



# Statement of Intent

2015/16-2018/19



Auckland  
Transport 

Auckland Council Organisation

## HE MIHI

E ngā iwi whānui ki ngā topito o Tāmaki Makaurau  
He mihi manahau ki a koutou katoa

Topuni ki te Raki

Rakitu ki te Rāwhiti

Puketutu ki te Tonga

Oaia ki te Uru

Tāmaki herehere o ngā waka e!

Tihei Mauri ora ki te whai ao, ki te ao mārama

To the wider people to the ends of Auckland

A heartening greeting to you all

Topuni to the North

Rakitu to the East

Puketutu to the South

Oaia to the West

Tāmaki the meeting place of all canoes

Life essence to the world, to the world of light

## STATEMENT OF IMAGINATION

A Statement of Imagination as part of the Auckland Transport Statement of Intent was introduced for the first time in 2014/15. Why have a Statement of Imagination? Essentially, imagination is the capacity to form mental images or concepts of what is not actually present, which helps create an image of the desired state, thereby facilitating both sensemaking and meaning.

The framing of last year's Statement of Imagination remains entirely relevant. This year's Statement of Imagination focuses on alignment, which is emerging as perhaps the most critical antecedent of articulating the 2014/15 Statement of Imagination.

This Statement of Intent covers the period through which Auckland Council and the Government will be working together to agree a long term strategy and sense of priorities for transport in Auckland. The importance of a 30 year transport strategy for Auckland that confronts reality and is sustainably funded cannot be overemphasised. Auckland Transport does have an evidence based 30 year strategy, being the Integrated Transport Programme (ITP), which can serve as the basis for these alignment discussions. The underlying driver for this need for alignment is that over the next 30 years, Auckland is projected to grow by 740,000 people (Statistics New Zealand's medium growth forecast) meaning that every year Auckland will grow by at least 25-30,000 people.

Imagine if we do get alignment:

- We will not simply have a bigger Auckland, we will have a better Auckland
- Auckland will be seen as a globally attractive city to visit, invest in and live
- All of New Zealand will benefit as the Statistics New Zealand forecast reveals that in 30 years almost two-thirds of New Zealand's total population growth will have occurred in Auckland
- Future growth will primarily be focussed in areas with spare network capacity and existing transport connections
- Major transport schemes will unlock growth and development potential
- Existing network extensions will connect to areas with major development potential
- Change and innovation in transport will be shaped by an interdependent set of social, economic, technological, cultural and environmental factors
- Advanced technology including but not limited to electric vehicles, highly responsive traffic signal and traffic management systems and parking sensor technology will become widespread
- Fully autonomous vehicles will become legalised and ubiquitous with a significant stream of benefits including diminished car ownership, reduced congestion, improved road productivity and transit safety
- Positive outcomes for the economy, safety, congestion, productivity, place-making, environmental and personal health and overall quality of life
- Sustainable and realistic funding giving certainty and leading to timely implementation.

Imagine if we do not get alignment:

- The value of the benefits of the investments already made to make Auckland a better place will be undermined
- Rapidly rising congestion will threaten Auckland's economic productivity and competitiveness
- Reduced accessibility will make Auckland a relatively unattractive place to live in.

It is possible for transport solutions in Auckland to keep pace with the significant forecasted population growth, but this will not happen if we collectively keep doing what has been done in the past. Alignment between Auckland Council and Government has the very real potential of uncoupling transport in Auckland from legacy thinking and decisions (including especially those decisions to take no action).

Fundamentally, the speed at which imagination unfolds into reality is dependent on realistic funding of both operational and capital requirements as well as strategic and implementation capacity. An alignment around transport in Auckland can create a new paradigm primed with a sense of urgency, creative thinking and adaptive capacity along with the courage to make decisions and pilot innovative ideas and technology that are necessary for progress but not necessarily supported by all segments of the population. Decisions will need to be consistently made that are in the best interests of the region – if we do not do this we will not be able to develop a transport network where access, frequency and reliability create truly meaningful freedom of choice.

The Auckland Transport Board and Management will do everything in its power to assist this critical process of alignment.

## CHAIR'S FOREWORD

This Statement of Intent (SOI) outlines the three year work plan (2015/16 to 2018/19) to continue delivering to the strategic direction for transport in Auckland, the key actions required for achievement and the consequential key performance measures.

As foreshadowed in the previous SOI, the Auckland Transport Board of Directors have reframed the underlying strategic themes to transform transport in Auckland.

The five strategic themes are:

- Prioritise rapid, high frequency public transport
- Transform and elevate customer experience
- Build network optimisation and resilience
- Ensure a sustainable funding model
- Develop creative, adaptive, innovative implementation

These five themes will guide Auckland Transport's future decisions and actions, aimed at providing an accessible, integrated, efficient and innovative transport system. The five strategic themes are also critical to the realisation of the Auckland Plan's vision.

Over the past year, Auckland Transport has made progress towards achieving such a transport system, some examples of which follow:

- New electric trains were introduced into service
- New AT HOP rollout successfully implemented across the entire public transport network
- New Panmure bus-rail interchange built and opened
- New *AT Metro* brand introduced across the public transport network
- Upgrade of Tiverton-Wolverton streets completed ahead of schedule (\$35m)
- Upgrade of Devonport Marine Wharf commenced (\$24m)
- Live Wi-Fi at all rail stations

These are amongst the developments that have helped set a strong base from which to further improve the transport system in Auckland. However, our ability to maintain and grow that momentum is dependent on a supportive policy and regulatory environment and realistic funding of both operational and capital requirements.

This SOI has been prepared within the funding environment reflected in the Regional Land Transport Plan and Auckland Council's Long-term Plan. Although the approved Accelerated Transport Programme has provided welcome additional funding for key projects, the limits on funding in some areas has the realistic consequence that the pace of change will not be as

fast as is required to deal with the legacy infrastructure issues as well as the forecasted demographic changes. Axiomatically this will impact the ability to deliver the desired levels of service over time.

Despite these constraints, Auckland Transport is committed to making the best use of the resources at its disposal, and initiatives such as the new public transport network, rail electrification, integrated fares and new performance-based public transport contracts will allow the delivery of better transport services for the resources available. By focusing on these initiatives and other improvements aligned to our strategic themes, Auckland Transport will continue to strive towards achieving a transport system worthy of one of the world's most liveable cities.

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## 1. PURPOSE OF STATEMENT OF INTENT

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Auckland Transport for the next three years, and the objectives that those activities will contribute to. This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organisational accountability.

## 2. ABOUT AUCKLAND TRANSPORT

Established under section 38 of the Local Government (Auckland Council) Act 2009, Auckland Transport is responsible for the planning, development and management of all of the Auckland region's transport system (excluding the State highways and railway corridors) – including roads and footpaths, cycling and walking infrastructure, parking facilities, and public transport.

Auckland Transport undertakes a wide range of activities associated with the planning, development and management of the Auckland transport system. These activities include:

- Transport planning
- Investigation, design, and development of infrastructure
- Asset management
- Road corridor operations, access management and maintenance
- Public transport services and facilities management
- Parking management and enforcement
- Community transport activities



### 3. AUCKLAND TRANSPORT'S CONTRIBUTION TO THE WORLD'S MOST LIVEABLE CITY

The Auckland Plan is the roadmap to deliver on Auckland's vision to be the world's most liveable city. It is a thirty year plan that is underpinned by a set of outcomes and transformational shifts to achieve this vision which help ensure we focus on the right things.

AUCKLAND'S VISION						
THE WORLDS MOST LIVEABLE CITY						
OUTCOMES: WHAT THE VISION MEANS IN 2040						
A fair, safe and healthy Auckland	A green Auckland	An Auckland of prosperity and opportunity	A well connected and accessible Auckland	A beautiful Auckland that is loved by its people	A culturally rich and creative Auckland	A Maori identity that is Auckland's difference to the rest of the world
TRANSFORMATIONAL SHIFTS TO ACHIEVE THE OUTCOME						
Dramatically accelerate the prospects of Auckland's children and young people	Strongly commit to environmental action and green growth	Move to outstanding public transport within one network	Radically improve the quality of urban living	Substantially raise living standards for all Aucklanders and focus on those most in need	Significantly lift Maori social and economic well-being	

The Auckland Plan sets strategic direction and transformational shifts to achieve actions, targets and outcomes that are required to achieve the vision to be the world's most liveable city. Auckland Transport plays a critical part in delivering on these actions and targets. In particular, Auckland Transport actions which contribute to the transformational shifts are outlined in the table below:

Auckland Plan	Degree of contribution	How Auckland Transport contributes
Children & young people	Secondary	<ul style="list-style-type: none"> <li>Public transport services including school transport and fares concessions</li> <li>School travel planning and road safety initiatives</li> </ul>
Environmental action & green growth	Secondary	<ul style="list-style-type: none"> <li>Contributing to the reduction of greenhouse gas emissions by:                             <ul style="list-style-type: none"> <li>Providing effective and efficient transport alternatives to private vehicle use, such as public transport and cycle- and walk-ways;</li> <li>Introducing electric trains</li> </ul> </li> </ul>
Outstanding public transport	Primary	<ul style="list-style-type: none"> <li>Providing reliable, efficient and safe rail, bus and ferry services, thereby increasing public transport patronage.</li> </ul>

Auckland Plan	Degree of contribution	How Auckland Transport contributes
Quality urban living	Primary	<ul style="list-style-type: none"> <li>Contributing to a quality built environment through enhanced accessibility and well-planned and vibrant town centres that are walkable and have streetscapes that reflect local identity; and</li> <li>Providing an effective, efficient and safe transport system that supports growth, including geographic spatial priorities and special housing areas.</li> </ul>
Raised living standards	Secondary	<ul style="list-style-type: none"> <li>Providing effective and efficient transport choices enabling Aucklanders to easily access economic, social and cultural opportunities.</li> </ul>
Māori social and economic wellbeing	Secondary	<ul style="list-style-type: none"> <li>Improving accessibility for Māori to economic, social and cultural opportunities through public transport network improvements and transport infrastructure projects</li> <li>Ensuring effective engagement with mana whenua on transport projects</li> <li>Acknowledging Māori values in stormwater management</li> <li>Providing infrastructure support and technical advice on marae development and papakainga housing.</li> </ul>

## 4. STRATEGIC THEMES

As foreshadowed in the previous Statement of Intent, over the past year, the Auckland Transport Board has worked to reframe its strategic approach to transform transport in Auckland and align with the strategic direction in the Auckland Plan. The Board has identified five strategic themes to guide its actions and decisions:

- Prioritise rapid, high frequency public transport;
- Transform and elevate customer experience;
- Build network optimisation and resilience;
- Ensure a sustainable funding model; and
- Develop creative, adaptive, innovative implementation.

By following these strategic themes, Auckland Transport aims to make a significant contribution towards the overarching objective of the Auckland Plan - for Auckland to become the world's most liveable city.

### **Prioritise rapid, high frequency public transport**

Prioritising rapid, frequent public transport will contribute to realising the Auckland Plan's vision by significantly enhancing transport choices, thereby improving transport accessibility in Auckland. The development of a rapid and frequent network will make public transport a more compelling choice for those that currently favour car travel, which is the larger number of Aucklanders. As more people use trains, buses and ferries, the transport system will be better able to cope with Auckland's significant growth, leading to better environmental and economic outcomes.

Giving priority to developing the public transport system, with a particular focus on those parts of the network that are able to provide the rapid and frequent services that are necessary to enable significant patronage growth, will also help to realise one of the Auckland Plan's transformational shifts – to move to outstanding public transport within one network.

To achieve this transformation Auckland Transport is working on a number of major initiatives that will expand and enhance the rapid and frequent public transport network over the period of this SOI. These include completing the roll-out of electric trains, implementing integrated fares and the staged introduction of a new, connected bus network with improved frequencies. In combination, these initiatives are expected to result in continued strong patronage growth over the period of this SOI, with a target of 93 million total boardings by 2017/18, and rail boardings exceeding the 20 million target before 2020.

### **Transform and elevate customer experience**

Auckland Transport is placing a strong emphasis on understanding what its customers want, and enhancing the customer experience by ensuring that customers are at the centre of everything we do. We are focused on making the transport system safer, simpler and easier to use, with services that meet our customers' demands.

For public transport, this includes: enhanced way-finding; innovative ways of providing information; improved station and transfer facilities, including enhanced security; integrated services, ticketing and fares; consistent branded services through the *AT Metro* brand; and programmes to recognise and encourage customer loyalty.

For the road network, it includes route optimisation that improves traffic flows, which increases the people and goods-moving capacity of the existing network, innovative traffic information and targeted road safety improvements.

The transformation and elevation of the transport customer experience will improve the accessibility and connectivity of Auckland's transport system.

### **Build network optimisation and resilience**

An optimised and resilient transport network is critical for Auckland's economic productivity. Network optimisation and resilience enables the network to better respond to the needs of commercial transport and provides for positive road and public transport safety outcomes and enhances accessibility and connectivity.

To achieve such a transport network, Auckland Transport has worked in partnership with the New Zealand Transport Agency (NZTA) to develop a "one system" approach, which is designed to improve the connectivity and integration of the Auckland transport system. The "one system" approach ensures that:

- the networks of the different transport modes are connected and integrated;

- the State highway and regional arterial road networks are integrated to function as one system;
- modal services are integrated to provide a seamless transport experience; and
- the transport system operates at an optimal level of service, and provides customers with choices and network resilience.

To give effect to the “one system” approach, Auckland Transport developed an Integrated Transport Programme (ITP) in conjunction with the Auckland Council and New Zealand Transport Agency. The ITP enables projects critical to Auckland’s transport needs to be identified, planned, funded and implemented in a coordinated and strategic manner.

Auckland Transport will also improve network optimisation and resilience by continuing to focus on route optimisation initiatives, which improve the productivity of major arterial routes – providing real time information and congestion management, focusing on safety improvements, and better integrating active transport into the wider network.

### **Ensure a sustainable funding model**

Auckland Transport recognises the important funding relationships that exist with the Auckland Council and NZTA. By making informed decisions on how transport expenditure is prioritised, and ensuring that its programmes are efficient and deliver maximum value for money, Auckland Transport aims to deliver the best value for this funding investment over time.

The ITP ensures that funding is directed towards those activities that will make the most cost-effective contribution to Auckland Plan outcomes, and the national transport objectives articulated through the Government Policy Statement on Land Transport (GPS). Effective coordination with NZTA will help to maximise the amount of funding available for investment in Auckland’s transport system, and rigorous financial planning and forecasting will help to maximise the return on that investment.

Auckland Transport will continue to focus on making the best use of the existing transport system. This will be achieved by a proactive approach to asset management, ensuring a whole of life approach to investment, maintenance and renewals.

Auckland Transport will continue to focus on the important contribution that user revenues make to the transport system, through public transport fares, parking revenues and the like. It will also look to expand its funding to include new and innovative revenue sources, including commercial partnerships. It will also examine opportunities to divest surplus assets where appropriate, and will maintain a strong focus on cost minimisation, through improved procurement arrangements and business improvements.

### **Develop creative, adaptive, innovative implementation**

A modern, prosperous, liveable, world-class city demands a transport system that implements creative, adaptive and innovative solutions to transport challenges. Auckland Transport will focus on identifying such solutions.

Auckland Transport will also continue to focus on:

- the use of new technologies, especially smart phones, real time information;
- providing better information to customers;
- the use of HOP data to better understand and respond to customer needs;
- partnerships with innovative partners: academic and commercial;
- supporting innovation hubs, and the use of new transport technologies
- participation in the targeted and integrated spatial approach to development as part of the Council's spatial priority areas (SPAs) and special housing areas (SHAs).

## 5. THREE YEAR WORKPLAN TO DELIVER ON STRATEGIC DIRECTION

The following table details the key initiatives/projects to deliver on Auckland Transport's strategic objectives/themes.

Note that the programme outlined below reflects the Accelerated Transport Programme in the Draft Regional Land Transport Plan (RLTP) and the Auckland Council's Draft Long-term Plan 2015-2025. Additional funding identified in the Auckland Plan funding envelope (which is detailed in the Draft Long-term Plan) would enable a more comprehensive programme to be implemented.

Key projects and initiatives	Description	Contribution to strategic themes
New public transport network	Rail: improved punctuality and customer service as fully electric services implemented on all lines (excluding Papakura-Pukekohe) during 2015	<ul style="list-style-type: none"> <li>• Prioritise rapid, high frequency public transport</li> <li>• Transform and elevate customer experience</li> </ul>
	Bus: improved customer service and logical, intuitive and integrated schedules with implementation of new network : <ul style="list-style-type: none"> <li>• South New Network by 2016</li> <li>• Hibiscus Coast by 2016</li> <li>• West, Isthmus, North Shore and East New Network by 2017</li> </ul>	
	Off-peak frequency improvements on Inner Harbour ferries by 2016	
City centre public transport access	Complete investigations to address bus congestion in city centre, including investigations into light rail on selected arterial routes, and develop implementation plan by 2015	<ul style="list-style-type: none"> <li>• Prioritise rapid, high frequency public transport</li> <li>• Develop creative, adaptive, innovative implementation</li> </ul>
Real time public information system improvements	Ongoing improvements to accuracy and accessibility of real time information.	<ul style="list-style-type: none"> <li>• Prioritise rapid, high frequency public transport</li> </ul>

Key projects and initiatives	Description	Contribution to strategic themes
		<ul style="list-style-type: none"> <li>Transform and elevate customer experience</li> </ul>
Otahuhu Bus/Rail Interchange	Initial improvements to coincide with launch of South New Network [2016] and full implementation by 2021	<ul style="list-style-type: none"> <li>Prioritise rapid, high frequency public transport</li> <li>Transform and elevate customer experience</li> </ul>
Manukau Bus/Rail Interchange	Initial improvements to coincide with launch of South New Network [2016] and full implementation by 2022	<ul style="list-style-type: none"> <li>Prioritise rapid, high frequency public transport</li> <li>Transform and elevate customer experience</li> </ul>
Westgate Bus Interchange (Part of NORSGA Plan Change 15)	Construction complete June 2016	<ul style="list-style-type: none"> <li>Prioritise rapid, high frequency public transport</li> <li>Transform and elevate customer experience</li> </ul>
Integrated fares	Implementation of a simpler, integrated fare structure by Q2 2016	<ul style="list-style-type: none"> <li>Prioritise rapid, high frequency public transport</li> <li>Transform and elevate customer experience</li> </ul>
City Rail Link	Enabling works for City Rail Link (across Lower Queen St and under Downtown building) progressed to meet timeframes agreed with Precinct Properties Ltd	<ul style="list-style-type: none"> <li>Prioritise rapid, high frequency public transport</li> <li>Transform and elevate customer experience</li> <li>Build network optimisation and resilience</li> </ul>
Development of safe cycle ways and walk ways	<p>Completion of Waterview Cycleway Connection (joint project with NZTA) by 2018</p> <p>Extend the regional cycleway network</p> <p>Support greenways plans within the development of safe cycleways and walkways</p>	<ul style="list-style-type: none"> <li>Transform and elevate customer experience</li> <li>Build network optimisation and resilience</li> </ul>
Supporting growth enabled by Proposed Auckland Unitary Plan	Hobsonville Point Park and Ride complete by July 2017	<ul style="list-style-type: none"> <li>Transform and elevate customer experience</li> <li>Build network optimisation and resilience</li> <li>Prioritise rapid, high frequency public transport</li> </ul>
	Massey North Town Centre substantially complete by July 2018	<ul style="list-style-type: none"> <li>Build network optimisation and resilience</li> </ul>

Key projects and initiatives	Description	Contribution to strategic themes
	Establish the Local Residential Growth Fund and invest over \$100m in transport infrastructure to enable growth and development in Auckland	<ul style="list-style-type: none"> <li>• Ensure a sustainable funding model</li> <li>• Develop creative, adaptive, innovative implementation</li> </ul>
	Glenvar Ridge Rd (Long Bay) construction complete 2018	<ul style="list-style-type: none"> <li>• Transform and elevate customer experience</li> <li>• Build network optimisation and resilience</li> </ul>
Maximise value from existing assets	Review and assess (in conjunction with ACPL) maximising value from existing assets, and identification of surplus non-strategic assets for disposal	<ul style="list-style-type: none"> <li>• Ensure a sustainable funding model</li> </ul>
Improved effectiveness of operating expenditure	Programme for achieving efficiency targets for operating expenditure while maintaining service delivery over the course of the SOI.	<ul style="list-style-type: none"> <li>• Ensure a sustainable funding model</li> </ul>
Improved value for money and sector performance for road construction, operations and renewals	Implement the recommendations of the national Road Efficiency Group, including One Network Road Classification	<ul style="list-style-type: none"> <li>• Ensure a sustainable funding model</li> </ul>
New public transport contracts	Shift to new performance-based commercial and contractual framework for public transport services, based on Public Transport Operating Model (PTOM) (rolling change as contracts are renegotiated).	<ul style="list-style-type: none"> <li>• Ensure a sustainable funding model</li> <li>• Transform and elevate customer experience</li> </ul>
Competitive pricing and improved value for money	Ensure effective systems are in place to achieve competitive pricing and improved value for money from the new network	<ul style="list-style-type: none"> <li>• Ensure a sustainable funding model</li> </ul>
Coordinate travel planning initiatives	Support schools, workplaces and tertiary institutions to identify and use transport options other than single occupancy private vehicles.	<ul style="list-style-type: none"> <li>• Develop creative, adaptive, innovative implementation</li> </ul>
Route optimisation	Progress route optimisation programme, which helps ease congestion on Auckland's road network.	<ul style="list-style-type: none"> <li>• Build network optimisation and resilience</li> <li>• Transform and elevate customer experience</li> <li>• Develop creative, adaptive, innovative implementation</li> </ul>

## Specific projects delivering on Māori responsiveness

The following table sets out specific projects which will help to deliver on Māori responsiveness – contributing to Māori well-being, organisational effectiveness, and post-Treaty settlement opportunities

Key projects and initiatives	Description	Contribution to Māori responsiveness
Mana whenua engagement	Engagement with mana whenua on major transport infrastructure projects using Te Aranga Māori urban design principles, and utilising AT's Māori Engagement Framework	Mana whenua input to transport infrastructure development and design, contributing to Auckland's Māori identity
Māori values and stormwater	Māori values such as kaitiakitanga are considered in stormwater management in transport infrastructure projects	Contributing to Auckland's Māori identity
Marae development and papakainga housing	Infrastructure support and technical advice on marae development and papakainga housing	Improved Māori access to social and economic opportunities

In addition, although most Auckland Transport projects are not specifically tailored to Māori, many of them will directly benefit Māori by virtue of their nature and location. For example, the roll-out of the new public transport network will improve the range of destinations and service frequencies for public transport in areas with high concentrations of Māori, thereby improving Māori access to social and economic opportunities. Similarly, capital development projects in areas of high Māori population can also improve Māori access to social and economic opportunities.

AT is working with mana whenua forum to develop an indicator to assess Auckland Transport's quality of engagement with mana whenua.



## 6. PERFORMANCE OUTLOOK

### Key performance measures

Auckland Transport has an agreed set of key performance measures and targets which form the basis for accountability to delivering on the Council's strategic direction, priorities and targets. These will be reported on a quarterly basis, in accordance with the CCO Governance Manual. These include measures agreed as part of the Long-term Plan 2015-2025.

Strategic theme <sup>1</sup>	Measure	2013/14 Actual	2014/15 Annual Plan	2015/16 Target	2016/17 Target	2017/18 Target
Prioritise rapid, high frequency public transport	Total public transport boardings (millions)	72.4	73.7	84.47	88.97	93.01
	Boardings on rapid or frequent network (rail, busway, FTN bus)	TBA (new measure)	New measure	Increase at faster rate than total boardings	Increase at faster rate than total boardings	Increase at faster rate than total boardings
Transform and elevate customer focus and experience	PT punctuality (weighted average across all modes)	85.9%	New measure	92%	93%	94%
	Customer satisfaction index: PT, road quality, footpath quality, road safety	PT: 81.4 Road: 71 F/path: 63 Safety: 63	PT: 83 Road: 70 F/path: 65 Safety: N/A	PT: 83 Road: 70 F/path: 65 Safety: 60	PT 84 Road 70 F/path 65 Safety 60-65	PT: 85 Road: 70 F/path: 65 Safety: 60-65
Build network optimisation and resilience	Arterial road productivity <sup>2</sup>	68%	53% of the ideal achieved	54% of the ideal achieved	55% of the ideal achieved	55% of the ideal achieved

<sup>1</sup> Strategic themes are referred to as service level statements in the LTP

<sup>2</sup> Road productivity is a measure of the efficiency of the road in moving people during the peak hour. It is measured as the product of number of vehicles, their average journey speed and average vehicular occupancy. Key arterial routes include:

Airport to CBD (via Manukau Rd)

St Lukes to St Johns (via Balmoral/Greenlane West/Greenlane East/Remuera Rd)

Albany to Birkenhead (via Glenfield Rd)

Henderson to CBD (via Great North Rd)

SH1 to Ti Rakau Dr (via Te Irirangi Dr)

SH20 to Portage Rd (via Tiverton/Wolverton Rd)

The result from 2013/14 (68%) was for a smaller number of routes, at a time when the measure was being trialled. More recent data for the full range of surveyed routes indicates that the target range of 54-55% is more realistic for the period of this SOI.

Strategic theme <sup>1</sup>	Measure	2013/14 Actual	2014/15 Annual Plan	2015/16 Target	2016/17 Target	2017/18 Target
	Travel times on key freight routes <sup>3</sup>	Baseline travel times maintained on 6 out of 8 routes	Maintain travel times for 85th percentile on all nominated freight routes	Maintain baseline travel times for the 85th percentile	Maintain baseline travel times for the 85th percentile	Maintain baseline travel times for the 85th percentile
	New cycle ways added to regional cycle network (km)	NA	New measure	7.4 km	16.4 km	28.8 km
	Annual number of cycling trips in designated areas in Auckland (All day)	141,897 (morning peak)	142,200 (AM peak) 958,000 (all day)	1.1 million (all day)	1.2 million (all day)	1.8 million (all day)
Ensure a sustainable funding model	PT farebox recovery <sup>4</sup>	45.4%	New measure	46-48%	47-50%	49-52%
Develop creative, adaptive, innovative implementation	Parking occupancy rates (peak 4-hour, on street) <sup>5</sup>	N/A	Within 70-90% range	70% - 90%	70% - 90%	70% - 90%
	No. of car trips avoided through travel planning initiatives	16,587	16,700	17,500	18,400	20,240

<sup>3</sup> Target travel times on nominated strategic freight routes:

Route	Travel Time (mins)
SEART (from Sylvia Park to East Tamaki)	11
SEART (from East Tamaki to Sylvia Park)	12
Wairau Rd (from SH1 to SH18)	8
Wairau Rd (from SH18 to SH1)	8
Harris Rd (from East Tamaki to SH1 Highbrook interchange)	10
Harris Rd (from SH1 Highbrook interchange to East Tamaki)	11
Kaka St/James Fletcher Dr/Favona Rd/Walmsley Rd (SH20 to Walmsley)	13
Kaka St/James Fletcher Dr/Favona Rd/Walmsley Rd (Walmsley to SH20)	13
Great South Rd (SH1 Ellerslie Panmure Hwy Interchange to Portage Rd)	11
Great South Rd (Portage Rd to SH1 Ellerslie Panmure Hwy Interchange)	11

<sup>4</sup> Farebox recovery measures the contribution passenger fares make to the operating cost of providing public transport services. The measure calculates farebox recovery in accordance with NZTA guidelines.

<sup>5</sup> 4-hour peak period is defined as the top 4 busiest hours of the day. These hours are not often coincidental and can vary depending on contributing factors. On-street parking occupancy is surveyed once a quarter in 3 central city parking zone precincts: Shortland/High Sts, K Road & Wynyard Qtr.

## Performance Reporting

Auckland Transport will use the following guidelines to report on performance against the targets:

- where performance is within +/- 2.5% of a target, the target will be considered to be met;
- where performance is above a target by more than 2.5%, the target will be considered to be exceeded; and
- where performance is below a target by more than 2.5%, the target will be considered to be not met.

## Secretary for Local Government Mandatory Performance Measures

In addition to the key performance measures outlined above, Auckland Transport is also required by the Secretary for Local Government to report against specified non-financial performance measures (as per the Non-financial Performance Measures Rules 2013). Those measures, and correlating targets, are set out below.

The targets align to those agreed as part of the Long-term Plan 2015-2025, and will be reported on quarterly in accordance with the CCO Governance Manual.

Strategic theme	Measure	2013/14 Actual	2014/15 Annual Plan	2015/16	2016/17	2017/18
Transform and elevate customer focus and experience	Change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	429 (year to 31 Dec 2013)	2.66% reduction from previous year	Reduce by at least 9	Reduce by at least 9	Reduce by at least 9
	Percentage of customer service requests relating to roads and footpaths which receive a response within specified time frames <sup>6</sup>	85%	New measure	85%	85%	85%
Build network optimisation and resilience	Road maintenance standards (ride quality) as measured by smooth travel exposure (STE) for all urban and rural roads	Rural 95 Urban 85	New measure	Rural 93 Urban 83	Rural 92 Urban 82	Rural 91 Urban 81
	Percentage of the sealed local road network that is resurfaced	7.6%	New measure	8%	8%	8%

<sup>6</sup> As defined in AT's customer service standards: 2 days for incident investigation as a high priority; 3 days for an incident investigation as a normal priority; 1 hour emergency response time.

Strategic theme	Measure	2013/14 Actual	2014/15 Annual Plan	2015/16	2016/17	2017/18
	Percentage of footpaths in acceptable condition (as defined in AT's AMP)	99%	New measure	99%	99%	99%

## 7. SUMMARY OF FINANCIALS

The following summary of financials supports the delivery of the strategic deliverables and performance targets for Auckland Transport. The amounts shown reflect the approved transport budget in the Long-term Plan 2015-2025.

Operating budgets (\$million)	Annual Plan* 2014/15	Long Term Plan		
		2015/16	2016/17	2017/18
<b>Revenue</b>				
Funding from Auckland Council	236	250	259	267
Fees and user charges	161	182	290	331
Subsidies and grants	227	238	244	244
Vested assets	0	100	102	103
<b>Total revenue</b>	<b>624</b>	<b>770</b>	<b>895</b>	<b>945</b>
<b>Expenditure</b>				
Employee benefits	91	102	102	103
Depreciation and amortisation	266	311	330	353
Grants, contributions and sponsorship				
Other operating expenses	502	532	654	702
<b>Total expenses</b>	<b>859</b>	<b>945</b>	<b>1,086</b>	<b>1,158</b>
Finance income	0	0	0	0
Finance expense	27	31	32	32
<b>Net operating income</b>	<b>(262)</b>	<b>(206)</b>	<b>(223)</b>	<b>(245)</b>
<b>EMU principal repayments</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>6</b>

\* Annual Plan has been adjusted for approved council changes

Capital budgets (\$million)	Annual Plan* 2014/15	Long Term Plan		
		2015/16	2016/17	2017/18
<b>Total capital expenditure</b>	<b>833</b>	<b>620</b>	<b>720</b>	<b>649</b>
<b>Sources of capital funding:</b>				
Subsidies and grants	182	171	217	150
Auckland Council	651	449	503	499
<b>Total sources of capital funding</b>	<b>833</b>	<b>620</b>	<b>720</b>	<b>649</b>
<b>Shareholder equity ratio</b>	<b>95%</b>	<b>96%</b>	<b>96%</b>	<b>96%</b>

\* Annual Plan has been adjusted for approved council changes

### Expenditure towards Māori outcomes

Expenditure on Māori outcomes is currently embedded in wider project budgets, which are currently subject to review. Auckland Transport will continue to report on expenditure on Māori outcomes as part of its quarterly report to Council.

### Other financial information

<b>Current value of assets</b>	The current value of Auckland Transport assets as at 31 December 2014 is \$16,241,384,000.	
<b>Shareholder equity ratio</b>	The latest shareholder equity ratio for Auckland Transport as at 31 December 2014 is 96%	
<b>Accounting Policies</b>	Auckland Transport accounting policies are consistent with those of the Auckland Council group policies.	
<b>Financial Reporting</b>	Auckland Transport financial reporting will be in accordance with requirements of the CCO Governance Manual.	
<b>Asset sales (\$ million)</b>	2013/14 Actual	\$12.4 million
	2014/15 Annual Plan	None
	2015/16 LTP	None
	2016/17 LTP	None
	2017/18 LTP	None

## 8. APPROACH TO GOVERNANCE

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Governance Manual which sits alongside this SOI and also forms part of the annual binding agreement between council and Auckland Transport.

This Governance Manual will be adopted in August 2015.

Auckland Transport is required to hold two public meetings a year (Local Government (Auckland Council) Act 2009), as follows:

<b>Purpose</b>	<b>Date</b>	<b>Form of Public Notification</b>
Consider performance against SOI targets	August 2015	Public notification in newspapers with a circulation across Auckland, and on the Auckland Transport website.
Consider shareholder comments on draft SOI 2016-2019	June 2016	Public notification in newspapers with a circulation across Auckland, and on the Auckland Transport website.