



Summary of our report

Reviewing aspects of the Auckland Manukau Eastern Transport Initiative



The Auckland Manukau Eastern Transport Initiative (AMETI) is a major programme of work to improve strategic public transport and road links in Auckland's eastern suburbs. Put into place effectively, AMETI should improve access to transport for hundreds of thousands of people, increase transport choices, reduce congestion, and unlock economic potential.

AMETI is a set of projects that the former local authorities of Auckland and Manukau and regional transport agency prepared. Auckland Transport is responsible for delivering AMETI. Auckland Transport estimates that AMETI will cost about \$1.1 billion.

We reviewed AMETI's governance, accountability, and programme management arrangements as part of our mandate to review service performance under the Local Government (Auckland Council) Act 2009. Most of the governance, accountability, and programme management arrangements have been designed in a way that should help to deliver AMETI. The Board of Auckland Transport has approved the strategic purpose and delivery plan, and has set expectations and accountability requirements.

We looked at how governance, accountability, and programme management arrangements helped to progress AMETI works at Pakuranga Town Centre and near Mokoia Pā.

Progress with technical aspects – such as reaching design solutions, developing procurement options, and budget management – has been strong. However, the way that Auckland Transport has dealt with stakeholders has not consistently reflected the aspirations of its communications and engagement strategy.

Auckland Transport's communications and engagement strategy for AMETI is based on good principles. These include being proactive, timely, frank, helpful, and detailed, and stakeholders having a right to have their views and concerns considered.

Many people told us that Auckland Transport had engaged with them well on the first stage of the programme, which included building a new train station at Panmure. However, engagement had not gone as well for the second stage of the programme.

AMETI will not be fully complete until 2028, so AMETI's governors and programme managers will change many times. This makes it especially important that strong systems and processes support decision-making, sustain programme delivery, help to build and maintain important strategic relationships, and support Auckland Transport's institutional memory of the programme.

Vital statistics:

- 49 pages
- Presented to Parliament on Thursday 15 October 2015
- Contact: reports@oag.govt.nz

AMETI's programme of works in Auckland's eastern suburbs



We have made 12 recommendations to help Auckland Transport strengthen AMETI's governance, accountability, and programme management arrangements. Acting on these recommendations should reduce risks to the programme's governance and programme management. Auckland Transport has started to act on the recommendations.

Some of our recommendations focus on AMETI's Programme Control Group, whose responsibilities include approving project strategies, reviewing and managing programme delivery risks, reviewing costs and changes to costs, and reporting to Auckland Transport and Auckland Council. Auckland Transport has to ensure that the chairperson of the Programme Control Group does not manage the programme day to day and that group members understand clearly their roles and responsibilities and are able to exercise them.

Good records are vital to keeping Auckland Transport's institutional memory of the programme. To improve record keeping, Auckland Transport needs to use more formal communication to keep Programme Control Group members up to date. All reporting to the Board of Auckland Transport should be formally recorded.

We recommend that Auckland Transport focus more on the health of relationships with stakeholders, on contractor performance, and on the benefits delivered to date, as part of monitoring and reporting on programmes.

Without paying more attention to the benefits being realised, Auckland Transport and Auckland Council can have only limited assurance about whether AMETI is on track to deliver value for money.