



Asset Class Management Plan

Wharves

2020



Read me first: what it means that this document has been approved for retention by Auckland Council

Status of this document

On 6 May 2026, the New Zealand Government passed the Local Government (Auckland Council) (Transport Governance) Amendment Act. This legislation changed transport decision-making and responsibility for Auckland.

As part of this legislation, Auckland Council was required to review all transport-related and in-force Auckland Transport policies and plans to decide whether to retain, amend or revoke the policy or plan.

On 21 September 2026, Auckland Council approved the retention and transfer of this document to the council. In accordance with the Act, the document continues in effect until it is reviewed, replaced, or revoked.

This document remains in effect but should be considered alongside Auckland Council's current strategic direction and statutory transport planning requirements.

Alignment with Auckland Council group strategic direction and transport planning requirements

Auckland Council current strategic direction provides the wider context for how this document should now be interpreted and applied. This includes relevant Auckland Council strategies, policies, plans, investment decisions, regulatory settings, and local board direction.

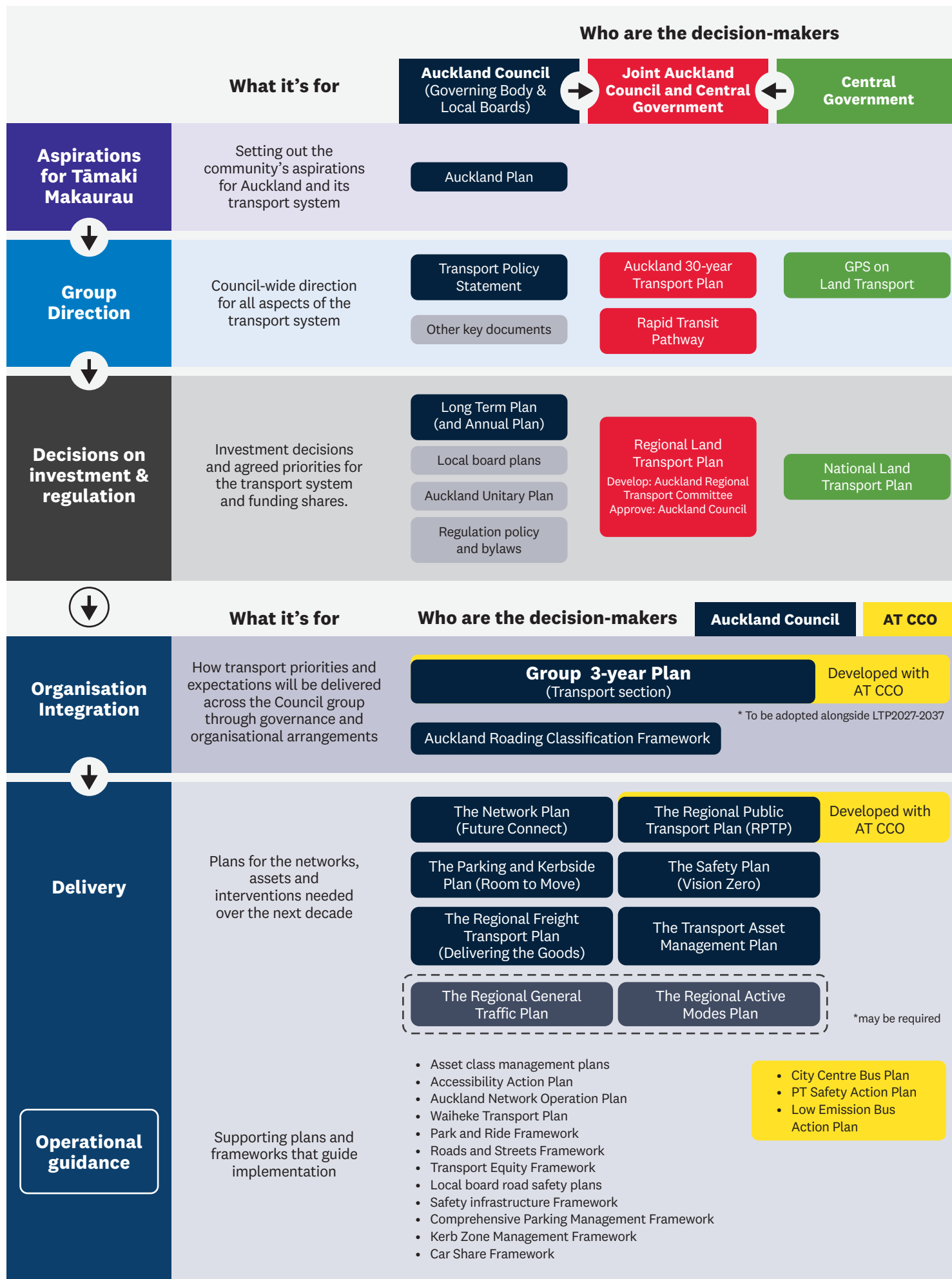
Transport planning is also guided by legislation and related planning documents introduced through the reforms. This includes the Auckland Council Transport Policy Statement, the Auckland Regional Transport Committee, the 30-year Transport Plan for Auckland, the Regional Land Transport Plan, and related transport governance and planning requirements.

The Auckland Council Group Strategic Framework (Transport view), shown below, provides context for how transport-related strategies, plans and frameworks fit together. It is intended as an evolving guide and will continue to be refined as documents are reviewed and updated. The Asset Class Management Plan – Wharves was prepared under previous governance arrangements. While it remains in effect, the way it should be interpreted and applied, and its relationship with the broader framework today may differ from how it was originally intended. To ensure accurate interpretation, advice should be sought jointly from Auckland Council's Group Strategy and Transport Policy functions.

Auckland Council Group Strategic Framework

(Transport view)

Simplified view only. Documents often span multiple layers and relationships. Higher-order direction takes precedence. Seek guidance where interpretation is required. Subject to ongoing refinement.



Application within Auckland Council's shared governance model

Auckland Council's shared governance model allocates decision-making responsibilities between the Governing Body and local boards. The transport reform legislation changed how this model applies to transport by assigning additional responsibilities to local boards for local and collector roads, while arterial roads and specific precincts are wholly under the decision-making responsibility of the Governing Body.

The Auckland Roding Classification Framework determines the split in road type and therefore decision making, and shows individual road categories.

By retaining this document, the Governing Body confirmed that it remains part of Auckland Council's approach to transport planning and decision-making. It should be taken into account when Auckland Council plans, funds, regulates, and delivers transport services and infrastructure.

The Allocation of Decision-Making Framework sets out the respective responsibilities of the Governing Body and local boards. Local board decision-making responsibilities for local and collector roads include:

- **Parking and stopping controls:** Such as no stopping restrictions (broken yellow lines), angle parking, time restricted parking, parking zones,
- **Traffic Controls:** Such as community streets (community led play streets), pedestrian crossings, speed humps, speed limits,
- **Road corridor and network access permissions and conditions:** Corridor access approvals for events (excluding Eden Park events that impact arterial roads),
- **Property and landowner (road reserve) decisions:** Such as removal of hazardous encroachments affecting road safety, airspace and subsoil leases,
- **Infrastructure:** Such as footpaths and cycle paths (new or modified), installing monuments, removal of third-party structures.

Where local boards are responsible for decisions covered by this document, they should take it into account when making those decisions. The document does not change or limit local board decision-making powers.

Asset class
management plan

Wharves

December 2020

Draft



Wharves

Asset class management plan

SharePoint link: [Wharves ACMP](#)

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1 About this plan

This asset class management plan explains how Auckland Transport will manage Auckland's wharf assets over the coming 10 years.

It draws on what we know about the activities and costs required to manage these assets in the past, to plan how we will continue to manage them in the future.

The plan describes, in depth, the assets it covers, and how we will maintain and develop those assets to provide the services that Auckland needs. This includes information about:

- the asset network
- the levels of service the assets provide
- the impacts of growth and demand
- how we manage risk
- how we manage the assets throughout their lifecycle and the investment needed to enable this
- how we plan to improve particular assets and why.

Auckland's transport system is currently being managed as 'one network', as a collaboration between Auckland Transport, the New Zealand Transport Agency (for the region's state highways) and KiwiRail (for the rail system). Auckland Transport's wharf network is managed as a layer within this one network approach, enabling it to be integrated with other transport modes, including road, rail and bus.

1.1 How this plan fits in our asset management framework

Auckland Transport manages a significant network of transport assets, including Auckland's road network, with an asset value of \$14.3 billion, and Auckland's public transport network which has an asset value of \$1.5 billion. Together, these assets provide safe, efficient and effective transport services for the Auckland region.

Auckland Transport develops plans for these assets to ensure that the network and its services are efficiently managed.

There are two levels of plans:

- an overarching network-level asset management plan, which acts as an umbrella plan, capturing all of the network's requirement
- asset class management plans, which focus on the requirements of each of the 15 asset classes. These asset class management plans are designed to be used in conjunction with the asset management plan.

Figure 1-1 shows how this asset class management plan fits into Auckland Transport's overall asset management planning.

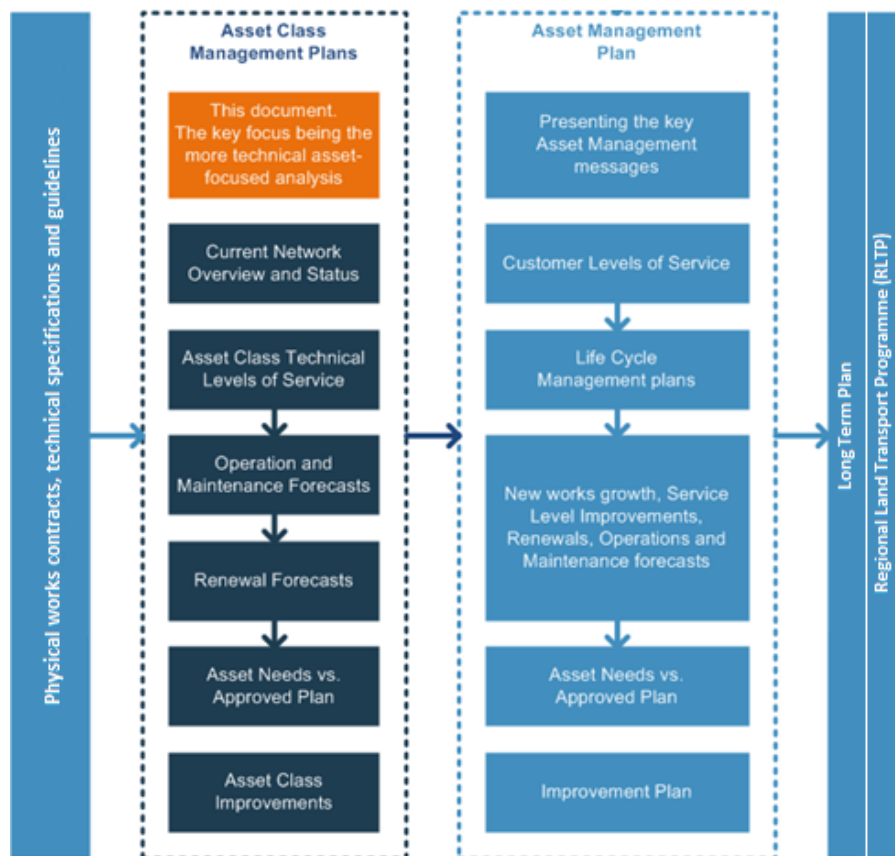


Figure 1-1: Asset management planning document framework

1.2 Relationship to regional and national plans

Auckland Transport's asset class management plans and asset management plan feed into Auckland Council's and the government's asset management regimes. Together, they enable Auckland Transport to deliver a strategic response to:

- the Auckland Plan, which sets out a comprehensive 30-year strategy for Auckland's growth and development
- the Government Policy Statement on Land Transport, which sets out the government's priorities for investment in land transport over the next 10 years
- the Auckland Regional Land Transport Plan 2018–2028, which is a 10-year investment programme of works for transport in Auckland. The regional land transport plan was developed by Auckland Transport, together with the NZ Transport Agency and KiwiRail to respond to the growth and other challenges facing Auckland over the next decade.

Figure 1-2 shows how the various strategic and planning documents work together.

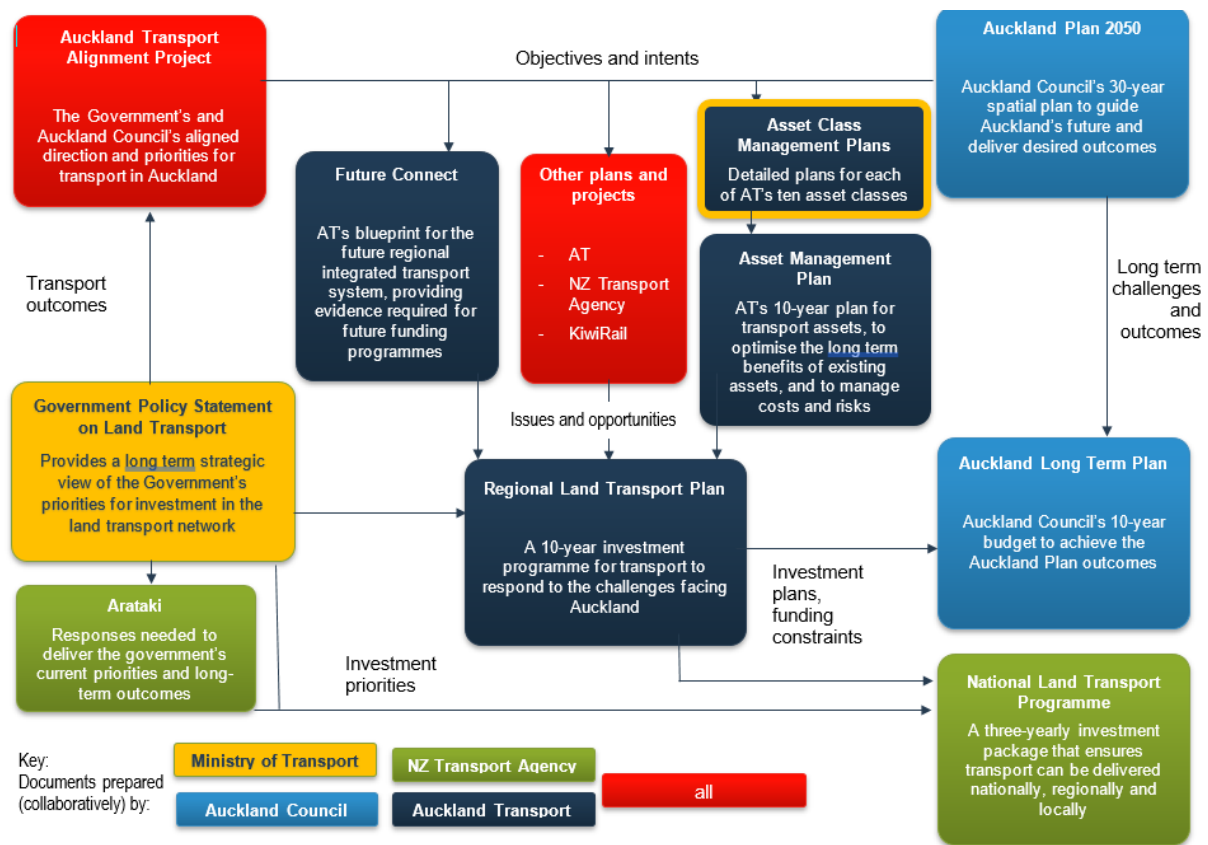


Figure 1-2: National and regional transport asset management planning documents

1.3 Goals and objectives of asset management

Auckland Transport has defined the following key principles, which guide all of its actions, including the preparation of its asset management plan and this asset class management plan. The principles are action-oriented and focus our efforts to deliver the transport outcomes sought by central government and Auckland Council.

- People come first.
- Thoughtful stewardship.
- Moving forward together.
- Movement over mode.
- Progress with purpose.

The specific objectives of Auckland Transport's asset management activities for its wharf assets are:

- to manage the 22 wharves in the Auckland region that have a transport function, 14 of which currently have an AT Metro ferry service to connect coastal and island communities
- for wharves with an AT Metro ferry service, to ensure customer safety and comfort; and to contribute to the objectives for the public transport system overall, as set out in the Regional Public Transport Plan.
- to keep Aucklanders safe on the water, through the harbourmaster function.

Figure 1-3 shows one of the wharves Auckland Transport manages.



Figure 1-3: Birkenhead wharf and ferry building

Wharf and ferry services contribute to the overall vision and focus areas of the Regional Public Transport Plan, as shown in Figure 1-4: Vision and focus areas of the Regional Public Transport Plan.

Our vision

WE WANT TO PROVIDE AUCKLAND WITH SEAMLESS END-TO-END CUSTOMER JOURNEYS THAT ARE SAFE, ACCESSIBLE AND RELIABLE.

Our focus areas

FOCUS AREA 1

Expanding and enhancing rapid and frequent networks

- more major improvements
- faster and more reliable travel
- more bus priority to reduce congestion.

FOCUS AREA 2

Improving customer access to public transport

- more signs and customer information
- safer walking and cycling connections
- better park and ride facilities.

FOCUS AREA 3

Improving Māori responsiveness

- PT announcements and signs in te reo Māori
- apply Te Aranga Principles to design
- employ Māori and procure local talent in transport projects.

FOCUS AREA 4

Harnessing emerging technologies

- analyse more data to inform how we provide services
- easier payment options
- easier journey planning and more app capabilities.

Figure 1-4: Vision and focus areas of the Regional Public Transport Plan

1.4 Stakeholders we work with

In managing its wharf assets, Auckland Transport interacts with the following stakeholders:

- Auckland Council and its local boards
- NZ Transport Agency
- ferry operators
- wharf and marina operators
- Department of Conservation
- ferry passengers and customers
- recreational boat owners
- NZ Coastguard, Maritime NZ and NZ Police
- Auckland ratepayers and residents.

2 Assets covered by this plan

In this section we outline the number and types of assets covered by this plan, and provide an overview of their current condition, age, performance and valuation.

2.1 Numbers and types of assets

Auckland Transport's network of wharf assets is made up of:

- wharves used for transport purposes, including but not limited to AT Metro ferry services
- Auckland Transport-owned ferry terminals
- assets associated with the harbourmaster function, including boats, navigational aids and moorings.

Auckland Transport is responsible for designing the ferry network, and for maintaining and operating Auckland's transport wharves and ferry buildings.

Auckland's main ferry services to Waiheke, Devonport and Great Barrier are provided on a commercial basis, while other ferry services are delivered by ferry operators on contract to Auckland Transport.

The NZ Transport Agency has a role alongside Auckland Transport in funding the cost of ferry services and the lifecycle costs of wharf and ferry terminal assets. The Department of Conservation also owns and manages wharf assets on the Hauraki Gulf islands.

Auckland Transport also manages the harbourmaster function for the Waitematā, Manukau and Kaipara harbours, and for the Hauraki Gulf.

Auckland Transport's wharf assets are summarised in Table 2-1.

		Number
	Wharves with a transport function	22
	Ferry buildings	5
	Harbourmaster – boats	8
	Harbourmaster – navigational aids	298 buoys 568 beacons Other navigational aids
	Ferry park and rides	4

Table 2-1: Wharf asset inventory

Source: Auckland Transport asset inventory 2017

The current values of Auckland Transport's wharves, ferry buildings and harbourmaster assets, taken from Auckland Transport's 2017 asset valuation, are shown in Table 2-2. The depreciated values shown in the table align with those of Auckland Transport's fixed asset register.

	Number	Replacement value	Depreciated value	Annual depreciation
Wharves	22	120,108,889	68,878,024	2,763,982
Ferry terminals	4	35,200,195	19,379,251	1,139,372
Harbourmaster	10 boats	2,000,285	1,035,191	216,266
Total		157,309,369	89,292,466	3,687,087

Table 2-2: Wharf, ferry and harbourmaster asset inventory and valuation

Source: Auckland Transport asset valuation 2017

Compared with AT rail or bus assets, wharf assets are, on average, older. The depreciated value of wharf assets, \$89.2 million, is only 57% of their replacement value, indicating that these assets are, on average, close to halfway through their useful life.

2.2 Wharves

Wharves provide an important transport function for many coastal communities, and the only transport links for island communities. Auckland Transport's role includes managing all wharves owned by Auckland Council and its subsidiaries that have a transport function – this includes wharves with a ferry service provided by AT under the AT Metro brand, but also includes wharves with a scheduled ferry service provided by private operators on a commercial basis. AT Metro ferry services also use privately-owned wharf facilities at Pine Harbour and West Harbour.

To clarify ownership and responsibility for wharf and ferry assets, a new Ownership Policy has been developed. The policy is incorporated into Auckland Transport's overall Asset Ownership Policy, and is included as Appendix 1 of this asset class management plan.

Currently Auckland Transport manages 38 wharf facilities at 22 locations; these are listed in Table 2-3.

Site	AT Metro ferry service	Facility
Downtown	Y	Downtown Pier 1
		Downtown Pier 2
		Piers 3 and 4 (to be removed as part of Downtown Programme)
		Downtown Pier 1 building
		Downtown Pier 2 buildings
		Downtown site features
Bayswater	Y	Bayswater ferry facility (Auckland Transport-owned pontoon in private marina)
		Bayswater wharf (old)
Beach Haven	Y	Beach Haven wharf
Birkenhead	Y	Birkenhead wharf
		Birkenhead ferry building
Devonport	Y	Devonport wharf
		Devonport ferry building
Northcote	Y	Northcote wharf (not currently operating)
Stanley Bay	Y	Stanley Bay wharf
Sandspit	N	Sandspit wharf
Gulf Harbour	Y	Ferry facilities at pontoon owned by Gulf Harbour marina
Half Moon Bay	Y	Half Moon Bay ferry wharf
Pine Harbour	Y	Ferry facilities at pontoon owned by Pine Harbour marina
Hobsonville Point	Y	Hobsonville Point ferry wharf
West Harbour	Y	Ferry facilities at pontoon owned by West Harbour marina
Kennedy Point (Waiheke)	N	Kennedy Point quay
		Kennedy Point vehicle ferry ramp
Matiatia (Waiheke)	Y	Matiatia wharf (new)

Site	AT Metro ferry service	Facility
		Matiatia ferry building
		Matiatia wharf (old)
Orapiu (Waiheke)	N	Orapiu wharf
Sandy Bay (Rakino)	N	Sandy Bay wharf
Home Bay (Rakino)	N	Home Bay ramp
Schoolhouse Bay (Kawau)	N	Schoolhouse Bay wharf
South Cove (Kawau)	N	South Cove wharf
Tryphena (Great Barrier)	N	Tryphena ferry wharf
		Tryphena vehicle ferry ramp
		Shoal Bay boat ramp
Whangaparapara (Great Barrier)	N	Whangaparapara wharf
Okupu (Great Barrier)	N	Okupu wharf
		Okupu Boat Ramp

Table 2-3: Wharf and ferry facilities managed by Auckland Transport

The valuations of Auckland Transport-owned wharves are set out in Table 2-4.

	Site	Replacement cost	Depreciated value	Annual depreciation
Wharf	Downtown Pier 1	\$25,518,435	\$11,373,018	\$560,724
	Downtown Pier 2	\$12,966,776	\$4,385,332	\$304,456
	Downtown Piers 3 and 4*	\$8,288,602	\$4,559,267	\$160,476
	Bayswater	\$2,518,251	\$699,409	\$44,793
	Beach Haven	\$2,398,085	\$1,643,714	\$68,321
	Birkenhead	\$8,824,986	\$5,909,204	\$177,755
	Devonport	\$4,534,742	\$2,264,610	\$88,125
	Gulf Harbour	\$532,468	\$294,777	\$26,635
	Half Moon Bay	\$2,801,749	\$1,207,315	\$65,237
	Hobsonville Point	\$3,295,499	\$2,821,513	\$94,851
	Home Bay (Rakino)	Minimal	n/a	n/a
	Kennedy Point (Waiheke)	\$4,644,454	\$3,177,015	\$138,800
	Matiatia (Waiheke)	\$9,122,843	\$4,973,204	\$173,903
	Northcote*	\$2,130,316	\$1,587,700	\$45,218
	Okupu (Great Barrier)	\$787,613	\$301,317	\$15,471
	Orapiu (Waiheke)	\$703,681	\$452,969	\$20,893
	Sandspit	\$1,339,909	\$466,668	\$36,385
	Sandy Bay (Rakino)	\$527,787	\$159,887	\$12,086
	Schoolhouse Bay (Kawau)	\$1,200,783	\$487,252	\$30,986
	South Cove (Kawau)	\$1,372,182	\$295,886	\$34,225
	Stanley Bay	\$2,114,067	\$1,309,445	\$69,557
	Tryphena (Great Barrier)	\$2,981,886	\$1,833,943	\$57,364
	Whangaparapara (Great Barrier)	\$1,853,260	\$1,186,806	\$38,305
	Wharves total	\$100,458,375	\$51,390,251	\$2,264,568

Table 2-4: Valuations for Auckland Transport wharves

*Note Downtown Piers 3 and 4 will be removed as part of the Downtown Programme. Northcote Wharf is closed awaiting renewal.

A map of all AT Metro ferry services is shown in Figure 2-1.

Wharves listed in Table 2-3 that do not have an AT Metro service may be served by tourist or car ferry services.

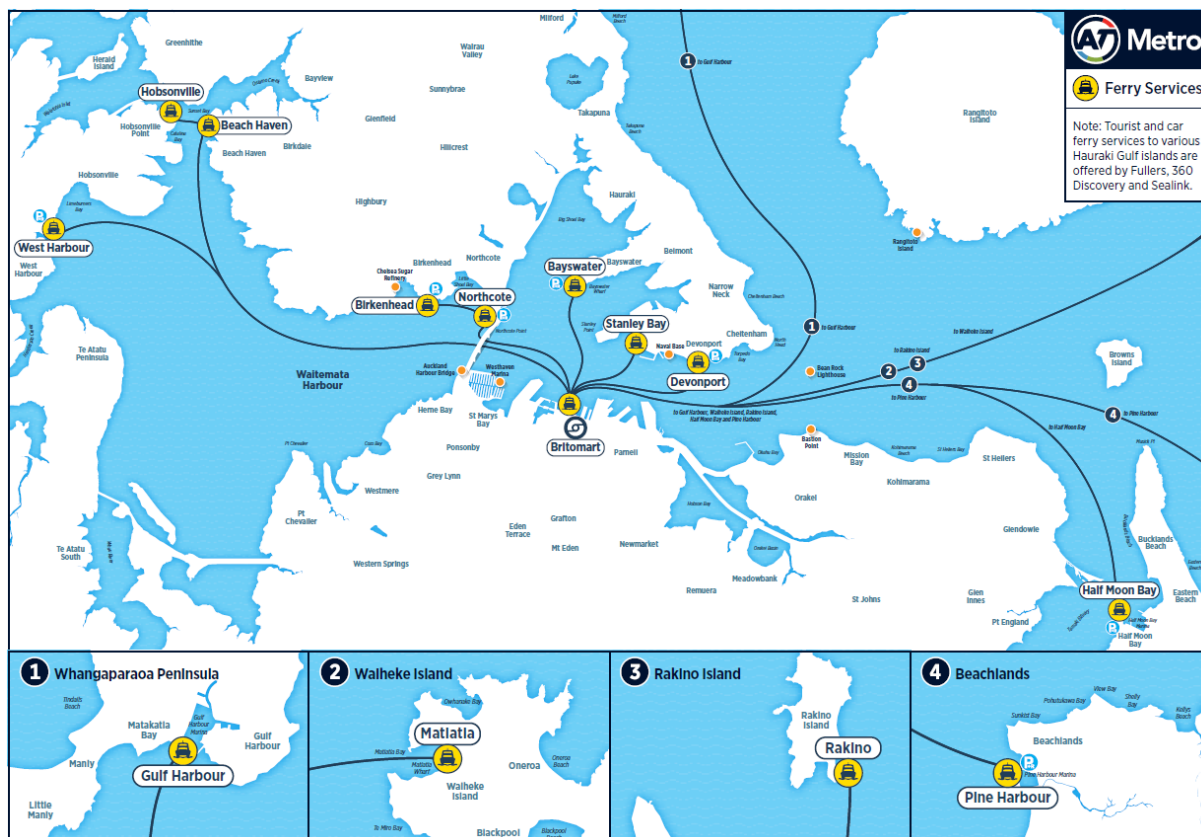


Figure 2-1: AT Metro ferry services

2.3 Ferry buildings

Auckland Transport is responsible for ferry passenger facilities at the 14 wharves that have an AT Metro ferry service (as shown in Figure 2-1).

In all but five locations, shelter, seating and ticket facilities are provided as part of the wharf or pontoon, or in an associated building or structure on site.

Figure 2-2 is an example of an Auckland Transport-owned and managed wharf and ferry building.



Figure 2-2: Beach Haven wharf – the pontoon structure provides shelter and seating for ferry customers

There are five significant ferry buildings, with a building value of \$1 million or more, in the Auckland wharf network. These are shown in Table 2-5.

	Site	Replacement cost	Depreciated value	Annual depreciation
Ferry building	Downtown Pier 1	\$8,083,360	\$3,600,752	\$359,832
	Downtown Pier 2	\$2,856,980	\$2,054,978	\$77,663
	Birkenhead	\$3,022,084	\$1,780,674	\$103,619
	Devonport	\$12,787,326	\$9,771,951	\$349,700
	Matiatia (Waiheke)	\$4,972,697	\$2,214,607	\$170,519
Ferry building total		\$27,130,910	\$16,009,444	\$894,260

Table 2-5: 2017 valuations for Auckland Transport ferry buildings

2.4 Harbourmaster assets

Auckland Transport's harbourmaster undertakes and regulates marine operations in the Waitemata and Manukau harbours in a way that safeguards these harbours, their users and the environment.

To achieve this, the harbourmaster manages and maintains assets with a total (depreciated) value of \$1,710,000. These assets include:

- eight boats
- navigational aids, including buoys, beacons and foreshore navigation aids
- oil spill containment and clean-up equipment.

The harbourmaster's office also administers moorings in Auckland's 70 mooring management areas, to ensure that the space is used effectively and the boats are suitably positioned within the areas. However, Auckland Transport does not own the moorings.

The main harbourmaster office is located at the Marine Rescue Centre in Mechanics Bay, alongside the Maritime Police, Coastguard Northern Region and Surf Lifesaving Northern Region. The harbourmaster also works closely with Ports of Auckland and the New Zealand Navy.

This asset class management plan includes a lifecycle management plan for the harbourmaster function, and the associated assets, as Section 5.4.

2.5 Condition of wharf assets

Wharves and ferry buildings are regularly inspected by Auckland Transport staff, with a full structural inspection by specialist consultants every 2 years.

Auckland Transport’s condition data for wharves and ferry buildings is shown, as a proportion of asset value, in Figure 2-3 and Figure 2-4. Ferry buildings are well maintained, consistent with the level of service required for rail stations and bus stations. Wharf assets are older and although the majority of assets by value are in very good, good or moderate condition, it is a concern that 5 per cent of wharf assets (\$2.3 million total asset value) are in very poor condition.

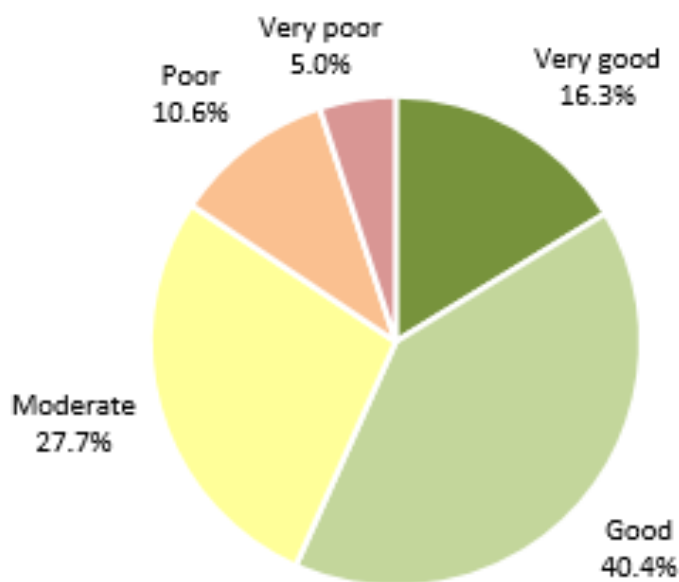


Figure 2-3: Condition profile for wharf assets

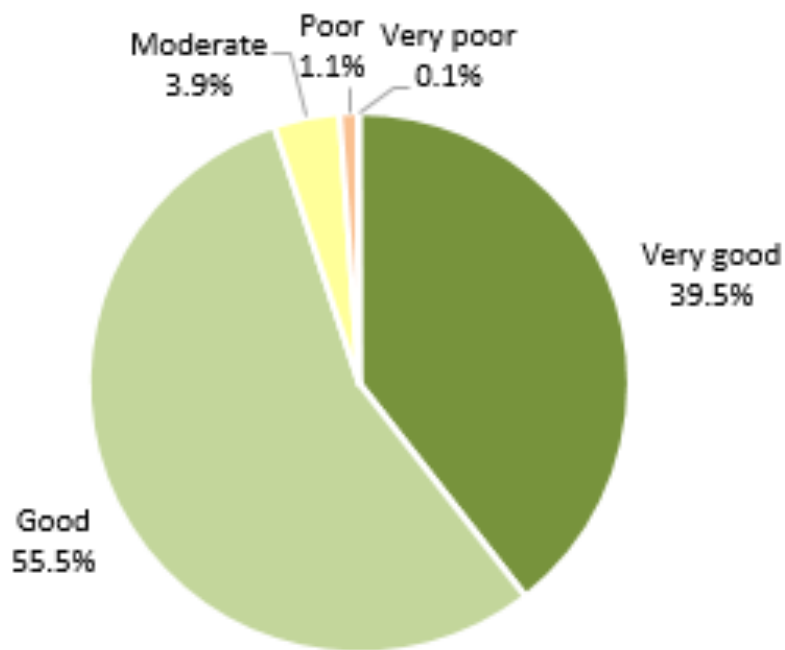


Figure 2-4: Condition profile for ferry building assets

Four locations – Downtown, Birkenhead, Matiatia (Waiheke) and Northcote – account for 79 per cent of the assets that are in very poor condition, as shown in Figure 2-5.

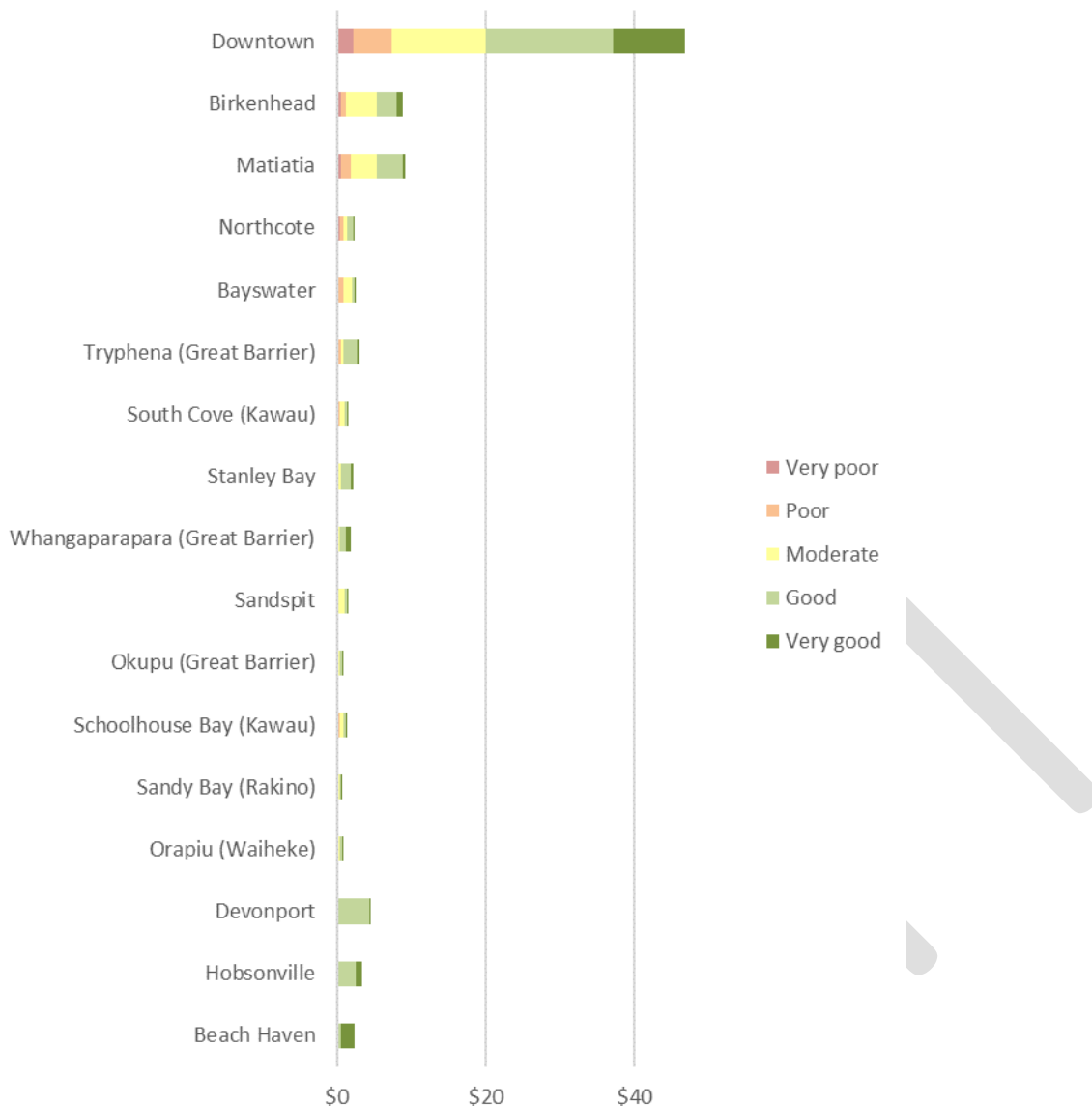


Figure 2-5: Asset condition profile for Auckland Transport wharves (sorted by value of assets in very poor condition)

Auckland Transport's level of service for wharves is that assets in very poor condition need to be replaced in the year in which they are identified, or immediately if there is a risk to public safety.

One problem specific to wharves is that the assets in worst condition are likely to be under water, and the work required to return the wharf to acceptable condition would be better described as rebuilding the wharf as distinct from repairing it. The best example of this is Northcote wharf, where less than 20 per cent of the wharf's assets by value were found to be in very poor condition in 2018. This included the timber piles and bracing for the wharf. All of the pile assets located beneath the water, which are critical to supporting the wharf structure, were in moderate, poor or very poor condition. The wharf was closed to the public and the entire structure is currently being [replaced](#).

In the case of Downtown wharf, the renewals required to address assets in very poor condition form part of the overall [Downtown Programme](#).

3 Levels of service

This section describes the levels of services that Auckland Transport aims to provide from its wharf assets. The levels of service stipulate how the assets are expected to perform in key areas.

The wharf and ferry network exists to provide a customer service, and succeeds when the customer experience is good.

Wharves and ferries are an essential part of the customer experience of public transport, as well as a lifeline for island communities and an important transport link to some coastal settlements. Good public transport has benefits not only for the customer directly, but for all users of the transport system, through improved safety and reduced congestion.

AT will adopt a new set of public transport targets in its 2021 Regional Land Transport Plan, revised in light of the impact of Covid-19. The data and targets in this section reflect the pre-Covid situation.

3.1 Level of service framework

Auckland Transport's levels of service framework demonstrates how the services that our assets provide align with our overall objectives and outcomes.

The framework links customer outcomes, network levels of service, asset performance and financial requirements for Auckland Transport's wharf assets, in order to develop levels of service for them, as shown in Figure 3-1.

The starting point is customer outcomes, which provide a clear direction for how the overall network should be managed. This in turn indicates what standard each asset must perform to and the funding required to keep all of the assets in the network performing in line with customer requirements.

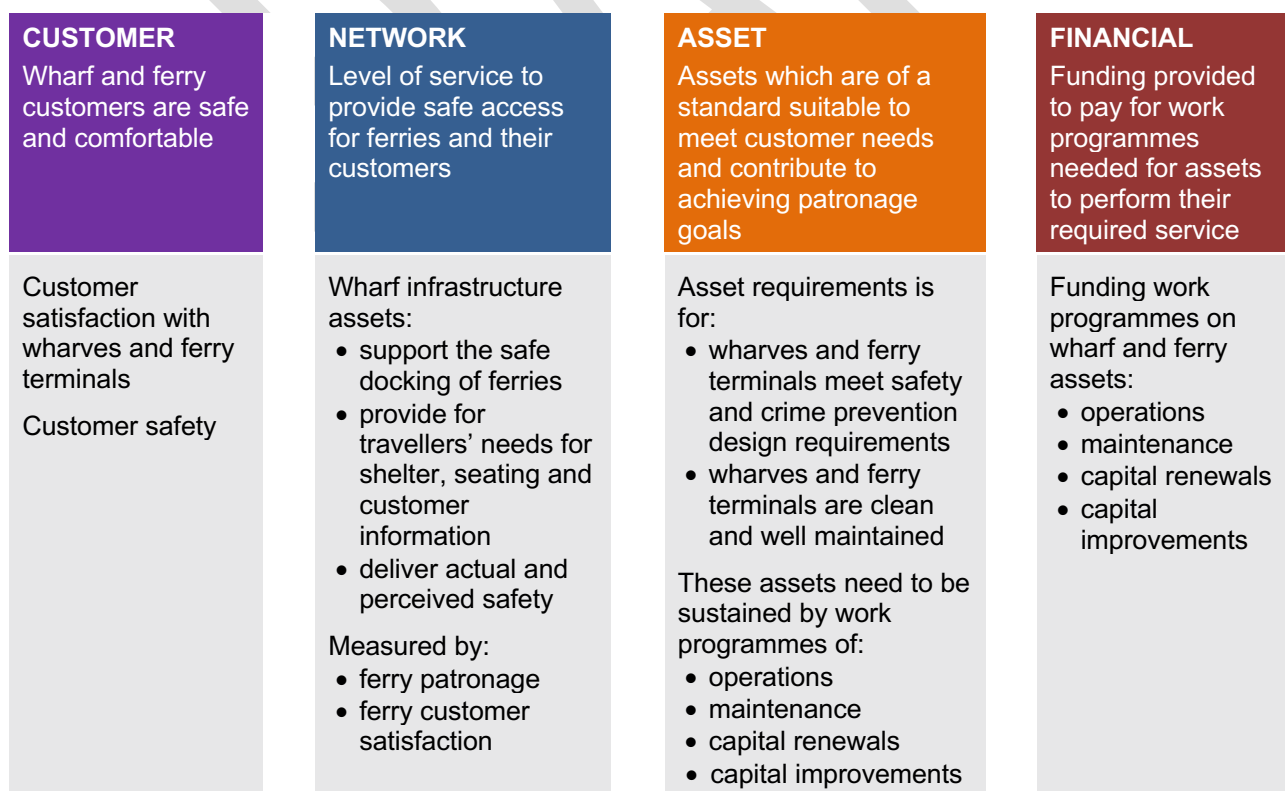


Figure 3-1: Level of service framework for wharf and ferry assets

3.2 How we measure levels of service

In general, three types of levels of service are measured – each type focusses on different aspects of an asset's performance.

- Governance key performance measures:
 - are high-level indicators related to governance relationships, such as the statement of intent between Auckland Transport and Auckland Council
 - are established through agreements with our key stakeholders, based on past performance and the impact on decision-making (i.e. alignment with government policies, and the need to achieve a sustainable balance between risk tolerance, available funds and standards of service).
- Customer levels of service:
 - describe what key stakeholders can expect when using the services
 - are mainly related to the performance of assets
 - are established from customer consultation and feedback, benchmarking among peer groups, the One Network Road Classification and industry best practice.
- Technical levels of service:
 - describe the standards of operation, maintenance and renewal activities that relate to an asset or group of assets
 - relate mainly to the condition and operating environment of the assets
 - ensure assets are preserved
 - help deliver on customer expectations
 - build data confidence
 - are established using accepted thresholds of asset condition, operational standards, availability of funds and industry best practice.

3.3 Governance key performance measures

The ferry network carried 6.3 million trips in 2018/2019, which is 6 per cent of all public transport trips. Ferries make a proportional overall contribution to achieving the performance measures in Auckland Transport's 2019–2022 Statement of Intent, as detailed in Table 3-1.

Measure	2018/19 actual	2019/20 statement of intent	2020/21 target	2021/22 target	2022/23 target
Improve access to frequent and attractive public transport					
Total public transport boardings	100.8	103.6	60.6	62.5	64.0
The percentage of public transport trips that are punctual	97.0%	95.0%	95.5%	97.0%	95.0%
Improve customer experience and stakeholder engagement					
The percentage of passengers satisfied with public transport services	91%	87%	85-87%	85-87%	85-87%

Measure	2018/19 actual	2019/20 statement of intent	2020/21 target	2021/22 target	2022/23 target
Value for money					
The percentage of the total public transport cost that is recovered through fares	43.4%	36%-42%	36%-42%	43.4%	36%-42%

Table 3-1: Governance key performance measures relevant to wharves and ferry services

Source: Auckland Transport draft Statement of Intent 2019/2020

3.4 Customer levels of service

Wharf and ferry assets serve three customer bases:

- AT Metro ferry customers who use Auckland Transport-owned wharves and ferry terminals
- ferry operators and passengers on commercial and tourist ferry services who use Auckland Transport wharves.
- recreational boaties and commercial vessels within Auckland harbours that use harbourmaster assets, including navigational aids and moorings.

In principle, all three customer bases should be considered separately, but in practice levels of service are set with reference to AT Metro ferry customers. Auckland Transport regularly surveys ferry customers to track their overall satisfaction with the ferry network. The survey asks customers about five attributes:

- service attributes (punctuality, travel time, safety, convenience, value for money)
- ferry building and wharf attributes
- vessel attributes (cleanliness, comfort)
- information attributes
- public transport system attributes (service design, operating hours, complaint handling).

Current customer satisfaction with wharves and ferry buildings is shown in Figure 3-2, while customer satisfaction trends over the past 5 years are shown in Figure 3-3.

The data presented in Figure 3-2 shows customers' experiences of the 14 wharves and ferry buildings that have a public transport service, in proportion to their share of patronage. Wharves and ferry buildings are part of the overall customer experience of the ferry network, but the customer satisfaction survey shows that these are less important to customers – that is, they are less closely correlated with overall satisfaction – than service, information and system attributes.

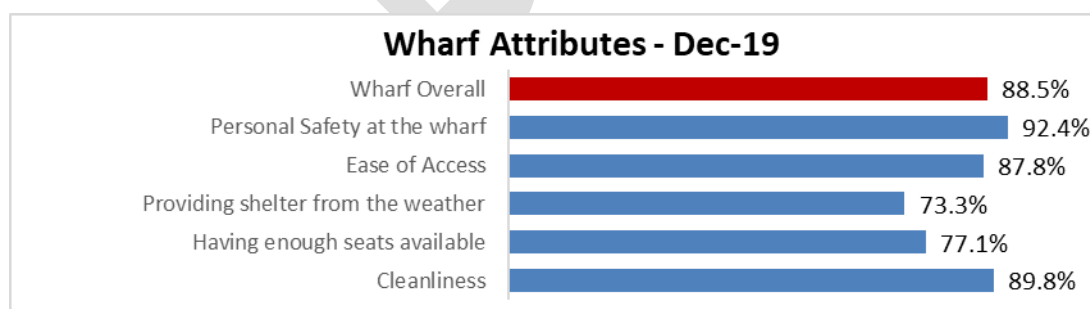


Figure 3-2: Customer satisfaction with wharves and ferry buildings

Figure 3-3 shows a long-term trend of increasing overall customer satisfaction with wharves and ferry buildings, underpinned by improvements to shelters and seating for ferry passengers.

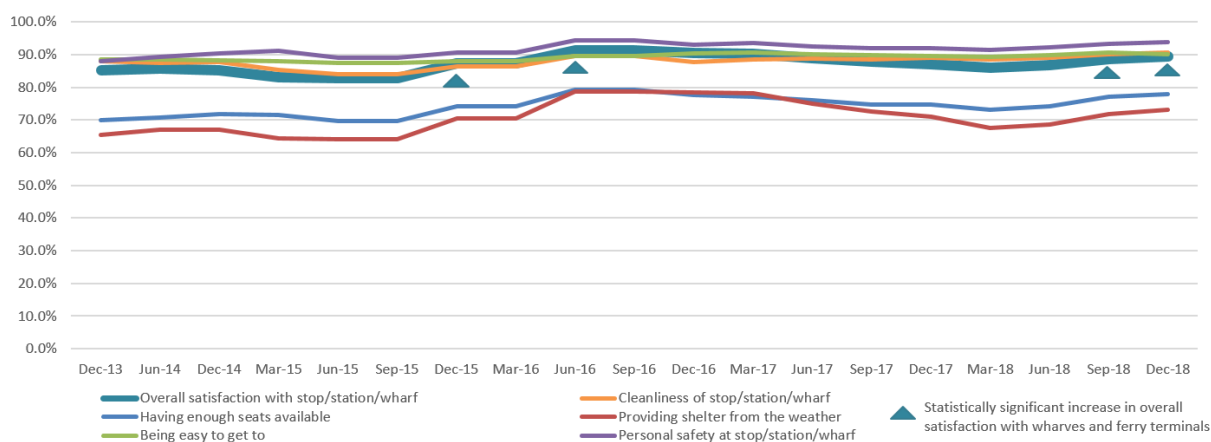


Figure 3-3: Trends in customer satisfaction with wharves and ferry buildings

Source: Public transport customer satisfaction survey, Gravitas and Auckland Transport

3.5 Technical levels of service

The technical levels of service relevant to wharf and ferry building assets are shown in Table 3-2.

Performance or service measure	Current performance	Target performance	Measure unit
Wharves			
Wharves are inspected at least every 2 years and their condition recorded in AT's core asset management database	100%	100%	Percentage by value
Value of wharf assets in very poor condition (condition grade 5)	\$4.6 million (5%)		Percentage by value
Proportion of wharf assets in very poor condition for which renewals are scheduled and funded in coming year	All	All	
Ferry buildings			
Ferry buildings are inspected at least every 2 years and their condition recorded in SPM	70.5%	90%	Percentage by value
Value of ferry building assets in poor condition (condition grade 4)	\$100,000 (1%)		Percentage by value
Value of ferry building assets in very poor condition (condition grade 5)	\$7,580 (0.0%)	0	Percentage by value
Proportion of ferry building assets in poor or very poor condition for which renewals are scheduled and funded in coming year	All	All	

Table 3-2: Technical level of service measures for wharf and ferry building assets

As a customer-facing part of the AT Metro network, ferry buildings are maintained to a higher level of service, in accordance with Auckland Transport's vision for public transport, which is:

We want to provide seamless end-to-end customer journeys that are safe, accessible and reliable (Regional Public Transport Plan)

To contribute to this vision, ferry building assets should be renewed in the year in which it is found that they are in condition grade 4. Hence, no customer-facing assets in ferry buildings should be in a condition grade 5.

DRAFT

4 Growth and demand

4.1 Factors influencing demand

The long term (50 year) trends for public transport patronage in Auckland are shown in Figure 4-1. Ferries have been a small proportion of total public transport patronage throughout the past 50 years, with the most significant change being a growth in patronage in the early 1990s due to the introduction of fast ferries to Devonport and Waiheke. Since 1996, ferries have carried between 7 and 8 per cent of public transport trips each year.

The impact of Covid-19 can be seen in the 2019/2020 year, with a drop of around 20% in patronage across all PT modes, including ferry.

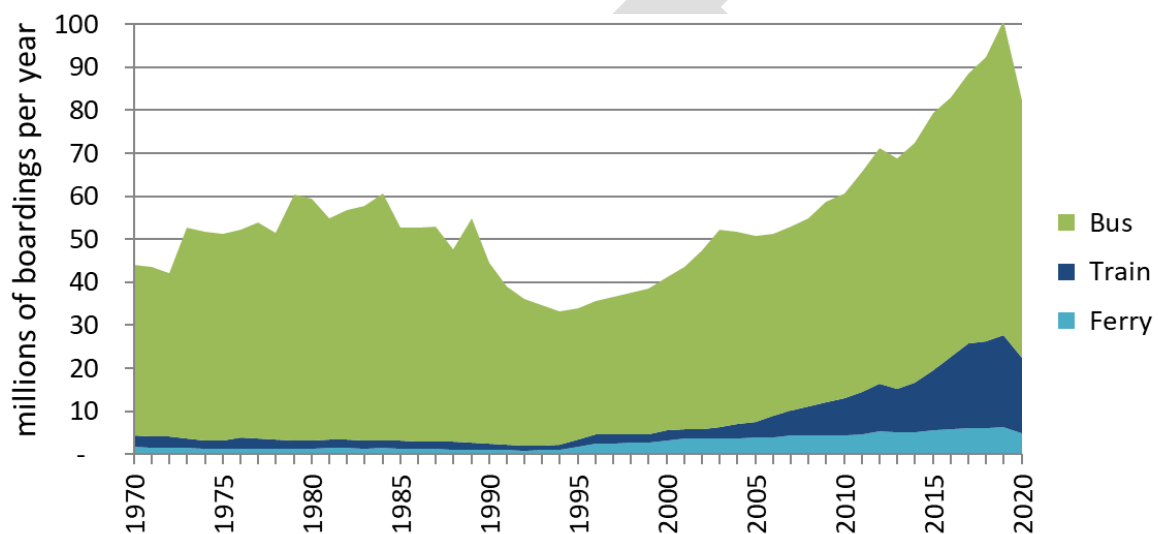


Figure 4-1: Ferry patronage in the context of total public transport patronage, 1968 to 2018

The role of ferries in the overall network has increased from a low of 1 trip per person per year in 1990 to four trips per person per year in 2016/2017 as shown in Figure 4-2. A key driver of this increase has been private investment in fast and frequent ferry services to Waiheke and Devonport, which in turn made these areas more popular both as a place to live and as a tourist destination. More recently, Auckland Transport has co-invested in ferry services to support the growth of coastal communities in Hobsonville Point, Gulf Harbour and Pine Harbour.

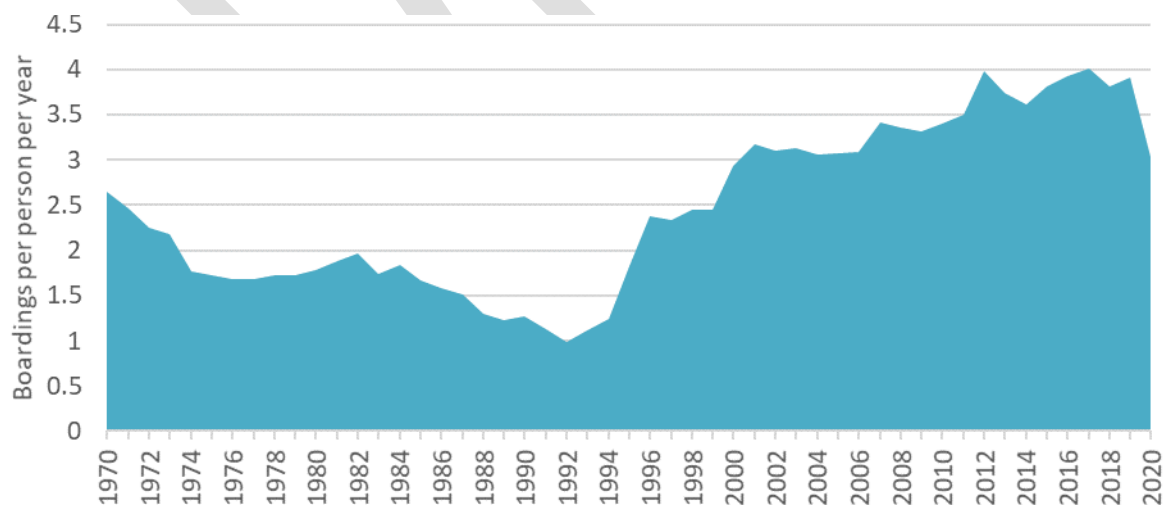


Figure 4-2: Auckland ferry trips per capita, 1968 to 2018

4.1.1 Exempt services

Ferry services to Devonport, Stanley Bay and Waiheke make up three quarters of total ferry patronage (77 per cent in 2018/2019) as shown in Figure 4-3. Passenger services delivered by Fullers, along with passenger and vehicle ferry services delivered by Sealink are integral to the regional transport network, providing important connections. As exempt services, however, they are not provided under contract with Auckland Transport.

Auckland Transport will continue to work with the operators of exempt services to encourage better integration with the broader network to improve customer outcomes. Should the current operator choose to cease providing these services, Auckland Transport would follow the process set out in the Regional Public Transport Plan to ensure that these services continue to operate.

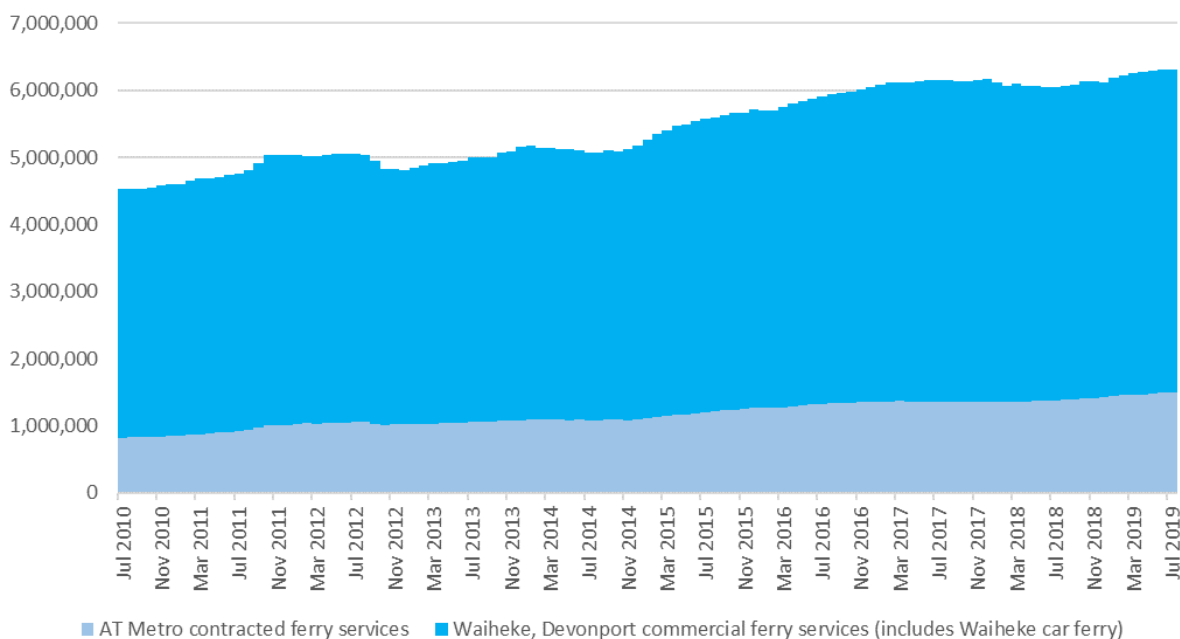


Figure 4-3: Ferry patronage on exempt and contracted services, 2010 to 2019

4.2 Demand forecast

In its 2018 Regional Public Transport Plan, AT forecast that patronage would increase to around 120 million, and that ferries would continue to carry around 7 per cent of all public transport trips, which equates to around 9 million ferry boardings by 2027/2028, as shown in Figure 4-4.

AT will adopt a new set of public transport targets in its 2021 Regional Land Transport Plan, revised in light of the impact of Covid-19. The data and targets in this section reflect the pre-Covid situation.

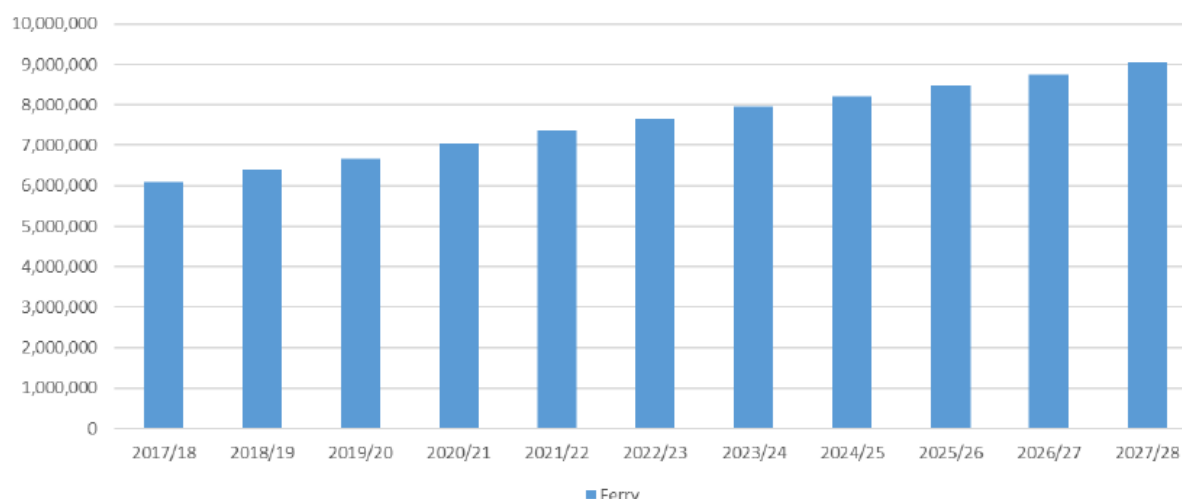


Figure 4-4: Projected patronage growth on ferry 2017/2018 to 2027/2028

Source: Draft Auckland Transport Regional Public Transport Plan

4.3 Major programmes to meet demand

The [Regional Public Transport Plan](#) sets out both an aspirational future direction for ferries, and a determination of what is practical and affordable in the medium term.

Auckland Transport completed a Future Ferry Strategy in 2018 as a background document to the Regional Public Transport Plan. While a range of opportunities were identified to invest in ferry services, these do have a higher cost per passenger trip than investing in bus or rail services. Over the coming 10 years, there is limited capital funding for ferry service improvements or expansions as the focus is on other parts of the public transport network.

The full background to this decision is set out in the Regional Public Transport Plan, which describes the role of ferries in the overall public transport network on Page 52:

Ferries currently play an important role in Auckland's public transport system. Ferries carried 6.1 million public transport passengers in the year to December 2017, making up 6.8 per cent of total public transport patronage. While the share of total patronage is relatively small, ferry services provide a key transport option for communities such as Devonport, Bayswater, Gulf Harbour and Half Moon Bay. Ferries also provide the only practical link for Waiheke residents to access Auckland city, and freight and passenger ferries are critical for Waiheke and Great Barrier Island.

No significant new ferry services are planned during the period of this asset class management plan. Auckland Transport-initiated service changes will be limited to the introduction of an hourly off-peak service to West Harbour, Hobsonville Point and Beach Haven, Gulf Harbour and Half Moon Bay.

Consistent with the Regional Public Transport Plan, Auckland Transport will continue to maintain and renew wharf assets to provide for the safe, ongoing operation of all current ferry services. This commitment is not limited to AT Metro ferry services, but includes commercial services, for example the Waiheke and Great Barrier car ferry services.

Over the 10 years of this plan, the only major capital programme planned for ferry is the ferry component of the [Downtown Programme](#). The overall vision is vision to transform the waterfront into an attractive, people friendly environment, with the first phase complete in time for Auckland to host the America's Cup in 2021.

Mai i te moana ki te whenua, mai i te whenua ki te moana

From the sea to land, from the land to the sea (the endless unbroken continuum)

The scale of the proposed changes for ferry is illustrated by the concept drawing, Figure 4-5.



Figure 4-5: Concept drawing of ferry building component of Downtown Programme

4.4 Consequential opex

There is limited future infrastructure planned for ferry over the coming 10 years, for reasons set out in Auckland Transport's [Regional Public Transport Plan](#) and supporting documents. Also, it is not expected that private developers will construct or fund significant ferry infrastructure over the 10 year period, although this has happened in the past, for example at Hobsonville Point.

One significant operational change (see Table 4-1) is planned as part of the Downtown Programme and will affect how tickets are validated.

Currently access to Pier 1 is restricted to holders of tickets for Devonport ferry services. Once the Downtown project is complete, there will be public access to all piers, with ticket validation occurring as customers board their ferry. This may increase operational costs, but will provide for more public space on Auckland's waterfront.

Project	Assets created	Annual Opex (\$2019)
Downtown precinct	New ferry piers and improvements to existing wharf and ferry building facilities. Public access to ferry piers – gating will be at gangplank entrances.	

Table 4-1: Estimated consequential opex from capital projects - Ferry

4.5 Benefits of ferry asset investment

The NZ Transport Agency's economic evaluation manual provides a methodology and process for evaluating the benefits of investment in public transport. The economic evaluation methodology recognises three categories of benefit from investment in ferry assets:

- 1 Benefits to existing ferry users, for example greater comfort, reduced travel time or improved reliability
- 2 Benefits to new ferry users, as the choice to use the bus can save on vehicle costs, improve access to economic opportunity and is linked to improved health outcomes
- 3 Road traffic reduction benefits due to reduced congestion, improved safety and better environmental outcomes when customers choose to use the bus rather than travel by car. Road traffic reduction benefits are higher at peak travel times than for off-peak trips

Auckland Transport does not directly use the economic evaluation manual to prioritise renewals and maintenance programmes, but an understanding of the wider economic benefits of public transport investment helps to inform renewals and maintenance programmes.

Many successful ferry services avoid very long and congested vehicle trips, and so have a disproportionate impact on road traffic reduction. For example, the ferry trip from Devonport to Downtown is only 3.4 km, but avoids a 14.3 km trip on some of Auckland's most congested roads. In general, ferry trips to locations that are also served by road work best when the ferry route is shorter than the corresponding road trip as shown in Table 4-2.

Ferry service	Ferry trip length	Car trip length
Downtown - Devonport	3.4 km	14.3 km
Downtown - Matiatia (Waiheke)	c. 15 km	n/a
Downtown - Half Moon Bay	c. 15 km	21.6 km
Downtown - Pine Harbour	c. 30 km	39 km
Downtown - Gulf Harbour	c. 30 km	46.4 km

Table 4-2: Ferry trip lengths, and lengths of the car alternative

Auckland Transport has successfully used this argument to show that the benefits of ferry infrastructure and services consistently exceed the costs. However it is also true that suitable locations for new ferry services are very limited, because as well as the practical considerations of wharf location and vessel safety it is also important that ferry trips be shorter than the corresponding car trip – to attract customers and also to generate benefits that exceed the relatively high costs of ferry infrastructure of services.

5 Risk management

5.1 Why we manage risk

One of Auckland Transport's core functions is to manage infrastructure risks to enable continuity of services and public safety, and to mitigate any significant consequences from abrupt asset failures

The levels of service being provided by the asset network and the tolerance for risk within that network are interlinked, and are governed by the ability to fund key activities and programmes, as illustrated in Figure 5-1.

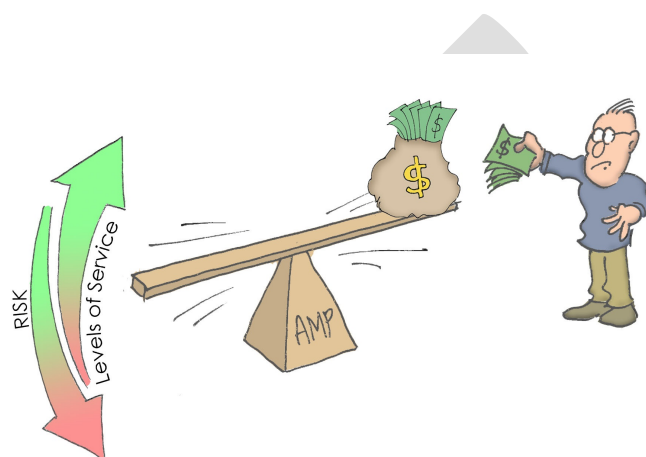


Figure 5-1: Relationship between levels of service, cost and risk

Auckland Transport's Enterprise Business Plan has two key outcomes related to risk:

- undertake a risk-based approach to delivering safe transport initiatives in the community
- increase resilience of the current transport network to support response to disruption and provide for continuity.

Asset Management is one of the 15 key risks Auckland Transport has identified in its Organisational Risk Management Framework. The organisation's risk appetite with respect to asset management is defined in Table 5-1.

Key risk	Appetite Low – Mod – High	Risk appetite statement
Asset management		We have a low appetite for events which may adversely affect our critical assets.
		We have a moderate risk appetite for events which may adversely affect how we maintain our assets at a good operating level.

Table 5-1: Auckland Transport risk appetite for asset management

Source: Auckland Transport Organisational Risk Management Framework (section 2.3 on risk appetite and tolerance)

5.2 How we manage risk

Auckland Transport divides its risk management activities into three groups:

- planning risks
- service delivery risks and
- management risks.

The key areas of risk within these groups are shown in **Error! Reference source not found.**, together with the avenues we use to identify risks.

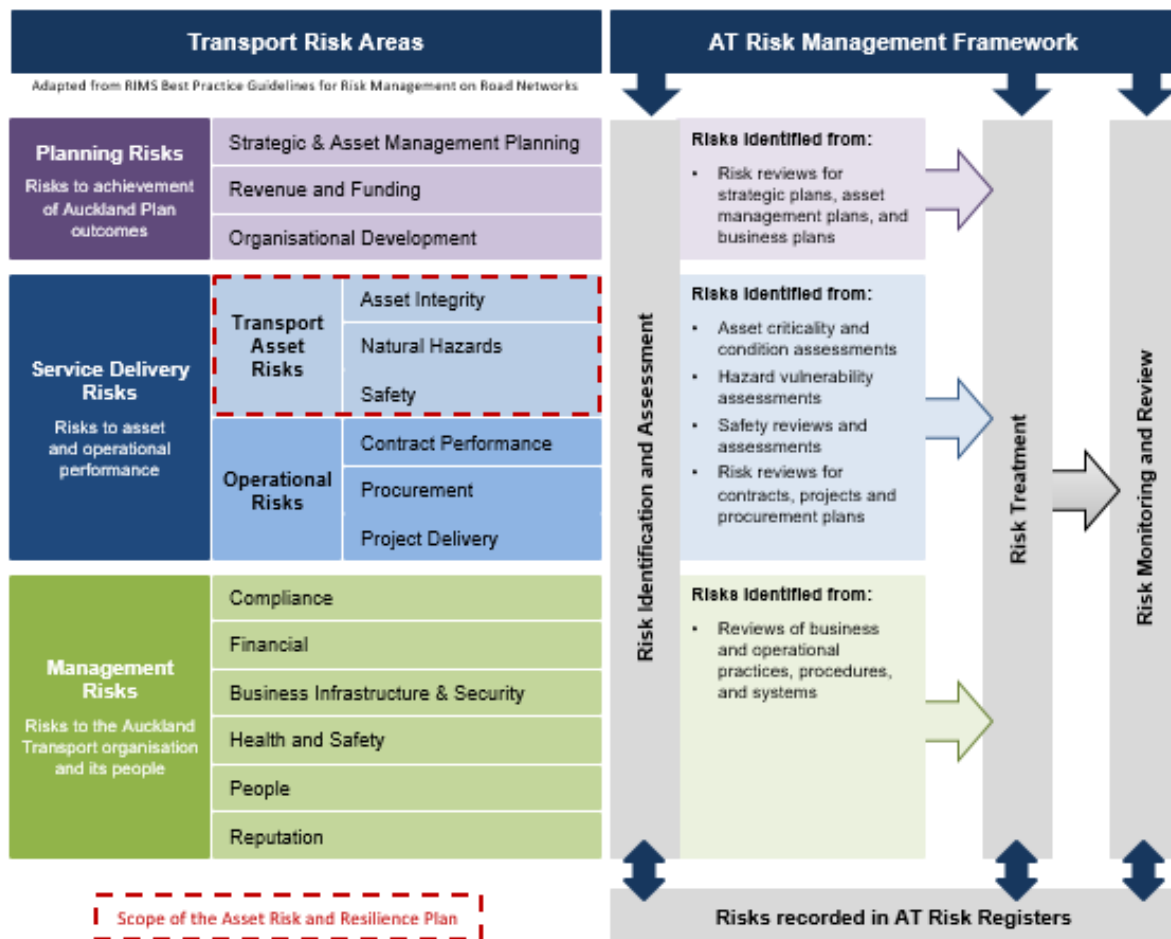


Figure 5-2: Risk management process overview

Auckland Transport's Organisational Risk Management Framework defines the overarching policies and procedures we use to identify, assess, treat and monitor risk, at an appropriate level. The process encapsulated in the framework adopts *AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines*, enabling a structured risk management approach.

Auckland Transport uses the framework to manage organisational risks across the major functional areas, including safety, business continuity, reputation, customer and asset management.

Through formal risk assessments, we analyse and review key organisational risks and their associated mitigation measures, and report on these to management, with the information used to support risk management initiatives.

Auckland Transport uses Active Risk Manager (ARM) to document, manage and monitor risk information in the organisational risk register. The register provides a central repository for information about transport risks, with details of the risk owners, mitigation plans, and monitoring and reporting

requirements. Our organisational risk management plans are regularly reviewed by the Executive Leadership Team and the Finance, Capital and Risk Committee of Auckland Transport Board.

5.3 Criticality framework and assessments

Auckland Transport has a low appetite for risk events which may adversely affect its critical assets. To help manage this risk, and identify the criticality of particular assets, Auckland Transport has adopted a Criticality Framework for Transport Infrastructure.

The framework defines criticality as ‘a measure of the severity of an outcome’; while critical assets are those that are likely to result in a more significant financial, environment and social costs, in terms of their impact on organisational objectives (International Infrastructure Management Manual, 2015).

The criticality framework provides a systematic and structured approach for carrying out criticality assessments on transport infrastructure assets, in both the road and public transport networks. The approach is a two stage one, looking at an asset’s:

- network-level criticality
- asset-level criticality.

The combined results from the network-level and asset-level assessments provide the overall criticality of transport infrastructure assets, and are used to support day-to-day decision-making around lifecycle management, including planning, programming and prioritising maintenance and renewal works, risk management and investments.

5.3.1 Network-level criticality

The network level criticality assessment for public transport facilities, including AT Metro and other wharf assets, is assessed based on their patronage, as the number of users reflects an asset’s importance in facilitating access and connectivity.

The result of the network-level assessment for wharves is shown in Table 5-2.

All ferry services terminate at Downtown so this will always be Auckland’s biggest ferry terminal, but after Downtown the two dominant ferry services are to Devonport and Waiheke. The vehicle ferry service from Half Moon Bay to Kennedy Point, while not provided by Auckland Transport, is a lifeline for the island and is used for most significant freight deliveries to the island, including food; it is therefore recognised as critical. Half Moon Bay is also the location of a successful passenger ferry service to Downtown Auckland, with 347,000 passenger uses (boarding and alighting) in 2018/2019.

Other ferry services are much less significant in terms of boardings.

Assets	Criticality	Ferry usage
Ferry terminal – Downtown	Level 1 (vital)	5,732,414
Ferry terminal – Matiatia (Waiheke)	Level 2	2,364,240
Ferry terminal – Devonport	Level 2	1,975,213
Vehicle ferry terminal – Kennedy Point (Waiheke)	Level 3	529,581
Vehicle ferry terminal – Half Moon Bay		455,468
Ferry terminal – Half Moon Bay		347,741
Ferry terminal – Bayswater		225,662
Ferry terminal – Pine Harbour		194,419
Ferry terminal – Birkenhead		179,402
Ferry terminal – Gulf Harbour		175,519
Ferry terminal – West Harbour		160,518
Ferry terminal – Hobsonville Point		120,417

Vehicle ferry terminal – Wynyard Wharf	74,113
Ferry terminal – Stanley Bay	65,982
Ferry terminal – Beach Haven	12,783
Ferry terminal – Rakino	8,728
Total (boarding and alighting)	12,622,199
Total ferry boardings 2018/2019	6,311,100

Table 5-2: AT Metro ferry wharves ranked by patronage, with criticality ranking

The above criticality rankings complement the assessment of road network criticality, which is shown in the [Auckland Transport corporate GIS layer](#).

5.3.2 Asset-level criticality

Not all assets at a critical location are critical assets. In general, wharves are critical because ferry services could continue to operate without them, but ferry terminals are less critical.

For asset level criticality, Auckland Transport adopts a qualitative approach to assessment that considers the potential impact of asset failure on three key factors:

- safety outcomes
- levels of service and efficiency of operation
- cost to repair or replace – i.e. whole-of-life cost.

Assets in poor and very poor condition are assessed for their asset criticality based on the specific impacts of asset failure. Both the network level criticality and the asset criticality are then taken into account in prioritising the renewals forward works programme, as set out in Section 6.1.4.

5.4 Asset management risks

Auckland Transport groups asset management risks into three broad categories:

- safety – safety issues arising from the use of assets
- asset integrity – risks associated with the physical status of assets (their condition), design standards and construction quality
- natural hazards – risks arising from exposure to natural hazards and vulnerability of assets.

5.4.1 Safety

Auckland's overall strategy to improve safety is set out in [Vision Zero for Tāmaki Makaurau](#). The strategy was developed collaboratively by the organisations shown in Figure 5-3.



Figure 5-3: Vision Zero for Tāmaki Makaurau participants

The Vision Zero approach challenges all system managers to think proactively about how to reduce the probability of an incident or crash, and how to mitigate the outcomes of crashes by better protecting transport system users from death or serious injury.

The traditional approach to asset safety risks requires asset managers to identify where asset failure or inadequate provision of assets and services could pose a direct risk of death or serious injury to transport users.

Vision Zero challenges asset managers to go beyond the traditional approach. It recognises that the responsibilities of asset managers have expanded to include:

- mitigating complex risks where asset management is one of several factors
- designing and managing assets in ways that mitigate the risk of death or serious injury when accidents do happen.

Wharf and ferry safety risks

In the past 5 years, no ferry passengers have died, and ferries have not been involved in any fatal events. Auckland Transport does not have a comprehensive database of serious injuries related to ferry services, however from press reports there has been at least one serious injury, in 2015.

While ferry remains one of the safest ways to travel, there are risks associated with it and these need to be mitigated. In addition, the management of wharf and ferry assets also involves unique risks, which need to be managed in order to deliver a safe and reliable network. Specific risks include:

- public safety for customers, in an environment where it is common for people to underestimate the risks
- the structure of wharves, which require specialist skills (for example diving) at all stages of the asset lifecycle to keep them safe, including for regular inspections
- the risk of working at sea and on the coast, because the sea is always changing; the risks of working underwater are especially significant
- the corrosive environment to which assets are exposed, which accelerate asset deterioration.

The harbourmaster is also a safety function, helping to keep Aucklanders safe on the water. The harbourmaster's roles include maintaining and renewing navigational aids, which are subject to specific national and international requirements, due to the high risks and consequences of vessels colliding or going off course.

5.4.2 Asset integrity

Asset integrity risks include the risk of assets physically failing, having their function disrupted or providing reduced levels of service, due to their deterioration, issues with their design or construction, or exposure to various types of hazards. These risks are managed through operational activities throughout the asset's lifecycle.

Table 5-3 summarises the risks and mitigation controls Auckland Transport has identified with respect to asset integrity.

Risk	Mitigation controls
Inappropriate asset design or faulty construction	Design and construct assets in compliance with appropriate national and international standards and with asset management policies.
Asset failure (end of life)	Regular asset inspections, including underwater inspections. Adequate maintenance and renewal budgets, so identified issues can be addressed.
Asset damage (extreme weather)	Streamlined process for the public, ferry operators and Auckland Transport staff to report damage. Adequate maintenance and renewal budgets, so identified issues can be addressed.

Asset damage (vandalism)	Streamlined processes for the public, ferry operators and Auckland Transport staff to report damage. Adequate maintenance and renewal budgets, so identified issues can be addressed. Cooperation with police to identify those causing damage, and recover costs where possible.
Asset damage (fire)	Fire systems installed and maintained to a high standard in ferry terminals. Safety standards met for fire prevention at Auckland Transport wharves.

Table 5-3: Asset integrity risks and mitigation controls

5.4.3 Natural hazards

Transport infrastructure and services are prone to damage and disruption from natural hazards, such as earthquakes and liquefaction, coastal inundation, floods and tsunamis. Proactive planning and mitigation controls to address these hazards will improve the resilience of the transport network and will help future-proof it and make it more sustainable.

Table 5-4 summarises the risks and mitigation controls Auckland Transport has identified with respect to natural hazards.

Natural hazard risk	Mitigation controls
Assets are damaged or services are disrupted due to natural hazard events	• Identify hazard types and assess the level of exposure and vulnerability to natural hazards. • Identify areas at high risk and implement prioritised resilience improvement activities in these areas. • Prepare emergency response plans for natural hazards. • Secure emergency funds in response to natural hazard events.

Table 5-4: Natural hazard risks and mitigation controls

Natural Hazard Risk Management Framework

Auckland Transport is developing a Natural Hazard Risk Management Framework for its transport network. The framework will assess the risks related to natural hazards, and will be used to prioritise risk mitigation measures and network resilience improvements.

Under the framework, natural hazard risks are assessed based on their:

- likelihood – the chance of a natural hazard event happening
- vulnerability – the level of potential damage that could be caused if assets are exposed to the hazard
- consequence – what effect a hazard event would have on transport objectives.

This approach is illustrated in Figure 5-4.

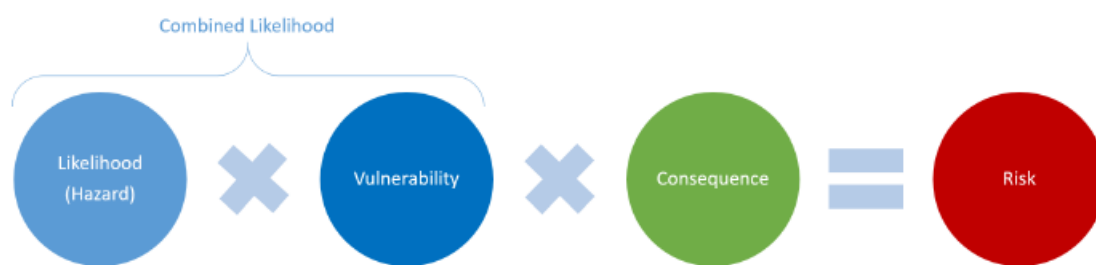


Figure 5-4: Natural hazard risk management assessment approach

This natural hazard risk assessment will allow Auckland Transport to identify key risk areas and any assets that are likely to be exposed to natural hazard events, and give them a risk profile ranking from very low to very high.

The information will help decision-makers prioritise risk-mitigation initiatives in the highest ranked risk areas.

Once we have identified the priority risks, we will develop options to improve network resilience. Options will balance the cost and effort of their implementation against the benefits to be gained.

Natural hazard exposure assessment results

Auckland Transport has assessed the exposure of the transport network to the following natural hazards:

- earthquake and liquefaction
- coastal inundation and sea-level rise
- flooding
- tsunami
- volcanic activity.

The interim result of this assessment is available for road assets, and will be completed for public transport assets before the adoption of the 2021 Asset Management Plan.

For wharves, the key risks relate to storm events, and the combined impact of sea-level rise and more frequent storms. This is a complex area to predict, but will need to be considered in detail as more information and better forecasts become available.

Seismic screening

Buildings, including wharves and ferry terminals, can be severely affected by seismic events, with their coastal location adding to the potential risks. To address this significant risk, Auckland Transport currently employs an ongoing inspection and assessment programme of seismic screening for all of its buildings and major structures.

A summary of the current seismic screening assessment for wharves and ferry terminal buildings is given in Table 5-5. The wharf recommended for seismic strengthening is Downtown, where renewals are already underway in advance of a major capital rebuild as set out in Section 4.3.

Asset type (Numbers assessed)	Asset inventory	Primary assessment	Secondary assessment	Recommended for seismic strengthening
Ferry terminals and wharves	21	21	5	1

Table 5-5: Seismic screening results for ferry terminals and wharves

5.5 Wharf risk register

Auckland Transport identifies key risks for its bus assets and network, and develops mitigation plans to address these risks. This information is recorded in a risk register.

The key risks that Auckland Transport has identified for its wharf assets are set out in Table 5-6.

Asset type	Risk category	Risk detail	Risk rating	Mitigation controls
Ferry network	Safety	Potential for ferry to crash into wharf or other harbour users	Very High	Improve monitoring of crashes and serious injuries involving ferries. Develop a strategy to reduce these crashes, in partnership with ferry operators and the harbourmaster.
Wharves	Safety	Person falling from wharf into water, due to safety assets not being in place	Very High	Use signs, CCTV and maintenance inspections.
Wharf and ferry network	Deterioration	Asset deterioration leading to critical failure (eg structural fixings)	Very High	Put in place operational, maintenance inspections and remedial procedures. Undertake lifecycle analytics and remedial planning based on age, condition and criticality.
	Deterioration	Corrosive environment accelerating deterioration and failure of structure or a critical asset (eg wharf piles)	High	Put in place operational, maintenance inspections and remedial procedures to eliminate, isolate or minimise corrosive environment.
All, including harbour-master	Safety	Risks to staff and suppliers of working in the marine environment	High	Put in place operational protocols to eliminate, isolate or minimise the risk of working in the marine environment.
	Natural hazard	Storm surge leading to coastal area flooding and failure of critical wharf and coastal assets and services	High	Liaise closely with Civil Defence, and be actively involved in Lifelines. Ensure structures and assets are in good condition. Cancel ferry sailings under extreme storm events.
	Service delivery	Damage to assets due to vandalism	Medium	Increase security patrols and CCTV surveillance. Liaise with NZ Police to minimise incidents.
Harbour-master	Safety	Deterioration of navigational aids contributing to vessel crashes	High	Maintain navigational aids to international standards.

Table 5-6: Wharf, ferry and harbourmaster risk register

5.6 How risk management underpins decision-making

The various risk mitigation measures, identified and required under the risk management framework, also need to align with Auckland Transport's capital improvements, maintenance and operational programmes, and will be used to prioritise and justify these programmes and projects.

The information is also useful for developing an evidence-base for funding applications and for assessing the benefits of projects for users.

This process is highlighted in Figure 5-5.



Figure 5-5: Risk-based decision-making process

6 How we manage assets throughout their lifecycle

Auckland Transport actively manages its assets throughout their lifecycles, using lifecycle management plans. Lifecycle management plans contain several important components, including:

- an operational plan – detailing how we will ensure assets remain fit for purpose, and how we respond to customer service requests and emergency events
- a maintenance plan – setting out how we will identify and repair asset faults
- a renewals plan – explaining our approach for replacing assets as they deteriorate
- a capital improvements programme – detailing our plans to create new assets or improve existing assets
- a disposal plan – explaining when and how we will dispose of assets, once they have reached the end of their lives.

Lifecycle management also includes:

- surveys and data checks to ensure that information is accurate, relevant and up to date
- database management, because good asset information is an asset in its own right.

6.1 Lifecycle management plan – wharves and ferry buildings

6.1.1 Wharf and ferry building operations

The operational activities for wharves are:

- reactive cleaning of wharf assets, in response to customer feedback
- site services, e.g. water, power
- occasional security patrols, in response to problem times and locations.

Ferry buildings have additional operational requirements:

- staffing for the ticket and customer information office – though this is often provided as part of the contractual arrangements with the ferry operator
- regular cleaning and operations.

Reactive cleaning of wharves and ferry buildings is often in response to vandalism, as wharf assets can be in isolated locations with relatively poor informal surveillance, making them easy targets for vandals.

6.1.2 Wharf and ferry building maintenance

Anything in a marine environment will need regular maintenance, including painting, oiling moving parts, undertaking scheduled maintenance of specialised equipment and routinely replacing small components. The additional hazards presented by customers being near open water add urgency to many routine maintenance tasks.

Auckland Transport operates a 24-hour call centre and a website form for customers to report problems. It also has a system in place to enable ferry operators, Auckland Transport consultants and contractors, and staff to identify any maintenance items and to track their completion. Regular inspections of Auckland Transport wharves and ferry buildings ensure that components in need of repair are identified promptly.

Past expenditure on wharf and ferry building operations and maintenance is shown in Figure 6-1 and **Error! Reference source not found..** Prior to 2017/2018, some or all maintenance costs were budgeted as operations.

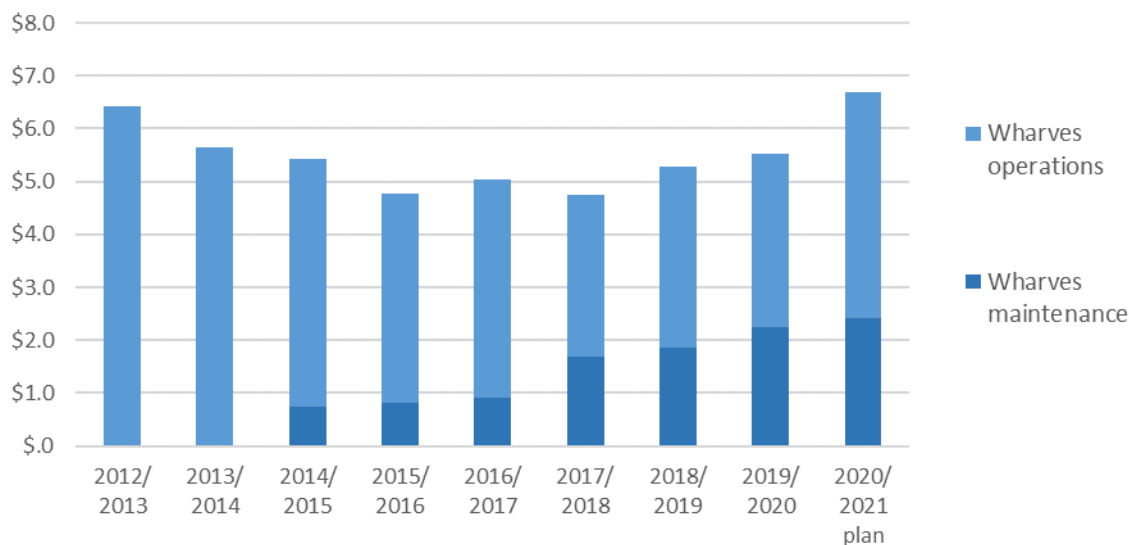


Figure 6-1: Wharf and ferry building maintenance and operations – past expenditure and current plans

Recommended future budgets for wharf maintenance and operations are shown in Figure 6-2 and Table 6-1. These recommended budgets increase provision for wharf maintenance, based on actual spend in 2018/2019. Wharf operations budgets increase in 2021/2022 and again in 2025/2026, with the staged opening of the expanded Downtown Wharf facilities.

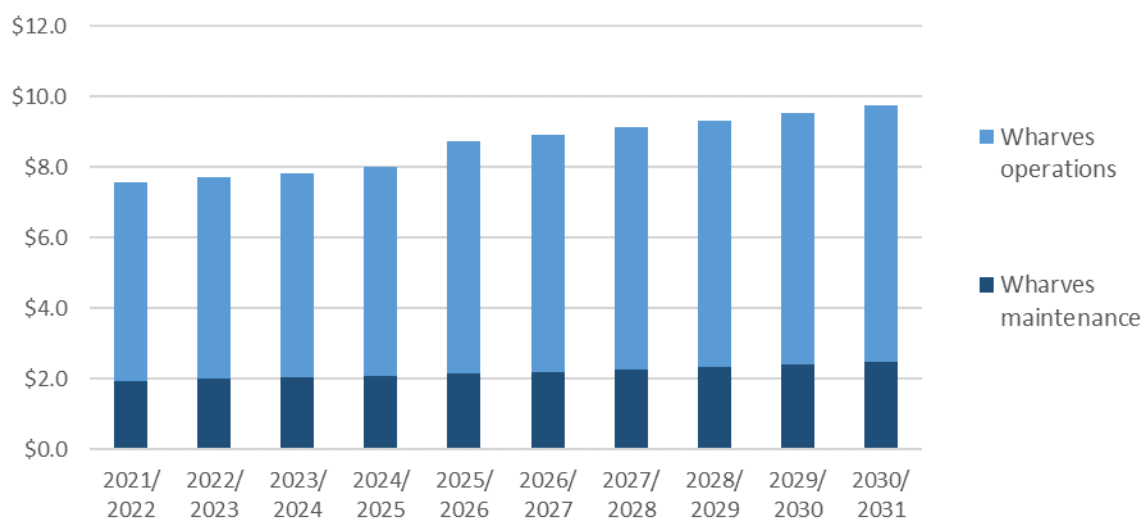


Figure 6-2: Wharf maintenance and operations – recommended future needs

\$M	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
Wharves maintenance	\$2.0	\$2.0	\$2.0	\$2.1	\$2.2	\$2.2	\$2.3	\$2.3	\$2.4	\$2.5
Wharf operations	\$5.6	\$5.7	\$5.8	\$5.9	\$6.6	\$6.7	\$6.8	\$7.0	\$7.1	\$7.3
Wharves opex total	\$7.6	\$7.7	\$7.8	\$8.0	\$8.7	\$8.9	\$9.1	\$9.3	\$9.5	\$9.8

Table 6-1: Wharf maintenance and operations – recommended future needs

6.1.3 Wharf and ferry renewals

Past expenditure on wharf and ferry renewals is shown in Figure 6-3 and Table 6-2.

Over the years 2012/2013 to 2016/2017, the condition of Auckland Transport's wharf assets deteriorated. The increased renewals since that date have been necessary to begin addressing the backlog of high-risk assets at critical locations.

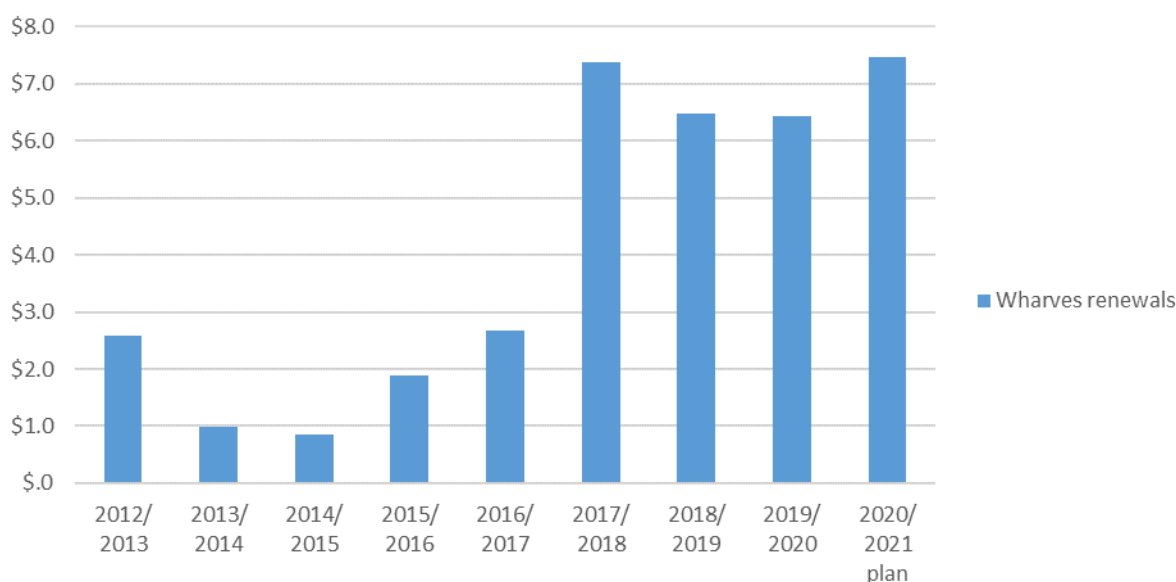


Figure 6-3: Wharf and ferry building renewals – past expenditure and current plans

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021 plan
Wharves renewals	\$2.6	\$1.0	\$0.9	\$1.9	\$2.7	\$7.4	\$6.5	\$6.4	\$7.5

Table 6-2: Wharf and ferry building renewals – past expenditure and current plans

Wharf assets have relatively short useful lives, due to the marine environment and the need to ensure public safety in a risky marine environment. Depreciation of wharf assets is calculated at \$4.1 million per year. In the early years of this decade, renewals of wharves was significantly less each year than depreciation and as a result the assets deteriorated. More recently, a number of high profile renewals projects have been underway for wharves including Northcote, Kennedy Point and Downtown.

The need to address the backlog of wharf renewals is forecast to continue through the coming three years, as shown in Figure 6-4 and Table 6-3. This will support the renewals component of the Downtown Ferry Basin Redevelopment project, and will enable AT to complete its programme of renewals and safety improvement of the vehicle ferry wharves which are essential to the Waiheke and Great Barrier Island communities. Once current projects are complete, we anticipate a brief lull in renewals needs in the following three years, before renewals needs again increase.

Renewals needs for wharves are forecast to total \$63.2 million over 10 years. This represents 19 per cent of total public transport asset renewals, although ferry travel makes up only around 7 per cent of total public transport travel.

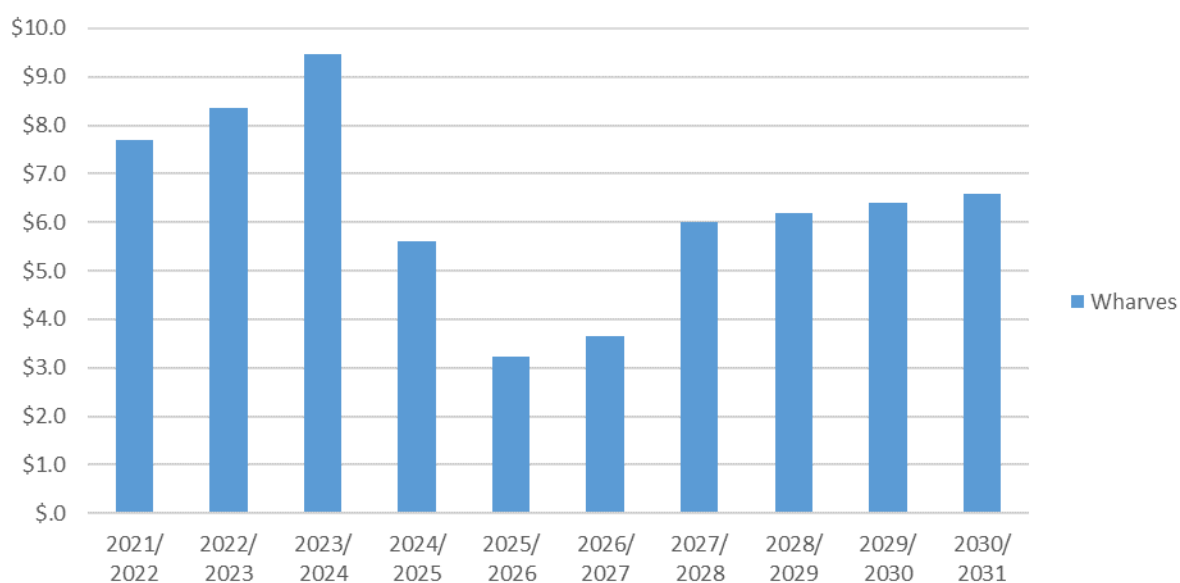


Figure 6-4: Wharf and ferry building renewals – recommended future asset needs

Asset type \$M	2021/ 22	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31
Wharves renewals	\$7.7	\$8.4	\$9.5	\$5.6	\$3.2	\$3.6	\$6.0	\$6.2	\$6.4	\$6.6

Table 6-3: Wharf and ferry building renewals – recommended future asset needs

6.1.4 Wharf and ferry forward works programme

Auckland Transport develops its forward works programme for wharf and ferry assets by prioritising the renewals works that has been identified through asset inspections.

The prioritisation system is based on the assessment of asset management risks, as set out in section 5. There are two assessments of priority:

- network criticality, which ranks wharves from 1 (being vital) to 5 (being minor) based on patronage
- asset criticality, which ranks the components of the wharf, based on their impact on the safe and effective functioning of the wharf as a whole.

Both network criticality and asset criticality influence the final prioritisation ranking of wharf renewal projects, as shown in Table 6-5.

2020/21 programme	Scope	Cost estimate	Network criticality score	Network criticality	Asset criticality	Overall criticality
Downtown	Replace 32 piles in poor and very poor condition	\$455,000	1	Vital	48	48
Downtown	Various items in very poor condition, including historic stairs	\$250,000	1	Vital	32	32
Matiatia main	Major renewal of piles and wharf structure needed	\$2,600,000	2	Major	53	26
Half Moon Bay fuelling wharf	Repair northern dolphin	\$300,000	3	Significant	67	22
Birkenhead Wharf	New hydraulics	\$350,000	4	Local	76	19
Birkenhead Wharf	Concrete repairs	\$400,000	4	Local	54	14
Devonport	Various items in very poor condition	\$600,000	2	Major	27	13
Northcote	Replace wooden structure and upgrade hydraulics	\$2,350,000	4	Local	48	12
Southcove and Kawau Stairs	Stairs in very poor condition	\$250,000	5	Minor	45	9
Stanley Bay	Various items in very poor condition	\$300,000	4	Local	35	9
South Cove	Various items in very poor condition	\$200,000	5	Minor	42	8
School House Bay	Significant portions of wharf in very poor condition	\$150,000	5	Minor	41	8
Sandspit	Various items in very poor condition	\$250,000	5	Minor	41	8
Orapiu	Significant portions of wharf in very poor condition	\$300,000	5	Minor	33	7
Baywaster Old	Various items in very poor condition. This wharf is not currently used for the Bayswater ferry service hence low criticality	\$500,000	4	Local	26	7
Tryphena	Various items in very poor condition	\$350,000	5	Minor	31	6
Sandy Bay (Rakino)	Various items in very poor condition	\$250,000	5	Minor	28	6
Whangaparapara	Various items in very poor condition	\$150,000	5	Minor	21	4
Okupu Wharf	Various items in very poor condition	\$350,000	5	Minor	18	4
Hobsonville Wharf	Various items in very poor condition	\$100,000	4	Local	9	2
Half Moon Bay seawall	Northern wall requires repair and western wall requires replacement	TBC	3	Significant	TBC	TBC
		\$10,555,000				

Table 6-4: Wharf and ferry renewals forward works programme

6.1.5 Wharf and ferry building improvements

As set out in section 4.3, only one significant capital project is planned for wharves in the coming 10 years: the ferry component of the Downtown Project.

There is also provision for minor improvements to wharves and ferry buildings, for example small improvements associated with a renewal, within the public transport minor capital budget.

6.1.6 Wharf and ferry funding

Like wharf ownership, wharf funding is different from other transport modes and includes a mix of historic arrangements and current policy.

Auckland Transport covers the costs of operations, maintenance and renewals of its wharf and ferry building assets from four sources:

- Auckland Council direct funding
- NZ Transport Agency direct funding
- operator wharf access charges
- other external revenue, e.g. commercial rental.

[A report](#) to the Auckland Council Finance and Performance Committee in September 2017 sets out the detail of how operator wharf access charges are levied and where they are spent.

6.2 Lifecycle management plan – wharves and ferry buildings

Auckland Transport's lifecycle management plan for its wharf and ferry building assets is summarised in Table 6-6 .

	Surveys and data checks	Planning	Operations	Maintenance	Renewals	Improvement	Disposals	Database
Wharves without AT Metro ferry service	Inspect Auckland Transport owned wharves at least every 2 years	Ensure wharf ownership is clear; and evaluate opportunities to acquire or divest.	Work with private ferry providers to ensure operational standards are met	Ensure maintenance requirements are met	Replace components in very poor condition			Maintain asset data
Wharves with local ferry services	Inspect at least every 2 years, including underwater inspection			Ensure maintenance requirements are met	Replace components in very poor condition (grade 5 of 5)			Maintain asset data
Ferry buildings	Inspect ferry buildings at least every 2 years		Ensure adequate staffing and security for ferry passengers	Ensure maintenance requirements are met	Replace components in poor condition (grade 4 of 5)			Maintain asset data
Downtown wharf and terminals	Undertake multiple inspections in 2019 to track known issues and plan for renewals or upgrade	Identify needed renewals and integrate with capital improvements	Carry out scheduled cleaning	Undertake reactive maintenance	Deliver major renewals works in 2019, then move to business-as-usual renewals	Work with improvements project team	Consider re-use of surplus assets	Maintain asset data

Table 6-5: Summary of Auckland Transport's lifecycle management plan for wharves and ferry buildings

6.3 Lifecycle management plan– harbourmaster

The Auckland Transport harbourmaster undertakes and regulates marine operations in the Waitemata and Manukau harbours in a way that safeguards these harbours, their users, and the environment. The harbourmaster's office became part of Auckland Transport in 2015, having been administered by Auckland Council from 2010 to 2015, and prior to that by the Auckland Regional Council.

The harbourmaster's office has three main functions.

- Harbour management – managing and maintaining Auckland's navigational buoys and beacons, and making sure Auckland's waterways are free from navigational hazards and that water users understand the importance of behaving safely.
- Pollution response – acting as first responders to oil, petrol or diesel spills in Auckland waters.
- Moorings management – managing Auckland's 70 mooring management areas to ensure that the space is used effectively and the boats are suitably positioned within the areas.

The main harbourmaster office is located at the Marine Rescue Centre in Mechanics Bay, alongside the Maritime Police, Coastguard Northern Region and Surf Lifesaving Northern Region. The harbourmaster also works closely with Ports of Auckland and the New Zealand Navy.

6.3.1 Harbourmaster assets

To deliver these functions, the Harbourmaster manages and maintains a range of assets including:

- ten boats
- navigational aids, including buoys, beacons and foreshore navigation aids
- 306 pile moorings, and 50 emergency swing moorings. The Harbourmaster also regulates the use of around 3,000 privately owned swing moorings.
- Signs and marker posts on land, for example at boat ramps, and marker buoys.
- oil spill containment and clean-up equipment.

The total replacement value of Harbourmaster assets is recorded in AT's asset register

	Replacement value	Depreciated value	Annual depreciation
Harbourmaster - Boats	\$1.0	\$0.6	\$0.1
Harbourmaster - Plant and Equipment	\$1.0	\$0.5	\$0.1
Harbourmaster assets total	\$2.0	\$1.0	\$0.2

The boats that Auckland Transport owns and maintains are detailed in Table 6-7; its buoys and beacons are detailed in Table 6-7.

Vessel description	AT responsibilities	
8.5m rigid-hulled inflatable	5	Owned and maintained
12m work barge	1	Owned and maintained
7.5m work boat	1	Owned and maintained
7.5m open barge	1	Owned – no maintenance
3.6m plastic runabout	1	Owned and maintained
4.2m aluminium runabout	1	Owned – in storage
Total AT-owned boats	10	



"Protector" rigid hulled inflatable

Table 6-6: Auckland Transport Harbourmaster vessels

AT acquired an additional two Protector patrol boats in 2000, and will use its fleet of five patrol boats through the Americas Cup. After March 2021, two of the older Protector boats can be sold.

The current fleet of boats is not ideal, and a longer term plan is to invest in a multi-purpose vessel to replace the work barge, work boat and open barge.

The AT Harbourmaster is also responsible for inspecting and maintaining navigational buoys and beacons as itemised in Table 6-8, and for replacing buoys every two years. Costs are recovered from third parties including marinas or the Ports of Auckland as appropriate.

	Buoys	Beacons
Cardinal marker	7	19
Lateral marker	79	301
Isolated danger marker	4	4
Special marker	208	172
Installation marker		2
Other		70
Total	298	568

Table 6-7: Buoys and beacons in the AT Harbourmaster area.

Source: RAMM, extracted June 2019

6.3.2 Harbourmaster operations and maintenance

The distribution of harbourmaster operations and maintenance costs across the three main functions is shown in Figure 6-6 and Table 6-8.

Harbour Management costs represent the maintenance and operation of the fleet of boats, and staff time spent on the water.

The costs of moorings management are recovered from mooring users, and pollution response costs are recovered from the nationally co-ordinated Pollution Response Fund.

Prior to 2015, the harbourmaster function was part of Auckland Council, so the financial data for these years is not available.



6-5: Pile moorings on the Tamaki Estuary

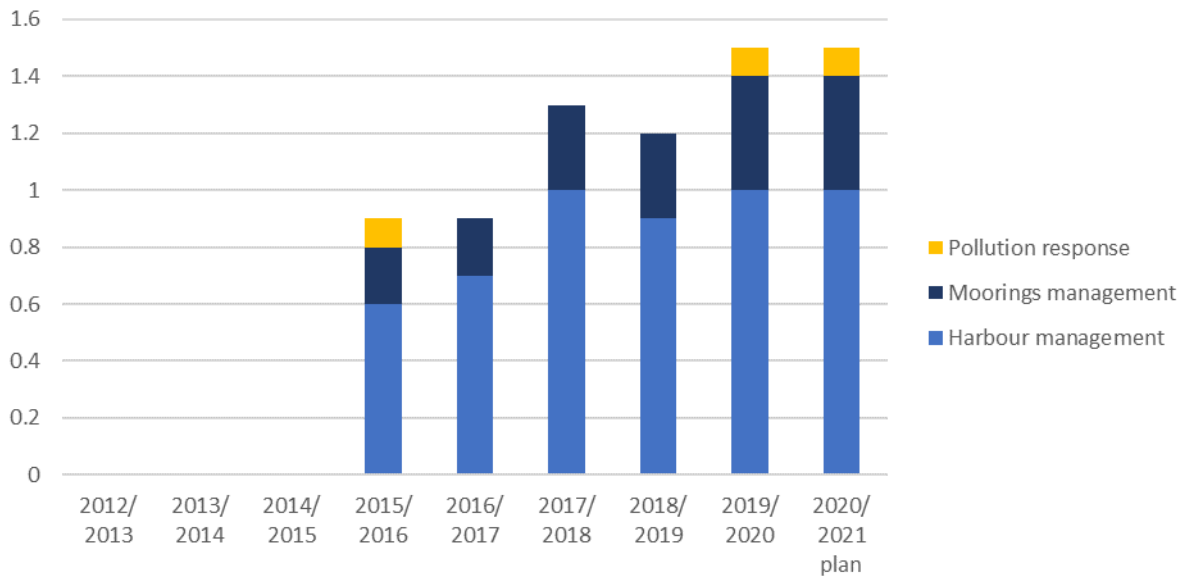


Figure 6-6: Harbourmaster maintenance and operations – past expenditure and current plans

The majority of Harbourmaster costs relate to staff time. A central responsibility of the harbourmaster team is to be out on the water as much as possible, providing assistance and advice to boaties and verifying the safe management of moorings and navigational aids. The costs of maintaining and operating the Harbourmaster fleet of boats is also significant.

Other areas of expenditure are mainly self-funding. This includes oil spill response and regular pollution response exercises, an example of which is shown in Figure 6-7.



Figure 6-7: An oil spill containment training exercise (Port Fitzroy, Great Barrier Island)

Future maintenance and operations budgets are not expected to change significantly from those in the 2020/2021 plan, as shown in Figure 6-8 and Table 6-9.

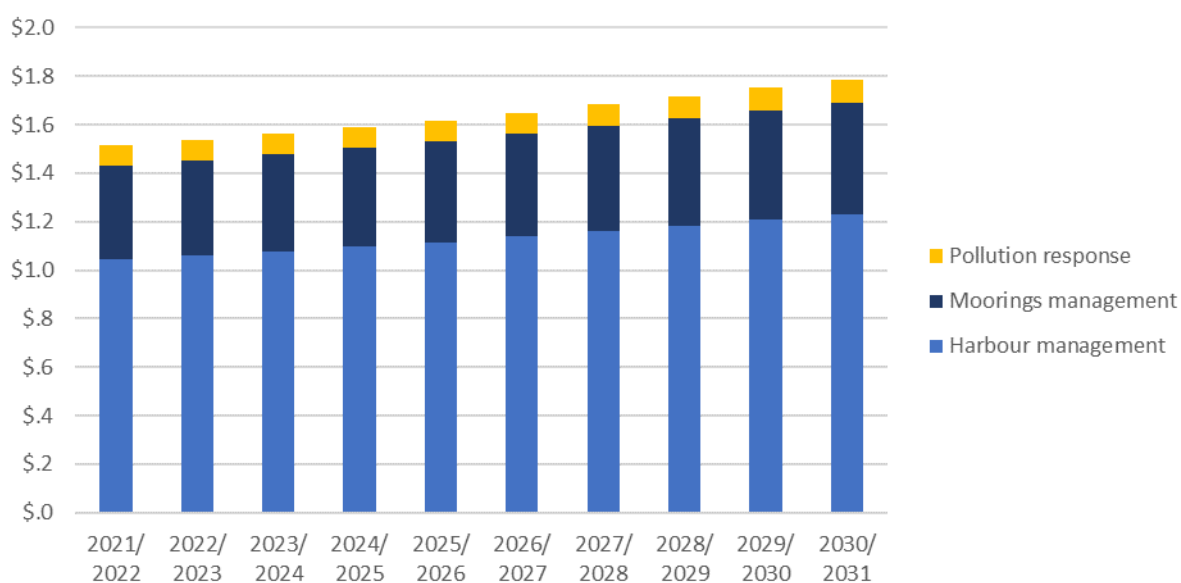


Figure 6-8: Harbourmaster maintenance and operations – future asset needs (includes inflation)

Asset type \$M	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
Harbour management	\$1.0	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$1.2	\$1.2	\$1.2	\$1.2
Moorings management	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.5	\$0.5
Pollution response	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1
Total	\$1.5	\$1.5	\$1.6	\$1.6	\$1.6	\$1.7	\$1.7	\$1.7	\$1.8	\$1.8

Table 6-8: Harbourmaster maintenance and operations – future asset needs (includes inflation)

6.3.3 Harbourmaster renewals

Most harbourmaster renewals relate to replacing boats, including motors and boat components, as needed for the harbour management function. Less commonly, renewals are required for moorings management, as shown in Figure 6-9 and Table 6-10.

Prior to 2015, the harbourmaster was part of Auckland Council, so the financial data for these years is not available.

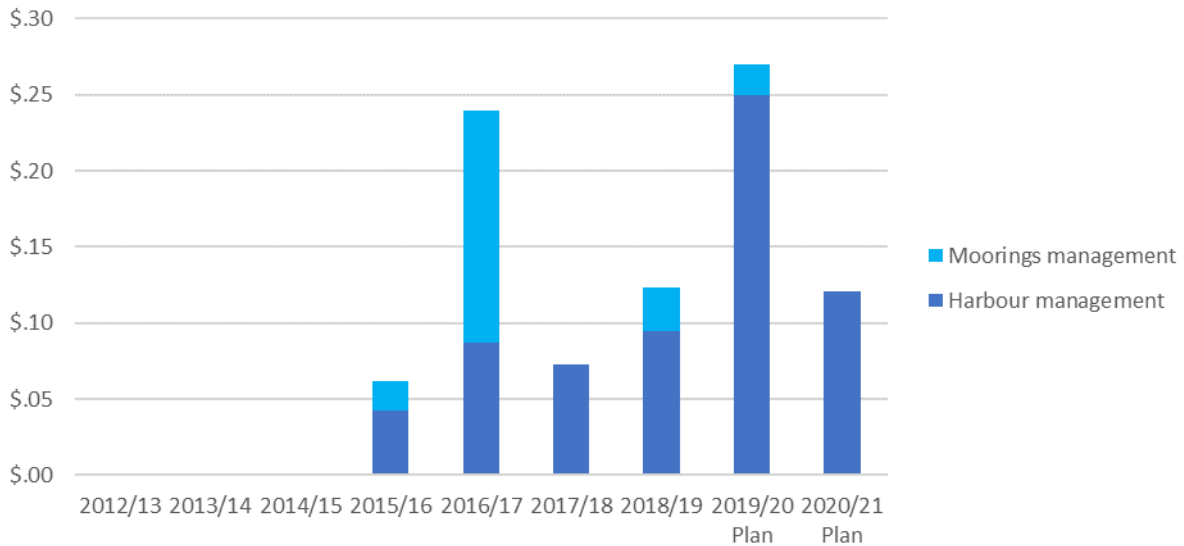


Figure 6-9: Harbourmaster renewals – past expenditure and current plans

Asset type \$M	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021 plan
Harbour management				\$0.04	\$0.09	\$0.07	\$0.09	\$0.25	\$0.12
Moorings management				\$0.02	\$0.15	\$0.00	\$0.03	\$0.02	
Total				\$0.06	\$0.24	\$0.07	\$0.12	\$0.27	\$0.12

Table 6-9: Harbourmaster maintenance and operations – past expenditure and current plans

Future renewals needs for the harbourmaster have been estimated based on the expected replacement dates for the Harbourmaster fleet of boats. Anticipated needs are shown in Figure 6-10 and Table 6-10.

Two new rigid-hulled inflatable boats were acquired for the America's Cup and will enable two older boats to be retired after the racing is over. By Year 3 of the plan the work barge, open barge and work boat will be nearing the end of their useful life so provision is made for their replacement.

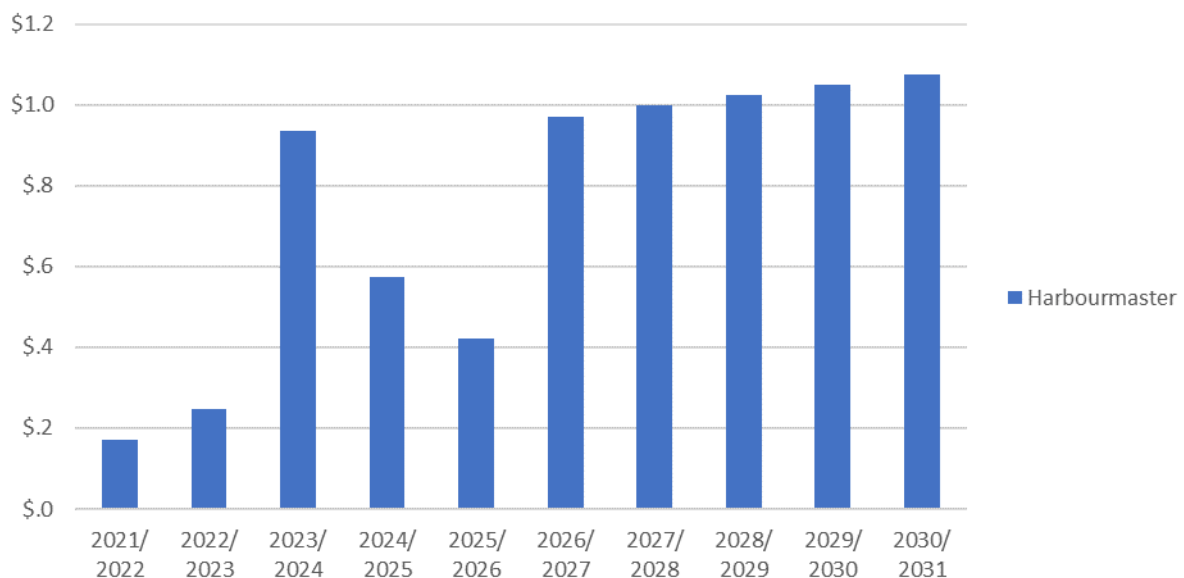


Figure 6-10: Harbourmaster renewals – recommended future asset needs

Asset type \$M	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
Harbourmaster renewals	\$0.2	\$0.2	\$0.9	\$0.6	\$0.4	\$1.0	\$1.0	\$1.0	\$1.0	\$1.1

Table 6-10: Harbourmaster renewals – recommended future asset needs

Renewals needs from 2026/2027 have been forecast from deterioration modelling and are likely overestimated because they do not take into account third party contributions and the residual value of retired boats and motors. These forecasts will be reviewed in the 2024 Asset Management Plan.

7 Improvement plan

Table 7.1 sets out the tasks needed to improve this asset class management plan and how we manage Auckland Transport's wharf assets.

Issue	Action
Wharf revenue	• Include revenue forecasts for berthage fees alongside operational cost information. • Document the rationale for berthage fees and any strategic decisions.
Harbourmaster renewals	• Review the need for renewals budgets in the outer years of this AMP
Mechanical and electrical components of wharves and ferry buildings	Ensure that all automatic doors, air conditioning units, motorised ramps and other mechanical and electrical assets are adequately provided for over their asset lifecycle including: • replacement cost • maintenance cost history and future needs • expected useful life • expected deterioration profile.

Table 7-1: Wharves asset class management plan improvement actions

Appendix 1 – Ownership policy: wharves and ferry terminals

Background

When Auckland Transport was established in 2010, wharf ownership was fragmented across five local government organisations¹, with some wharves being controlled by ferry operators. Wharf assets owned by ARTA and ARTNL were transferred in the establishment legislation, namely:

1. Downtown wharves and ferry terminals

A separate [Vesting Order](#) in 2010 transferred all local council interests in fourteen named wharves to Auckland Transport. The fourteen wharves were:

2. Bayswater
3. Beach Haven
4. Birkenhead
5. Devonport, excluding the Victoria Wharf
6. Stanley Bay
7. Northcote
8. Half Moon Bay
9. New Matiatia (Waiheke)
10. Old Matiatia (Waiheke)
11. Kennedy Point (Waiheke)
12. Orapiu (Waiheke)
13. Sandy Bay (Rakino)
14. Tryphena (Great Barrier)
15. Whangaparapara (Great Barrier)

The Vesting Order is a list of locations, and is light on detail².

Auckland Transport has subsequently constructed a new wharf at:

16. Hobsonville Point

Auckland Transport has agreements in place to use marina berths for a public transport service at:

17. Gulf Harbour (Auckland Transport constructed improvements in 2012 to a berth on (very) long term lease)
18. Pine Harbour
19. West Harbour

The Bayswater ferry also currently operates from a leased marina berth and not from the old Bayswater Wharf transferred in the 2010 Vesting Order.

In March 2012, the Auckland Transport Board [approved in principle](#) a request from Auckland Council to transfer responsibility for a further three wharves:

20. Sandspit
21. Schoolhouse Bay (Kawau)

¹ Auckland Regional Transport Authority (ARTA), Auckland Regional Transport Network Ltd (ARTNL), Auckland City Council, Manukau City Council and North Shore City Council.

² At the time of amalgamation in 2010, some of the locations listed in the Vesting Order had multiple wharves. Other parties, besides the amalgamating councils, also had (and in some cases still have) interests in wharf and/or ferry terminal assets at these locations

22. South Cove (Kawau)

This approval in principle was subject to a set of conditions which were never met. In practice, Auckland Transport has been managing these wharves, but without a formal delegation of authority to do so.

A further two wharves are managed in practice by Auckland Transport, and before amalgamation were owned by Auckland City Council³, but were not listed in the Vesting Order:

23. Home Bay ramp (Rakino)

24. Okupu (Great Barrier)

Other agencies that own wharf assets in the Auckland region include the [Department of Conservation](#), Auckland Council, ferry operators⁴, marinas and boat clubs, and private individuals.

Policy considerations

The 2010 [Vesting Order](#) simply listed fourteen wharf locations by name and did not include an explanation of the reason why some wharves were vested in Auckland Transport while others were controlled by Auckland Council. The subsequent [Board paper](#) in March 2012 about the transfer of Sandspit and the two Kawau wharves balanced two policy concepts:

- A view shared by Auckland Council and Auckland Transport that “recreational wharves” should be managed by Council, and “transport wharves” by Auckland Transport.
- A broad definition of a transport wharf, consistent with the [Land Transport Management Act](#). Services to the Kawau wharves, as well as services to Tryphena, Whangaparapara, Kennedy Point and Orapiu are not delivered on contract to Auckland Transport and are not included in AT Metro timetables, but are still included in the LTMA definition of a “transport service”.

Some wharf and ferry terminal assets that are owned and/or controlled by ferry operators, who can use their interest in these assets to inhibit competition in the provision of ferry services. This runs counter to the Regional Public Transport Plan aims, which include improving the integration of ferries with the broader AT Metro network, and managing the wharf and ferry terminal network in a way that is consistent with the [Public Transport Operating Model](#). Since its establishment, Auckland Transport has purchased wharf and ferry terminal assets from ferry operators, and has taken over lease agreements, as these opportunities arise.

³ These wharves are listed in the [HGI wharf access agreement 2001](#) but not in the 2010 [Vesting Order](#)

⁴ For example, landing gear at Devonport Wharf is owned by Fullers Group, and the Wynyard Wharf is controlled by Sealink



Figure A 1: Panmure Wharf, a recreational wharf managed by Auckland Council, not Auckland Transport

Ownership policy

Auckland Transport will consider opportunities to acquire or divest wharf and ferry terminal assets against the following policy criteria:

1. Wharves owned by Auckland Council Group⁵ which are used to provide a scheduled transport service accessible to the public⁶, or that are of future strategic value to the transport network, should be under the control of Auckland Transport.
2. Wharves owned by Auckland Council Group which are used only by recreational vessels and/or as a public amenity e.g. for swimming should be under the control of Auckland Council, unless they are:
 - a. Of future strategic value to the transport network e.g. Matiatia old wharf
 - b. Isolated wharves where it is more practical for Auckland Transport to maintain e.g. Okupu wharf
3. Where AC Group does not own wharf and ferry terminal assets that are used to provide a scheduled transport service accessible to the public⁷, or that are of future strategic value to the transport network, Auckland Transport will evaluate the option of acquiring these interests against the ferry objectives in the Regional Public Transport Plan.

⁵ The Auckland Council Group consists of Auckland Council and its council-controlled organisations (CCOs), including AT

^{6,6}, This includes all aspects of the ferry service, not just passenger loading and embarking. Specifically, AT would consider opportunities to acquire or lease private marina berths which are currently leased by ferry operators for the purpose of layover, or Auckland Council recreational wharves suitable for layover, refuelling or emergency operations, where this would provide strategic operational value to the transport network.

4. Ownership and responsibilities for berths, wharf and ferry terminal assets should be clear, logical to the public, and legally documented

Current asset ownership

Auckland Transport's current interests in wharf and ferry terminal properties are listed in Table A-1.

Site	Property	Auckland Transport owned? (reason)	
Downtown	Downtown Pier 1	Y	Transferred from ARTA/ARTNL in 2010
	Downtown Pier 2	Y	Transferred from ARTA/ARTNL in 2010
	Western Basin	Y	Transferred from ARTA/ARTNL in 2010
	Downtown Pier 1 building	Y	Transferred from ARTA/ARTNL in 2010
	Downtown Pier 2 buildings	Y	Transferred from ARTA/ARTNL in 2010
	Downtown site features	Y	Transferred from ARTA/ARTNL in 2010
Bayswater	Bayswater ferry facility	N	Leased - but Auckland Transport owns gangway & pontoon
	Bayswater wharf (old)	Y	Retained for future strategic value
Beach Haven	Beach Haven wharf	Y	Improvements constructed 2013 by Auckland Transport
Birkenhead	Birkenhead wharf	Y	In CCO vesting order
	Birkenhead ferry building	Y	In CCO vesting order
Devonport	Devonport wharf	Y	In CCO vesting order (some landing gear owned by Fullers)
	Devonport ferry building	Y	Y – In CCO vesting order improved in 2018 by Auckland Transport
Northcote	Northcote wharf	Y	Transferred from ARTA/ARTNL in 2010
Stanley Bay	Stanley Bay wharf	Y	In CCO vesting order
Sandspit	Sandspit wharf	Y	Auckland Transport Board decision 2012
Gulf Harbour	Gulf Harbour ferry wharf	N	Leased - but Auckland Transport owns some improvements
Half Moon Bay	Half Moon Bay ferry wharf	Y	In CCO vesting order
Pine Harbour	Pine Harbour wharf	N	Leased marina berth
Hobsonville Point	Hobsonville Point ferry wharf	Y	Improvements constructed 2013 by Auckland Transport
West Harbour	West Harbour ferry wharf	N	Leased marina berth
Kennedy Point (Waiheke)	Kennedy Point quay	Y	In CCO vesting order
	Kennedy Point vehicle ferry ramp	Y	In CCO vesting order
Matiatia (Waiheke)	Matiatia wharf (new)	Y	In CCO vesting order
	Matiatia ferry building	Y	In CCO vesting order

Site	Property	Auckland Transport owned? (reason)	
	Matiatia wharf (old)	Y	In CCO vesting order, retain for future strategic value
Orapiu (Waiheke)	Orapiu wharf	Y	Auckland Transport Board decision 2012
Sandy Bay (Rakino)	Sandy Bay wharf	Y	Auckland Transport Board decision 2012
Home Bay (Rakino)	Home Bay ramp	Y	Decision 2019 for practical reasons (isolated and close to Auckland Transport-managed wharf)
Schoolhouse Bay (Kawau)	Schoolhouse Bay wharf	Y	Auckland Transport Board decision 2012
South Cove (Kawau)	South Cove wharf	Y	Auckland Transport Board decision 2012
Tryphena (Great Barrier)	Tryphena ferry wharf	Y	In CCO vesting order
	Tryphena vehicle ferry ramp	Y	In CCO vesting order
	Shoal Bay boat ramp	Y	Decision 2019 for practical reasons (isolated and close to Auckland Transport-managed wharf)
Whangaparapara (Great Barrier)	Whangaparapara wharf	Y	In CCO vesting order
Okupu (Great Barrier)	Okupu wharf	Y	Decision 2019 for practical reasons (isolated and close to Auckland Transport-managed wharf)
	Okupu Boat Ramp	Y	Decision 2019 for practical reasons (isolated and close to Auckland Transport-managed wharf)

Table A-1: Current wharf and ferry asset ownership

Table A-2 is an incomplete list of wharf properties that are not owned or managed by Auckland Transport. It is included for context and to clarify some properties where management responsibility has been questioned or has changed in the past.

Site	Property	Management responsibility
Rangitoto	Rangitoto wharf	Department of Conservation
Islington Bay (Rangitoto)	Islington Bay wharf	Department of Conservation
Home Bay (Motutapu)	Home Bay (Motutapu)* wharf	Department of Conservation
Motuihe	Motuihe wharf	Department of Conservation
Mansion House Bay (Kawau)	Mansion House wharf	Department of Conservation
Tiritiri Matangi	Tiritiri Matangi wharf	Department of Conservation
Beach Haven	Old Beach Haven wharf	Auckland Council community facilities
Devonport	Victoria wharf	Auckland Council community facilities

Site	Property	Management responsibility
Downtown	Queen's wharf	Auckland Council/Panuku (Auckland Transport owns Pier 1 and terminal building)
	Historic ferry building	Private (Tournament) but subject to specific lease and management agreements

Table A-2: Wharf assets not managed by Auckland Transport

*Note there is also a Home Bay (Rakino) ramp, which is managed by Auckland Transport