

20 November 2009

Dear Chief Executives

## **Draft Organisational Structure – Auckland Transport Agency**

A Draft Organisational Structure for the Auckland Transport Agency is being released today by the Auckland Transition Agency. Today's document forms Part 4 of the Discussion Document – Organisational Structure and Staff Transition, which was released in respect of the Auckland Council on 2 November 2009.

We are seeking feedback on the draft structure released today. In addition to setting up briefings and face-to-face meetings, there will be the facility for employees to provide feedback via the discussion document website, accessible from the intranets of councils and applicable council-controlled organisations. This reflects the continued commitment of the Auckland Transition Agency to a fair, transparent change process.

Comment on the Transport Structure is invited before Friday 4 December 2009. The opportunity to comment on the earlier Discussion Document will still end on Thursday 26 November 2009.

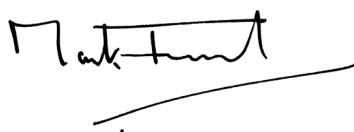
Please ensure that your staff and all CCOs associated with your council have access to both documents and are aware of the respective closing dates for comment.

To avoid doubt, I wish to emphasise the importance of ensuring that CCO staff have a proper opportunity to comment on the elements of both this and the earlier document that may be relevant to them.

As much information as practicable will continue to be communicated in a clear and timely way so that those affected by change can make informed decisions.

Thank you for the time, energy and commitment you and your colleagues continue to put into this process.

Yours sincerely,



Mark Ford

Executive Chairman  
Auckland Transition Agency



Auckland Transition Agency

Discussion Document  
– Organisational Structure & Staff Transition

---

20 November 2009

**Part 4**

Draft organisational structure  
– Auckland Transport Agency

---



## Introduction

The Auckland Transition Agency (ATA) is required under the Local Government (Tamaki Makaurau Reorganisation) Act 2009, to develop an organisational structure for the Auckland Council which enables the council to operate efficiently and effectively from 1 November 2010.

A Discussion Document was published by the ATA on 2 November 2009 setting out the draft structure for Auckland Council along with the draft protocols and processes that will guide the transition process (Discussion Document, Parts 1-3).

A draft structure for the top three tiers of the Auckland Transport Agency has now been completed and is the subject of this document. It forms Part 4 of the Discussion Document. The Draft Scope of Workforce Change (Part 2) and Draft Protocols and Processes for the Transition of Staff (Part 3) also apply to the transition to the Auckland Transport Agency.

The ATA has committed to sharing its work to date with councils and other stakeholders, in the overall context of the approach to staff and stakeholder communication and engagement set out in the Discussion Document.

It is expected that the proposed structure for the Auckland Transport Agency will be refined as the work of the ATA progresses and as feedback is received by the ATA from councils and other parties. As noted previously, a further update on the decisions of the ATA on organisational structure following from feedback on the discussion document is planned early in 2010.

## Guiding principles

The following principles have been considered in the development of the draft structure:

1. Consistent with the Royal Commission's recommendations and the Government's response in its Making Auckland Greater document, the Auckland Council will not simply replicate the current practices or structures within existing councils.
2. The structure will reflect a change to the governance model from what we have been used to in Auckland. The Auckland Council will be a unitary authority undertaking the role of a regional council and a local council and will have a two-tier governance structure:
  - i. The governing body (Mayor and councillors) and
  - ii. Local boards.

Decision-making will be shared between the two tiers, which have a complementary relationship. Both are responsible and democratically accountable for the decisions of the Auckland Council with respect to their allocated areas of responsibility. The Mayor will have specific responsibilities with dedicated resources and budget.

3. The Auckland Transport Agency will be the subject of legislation which will set out its accountabilities and reporting relationships with Auckland Council as a council-controlled organisation (CCO).
4. There will be clear linkages and management accountabilities for CCOs to the regional plans developed by Auckland Council, and to safety, community outcomes and customer service.
5. The structure will support effective strategic planning and communication linkages between the governing body, local boards, the Auckland Transport Agency and other stakeholders.
6. Where possible, the number of management tiers will be minimised, ensuring that decision-making is at the appropriate level of the structure and that management roles are significant and meaningful, with appropriate spans of control.
7. There will be a small core executive team, both to minimise administrative costs and to ensure clear leadership direction and momentum through the transition.
8. The structure should be easy to understand for staff, citizens, customers and other stakeholders.
9. The organisation will allow for the progressive integration of systems and processes over time, while ensuring a focus on maintaining or enhancing service delivery.
10. The executive will be tasked with developing a collaborative approach to working across the functions within the Auckland Transport Agency, and between the Agency and council to achieve the desired outcomes for transport services across the region.

## Overview of draft structure

The principles outlined above have been applied to propose a clear functional model for the Auckland Transport Agency. This will be a customer-focused organisation and it is expected that the Interim Chief Executive will ensure that customer service is a major priority, spanning the three organisational groups that report directly to him or her. The organisational groupings are:

- Operations (covering roading and passenger transport operations).
- Infrastructure (including roading and infrastructure projects and asset management).
- Finance (including support functions).

In addition to these three major groups, specific additional functions will report directly to the Interim Chief Executive, including strategic planning, external relationships, risk and internal audit. It is considered appropriate that critical transition functions, such as HR and communications also have direct reporting lines to the Interim Chief Executive. Post-transition it is expected these arrangements would be reviewed.

Regional Iwi relationships will be coordinated via the external relationships role, reporting to the Interim Chief Executive.

## Implementation considerations

As noted earlier in this discussion document, the draft structure will be further refined both through the feedback gained from this discussion document and the detailed design activities that are underway within the ATA work streams.

In particular, important factors that may influence the design and implementation of the final structure that are not yet finalised at the time of publication of this discussion document include:

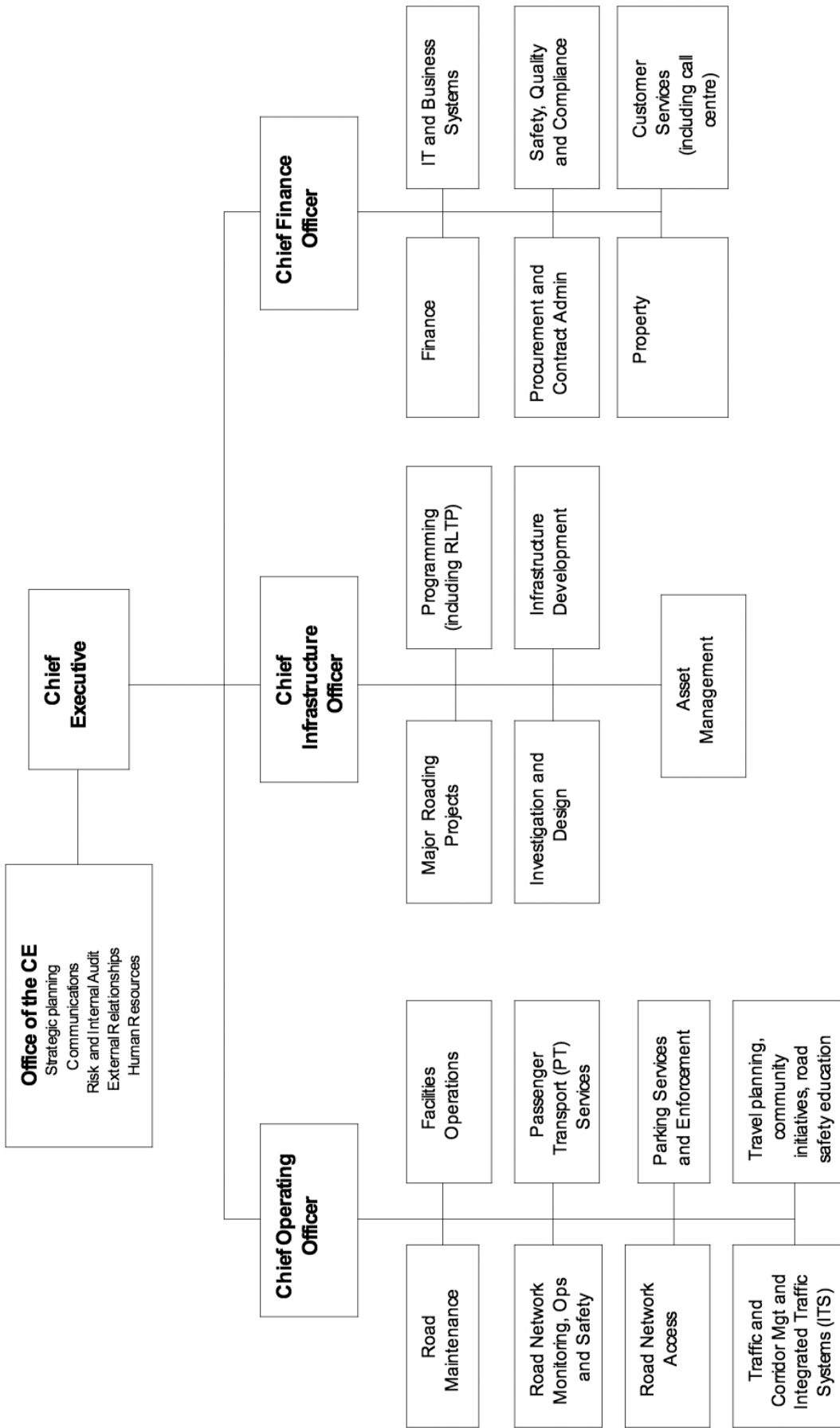
- The initial operating model for local boards with respect to delegations from Auckland Council on transport-related matters.
- The protocols or processes that may be required to ensure seamless customer service between the Auckland Council and the Auckland Transport Agency (e.g. where transport input is required for a customer planning application).
- The final timescales within which systems and processes may be transitioned or integrated, which in turn will drive the extent to which some functions may be integrated or rationalised.
- The completion of the analysis and design activities within the individual work streams as outlined in the ATA's project plan.
- Input from those appointed to tier 1-3 positions into the detailed design of their functional areas of responsibility within the structure.

The ATA aims to finalise its proposed structure and transition approach by early 2010 to enable the employee mapping, the change process and executive team recruitment activities described earlier in the Discussion Document to commence.

The timeframe to gain the advantages of consolidation of some functions will be determined by the constraints of establishing common systems. While preliminary planning is underway, it is likely that upon establishment, the new organisation may rely to some extent on current individual systems and processes. This may limit the extent of consolidation of functions or the need to change staff locations prior to November 2010.

Draft

# Auckland Transport Agency





	Chief Operating Officer	Chief Infrastructure Officer	Chief Finance Officer	Office of the CE
Direct Reports	<ul style="list-style-type: none"> <li>• Road Maintenance</li> <li>• Road Network Monitoring, Operations and Safety</li> <li>• Road Network Access</li> <li>• Traffic and Corridor Management and ITS</li> <li>• Facilities Operations</li> <li>• PT Services</li> <li>• Parking Services and Enforcement</li> <li>• Travel Planning, Community Initiatives, Road Safety Education</li> </ul>	<ul style="list-style-type: none"> <li>• Major Roading and Other Projects (including PMO)</li> <li>• Investigation and Design</li> <li>• Asset Management</li> <li>• Programming</li> <li>• Infrastructure Development</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Procurement and Contract Administration</li> <li>• Property</li> <li>• IT &amp; Business Systems</li> <li>• Safety, Quality Assurance and Compliance</li> <li>• Customer Services</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Communications</li> <li>• Risk and Internal Audit</li> <li>• External Relationships</li> <li>• HR</li> </ul>
Activities	<ul style="list-style-type: none"> <li>• Monitoring performance of road network</li> <li>• Input to consents and land development</li> <li>• Road safety engineering</li> <li>• Emergency management and civil defence</li> <li>• PT service design</li> <li>• PT procurement</li> <li>• Contract management</li> <li>• Customer information</li> <li>• Total mobility services</li> <li>• Performance monitoring</li> <li>• Special event services</li> <li>• Rail station surveillance, operations and maintenance, cleaning</li> </ul>	<ul style="list-style-type: none"> <li>• Roading project specification</li> <li>• Roading project optioneering</li> <li>• Roading project assessment</li> <li>• Roading project design</li> <li>• Corridor planning</li> <li>• Rolling stock asset management</li> <li>• Rolling stock purchase/renewals</li> <li>• Stabling facilities</li> <li>• Project formulation</li> <li>• Procurement</li> <li>• Project management</li> <li>• Contract management</li> <li>• Construction/implementation</li> <li>• Commissioning</li> <li>• PMO</li> </ul>	<ul style="list-style-type: none"> <li>• Financial planning and budgeting</li> <li>• Input to LTCCP</li> <li>• Board support</li> <li>• Financial reporting</li> <li>• Policies</li> <li>• Accounts back office</li> <li>• Treasury</li> <li>• IT and IS strategy</li> <li>• Business Systems</li> <li>• IT delivery</li> <li>• IT security</li> <li>• Information management</li> <li>• Telecommunications</li> <li>• Business processes</li> <li>• Procurement strategy</li> <li>• Policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Plans</li> <li>• Policies</li> <li>• Transport modelling</li> <li>• Integration with land use planning</li> <li>• Input to RLTS and spatial plan</li> <li>• Marketing and communications strategy</li> <li>• Research and insight</li> <li>• Marketing services</li> <li>• Internal communications</li> <li>• External communications</li> <li>• Media</li> <li>• Risk/performance audit</li> <li>• Internal audit</li> <li>• Public and stakeholder engagement strategy/policy and quality control</li> </ul>

Continued on the following page.

## Draft (continued)

	Chief Operating Officer	Chief Infrastructure Officer	Chief Finance Officer	Office of the CE
<p>Activities (continued)</p>	<ul style="list-style-type: none"> <li>• Wharf operations and maintenance</li> <li>• Airfield operations and maintenance</li> <li>• Busway operations and maintenance</li> <li>• Corridor management</li> <li>• Traffic management unit (TMU)</li> <li>• ITS</li> <li>• Road opening coordination</li> <li>• Traffic management and events</li> <li>• Compliance monitoring</li> <li>• Cost recovery</li> <li>• School travel planning</li> <li>• Workplace travel planning</li> <li>• Community travel planning/initiatives</li> <li>• Walking school buses</li> <li>• Road safety coordination, planning and education</li> <li>• Road maintenance</li> <li>• Footpath maintenance</li> <li>• Maintenance of other items in road corridor, e.g. signage</li> <li>• Off-street parking</li> <li>• Parking buildings</li> <li>• On-street parking</li> <li>• Parking enforcement</li> <li>• High occupancy vehicle (HOV), bus lane enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Major projects including:               <ul style="list-style-type: none"> <li>- RWC 2011</li> <li>- Integrated ticketing</li> <li>- AMETI</li> </ul> </li> <li>• Asset management planning</li> <li>• Asset management activities</li> <li>• RLTP</li> <li>• Programme management</li> <li>• Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement office</li> <li>• Contract register and administration</li> <li>• Fleet management</li> <li>• Quality assurance</li> <li>• Safety assurance</li> <li>• Health and safety</li> <li>• Risk management office</li> <li>• Property planning</li> <li>• Building management and maintenance</li> <li>• Office services</li> <li>• Property development and acquisitions</li> <li>• Website</li> <li>• Front of house</li> <li>• Contact centre</li> <li>• Customer information (excluding PT)</li> <li>• Complaints/issues management</li> <li>• Customer queries</li> <li>• Transactions, including service requests</li> </ul>	<ul style="list-style-type: none"> <li>• Shareholder engagement</li> <li>• Local board engagement</li> <li>• Maori relations</li> <li>• HR/OD strategy and policy</li> <li>• Learning and development</li> <li>• Recruitment</li> <li>• Employee and Industrial Relations</li> <li>• Health and Safety</li> <li>• Payroll</li> <li>• Remuneration</li> </ul>