

Quarterly Performance Report



Auckland Transport

2023/2024 Quarter 3

For the 3 months ended 31 March 2024



Quarter 3 – At a glance



Executive Summary

Statement of Intent (SOI) measures: Overall, Auckland Transport (AT) is making pleasing progress towards its agreed performance objectives. AT has met or exceeded 18 performance measures. Only one was below target.

March tends to be Auckland's busiest period on the road and public transport network and we focussed on ensuring our services and network was optimised to provide reliable journeys. We continued to work closely with our partners KiwiRail and Auckland One Rail to manage disruptions on the train network.

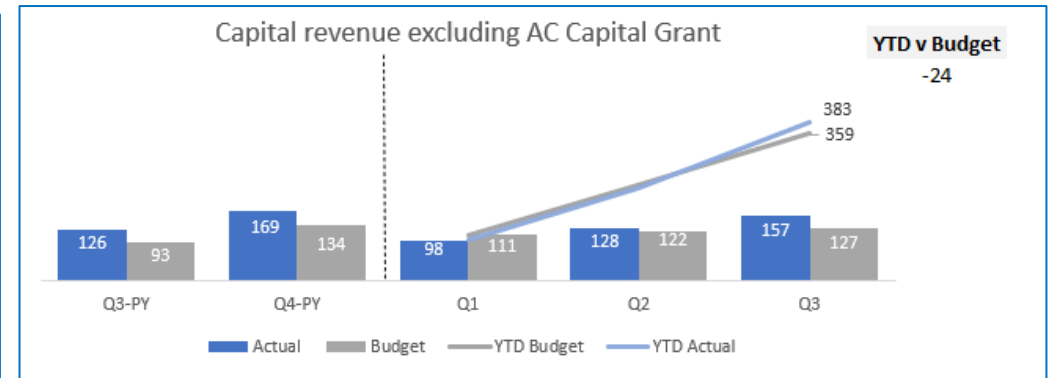
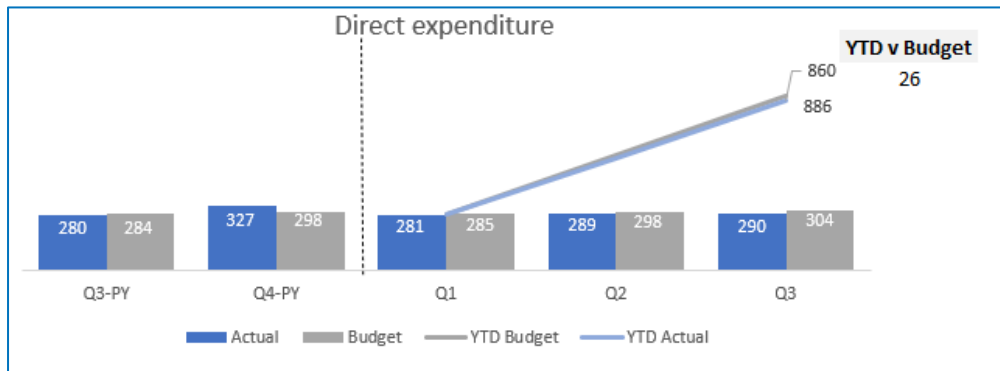
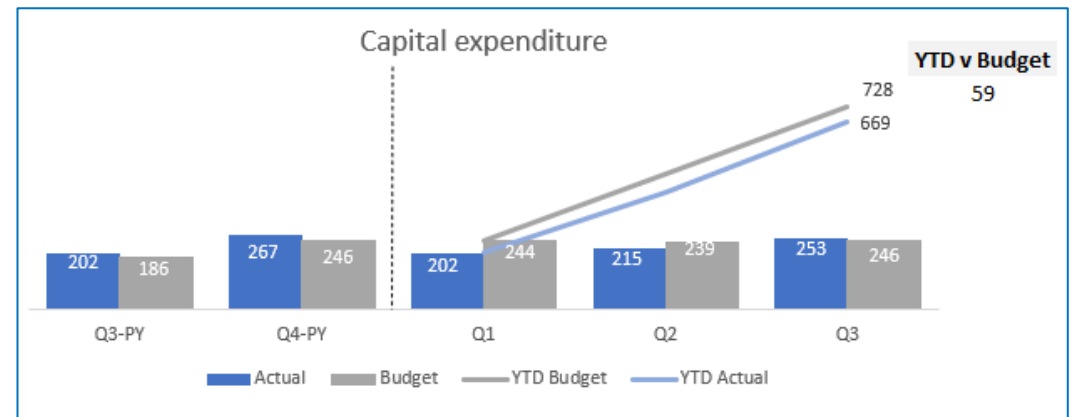
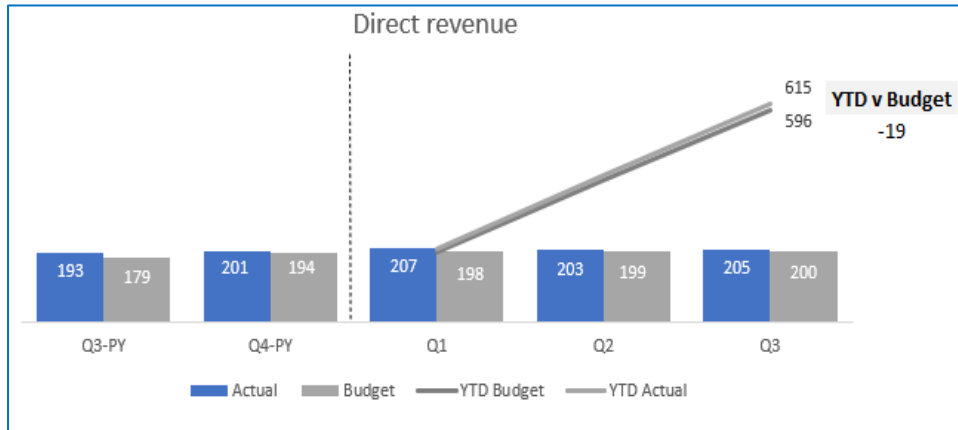
The new Western Express bus services reached 100,000 boardings in its first 10 weeks.

Our focus on road renewals over summer delivered 323.2 km of sealed road resurfacing/rehabilitation, working well towards our end of year target of 400km.

The Draft Government Policy Statement on Land Transport (GPS), which was released for consultation this quarter, has created funding uncertainty for the upcoming financial year and we have provided advice to Auckland Council as part of its submission. The draft GPS has implications for funding public transport (PT) operations and infrastructure delivery. In addition, we are working with Council's finance team to understand the likely direction of decisions on Long Term Plan (LTP) funding for transport and the potential implications for the capital programme and transport operations, which could mean a reduction in some public transport services.

\$ Financial Performance

- Year to date **surplus from operations** excluding depreciation is favourable to budget. Based on current trends, AT is expecting to have a surplus that is above full year budget, primarily due to higher bus patronage and New Zealand Transport Agency Waka Kotahi's (NZTA) adverse weather funding and lower expenditure primarily arising from lower FTE numbers. In addition, lower finance costs have contributed to Councils' unidentified cost saving expectations.
- **Direct revenue** is \$19 million favourable to budget mainly due to the approval of additional NZTA operating funding for extreme weather remediation costs and higher PT patronage.
- **Direct expenditure** is \$26 million favourable to budget mainly due to lower contractor-maintenance, PT, and personnel costs.
- **Capital expenditure** of \$669 million is tracking at 92% of planned spend.
- **Capital revenue excluding Auckland Council (AC) Capital Grant** is \$24 million below budget mainly due to lower than budgeted capital expenditure.



Note: for more details, please refer to the Financials section.

Highlights

- **Science and Sustainability Strategy 2024-2031:** the strategy will be presented to the board for approval at its May 2024 meeting. AT is implementing three innovative material/method trials (plant-based binder, low-carbon concrete, and warm-mix asphalt) across road maintenance contracts over the next three months to reduce carbon emissions.
- **Network performance:** 29,466 people travelled on arterial roads during the morning peak – 5% above the 28,000 SOI target and 3% more than February 2024. We expect school holidays to reduce the number of people moving through the network in April. March saw similar travel times across the network in the morning peak period, compared to February, and a very slight increase in average speed on the network to an average of 31 km/h on the key arterial routes in the morning peak.
- **Review of raised pedestrian crossings:** reviews of raised pedestrian crossings remains a key focus, to ensure their use and applicability on a site-specific basis is appropriate. As part of this review, we remain focused on ensuring transport safety, economic viability and network performance are all considered. We are seeing a reduction in the number of raised devices on the network without a compromise in safety, coupled with cost-saving benefits attained through reduced traffic management costs and simpler solutions.
- **Road asset maintenance and renewals:** by the end of March, we completed 323.2 km of sealed road resurfacing/rehabilitation which is 81% of the full year target of 400 km. In April we will continue to perform chipsealing if temperatures remain warm and have further asphalt and micro surfacing work programmed for the fourth quarter. This will be the largest resurfacing programme we have undertaken since 2017/18.
- **PT and active modes:** capacity and performance are under constant review. All trips are monitored daily, identifying those that are above 80% capacity and action is taken where resources (drivers and buses) permit. Actions taken have included adding additional services and larger vehicles to routes with specific capacity concerns. Overall, the PT network performed well and there was strong collaboration with PT operators. A debrief has occurred and learnings captured to take forward into the planning for 2025.
- By the end of June 2024, we expect to have delivered 6 to 7 kilometres of new bus lanes and 7 to 8 kilometres of new cycle lanes. When comparing February 2024 with February 2023, there has been a 40% increase in patronage on the North-West bus services which launched in November 2023.
- **Western Express:** the service achieved 100,000 boardings in its first ten weeks of operation, which is well on track to meet its patronage target of 600,000 for the year.
- **Eastern Busway:** AT has opened the extension of William Roberts Road as well as the Aylesbury Street/Ti Rākau Drive junction. Reeves Road has been closed and piling has commenced for Rā Hihi (flyover above Reeves Road).

- **Rail programme:** the Auckland Rail Operations Centre is now fully operational; and KiwiRail, AT and Auckland One Rail are operating from the same control room, which greatly improves coordination between the three parties. Also, the first unit of the 23 additional trains has reached final testing stage and is expected to be shipped to New Zealand at the end of April.
- **Regional Land Transport Plan 2024 – 2034 (RLTP):** development of the RLTP is continuing, focused on finalising the AT capital programme in the context of the regional multi-agency programme; and working with officers from NZTA, KiwiRail and Auckland Council to finalise ranking of the regional programme and update project costs. There has also been engagement with the Regional Transport Committee (RTC) and the Transport and Infrastructure Committee (TIC) to seek feedback on potential options for the capital programme.
- **Auckland Integrated Transport Plan:** AT is working alongside Council on development of the Auckland Integrated Transport Plan.
- **Contactless payments (open loop):** this is delayed from the original target date of July, due to supply chain issues getting equipment into New Zealand and established in our data centres. The project is on track to a revised timeline to be delivered in the last quarter of this calendar year. There are still some dependencies outside of AT's control, such as banking compliance activities, so a definitive date at this point is not being provided.
- **Special events:** AT has managed 23 major events since January 2024, transporting 148,218 customers on special event services across ten of these events.



Issues/Risks

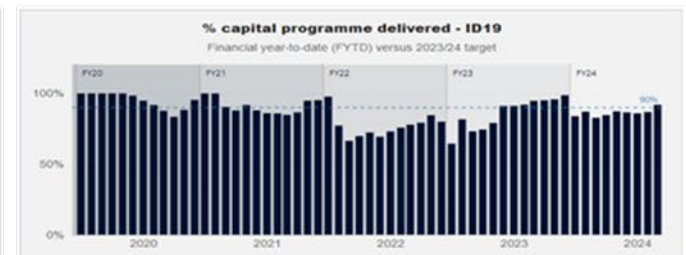
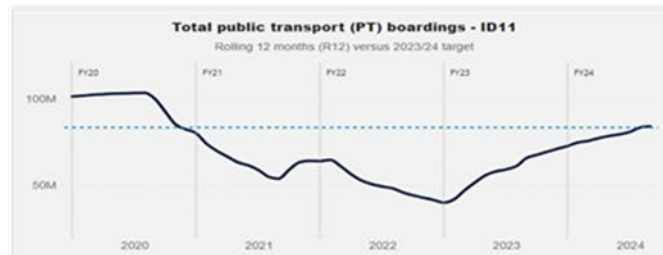
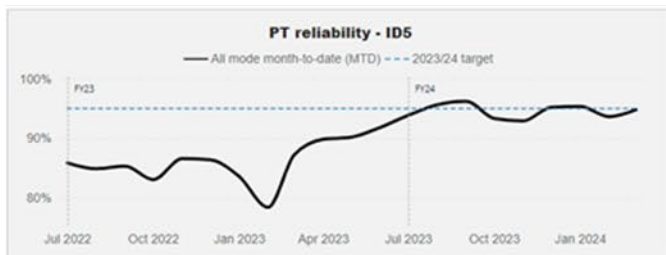
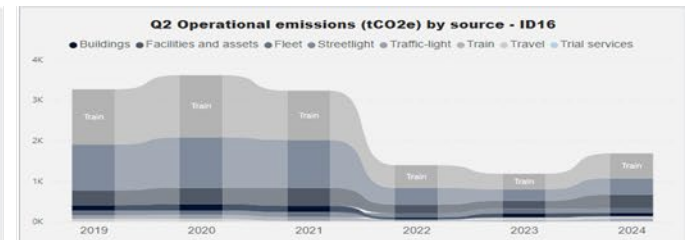
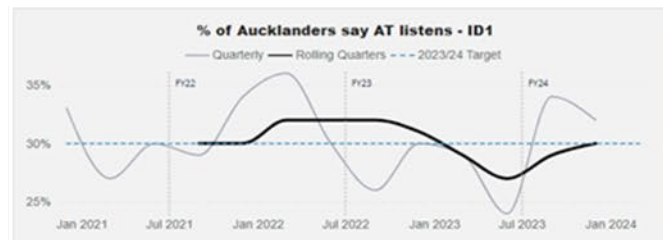
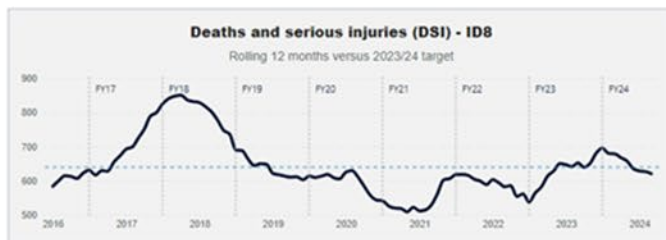
- **GPS:** the new coalition Government has released a draft GPS for consultation which signals a shift in priorities towards economic growth and productivity, reintroducing Roads of National Significance and pothole prevention, renewals, and maintenance, with a shift away from PT services and infrastructure investment, active modes, and safety infrastructure investment. Over the next few weeks, we expect to receive indications of the National Land Transport Fund (NLTF) funding available for our ongoing PT, maintenance, operations, and renewals programmes.
- **CRL:** there is a risk that the operational transition between CRL and AT does not occur in sufficient time (or to the required standard) to allow for the required integration, impacting day one readiness. Risks being managed include tight timeframes, resourcing, and funding.
- **Rail programme:** the Level Crossing Removal Programme remains unfunded; we do have funding for 5 pedestrian level crossings in support of City Rail Link (CRL) Day 1. The Crown has not yet confirmed funding of the KiwiRail Rail Network Rebuild programme beyond FY24, and in turn what performance is expected from the network when CRL opens. We are working with the Ministry of Transport (MOT) and KiwiRail on the Metropolitan Rail Operating Model, and we expect this to confirm service level standards; funding and allocations; and investments in support of metropolitan rail services.
- **Budget uncertainty:** We are working with Council's finance team to understand the likely direction of decisions on LTP funding for transport and the potential implications for the capital programme and transport operations. Depending on final LTP funding levels, and the combined impact of changed funding priorities within the GPS and removal of the regional fuel tax means, there will a need to adjust both the capital and operating expenditure programmes. This may affect low-patronage bus services, increase fares, and reduce investment in a variety of infrastructure solutions. We are yet to finalise these impacts.
- **Regional Fuel Tax (RFT):** AT is working through the impacts of the RFT removal on the capital programme. This is compounded by the change in asset priorities through the GPS.
- **Flood recovery:** there are 430 road repairs outstanding, some of which have complexities and are not expected to be fully reinstated before the end of 2025.

Key Performance Measures

SOI performance targets outcome areas	Exceeded	On track / Met	Not on track / Not met	Not reported this quarter	Total
Better understanding of the communities we serve	2	1			3
Getting the basics right	1	5	1		7
Leveraging our existing network using data, technology, and insights	2	3			5
Collaboration and improving relationships		1			1
Supporting Māori wellbeing, outcomes, and expectations		1			1
Value for money and reducing costs to AC	1	1			2
TOTAL	6	12	1	0	19

Note: for details on performance targets, please refer to AT's performance against the SOI performance targets in the statement of performance expectations section.

Trends



Strategic alignment and key policies

Vision zero

Context: Tāmaki Makaurau’s commitment to Vision Zero is an ambitious transport safety vision with the goal of no deaths and serious injuries (DSI) on Auckland’s transport network by 2050. This strategy is owned and delivered by the Tāmaki Makaurau Road Safety Group comprising a partnership between AT, AC, New Zealand Police, Public Health, Fire and Emergency New Zealand (FENZ), ACC, NZTA and MOT.

SOI target: we are working to establish a new SOI target. Reduced funding will have a direct impact on what we can be expected to be held accountable for to deliver safety outcomes. We will also need to consider any changes that will be required under the new speed limit setting rule.

Strategic planning: the strategic review of the use of raised safety platforms continues. Work is also underway to understand the effectiveness of other safety interventions so that the safety of pedestrians and other vulnerable road users is not compromised. In the past 12 months, 47% of DSIs were experienced by people walking, cycling or motorcyclists and 89% of DSIs in Auckland occurred on our local roads.

Katoa Ka Ora: Minister Brown has announced that a new speed limit setting rule will be open for consultation shortly and he expects the new rule to be in place by December 2024. We do not yet have enough detail to establish what this means for speed management in Auckland, but he has indicated that when speed limits are set, economic impacts – including travel times – and the views of road users and local communities are taken into account, alongside safety. He has also indicated that blanket speed limit changes will be required to be reversed, where safe to do so. It is unclear at this point what this would mean for Auckland as each of our roads that has had speed limits changed was individually assessed and the speed limit deemed unsafe and not appropriate.

Growing insights: we continue to work with our partners to maximise the use of data. There is a historic under-reporting of DSIs; by using data from ACC and health data we will gain a clearer picture of the extent of road trauma. The updated social cost of crashes has been released by MOT, which is estimated to be \$2 billion per year in Auckland.

Key risks to Vision Zero:

- Reduced funding compromises the delivery of the road safety programme.
- The Government direction on road safety is yet to be confirmed. We do not yet have a timeline for the GPS, but it will affect funding for both road policing and road safety promotions.
- Changes to the speed limit setting rule.

Climate change and sustainability

Total operational emissions for Q3 are tracking towards an almost 48% reduction compared to the respective quarter of the base year 2018/19. This exceeds the targeted reduction of 15%.

The zero emission bus numbers have increased slightly, now at 138 (approximately 10% of the fleet) and expecting to be 180 by the end of Q4.

AT has 4 zero / low emission ferries under construction with the first battery electric ferry being launched in December 2024 followed by the second battery electric in March 2025. Both plug-in hybrids are on track for a May 2025 and May 2026 arrival in Auckland from Whanganui. However, funding of the broader ferry programme (vessel replacement and charging infrastructure) remains uncertain. This may impact the rate at which we are able to decarbonise the ferry fleet.

The Request for Proposal to write the business case for EV projects/commercial model assessment was released on the New Zealand Government Electronic Tenders Service (GETS) over Easter and closes at the end of the month.

A new contract has been awarded for bus operations on the North Western Busway which will see the use of zero emission buses from commencement.

Māori outcomes

Supporting Māori wellbeing outcomes, expectations, and aspirations under Te Tiriti o Waitangi

- **Mana whenua engagement:** AT contributes to mana whenua engagement through forums for operations and governance matters. Project fora are held across various rohe on a fortnightly basis, focusing primarily on resource management matters including:
 - Biodiversity work: impacts on nature
 - Charger building design: low emission ferry programme for Downtown Ferry Terminal
 - City Centre Bus Plan – indicative business case
 - Eastern Busway Alliance
 - Gowing Drive underpass scheme
 - Mangere walking and cycling projects update
 - Manurewa bike hub
 - Open Loop and National Ticketing Programme
 - Point Chevalier to Westmere Mahi Toi presentation
 - Room to Move i te Pokapū Tāone - developing a city centre parking management plan
 - Sustainable Procurement Action Plan
 - Update on Karanga-a-Hape Station neighbourhood

- **Ngā Kete Kiwai (AT's Māori Learning and Development Programme):** there were 87 attendees across the four workshops of the Ngā Kete Kiwai programme.
- **Māori business:** AT's procurement spend with Māori-owned businesses is \$25.54 million or 2.14% of the total spend, above the target of 2%.
- **Te reo Māori across the transport network and AT:** Te reo Māori translations were completed for wayfinding signage, safety messages on the transport network and disruption announcements and refreshing announcements.
- **Māori Outcomes Plan:** AT's Māori Outcomes Plan is being drafted and is planned to go to the AT Board in June 2024.

Other focus areas

Dynamic lanes and streets

Projects in design

- Maoro Street dynamic bus lane: presented to the Whau Local Board, support received, progressing to detailed design.
- Main Highway (Ellerslie) adaptive bus lane: digital signage is being procured, and software developed. Public information campaign to begin. Implementation planned for late April/early May 2024.

Future dynamic lanes under investigation

- Three routes where dynamic lanes would be suited: Park Road, Dairy Flat Highway and Ellerslie Panmure Highway.

Temporary Traffic Management (TTM) Code of Practice

Spotlight initiative: live monitoring of active temporary traffic management sites.

- Objective: to identify issues and implement corrective measures to worksites causing unacceptable disruption on Auckland's road network.

New initiatives

- Re-designing the framework that outlines how AT evaluates the construction contractor's temporary traffic management risks identification and mitigation plan.
- Investigating the future state where AT can better execute its function as the Road Controlling Authority, as it relates to approving and monitoring roadworks.

Currently underway

- Workshops with TTM industry deployment of new TTM approaches.
- Investigating further options to reduce the cost of TTM.
- Improving the road corridor access application process (how the industry applies for road access to set up worksites).

Time of Use Charging

- A programme team has been assembled and planning work across a number of workstreams is underway, including Policy, Communications, Technology and Legal.
- To accelerate early scheme policy and options analysis, the assumptions, and recommendations from 'The Congestion Question' will be used as baseline. Latest data and forecasts are being analysed, with a focus on congestion, travel patterns, public transport availability, deprivation, and planned/potential improvements.
- The Political Reference Group met in March and April, and reviewed the timeline, work programme, initial policies, and potential options.
- The development, timing and form of the scheme will be reliant on legislation timing and content. AT has engaged with NZTA and the Ministry of Transport to reiterate Auckland's desire to collaborate on legislation drafting, parameters and technology application. NZTA and MOT have representation on the Programme Control Group, and cross-agency staff working groups have been established to ensure alignment across workstreams.

Ferry programme

- Four new ferries are being built. Two 200-passenger battery electric ferries are being designed and built in Auckland (supported by significant EECA funding) and two 300-passenger electric-hybrid ferries are under construction for the Devonport route.
- All four refurbished AT diesel ferries are back in service. The refurbishment will increase the lifespan of the ferries by 8-10 years; and increase reliability, fuel efficiency and passenger capacity while reducing particulate emissions.
- A ferry charging equipment contract was placed late 2023, with the first charger shipping to New Zealand in May 2024.
- Charging infrastructure will be constructed and commissioned at Half Moon Bay Ferry Terminal first, in early 2025.
- Further charging infrastructure is planned at the Downtown Ferry Terminal and Hobsonville Point between late 2025 and late 2026 to establish the core of AT's charging network. Charging infrastructure at Downtown remains as a key programme risk due to the stakeholder interest and consenting requirements at the location.
- The first ferries are being launched by the manufacturers late 2024 and early 2025, with the first handover to AT currently planned for March 2025 and passenger services mid-2025.
- In light of funding constraints, we are reviewing the timelines and scope of the ferry electrification programme. A board paper is being prepared to update the board on Stage 1 delivery progression and seek approval for increased budget.

Electrifying the fleet

- **Electric buses**

- So far in FY24 we have delivered:
 - 43 new e-buses to the New Lynn depot (50% of operations from this depot)
 - 12 new e-buses for the Albany-Newmarket route
 - 3 new e-buses for the Otahuhu-Papakura route
 - 1 new e-bus for Waiheke Island
 - 1 new double-decker e-bus to the New Lynn depot
- This will take our total number of e-buses to around 180, out of a total fleet size of 1,350.

- **Electric ferries**

- As above, we have four vessels under construction:
 - 2x 200-seater electric ferries, expected to go live in service mid-2025
 - 2x 300-seater hybrid electric ferries, expected to go live in service late 2025
- Further three vessels – vessels 3-5 are currently under procurement to fulfil the 2022 agreement with Fullers Group.
- All vessels will have substantially more space for cycles, wheelchairs, pushchairs and mobility scooters.
- Vessels are likely to initially be used on inner harbour routes.

Statement of performance expectations

1. Better understanding of the communities we serve

Statement of Intent deliverables - Programme governance update



1. Communities	2. Basics	3. Network	4. Collaboration	5. Value for money	6. Capital programme
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Residual risk status

6

Accountable Business Area

All ▼

On track
 At risk
 Completed
 Watch
 Not on track

Outcomes	Deliverables	SOI Timeframe	Governance commentary	Status
1. Better understanding of the communities we serve	1.01 Establish a programme to deeply understand those we serve, to inform strategic business decisions and the prioritisation of initiatives to improve customer experience across all services and touch points including where AT engages with communities on projects, programmes and delivery of new transport solutions.	FY24 - Q4	Building out a library of research on key issues including Aucklanders' expectations of AT, current travel behaviours and drivers of mode choice, perceptions of safety, attitudes to climate change and TERP goals. Building research roadmap to inform projects and initiatives based on business priorities. Building out Voice of Customer (VOC) satisfaction programme across growing number of touchpoints and working to report insights down to a Local Board Level. Developing aligned and consistent customer measures and metrics across AT.	On track
	1.02 Commission independent quantitative and qualitative research along with research and analytics on observed travel behaviours. We will publish this research regularly.	FY24 - Q4	Independent qualitative and quantitative research to inform strategy and policy has been undertaken.	On track
	1.03 Update governance and decision-making processes to ensure what matters to Aucklanders is given appropriate focus. This will include safety and climate priorities, customer experience project plans, resource and budget plans, insights plans, disruptions plans, customer experience design principles for all major programmes and projects.	FY24 - Q4	Developed a Customer Experience Delivery framework which will embed customer experience requirements into AT's projects and programmes, with the aim of putting the customer at the centre of everything AT does.	On track
	1.04 Collect data on where and why Aucklanders feel unsafe (perceptions of safety) and baseline these measures.	FY24 - Q4	Integrating perceptions of safety data with DSI data	On track
	1.05 Develop a framework for measuring perceptions of safety overlaid with actual deaths and serious injuries and use the reporting of these measures to focus improvements.	FY25 - Q4	Developing a framework. Bringing together data from the Crash Analysis System, MoH & ACC data and customer sentiment.	On track
	1.06 Develop a set of exemplar journeys that reflect user experience across the whole Auckland transport network including travel times. We will publish these monthly to understand trends, and to support actions to address any increases in travel times.	FY24 - Q4	Data for the last quarter for 5 exemplar journeys shows most trips operating within acceptable levels of service (minimal congestion) for general traffic. One exemplar journey experienced increased travel times in February (commuting trips between Henderson and the Airport). Comparative journeys for public transport and customer experience indicators being investigated.	On track



2. Getting the basics right

Statement of Intent deliverables - Programme governance update



1. Communities	2. Basics	3. Network	4. Collaboration	5. Value for money	6. Capital programme
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Residual risk status



On track

At risk

Completed

Watch

Not on track

Accountable Business Area

All



Outcomes	Deliverables	SOI Timeframe	Governance commentary	Status
2. Getting the basics right	2.01 Develop a public transport recovery plan to achieve pre COVID-19 patronage levels, and uplift passenger numbers.	FY24 - Q1	Programme development completed with programme approved by AT board in October 2023. Progress update provided to the AT board in March 2024. Quarterly updates will remain until the programme completion.	Completed
	2.02 Improve reporting of our bus route utilisation and adjust low patronage routes to on-demand services where appropriate, considering potential impacts to users.	FY24 - Q4	10-14 Low performing routes are under consideration for removal, or adjustment as part of cost saving requirements. Discussions are underway with operators for unit level impact assessment.	On track
	2.03 Improve the way we manage and respond to disruptions by developing a disruptions blueprint.	FY24 - Q2	Cross-agency disruptions programme set up. Initial workstream focus is improving management of roading disruptions, enabling technology and improved communications. Initiatives to improve quality and timeliness of PT disruption communication underway, this will be completed by end of Q4.	On track
	2.04 Maintain our assets to a safe standard within funding limits and seek opportunities to improve funding towards our approved Asset Management Plan in a way that minimises the whole of life cost and considers the unique needs of different areas across the region such as rural areas.	FY24 - Q4	Forecast road renewals and maintenance expenditure on-track for full-year against budget. Delivery on PT renewals and structures likely to be below budget due to consenting delays.	On track
	2.08 Refresh our safety investment strategy and re-plan our approach to ensure we invest in the right places and ways it is fit for purpose, taking into account advocacy, education, road safety engineering, wider harm on the transport network, and alignment with other policies.	FY25 - Q4	Internal AT safe system intervention review well underway, as is how we programme and deliver these changes within our capital programme, focus on the right solution for the context and away from a 'one size fits all'. In discussion with NZTA about revising design and funding criteria.	On track
	2.09 Minimise the impact of disruption on the road corridor and reducing road cones.	FY24 - Q4	TTM programme team and governance group formed. Initiatives under two-time horizons (quick wins and transition to New Zealand Guide to TTM) identified. Trials of new approach to temporary traffic management TTM commenced. Preliminary results being analysed, report back by end of Q2. Industry engagement and Council family engagement commenced with an Auckland TTM industry workshop and a meeting with Eke Panuku to introduce the New Zealand guide to NZG TTM approach and investigate quick wins and trial candidates. Updated fee schedule for Road Corridor Access fees and occupancy costs consulted on and implemented (go live 1 October 2023). Completed, new fee schedule live. Evidence of behaviour change noted (requests for smaller sized worksites to reduce cost of occupying the road corridor)	On track
	2.10 Work towards the Transport Emissions Reduction Plan by:	FY24 - Q3	Carbon emission reduction being embedded within project delivery.	At risk
	2.11 Progress the Better Faster Consents work programme alongside Council and Watercare to simplify and improve the resource consenting process.	FY24 - Q4	Results for the quarter show that responses for consents are meeting / exceeding target. Re-engagement with Regulatory teams at Council to move forward on initiatives to reduce delays and align processes.	On track
	2.12 Provide construction oversight to contractors and ensure they remedy defects at their own cost as a condition of contract for physical works.	FY24 - Q4	Requirement to remedy defects at Contractor cost included in Construction Contracts. AT reviewing sites and highlighting defects as soon as they occur.	On track



3. Leveraging our existing network using data, technology, and insights

Statement of Intent deliverables - Programme governance update



1. Communities	2. Basics	3. Network	4. Collaboration	5. Value for money	6. Capital programme
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Residual risk status



On track At risk Completed Watch Not on track

Accountable Business Area

All ▼

Outcomes	Deliverables	SOI Timeframe	Governance commentary	Status
3. Leveraging our existing network using data, technology and insights	3.01 Make smarter use of our existing road spaces and improve traffic flow by optimising the transport network including the use of physical and technology solutions to use road space dynamically. A programme of technology-based Intelligent Transport Systems (ITS) and physical interventions to improve road corridor productivity includes:	FY25 - Q1	Most of the infrastructure projects are now complete, delivering better bus reliability and capacity improvements. Westgate/Fred Taylor Dr special vehicle lane is delayed. Construction is subject to NZTA design approval and funding. Implementation of smart detection to improve intersection performance has commenced. Ormiston Rd/Preston Rd construction was delayed due to ongoing (now resolved) discussion with utility company for service relocation. Construction due for completion Q2 FY 25. Maioro Street dynamic bus lane has advanced to the detailed design phase and the Main Highway dynamic timing trial is commencing next month.	On track
	3.02 Develop an implementation plan and progress implementation of Room to Move: Tāmaki Makaurau Auckland's Parking Strategy and progress implementation of Room to Move	FY24 - Q4	A Programme Establishment Case is almost complete. This will identify programme needs and set up the implementation subject to available funding.	On track
	3.03 Contribute to and support National Ticketing and progress implementation of open loop functionality so that customers can use contactless payment options to pay for their public transport fares and to provide increased access to the PT network.	FY25 - FY26	Open Loop: delivery is progressing well towards implementation. in the September quarter, with a key dependency on Payment Card Industry (PCI) compliance. AT is discussing funding options with NZTA around how the opex costs associated with early integration and NTS transition can potentially be funded.	At risk
	3.04 Progress cycling solutions within available funding, to realise opportunities for interventions within existing kerbs to enable less disruptive and lower cost delivery of cycling improvements.	FY24 - FY26	Mar 2024 - Urban Cycleway Projects: Point Chevalier to Westmere in construction. Links to Glen Innes Stage 2 work underway in Apirana Ave. Procurement of GI to Tamaki Stage 4B in preparation for April 2023. Great North Road enabling works and stormwater upgrades completed March 2023. Stage 2 procurement to be initiated when funding secured. CATTR detailed design for Hobsonville Rd and concept design in progress for Kelston/New Lynn and Manurewa.	On track
	3.05 Improve AT Mobile and AT website usability and enable them to be the channels of choice for customer communications on network performance and disruptions. Investigate how we best manage and respond to the increased demand in requests within available resources.	FY24 - Q4	Product roadmaps have been developed to target improvements in three key areas: 1. Disruptions communication 2. PT growth 3. Digital personalisation	On track
	3.06 Collaborate with Council, City Rail Link Ltd, and KiwiRail to confirm a plan for commissioning acceptance and operational readiness for City Rail Link.	FY24 - Q4	One Client Alliance has been established to ensure coordinated delivery of CRL Day One infrastructure and operational requirements. In addition KiwiRail and Auckland Transport have set up a Readiness Integration working group to govern the operational readiness of the rail network and of the rest of the transport network. While operational preparedness is progressing jointly with partners through the One Client Alliance, the CRL Readiness Plan for opening has been set at amber to reflect that the CRL Day 1 timetable and train level of service as submitted by AOR/AT is awaiting KiwiRail approval. This is dependent upon KiwiRail confirming the status of the track condition and performance at the opening of CRL.	At risk



4. Collaboration and improving relationships

Statement of Intent deliverables - Programme governance update

1. Communities	2. Basics	3. Network	4. Collaboration	5. Value for money	6. Capital programme
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Residual risk status

7

On track

At risk

3

Completed

Watch

Not on track

Accountable Business Area

All ▼

Outcomes	Deliverables	SOI Timeframe	Governance commentary	Status
4. Collaboration and improving relationships	4.01 Develop a public engagement and consultation strategy including ways to bring impacted people closer to the decisions that affect them.	FY24 - Q4	Initial work is underway to develop strategy following some key foundations being put in place: - New department structure and recruitment, including regional team to lead engagement for key strategic programmes and plans. - New online engagement tool to manage all community consultation in one place and align with council (engagement HQ). - Improved process and quality control to lift consultations standard, including staff training.	On track
	4.02 Trial an enhanced engagement approach for some significant priority local projects including greater involvement with Local Boards, co-design with communities and greater on-the-ground visibility and in-person engagement from AT.	FY24 - Q4	Commencing work to develop ""The AT Way"" - a clear and consistent approach to engagement and consultation across all projects. Includes developing guidelines, building capability and creating new tools and templates. Deliberative democracy being trialled as part of Time of Use Charging consultation.	On track
	4.03 Implement processes for Local Boards to propose their own local transport plan inputs and projects, and define local and regional thresholds in collaboration with Council and Local Boards.	FY24 - Q4	Meetings underway with all 21 local boards to respond to feedback from December on Forward Works programme supporting boards to develop resolutions to inform AT budget priorities for FY 24 / 25	On track
	4.04 Implement a "no surprises policy" for Local Boards. AT will seek to provide regular updates and heads-up to Local Boards on local projects, consultations and other relevant issues to ensure Local Boards are aware of important matters before these are communicated to the wider community.	FY24 - Q4	Now embedded in ways of working with local boards.	Completed
	4.05 Develop and implement regular surveys of Local Board members and councillors to better understand and track levels of satisfaction with AT engagement.	FY24 - Q4	Local board surveys now running annually.	Completed
	4.06 Collaborate with national partners and other agencies in the planning and delivery of major externally delivered projects to minimise disruption in Auckland.	FY24 - FY26	CRL progressing well. One Client Alliance has been established to ensure coordinated delivery of CRL Day One infrastructure and operational requirements.	On track
	4.07 Work with the Mayor and the Council's Transport & Infrastructure Committee (TIC) to ensure the TIC is utilised to leverage opportunities to promote and advocate for transport development and challenges in Auckland.	FY24 - Q4	Monthly formal TIC engagements continue which include operational and topical updates. Quarterly updates focus on performance against SOI and strategic deep dives. AT officials continue to work with Council and Mayor's Office to ensure robust and effective reporting is delivered to allow for constructive discussions.	On track
	4.08 Collaborate with Council staff to clarify, understand, and agree the decision making, scope, and process expectations of Council, the Regional Transport Committee and the Auckland Transport Board for the development of the 2024-2034 Regional Land Transport Plan (RLTP).	FY24 - Q2	The joint approach to developing and prioritising the RLTP is underway, and being aligned to the draft Government Policy Statement. Workshops have been held with TIC and Council officials. Early engagement with Mana Whenua is progressing.	On track
	4.09 Proactively and meaningfully engage in the development of the Future Development Strategy (FDS) Implementation Plan and use the FDS to inform our long-term plans including the development of the RLTP	FY24 - Q4	AT will be working closely with Council on the implementation of the FDS. The joint Council and government spatial priority areas in the FDS have informed the development of the short-to-medium term investment priorities in the RLTP 2024-2034	On track
	4.10 Co-operate with the Water Services Entity on stormwater	FY24 - Q4	All work on the Three Waters Reforms at AT has been stopped.	Completed



5. Delivering value for money

Statement of Intent deliverables - Programme governance update

1. Communities	2. Basics	3. Network	4. Collaboration	5. Value for money	6. Capital programme
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Residual risk status

5

Accountable Business Area

All ▼

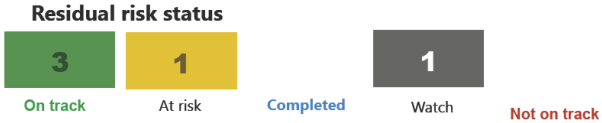
On track
 At risk
 Completed
 Watch
 Not on track

Outcomes	Deliverables	SOI Timeframe	Governance commentary	Status
5. Delivering value for money	5.01 Implement proposed FY24 budget cost savings as requested by Council.	FY24 - Q4	Operating surplus was \$46 million ahead of budget at the end of March reflecting backdated flood/storm funding relating to prior year and strong cost control across all cost lines to help mitigate execution risk in future years revenue growth plans.	On track
	5.02 Identify and realise opportunities to implement or increase AT charges for the services we provide, including parking charges, where these are currently undercharged and leverage existing assets for new or incremental revenue.	FY24 - Q4	Parking tariff increase implemented. Stage two (in-depth review of paid parking) underway. Road Corridor Access fee review and occupancy cost increases consultation complete and new fees being charged. Encroachment fee review resolution received late September. Progressing. Governance Group to identify new opportunities established and operating. New team established for Time of Use Charging.	On track
	5.03 Identify opportunities to reduce the financial burden on AT and Council, reporting back to Council by September 2023 for inclusion in the 2024-2034 Long Term Plan.	FY24 - Q1	10-year operating programmes and gap closing initiatives were submitted to Council as part of the LTP process and discussed with Councillors in LTP workshops. Initiatives have been included in the LTP consultation document to support different scenarios. Implementation of some of the initiatives will require political support.	On track
	5.04 Identify and advocate policy, legislative and regulatory changes necessary to address both project funding issues and more general revenue barriers, and review on an annual basis	FY24 - Q4	AT officers worked closely with colleagues at Council on the Auckland Council Group submission for the draft 2024 Government Policy Statement on Land Transport. Key issues arising from the GPS were advised to AT Board members. The combined AT & Council submission was well received by the Transport and Infrastructure Committee.	On track
	5.05 Work constructively with Council to investigate and implement arrangements for shared-services where appropriate, while ensuring risks are appropriately managed and delivery of customer outcomes are not compromised	FY24 - Q4	GSS operating model proposed as part of AC reorganisation, reporting to an operating Board comprising CEO's of AC and CCO's. Cost savings from GSS are highly dependent on a converged technology roadmap across the Council family, particularly around ERP.	On track



6. Delivering our capital programme

Statement of Intent deliverables - Programme governance update

		1. Communities	2. Basics	3. Network	4. Collaboration	5. Value for money	6. Capital programme
							
		Accountable Business Area: All					
Outcomes	Deliverables	SOI	Timeframe	Governance commentary		Status	
6. Deliver capital programme	6.01 Prioritise increased investment in Asset Management to allow for storm and flood recovery	FY24 - Q4	Flood recovery works progressing well and over 75% complete.		On track		
	6.02 Prioritises committed projects such as Eastern Busway and North West Bus improvements and projects on a critical path such as CRL Day One related projects including new Electric Multiple Units and stabling	FY24 - Q4	For AT Capital projects enabling CRL Day-1 we are confident that these are on track (23 additional EMUs, the fleet stabling expansion at Wiri, rail pedestrian level crossings, and roadside projects at K-Road and Wellesley Bus Improvement.)		On track		
	6.03 Ensures programmes to maintain an effective, efficient, and safe transport system including productivity improvements continue. This includes safety, customer and business technology including AT HOP improvements to enable EMV (Europay, MasterCard and Visa) payments, Intelligent Transport Systems (ITS) and network performance	FY24 - Q4	Progress on delivery is on track to deliver to the ICT budget for the year. Open Loop for HOP is targeting the September quarter with a key dependency on Payment Card Industry (PCI) compliance.		Watch		
	6.04 Includes the progressive replacement of the aging ferry fleet with low emission vessels, to contribute to Council's emission reduction objectives, within available funding parameters	FY24 - Q4	Four diesel vessel refurbishments completed. Four new low emission ferries well advanced, with both manufacturers responding to international maritime classification society / Maritime NZ required safety changes. First ferry charger on track to ship in May, for installation late 2024 at Half Moon Bay. Half Moon Bay resource consent expected in April. Location of Downtown charging equipment aligned within Council group, however external stakeholder / political risks remain. Consent lodgement for first chargers targeted May 2024. Consent timing risk remains, critical to meet handover of first new vessels from March 2025. Risk mitigation underway.		At risk		
	6.05 Results in less budget being available for other non-committed projects such as road corridor improvements. The iterative review of the programme will also need to support the emerging Joint Transport Plan	FY24 - Q4	Capital programme is being reprioritised based on strategic alignment and benefit cost ratios.		On track		

Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024

6	12	1	0
Above target 2.5%	Target +/- 2.5%	Below target 2.5%	Not rated

Objective	ID	SOI Measure	Financial Year target	YTD Status	Performance Commentary
1. Better understanding of the communities we serve	1	AT listens and responds to Aucklanders' needs	Increase from 29% to 30%	● MET	December quarter saw a slight increase in customer perception, still relatively low with just 3 in 10 people agreeing AT listens and responds to Aucklanders' needs. March survey results will be available by mid-May
	2	Percentage of total AT case volume resulting in a formal complaint (SOI).	Decrease from the baseline of 0.77% to less than 0.65%	● EXCEEDED	The percentage of customer queries/cases resulting in a formal complaint for March was 0.16%, continuing to exceed targets.
	3	Percentage of formal complaints that are resolved within 20 working days (SOI).	Increase from the baseline of 79% to at least 85%	● EXCEEDED	Timeliness of resolution of complaints continues to exceed SOI targets
2. Getting the basics right	4	Average travel time across the arterial network (SOI).	To establish and maintain baseline	● MET	In March 2024, the average travel time across the arterial network (on an average 10 km trip) was on target at 24 minutes, holding steady from the previous month.
	5	Percentage of public transport services that run according to published timetable PT reliability (SOI).	Increase from 94% to 95%	● MET	The reliability result for all public transport (PT) services in March was 94.7%. The breakdown of the results by mode is as follows: bus at 94.3%, train at 96.9%, and ferry at 94.7%.
	6	Percentage of public transport services that start and end on time according to published timetable PT punctuality (SOI)	Increase from 86% to 87%	● NOT MET	The punctuality rate for public transportation in March was 84.1%. The breakdown by mode was as follows: Bus at 84.1%, Train at 81.6%, and Ferry at 91.8%. The mitigation plans are: -Short term: KPI failure reviews / Runtime reviews / operator performance management. We also need to record % of PT trips disrupted (which have put in accelerator) -Medium term: Priority gives better KPI / journey time adherence. Particularly for frequent corridors as they are askew overall statistics.
	7	Deaths and Serious Injuries on the road network in Tāmaki Makaurau (SOI).	Reduce from the baseline of 716 to no more than 640	● MET	In the last 12 months (April 2023 to March 2024) 38 people were killed on our roads and 583 were seriously injured, compared to 49 deaths and 609 serious injuries in the previous year. This represents a decrease of 6% year-on-year. While we are on track to meet the SOI target the trend over the past five years remains static.
	8	Proportion of critical assets in poor condition Asset condition (SOI).	No more than 5.8%	● MET	As at March, 4.35% of critical assets are in poor condition. The biggest change in the results is the update on condition data for the Traffic Signal Assets, with more recent condition data added for asset condition ratings between 2019 and 2024. There has also been an reduction in the condition of the pavement assets as the summer resealing programme continues changing assets from unacceptable to acceptable condition. This will slow down as the programme resealing works slows in the next quarter. The condition of unacceptable transport structures assets remain unchanged.
	9	Percentage of the sealed local road network that is resurfaced or rehabilitated Road maintenance (SOI).	At least 6% or 403 kilometres of the network	● MET	At the end of March we have completed 323.2 km (74.7 km of asphalt and 248.5 km of chipseal) of sealed road resurfacing/rehabilitation which is 80% of the full year target of 403 km. We will continue to perform chip sealing this month (April) if temperatures remain warm and have further asphalt and microsurfacing work programmed for Q4.
	10	Adherence to the service level agreement to provide specialist input into the resource consents (SOI)	Increase from 50% to 70%	● EXCEEDED	Resource consent specialist inputs are tracking consistently over the last few months and exceeding service level agreements.
3. Leveraging our existing network using data, technology and insights	11	Number of public transport passenger boardings (SOI).	Increase from 71m in 2022/23 to 83.4m during 2023/24 and progress to 100m by 2024/25	● MET	We are tracking ahead of the SOI target and now forecast to reach expect to reach 86.6 million total boardings in FY24.
	12	Average number of people moving on the arterial roads per hour during the morning peak Road productivity (SOI).	Grow above 28,000	● MET	In March 2024, 29,466 people moved through arterial roads per hour during the morning peak - 5% above the 28,000 SOI target and 3% more than in February 2024. This increase is mainly due to increased bus patronage. We also observed a slight increase in average speed on the network on key arterial routes at the morning peak.
	13	Percentage of the freight network moving without congestion in the interpeak (SOI).	At least 85%	● MET	In March 2024, 85% of the freight network operated within acceptable levels of service (minimal congestion) in the interpeak period.
	14	Number of cycle counts on the defined cycle network count sites (SOI).	Increase by 4% or 3.12m from 3m counts	● EXCEEDED	In March 2024, the cycle movements at the 26 selected counters totaled 314,671. The cumulative cycle movement for this financial year surpasses the target by 7.2% and is expected to exceed the target at the end of the financial year
	15	AT's operational GHG emissions.	15% reduction from the 2018/19 baseline	● EXCEEDED	FY 23/24-Q2 Operational emissions performance is ON TRACK to achieve the business plan set target for the year 2023/24

Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024

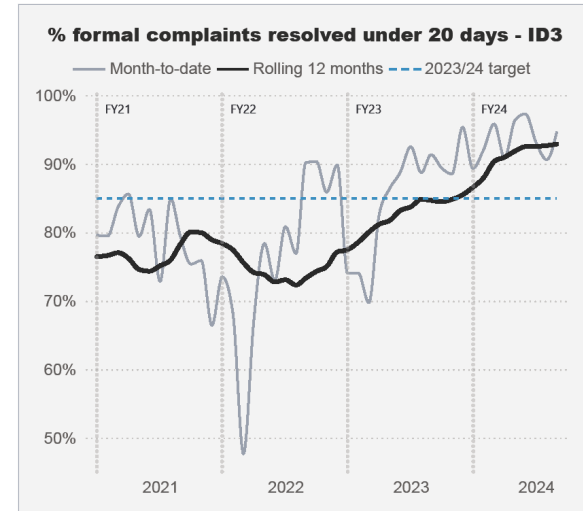
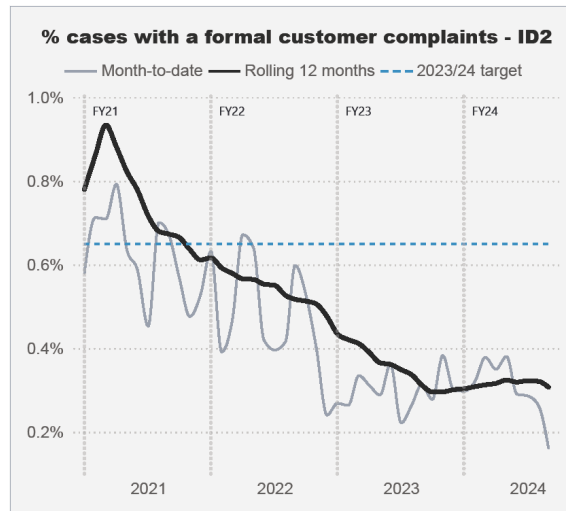
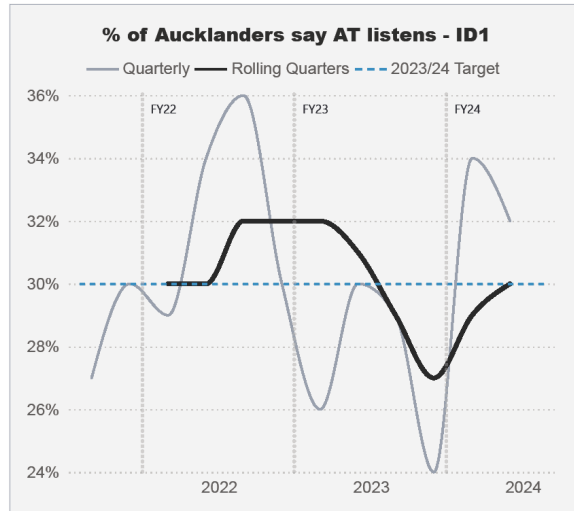
6	12	1	0
Above target 2.5%	Target +/- 2.5%	Below target 2.5%	Not rated

Objective	ID	SOI Measure	Financial Year target	YTD Status	Performance Commentary
4. Collaboration and improving relationships	16	Local Board satisfaction with engagement.	To establish baseline and improve	● MET	43% of Local Board members either satisfied or very satisfied with AT's engagement. This is the baseline.
5. Supporting Māori wellbeing, outcomes and expectations	17	Percentage of procurement spend with Māori owned businesses (SOI).	Increase from 1.7% to 2%	● MET	Māori-owned businesses received \$26.24 million in direct and sub-contracted spending for the March 2024 financial year to date, representing 2.2% of the total spend, slightly exceeding the target of 2%.
6. Delivering value for money	18	Percentage of the total public transport operating cost recovered through fares farebox recovery (SOI).	25% (30% including Government fare concession top-ups)	● EXCEEDED	In March 2024, the Farebox Recovery Ratio attained 35.8%. This was achieved with a combined 21% uplift in total PT Income (reflective of the significant patronage increase), flat commercial revenue alongside a 2% increase in total contract payments.
	19	Percentage of direct capital budget invested (SOI).	At least 90% of the budget	● MET	YTD capital expenditure is \$670 million (92%) compared to budget of \$728 million as at end of March 2024.

The 19 performance measures will be reported to Council on a quarterly basis, in accordance with the Letter of Expectation.

Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024



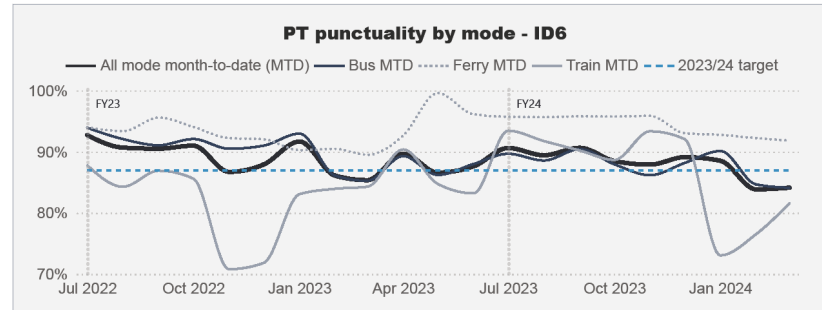
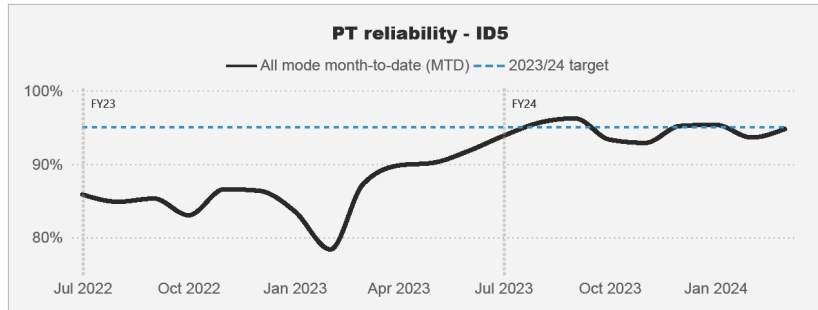
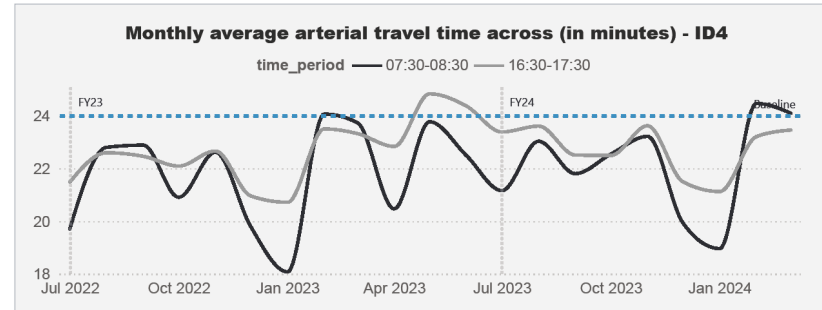
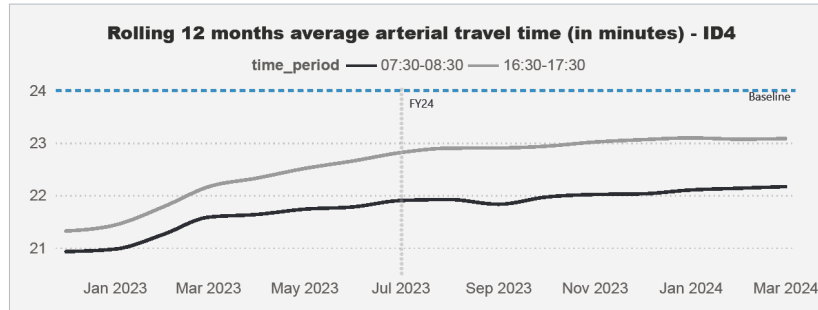
1. Better understanding of the communities we serve

ID	SOI measure	FY Target	YTD Status	Key Insights	Progress Commentary
1	AT listens and responds to Aucklanders' needs	Increase from 29% to 30%	MET	In the December quarter we saw a strong result amongst PT users as service reliability continued to recover.	December quarter saw a slight increase in customer perception, still relatively low with just 3 in 10 people agreeing AT listens and responds to Aucklanders' needs. March survey results will be available by mid-May
2	Percentage of total AT case volume resulting in a formal complaint (SOI).	Decrease from the baseline of 0.77% to less than 0.65%	EXCEEDED		The percentage of customer queries/cases resulting in a formal complaint for March was 0.16%, continuing to exceed targets.
3	Percentage of formal complaints that are resolved within 20 working days (SOI).	Increase from the baseline of 79% to at least 85%	EXCEEDED		Timeliness of resolution of complaints continues to exceed SOI targets



Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024



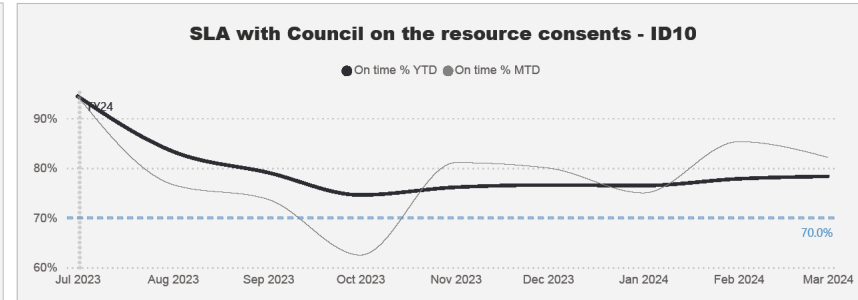
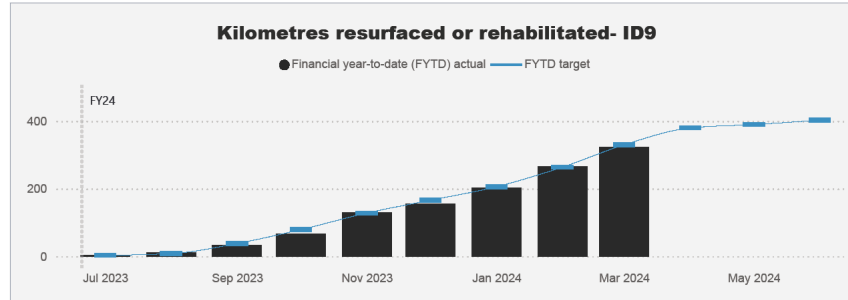
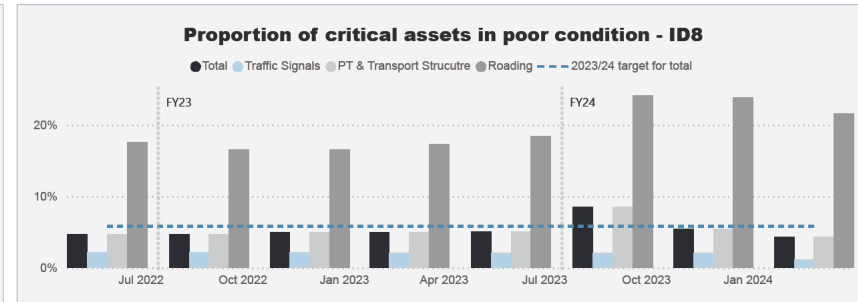
2. Getting the basics right

ID	SOI measure	FY Target	YTD Status	Key Insights	Progress Commentary
4	Average travel time across the arterial network (SOI).	To establish and maintain baseline	MET		In March 2024, the average travel time across the arterial network (on an average 10 km trip) was on target at 24 minutes, holding steady from the previous month.
5	Percentage of public transport services that run according to published timetable PT reliability (SOI).	Increase from 94% to 95%	MET	Train met reliability target due to the new timetable effective at the start of March and platform changes at Britomart. Bus reliability affected by busy roading network, resulting in delays to subsequent services. Ferry reliability higher than February, and 0.3% below SOI target.	The reliability result for all public transport (PT) services in March was 94.7%. The breakdown of the results by mode is as follows: bus at 94.3%, train at 96.9%, and ferry at 94.7%.
6	Percentage of public transport services that start and end on time according to published timetable PT punctuality (SOI)	Increase from 86% to 87%	NOT MET	Train punctuality improved from January and February, however continues to be affected by track temporary speed restrictions. Bus punctuality lower in March due to roading congestion from 'March Madness.' Ferry achieved the SOI target.	The punctuality rate for public transportation in March was 84.1%. The breakdown by mode was as follows: Bus at 84.1%, Train at 81.6%, and Ferry at 91.8%. The mitigation plans are: -Short term: KPI failure reviews / Runtime reviews / operator performance management. We also need to record % of PT trips disrupted (which have put in accelerator) -Medium term: Priority gives better KPI / journey time adherence. Particularly for frequent corridors as they are askew overall statistics.

Above Target 2.5%	Target +/-2.5%	Below Target 2.5%	Not Rated
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Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024



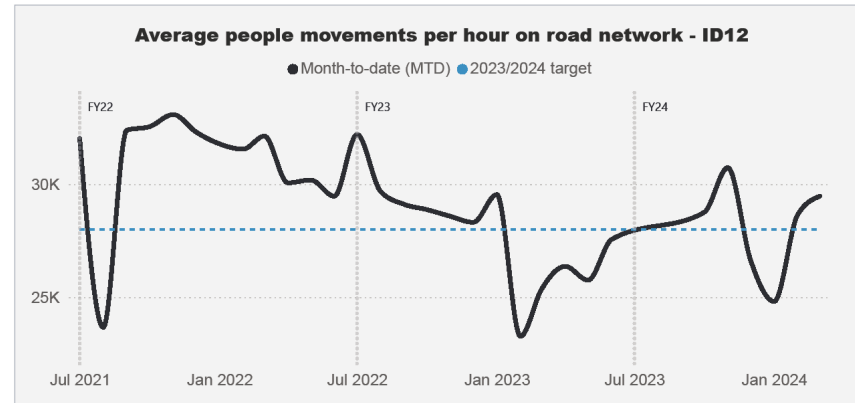
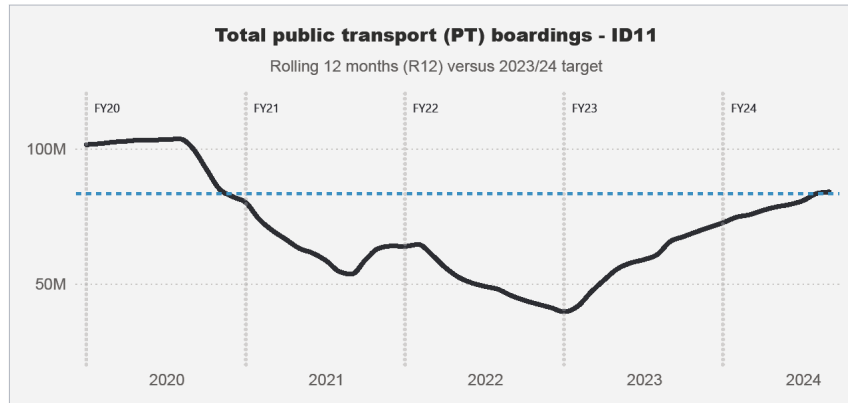
2. Getting the basics right

ID	SOI measure	FY Target	YTD Status	Key Insights	Progress Commentary
7	Deaths and Serious Injuries on the road network in Tāmaki Makaurau (SOI).	Reduce from the baseline of 716 to no more than 640	MET	Out of the 621 people killed or seriously injured from April 2023 - March 2024, 88% occurred on local roads, with 48% of these being people outside of vehicles (people walking, cycling and motorcyclists). Over this time there has been an increase in pedestrian DSI from 98 to 130. This is in contrast to a steady reduction over the past five years and is a return to levels seen in 2017. Further analysis is underway to understand where on the network this increase occurred.	In the last 12 months (April 2023 to March 2024) 38 people were killed on our roads and 583 were seriously injured, compared to 49 deaths and 609 serious injuries in the previous year. This represents a decrease of 6% year-on-year. While we are on track to meet the SOI target the trend over the past five years remains static.
8	Proportion of critical assets in poor condition Asset condition (SOI).	No more than 5.8%	MET		As at March, 4.35% of critical assets are in poor condition. The biggest change in the results is the update on condition data for the Traffic Signal Assets, with more recent condition data added for asset condition ratings between 2019 and 2024. There has also been a reduction in the condition of the pavement assets as the summer resealing programme continues changing assets from unacceptable to acceptable condition. This will slow down as the programme resealing works slows in the next quarter. The condition of unacceptable transport structures assets remain unchanged.
9	Percentage of the sealed local road network that is resurfaced or rehabilitated Road maintenance (SOI).	At least 6% or 403 kilometres of the network	MET	We are on track to complete the largest resurfacing programme AT has undertaken since 2017/18.	At the end of March we have completed 323.2 km (74.7 km of asphalt and 248.5 km of chipseal) of sealed road resurfacing/rehabilitation which is 80% of the full year target of 403 km. We will continue to perform chip sealing this month (April) if temperatures remain warm and have further asphalt and microsurfacing work programmed for Q4.
10	Adherence to the service level agreement to provide specialist input into the resource consents (SOI)	Increase from 50% to 70%	EXCEEDED	AT and AC have reset the Better Consents process to reduce duplication of consultant use, resulting in improved timeframes and reduced costs for development. Revised SOI targets will factor in the rate of change.	Resource consent specialist inputs are tracking consistently over the last few months and exceeding service level agreements.

Above Target 2.5%	Target +/-2.5%	Below Target 2.5%	Not Rated
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Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024



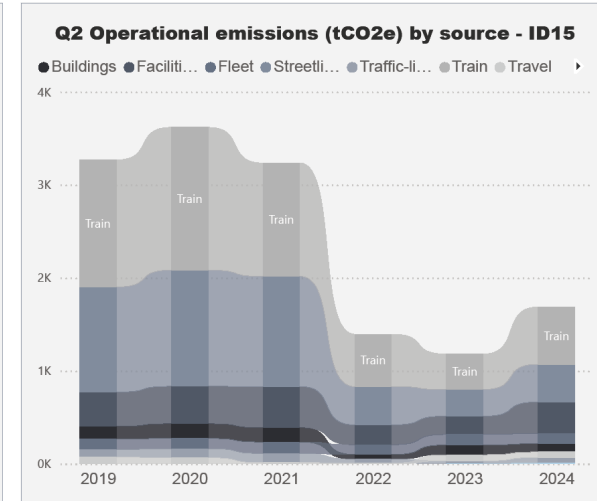
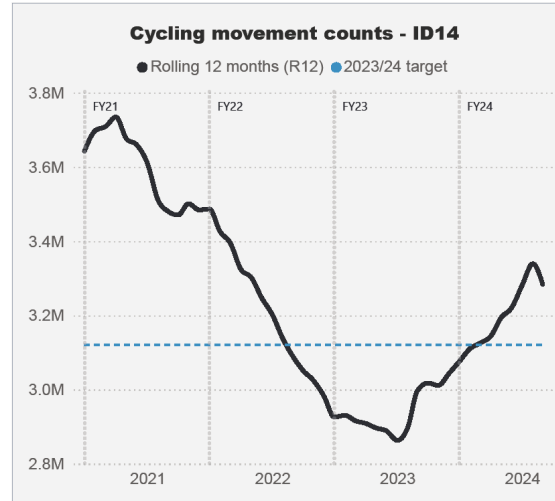
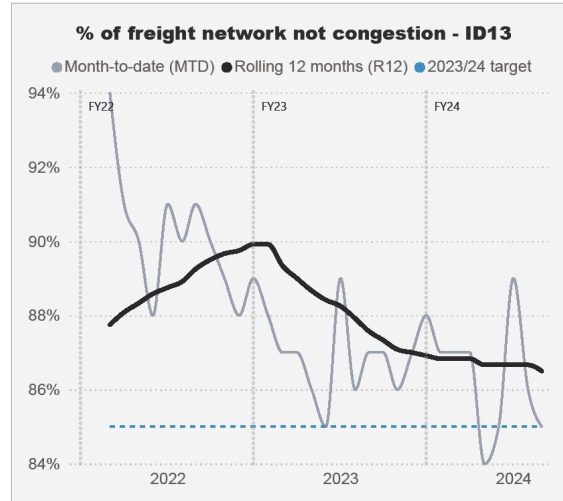
3. Leveraging our existing network using data, technology and insights

ID	SOI measure	FY Target	YTD Status	Key Insights	Progress Commentary
11	Number of public transport passenger boardings (SOI).	Increase from 71m in 2022/23 to 83.4m during 2023/24 and progress to 100m by 2024/25	● MET	Recovery of public transport patronage reached around 90% of 2019 levels during March. Bus and ferry reached 2019 levels on several days in March. Train patronage recovery increased to up to 75% of 2019 level. Demand appears to be suppressed by reliability issues caused by track infrastructure and crew shortages.	We are tracking ahead of the SOI target and now forecast to reach expect to reach 86.6 million total boardings in FY24.
12	Average number of people moving on the arterial roads per hour during the morning peak Road productivity (SOI).	Grow above 28,000	● MET		In March 2024, 29,466 people moved through arterial roads per hour during the morning peak - 5% above the 28,000 SOI target and 3% more than in February 2024. This increase is mainly due to increased bus patronage. We also observed a slight increase in average speed on the network on key arterial routes at the morning peak.

Above Target 2.5%	Target +/-2.5%	Below Target 2.5%	Not Rated
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Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024



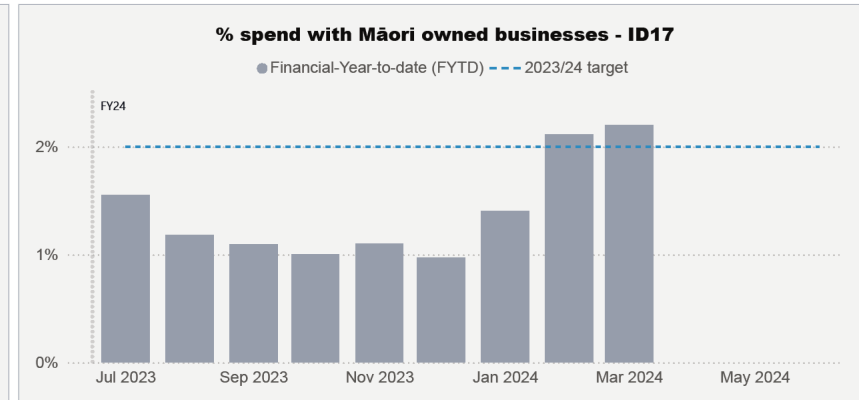
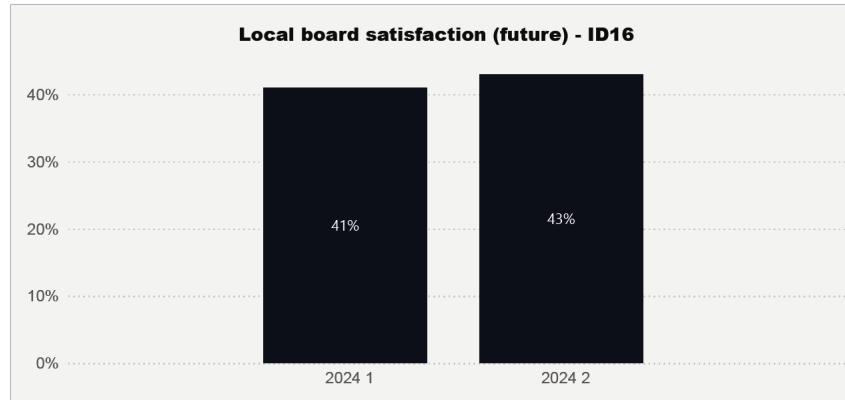
3. Leveraging our existing network using data, technology and insights

ID	SOI measure	FY Target	YTD Status	Key Insights	Progress Commentary
13	Percentage of the freight network moving without congestion in the interpeak (SOI).	At least 85%	MET		In March 2024, 85% of the freight network operated within acceptable levels of service (minimal congestion) in the interpeak period.
14	Number of cycle counts on the defined cycle network count sites (SOI).	Increase by 4% or 3.12m from 3m counts	EXCEEDED	Counts remain at 80-90% of pre-covid levels, albeit lower than March 2023 – which was our third highest month on record.	In March 2024, the cycle movements at the 26 selected counters totaled 314,671. The cumulative cycle movement for this financial year surpasses the target by 7.2% and is expected to exceed the target at the end of the financial year
15	AT's operational GHG emissions.	15% reduction from the 2018/19 baseline	EXCEEDED	Electricity use in streetlight and train operations reduced significantly maintaining the performance in this quarter similar to the last quarter.	FY 23/24-Q2 Operational emissions performance is ON TRACK to achieve the business plan set target for the year 2023/24

Above Target 2.5%	Target +/-2.5%	Below Target 2.5%	Not Rated
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Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024



4. Collaboration and improving relationships

ID	SOI measure	FY Target	YTD Status	Key Insights	Progress Commentary
16	Local Board satisfaction with engagement.	To establish baseline and improve	MET	On December 2023, the second survey was conducted with a result of 43%. The result trend is in the right direction, the previous result (September 2023) was 41%	43% of Local Board members either satisfied or very satisfied with AT's engagement. This is the baseline.

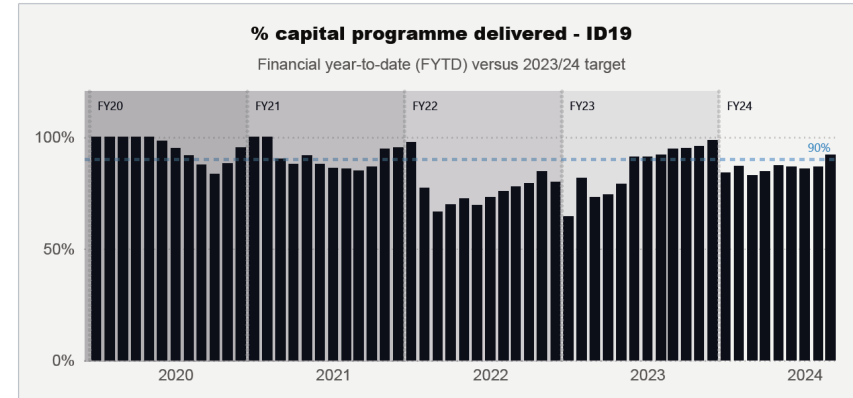
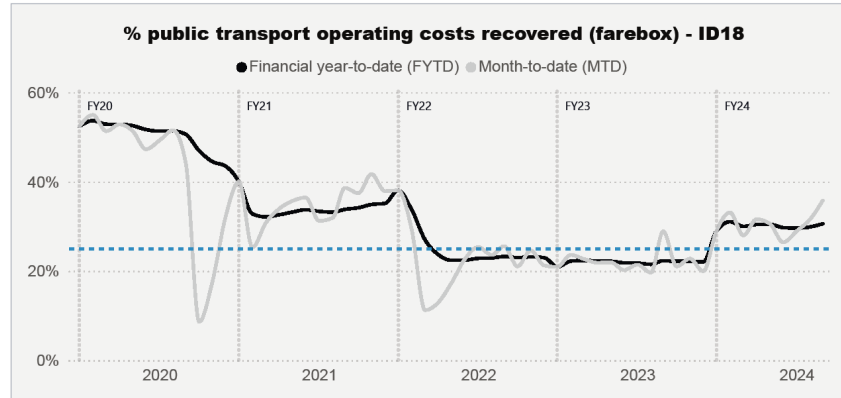
5. Supporting Māori wellbeing, outcomes and expectations

ID	SOI measure	FY Target	YTD Status	Key Insights	Progress Commentary
17	Percentage of procurement spend with Māori owned businesses (SOI).	Increase from 1.7% to 2%	MET	Expect an increase in direct spend through two key construction projects to be initiated before end June 2024: Mōkoia Pā (\$3.85 million) and Te Kia Ora Marae (\$2.25 million). Also expect an increase in indirect spend through a range of high-value projects which have contractual requirements for delivering contract-specific Supplier Diversity KPIs and reporting – namely Eastern Busway, Road Corridor Maintenance, Auckland One Rail, and Pt Chev to Westmere Cycleway. Significant efforts ongoing to ensure contractor compliance with KPIs and monthly reporting.	Māori-owned businesses received \$26.24 million in direct and sub-contracted spending for the March 2024 financial year to date, representing 2.2% of the total spend, slightly exceeding the target of 2%.

Above Target 2.5%	Target +/-2.5%	Below Target 2.5%	Not Rated
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Statement of Intent (SOI) 2023/2024 performance targets

Reporting as at March 2024



6. Delivering value for money

ID	SOI measure	FY Target	YTD Status	Key Insights	Progress Commentary
18	Percentage of the total public transport operating cost recovered through fares farebox recovery (SOI).	25% (30% including Government fare concession top-ups)	EXCEEDED	The Farebox Recovery Rate (FRR) continues to improve as patronage recovers and is 30.6% YTD. This exceeds the target of 25%. The March 2024 FRR of 35.8% is highest month since July 2021 (38.1%) highlighting the alignment to increased patronage (income) combined with prudent cost management.	In March 2024, the Farebox Recovery Ratio attained 35.8%. This was achieved with a combined 21% uplift in total PT Income (reflective of the significant patronage increase), flat commercial revenue alongside a 2% increase in total contract payments.
19	Percentage of direct capital budget invested (SOI).	At least 90% of the budget	MET	The capital program's progress in March has registered a spend of \$111m against a budget of \$83m.	YTD capital expenditure is \$670 million (92%) compared to budget of \$728 million as at end of March 2024.

Above Target 2.5%

Target +/-2.5%

Below Target 2.5%

Not Rated

Financials

Financial performance overview

(\$ million)		2022/23	2023/24 Mar YTD		2023/24
	Notes	Actual	Actual	Budget	Variance
Net surplus/(deficit) from operations excl. depreciation	A	12	52	5	47
					8
Operating revenue		1,178	925	912	13
					1,241
NZTA operating funding		515	337	324	13
NZTA -Top-up from Crown		-	32	33	(1)
Fees & user charges		182	200	193	7
Other direct revenue		56	46	46	-
Total direct revenue	B	753	615	596	19
					802
AC operating funding		425	310	316	(6)
					439
Operating expenditure	C	1,166	873	907	(34)
					1,233
Employee benefits		177	122	130	(8)
Grants, contributions & sponsorship		-	-	-	-
Other direct expenditure		964	738	756	(18)
Total direct expenditure		1,141	860	886	(26)
					1,205
Finance costs		25	13	21	(8)
					28
Other key operating lines		881	660	604	56
					827
Non direct revenue		1	-	-	-
Non direct expenditure		(13)	(1)	-	(1)
Depreciation and amortisation		527	393	407	(14)
Vested assets		366	268	197	71

Capital expenditure and funding sources

Capital expenditure	D	847	669	728	(59)	1,058
Capital funding sources		842	669	710	(41)	1,058
AC capital grant		401	286	351	(65)	513
NZTA capital co-investment		431	371	343	28	516
Other capital grants		10	12	16	(4)	29

Commentary

A. Net surplus from operations excluding depreciation is \$47 million favourable to budget mainly due to higher than budgeted NZTA operating funding and PT income and lower than expected direct expenditure.

B. Operating revenue is favourable to budget due to higher than budgeted **direct revenue** attributed to the following:

- NZTA operating revenue (*Roads and footpaths activity*) is higher than budget primarily due to the approval of additional adverse weather emergency work funding, which includes the receipt of \$8.1 million of funding related to 2022/23 flood/storm response costs.
- Fees and user charges is higher than budget primarily due to:
 - Favourable PT income due to higher bus patronage (*Bus activity*)
 - Partially offset by unfavourable on-street parking revenue (*parking and enforcement activity*) attributed to lower occupancy and later than budgeted parking tariff increase and lower enforcement income due to a delay in the implementation of new enforcement technology.
- This is partially offset by lower **AC operating funding** due to phasing which will be in line with budget at year end.

C. Operating expenditure is favourable to budget primarily due to unfilled staff vacancies, lower than expected PT contract costs and contractor-maintenance.

D. Capital expenditure of \$669 million is tracking at 92% of planned spend. The underspend is within renewals and flood recovery works, Eastern Busway, electric trains and stabling for CRL, Northwest bus improvements, Huapai improvements and urban cycleways programme.

Financial performance overview by key activities

Net direct expenditure by activity

(\$ million)	2022/23	2023/24 Mar YTD		2023/24	
	Notes Actual	Actual	Budget	Variance	Budget
Net direct (expenditure)/income	(388)	(245)	(290)	45	(403)
Direct revenue	753	615	596	19	802
Bus	298	240	212	28	284
Rail	135	100	107	(7)	143
Ferry	42	35	36	(1)	48
Other public transport	35	26	30	(4)	40
Total public transport	510	401	385	16	515
Roads and footpaths	100	75	71	4	95
Parking and enforcement	89	81	89	(8)	123
Internal support	54	58	51	7	69
Direct expenditure	1,141	860	886	(26)	1,205
Bus	431	357	354	3	482
Rail	191	140	152	(12)	207
Ferry	60	50	51	(1)	69
Other public transport	64	46	32	14	42
Total public transport	746	593	588	5	801
Roads and footpaths	181	114	141	(27)	194
Parking and enforcement	44	37	32	5	44
Internal support	170	116	124	(8)	166

Capital expenditure overview by key programmes

Capital Programme Performance Overview

(\$ million)	2022/23		2023/24 Mar YTD		2023/24	
	Notes	Actual	Actual	Budget Variance	Budget	
Total capital expenditure		847	669	728	(59)	1,058
Asset management - Resilience and recovery		270	304	308	(4)	418
Renewals		236	207	211	(4)	258
Flood/Storm Recovery		10	81	93	(12)	150
Other		24	16	4	12	10
Asset management - Resilience and recovery		291	205	241	(36)	408
Eastern Busway Stages 2 to 4		175	114	112	2	162
Eastern Busway Stage 1		8	3	10	(7)	10
EMU Rolling Stock and Stabling Tranche for CRL		37	12	32	(20)	86
Decarbonisation of the Ferry Fleet Stage 1		34	41	37	4	60
Northwest Bus Improvements		14	4	13	(9)	26
Huapai Improvements		5	4	10	(6)	14
CRL Day One - Level Crossing Removal		2	3	7	(4)	12
Other		16	24	20	4	38
Essential programmes and ring fenced		211	133	131	2	176
Safety Programme		80	33	38	(5)	47
Customer and Business Technology		49	33	25	8	32
Supporting Growth - Post Lodgement and Property		1	6	7	(1)	15
Public Transport Safety, Security and Amenity		19	24	14	10	14
Network Performance		9	5	8	(3)	12
Projects Funded by Rodney Transport Targeted Rate		4	8	9	(1)	11
Carrington Road Improvements		1	2	2	-	11
Other		48	22	28	(6)	34
Cycling and Corridor Improvement projects		37	21	32	(11)	48
On-going Cycling Programmes & Projects		13	4	9	(5)	14
Urban Cycleways Programme		20	17	22	(5)	32
Other		4	-	1	(1)	2
Smaller projects and programmes		38	6	16	(10)	8
Climate Action Targeted Rate		2	4	6	(2)	7
Other		36	2	10	(8)	1

Commentary

Renewals and flood/storm recovery

underspend is attributed to delays in finalising investment levels and detailed planning and delivery constraints.

Eastern Busway stage 1 underspend is due to delays in land acquisition and bridge delivery.

EMU Rolling Stock and Stabling Tranche for CRL is below budget due to a delay in stabling (Wiri Depot) and scheduling of EMU delivery.

Cycling programme underspend is due to rework or redesign and future funding uncertainty.

Capital delivery is likely to remain a risk as some projects are paused to ensure we deliver value for money and face continuing uncertainty around future levels of funding from both central Government (NLTF, CERF (stopped)) and local Government (rates, Regional Fuel Tax (RFT)).

Regional Fuel Tax (RFT) Summary

RFT Financial performance

(\$ million)	2023/24 YTD			2023/24
	Actual	Budget	Variance	Budget
Total RFT-enabled capital expenditure	222	263	(41)	442
Project 1: Bus priority improvements	18	16	2	25
Project 2: City centre bus infrastructure	1	1	(0)	8
Project 3: Improving airport access	2	9	(6)	15
Project 4: Eastern Busway	114	112	2	162
Project 5: Park-and-ride facilities	0	-	0	0
Project 6: Electric trains and stabling	18	43	(25)	105
Project 7: Ferry Network Improvements	9	11	(2)	16
Project 8: Road safety	29	33	(4)	46
Project 9: Active transport	10	9	1	11
Project 10: Penlink	-	-	-	0
Project 11: Mill Road corridor	-	-	-	0
Project 12: Road corridor improvements	1	5	(4)	8
Project 13: Network capacity and performance improvement	8	14	(6)	22
Project 14: Growth-related transport infrastructure	12	11	1	24
Total RFT-enabled operating expenditure	4	2	3	4
Project 3: Improving airport access	3.8	0.6	3	2
Project 8: Road safety	0.4	0.9	(1)	1

Commentary

The original RFT-enabled scheme was expected to run from 1 July 2018 until 30 June 2028 with \$1.5 billion anticipated to be collected over 10 years (\$150 million pa), which, when combined with other funding sources, was intended to enable \$4.5 billion of investment, covering 14 separate project groups.

However, the Government has announced that RFT collection will end on 30 June 2024 and that RFT funding will only be available for 3 project groups (Eastern Busway, electric trains and stabling, and road corridor projects) from 1 March 2024.

YTD RFT-enabled capital expenditure is \$222 million, 50% of the \$442 million 2023/24 budget.

Project Updates

Project 1 – Northwest Rapid Transit Network (RTN): Practical completion has been reached for all Corridor work packages (Te Atatu, Lincoln, SH16). The Westgate Station redesign and construction works are being migrated to Waka Kotahi. The Westgate temporary bus stop construction has been completed and the new Northwest bus network went live on 12 November 2023.

Project 3 - Puhinui Bus Priority: Practical Completion Certificate was issued in August 2023. The project is responsible for maintaining the 38 planted trees until July 2025. **Mangere West Cycling:** Route 1: Construction commencement in April 2024. Route 3: On-going development of detailed design (80%). Stormwater assessments and lighting design completed. Construction to commence in July 2024.

Project 4 - Eastern Busway (EB) Alliance: Property acquisition is progressing well. Target Outturn Cost 2 Amending Agreement signed in August 2023. EB3R and EB2 Resource consents approved with no appeals. EB2 Notice of requirement (NoR) appeals are now resolved, and consent documents are with the Environment Court for approval. Continued meetings with submitters of EB3C and EB4L NoR and Resource Consent applications, to resolve issues. The extension of William Roberts Road and Aylesbury Road/Ti Rākau Drive junction opened to the public in March. The first pile for the flyover abutment was drilled in March 2024.

Project 6 – Electric Multiple Unit (EMU) Tranche 3 – CRL: Overall, the rolling stock programme remains on track. Retrofit programme of the existing fleet stage 1 work is now 80% complete.

Project 7 - Decarbonisation of Ferry Fleet: Construction of the first four vessels is progressing well, with uncertainties being progressively closed out.

Project 8 – Road safety: Construction of Glenfield/Coronation intersection improvement is complete. Devonport Town Centre construction completed. 22 raised crossings and 2 speed humps completed year to date January 2024. All projects with raised pedestrian crossings have gone through the review process and have support from local board to proceed to construction as planned.

Project 9 – Minor Cycling (Pop-up Cycleways): Noel Burnside Road, Cavendish Drive and Upper Harbour Drive construction is complete. Kitchener Road and Alice Avenue footpath construction in tendering process.

Project 14 - Te Tupu Ngatahi Supporting Growth Alliance (SGA): Detailed Business Cases 100% complete. All NoRs lodged with Council in October 2023. Northwest, Warkworth, Airport to Botany and Pukekohe hearing complete. Landowner engagement continues.