV cable. No serious injuries resulted, WorkSafe was notified, and an investigation is underway. The board noted that comprehensive Geographic Information |

| Item | Topic |
|------|---|
| | <p>System (GSI) mapping has now been conducted to accurately identify legacy cables present onsite.</p> <p>Transport Safety Update</p> <p>Key discussion items included:</p> <ul style="list-style-type: none"> Monitoring safety interventions: the board noted that safety interventions installed by AT are continuously monitored across the network. The board supported promoting these measures and informing partners like Auckland Council and New Zealand Transport Agency Waka Kotahi (NZTA) on the intervention's effectiveness. Brighton Road and St Stephens Avenue: traffic lights have been proposed for the intersection after examining crash statistics and predictive modelling data. While community engagement has produced mixed responses, traffic lights have been identified as the most cost-effective intervention. Efforts to collaborate with the local board and other stakeholders on this proposal are ongoing. The board asked for confirmation that both accident risk assessments and quantitative data inform decisions aimed at reducing Deaths and Serious Injuries (DSI) in the Road Safety Programme. Management assured the board that safety actions are guided by a range of data sources. Actual and predictive data is also gathered for specific groups, including vulnerable road users and management is looking into ways to share this data with local boards to better support their safety initiatives. The board observed an upward trend in DSI within Auckland, contrasting with a decrease nationwide. Data indicates a reduction in crash severity in Auckland; however, the underlying reasons for the rising trend remain unclear. Management confirmed ongoing monitoring will be maintained. The board endorsed the KiwiRail-led rail track safety awareness programme, scheduled to commence in 2026 as the network increases in activity with the CRL becoming operational. |
| 17. | <p>Network Performance Update</p> <p>Key discussion points included:</p> |



| Item | Topic |
|----------------------------------|---|
| | <ul style="list-style-type: none"> TTM; the board enquired about the procedures for handling collected cones. Marked cones are reported to the contractor for their collection, while any cones deemed unserviceable are appropriately disposed of. The board sought more information on whether implementation of Low Risk/Low Impact TTM is resulting in cost savings. AT's primary expenses relate to compliance, and these costs have not decreased. Action2025Dec01: The board requested quantified data on network productivity improvements from installation of Special Vehicle Lane (SVL). |
| Board Committee approvals | |
| 18. | Finance and Assurance Committee |
| 18.1 | Finance and Assurance Chair feedback Noted. |
| 18.2 | Tier 1 Policies The board: <ul style="list-style-type: none"> a. Approved the Procurement Policy. b. Approved the Asset Management Policy. c. Approved the Information Security Policy. d. Noted management's decision not to update the: <ul style="list-style-type: none"> i. Sustainability Policy. ii. Revenue Generating Policy. |
| 19. | Design and Delivery Committee |
| 19.1 | Design and Delivery Committee Chair feedback |
| 19.2 | Speed Limit Bylaw Revocation The board: <ul style="list-style-type: none"> a. Noted that all speed limits made under the Auckland Transport Speed Limits Bylaw 2019 (and subsequent amendments) were either fully migrated to the National Speed Limit Register or |

| Item | Topic |
|---|---|
| | <ul style="list-style-type: none"> amended by Director approvals under the Land Transport Rule: Setting of Speed Limits 2022 and reversals under the Land Transport Rule: Setting of Speed Limits 2024. b. Revoked the Auckland Transport Speed Limits Bylaw 2019 (including all subsequent amendments), effective immediately. |
| 20. | Transport Safety Committee |
| 20.1 | Transport Safety Committee Feedback Noted. |
| 20.2 | Road Safety Action Plan 2025-2027 The board: <ul style="list-style-type: none"> a. Approved the Road Safety Action Plan 2025-2027. |
| Non-Committee items for noting | |
| 21. | Social Return on Investment (SROI) Report Key discussion points included: <ul style="list-style-type: none"> • The board asked about the SROI's methodology; it was discussed that methodology is based on a recognised approach that includes stakeholder interviews and assigning financial proxies. • The board noted SROI ratio calculated for this project is 3.53, meaning that for every dollar spent, \$3.53 in social value is returned as a result of engaging a Māori-owned business – over and above the direct benefits of the new carpark itself. |
| General | |
| 22. | General Business None. |
| Next meeting: Thursday, 26 February 2026 | |

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

Richard Leggat
Chair





Auckland Transport Board

Actions Register (Open Board Sessions)

| Outstanding / In Progress Actions | | | | | | |
|-----------------------------------|--------------|----------------------------|---|-----------------|------------------------------|---|
| Reference | Meeting date | Section | Action | Completion Date | Assignee | Status |
| 2025Dec01 | 18-Dec-25 | Network Performance Update | The board requested quantified data on network productivity improvements from installation of Special Vehicle Lane (SVL). | 1-Mar-26 | Director Network Performance | PENDING: A memo is being prepared for the board's information and will be shared out of cycle. |

| Closed Actions | | | | | | |
|----------------|--------------|--|---|-----------------|---|--|
| Reference | Meeting date | Section | Action | Completion Date | Assignee | Status |
| 2025Aug01 | 26-Aug-25 | Chief Executive Open Business Report | Management to prepare reports on PT service reliability data and benchmarking against similar organisations. | 18-Dec-25 | Director, Public Transport and Active Modes | CLOSED: Reliability & punctuality benchmarking information provided to board 18 December 2025. |
| 2025Oct02 | 28-Oct-25 | Health, Safety and Wellbeing & Transport Safety Update | Provide an update on the nature of AT's LTIs, including trends and analysis to help board members understand underlying drivers. | 18-Dec-25 | Director, People & Performance | CLOSED: Update included in Health Safety and Wellbeing report, 18 December 2025 |
| 2025Oct03 | 28-Oct-25 | Transport Safety Update | Provide an update on barrier arm infringements including the volume of events, value of fines, types of penalty and an overview of the relevant areas of legislation. | 18-Dec-25 | Director, Public Transport and Active Modes | <p>CLOSED: Brief overview provided on barrier arms including legislative basis, number of incidents and trends.</p> <p>Ongoing engagement with NZ Police on key locations, and continuing discussions with NZTA on CCTV enforcement cameras</p> <p>Volume of events: Number of Incidents: 1136 (from 2013)</p> <p>Trends: Overall increase from 2020 to 2024, however 2025 is currently lower than previous years.</p> <p>Value of fines – No information held in AT. Information would be held by NZ Police.</p> <p>Relevant Areas of Legislation</p> <p>General</p> <ul style="list-style-type: none"> Land Transport Act 1998 – Governs road safety and vehicle operation. <p>Specific</p> <ul style="list-style-type: none"> Land Transport (Road User) Rule 2004 – Specifies driver obligations at level crossings. Railway Level Crossing Safety Standards – Incorporated into AT and KiwiRail operational rules. Auckland Transport Traffic Bylaws – Cover local enforcement for stationary and moving vehicle offences. |





Entered by Board Secretary

| AGENDA ITEM 9 BOARD NOTING PAPER | |
|------------------------------------|--|
| To: | The Auckland Transport Board |
| From: | Catherine Foster, Board Secretary Lead |
| Reviewed: | Andrew Downie, Head of Governance Dean Kimpton, Chief Executive Officer |
| Date: | 19 February 2026 |
| Title: | Key correspondence with Stakeholders – Open |

| Submitted by | Recommended by | Approved for submission |
|---|---|---|
| Catherine Foster Board Secretary | Andrew Downie Head of Governance | Dean Kimpton Chief Executive |
|  |  |  |

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 18 December 2025 board meeting.
 - a. Letter from Mayor Wayne Brown to AT Chair, 19 December 2025
 - b. Letter from Member of Parliament for Pakuranga to AT Chair, 4 February 2026
 - c. Letter from Chief Executive – New Zealand Transport Agency Waka Kotahi (NZTA) to AT Chair, 10 February 2026
4. Copies of the correspondence are published in the Diligent Resource Centre:

Te pou whenua tuhinga / Document ownership

1





19 December 2025

Richard Leggat
Chair
Auckland Transport
By email [REDACTED]

Tenā koe Richard

Letter of Expectation for Public Transport CCO's Statement of Intent 2026-2029

This letter of expectation sets out the council's priorities and expectations to inform the development of the draft Statement of Intent (SOI) 2026-2029 of the Public Transport CCO.

Significant changes to Auckland's transport system and governance arrangements are expected in 2026, with the passing of the Local Government (Auckland Council) (Transport Governance) Amendment Bill (the Bill). Indications are that the Bill will become law in March 2026, and the six-month implementation period will mean the new public transport entity and a new Auckland Council structure to accommodate the remaining transport functions will need to be in place in September 2026. This coincides with the period for the development and start of the SOI for the Public Transport CCO.

For the avoidance of doubt, the proposed letter of expectations to Auckland Transport covers an extended period to ensure that the council's expectations for both Auckland Transport and the new Public Transport CCO are clear. This includes the four stages as outlined in the Mayoral Proposal - **Get Ready** (now until legislation is enacted), the **Get it Done** (legislation enacted until the end of the 6-month period), the **Get Going** (from end of transition until June 30, 2027) and the **Go Faster** (post July 1, 2027).

Part 1 of this letter also sets out the common expectations across all council-controlled organisations (CCOs). The expectations specific to Auckland Transport / Public Transport CCO are in Part 2.

The content of this letter was approved by the Budget and Performance Committee on 15 December 2025, with delegation to the Mayor and Chair, Transport and Infrastructure Delivery Committee to finalise and issue this letter of expectation. It also reflects decisions made by the Budget and Performance Committee on the Mayoral Proposal (insert reference).

The Budget and Performance Committee approved extensions of the statutory deadlines for the SOI process, as is allowed in the Local Government Act 2002, Schedule 8, section 4. This means the due dates for the process are:

- date of submission of the draft SOIs is on or before 1 April 2026.
- date for final submission of SOIs is on or before 31 July 2026.

Council looks forward to receiving a draft of the Auckland Transport / Public Transport CCO SOI no later than 1 April 2025. We invite you to attend the April 2025 meeting of the Transport and Infrastructure Delivery Committee to present your draft SOI and discuss how you have responded to the expectations set out in this letter. A calendar invitation will follow.

Shareholder feedback on your draft SOI will be considered at the May 2026 Transport and Infrastructure Delivery Committee.

Part 1. Expectations of all CCOs

i. Delivering year three of the Long-term Plan 2024-2034

CCOs are expected to work positively and collaboratively with the council to deliver against the LTP investment commitments. Overall financial settings are being maintained. This includes the group savings target of \$20 million, on top of other savings targets agreed through previous plans and decisions, as well as delivering on work programme commitments.

The council will commence public consultation on the draft Annual Budget 2026/2027 in late February 2026. Following consultation and deliberations, the final Annual Budget 2026/2027 will be adopted in June 2026. Once this occurs, final SOIs (including financial information and performance measures) should be aligned with the final annual budget and the strategic priorities contained within.

ii. Preparation for the Long-term Plan 2027-2037

CCOs are expected to provide updates to their draft asset management plans (AMPs) to inform the Long-term Plan 2027-2037 and input as requested on strategic advice and options development (as applicable to their CCO) for the next Long-term Plan, including assessing strategic alignment and spatial investment priorities.

CCOs deliver on the AMP requirements outlined in the 2025/2026 letters of expectations, and AMPs are updated alongside the Long-term Plan 2027-2037 (as appropriate). CCOs are expected to continue to work with the council's Infrastructure Strategy and Asset Management System teams on the development of asset management plans.

iii. Accelerating group shared services

As previously communicated, CCOs are expected to actively support the Group Shared Services (GSS) board in accelerating the transition of functions to the GSS model to achieve strong financial and other benefits. Transport reform will be a key lever to achieve this. It is particularly important to have a group view of new technology platforms and arrangements of all entities to ensure that Aucklanders are getting the best value from digital investments.

iv. Planning, delivery and paying for growth

Coordinating investment in infrastructure across the council group is important to ensure we can deliver for Auckland's growth. CCO plans and investment should be aligned with the Future Development Strategy, and CCOs are expected to work with the Auckland Urban Development Office on coordinated and effective group planning and delivery and the achievement of the council's urban development outcomes.

Advice from CCOs will be required to support integrated decision-making and the council's consideration of Plan Change 120 and the government's resource management changes.

v. Effective spending

CCOs are expected to continue to focus on value for money initiatives, deliver better value projects and collaborate with the council on reviewing design standards, increasing the focus on benefits and place-based investment, and group procurement rules.

vi. Upholding te Tiriti o Waitangi derived obligations

The council group is committed to upholding its obligations derived from te Tiriti o Waitangi and to achieving better outcomes for Māori. CCOs are expected to share this commitment and contribute to its delivery, including through (but not limited to):

- aligning with Tāmaki Ora Māori Outcomes Strategy and Performance Measurement Framework 2025 – 2027, particularly Achieving Māori Outcomes (AMO) plans
- reporting on the delivery of their AMO plans as part of the quarterly performance reports. The reporting should include key performance indicators (KPIs) to track progress over time.
- building strong partnerships with mana whenua and mataawaka, and advancing Iwi Ora (Iwi wellbeing) and Te Hapori Ora (Whānau and community wellbeing). This includes aligning with the council's Mana ki te Mana approach to Māori engagement, where relationships take precedence over issues or projects. This approach respects the unique mana motuhake of each Iwi and mataawaka entity by prioritising their needs and aspirations.

- working collaboratively with Ngā Mātarae to progress the shared outcomes across Auckland Council namely Whai Rawa Ora (economic wellbeing and focus on sustainable procurement), Te Hapori Ora (opportunities for young people particularly rangatahi Māori), Tuāpapa Hononga and Tuāpapa Hāngai (mana ki te mana approach to engagement with Māori, and Māori Outcomes staff engagement and connections)
- working collaboratively with Ngā Mātarae 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 (or any internal governance equivalent).

vii. Quality advice

CCOs should provide timely, delivery-focused, quality, concise advice to all elected members, and ensure local boards are engaged early on projects and decisions directly impacting their local area. This supports the 'More Empowered Local Boards' approach, consistent with the council's shared governance model.

viii. Climate change

CCOs should continue to be guided by Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan by incorporating climate change considerations (whole of life greenhouse gas emissions and resilience), adaptation and mitigation, into work programmes and decisions.

ix. City centre

CCOs are expected to work with the council and partners to support a vibrant, clean, safe, and welcoming city centre and maximise opportunities arising from the City Rail Link and the New Zealand International Convention Centre openings in 2026, as well as any refresh of the City Centre Master Plan.

CCOs are also expected to comply with the '[Statement of Expectations for Substantive Council-Controlled Organisations](#)'.

Part 2. Key expectations of Auckland Transport /Public Transport CCO

x. Transport Reform

The six-month implementation period provided for in the Bill will mean the new Public Transport CCO and a new Auckland Council structure, will need to be in place in September 2026. The six-month transition period is not long, given the amount of work to be undertaken and our focus needs to be on ensuring that the transition is successful.

In my Mayoral Proposal I identified four policy objectives for transport reform. The objectives are:

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

I expect Auckland Transport / the Public Transport CCO to work with the council to ensure the transition is a priority and resourced appropriately. The focus is on enabling clearer accountability, reduced duplication and ensuring that we lift public trust and confidence in our transport system.

To meet these obligations, we recommend that Auckland Transport / the Public Transport CCO structure the Public Transport CCO's SOL in two parts. The two parts recommended are:

- **Part One** – outlines the activities and priorities for the Public Transport CCO during the **Get it done** period, noting that these activities will transfer to the council at the end of the six-month transition period.
- **Part Two** – sets out the objectives, activities, deliverables and performance measures and targets for the **Public Transport CCO** responsible for delivering high-quality passenger transport services in the **Get Going and Go Faster** periods. At the end of the transition period, this part of the SOL will form the SOL for the Public Transport CCO. This will assist the Public Transport CCO to be clear on its deliverables and performance measures from the outset and not require a new SOL to be developed and agreed at the end of the transition period.

Part One: Get ready and get it done

In **Part One** of the SOL, we expect Auckland Transport / the Public Transport CCO to:

xi. Collaborate with the council on implementing the government's transport reform for Auckland, by:

- continuing to apply current (GB/2025/154) and any future operating rules approved by the council, including escalating and making visible decisions as required
- carefully considering the joint strategic work programme (GB/2025/93) and refocusing resources away from non-urgent tasks / medium priority plans to those required to support reform, including determining the Road Classification Framework, and any work needed to support the new Auckland Regional Transport Committee
- assist the council to design new, efficient processes for governance of transport matters.
- ensure local board views are considered carefully on programmes or projects where the local boards will become the decision makers for future projects.

- actively support local boards by delivering timely, solution-focused advice that empowers them to make informed decisions and drive outcomes.
- xii. Advance the council's key priorities for transport in Auckland, including:**
- work with the council on a review of design standards that will cut costs for both the Council Group and the private sector.
 - maximising the existing transport network through dynamic lanes, special vehicle lanes, network optimisation, and signal improvements. There should be an extra focus on quick changes in the city centre that improve bus and general traffic flow, similar to my 2025/26 Letter of Expectation.
 - improving temporary traffic management practices, minimising disruption, and ensuring timely removal of open road traffic management once work is complete
 - supporting development of Auckland Council's Transport Policy Statement, the 30-year Transport Plan and the Regional Land Transport Plan.
 - working with City Rail Link Limited, and delivery partners to ensure operational readiness and safe, timely delivery of the City Rail Link.
 - continuing progress on the Eastern Busway, other rapid transit network projects and the Level Crossing Removal Programme.
 - Support the Council Group review of the City Centre Masterplan when requested.
 - Review design and consenting processes.

Part Two: Get Going and Go Faster

xiii. Develop an organisation that reflects the agreed functions of the Public Transport CCO and delivers a well-functioning public transport network

In my Mayoral Proposal I have identified the following functions to be sitting with the Public Transport CCO, subject to any changes made in the legislative process:

1. Management of bus, rail and ferry contracts, and oversight of day-to-day public transport operations.
2. Public transport service and public transport route planning, including supporting Auckland Council in any review of the Regional Public Transport Plan.
3. Responsibility for successful delivery of the City Rail Link, including staff required to complete asset handover from CRLL & integration of technology systems. It is important that the transition, including decisions around transfer of functions, should not disrupt the successful delivery of the City Rail Link.
4. Control and operation of public transport assets (such as rail and bus stations, and ferry terminals), including facilities management, and planned and responsive maintenance.
5. Minor public transport capital works, including for example small-scale safety improvements, amenity enhancements, bus operational improvements, and customer information upgrades.

6. Oversight of both operator safety and safety onboard public transport services.
7. Minimal corporate support in the Public Transport CCO, with finance, human resources and other corporate functions delivered through Group Shared Services or Auckland Council where appropriate.
8. Public transport specific technology support (AT Mobile, Real Time Information, AT HOP etc) or other business-specific technology should remain with the PT entity, with all non-business-specific technology as part of Group Shared Services.
9. Customer service functions focussed on public transport, including the contact centre and customer service staff in stations, plus a small communications and marketing team focussed on public transport service changes & marketing of public transport services.

Public Transport CCOI expect your SOI to reflect these decisions and further decisions made through the transport reform programme.

Auckland Transport's public transport functions generally perform well, though transport reform offers an opportunity for a focussed CCO to make our public transport world class, so I want to ensure that opportunity is taken.

xiv. Collaborate with the council to establish appropriate performance measures

The council and public expect you to deliver a well-functioning public transport network, with efficient, reliable and integrated services. A core objective will be to increase patronage and continue to deliver the council's key public transport priorities noted above.

I expect you to work with the council to establish appropriate performance measures and targets for the Public Transport CCO (e.g. punctuality, reliability, safety, customer satisfaction, utilisation, farebox recovery).

xv. Optimise and ensure a responsive public transport network

Public transport patronage has not reached the level we collectively would like. I expect public transport patronage to grow strongly in coming years, given the significant investment in the City Rail Link and Eastern Busway, and significant number of new frequent bus routes that are or will soon be delivered.

You should work with council to ensure improved alignment of bus & rail services (including improved interchanges) to support uptake of the City Rail Link. This should also include reviewing how journey patterns change post City Rail Link, and redirecting bus resources away from services parallel with the rail network, and towards improved feeder services.

The Public Transport CCO should refresh its approach to marketing, with a new focus on providing basic information to new and existing passengers about services, rather than expensive branding campaigns.

xvi. Collaborate with the council to successfully plan and deliver the public transport capital programme

I expect CCOs, along with the council to focus on providing value for money and the adoption of the ten spending rules. With the split in responsibilities for delivering public transport and roading functions, the council and the Public Transport CCO will need to work together to ensure capital delivery is aligned and efficient. Practical tools such as service level agreements will need to be developed and I expect this to be done in a timely and cost-effective manner. I do not expect agreements to take years to develop and agree, with hordes of lawyers being involved.

xvii. Ensure public transport service contracts are efficient, cost-effective,

In a similar manner I expect the Public Transport CCO to consider the Value for Money rules when procuring public transport services. Operators must maintain high standards of quality and meet safety requirements.

xviii. Improve customer service by focusing on getting the basics right and managing complaints

I expect the Public Transport CCO to continue to ensure high levels of public transport customer satisfaction. Customers should have access to clear communications and are kept well informed throughout their journey. This should be done through a range of methods to ensure all customers have access to information, including website, mobile applications, at stops & stations and on-board services. Many of these areas require a refresh and transport reform provides an opportunity to do this. The Public Transport CCO should focus on getting the basics right first,

I expect you to continue to address the recommendations of the Auditor-General and communicate effectively with the public.

xix. Take direction from the council on public transport issues

I expect the Public Transport CCO to engage early with elected members and comply with the no-surprises policy on public transport issues, for example fare strategy, safety, revenue and public transport fleet decarbonisation. I also expect the Board and entity to take direction from your shareholder on public transport matters.

xx. Make use of the group's shared services

The new Public Transport CCO will have some limited corporate support in house but would also be expected to make use of the group's shared services.

Opportunities should also be considered for further integration of public transport technology and data with Group Shared Services over time, and the teams should work closely together, sharing their knowledge and experience.

I have asked staff for further advice to consider the impacts of the rollout of the National Ticketing System and whether, at a later date, there will be opportunities to consider further integration of certain functions, such as the integration of the public transport contact centre with Auckland Council. I expect you to work with staff to provide me with this advice.

Ngā mihi

A handwritten signature in blue ink that reads "Wayne Brown".

Wayne Brown
Mayor of Auckland

Cc:
Cr Andrew Baker, Chair Transport and Infrastructure Delivery Committee
Dean Kimpton, Chief Executive, Auckland Transport
Alastair Cameron, Manager CCO Governance and External Partnerships
Tamsyn Matchett, Chief of Staff, Mayoral Office



Simeon Brown
MP for Pakuranga

Richard Leggat, Chair
Auckland Transport Board of Directors
By Email: Richard.Leggat@at.govt.nz

4 February 2026

Dear Richard,

I write in response to your letter dated 18 September 2025, following a letter I addressed to the Auckland Transport (AT) Board of Directors on 25 August 2025.

I initially wrote regarding the High Court judgement of 18 August 2025, *O'Loughlin v Auckland Transport*, which was brought by a constituent of mine in the Pakuranga electorate to challenge the construction of speed bumps on The Parade in Bucklands Beach. In this judgement, AT were ordered to review the decision to install these speed bumps, and in particular address whether proper consideration was given as to whether they would "unduly impede vehicular traffic".

In your response from 18 September, you indicated that the Board had requested a risk review of earlier decisions made by AT's Transport Control Committee (TCC), with this assessment expected back by the end of that month. It was then to be considered by the Board, following which a further update would be provided to my office. Since then, I have not received an update, though I understand the review has been completed and is now awaiting the Board's consideration.

I wanted to request from you a timeline as to when that would occur, and how long it might be until a further update is provided on this issue. I also raised several related questions in my original letter and look forward to your response on these matters as well.

Yours sincerely,

Hon Simeon Brown
Member of Parliament for Pakuranga

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09 572 0000
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Authorised by Simeon Brown, MP for Pakuranga, Auckland



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@simeonbrownmp
simeonbrown.nationalparty.org.nz

10 February 2026

Richard Leggat
Board Chair
Auckland Transport
[REDACTED]

Ref: NZT-11398

Dear Richard

Auckland Transport – Change in NZ Transport Agency Waka Kotahi (NZTA) nominated director

This letter advises a change in NZTA's nominated director on Auckland Transport's (AT) Board.

Section 43(2)(b) of the Local Government (Auckland Council) Act 2009 requires the AT Board to include one non-voting director nominated by the NZTA. Although nominated by NZTA, procedurally that director must be appointed by Auckland Council.

NZTA's previously nominated director was Steve Mutton, Director of Regional Relationships for Northland and Auckland. Steve has accepted a role outside of NZTA and his employment with NZTA ended on 6 February 2026.

NZTA now nominates Reuben Levermore, Chief of Staff, to be appointed to the AT Board as a non-voting director in replacement of Steve. To ensure continuity of NZTA's representation on the AT Board, we ask that Auckland Council's appointment of Reuben as a director as soon as practicable and look forward to confirmation of this.

I understand that changes to the AT Board are anticipated from the end of March 2026 as part of the reorganisation of Auckland Council's transport governance arrangements. Please inform us on details of these changes as they become clear.

Mike Birchler, NZTA Group General Counsel, may be contacted (Mike.Birchler@nzta.govt.nz or ph (04) 831 7519) if your team have any questions or wish to discuss arrangements to give effect to the above.

You can contact Reuben at Reuben.Levermore@nzta.govt.nz or ph 021 224 1451.

Yours sincerely



Brett Gliddon
Chief Executive - NZTA



Board Governance Forward Planner

2026

| | 2026 | | | | | | | | | | | |
|--|------|-----|-----|------|-----|-----|-----|-----|------|-----|-----|-----|
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| 1. Meeting Schedule | | | | | | | | | | | | |
| Board meeting | | 26 | 26 | 30 * | | | | | | | | |
| Design and Delivery committee meeting | 27 | | | 7* | | | | | | | | |
| Finance and Assurance committee meeting | | 5 | | | | | | | | | | |
| Transport Safety committee | | 5 | | | | | | | | | | |
| People and Culture committee meetings | | 5 | | | | | | | | | | |
| Regional Transport Committee | | | | | | | | | | | | |
| <i>Transport Infrastructure and Delivery Committee (External Committee – for information only)</i> | | 24 | 26 | 28 | 26 | 23 | 28 | 25 | 22 | 20 | 24 | 8 |
| 2. Strategy Formulation | | | | | | | | | | | | |
| Strategic planning workshop | | | | | | | | | | | | |
| 3. People & Performance | | | | | | | | | | | | |
| Approve AT's remuneration budget increase | | | | | | | | | | | | |
| Approve CEO performance KPIs | | | | | | | | | | | | |
| Approve CEO remuneration | | | | | | | | | | | | |
| Approve Executive Leadership Team remuneration | | | | | | | | | | | | |
| 4. Finance, Risk and Assurance | | | | | | | | | | | | |
| Financial reports to the Board | | 26 | | 30 * | | | | | | | | |
| Annual budget | | 26 | | | | | | | | | | |
| Adoption Annual report (incl. full year financial results) | | | | | | | | | | | | |

*Meeting is dependent on the date of Royal Assent. Dates are placeholders only and to be confirmed (along with the rest of the forward programme) for 2026 with the chair of the interim board.



Board Governance Forward Planner

| | 2026 | | | | | | | | | | | |
|---|------|-----|-----|------|-----|-----|-----|-----|------|-----|-----|-----|
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Approve annual insurance cover renewal | | | | | | | | | | | | |
| Quarterly Report to AC (dependent on due date) | | 26 | | 30 * | | | | | | | | |
| 5. Monitoring | | | | | | | | | | | | |
| Receive CE Business report (open and confidential) | | 26 | | 30 * | | | | | | | | |
| Sustainability Strategy bi-annual Report | | | | 30 * | | | | | | | | |
| People Dashboard (attachment to CE's Report) | | 26 | | 30 * | | | | | | | | |
| Health, Safety & Wellbeing & Transport Safety Update | | 26 | | 30 * | | | | | | | | |
| Capital Programme Update | | 26 | | 30 * | | | | | | | | |
| Māori Outcomes (Bi-annual update) | | 26 | | | | | | | | | | |
| Network Performance Update | | 26 | | 30 * | | | | | | | | |
| Reputation, Trust and Confidence Update | | | | 30 * | | | | | | | | |
| Group Shared Services | | | | 30 * | | | | | | | | |
| Council Controls Organisation Reform | | 26 | | 30 * | | | | | | | | |
| 6. Policy Making and Review | | | | | | | | | | | | |
| Review Tier 1 policies | | | | | | | | | | | | |
| 7. Corporate Governance | | | | | | | | | | | | |
| Interest register review | | 26 | 26 | 30 * | | | | | | | | |
| Statement of Intent – review and approval | | 26 | 26 | | | | | | | | | |
| Conduct board performance and individual member evaluations | | | | | | | | | | | | |
| Review committee charter, performance, purpose and composition | | | | | | | | | | | | |
| ▪ Design & Delivery Committee | | | | | | | | | | | | |

*Meeting is dependent on the date of Royal Assent. Dates are placeholders only and to be confirmed (along with the rest of the forward programme) for 2026 with the chair of the interim board.



Board Governance Forward Planner

| | | 2026 | | | | | | | | | | | |
|---|--|------|-----|-----|------|-----|-----|-----|-----|------|-----|-----|-----|
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| • Finance & Assurance Committee | | | | | | | | | | | | | |
| • Transport Safety Committee | | | | | | | | | | | | | |
| • People & Culture Committee | | | | | | | | | | | | | |
| Personal Director Development review | | | | | | | | | | | | | |
| Agree governance work plan FY26/27 | | | | | | | | | | | | | |
| 8. Stakeholder Communication | | | | | | | | | | | | | |
| Key stakeholder communication | | | 26 | | 30 * | | | | | | | | |
| 9. Key decisions (to be updated prior to each Board meeting) | | | | | | | | | | | | | |
| Park and Ride Framework | | | 26 | | | | | | | | | | |
| Metropolitan Rail Operating Model | | | 26 | | | | | | | | | | |
| Draft Budget 2026/27 | | | 26 | | | | | | | | | | |
| Road Maintenance Contracts | | | 26 | | | | | | | | | | |
| Level Crossing Removal Programme | | | 26 | | | | | | | | | | |
| Road Stopping | | | 26 | | | | | | | | | | |
| Quarterly Report to council for the quarter ending 31 December 2025 | | | 26 | | | | | | | | | | |

| | | 2026 | | | | | | | | | | | |
|--------------------------------|------------------------------|------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Board training sessions | Responsible ELT / SLT | | | | | | | | | | | | |
| N/A | | | | | | | | | | | | | |

*Meeting is dependent on the date of Royal Assent. Dates are placeholders only and to be confirmed (along with the rest of the forward programme) for 2026 with the chair of the interim board.



Board Governance Forward Planner

| | | 2026 | | | | | | | | | | | |
|-----------------------------|-----------------------|------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Site visits and engagements | Responsible ELT / SLT | | | | | | | | | | | | |
| N/A | | | | | | | | | | | | | |

| | | 2026 | | | | | | | | | | | |
|-----------|-----------------------|------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec |
| Workshops | Responsible ELT / SLT | | | | | | | | | | | | |
| N/A | | | | | | | | | | | | | |

*Meeting is dependent on the date of Royal Assent. Dates are placeholders only and to be confirmed (along with the rest of the forward programme) for 2026 with the chair of the interim board.

AT Board Meeting 26 February 2026 | Open Session - Public Submission Register



Public Submissions Register

| Date of Board Meeting | Title of Presentation | Presented by | Comment |
|----------------------------|--|---|---|
| Tuesday, 25 February 2025 | The Importance of Public Transport for Disabled Youth - To discuss recommendations to the AT board on PT staff and drivers exercising proper courtesy and etiquette and support training to enable this, and universally accessible PT to improve outcomes for disabled persons. | Aaron Smith, Yes Disability Resource Centre | The board thanked the presenters and requested management to prepare a memorandum with recommendations to address the issues raised. The presenters will be updated on the progress and a copy of the memorandum will be included in the key correspondence report at the 29 April 2025 board meeting. (Ref. Action Item 2025Feb01) |
| | Safety on inter-regional connector roads and major roads in Rodney - To discuss the Rodney local board motion to protect critical routes through Rodney and to consider upgrading the classification of some of these roads to ensure they remain safe into the future. | Geoff Upson | The Chair acknowledged it is unclear whether the issue falls under the remit of AT or Auckland Council (council) and requested management to coordinate with council to gain clarity and resolution to the problem. (Ref. Action Item 2025Feb02) Update: Ref. Action Item 2025Feb02 updated: Resource consent applications for new subdivisions are managed by Auckland Council (AC). The Auckland Unitary Plan (AUP) has existing policy and rules recognising the strategic function of arterials roads requiring assessment of new accesses at the time of resource consent. Any new access onto an arterial road needs to be assessed by AC and its impacts addressed. Auckland Transport (AT) is involved in the review and provides feedback to AC on any resource consent applications involving new accesses onto arterial roads. AT has proposed changes to the Auckland Unitary Plan to require developers to connect to side/local roads where these are available in preference to new access onto arterial roads. This will be investigated further as part of AC's planned review of the AUP. |
| | Request for road stoppages of the dead-end of Waimarie Rd, (and in due course also the dead-ends of McKeans Rd, Dale Rd, Kauri Rd, and Pohutukawa Rd), to enable the ownership to be transferred to Auckland Council, so those greenspaces can enjoy protection under the Reserves Act 1977. | Dave Allen | The Chair thanked the presenters and requested management to look into this matter. (Ref. Action Item 2025Feb03) Update: The Property Services Team has spoken with Mr Allen and a letter is now to be sent to him explaining the situation at Waimarie Road and what is required to stop the road at other locations. |
| Tuesday, 29 April 2025 | Addressing the implication of implementing a future-proof roading solution at the Redoubt/Murphys Road intersection. | Adarshpreet Bhullar | Withdrew request to speak. No need to reschedule. |
| Tuesday, 29 April 2025 | Kahikatea Flat Road Speed Classification | Geoff Upson | Presented their presentation to the AT Open Board meeting - 29 April 2025. |
| Tuesday, 29 April 2025 | Public presentation: Minister's direction on safe speed reversals | Marie Guerreiro and Pippa Coom, All Aboard | Presented their presentation to the AT Open Board meeting - 29 April 2025. |
| Tuesday, 24 June 2025 | Request to speak to AT for public input regarding transport options for our most vulnerable users: Children and Eldery | Boopsie Maran | Presented their presentation to the AT Open Board meeting - 24 June 2025. |
| Tuesday, 26 August 2025 | To present a petition asking Auckland Transport to make improvements to Symonds Street to address speeding to improve pedestrian safety near the University of Auckland and Auckland University of Technology | Lewis Creed, Managing Editor Craccum Magazine | Presented to the board 26 August 2025. Update provided December 2025: The team have communicated with Mr Creed, so he has a line of communication with the Road Safety team for progress and actions. The data analysis for speed counts is underway, and this will support a decision on next actions such as number and location of additional repeater signs and/or driver feedback signs. In addition, signal phasing changes are expected once students return to university in early 2026. |
| Tuesday, 28 October 2025 | Public presentation on east to west connection between state highway 16 at kaukapakapa and state highway 1. (kahikatea flat road and pine valley road/ dairy flat highway) and the old state highway 1 and designated free alternative to the northern toll road. | Geoff Upston (Local board member - Rodney) | Presented to the board on 28 October 2025. Memo providing an update on actions taken since the public presentation is available for board information. |
| Tuesday, 28 October 2025 | Public presentation on: 1. The hospital bus access for Waiheke elderly and frail. 2. Ongoing issues of anti-competitive practices regarding ferry services. 3. Auckland Transport / Waiheke Local Board - Memorandum of Understanding. | Kylee Matthews (Waiheke Local board) and Cath Handley | Presented to the board on 28 October 2025. Memo providing an update on actions taken since the public presentation is available for board information and has been shared with Ms Matthews and Ms Handley. |
| Thursday, 18 December 2025 | Glengarry Road safety concerns. | Stephen Logan. | UPDATE: Following on from the Memo to the Board from GM Customer Services, TCC resolved the parking restrictions in December 2025 to install additional No Stopping At Any Time (broken yellow lines) between Nicolas Avenue and Hoopers Road & No.277 to No.269 Glengarry Road. Following approval works have been undertaken, with full completion on 21 January 2026. |





Public Submissions Register

| Date of Board Meeting | Title of Presentation | Presented by | Comment |
|----------------------------|--|------------------------------|---------|
| Thursday, 26 February 2026 | Concerns regarding Takura Avenue and Kukuwai Avenue in Red Beach | Tom Connor and Kate Harbidge | |





Petition on behalf of Taikura & Kukuwai Ave, Red Beach December 2025

Presented by

Tom Connor and Katie Harbidge

26th February 2025

PRESENTATION TO AUCKLAND TRANSPORT BOARD

Purpose

Highlight the Plight of Residents living on Taikura and Kukuwai Avenue and seek Mitigating solutions from Auckland Transport and/or Auckland Council and Local Police. Effect Volume of Vehicles, Speed and Subsequent Noise being Generated and making daily life unbearable for the Residents

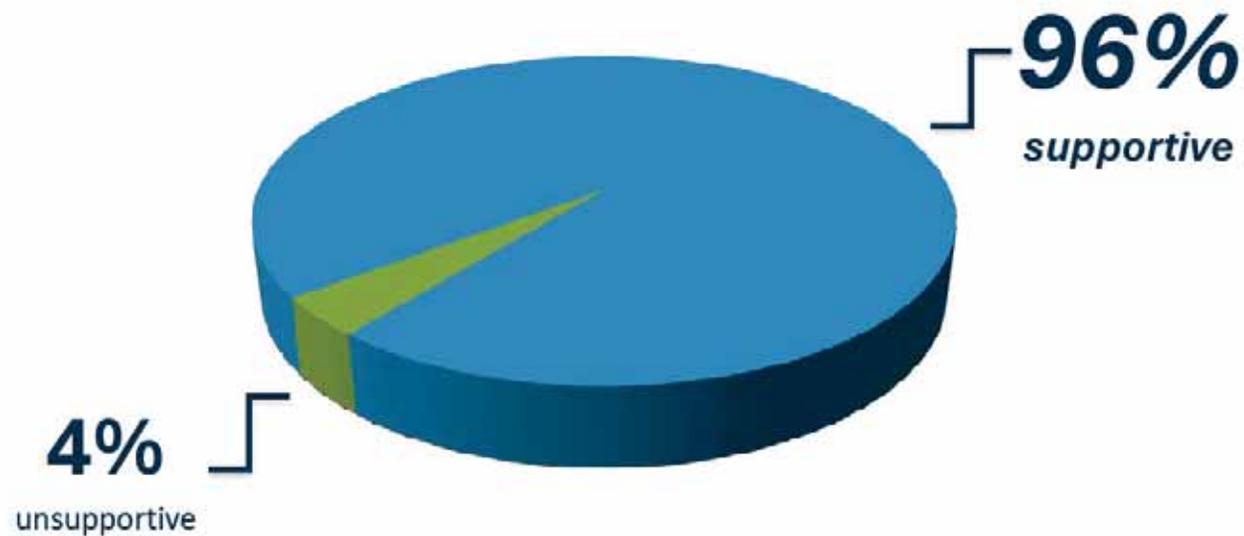
*Known locally as the
“Red Beach
Rat Run”*

Agenda

1. Petition Results – Recap Only
2. Traffic Data – Tube Count Reflecting Volume of Vehicles over Time
3. Traffic Data – Tube Count Reflecting Speed of Vehicles over Time
4. Integrated Traffic modeling Proposed at resource consent stage
5. Road Hierarchy
6. Pedestrian Facilities – Flow Traffic Plan
7. What is the Residential Speed Management Program?
8. Our requests

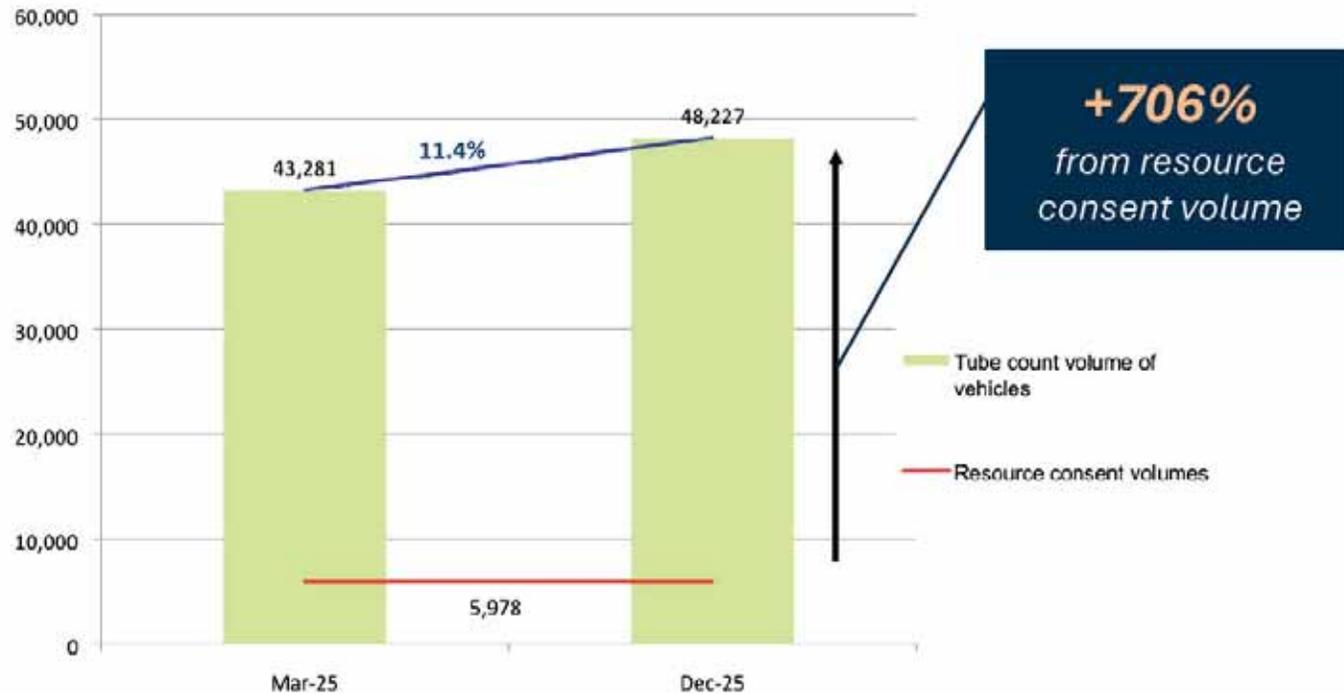
Petition Support Among Local Residents (December 2025)

Residents of Taikura Avenue, Kukuwai Avenue and corner sections



Results of petition reflect the resident's genuine concerns

Traffic Data – Tube Count **Volume** Data March 2025 Vs. December 2025



Note: Tube count data was collected over 7 day period.

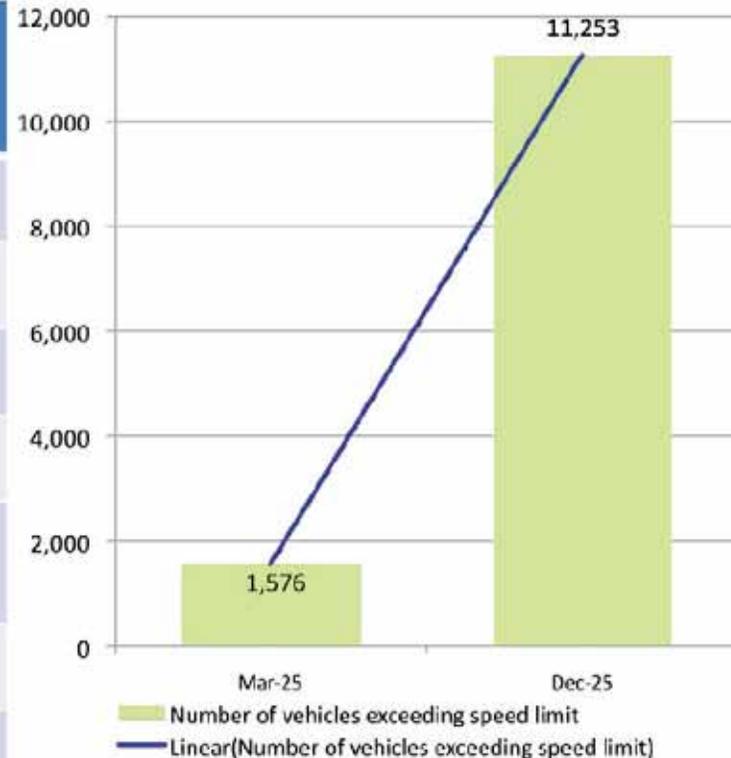
The resource consent line marked in red shows estimated traffic volume expected over a 7 day period sourced from Flow and Beca traffic management plan prepared at resource consent stage.

Review March 2025 Tube Count Data Vs. Dec 2025

| Auckland Transport traffic data | March 2025 | Dec 2025 | Change (+) | % Increase March to Dec 2025 |
|---|------------|----------|------------|------------------------------|
| Total Vehicles both directions in 7 days | 43,281 | 48,227 | 4,946 | 11.4% |
| Number of vehicles exceeding speed limit | 1,576 | 11,253 | 9,677 | 614.0% |
| % vehicles exceeding speed limit | 3.6 | 23.3 | | |
| 85 Percentile speed both directions | 45kph | 51.7kph | 6.7 | |
| 85 Percentile speed Taikura Ave – Kukuwai to Hibiscus Coast | 46.6kph | 52.1kph | 5.5 | |
| Number of vehicles speeding above 60kph | 84 | 607 | 525 | 625.0% |
| Number of vehicles exceeding 100kph | 0 | 5 | | |

Speeding above Legal Limit

(data collected over 7 day period)



Note: Traffic was Noticeably Slowing down approaching the tube counters so expect the real numbers would be even worse. The Issue of Volume, speed and Noise is openly being debated

Traffic Management Plan – Change of use to Residential 2012

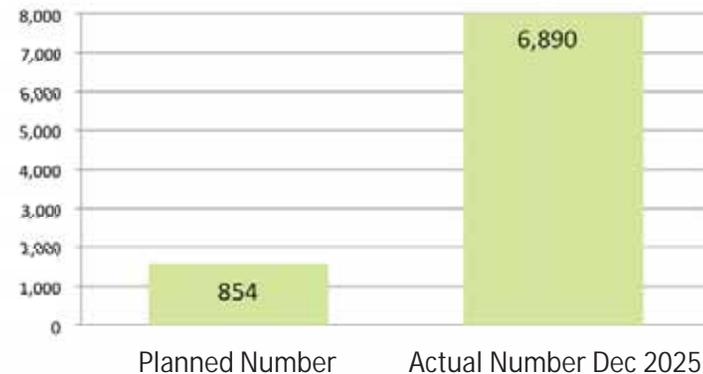
Land Use Summary assumptions for traffic assessment. An AM and PM peak trip rate of 0.85 and 0.65 trips per household, per hour in both directions was assumed by Flow for medium/large and small lots respectively. The figures in Fig 11 (In Flow formal report) tie in with these assumptions. Taking into Consideration Vehicle Traffic, Walking and Cycling etc.

| Activity | No. of dwellings | Avg No. Bedrooms |
|---------------------------|------------------|------------------|
| Low Density (large lots) | 158 | 4 |
| Med Density (medium lots) | 287 | 4 |
| High Density (small lots) | 75 | 3 |
| Total | 520 | |

Morning and Evening Peak Hour Trips Summary – Flow/Beca data

| | | Total |
|-------------------|---------------------|-------|
| Morning Peak Hour | Total Trips | 427 |
| | Number of Trips in | 107 |
| | Number of Trips out | 320 |
| Evening Peak Hour | Total Trips | 427 |
| | Number of Trips in | 273 |
| | Number of trips out | 154 |

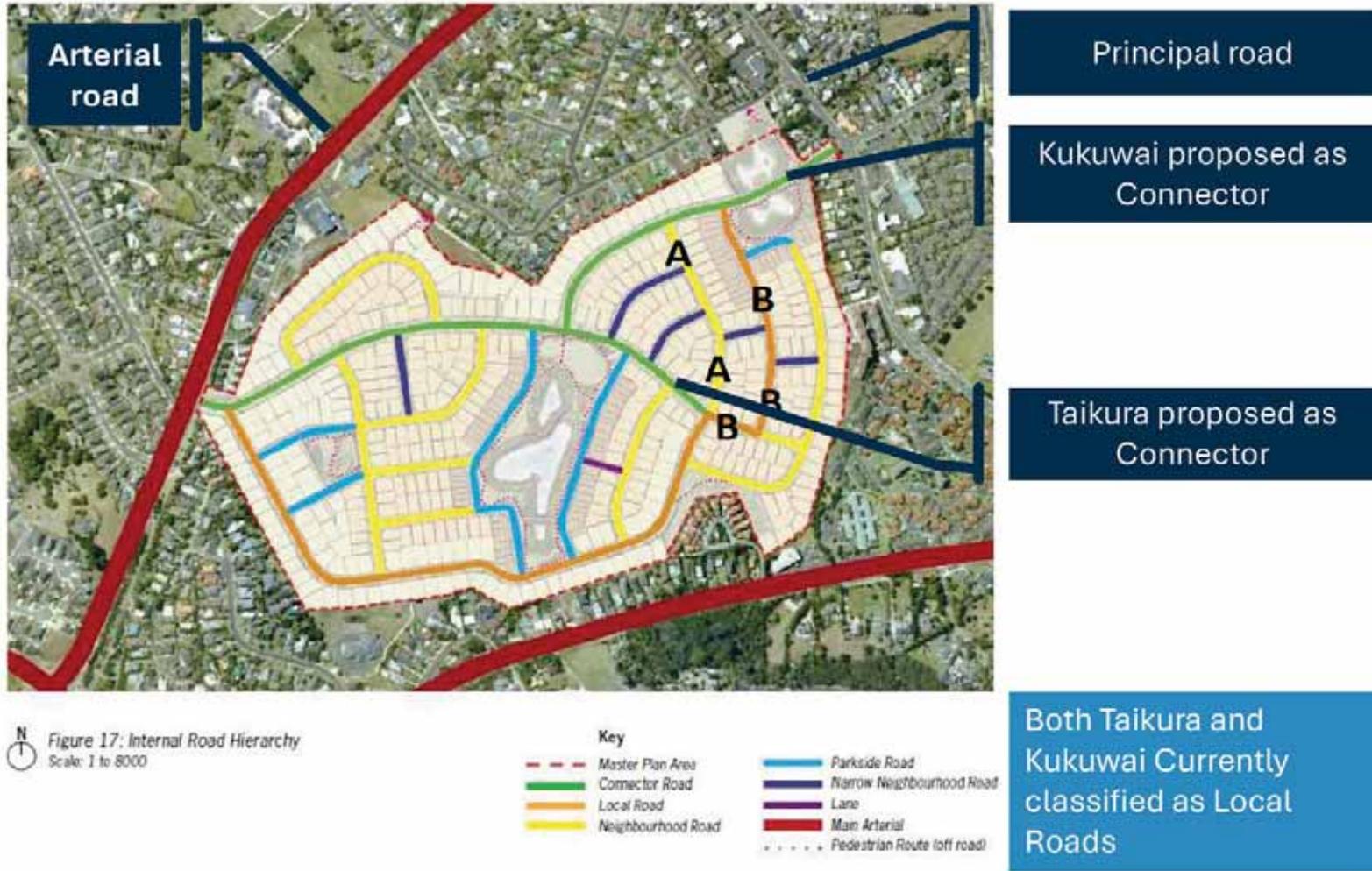
Daily Number expected Vs Actual



NOTE: No internal trips have been assumed, with all trips assumed to exit the Project site either onto SH17 or Red Beach Road.

Both Streets Classified as local Roads – recommended traffic for local roads less than 1,000 Vpd – therefore, **7 x the daily traffic designed for and modeled at consent! Approx. 6,890 Vehicles per day travel through Taikura heading towards HBC Highway.** Resource consent reflects requirement of 854 Vehicles per day

Peninsula Golf Course Rezoning Integrated Transport Assessment – Road Hierarchy



Peninsula Golf Course Rezoning Project Integrated Transport Assessment - INTERNAL SITE - Road Hierarchy. Prepared by: Harry Ormiston and Ian Clark.

INTERNAL SITE - Road Hierarchy.

The road hierarchy has been chosen to suit the intensity of the rezoning project, with a central spine or connector road through the site. This connector road will provide a link from SH17, through to Red Beach Road (a Principal Road32), **but it is not intended to serve through traffic**, as such it is suggested that it be **classified as a collector** road under the District Plan. Collector roads **distribute traffic between the principal roads and the local road system, rather than connecting arterial roads or carrying traffic passing through, which are the roles of principal and arterial roads respectively**. Cross-section design discussed below should emphasise this.

Traffic calming measures outlined further on will contribute to a lower speed environment, therefore making the route **less inviting to “rat running”**. The intersection at the midpoint of the connector road within the subdivision, as shown in the plan of the Project in Figure 10, will increase delay and therefore **discourage vehicles if they decide to cut through the site**, while the intersections at Hibiscus Coast Highway and Red Beach Road, and **the movements that accommodate traffic from the proposed Project, will provide sufficient capacity for onsite traffic only, and not through traffic**. In addition, the curvilinear nature and the planting on either side of the connector route will help to reduce forward sight distance and **therefore discourage high speeds**. The raised islands for planting in the centre of the connector road will also add to the effective road narrowing.

Taikura Avenue in Auckland is classified as a **local road**.

Located in Red Beach on the Whangaparaoa Peninsula, its classification is based on the following functional roles defined by **Auckland Transport**:

- **Primary Function:** Its main purpose is to provide direct access to residential properties and connect local traffic to higher-capacity collector or arterial roads.
- **Auckland Transport Network Role:** It is categorized as a **Non-Arterial** road.
- **Infrastructure Use:** While it is a local residential street, it supports public transport as part of the **983 bus route** extension, which includes designated bus stops along the avenue.
- **Planning Zone:** Under the **Auckland Unitary Plan**, it is situated within a **Residential - Mixed Housing Suburban Zone**.

what is the maximum vehicle count a local road in auckland should carry

In Auckland, a **local road** is generally expected to carry **fewer than 1,000 vehicles per day (vpd)**. However, the road network configuration may result in some local roads carrying higher flows of up to approximately **5,000 vpd**.

Specific capacity and planning guidelines for Auckland's local roads include:

- **Design Targets:** Local paths and streets are ideally designed for a maximum average of **2,000 vehicles per day** to ensure safety for pedestrians and cyclists; volumes higher than this can make road crossings more difficult.
- **Traffic Management:** Auckland Transport aims to keep “through” or extraneous traffic to a minimum on local roads. If flows consistently exceed these thresholds or present safety issues, traffic calming or Local Area Traffic Management (LATM) measures may be implemented to reduce volumes.
- **Physical Capacity:** Most local roads are designed with only **two traffic lanes**, as there is seldom a need for more to support property access and local distribution.

Pedestrian Facilities – Flow Traffic Plan

| | Community comments |
|---|---|
| The site is connected with the surrounding walkway/footpath network | Met ✓ |
| The proposed Project will more than adequately serve the needs of pedestrians through the following means: Low speed environment and low traffic volumes will provide safety for pedestrians. | Not met ✗ |
| Pedestrian refuges along the central spine route to aid crossing. | Not met ✗ |
| It is important to provide good pedestrian links to Red Beach Road where there are a range of shops and services located at or near the Red Beach Shopping Centre. These include a mini-supermarket, dentist, physiotherapy clinic, primary school and play centre. Also, the site is within zone for Red Beach School, a primary school located on Albert Hall Drive and has frontage/pedestrian access to Red Beach Road. | Met ✓ |
| Providing good pedestrian connectivity to these activities will help reduce the total number of car trips undertaken by residents of the proposed rezoning project and thereby reducing impacts on the road network. | Not met ✗ |
| WALKING AND CYCLING – RODNEY WALKING AND CYCLING FOR SUSTAINABLE TRANSPORT 2005 – 2025 | |
| The Strategy related to walking and cycling as alternative modes of transport aimed at: | |
| Reducing dependence on motor vehicles. | Numbers are increasing ✗ |
| Improving the environment. | Noise from speeding vehicles increasing with Speed ✗ |
| Improving access and mobility and Promoting public health. | Little to no cycling, mental Pressure from bad driving and speeding. Not good for residents well being. ✗✗ |
| The objective was to develop and maintain safe, direct, convenient and pleasant walking and cycling networks and supporting facilities for Rodney District. The focus was to increase walking and cycling for travel between home, work and school. | Not met ✗ |
| The overall objective has failed to deliver an acceptable transport plan for residents or both Taikura Ave and Kukuwai Ave | Not met ✗ |

What is the Residential Speed Management Program?

- Vehicles speeding through residential streets are a common concern for Aucklanders. Each year, we receive around 1,000 requests from the public for speed calming to be installed on their street. *Ours is more than speeding*
- As part of our commitment to make Auckland's roads safer, we have adopted an area-based approach instead of treating individual streets. This is considered more effective in achieving survivable speeds and helping drivers choose a safe and appropriate speed as they drive through residential areas. *Agreed*

This area-based approach has been adopted because:

- It is often observed that when speed calming is undertaken on one street, *speeding drivers use parallel residential streets* and simply *transfer the issue to another part of the network*. An area-based approach prevents this from occurring. *Agreed*
- Treatment of individual streets only allowed for a small number of streets to be prioritised annually. In contrast, an area-based focus allows for speed calming measures to be implemented on a cluster of streets *Agreed*
- Drivers *by-passing traffic signals* or *busy roads* use residential streets that are not designed for high volumes of traffic. An area-based approach reduces bypassing traffic and improves the overall safety in residential areas. *This applies to Taikura and Kukuwai Ave*

PRIORITISING AREAS: Auckland Transport

- Crash data and risk.
- Vulnerable road user risk, which considers the likelihood of a pedestrian or cyclist being involved in a crash along a road. *Cyclists scared and the elderly don't feel safe resulting in zero incidents*
- Speed of motorised traffic. *We have 25.8% speeding 51Kph to 121Kph. Example of last tube count in December 2025 would suggest the actual number of vehicles speeding is significantly higher. Real time observation confirmed this and vehicles slowing down approaching the tube counter.*
- Location of community facilities, such as schools and kindergartens, community halls, parks and reserves, and walking and cycling routes in the vicinity. *We have kindergartens, reserves, cycling/walking routes and a community hall in Vivid living*
- Any road curvature, steepness or contours that would prevent speed-calming measures from being effective.
- Concerns and requests raised by the *general public, community groups and elected members*.

Petition results clearly demonstrate residents concerns supported by local councilor and deputy chair of local board

THE RESIDENTS REQUEST

Something positive has to be done urgently!

Traffic is out of control on these local roads, and the roads are not operating as planned and designed for in the planning and consenting of Peninsula Golf Course development!

Some suggested options to be explored:

- Install speed bumps. Would support reduction in speed, reduce noise and ultimately reduce the benefits of using the roads as a rat run! (However, the risk is that rat runners continue but increase noise when accelerating after navigating the bumps)
- Install permanent speed cameras at the top of Taikura and the bottom of Kukuwai. Force compliance through average speed recording and fines 24/7. Low cost (Assuming Payback) and maximum benefit and makes the rat run unattractive.
- Change traffic light timing to facilitate a more controlled flow and stop the benefit of taking short cuts and creating a (formal and accepted rat run) Review traffic lights at both Red Beach shops and where it joins the Highway. Problem point
- Install pedestrian crossings at key locations. Allow the elderly some time and location to cross the road safely
- Trim down trees to improve visibility while reversing onto Kukuwai Ave. Annual Plan to maintain
- Make the roads designated "Residents Only" exception being Emergency Vehicles etc. Popular Choice
- Local traffic Police should enforce local speed limits regularly. Noting the absence of local road policing and the increase in speeding from March 2025 to December 2025 is alarming, due to the lack of visible policing. Do we need to wait for a fatality before doing something?
- Seal off at the top of Kukuwai as you enter Taikura and create turning point. Stop Rat running immediately. Change traffic lights at Red Beach road that will remove any Rat Running benefit

Petition on behalf of Taikura & Kukuwai Ave Red Beach December 2025

Residents Petition Results

Taikura and Kukuwai Avenue Residents Safety, Volume and Noise Petition Resulting from Excessive Volume of Vehicles Traveling on our local Roads

Presented by

Tom Connor and Katie Harbidge

On behalf of

Every resident of Taikura and Kukuwai Avenue Red Beach + Corner side streets.

PETITION RESULTED IN A SUPPORT RATE OF 96% SUPPORTING OUR REQUEST FOR CHANGE/ACTION

78 Residential Properties were Consulted and Requested to Sign Petition. Taikura Avenue and Kukuwai Avenue + 9 Properties sitting on corner sections between Taikura and Kukuwai Avenue, including Taylor Davies, Owen Chapman, Tiromoana, Surfview and NGA Wai Lane in Red Beach

- 5 Properties Un-Occupied - Not included in numbers
- 3 Properties didn't want to sign petition - Included in the numbers
- 75 Properties supported and signed - Included in the numbers

125
adult signatures

96%
or 75 properties
support the need for
change

Petition - Background

Since the opening of Taikura Avenue Red Beach in 2022, traffic volumes have increased year on year. The road has quickly become a “rat run” and is now used by all types of vehicles, including heavy goods vehicles, campervans, trucks and vehicles towing trailers. The original road volumes were planned and agreed as part of the resource consent from a Peninsula Golf Course to a 520 – 570 house residential development. The transport plan submitted as part of the resource consent process (2012) classified both roads as collector roads for the new development and **the plan was very clear that it did NOT account for through traffic and that Rat running was to be avoided at all costs.** The roads have maintained local road status and current traffic volumes and speeding reflect Rat running and excessive speeding. See slide 3.

Many of these vehicles are noisy, travel at excessive speeds, and, most concerning, are **driven in a manner that poses a serious risk to residents and makes the area difficult to live in.** Residents are regularly woken during the night by passing vehicles, often heavy trucks as early as 4:00–5:00am. Drivers frequently behave aggressively: **residents are abused for slowing to enter their driveways, honked at for travelling at the speed limit, and placed in danger when attempting to cross the road.** Vehicles and trucks are also observed mounting the central median to avoid stopping for turning vehicles or rubbish collection, further increasing the risk to pedestrians and other road users.

Many members of the community have approached the local police station seeking assistance with dangerous driving and speeding. **They have consistently been advised that enforcement action is not possible and that the issue must be raised with the Auckland Council and Auckland Transport.** We have spoken with all properties on Taikura Avenue and Kukuwai Avenue, and the significant majority (96%) of household has signed this petition requesting change. The current situation is untenable.

The residents feel that **immediate action is required to improve safety, reduce noise, and restore a livable environment** so residents can sleep at night and move around the development without feeling threatened or frightened. Please find attached supporting documents, photographs, and resident statements that further demonstrate the seriousness of this issue and support our request for urgent intervention.

The petition and need for action is fully supported by our local councilor and local board member (Deputy Chair)

Petition Form – Conducted middle 2 weeks of December 2025

COMMUNITY PETITION: SAFER AND QUIETER STREETS - PRIMARILY AFFECTING RESIDENTS OF TAIKURA AND KUKUWAI.

We, the undersigned residents, believe that the current level of traffic on our local roads has become excessive and is negatively affecting the safety, wellbeing, and quality of life in our community. We are concerned about the following issues:

- Too many vehicles using a residential zone (local road) as a Rat run, and driving inconsistently for the area, causing safety concerns. **6,470 vehicles per day (March 2025)** moving through our street. Kids scared to use cycle lane and pedestrians scared to cross the road at peak times.
- Latest figures (Dec 2025) showing **7,200 per day** Monday through Friday traveling through Kukuwai and Taikura
- Frequent speeding with many drivers travelling well above the posted speed limit of 50kph. 1052 drivers recorded speeding in (1 week only) **March 2025** travelling between 50kph and 90kph (5.5%) increasing the risk of serious accidents.
- **Latest figures (Dec 2025) showing 11,263 vehicles speeding above legal limit over 7 day period. Both directions. Range from 51kph to 121kph resulting in 25% to 30% of all vehicles traveling through Taikura and Kukuwai. Increase in Speeding of approx. 20% to 25% in 9 months!**
- Excessive vehicle noise, including loud engines, modified exhausts, and aggressive driving, which disrupts the peace and impacts our ability to enjoy our homes and neighborhood. Cars mounting central median to pass stopped vehicles like waste collection, buses and any delivery vehicle.

By signing this petition, we respectfully request that the appropriate authorities take meaningful action, which may include (but is not limited to): Increased speed enforcement, Traffic calming measures, Restrictions on heavy or non-local traffic, Measures to reduce vehicle noise and Improved signage or road design changes that effect positive results. Re-set traffic lights at bottom of Kukuwai. Install speed camera both ends and Average out.

Our goal is to ensure a safer, quieter, and ultimately create a more livable street's for everyone in our community to enjoy. Supported by our local board member and councilor.

Individual Residents Concerns

- Lady at the corner of Taikura and Kukuwai **has lost three cats to speeding vehicles flying** around the corner. Dangerous driving at the exact corner location. See slide six attached.
- **Two instances of road rage in the one week.** One in each of the two roads. Frightening to witness.
- **Many resident have complained multiple times to Auckland Transport** with little to no response.
- Instances of **frustration, fear and road rage while reversing car out of the driveway** on Kukuwai. Reversing out onto (visible) clear road and the next minute you have someone at your back pushing to get past and pressurising you to hurry up – Images attached slide 7 & 8.
- **Two residents going to sell** and the only reasons given are volume, speed and noise from traffic. Given most houses have been purchased in the last three years, they will be looking at losing money.
- Feeling that **every house is currently being de-valued.**
- **No pedestrian crossing** from the top of Taikura to the bottom of Kukuwai at the traffic lights (See image slide 9).
- Vehicles are actually **traveling faster going up the hill** (incline) from the top of Kukuwai turning out onto Taikura towards HBC highway. Noise!!!
- Safety speed sign 'flashing speed' at the Top of Taikura going down has resulted in significantly **more Vehicles speeding.**
- No speed signage on Kukuwai 9 months after request which coincide with terrible speed count data

Residents Concerns

- **Constant Noise. Disturbed sleep, impossible to relax** outside and enjoy the garden. Elderly Gentleman at the top of Taikura going through chemo for the last year and its torture having the constant noise or waking early. Anytime from 5.00am onwards.
- **Vehicles mounting central median** to pass large vehicles that have stopped. Council waste collection, local bus service and delivery drivers. Serious safety concerns.
- **Residents will NOT use cycle lanes.** Specifically parents and their children. Speed, volume and noise being generated. Cycle lanes consume approx. 20% of the road width with zero benefits to the transport network and the community.
- **Parent will not allow their kids to play in the front garden** at the corner of Taikura and Kukuwai. Combination of Speeding drivers and loud braking. See slide 6
- Residents across both streets feel that Auckland Transport, Council and Police have shown little interest (To date) in doing anything to remedy this situation. Everyone has priorities in life and the residents priorities are their safety/wellbeing and environment that they live in.

Vehicle leaving Taikura and entering Kukuwai – lift off



Residents Concerns – Reversing out Kukuwai

609 Vehicles travelling above 60Kph over 7 days. Estimated braking reaction time is 25m and braking distance 20m – 45m. Currently do not have 45m, concerns for safety.



Location 1

Residents Concerns – Reversing out Kukuwai

609 Vehicles travelling above 60Kph over 7 days. Estimated braking reaction time is 25m and braking distance 20m – 45m. Currently do not have 45m, concerns for safety.



Location 2

Residents Concerns – Trying to Cross the Road – No safe crossing point



11,000 Vehicles per week breaking
the speed limit between 51Kph
and 121Kph

SIGNATURES OF PETITION

| Name | Name | Name | Name |
|-------------------|--------------------------|----------------------------------|------------------------|
| Pip Greensick | Diana | Grace Andrews | Addis Garbed |
| Marcus Heckler | Rachael Hampton | Peter Rosier | Rim Entail |
| Gary Pelzer | Cuter Hampton | Brook Seedhouse & Will Seedhouse | Alan Scantest |
| Caitlyn Pelzer | Jocelyn Hampton | Ann Marie Clarke | Janet Scantest |
| Shannon Pepper | Bobby Chan | Derbhla Kenny | Sue Jeran |
| Alan Ker slake | Khoun & Jennifer Wilson | James Robertson | John Jerne |
| L & B Wilson | John Lee | Taut Kirsch | Amanda Jerne |
| Rachael Murray | Chong Lee | Sheryl Polio | Kent MacDougall Urwin |
| Elaine Stephenson | Paul Godfrey | Grant Knowler | Tania MacDougall Urwin |
| Paul Stephenson | Gail Howe | Lauren Dangerfield | Gaylene Davison |
| Lorraine Carnegie | Chandelle Scheck | Edward Dangerfield | Derek Davison |
| Grant Garnagie | Joshua Davison | Michele Bvett | J. Elvin |
| Catherine Midol | Jaime O'Leary | Ruby Diack | Ian Hayes |
| Iren Roberson | Christina Varitimos | Jenny Diack | Sarah Bentley |
| Pam & Gog | Adam Malineux | Ethan Masters | Kay Putt |
| Megan Bell | Rebecca Maeander Higgins | Olivia Reid | Versa Gupta |
| Linda Warren | Jacob Marander Higgins | Jiao Mary Dong | Athena Mittal |
| David Warren | Paul McHardy | Lee Mitchell | Yolanda |

SIGNATURES OF PETITION

| Name | Name | Name |
|----------------------|---------------------|-------------------|
| Jacinta Williams | Anton Fayakody | Jeffrey Robertson |
| Noel Govender | Zoe Xin Hun Kow | Helen Sumner |
| Arjunan Govender | Melissa Kow | Bryan Smith |
| Veronica Govender | Amy Siew | Brenda Ellice |
| Paul B | Whelan Kow | Anna Thong |
| Gordun Bellamy | Eric Lloyd | Ashley Duane |
| Sandy Bellamy | Shona Greer | Pong Cheng Zama |
| K. Yet | Anthony Palos Veyes | Draw Yin Shi |
| Joana Magana | Jewie Dales | Fran's Swanepoel |
| L. Eng | Mary Rose Dales | Gayle Swanepoel |
| Katie Harbidge | Renee Blows | Donna Knight |
| Cory Harbidge Danks | Kate Connor | Brian Garnett |
| Aeron Harbidge Danks | Tom Connor | Jean Garnett |
| Yolanda | Audrey Dixon | Will Seedhouse |
| B. Yule | Roger Field | Gog |
| Mike Lee | Linda Field | Shaun Danks |
| Phoebe Carr | Ruth Knell | |
| X 2 | David H Helve | |



Memorandum

To: Auckland Transport Board
From: Melanie Alexander, Acting Director Network Performance
Date: 10 February 2026
Subject: Public Submission: Taikura Avenue and Kukuwai Avenue in Red Beach

Purpose

To brief the Auckland Transport (AT) Board (board) on resident concerns that will be presented at the upcoming board meeting regarding traffic conditions on Taikura Avenue and Kukuwai Avenue. Additionally, it provides a summary of actions already undertaken, including traffic engineering reviews and speed data collection. Please note that further investigation is currently in progress, with expected completion in March.

Resident Concerns

Residents from approximately 83 households on Taikura Avenue and Kukuwai Avenue have raised concerns relating to:

- Vehicle volumes, speeds and associated noise
- Divergence between actual traffic conditions and expectations outlined in the Integrated Transport Assessment (ITA) prepared for the Peninsula Golf Course rezoning and Fletcher Residential resource consents which impacts on liveability.

Residents are presenting a petition representing households along both roads and seeking intervention to improve the local traffic environment.

Planning and Network Context

ITA referenced by residents formed part of the planning consent for the residential sub-division in Red Beach. ITAs provide forecast-based assessments at the time of consent to inform impact and mitigations that occur on the existing network. Auckland Council (council) as the regulatory approver would be best placed for investigation into misalignment of consented plans.

AT provided technical input to the consent process including Engineering Plan Approval. However, we also recognise that transport operational outcomes are likely to change over time and so respond to queries such as those raised by these residents through the Community Initiated Programme (CIP).

AT Actions Completed to Date

Traffic Engineering Review and Actions:

- In January 2025, an AT transportation engineer met with a resident to discuss ongoing concerns regarding vehicle speeds and overall road safety conditions on Taikura Avenue.

- During this meeting, AT committed to undertaking speed counts to objectively assess vehicle behaviour and understand whether speeding was occurring.
- Following this meeting, site observations were also completed to review road function, driver behaviour, and the suitability of existing traffic controls within the residential environment. Speed counts were undertaken on Taikura Avenue, which indicated that 85% of drivers were travelling at 49.2 km/h or lower, slightly below the posted speed limit.
- Based on the site visit observations and the initial speed data findings, AT installed a Driver Feedback Sign (DFS) at 69 Taikura Avenue on 25 June 2025 to reinforce safe speeds and improve driver awareness.
- In November 2025, residents raised further concerns regarding speeding along Taikura Avenue and Kukuwai Avenue. Residents also provided specific locations where they believed speeding issues were occurring.
- AT acknowledged the concerns raised and undertook additional targeted speed counts at the identified locations to accurately identify and assess the speeding issues raised. The results are shown below:



Next Steps

- AT has reviewed the results of the latest speed counts undertaken along various sections of Taikura Avenue and Kukuwai Avenue. Based on these findings, we will proceed with installing 'SLOW' markings on red surface patches along both roads to further reinforce safe speeds. We expect these road markings to be completed by the end of March 2026.
- An additional DFS will be installed on Taikura Avenue to further support speed reduction and improve driver awareness, with installation expected to be completed by the end of May 2026.
- AT has also raised the speeding concerns with New Zealand Police and requested targeted enforcement in the area to support compliance and further reinforce safe driving behaviour along Taikura Avenue and Kukuwai Avenue.

- At this stage although the speed survey results indicate some level of speeding this is not to the extent that would typically justify installing physical traffic calming measures.





Entered by Board Secretary

| AGENDA ITEM 14 BOARD NOTING PAPER | |
|-------------------------------------|--|
| To: | The Board |
| From: | Dean Kimpton, Chief Executive |
| Reviewed: | Andrew Downie, Head of Governance Dean Kimpton, Chief Executive |
| Date: | 19 February 2026 |
| Title: | Chief Executive's Open Board Business Report |

Aronga / Purpose

1. To summarise Auckland Transport's (AT's) activities 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

Operational highlights and challenges (previous month or year to date)

3. **SOI performance:** Attachment 1 shows January 2026 SOI results.
4. We continue to meet or exceed 16 of our 24 SOI measures, with seven under target, and one yet to be reported this financial year.
5. Public transport:
 - a. Patronage: current YTD performance indicates a year-end result of approximately 90m at year-end (3-4% under target of 94m). However, this does not include the expected increase due to the tertiary education

concession. With universities returning in March, we will keep track of the scale of patronage increases for the rest of the financial year.

- b. Utilisation: YTD performance of 43% is significantly under target (50%). We are actively monitoring routes that are consistently underperforming, especially those in South Auckland. We have commissioned a review of the South Auckland network, with recommendations due in April 2026. The review's recommendations should support improvements to utilisation, but due to the timing will not be able to provide sufficient improvement in 2025/26 to meet this target.
 - c. Farebox recovery: current expectations are that this measure will return favourable to target by year-end. The annual fare review came into effect on 1 February 2026, and we expect current performance to improve.
6. Arterial productivity: We are seeing a stable cap on arterial productivity. Analysis indicates that approximately 30,000 people-kilometres per hour (our current SOI target) represents an upper limit for annual average productivity. With the current trend estimation based on current network optimisation improvements, and historical seasonal changes, it's possible to meet the target at year-end.
 7. Safety (deaths and serious injuries): based on YTD performance, our year-end forecast is 595. A two-year action plan to address road harm was approved by the Board in December 2025.
 8. Capital budget invested: we have undertaken a thorough review of the capital programme for the remainder of the year, and our latest risk-adjusted forecast expects to deliver 90% by year-end.
 9. Māori procurement: impacted by capital programme underspend and the transition to new street light maintenance contracts (previously with a Māori-owned contractor). This result is expected to increase with higher capital spend, but continued focus is required for projects to be allocated through our Māori Kake Mai contractors in order to meet this target.
 10. **Eastern Busway:** the summer focus (from 27 December 2025 to 12 January 2026) successfully completed a complex upgrade of Tī Rākau

1





Entered by Board Secretary

Board Meeting| 26 February 2026
Agenda item no.14
Open Session

- Drive/Pakūranga Highway intersection, compressing five months and six separate traffic stages of traditional construction work into just over two weeks. This achievement minimised disruption to road users, businesses, and the community while completing work over the holiday period.
11. Having received elected member and stakeholder feedback, Eastern Busway Alliance is carrying out additional reviews to reassess options for improving the Pakūranga Road to Rā Hihi (Reeves Road) flyover. This is expected to take several more weeks to complete.
 12. **City Rail Link (CRL) readiness programme:** the summer rail network closures were used to undertake KiwiRail works (Rail Network Ready, Drury stations, and Henderson station) and level crossing works.
 13. CRL timetable testing was carried out between 27 and 28 January 2026. Work continues on the Day-1 launch timetable.
 14. CRL stations integration testing commenced in January 2026 to achieve a CRL stable station systems state by early April 2026.
 15. **Level crossings:** very good progress was made over the Christmas block of line, to deliver pre-CRL works, station access bridge construction and road bridge investigations. The works programme also included removal of two pedestrian level crossings at Te Mahia and Takaanini train stations.
 16. **City centre integrated delivery programme:** tender evaluation and price negotiations concluded in December 2025 for procurement of a multidisciplinary design consultant team to complete stage 1 design services for the Downtown Development Programme. We received endorsement on 18 December 2025 from Auckland Council. The contract will be awarded in mid-February 2026.
 17. **Ferry fleet renewal:** two electric ferries are on the water, the first in performance testing prior to handover to AT, the second (launched in January) in commissioning.
 18. The first Devonport hybrid ferry departed the Whanganui shipyard in January and is now in Auckland.
 19. The ferries are undergoing extensive resilience testing, crew training, and will achieve final maritime certifications before in-service dates are set later this year.
 20. **Ferry in-service staging:** ferry charging infrastructure at Downtown is under construction, with berth commissioning planned in stages in 2026 and 2027. Downtown charging is required to enable full operation of both hybrid (Devonport) and electric (Half Moon Bay) ferries.
 21. AT and the ferry operator continue to plan for a staged vessel introduction, with limited services initially moving to full service once Downtown charging infrastructure is operational.
 22. **Onewa Road optimisation:** AT has worked collaboratively with Kaipātiki Local Board, ward councillors and the local Member of Parliament to improve traffic flows on Onewa Road, which carries more than 30,000 vehicles per day. This has involved the introduction of a 24/7 clearway with no parking at all times along the corridor. This also included installing pedestrian detection technology at the pedestrian crossings by Northcote College and St Mary's Church. We conducted extensive engagement with significantly impacted organisations and businesses to take their views into consideration.
 23. This project was well received by the public with many positive comments on social media and elected members taking a leading and active role in advocating for the project.
 24. AT has received post-construction feedback on the parking mitigation implemented on Seaview Avenue which AT is investigating.
 25. **Parking initiatives update:** over the next three months, we are working towards a variety of initiatives aimed at improving access, movement, and, where appropriate increasing on-street paid parking prices. Key activity highlights include:
 - a. Retrofitting existing special vehicle lanes with compliance cameras: one site delivered in December 2025 (Park Road), two sites with enforcement went live in January 2026 (Albert Street, Great North Road). Six sites have been completed in 2025/26.

2





Entered by Board Secretary

- b. Parking on beaches: before summer, new signs were put up to clarify the parking ban on beaches, helping AT and Auckland Council work together for better beach safety through steady enforcement. Beach safety advertisements also ran throughout the season. According to compliance checks there were no significant problems, with most visitors following the new signs.
- c. Parking prices for on-street parking (except Parnell, based on a demand-based review) and at AT-managed carparks increased by 50 cents an hour from February 2026. These changes are in line with the annual public transport fare increase ensuring fair, consistent pricing across Auckland by asking users to contribute through parking costs.

26. Proactive parking management and Comprehensive Parking Management Plans (CPMPs):

- a. City Centre CPMP: 37 short term interventions are in various stages of planning/design to be delivered by end of 2025/26.
- b. Tranche 1 CPMPs (Albany, Newmarket, Ponsonby and Manukau): public engagement closed on 1 December 2025. A formal analysis of this feedback is underway.
- c. Tranche 2 CPMPs (Parnell, Mt Eden/Dominion Rd, Kingsland, Grafton/Eden Terrace, Mt Albert, Morningside/Sandringham and Avondale): initial visits and audits completed, with situation scans being finalised ahead of initial discussions with partners and key stakeholders in February and March 2026.

27. Local board engagement:

- a. **Community-Initiated Programmes:** over the next three months the Community-Initiated Programmes will engage local boards to develop design pipelines for 2026/27 and beyond. This new process gives local boards more decision-making powers over local and community projects in their areas.

Each local board will be given a 3-year pipeline view of all community requests in their area to develop a dedicated pipeline for delivery of all requests.

- b. **Local board local road safety plans:** engagement is starting with all 21 local boards to create ward specific road safety plans. It is expected that these will be three-year plans.

28. **People and Performance:** the People and Performance Dashboard is included as Attachment 2. Mid-year people reviews are underway which support delivery of SOI and business plan outcomes in addition to development and retention outcomes.

29. YTD total voluntary turnover is steady at 8.5%. This reflects quieter employment conditions for all staff, a wait and see approach to reform and proposed structures, and real effort from leadership to maintain staff engagement and help allay concerns relating to change. We however observe continued senior leadership turnover from key roles, particularly as the employment market strengthens. It is expected this will continue as we enter the formal stages of reform.

30. Human Resources (HR) systems:

- a. ecoPortal, the new health, safety and wellbeing (HSW) information management system, has been well received by users across the business and partner networks. Frontline employees are able to submit incident reports using voice recognition in a variety of languages with input automatically translating into English.
- b. HR and payroll system integration to support transport reform remains challenging due to employee dates being drawn from different SAP instances. The Project Galaxy and Business Technology teams are focused on addressing this.

Risks

31. **Risk update:** transport reform continues to be the single biggest risk facing AT, creating uncertainty and staff retention risk, stretching capability and





Entered by Board Secretary

impacting productivity with several key indicators behind target. Persistent health and safety risks require continued vigilance; climate change pressures demand accelerated resilience and decarbonisation initiatives.

- 32. There is an increasing risk that the organisation may be unable to meet stakeholder expectations in respect of productivity, service quality and therefore SOI targets while transitioning to a new Transport Council Controlled Organisation (CCO) and the transfer of functions to Auckland Council, all within a six-month timeframe. Leadership turnover, uncertainty in respect of decision making and accountability, and the scale of organisational change increase the likelihood of delivery disruption, reduced clarity of priorities, and change-related fatigue.
- 33. In the past two months, the likelihood assessment of Our People risk escalated to Almost Certain, while capital delivery risk is showing early signs of escalation. All other risk ratings remain unchanged.

Strategic challenges (focused on the next 1-5 years)

- 34. **Draft Asset Management Plan (AMP):** is being developed to meet Auckland Council requirements, as outlined in the Letter of Expectation. The AMP will provide a 30-year view of AT’s physical transport assets (excluding corporate technology), including forecasts for renewals, maintenance, operating costs, and capital investment.
- 35. The AMP aligns with Government and council priorities and provides AT’s initial advice to council to inform development of the 2027 Long-term Plan. The Asset Management Team will continue to work with Auckland Council to refine the AMP prior to formal submission.
- 36. **Asset Management Maturity Assessment (AMMA):** the annual AMMA, using the Commerce Commission’s AMMA tool framework, will be undertaken during February and March 2026, with the final report due in early May 2026.
- 37. AT’s 2025 maturity score increased from 2.4 to 2.7 (on a 0–4 scale). We have an internal target for 2026 of increasing this to 2.9, with a long-term goal of

achieving a minimum score of 3.0, indicating alignment with the ISO 55000 Asset Management Standard.

- 38. Transport reform may negatively affect maturity progress in the short-term while new structures and accountabilities are established and the Asset Management System is updated.

Key approval papers

- 39. The key items requiring approval or noting by the board at this meeting are:
 - a. Park and Ride Framework.
 - b. Metropolitan Rail Operating Model.
 - c. Draft Budget 2026/27.
 - d. Road Maintenance Contracts.
 - e. Level Crossing Removal Programme.

Ā muri ake nei / Next steps

- 40. The next Chief Executive’s Open Board Business Report will be presented to the board at the 30 April 2026 meeting.

Ngā whakapiringa / Attachments

| Attachment # | Description |
|--------------|---|
| 1 | SOI Dashboard – January 2026 |
| 2 | People and Performance Dashboard – January 2026 |

Te pou whenua tuhinga / Document ownership

| Submitted by | Recommended by | Approved for submission |
|--------------|----------------|-------------------------|
| | | |





Entered by Board Secretary

Board Meeting| 26 February 2026
Agenda item no.14
Open Session

| | | |
|--|--|--|
| Shameel Sahib Head of Corporate Strategy & Business Planning | Andrew Downie Head of Governance | Dean Kimpton Chief Executive |
| | | |

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Jan-26

Executive Summary

As at the end of January, 67% of SOI measures are either exceeding or meeting YTD target, same as previous month (December 25). Percentage of capital budget invested is forecasted at 90% at year end with risk adjusted, meeting full-year target. **Six** measures are at risk, not meeting target for 3 consecutive months - please see more details in the Watch List below.

Directorate

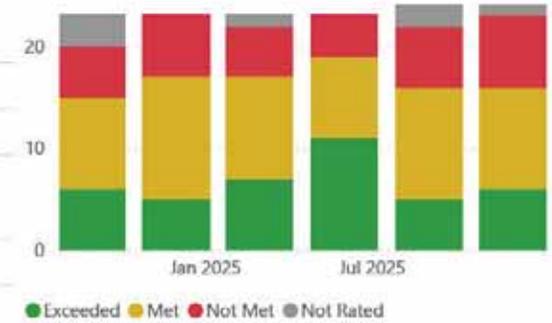
All

% Exceeded & Met



| Objective/Outcome | ID | Measures | Nov-25 | Dec-25 | Jan-26 | YTD Target |
|-------------------------------------|----|---|--------------|--------------|--------------|--------------|
| Improving Network Productivity | 6 | Arterial productivity Average number of people moving per hour during the morning peak | 28,974 | 29,042 | 29,189 | 30,000 |
| | 9 | PT Boardings Annual numbers of PT trips | 38.2 million | 44.5 million | 50.2 million | 52.2 million |
| | 12 | PT utilisation for frequent routes during peak | 44.7% | 43.3% | 42.5% | 50% |
| Taking Transport From Good to Great | 13 | Farebox Recovery Ratio The percentage of the total PT operating cost recovered through fares | 33.6% | 33.1% | 32.3% | 33.5% |
| | 21 | Percentage of capital budget invested | 74% | 76% | 78% | 90% |
| Core Business and Other Activities | 23 | Percentage of procurement spend with Māori-owned business | 2.7% | 2.7% | 2.58% | 3% |

Qtrly Measure Status by Objective/Outcome - filter through list above



Work in Progress

Work in Progress

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Jan-26

| | | | |
|-------------------------------|------------------------------|-------------------------------|-----------------------|
| 5 Above target 2.5% | 11 Target +/- 2.5% | 7 Below Target 2.5% | 1 Not Rated |
|-------------------------------|------------------------------|-------------------------------|-----------------------|

| Objective/ Outcome | ID | Measures | Freq | Latest 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 | 36% | 36% | 36% | Met | Down 5% from the September quarter to 33%. Monthly results show a sharp decline in October, coinciding with the local body elections and increased discussion about transport reform. More respondents also cited wasteful spending as a key reason for dissatisfaction. | |
| | 2 | Formal complaints Percentage of total AT case volume resulting in a formal complaint | Monthly | 0.39% | <0.4% | <0.4% | Met | January performance was strong, with formal complaints representing 0.36% of total case volume (102 complaints from 28,259 cases). | |
| | 3 | Complaint resolution Percentage of formal complaints that are resolved within 20 working days | Monthly | 91% | 90% | 90% | Met | January performance significantly exceeded target, with 90% of formal complaints resolved within 20 working days. CRM improvements and disciplined case management are driving sustained performance uplift, with positive trend movement across YTD and rolling measures. | |
| | 4 | Local Board satisfaction with engagement | Quarterly | Expected in Mar 26 | 75% | 75% | Not Rated | | |
| Improving Network Productivity | 5 | Average travel time across the arterial network | Monthly | 22.9 minutes | 23 minutes | 23 minutes | Met | The rolling 12-month average people travel time reached 22.9 minutes in January. In January 2026, the average people travel time was 19.3 minutes (for an average trip of 10 km) which was similar to January 2025. | |
| | 6 | Arterial productivity Average number of people moving per hour during the morning peak | Monthly | 29,189 | 30,000 | 30,000 | Not Met | In January 2026, arterial road productivity during the AM peak was 27,122, which was 7% higher than January 2025. Lower productivity is typically expected in January due to reduced demand, the 7% year on year increase indicates higher demand in January 2026 compared with the same period last year. | Continuing optimisation projects and in particular increase in PT patronage will maintain productivity. However, improvements are expected with the completion of large scale projects. |
| | 7 | Freight performance Percentage of the freight network moving without congestion in the interpeak | Monthly | 85% | 85% | 85% | Met | The rolling 12-month average remained steady at 85%. In January 2026, 87% of the Freight Network operated at Levels of Service A-C during the interpeak period which was 2% lower than January 2025, primarily attributable to the anticipated increase in demand and consequently congestion levels. | |
| | 8 | Bus Priority Kilometres of bus priority (including SVL and dynamic lanes) delivered | Quarterly | 6.8km | 4.715km | 10km | Met | In January, an additional 3.3km of new SVL was delivered through the Great North Road Improvement (AT Major Project), optimising the road space to give priority to buses. With an additional 5.6km of new SVL projects in progress. The team is on track to complete a total of 12.44km of new SVL against delivery target of 10km in FY25/26. | |
| Taking Transport From Good to Great | 9 | PT Boardings Annual numbers of PT trips | Monthly | 50.2 million | 52.2 million | 94 million | Not Met | 6M boardings achieved, 390k boardings above January 2025. This year had the highest number of rainy days compared to any January period in the past 7 years: 18 rainy days compared to 4 days in January 2025. YTD patronage of 50.2M pax is above the previous YTD of 50.1M for the first time this FY. Tertiary patronage is showing a 25% year-on-year increase in both unique cards with tertiary concessions and the number of trips. | The Travel Choices and PT Growth teams are preparing for major tertiary activations, with support from universities for promotion and event space. Visitors/cruise map being distributed partnership with Tataki. Gathering feedback on price points from conference organisers and seeking approvals to launch conference pass product, aiming for a March release. |

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Jan-26

| | | | |
|------------------------|-----------------------|------------------------|----------------|
| 5 Above target 2.5% | 11 Target +/- 2.5% | 7 Below Target 2.5% | 1 Not Rated |
|------------------------|-----------------------|------------------------|----------------|

| Objective/ Outcome | ID | Measures | Freq | Latest Result | YTD Target | Year-end target | YTD Status | Performance Commentary | Performance Response |
|-------------------------------------|----|---|-----------|---------------|------------|-----------------|------------|---|--|
| Taking Transport From Good to Great | 10 | PT reliability Percentage of services that start according to schedule | Monthly | 96.6% | 98% | 98% | Met | Bus reliability increased through January to 97.0%, improvement observed across all Operators There were only three days of train operation in January due to block of lines and CRL timetable testing, network performance was solid. Ferry reliability on target, below prior months due to weather cancellations on 20-22 January - 130 cancellations for Pine Harbour, Gulf Harbour and Halfmoon Bay services. | Review of ferry cancellations with operators, reviewing staffing levels and planned maintenance. Close oversight of the performance of Ritchies new units, including fleet availability. Continued participation in fortnightly reliability working group meeting to identify poor performing routes, and work with operators to fix any issues with the timetable or run times. |
| | 11 | PT punctuality Percentage of services that start and end according to schedule | Monthly | 92% | 89% | 89% | Exceeded | There were only three days of train operation in January due to block of lines and CRL timetable testing, network performance was solid. Punctuality highest across rolling 13 months at 93.7% due to less traffic on the network. Last stop punctuality increased by 1.7% to 94.5%, driven by the performance regime for the new bus contracts. Ferry punctuality on target but down on prior months driven by punctuality of Mātiaia services due to high passenger numbers during peak tourist season. | Continue to imbed first stop and last stop adherence for all bus contracts. Drilling down on routes where performance is low. |
| | 12 | PT utilisation for frequent routes during peak | Monthly | 42.5% | 50% | 50% | Not Met | Utilisation across all modes increase by 5% compared to Dec as Aucklanders start to travel again following the holidays. Highest Utilisation Routes: The highest public transport utilisation was recorded on routes 76, 22N, CityLink, INN, 22R, TMK, 11T & 11W. Lowest Bus Utilisation: Frequent bus routes with utilisation below 25% included 67B, 38, 36, 32, 72C, 68 & 35. | The work to include train contactless boarding in the utilisation calculations is progressing, with completion aimed for March. South Auckland Network Review is at high-level findings stage and is on track to provide recommendations by April. |
| | 13 | Farebox Recovery Ratio The percentage of the total PT operating cost recovered through fares | Monthly | 32.3% | 33.5% | 34% | Not Met | Bus 24.5% v 26.7%, Rail 9.7% v 8.0%, Ferry 69.8% v 63.4% PT Contract costs are in line with budget FRR continues to be challenging due to lower than projected patronage (-3.8%) and associated revenue. | Patronage initiatives are in progress as detailed in PT Boarding. The Annual fare & concessions review has been completed with a 5.1% weighted average fare increase approved for a 1 February 2026 deployment. Net c2.4% revenue uplift. Commerciality review activities include a full review full South Auckland Services asap. |
| Core Business and Other Activities | 14 | Safety Deaths and Serious Injuries on the road network in Tāmaki Makaurau Auckland | Monthly | 334 | 335 | <=576 | Not Met | 41 more cases in January which is lower than expected. However due to the usual lag of 3 months in getting the full DSI data, the forecast tool shows that we will not meet the full-year target. | A two-year action plan to address the DSI levels was endorsed by the Transport Safety Committee in November. Programme has focused on treatments that can be implemented quickly and have an impact within this financial year. This includes working with the Assets team to add additional road surface reseals at locations with a history of crashes and poor surface quality. |
| | 15 | Asset condition Proportion of key assets in poor or very poor condition | Quarterly | 16.14% | 17% | 17% | Met | Condition is stable with a statistically insignificant positive movement. | The condition trajectory is slow decay driven by deteriorating road condition and continuing movement of historically lower volume roads into critical category. It is expected for 2026/27 this target will not be met. |
| | 16 | Road maintenance Percentage of the sealed local road network that is resurfaced or rehabilitated | Monthly | 3.7% | 3.8% | 7% | Met | Adverse weather conditions in January have placed delivery slightly behind forecast, with 256.1 km of sealed road resurfaced or rehabilitated, which is marginally below the 265 km forecast. | |

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Jan-26

| | | | |
|------------------------|-----------------------|------------------------|----------------|
| 5 Above target 2.5% | 11 Target +/- 2.5% | 7 Below Target 2.5% | 1 Not Rated |
|------------------------|-----------------------|------------------------|----------------|

| Objective/ Outcome | ID | Measures | Freq | Latest Result | YTD Target | Year-end target | YTD Status | Performance Commentary | Performance Response |
|------------------------------------|----|--|-----------|----------------------------|------------------|------------------|------------|--|--|
| Core Business and Other Activities | 17 | Emission reduction Reduction in operational emissions including AT contracted public transport activities | Quarterly | <1% increase from baseline | 0% from Baseline | 0% from Baseline | Met | PT services are still highly reliant on diesel and diesel service kilometres increased slightly from Q1 FY25 to Q1 FY26 (>1%). The continued rollout of electric buses can ensure AT continues to meet our operational emissions reduction targets, however if diesel service kms continue to increase, emissions targets will be at risk. | |
| | 18 | Low emission buses Number of buses in the Auckland bus fleet classified as low emission | Monthly | 330 | 300 | 350 | Exceeded | 2 new electric buses entered service in January, operated by Kinetic on the Inner Link service. A further 3 electric buses for the Inner Link and 5 for the Outer Link will enter service in the coming months. | We are expecting to meet or exceed the target based on the number of Low Emission Buses that are contracted to enter service during FY26. |
| | 19 | Cycle counts The number of people cycling past defined count sites | Monthly | 1.97 million | 1.95 million | 3.52 million | Met | In January, the cycle movements at the 26 selected counters totaled 288,039, lower than monthly target by 6.8% and reflecting a 5.6% decrease from January 2025 due to rainy days. Over the period from January 2025 to January 2026, a total of 3.48 million cycle movements were recorded at the 26 count sites, indicating a 1.5% increase compared to the corresponding twelve-month period from the previous year. New infrastructure currently being built includes Hobsonville Road and Links to Gt; Surry Crescent and Great North Road will be complete this quarter. | On going investment into Activation Plans and associated programmes to support cycling infrastructure investment, with an objective of continuing to grow cycle counts. Current priority areas include Hobsonville, Mangere and Pt Chevalier. |
| | 20 | Resource consent timeframes Adherence to the service level agreement to provide specialist input into the resource consents | Quarterly | 96% | 90% | 90% | Exceeded | The response rate for January was 100% on time with 22 consents responded to. | |
| | 21 | Percentage of capital budget invested | Monthly | 78% | 90% | 90% | Not Met | Flood recovery programme continues with complex major sites in the West being delivered in the current year. A risk adjusted forecast of the programme will be determined which will better inform a projected year end position and any actions required to deliver in line with SOI expectations. | Increase in capital budget compared to previous years requires a higher level of sustained delivery to meet the SOI target. With risk adjusted, forecast estimates 90% delivery at year-end. A review of the latest forecast has been endorsed by Senior Leaders within the delivery team. |
| | 22 | Percentage of capital programme delivery on time. | Quarterly | 94% | 90% | 90% | Exceeded | Summation of all individual milestone progress, each capped at 100%, divided by the total number of reported milestones | |
| | 23 | Percentage of procurement spend with Māori-owned business | Monthly | 2.58% | 3% | 3% | Not Met | \$31.50 million in direct and sub-contracted AT spend was directed to Māori-owned businesses up to the end of January 26. | The high risk of not achieving at year-end can be mitigated by identifying small physical works projects to be allocated directly to Māori Kāke Mai contractors, nominating Kāke Mai sub-contractors to deliver a portion of every large construction project, prioritising all high-value projects having contract-specific Māori spend KPIs. |
| | 24 | Number of marae improved by AT's programmes. | Quarterly | 2 | 1 | 1 | Exceeded | Improved procurement approach with larger Māori-Pacific owned market engaged in combination with end to end delivery allowed the delivery team to deliver 2 Marae. | |

People and Performance - Auckland Transport

Update

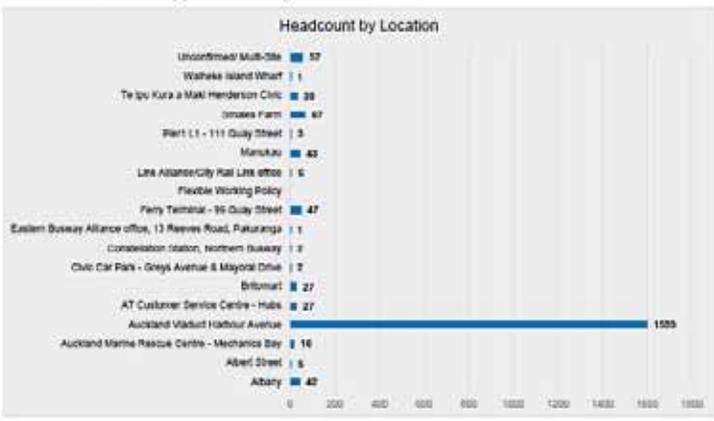
AT's headcount remains within budget levels and continues to be managed under the resource governance group. Within this, some small targeted investment has been made into City Rail Link and technology.

Our demographic measures have remained relatively stable, including ethnicity representation (Māori 5% and Pasifika 7%), median age (43), median tenure of management workforce (4 years) and all staff (2.4 years). Attention continues to be placed on improving Māori and Pasifika representation across our workforce.

Voluntary turnover remains low at 8.5% contributing to total rolling turnover average of 10%. However, two leavers cited GSS or CCD uncertainty or lack of job security as a reason for leaving. With more structural certainty not likely to be available until April 2026, ongoing employment uncertainty continues to sustain a heightened risk of retention against a backdrop of significant organisational change planned for 2026.

Unplanned leave has increased this quarter, with a total of 1390 days in January versus 907 in December. The number of people with leave in excess of 5 weeks has been increased from 17 in December to 28 in January, increasing overall leave liability. This remains a key focus area.

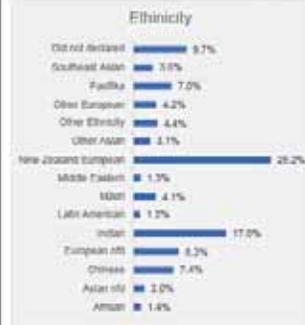
Overall, our people metrics are trending positively, and the deployment of our people plan remains on track in support of the organisation.



Dashboard

Reporting period: January 2026

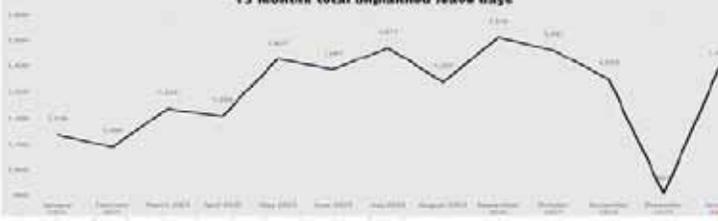
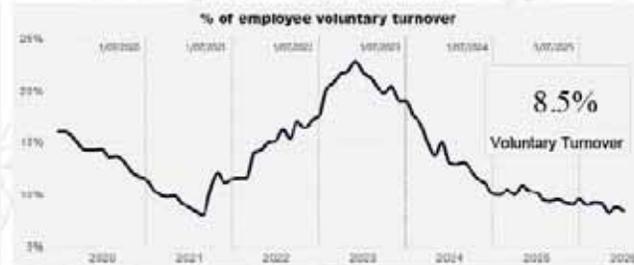
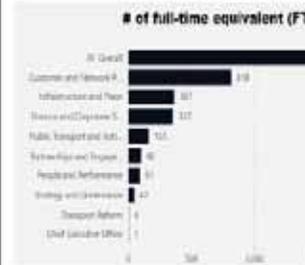
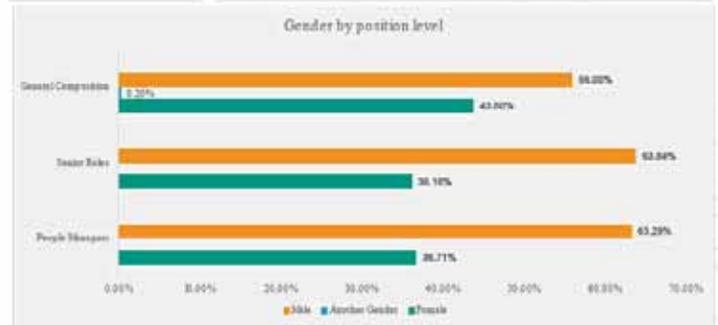
1947.2 Full Time Equivalents | 1,975 Total Headcount



Gender 56:44:0
Male:Female:Diverse

DE&I targets

Māori: 5% : long term 12% current actual 4%
Female Snr Ldrs: 36% Female Ldrs: 38% current actual 35% & 36%





Entered by Board Secretary

| AGENDA ITEM 15 BOARD NOTING PAPER | |
|--|---|
| To: | The Board |
| From: | Kirstine Jones, Executive Officer |
| Reviewed: | Dean Kimpton, Chief Executive |
| Date: | 19 February 2026 |
| Title: | Council Controlled Organisation Reform Transition Update |

Aronga / Purpose

1. To provide an update on Council Controlled Organisation (CCO) reform progress.

Te whakarāpopototanga matua / Executive summary

2. The government introduced the Local Government (Auckland Council) (Transport Governance) Amendment Bill on 5 September 2025.
3. The draft legislation is continuing through parliamentary processes with Royal Assent expected in late March- early April 2026 as per previous advice.
4. A joint transition programme team has been working to respond to the draft legislation, focusing recent efforts on operating model design, following the decision, subject to parliamentary processes, by the Budget and Performance Committee outlining which functions will sit with the Transport CCO.
5. Changing governance arrangements are a focus at this time with the support required to ensure seamless transition being worked through.
6. A Transport Change Director has been appointed to provide strategic and cultural leadership for Auckland's transport governance transition ensuring service delivery, community outcomes and the effective transition of staff are at the heart of the change.

7. The programme team continues to monitor programme risk, with people-related risks and business continuity being key focus areas.

Te horopaki / Background

8. The government introduced the Local Government (Auckland Council) (Transport Governance) Amendment Bill on 5 September 2025. The Bill had its first reading on 16 September and was referred to the Transport and Infrastructure Select Committee.
9. In December, Auckland Council's Budget and Performance Committee agreed the functions for the Transport CCO.
10. Royal Assent is expected late March- early April 2026 and this will mark the beginning of a six-month transition period where Auckland Transport (AT) continues largely with its existing powers and functions. Immediately following Royal Assent, the current board will be replaced by an interim board for the transition period.
11. At the end of the transition period, the Transport CCO will be focused on public transport and all other functions (save for minimal corporate support) will sit with council.

Me mōhio koe / What you need to know

Functional split decision

12. On 15 December 2025, Auckland Council's Budget and Performance Committee agreed the policy objectives for transport reform. Subject to parliamentary processes and required delegations, it agreed the following functions sitting with the Transport CCO:
 - a. Management of bus, rail and ferry contracts, and oversight of day-to-day public transport operations.





Entered by Board Secretary

- b. Public transport service and public transport route planning, including supporting Auckland Council in any review of the Regional Public Transport Plan.
 - c. Responsibility for successful delivery of the City Rail Link, including staff required to complete asset handover from City Rail Link Limited & integration of technology systems.
 - d. Control and operation of public transport assets (such as rail and bus stations, and ferry terminals), including facilities management, and planned and responsive maintenance.
 - e. Minor public transport capital works, including for example small-scale safety improvements, amenity enhancements, bus operational improvements and customer information upgrades.
 - f. Oversight of both operator safety and safety onboard public transport services.
 - g. Minimal corporate support in the Transport CCO, with finance, human resources and other corporate functions delivered through Group Shared Services or Auckland Council where appropriate.
 - h. Public transport specific technology support (AT Mobile, Real Time Information, AT HOP etc) or other business-specific technology should remain with the Transport CCO, with all non-business-specific technology as part of Group Shared Services.
 - i. Customer service functions focussed on public transport, including the contact centre and customer service staff in stations, plus a small communications and marketing team focussed on public transport service changes & marketing of public transport services.
13. All other transport functions will be integrated into Auckland Council.
14. Work has commenced on more detailed operating model design for the Transport CCO and non-public transport functions into Auckland Council to inform structural change proposal consultation documents, transition implementation activity and other integration decisions.

Change leadership

15. Success of transport reform relies on maintaining engaged, motivated staff, who feel recognised for their contribution. Change management expertise is in place to support AT and council leadership to respond to the needs of staff through this change, including equipping them for structure, process and system changes but also considering the cultural shifts required to support success.
16. A Transport Change Director has been appointed to provide strategic and cultural leadership to ensure that both the Transport CCO and Auckland Council move through reform in a coordinated, people-centred way.

Transport CCO governance

17. Transport reform and its transition period also creates new governance arrangements for the Transport CCO. On commencement of the legislation, the current board of AT will be replaced by an interim board. The membership of the interim board will be announced at a meeting of the Appointments and Performance Review Committee on 19 February 2026. Preparation of a comprehensive induction programme for the interim board is underway.
18. The permanent board of the new Transport CCO will be appointed before the end of the transition period. Board members will be supported by an induction programme that will acknowledge the inter-dependent operating environment the new Transport CCO and council will be operating within.

Programme risk

19. The most significant programme risks currently relate to staff experience and engagement. Ongoing uncertainty and the pressure of managing both business-as-usual and transition work are issues. While we have succession planning, acting arrangements, and prioritisation controls in place, these risks are unlikely to be materially reduced until legislation is finalised, structures and roles are certain and the Transition Programme can provide more certainty about future operating arrangements.





Entered by Board Secretary

- 20. A joint team meets weekly to identify and respond to people-related risks and opportunities as they emerge.
- 21. There is a significant focus on maintaining business continuity and ensuring mega-projects like City Rail Link progress with minimal disruption through the transition period.

Ā muri ake nei / Next steps

- 22. We continue to provide timely, relevant updates to our staff, working with council staff on joint communications to ensure aligned messaging across both organisations.

Te pou whenua tuhinga / Document ownership

| Submitted by | Recommended by | Approved for submission |
|--|--|--|
| Kirstine Jones Executive Officer | Scott Campbell Director, Strategy & Governance | Dean Kimpton Chief Executive |
|  |  |  |



**Safety
always**

February 2026 Health, Safety and Wellbeing (HSW) Business Report

Health, Safety and Wellbeing (HSW) Dashboard

- 1.0 HSW Lead Indicators - Auckland Transport
- 2.0 HSW Lag Indicators – Auckland Transport
- 3.0 HSW Lag Indicators – Public transport operators
- 4.0 HSW Lag Indicators – Physical work contractors
- 5.0 Event Trends Mapped Against AT Critical Risks
- 6.0 Appendices



0.0 Executive Summary

Key updates

Health, Safety and Wellbeing performance remained stable and well-governed, with consistent assurance coverage, visible leadership engagement and steady progress on wellbeing, data integration, and digital transformation. Incident rates and injuries remain low, and the organisation continues to embed a mature, proactive safety culture across operations.

1. Governance and Assurance Oversight

Governance and assurance oversight during November 2025, December 2025 and January 2026 was maintained through a targeted programme of formal assurance reviews, site safety inspections, and Authorisations to Work (ATW), providing focused visibility of health and safety risks across AT facilities, public transport operators, and physical works.

- During the reporting period, 14 formal assurance reviews were completed across AT facilities and external operators. This included six AT facility reviews (Westgate, Botany Town Centre, Ōtara, Māngere, Onehunga and Ōtāhuhu bus stops), which identified gaps in emergency procedure visibility, emergency contact information, and partial CCTV coverage at most sites. Three bus depot reviews (Howick & Eastern – East Tāmaki, Rīchies – Birkenhead, and Kīrelic – Mt Roskill) achieved Leadership maturity ratings (Grade 1: 90–100%), with hazardous substances management identified as the primary area for improvement. Two ferry operator reviews were undertaken, with Belaire achieving a Leadership rating (96%), while Fullers360 documentation delays will be finalised in the next reporting period. Additional AT facility reviews at Lincoln Road, Te Atatū and Great Barrier Island identified emergency preparedness and noticeboard currency issues. A Fullers360 audit outcome carried from November into December 2025 achieved an Advanced maturity rating (Grade 2: 76%), with improvement opportunities identified in reporting procedures, risk registers, and investigation documentation.
- A total of 37 site safety assurance activities were undertaken across November 2025, December 2025 and January 2026, including seven inspections in November 2025, eighteen in December 2025 and twelve in January 2026 covering day and night works, wharf inspections, and station environments. Recurring themes included documentation currency (insurance, ATWs, TMP's and BeforeUdig), isolation signage consistency, and plant and vehicle registration compliance. Overall site safety performance remained consistent, supported by positive engagement from field teams.
- Assurance activities undertaken during the Block of Line works across Dec and January observed generally strong safety practices, with works well planned and executed, good contractor engagement on site, and safety controls consistently applied despite the increased delivery activity during the period.
- Formal authorisation controls remained robust. During the period, 107 Authorisations to Work, 16 Change Variation Notices, and 15 encroachment approvals were reviewed. All ATWs were assessed against mandatory supporting documentation, including Health and Safety Management Plans, SWMS, JSAs, permits to work, insurance, competency evidence, and site permissions. Corrective actions identified through assurance and inspection activity are being tracked through the Assurance and Continuous Improvement process, with follow-up continuing into early 2026.

2. Risk and Critical Incident Oversight

- Risk management capability was reinforced through active engagement in multi-agency forums and incident debriefs, including the NZ Crowded Places Forum and the Tāmaki Drive bus incident debrief with Police, FENZ and ATOC. Senior leaders participated in crisis management training to strengthen organisational preparedness and decision-making.
- A lost time injury occurred on the Glen Innes to Tāmaki Drive Shared Path in November 2025, involving lifting operations and resulting in a fractured arm. The injured worker has undergone surgery and is recovering, with a full investigation underway. Event reporting trends during the period continued to highlight service strikes and lifting events as areas requiring ongoing focus.
- Closure of corrective actions associated with a November Eastern Busway Alliance (EBA) service strike event was confirmed by WorkSafe, with the regulator satisfied and no further action required.

3. Workplace Wellbeing and Injury Management

- Workplace wellbeing activity increased during November 2025, December 2025 and January 2026 with demand for counselling services trending upward, particularly in relation to workload pressure, organisational change, performance processes, anxiety and stress. A total of 71 individuals accessed counselling during the reporting period (118 including in-house sessions), supported by the successful go-live of TELUS Health as AT's EAP provider on 10 December 2025.
- Injury and medical management activity included 11 new cases during November and December 2025 with active cases reducing from 31 at the beginning of November 2025 to 19 by end of December 2025. Three recordable injuries occurred in January 2026 (two Lost time injuries and one medical treatment injury), two of them are still under investigation. Support included return-to-work planning, ergonomic assessments, workplace adjustments, and management of complex ACC cases. Targeted interventions addressed vehicle ergonomics, office lighting and shading, manual handling risks, and work-related pain and discomfort.

0.0 Executive Summary

Key Updates

4. Stakeholder and Engagement Activities

- Extensive engagement was undertaken over the period with internal teams, operators, contractors, and external partners. This included six divisional Health and Safety Representative Forums, Safety Leaders Council engagement, depot and facility visits, ferry terminal risk assessment workshops, and City Rail Link station walkthroughs focused on ergonomics and customer safety.
- HSW Reps and Senior Leaders council attendance reduced during the reporting period, likely reflecting Dec-Jan holiday period and key personnel being on leave, alongside increased organizational change, resignations and broader tone shifts across business. Attendance in this area is expected to remain variable in the short term, reflecting the wider macro environment and uncertainty associated with ongoing Transport reform.
- External engagement included Total Mobility tender health and safety assessments, operator PCBU mapping, and collaboration with contractors and regulators on assurance, incident management, and safety maturity initiatives. Engagement activities strengthened shared accountability and improved alignment across AT's operating environment.

5. Training and capability Building

- Capability building remained a key focus, with 103 ecoPortal training sessions delivered across AT, public transport operators and physical works contractors, training over 760 participants. Training focused on event reporting, performance management, and leadership safety walks, with delivery continuing into 2026.
- Additional training included crisis management for senior leaders, DV First Responder training, resilience and trauma response sessions, personal protection training, refreshed manual handling training aligned to WorkSafe guidance, and targeted wellbeing facilitation for high-exposure teams.

6. Strategic Planning and Emerging Projects

- Key system and maturity initiatives progressed during the period. Phase I of ecoPortal remains live, with adoption and training prioritised, while Phase II development (assurance, safety observation, and meeting templates) progressed toward testing in early 2026. The Safety Dalamart Phase 1 was completed and signed off, enabling improved reporting capability.
- Decommissioning of Synergi remained on track, with data extraction completed, integrations ceased as planned, and reporting transitioned to ecoPortal and Power BI.
- Safety maturity, SMS framework refresh, and business partnering models continued to shape the forward programme for 2026.

Overall safety performance remained stable, with continued attention to VTA trends, emergency procedures, contractor oversight, and proactive event reporting capability development.



1.0 Health, Safety and Wellbeing (HSW) Lead Indicators - Auckland Transport

Reporting period - November, December 2025 and January 2026

Leading Indicators

| | | |
|---------------|-----------------|-----------|
| Red | Amber | Green |
| Behind target | Close to target | On target |

Safety index Score Let's Check in AT survey



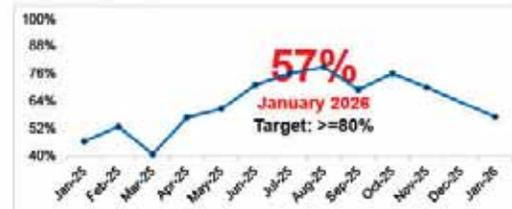
% Safety induction training completion



% HSW Reps attendance



% SLC attendance



% HSW representatives at AT



% of events closed *



* One month lag. Reporting period Dec24 – Dec25

| Health, Safety and Wellbeing key performance indicators | Current period | Previous period **** | FY26 YTD | FY25 | FY24 |
|---|----------------|----------------------|----------|------|------|
| Leadership safety Walks | 27 | 31 | 73 | 106 | 27 |
| Safety inspections | 37 | 35 | 94 | 91 | 67 |
| Safety audits | 14 | 18 | 36 | 14* | ** |
| Proactive safety documentation reviews (Authorisation to work (ATW) issued and Change variation notice (CVN)) | 123 | 130 | 285 | 401 | 331 |
| Events closed in that period | 103 | 202 | 395 | 554 | 468 |
| Safety induction training completed *** | 311 | 209 | 581 | 1057 | 383 |
| Safety engagement meetings | 12 | 44 | 83 | 92 | ** |

* Data from January 2025
 ** No data available in that period
 *** Data source: Think Tank
 **** Previous period: August, September and October 2025



2.0 Health, Safety and Wellbeing (HSW) Lag Indicators - Auckland Transport

Reporting period - November, December 2025 and January 2026

Totals of AT adverse work events this reporting period

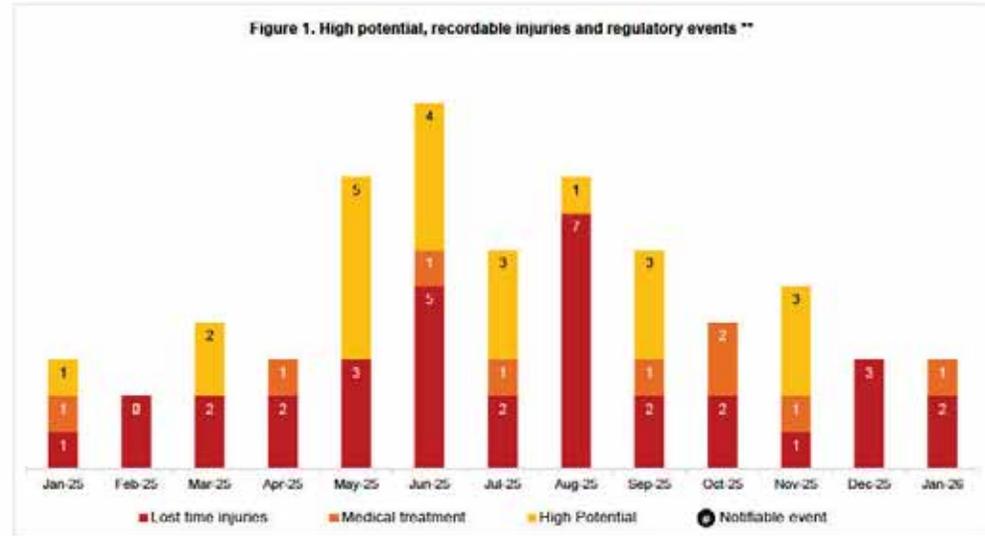
| | |
|--------------|--|
| 0 | Notifiable to WorkSafe NZ An event which is notifiable to WorkSafe under the Health and Safety at Work Act 2015. |
| 8 | Recordable injuries Incident resulting in an injury that requires medical treatment and lost days. |
| 3 | High potential events An event with the potential major or extreme risk consequence that is not a recordable injury. |
| 7.84 | LTIFR Lost Time Injury Frequency Rate |
| 10.45 | TRIFR Total Recordable Injury Frequency Rate |

| Health, Safety and Wellbeing key performance indicators | Current period | Previous period | FY26 YTD | FY25 | FY24 |
|---|----------------|-----------------|----------|-------|-------|
| Notifiable events to WorkSafe | 0 | 0 | 0 | 2 | 0 |
| High potential events | 3 | 4 | 10 | 18 | 12 |
| Lost time injuries | 6 | 11 | 19 | 27 | 26 |
| Medical treatment injuries | 2 | 3 | 6 | 7 | 7 |
| Recordable injuries | 8 | 14 | 25 | 34 | 33 |
| TRIFR * | 10.45 | 15.39 | 12.55 | 10.56 | 10.93 |
| LTIFR * | 7.84 | 12.09 | 9.54 | 8.39 | 8.61 |

* TRIFR Target FY26: 20 % reduction. Measures calculated based on 1,000,000.

Note: While the TRIFR target remains unmet, this likely reflects strengthened reporting behaviours and increased openness in identifying and managing risks.

Figure 1. High potential, recordable injuries and regulatory events **



Note: Figures in the graph above are based on information to hand at the time of reporting and may change following investigation completions.

** Synergi 2.0 and ecoPortal data source from January 2025 to January 2026.

Key insight

During the reporting period, staff experienced multiple workplace injuries due to environmental hazards and physical demands, with prompt medical care received. Significant safety and security incidents included an assault with racist remarks, met with appropriate emergency responses. Issues with infrastructure and equipment, such as property damage and communication failures, highlighted the need for ongoing maintenance. Staff actively reported hazards, and several incidents involving minors underscored the importance of vigilance in public spaces.

AT Action

- Targeted mitigation efforts are being strengthened, including enhanced driver training, passenger safety measures, and continued assurance reviews to verify control effectiveness and follow-up on identified infrastructure risks.



3.0 Health, Safety and Wellbeing (HSW) Lag Indicators - Public transport operators

Reporting period - November, December 2025 and January 2026

Totals of PT adverse work events this reporting period

- 3** Regulatory notifiable events
An event which is notifiable to WorkSafe and Maritime NZ.
- 3** Recordable injuries
Incident resulting in an injury that requires medical treatment and lost days.
- 16** High potential events
An event with the potential major or extreme risk consequence that is not a recordable injury.

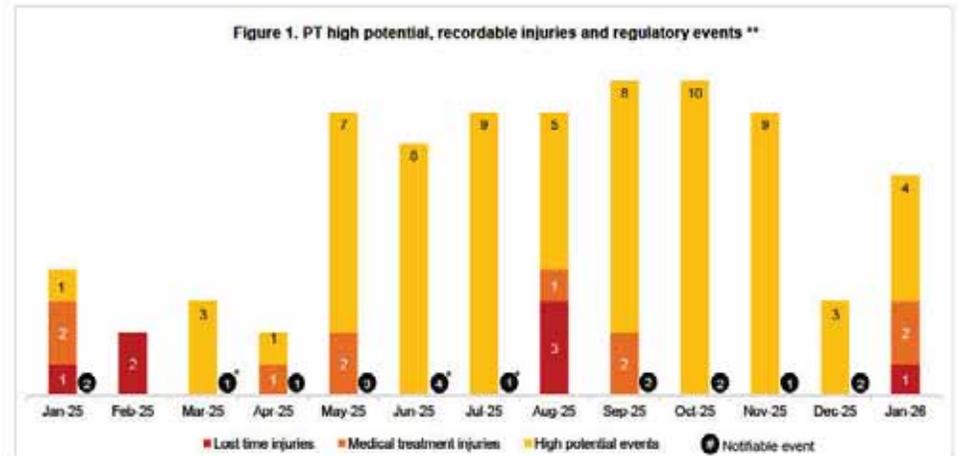
| Health, Safety and Wellbeing key performance indicators | Current period | Previous period | FY26 YTD | FY25 | FY24 |
|---|----------------|-----------------|----------|------|------|
| Regulatory notifiable events | 3 | 4 | 8 | 15 | 5 |
| High potential events | 16 | 23 | 48 | 116 | 142 |
| Lost time injuries | 1 | 3 | 4 | 3 | 0 |
| Medical treatment Injuries | 2 | 3 | 5 | 8 | 5 |
| Recordable injuries | 3 | 6 | 9 | 11 | 5 |

Key insight

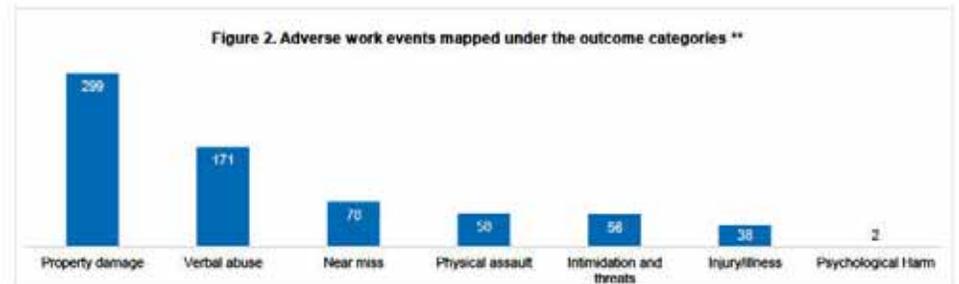
Public Transport (PT) recordable injuries, notifiable events and high potential adverse events (major and extreme risk consequence) reported from November 2025 to January 2026 reveal significant challenges in ensuring the safety of both passengers and bus operators, with incidents ranging from verbal abuse and physical assaults—including weapon-related threats—to fare evasion and passenger misconduct. Drivers have been assaulted and threatened, sometimes requiring medical attention, while passengers have occasionally intervened to assist. Emergency services such as police, fire, and ambulance were frequently called upon, and effective coordination between bus operators and responders proved essential in minimising disruption and ensuring timely care. Fare evasion remains a persistent issue, often escalating to confrontations or vandalism, and regularly necessitating security and police involvement. Vehicle accidents and operational hazards, including road collisions and technical faults, underline the need for ongoing driver training, regular vehicle maintenance, and careful route planning. Finally, communication barriers due to language differences have sometimes complicated emergency response, indicating an opportunity for enhanced language support and training.

Actions

- The roll out of bus driver safety screens continues. Other measures being reinforced to enhance operator safety and response capability, including closer coordination with Police and Operations Control Centre, improved incident response protocols, and additional EAP support for frontline staff following traumatic events. Risk assessments and procedural reviews are underway to address operational errors and strengthen controls for vehicle safety and emergency management.



* Notifiable event not classified as high potential or recordable injury (In June 2025, three events were in that category).
 Note: Figures in the graph above are based on information to hand at the time of reporting and may change following investigation completions.



** Synergi 2.0 and ecoPortal data source from January 2025 to January 2026



4.0 Health, Safety and Wellbeing (HSW) Lag Indicators - Physical work contractors

Reporting period - November, December 2025 and January 2026

Totals of PW adverse work events this reporting period

- 1** Regulatory notifiable events
An event which is notifiable to WorkSafe under the Health and Safety at Work Act 2015.
- 1** Recordable injuries
Incident resulting in an injury that requires medical treatment and lost days.
- 7** High potential events
An event with the potential major or extreme risk consequence that is not a recordable injury.

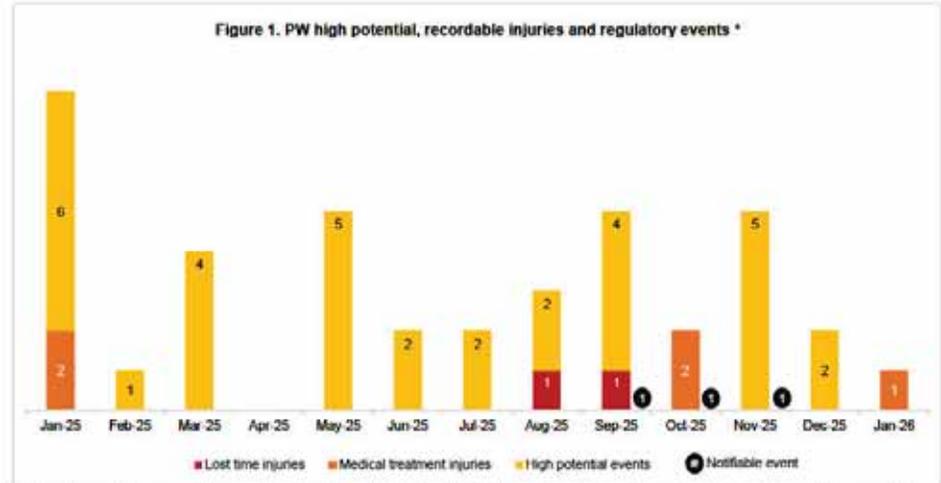
| Health, Safety and Wellbeing key performance indicators | Current period | Previous period | FY 26 YTD | FY25 | FY24 |
|---|----------------|-----------------|-----------|------|------|
| Regulatory notifiable events | 1 | 2 | 3 | 4 | 9 |
| High potential events | 7 | 6 | 15 | 45 | 24 |
| Lost time injuries | 0 | 2 | 2 | 0 | 2 |
| Medical treatment injuries | 1 | 2 | 3 | 3 | 3 |
| Recordable injuries | 1 | 4 | 5 | 3 | 5 |

Key insight

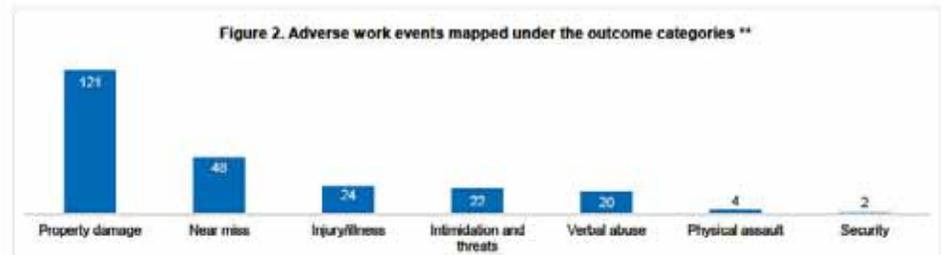
Recent incidents have raised key safety concerns, including a bus collision causing property damage, an unauthorized vehicle entering a closed worksite and assaulting traffic controllers, and delays in emergency response. Additional risks involve crane operation hazards, roller safety, and fire risks from methane in sprinkler pipes during demolition. Staff continue to face public threats, emphasizing the need for better de-escalation training, site security, and emergency procedures.

Actions

- Focused interventions are being implemented to strengthen equipment handling and site safety practices, including refresher training, reinforced supervision, and stricter adherence to permit and closure protocols. Contractors are being reminded of their obligations to maintain effective site controls and mitigate public interaction risks through improved traffic management and hazard communication.



Note: Figures in the graph above are based on information to hand at the time of reporting and may change following investigation completions.



* Synergi 2.0 and ecoPortal data source from January 2025 to January 2026



5.0 Event Trends Mapped Against AT Critical Risks - Auckland Transport and other PCBUs

Key insights

Auckland Transport (AT)

- There was a decrease of 48% in the number of AT critical risk (CR) events reported from 114 in previous three-month period to 61 in the three-month reporting period (Table 1)
 - Violence, threats and aggression (VTA) continue to trend as the most reported CR event, representing 72% of the total reported events from January 2025 to January 2026 (281 out of 393) (Figure 3).
- Sixty-one AT CR events were reported in the three-month reporting period compared to 114 in previous three-month period (Table 1). Forty-six were related to VTA, eight to working inside or outside a vehicle, four to working on operational site and three to exposure to psychological harm (Figure 4).
- Out of the eight outcome categories for the major and extreme risk consequence events, threats and aggression represented the highest proportion at 58% (11 out of 19) over the last 13-month period January 2025 – January 2026, followed by injury/illness at 21% (four out of nineteen) and physical assault, verbal abuse, property damage and near miss at 5% respectively (one each out of nineteen) (Figure 2).

Public transport operators (PTO)

- There was a decrease of 34% in the number of PT events mapped under AT critical risks from 154 in the previous three-month period to 101 in the three-month reporting period (Table 1)
 - VTA continues to trend as the most reported CR events representing 54% of the total reported events from January 2025 to January 2026 (246 out of 457) (Figure 5).
- One hundred and one events were mapped under AT critical risks in the three-month reporting period (Table 1). Fifty-five related to working inside or outside a vehicle, thirty-seven related to VTA, and nine to working on operational site (Figure 6).
- Out of the eight outcome categories for the major and extreme risk consequence events, physical assault represented the highest proportion at 37% (21 out of 57) over the last 13-month period January 2025 – 2026, followed by threats and aggression property damage at 16% respectively (nine each out of 57) and near miss, injury/illness and verbal abuse at 11% respectively (six out of 57) (Figure 2).

Physical works contractors (PWC)

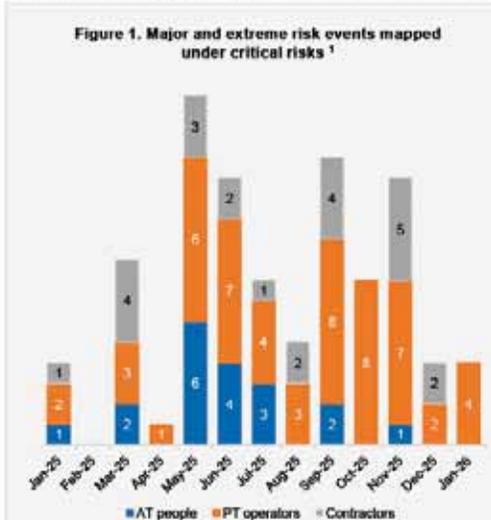
- There was an increase of 6% in the total of number of PW events mapped under AT critical risks from 49 in the previous three-month period to 52 in the three-month reporting period (Table 1)
 - Working on operational site continues to trend as the most reported CR events representing 71% of the total reported events from January 2025 to January 2026 (137 out of 194) (Figure 7).
- Fifty-two events were mapped under AT critical risks (Table 1) in the three-month reporting period. Forty-two related to working on operational site, six related to VTA, three to working inside or outside of a vehicle and one to working near or over water (Figure 8).
- Out of the eight outcome categories for the major and extreme risk events, near miss represented the highest proportion at 55% (12 out of 22) over the last 13-month period January 2025 to January 2026, followed by property damage at 18% (four out of 22) and threats and aggression and injury/illness each at 14% respectively (three each out of 22) (Figure 2).

Dashboard

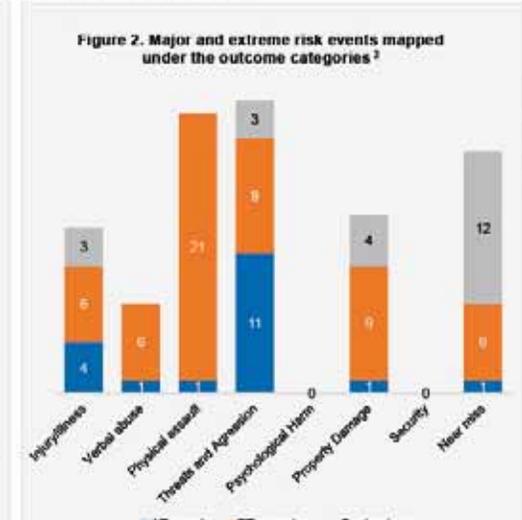
Reporting period status November, December 2025 and January 2026 Data Source Synergi 2.0 and ecoPortal - Table 1

| Adverse work events mapped as AT's Critical risks | Current period | | Previous period | | FY26 YTD | | FY25 | |
|---|----------------|---|-----------------|---|----------------|---|----------------|---|
| | Critical risks | Major and extreme risk consequence critical risks | Critical risks | Major and extreme risk consequence critical risks | Critical risks | Major and extreme risk consequence critical risks | Critical risks | Major and extreme risk consequence critical risks |
| AT | 61 | 1 | 114 | 2 | 212 | 6 | 340 | 17 |
| PT | 101 | 13 | 154 | 19 | 301 | 38 | 227 | 77 |
| PW | 52 | 7 | 49 | 6 | 119 | 14 | 99 | 34 |

Trend reporting period: January 2025 to January 2026 Data Source Synergi 2.0 and ecoPortal



¹ AT critical risks are: CR1 - Violence, threats & aggression, CR2 - Working on operational site, CR3 - Working inside or outside a vehicle, CR4 - Working near or over water and CR5 - Exposure to psychological harm.



² Data source from January 2025 to January 2026

5.0 Event Trends Mapped Against AT Critical Risks - Auckland Transport and other PCBUs

Dashboard

Reporting period status: January 2025 – January 2026 Data Source Synergi 2.0 and ecoPortal

Figure 3. AT Percentage of the total of critical risks (13 months)

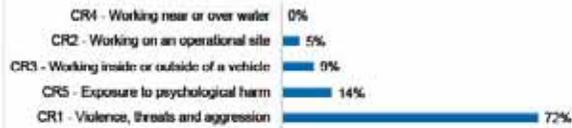


Figure 5. PT Percentage of the total of critical risks (13 months)



Figure 7. PW Percentage of the total of critical risks (13 months)

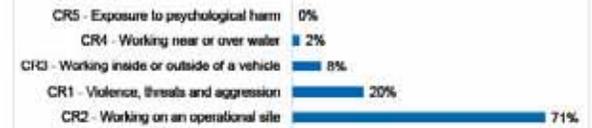


Figure 4. AT events mapped against AT critical risks

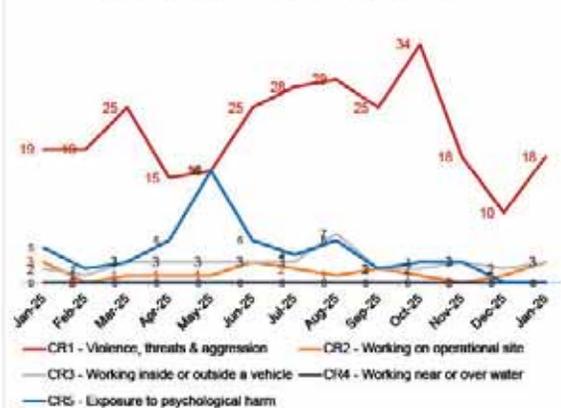


Figure 6. PT events mapped against AT critical risks

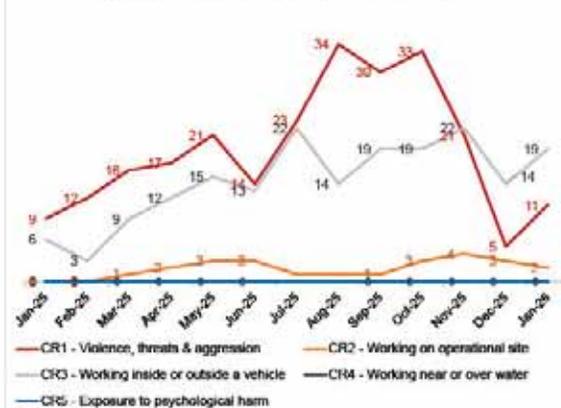
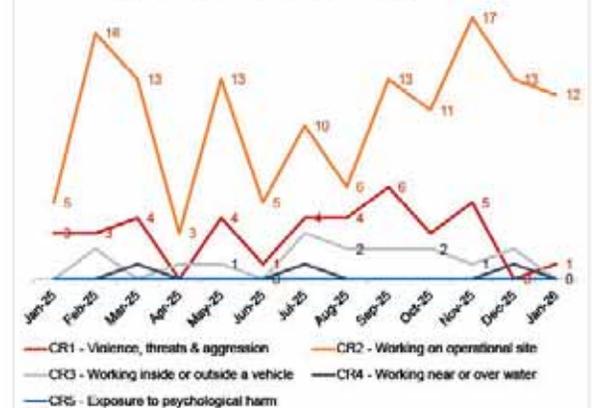


Figure 8. PW events mapped against AT critical risks



Key insights

Across Auckland Transport and Public Transport Operators, violence, threats and aggression (VTA) remain the most frequently reported events mapped to AT's critical risks. For Physical Works contractors, the predominant critical risk continues to be working on operational sites. A significant number of VTA-related events were reported for AT, PT, and PW operators in November 2025. All three operators experienced a decline in these events during December 2025; however, there was an observed increase in VTA incidents in January 2026. PW critical risk reported events also recorded an increase in events related to working on operational sites in November 2025 and then decreases in December 2025 and January 2026. This could be attributed to time pressures due to time of year. This trend may be due to time of the year and temporary in nature and may be early to interpret it as indicative of any particular control effectiveness or not.

Action

Enhanced de-escalation training is being refined based on participant feedback to further support frontline staff in managing VTA incidents. For contractors, continued emphasis is being placed on operational site safety, with targeted assurance reviews and engagement to maintain reporting quality and strengthen control measures – ongoing.

6. Appendices

6.1 Safety legal environment

6.2 Health and safety definitions

- A. Injury severity classification
- B. Event definitions

6.3 AT WorkSafe Notifiable, Recordable Injuries and High Potential Adverse Events



6.1 Safety Legal Environment

From the Courts and News

No Court actions listed for December 2025.

Health and Safety Reps making a difference

WorkSafe's recent engagement with Health and Safety Representatives (HSRs) has highlighted the important contribution they make to workplace safety culture across Aotearoa. Many HSRs enter the role with a strong motivation to improve conditions for colleagues, yet the role is often misunderstood or inappropriately expanded by operational leaders. This has resulted in HSRs being tasked with activities—such as leading audits or writing procedures—that fall outside their intended scope.

A clear framework has emerged to support appropriate role clarity, centred on three core attributes:

- **Care** – the intrinsic commitment HSRs bring to representing worker voice.
- **Capability** – the knowledge and skills developed through formal training, which is frequently delayed.
- **Capacity** – the time and energy available alongside their primary duties, which varies significantly among individuals.

New HSRs benefit from adopting a "start small, grow tall" approach, focusing initially on listening, relationship-building, and understanding the experiences of workers. Their effectiveness is maximised when they act as a conduit between workers ("voices of experience") and organisational leaders ("voices of intent"), influencing positive change through relational strength, empathy, and clear boundaries around their responsibilities.

Wellbeing of People (Corrections)

The Department of Corrections' Hōkai Rangī strategy (2019–2024) anchors its purpose in the wellbeing of people. Chief Executive Jeremy Lightfoot emphasises that authentic care is essential for effective health and safety leadership. Early concerns that the strategy focused too heavily on people in Corrections' care, at the expense of staff, led to a clearer organisational emphasis: **staff wellbeing is a prerequisite for delivering safe, high-quality outcomes.**

Lightfoot has prioritised **safe, direct conversations with frontline staff**, meeting them in small groups with union support to create psychologically safe environments for honest dialogue. These conversations inform executive understanding of the realities of frontline work.

He also sponsors the **Critical H&S Risks Programme**, which establishes unified Critical Control Protocols across the organisation. The first focus area—hazardous substances—highlighted the complexity of coordinating controls across multiple functions. Subsequent priorities include **violence and aggression** and **machinery risks**, supported by a funded organisation-wide action plan.

Overall, Corrections is shifting to an **evidence based, systematised approach** to critical risk management, with staff capability, safety, and wellbeing positioned as central to organisational success.

In the Spotlight – Lindy Nelson

LINDY NELSON is the Chair of Safer Farms and brings a strong farmer – led perspective to health and safety.

Here are the key highlights on the first unifying safety strategy for NZ agriculture that maps out what the sector needs to do to reduce harm:

- Chair of Safer Farms, leading efforts to reduce harm and fatalities in agriculture.
- Farmer with lived experience of farm risk, including a serious early accident that shaped her safety focus.
- Strong advocate for practical, farm-relevant safety solutions, not compliance-driven approaches.
- Key contributor to the Farm Without Harm sector-wide safety strategy.
- Focused on changing farming culture and "rewriting the story of harm" across the sector.
- Emphasises shared responsibility and looking out for one another on farms.
- Motivated by protecting people rather than being a traditional health and safety professional.

Risk Matrix- From Assessment to Capacity

JEFFERY LYTH advocates moving away from traditional risk matrices, which often lack genuine workforce input, towards a HOP framework for risk capacity. The Human and Organisational Performance (HOP) approach values worker insights, promotes adaptability, and prioritizes learning and resilience. Instead of paperwork-driven assessments, contemporary risk management should focus on collaboration and real-world practices to ensure safe failures rather than catastrophic ones.

Learning as the Method

HOP focuses on continual learning before and after incidents. Learning Teams help workers describe how they manage daily risk, allowing early identification of high-risk tasks and weak controls. The 4Ds (Dumb, Dangerous, Difficult, Different) provide a simple way to start these conversations.

Where Capacity is Low

Risk assessment shows what might go wrong; risk capacity shows how well we recover. Prioritise awareness and preparation—favour storytelling and curiosity. Begin where risk is high and capacity is low.

Start small: one discussion, one Learning Team, one question—*How much risk can this system tolerate before someone gets hurt?*

6.1 Safety Legal Environment

From the Courts and News

From the Courts in January 2026.

District Court overturns WorkSafe improvement notice

In late 2025, the District Court overturned an improvement notice issued by WorkSafe New Zealand to Pharmedix Extracts Limited (PEL), finding the notice was based on an incorrect interpretation of the Health and Safety at Work (Hazardous Substances) Regulations 2017. The case is significant beyond its specific facts because it reinforces orthodox statutory interpretation principles, confirms that regulations must be applied consistently with the purpose and duties of the Health and Safety at Work Act 2015 (HSWA), and highlights the importance of expert evidence in technically complex matters.

The improvement notice arose from PEL's use of a supercritical CO₂ extraction process involving CO₂ expanded ethanol (CXE), a substance with different properties to liquid ethanol. WorkSafe treated the process as involving the use of a flammable liquid (ethanol at standard temperature and pressure) and required PEL either to upgrade its facility to meet flammable liquid workstation requirements or apply for an exemption. PEL contended that the substance actually "being used" was CXE, that credible leak risks involved a flammable gas rather than a liquid, and that applying flammable liquid controls would undermine existing, appropriate gas-risk controls and increase risk to workers.

The Court accepted PEL's position, holding that WorkSafe had misinterpreted and misapplied the Regulations by focusing on ethanol's classification at standard conditions rather than the substance actually used in the process. It found WorkSafe took irrelevant considerations into account, failed to consider relevant expert evidence, and incorrectly "shoehorned" the process into existing regulatory categories. Critically, the Court concluded that WorkSafe's interpretation undermined HSWA's primary purpose by mandating controls that would increase, rather than minimise, risk. As a result, the improvement notice was held to be unreasonable in an administrative law sense and was set aside.

RCF Trading Ltd.

WorkSafe has accepted an EU after a worker lost four fingers when her hand was pulled into an unguarded meat mincing machine in Albany, Auckland, in January 2024. She was trying to clear a blockage in the feed inlet. The machine's guard had broken off two months earlier and hadn't been replaced. Under the EU the company will make a payment to the injured worker, develop a 'Good Work' toolkit to communicate H&S information in Simplified Chinese, distribute the toolkit within the Chinese business community, and donate to the NZ Qionghai Association (WorkSafe NZ, 11 December).

Prosecution – Overhead Lines

NZ Solid Ltd was fined \$330,000 and ordered to pay reparation (amount suppressed) after an August 2023 incident in which an employee delivering timber to a residential construction site in Greenhithe, Auckland, died when his truck-mounted crane struck overhead power lines. He had raised concerns about lack of site space and the proximity of the lines but was told to carry on and given an access code to get into the site. The crane was operating 2.5m from the lines, inside the legal minimum of 4m. The company's lift plan and risk assessment were inadequate (WorkSafe NZ, 17 November).

Maritime NZ reports

HSW Act regulator Maritime NZ's [annual report](#) for 2024/25 highlights three of its prosecutions taken under the HSW Act:

- Tony Gibson for failing to exercise due diligence as chief executive of POAL ("The case highlighted the importance of executive accountability in managing critical safety risks. An appeal is currently under way.")
- Lyttelton Port Company after a stevedore was killed ("Since the incident, Lyttelton Port Company has implemented new safety measures, including designated safe zones and enhanced CCTV monitoring.")
- KiwiRail after the Aratere ferry grounding ("The charges relate to failures in ensuring crew and passenger safety. The case is currently before the courts.")

The report says Maritime NZ in February 2025 formed the Fishers Health and Safety Leadership Group, in collaboration with a number of major fishing companies and others and inspired by the success of the Port Health and Safety Leadership Group.

WorkSafe's annual report

WorkSafe's [annual report](#) for 2024/25 reveals the number of "prosecutions disposed" for the year was only 39, down from 67 the previous year and 72 in the year before that. The report says WorkSafe is changing its approach to reflect the Minister's directives: more guidance and support, more focus on critical risk, more use of ACOFs developed by the regulator or by industry, and a focus "on helping duty holders do what is proportionate to the risks and avoid overcompliance". WorkSafe anticipates making greater use of EUs and taking an "even-handed" approach to enforcement, "which includes strengthening our approach to worker breaches of duty".

6.2 Health and Safety Definitions

A. Injury severity classification

| Event Consequence Severity | | | | |
|---|--|--|---|----------------------------|
| Insignificant | Minor | Moderate | Major | Extreme |
| No injury or illness, near miss, minor soreness or discomfort requiring no treatment, Little damage or no threat to health, Property damage | Injuries with service up to first aid; Discomfort requiring intervention i.e. Physio up to 2 visits; Minor health effect, fully reversible in short time; Asymptomatic or mild symptoms; clinical or diagnostic observations only, intervention not indicated; Non-physical stress | Medical treatment injury/ Lost time injury/ Restricted work injury/ Notifiable event*, A diagnosed occupational illness case, Moderate, minimal, local, or non-invasive intervention indicated but not immediately life threatening; Moderate, minimal, local, or non-invasive medical intervention indicated. | Major lost time/ Notifiable event***; Permanent disability or irreversible health problems resulting from injury or occupational illness; Unlikely to return to work with significant modifications | Fatality; Notifiable event |

* It could be a cut requiring stitches due to contact with a sharp object, a minor fractured limb after being caught in something or falling from height, minor electric shock (not static)

** It could be an escalation of any of the moderate/minor examples of incidents. Major electric shock or burn injury, admittance to hospital, loss of consciousness or entrapment of a person, loss of limb or feeling

B. Event definitions

| Event type | Definition |
|----------------------|---|
| LTI | Lost time injury. A lost-time injury is defined as an occurrence that resulted in a fatality, permanent disability or time lost from work of one day/shift or more. |
| MTI | Medical treatment injury. Requiring treatment by, or under the specific order of a registered Medical Practitioner or any injury which could be considered as being one that would normally be treated by a registered Medical Practitioner, and • Results in less than a full shift being lost from work, and • Requires treatment beyond the scope of normal first aid treatment such as sutures or the issuing of prescribed medication. |
| Recordable injuries | A recordable injury is a work-related incident that results in: medical treatment beyond first aid and one or more days away from work. |
| Notifiable events | An event reported to: <ul style="list-style-type: none"> • WorkSafe: When as a result of works being undertaken, a death, notifiable illness or injury or notifiable incident occurs. • Maritime NZ: Accidents, incidents and mishaps reportable to Maritime New Zealand in accordance with Section 31 of the Maritime Transport Act 1994 and Section 56 of the Health and Safety at Work Act 2015. • Waka Kotahi NZ Transport Agency: Accidents and incidents associated with the operation of a rail vehicle, the use of the railway infrastructure or the use of railways premises in accordance to Railways Act 2005 and Health and Safety at Work Act 2015. |
| High potential event | An event classified as major or extreme risk consequence that is not a recordable injury. |
| Near miss | Any unplanned incidents that occurred at the workplace which, although not resulting in any injury, disease or damage, had the potential to do so. |
| Harm | An event involving Verbal abuse, Intimidation and threats or Assault |
| Hazard | A source or a situation with a potential for harm in terms of human injury or ill-health, damage to property, damage to the environment, or a combination of these. |



6.3 WorkSafe Notifiable, Recordable Injuries and High Potential Adverse Events – Auckland Transport

Event Details – November & December 2025 and January 2026 reported events

| Event Details | Event Description | Event Type | Actual Severity | Potential Severity | Findings and actions | Status |
|--|---|------------|-----------------|--------------------|--|---------------------|
| <p>AT Employee (affected person) Case id: EVN00256 Date of Event:18/01/2026 Date Created:18/01/2026</p> | <p>A staff member slipped on a wet surface, twisting their left knee and injuring their left shoulder. Unable to drive, the staff member was assisted to White Cross, where X-rays showed no fractures. Due to severe pain, the doctor applied immobilisers to both the knee and shoulder, prescribed pain medication, and recommended 11 days of rest with a follow up review scheduled for 28 January</p> | LTI | Moderate | Moderate | <p>Staff member given additional medical certificate. Now 10 days LTI. Awaiting follow up appointment with doctor. A review of the event has been completed with the staff member and their people leader. Discussions were held on situational awareness and the need for a reminder on slip, trips and falls</p> | Closed |
| <p>AT Employee (affected person) Case id: EVN00282 Date of Event:21/01/2026 Date Created:22/01/2026</p> | <p>A staff member slipped and sprained their left knee while returning to their car. They saw their GP and was given a knee brace due to difficulty walking.</p> | MTI | Moderate | Moderate | <p>Staff member feels better. Has seen a physiotherapist and had an x ray showing no fractures.</p> | Under investigation |
| <p>AT Employee (affected person) Case id: EVN00333 Date of Event:30/01/2026 Date Created:30/01/2026</p> | <p>A staff member was verbally abused, physically assaulted, and threatened by a man holding beer cans. The incident included racist remarks and resulted in locking himself in his car, recording the situation, and contacting authorities for assistance.</p> | LTI | Moderate | Moderate | <p>Staff member went to own doctor 3 days after the event. Received medical certificate for 4 days off work. Still under investigation.</p> | Under investigation |
| <p>AT Employee (affected person) Case id: EVN00047 Date of Event:08/12/2025 Date Created:08/12/2025</p> | <p>The staff member experienced increasing right-side back pain while working on the Southern Train between Watemata and Parnell. After notifying their supervisor, they were advised to return to base and subsequently visited City Med with their supervisor for medical attention.</p> | LTI | Moderate | Moderate | <p>The AT staff was performing standard duties involving movement through a moving train, which naturally includes dynamic balance adjustments, twisting, and repetitive walking. There was no single identifiable event or mechanism of injury, making the root cause unclear. The mobile and unpredictable nature of the environment (train motion, uneven surfaces, and customer interactions) may contribute to musculoskeletal strain over time.</p> <p>Opportunities / Learnings</p> <ul style="list-style-type: none"> • Review and update ergonomic assessments for transport officers working on trains, with particular focus on posture, balance, and repetitive movement in dynamic environments. • Reinforce best-practice guidance for staff on safe movement onboard public transport, including handling sudden train movements, maintaining stable posture, and avoiding awkward twisting. • Consider implementing periodic refresher training on musculoskeletal injury prevention. • Continue monitoring for trends in similar injuries to identify whether additional controls or support tools are required. A review of the ergonomic assessments for train-related tasks is taking place and training provided on proper posture and manual handling techniques. | Closed |



6.3 WorkSafe Notifiable, Recordable Injuries and High Potential Adverse Events – Auckland Transport

Event Details – November & December 2025 and January 2026 reported events

| Event Details | Event Description | Event Type | Actual Severity | Potential Severity | Findings and actions | Status |
|--|---|------------|-----------------|--------------------|--|--------|
| <p>AT Employee (affected person) Case id: EVN00094 Date of Event:14/12/2025 Date Created:15/12/2025</p> | <p>A staff member sprained their ankle at the office. Initially, there was little pain, but by early morning, their right ankle became swollen and painful, making it difficult to walk.</p> | LTI | Moderate | Moderate | <p>Staff member was seen by doctor and received an ACC medical certificate to be off work for 5 days.</p> <p>The staff member was unable to explain what happened for the twisted ankle to occur. Discussion was held with the staff member and people leader regarding taking time rather than rushing to reduce the risk of slips, trips and falls.</p> <p>Staff member returned to work without requiring a return-to-work plan.</p> | Closed |
| <p>AT Employee (affected person) Case id: EVN00033 Date of Event:04/12/2025 Date Created:05/12/2025</p> | <p>A staff member slipped while descending stairs near the kitchenette, landing on their back and injuring their right pinkie finger.</p> | LTI | Minor | Moderate | <p>The injured person consulted a doctor, and a fracture was ruled out. The doctor issued a medical certificate for 10 days of rest. The injured person has returned to work with no ill effects.</p> <p>After a review of the incident, and a review of the ergonomics of the stairwell, signage has been added to the stairwell area to remind people of the potential slip/trip hazard.</p> | Closed |
| <p>AT People (affected person) Synergil No: 37906 Date of Event:11/11/2025 Date Created:11/11/2025</p> | <p>The staff member sustained a lower back injury after tripping on a kerb while working on the road and twisting to avoid a fall.</p> | LTI | Moderate | Moderate | <p>After a review of this event, the employee and their people leader have been reminded that situational awareness remains a key component of officer safety, even in environments that appear safe and familiar.</p> <p>Simple accidents can still occur despite favourable conditions and adherence to normal work practices.</p> <p>Recognising and reporting incidents early supports timely medical intervention and effective recovery.</p> | Closed |
| <p>AT People (affected person) Synergil No: 38022 Date of Event:25/11/2025 Date Created:25/11/2025</p> | <p>The staff member was injured in a basement carpark after stepping on an exposed metal prong left by a construction company, resulting in a 3cm cut to their left foot. The incident occurred because cones were placed incorrectly, making the hazard difficult to see in the dark. The injury required medical treatment, including a tetanus shot and wound dressing, and the construction manager was notified of the safety issue.</p> | MTI | Minor | Moderate | <p>The contractor had failed to adequately cordon off the area where the metal pipe has been stored. While some cones were in the area, they did not clearly identify that there was a hazard in the area.</p> <p>The contractor was engaged in the investigation and has reviewed their processes for hazard identification and communication.</p> | Closed |



6.3 WorkSafe Notifiable, Recordable Injuries and High Potential Adverse Events – Auckland Transport

Event Details – November & December 2025 and January 2026 reported events

| Event Details | Event Description | Event Type | Actual Severity | Potential Severity | Findings and actions | Status |
|---|--|--|----------------------|--------------------|---|----------------------------|
| <p>AT People (affected person) Synergi No: 37809 Date of Event:01/11/2025 Date Created:01/11/2025</p> | <p>A masked child, around 8-9 years old, threatened with a gun and demanded \$20, but left when refused. The panic button was pressed and security was notified. The incident caused a brief moment of fear and anxiety.</p> | <p>Harm - Intimidation and Threats (Grade 4 - 6)</p> | <p>Insignificant</p> | <p>Major</p> | <p>A recent incident involving a suspected firearm, later confirmed to be a toy, was treated as a serious threat due to uncertainty at the time. A high potential threat assessment was maintained, and appropriate escalation and support measures were implemented. Staff were contacted immediately, advised to remain indoors, and offered wellbeing support. Follow-up occurred over several days, including relocation of affected staff, review of emergency procedures, and coordination with police to obtain a case number. While the residual risk is low based on available data and the nature of the item, the response ensured safety and preparedness were prioritised.</p> | <p>Closed</p> |
| <p>AT People (affected person) Synergi No: 37991 Date of Event:20/11/2025 Date Created:20/11/2025</p> | <p>Bus collided with the New Lynn Station glass awning, resulting in the awning shattering and damage to the roof of the bus. There were no passengers on board at the time, and no injuries were reported. Emergency services, including Police and Fire, attended the scene. Service Delivery Supervisor New Lynn was informed, and the mechanic (Cori) attended the scene.</p> | <p>Property damage</p> | <p>Moderate</p> | <p>Major</p> | <p>This is under investigation with the Police and we are awaiting a follow up report.</p> | <p>Under investigation</p> |
| <p>AT People (affected person) Synergi No: 37889 Date of Event:10/11/2025 Date Created:10/11/2025</p> | <p>An ATOC operator observed teenagers jumping from the ferry terminal roof and attempted to warn them using the PA system, but a speaker issue prevented the message from being heard. The operator reported the speaker issue and called security, who arrived, warned the group, and the teenagers left without further incident. Later, another group gathered, with one boy jumping from the roof. The operator notified Police, who advised to contact security if the situation escalated. No further incidents occurred.</p> | <p>Near miss</p> | <p>Moderate</p> | <p>Major</p> | <p>Offenders complied with requests and left site. Messages have gone out to the public regarding actions at Stanley Bay including a public meeting several years ago. The following protocols will continue: • Maintain "No Swimming" signs at Stanley Bay. • Keep roller brushes along roof edges to deter youths from climbing. • Continue monitoring as offenders find new ways to bypass measures • Liaised with local Police - Note that Police attendance is rare, but offenders usually leave before Police or ArmourGuard arrive. • Recognize that locals (including parents) believe they have the right to swim, and Council has not enforced restrictions - to remind by letter / email to CC for actions • Acknowledge that Council members are residents, and some adults swimming are the same individuals. - AT followed up but this is a long-standing issue that Council has not addressed.</p> | <p>Closed</p> |





Transport Safety Performance Report

26 February Board



1. Executive Summary

Transport Safety Progress

The Auckland Plan 2050 has a vision of a safe transport network, free from death and serious injury (DSI) Aucklanders expect to travel around their region safely.

Key progress

Road Safety Fatal Crash Reporting

- Auckland Transport (AT) receives weekly reports from the Police Serious Crash Unit. This information forms the basis of the Road Safety Engineering fatal crash reports.
- In 2024 there were 25 fatal crashes reported on AT Roads, with 27 recommendations for safety improvements, of which all have been completed.
- In 2025, there were 24 fatal crashes reported on AT Roads, with 15 recommendations for safety improvements, of which seven have been completed and eight remain open.
- In 2026 there has been one fatal crash reported on AT Roads, which is currently under investigation.

Rail Safety

- Although historical data shows a consistent downward trend from 2018 through 2024, the latest 12-month trespassing total now exceeds the annual figures for 2024
- Trespassing incidents have increased by approximately 4% compared to the same period in 2024
- However, reported trespassing incidents associated with Potential Self-Harm (PSH) have declined by more than 50% during the same timeframe
- Barrier arm collisions and near misses have decreased compared to the same months last year.
- SPAD A* incidents have increased 42%

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

- Installation of tunnel intruder alarms across CRL tunnels and the wider rail network
- Development of a comprehensive rail network trespass mitigation plans
- Level crossing risk assessments are underway for completion by January 2026
- KiwiRail has been directed by the Rail Safety Regulator to install European Train Control System (ETCS) on its Auckland locomotive fleet by August 2026, reducing the risk of SPAD incidents on KiwiRail-operated services.

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

Key insights

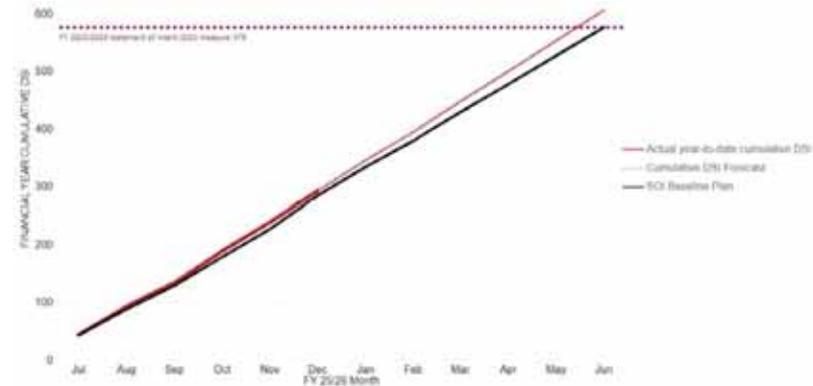
The SOI measure for FY 2025/26 is no more than 576 deaths and serious injuries (DSI)

- Our SOI target for the financial year (2025/26) is no more than 576 DSI. There have been 290 provisional DSI, 13 fatalities and 177 serious injuries on Tamaki Makaurau roads as of 5 January 2026.
- The graph below shows that while the figures are provisional, they are still tracking to not make the 576 DSI in the SOI.

SOI Performance tracking:

- This graph uses a baseline of the previous five years data, plots the actual DSIs, and forecasts the performance monthly, towards meeting the measure or not by the end of each financial year.

Year-to-date deaths and serious injuries (DSI) compared to SOI measure (FY 25/26)



Injury data has been sourced from the Waka Kotahi NZTA Crash Analysis System (CAS) into the Auckland Transport Safety Intelligence Tool database.



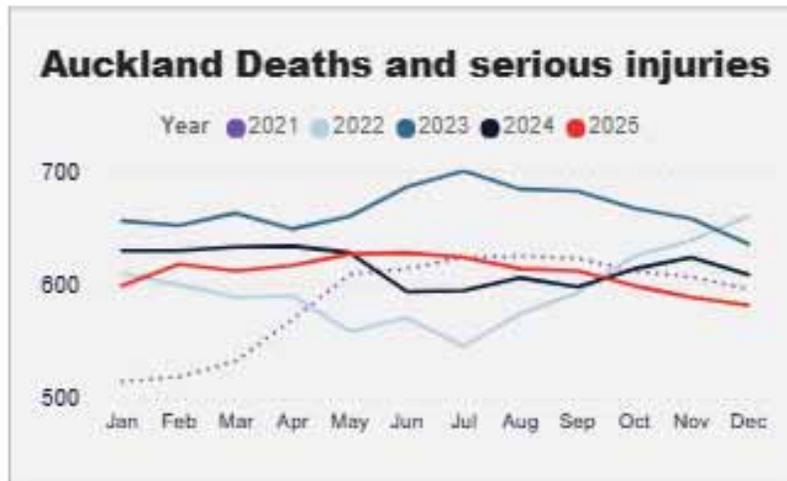
Deaths and serious injuries (DSI) reporting

Key insights

DSI insights over the past twelve months, from January 2025 to end of December 2025, as of 5 January 2026 (provisional data).

It is important to remember that the Safe System supports 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.

- 582 people were killed or seriously injured on all Tamaki Makaurau roads in the past 12 months, compared to 609 in the previous 12 months.
- There has been an increase in fatalities, from 36 to 40, and a decrease in serious injuries from 573 to 542. The overall number of DSIs remain relatively static over the past five years.
- Most of the harm continues to happen on our local roads at 89%.
- 49% 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 18% of Auckland's population, and 24% of people killed or seriously injured on our roads.



Deaths and Serious injuries over past five calendar years 2021-2025 (2025 provisional data)



Transport safety FY24/25 critical success factors - Auckland Transport

Legend: ● On track ● On watch ● Off track

Safe System

The Safe System is the strategic tool used to improve the safety of the Auckland transport system. This approach acknowledges that people make mistakes and that we need to work with our partners to strengthen all parts of the system. As part of this work, we are focusing on providing relevant data and insights to inform planning and decision-making.



Transport Safety dashboards

Partnership and strategy update

- Following Board approval of the Road Safety Action Plan 2025-27 in December, we are progressing with a third Road Safety Business Improvement Review. This is expected to be completed by June 2026. This will provide us an opportunity to ensure the work we are doing meets best practice of Safe System outcomes, and will provide us with a roadmap for coming years.
- Auckland Transport hosted the Road Safety Forum in December 2025, a number of important topics were covered and it was well represented by Elected Members and the Road Safety Community.
- We are in the process of developing Safety Performance Indicators (SPI's), these will enable us to monitor progress and outcomes for Auckland's unique road safety challenges.
- The Tamaki Makaurau Road Safety Governance Group is committed to meeting in 2026, with the next meeting in February, however it is important to note that all road safety agencies are in some form of change, we are unsure at this stage, the effect this will have on this group.

Insights update

- AT safety research on the Network Disruption of Serious Crashes has increased research interest on the travel disruption and delay from crashes with follow-up analysis reported by media in December
- The qualitative road safety data project is in the process of presenting its findings to internal and external stakeholders, as feedback is received we will be able to finalise a plan and next steps which will form some of the research programme going forward.

Advocacy

The Safety Advocacy Plan identifies the priority focus areas for policy and legislative changes to improve road safety outcomes across Tamaki Makaurau. These are long term priorities which will require Central Government support and commitment to achieve.

Advocacy plan implementation update

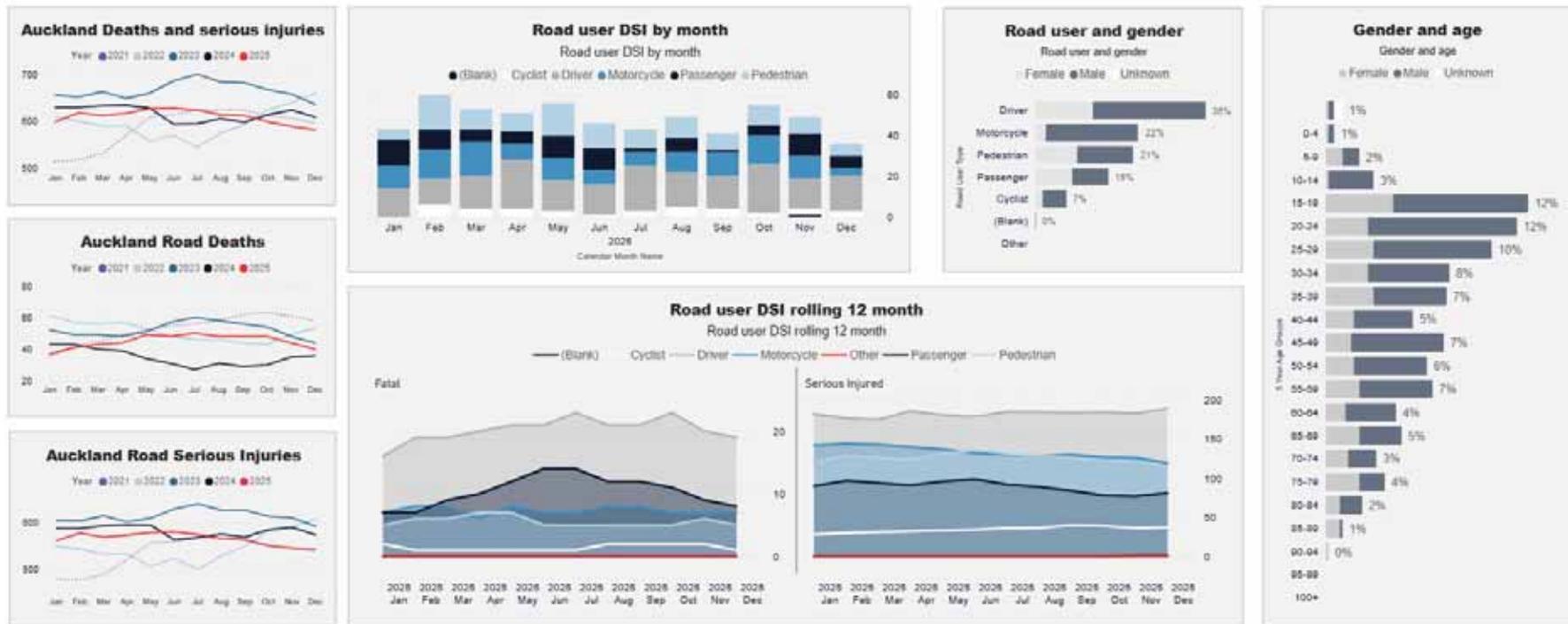
- A meeting with the Ministry of Transport is planned for January 2026, which will enable us to get updated information on the legislative proposals of 2025. We will provide a further update in the next report.



Deaths and serious injuries (DSI) reporting

Road user DSI dashboard

Death and serious injuries from Crash Analysis System (CAS) calendar years 2021 – 2025 (provisional data)



Injury data has been sourced from the Waka Kotahi NZTA Crash Analysis System (CAS) into the Auckland Transport Safety Intelligence Tool database
 Definition: People walking include people on foot, wheeled recreational devices, wheelchairs and mobility scooters



Temporary Traffic Management Events

Temporary Traffic Management Crashes

Auckland Temporary Traffic Management Crashes (2020 – December 2025)

- A total of 452 crashes were recorded at TTM sites over this five-year period.
- The number of crashes reported at Temporary Traffic Management (TTM) sites has shown a decline between 2020 and 2025.
- The decline may be attributed to reduced levels of incident reporting rather than an actual drop in crash occurrences.
- From January to December 2025, 32 crashes were reported, representing just 7% of the five-year total and a 48% decrease compared to the same period in 2024, which saw 66 reported crashes.
- The highest annual total was in 2020, with 114 crashes—an unexpected peak given the overall reduction in traffic volumes during COVID-19 lockdowns.

All reported crashes at temporary traffic management sites (2020 – 2025)



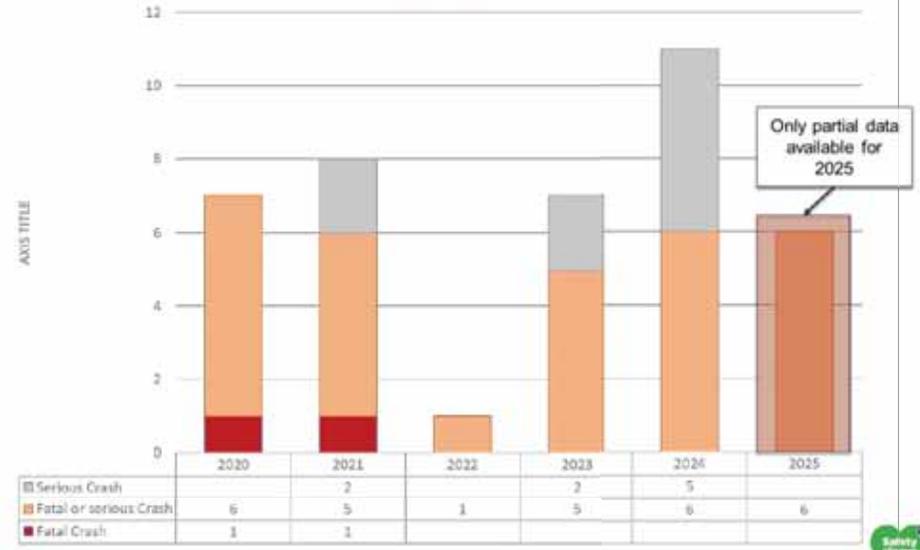
*The crash data combines two key sources:

- NZTA Crash Analysis System (CAS) data
- Crashes reported by Temporary Traffic Management (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.

- While the overall number of reported crashes at Temporary Traffic Management (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 (2020 - 2025)



Temporary Traffic Management Events

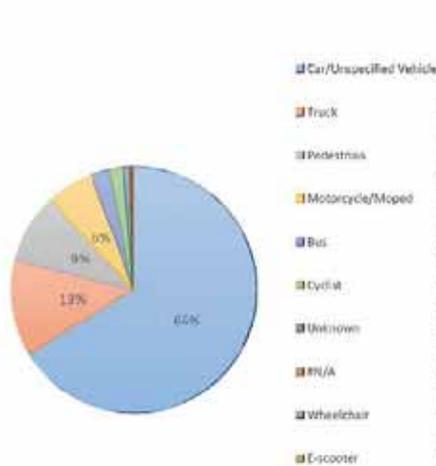
Temporary Traffic Management Crashes

Only partial data available for 2025

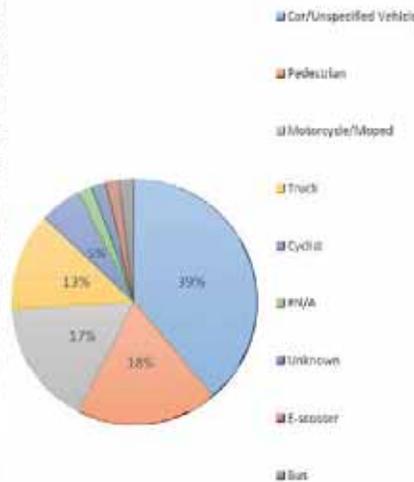
Temporary Traffic Management Crashes (2020 –2025)

While only 10% of recorded crashes at TTM site involve vulnerable road users* (VRUs), VRUs account for 41% of DSI Crashes at TTMs sites. This is consistent with wider crash stats that show that VRU collisions often result in higher levels of severity than their counterparts.

All reported crashes at temporary traffic management sites (2020 - 2025)



Reported death and serious crashes at TTM sites (2020 - 2025)

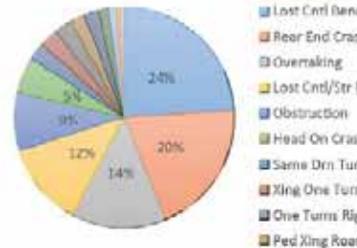
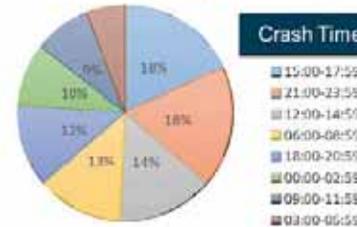


*VRUs include any unprotected road users and are generally considered to be pedestrians, wheelchair pedestrians, cyclists, moped riders, micromobility users, motorcyclist, etc.

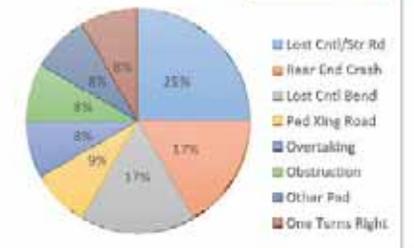
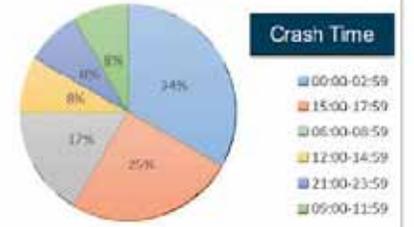
CAS Traffic Management Crashes (2020 –2025)

Only partial data available for 2025

All reported crashes at TTM sites (2020 –2025)



Reported death and serious crashes at TTM sites (2020 –2025)



Railway incidents reporting

Railway incidents

2025 Incidents

There are mixed results:

- Trespassing incidents have increased by approximately 4% compared to 2024;
- However, trespassing incidents associated with Potential Self-Harm (PSH) have declined by more than 50%;
- Barrier arm collisions have decreased compared to 2024;
- Near misses are down 12% from 2024 numbers; and
- SPAD A incidents have increase by 42% from 2024 numbers.

Key Rail Safety Overall

Despite Auckland's growing population, the data indicates rail safety is tracking in the right direction with general reductions in incidents over recent years. However:

- No fatality is acceptable
- Continued trespassing, near misses, barrier arm collisions, and fatalities indicate ongoing risk.

Pedestrians remain the key user group at risk:

- They account for the vast majority of train near misses and fatalities
- With the implementation of the City Rail Link (CRL), there is a risk that rail safety incidents could increase without the continued focus on the safety initiatives currently underway.

Railway incident Mitigation

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

- Installation of tunnel intruder alarms across CRL tunnels and the wider rail network
- Development of a comprehensive rail network trespass mitigation plans
- Ongoing hotspot analysis supported by regular reporting.

To reduce level crossing risks, the following initiatives are being in progress:

- Risk assessments have been completed for each level crossing, with a programme of pre-CRL improvements currently underway. These are scheduled for completion by January 2026.
- Safe System audits are planned for high-impact level crossings located near adjacent junctions. These aim to better understand short-stacking risks and barrier arm collision rates.
- Engagement with NZ Police on monitoring of frequent trouble spots, and education engagement with Truck and Bus operators and heavy commercial vehicle operators.
- 35 risk-based interventions have been developed. These will be implemented based on prioritisation and funding availability.
- Planned to discuss interventions through joint AT and Kiwi Rail Monthly meetings.

To Mitigate the future risk of both suicide and other self-harm events:

- 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.

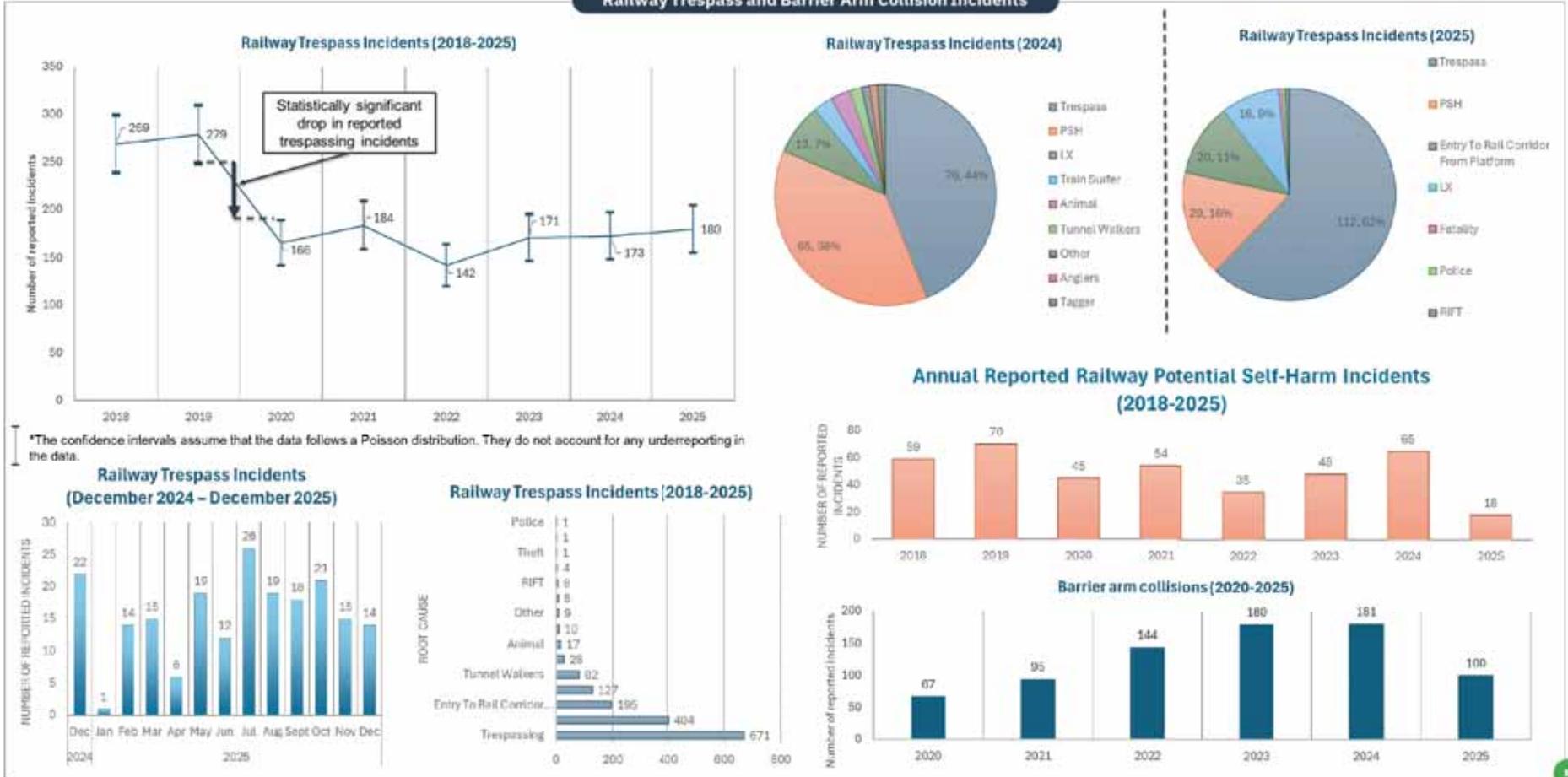
To mitigate the future risk of rail overbridge strikes the following measures will be implemented:

- Engage with bus and heavy commercial vehicle operators to raise awareness and support mitigation efforts.
- Review and update advance clearance signage and ensure vegetation is cleared to maintain visibility.
- Inspect and repair over-height detection gauges at key bridge strike locations.
- Explore technology solutions, including the use of CCTV for monitoring and incident analysis.
- Review enforcement options in collaboration with NZ Police and NZTA.
- Engage with third-party traffic planning platforms to flag routes unsuitable for high vehicles.



Railway incidents reporting

Railway Trespass and Barrier Arm Collision Incidents



Due to the Christmas Block of Line commencing on 27 December, the operating month was shortened for December.



Railway incidents reporting

Reported Train Near Misses Incidents

Reported Train Near Misses (2020-2025)

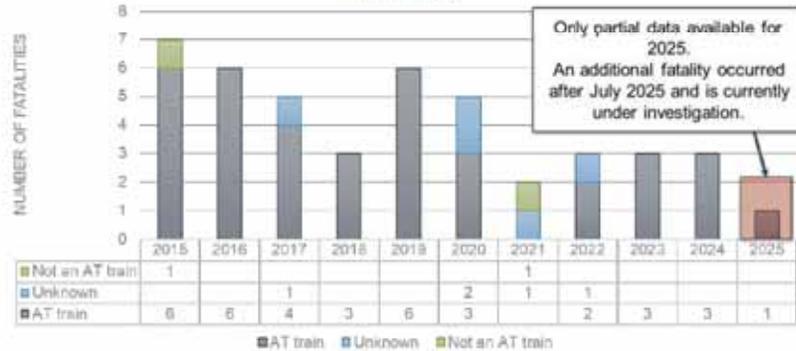


Reported Train Near Misses (December 2024 - December 2025)



Railway Fatalities

Fatalities on the Auckland Controlled Rail Network (2015-2025)*



Fatalities on the Auckland Controlled Rail Network - location type (2015-2025)*

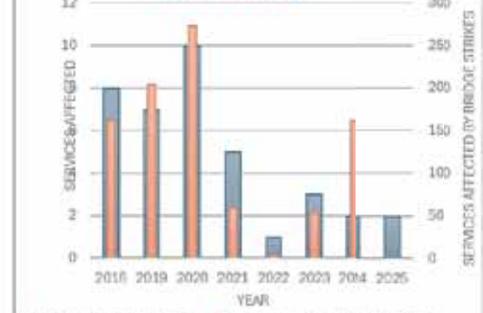


Fatalities on the Auckland Controlled Rail Network - Road User Type (2015-2025)*



Rail over-bridge strike

Rail over-bridge strike incidents and services affected by year (2018-2025)



*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 2024

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 3 incidents in 2020 to 10 in the last calendar year. The growth in SPADs in the last year is linked to KiwiRail operated freight services and work trains. There has been a downward trend on Metro passenger service SPAD A incidents.

Trend Observed:

- Incidents have more than doubled from 2020 (3) to 2025 (10), primarily due to an increase in freight train and work train (related to infrastructure upgrade works) incidents.
- After a relatively stable period (2021–2022), there is a sharp upward trend starting in 2023, continuing into 2024 and 2025.
- The growth can be linked to changes in the Auckland rail network, and an increase in new rail infrastructure, such as the third main line in South Auckland, which has increased the number of railway signals.
- The increase in Metro passenger drivers required for post-CRL operations has increased the number of new metro passenger drivers on the network. Training of existing and new drivers is underway.
- 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

SPAD A incidents (2020-2025)



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 European Train Control System (ETCS), 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.
- Our operator continues to update their SPAD mitigation and driver competency plans.
- Auckland Transport have developed robust thematic analysis on common infrastructure and causal factors to support industry SPAD mitigation plans.

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.



Bus Safety

Auckland Bus Related Deaths and Serious Injuries (2020 to 2025)

Bus related crashes (2020-2025) as at 5/1/2025

Public Transport Safety

- Globally, public transport is widely recognised as one of the safest modes of travel.
- Auckland's crash data supports this view: bus drivers and passengers account for less than 1% of all Death and Serious Injury (DSI) cases, highlighting the strong safety record for those on board.
- Bus travel remains one of the safest modes of transport in Auckland.

Contribution of Bus-Related Crashes

- While buses themselves are safe for occupants, other road users are also affected.
- These incidents represent around 3% of Auckland's total DSIs.

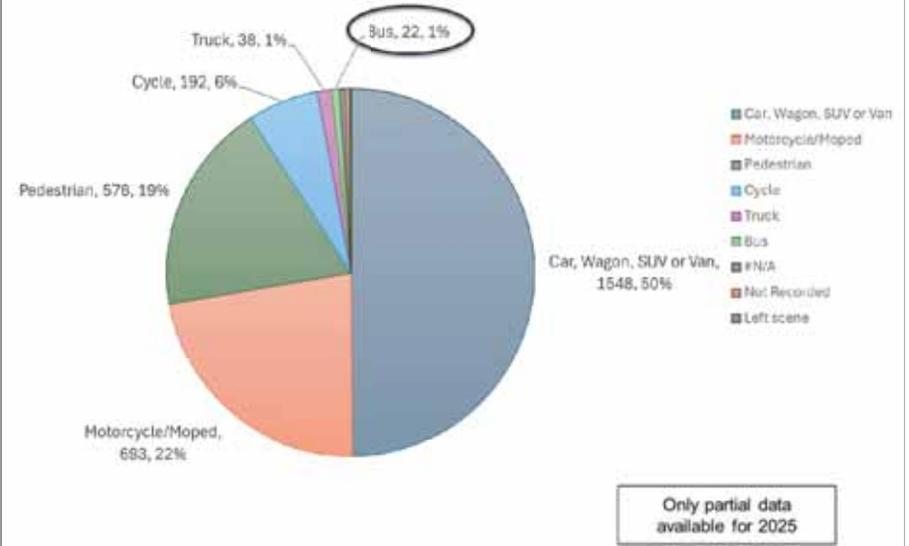
Trends Over Time (2020-2024)

- Bus-related DSIs have remained relatively stable, fluctuating between:
 - Maximum: 19 cases in 2021
 - Minimum: 16 cases in 2024
- This stability has occurred despite both an increase in public services and Auckland's population growth, meaning the rate of bus-related DSIs per capita has actually declined, reinforcing the overall safety of bus travel.

Auckland reported Deaths and Serious injuries by bus involved (2020-2025)



Auckland reported Deaths and Serious injuries by travel mode (2021-2025)



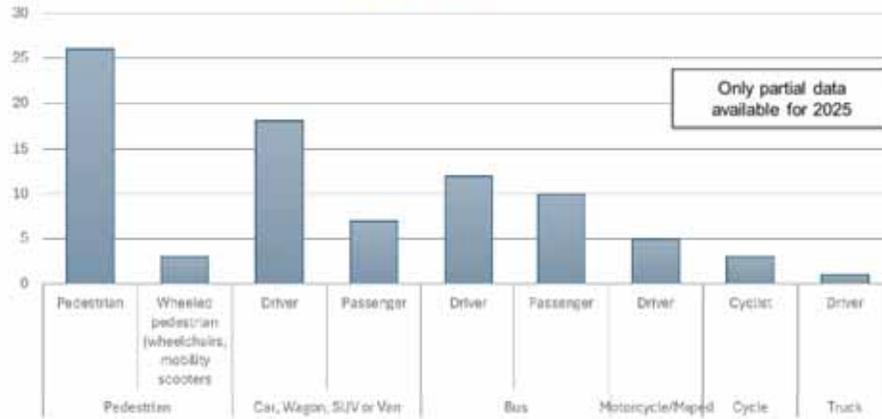
*The CAS data extraction was completed on 17 November 2025. The 2025 data is only partial because the year is still in progress and there is a reporting lag between when a crash occurs and when it is entered into the CAS system. Additionally, this dataset reflects only recorded crashes, and serious injury crashes are known to be underreported in CAS. All graphs also include crash data for all bus services, covering public transport, commercial operators, and private operators.



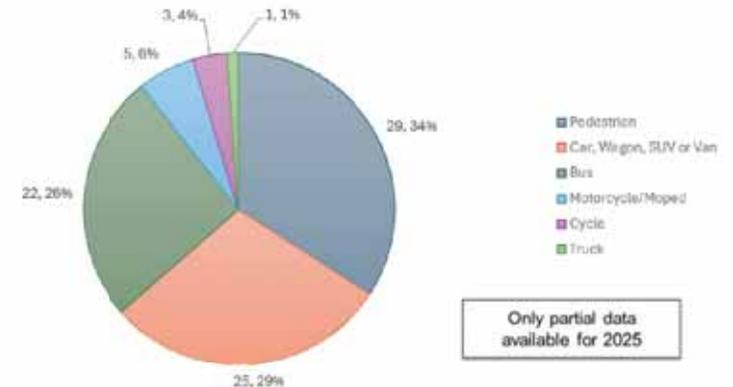
Bus Safety

Auckland Bus Related Deaths and Serious Injuries (2020 to 2025)

Recorded Bus related Deaths and Serious Injuries by affected road user (2021 - 2025)



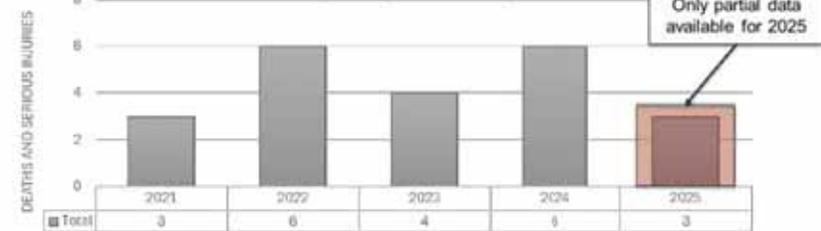
Recorded Bus related Deaths and Serious Injuries by affected road user (2021 - 2025)



Recorded Bus related Deaths and Serious Injuries (2021-2025)



Recorded Bus Driver and Passenger Deaths and Serious Injuries (2021-2025)



*The CAS data extraction was completed on 17 November 2025. The 2025 data is only partial because the year is still in progress and there is a 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 are known to be underreported in CAS. All graphs also include crash data for all bus services, covering public transport, commercial operators, and private operators.



Public self-reported events

Bus Traffic signal non- compliance events

Bus Traffic signal non- compliance events (December 2024 - December 2025)

The AI-enabled CRM (Customer Response Management) system has flagged a number of red-light running allegations involving an AT bus, based on submissions from the public. These reports span from December 2024 to December 2025, with red-light running allegations averaging approximately 28 incidents per month.

It is important to emphasise that these reports have not been independently verified. They reflect public concern rather than confirmed safety breaches.

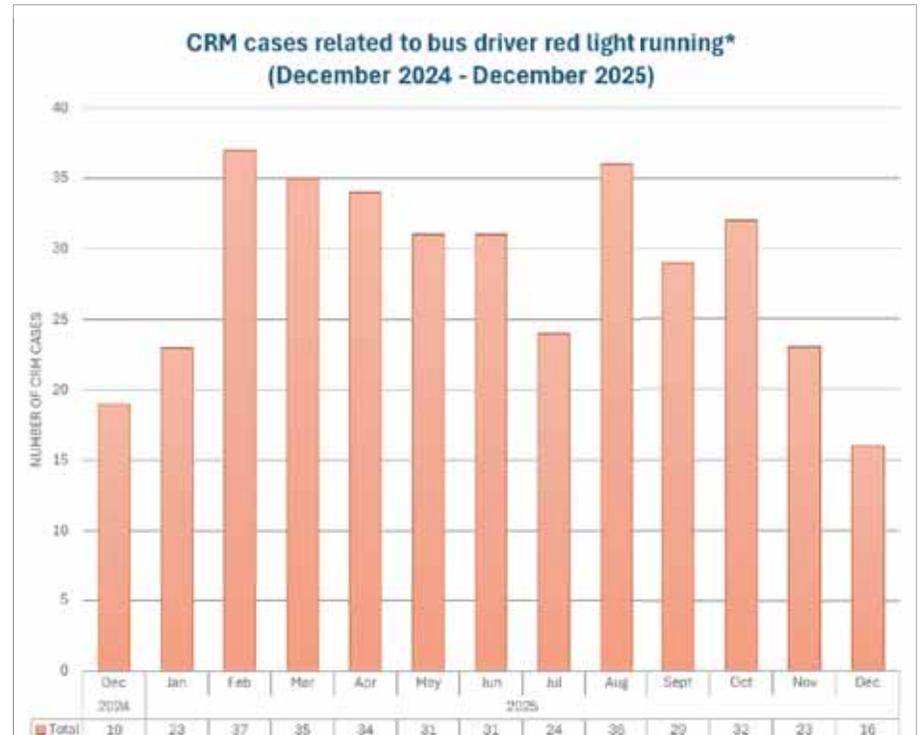
Each report is provided to the bus operator to investigate and apply appropriate corrective actions. Further analysis is being undertaken to classify these reports by operator and route.

Consideration(s):

- Some cases may involve crash-related events, while others may reflect perceptions of unsafe driving without physical incidents.

Bus Traffic signal non- compliance events trends and observations :

- The number of reported red-light running cases over the last 12 months fluctuated between 16 and 37 cases per month.
- The highest number of reports occurred in February 2025 (37 cases), correlating with high utilisation of the transport network.
- A noticeable dip was observed in December 2024 (19 cases) and December 2025 (16 cases), which can be attributed to seasonal reporting patterns due to fewer bus services operated over public holidays, and less congestion on the roads.
- The data shows a relatively consistent pattern of monthly reporting, with the majority of months falling within the 29–34 case range.



*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.



Public self-reported events

Customer and public safety events

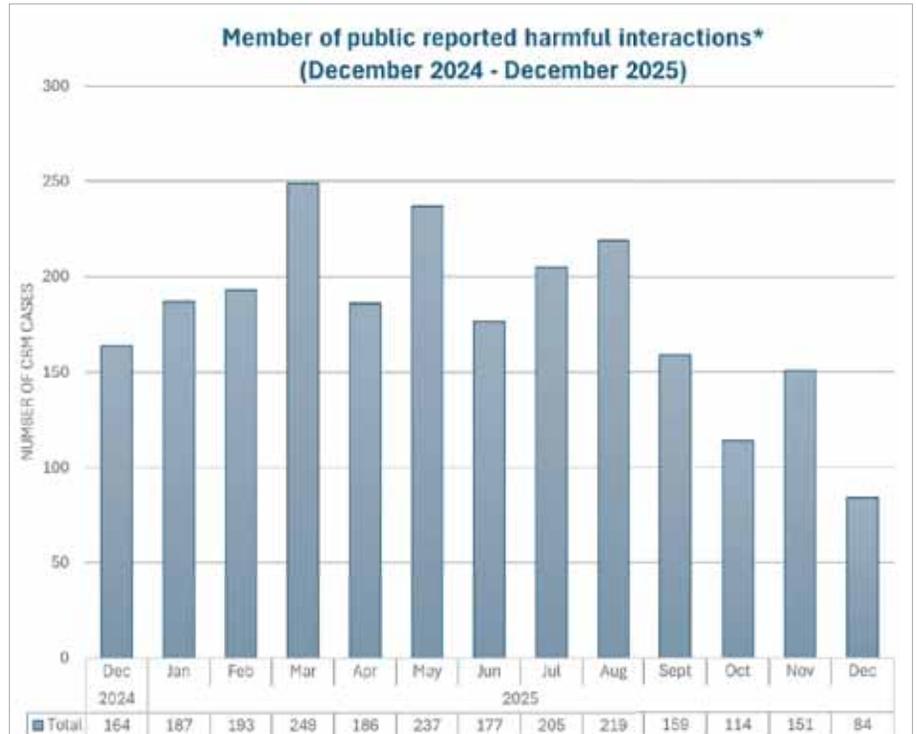
Harmful interactions (December 2024 - December 2025)

The graph displays the monthly count of customer-reported incidents—identified through CRM AI analysis—where a member of the public has reported an incident involving:

- Aggression
- Violence
- Racism
- Discrimination
- Inappropriate behavior

Observations:

- 2,161 incidents were recorded in the 12-month period from January 2025 to December 2025.
- The number of reported cases fluctuates across the months, ranging from a low of 84 cases in December 2025 to a peak of 249 cases in March 2025.
- There has been a 49% decrease in reported incidents, dropping from 164 in December 2024 to 84 in December 2025.
- A focus continues on improving safety of the public transport network through delivery of initiatives included in the Public Transport Safety Action Plan. These include installation of bus driver safety protection screens, trial of real time CCTV onboard buses and ease of reporting events through crime stoppers and the AT Mobile App.



*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.

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Network Performance Report

1. Understanding the network
2. Improving the network
3. Responding to the network

AT Board 26 February 2026



Executive Summary

Board report improvements

- Based on feedback from Board Directors this report has been amended to introduce insights on how AT are progressing on key targets, trends, and actions.
- A RAG status has been added to indicate our confidence in meeting targets and to highlight trends and changes.
- The report is split into three sections (apart from the Exec Summary):
 1. A focus on **understanding** and monitoring the live roading network and the fluctuations within the flow and productivity;
 2. the work underway to **improve** the networks' performance through optimisation;
 3. and the activities related to **responding** to unplanned incidents and queries from customers related to roadworks.
- Please note the date range of the data. Due to the sequence of Board paper approvals and the combination of real-time and extracted data, you will see a note on each slide on the top right which highlights the date of the data provided.

Report Index:

| Section | Focus Area | RAG |
|------------------|----------------------|-----|
| 1. Understanding | Network Performance | ▲ ↔ |
| | Network Optimisation | ● ↔ |
| 2. Improving | TTM Management | ● ↔ |
| | Planned Events | ● ↔ |
| 3. Responding | Network Incidents | ● ↔ |

Key: Status to target

- On track
- ▲ Mitigate (variations)
- Escalate (major risk)
- ↑ Improved
- ↔ No change
- ↓ Declining

Key network updates

Onewa Road Optimisation Delivery

- Completion of corridor improvements enabling general traffic to use transit lanes outside their hours of operation. This key project was strongly supported by elected members and has been supported by the community.

Auckland New Zealand Guide Temporary Traffic Management (NZGTTM) transition plan was submitted and approved by New Zealand Transport Agency Waka Kotahi (NZTA) in December

- Plans are underway for a possible 'soft launch' in April or May to facilitate the transition.

Top trends and changes

Decline in arterial productivity

- Arterial productivity has increase slightly (0.2%) since the last report, however it remains below the Statement of Intent (SOI) target by 3.2%. As post-holiday demand increases, returning schools and university students, productivity is expected to increase and will be closely monitoring for improvement.

What's coming up

- Annual State of the Network report, focusing on the performance of the arterial network will be released in the next quarter.
- Teams continue to support the annual "March Management" programme to ensure network reliability and customer outcomes during the February – March peak demand.

1.0 Understanding the Network

During Q2, network performance remained broadly stable, with seasonal fluctuations influencing results across December. Average Travel Time and Freight Performance continued to track well, with the rolling 12-month average exceeding SOI targets despite the temporary increase in inter-peak holiday congestion.

Arterial productivity has continued to track below target. While this is expected due to seasonal congestion effects, performance continues to be closely monitored to support improvement as travel demand normalises.

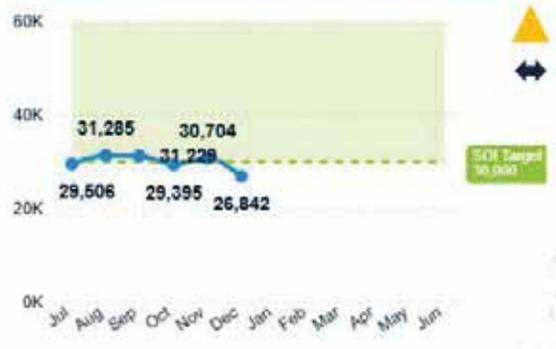
Average Travel Time
AM Peak (07:30 – 08:30)
 SOI Target : Average travel time of no more than 23 mins across the arterial network (10km journey)



Travel times increased to 23.7 minutes in November due to higher congestion levels, before decreasing to 20.3 minutes in December, consistent with expected seasonal travel patterns.

The rolling 12-month average travel time remained stable at **22.9 minutes**, meeting the SOI target.

Arterial Productivity
AM Peak (07:30 - 08:30)
 SOI Target : Average people throughput per hour of 30,000 during the morning peak



Arterial productivity was high in November, which was also reflected in increased travel times. Productivity decreased in December, following seasonal demand.

The rolling 12-month average of AM peak arterial road productivity reached **29,042** at the end of the quarter, remaining below the SOI target.

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



Monthly performance declined to 82% in November and 83% in December, reflecting the increase in inter-peak congestion during holidays and increased demand pre-Christmas.

The rolling 12-month average of uncongested conditions on the Freight Network remained at **86%**, meeting the SOI target.

Status to target: ● On track ▲ Mitigate (variations) ■ Escalate (major risk) ↑ Improved ↔ Unchanged ↓ Declining

Timeline up to: 4 Feb 2026

2.0 Improving the Network

Network Optimisation Goal: Make better use of our existing road spaces and improve traffic flow by optimising the transport network to use road space dynamically. This programme is jointly delivered with NZTA.

Special Vehicle Lanes ●

- An additional 3.3km of SVL has been delivered through Great North Road Improvements (AT Major Project), optimising the road space to give priority to buses.
- This brings the total to 6.8km of new SVL implemented in FY2025/26.
- New SVLs delivered in FY2025/26 include: Maioro St Dynamic Lane, SH1 Onewa Rd SBD Bus Improvements, Albert St/Mayoral Dr/Vincent St Bus Priority, and Great North Road Improvements.
- The 'Redoubt Road Dynamic Timing Change' project was delivered end of year, enabling an additional 0.49km of SVL extended operating hours on Redoubt Road.
- There are 20km of new SVLs infrastructure projects under investigation, to ensure future pipeline for delivery in FY2026/27 and beyond.



Dynamic Streets and Solutions ●

- The SH16 Variable Time Bus Shoulder Dynamic Solution was delivered in November, to allow usage of the highway shoulder in peak times to keep buses moving.
- This brings the total completed projects in FY2025/26 to 3.
- The next priority project for construction within this workstream is the Dominion Road/Memorial Road Intersection improvement project which is on track to be completed by June 2026. This project will also contribute 0.17km towards the SVL target.
- The team is continuing investigation for strategic corridors to assess dynamic solutions as a suitable investment to enhance network performance.



Status to target: ● On track ▲ Mitigate (variations) ■ Escalate (major risk) ↑ Improved ↔ Unchanged ↓ Declining

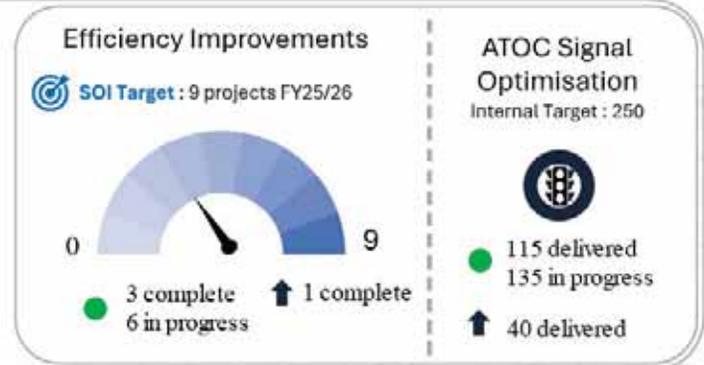
Timeline up to: 4 Feb 2026

2.0 Improving the Network

Network Optimisation Goal: Make better use of our existing road spaces and improve traffic flow by optimising the transport network to use road space dynamically.

Corridors/Intersections Optimisation

- The Broken Yellow Line project on Glenfield Road was delivered in December, bringing the number of completed projects in this workstream up to 3.
- Completion of the Onewa Road corridor improvements project enabling use of the transit lanes for general traffic outside of peak periods.
- The current priority is to finalise designs for projects to support CRL first day operations in Takanini (Manuroa Road, Great South Road, and Great South Road/Walters Rd roundabout improvement).
- ATOC completed optimisation of 40 additional signalised intersections, taking the total delivered up to 115. The team is on track to achieve the target of 250 this FY. This quarter there is focus on key city centre routes with the completion of Albert Street and review of east west routes underway.



Smart Technology

- 22 CCTVs are on track to be delivered across 7 event locations. These will enhance real time network management at major event locations. 11 sites are currently online. The remaining 11 are at over 80% completion.
- The delivery target of 100 smart detection sites covers 50 advance detection sites and 50 bus booster sites.
- The team have delivered an additional 14 bus boosters and additional advance detection in 12 locations since November.
- Smart detection has been delivered to 49 sites in FY2025/26, with 51 further sites in progress and on track.



Status to target: ● On track ▲ Mitigate (variations) ■ Escalate (major risk) ↑ Improved ↔ Unchanged ↓ Declining

Timeline up to: 4 Feb 2026

2.0 Improving the Network

Network Optimisation Goal: Make better use of our existing road spaces and improve traffic flow by optimising the transport network to use road space dynamically.

Optimisation Highlight

Onewa Road Optimisation

- Collaboration between AT, Kaipatiki Local Board, Ward Councillors and the local MP to improve traffic flows on Onewa Road – One of North Shores busiest roads carrying more than 30,000 vehicles per day.
- Improvements implemented along the corridor include a 24/7 clearway, formalising a new shared path on the northern footpath, and installing pedestrian detection technology at the pedestrian crossings by Northcote College and St Mary's Church.
- Positive feedback from the community and elected members taking a leading and active role in advocating for the project. Post-implementation feedback received are being worked through by the team.

The screenshot shows two social media posts. The left post is from Dan Bidois, dated February 3 at 10:46 AM. He expresses excitement about permanent yellow lines on Onewa Rd after 8 years of lobbying Auckland Transport. He mentions that getting change in the community should be easier and that they are changing legislation governing Auckland Transport to be more accountable and responsive to local needs. His next major project is getting AT to implement a dynamic middle lane on Onewa Rd. The image shows him giving a thumbs up on the side of the road.

The right post is from Councillor John Gillen. He shares fantastic news that the Onewa Rd 24/7 Clearway is finally being put in place, with work starting Sunday night. The project will take up to 10 nights (weather permitting) with work happening from 7pm-5am each night. Onewa Road will remain open during this time, however there will be some lane reductions, so could be delays. The project includes adding no-parking yellow lines from Birkenhead Ave to Queen St, changes to signage, changes to parking on Halsey Ave and Seaview Ave, and cycle lane reroute outside 229 and 272 Onewa Rd. While the T3 is not changing, outside of the T3 times there will no longer be parked cars, so both lanes can be fully utilised by cars and buses. He thanks everyone who has lobbied for this, signed petitions, and provided feedback. Auckland Transport didn't want it at first, but have slowly come around and are now supportive of it. He thanks the Kaipatiki Local Board team who have kept up the pressure for years to get this in place, and thanks MPs and Councillors who have supported this, and Auckland Transport for listening and making it happen. The image shows a view of the road with cars and a map of the project area.

Data up to: 31 Jan 2026

2.1 Improving the Network

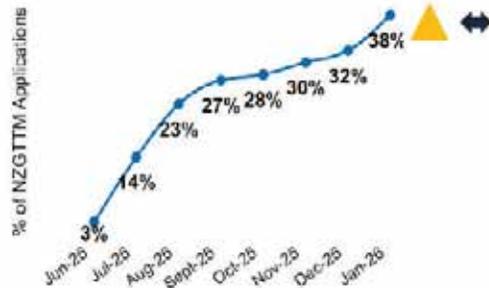
TTM Management Goal: Make more arterials and key corridors available for movement in peak hours and support more reliable journey times by minimising disruption caused by temporary traffic management (TTM) and road cones.

Over the past quarter, the programme has continued to move from planning into delivery. Focus has been on engaging and communicating with the industry, preparing teams for the transition to NZGTTM, and beginning to role out new ways of working.

The Auckland NZGTTM transition plan was submitted and accepted by NZTA in December. The programme is now moving into the final phases ahead of the 1 July 2026 transition date. The emphasis is shifting from establishing foundations to embedding new ways of working and continuing to improve applicant and customer experience when interacting with AT.

Risk Based Approvals

SOI Target: 85% of applications



- NZGTTM adoption is at 38%, reflecting a lift from December as Fulton Hogan joined Downer in transitioning their applications to NZGTTM.
- To ensure a supported transition, a 'soft launch' in April or May is being considered. The focus would be on uptake across Tier 2 and Tier 3 contracts.
- This will also provide an opportunity to test AT's readiness, further refine the approach, encourage slower-transitioning contractors, and ensure the team remains on track to achieve the FY2025/26 SOI target.

Redundant TTM Equipment

SOI Target: Clear network



- The second sweep of redundant TTM collection commenced in December. It is too soon to determine whether there has been a sustained reduction of TTM across the network.
- As an early indicator, Manukau was the first ward to be completed in both Sweep 1 and 2. The number of items collected was broadly consistent across both sweeps, with 1,713 items collected in Sweep 1 and 1,808 items in Sweep 2.

Status to target: ● On track ▲ Mitigate (variations) ■ Escalate (major risk) ↑ Improved ↔ Unchanged ↓ Declining

Data up to: 31 Jan 2026

2.2 Improving the Network

Planned Events Goal: We aim to minimise disruption and enhance journey reliability for customers through smarter planning and coordination of planned events. This approach ensures faster, more effective responses and a better travel experience.

Management of Planned Events



70,000* in Attendance



16% Crowd on PT Pre-event
17% Crowd on PT Post-event

*Across 2 performances

Ed Sheeran, January 16th and 17th – Go Media Stadium

- To support congestion at Ed Sheeran concerts, Auckland Transport ran a dedicated social media campaign from 5-17 January to encourage PT usage.
- A pre-event customer activation was held at Go Media Stadium, featuring an Ed Sheeran inspired Tattoo Parlour and Glitter Station. This activation was designed to build excitement, enhance PT experience, and encourage PT usage for future events. In one evening, 500 attendees received glitter and temporary tattoos.
- Customer feedback was actively used to optimise services. Additional buses were deployed for rail replacement services and NX services - mobilising extra buses on night one and engaging two additional NX buses for night two.

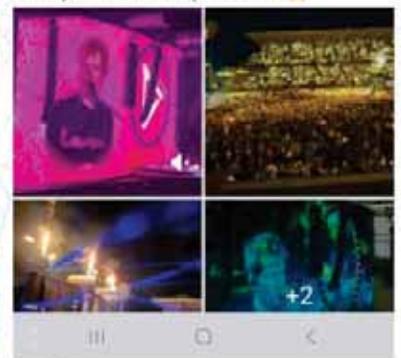


*10 second animated clip



Desley Simpson is at Go Media Stadium

Suggested for you
I couldn't think of a better place in the world to spend a month of my life. I love it! Ed Sheeran Auckland, NZ January 16, 2026 FANTASTIC 3 hour concert including a bridge, flames, lasers and the biggest video screen ever built for a concert in NZ! Auckland Transport you nailed the event buses. Went like clockwork for me, there and back. Hardly had to wait at all. Cant believe there are still tickets available for tonight! Go if you can! Kids, parents, teens, young, old - crowd had everything all enjoying themselves! So to Ed ... thanks for starting your 2026 Loop World tour in our fantastic city. We love you as much as you love us!



Status to target: ● On track ▲ Mitigate (variations) ■ Escalate (major risk) ↑ Improved ↔ Unchanged ↓ Declining

Data up to: 31 Jan 2026

3.0 Responding to the Network

Network Disruptions: We're focused on minimising the impact of disruptions and improving journey reliability for road users. ATOC continues to monitor network incidents and customer-reported disruptions, and coordinates response action plans with partners and stakeholders.

Management of Network Incidents ▲

- Over the past 12 months, severe incidents have generally trended downward. This trend was disrupted in January, which saw a spike associated with multiple extreme weather events, despite earlier sustained improvements in network operations.
- The proportion of incidents requiring more than three hours for lane clearance reached a 12-month low in December.
- Approximately 3.9K incidents were recorded in January, consistent with the 12-month average of 3.9K incidents.
- Despite relatively stable incident numbers, competency levels have been impacted by the resignation of several Senior Operators. Mid to long-term interventions are underway, and efforts focused on improving operational agility through the appointment of replacement staff.

Responding to Incidents
Lane clearance post severe incident



Status to target: ● On track ▲ Mitigate (variations) ■ Escalate (major risk) ↑ Improved ↔ Unchanged ↓ Declining



4. Appendices

4.1. Improving the Network

- A. SVL Delivery Snapshot
- B. TTM Management



Timeline up to: 31 Jan 2026

4.1A Improving the Network SVL Delivery Snapshot



Data up to: 31 Jan 2026

4.1B Improving the Network TTM Management

AT Worksite Signage Compliance

| Data | No. of Sites Under Construction | No. of Sites Not Requiring Signage | No. of Sites with Signage | No. of Sites Without Signage | *No. of Sites to be Confirmed | Overall Compliance |
|--|---------------------------------|------------------------------------|---------------------------|------------------------------|-------------------------------|--------------------|
| Road Maintenance and Renewals (Dec 31 2025 data) | 286 | 206 | 45 | 20 | 15 | 93% |
| Infrastructure Project Delivery (Jan 31 2026 data) | 105 | 33 | 17 | 38 | 17 | 64% |

*Not included in the Compliance %

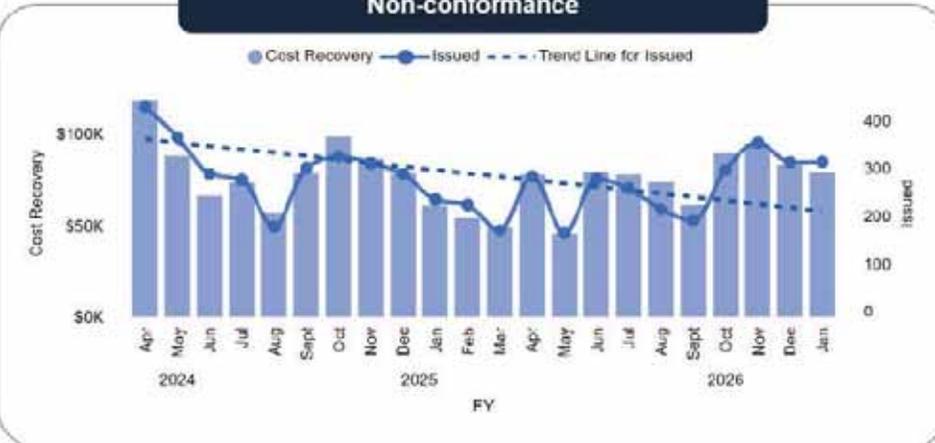
Arterial Audits

From Oct 1 to Jan 15, 269 audits were performed, of which 80 were on AT worksites.

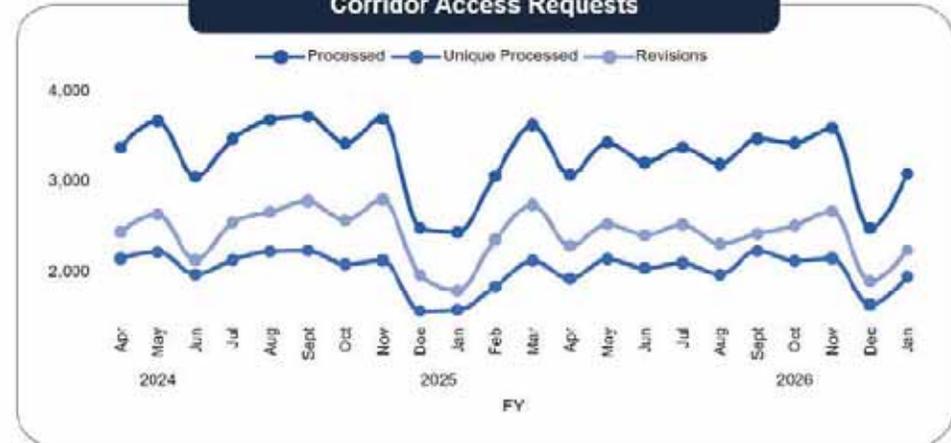
| Check | Status | All sites | AT sites | Status | All sites | AT sites |
|-----------------------------------|----------------------|-----------|----------|-----------------------|-----------|-----------|
| Attended/Unattended | Attended | 61% (163) | 48% (38) | Unattended | 39% (106) | 52% (42) |
| Redundant TTM found on site | Yes | 87% (233) | 83% (66) | No | 13% (36) | 17% (14) |
| Following Traffic Management Plan | Yes | 82% (220) | 84% (67) | No | 18% (49) | 16% (13) |
| Stop works notice issued | Yes | 3% (8) | 0% (0) | No | 97% (261) | 100% (80) |
| Final result | Acceptable or better | 60% (162) | 64% (51) | Unacceptable or worse | 40% (107) | 36% (29) |

Collaborating with Capital and Maintenance teams to refine signage at AT worksites metrics

Non-conformance



Corridor Access Requests





Entered by Board Secretary

Board Meeting| 26 February 2026
Agenda item no. 18
Open Session

| AGENDA ITEM 18 BOARD DECISION PAPER | |
|---------------------------------------|--|
| To: | The Board |
| From: | Scott Campbell, Acting Director, Strategy & Governance |
| Reviewed: | Dean Kimpton, Chief Executive |
| Date: | 19 February 2026 |
| Title: | Statement of Intent 2026 – 2029 |

Aronga / Purpose

1. To note the proposed process for drafting the Statement of Intent (SOI) 2026 – 2029 and to seek delegation of authority to the nominated directors to assist management with preparation of a draft document.

Tuku mana / Delegation

2. No delegated financial authority is required.

Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

- a. Notes the proposed approach to preparing the Statement of Intent 2026 – 2029 and the timeframes for future board engagement.
- b. Notes that the Letter of Expectation from Auckland Council invites the Chair to attend the 28 April 2026 Transport and Infrastructure Delivery Committee to present the draft Statement of Intent 2026 – 2029. Given the expected timing of Royal Assent, this will likely be the Chair of the Interim Board.
- c. Delegates authority to the Chair, Deputy Chair, and any other directors to assist officers with preparation of a draft document, prior to submission to Auckland Council before 1 April 2026.

1

Te whakarāpopototanga matua / Executive summary

2. The Local Government Act (LGA) 2002 requires that all Council Controlled Organisations (CCOs) prepare a SOI each year. The purpose of the SOI is to state publicly the activities and intentions of Auckland Transport (AT), to provide an opportunity for Auckland Council (council) to guide the direction of AT, and to provide the basis for council to hold the directors of AT to account for the performance of the organisation.
3. The SOI 2026 – 2029 will be prepared in the context of transport reform. The SOI will be in two parts covering current AT functions intended to transition to council, and operation of public transport which is expected to form the new Transport CCO's SOI at the end of the transition period.
4. The SOI will respond to the 'Letter of Expectation for Public Transport CCO's Statement of Intent 2026-2029' (LOE). This is included as Attachment 1.
5. The draft SOI will be provided to the board for approval before being submitted to council by 1 April 2026. The final version is due with council by 31 July 2026.

Ngā tuinga ō mua / Previous deliberations

| Date | Report Title | Key Outcomes |
|----------------------------------|---------------------------------|---|
| August 2025 Board (out-of-cycle) | Statement of Intent 2025 - 2028 | The board approved a final SOI 2025 – 2028, which reflected preparations for transport reform, but aligning to existing AT structure, roles, and responsibilities. This SOI also reflected council feedback that was received in July 2025. |

Te horopaki / Background

5. As a CCO, AT is required by the LGA 2002 to prepare an SOI for its shareholder. Under the Act, the purpose of the SOI is to:





Entered by Board Secretary

- a) state publicly the activities and intentions of AT and the objectives to which these activities will contribute.
 - b) provide an opportunity for council to influence the direction of AT; and
 - c) provide the basis for council to hold the directors of AT to account for the performance of the organisation.
6. The SOI process requires the board to approve the SOI and submit it to council. Section 65(2) of the LGA 2002 requires council to agree to the final delivered SOI, or if it does not agree, require the SOI to be modified.
 7. The SOI for 2026 – 2029 is being drafted in the context of transport reform and the Local Government (Auckland Council) (Transport Governance) Amendment Bill (the Bill), and the Mayor’s Proposal for the Annual Plan 2026/2027. Expectations are that the Bill will receive Royal Assent and become law in late March 2026, creating a six-month implementation period for the new Transport CCO. This period coincides with preparation of the SOI and ends part-way through the 2026/27 financial year.
 8. In line with the structure proposed in the LOE, the SOI will be completed in two parts that covers both existing AT functions during the transition, future public transport related activities, and minimises the potential need for modification when the transition from AT to the Transport CCO comes into effect:
 - a) Part one outlines the current activities and priorities for AT to cover the period from 1 July 2026 until the transition is complete (which is within 6 months of Royal Assent, i.e. by September 2026 based off current timing expectations). The main purpose of part one is to ensure continuity of all current AT services and functions through the transition period and a smooth handover of functions to the Transport CCO and council. This SOI will also specify the support we are providing council with transport reform.
 - b) Part two sets out the objectives, activities, deliverables, and performance measures and targets proposed for the new Transport CCO. At the end of the transition period, this part will form the SOI for the new Transport CCO.
 9. Additionally, the SOI must respond to the direction provided by council in the LOE, which was received on 19 December 2025. The key themes of the LOE are summarised below from paragraph 16, and the complete LOE is included as Attachment 1.

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

10. The LOE continues to build on priorities laid out in previous letters and directs AT to continue delivering on topics of particular interest. Examples of this include getting the basics right, optimising our arterial network, and delivering key projects such as City Rail Link (CRL).
11. The SOI 2026 – 2029 will build upon and update these priorities to reflect latest council expectations, including transport reform and ensuring a seamless transition.

Me mōhio koe / What you need to know

Timeframes and director involvement

12. The draft SOI is due to council on or before 1 April 2026. This will require board approval in March 2026. A board meeting has been arranged for 26 March 2026 for this purpose.
13. Council will provide feedback on the draft SOI at the 26 May 2026 Transport and Infrastructure Delivery Committee.
14. The final SOI is due on or before 31 July 2026, with an expectation that will this reflect the final Annual Budget 2026/27, the legislation for transport reform and any transition-related developments.

Assumptions

15. In alignment with the development of the draft budget for 2026/27, the SOI will reflect all current AT functions. Key activities and requirements will be split across the two parts based on information that is currently available, with the expectation that this will be confirmed for the final SOI in June – July 2026.

Key themes from the Letter of Expectation

16. The LOE is split into three main sections: general expectations for all CCOs, key expectations for AT (part one) and key expectations for the Transport CCO (part two).
17. The general expectations of all CCOs outlined in the LOE are:



Entered by Board Secretary

Board Meeting| 26 February 2026
Agenda item no. 18
Open Session

- a. Delivering year three of the Long-term Plan (LTP) and supporting preparation of the LTP 2027 - 2037.
- b. Accelerating group shared services.
- c. Planning, delivery, and paying for growth.
- d. Effective spending.
- e. Continue upholding Te Tiriti o Waitangi obligations.
- f. Quality timely advice to local boards and elected members.
- g. Climate change, being guided by Te Tāruke-ā-Tāwhiri.
- h. Work with council to support the city centre.

- ii. Optimise and ensure a responsive public transport network, including supporting uptake of CRL.
- iii. Ensure service contracts and efficient and cost effective.
- iv. Improve customer service.
- v. Collaborate with the council to plan and deliver the capital programme.
- vi. Take direction from council.
- vii. Make use of group shared services.
- viii. Collaborate with council to establish appropriate performance measures.

18. Specific expectations for AT in part 1 are:

- a. Support transport reform and establish a high-performing new CCO.
- b. Continue to deliver on existing council's key priorities:
 - i. Maximising the existing network through network optimisation (special vehicle lanes, dynamic lanes, smart technology), with a specific focus on the city centre.
 - ii. Minimising disruptions, including improvements to temporary traffic management.
 - iii. Supporting council in policy and planning, including the City Centre Master Plan.
 - iv. Continue progress on key infrastructure projects, including CRL (and operational readiness), Eastern Busway, and level crossing removal.
 - v. Review design standards and consenting process.
- c. Establishing the new Transport CCO that delivers a well-functioning public transport network:
 - i. Reflect the agreed functions of the Transport CCO.

Process for developing the two-part SOI

- 19. Part one is intended to be a concise summary of significant AT activities. It will enable council to continue to hold AT accountable and ensure transparency into performance through the transition period.
- 20. The information included in part one is limited to what is required to respond to the LOE, ensure legislative requirements are met, and other significant activities.
- 21. Part one will include:
 - a. A brief introduction specifically around Transport Reform and the work that AT is doing to support council to ensure a seamless transition.
 - b. How AT currently delivers on council's strategic direction, specifically for functions that are expected to transfer to council suitably covered by the future Transport CCO.
 - c. A statement of performance expectations for critical AT functions that are expected to transfer to council. This involves deliverables, measures and targets for the 2026/27 financial year. For continuity, management recommends continuing using the existing set of SOI



Entered by Board Secretary

measures. Public transport items are not included here, as these are covered in part two.

d. A summary of the 2026/27 capital programme.

22. Part two will be the SOI for the new Transport CCO. This section will be structured to form a complete and enduring SOI after the transition period is complete – to remove the need for future modification of the SOI. It will be drafted based on current assumptions and expectations about transport reform, and the final SOI will reflect confirmed arrangements.

23. This will include how the Transport CCO intends to deliver on council's strategic direction, and emerging priorities or focus areas. This will be supported by a new performance framework that is being developed in collaboration with council officers. An initial framework will be included in the draft SOI to allow council to provide feedback, with a complete framework (and final targets) included in the final SOI.

24. Part two will include:

- a. Strategic context – how the Transport CCO will be established through transport reform, the roles and responsibilities of the new entity, and how it will deliver public transport outcomes for Auckland as determined by the strategic direction set by council.
- b. A statement of performance expectations – new focus areas, deliverables, and performance measurement for the new entity.
- c. Other legislative requirements for a complete SOI.

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

25. The final SOI will be aligned with the 2026/27 annual budget.

26. Patronage targets in the final SOI are a critical component of revenue assumptions. Management will ensure that patronage forecasts and the associated revenue are consistent in development of the budget.

4

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

27. Development of the SOI reflects climate change direction in accordance with Council's plans, guided by Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

Ngā whakaaweawe atu anō / Other impacts

| Relationship | Consulted Y/N | Views and Perspectives Received |
|----------------------------------|---|---------------------------------|
| Māori | Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> | |
| Elected members | Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> | |
| Council Controlled Organisations | Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> | |

Ā muri ake nei / Next steps

28. Following approval, we will share a working draft of the document with nominated directors.

29. A board meeting has been scheduled for 26 March 2026 to approve the draft SOI, prior to its submission to council by 1 April.

30. The Chair has been invited to present the draft SOI at the Transport and Infrastructure Delivery Committee meeting, scheduled for 28 April 2026.

31. Given this meeting is highly likely to take place following Royal Assent, the current board will no longer exist, meaning this will be the Chair of the Interim Board.

32. A comprehensive briefing on the draft SOI for the Chair and members of the Interim Board will therefore be required. Management is planning for this as part of the broader induction programme for the Interim Board.





Entered by Board Secretary

Board Meeting| 26 February 2026
 Agenda item no. 16
 Open Session

Te whakapiringa / Attachment

| Attachment # | Description |
|--------------|--|
| 1. | Letter of Expectation for Public Transport CCO's 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 | Enter Name Scott Campbell (Acting Director, Strategy & Governance) | Dean Kimpton Chief Executive |
|  |  |  |



19 December 2025

Richard Leggat
Chair
Auckland Transport
By email [REDACTED]

Tenā koe Richard

Letter of Expectation for Public Transport CCO's Statement of Intent 2026-2029

This letter of expectation sets out the council's priorities and expectations to inform the development of the draft Statement of Intent (SOI) 2026-2029 of the Public Transport CCO.

Significant changes to Auckland's transport system and governance arrangements are expected in 2026, with the passing of the Local Government (Auckland Council) (Transport Governance) Amendment Bill (the Bill). Indications are that the Bill will become law in March 2026, and the six-month implementation period will mean the new public transport entity and a new Auckland Council structure to accommodate the remaining transport functions will need to be in place in September 2026. This coincides with the period for the development and start of the SOI for the Public Transport CCO.

For the avoidance of doubt, the proposed letter of expectations to Auckland Transport covers an extended period to ensure that the council's expectations for both Auckland Transport and the new Public Transport CCO are clear. This includes the four stages as outlined in the Mayoral Proposal - **Get Ready** (now until legislation is enacted), the **Get it Done** (legislation enacted until the end of the 6-month period), the **Get Going** (from end of transition until June 30, 2027) and the **Go Faster** (post July 1, 2027).

Part 1 of this letter also sets out the common expectations across all council-controlled organisations (CCOs). The expectations specific to Auckland Transport / Public Transport CCO are in Part 2.

The content of this letter was approved by the Budget and Performance Committee on 15 December 2025, with delegation to the Mayor and Chair, Transport and Infrastructure Delivery Committee to finalise and issue this letter of expectation. It also reflects decisions made by the Budget and Performance Committee on the Mayoral Proposal (insert reference).

The Budget and Performance Committee approved extensions of the statutory deadlines for the SOI process, as is allowed in the Local Government Act 2002, Schedule 8, section 4. This means the due dates for the process are:

- date of submission of the draft SOIs is on or before 1 April 2026.
- date for final submission of SOIs is on or before 31 July 2026.

Council looks forward to receiving a draft of the Auckland Transport / Public Transport CCO SOI no later than 1 April 2025. We invite you to attend the April 2025 meeting of the Transport and Infrastructure Delivery Committee to present your draft SOI and discuss how you have responded to the expectations set out in this letter. A calendar invitation will follow.

Shareholder feedback on your draft SOI will be considered at the May 2026 Transport and Infrastructure Delivery Committee.

Part 1. Expectations of all CCOs

i. Delivering year three of the Long-term Plan 2024-2034

CCOs are expected to work positively and collaboratively with the council to deliver against the LTP investment commitments. Overall financial settings are being maintained. This includes the group savings target of \$20 million, on top of other savings targets agreed through previous plans and decisions, as well as delivering on work programme commitments.

The council will commence public consultation on the draft Annual Budget 2026/2027 in late February 2026. Following consultation and deliberations, the final Annual Budget 2026/2027 will be adopted in June 2026. Once this occurs, final SOIs (including financial information and performance measures) should be aligned with the final annual budget and the strategic priorities contained within.

ii. Preparation for the Long-term Plan 2027-2037

CCOs are expected to provide updates to their draft asset management plans (AMPs) to inform the Long-term Plan 2027-2037 and input as requested on strategic advice and options development (as applicable to their CCO) for the next Long-term Plan, including assessing strategic alignment and spatial investment priorities.

CCOs deliver on the AMP requirements outlined in the 2025/2026 letters of expectations, and AMPs are updated alongside the Long-term Plan 2027-2037 (as appropriate). CCOs are expected to continue to work with the council's Infrastructure Strategy and Asset Management System teams on the development of asset management plans.

iii. Accelerating group shared services

As previously communicated, CCOs are expected to actively support the Group Shared Services (GSS) board in accelerating the transition of functions to the GSS model to achieve strong financial and other benefits. Transport reform will be a key lever to achieve this. It is particularly important to have a group view of new technology platforms and arrangements of all entities to ensure that Aucklanders are getting the best value from digital investments.

iv. Planning, delivery and paying for growth

Coordinating investment in infrastructure across the council group is important to ensure we can deliver for Auckland's growth. CCO plans and investment should be aligned with the Future Development Strategy, and CCOs are expected to work with the Auckland Urban Development Office on coordinated and effective group planning and delivery and the achievement of the council's urban development outcomes.

Advice from CCOs will be required to support integrated decision-making and the council's consideration of Plan Change 120 and the government's resource management changes.

v. Effective spending

CCOs are expected to continue to focus on value for money initiatives, deliver better value projects and collaborate with the council on reviewing design standards, increasing the focus on benefits and place-based investment, and group procurement rules.

vi. Upholding te Tiriti o Waitangi derived obligations

The council group is committed to upholding its obligations derived from te Tiriti o Waitangi and to achieving better outcomes for Māori. CCOs are expected to share this commitment and contribute to its delivery, including through (but not limited to):

- aligning with Tāmaki Ora Māori Outcomes Strategy and Performance Measurement Framework 2025 – 2027, particularly Achieving Māori Outcomes (AMO) plans
- reporting on the delivery of their AMO plans as part of the quarterly performance reports. The reporting should include key performance indicators (KPIs) to track progress over time.
- building strong partnerships with mana whenua and mataawaka, and advancing Iwi Ora (Iwi wellbeing) and Te Hapori Ora (Whānau and community wellbeing). This includes aligning with the council's Mana ki te Mana approach to Māori engagement, where relationships take precedence over issues or projects. This approach respects the unique mana motuhake of each Iwi and mataawaka entity by prioritising their needs and aspirations.

- working collaboratively with Ngā Mātarae to progress the shared outcomes across Auckland Council namely Whai Rawa Ora (economic wellbeing and focus on sustainable procurement), Te Hapori Ora (opportunities for young people particularly rangatahi Māori), Tuāpapa Hononga and Tuāpapa Hāngai (mana ki te mana approach to engagement with Māori, and Māori Outcomes staff engagement and connections)
- working collaboratively with Ngā Mātarae 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 (or any internal governance equivalent).

vii. Quality advice

CCOs should provide timely, delivery-focused, quality, concise advice to all elected members, and ensure local boards are engaged early on projects and decisions directly impacting their local area. This supports the 'More Empowered Local Boards' approach, consistent with the council's shared governance model.

viii. Climate change

CCOs should continue to be guided by Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan by incorporating climate change considerations (whole of life greenhouse gas emissions and resilience), adaptation and mitigation, into work programmes and decisions.

ix. City centre

CCOs are expected to work with the council and partners to support a vibrant, clean, safe, and welcoming city centre and maximise opportunities arising from the City Rail Link and the New Zealand International Convention Centre openings in 2026, as well as any refresh of the City Centre Master Plan.

CCOs are also expected to comply with the '[Statement of Expectations for Substantive Council-Controlled Organisations](#)'.

Part 2. Key expectations of Auckland Transport /Public Transport CCO

x. Transport Reform

The six-month implementation period provided for in the Bill will mean the new Public Transport CCO and a new Auckland Council structure, will need to be in place in September 2026. The six-month transition period is not long, given the amount of work to be undertaken and our focus needs to be on ensuring that the transition is successful.

In my Mayoral Proposal I identified four policy objectives for transport reform. The objectives are:

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

I expect Auckland Transport / the Public Transport CCO to work with the council to ensure the transition is a priority and resourced appropriately. The focus is on enabling clearer accountability, reduced duplication and ensuring that we lift public trust and confidence in our transport system.

To meet these obligations, we recommend that Auckland Transport / the Public Transport CCO structure the Public Transport CCO's SOL in two parts. The two parts recommended are:

- **Part One** – outlines the activities and priorities for the Public Transport CCO during the **Get it done** period, noting that these activities will transfer to the council at the end of the six-month transition period.
- **Part Two** – sets out the objectives, activities, deliverables and performance measures and targets for the **Public Transport CCO** responsible for delivering high-quality passenger transport services in the **Get Going and Go Faster** periods. At the end of the transition period, this part of the SOL will form the SOL for the Public Transport CCO. This will assist the Public Transport CCO to be clear on its deliverables and performance measures from the outset and not require a new SOL to be developed and agreed at the end of the transition period.

Part One: Get ready and get it done

In **Part One** of the SOL, we expect Auckland Transport / the Public Transport CCO to:

xi. Collaborate with the council on implementing the government's transport reform for Auckland, by:

- continuing to apply current (GB/2025/154) and any future operating rules approved by the council, including escalating and making visible decisions as required
- carefully considering the joint strategic work programme (GB/2025/93) and refocusing resources away from non-urgent tasks / medium priority plans to those required to support reform, including determining the Road Classification Framework, and any work needed to support the new Auckland Regional Transport Committee
- assist the council to design new, efficient processes for governance of transport matters.
- ensure local board views are considered carefully on programmes or projects where the local boards will become the decision makers for future projects.

- actively support local boards by delivering timely, solution-focused advice that empowers them to make informed decisions and drive outcomes.
- xii. Advance the council's key priorities for transport in Auckland, including:**
- work with the council on a review of design standards that will cut costs for both the Council Group and the private sector.
 - maximising the existing transport network through dynamic lanes, special vehicle lanes, network optimisation, and signal improvements. There should be an extra focus on quick changes in the city centre that improve bus and general traffic flow, similar to my 2025/26 Letter of Expectation.
 - improving temporary traffic management practices, minimising disruption, and ensuring timely removal of open road traffic management once work is complete
 - supporting development of Auckland Council's Transport Policy Statement, the 30-year Transport Plan and the Regional Land Transport Plan.
 - working with City Rail Link Limited, and delivery partners to ensure operational readiness and safe, timely delivery of the City Rail Link.
 - continuing progress on the Eastern Busway, other rapid transit network projects and the Level Crossing Removal Programme.
 - Support the Council Group review of the City Centre Masterplan when requested.
 - Review design and consenting processes.

Part Two: Get Going and Go Faster

xiii. Develop an organisation that reflects the agreed functions of the Public Transport CCO and delivers a well-functioning public transport network

In my Mayoral Proposal I have identified the following functions to be sitting with the Public Transport CCO, subject to any changes made in the legislative process:

1. Management of bus, rail and ferry contracts, and oversight of day-to-day public transport operations.
2. Public transport service and public transport route planning, including supporting Auckland Council in any review of the Regional Public Transport Plan.
3. Responsibility for successful delivery of the City Rail Link, including staff required to complete asset handover from CRLL & integration of technology systems. It is important that the transition, including decisions around transfer of functions, should not disrupt the successful delivery of the City Rail Link.
4. Control and operation of public transport assets (such as rail and bus stations, and ferry terminals), including facilities management, and planned and responsive maintenance.
5. Minor public transport capital works, including for example small-scale safety improvements, amenity enhancements, bus operational improvements, and customer information upgrades.

6. Oversight of both operator safety and safety onboard public transport services.
7. Minimal corporate support in the Public Transport CCO, with finance, human resources and other corporate functions delivered through Group Shared Services or Auckland Council where appropriate.
8. Public transport specific technology support (AT Mobile, Real Time Information, AT HOP etc) or other business-specific technology should remain with the PT entity, with all non-business-specific technology as part of Group Shared Services.
9. Customer service functions focussed on public transport, including the contact centre and customer service staff in stations, plus a small communications and marketing team focussed on public transport service changes & marketing of public transport services.

Public Transport CCOI expect your SOI to reflect these decisions and further decisions made through the transport reform programme.

Auckland Transport's public transport functions generally perform well, though transport reform offers an opportunity for a focussed CCO to make our public transport world class, so I want to ensure that opportunity is taken.

xiv. Collaborate with the council to establish appropriate performance measures

The council and public expect you to deliver a well-functioning public transport network, with efficient, reliable and integrated services. A core objective will be to increase patronage and continue to deliver the council's key public transport priorities noted above.

I expect you to work with the council to establish appropriate performance measures and targets for the Public Transport CCO (e.g. punctuality, reliability, safety, customer satisfaction, utilisation, farebox recovery).

xv. Optimise and ensure a responsive public transport network

Public transport patronage has not reached the level we collectively would like. I expect public transport patronage to grow strongly in coming years, given the significant investment in the City Rail Link and Eastern Busway, and significant number of new frequent bus routes that are or will soon be delivered.

You should work with council to ensure improved alignment of bus & rail services (including improved interchanges) to support uptake of the City Rail Link. This should also include reviewing how journey patterns change post City Rail Link, and redirecting bus resources away from services parallel with the rail network, and towards improved feeder services.

The Public Transport CCO should refresh its approach to marketing, with a new focus on providing basic information to new and existing passengers about services, rather than expensive branding campaigns.

xvi. Collaborate with the council to successfully plan and deliver the public transport capital programme

I expect CCOs, along with the council to focus on providing value for money and the adoption of the ten spending rules. With the split in responsibilities for delivering public transport and roading functions, the council and the Public Transport CCO will need to work together to ensure capital delivery is aligned and efficient. Practical tools such as service level agreements will need to be developed and I expect this to be done in a timely and cost-effective manner. I do not expect agreements to take years to develop and agree, with hordes of lawyers being involved.

xvii. Ensure public transport service contracts are efficient, cost-effective,

In a similar manner I expect the Public Transport CCO to consider the Value for Money rules when procuring public transport services. Operators must maintain high standards of quality and meet safety requirements.

xviii. Improve customer service by focusing on getting the basics right and managing complaints

I expect the Public Transport CCO to continue to ensure high levels of public transport customer satisfaction. Customers should have access to clear communications and are kept well informed throughout their journey. This should be done through a range of methods to ensure all customers have access to information, including website, mobile applications, at stops & stations and on-board services. Many of these areas require a refresh and transport reform provides an opportunity to do this. The Public Transport CCO should focus on getting the basics right first,

I expect you to continue to address the recommendations of the Auditor-General and communicate effectively with the public.

xix. Take direction from the council on public transport issues

I expect the Public Transport CCO to engage early with elected members and comply with the no-surprises policy on public transport issues, for example fare strategy, safety, revenue and public transport fleet decarbonisation. I also expect the Board and entity to take direction from your shareholder on public transport matters.

xx. Make use of the group's shared services

The new Public Transport CCO will have some limited corporate support in house but would also be expected to make use of the group's shared services.

Opportunities should also be considered for further integration of public transport technology and data with Group Shared Services over time, and the teams should work closely together, sharing their knowledge and experience.

I have asked staff for further advice to consider the impacts of the rollout of the National Ticketing System and whether, at a later date, there will be opportunities to consider further integration of certain functions, such as the integration of the public transport contact centre with Auckland Council. I expect you to work with staff to provide me with this advice.

Ngā mihi

A handwritten signature in blue ink that reads "Wayne Brown".

Wayne Brown
Mayor of Auckland

Cc:
Cr Andrew Baker, Chair Transport and Infrastructure Delivery Committee
Dean Kimpton, Chief Executive, Auckland Transport
Alastair Cameron, Manager CCO Governance and External Partnerships
Tamsyn Matchett, Chief of Staff, Mayoral Office



City Rail Link Readiness

Transport and Infrastructure
Delivery Committee

24 February 2026

WORKING TOGETHER

CityRailLink  KiwiRail  1

Key Messages & Updates

Key messages

- **City Rail Link Ltd, Auckland Transport and KiwiRail are working as a united team to complete the project and be ready to launch improved train services.**
- **Opening City Rail Link (CRL) is a transformational moment for getting around Auckland.**
 - It means the launch of a reshaped train network with new routes and direct connections.
 - It will be the coming together of a new train network, upgraded bus connections, new stations and upgrades in the city centre.
- **In the summer we made significant progress towards opening.**
 - KiwiRail completed the five-year Rail Network Rebuild which has renewed tracks, foundations and drainage across much of Auckland's network.
 - We made progress on the Henderson Station upgrade and level crossing removals, as well as the first network-wide systems integration test and timetable dry-run.
- **Around the new central city stations our upgraded streets, footpaths, bus stops and bus lanes are being completed and opening up.**
 - These milestones mean more attractive and accessible spaces even before CRL opens.
 - It also means disruption, from CRL and supporting projects in the city is coming to an end.
- **Future rail maintenance and projects will be less disruptive, with full network shutdowns only in exceptional circumstances.**
 - Maintenance will be able to be done in smaller sections, with partial closures, single-line running, and smarter technology so that trains can keep moving while upgrades continue.

Major updates

- **Good progress is being made towards the operational readiness across fleet and staffing.**
- **Precinct projects** are also making progress:
 - Completion of all works in Waitematā Station precinct (end January).
 - Completion of Karanga-a-Hape Precinct improvements (end February). Some work remaining on Cross Street (now a separate project).
 - Completion of Wellesley Street Bus improvements (station section) expected March / April.
- **First network-wide systems integration test and timetable dry-run completed January.**

Communications & Engagement

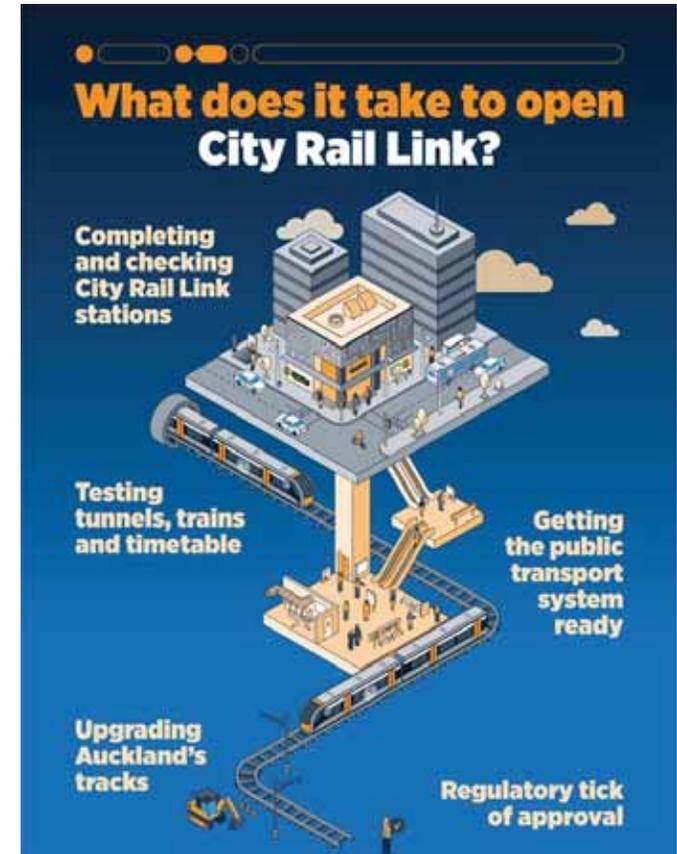
Understanding the new network

- **Route map:** published August 2025.
- **Journeys:** help people understand what it means for them as they get around.
- **Preview Journey Planner:** a tool to allow people to see how their journey could change or what new options they may have.
- **New stations:** increased communications about our new stations, how to access them, local connections and destination, including proposed public open days.

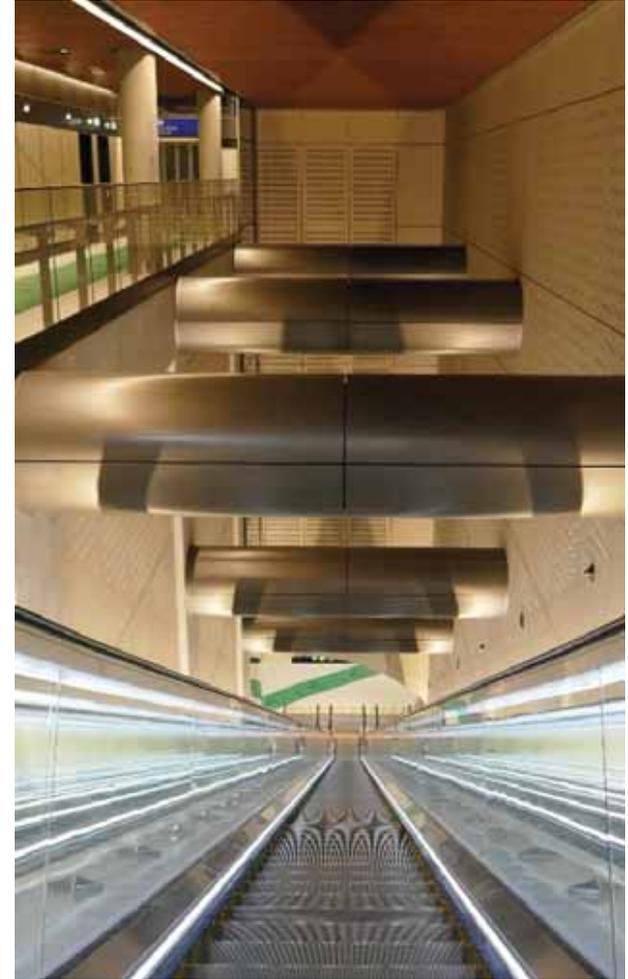


Getting ready milestones

- Checklist to show the key tasks towards being ready to open CRL and new graphic to explain what is involved.
- Recent milestones:
 - Train shipments completed.
 - First round of train testing.
 - Train driver training completed.
 - Rail Network Rebuild completed
- Upcoming milestones:
 - Precinct projects – Karanga-a-Hape, Wellesley Street.
 - Henderson Station upgrade completion.



Progress & Readiness Updates





Station completion & testing progress

- Testing and Commissioning phase progressing well.
- Moving from individual devices / systems, to system integration tests in stations:
 - From: does each system / device work individually as it should?
 - To: do the systems correctly integrate with each other to deliver the correct outcomes?
 - *For example: if a smoke detector is activated, do the integrated systems work together correctly to deliver the right response (e.g., ventilation changes to control air flow and smoke, access controls change to open escape routes and close other routes, escalators adjust travel patterns.)*
- Significant effort on safety and emergency systems testing including trials and drills with real people in simulated emergencies.
- Programme for this year allows operational staff to get familiarised with all systems.

Network testing progress

- **First network-wide systems integration test and timetable dry-run.**
- Testing integration of all systems (e.g. new station systems, data feeds and customer information) and a dry run of new train services and frequencies:
 - Completed 27 and 28 January following works over summer.
 - Large numbers of staff, 84 trains operating.



Public transport operational readiness

- **Fleet programme** – near completion:
 - All 72 pre-existing units retrofitted for CRL.
 - Final new train (of 23) shipped early February.
- **Operational staffing** – on track:
 - All train drivers have completed CRL training.
 - Train managers.
 - Station staff.
 - Maintenance staff.



Operational readiness: staffing updates

Approximately 160* new staff: train crews, station and customer service staff and maintenance teams.

New and existing staff will undergo CRL specific training.



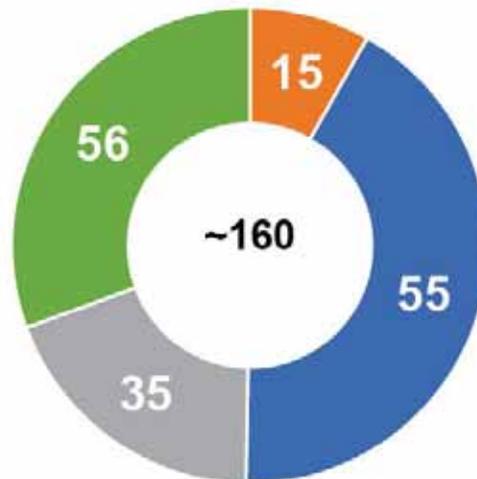
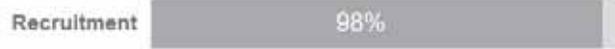
Maintenance

~56* new staff to look after station maintenance, cleaning.



Station Staff

~35* new station operational and security staff.



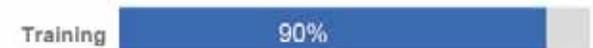
Customer Service

Recruitment of additional AT customer service staff.



Train Crews

~30* new train drivers and ~25* new train managers.



*estimated figures subject to planning completion, timetable and rosters

Rail network readiness

- **Rail Network Rebuild**
 - Five year programme successfully completed over the Summer Rail Upgrade.
 - Over 1,300 workers on 300 different sites.
- **Henderson Station Upgrade**
 - Upgrade of Henderson Station allows an extra platform and track which supports the new timetable.
- **Work still to go**
 - Work is progressing on commissioning of upgraded signals, the Henderson Station upgrade and Drury and Paerātā Stations. Ngākoroa to be delivered post-CRL.



Auckland upcoming rail improvements

February 2025

Ongoing work

| |
|--|
| ■ Southern Power Feed: 2028 |
| Other upgrade works |
| ■ Signalling works |
| ■ Auckland Transport Level crossing programmes |
| ■ Other upgrade works |

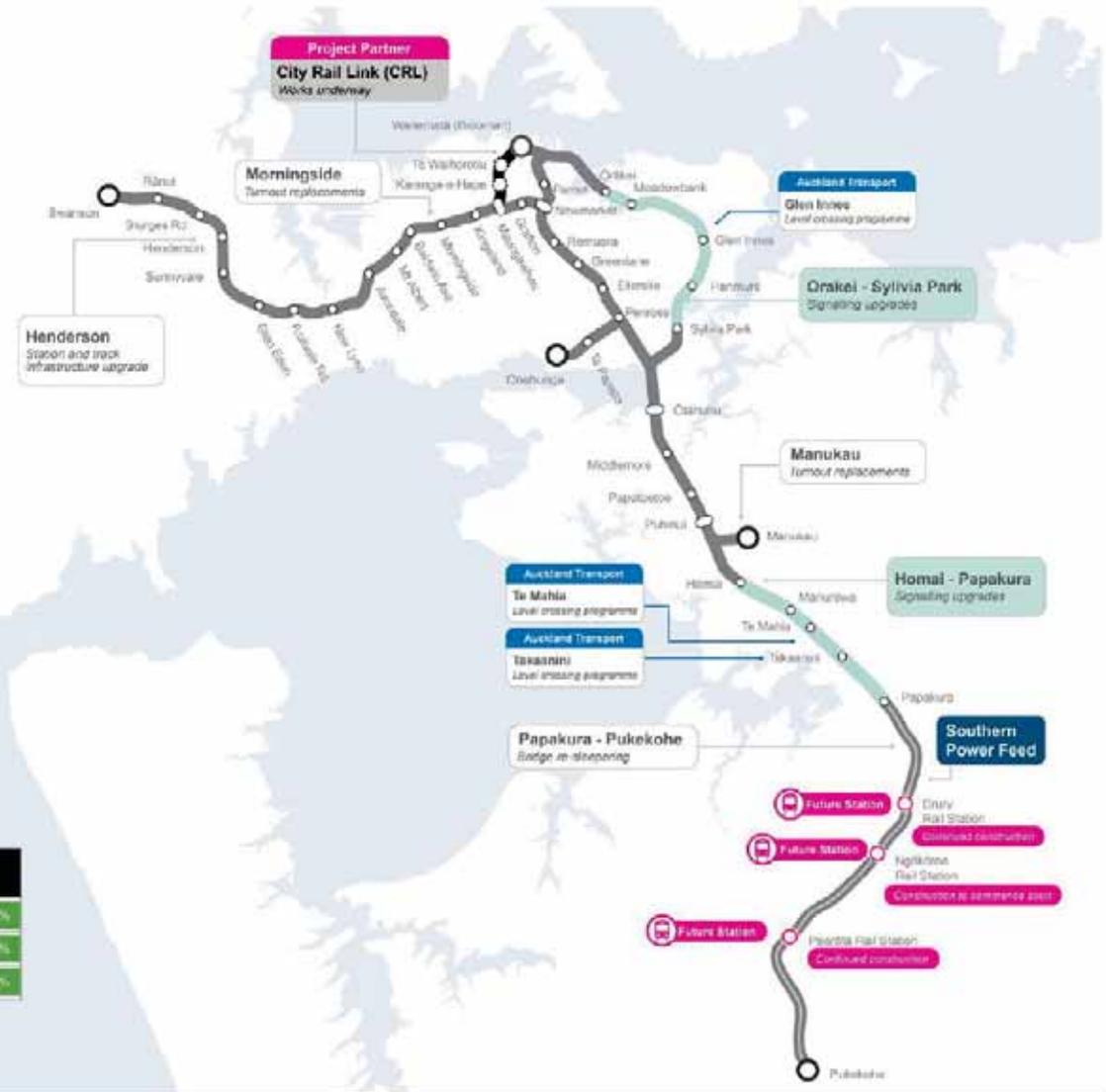
Our completed projects

| |
|--|
| ✓ Third Main: Quay Park - Wiri (completed) |
| ✓ Electrification to Pukekohe (completed) |
| ✓ Western Power Feed: 2025 (completed) |
| ✓ Rail Network Rebuild (completed) |
| Station Upgrades |
| ✓ Middlemore: (completed) |
| ✓ Pukekohe: (completed) |
| ✓ Ōtāhuhu: (completed) |
| Train Control |
| ✓ Auckland Rail Operations Centre (AROC): (completed) |

Major Projects (CRL essential) - Progress to Date

| | | | |
|----------------------|------|------------------------|------|
| Rail Network Rebuild | 100% | Western Power Feed | 100% |
| CRL C9 Britomart | 100% | P2P (excl. substation) | 100% |
| CRL C8 Henderson | 80% | W2QP Third Main | 100% |

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Rail Network Rebuild (RNR) and Auckland Metro Recovery (AMR) Programmes

Total achieved since programme began and what was achieved during Summer 25/26 closure



Future maintenance

- KiwiRail is rolling out a new programme to transform how we deliver maintenance.
- Using new technology and automation and long-term planning, there will no longer be full network closures.
- The network is segmented into 36 zones which allows trains to keep running in other parts of the network while other zones are being maintained.
- Paves the way for trains to run during peak times. Lengthy shut downs will not be needed.

Upcoming CRL readiness work

- **28 February – 1 March**
Partial closure on the Eastern Line between Waitemata and Otāhuhu.
- **14 – 15 March**
Southern Line closed south of Puhinui. Eastern Line closed between Otāhuhu and Waitemata (Manukau to Otāhuhu served by Southern Line trains).
- **22 March**
Full network closure for CRL timetable testing
- **3 – 6 April (Easter long weekend)**
No trains running on all lines.
- **7 – 12 April (School Holidays)**
Southern Line closed south of Puhinui. Eastern Line closed between Otāhuhu and Waitemata (Manukau to Otāhuhu served by Southern Line trains).
- **13 – 17 April (Dates may change but will remain within the school holidays)**
Full network closure for CRL timetable testing.
- **25 – 26 April (Anzac Day)**
Trains will run in the morning on Anzac Day (25 April) until 2pm to enable people to get to morning services.

From 2pm on 25 April and all day on 26 April, there will be no trains running on all lines.