



Agenda

Auckland Transport Interim Board Meeting Open Session

Thursday, 28 May 2026 | 10.00am – 11.15am
Auckland Transport, 20 Viaduct Harbour Avenue, Auckland (Room 1.04)

Board:	Andrew Ritchie (Chair), Rob Clarke, Miriam Dean, Adrienne Young – Cooper, Dale Dillicar.
Board Observer:	Steve Mutton (Auckland Council)
Executive Leadership:	Stacey van der Putten (Interim Chief Executive), Andrew Downie (Acting Director, Strategy and Governance), Kirstine Jones (Executive Officer), Mark Laing (Chief Financial Officer and Director Corporate Services), Karen Duffy (Director, People and Performance)
Governance Team:	Catherine Foster (Board Secretary Lead) Sarah Barrett (Executive Assistant)

Item	Topic	For noting / approval	Accountable	Time & Duration
Meeting Opening				
1.	Karakia Timatanga		Chair	10.00am (5 mins)
2.	Welcome/Acknowledgements	Noting		
3.	Apologies	Noting		
4.	Interests Register - Declarations/Conflicts	Noting		
5.	Approval of Open Session meeting minutes – 22 April 2026	Approval		
6.	Actions Register	Noting		
7.	Key Correspondence with Stakeholders	Noting		
8.	Governance Forward Programme	Noting		
Items for approval				

Item	Topic	For noting / approval	Accountable	Time & Duration
9.	Interim Board Governance Charters	Approval	Chair	10.05am (5 mins)
Chief Executive Update and Standing Items				
10.	Chief Executive Open Business Report	Noting	Stacey Van der Putten	10.10am (20 mins)
11.	Council Controlled Organisation Reform Update	Noting	Steve Mutton	10.30am (5 mins)
12.	Transport Safety Update	Noting	Melanie Alexander	10:35am (10 min)
13.	Network Performance Update	Noting	Melanie Alexander	10:45am (15 mins)
14.	Statement of Intent 2026-2029 Update	Noting	Andrew Downie	11.00am (10 mins)
General				
15.	General Business	Noting	Chair	11.10am (5 mins)
Close of meeting				
Meeting: Wednesday 24th June 2026				
11.15am – 12.00pm AT Leaders Korero with Interim Board				

Karakia Timatanga (Opening)

**Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio
He hoka
He hau hū
Tīhei mauri ora!**

Cease o winds from the west
Cease o winds from the south
Bring calm breezes over the land
Bring calm breezes over the sea
And let the red-tipped dawn come
With a touch of frost
A sharpened air
And promise of a glorious day
Behold we live!



Auckland Transport Interim Board

INTEREST REGISTER as of 21/05/2026

Director	Interest
Andrew Ritchie (Chair)	<ul style="list-style-type: none"> • Director, 20-20 Private Credit Limited • Director, AGR Ventures • Director and shareholder, AJR Enterprises Limited • Director and shareholder, AJR Finance Limited • Director and shareholder, AJR Group Limited • Director and shareholder, AJR International Limited • Director and shareholder, AJR Investments Limited • Director and shareholder, AJR Property Oldfield Limited • Director and shareholder, AJR Property Apollo Limited • Director and shareholder, AJR Property Hobsonville Limited • Director and shareholder, AJR Property Vega Limited • Director, Busfleet Australia Pty Ltd • Director and shareholder, Capital Management Limited • Director and shareholder, Central Landscape Systems Limited • Director, Entrada Travel Group Limited • Director, Hireworx Cabins (2024) Limited • Shareholder, Kings Quarry Limited • Director, Liftlink Holdings Limited • Director, Matchme Money Limited • Director and shareholder, NHR Group Limited • Shareholder, NZ Honey • Director and shareholder, One Cycle Limited • Director and shareholder, Pebblebrook Properties Limited • Shareholder, PRG Limited • Director, Ritchroll Holdings Limited • Director, RTH International Limited • Director and shareholder, Sid Foggs Australia

	<ul style="list-style-type: none"> • Director, SIX-EIGHTS Pty Ltd • Director, Sterling Properties Limited • Director, Stray Limited • Shareholder, Techion Holdings Limited • Director, Travir Pty Limited • President, Swanson RSA
Dale Dillicar	<ul style="list-style-type: none"> • No Interests
Rob Clarke	<ul style="list-style-type: none"> • Trustee, Chengeta Trust (Investment trust) • Trustee, Burjo Trust, (Housing and investment trust) • Director, Agritechnovation international (High tech ag business) • Director, Agritechnovation NZ limited (New Zealand entity only in Agriculture) • Shareholder, Wairo property – a Keri Keri property on industrial land. • Advisor, provides senior management coaching and attends board meetings (by invite) for Chevron Traffic Services and ChevTrain
Miriam Dean	<ul style="list-style-type: none"> • Deputy Chair, REINZ Limited • Director, Chorus Limited • Director, Chorus New Zealand Limited • Trustee, University of Auckland Foundation • Chair, Ministry of Justice Legal Aid Advisory Board • Justice, Pitcairn Island Court Appeal • Member, Gas Rulings Panel • Member, Institute of Directors • Member, New Zealand Law Society • Shareholder, Strategic Direction Limited (1490658) • Shareholder, Bureau Limited (5800194) Former Positions (having any relevance) <ul style="list-style-type: none"> - Chair, Auckland CCO Review 2020 - External Advisory Board Member, Department of Internal Affairs (exp 12/2025) - Director, Crown Infrastructure Delivery Limited (exp 10/2025)
Adrienne Young-Cooper	<ul style="list-style-type: none"> • Trustee, Cornwall Park Trust Board • Trustee, Sir John Logan Campbell Residuary Estate

	<ul style="list-style-type: none">• Trustee, Sir John Logan Campbell Medical Trust (all charitable trusts)• Trustee, The Urban Room Foundation (Charitable trust)• Chair and Director, Haumarū Housing Auckland Limited community housing provider JV Auckland Council and Selwyn Foundation• Angus Outram Investments Limited (Family investment Company)• Chair and Director, Waiti Water Limited
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Auckland Transport ELT

INTEREST REGISTER as of 21/05/2026

Director	Interest
Stacey van der Putten (Interim Chief Executive)	<ul style="list-style-type: none"> • Trustee, Track Safe Foundation (New Zealand) • Board Member, Public Transport Association Australia & New Zealand (Australian registered) • Board Member, National Ticketing System (NTS) • Chartered Member, Institute of Directors • Committee Chair, Australasian Rail Association – Aotearoa
Mark Laing (Chief Financial Officer and Director, Corporate Services)	<ul style="list-style-type: none"> • Trustee, Laing (2021) Family Trust
Kirsten Jones (Executive Officer)	<ul style="list-style-type: none"> • No Interests
Andrew Downie (Acting Director, Strategy & Governance)	<ul style="list-style-type: none"> • No Interests
Karen Duffy (Director of People and Performance)	<ul style="list-style-type: none"> • No Interests



**Minutes of the Auckland Transport Board meeting
(Open session)
Held on 22 April from 10.00am to 11.05am
at Auckland Transport, 20 Viaduct Harbour (1.04) | MS Teams**

Board:	Andrew Ritchie (Chair), Miriam Dean, Adrienne Young – Cooper, Rob Clarke, Dale Dillicar, Councillor Shane Henderson, Councillor Maurice Williamson (via Teams), and Reuben Levermore.	
Board Observer:	Steve Mutton (Transport Change Director, Auckland Council)	
Executive Leadership:	Dean Kimpton (Chief Executive)	
	Mark Laing (Chief Financial Officer and Director, Corporate Services)	
	Karen Duffy (Director, People and Performance)	
	Guarin Coetzee (Acting Director, Customer)	
	Stacey van der Putten (Director Public Transport and Active Modes)	
	Andrew Downie (Acting Director, Strategy and Governance)	
	Kirstine Jones (Executive Officer)	
Management & Governance attendees:	Catherine Foster (Board Secretary Lead)	Item 1 - end
	Sarah Barrett (Executive Assistant)	Item 1 - end
	Amandeep Kaur (General Manager, Health Safety and Wellbeing)	Item 8
	Teresa Bennett (Transport Safety Update)	Item 8
	Melanie Alexander (Director, Network Performance)	Item 9

Item	Topic
Opening	
1.	Welcome/Acknowledgements The Chair opened the meeting and welcomed the attendees.
2.	Apologies

Item	Topic
	None.
3.	Interest Register - Declarations/Conflicts Noted.
4.	Actions Register Noted.
5.	Governance Forward Programme Noted.
Standing Items	
6.	<p>Chief Executive Open Business Report</p> <p>The Chief Executive spoke to the report, providing a brief overview of the key issues:</p> <ul style="list-style-type: none"> The board noted Statement of Intent (SOI) performance with 16 out of 24 measures at meet or exceed. Seven are under target, and one is yet to be reported this financial year. Fuel response: the Auckland Transport (AT) Board (board) requested additional details regarding the diesel bus index and its application. It was confirmed that index adjustments will be made on the kilometres travelled or per unit of service, ensuring that payments are adjusted for cost fluctuations. There is a separate indexation mechanism for electric buses. <p>Action 2026Apr01: management to provide information on New Zealand Transport Authority Waka Kotahi (NZTA) indexation on diesel prices and details of its application, including effect on funding support for AT.</p> <ul style="list-style-type: none"> The board observed that the formal complaint rate has exceeded the target, with a Year-To-Date average of 0.44%, compared to the goal of no more than 0.4%. The board requested assurance that appropriate delegations are in place to address matters efficiently before they escalate into complex cases. Furthermore, the board supports an effective model for processing and responding to customer complaints. Management confirmed that where



Item	Topic
	<p>efficiencies are identified in terms of resource, this is redistributed to response to complaints quickly and efficiently.</p> <p>Action 2026Apr02: management to provide the board with visibility of the complaints response system including delegations.</p> <ul style="list-style-type: none"> Local board transport plans: the programme is currently on target to deliver all but one Kōkiri Agreement by 1 July 2026. The board sought assurance of next steps in the process, noting that responsibilities for delivering will move to Auckland Council (AC). Management confirmed that focus will continue to be on delivering with agreements expected to transfer to AC at the appropriate time. Any elements that require AC’s endorsement of approval will be obtained, noting operating rules. The board supported continuing to engage with AC on these matters and noted the remarks in the Letter of Expectation that reprioritising work in light of transition was encouraged. City Rail Link (CRL): the board noted AT foundation gate held with a conditional pass. <p>Action 2026Apr03: management to provide the board with additional details about the conditional pass on the foundation gate for CRL and explain any possible risks or implications.</p> <ul style="list-style-type: none"> CRL communications: the board emphasised that clear, unified messaging to the public is essential. AT must collaborate with partners to communicate as one-voice, given the complexity of multiple stakeholders.
7.	<p>Transport Transition Update</p> <p>Key discussion points included:</p> <ul style="list-style-type: none"> The board noted that the transition risk profile continues to be high due to the complexity and volume of change. The risk profile is expected to change as the legislation is confirmed and both the structure and Day 1 requirements are finalised. The Local Government (Auckland Council) (Transport Governance) Amendment Bill (2026) is expected to have its third reading shortly.

Item	Topic
	<ul style="list-style-type: none"> The board noted the Governing Body approved the Transport Transition Plan (Part A: Transition Strategy) that will be required under the Bill at its meeting held on 21 April 2026. Organisational design is nearing completion and communications to staff will commence in early May 2026.
8.	<p>Health, Safety and Wellbeing & Transport Safety Update</p> <p>Key discussion points included:</p> <ul style="list-style-type: none"> The board noted a critical non-compliance issue within the network is currently under investigation, highlighting the importance and effectiveness of assurance processes. There have been notifiable incidents on the network and the team is collaborating with partner organisations to address these. The board noted the inclusion of early signs of staff burn out as important to monitor. The board observed non-compliance in hazardous substance management at Ritchies and requested assurance that suitable processes exist to monitor contractor performance. Management reported it is working directly with Ritchies to address the issue, which stemmed from the absence of a hazardous substances inventory list. Ritchies has 30 days to implement corrective measures, and AT will follow up to ensure these actions are completed. The board requested that all tables and charts include the reporting period to help monitor and understand trends over time. EcoPortal reporting: the board observed an increase in reports of violence, threats, and aggression following EcoPortal implementation, noting it provides a simple reporting tool for frontline drivers. The board requested information on how the system was chosen and when reporting levels are expected to stabilise. EcoPortal was developed in accordance with AT’s requirements as well as the needs of its partners. A key strength of the system is its multilingual capability, which facilitates incident reporting by front-line personnel from diverse backgrounds. Additionally, the system undergoes regular updates to stay aligned with developments in the field. The platform is ISO accredited, meeting audit requirements and ensuring compliance with relevant standards.



Item	Topic
	<ul style="list-style-type: none"> The board expressed its concern regarding violence, threats, and aggression occurring on the network and endorsed the allocation of additional resources to investigate and implement corrective measures. Management confirmed that current resource levels are sufficient but stated that further resources will be acquired if necessary. The board requested insights and analysis be provided alongside the data to assist with monitoring, specifically in the road safety programme. The board sought assurance that there are appropriate processes in place with suppliers to review training and performance records. The board emphasised the need for comprehensive management in this area. Rail safety: the board observed a 42% increase in Signals Passed at Danger (SPAD), rising from 7 incidents to 10, and requested assurance that we are collaborating with the regulator to investigate each occurrence. Management confirmed that comprehensive review processes are established and actively followed. <p>Action 2026Apr04: management to prepare a briefing on rail safety including improvements in rail safety measures.</p>
9.	<p>Network Performance Update</p> <p>Key discussion points included:</p> <ul style="list-style-type: none"> The board noted some network hot spots on the public transport network, but overall capacity is sufficient. Transport officers are stationed at busy locations to manage usage and optimise service space. The board noted that the Pine Harbour Ferry Service is busy and there can be passengers left behind on this service School bus services are monitored daily to ensure there is appropriate capacity. The board encouraged prioritising smart technology to improve network performance.
Items for noting	
10.	Transport capital programme for the Long-Term Plan and the Regional Land Transport Plan 2027

Item	Topic
	Noted.
General	
11.	General Business
	None.

Approved by the board as a true reflection of the meeting proceedings.

Andrew Ritchie
Chair

Outstanding / In Progress Actions							
Reference	Meeting date	Section	Action	Completion Date	Assignee	Status	
O P E N B O A R D	2026April01	22-Apr-26	Chief Executive Open Business Report	Management to provide information on New Zealand Transport Authority Waka Kotahi (NZTA) indexation on diesel prices and details of its application, including effect on funding support for AT.	6-Jun-26	Director Public Transport and Active Modes	PENDING: Paper will be circulated by 6 June.
	2026April02	22-Apr-26	Chief Executive Open Business Report	Management to provide the board with visibility of the complaints response system including delegations.	28-May-26	Director Customer & Network performance	PENDING: Paper is being prepared for the 28 May board meeting.
	2026April03	22-Apr-26	Chief Executive Open Business Report	Management to provide the board with additional details about the conditional pass and explain any possible risks or implications.	28-May-26	Director Public Transport and Active Modes	PENDING: Paper to be circulated out of cycle
	2026April04	22-Apr-26	Chief Executive Open Business Report	Board members will receive a briefing on rail safety, which will cover recent improvements in rail safety measures.	28-May-26	Director Public Transport and Active Modes	PENDING: Paper is being prepared for the 28 May board meeting.



Memorandum

To: The Auckland Transport (AT) Interim Board (board)
From: Guarin Coetzee, Acting Director Customer
Date: 13 May 2026
Subject: Complaints response system

Purpose

To update the board on the 2026Apr02 action requesting insight into the complaints response system and its delegations.

Background

AT has two Statement of Intent (SOI) measures related to complaints:

1. Percentage of complaints resolved within 20 working days, which measures AT's responsiveness to resolving formal complaints.
 - a. The target is 90% < resolved within 20 days
 - b. AT is performing ahead of target at 92% year-to-date (April 2026).
2. Percentage of total cases that result in a formal complaint, which is a proxy measure for the quality of AT's case management.
 - a. The target is less than 0.40% of cases result in a formal complaint
 - b. AT is tracking slightly behind target at 0.47% year-to-date (April 2026).

Context

Each month, AT supports over 7.5 million digital (web and mobile) customer interactions, and more than 85,000 assisted customer interactions across all products and services. These interactions span public transport (PT) and active modes, roading, parking, infrastructure and projects and they are a subset of the larger volume of general interactions customers and communities have with Auckland's transport network. For example: 8-9 million PT boardings per month, 300,000 cycle movements (at 26 key count locations), and 120 million vehicle trips.

Of those interactions, 33,000 customer, community, and/or elected member cases are raised and logged within AT's Customer Relationship Management (CRM) system, with between 100 and 250 formal complaints managed monthly (0.40 to 0.45%). The volume can vary based on seasonality, specific community activity, media, network, and product/service performance.

The "Complaints System"

AT's complaints management system is aligned to ISO 10002, Complaints Handling Standard, and has been reviewed and enhanced in collaboration with the Ombudsman.

Under ISO standards, and at AT, a formal complaint is defined as:

An explicit expression of dissatisfaction about an AT management of a case, or outcome, whether justified or not and where a resolution or formal investigation is expected or implied.

It includes complaints regarding AT service providers and feedback relating to the performance and behaviour of an AT staff member.

Importantly, prior to a customer or community request being managed as a formal complaint, teams at AT, including, but not limited to, AT’s Customer Services Teams, (Contact Centre, Service Centres, Customer Care - Case Management), aim to resolve customer requests at first contact, (this is commonly referred to as first contact resolution or FCR), or as soon as feasible given some requests require further investigation, such as engineering, technology, payment, or infringement adjudication assessments. Measures and targets are in place across all products and services covering responsiveness and quality assurance.

To enable this responsiveness and quality of outcome to customers, delegations are set appropriately at multiple levels. For example, Contact Centre and Service Centre teams are empowered to process instant credits (refunds) for PT fares and ticketing up to \$500 – refer *Attachment 2, delegated authority table for frontline PT servicing teams.*

Formal Complaints Management

If a customer or community concern cannot be readily resolved, it is escalated and managed as a formal complaint. These cases are managed centrally by a Senior Customer Care Team comprised of Customer Care Business Partners and led by AT’s Customer Engagement Manager. This team work with the relevant subject matter expert(s) across AT.

This team, (and AT generally), follow this model to resolve the matter as early as possible:

Stage	Handled by	Action	Record
0	Frontline teams	Resolved at first contact and may include: providing information, providing an explanation, issuing an apology, agreeing to refund (within delegated authority) and correcting information held	Recorded as feedback: Only written requests will be captured in AT's case management system
1	Customer Care Case Managers in conjunction with Subject Matter Experts (SMEs)	Case Manager works in conjunction with SME to provide a response for the customer within 20 working days	Recorded as a formal complaint: All formal complaints will be captured in AT's case management system
2	Senior Case Managers in conjunction with SMEs	Review the investigation process and case handling of the formal complaint. Response provided to the customer within 5 working days. Formal complaint review cases are created and managed only by the Customer Care Team. Sign off required before a full and final response is sent to the customer.	Recorded as a formal complaint: All formal complaints will be captured in AT's case management system



Delegated Authority

Customer Care Business Partners, the Customer Engagement Manager and the Manager of Customer Care hold delegated authority to manage and resolve formal complaints.

This includes the ability to recommend and implement appropriate remedies (for example, refunds, goodwill gestures or service corrections) within defined financial and operational delegation limits, and to escalate higher-risk, high-value or sensitive matters as required.

These delegations sit within AT's broader Delegations Framework, where authority is formally delegated from the board to the Chief Executive and sub-delegated to roles across the organisation to enable timely, consistent and accountable decision-making.

These teams also manage Ombudsman investigations, official information requests and Privacy Commission enquiries on behalf of AT. The current Customer Engagement Manager is one of three Privacy Officers for AT.

Learning and Improvement

Formal complaints are reviewed to spot trends, root causes, and areas for improvement across products, services, processes, and communications, using both individual cases and overall themes. Relevant insights are shared with business units and senior leaders to drive operational changes and enhance customer experience, addressing recurring issues at their source. Complaint data is included in AT's performance reports, highlighting risks, customer pain points, and areas needing action.

Periodic reviews are undertaken with Auckland Council and Council-Controlled Organisations to support system-wide alignment, share best practice and address cross-agency customer issues, particularly where services or responsibilities intersect.

Reporting and Insights

Reporting and insights are produced and available at multiple levels, for example:

- AT Operational Teams
- AT Senior Leaders (Case Management and Complaints)
- AT Executive Leadership Team and the board

Board Engagement

Where board members receive complaints or customer feedback directly, these can be referred to the Customer Care team for management. They can be emailed at CustomerLiaison@at.govt.nz. The Manager for Customer Care, Áine Hodgson (aine.hodgson@at.govt.nz) can also be contacted for assistance or escalations for any urgent customer matters.

The team will log, triage, investigate and respond, working with relevant business units as required, and will ensure visibility of the outcome, back to the board member. This approach supports consistency of response, appropriate tracking within AT's systems, and incorporation of insights into broader organisational learning.



Attachment 1: Delegated Financial Authorities related to AT's complaints handling

AT Product Delegations							
Ref:	Delegation	\$10,000	\$2,000	\$1,000	\$500	\$100	Notes
DFA 4.10	Approve a refund, waiver or write-off of an Auckland Integrated Fare System (AIFS) charge e.g. AT HOP and Contactless	Chief Financial Officer	GM Customer Services only	Manager Customer Care, Retail Channels OR Case Management OR Contact Centre	Retail Channel/Customer Care Team Leaders & Assistant Team Leaders	Customer Care Representatives OR Customer Care Case Managers	Amount is per Customer case. Must also be in alignment with the ATHOP Refund Policy, Procedures and Guidelines.
DFA 4.11	Approve a refund, waiver, credit or write-off of a Parking related charge e.g. AT Park, Pay by Plate, Parking Permits	Chief Financial Officer	GM Road Corridor Access & Coordination/ GM Parking Services	Manager Business Performance/Manager Parking Facilities	Business Support Manager	Business Support Advisors	
DFA 4.12	Approve a refund, waiver, credit or write-off of a Road Corridor Access charge e.g. TRUC Charges, RCA Applications, Additional Monitoring costs etc	Chief Financial Officer	GM Road Corridor Access & Coordination	Road Corridor Requests Manager/ Temp Traffic Monitoring Manager/ Compliance Manager	Business Support Manager		
DFA 4.13	Approve a refund, waiver, credit or write-off of a Harbourmaster charge e.g. Mooring, Licenses	Chief Financial Officer	Harbourmaster				





Entered by Board Secretary

AGENDA ITEM 6 BOARD NOTING PAPER	
To:	The Board
From:	Mark Lambert, Group Manager Rail Services Gareth Williams, Rail Safety and Assurance Manager Donald Green, Operational Readiness and Integration Manager
Reviewed:	Richard Harrison, Acting Director Public Transport and Active Modes Stacey van der Putten, Interim Chief Executive
Date:	21 May 2026
Title:	Rail Safety – Briefing and Update on Measures

Reason for inclusion in closed board meeting session	
1. Why this report is being considered in the closed board meeting as opposed to the open board meeting.	To enable Auckland Transport (AT) to deliberate in private about certain Proceedings.
2. Estimated date for release of this report.	30 September 2026

Aronga / Purpose

- To brief the AT Interim Board (board) on the rail safety regulatory and statutory framework, roles and responsibilities, and current improvements to rail safety procedures, controls, assurance and interventions. Brief includes update on City Rail Link (CRL) Day 1 readiness and the wider Auckland metro rail network, and current priority focus areas.

Te whakarāpopototanga Matua / Executive summary

- Rail safety performance is stable, with reduction in key risks driven by targeted safety interventions.
- There are ongoing initiatives and new measures to improve rail safety and support evidence-based decision-making.
- As CRL opening approaches, key focus areas are level crossing risk and Signals Passed At Danger (SPAD) risk. This includes crossing removals, gates, fencing, road approach treatments, and KiwiRail’s implementation of the European Train Control System (ETCS) on freight and inter-regional services to align with the protection already in place on AT’s metro passenger services.

Te horopaki / Background

Rail industry organisational responsibilities

- New Zealand Transport Agency Waka Kotahi (NZTA)** is New Zealand’s rail safety regulator. It provides independent assurance to stakeholders and the public that rail participants are managing rail safety risks effectively and complying with the Railways Act 2005.
- Transport Accident Investigation Commission (TAIC)** is an independent Crown entity which acts as a standing commission of inquiry and determines circumstances and causes of certain rail occurrences.
- NZ Railways Corporation (NZRC)** owns railway land and provides this to KiwiRail through a long-term lease.
- KiwiRail Group (KRG)** is a state-owned enterprise that manages New Zealand’s national rail system and provides access to the rail network for services. KRG maintains the rail infrastructure, operates freight services in Auckland and owns the freight rolling stock. It also operates inter-regional passenger services and owns the associated rolling stock.





Entered by Board Secretary

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9. **Auckland Transport (AT)** is the custodian and integrator of the public transport multi-modal service network. For the rail mode AT owns the metro passenger rolling stock, rail depot, station buildings and amenities, and structures (above-rail infrastructure). AT is responsible for contracting private operators to deliver metro passenger services, rolling stock maintenance, station operations, and facilities management and maintenance.
10. **Auckland One Rail (AOR)** is contracted to AT through the Rail Franchise Agreement (RFA), responsible for delivering metro rail passenger services, maintaining the AT metro passenger rollingstock and undertaking operations, facilities management and maintenance of stations (other than Tier 1 stations being Waitemata and the future CRL stations – Te Waihorotiu, Karanga-a-Hape and Maungawhau).
11. **Downer** is contracted to AT through the Asset Management and Services (AMAS) agreement, responsible for delivering asset management planning and facilities management and maintenance at Tier 1 stations (Waitemata and the future CRL stations – Te Waihorotiu, Karanga-a-Hape and Maungawhau).

Regulatory and Statutory Framework

NZ Rail Safety Regulatory Environment – Railways Act 2005

12. The Railways Act 2005 establishes the regulatory environment for rail in New Zealand. The Act identifies rail participants including infrastructure owners, rail vehicle owners, railway premises owners, access providers, rail operators, network controllers, maintenance providers and railway premises managers.
13. Section 7(1) of the Act requires a rail participant to ensure, so far as is reasonably practicable (SFAIRP), that none of the rail activities for which it is responsible causes, or is likely to cause, the death of, or serious injury to, individuals.
14. The following rail participants must hold a licence:
 - a. a rail operator:
 - b. an access provider:

c. a rail participant who is required by regulations to hold a licence.

15. The Act requires licensed rail participants to hold a rail safety case, approved by the rail regulator.
16. A rail safety case is derived from, and consistent with, the rail participant's safety system. A safety case must contain a statement or description, as appropriate, of the rail activities, safety policy and objectives of the rail participant, and how the policy and objectives will be implemented. This includes management and organisational arrangements, the risk and safety management systems in place, arrangements to ensure safety of assets and equipment, personnel, working practices and procedures, the reporting, monitoring and assessment of arrangements and interoperability between rail participants. KRG is a licensed rail participant and holds an approved rail safety case as access provider.
17. AOR is a licensed rail participant and holds a rail safety case as a metropolitan rail operator and fleet maintainer.
18. NZTA approve the rail safety cases and conduct regular audits.
19. AT is a non-licensed rail participant as the owner of metro passenger rollingstock and station facilities and amenities.

Health & Safety at Work Act 2015 (HSWA)

20. Under HSWA, AT is considered a Person Conducting a Business or Undertaking (PCBU), which means it holds the primary duty of care to protect the health and safety of its employees, contractors, and anyone else it directs or influences, as far as is reasonably practicable (SFAIRP).
21. AT also shares responsibilities with other PCBUs and must work with them to ensure overlapping duties are met.



Entered by Board Secretary

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Me mōhio koe / What you need to know

Rail safety risk and assurance

22. An assurance maturity review is currently underway to deliver a consolidated and enhanced rail safety risk and assurance framework aligned with ISO 31000 and the Risk Management Maturity Model (RM3). This will provide improved oversight, clarify and formalise PCBU responsibilities between AT and rail service suppliers, and enable continuous improvement.
23. Rail safety KPIs will be reviewed and expanded to align with the enhanced risk and assurance framework and improve the use of lead and lag indicators for stronger assurance and oversight.

Hierarchy of controls

24. Risk identification and requirement setting: AT applies the hierarchy of controls through risk assessments, safety-in-design, and updated processes for operational changes arising from infrastructure development, with priority given to elimination and engineering controls.
25. Controls are built into design standards, scope definition, operating rules, operation and maintenance training, construction and operational contracts, and integrated into AT's operations and asset management.
26. AT assures design controls are working through design and construction evidence, independent reviews and operational readiness checks and validation before assets or changes go live.
27. Safety is tracked via incident reports, trend analysis, audits, and Safety Management System (SMS) reporting.
28. The Transport Safety Performance Report provided to the board provides a summary of the trends across network safety for rail:
 - a. Fatalities
 - b. Potential self-harm incidents

- c. Trespass incidents
- d. Level crossing incidents
- e. Bridge strikes
- f. SPAD incidents

Trespassers

29. There has been an increasing number of trespass incidents over the last 12-24 months.
30. Key hotspots inform preventative initiatives, including:
 - a. Rail corridor fencing.
 - b. Artificial intelligence enabled CCTV at key station locations, including platform trespass detection at CRL stations linked to train driver warning systems
 - c. Additional lighting

Level crossings

31. AT has led comprehensive, network-wide level crossing risk assessments, including SFAIRP assessments to support CRL Day 1 timetable acceptance and regulatory approvals.
32. A programme of work to reduce risk SFAIRP prior to CRL Day 1 generated over 400 improvement interventions (road corridor treatments such as markings, signage, medians and related controls), which will be completed in June 2026.
33. Pedestrian level crossing incidents, including near-misses, has declined steadily in recent years as AT has completed (by June 2026) removal of crossings or installation of automatic gates. There has been a 72% reduction in near-miss incidents compared with the same period of last year, with no incidents recorded since December 2025.
34. AT is progressing the review and potential removal of remaining level crossings across the network.



Entered by Board Secretary

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Bridge strikes

- 35. Rail bridge strikes by road vehicles while rare are high impact events, that cause route closures while potential structural damage is assessed.
- 36. A signage audit undertaken by AT confirmed that all required signage and overhead protections are in place`.

Signals Passed At Danger (SPAD)

- 37. SPAD events are where a red stop signal is passed, potentially creating a collision risk post signal. SPADs remain a critical operational safety indicator.
- 38. The AT fleet of electric trains (Electric Multiple Units - EMU) is fitted with the European Train Control System (ETCS), a train protection system linked to the trackside signals, which reduces the likelihood of the most severe SPAD.
- 39. ETCS monitors the speed of trains and intervenes if speed is excessive approaching a red stop signal. While not preventing a signal being passed at red, it reduces the speed sufficiently to avoid the train entering a potential conflict location.
- 40. KRG is progressing a project to fit ETCS to its freight and inter-regional trains, to bring SPAD protection up to the same level as AT’s passenger train fleet. This project is scheduled to be completed by end-August 2026.
- 41. In the event that the CRL Day 1 timetable is launched prior to end-August 2026, further mitigations will be identified to manage the risk of mixed fleet protection on the Auckland rail network.

Enhancing procedures and emergency management

- 42. As part of CRL operational readiness, AOR, Downer AMAS and KiwiRail are reviewing and testing existing and new operating procedures.
- 43. The CRL project is progressing through emergency test procedures, involving AOR, AMAS Downer, KiwiRail as necessary, and emergency service organisations. This testing will contribute to CRL practical completion certification.

4

Ā muri ake nei / Next steps

- 44. Complete CRL operational and emergency tests, confirm the regulator’s approval of Safety Case updates. Embed CRL procedures into day of operations and confirm competency via testing and exercises.
- 45. Complete review and implementation of AT assurance and risk framework.
- 46. Continue delivery and prioritisation of level crossing and overbridge interventions, including safe system audits at high-impact sites and multi-agency behavioural risk mitigations.
- 47. Maintain monthly reporting for board with improved lead and lag indications; trends, controls, and corrective actions including assurance activity, and regulatory interactions.

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Mark Lambert GM Rail Services	Richard Harrison Acting Director Public Transport & Active Modes	Stacey van der Putten Interim Chief Executive





Entered by Board Secretary

AGENDA ITEM 7 BOARD NOTING PAPER	
To:	The Auckland Transport Interim Board
From:	Catherine Foster, Board Secretary Lead
Reviewed:	Stacey van der Putten, Interim Chief Executive
Date:	21 May 2026
Title:	Key correspondence with Stakeholders – Open

Aronga / Purpose

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

Tuku mana / Delegation



2. N/A.

Te whakarāpopototanga matua / Executive summary

3. The following correspondence was sent to and received from key stakeholders since the 22 April board meeting.
 - a. [Letter from Mayor Brown, Mayor of Auckland to AT board chair, 30 April 2026](#)
 - b. [Letter from AT board chair to Mayor Brown, Mayor of Auckland, 4 May 2026](#)
 - c. [Letter from Simeon Brown, Member of Parliament for Pakuranga, 5 May 2026 – Edgewater Drive](#)
 - d. [Letter from Mayor Brown, Mayor of Auckland and Cr Andy Baker, Chair of Transport and Infrastructure Delivery Committee Auckland Council to AT board chair, 6 May 2026 – Auckland Council Transport Policy Statement.](#)

4. Copies of the correspondence are published in the Diligent Resource Centre:

Te pou whenua tuhinga / Document ownership

Submitted by	Approved for submission
Catherine Foster Board Secretary	Stacey van der Putten Interim Chief Executive
	



Interim Board Governance Forward 2026

	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1. Meeting Schedule								
Board meeting	28	24	23	27	24			
Finance and Assurance committee meeting	13	10	8	12	9			
<i>Transport & Infrastructure Delivery Committee (External Committee – for information only)</i>	26	23	28	25	22	20	24	8
2. Strategy and direction setting								
Statement of Intent – review and approval		24	23					
Long term Plan update on transport capital and operating programme planning for FY28+		24						
3. Standing Reports								
CE Business report (open and confidential)	28	24	23	27	24			
Finance Report (includes capital report)	28	24	23	27	24			
Risk Update	28	24	23	27	24			
Transport Transition Programme Update	28	24	23	27	24			
Operating Rules and Escalation Process Update	28	24	23	27	24			
Network Performance Update	28	24	23	27	24			
Health, Safety & Wellbeing	28	24	23	27	24			
Transport Safety Update	28	24	23	27	24			





Interim Board Governance Forward

<i>Priorities to be agreed with the interim board.</i>								
CE Delegation review								
Risk Appetite Statement	28							
Annual budget		24						
Adoption Annual report (incl. full year financial results)				27				
Approve annual insurance cover renewal		24						
Quarterly Report to Auckland Council				27		TBC		
Interest register	28	24	23	27	24			
Action Register	28	24	23	27	24			
Meeting minutes	28	24	23	27	24			
Interim board charter approval	28							

		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
4. Site visits and engagements	Responsible ELT / SLT								
City Rail Link (Karanga-a-hape Station)	Stacey Van Der Putten	21							
Level Road Crossing Programme	Stacey Van Der Putten	21							
Auckland Transport Operations Centre (ATOC)	Stacey Van Der Putten	TBC							
Auckland Rail Operations Centre (AROC)	Stacey Van Der Putten	21							
Eastern Busway	Stacey Van Der Putten	29							





Interim Board Governance Forward

- Briefing on strategic matters to be arranged at board's request.

		May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
5. Interim board briefings	Responsible ELT/ SLT								
Risk Appetite Statement	Mark Laing	13							
Capital Programme	Mark Laing	13							





Entered by Board Secretary

AGENDA ITEM 9 BOARD DECISION PAPER	
To:	The Board
From:	Catherine Foster, Board Secretary Lead
Reviewed:	Stacey van der Putten, Interim Chief Executive
Date:	21 May 2026
Title:	Interim Board Charters

Aronga / Purpose

1. To seek approval of the Auckland Transport (AT) Interim Board Charter, the Finance and Assurance Committee (FAC) Charter, and the appointment of Dale Dillicar as FAC Chair for the six-month transition period.

Ngā tūtohunga / Recommendations

That the Auckland Transport Interim Board (board):

- a. Approves the Interim Board Charter
- b. Approves the Finance and Assurance Committee Charter
- c. Appoints Dale Dillicar, Miriam Dean, Adrienne Young-Cooper, and Rob Clarke to the Finance and Assurance Committee
- d. Appoints Dale Dillicar as Chair of Finance and Audit Committee
- e. Notes that the charters may be updated after the six-month transition period to reflect the governance needs of the Public Transport Council Controlled Organisation board.

Me mōhio koe / What you need to know

2. The Interim Board Charter sets out the Interim Board's constitution and governance requirements for the six-month transition period.

1

3. The document does not change the substance of a director's role in the entity, but makes technical updates to reflect the interim arrangements, including some specific changes in scope.
4. It has been reviewed by the AT Governance team and AT General Counsel to reflect the board's role during this transitional period.
5. The FAC has been established to assist the board in discharging its responsibility to exercise due care, diligence and skill, during the six-month transition period, in relation to:
 - The integrity of financial reporting;
 - Financial management;
 - Internal controls;
 - Accounting policy and practice;
 - External and Internal Audit; and
 - Compliance with applicable laws, regulations and standards.

Review of Charter:

6. These charters apply for the six-month transition period and will be reviewed once the Public Transport Council Controlled Organisation board is in place.

Ā muri ake nei / Next steps

7. The Interim Board Charter and FAC Charters will be published in the resource centre in Diligent and on the AT website.

Te whakapiringa / Attachment

Attachment #	Description
1	Interim Board Charter







Entered by Board Secretary

Board Meeting| 26 August 2025
Agenda item no. 9
Open Session

2	Finance and Assurance Committee Charter
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Te pou whenua tuhinga / Document ownership

Submitted by	Approved for submission
Catherine Foster Board Secretary Lead	Stacey van der Putten Interim Chief Executive
	





Auckland Transport
Interim Board Charter
May 2026



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1. Document Management and Control

Document Reference	N/A
Document Title	Auckland Transport Interim Board Charter
Effective Date	May 2026
Document Owner	Auckland Transport Interim Board
Content Manager	Interim Board Chair
Review Cycle	N/A – a new Charter will be prepared for the Public Transport Council Controlled Organisation on conclusion of the transitional period.
Next scheduled review	N/A – a new Charter will be prepared for the Public Transport Council Controlled Organisation on conclusion of the transitional period.

2. Introduction

Auckland Transport (AT) is a council-controlled organisation (CCO) of Auckland Council. It continues the entity created by section 38 of the Local Government (Auckland Council) Act 2009 (LGACA) immediately before commencement of the Local Government (Auckland Council) (Transport Governance) Amendment Act 2025 (LGAC(TG)AA) and substitutes the words “the transport CCO” for the name “Auckland Transport” as the definition of the substantive CCO in clause 4 (1) of the LGACA.

It is a body corporate with perpetual succession.

Auckland Council will appoint 3-5 directors as the governing body of AT for the purposes of section 45 of the Act for the duration of the transitional period.

The transitional period is the period beginning on the commencement date of the LGAC(TG)AA, which is the day after Royal Assent, and ending on the earlier of the following:

- a) The date that is 6 months after the commencement date.
- b) The date on which the AT Interim Board (Interim Board) has stopped performing or exercising all additional powers and functions in accordance with a direction made under clause 7 (2) of LGAC(TG)AA.

During the transitional period, the Interim Board will continue to perform and exercise “AT” functions and powers under the “old” LGACA as if it had not been amended by the LGAC(TG)AA, save for those outlined under clause 7(1), namely powers to make a bylaw under the Land Transport Act 1998 and the Local Government Act 2002 (LGA) and preparation of a regional public transport plan. During the transition period Auckland Council also has the power to require AT to stop exercising certain powers.

During the transition period the Interim Board’s statutory purpose under the “old” section 39 of LGACA is:



“To contribute to an effective, efficient, and safe Auckland land transport system in the public interest”

The Interim Board’s functions and powers come from several sources. They are found in sections 45 to 47 of the old LGACA; in Part 3 of Schedule 1AA of the new LGACA; in the LGACA provisions relating to “substantive CCOs”; in the CCO provisions in the LGA; in the Land Transport Management Act 2003 (LTMA); and, as a “body corporate”, in the general law which applies to body corporates.

Auckland Council is the sole shareholder of the AT for the purposes of the LGA. The Interim Board is required to understand and implement Auckland Council policy and strategy for transport and to be accountable for its performance to Auckland Council under the LGA. These obligations arise under the LGA and the old and new LGACA provisions.

AT and its Interim Board are subject to any rules, policies or guides Auckland Council may make or adopt for its CCOs, or for the Interim Board particularly. These include operating rules made under the LGACA. The Interim Board is to operate consistently with the Auckland Council’s CCO Accountability Policy, Auckland Council’s Statement of Expectations, and the AT’s Statement of Intent. The Interim Board is also subject to fiduciary duties and any other applicable statutory provisions.

3. Interim Board Commitment

The Interim Board will act lawfully; implement the principles of good governance; make decisions consistent with its constitution and Statement of Intent; and comply with Auckland Council’s CCO Accountability Policy and its Policy for the Appointment and Remuneration of CCO Interim Board members.

The Interim Board will demonstrate understanding of the Council’s priorities and objectives, and an awareness of the public service ethos. It supports the need for the highest standards of behaviour and accountability from its Directors and accordingly endorses the principles for good governance set out in:

- Auckland Council’s Governance Manual for Substantive CCOs; and
- AT’s Code of Conduct; and
- *The Four Pillars of Governance Best Practice for New Zealand Directors* of the Institute of Directors in New Zealand (Incorporated).

4. Purpose of Charter

This Interim Board Charter sets out the constitution and governance requirements for the Interim Board for the six-month transition period.

5. Governance Objectives

The Interim Board has statutory responsibility for the functions and powers of AT, which in practice is achieved by delegation from the Interim Board to the Interim Chief Executive. The Interim Chief Executive is empowered to subdelegate to AT employees who are charged with the day-to-day leadership and management of AT.

The Interim Board expressly adopts the following principles for good governance set out in Auckland Council’s Governance Manual for Substantive CCOs:

- To build public trust and confidence in the community

By always acting in the best interests of all Aucklanders and recognising the obligations created by AT’s public ownership.



- To value te ao Māori
By reflecting consideration of Māori interests and values in its decision-making.
- To provide value for money
By delivering services efficiently and effectively by prudent use of resources and assets.
- To be accountable
By demonstrating and encouraging accountability, and by making decisions aligned with Council expectations and strategies.
- To collaborate
By building collaborative, communicative and respectful relationships with all members of the Council group (the Auckland Council and other CCO's).
- To be transparent
By demonstrating an open and honest approach in working with the community and all members of the Council group.

6. Governance Philosophy and Approach

The Interim Board is the governing body of AT. The Interim Board will:

- govern AT recognising that AT is created by law and must at all times act lawfully.
- operate in a manner that recognises and respects the significance of Te Tiriti / the Treaty. To honour this commitment, the principles of Te Tiriti / the Treaty will be used as a guide to inform AT's decision making.
- demonstrate high ethical standards and integrity in every act, either individually or collectively.
- develop and express a collective responsibility for all aspects of the Interim Board's work.
- speak with one voice on all Interim Board matters, acknowledging that the Directors are collectively accountable for all Interim Board decisions.
- bring a diversity of opinions and views to bear on its decisions and ensure there is a balance of power and authority on the Interim Board with no one person or faction having unfettered power.
- develop a future focus while learning from the past.
- provide leadership in the exploration of strategic issues.
- behave proactively to events and initiatives.
- ensure the Interim Chief Executive is supported in their role.

7. Role, Responsibilities and Purpose of the Interim Board

The Interim Board must ensure that the Interim Board, and AT, comply with every relevant lawful and fiscal obligation. That will include compliance with the legal obligations imposed on AT and, compliance with the legal obligations placed on Directors. It will also require that AT complies with any requirements relating to financial performance and insurance cover. To meet these requirements will require the Interim Board to monitor and audit AT's legal compliance, financial records and insurance.

The Interim Board must ensure that it operates lawfully, and AT is not exposed to harm from any failure to act lawfully. To achieve this the Interim Board:



- Provides leadership to AT, ensuring that it acts in accordance with its statutory purpose which is, “to contribute to an effective, efficient, and safe Auckland land transport system in the public interest”, under section 39 of LGACA.
- Articulates AT’s purpose, sets the strategic direction as the basis for planning, and oversees the selection and implementation of strategies consistent with that purpose.
- Ensures that AT achieves the requirements of Auckland Council as its sole shareholder.
- Determines the appropriate culture for AT and models behaviours that both reflect and promote that culture.
- Ensures that AT meets all compliance requirements.
- Establishes governance policies that provide the framework for the management of AT and ensures that internal processes and procedures are designed to provide effective controls and to serve as the basis for reporting to the Interim Board as required.
- Identifies potential risks to AT and creates a framework for managing and monitoring them.
- Appoints and employs the Interim Chief Executive and monitors management and organisation performance against criteria established by the Interim Board.
- Establishes and maintains effective relationships with AT staff.
- Ensures there are positive and factual public relations about its decisions.
- Takes an active role in succession planning, ensuring that the Interim Board has Directors with the appropriate skills, knowledge and experience.
- Ensures that AT meets its climate-related responsibilities.
- Oversight of safety performance and safe systems at work in AT physical works activities.
- Approve targets for health, safety, and wellbeing strategy monitoring
- Ensures AT develops, implements, audits, and regularly reviews and updates an effective health and safety management system.
- Ensures that a safety assurance programme is in place that supports continuous learning and improvement.
- Ensures AT implements procedures to consult, co-ordinate and monitor activities with other PCBUs that have overlapping responsibilities.
- Ensures AT implements procedures for selection of contractors and monitoring their activities.
- Ensures AT and PCBUs on behalf of AT, implements a worker engagement system that enables workers and their representatives to participate in decision-making, implementation and monitoring of the health and safety management system

8. Duties of Directors

- A Director must, when acting as a director, act in good faith and not pursue his or her own interests at the expense of AT’s interests.
- A Director must fulfil their fiduciary duty to act in AT’s best interests at all times regardless of their personal position, circumstances or affiliation.
- A Director must exercise their power for a proper purpose.
- A Director must act with honesty and integrity, and must not act, or agree to AT acting, in a manner that is contrary to law.
- A Director must not agree to AT acting in a manner likely to create a substantial risk of serious loss to AT, or to put the health and safety of those who work for AT at risk.
- A Director must not agree to AT incurring an obligation unless the Director believes at that time on reasonable grounds that it will be able to perform the obligation when it is required to do so.
- A Director, when exercising powers or performing duties as a director, must exercise the care, diligence and skill that a reasonable director would exercise in the same circumstances taking into account (without limitation) - the nature of AT and the nature of the action; and the position of the director and the nature of



the responsibilities undertaken by him or her.

- A Director, when exercising powers or performing duties as a director, may rely on reports, statements and financial data and other information prepared or supplied, and on professional or expert advice.
- A Director must, immediately after becoming aware of the fact they are interested in a transaction or proposed transaction with AT, ensure this is entered in the Register of Interests and recuse themselves from making any decision about that transaction.
- A Director who, in their capacity as a director of AT, has information that would not otherwise be available to them must not disclose that information to any person, or make use of or act on the information, except:
 - For the purposes of AT.
 - As required by law.

9. Interim Board Competencies, Skills, and Knowledge

Directors must meet a number of core competencies and relevant industry, technical, or specialist skills required for the Interim Board.

Core Competencies

The core competencies expected of Directors serving on the AT Interim Board (in common with other Auckland Council “substantive CCO” Boards) are:

- sound judgement and decision-making.
- commercial acumen.
- a public service ethos and an awareness of AT’s public media profile.
- an understanding of and commitment to Auckland Council’s obligation to Te Tiriti o Waitangi.
- a high standard of personal integrity.
- clear communication skills and an ability to debate in a reasoned manner.
- the ability to engage in effective teamwork and collaboration.
- the ability to think strategically.
- risk assessment and contingency management skills.
- a commitment to the principles of good corporate citizenship.
- experience in governance and preferably corporate governance.
- acquire personal knowledge and understanding of hazards, risks, and controls.

10. Conflicts of Interest

The Directors, both individually and collectively, must act ethically and in a manner consistent with the values of AT. A key aspect of ensuring integrity in decision-making is to manage any potential conflicts of interest. The Interim Board therefore requires each Director to:

- Disclose all interests.
- Minimise the possibility of any conflict of interest with AT by monitoring their involvement in other businesses.
- Keep the Interim Board advised, of any involvement that could potentially conflict with the interests of AT.

Where conflicts of interest do arise, Directors will excuse themselves from the relevant discussions and will not exercise their right to vote in respect of such matters.

All conflicts of interest shall be recorded in a register maintained by the Interim Board Secretary.

11. Provision of Business or Professional Services by Directors

Directors should not provide business or professional services to AT, to avoid the creation of an actual or



perceived conflict of interest.

12. Other Undertakings

A Director may not:

- use confidential information for personal gain or for the benefit of any other person.
- buy or sell (or encourage another person to buy or sell) a property or other asset when in possession of information through their position that may affect the value of that asset.
- communicate with members of the press about any matter concerning AT without the prior approval of the Chairperson. If communication is required by a Director in a capacity other than as an AT Director, the Director will act in the best interests of AT. If this is not possible, the Director will discuss the matter with the Chairperson prior to any such communication or operate under an existing agreement with the Chairperson.

Directors must not accept benefits, gifts, hospitality or favours which create or appear to create a favoured position for another organisation or person who either is or aspires to be a vendor or supplier to AT. Where offers of gifts, hospitality or inducement are made, these should be reported to the Chairperson for a decision.

13. Other Board Appointments

Any Director may accept other Interim Board appointments if the appointment is not in conflict with AT and does not detrimentally affect the Director's performance as a Director of AT. A Director may not accept any other appointment without the prior consent of the Chairperson of the AT Interim Board.

14. Directors' Remuneration and Reimbursement of Expenses

Directors are paid in Directors' fees. Directors' fees will compensate Directors fully for their contribution to the Interim Board, including attending Interim Board and committee meetings, meeting preparation, and any other agreed tasks.

Additional fees are paid to the Chairperson of the Interim Board to reflect the additional responsibilities of this position.

AT will reimburse all reasonable expenses incurred by Directors in carrying out their role. Directors will claim these expenses within a period of six months from the date the expense was incurred.

15. Continuous Education and Professional Development

Directors have an obligation to undertake continuing professional development education to maintain their ability to perform their duties.

Directors will educate themselves by engaging in site visits or briefings from key executives and industry experts within AT as appropriate. The Interim Board may also receive briefings from companies in relevant industries.

Directors may attend professional conferences relevant to their role as Directors of AT. AT may contribute to the costs associated with conference attendance according to a policy that the Interim Board will adopt and periodically review.

16. Interim Board Composition

The composition of the Interim Board will reflect the duties and responsibilities it has as the governing body of AT and the role it performs in setting AT's strategy and ensuring that strategy is implemented.



The membership of the Interim Board will comprise of no fewer than 3 and no more than 5 voting Directors.

Auckland Council appoints the Interim Board including its chairperson.

17. Role of the Interim Board Chairperson

The role of the Chairperson is to:

- Chair Interim Board meetings.
- Provide leadership to the Interim Board and to AT.
- Facilitate Interim Board discussion to ensure the critical issues facing AT are directly addressed.
- Maintain a dialogue and mentoring relationship with the Interim Chief Executive and Senior Executives.
- Maintain a dialogue with the Mayor and others (including the media).
- Lead the Director induction process.
- Monitor the performance of the Interim Board and other individual Directors.
- Ensure the effectiveness and development of the Interim Board.

18. The Board Secretary Lead

The Secretary of the Interim Board is responsible for ensuring that Interim Board procedures are followed, that there is compliance with the applicable rules and regulations for the conduct and record of the affairs of the Interim Board, and for all matters associated with the maintenance of the Interim Board for its efficient operation.

19. Interim Board Meetings, Agendas and Minutes

- Interim Board meetings will be split into closed sessions and open sessions with separate agendas and minutes for each.
- Interim Board business will generally be conducted in Interim Board meetings.
- Directors will use their best endeavours to attend Interim Board meetings and to prepare thoroughly.
- Directors are expected to participate fully, frankly and constructively in Interim Board discussions and other activities and to bring the benefit of their particular knowledge, skills and abilities to those discussions. Directors unable to attend a meeting will advise the Chairperson at the earliest date possible and confirm in writing to the Interim Board Secretary.
- The Interim Board will make the best possible use of its meetings by dealing only with matters that have governance-level significance, by retaining a future focus and, within a defined policy framework, by delegation to the Interim Chief Executive.
- The Chairperson will establish the agenda for each Interim Board meeting, although each Director may suggest the inclusion of any items. The agenda will prioritise important business for the start of the meeting.
- The Interim Board will meet monthly however, Interim Board meetings may be scheduled at other times as determined by the Interim Board.
- Interim Board meetings will be conducted in an open, constructive and respectful manner, recognising that genuinely held differences of opinion can bring greater clarity and lead to better decisions.
- The Board Secretary will provide Directors with their Interim Board papers at least four working days prior to the meeting.
- At each normal meeting AT's Interests Register will be updated as necessary, and the Interim Board will consider the work programme and related management papers
- Subject to legal or regulatory requirements the Interim Board will decide the manner and timing of the publication of its decisions.
- Directors are entitled to have access, at all reasonable times, to all relevant AT management staff and related information.



- Clean copies of the Interim Board Meeting Agenda and Minutes will be uploaded to the platform “Board Books”. These will be stored for a period of seven years.

20. Interim Board Meeting Quorum

- The quorum of a meeting of the AT Interim Board is more than half of all Directors with voting rights.
- A meeting is duly constituted if a quorum is present. Business may not be transacted at any meeting unless at least a quorum of Directors is present for the duration of that meeting.
- A resolution of the Interim Board is passed if it is agreed to by all Directors present without dissent or if a majority of the votes cast on it are in favour of it.
- A director present at a meeting of the Interim Board is presumed to have agreed to, and to have voted in favour of, a resolution of the Interim Board unless they expressly dissent from or vote against the resolution at the meeting.

21. Interim Board Committees

- Committees established by the Interim Board will review and analyse proposals, policies and strategies which are within the terms of their purpose as stated in their Charter. They will make recommendations to the full Interim Board.
- Unless specifically authorised by the Interim Board, Committees do not act or make decisions on behalf of the Interim Board.
- Each Committee has an individual Charter which the Interim Board annually reviews. The Interim Board may establish ad hoc or other committees to deal with specific issues on behalf of the Interim Board.
- The Interim Board appoints the Chairperson and members of each Committee by resolution.
- The Interim Board annually reviews the performance of each Committee against the terms of its Charter.

22. Reliance on Information

- Directors may rely on reports, statements, financial data and other information prepared or supplied by an employee of AT whom, on reasonable grounds, the Director believes to be reliable and competent in relation to the matters concerned.
- Directors may rely on professional or expert advice given by a professional advisor or expert in relation to matters which the Director believes, on reasonable grounds, to be within the person's professional or expert competence.
- Directors may rely on the information if the Director acts in good faith, makes proper enquiry and has no knowledge that such reliance is unwarranted.
- Directors may rely on the integrity and honesty of the other Directors of AT, the Interim Chief Executive, senior management and professional advisors and experts.

23. Position of Interim Chief Executive

The Interim Board provides for AT's governance and management functions by delegation to the Interim Chief Executive. Interim Board powers are lawfully delegated to the Interim Chief Executive. The Interim Chief Executive in turn delegates authority and accountability to management as required. The Interim Board will agree with the Interim Chief Executive to achieve specific results directed towards its statutory purpose. This will usually take the form of an annual performance contract under which the Interim Chief Executive is authorised to make any decision and take any action within the management limitations, directed at achieving AT's statutory purpose.

Between Interim Board meetings the Chairperson communicates with the Interim Board and the Interim Chief Executive. The Interim Chief Executive must inform the Chairperson of all important matters. The Chairperson may counsel and advise the Interim Chief Executive. Only decisions of the Interim Board acting as a body are binding on the Interim Chief Executive. Individual Directors have no authority to give direction to the Interim Chief



Executive.

24. Accountability of Interim Chief Executive to the Interim Board

The Interim Chief Executive is accountable to the Interim Board, through the Chairperson, for the achievement of AT's specific results directed towards its statutory purpose. The Interim Chief Executive is accountable for the observance of the management limitations.

At each of its monthly meetings the Interim Chief Executive must provide the Interim Board with:

- the operational and other reports and proposals referred to above; and
- such assurances as the Interim Board considers necessary to confirm that the Interim Chief Executive is observing the management limitations.

25. Management Limitations

- The Interim Chief Executive must act within the powers delegated to them by the Interim Board. The Interim Chief Executive must not cause or permit any practice, activity or decision that is contrary to law, or to commonly accepted good business practice or professional ethics. In allocating the capital and resources of AT the Interim Chief Executive must adhere to AT's statutory purpose. The Interim Chief Executive must not cause or permit any action without considering its health, safety, environmental and political consequences.
- The Interim Chief Executive must ensure AT's assets are adequately maintained and protected and not unnecessarily placed at risk. AT must be operated with a comprehensive system of internal control, and assets or funds must not be received, processed or disbursed without controls that, as a minimum, are sufficient to meet standards acceptable to AT's external auditors.
- The Interim Chief Executive must not permit employees and other parties working for AT to be subjected to treatment or conditions that are undignified, inequitable, unfair or unsafe.

26. Interim Chief Executive Remuneration

The Interim Board will determine the Interim Chief Executive's remuneration based on terms and conditions that reflect the nature of AT and market conditions for executive remuneration in comparable organisations. The Interim Board will determine this remuneration as a whole, unless otherwise delegated to a committee of the Interim Board.

Approved by:



INTERIM BOARD

Finance and Assurance Committee Charter

May 2026



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1. DOCUMENT MANAGEMENT AND CONTROL

Document Reference	N/A
Document Title	Auckland Transport Interim Board Finance and Assurance Committee Charter
Effective Date	May 2026
Document Owner	Auckland Transport Interim Board
Content Manager	Interim Board Chair
Review Cycle	Review after 6-month transition period
Next scheduled review	October 2026

2. PURPOSE

- 2.1 The Auckland Transport (AT) Interim Board of Directors (the Board) has established a Finance and Assurance Committee (the "Committee") to assist the Board in discharging its responsibility to exercise due care, diligence and skill, during the six-month transition period, in relation to:
- The integrity of financial reporting;
 - Financial management;
 - Internal controls;
 - Accounting policy and practice;
 - External and Internal Audit; and
 - Compliance with applicable laws, regulations and standards.
- 2.2 It acts in this capacity by monitoring, reviewing, endorsing and advising on the above matters as set out in this charter.
- 2.3 The Committee has the ability to make recommendations on the above matters to the Board for subsequent approval.

3. AUTHORITY

- 3.1 The Committee has delegated authority from the Board in respect of the functions and powers set out in this Charter.
- 3.2 The Committee has authority to:
- Investigate any matter relevant to its purpose;
 - Seek any information it requires from the Interim Chief Executive (CE), executive and senior management, any other AT employees or external advisors; and
 - Obtain, at AT's expense, such outside independent professional advice as it thinks fit to carry out its responsibilities.



4. MEMBERSHIP AND TENURE

- 4.1 The Committee will consist of a minimum of three to a maximum of five members, one of whom will be the Board Chair;
- 4.2 The Board Chair will be an ex-officio member of the committee and may not be the Committee Chair;
- 4.3 The Board will appoint and remove the Chair of the Committee;
- 4.4 If the Committee Chair is unable to attend a meeting, the members present will elect one of themselves to chair the meeting.
- 4.5 The Board may remove and appoint members of the Committee at any time.
- 4.6 Unless otherwise determined by the Board, Committee members will be appointed for the six-month transition period.

5. MEETINGS

- 5.1 The Committee will meet monthly, or as determined by the Board, with authority to convene additional meetings, as circumstances require.
- 5.2 Any three members of the Committee may form a quorum.
- 5.3 All Committee members are expected to attend each meeting in person, although in special circumstances members can attend through electronic means.
- 5.4 Directors who are not members of this Committee are entitled to receive copies of the papers and minutes of this Committee and attend any meeting without further invitations (unless they are precluded due to a conflict of interest).
- 5.5 The following AT officers (or their nominees) are expected to attend all Committee meetings:
 - Chief Executive
 - Chief Financial Officer
 - Head of Risk and Assurance
 - General Counsel
 - Head of Governance
 - Board Secretary Lead
- 5.6 Any AT officer or employee may attend a meeting at the invitation of the Committee Chair, and they may collectively or individually be requested to withdraw from meetings of the Committee if required to do so by the Chair of the Committee.
- 5.7 The Board Secretary Lead or their nominee will act as Secretary to the Committee and will attend all meetings.
- 5.8 An agenda and supporting documentation for each meeting will be prepared and circulated to all members of the Committee and attendees at least five working days before each meeting.



- 5.9 The Secretary will record the proceedings and decisions of the Committee meetings, and the minutes will be circulated to all members and attendees, as appropriate, considering any conflicts of interest that may exist.

6. RESPONSIBILITIES

The Committee will carry out the following responsibilities.

6.1 Financial Performance

- Have oversight of AT's financial performance against the Annual Plan; and
- Monitor financial risks and opportunities in relation to delivery of the Annual Plan.

6.2 Financial Strategy

- Oversee and provide insights and guidance to the development of AT's financial strategies and policies including those related to revenue generation and financial management.

6.3 Financial Statements

- Review significant accounting and external reporting issues, including complex or unusual transactions, transactions and balances in areas where judgement is required, changes to accounting policies, recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the annual financial report and the audit thereof;
- Review the annual financial report and consider whether it is complete, consistent with information known to Committee members, reflects appropriate accounting treatments and adequately discloses AT's financial performance and position;
- Review other sections of the annual report and related regulatory filings and consider the accuracy and completeness of the information before it is released;
- Review and approve on behalf of the Board when required the submission of quarterly financial reporting to Auckland Council (AC);
- Review and approve on behalf of the Board half year financial statements, prior to submission to AC;
- Review, approve and execute half year letters of engagement;
- Review and recommend to the Board for approval full year financial statements, prior to submission to AC;
- Understand strategies, assumptions and estimates that management has made in preparing financial statements;
- Review with management and the external auditors the results of audit engagements, including any difficulties encountered by the auditors and how they were resolved; and
- Recommend the adoption of the annual financial report to the Board.

6.4 Internal Control Environment

- Review the adequacy and effectiveness of key policies, systems and controls for providing a sound internal control environment;
- Review the exercise and use of both the financial and non-financial delegations, including award of contracts
- Review the AT Delegations Register, including making recommendations for any proposed changes to the Board;



- Monitor significant changes to systems and controls to assess whether those changes significantly impact AT's risk profile; and
- Ensure that a programme is in place through internal audit or compliance activities to test compliance with systems and controls.

6.5 Fraud Prevention Systems and Controls

- Review Fraud Framework, including AT's Fraud Prevention policies and controls and fraud awareness programmes; and
- Receive reports from management about actual or suspected instances of fraud or corruption including analysis of the underlying control failures and action taken to address each event.

6.6 Internal Audit

- Review and approve proposed risk based internal audit plans and any significant changes to them and consider the need for other internal audit projects or activities;
- Review a risk-based internal audit programme aligned to the risk register and recommend to the Board for approval.
- Review reports on internal audit reviews and monitor management's actions to implement recommendations for improvement; and
- Oversee the independence and objectivity of the internal audit function and monitor the effectiveness of the internal audit function and ensure that it has appropriate authority within AT and has no unjustified limitations on its work.

6.7 External Audit

- Annually review and approve the external audit scope and plan proposed by the external auditor;
- Reviewing the half-year and annual audit review and audit reports over the financial statements and other internal controls and regulatory reports issued by the External Auditor, assessing the findings and recommendations, and seeking confirmation that management has responded appropriately to the findings and recommendations;
- Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope of work or access to information;
- Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and are acted upon in a timely manner;
- Review the effectiveness of the external audit function and ensure that the Audit Office is aware of the Committee's views; and
- Consider the findings and recommendations of any relevant performance audits undertaken by Audit Office and monitor AT's responses to them.

6.8 Compliance Management

- Review the systems and processes implemented by AT for monitoring compliance with relevant legislation and regulations and the results of management's follow up of any instances of non-compliance; and
- Receive reports from management:
 - Management's six-monthly legal compliance surveys, and



- on the findings of any examinations by regulatory or integrity agencies, such as the Ombudsman, and monitor AT's responses.

6.9 Other Matters

- The Committee will have responsibility for other matters not listed above as delegated from the Board from time to time.

7. REPORT TO THE BOARD

- 7.1 The Committee Chair will report regularly to Board meetings and include proposals approved by the committee, or recommendations requiring board approval.

8. PERFORMANCE EVALUATION

- 8.1. The Committee will evaluate its performance annually and report the outcomes of the evaluation process to the Board including recommendations for any opportunities for improvement.



Entered by Board Secretary

Board Meeting| 28 May 2026
 Agenda item no. 10
 Open Session

AGENDA ITEM 10 BOARD NOTING PAPER	
To:	The Board
From:	Stacey van der Putten, Interim Chief Executive
Reviewed:	Andrew Downie, Acting Director, Strategy and Governance Stacey van der Putten, Interim Chief Executive
Date:	21 May 2026
Title:	Chief Executive's Open Board Business Report

Aronga / Purpose

1. To summarise Auckland Transport's (AT's) activities which contribute to the delivery of the Statement of Intent (SOI).

Te horopaki / Background

2. This report provides an update on progress with meeting our SOI performance measures, operational highlights and the impact of our decisions on those who use and experience our various networks.

Me mōhio koe / What you need to know

SOI update

3. **SOI performance:** the SOI dashboard is included as Attachment 1. We are meeting or exceeding 18 of 24 measures (+2 compared to last period). The Local board satisfaction survey has been carried out for 2026, and farebox recovery ratio has improved to within target-range.
4. **Local board engagement:** our May 2026 local board members engagement survey reached an all-time high result of 82% of respondents stating they are satisfied with the way Auckland Transport (AT) has engaged with their local board over the past six months (up from the most recent survey last year of 78%).

5. This result exceeds our SOI 2025/26 target of 75% and demonstrates the maturity and success of our engagement approach with elected members.
6. 73 local board members, or 50%, participated in the survey. This is the highest response rate since the survey began in November 2023, where 28% of local board members participated. We received at least one response from all 21 local boards.
7. **Public transport (PT) boardings and farebox:** YTD boardings grew to 75m (YTD target: 78m), still approximately 4% below target but April was 8% above monthly boardings in April 2025.
8. Farebox recovery ratio has improved relative to target, now 33.8% (target: 34.2%), bringing this within target-range for a met result. This is due to contract costs being managed within budgeted levels and farebox revenue increasing with higher patronage.
9. **Arterial productivity:** continues to increase with a 9% increase in April monthly results compared to 2025. This brings our 12-month productivity to 29,740 (target: 30,000).
10. **Capital programme delivery:** increased above \$1,000m (84% of YTD budget) with a monthly delivery of 112% of budget, driven primarily by property settlements and continued delivery of Eastern Busway and renewals. Year-end forecast remains at 90%.

Transport reform

11. **Consultation:** the change proposal has now been shared with all employees for consultation and feedback is able to be submitted to Auckland Council until 25 May 2026. This has enabled progression of the proposed change and provided a forum for people to contribute to its outcomes. The Public Services Association are a constructive avenue of support for our people and the programme of work.
12. Through this time, the long-term focus remains on building the capability and performance needed to enable two high performing organisations working together to deliver on council group outcomes.





Entered by Board Secretary

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Trust and confidence

13. **Public sector reputation index:** Verian released their Public Sector Reputation Index results for 2026 which looks at how perceptions of 58 public sector organisations evolve over time.
14. AT's overall reputation score improved from 52 last year to 64 this year, with strong improvements across all four key pillars of Trust, Leadership, Fairness, and Social Responsibility.
15. The increase from 52 to 64 is not only the biggest mover of the 2026 survey but is the largest single-year improvement of any agency in the ten years that Verian has been running the survey.

Public transport

16. **Eastern busway bus network:** following public engagement, AT has confirmed bus network service changes ahead of Eastern Busway opening in 2027. The changes include additional services to Botany, Flat Bush, Ormiston, and Howick. This delivers on one of the items in the Letter of Expectation, which asks AT to provide improved alignment of bus and rail around rapid transit investment and improved feeder services.
17. **Fareshare:** Auckland Council and University of Auckland, two of Auckland's largest employers, have both signed up to Fareshare and will be onboarding staff during May and June 2026. Collectively this represents over 12,500 employees and dependant on employee participation rate, this could more than double the total number of Fareshare customers. To ensure we are able to onboard these new customers, we are reassigning resources to assist with onboarding. Work is also underway to scope redeveloping the Fareshare backend system to continue to support the growing customer base.

Network performance and operations

18. **New Zealand Guide to Temporary Traffic Management (NZGTTM):** as at the end of April 2026, NZGTTM adoption was 45%. Reaching 100% by 1 July 2026 would be unlikely unless applicants were encouraged to 'give it go'. A

soft launch has been introduced which allows a period where the corridor request team can educate and assist applicants.

19. To enable this, since 4 May 2026 we have only accepted risk-based temporary traffic management applications for corridor access. All applications must contain a risk management plan which outlines how risks of the worksite to the network and travelling public have been minimised or mitigated (as far as is reasonably practicable).

Major projects

20. **City Rail Link (CRL):** Link Alliance physical delivery for stations and tunnels largely complete with minor urban works. As of 15 May 2026, we are over the half-way mark for completion of all Trial Operations and Emergency Testing; some residual testing is expected in June 2026.
21. A new campaign launches 18 May to help Aucklanders understand how the opening of CRL will transform the PT network. Using the new network map as a visual platform, the campaign aims to grow understanding of how journeys and connections will change and build customer confidence ahead of opening.
22. **Downtown development programme:** this programme (including Downtown West, adjacent to the proposed Downtown Car Park redevelopment, and Downtown Bus Improvements in Customs Street) will unlock broader urban regeneration opportunities that are currently unfunded.
23. The project team is currently investigating these broader opportunities and an early cost estimate has been prepared and submitted as part of the programme's 2027-30 Long-term Plan (LTP) investment bid.
24. Any consideration of funding for these opportunities will need to be assessed within the existing 2027-2030 Long-term Plan funding envelope and may require reprioritisation of existing budgets.
25. **Rail pedestrian level crossings:** the automatic pedestrian gating programme has delivered a rail network-wide upgrade since 2016, installing physical barriers to prevent access to the rail corridor when trains approach.



Entered by Board Secretary

Board Meeting| 28 May 2026
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26. The final crossing upgrade is scheduled for completion in June 2026, concluding the current programme.
27. The programme has reduced risk at pedestrian crossings, with a sustained reduction in pedestrian near-miss incidents. No pedestrian near-miss events have been recorded in recent months, with a 72% reduction in incidents over the same period in the previous year indicating a change in risk profile and effectiveness of the programme.

People

28. **People and performance:** the People and Performance Dashboard is included as Attachment 2. Workforce stability remains a near-term risk. Voluntary attrition continues to decline (10.7% in March decreasing to 9.8% for April). However attrition at senior leadership has increased (15% at most senior level)
29. **Senior leadership attrition:** we have had four more senior leaders leave the business this month including the outgoing Chief Executive, Legal Counsel, Asset Information Manager, Investigation and Design Manager NW This creates capability and experience gaps in critical areas; interim internal resourcing and Auckland Council support are being used, but workforce stability is likely to remain a near-term challenge until final structures are confirmed and new ways of working are embedded into the first half of the 2026/27 financial year. Mitigations include high levels of change communication and targeted 1:1 discussions with key talent and kaimahi in critical roles.
30. **People risk:** there is a significant level of systemic distraction arising from transport reform as the programme has progressed to consultation on proposed new structures and the proposed disestablishment of some roles. Significant time is being invested by leaders in supporting our people navigate change and external Employee Assistance Programme support has also been engaged. Leveraging our existing performance management framework and supporting people processes will be key to maintaining focus on the daily delivery of services to customers, communities, internal and external key stakeholders. As we progress through the changes arising from transport reform, more time will be required to be invested in workstreams such as recruitment, redeployment offboarding and building effective work relationships with new stakeholders across the PT CCO and council.

Fuel response

31. **Fuel response readiness planning:** management has developed PT response plans around managing capacity if demand increases, or reducing services if demand decreases. The PT plan is now incorporated into the wider AT fuel response plan, which in turn is incorporated into the council group plan. This plan includes:
 - a. Responsible fuel use – identified opportunities to swap diesel vehicles for electric vehicles in weekends and outside of peaks underway with operators. Ritchies has implemented several changes already. We are now working with Kinetic to reduce weekend diesel double decker buses to single decker on several frequent travel network corridors. Capacity modelling using March data shows no negative impact. All changes will be closely monitored.
 - b. Reduced service timetables – developed principles to reduce bus and ferry services should fuel be constrained and patronage reduced. Given CRL will make changes to over 50 bus services, we will wait until the CRL bus timetables are finalised and do the 'reduced service timetables' from this base. This will prevent a significant amount of scheduling work being redundant in 2-3 months. We will work with ferry operators to have reduced service timetables ready to operationalise.
32. We are staying informed of the fuel crisis and both government and council guidance on phase change responses. Our messaging remains to optimise use of PT and consider walking, cycling and carpooling across phases one and two which is now inconsistent with council's reviewed guidance for increased working from home if the country progresses to phase 2. We will continue to review our response to this crisis as it evolves.

Future planning



Entered by Board Secretary

- 33. **Fast-track development applications:** there has been a significant rise in fast-track development activity, particularly in new pre-applications and the advancement of existing applications within unplanned rural areas. This trend is increasing pressure on the transport network and sequencing for infrastructure investment. Several applications that were previously declined under the COVID-19 Recovery (Fast-track Consenting) Act 2020 are expected to be submitted under the new legislative framework, including multiple developments in Whenuapai, which would provide several thousand residential lots.
- 34. **Refresh of accessibility action plan (AAP):** AT and council are collaboratively undertaking reviews of all AT plans as part of the transport governance reform and transition process.
- 35. The AAP sets out AT’s position and actions around improving access to the transport network and providing for universal access. This contributes to one of the focus areas in the draft Statement of Intent 2026 – 2029.
- 36. AT recently refreshed our AAP to bring it up-to-date with progress on accessibility actions and to set out a forward plan of initiatives needed to continue to improve accessibility.
- 37. AT and council are collaboratively undertaking reviews of all AT plans as part of the transport governance reform and transition process. Given this, in future, we may need to seek Board approval as a precursor to council approval of all updated AT documents. We will pursue this as necessary.
- 38. Going forward, the AAP will remain critical in guiding improvements to transport accessibility across the region. Within the Group Strategic Framework, it is anticipated that it will sit under Council’s Thriving Communities Strategy and associated action plans.

Key approval papers

- 39. The key items requiring approval or noting by the board at this meeting are:
 - a. Interim board charter
 - b. Director actions to support an efficient and effective transition

- c. Ferry programme
- d. Annual variation to the Auckland Network Access Agreement

Ā muri ake nei / Next steps

- 40. The next Chief Executive’s Open Board Business Report will be presented to the board at the 25 June 2026 meeting.

Ngā whakapiringa / Attachments

Attachment #	Description
1	SOI Dashboard – April 2026
2	People and Performance Dashboard – April 2026

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Sean Cavanagh Corporate Planning and Performance Lead	Andrew Downie Acting Director, Strategy and Governance	Stacey van der Putten Interim Chief Executive



Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Apr-26

6	12	6	---
Above target 2.5%	Target +/- 2.5%	Below Target 2.5%	Not Rated

Objective/ Outcome	ID	Measures	Freq	Latest Result	YTD Target	Year-end target	YTD Status	Performance Commentary	Performance Response
Making Every Interaction Count	1	Customer perceptions AT listens and responds to Aucklanders' needs	Quarterly	36%	36%	36%	Met	Q3 saw a strong recovery up 5% to 38%, with a recovery across most key reputation metrics. Increases have been seen in trust and confidence in AT, the belief that AT is easy to deal with, AT does what it says it will, overall satisfaction with AT.	
	2	Formal complaints Percentage of total AT case volume resulting in a formal complaint	Monthly	0.47%	<0.4%	<0.4%	Not Met	Formal complaints for the month sits at 0.78%, with the primary driver continuing to be HOP and Contactless payment related enquiries and new patrons understanding the system. Resolution performance continues to track strongly, with teams maintaining timely investigation and response management across high-volume and complex case types.	Customer Care continues to work alongside operational and digital teams on longer-term improvements focused on reducing avoidable customer effort, improving self-service capability, and addressing root cause drivers contributing to repeat contact and escalation volumes.
	3	Complaint resolution Percentage of formal complaints that are resolved within 20 working days	Monthly	92%	90%	90%	Met	Strong relationship with Auckland Council allows tight process, quicker access to information for review and clear communication around response times.	
	4	Local Board satisfaction with engagement	Annually	82%	75%	75%	Exceeded	May 2026 Local Board Members engagement survey reached an all-time high result of 82% of respondents stating are satisfied with the way AT has engaged with the local board over the past six months (up from the most recent survey last year of 78%). 73 local board members, or 50%, participated in the survey. This is the highest response rate since the survey began in November 2023, where 28% of local board members participated. We received at least one response from all 21 local boards.	
Improving Network Productivity	5	Average travel time across the arterial network	Monthly	22.7 minute	23 minutes	23 minutes	Met	In April 2026, the average people travel time was 21.9 minutes (for an average trip of 10 km) which was 2.6 minutes lower than March and 1 minutes lower than April 2025.	
	6	Arterial productivity Average number of people moving per hour during the morning peak	Monthly	29,740	30,000	30,000	Met	In April 2026, AM peak arterial productivity was 29,082, representing a 9% increase compared with April 2025. Compared with March 2026, productivity declined by 11%, consistent with expected seasonal patterns and primarily reflecting reduced travel demand associated with the Easter and ANZAC Day public holidays and the school holiday period. The 9% year on year improvement is mainly attributable to lower congestion levels and higher speeds in April 2026, resulting in higher overall productivity.	
	7	Freight performance Percentage of the freight network moving without congestion in the interpeak	Monthly	85%	85%	85%	Met	In April 2026, 86% of the Freight Network operated at Levels of Service A-C during the interpeak period which was similar to the numbers recorded in April 2025.	
	8	Bus Priority Kilometres of bus priority (including SVL and dynamic lanes) delivered	Quarterly	7.3km	4.7km	10km	Met	In April, AT successfully completed Wellesley Street Bus Priority (Stage 1) project adding 0.1km of new SVL to Auckland's bus priority network. YTD total of new SVL implemented is 7.3km with an additional 4km of new SVL projects in progress. The team is on track to complete a total of 11.3km of new SVL against delivery target of 10km in FY25/26.	

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Apr-26

6	12	6	---
Above target 2.5%	Target +/- 2.5%	Below Target 2.5%	Not Rated

Objective/ Outcome	ID	Measures	Freq	Latest Result	YTD Target	Year-end target	YTD Status	Performance Commentary	Performance Response
Taking Transport From Good to Great	9	PT Boardings Annual numbers of PT trips	Monthly	75 million	78 million	94 million	Not Met	7.2M boarding in April, 500k above April 2025. YTD is 2.2% above last year but 3.9% below YTD target. Tertiary patronage increased by 36% in April, 770k boardings. YTD is up 17% with 1M additional boardings compared to FY 2025. Community Connect has increased by 29.5% since January, some of which is attributable to tertiary student on this concession. Fareshare had 9 new sign ups in April bringing the total Fareshare clients to 102.	Visitor map distributed to 27,000 cruise passengers and 10% of cruise customers used public transport. Auckland Airport distributed 4000 to arrivals. Hui Pass launch is set for mid-June during MEETINGS expo. FTN challenge for new PT customers implemented and will run from 20 April to 20 May. Tertiary PT challenge implemented with challenge period being 1 to 31 May. Universal Pass business case under development.
	10	PT reliability Percentage of services that start according to schedule	Monthly	96.4%	98%	98%	Met	Train performance was slightly lower than target with some one-off events impacting performance. Bus reliability was 95.6%, the lowest result in the previous five months driven by performance issues with Ritchies and Howick and Eastern. All ferry services (bar Gulf Harbour) met the reliability target. The Gulf Harbour service had 50 cancellations, 32 due to weather, 8 due to crew constraints and 10 due to mechanical issues, sullage and cruise ships.	Close oversight of Ritchie's workforce establishment number and recovery plan. Working to accelerate EV's into the fleet to replace old diesel interim fleet. Howick & Eastern have developed a robust plan that highlights the added investment in time and resource to resolve fleet issues affecting reliability. They have also leased five buses from Kinetic for a four-month period.
	11	PT punctuality Percentage of services that start and end according to schedule	Monthly	91.8	89%	89%	Exceeded	Train and ferry services met or exceeded the punctuality target. Bus punctuality continued to be strong in April and higher than April 2025. All operators except one (Howick & Eastern) exceed the target. Howick & Eastern services continue to be impacted by Eastern busway construction and delays.	Bus runtime reviews underway for Tranzurban and Ritchies. Monitoring of first and last stop punctuality, identifying poor performing routes and working with operators to remedy.
	12	PT utilisation for frequent routes during peak	Monthly	46.5%	50%	50%	Not Met	48.3% in April, 4.8% higher than April 2025. 52.9% for Bus, 44.4% for Train, and 32.1% for Ferry. Utilisation in April dropped by 11% due to school and Easter holiday with a significant reduction in train operations for two weeks.	The South Auckland Network Review recommendations are on track to be completed in June.
	13	Farebox Recovery Ratio The percentage of the total PT operating cost recovered through fares	Monthly	33.8%	34.2%	34%	Met	April result is 33.9%. PT Contract costs continue to be in line with budget, with FRR significantly improved with higher patronage and associated revenue.	Annual fare & concessions review implemented Feb 26, now embedded Commerciality activities include a full review full South Auckland Services (in progress). Bus Tranche Phase 1 commenced Nov 2025, Phase 2 April 2026. Tranche 3 Procurement completed Feb 2026 delivering significant cost reductions and other benefits (commencement Dec 2026) Ferry Western Package Procurement – negotiations being finalised Gulf Harbour Ferry procurement to commence Q4.
Core Business and Other Activities	14	Safety Deaths and Serious Injuries on the road network in Tāmaki Makaurau Auckland	Monthly	492	477	<=576	Not Met	Year to date there have been 492 provisional DSIs, 30 fatalities and 462 serious injuries on Tāmaki Makaurau roads (as of 4 May 2026). We are tracking to exceed the 576 DSIs for 2025/26 by 3.8% (598). The actual DSI for 2024/25 was 616.	Programme has focused on treatments that can be implemented quickly and have an impact within this financial year. This includes working with the Assets team to add additional road surface reseals at locations with a history of crashes and poor surface quality. Most road safety measures are designed to have long-term impacts, often extending well beyond a single year.
	15	Asset condition Proportion of key assets in poor or very poor condition	Quarterly	16.47%	17%	17%	Met	Key Assets in unacceptable condition have increased very slightly (0.33%) on the last quarter. The difference is not material and inline with expected deterioration rates.	

Statement of Intent (SOI) 2025/2026 Performance Targets

Reporting as Apr-26

6	12	6	---
Above target 2.5%	Target +/- 2.5%	Below Target 2.5%	Not Rated

Objective/ Outcome	ID	Measures	Freq	Latest Result	YTD Target	Year-end target	YTD Status	Performance Commentary	Performance Response
Core Business and Other Activities	16	Road maintenance Percentage of the sealed local road network that is resurfaced or rehabilitated	Monthly	6.8%	6.4%	7%	Met	April YTD delivery totals 6.8 km of rehabilitation and 454 km of resurfacing, covering 3.82 million m ² (6.8% of SOI Target 7%) of the sealed network.	
	17	Emission reduction Reduction in operational emissions including AT contracted public transport activities	Quarterly	1% decrease from baseline	0% from Baseline	0% from Baseline	Met	YTD bus service kilometres is 9% higher than last year, with electric bus up by 87% and diesel bus down by 5, Ferry down by 1% and Train up by 6%. The increase in service km is being offset by the transition to electric buses, decoupling emissions from service level increases as anticipated in modelling.	
	18	Low emission buses Number of buses in the Auckland bus fleet classified as low emission	Monthly	394	325	350	Exceeded	36 zero-emission buses entered service in April, bringing the total to 394. Most support new Ritchies contracts, including one that began in April, with others starting in June. Three electric vehicles also entered service on the Inner Link.	
	19	Cycle counts The number of people cycling past defined count sites	Monthly	2.98 million	2.95 million	3.52 million	Met	April result is 309,197, 20.3% higher than April 2025.	On going investment into Activation Plans and associated programmes to support cycling infrastructure investment, with an objective of continuing to grow cycle counts. Current priority areas include Hobsonville, Mangere, with Glen Innes and Onehunga recently stood up. Additional cycle skills programmes in place for May/June in response to demand.
	20	Resource consent timeframes Adherence to the service level agreement to provide specialist input into the resource consents	Quarterly	96%	90%	90%	Exceeded	Tracking well with response times delivered well within the SLA.	
	21	Percentage of capital budget invested	Monthly	84%	90%	90%	Not Met	Strong capital delivery performance in April, achieving 112% of budget. This was driven primarily by property settlements during the period for bus and rail projects along with continued delivery on Eastern Busway and roading renewals. Capital investment YTD is \$1,027 million vs. \$1,226 million budget (84%). Primary areas of current underspend are in Ferry, Rail, Cycleways, Network Productivity, and Safety projects.	Delivery risks both directly and indirectly due to Transport Reform. This will be monitored, and mitigations put in place. Impact of the ongoing fuel situation is being closely reviewed and analysed. Timing risk on strategic property and land acquisition settlement dates.
	22	Percentage of capital programme delivery on time.	Quarterly	95%	90%	90%	Exceeded		
	23	Percentage of procurement spend with Māori-owned business	Monthly	2.15%	3%	3%	Not Met	Provisional result. In April, indirect and direct spend is \$5.2m, making YTD \$37.7m.	We are focusing attentions on 2026/27 through: 1. Pipeline of small value physical works projects (under \$300K) for delivery in FY2027 to be identified and allocated for Kake Mai direct appointments on a rotational basis, approved by NZTA 2. Close remaining reporting gaps across all contracts with contractual KPIs and reporting requirements
24	Number of marae improved by AT's programmes.	Quarterly	2	1	1	Exceeded	Reretewhoi Marae and Tahuna Pa Marae carparks completed and opened.		

People and Performance - Auckland Transport

Update

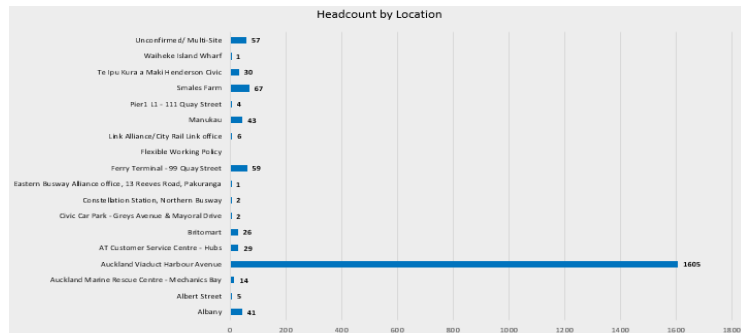
AT's headcount remains within budget levels and continues to be managed under the resource governance group. Within this, some small targeted investment has been made into City Rail Link and technology with future requests in capital programme delivery pending.

Our demographic measures have remained relatively stable, including ethnicity representation (Māori 4.1% and Pasifika 7%), median age (43), median tenure of management workforce (4 years) and all staff (2.4 years). Attention continues to be placed on improving Māori and Pasifika representation across our workforce. However, under transport reform, the work that attracts and retains our Māori and Pasifika employees will move to Auckland Council requiring targeted thinking and intervention in this area.

Voluntary turnover in April is 9.8% contributing to total rolling turnover average of 10%. At the senior level (Band L+) voluntary turnover is 15%. Four leavers cited better career opportunities as a reason for leaving last month all have verbally confirmed the uncertainty of transport reform was the initial driver behind looking for alternative employment. With upcoming structural changes, ongoing employment uncertainty continues to sustain a heightened risk of retention against a backdrop of significant organizational change planned for 2026.

Unplanned leave has dropped by 20% this month, with a total of 1255 days in April versus 1569 in March. The number of people with leave in excess of 5 weeks has been increased from 337 in March to 359 in April increasing overall leave liability. This remains a key focus area.

Overall, our people metrics are relatively steady, and the deployment of our people plan remains on track in support of the organisation. Attrition remains the key challenge to efficient delivery and well being support being a key support mechanism at this point in time.



Dashboard

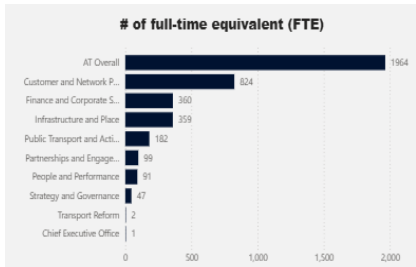
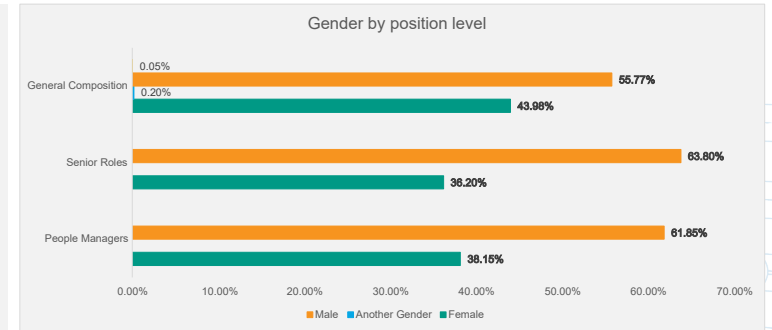
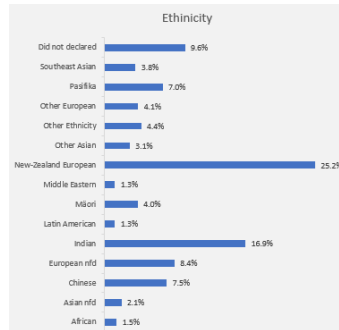
Reporting period: April 2026

1964.4 Full Time Equivalents | 1,992 Total Headcount

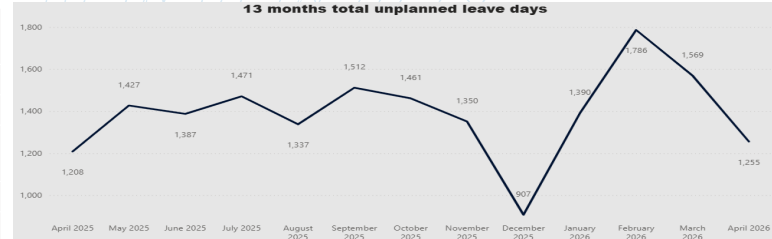
Gender 56:44:0 Male:Female:Diverse

DE&I targets

Māori: 5% : long term 12% current actual 4%
Female Snr Ldrs: 36% Female Ldrs: 38% current actual 35% & 36%



Category	Days
Sick	982
Domestic	129
Bereavement	85
ACC	59
TOTAL	1255





Transport Safety Performance Report

May 2026



Executive Summary

Road Safety Progress

Road Safety Fatal Crash Reporting

- Auckland Transport (AT) receives notifications of fatal crashes from the Police Serious Crash Unit. This information initiates the Road Safety Engineering fatal crash report process.
- In the 2025 calendar year, there were 24 fatal crashes reported on AT roads, with 16 recommendations for safety improvements, of which nine have been completed and seven remain open.
- In 2026 there have been 14 fatal crashes reported on AT roads, with three recommendations for safety improvements, of which two have been completed, and one remains open.

STATEMENT OF INTENT (SOI) SAFETY

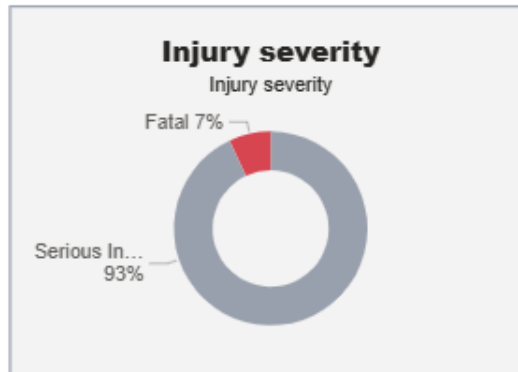
OUTCOME AREA
Getting the basics right

MEASURES
Deaths and serious injuries (DSI) on the road network in Tāmaki Makaurau (TM)

TARGET FY 2025/2026
No more than 576 DSI

ACTUAL FY 2024/2025
616 DSI (Jul 24 - July 25)

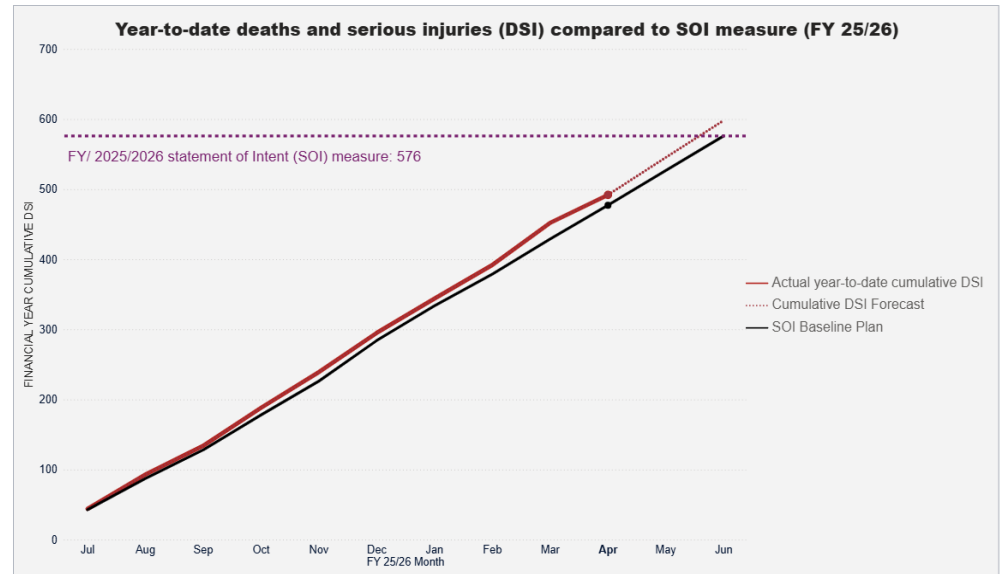
Year-to-date (FY 2025/26) DSIs:



Key insights

The SOI measure for FY 2025/26 is no more than 576 deaths and serious injuries (DSIs)

- Year to date** there have been 492 provisional DSIs, 30 fatalities and 462 serious injuries on Tāmaki Makaurau roads (as of 4 May 2026).
- The graph below shows that we are tracking to exceed the 576 DSIs for 2025/26.
- The total DSI for 2024/25 was 616.



Injury data has been sourced from the Waikā Kotahi NZTA Crash Analysis System (CAS) into the Auckland Transport Safety Intelligence Tool database.

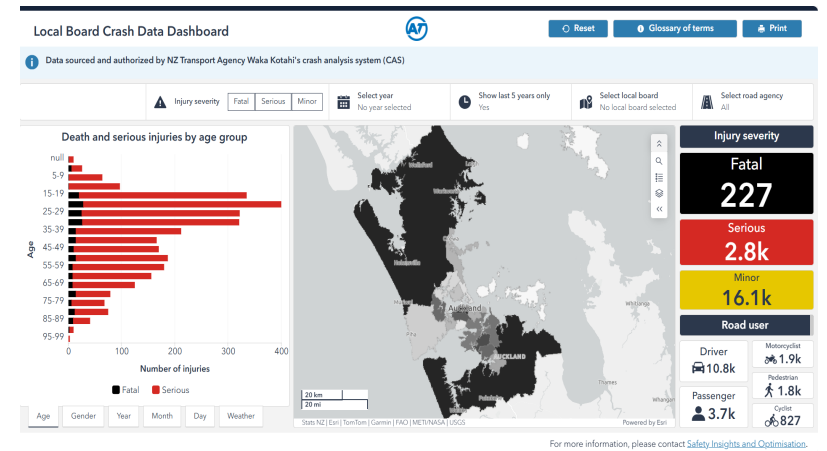
The graph uses an SOI baseline (last five years data), an actual total DSI line as at the current date, and a cumulative DSI forecast line, which considers the additional projected DSIs, once final investigations are complete and updated in the NZTA Crash Analysis System (CAS).

Partnership update

- Presentations have continued for the Local Board Transport Safety Engagement Tools, these deliver in-depth road safety data and insights specific to each local board area and have been well received. To date these have been presented at 18 local boards, our next step will be to work with them to develop local board local road safety plans.
- Planning for the next Tāmaki Makaurau Road Safety Governance Group meeting is underway with our next session focussing on the Auckland Council Transport Policy Statement and hearing from Eric Howard on the initial high level themes from the Road Safety Business Improvement Review. This review will give clear direction, taking into consideration any changes and new focus areas or road safety trends.
- During Road Safety Week from 5 to 10 May, the Chief Executive of the Australasian College of Road Safety Ingrid Johnston visited New Zealand and spoke at an Auckland Road Safety Conversations event where Cr Hills and Howick Local Board member Damian Light were panel members. The Principal of Marlborough Primary School in Glenfield, who the road safety engineering team worked with to install New Zealand's first school street, was awarded a Road Safety Hero Community Award. AT also supported road safety week with content for social media, messaging on the motorway Variable Message Sign (VMS) boards and announcements on the ferries. These forums are vital for AT to collaborate with partners and share learnings that inform AT decisions to improve road safety.

Data and Insights update

- Following recent community and elected member interest in e-scooter safety we have been connecting with Auckland Council. ACC and our internal Customer Relationship Management (CRM) teams to identify what data is available on this risk and how we can use this alongside NZTA Crash Analysis System (CAS) data to grow our understanding of this risk and potential mitigations.
- The Local Board Crash Data Dashboard was developed to provide self-serve access to high level CAS data for local board members. This has been updated with 2025 data, and we continue our demonstrations on how to use the dashboard with new local board members.
[Where crashes are happening in Auckland](#)



Road Safety Engineering and Education Programme:

- Road Safety Infrastructure: 29 projects delivered, achieving 4.34 DSleq and saving \ \$4.5m. Forecast benefits are now expected to reach about 7.4 DSleq by year-end, above the original 5.1 target.
- Safer Speeds: Engagement is under way with all 21 local boards to confirm speed limit changes. Strong support is emerging around schools, town centres, and growth areas. Delivery will be staged, with urgent and high-risk locations progressing first.
- Star Rating for Schools: Our prioritisation methodology has been endorsed by iRAP, validating the approach and opening opportunities for wider research collaboration and international profile.
- Community road safety education: Teams are working with Police, Iwi, councils, schools, and community providers to expand reach, improve access to education, and encourage safer behaviour across the network.
- Motorcycle and rural school safety: We are exploring more accessible rider training and licensing options, including wananga delivery, while also responding to growing demand for road safety education in rural schools.
- Driver licensing: The delivery model continues to build safer driving behaviour through structured, inclusive learning, positioning us well for licence system changes from 1 January 2027.



Deaths and serious injuries (DSI) reporting

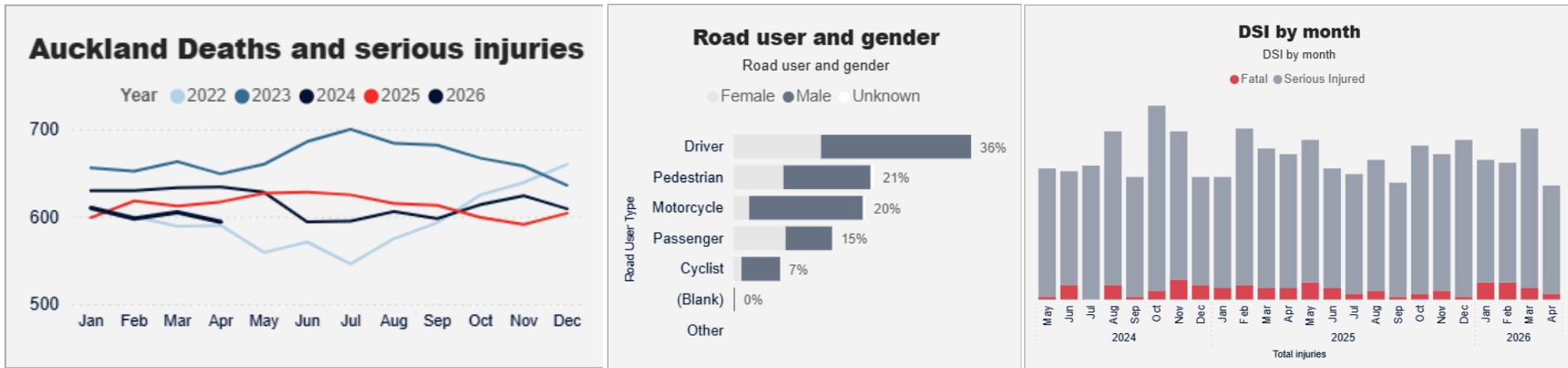
Key insights rolling 12months

Deaths and Serious Injury insights over the past twelve months, from May 2025 to end of April 2026, as at 4 May 2026 (provisional data).

The Safe System acknowledges that road users making mistakes and our primary focus is to ensure that those mistakes do not have a life changing impact through death or serious injury.

- 594 people were reported killed or seriously injured on all Tāmaki Makaurau roads in the past 12 months, compared to 627 in the previous 12 months.*
- In the past twelve months, there has been a decrease in the number of fatalities 40 compared to 49 in the previous year, and serious injuries show a decrease from 578 to 554. The overall number of DSIs remain relatively static over the past five years.
- Most of the harm continues to happen on our local roads at 89%, with males accounting for 67% of the deaths and serious injuries.
- 48% of reported deaths and serious injuries are experienced by people outside of vehicles (people walking, people cycling and motorcyclists).
- Young people aged 15 to 24 years are overrepresented in deaths and serious injuries. This age group represents 13% of Auckland’s population, and 22% of people killed or seriously injured on our roads.

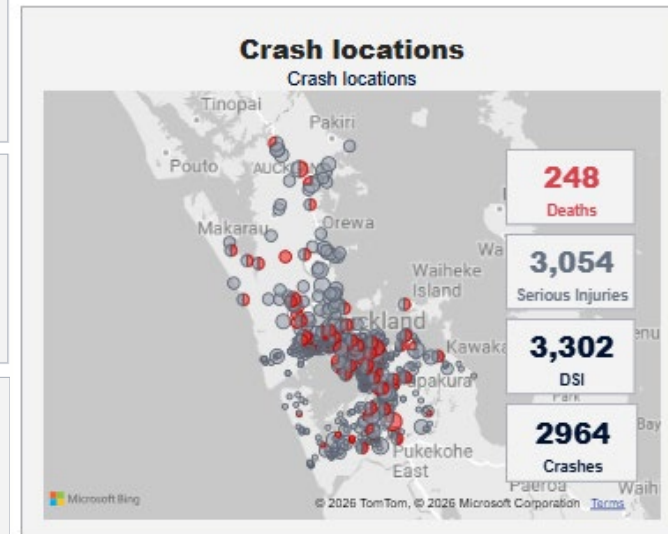
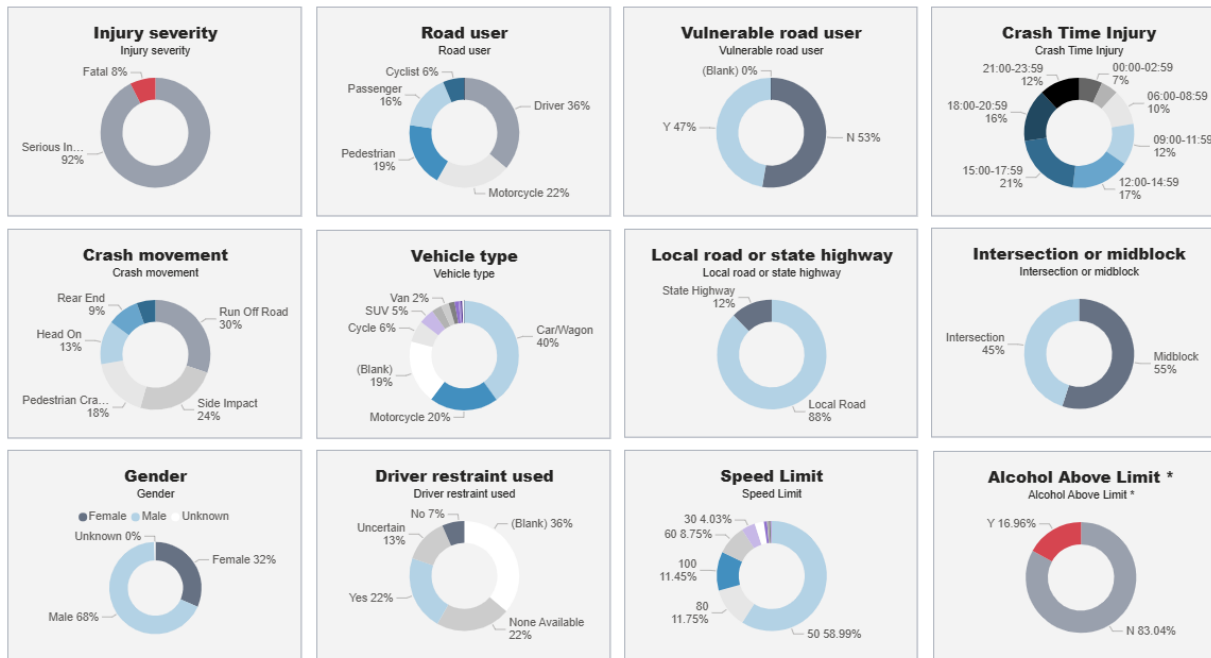
Deaths and Serious injuries over the past five calendar years 2022-2026 as at 4 May 2026 (provisional data)



*Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system

Deaths and serious injuries (DSI) reporting

Key summary insights – calendar years 2021 to 2026 as at 4 May 2026



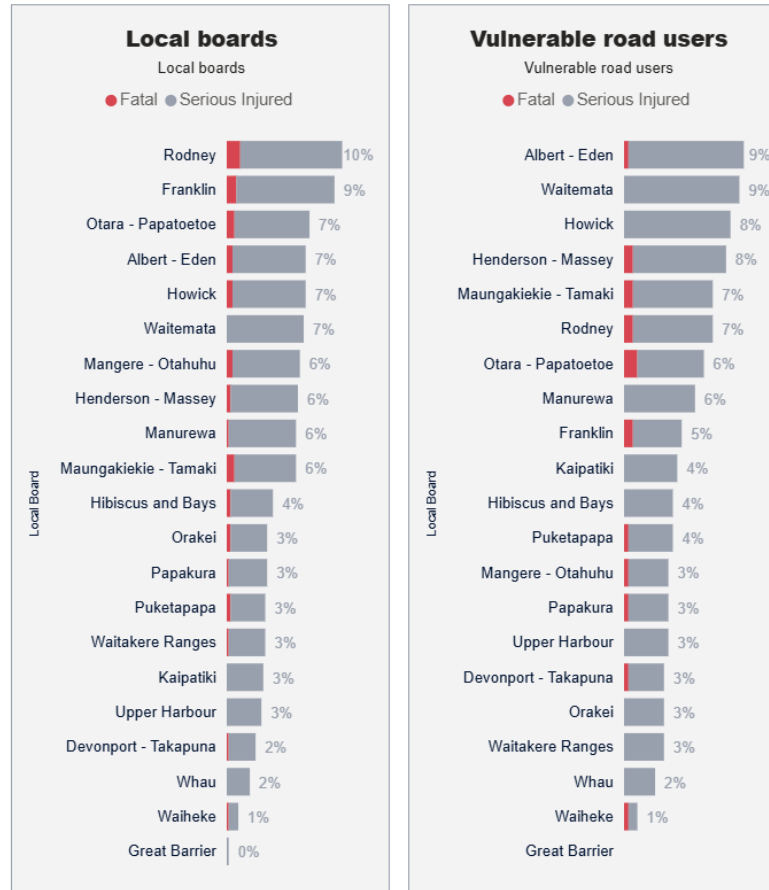
Injury data has been sourced from the Waka Kotahi NZTA Crash Analysis System (CAS) into the Auckland Transport Safety Intelligence Tool database

* Alcohol above the limit DSI includes all road users killed or seriously injured where drivers have been proven to be above the alcohol limit.
 * Deaths and serious injuries numbers for the last 12 months are still provisional and will likely increase as more information is added into the CAS system.

Deaths and serious injuries (DSI) reporting

Local Board Injuries Ranking

Death and serious injuries from Crash Analysis System (CAS) calendar years 2021 – 2026 (provisional data)



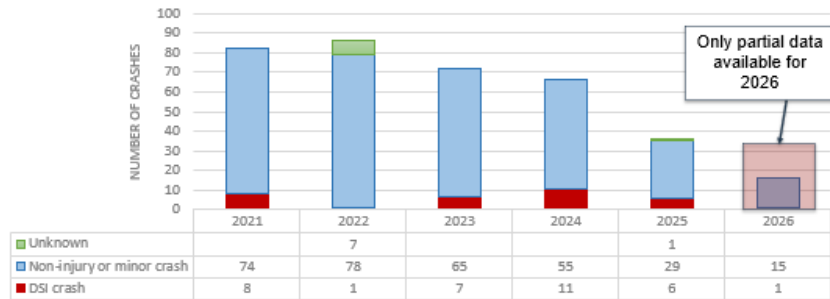
Temporary Traffic Management Events

Temporary Traffic Management (TTM) Crashes

Auckland Temporary Traffic Management Crashes (2021 – April 2026)

- A total of 342 crashes were recorded at TTM sites between 2021 and 2025, with a further 16 crashes reported to date in 2026. The 2026 figures are preliminary, as there is a reporting lag in the CAS system before crashes are fully recorded.
- The number of crashes reported at TTM sites has shown a decline between 2021 and 2025.
- The decline may be attributed to reduced levels of incident reporting rather than an actual drop in crash occurrences.
- In 2025, 32 crashes were reported, representing just over 10% of the five-year total and a 45% decrease compared to 2024, which saw 66 reported crashes.
- The highest annual total was in 2020, with 82 recorded crashes.

All Crashes at temporary traffic management sites (2020 - 2026)



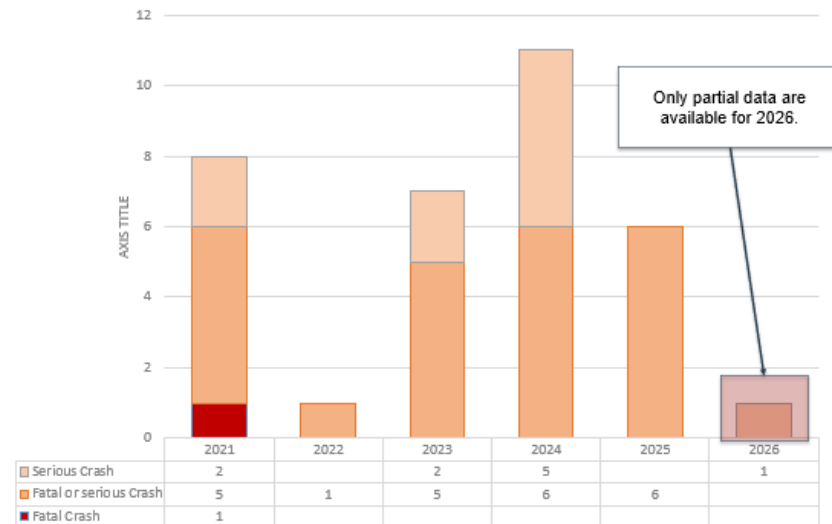
*The crash data combines two key sources:

- NZTA Crash Analysis System (CAS) data
- Crashes reported by TTM teams to Auckland Transport

Both datasets are known to have underreporting issues when used independently. By joining these two sources, we can reduce gaps and improve the completeness of crash records. The integration provides a more accurate representation of crash incidents across the network. Steps have been taken to identify and remove potential duplicates during the merging process.

- While the overall number of reported crashes at TTM sites has been declining, this trend does not apply to high-severity crashes.
- In 2024, TTM sites recorded the highest number of deaths and serious injuries (DSI), with 11 incidents.
- By contrast, 2022 had the lowest number of TTM-related DSI incidents.
- High-severity crashes are generally less prone to underreporting compared to minor crashes, making the data more reliable.
- However, the year-to-year variation in DSI figures remains high, likely due to the statistically small sample size.

Death and serious crashes at temporary traffic management sites (2021 - 2026)



Railway incidents reporting

Railway incidents

May 2025 – April 2026 Incidents

Performance is mixed compared to the preceding 12 months

- Recorded trespassing incidents have increased by approximately 35%;
- However, recorded trespassing incidents associated with Potential Self-Harm (PSH) have declined by almost 50%;
- Recorded Barrier arm collisions have decreased 33%;
- Near misses are down 25%; and
- SPAD A incidents* have increased by 50% (increasing from 6 to 9).

Key Rail Safety Overall

Overall rail safety performance is stable; however, interface and behavioural risks remain the main contributors to serious harm

- There is a clear shift from reactive incident response toward more proactive risk management, particularly at the road–rail interface (including level crossings and overbridges).
- Despite this progress, significant risks remain. Interface risks, public behaviour around the rail corridor, and the safety impacts of increasing service frequency continue to present key challenges.
- While fatalities are infrequent, no fatality is acceptable. Ongoing trespass incidents, near misses, and barrier-arm collisions indicate that material risk remains and requires sustained focus.

Pedestrians remain the key user group at risk:

- Pedestrians remain the highest-risk user group, accounting for the majority of near misses and fatalities.
- Risk drivers are well understood and are being addressed through targeted, data-led interface interventions.
- With CRL increasing network intensity, sustained focus is required to prevent escalation in incident frequency.

Railway incident Mitigation

To mitigate future trespass risks, the following initiatives are being developed:

- AI enabled Closed Circuit Camera's (CCTV) has been installed at Newmarket and Middlemore Stations, both high risk locations, with a trial planned for Henderson Station.
- Installation of tunnel intruder alarms across CRL tunnels and the wider rail network
- Development of a comprehensive rail network trespass mitigation plans
- Ongoing hotspot analysis supported by regular reporting.

To reduce level crossing risks, the following initiatives are being in progress:

- Risk assessments have been completed for each level crossing, with a programme of pre-CRL improvements currently underway. Safe System audits are planned for high-impact level crossings located near adjacent junctions. These aim to better understand short-stacking risks and barrier arm collision rates.
- Engagement with NZ Police on monitoring of frequent trouble spots, and education engagement with Truck and Bus operators and heavy commercial vehicle operators.
- 35 risk-based interventions have been developed. These will be implemented based on prioritisation and funding availability.
- Planned to discuss interventions through joint AT and Kiwi Rail Monthly meetings.

To Mitigate the future risk of both suicide and other self-harm events:

- A multi-agency Suicide Prevention working group—chaired by Auckland One Rail (AOR)—convenes regularly to review and strengthen mitigation strategies. Participating partners include Auckland Transport (AT), AOR, Te Whatu Ora, Transdev, Greater Wellington, KiwiRail (KR), and NZ Transport Agency Waka Kotahi (NZTA).
- Building on the success of Middlemore Station, a case study is being used to inform future interventions and best practices.

To mitigate the safety risks at rail overedges, a safety improvement programme has been implemented

- Safety improvements are complete, underway, or in development at 6 of the 10 highest-incident overbridge sites.
- Those locations are all on the busier, and more operationally constrained South-City rail line meaning that we're improving safety, customer outcomes, and network resilience.

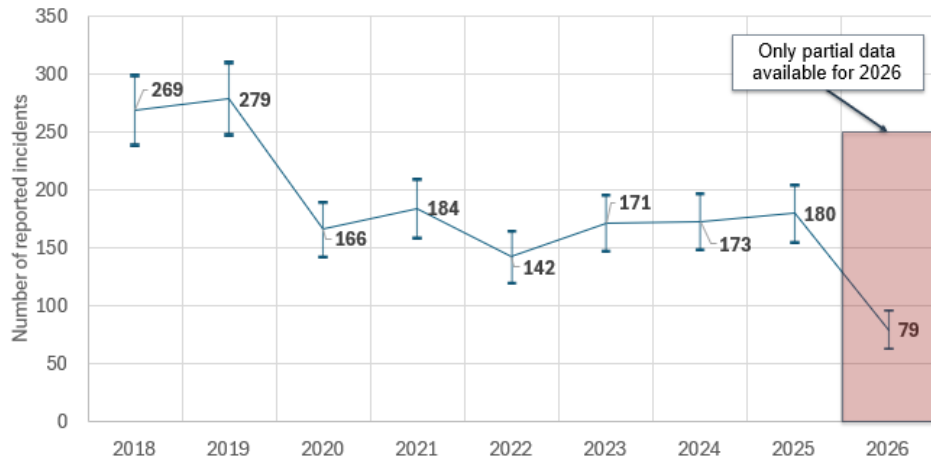
*A SPAD A incident (Signal Passed At Danger Category A) is where a train, without authorisation, passes a signal that is displaying a red signal.



Railway incidents reporting

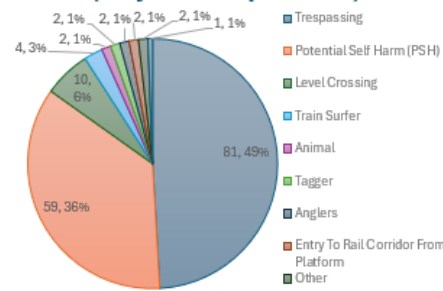
Railway Trespass and Barrier Arm Collision Incidents

Railway Trespass Incidents (2018-2026) as at 6/5/2026

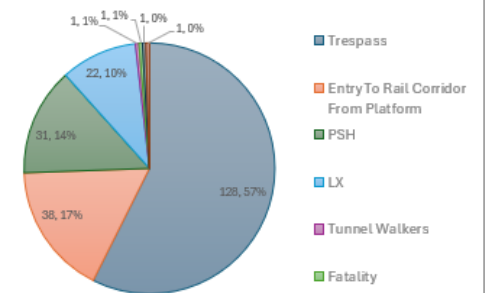


*The confidence intervals assume that the data follows a Poisson distribution. They do not account for any underreporting in the data.

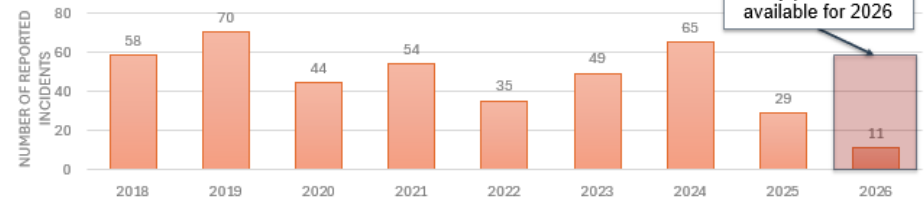
Railway Trespass Incidents (May 2024 - April 2025)



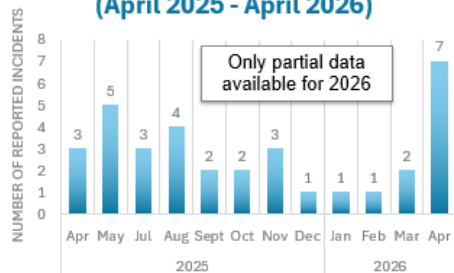
Railway Trespass Incidents (May 2025 - April 2026)



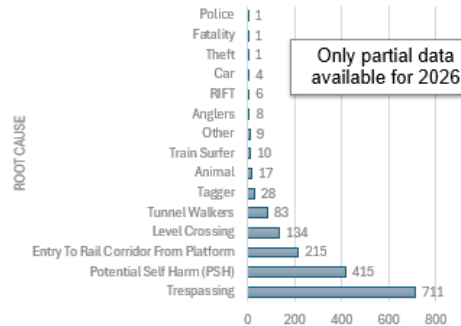
Annual Reported Railway Potential Self-Harm Incidents (2018-2026)



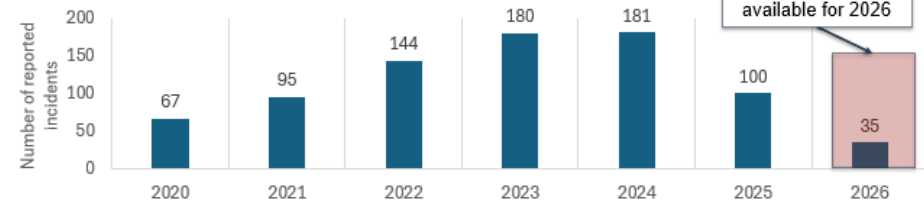
Monthly Reported Railway Potential Self-Harm Incidents (April 2025 - April 2026)



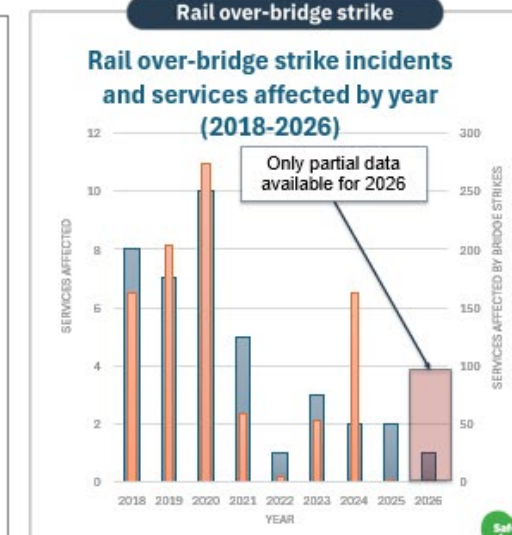
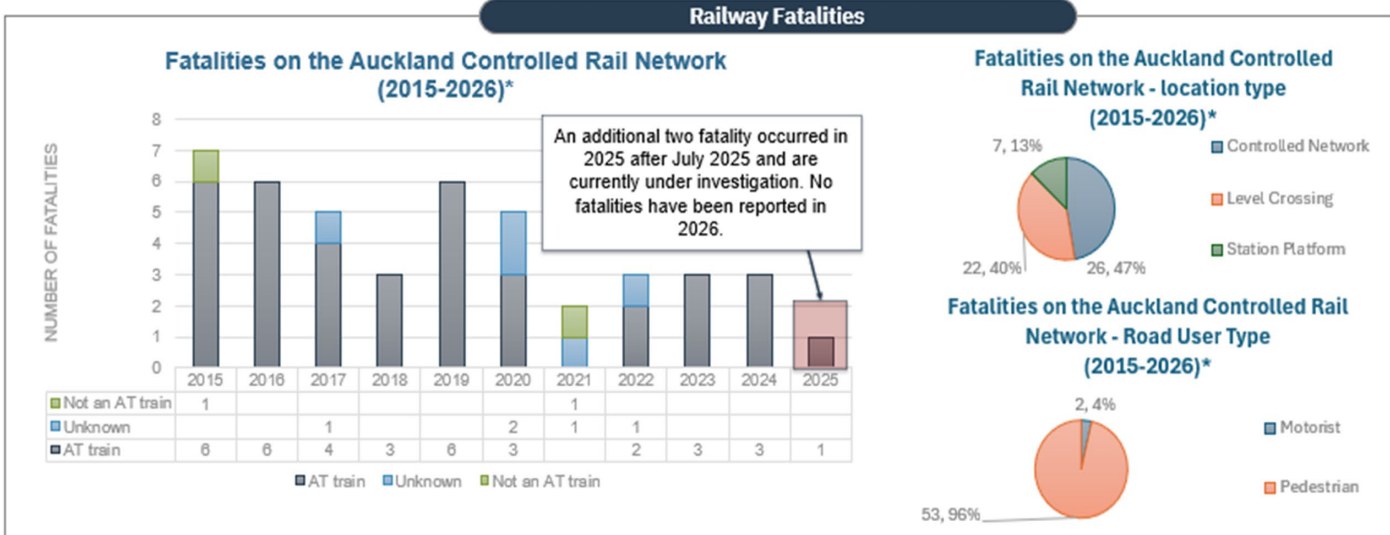
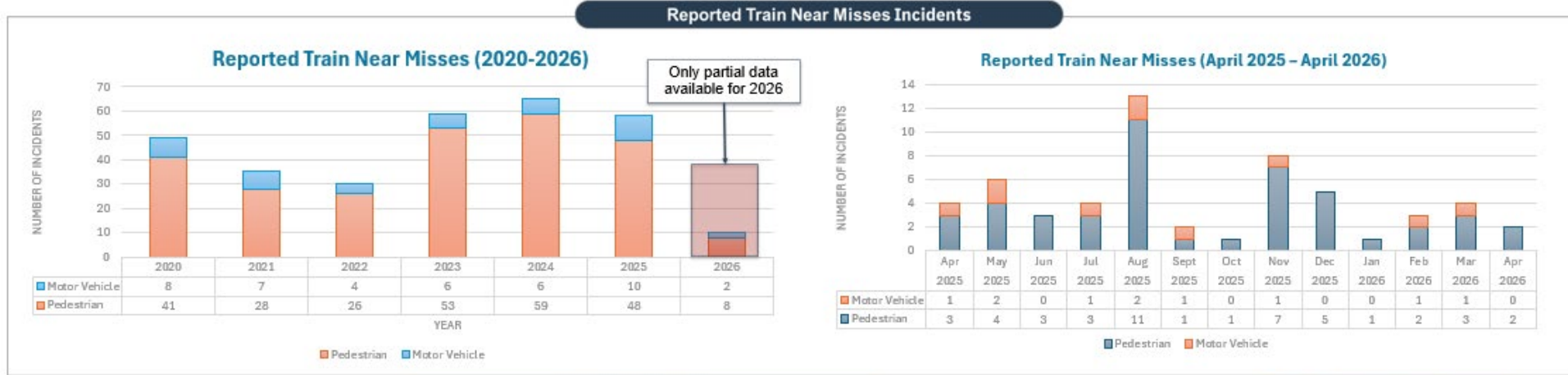
Railway Trespass Incidents (2018-2026)



Barrier arm collisions



Railway incidents reporting



*These graphs exclude incidents at the Glenbrook Vintage Railway

**A SPAD A incident (Signal Passed At Danger Category A) is where a train passes a signal that is displaying a red signal without authorisation.

Railway incidents reporting

SPAD A Incidents

Trend up to 2024

A SPAD A incident (Signal Passed At Danger Category A) is where a train, without authorisation, passes a signal that is displaying a red signal. SPAD A incidents have seen a significant increase in recent years, rising from a low of 3 incidents in 2020 to 10 in the last calendar year. The growth in SPADs in the last year is linked to KiwiRail operated freight services and work trains. There has been a downward trend on Metro passenger service SPAD A incidents.

Trend Observed:

- Incidents have increased from 2021 (2) to 2025 (10), primarily due to an increase in freight train and work train (related to infrastructure upgrade works) incidents.
- Data from the first three months of 2026 suggests that, if current trends continue, the total number of cases for 2026 is likely to be similar to 2025.
- Weather hasn't been a contributory factor, with most incidents occurring on cloudy or dry days.
- Metro passenger services operate the European Train Control System (ETCS) that provides protection against SPAD A incidents. KiwiRail freight and inter-regional passenger services do not operate ETCS but are being equipped targeted for August 2026.

Reported SPAD A incidents

SPAD A Incidents (2020-2026)



SPAD A incident Mitigation

Implications:

- Potential Contributing Factors: Higher service frequency, network complexity, and human factors (fatigue, distraction) may be influencing this increase.
- Performance Indicator: SPAD A is a key safety metric; this trend could impact regulatory compliance and public confidence.

Current mitigations

- AT's electric train fleet is equipped ETCS (European Train Control System), which helps to minimise the effect of SPADs by continuously monitoring each train's location and speed, automatically intervening if a train passes a signal at red.
- Our operator continues to update their SPAD mitigation and driver competency plans.
- Auckland Transport have developed robust thematic analysis on common infrastructure and causal factors to support industry SPAD mitigation plans.

Future Mitigations

To mitigate future SPAD A risks, the following initiatives are being developed:

- Due to the increase, KiwiRail have been mandated by the Rail Safety regulator to complete the installation of ETCS on their Auckland locomotive fleet by August 2026. This would, therefore, mitigate the effect of a SPAD on a Kiwi Rail operated service.



Bus Safety

Auckland Bus Related Deaths and Serious Injuries

Bus related crashes (2021-2025) as at 6/4/2026

Public Transport Safety

- Globally, public transport is recognised as one of the safest modes of travel.
- Auckland's crash data supports this view: bus drivers and passengers account for less than 1% of all Death and Serious Injury (DSI) cases, highlighting the strong safety record for those on board.
- Bus travel remains one of the safest modes of transport in Auckland.

Contribution of Bus-Related Crashes

- While buses themselves are safe for occupants, other road users are also affected.
- These incidents represent around 3% of Auckland's total DSIs.

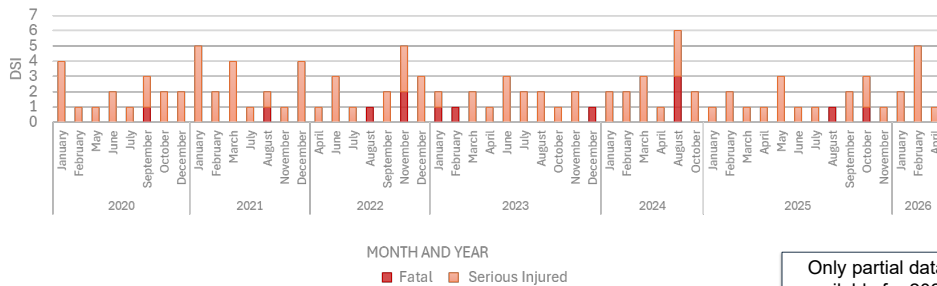
Trends Over Time (2020-2026)

- Bus-related DSIs have remained relatively stable, fluctuating between:
 - Maximum: 19 cases in 2021
 - Minimum: 16 cases occurred each year in 2020, 2022 and 2024
- This stability has occurred despite both an increase in public services and Auckland's population growth, meaning the rate of bus-related DSIs per capita has actually declined, reinforcing the overall safety of bus travel.

Recent bus related crashes (2025- March 2026) as at 6/4/2026

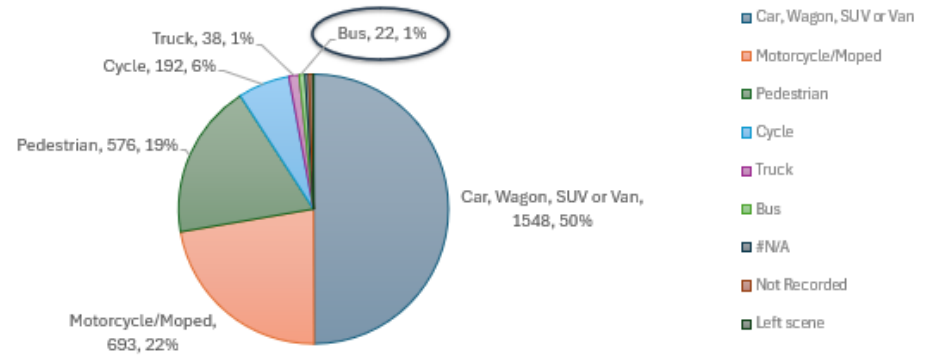
- While sample sizes are small, there has been a spike in deaths and serious injuries involving buses in February 2026. Given the low numbers involved, this increase is more likely due to random variation than an underlying increase in risk. All events involving AT contracted buses are investigated, determining root cause analysis.

Auckland Bus related DSI (2020-2026)

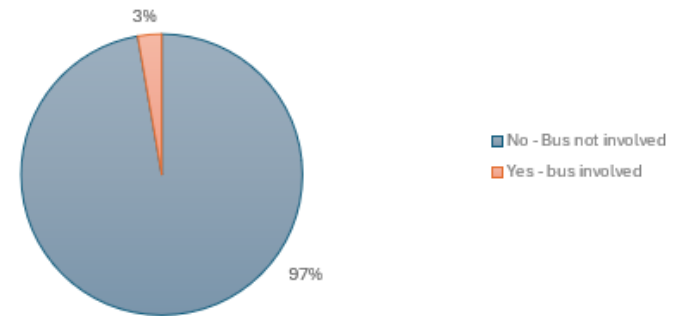


Only partial data available for 2026 months

Auckland reported Deaths and Serious injuries by travel mode (2021-2025)



Auckland reported Deaths and Serious injuries by bus involved (2021-2025)



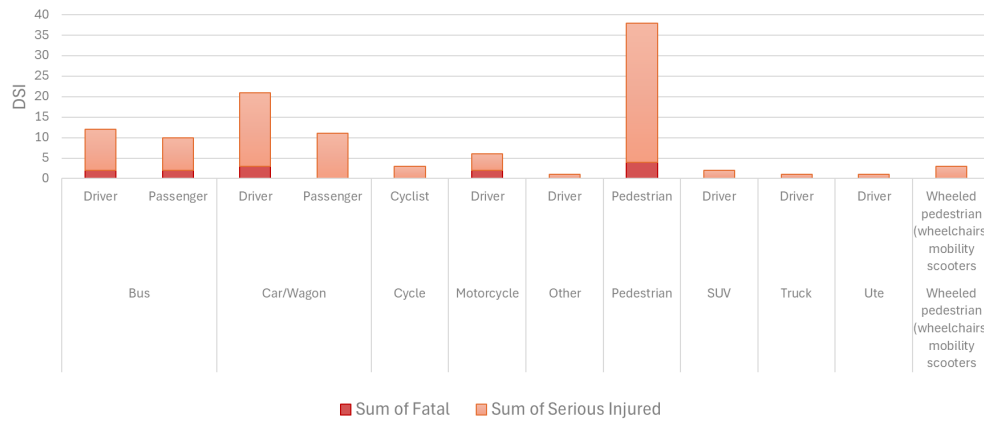
*The CAS data extraction was completed on 6 May 2026. 2026 data is excluded because the year is still in progress and there is a reporting lag between when a crash occurs and when it is entered into the CAS system. Additionally, this dataset reflects only recorded crashes, and serious injury crashes are known to be underreported in CAS. All graphs also include crash data for all bus services, covering public transport, commercial operators, and private operators.



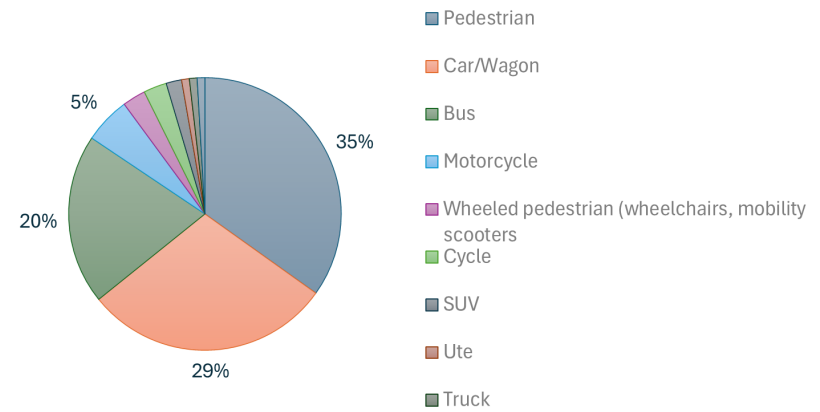
Bus Safety

Auckland bus related deaths and serious injuries (2020-2026)

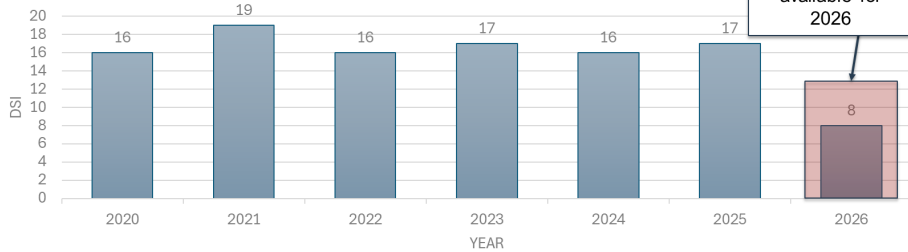
Recorded Auckland deaths and serious injuries by affected road user (2021-2026)



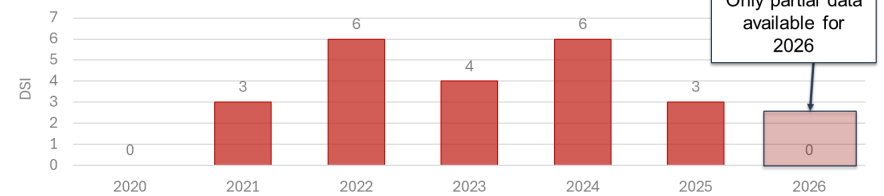
Recorded Auckland deaths and serious injuries by affected road user (2021-2026)



Auckland Bus related DSI (2020-2026)



Recorded Auckland Bus Driver and Passenger Deaths and Serious Injuries (2020-2026)



*The CAS data extraction was completed on 6 May 2026. This dataset reflects only recorded crashes, and serious injury crashes are known to be underreported in CAS. All graphs also include crash data for all bus services, covering public transport, commercial operators, and private operators.



Public self-reported events

Bus Traffic signal non-compliance events

Bus Traffic signal non-compliance events (March 2025 – March 2026)

The AI-enabled CRM (Customer Response Management) system has flagged a number of red-light running allegations involving an AT bus, based on submissions from the public. These reports span from March 2025 to March 2026, with red-light running allegations averaging approximately 32 incidents per month.

It is important to emphasise that these reports have not been independently verified. They reflect public concern rather than confirmed safety breaches.

Each report is provided to the bus operator to investigate and apply appropriate corrective actions. Further analysis is being undertaken to classify these reports by operator and route.

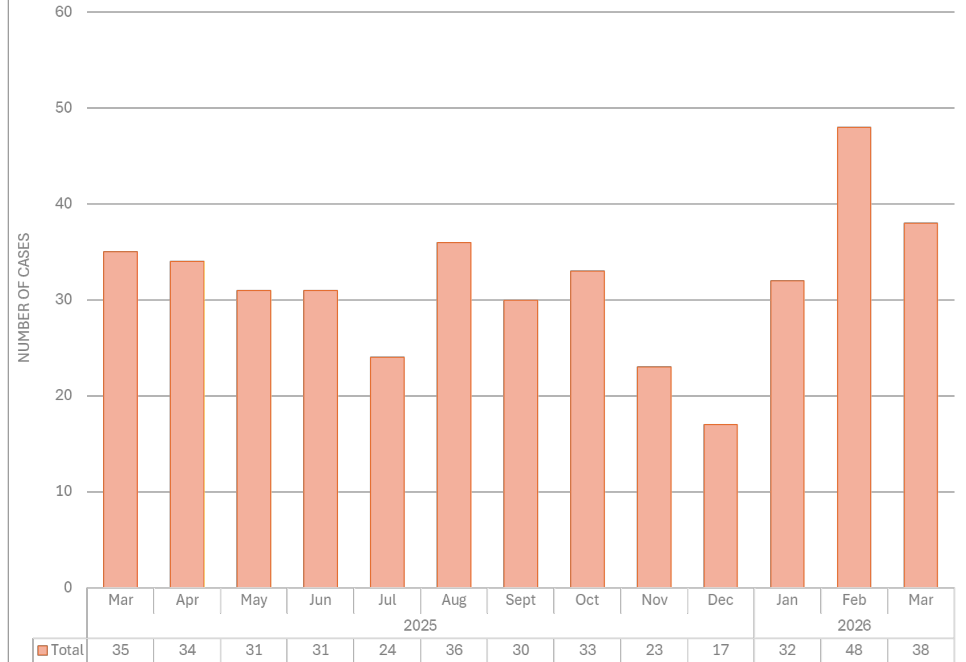
Consideration(s):

- Some cases may involve crash-related events, while others may reflect perceptions of unsafe driving without physical incidents.

Bus Traffic signal non-compliance events trends and observations :

- The number of reported red-light running cases over the last 12 months fluctuated between 17 and 48 cases per month.
- The highest number of reports occurred in February 2026 (48 cases), correlating with peak utilisation of the transport network.
- A noticeable dip was observed in December 2025 (17 cases), which can be attributed to seasonal reporting patterns due to fewer bus services operated over public holidays and less congestion on the roads.
- The number of AI-identified incidents in March 2025 (35) is broadly consistent with March 2026 (38).

CRM cases related to bus driver red light running*
(March 2025 - March 2026)



*These figures reflect only the cases detected and recorded by the AI system. While the system provides valuable insights, it is not perfectly accurate. It can flag cases that should not have been identified and, conversely, fail to detect cases that should have been. The actual extent of underreporting remains unknown.

These numbers are expected to evolve as we continue with data quality assurance and refine the AI model to more effectively assess CRM cases.

Additionally, the data is based solely on public submissions and may include subjective or anecdotal accounts. As such, they represent perceived incidents rather than confirmed legal breaches or verified violations of operational policy.



Public self-reported events

Customer and public safety events

Harmful interactions (March 2025 – March 2026)

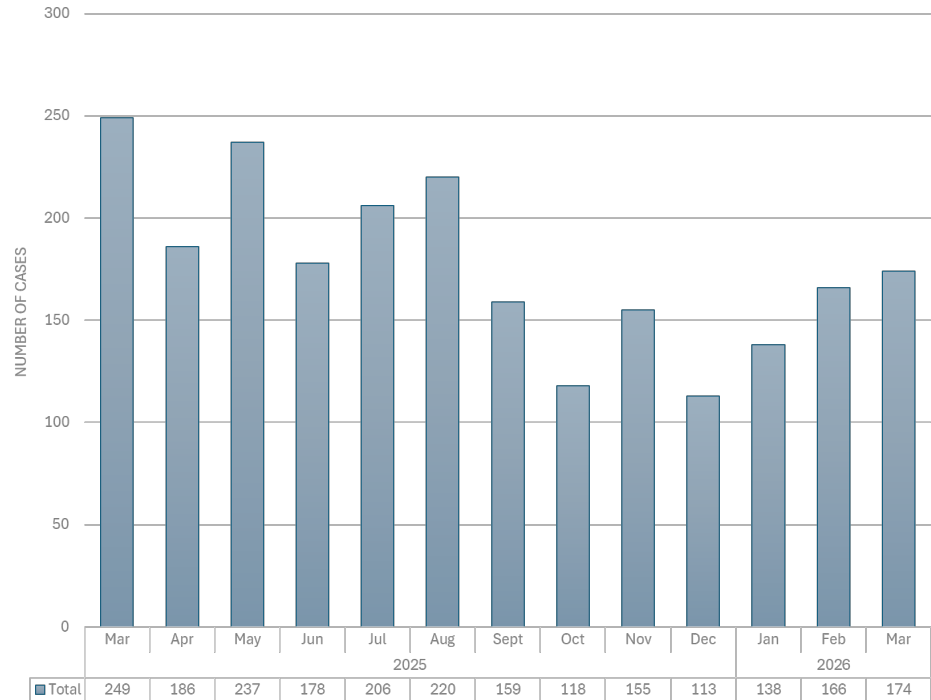
The graph displays the monthly count of customer-reported incidents—identified through CRM AI analysis—where a member of the public has reported an incident involving:

- Aggression
- Violence
- Racism
- Discrimination
- Inappropriate behavior

Observations:

- 2,050 incidents were recorded in the 12-month period from March 2025 to March 2026.
- The number of reported cases fluctuates across the months, ranging from a low of 113 cases in December 2025 to a peak of 249 cases in March 2025, generally correlating with utilisation of the transport network.
- There has been a 30% decrease in reported incidents, dropping from 249 in March 2025 to 174 in March 2026.
- A focus continues on improving safety of the public transport network through delivery of initiatives included in the Public Transport Safety Action Plan. These include: installation of bus driver safety protection screens, trial of real time CCTV onboard buses, ease of reporting events through crime stoppers and introduction of a bus safety ambassador trial.

Member of public reported harmful interactions*
(March 2025 - March 2026)



*These figures reflect only the cases detected and recorded by the AI system. While the system provides valuable insights, it is not perfectly accurate. It can flag cases that should not have been identified and, conversely, fail to detect cases that should have been. The actual extent of underreporting remains unknown.

These numbers are expected to evolve as we continue with data quality assurance and refine the AI model to more effectively assess CRM cases.

Additionally, the data is based solely on public submissions and may include subjective or anecdotal accounts. As such, they represent perceived incidents rather than confirmed legal breaches or verified violations of operational policy.





Network Performance Report

28 May 2026



Executive Summary

Key network updates

- **Network performance in April on target**, with average travel times remaining below SOI targets, supported by higher speeds due to reduced congestion. Noting that traffic volumes are lower due to fuel prices and school holidays.
- **Delivery of optimisation initiatives remains strong**, with smart technology, signal optimisation, freight performance and special vehicle lanes all tracking on or ahead of target.

Top trends and changes

- **Improved traffic conditions** were driven by steadier holiday demand, seasonal effects, and reduced travel volumes, contributing to year-on-year productivity gains.
- **Technology-led and data-driven interventions** are increasingly shaping network outcomes, while TTM reform has moved into active delivery with early benefits evident.

What's coming up

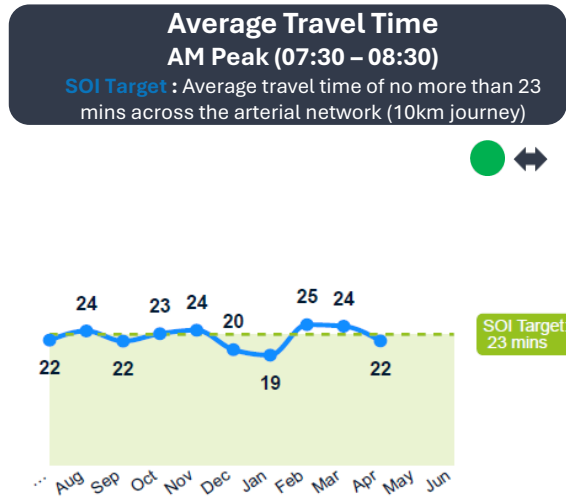
- **Completion of key FY25/26 delivery programmes**, including city-centre signal optimisation, dynamic lanes, additional special vehicle lane upgrades, and advancement of the freight pre-emption pilot.
- **Final transition to NZGTTM ahead of 1 July 2026**, alongside continued focus on incident response, network resilience, and customer experience.



Data up to: 11.05.2026

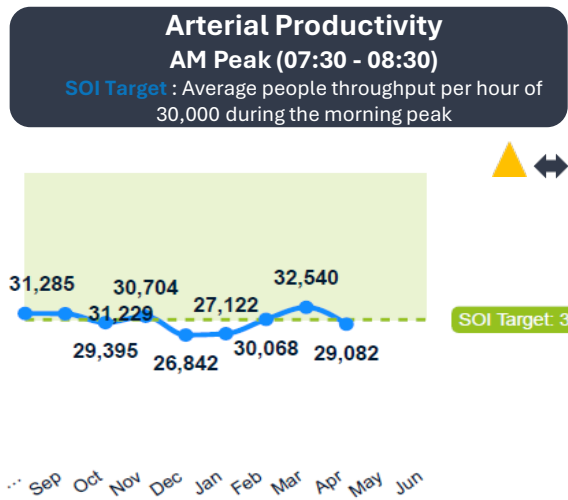
Understanding the Network

Network performance in April was better than expected, with higher speeds and less congestion. April 2026 included a three week period that included holidays (School, Easter and Anzac long weekends) but as these were more evenly spread led to steadier demand and improved traffic flow. Additionally, rising fuel prices slightly reduced travel demand, further easing congestion and enhancing performance.



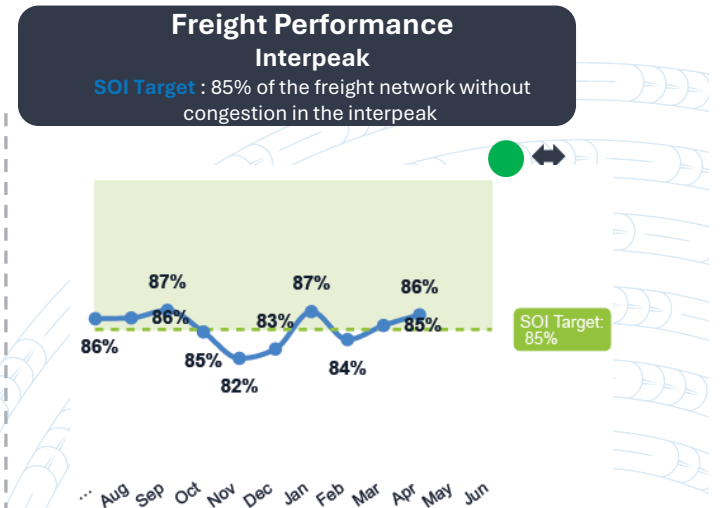
The rolling 12-month average people travel time was 22.7 minutes in April, remaining below the SOI target of 23 minutes; in April 2026, the average was 21.9 minutes for a 10 km trip, which is lower than both March and April 2025.

This decrease is mainly due to higher average people speeds, which were about 4% higher than in April 2025.



The 12-month rolling average arterial road productivity as of April 2026 was 29,740, less than 1% below the SOI target with productivity impacted by seasonal holidays and reduced travel demand in April.

Arterial productivity in April 2026 increased by 9% compared to April 2025, mainly due to lower congestion and higher travel speeds.



The rolling 12-month average to April continues to meet SOI target.

In April 2026, 86% of the Freight Network operated during the interpeak period to similar to the numbers recorded in April 2025.

Status to target: ● On track ▲ Mitigate (variations) ■ Escalate (major risk) ↑ Improved ↔ Unchanged ↓ Declining



Improving the Network

Corridors/Intersections Optimisation

Intersection and Corridor Optimisation: Data-driven physical infrastructure improvements to intersections and road corridors through traffic lane and intersection reconfiguration/reallocation, line marking changes, signage and signal optimisation to improve traffic flow, safety, and travel reliability across the network.


Intersection and Corridor Efficiency Improvements: (Delivery on track to Exceed SOI Target)

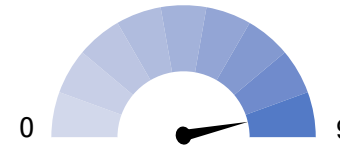
- 8 infrastructure delivery projects completed including Onewa Road Corridor Improvement, Fred Taylor Drive/Tawhia Drive Intersection Improvement, Broken yellow lines on Manuroa Road, Great South Road, Redoubt road, Glenfield Road and Great South Road/Walters Roundabout Line Markings.
- 2 further projects in progress, expecting to exceed target by completing 10 projects.

Signalised Intersection Optimisation Delivery: (Delivery on track to Achieve SOI Target)

- ATOC successfully completed 174 sites, with 76 sites in progress. The team is on track and confident in achieving delivery target of 250 by end of the financial year. The city centre is the focus of delivery for the remaining quarter.

Efficiency Improvements

 **SOI Target** : 9 projects FY25/26



8 complete
2 in progress
*on track to exceed target of 9

ATOC Signal Optimisation

Internal Target : 250



174 delivered
76 in progress

Smart Technology

Smart Technology: Deployment of intelligent transport systems, real-time management tools, and targeted trials to optimise network operations and influence travel behaviour including advanced detection (vehicle/bus/pedestrians), bus priority enhancements, expanded CCTV coverage, emergency and freight prioritisation technology, and real-time network performance management system in partnership with NZTA.



Freight industry partnership: (SOI Target Met)



- First stage of the pilot completed, working with the freight industry to agree on two corridors and four intersections for testing. The project now moves into the next phase of site design and technology development with the freight industry including GPS data sharing to enable implementation in FY26/27.



Advanced Detection and Bus Booster: (Delivery on track to Achieve SOI Target)

- Total 64 sites successfully completed (40 Advanced Detection and 24 Bus Boosters), with a further 36 sites in progress, on track to complete 100 sites in FY25/26.
- 5 sites for advanced detection are improvements to support CRL day one operation for pedestrian crossings to detect and respond to large numbers of pedestrians leaving stations at Waitemata, Te Waihorotiu and Karanga-a-Hape.

Smart Technology Delivery

 **SOI Target** : Smart Technology at 5 Event Locations FY25/26
 7 locations in progress (95% complete)

 **SOI Target** : Work with freight industry to pilot freight pre-emption at key intersections FY25/26
 First stage work completed with freight industry

 **SOI Target** : 100 Smart Detection at Intersections FY25/26
 64 completed
36 in progress

Improving the Network

Special Vehicle Lanes

Special Vehicle Lanes (SVLs): SVLs are dedicated road lanes reserved for specific vehicles such as buses, high-occupancy vehicles (T2/T3), and freight priority to improve travel time reliability, efficiency, and support mode shift.

New SVL Construction Progress: (Delivery on track to Exceed SOI Target)

- Completion of Wellesley Street Bus Interchange (Stage 1) project adding 0.1km of new SVL to Auckland's bus priority network.
- 7.3km of new SVL has been completed and a further 4.01km are in progress.
- On track to complete a total of 11.3km of new SVL against the delivery target of 10km in FY25/26.

Review of existing SVL Operating Hours: (SOI Delivery Target Achieved and Exceeded)

- A total of 16.4km of review of SVL operating hours has been completed and exceeded target of 10km in FY25/26.
- The Redoubt Road Dynamic Lane Timing Change project has been implemented, increasing 0.49km of SVL operating hours capacity to the Auckland bus priority network. The change delivers network productivity benefits including improved utilisation of the existing road space to align with peak traffic directional demand, reduced congestion and queuing, and improved travel time during the afternoon peak period.
- In Q4, a further 3 projects to extend SVL Operating Hours is planned for implementation. These projects include Dominion Road southbound bus lane, Great South Road southbound bus lane (+ short section of northbound) and Manukau / Pah Road T3 lane.

Delivery of SVLs

SOI Target : 10km FY25/26

7.3 km completed

4 km in progress

Review Operating Hours

SOI Target : 10km FY25/26

16.4 km Reviewed

Exceeded Target of 10km

Dynamic Streets and Solutions

Delivery of Dynamic Lanes and Dynamic Solutions:

Dynamic Lane: A dynamic lane is a road lane that can be reallocated in real time or by time of day to match mode demand (bus, high occupancy vehicles or general vehicle), using lane control technology to optimise capacity, safety, and network efficiency.

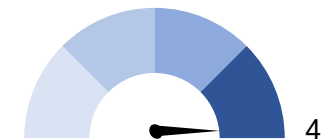
Dynamic Solution: A dynamic solution is an integrated, technology-enabled approach that actively manages the transport network in real time—adjusting lanes, signal timings, and priorities to improve traffic flow, reliability, and safety outcomes.

Dynamic Streets and Solutions Delivery: (SOI Delivery Target Achieved and Exceeded)

- 6 dynamic streets and solution projects have been completed, exceeding delivery target of 4 in FY25/26. Completed projects include Maioro Street Dynamic Lane, Redoubt Road Dynamic Solution, SH16 Variable Time Bus Shoulder Dynamic Solution (joint AT/NZTA project, NZTA led), Rosamund Avenue Dynamic Right-Turn, Roseville Street Dynamic Right-Turn, and Cordelia Place Dynamic Right-Turn.

Delivery of Dynamic Solutions

SOI Target : 4 projects FY25/26



6 complete

Exceeded Target of 4 projects

Improving the Network

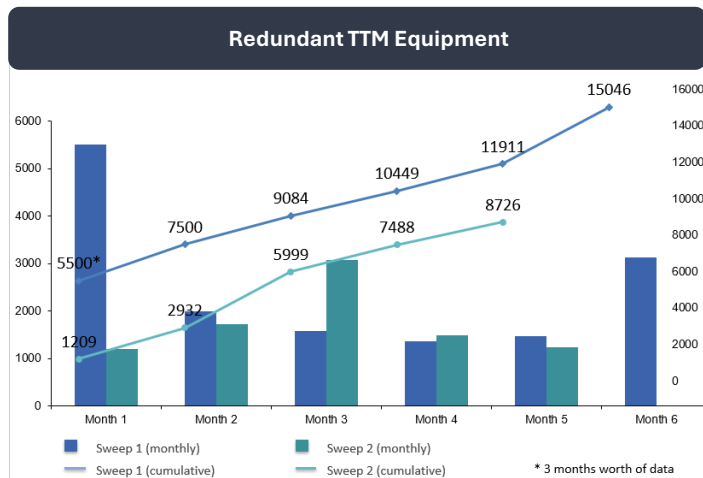
Temporary Traffic Management (TTM)

Over the past quarter, the TTM Transformation programme has progressed from the planning stage into active delivery.

Key activities included engaging and communicating with the industry, preparing teams for the transition to New Zealand Guide to Temporary Traffic Management (NZGTTM), and beginning to roll out new ways of working. As the programme enters its final phases ahead of the official transition date on 1 July 2026, the focus has shifted from laying the groundwork to embedding these new practices and enhancing the applicant and customer experience with AT.

'Soft launch' of NZGTTM

Beginning on 4 May 2026 only applications accompanied by an NZGTTM-compliant risk management plan—demonstrating how site setup mitigates network and safety risks are being accepted. Applications lacking a risk management plan or submitted under the Code of Practice for Temporary Traffic Management (CoPTTM) framework are now declined and returned with a request to resubmit using the correct NZGTTM requirements. Support and education are provided to applicants unfamiliar with these new standards to facilitate a smooth transition.



The second sweep of redundant TTM collection is ongoing. April results show a clear reduction in redundant TTM compared to sweep 1. Several wards have now completed both Sweep 1 and Sweep 2, providing an early comparison point. Maungakiekie, Howick, Ōrākei, Franklin, Manurewa/Papakura, Manukau and North Shore collected 9,791 items in Sweep 1 and 5,464 items in Sweep 2. This demonstrates that targeted collections and supporting industry messaging are effectively reducing repeat redundant TTM across the network.

Note: The first month of sweep 1 includes approximately three months' worth of data.



Data up to: 11 May

Responding to the Network

We're focused on minimising the impact of planned and unplanned disruptions and improving journey reliability for road users.

Planned Events

Planned Events – In review						
Date	Event	Venue	Pax	IT	BoL	Network Impact
Sat 11 th Apr	Auckland FC vs Melbourne Victory	Go Media Stadium	20,000	N/A	Bol Partial	MEDIUM
Sun 19 th April	Auckland Waterfront Half Marathon RAIN DATE	Tamaki Drive	5,000	N/A	BolPartial	MEDIUM
Fri 17 th Apr	Blues Vs Highlanders	Eden Park	15,000	N/A	N/A	MEDIUM
Sat 18 th Apr	Warriors vs Titans	Go Media Stadium	25,000	N/A	N/A	MEDIUM
Sun 19 th Apr	Auckland FC vs Central Coast Mariners	Go Media Stadium	18,000	N/A	N/A	MEDIUM
Sat 2 nd May	Moana Pasifika vs Blues	North Harbour Stadium	5,000	N/A	N/A	LOW
Sat 2 nd May	Auckland FC Vs Melbourne City	Go Media Stadium	8,000	Y	N/A	MEDIUM
Wed 6 th May	OFC Pro League	Go Media Stadium	2,500	N/A	N/A	MEDIUM
Thu 7 th May	OFC Pro League	Eden Park	15,000	TBC	N/A	LOW
Sat 9 th May	Semi Final Auckland FC Vs Adelaide	Go Media Stadium	15,000	Y	N/A	MEDIUM

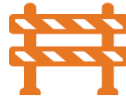
Upcoming Events

Upcoming Events – Month Ahead						
Date	Event	Venue	Pax	IT	BoL	Network Impact
Sat 23 rd May	Moana Pasifika v Reds	North Harbour Stadium	5000	N/A	Bol Partial	LOW
Sun 24 th May	OFC Pro League	Eden Park	15,000	N/A	BolPartial	MEDIUM
Sun 24 th May	Potential A League Final	Go Media Stadium	25,000	TBC	BolPartial	MEDIUM
5 th /6 th 12 th /13 th May	Potential Super Rugby Finals	Eden Park	25,000	TBC	N/A	MEDIUM
Sat 13 th June	Warriors vs Sharks	Go Media Stadium	25,000	N/A	BolPartial	MEDIUM
Sat 18 th July	All Blacks vs Ireland	Eden Park	50,000	Y	ERD	HIGH
Sat 18 th July	Warriors vs Dragons	Go Media Stadium	25,000	N/A	ERD	MEDIUM
Sunday 26 th July	Tottenham Hotspur	Go Media Stadium	45,000	TBC	N/A	HIGH

Management of Network Incidents

ATOC continues to monitor network incidents and customer-reported disruptions, and coordinates response action plans with partners and stakeholders.

Monthly Unplanned Incidents
"How many, how serious?"



Reporting unavailable – Section data unavailable due to persistent challenge with Dubai based data centre.





Entered by Board Secretary

Board Meeting| 28 May 2026
Agenda item no. 14
Open Session

AGENDA ITEM 14 BOARD NOTING PAPER	
To:	The Board
From:	Sean Cavanagh, Corporate Planning and Performance Lead
Reviewed:	Andrew Downie, Acting Director Strategy and Governance Stacey van der Putten, Interim Chief Executive
Date:	21 May 2026
Title:	Statement of Intent 2026 – initial feedback

Aronga / Purpose

1. To provide a summary of Auckland Council’s staff feedback on the draft Statement of Intent 2026 – 2029.

Te whakarāpopototanga matua / Executive summary

2. The Transport and Infrastructure Delivery Committee (the committee) received a report recommending feedback on our draft Statement of Intent (SOI). At the time of writing this report we are awaiting the formal feedback which will be sent by the Mayor.
3. We have begun updating the SOI, and will provide the Board with progress at the June 2026 meeting, before seeking approval of the final SOI at the July 2026 meeting.
4. The report notes that the SOI generally complies with the direction set out in the letter of expectation and that overall, Auckland Transport (AT) has responded well to the common expectations, with strong alignment across most areas. There is positive support for items including the five focus areas, and the description of the three-horizon approach.
5. A summary of the themes included in the report is:

- a. Provide additional details and milestones on deliverables.
 - b. Agree measures and targets with Auckland Council (council), replacing TBCs with final target values.
 - c. Reflect the latest information from the confirmed Local Government (Auckland Council) (Transport Governance) Act and Transport Transition Programme.
 - d. Complete all required sections for the final SOI, including financial tables.
 - e. Strengthen commitments to Māori outcomes.
 - f. Reflect the final Annual Plan for 2026/27.
 - g. Make minor adjustments and provide clarifications as requested.
6. The final SOI must be provided to council by 31 July 2026.
 7. Local Government (Auckland Council) Act 2009 (LG(AC)A) s96 requires the board to hold a meeting in public each year to consider the comments from shareholders on the draft SOI. Management anticipates the formal feedback to be received before the board meeting.

Te horopaki / Background

8. The SOI is the document which council uses to hold AT accountable to its performance expectations. The relevant legislation is the Local Government Act 2002 (LGA) and LG(AC)A.
9. In March 2026, AT submitted a draft SOI to council covering the activities during the transition period and for the new council-controlled organisation (CCO). This was received at the 28 April 2026 Transport and Infrastructure Delivery Committee (the committee) meeting.
10. The committee received a report recommending approval of the content of feedback on 19 May 2026. This paper reflects the report to the committee, as we have not yet received final feedback. Formal feedback is anticipated to be





Entered by Board Secretary

Board Meeting| 28 May 2026
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received by the date of the board meeting, and management will raise any differences between the report and formal feedback.

Me mōhio koe / What you need to know

11. Attachment 1 outlines the proposed feedback on the draft SOI. The feedback is generally positive, reflecting compliance with the Letter of Expectation and strong alignment across most areas. The report explicitly supports the five focus areas in part two (while requesting a wording change), as well as the three-horizon approach to establishing the CCO (noting a change recognising the CCO will be fully functional in 2026/27).
12. Constructive feedback that will need to be actioned before finalising the Statement forms most of the report. A summary of this feedback as found in the report is:
 - a. reflect provisions in the Local Government (Auckland Council) (Transport Governance) Act, the Transport Transition Strategy and any decisions from the Transport Transition Programme during the transition period, which will be communicated to the CCO.
 - b. ensure alignment with the priorities and the direction provided in Auckland Council's recently adopted Transport Policy Statement.
 - c. provide greater detail on work underway to review design standards and to maximise the existing transport network through dynamic lanes, special vehicle lanes, network optimisation and signal improvements.
 - d. provide clear milestones for key initiatives and rationale for changes in performance targets.
 - e. more clearly reflect that the council sets the strategic direction for the public transport CCO.
 - f. correctly reflect the purpose and objectives set out in legislation and council resolutions for the public transport CCO.
13. Overall, AT welcomes this feedback and is working to reflect and adopt these changes in the SOI.
14. In summary, the way we are approaching this feedback is broadly summarised in paragraphs 15-18.
15. Significant updates, additions, or work required:
 - a. Committed deliverables need more detail. We are working with the business on more detailed planning now that we have some further direction from transport reform.
 - b. Measures and targets should be agreed with council, including all TBC targets for the Transport CCO and providing a breakdown by mode for public transport targets. Latest patronage forecasts have now been shared with council officers, and additional target-setting will follow from this.
 - c. Strengthen commitments to Māori outcomes, clearly demonstrating how the CCO will continue to support and implement council's Tāmaki Ora and Houkura Independent Māori Statutory Board's He Whenua Makaurau Schedule of Issues of Significance.
 - d. Include all legislative requirements for final SOI that were not included in the draft due to timings around transport reform (e.g. financial tables, board's approach to governance). These will be prepared and included in the final SOI.
16. Reflecting the transition and council strategic direction:
 - g. strengthen the emphasis on patronage growth, integrated bus and rail timetables, and realising benefits from major investments such as City Rail Link and the Eastern Busway.
 - h. refine performance measures, including mode-specific targets, confirmation of all "to be confirmed" measures, and inclusion of ferry performance measures.



Entered by Board Secretary

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- a. Reflect the Transport Policy Statement (and the Spatial Plan) and how AT/the CCO will contribute. This will be included in the strategic alignment section.
- b. Reflect the latest legislation and Transition Work Programme. This will be updated from commentary in the Draft SOI which referred to the Mayoral Proposal for Annual Plan 2026/27.
- c. Strengthen language around how the CCO and council will work towards outcomes with a group-perspective, identifying areas of support needed (e.g. through service level agreements). This will reflect latest developments from the Transport Transition Programme.

17. Corrections and refinements:

- a. Align with Annual Plan finalisation, including final budgets.
- b. Reflect various comments provided in the feedback report (minor amendments).

18. Provide clarification on ambiguous or unclear commitments:

- a. Several matters raised that will be resolved directly with council staff. We expect these to result in non-substantive updates.

Ā muri ake nei / Next steps

- 19. Management will be updating the SOI in response to these comments and will engage further with the board through June and July 2026.

Te whakapiringa / Attachment

Attachment #	Description
1	Approval of shareholder comments on Auckland Transport / Public Transport CCO Draft Statement of Intent 2026 - 2027

Te pou whenua tuhinga / Document ownership

Submitted by	Recommended by	Approved for submission
Sean Cavanagh Corporate Planning and Performance Lead	Andrew Downie Acting Director Strategy and Governance	Stacey van der Putten Interim Chief Executive



Approval of shareholder comments on Auckland Transport / Public Transport CCO Draft Statement of Intent 2026 - 2027

Purpose of the report | Te take mō te pūrongo

1. To approve shareholder comments on the draft statement of intent 2025-2026 for Auckland Transport / Public Transport Council-Controlled Organisation (CCO).

Executive summary | Whakarāpopototanga matua

2. The Statement of Intent (SOI) is an annual requirement of CCOs in the Local Government Act 2002. The CCO's Draft SOI 2025-2026 was received by 1 April 2026, in accordance with prescribed timeframes.
3. The Mayor's Letter of Expectation set out both common expectations for all CCOs and specific expectations for Auckland Transport during the six-month transition period of the new transport arrangements for Auckland, and for the proposed Public Transport CCO. The letter of expectation acknowledged that significant changes to Auckland's transport system and governance arrangements are expected in 2026 with the passing of the Local Government (Auckland Council) (Transport Governance) Amendment Bill, and the six-month transition period. As the timing of the transition period, and the creation of a dedicated Public Transport CCO coincides with the first few months of this SOI period, the council requested the SOI to be in two parts. Part one was to cover those road controlling authority functions that will transfer to the council at the end of the transition period, and Part two was to outline the objectives, activities, deliverables and performance measures and targets for the public transport CCO.
4. Shareholder comments are focused on alignment with statutory requirements, adherence to the letter of expectation and elected member feedback.
5. Overall, Auckland Transport has responded well to the common expectations, with strong alignment across most areas. However, the final SOI requires targeted improvements to legislative compliance, strategic alignment, financial information, performance clarity, and accountability under transport reform. Addressing these matters will strengthen both governance and delivery, and ensure the SOI provides a clear, credible framework for council oversight and public accountability.
6. In summary, staff propose that shareholder feedback include a request for the final SOI to:
 - reflect provisions in the Local Government (Auckland Council) (Transport Governance) Act (the Act), the Transport Transition Strategy and any decisions from the Transport Transition Programme during the transition period, which will be communicated to the CCO
 - ensure alignment with the priorities and the direction provided in Auckland Council's recently adopted Transport Policy Statement
 - provide greater detail on work underway to review design standards and to maximise the existing transport network through dynamic lanes, special vehicle lanes, network optimisation and signal improvements
 - provide clear milestones for key initiatives and rationale for changes in performance targets
 - more clearly reflect that the council sets the strategic direction for the public transport CCO

Item 8.2

**Transport and Infrastructure Delivery Committee
19 May 2026**



- correctly reflect the purpose and objectives set out in legislation and Council resolutions for the public transport CCO
- strengthen the emphasis on patronage growth, integrated bus and rail timetables, and realising benefits from major investments such as City Rail Link (CRL) and the Eastern Busway
- refine performance measures, including mode-specific targets, confirmation of all “to be confirmed” measures, and inclusion of ferry performance measures.

7. Transport reform will materially change accountability systems, with shared responsibility between Auckland Council and the CCO for a number of outcomes and performance measures and targets. The final SOI should explicitly acknowledge this shared accountability and include transparent commentary where the council's decision may affect the CCO's performance, particularly where the council's actions directly influence public transport outcomes.

8. Agreed shareholder comments will be provided to the CCO in writing following agreement by the committee. Staff will also work with the CCO to clarify any additional matters of detail. Once received, the Interim board of Auckland's Transport CCO must consider shareholder comments and provide the council with the final SOI by 31 July 2026.

Item 8.2

Recommendation/s | Ngā tūhunga

That the Transport and Infrastructure Delivery Committee:

- a. approve / whakaae the proposed shareholder comments on Auckland Transport / Public Transport CCO draft statement of intent 2026-2027 contained in this report, with any deletions or additions based on feedback at the meeting
- b. agree / whakaae that the Mayor and Chair of Transport, Infrastructure and Delivery Committee will prepare a letter to be sent to Auckland Transport / Public Transport CCO containing the shareholder comments
- c. note / tuhi tīpoka that staff will record any feedback at the meeting that relates to performance or operational issues, or detail or wording, and ensure those are raised with Auckland Transport / Public Transport CCO
- d. note / tuhi tīpoka the feedback provided by Houkura, Independent Māori Statutory Board which will be provided to Auckland Transport / Public Transport CCO for consideration.

Context | Horopaki

9. The purpose of an SOI is:

- i. to provide an opportunity for shareholders to influence the direction of the CCO
- ii. for CCOs to outline intentions and activities for the forthcoming year
- iii. to provide a basis for the accountability of CCO directors to the shareholders.

10. The requirements and timeframes for SOIs are set out in Schedule 8 of the Local Government Act 2002 (LGA). SOIs are one element of the council's overall strategic, planning, reporting and accountability documentation. Other documents include the statement of expectations, CCO accountability policy, Long-term Plan (LTP) and annual report.

11. The proposed content of the letter of expectation for Auckland Transport / Public Transport CCO was confirmed by the Budget and Performance Committee on 15 December 2025, with delegation to the Mayor and Chair, Transport and Infrastructure Delivery Committee to finalise and issue the letter of expectation (issued 19 December 2025).
12. The letter of expectation set out the common expectations for all CCOs. It also acknowledged that significant changes to Auckland's transport system and governance arrangements are expected in 2026 with the passing of the Local Government (Auckland Council) (Transport Governance) Amendment Bill. The council now has a six-month transition to create a new Auckland Council structure and the new Public Transport CCO. As this timing coincides with the period for the final approval of the SOI and start for the Public Transport CCO, the council requested the SOI to be developed in two parts:
 - **Part 1** - is to outline the activities for the Transport CCO during the **Get it done** period, noting that these activities will transfer to the council at the end of the six-month transition period
 - **Part 2** - is to outline the objectives, activities, deliverables and performance measures and targets for the public transport CCO responsible for delivering high-quality passenger transport services in the **Get going** and **Go faster** periods. At the end of the transition period, this part of the SOI will form the SOI for the public transport CCO, assisting the CCO to be clear on its deliverables and performance measures at the outset. The intention is to reduce the need to modify the SOI.
13. The Budget and Performance committee also agreed to approve a one-month extension of statutory deadlines for the Auckland Transport / Public Transport CCO statement of intent for 2026-2029, as provided for in the Local Government Act (LGA) Schedule 8, section 4.
14. Following its receipt by the council on 1 April 2026, Auckland Transport Board representative, Miriam Dean, presented the draft Auckland Transport SOI 2026-2027 and outlined how Auckland Transport has responded to the direction in the letter of expectation.
15. A drop-in session was held on 1 May 2026 for committee members and local board chairs. Feedback from this session has been included in this report.
16. Staff from CCO Governance and other relevant parts of the council reviewed the draft SOI, along with the Houkura secretariat. The review has focused on considering statutory requirements, the letters of expectation, group strategy and policy and the Long-term Plan.
17. Final shareholder comments will be sent to the chair of the Interim Board once approved. The board must consider the shareholder comments at a public board meeting, before submitting a final SOI to the council by 31 July 2026.
18. Any matters relating to operational issues will be communicated separately to Auckland Transport / Public Transport CCO along with matters of specific detail. Performance issues can be considered at Auckland Transport's quarterly reporting and regular discussions with the Transport, Infrastructure and Delivery Committee.

Item 8.2

Analysis and advice | Tātaritanga me ngā tohutohu

19. The Mayor’s letter of expectations had directives common to all CCOs and those specific to Auckland Transport / Public Transport CCO. A reconciliation table (Attachment A) outlines how the draft Auckland Transport SOI aligns to these expectations. In general, Auckland Transport has responded to all expectations. However, the final SOI requires targeted improvements to legislative compliance, strategic alignment, financial information, performance clarity, and accountability under transport reform. Addressing these matters will strengthen both governance and delivery, and ensure the SOI provides a clear, credible framework for council oversight and public accountability. The following sets out more detail regarding proposed shareholder feedback on these matters.

Proposed feedback on common expectations

20. Staff recommend that all CCOs in the final SOIs should:

- i. reflect 2026/2027 Annual Plan decisions and any adjustments to reflect transport reform changes. Financial forecasts in the SOI should align with those submitted to Council Finance for the Annual Plan. We expect consistent figures for FY27/FY28 and the projections for 2028/2029.
- ii. ensure that all performance measures are fully populated and that measures reflect those in the Long-term Plan, or explain why the target has been modified
- iii. respond to feedback provided by Houkura.

Proposed feedback to Auckland Transport / Public Transport CCO on expectations

21. The draft SOI does not comply with the legislative requirements set out in Schedule 8 of the Local Government Act 2002. The CCO is requested in the final SOI to ensure that it provides a statement of the Board's approach to governance and the accounting policies of the organisation or group.

22. The following points summarise the specific expectations of the CCO in their letter of expectation:

Part One: Get ready get it done

- i. Collaborate with the council by implementing the government's transport reform
- ii. Advance the council's key priorities for transport
 - Review design standards
 - Maximise existing transport network
 - Improve Temporary Traffic Management (TTM) practices, minimise disruption
 - Support development of Transport Policy Statement, 30-year plan and Regional Land Transport Plan
 - City Rail Link (CRL) - operational readiness
 - Advance rapid transit network projects and level crossing removal
 - Support review of City Centre Masterplan

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Part Two: Get going and Go faster

- iii. Develop an organisation that reflects the agreed functions of the PT CCO and delivers a well-functioning public transport network
- iv. Collaborate with the council to establish appropriate performance measures
- v. Optimise and ensure a responsive public transport network
- vi. Collaborate with the council to successfully plan and deliver the public transport capital programme
- vii. Ensure public transport service contracts are efficient, cost-effective
- viii. Improve customer service by focusing on getting the basics right and managing complaints
- ix. Take direction from the council on public transport issues
- x. Make use of the group's shared services.

23. Shareholder feedback below is structured to follow the sections in the draft SOI.

Part One: Get ready get it done

24. Implementing transport reform

25. With the passing of the Act, the council has six months to manage the transition. Under the Act, the Transport Transition Plan is a guiding document, which sets out the Transition Programme objectives and activity. Part A of the plan is the Transition Strategy. This was approved by Governing Body, 21 April 2026. The Transition Strategy provides the pathway from the current system to the future state, and is the overarching document that outlines how the Transport Transition programme will be managed. The final SOI needs to state that it is working towards supporting delivery of the design outcomes and objectives for transport reform, which promote greater standardisation, balanced decision-making and cost control.

26. In addition, page 5 of the Letter of Expectation asked Auckland Transport / Public Transport CCO to:

- carefully consider the joint strategic work programme (GB/2025/93) and refocus resources away from non-urgent tasks / medium priority plans to those required to support reform
- assist the council to desing new efficient processes for governance of transport matters
- ensure local board views are considered carefully on programmes or projects where the local boards will become the decision makers for future projects
- actively support local boards by delivering timely, solution-focused advice that empowers them to make informed decisions and drive outcomes

27. The final SOI needs to more clearly respond to these requests, particularly considering the relative importance of the items not included in the letter of expectation (page 11). These items require further consideration in light of the direction above.

28. Strategic alignment

29. In April 2026, the council approved the Auckland Council Transport Policy Statement. The Transport Policy Statement sets out the council's transport strategic priorities. The CCO should reflect the direction and priorities set out in this policy, and demonstrate how the work programme aligns.

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30. Both Auckland Transport and the Public Transport CCO is also expected to support the council, where needed, in the development of the proposed Regional Spatial Plan under the Planning Bill.
31. The statement for climate change (page 6) speaks to what Auckland Transport has done to identify climate risks. This statement should be focused on what Auckland Transport intends to do next. This could be strengthened by committing to identifying resilience investments for the Long-term Plan that will save money over the long-term, focusing on high risk and critical assets.
32. The draft SOI does not make any mention of mitigating the effects on the natural environment of transport. This should be committed to in both parts of the SOI.
33. Staff recommend the final SOI:
 - i. reflects the direction and priorities set out in Auckland Council's Transport Policy Statement
 - ii. reflects the Transport Transition Plan: Part A Transition Strategy
 - iii. provides for both Auckland Transport and the public transport CCO to input as required into the preparatory work for the regional spatial plan proposed by the Planning Bill
 - iv. commits to identifying resilience investments for the Long-term Plan that will save money over the long-term, focusing on high risk and critical assets.
 - v. addresses mitigating the effects of transport on the natural environment
 - vi. provides for a stronger intention to work across the transport system to support emissions reduction.

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Statement of Intent deliverables - advance the council's priorities in transport for Auckland

34. Auckland Transport / Public Transport CCO has generally responded well to the letter of expectation, however the final SOI would benefit with further detail on the key milestones for delivering against the priorities (pages 8 to 11).
35. Staff have sought further clarification on the deliverables relating to making better use of our existing road space (page 8), in particular exactly what special vehicle lanes are being included and whether the 13 new dynamic solutions are intersections or corridors. We expect the final SOI to clarify these matters.
36. Both Auckland Transport and the public transport CCO are expected to support the council in reviewing the City Centre Masterplan, this is not specifically referenced. As noted earlier, the council also expects the CCO to support the preparatory work for the regional spatial plan and this should be included in the work to support the council on policy and planning.
37. It is not clear under the section 'Upholding te Tiriti o Wiatangi derived obligations' (page 10 and page 21) how Auckland Transport / Public Transport CCO will 'support rangatahi Māori through transport reform'. Either further clarification is required or this should be removed.
38. It is positive to see the commitment to delivering 10km of new separated cycle lanes (page 11). However, it is not clearly mentioned as a deliverable against a specific financial year, which makes it difficult to track progress, or made clear where this separation is to occur. The target for new separated cycle lanes in the last year's SOI was 15km. It would be helpful to understand the reason for the reduction.

39. Staff recommend the Public Transport CCO in the final SOI:

- i. includes key milestones for deliverables
- ii. provides further clarification on deliverables relating to Special Vehicle Lanes and dynamic solutions.
- iii. references working with the council to support the council on policy and planning review of the City Centre Masterplan
- iv. clarifies how rangatahi Māori will be supported through transport reform (page 10 and 21)
- v. provides greater clarity on cycle lane commitments
- vi. includes a statement on how the ten delivery principles of the Better Value Projects programme (which aims to achieve better value for our capital and project spend) will be applied.

Measuring performance

40. Transport reform will change the accountability for how transport is delivered in Auckland, and how we collectively measure performance. It is important to understand that the performance measures and deliverables identified in Part One of the SOI, will become the responsibility of Auckland Council, both the Governing Body and local boards once the transition period ends.

41. The target provided for the Safety measure (no more than 566) is materially lower than the target in the council's Long-term Plan (no more than 610). The rationale for the difference is required in the final SOI.

42. Staff recommend the Public Transport CCO in the final SOI:

- i. acknowledges, where required, the shared accountability for measures between Auckland Council and the Public Transport CCO
- ii. provides rationale for any changes in targets to those provided in the council's Long-term Plan
- iii. adds the word 'decrease' to the target for operational greenhouse gas emissions.

Capital programme

43. There are two programmes with capital expenditure that differs from that submitted to the council previously: Network Productivity (\$100k higher) and Priority Corridors (\$100k lower). Staff have sought clarification on this difference from Auckland Transport.

44. Staff recommend in the final SOI:

- i. that the capital programme reflects Annual Plan decisions.

PART TWO: Public Transport CCO

45. The draft SOI generally complies with the direction set out in the letter of expectation.

46. The five focus areas identified for the Public Transport CCO is supported as a helpful way of structuring this part of the SOI.

47. As per the commentary in Part One, staff consider the final SOI should be improved with milestones for deliverables.

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48. Comments in relationship to performance measures are provided at the end of this section.

Strategic direction set by the council and Public Transport CCO's functions and responsibilities

49. The draft SOI refers to 'council's strategic guidance' (page 17), this should refer to 'council's strategic direction'. As noted earlier in this report, the final SOI should reflect the direction and priorities set by Auckland Council's Transport Policy Statement. The final SOI should also reflect that Auckland Council will develop and approve the Regional Passenger Transport Plan. The public transport CCO will need to set out how it will support Auckland Council in the development of this plan.

50. On page 19 the diagram depicting the three-horizon approach to establishing the new CCO is helpful. Staff recommend that in Horizon 3 the provision for the 'new entity to be fully functional' should be delivered earlier in Horizon 1.

51. The statement that the Transport Reform Amendment Bill (page 19) has four objectives is incorrect. The four objectives referred to are set out in the Mayoral Proposal and letter of expectation. This statement should be corrected and reflect provisions in the Act and any subsequent decisions made by the Transport Transition Programme that are communicated to the CCO.

52. Staff recommend the Public Transport CCO in the final SOI:

- i. reflect that the council sets the direction for the Public Transport CCO, including how the public transport CCO will support Auckland Council in the development of the Regional Passenger Transport Plan
- ii. update the 'three-horizon' diagram (p 19) to reflect that the Public Transport CCO will be fully functional in Horizon 1
- iii. reflect the Act's purpose and objectives for the Public Transport CCO
- iv. reflect decisions made by the Governing Body in relation to the Transport Transition Programme.

Statement of performance expectations

53. *Focus area one: Integrated public transport system driving patronage*

54. The final SOI would benefit from reference to the need to drive greater patronage growth, and in particular a stronger commitment to align and integrate bus and rail timetables. This is a key factor in supporting the investments and realising the benefits from CRL and the Eastern Busway.

55. *Focus area two: Seamless, customer-first journeys*

56. The letter of expectation sought a focus on getting the basics right and managing complaints. Using plainer language and more closely reflecting this intent is recommended for the title of this focus area.

57. *Focus area three: Safe and accessible public transport* - content in this focus area is supported.

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58. *Focus area four: Responsible stewardship and financial sustainability*

59. As well as delivering value for money, staff consider that there should also be a focus on controlling internal costs.

60. Staff recommend the Public Transport CCO in the final SOI:

- i. provide milestones for deliverables
- ii. reflect the Public Transport CCO's roles and responsibilities as set out in the Act and any Transport Transition Programme decisions, particularly where advice is required to the council for decisions that impact on the Public Transport CCO's operations
- iii. Focus area one - is stronger on the need to promote patronage growth and align rail and bus timetables
- iv. Focus area two - rename to align with the council's expectations on focusing on the basics
- v. Focus area four - provide a focus on controlling internal costs.

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Auckland Council and the Public Transport CCO will have shared accountability for performance measures

61. The Act reshapes the roles and responsibilities of Auckland Council and the Public Transport CCO. A key change is that Auckland Council will assume the role of Road Controlling Authority and be responsible for the performance of the roading network, while local boards will gain specific decision-making powers.
62. As a result, a number of the Public Transport CCO's performance measures will, in effect, become shared responsibilities between Auckland Council and the Public Transport CCO. This reflects the fact that Auckland Council's control of the road network is critical to enabling public transport outcomes.
63. While it is important for Auckland Council to hold the Public Transport CCO accountable for its performance, it is equally important that the Public Transport CCO can hold Auckland Council accountable for its role in enabling that performance. Decisions and actions by the Governing Body or local boards - such as delays in delivering special vehicle lanes or bus priority improvements at intersections - may directly affect the Public Transport CCO's ability to meet its targets (e.g. punctuality). Where this occurs, the Public Transport CCO will need to explain these impacts in its performance reporting, and the Group Annual Report.
64. Accordingly, both Auckland Council and the Public Transport CCO must have a shared understanding of their interdependencies, with clear accountability, transparency, and alignment across planning, delivery, and reporting. As the approver of the CCO's targets and measures, Auckland Council retains ultimate accountability for their appropriateness and deliverability. Audit New Zealand will assess Auckland Council's group performance on a consolidated basis. This means Audit New Zealand will consider how effectively the group as a whole is set up to deliver and report on its performance measures. If the CCO is not provided with the necessary enabling conditions this may have implications not only for the CCO's performance, but for the integrity and auditability of the group's reported results.

Performance measures

- 65. A number of targets are noted as 'To Be Confirmed 'in the draft SOI. Staff suggest that they work with the Public Transport CCO to confirm the public transport measures and targets for the final SOI. We would expect measures to be provided by mode type in the final SOI.
- 66. The Public Transport CCO will not be responsible for capital delivery, as such the public transport capital programme delivery target should be removed.
- 67. Key areas where further clarification is sought are:
 - public transport patronage - why the 2026/2027 target of 90-100 million is lower than the Long-term Plan target of 116 million.
 - public transport satisfaction - why the 2026/2027 target of 85 per cent is lower than the current performance of 92 per cent
 - why there are no targets for ferries.
- 68. Staff recommend the Public Transport CCO in the final SOI:
 - i. work with Council staff to finalise performance measures and targets
 - ii. provide all measures and targets, where appropriate, by mode type
 - iii. provide measures for performance of ferries.

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Options

Financial implications

- 69. As noted in the comments above, the final SOI financial section needs to be aligned with decisions on the 2026/2027 Annual Plan. Subsequent decisions on Auckland Transport / Public Transport CCO's financial arrangements may be made as a result of transport reform, which may result in amendments to the approved SOI.

Risks and mitigations

- 70. There is a risk that the final SOI may not adequately reflect the shareholder comments. This can be mitigated by Council staff working closely with the CCO.
- 71. Also, if the shareholder comments are not adequately reflected, the council can modify the SOI at any time. Legislation and decisions made as part of transport reform have the potential for significant impacts on the activities of the Public Transport CCO. Staff will continue to provide advice on these matters and whether the final Statement of Intent 2026-2027 will need to be amended.
- 72. There is a risk that transport reform decisions may require the SOI to be modified. The approach taken to develop the SOI in two parts mitigates this risk, but it can not reduce the risk completely.

Māori impact statement

- 73. The activities of Auckland Transport / Public Transport CCO have the potential to improve Māori wellbeing and to influence the achievement of the Auckland Plan and Kia Ora Tāmaki Makaurau. The draft SOI was separately provided to Houkura - Independent Māori Statutory Board secretariat and the council's Nga Mātārae team.

74. Nga Mātārae suggests the final SOI could strengthen the connection between Māori outcomes and core transport decision-making (for example, planning, prioritisation, and investment), to more clearly demonstrate how outcomes for Māori are being delivered through business-as-usual activity.
75. A summary of the feedback received from Houkura is provided below. This feedback has been provided to Auckland Transport.
- i. **Strengthen accountability through the Transport transition**
Ensure Māori outcomes are consistently embedded across both parts of the SOI, with clear alignment, continuity of commitments, and no regression through the transition to the new CCO.
 - ii. **Reinstate and strengthen Māori investment commitments**
Reverse the reduction in marae infrastructure investment and ensure Māori capital investment is maintained or scaled in proportion to the overall programme.
 - iii. **Convert commitments into funded, measurable programmes**
Strengthen areas such as rangatahi development and te reo Māori visibility by establishing clear programmes, with defined delivery mechanisms, resourcing, targets, and timelines.
 - iv. **Embed a Māori equity lens in core service areas**
Integrate Māori outcomes into key operational frameworks, particularly safety and service delivery, ensuring that areas with disproportionate Māori impact are prioritised and measured.
 - v. **Strengthen governance alignment and statutory recognition**
Explicitly reference Houkura and demonstrate alignment with He Whenua Makaurau Issues of Significance 2025-2030 across all SOIs. This should include clear mechanisms for accountability, engagement, and reporting back to Houkura.
 - vi. **Strengthen long-term partnership pathways**
Across all SOIs, articulate how current approaches will evolve toward genuine partnership with Māori, including shared decision-making, co-design of initiatives, and participation in investment opportunities.
76. Staff recommend in finalising the SOI that the above points are taken into consideration.

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Local impacts and local board views | Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe

77. The Governing Body is responsible for providing shareholder comments on draft SOIs, and formal feedback from local boards has not been sought. Local board chairs were invited to a drop-in session on 1 May 2026.
78. At the drop-in session, the Waitākere Ranges Local Board noted it has been advocating for many years for appropriate bus sizes to be scheduled on the windy roads to reduce damage to road surfaces, and for public transport connections to the coastal areas and regional parks for residents and visitors. Staff recommend that the CCO consider this request.
79. CCOs are expected to provide timely, delivery-focused, quality, and concise advice to local boards. Proposed feedback highlights the importance of engagement on key issues and projects at the very earliest stage to local board members in the lead up to transport reform.

**Transport and Infrastructure Delivery Committee
19 May 2026**



Next steps | Ngā koringa ā-muri

80. The Mayor and the Chair of the Transport, Infrastructure and Delivery Committee will send a letter to the Interim Board chair based on this committee's agreed shareholder feedback and any other matters directed to be included by the committee. The final SOI will be provided to the council for approval by 1 July 2026.

Attachments | Ngā tāpirihanga

A. Auckland Transport checklist draft SOI 2026-2029

Signatories | Ngā kaihaina

Authors	Claire Gomas, Manager CCO/External Partnerships team
Authorisers	Anna Bray, General Manager Group Strategy, Transformation and Partnerships Barry Potter, Director Resilience and Infrastructure

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