

# Business Report – March 2011

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## INTRODUCTION

This Report is a collation from the area managers and provides the Board an overview, status and direction on Auckland Transport (AT)

## 1 HUMAN RESOURCES (Simon Harvey)

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### 1.1 Executive Summary

The change programme activities still dominate the work of the HR function as we work to resolve residual issues as quickly as possible. The Job Evaluation Questionnaire exercise run across Auckland Council (AC) and Auckland Transport (AT), as agreed in the transition programme, has now closed off (employees were able to question their Job Bands be reviewed). It has been agreed with Auckland Council that Auckland Transport will likely complete the resulting review ahead of them, but process and management of outcomes will be aligned.

It is pleasing to report that Auckland Transport, after its Accident Compensation Corporation (ACC) Audit, has achieved its WSMP Accreditation at the Secondary level.

A partnering meeting has been held with our delegates and the PSA and a set of principles agreed to on how we will engage. While trends for people indicators are still forming, the organisation should be pleased with the early results of 10% staff turnover and sick leave of approximately 2%.

An innovation programme will be launched at Auckland Transport shortly to capture improvement ideas from all staff. A process improvement programme for HR service delivery has also been commenced. Further new programmes will be launched and these will be advised over the coming months.

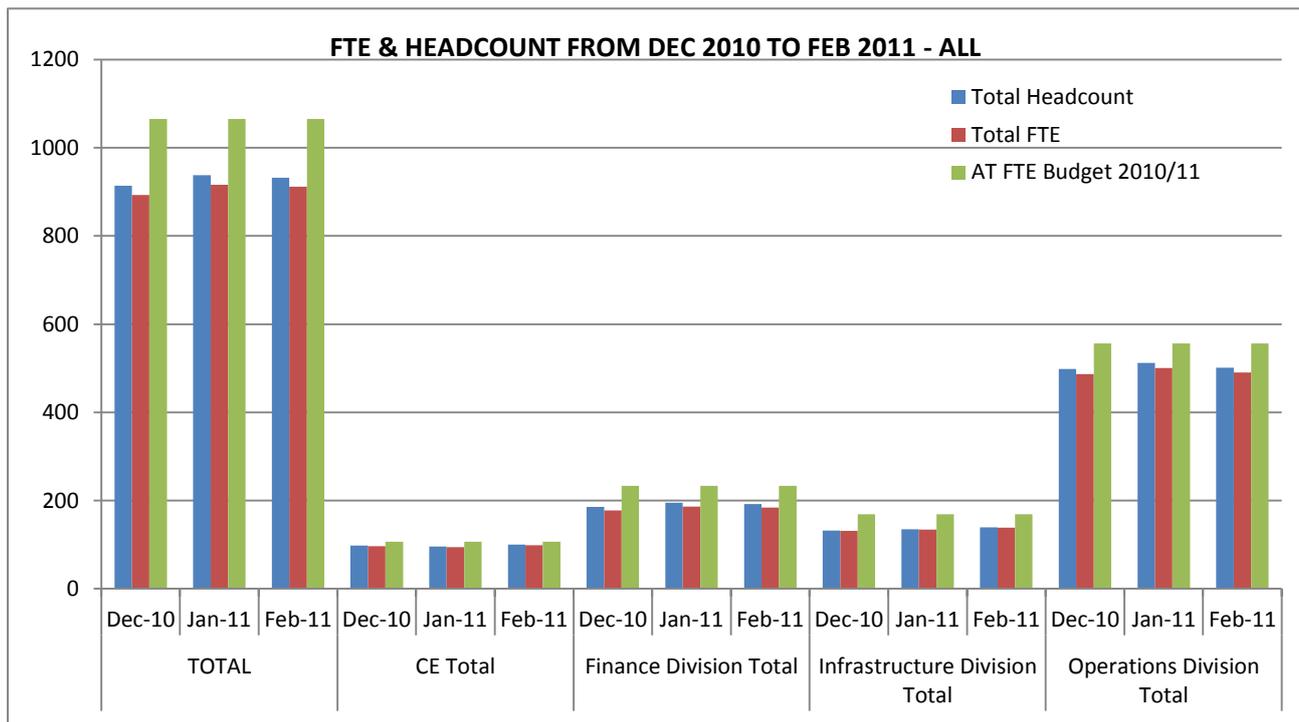
### 1.2 Appointments / Payments / Records

The Workforce statistics for Auckland Transport are made up of:

- The establishment budget FTE = 1065.18 (1012.48 permanent and 52.7 fixed term). One position in the CE Division was changed from fixed term to permanent. The actual FTE = 911.68 (at 28 February 2011), 932 head. There is a decrease in the starting point this month as a small number of contractors were included previously (entered in the HR system to gain access to SAP).
- Staff resignations decreased in February to 2 permanent and 1 fixed term employee
- New appointments for February are 28 which consist of 22 permanent staff and 6 fixed term
- As agreed with the PSA and the ATA a project has been setup with Auckland Council to review the roles that need re-evaluating. Final submissions from the staff were received by 15 February 2011
- A total of 960 job evaluations were received across Auckland Transport and Auckland Council, 114 (12%) of these are for Auckland Transport. This equates to 476 unique positions with 94 of these being in Auckland Transport.
- A paper for the consideration on the treatment of those staff on Salary Protection has been prepared for consideration.

**AUCKLAND TRANSPORT  
FTE & HEADCOUNT FOR DECEMBER 2010 TO FEBRUARY 2011 - ALL**

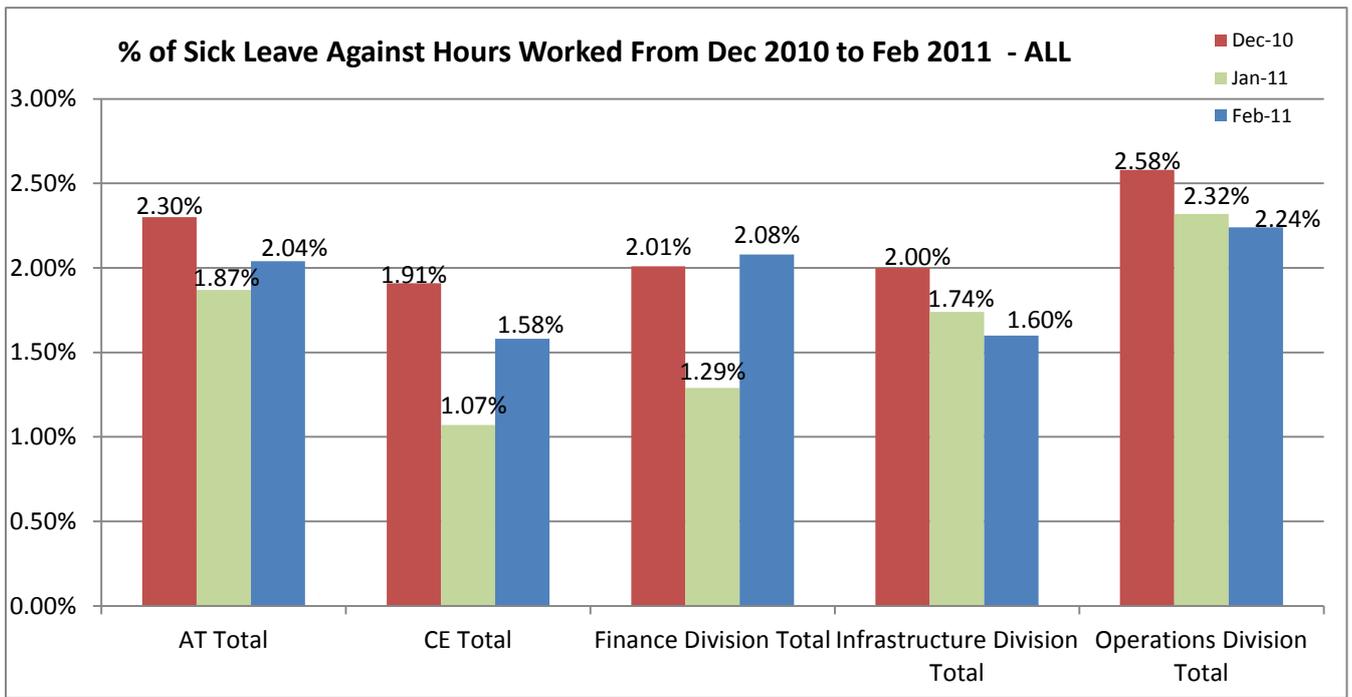
DIVISIONS	MONTH	TOTAL HEADCOUNT	TOTAL FTE	AT FTE BUDGET 2010/11
TOTAL	Dec-10	914	892.51	1065.18
	Jan-11	938	915.97	1065.18
	Feb-11	932	911.68	1065.18
CE Total	Dec-10	98	96.63	106.5
	Jan-11	96	94.63	106.5
	Feb-11	100	98.63	106.5
Finance Division Total	Dec-10	186	177.57	233.4
	Jan-11	195	186.63	233.4
	Feb-11	192	183.89	233.4
Infrastructure Division Total	Dec-10	132	131.61	169
	Jan-11	135	134.21	169
	Feb-11	139	138.61	169
Operations Division Total	Dec-10	498	486.7	556.28
	Jan-11	512	500.5	556.28
	Feb-11	501	490.55	556.28



**AUCKLAND TRANSPORT  
% OF SICK LEAVE AGAINST HOURS WORKED FOR DEC 2010 TO FEB 2011**

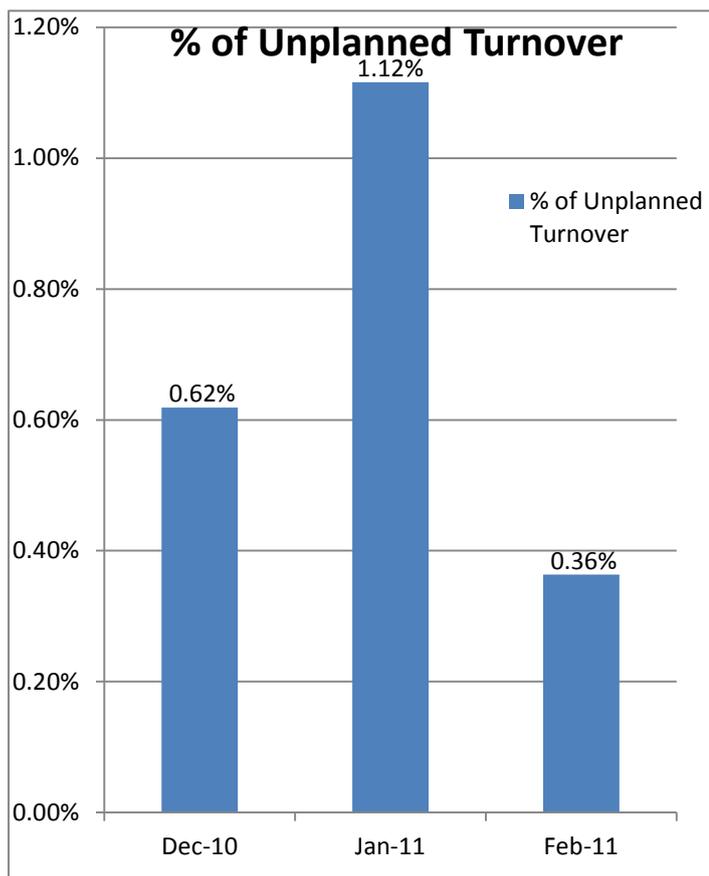
Departments	Dec-10	Jan-11	Feb-11
AT Total	2.30%	1.87%	2.04%
CE Total	1.91%	1.07%	1.58%
Finance Division Total	2.01%	1.29%	2.08%
Infrastructure Division Total	2.00%	1.74%	1.60%
Operations Division Total	2.58%	2.32%	2.24%

Level of absenteeism (Sick Leave and Bereavement Leave) as a % of total working hours



**AUCKLAND TRANSPORT  
% OF UNPLANNED TURNOVER DEC 10 TO FEB 11**

Employee Group	Dec-10	Jan-11	Feb-11
AT Permanent Employees	808	810	825
Unplanned Permanent Turnover	5	9	3
% of Unplanned Turnover	0.62%	1.12%	0.36%



## 1.3 Health and Safety

### March 2011

- The Health & Safety Rep meeting was held on 3 March
- The WSMP Health & Safety audit was conducted by an independent auditor on 14 and 15 March. Henderson (Head Office Operations) and Bledisloe House (Public Transport Operations) were the focus.
- A pass at secondary level was achieved giving an ACC levy discount of 15%. As per the agreement reached with the ACC the discount will be back dated to 1<sup>st</sup> November 2010.

## 1.4 Cultural / Training / Support

### Training

- A roadshow was held across the four main offices in late February/early March to launch the new Learning and Development Policy. These roadshows were further supported by providing an overview at departmental manager's meetings. This launch has seen an increase in learning and development initiatives and attendance at training courses/conferences etc.
- A programme called *tune-up!* is currently being developed for managers and team leaders so that we can gain a better understanding of how we can fine-tune our current HR processes to best support the business. The *tune-up!* Programme will introduce various HR policies and procedures that managers use on a day to day basis and gain input from them as to how we can improve these processes in our workplace. This is the initial phase of a broader strategy to develop our management capability.
- The first corporate induction session for new staff was held on 21 February with positive feedback from attendees. These induction sessions are being held bi-monthly with the next induction scheduled for 18 April. The induction programme continues to be improved and the prospect of a tour of our facilities such as the Wharf, Britomart and Northern Bus Way etc. is being explored to give staff a better understanding of what Auckland Transport do.
- A draft proposal on a Career Pathway for Engineers has been prepared for consideration by Kevin Doherty and Fergus Gammie. This is the first in a likely series of professional development programmes.
- A communication to staff is due to be made in the week commencing 21 March requesting all employees to read and sign the Code of Conduct. The aim is to have all existing staff sign the document before the audit in April. All new employees are already signing the Code as part of their engagement formalities.

## 2 OPERATIONS (Fergus Gammie)

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### 2.1 Executive Summary

- Major step forward for managing the Auckland roading network as One-network with the signing on 3 March of a partnering charter between AT and NZTA for the Joint Traffic Operations Centre.
- The Quay Street works will be substantially completed by the end of March. This project, which was inherited from legacy councils, has been reviewed to identify key learnings for the management and coordination of future works of this size.
- The systems for managing corridor access requests (CARs) to undertake works in the road corridor are being improved by implementation of the CAR Manager system.
- Public Transport (PT) patronage grew by 9.6% in February (against February 2010), and by 8.3% for the 12 months to end February 2011 (total of 64,075,606 passenger trips).
- A large number of events were held in February and special event PT services were provided to many of these. This included special event rail and bus services to the Warriors vs. Eels and Blues vs. Crusaders matches at Eden Park, with PT carrying 31% and 32% of the crowd respectively.
- Public consultation will be held in April for the redesigned central city bus services.
- A Waterfront-CBD based public bike hire scheme for the RWC 2011 is being developed. The response to a call for Expressions of Interest for a full public bike hire scheme showed that substantial costs and set up time would be required for a full scheme. An analysis of the business case for a full scheme will be undertaken.
- The combined Auckland Transport AIFS/Snapper smartcard is on track to be rolled out on NZ Bus Services in May. This will be the first phase of the new integrated ticketing scheme for Auckland.

### 2.2 Road Corridor

#### Road Corridor Operations

- The partnering charter between AT and NZTA for the Joint Traffic Operations Centre (JTOC) has been signed by the Joint Boards on 3 March 2011. One example of how this partnership will work is the use of NZTA's variable signs to alert Northern Motorway users of delays on Quay Street.
- An operational working group with AT and NZTA representation has been established and is meeting regularly to put in place processes to enable JTOC to provide input into the Road Opening Notice (RON) process for activities that could adversely affect the operation of the arterial network and/or traffic signals. The desired outcome is that there is early involvement to identify issues and possible mitigation measures.
- Work is underway on a project to provide route optimisation across the region over the next few years
- Tamaki Drive road safety audit has been completed, which identifies the issues requiring action. These will be included in the feasibility assessment project, or addressed via maintenance or other minor improvement projects.
- Crash reduction studies for the entire region have been commissioned, which will inform the development of next year's minor safety improvement programme.

- A draft report on the red light camera pilot has been completed and submitted to the NZ Police and for an independent peer review. The report summarises the success of the pilot in terms of:
  - Positive public perception
  - Safety benefits (crash and red light running reduction)
- Have attended to date 16 serious crashes on the network with the Police's Serious Crash Unit (SCU). This is to ensure that any network safety deficiencies are addressed.
- Processed 59 resource consents in February and 38 in March to date.
- Responded to an average of 420 Requests for Services in February and an average of 342 in March to date.

### **Road Corridor Maintenance**

- Quay Street – substantial completion by 31 March. The learnings from this project, particularly in terms of managing impacts on road users and stakeholders, have been identified for future works of this size.
- Future of Road Corridor Maintenance – Initial engagement with existing suppliers completed.
- Procurement Plan under development.
- Review of Road Corridor Maintenance's capabilities for potential natural disasters underway including fleet, communication and physical resources.

### **Road Corridor Access**

- In February 1132 RON's were received. Of the total received in February, 1039 (92%) were processed within 5 working days of receipt.
- A Service Level Agreement (SLA) has been developed with ATEED in respect to the approval of major events and the associated road closures.
- The implementation of the Corridor Access Requests (CAR) Manager system is underway and will be going live on 28 March 2011. From that date CAR's (previously called RON) will be lodged on-line and will be on one common system across the region. This will offer considerable efficiency gains and make the process essentially paperless. The integration with the 'before U dig' service means that the request for information as to the presence of utility assets by contractors will now initiate the CAR process and reduce the amount of work in the road corridor proceeding without notification or approval.
- Work is progressing on understanding the implications of allowing sections of the existing road network to carry High Productivity Motor Vehicles (HPMV). Previously trucks carrying divisible loads were limited to a gross combined mass of 44 tonnes or less depending on the axle configuration of the vehicle and the maximum axle loads. The Vehicle Dimensions and Mass Rule (VDM Rule) which was passed last year enables approved trucks to carrying divisible loads with a gross combined mass above 44 tonnes with increased individual axle, axle set and gross combination weight limits subject to approval of the truck and route by the Road Controlling Authority.

## 2.3 Public Transport

- February 2011 patronage was 5,514,423 passenger trips across PT, an increase of +9.6% or 483,406 trips compared to February 2010. For the 12-months to end-February 2011 patronage was 64,075,606 passenger trips across PT, an increase of +8.3% or 4,915,341 trips compared to the 12-months to end-February 2010.
- Special event PT services were provided to the Lantern Festival at Albert Park on 18 to 20 February, Super 15 Blues v Crusaders at Eden Park (including free event ticketing) on 19 February, Warriors v Eagles at North Harbour Stadium on 26 February, Mission Bay Jazz and Blues Festival on 26 February, the Neil Diamond concert at Vector Arena on 28 February, Derby Day at Ellerslie racecourse (including free event ticketing) on 5 March, Legends of League game on 10 March at Mt Smart Stadium, Warriors v Eels at Eden Park (including free event ticketing) on 12 March, Round the Bays run along Tamaki Drive on 13 March, Christchurch Earthquake Memorial at the Domain on the evening of 18 February and Super 15 Blues v Hurricanes at Eden Park (including free event ticketing) on 19 February.
- 32% of the crowd were carried by special event rail and bus services to the Super 15 Blues v Crusaders at Eden Park on 19 March. Of a crowd of 30,002, rail carried (on average) 7,250 and bus 2,320 passengers both to and from the event.
- 31% and 32% of the crowd were carried to and from the event by special event rail and bus services for the Warriors v Eels at Eden Park on 12 March. Of the crowd of 38,412, rail carried 8,900 and special event buses carried around 3,000 passengers on average both to and from the event.
- Public consultation of new Isthmus and CBD distribution bus services including the City Circuit and LINK in preparation for Rugby World Cup (RWC) is targeted for commencement on 28 March. Customer focus groups are also underway.
- Provision of emergency shuttle bus transport from Auckland and Whenuapai airports for Christchurch earthquake victims was provided to Civil Defence.

## 2.4 Rugby World Cup

RNZ2011 announced that as a result of the Christchurch earthquake, Auckland has been awarded the two Quarter Final matches to be played at Eden Park on Saturday 8 October and Sunday 9 October at 8.30pm. The operations implemented will be similar to that planned for the Semi Finals weekend. Auckland Transport is presently in discussions with the public transport operators on these operations.

### Eden Park

- The RWC2011 public transport operation has been trialled at Eden Park over the past three matches. There were a number of teething problems with the new operation (which includes using both platforms at Kingsland and western services off loading at Morningside). The systems have been improved over the three matches (particularly in terms of management of passenger flows on and off Morningside Station) and are now working successfully. Further tests will be maintained during the Super 15 season in preparation for RWC2011.
- A peer review of the Eden Park and North Harbour Stadium's Traffic Management Plans (TMPs) is being undertaken in March by Traffix Group and Flow Consulting.
- A revised communications programme has been implemented to improve the interface with the community and assist in publicising the reasons for actions taken. A standardised approach is being established with Eden Park Trust so a consistent message and contact point is maintained.

### **Airport Operations**

- Meetings have been held with Auckland International Airport Limited (AIAL) management to discuss transport operations within the airport for the Rugby World Cup. The domestic terminal is the area of greater concern and AIAL are planning to remodel the domestic forecourt so it operates more efficiently. These plans will be tabled at the next RWC 2011 Airport planning meeting in April.

### **Traffic Operations**

- Flow Consulting has been appointed to undertake traffic modelling of the Quay Street closure on the day of the Opening Ceremony, Friday 9 September to determine the effects on traffic within and around the CBD. Flow have been requested to undertake a number of scenarios including traffic suppression from heavy marketing to stay out of the city.

## **2.5 Parking and Enforcement**

- A review is underway to improve quality and customer service for payment methods for infringements around matching payments to infringements.
- All correspondence is currently on a 14 day turn around.
- Awaiting tenders back from Project Arizona for control room build, the test room is currently been set up and equipment testing has commenced. The Christchurch earthquake has impacted on the availability of technical resources which may extend project timelines.
- A parking strategy review is underway and scheduled for the April Board for consideration.

## **2.6 Community Transport**

- Signed up 25 new schools to be part of the school travel plan programme taking the total number of schools in the programme to 216.
- Completion of roll call surveys with school travel plan schools to assess and document travel change pattern of schools for the 2011 year.
- Completion of 30 Bikewise cycle activities and events including: Go by Bike to work breakfasts, Bike to work Wednesdays, mayoral cycle challenges, Ride your Bike summer programme, bike maintenance courses, cycle training for adults and children and family cycle events.
- Implementation of road safety education campaigns including, Slower, Safer, Sober Driving Alcohol campaign, Motorcycle safety training and visibility campaign and Share the Road cycle campaign.
- Implementation of Workplace travel plan initiatives including progression of Carpooling programme with the North Harbour Business Association, continued promotion of the Auckland Airport travel plan Lift Off, cycle events and public transport clinics with Auckland District Health Board.
- Public Bike Hire Expressions of Interest assessed. Five EOIs received with minimum set up time of 5-6 months and 12 – 24 months for full scheme launch. Expected cost for full scheme ranged from \$2 million to \$4 million, with operating costs of \$30,000 per month. No NZTA funding is available for public bike hire schemes in the current RLTP. However, some funding is available for a RWC Scheme and a Waterfront/CBD based scheme for the RWC is now being developed. The merits of the business case for a permanent full scheme will be assessed over the next 6 months.

## **2.7 AIFS (Integrated Ticketing and Fares)**

- Completion of Thales M5 & M6 Milestones – This covers detailed system designs & Test Facility designs under the Thales contract.
- Pre-installation of rail station devices commenced. Nine stations on the Western Line have now had foundation works completed.
- Implementation of the first phase of AIFS on NZ Bus services on track.
  - pre-awareness marketing campaign starts early April
  - combined AIFS/Snapper smartcard will replace current Go Rider card
  - changeover rolled out progressively over NZ Bus fleet in May.

## 3 FINANCE (David Foster)

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### 3.1 Executive Summary

The team is moving from start up to business as usual to forward looking mode. I am pleased with the progress we are making in all areas, although we are focusing on continued improvement. Progress with the Procure to Payment process has been slower than anticipated as we have worked through the most robust solution. IT, Customer services and Property are focusing on beginning strategy development. The IT Strategy is to be presented to the Board at this meeting, while Customer Service will be completed within the next two months. The capital forecast and prioritisation process has taken a considerable amount of finance time, as has the budget for 2011.

### 3.2 Update

Information Services have progressed strategy development which is on agenda for this meeting. Services are operational and the workloads are now close to business as usual levels. Provision of hardware technology for staff has taken more time than anticipated as we work to match the business need to the technology available.

The Procure to Payment process is progressing well but has taken slightly longer than initially planned as we have been working through potential changes and processes. The team has now moved on to making the changes and putting in place documentation and training. We expect the changes will be in place by 30 April. We are monitoring our processes to ensure suppliers are paid and that internal controls remain robust.

Customer Services are beginning to develop a Customer Service Strategies and consider the development of a medium and longer term business model including the provision of Call Centre services currently outsourced to Auckland Council (AC). This strategy is closely linked to the work to be undertaken for implementation of the IT strategy. We are working on monitoring processes, and also on the identification of when an item is closed. The volume of work in this area is higher than anticipated. We have engaged more resource and are getting on top of the workload. It is difficult for us to assess trends with the holiday period coming so soon after establishment but we are closely monitoring our resourcing and responses. The team has a significant involvement in the AIFS project and linked to this a new CRM systems is being implemented. The Customer Service team are taking the lead in the CRM project to ensure that it is aligned to our business needs. They have also commenced work on establishing processes and support for the AIFS project

The Accounting team are continuing to support the basic business processes and ensure completeness of transactions and internal control. The December period end forecast was reviewed and some modifications have been made. We now expect more operational savings, but less capital work and less NZTA subsidy.

We are working on the 2011/12 Annual plan and had expected to have that for presentation to this Board meeting. However we have identified a number of issues with the "mapping" of budgets from legacy Councils to Auckland Transport. This has left us in a position of needing to do more work with Auckland Council to identify whether they were budget mapping issues or simply issues where legacy Councils did not have sufficient budgets provided. If it is the former then our budget provision from Auckland Council will increase, if it is the latter then we will need to do a business case to Auckland Council to request more funding. We are well down the track with this process but the differences are still substantial and our recommended action will change dependent on the position we reach on the "mapping" issue.

The team have also supported the project prioritisation process which has a major impact on the 2011/12 plan. The reporting staff have improved our cash forecasting and have continued to add to the monthly report. The legacy Councils have not fully completed their Annual reports and this is causing some delays to the Opening Balance Sheet establishment. We are working with Auckland Council on those Councils for which annual reports have been adopted.

The Revenue team have continued to work on the front of house processes for revenue receipting and have identified a number of areas of improvement. These are being worked on. The systems of control and reconciliation procedures have been improved and all reconciliations of revenue from parking are up to date.

The procurement team has been supporting the Procure to Payment process heavily but is now also moving into strategy and procedure improvement. Our procurement processes and practice provide significant potential for efficiency gains and this will be a focus of that team and the Finance support team over the next three months. The same team have been working on our motor vehicle policy and fleet ownership and costs.

We have commenced a review of the delegation policy and limits. We have been working with another organisation within the Auckland Council group to get some consistency in approach. We will be looking to align the delegation headings and structure to reflect other financial policies to ensure we are able to keep the policies, delegations and training consistently aligned. This work is quite advanced and should be available for the April Board meeting.

Property has continued to work on portfolio issues. We have almost completed identification of the property inventory of interest to Auckland Transport, and working through the property acquisition requirements of the forward work programme. The team have worked hard to identify the areas of property which may be contentious for ownership / operation and control. This has occurred in two areas being parking and land acquired for future Auckland Transport projects. There are a number of complex issues regarding ownership and management in these areas. As the inventory has been clarified completeness of revenue from this source has also been occurring. Details will be presented to a future Board meeting.

With staff now in location, we have conducted a review of accommodation issues. This has raised some concerns regarding available space. We have commenced an accommodation strategic review. This will identify questions around space requirements, location requirements, and operational issues to enable the long term accommodation need to be identified and addressed. It will also guide medium term issues around current available space, and remedying the issues raised.

### **3.3 Next Steps / Key Issues**

Work to be undertaken in the next month:

#### **Accounting and Finance**

- Continuing training and process knowledge for the new financial processes and delegations
- Complete planning for the 2011/12 plan and budgets for presentation to the next board meeting
- Continue the development of Board reporting
- Commence revenue reviews to identify opportunities for improvement and also completeness
- Commence Procurement strategy work
- Establishing a high level 10 year plan to support investment decisions

### **Customer services**

- Continuing to work through the new processes and relationships
- Trend analysis of volumes and consideration of resource implications into the medium term
- Working to ensure Customer service readiness for the AIFS system
- Working on implementation of the CRM product and processes.

### **Information Services**

- Get all users familiar with systems through training and support
- Support staff moving with required systems changes
- Development of IT strategy and prioritisation process for IT programmes
- Commence IT Strategy implementation planning and programming.

### **Property**

- Complete an accommodation review
- Commence and complete an Accommodation strategy.
- Work on protocols with Property company and Auckland Council
- Establishment of a register of property that Auckland Transport has an interest in for the forward work programme

## 4 INFRASTRUCTURE (Kevin Doherty)

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### 4.1 Executive Summary

A key thrust of work undertaken by the Infrastructure Division during the reporting period has involved the prioritisation and programming of the Auckland Transport portfolio of capital projects. These projects have been identified from both the Long Term Plan (LTP), being a consolidation of capital projects identified in the LTCCP of legacy council organisations, and the Auckland Transport Strategic objectives. The implications of this work have been the identification of a significant disconnect between the funding available to Auckland Transport and the aspirational programming of projects within the LTCCPs. Further work is required to better clarify this disconnect and to define any impact on the overall program or funding requirements to deliver the portfolio of projects.

The development of the Asset Management Plan (AMP) for Auckland Transport has also progressed well during the reporting period. This work is aimed at linking the achievement of the strategic objectives of Auckland Transport with key levels of service and ultimately investment decisions of the future. We continue to work closely with the NZTA to ensure that our AMP is aligned with their investment regimes and streamlining process. We anticipate working through the development of the strategic framework for the AMP with the Board in the coming months and to provide a first draft mid-2011.

Work is also progressing well with respect to the collaborative initiative being undertaken with the Highways Division of NZTA. This 5 star initiative is designed to ensure our processes for delivering optimal value for money with respect to the delivery of transport investment are sufficiently robust so that they can be relied upon by the NZTA to move from a purchaser of activities to a purchaser of level of service outcomes. The first stage of the initiative is the stocktake of current process implemented by both organisations (including the funding division of NZTA) which will later be analysed for gaps including appropriateness and duplication.

### 4.2 Update / Next Steps / Key Issues

#### Asset Management and Programming

The asset team has continued the development of the Auckland Transport Asset Management Plan (AMP) which is scheduled for delivery at the end of June 2011. Key to the development of the Auckland Transport AMP has been the identification of key levels of service to be delivered under the strategic objective of the organisation. We are working closely with the NZTA to ensure our AMP is consistent with the desired move from a funder to investor in land transport levels of service. The following activities were completed during the reporting period or scheduled for activity during the next reporting period:

- Development of a region wide asset management framework identifying key levels of service across roading and public transport assets
- Identifying infrastructure enhancements required in response to the Land Transport Rule: Vehicle Dimensions and Mass Amendments 2010
- Publishing the first draft of the operational/handover process and manual for transport assets
- Development of processes and documentation to manage access, data updates and security for RAMM database
- Gap analysis of existing asset condition data, and where appropriate extending existing contracts to ensure continuity of data collection
- Development of a procurement strategy for a new asset management regime
- Commencement of current state analysis process to inform the 5 Star initiative being jointly undertaken between Auckland Transport and HNO NZTA
- Preparation and submission of a paper for the Arthur Mead Award for Environment and Sustainability

- Preparation of a prioritised programme of capital projects across Auckland Transport to allow Board consideration of funding and programming issues and impacts
- Continuing development of monthly performance reports to give an overall view of Auckland Transport's capital works programme.
- Working with Business Support to ensure NZTA subsidy claims across Auckland Transport are appropriate and optimised

## **Investigation & Design**

During the reporting period the Investigation & Design (I&D) team has worked collaboratively with the Standards & Regulations Department's steering group for the AT Code of Practice (ATCOP) to consolidate policies and regulations. The combined ATCOP document will provide Policy, Regulations and Standards in one publication.

The following activities were completed during the reporting period or scheduled for activity during the next reporting period:

### **Central**

- Relationship established with City Transformation groups CBD/Town Centres

### **North**

- Awarded contract for SH17 The Avenue Scheme Assessment Report (SAR)
- Awarded contract for Gills Road – Oteha Valley Road Link SAR
- Contract awarded for Glenfield Road Sunset SH18 SAR
- Albany Highway Upgrade design tendered

### **West**

- Northside Bridge Pier agreed with NZTA potentially providing savings with respect to future bridge costs. Design progressing and likely implementation in conjunction with the NZTA Hobsonville Deviation Project
- Tahi Road North – physical works started for Road and Transpower undergrounding
- Great North Road, New Lynn – professional services awarded
- Lincoln Road corridor improvement design underway

### **South-East**

- Flat Bush School Road Stage 2 design complete
- Hollyford – Ronwood Road SAR under peer review

## **Infrastructure Development**

Project implementation continues to improve, particularly as interfaces with the design teams are established. Following the reforecasting exercise, a better appreciation of the project portfolio has resulted in more effective programming of work.

The following activities were commenced during the reporting period or scheduled for action during the next reporting period.

### **North-West**

#### **Works Commenced**

- Parrs Cross Road Upgrading - new kerbing, road widening of 700 metre length of Parrs Cross Road, Henderson
- Kauri Road Slip Repair - 112 reinforced concrete piles completed, stormwater and road reinstatement commenced
- Golf Road Slip Repair and Footpath – Road protection in association with a new footpath
- Rising Parade Extension - Extension of road through to Lonely Track Road
- Sturges Road Bridge Replacement - Completion of Artwork on this project

- Don Buck Road/Royal Road Roundabout - New roundabout construction
- Te Ahuahu /Log Race Roads Seal Extensions – Sealing of two existing metal roads
- Pioneer Cycleway – Cycleway link between Railside Avenue and Vitasovich Avenue including raised pavement at intersection
- Opanuku Artwork - New artwork at west entrance to Henderson on road bridge

#### **Works out to Tender**

- Sturges Road Stage 4 - new kerbing, road widening of 250 metre length of Sturges Road, Henderson

#### **Work to Tender next period**

- Piha Footpaths – Currently in design phase

### **South-East**

#### **Works Commenced**

- Porchester Road improvement, stage 2 - construction of the eastern carriageway is progressing
- Hingaia Road improvement stage 3 - Construction of new southern carriageway is complete allowing works to commence on the reconstruction of the northern carriageway
- Re-connection of Railway Street West between Wood Street and Chapel Street will be completed in mid-April
- Improvements at the Pakuranga end of South Eastern Highway are substantially complete. Project has been completed a month ahead of the programme.
- Ormiston Road Upgrading east of Murphys Road in conjunction with the adjacent property developer on the north side of the road is progressing well. The south side of the road is complete and the north side is 75% complete. Significant amounts of soft subgrade have been encountered which has resulted in undercutting and replacement with black sand.
- The enhanced pedestrian area including a wet weather canopy at the Matiatia Wharf on Waiheke Island has recently been completed
- Minor Safety works to install traffic calming devices have recently commenced in Eastern Beach and Bucklands Beach
- Erection of new Advance Destination Signs has commenced in the eastern area
- Construction of two retaining walls in the Papakura area has recently been awarded
- The installation of kerb and channel and associated berm improvements in the Franklin ward has recently been awarded

#### **Works to Tender next period**

- Guardrail installation contract for works on the rural roads in Clevedon
- Waiuku Town Centre redevelopment Stage 3, River Lane
- Pukekohe Town Centre redevelopment, balance of outstanding works
- Takarini School Road Gobi-block removal project

### **CBD**

#### **Works Commenced**

- “Eden Park precinct upgrades” (RWC 2011) in construction. Walters Road footpath has been completed on one side and excavated on the opposite. Morningside Drive and McDonald Street completed one side.
- Physical works for the CBD to Eden Park walking route (along Great North Road) are well under way (75 % complete). Project is likely to be completed before mid-April 2011.
- Physical works for “Minor Town Centre Upgrades” (RWC 2011) at Kingsland (New North Road) and Eden Valley (Dominion Road) have been procured. Construction is planned to start in early May 2011.

### **Works to Tender next period**

- Karangahape Road Bus shelter project to be tendered in April

### **Central**

#### **Works Commenced**

- Neilson Street construction and interface planning to minimise disruption
- Ian McKinnon cycle and walking, consultation and tender documents preparation
- Carlton Road and Belfast Road local area speed controls project awarded for construction
- Robert Street/Main Highway intersection improvements construction

#### **Works out to Tender**

- Neilson Street stages 1, 2, and 3 (design) - Onehunga Mall intersection upgrade and Gloucester Park Road intersection upgrade and Motorway on/off ramp approach improvements

#### **Works to Tender next period**

- Ian McKinnon cycle and walking improvements to be tendered in March
- Three Kings Safety around Schools projects – Mt Albert Road/Warren intersection, Mt Albert/Hillsborough Road intersection, St Andrews Road crossing

### **Public Transport & Facilities**

#### **Works Commenced**

- Waitakere Bus Shelter Construction – construction underway at various locations
- North Shore Bus Shelter Construction – construction underway at various locations
- Glen Eden Train Station Carpark Upgrade – tenders have been evaluated and construction to start later this month. The budget for this is currently with Auckland Council which needs to be transferred over to Auckland Transport.
- Hibiscus Coast Busway Station, formerly known as Silverdale Park & Ride – tenders have been evaluated (stage 1). Construction needs to start early April at the latest.
- Matiatia canopy Construction – bulk of the works complete, waiting for final sign-off
- North Shore Wharf Renewals Professional Services contract to be awarded this week

#### **Works out to Tender**

- Sunnynook Bus Station Pedestrian Cycle path physical works to be tendered in late March

### **Major Projects & Project Management Office**

#### **Major Projects Update**

The following provides a brief summary of major project activities completed during the reporting period or scheduled for activity during the next reporting period:

- **AMETI**  
Work has been undertaken on reviewing the programming sequence for the various packages of AMETI with a view to optimising the delivery program and its inherent linkages to land use and property development. Construction of the replacement bridges crossing the rail on Mountain Road and the Ellerslie/Panmure Highway is programmed to proceed before Christmas 2011. Options for a bus interchange at Sylvia Park are being considered, as are development options for the Panmure Bridge as part of the Package 1 works.

Further traffic modelling work for the whole AMETI project has commenced, with the first data being available during the month. This will allow more informed design decisions and will assist in establishing the business case for the various stages of work.

Package 3, interim works on the South Eastern Highway are continuing on program and the widening associated with that project is due to be completed in April 2011.

Work on the draft scoping report and option drawings for Package 4 (Pakuranga/Ti Rakau) has continued this month. Three principal options have been developed in sketch form and are being reviewed.

A communications strategy is being developed and the composition of a Project Liaison Group finalised.

- **Dominion Road**

The strategic context for the Dominion Road public transport improvements are currently under review to confirm or otherwise the rationale for the previously defined development options. This work has progressed and will be presented to the Board at its May meeting.

- **New Lynn**

The project is progressing well with a chance of early completion as the New Lynn Kindergarten have vacated their building early thereby allowing an early start to the northern embankment. In addition consolidation of the southern embankment has occurred ahead of plan allowing early removal of the pre load and consequent advance on roadworks activities. The precast beams for the bridge over the rail line were lifted in on successive weekends and all beams are now in place. The bridge deck will be completed by the end of April, in time for rail electrification. Roadworks in Great North Road and the Todd Triangle are continuing with the first of the shared space surfaces completed. Traffic congestion has reduced and bus operations are running without difficulty. Ongoing optimisation of traffic signals continues in the area as an aid to speed traffic movements through the work zones. A contract has been awarded for the final design of Great North Road through New Lynn and a contract was awarded for additional parking bays and a footpath.

- **Manukau Station Construction**

Tenders have been awarded for the lift for the station and construction has begun. The tender for the remainder of the station construction works has closed and will be awarded by the end of March. Work is still on program to complete the station and interim station entry in late July 2011. Progress on the MIT Campus integrated with this development is on target and proceeding well with no additional issues.

- **Hobsonville Ferry Terminal**

The design work is proceeding as planned and the construction of the ferry terminal will commence in June. The completion of project is expected by February 2012.

- **Manukau CBD Car Park building**

Tenders to go out mid-March for the revised design on 2 Davies Avenue providing 677 car park spaces on seven levels. Evaluation and contract award in April for project completion by February 2012.

### **Project Management Office (PMO)**

The Project Management Framework (PMF) is now substantially completed and formal roll-out commenced. Related documentation has been developed to integrate with the PMF together with process diagrams and templates – for project and contract initiation and management processes. Project Highlight Reports (PHRs) together with consolidation into Programme “Traffic-light” Reports have been implemented and we are now in our second round of reporting. Focus now is on ensuring completeness, accuracy and refinement for the March-end round. A contract Content and Change Control Group (CCCG) has been established and has met twice – agreeing a number of enhancements to the various contract templates together with review and change control processes. The suite of templates will shortly undergo legal review to ensure consistency and complete alignment with industry best practice. Further templates are under development to provide short-form and non-standard formats to deliver on broader business requirements.

## 5 COMMUNICATIONS AND PUBLIC AFFAIRS (Wally Thomas)

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### 5.1 Executive Summary

The Communications and Public Affairs division provides strategic and operational support across all facets of Auckland Transport.

This reporting period again saw a high level of activity, particularly in the areas of media liaison and special event promotion/customer communications.

### 5.2 Key Initiatives

#### External Communications

Following the Christchurch Earthquake, Auckland Transport provided on the ground, practical support in the form of senior communications staff (as well as civil, structural and roading engineers).

The Manager; Communications and Public Affairs arrived in Christchurch the day after the earthquake.

Roles over the five day deployment included:

- International Media Manager – responding to requests for general interviews and information (running into several hundred over the five day period).
- Writing media advisories, releases and briefings for the Mayor, Bob Parker (in association with the Mayor's Press Secretary).
- Higher level strategic advice to Mayor regarding opportunities and positioning – effectively establishing a non-media related programme (site visits, community walkabouts and so on).
- Identifying and pushing public service messages through mainstream local media (e.g. water restrictions).
- Formalising and assisting to arrange twice daily media conferences, including co-ordinating messages from the likes of Christchurch City Council, Fire, Police and National Civil Defence.
- Identification and implementation of proactive media for the Emergency Operations Centre (EOC) e.g. staff volunteer "vignettes" for television.
- Coordinating or leading daily media bus tours of worst affected areas in the Christchurch CBD.
- Liaison with government and other departments over VIP visits including those by the Prime Minister John Key, Governor General Sir Anand Satyanand and former Prime Minister Helen Clark.

Two other senior communications staff subsequently completed a five day deployment in Christchurch, again working largely in media liaison and administrative support. Feedback has been provided to Auckland's Civil Defence Emergency Management to assist preparedness for large scale incidents in this region.

Media interest in Auckland Transport activities remains high. For the month ending February 22 media coverage of Auckland Transport as an organisation comprised 133 items (average of around four per day).

It should be noted that January-February are relatively "light" months in terms of news reporting generally.

The largest proportion of reporting appeared in press media outlets (49%), followed by internet (46%) and broadcast (5%). The most frequent focus of coverage during this period was public transport, largely arising out of coverage of preparations ahead of Rugby World Cup 2011.

A number of external presentations have been prepared for the Chief Executive as part of a programme aimed at raising awareness of the organisation and its priorities. This included a presentation to some 300 members of the Employers and Manufacturers' Association. Upcoming presentations include:

- NZ Transport Infrastructure Forum (April 6)
- Travelwise Awards (April 7)
- National Rounding Authority Conference (April 12)
- Bike Futures Seminar (April 15) - being hosted by Auckland Transport at the Henderson Civic Centre.

## **Customer Communications**

Significant effort went into communications around three major matches at Eden Park (2x Blues and 1x Warriors), which were seen as Rugby World Cup trial events. Tools included print and radio advertising, on-platform and on-board messaging, posters and flyers etc. As a result the numbers of people utilising bus or rail to travel to/from the events and positive feedback from patrons was pleasing.

In the lead-up to Rugby World Cup there is an increased focus on communications and stakeholder liaison. The Manager; Communications and Public Affairs and the Manager; Key Relationships are taking lead roles in those aspects of the project.

An in-flight video clip for international travellers arriving with Air New Zealand has been produced. The 30 second piece focuses on public transport options and will be seen by an audience of around 85,000 in the period June-November. It is part of a wider 'show reel' of Auckland attractions and information.

The clip will also be offered to hotels for viewing on their in-house TV channels, posted on the Auckland Transport website etc.

General customer communications, which included 'below the line' media and PR (press releases etc.) advised of rail fare increases and temporary rail line closures (for maintenance). Special event services were also promoted for the Round the Bays run- with over 4000 using trains to get to/from the event - and the national Day of Mourning which acknowledged victims of the Christchurch earthquake.

A month-long radio campaign "Make it a good one. Make it home" targets young people with alcohol related road safety messages. The campaign is supported by Mai FM and a street team will encourage young people to nominate sober drivers to be in to win vouchers for taxis or petrol.

Billboards will be placed at key locations around Auckland with visuals displayed on rear doors of taxis.

Auckland Transport has also partnered with Co-Op, North Shore and United Taxis to offer discount rates on presentation of a voucher distributed through a viral (text) offer. See Attachment 1.

Meanwhile, the "Back to Uni" campaign continues, with early signs extremely encouraging. This on-campus campaign focuses on fare discount offers for tertiary students who display a special sticker on their student ID card. As previously reported to the Board the target is to increase public transport use by this group by 14% (over the course of the calendar year). February saw tertiary student boardings increase by over 94,000 on the same period for 2010 - with a spike around the start of the campaign.

## **Internal Communications**

Organisation-wide projects such as a Work-Place Travel Planning are supported through Internal Communications programmes.

A re-design of the staff Intranet site has begun. Completion is set for late April/early May. This is the primary tool for staff communication. The new site will be more engaging and user friendly with, for example, organisational policies and HR information more easily accessible.

The final two staff forums titled “A Single Transport Agency: Our Business 2011” were held. At these sessions the Chief Executive set out the organisation’s vision and values as well as key priorities for the year ahead. Around 200 staff attended these sessions.

This month several staff fundraising events were held for the victims of the Christchurch and Japan earthquakes. A “casual Friday” saw staff donate over \$1000 to the Christchurch appeal. At the time of writing a “Bake for Japan” morning tea was in the final stages of planning with the Japanese Consul General confirmed as attending.

## 6 KEY RELATIONSHIPS UNIT (Stephen Rainbow)

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### 6.1 Executive Summary

The Key Relationships Unit (KRU) continues to focus on establishing the Elected Member Liaison Unit (EMLU), building relationships with Local Boards and, in particular, their Chairs and Transport spokespeople, and facilitating the relationship between Auckland Transport (AT) and Auckland Council (AC). Briefings for MP's have been arranged.

Managing AT's relationships with a wide range of stakeholders - apart from entities like Boards and Auckland Council - from activists and Industry groups to local people impacted by major projects, is emerging as a major issue for protecting AT's reputation and ensuring the successful delivery of projects.

EMLU members are now actively working with the Local Boards and the Unit is also engaged in the process around the development of Local Board Plans. No less than 90 requests for information from AT on Local Plans have been received, making transport the major issue of concern from Local Boards. Similarly the KRU is working with the Mayor's office on the issues that are being raised with the Mayor during his meetings with local communities, the majority of which are about transport.

### 6.2 Key Relationships

- Stakeholder management around RWC 2011
- Representing AT at AC Transport Committee and Auckland Policy Office (APO) meetings of Government agencies and AC
- Fortnightly sessions with Mayor's office and AC about upcoming events and issues
- Single AT point of contact for AC councillors has been established and issues ranging from disputes between neighbours to lighting and bus station conditions being addressed
- Point of contact for local MP's with presentations to parties planned pre-election

### 6.3 Elected Members Liaison Unit

- The EMLU organised and ran Local Board Briefings Boards for AT during the latter part of February. These briefings were held in four sub-regional sessions, for the North, South, West and Central Local Boards. Each session was addressed by David Warburton, and also by staff covering off major regional projects and significant projects and initiatives relevant to the sector of the city involved. They were also briefed on the ways in which AT would work with the Local Boards.
- The Unit Manager is meeting with Local Board Chairs on an *ad hoc* basis where specific issues arise that trigger such a meeting, and is also using the opportunity to discuss general issues associated with the AT-Local Board relationship.
- The Unit continues to handle a significant number of issues which have been raised by elected members and by the Mayor's Office. Some elected members are generating a large number of queries of AT. All Boards have been advised that there will be times that we will decline to provide the information requested, but that where this occurs, we will give them clear reasons for our decision to decline.

## **6.4 Stakeholder Liaison**

- Relationship Plan with NZTA signed
- Development of Relationship Plans with NZ Police and Kiwi Rail
- Investigation and resolving of issues raised by a range of stakeholders
- Facility stakeholder engagement on projects such as the South West to Airport Transport Study

## **6.5 Liaison – Iwi/Maori**

- Liaison with AC Maori Relationships Team to develop engagement consistency
- Identification of legacy commitments to Iwi / hapu on AT projects.
- Identification of Iwi clusters (in development) for AT Major Projects
- Request for legal opinion of the statutory obligation / responsibilities of AT to Maori

## **7 STRATEGY AND PLANNING (Peter Clark)**

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### **7.1 Executive Summary**

The Strategy and Planning Unit (S&P) has focused on ensuring seamless continuation of key activities including the CBD Rail Link, South West to Airport Study and maintaining the flow of NZTA funding to Auckland Transport through the RLTP process.

It has also been building relationships with Auckland Council to support the Auckland Spatial Plan process.

### **7.2 Planning and Policy**

#### **South West to Airport Transport Study**

The South West to Airport Transport Study is progressing as planned. GHD Consultants have been appointed to undertake this work following an open tendering process undertaken prior to Christmas. The tendering process resulted in a competitive price being received and the study commenced in January 2011. Despite tight timeframes the project is on track to meet Auckland Council Spatial Plan obligations for March/April and Auckland Transport are working closely with the project partners - Auckland Council, NZTA, Auckland Airport, and KiwiRail.

The first Implementation Executive meeting was held in early March with the Community Steering Group meeting a few days prior. The Otara - Papatoetoe and Mangere - Otahuhu Local Boards have also been briefed and discussions are being held with various Iwi groups to determine the best way forward for ongoing engagement. The project team are working on a series of high level mode and corridor packages and building the strategic case to assist with the Spatial Plan work by Auckland Council.

#### **Auckland's Spatial Plan – the Auckland Plan**

“Auckland Unleashed”, the Auckland Plan (Spatial Plan) Discussion Document, was publicly released at the Mayoral Summit on 23 March 2011. The purpose of the Discussion Document is to seek feedback and input into developing the Auckland Plan and identifying:

- What the key issues are for the future of Auckland
- How the region will develop in the future
- Where critical infrastructure will be located
- The future location of activities within specific geographic areas
- Nationally and regionally significant recreational, open space and ecological areas
- Environmental constraints on development, landscapes, areas of historic heritage value and natural features
- Implementation priorities (projects and programmes) that need to be advanced through other Auckland Council plans.

Auckland Transport has participated in some initial stakeholder discussions and provided feedback to Auckland Council on the draft Discussion Document and will continue to input into the preparation of the first draft of the spatial plan being prepared between March and July 2011.

Formal Consultation on the draft Auckland Plan will take place between August – November 2011 and Auckland Council aims to adopt the final Auckland Plan in December 2011.

## **Additional Waitemata Harbour Crossing - update**

Planning for an AWHC has been on-going since the mid-1980s and past studies have identified an AWHC operated in conjunction with the existing Auckland Harbour Bridge (AHB) as the most appropriate solution to provide the region with flexibility, resilience and sustainability.

In 2008, five regional partners, Transit NZ (NZTA's predecessor), Auckland and North Shore City Council's, Auckland Regional Council and the Auckland Regional Transport Authority, determined a preference for four bored tunnels; two with three lanes of motorway traffic and two with a single rail line. In December 2009, NZTA and KiwiRail served a number of Notices of Requirement (NoRs) for designations for the protection of land to allow construction of the preferred crossing.

In 2010, the Minister of Transport asked NZTA to further study the transport, economic, funding, efficiency and timing issues of different AWHC options, including developing a business case which would support the progression of any AWHC through subsequent development, consent, design and construction phases. Key reasons for an AWHC are to achieve resilience in the roading network and to avoid the need to manage truck movements on the existing AHB (expected around 2030) which would impact on the regional economy.

The resulting study defines and assesses two road options for an AWHC - a tunnel or a bridge - between Esmonde Road interchange and the Central Motorway Junction. The study found that a bridge is the most cost-effective solution, costing \$1.4b less than a tunnel (\$3.9b vs. \$5.3b); however both options fail to provide a positive Benefit Cost Ratio (0.6 for a bridge, 0.4 for a tunnel).

The study identifies significant amenity, environmental and visual impacts which may influence a preference for a bridge or a tunnel crossing. The study concludes that obtaining statutory consent for a bridge is 'improbable' under the existing legislative and policy environment. Given the scale of costs, the study also identifies the need to consider funding any AWHC infrastructure through a range of funding mechanisms.

NZTA is seeking public feedback on the study and has proposed that the issue of whether the road crossing should be in bridge or tunnel form should be resolved during the development of the Auckland Plan and the Auckland Long Term Plan. As such, the form of an AWHC has been put forward as a question in the current Auckland Plan discussion document.

The study also defines and assesses a rail crossing route between Akoranga Station and a possible Gaunt Street station, based on an indicative rail network concept within the North Shore. However, the study found that the case for North Shore rail is difficult to justify within the next 30 years (i.e. insufficient land use demand and the ability of the Northern Busway to provide passenger capacity), so was not pursued further. The changes in North Shore land use needed to support rail, the range of potential rail options, and the potential agglomeration or wider economic benefits of a North Shore rail network were outside the scope of the study.

As part of the rail assessment, the study noted that the Northern Busway capacity would be constrained by bus congestion within CBD streets and further work was required to address this and allow the Busway to meet expected growth.

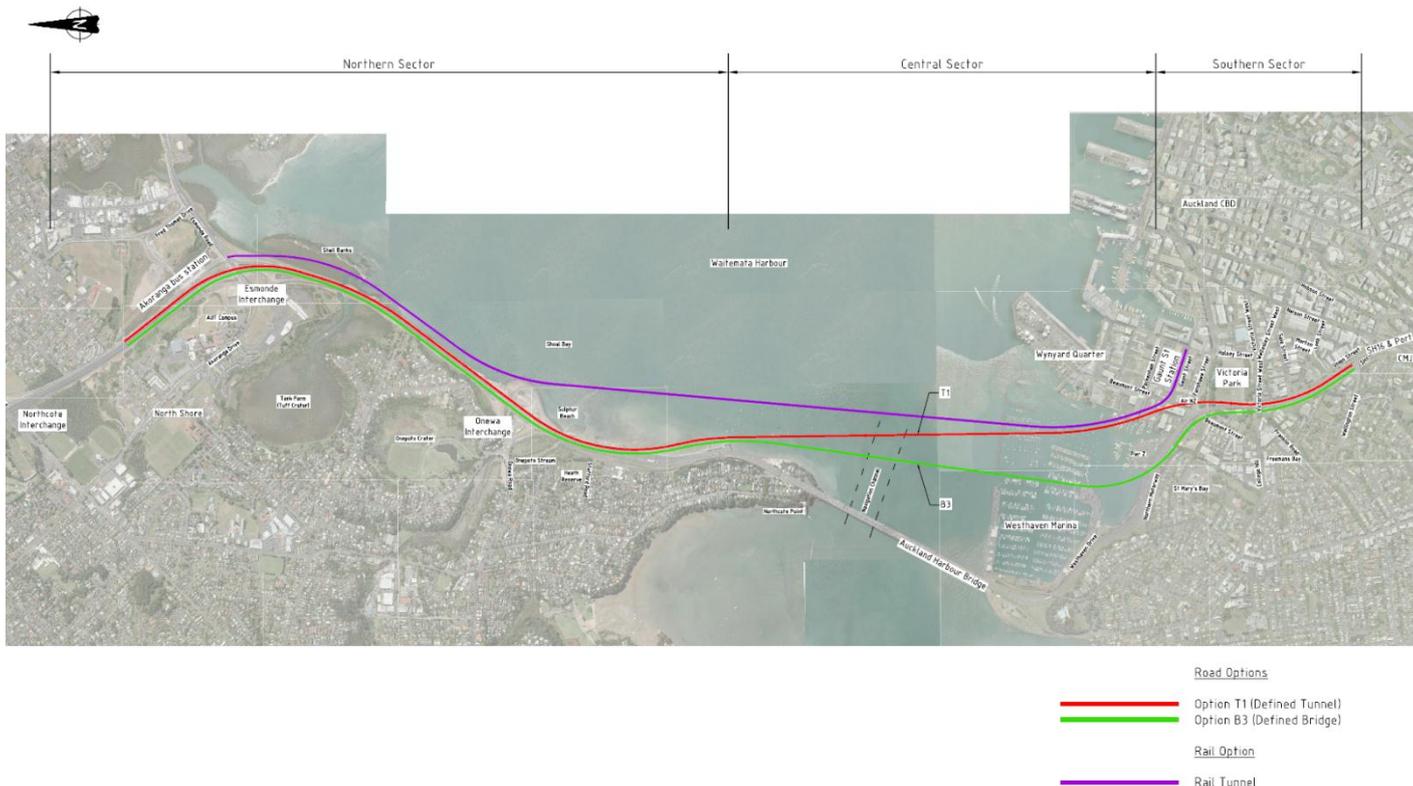


Figure 1: Location of Road Bridge and Tunnel and Rail Crossing Options

### 7.3 Regional Land Transport Programme Funding

During the February 2011 monthly reviews, 2 funding applications totalling \$3,670,000 were submitted to NZTA for consideration. All of which were approved.

Table 1 – February 2011 Schemes recommended to NZ Transport Agency

Project name	Description	Activity Class	Phase	Cost	Comments (AT)	Outcome (NZ Transport Agency)
E/W January 2010/11	All first response and permanent re-instatement work resulting from cyclones Zelia, Vania & Wilma from 21 to 29 January 2011.	Maintenance	Construction	\$2,650,000	Recommended	Approved.
Pt1 Stg3 Albany off-road cyclepath North Shore.	Construction of a section of the off road cycle path in Albany North Shore, Stage3 Barbados Drive to Goldfinch Rise.	Walking and Cycling	Construction	\$1,020,000	Recommended	Approved.
Total New Schemes Approved for Funding				\$3,670,000		

Notable in the February 2011 monthly review were:

- Construction of an off road cycle path in Albany, known as Stage 3 - Barbados Drive to Goldfinch Rise.
- All first response actions and permanent re-instatement work resulting from storm damage from cyclones Zelia, Vania & Wilma which occurred between the 21 and 29 January 2011.

<b>APPROVED FOR SUBMISSION by</b>	David Warburton <b>Chief Executive</b>	
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