






Entered by Board Secretary

AGENDA ITEM 9   BOARD NOTING PAPER	
To:	The Auckland Transport Board
From:	Catherine Foster, Board Secretary Lead
Reviewed:	Andrew Downie, Head of Governance Dean Kimpton, Chief Executive Officer
Date:	9 December 2025
Title:	Key correspondence with Stakeholders – Open

Catherine Foster Board Secretary	Andrew Downie Head of Governance	Dean Kimpton Chief Executive
		

## Aronga / Purpose

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

## Tuku mana / Delegation

2. N/A.

## Te whakarāpopototanga matua / Executive summary

3. The following correspondence was sent to and received from key stakeholders since the 28 October board meeting.
  - a. Letter from Chair, AT to Phil Wilson, Chief Executive Auckland Council  
8 December 2025
4. Copies of the correspondence are published in the Diligent Resource Centre:

## Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
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8 December 2025

Phil Wilson  
Chief Executive Auckland Council

**By email – [Phil.Wilson@aucklandcouncil.govt.nz](mailto:Phil.Wilson@aucklandcouncil.govt.nz)**

Tēnā koe

### **Functions Required in the PT CCO for a High-Performing PT System**

Thank you for the opportunity to provide feedback on council staff advice to the draft Mayoral Proposal Annual Plan 2026/2027. This feedback pertains to Appendix 4 Transport Reform.

On 26 September 2025, the Auckland Transport Board wrote to Mayor Wayne Brown the Chief Executive of Auckland Council, sharing its thoughts on outline and structure for the new public-transport focused CCO.

We would like to acknowledge the significant engagement Auckland Council staff have since undertaken with Auckland Transport staff to better understand the current state of Auckland Transport which has supported the staff advice appended to the draft mayoral proposal.

We are broadly supportive of the Auckland Council staff advice and wish to highlight the following:

- We agree with staff advice stating *“to fulfil its legal obligations, the Transport CCO Board must have clarity on its accountability and decision-making remit. To deliver effectively, the Transport CCO Board needs control over the right levers for day-to-day operations while remaining aligned with the council’s strategic direction”*.  
To support this, and to ensure continuity of high-performance expectations and delivery, we believe the stated “outcomes” should align with existing Statement of Intent, Long Term Plan and Private Revenue Ratio targets:
  - PT boardings
  - PT reliability
  - PT punctuality
  - PT utilisation
  - Farebox recovery ratio
  - Customer satisfaction
  - Safety
  - Operational greenhouse gas emissions
  - Private Revenue Ratio (PRR) targets

It is imperative that the CCO board is provided with clear information, including their role in providing direction, oversight, accountability and support.

- The Board is supportive of using common systems, processes and shared services where appropriate. However, we note that operational continuity through the National Ticketing Solution transition and CRL commissioning period must take precedence over progressing elements of GSS that could put delivery at risk. Additionally, the CCO will require dedicated corporate support functions to meet statutory and PCBU responsibilities and ensure accountability to its board. We would expect alignment with Council counterparts.





- We acknowledge council staff intend to carry out further work to understand “supporting functions” and investigation regarding the additional scenarios outlined in the report. The board wishes to outline the functions, **in addition to the base case**, that we believe need to be retained by the Transport CCO to meet performance expectations.

The following page details functions the board believe need to be retained by the Transport CCO in addition to the base case to ensure the CCO continues to deliver excellent service while maintaining the ability to respond to sustainable growth, customer needs and demand into the future.

Ngā mihi | Kind regards,

A handwritten signature in black ink, appearing to read 'Richard Leggat', written in a cursive style.

Richard Leggat  
**Chair, Auckland Transport**



**Functions we believe need to be retained by the Transport CCO in addition to base case:**

Function	Rationale
<u>Commercial &amp; contracts (in addition to bus, rail, ferry)</u> <ul style="list-style-type: none"> <li>• Management of non-service contracts</li> <li>• Management of PT asset maintenance contracts</li> <li>• Management of facilities contracts</li> <li>• Revenue and fare product management (PRR levers)</li> </ul> <p>The CCO Board should be responsible for approving contracts in line with financial and commercial accountabilities.</p>	<p>Required to meet NZTA PRR targets</p> <p>Minimises risk to Council in commercial disputes, collective negotiations</p> <p>Aligns with financial and commercial outcomes required of PT CCO</p> <p>Links to customer experience and satisfaction</p>
<u>PT Asset Management</u> <ul style="list-style-type: none"> <li>• Public transport asset renewals</li> <li>• Delivery of minor capital projects</li> <li>• Facilities management</li> </ul>	<p>Direct impact on operational performance, safety and customer satisfaction</p>
<u>Technology products, services &amp; delivery</u> <ul style="list-style-type: none"> <li>• Planning &amp; scheduling systems</li> <li>• Ticketing systems</li> <li>• Real time tracking</li> <li>• Customer information systems, including app/journey planner</li> <li>• City Rail Link related IT</li> <li>• PT data management</li> <li>• Systems and services to support PT asset management</li> </ul>	<p>Critical to managing &amp; operating the public transport network, monitoring performance and providing customer information</p>
<u>Marketing, engagement and communications</u> <ul style="list-style-type: none"> <li>• Marketing and media partnerships – including Out of Home media</li> <li>• Marketing of public transport services</li> <li>• Disruption communications</li> <li>• Engagement on public transport service planning, fare and route changes</li> <li>• Liaison with elected members &amp; key stakeholders</li> <li>• Corporate communications</li> </ul>	<p>Core to service delivery; essential for disruption management</p> <p>Direct impact on customer satisfaction and patronage growth</p> <p>Links to PRR objectives</p>
<u>Customer services</u> <ul style="list-style-type: none"> <li>• Contact Centre (PT focused, including case management)</li> <li>• Customer Service centres</li> </ul>	<p>Core to service delivery; necessary for real-time disruption support</p> <p>Direct impact on customer satisfaction</p>
<u>Active modes – Travelwise</u> <ul style="list-style-type: none"> <li>• Working with businesses to increase public transport intake</li> </ul>	<p>Patronage growth</p>
<u>Corporate services</u> <ul style="list-style-type: none"> <li>• Legal</li> <li>• Risk</li> <li>• Finance</li> <li>• Governance</li> <li>• Human Resources</li> <li>• Sustainability</li> </ul>	<p>The CCO will require dedicated legal, risk, finance, and governance support in particular, to meet statutory and PCBU responsibilities and ensure accountability to its board.</p> <p>Acknowledging the resource needed will reflect a shared service model.</p>