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AGENDA ITEM 17.2 BOARD DECISION PAPER	
To:	The Board
From:	Andrew McGill, Group Manager, Transport Network Planning and Policy Shameel Sahib, Head of Corporate Strategy and Business Planning
Reviewed:	Scott Campbell, Acting Director Strategy and Governance Dean Kimpton, Chief Executive
Date:	22 April 2025
Title:	Strategic Document Rationalisation

Aronga / Purpose

- To seek approval of the recommendations from the strategic document rationalisation project, including the new strategic framework which includes a hierarchy and naming convention, and steps to be taken to embed this framework.

Tuku mana / Delegation

- Board approval is sought given this new strategic framework will guide the development of key strategic documents, influence future critical business decisions, and guide public communication.

Ngā tūhonga / Recommendations

- That the Auckland Transport Board (board) :
 - Approves the outcomes and recommendations of the strategic document rationalisation process, including the new document hierarchy and naming convention;

- Approves that existing strategic documents will be rationalised in line with the new framework, notwithstanding any that are legislative requirements or commitments to Auckland Council (council).

Te whakarāpopototanga matua / Executive summary

- The Strategy and Governance directorate has led a review and rationalisation of Auckland Transport's (AT) transport and corporate strategic documents, which has produced a revised (reduced) document list, including the introduction of a 'top' document, a hierarchy to the documents and consistent naming convention.
- This rationalisation will help improve decision-making for the organisation, improve clarity of our key areas of operation, and sets up a framework that is better aligned and easier to use and understand for the future.
- We are seeking board approval of the new framework, given the critical role it will play in future decision making and organisational decisions, as well as the public-facing components. There is significant political risk associated with this work, given the current reform plans for AT. The risks will need to be mitigated through agreement with council and alignment with their strategic document rationalisation work (currently underway).
- Council is still working on their own strategic document rationalisation, and AT will make the necessary changes to align to the council framework once it is finished.

Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
August and October 2024 Board	Strategic Document Rationalisation (verbal and dashboard reports)	The Board expressed key interest in the work, indicated the work needs to be completed by December 2024, and needs to outline how it will be embedded in the organisation.



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Date	Report Title	Key Outcomes
March 2025 Board workshop	Strategic Document Rationalisation	The board wanted clearer information on what the board’s decision making role would be under the new framework, details on how the new approach would be implemented (including timing), greater clarity on the difference between strategies and plans (and for management to primarily sit in the plan space), and explain how decisions were made around what to combine and what to segregate.
April 2025 Design and Delivery Committee (committee)	Strategic Document Rationalisation	The committee was supportive of the revised framework, including the changes resulting from feedback provided at the March board workshop. The committee urged caution on the roll-out, to ensure alignment with Council and prevent wasted effort.

Te horopaki / Background

- A key part of AT’s role is coordinating the existing and short-term future transport system and shaping our organisation (corporate strategy and operating model) and its priorities to deliver that system in a way which meets our commitments to Aucklanders, council, and central government. Transport covers a number of topics and is a complex area. This means there is a lot to plan, and at varying levels of detail and timeframes.
- Over time, AT has developed a range of documents to respond to emerging policy areas and issues, which support board and executive decision-making, ensuring alignment to higher objectives and strategy. However, this evolutionary approach has led to some duplication and inconsistency among documents, along with lack of a clear hierarchy.

- To address this issue, the Chief Executive, Executive Leadership Team, and the board have requested a rationalisation of AT’s suite of strategic documents.
- In completing the work, the team has been guided by the following principles: having fewer artefacts, creating a clear hierarchy, enabling better decision making and providing clearer guidance to the organisation, addressing trade-offs between different priorities, being consistent (across naming, content, approach, wording and between documents), and giving Aucklanders’ confidence in our work. Importantly, we wanted this work to clearly demonstrate how AT will align better with council and government strategic direction.
- We also re-examined the split between our ‘transport’ documents and our ‘corporate’ documents, to achieve a clearer separation between internal documents which guide our business and outline how we will meet our external commitments, and external documents which set out the transport changes we are making. The intent is that any topic which impacts on the transport system, or customers’ experience of that system, should be featured in the ‘transport’ stream. There will be some topics that straddle both.
- We have in the last few months also accounted for the proposed changes to AT announced by the Mayor of Auckland and Minister of Transport in December 2024 but note that there is more work to do here, and remaining uncertainty at present. These announcements meant the original December 2024 deadline for this work was not met.

Te hononga ki te “Statement of Intent 2024-2027”/ Alignment to Statement of Intent 2024–2027

- This work sets out a framework of documents which will help achieve our commitments in the Statement of Intent.

Me mōhio koe / What you need to know

- We have developed a new AT strategic document framework as Attachment 1. This framework represents a hierarchy, clear and consistent naming



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convention, and clear interaction between different documents (including the relationship between 'transport' and 'corporate' documents). More detail on the hierarchy, naming convention, decision making role and plan to embed the new approach is contained in Attachment 2.

16. While there is a hierarchy, we have outlined that there are both 'top down' and 'bottom up' components to all our documents (as well as sideways interconnections).
17. The tiers are as follows:
 - a. Tier 1 comprises the core documents owned by council and government which set strategic guidance and direction for AT, including transport outcomes, investment decisions, and expectations for delivery.
 - b. Tier 2 comprises the 'AT Integrated Delivery Plan' (title to be confirmed), a new 'top' document for AT which will act as a longer-term statement of intent, explaining how AT will deliver on council and government direction and investment, and achieve desired outcomes. It also includes the Statement of Intent, which outlines a three-year delivery plan and is updated annually.
 - c. Tier 3 documents cover core plans which cover our highest level of areas of interest – for transport our networks and assets, and for corporate our enterprise business plan.
 - d. Tier 4 expands the details by creating detailed plans outlining how we will deliver on different aspects of the transport system (such as managing assets, procuring services, and responding to customer needs).

These are supported by low level 'tier 5' frameworks, action plans and directorate business plans, which are non-strategic internal guidance documents to support clear and consistent decision-making.

18. We propose that the board's role would be in endorsing Tier 2 and approving Tier 3 and 4, as well as approving the high-level objectives of select Tier 5 documents where they represent a sufficient risk profile for the organisation.

19. AT's naming convention and content inclusion guide provides clear definitions for what constitutes a pathway, strategy, plan, action plan, policy, and framework. Establishing the need for any new document and identifying where it will likely sit in the hierarchy, will be required before obtaining approval to proceed with its development.
20. The new structure means a significant reduction in our number of strategic documents (from 28 to 18) and means that each document is clearly linked across the framework.
21. The new structure will require revisions to existing documents to ensure they contain the right information needed at the relevant hierarchy level that document sits in and close work with council to ensure the documents fully reflect council strategic direction.
22. Importantly, the Strategy and Governance directorate will need to work across the business to embed this framework and ensure consistency of use (and high awareness of its existence and role). We have started engaging with document owners and will implement a gateway process for ensuring alignment in the development of strategic documents, and guidance for the business on how to use and interpret the documents for decision making.
23. Importantly, this change does not involve removing key content in our strategic direction, including any approved from council or legislative requirements. Instead, it is about streamlining and cross integrating our work direction and eliminating duplication. Commitments to council and government remain as is but could be reflected in different documents.

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

24. There are no financial implications associated with this decision.



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

25. There are no climate change and sustainability impacts associated with this decision – there will remain a sustainability strategic document in the hierarchy, and it will be better integrated with all other strategic documents and topics.

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 checked="" type="checkbox"/> No: <input type="checkbox"/>	There has been ongoing engagement with representatives from council's Group Strategy directorate who are leading council's own rationalisation process, to ensure alignment. Council staff have indicated support for AT's work and direction, but we will need to make further changes based on the CCO reform outcomes.




Ā muri ake nei / Next steps

26. Subject to board approval, work will begin on the final artefact documents associated with this project (internal and external communications collateral, user guides, briefings for teams, etc) and a programme will be set up to revise and update the existing suite of documents over time. We will implement the new approach from 1 July 2025 and expect to have the documents revised by the end of 2025, subject to the CCO reform outcomes.

Ngā whakapiringa / Attachments

Attachment #	Description
1.	One pager of full strategic framework
2.	Detailed pack outlining framework, naming, responsibilities, and roll-out process

Te pou whenua tuinga / Document ownership

Submitted by	Recommended by	Approved for submission
Andrew McGill Group Manager, Transport Network Planning and Policy  Shameel Sahib Head of Corporate Strategy and Business Planning 	Scott Campbell Acting Director, Strategy and Governance 	Dean Kimpton Chief Executive 