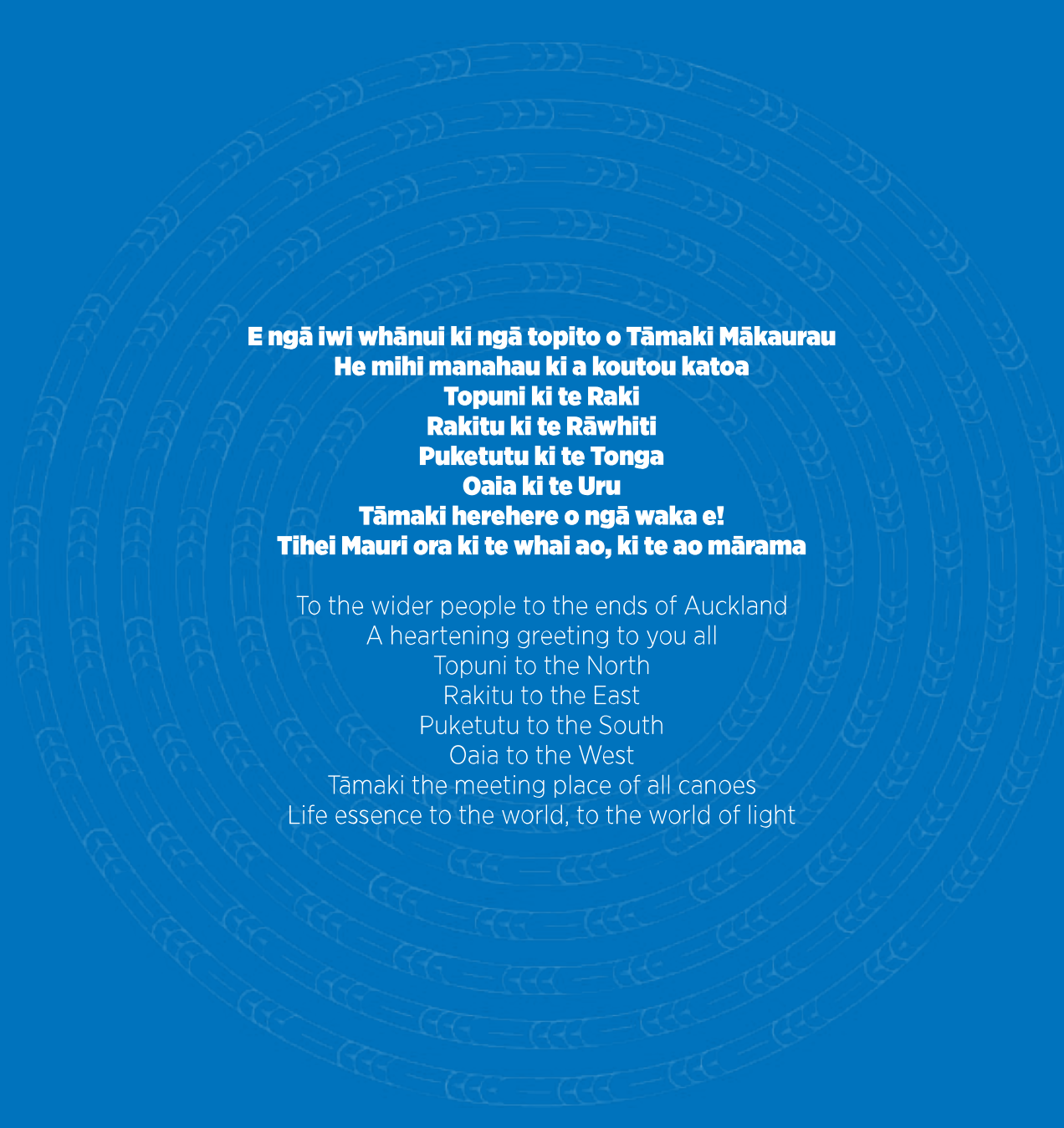




Auckland Transport Statement of Intent

2026 - 2029





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

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

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Chair's foreword

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

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

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

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

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

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

Ngā mihi
Andrew Ritchie

Introduction

Purpose of this Statement of Intent

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

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

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

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

PART ONE SOI

Transition functions

STRATEGIC CONTEXT

Enabling transport reform

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

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

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

The aims of transport reform are to:

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

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

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

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

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

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

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

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

Strategic alignment

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

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

Letter of expectation:	How AT contributes
Plan (LTP) and prepare for LTP 2027 - 2037	programme and an annual budget that helps meet the group savings target of \$106 million. The Draft Asset Management Plan (AMP) was submitted to council in February 2026, including scenario analysis relating to asset condition and resilience. This will inform development of the LTP 2027 – 2037. We will continue to work with council's Infrastructure Strategy and Asset Management System teams as we finalise the AMP.
Group shared services	High-quality group shared services will be delivered by council to AT by transport reform which will reduce duplication and standardise support and other corporate functions. We will continue to work with council to agree required levels of service and bed in the group shared services model post transition.
Planning, delivery and paying for growth	To support council's future growth aspirations, we will work collaboratively across the council group to develop and implement the Regional Spatial Plan (RSP) by: • contributing to the development of the RSP, ensuring alignment with transport strategy (e.g. Auckland 30-Year Transport Plan) • advocating for growth that aligns with the RSP while promoting improved land use–transport integration • planning and delivering transport projects in growth areas • implementing relevant government policy, including the requirements outlined in the Planning Act, Natural Environment Act, and National Policy Instruments • providing transport input into Resource Management Act reforms, including associated National Policy development.
Effective spending	The efficient and disciplined delivery of AT's capital programme stays a priority during the transition period, including applying council's capital spending rules and investment expectations, with a clear focus on prioritisation, value for money, asset stewardship and delivery certainty in a constrained funding environment. Prior to transition, AT will continue to plan, deliver and maintain critical transport infrastructure to support network reliability, climate resilience and sustainability outcomes, while providing transparent reporting on capital delivery performance. The 2026/27 capital programme is set out at the end of this section.

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

STATEMENT OF PERFORMANCE EXPECTATIONS

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

Statement of Intent deliverables

Letter of Expectation:	To deliver on the letter of expectation, we will:	
Advance the council's key priorities for transport in Auckland	Work with council to make better use of our existing road spaces and improve traffic flow by optimising the transport network to use road space dynamically: - complete 20 km of new Special Vehicle Lanes (SVLs)¹ - deliver three planned dynamic solutions and undertake a regionwide re-assessment of the future dynamic lane programme² - deliver intersection improvements³ - complete 100 smart detection sites for intersection optimisation (bus boosters and advanced detection) - work with the freight industry to complete the freight pre-emption pilot at key intersections and begin rollout at the end of the pilot - complete two AI pilots for optimisation of signal/traffic flows on the network.	All network optimisation deliverables are throughout 2026/27
	Work with council to improve bus and traffic flow in the city centre: - deliver the network operations action plan to respond to and mitigate ongoing project disruptions, including monitoring and adaptation of Midtown trial - deliver smart technology to key intersections and pedestrian crossings, including the city centre advanced destination signage.	2026/27 - Q3 2026/27

¹ Current project list includes: Eastern Busway (9.7km), Green Lane West Stage 1 (1.5km), Remuera Rd (2.3km), Mt Eden Rd (1.7km), Great South Rd (Papatoetoe) (1km) and Silverdale Bus Priority on SH1 (2.5km, jointly governed but NZTA led).

² Projects planned for 2026/27 include: Park Rd Dynamic Lane, dynamic turn restrictions trial at Dominion Rd / Memorial Ave intersection, and dynamic movement restriction on Library Lane. Investigate Dairy Flat Highway Dynamic Lane for delivery in 2027/28.

³ Intersections planned for 2026/27 include: East Coast Rd / Hibiscus Coast Highway, Porchester Rd / Walters Rd, Birkenhead Rd / Onewa Rd, Wairau Rd / Tristram Ave, Greville Rd / Hugh Green Dr, Newton Rd / Karangahape Rd and Station Rd / Mason Ave.

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

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

2026/27 Capital programme

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

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

Significant capital programmes milestones in 2026/27:

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

Measuring performance

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

Public transport measures and targets are included in part two.

Measures	2025/26 actual	2026/27 target
Average arterial travel time	22.7 minutes	23 minutes
Arterial productivity	30,214	32,000
Freight performance	85%	85%
Special Vehicle Lanes delivered	10.5 km	20 km
Safety (deaths and serious injuries)	619	No more than 610
Cycle counts	3.62m	3.7m
Formal complaints	0.46%	<0.35%
Complaint resolution	93%	90%
Resource consents within SLA timeframes	96%	90%
Capital budget invested	92.6%	90%
Capital budget delivered on time	95%	90%
Māori procurement	2.19%	3%
Number of marae improved	2	1
Asset conditions (poor condition)	15.8%	No more than 17%
Road maintenance	7.8%	7.5%

END OF PART ONE SOI

PART TWO SOI

Public transport activities

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Part two: Public transport activities

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STRATEGIC CONTEXT

Transport reform and governance framework

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

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

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

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

Council's strategic expectations

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

AT's functions and responsibilities

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

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

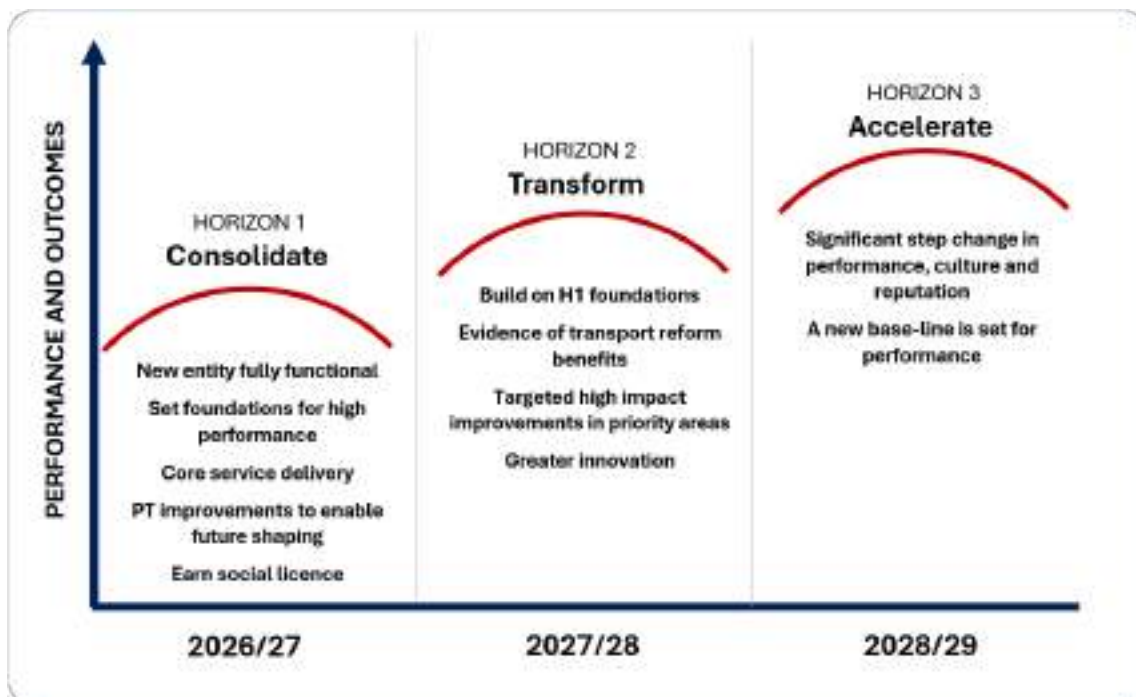
- **public transport operations:** delivering day-to-day bus, rail and ferry services, including real-time network operations and oversight of operator and onboard safety
- **operational planning and service optimisation:** planning and improving public transport services and routes, within the framework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

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

Successful transition to AT as council's PT CCO

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

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



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

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

Strategic alignment

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

AT gives effect to the TPS strategic investment priorities by:

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

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

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

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

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

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

STATEMENT OF PERFORMANCE EXPECTATIONS

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

Letter of Expectation

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

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

Focus areas

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

These five focus areas are:

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

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

Performance accountability and transparency

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

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

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

Performance against targets will use the following guidelines:

Target met	Performance is within +/- 2.0% of a target
Target exceeded	Performance is above a target by more than 2.0%
Target not met	Performance is below a target by more than 2.0%

Focus area one: Integrated public transport system driving patronage

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

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

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

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

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

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

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

We will measure success by:

Measure	2025/26 actual	2026/27 target	2027/28 target	2028/29 target
Public transport patronage	92.0m <i>Bus: 72.6m</i> <i>Rail: 14.4m</i> <i>Ferry: 5.0m</i>	103.8m⁴ <i>Bus: 74.2m</i> <i>Rail: 17.6m</i> <i>Ferry: 5.0m</i>	105.1m <i>Bus: 75.9m</i> <i>Rail: 22.0m</i> <i>Ferry: 5.0m</i>	106.5m <i>Bus: 77.9m</i> <i>Rail: 23.3m</i> <i>Ferry: 5.0m</i>
Public transport utilisation	47.4% <i>Bus: 49.4%</i> <i>Rail: 49.8%</i> <i>Ferry: 30.2%</i>	50% <i>Bus: 50%</i> <i>Rail: 50%</i> <i>Ferry: 30%</i>	50% <i>Bus: 50%</i> <i>Rail: 50%</i> <i>Ferry: 30%</i>	50% <i>Bus: 50%</i> <i>Rail: 50%</i> <i>Ferry: 30%</i>

⁴ Bus, rail and ferry forecasts for 2026/27 total 96.8m boardings. The overall targets 103.8m includes additional growth expected in 2027/28 and 2028/29 that has been brought forward. This demand uplift has not yet been allocated to individual modes. Additional growth is also included for 2027/28 and 2028/29; these reflect current year performance and future planned initiatives and will be updated through the LTP 2027 process.

Focus area two: Reliable and convenient customer journeys

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

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

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

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

Ensure our services operate on time: - regularly review timetables for routes that consistently miss timetable at intermediate stops - CRL Hypercare programme, providing additional customer support and operational attention to respond to any issues.	- Ongoing - Q1 2026/27
Disruption management and real-time response: continue the Disruptions Management Programme with council, working with ATOC to ensure unplanned disruptions are communicated as quickly as possible.	Q2 2026/27
Continue to improve on the basics of customer experience: - set up customer experience improvement pipeline, with prioritised initiatives targeting accessibility, reliability, and end-to-end journey quality - continue improvements to AT Mobile, including an AI-based journey planner pilot - implement a public transport Customer Measurement Framework to better measure and report on the customer experience.	- Q1 2026/27 - Q3 2026/27 - Q4 2026/27
Continue to improve how customers receive and access information and services: customer journey planning and information tools are delivered, including first-time user guides, real-time assistance tools, and integration of active modes (bikes on board in Journey Planner).	Q3 2026/27

Continue to simplify customer processes across all touchpoints, making it easier for customers to get information, complete tasks, and provide feedback: embed a new customer contact centre structure to respond to public transport cases, maintaining strong customer case resolution rates.	Q1 2026/27
Continue to simplify payments across all modes and interchanges: support the development of the National Ticketing Solution in line with agreed decisions and subject to council approval.	2026/27

We will measure success by:

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

Focus area three: Safe and accessible public transport

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

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

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

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

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

We will measure success by:

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

Focus area four: Responsible stewardship and financial sustainability

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

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

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

To deliver responsible stewardship and financial sustainability, we will:

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

We will measure success by:

Measure	2025/26 actual	2026/27 target	2027/28 target	2028/29 target
Farebox recovery ratio	34.1% <i>Bus: 30.9% Rail: 30.2% Ferry: 54.7%</i>	34.5% <i>Bus: 32% Rail: 31% Ferry: 51.5%</i>	35.5% <i>Bus: 32% Rail: 36% Ferry: 55.5%</i>	36.0% <i>Bus: 32% Rail: 37% Ferry: 55.5%</i>
Private revenue ratio	25.8%	26.3%	26.5%	26.5%
Reduction in operational emissions	92,544 tCO ₂ e (7.9% reduction)	2% decrease from 2025/26	2% decrease from 2026/27	2% decrease from 2027/28
Low emission buses	427	450	550	650
Asset conditions (critical PT assets in poor or very poor condition) ⁵	4.4%	<5%	<5%	<5%

⁵ Responsibility for asset conditions is shared between AT (outlining required renewals) and council (delivering renewals).

Focus area five: Trust, transparency and accountability to Aucklanders

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

Recent improvements in service reliability and delivery offer an opportunity for AT to rebuild and strengthen public confidence in the transport system. While trust has been challenged by periods of service disruption and reduced reliability, particularly following Covid and the rail network build, maintaining and extending these improvements will require continued focus on consistent delivery, transparency and responsiveness to council and consistent communication with Aucklanders regarding public transport performance, challenges and priorities.

This focus area supports council's TPS investment principles and priorities by focusing on the key drivers of trust: strong governance and accountability; partnerships and collaboration; effective operating model and performance management; transparency and reporting; and communication and engagement.

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

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

• develop and report on a refreshed 'Achieving Māori Outcomes (AMO)' plan that aligns with Tāmaki Ora Māori Outcomes Strategy and Performance Measurement Framework 2025 – 2027 • increase the visibility of te reo māori, iwi narratives, tikanga māori, and events that celebrate Māori culture on and around our public transport network • deliver learning and development programmes, including Ngā Kete Kīwai and partner with council for graduate opportunities, to build kaimahi capability to contribute to Māori outcomes • explore opportunities to partner with mana whenua and Māori organisations, review levers in existing contracts for better outcomes, review procurement processes with council to remove barriers for Māori-owned businesses, and support supplier development programmes.	• 2026/27 • Ongoing • 2026/27 • Ongoing
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We will measure success by:

Measure	2025/26 actual	2026/27 target	2027/28 target	2028/29 target
Trust and confidence: public perceptions of AT (AT listens and responds)⁶	38%	40%	43%	50%
Local board satisfaction with AT⁶	82%	75%	75%	75%
Procurement with Māori-owned businesses	0.36%	0.5%	1%	3% ⁷

⁶ Public perceptions and local board satisfaction are proposed to be measured in 2026/27 using existing processes, as centralised council group reporting is considered for reputation tracking from 2027/28 onwards.

⁷ These targets reflect a commitment to explore future opportunities with mana whenua and Māori-owned businesses.

Appendix 1: Financial Statements

Notes:

- The financial data for 2026/27 is based on the recently completed 2026/27 budget (Annual Plan). An indicative budget split is provided as follows:
 - AT (July 2026 to September 2026) pre-Transport Reform changes
 - Auckland Council (October 2026 to June 2027) post-Transport Reform changes
 - AT as the Public Transport CCO (October 2026 to June 2027) Post-Transport reform changes
- These are indicative and the final budget splits will be confirmed once organisational structures and operating models are confirmed as part of the Transport Reform process.
- AT and council finance teams will continue to work together to refine budget splits as organisational structures and operating models are finalised.
- The operating budget financial data for 2027/28 and 2028/29 is based on the Long-Term Plan 2024 – 2034. High-level adjustments reflecting changes in the operating environment and updated key assumptions have been applied.
- The capital budget financial data for 2027/28 and 2028/29 was sourced from the currently approved Long-Term Plan.

	2025/26 Budget	Indicative split of Annual 2026/27 Budget				2027/28 Indicative	2028/29 Indicative
		2026/2027 Budget Jul-Sep 2026	2026/2027 Budget Oct - Jul 2027				
Operating budgets - \$m	AT	AT	PT CCO	AC	Total	PT CCO	PT CCO
Net direct expenditure/ (income)	530	128	352	102	583	448	470
Direct revenue	971	280	580	201	1,061	770	784
Fees and user charges	279	70	194	46	310	249	257
Operating grants and subsidies (external)	537	168	354	67	589	480	491
Other direct revenue	155	42	32	88	162	41	36
Direct expenditure	1,502	408	932	304	1,644	1,218	1,254
Employee benefits	202	52	71	87	209	88	90
Grants, contributions and sponsorship	3	0	0	0	0	0	0
Other operating expenses	1,297	357	861	217	1,434	1,130	1,164
Other key operating lines							
AC operating funding	563	160	357	99	616	481	503
Vested assets	275	50		225	275	0	0
Non-direct revenue							
Non-direct expenditure							
Depreciation and amortisation	604	170	153	418	741	202	212
Finance expense	22	6	16	0	22	21	21
Principal repayments	10	3	8		11	12	12
Tax expense							

	2025/26 Budget	Indicative split of Annual 2026/27 Budget				2027/28 Indicative	2028/29 Indicative
		2026/2027 Budget Jul-Sep 2026	2026/2027 Budget Oct - Jul 2027				
Operating budgets by AT activity - \$m	AT	AT	PT CCO	AC	Total	PT CCO	PT CCO
Net direct expenditure/ (income)	530	128	352	102	583	448	470
Roads & footpaths	98	23	0	82	106	0	0
Parking and Enforcement	-61	-15	0	-50	-65	0	0
Public Transport - Bus	188	39	155	0	194	191	202
Public Transport - Rail	120	36	96	0	133	142	145
Public Transport - Ferry	29	8	25	0	33	32	32
Public Transport - Other	41	8	36	5	48	36	42
Business Support	114	29	40	65	134	47	48

	2025/26 Budget	Indicative split of Annual 2026/27 Budget				2027/28 Indicative	2028/29 Indicative
		2026/2027 Budget Jul-Sep 2026	2026/2027 Budget Oct - Jul 2027				
Capital expenditure budgets - \$m	AT	AT	PT CCO	AC	Total	PT CCO	PT CCO
Capital expenditure	1,482	355	130	889	1,373	251	251
- to meet additional demand	368	80	32	195	307	64	63
- to improve the level of service	629	142	59	327	528	123	122
- to replace existing assets	484	133	39	367	538	64	66
Capital funding sources	1,482	355	130	889	1,373	251	251
Capital grant revenue - NZTA	602	159	26	348	534	43	38
Capital grant revenue - Other					0		
Capital grant revenue - CIP	27				0		
Capital grant revenue - CERF					0		
Capital grant revenue - NZUP					0		
Capital grant revenue - IAF	23	3		47	50		
AC capital funding	830	193	104	493	790	208	214
Asset sales							

AT			
Years	Proceeds from sale of assets	Assets and Shares	As at 31 December 2025
2024/25 Actual		Current value of assets	\$29.375m
2024/25 Actual (31 December 2025 YTD)		Shareholders equity ratio	97.3%

Prospective statement of comprehensive income	2025/26 Budget	Indicative split of Annual 2026/27 Budget				2027/28 Indicative	2028/29 Indicative
		2026/2027 Budget Jul-Sep 2026	2026/2027 Budget Oct - Jul 2027				
		AT	PT CCO	AC	Total		
\$000							
Financial year ending 30 June	AT						
Revenue							
Operating funding from Auckland Council	562,541	160,292	356,506	99,489	616,287	481,169	502,979
Capital funding from Auckland Council	830,016	192,974	103,696	492,959	789,629	207,521	213,636
Fees and user charges	278,818	69,798	194,052	46,162	310,012	248,976	257,333
Subsidies and grants - capex	601,697	159,359	25,811	348,415	533,585	43,156	37,829
Subsidies and grants other - capex	50,350	2,552	0	47,448	50,000	0	0
Subsidies and grants - opex	537,475	167,724	353,646	67,457	588,827	480,281	490,756
Subsidies and grants other - opex	0	0	0	0	0	0	0
Subsidies and grants	1,189,523	329,635	379,457	463,320	1,172,412	523,438	528,585
Development and financial contributions							
Vested assets (non-Crown)	275,000	50,000	0	225,000	275,000	0	0
Other revenue	155,192	42,450	31,819	87,851	162,119	40,506	35,977
Total revenue	3,291,089	845,149	1,065,529	1,414,781	3,325,459	1,501,610	1,538,510
Expenditure							
Employee benefits	201,532	51,569	70,670	87,208	209,448	87,887	89,874
Depreciation and amortisation	603,697	170,477	153,164	417,849	741,490	201,510	211,851
Grants, contributions and sponsorship	3,250	0	0	0	0	0	0
Other operating expenses	1,296,738	356,665	860,961	216,635	1,434,261	1,130,088	1,164,212
Total expenses	2,105,217	578,711	1,084,796	721,692	2,385,199	1,419,485	1,465,937
Finance revenue							
Finance costs	22,446	5,806	16,209	407	22,422	21,333	20,680
Net operating income	1,163,426	260,633	(35,475)	692,681	917,838	60,792	51,892
Net other gains/(losses)							
Share of surplus/(deficit) in associates and jointly controlled entities							
Surplus/(deficit) before income tax	1,163,426	260,633	(35,475)	692,681	917,838	60,792	51,892
Income tax expense	0	0	0	0	0	0	0
Surplus/(deficit) after income tax	1,163,426	260,633	(35,475)	692,681	917,838	60,792	51,892
Surplus/(Deficit) after income tax is attributable to:							
Auckland Transport	1,163,426	260,633	(35,475)	692,681	917,838	60,792	51,892
Non controlling interest							
	1,163,426	260,633	(35,475)	692,681	917,838	60,792	51,892
Other comprehensive income							
Net gain on revaluation of property, plant and equipment	0	0	0	0	0	0	0
Income tax on revaluation of property, plant and equipment							
Revaluation of cash flow hedges							
Income tax on revaluation of cash flow hedges							
Share of equity accounted investments' reserves							
Gain on revaluation of financial assets classified as held for sale							
Total other comprehensive income	0	0	0	0	0	0	0
Total comprehensive income	1,163,426	260,633	(35,475)	692,681	917,838	60,792	51,892
Total comprehensive income is attributable to:							
Auckland Transport	1,163,426	260,633	(35,475)	692,681	917,838	60,792	51,892
Non controlling interest	0	0	0	0	0	0	0
	1,163,426	260,633	(35,475)	692,681	917,838	60,792	51,892

Prospective statement of changes in equity		2025/26 Budget		Indicative split of Annual 2026/27 Budget		2027/28 Indicative	2028/29 Indicative	
\$000		AT		PT CCO	AC	PT CCO	PT CCO	
Financial year ending 30 June								
Equity at 1 July	27,858,784			37,150,015	0	5,179,661	5,240,453	
Total comprehensive income	1,163,426			(35,475)	692,681	60,792	51,892	
Movements in non-controlling interest	0			0	0	0	0	
Total comprehensive income	1,163,426			(35,475)	692,681	60,792	51,892	
Equity movements	0			(31,934,879)	32,679,800	0	0	
Equity at 30 June	29,022,210			5,179,661	33,372,481	5,240,453	5,292,345	
Total comprehensive income is attributable to:								
Auckland Transport	1,163,426			(35,475)	692,681	60,792	51,892	
Non controlling interest	0			0	0	0	0	
	1,163,426			(35,475)	692,681	60,792	51,892	
Prospective funding impact statement		2025/26 Budget		Indicative split of Annual 2026/27 Budget			2027/28 Indicative	2028/29 Indicative
Auckland Transport		AT		2026/2027 Budget Jul-Sep 2026	2026/2027 Budget Oct - Jul 2027		PT CCO	PT CCO
\$000		AT		AT	PT CCO	AC	Total	PT CCO
Financial year ending 30 June								
OPERATING EXPENDITURE								
Total operating expenditure	2,127,663	584,517	1,101,005	722,099	2,407,621	1,440,818	1,486,617	
Tax expense	0	0	0	0	0	0	0	
Less depreciation and amortisation	(603,697)	(170,477)	(153,164)	(417,849)	(741,490)	(201,510)	(211,851)	
Less non-cash items in operating expenses	0	0	0	0	0	0	0	
Operating expenditure to be funded	1,523,967	414,040	947,841	304,251	1,666,131	1,239,308	1,274,766	
Sources of operating funding:								
Operating funding from Auckland Council	562,541	160,292	356,506	99,489	616,287	481,169	502,979	
Fees and user charges	278,818	69,798	194,052	46,162	310,012	248,976	257,333	
Subsidies and grants	537,475	167,724	353,646	67,457	588,827	480,281	490,756	
Other revenue	155,192	42,450	31,819	87,851	162,119	40,506	35,977	
Borrowing to fund operating expenditure	0	0	0	0	0	0	0	
Asset sales	0	0	0	0	0	0	0	
Total operating funding	1,534,026	440,264	936,023	300,958	1,677,245	1,250,933	1,287,045	
Operating funding surplus / (deficit)	10,059	26,225	(11,818)	(3,292)	11,115	11,625	12,278	
Principal repayments	10,059	26,225	(11,818)	(3,292)	11,115	11,625	12,278	
Net Surplus	0	0	0	0	0	0	0	
CAPITAL EXPENDITURE								
Total capital expenditure	1,482,064	354,885	129,506	888,822	1,373,214	250,677	251,465	
Comprised of:								
Growth	368,444	79,680	32,103	195,351	307,134	63,643	63,430	
Improve level of service	629,457	142,451	58,574	326,793	527,819	123,074	122,368	
Renewals	484,162	132,755	38,829	366,677	538,261	63,960	65,668	
Total application of capital funding	1,482,064	354,885	129,506	888,822	1,373,214	250,677	251,465	
Sources of capital funding:								
Operating funding surplus	0	0	0	0	0	0	0	
Capital funding from Auckland Council	830,016	192,974	103,696	492,959	789,629	207,521	213,636	
Loans from Auckland Council	0	0	0	0	0	0	0	
Investment by Auckland Council	0	0	0	0	0	0	0	
Capital grant revenue - Others	50,350	2,552	0	47,448	50,000	0	0	
Subsidies and grants	601,697	159,359	25,811	348,415	533,585	43,156	37,829	
Asset sales	0	0	0	0	0	0	0	
Total capital funding funding	1,482,064	354,885	129,506	888,822	1,373,214	250,677	251,465	
Capital funding surplus / (deficit)	0	0	0	0	0	0	0	
MOVEMENT IN BORROWING								
Opening borrowing	461,965	0	(26,225)	(14,407)	(11,115)	0	(11,625)	
Borrowing to fund operating expenditure	0	0	0	0	0	0	0	
Borrowing to fund capital expenditure	0	0	0	0	0	0	0	
Other movements	0	0	0	0	0	0	0	
Capital funding surplus used to repay borrowing	0	0	0	0	0	0	0	
Finance leases								
Principal repayments	(10,059)	(26,225)	11,818	3,292	(11,115)	(11,625)	(12,278)	
Closing borrowing	451,906	(26,225)	(14,407)	(11,115)	(22,229)	(11,625)	(23,903)	

Prospective statement of financial position		2025/26 Budget	Indicative split of Annual 2026/27 Budget			2027/28 Indicative	2028/29 Indicative
\$000		AT	PT CCO	AC	Total	2027/28 Forecast	2028/29 Forecast
Financial year ending 30 June							
ASSETS							
Current assets							
Cash and cash equivalents	23,228		7,578	12,904	20,482	7,578	7,578
Receivables	726,239		114,130	689,249	803,379	114,130	114,130
Inventories	12,925		16,693		16,693	16,693	16,693
Other assets	11,676		0	11,556	11,556	0	0
Non-current assets held for sale	123,335		0	0	0	0	0
Derivative financial instruments	3		1,024	0	1,024	1,024	1,024
Total current assets	897,406		139,426	713,708	853,134	139,426	139,426
Non-current assets							
Receivables	0		0	0	0	0	0
Property, plant and equipment	28,862,964		5,596,093	32,797,713	38,393,806	5,645,260	5,684,874
Intangible assets	145,463		99,080	138,234	237,314	99,080	99,080
Derivative financial instruments	0		0	0	0	0	0
Total non-current assets	29,008,427		5,695,173	32,935,947	38,631,120	5,744,340	5,783,954
TOTAL ASSETS	29,905,833		5,834,598	33,649,655	39,484,254	5,883,765	5,923,380
LIABILITIES							
Current liabilities							
Payables and accruals	406,522		195,703	252,762	448,465	195,703	195,703
Employee entitlements	19,185		7,955	15,306	23,261	7,955	7,955
Derivative financial instruments	4,890		5	0	5	5	5
Borrowings	12,148		12,298	1,116	13,414	12,298	12,298
Provisions	269		0	0	0	0	0
Total current liabilities	443,014		215,960	269,184	485,145	215,960	215,960
Non-current liabilities							
Payables and accruals	0		0	0	0	0	0
Employee entitlements	282		93	203	296	93	93
Derivative financial instruments	569		0	0	0	0	0
Borrowings	439,758		418,731	4,495	423,226	407,106	394,828
Provisions							
Other non-current liabilities							
Total non-current liabilities	440,609		418,824	4,698	423,522	407,199	394,921
TOTAL LIABILITIES	883,623		634,784	273,882	908,667	623,159	610,881
NET ASSETS	29,022,210		5,199,814	33,375,773	38,575,587	5,260,606	5,312,499
EQUITY							
Contributed capital	13,282,546		(16,592,029)	32,679,800	16,087,771	(16,592,029)	(16,592,029)
Accumulated funds	7,592,271		20,811,026	692,681	21,503,707	20,871,818	20,923,710
Reserves	8,147,393		960,664	0	960,664	960,664	960,664
Total ratepayers equity	29,022,210		5,179,661	33,372,481	38,552,142	5,240,453	5,292,345
Non-controlling interest							
TOTAL EQUITY	29,022,210		5,179,661	33,372,481	38,552,142	5,240,453	5,292,345
	-		20,154	3,292	23,445	20,154	20,154

Prospective statement of cashflows	2025/26 Budget	Indicative split of Annual 2026/27 Budget				2027/28 Indicative	2028/29 Indicative
		2026/2027 Budget Jul-Sep 2026	2026/2027 Budget Oct - Jul 2027				
		AT	PT CCO	AC	Total		
\$000						2027/28 Forecast	2028/29 Forecast
Financial year ending 30 June							
Cashflow from operating activities							
Cash provided from:							
Income from activities	434,010	112,248	225,871	134,012	472,131	289,482	293,310
Operating funding from Auckland Council	562,541	160,292	356,506	99,489	616,287	481,169	502,979
Capital funding from Auckland Council	830,016	192,974	103,696	492,959	789,629	207,521	213,636
Operating subsidies and grants - Waka Kotahi	537,475	167,724	353,646	67,457	588,827	480,281	490,756
Capital funding from Waka Kotahi	601,697	159,359	25,811	348,415	533,585	43,156	37,829
Capital grant revenue - CIP	50,350	2,552	0	47,448	50,000	0	0
Interest received	0	0	0	0	0	0	0
Net GST received/(paid)							
Total cash provided	3,016,089	795,149	1,065,529	1,189,781	3,050,459	1,501,610	1,538,510
Cash applied to:							
Payments to suppliers and employees	1,501,521	408,234	931,632	303,843	1,643,709	1,217,975	1,254,086
Payments to statutory entities for levies							
Interest paid	22,446	5,806	16,209	407	22,422	21,333	20,680
Net GST received/(paid)							
Total cash applied	1,523,967	414,040	947,841	304,251	1,666,131	1,239,308	1,274,766
Net cash from operating activities	1,492,123	381,110	117,689	885,530	1,384,329	262,303	263,743
Cashflow from investing activities							
Cash provided from:							
Proceeds from asset sales	0	0	0	0	0	0	0
Total cash provided	0	0	0	0	0	0	0
Cash applied to:							
Capital expenditure projects	1,482,064	354,885	129,506	888,822	1,373,214	250,677	251,465
Total cash applied	1,482,064	354,885	129,506	888,822	1,373,214	250,677	251,465
Net cash from investing activities	(1,482,064)	(354,885)	(129,506)	(888,822)	(1,373,214)	(250,677)	(251,465)
Cashflow from financial activities							
Cash provided from:							
Loan from Auckland Council	0	0	0	0	0	0	0
Borrowings							
Other							
Total cash provided	0	0	0	0	0	0	0
Cash applied to:							
Principal repayments	10,059	26,225	(11,818)	(3,292)	11,115	11,625	12,278
Payment of finance leases							
Total cash applied	10,059	26,225	(11,818)	(3,292)	11,115	11,625	12,278
Net cash from financing activities	(10,059)	(26,225)	11,818	3,292	(11,115)	(11,625)	(12,278)
Net (decrease)/increase in cash and cash equivalents	0	1	(0)	0	0	(0)	0
Opening cash balance	23,228	-	7,578	12,904	20,482	7,578	7,578
Closing cash balance	23,228	1	7,578	12,904	20,482	7,578	7,578

Appendix 2: Legislative requirements

Additional Department of Internal Affairs (DIA) and LTP measures

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

Source	Measure	2026/27 target
DIA measures	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	Reduce by 9
	The average quality of ride on a sealed local road network, measured by smooth travel exposure.	83%
	The percentage of footpaths within Auckland that fall within the level of service or service standard for the condition of footpaths that is set out in AT's Asset Management Plan (AMP)	95%
	Percentage of the sealed road network that is resurfaced ⁸	7.5%
	Percentage of customer service requests relating to roads and footpaths which receive a response within specified time frames	85%
LTP measures in addition to listed SOI measures	Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all rural roads	92%
	Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all urban roads	81%
	Percentage of road assets in acceptable condition (as defined by AT's AMP)	95%
	Percentage of passengers satisfied with public transport services ⁴	85%
	Operational greenhouse gas emissions, including public transport (baseline 2021/22).	5% reduction

Climate Transition Plan

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

⁸ Also included as an AT SOI measure.

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

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

Our board's approach to governance

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

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

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

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

Accounting policies

Basis of reporting

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

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

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

Measurement basis

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

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

The forecast financial statements are presented in New Zealand dollars (NZ\$), which is AT's functional currency and have been rounded to the nearest thousand unless otherwise stated.

Items in the forecast financial statements are exclusive of GST, with the exception of receivables and payables.

Going concern

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

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

Based on the funding set out in the Auckland Council Annual Plan, and for subsequent years, the approved LTP and NZTA's National Land Transport Programme, AT receives sufficient revenue to meet operating and capital costs such that the forecast financial statements have been prepared on a going concern basis.

Significant accounting policies

Revenue

AT receives its revenue from exchange and non-exchange transactions.

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

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

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

Receivables

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

Property, plant and equipment

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

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

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

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

Payables and accruals

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

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

Borrowings

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

Change in accounting policies

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

Use of estimates and judgements

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

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

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

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

Depreciated replacement cost for these types of assets is based on the 'optimised replacement cost'. Optimised replacement cost is the minimum cost, in the normal course of business, to replace the existing asset with a technologically modern equivalent asset with the same economic benefits, adjusting for any overdesign, overcapacity and redundant components. Optimisation is limited to the extent that optimisation can occur in the normal course of business using commercially available technology.

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

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

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