

5 February 2010

Dear Chief Executives

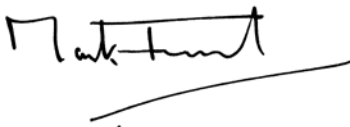
**Feedback and decisions document: Organisational structure and staff transition
– Auckland Transport Agency**

On 20 November 2009 the Auckland Transition Agency (ATA) issued for feedback a Discussion Document - Organisational Structure and Staff Transition in respect of the Auckland Transport Agency. This document included a draft organisational structure for the agency and the draft protocols and processes for the transition of staff.

The ATA received 91 submissions following the release of this document. These have been analysed to identify 227 individual issues, themes and recommendations which are addressed in the feedback report that follows. This report forms Part 4 of the ATA's paper titled Feedback and Decisions - Organisational Structure & Staff Transition which was released on 18 December 2009.

I would like to thank you and your staff for the time and effort that has been committed to the ongoing process of transition.

Yours sincerely



Mark Ford

Executive Chairman

Auckland Transition Agency

Feedback and Decisions
– Organisational Structure & Staff Transition

5 February 2010

Part 4
Auckland Transport Agency

Introduction

Following the 20 November 2009 release by the Auckland Transition Agency (ATA) of the Draft Organisational Structure – Auckland Transport Agency, 91 submissions have been received (all in electronic form).

All submissions were analysed to identify 227 individual issues, themes and recommendations which were then aggregated into key issues. A three-tiered quality assurance process was used throughout to ensure data was representative of submissions.

This report outlines in relation to the draft structure:

- The key issues raised;
- Recommended revisions to the organisational structure which include input from the Transport Working Group

Key issues raised

Issue raised	Number of submitters (% of responses)	Comment
1. Siloed structure – lack of end-to-end accountability/outcome focus.	21 (9.3%)	Silos can be addressed through appropriate culture, behaviours, processes and job descriptions. No change to structure is proposed.
2. Perceived omission – Multi-modal transport (ferries, rail, walking and cycling, ride-sharing, smart ride and trip choice activities) from travel planning, community, road safety education; Programming (including RLTP); Infrastructure Development; Road Maintenance; and Facilities Operations.	17 (7.5%)	Multi-modal transport activities are accounted for and will be covered in position descriptions and detailed organisational design. Propose “Road” be changed to “Road Corridor” for relevant job titles.
3. Submitter generally supportive of structure.	17 (7.5%)	Noted.
4. Create Local Board Liaison/ Community Outcomes role in Office of the Chief Executive.	16 (7.2%)	Local Boards liaison and support requirements are currently being reviewed by the Auckland Transition Agency. The External Relationships role may address any requirements that emerge from this review.
5. Collaboration/communication required across organisation and with Local Boards/Community, Auckland Council, CCOs and other Agencies.	11 (4.8%)	Agreed. Position descriptions, organisational culture and processes will support this.
6. Customer services should be under the COO or in the Office of the CE.	10 (4.4%)	Noted, but no change to structure proposed.
7. Submitter generally supportive of principles.	10 (4.4%)	Noted.
8. Create Chief Planning and Programming Officer role (including External Relationships role).	8 (3.5%)	Noted, but Strategic Planning and External Relationships roles to remain reporting to Interim Chief Executive. Asset Management role under CIO structure relabelled to reference “Planning and Policy”.
9. Office of Chief Executive functions should be divided into Planning (Strategic Planning and External Relationships) and Finance (HR, Communications and Risk & Internal Audit).	4 (1.8%)	Noted. No change to structure proposed for the term of the Interim Chief Executive. May be reviewed post-transition.
10. Create Legal/General Counsel under CFO/CEO.	4 (1.8%)	Initial structure will include a Traffic Prosecutor role within the COO structure. Other legal advice will be sourced externally.
11. Executive team is too small. Senior Management Team (Tier 3) is too large.	4 (1.8%)	Noted, but no change to structure proposed.

Key issues raised (continued)

Issue raised	Number of submitters (% of responses)	Comment
12.Detailed Asset Management should be under the COO.	4 (1.8%)	Agreed. Facilities Operations role will include detailed asset management. Asset Management role within CIO structure to focus on Asset planning and policy framework, with job title changed to reflect this. This is consistent with the Auckland Council structure.
13.Rename – CFO title should reflect broader nature of the role.	4 (1.8%)	Noted. Position description will reflect the wider aspects of the role.
14.Perceived omission – Strategic Planning (Office of CE): Neighbourhood Accessibility Plans, Transport Demand Management and Travel Behaviour Change.	4 (1.8%)	Noted, however it is intended these activities will be covered through the 'Travel Planning' role in the COO structure. Clearly there is a need for the Strategic Planning role to provide direction to these activities.
Other: Clarification of Major Rooding Projects title.	N/A	Propose change job title to Major Projects and PMO to reflect the breadth of the role.

These 14 issues account for 60.6% of the 227 individual issues related to the organisational structure.

Other detailed comments will be provided to the transport work stream of the ATA to support their detailed design of the next tiers of the structure.

Recommendations of the ATA Transport Working Group

The Transport Working Group has reviewed existing systems, and the requirement of a new integrated Auckland Transport Agency, and has recommended the following changes to the organisation structure:

Positions reporting to Chief Operating Officer:

Proposed Change	Rationale
Combine "Road Network Monitoring, Operations & Safety" and "Traffic & Corridor Management & ITS" into one role ("Road Corridor Network and Safety Operations")	<ul style="list-style-type: none"> The positions cover similar types of activities which are better managed as a single team.
Combine "Passenger Transport (PT) Services" and "Facilities Operations" into one role ("Public Transport")	<ul style="list-style-type: none"> The size and complexity of the PT Facilities activity does not justify a separate position at Tier 3 level; PT facilities and operations are closely inter-related, and would benefit from a combined management approach

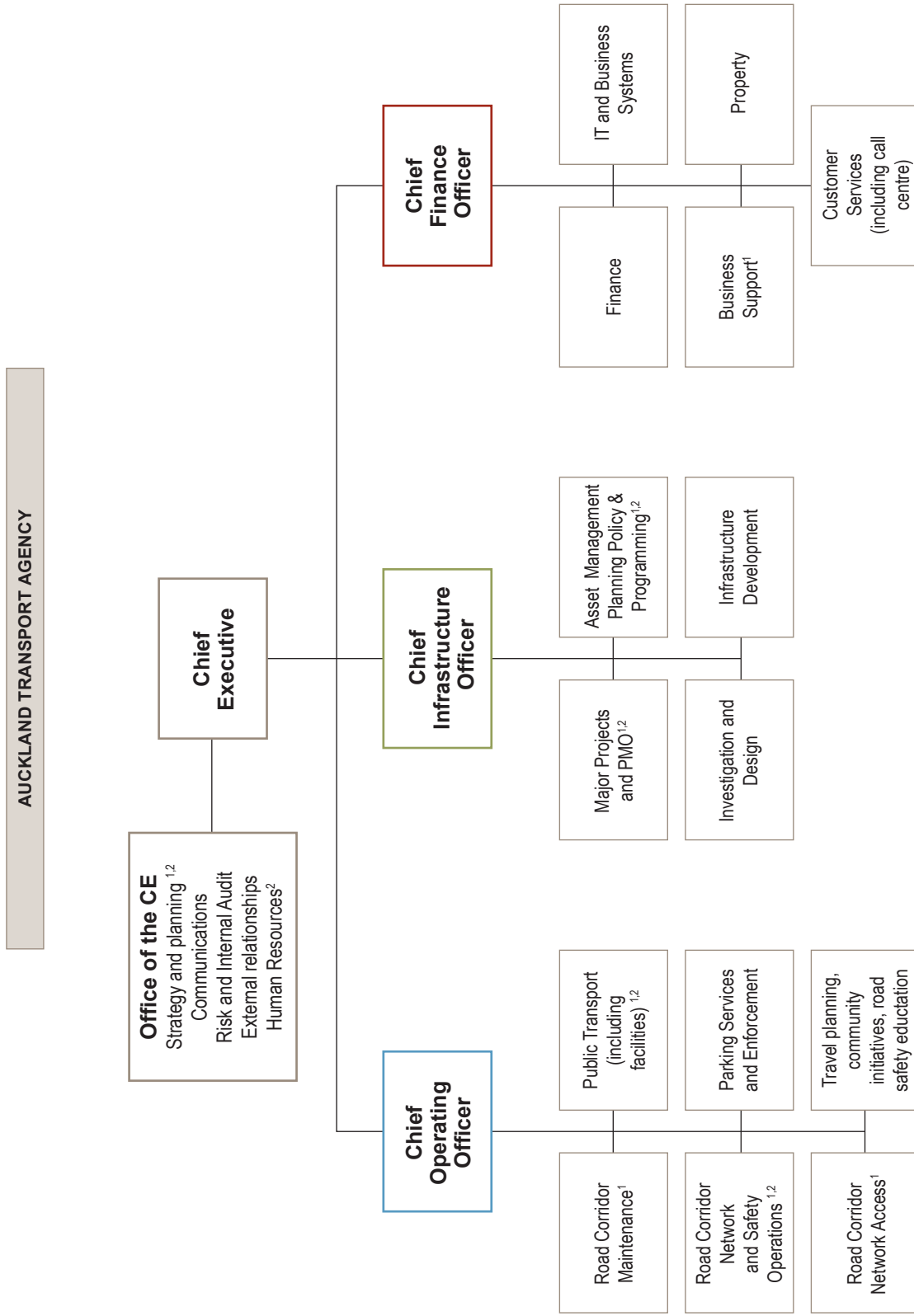
Positions reporting to Chief Infrastructure Officer:

Proposed Change	Rationale
Shift responsibility for the RLTP preparation from "Programming" to "Strategy & Planning"	<ul style="list-style-type: none"> The RLTP includes activities from across the organisation, and is a key strategic planning document which is better managed by the group with responsibility for organisational strategy.
Rename "Major Rooding Projects" as "Major Projects and PMO"	<ul style="list-style-type: none"> Not all major projects will be roading, and the PMO will be an important part of this group.
Combine "Programming" and "Asset Management" roles	<ul style="list-style-type: none"> With the RLTP managed by Strategy and Planning, the programming role lacks scale and can be combined with Asset Management.

Positions reporting to Chief Finance Officer:

Proposed Change	Rationale
Rename "Procurement and Contract Admin" as "Business Support"	<ul style="list-style-type: none"> This reflects the need for a broad business support role under the CFO.
Combine internal part of "Safety, Quality and Compliance" with "Human Resources", and external part with "Major Projects and PMO"	<ul style="list-style-type: none"> Better outcomes can be achieved by undertaking safety, quality and compliance activities within these other functions.

Organisational Structure



¹ Title changed

² Aggregation of two roles