

# Transport and Infrastructure Select Committee 27 September 2018

## Briefing on Wellington Buses by Greater Wellington Regional Council

### 1 Summary

The new PTOM bus contract and route changes were implemented across the Wellington region during the period from April to July 2018. While these changes caused some predictable disruption and customer reaction, in Wellington City other less predictable issues have led to ongoing operational challenges. Council has publicly acknowledged issues and apologised to those affected. Overall, across the region, nine of the 16 bus units have settled into a pattern of improved and reasonable service levels. Seven still have operational issues although are steadily improving.

A special management team has been set up under the direct leadership of the Chief Executive to resolve remaining issues in Wellington City as quickly as possible. Strong improvements are already being realised, for example since go-live:

- On-time performance has improved from 81% to 91% and very late running of services has dropped from 9% to 3%
- The reliability of services has steadily improved from about 90% to an average of close to 99% over the last few weeks

Daily patronage levels (boardings) across the entire network have been steady at around 90,000 passengers per day. For Wellington City, taking into account factors such as school and university holidays, patronage is generally stable within the range of 70-74,000 boardings per day.

However there are operational issues to resolve, principally caused by poor operator performance leading to capacity, punctuality and reliability lapses in some units. There are also strategic and design issues, such as customer acceptance of increased transfers. While the number of transfers is small as a proportion of total trips, customers don't like having to do so at all.

GWRC was required to implement PTOM which was developed with two overarching objectives:

- To grow the commerciality of public transport services and create incentives for services to become fully commercial
- To grow confidence that services are priced efficiently and there is access to public transport markets for competitors.

The contracting of GWRC's rail and bus services was undertaken in accordance with the requirements of PTOM. Rail was successfully implemented in 2016. Bus was implemented in 2017, and the harbour ferry implementation is in progress.

GWRC took the opportunity to extensively review the bus network design in Wellington City to cater for future demand and transport development, including mass transit / light

rail. GWRC also sought to deliver emissions improvements through new fleet requirements and the introduction of ten new double decker electric buses with a further 22 to be introduced within 3 years. We are also in negotiations to have the trolley buses converted to battery-electric buses and returned to service. Early next year the fleet will comprise 14% electric vehicles which will rise to 19% in 3 years if the trolley negotiations are successful (in comparison the proportion of electric vehicles in Europe is 1.6% and in the US less than 0.5%).

In addition a range of fare initiatives was introduced including free transfers, and discounts for off-peak travel, tertiary students and people with disabilities.

The new network design was developed over several years and approved by Council in 2014 with refinements over the following years. There was extensive consultation with the community and in some areas co-design workshops to settle on new routes.

The network was required to deliver change with a broadly cost neutral solution.

The nature of change in Wellington City required all elements to transition at the same time — literally overnight between midnight and 5am — i.e. operators, vehicles, ticketing, routes, and information management systems.

The consequence was a highly complex management programme, made more so by all delivery being contingent on successful vendor/operator delivery.

Council is of the view that the programme of work was delivered to a high standard including risk management procedures and related contingency planning.

A range of unique issues emerged, centred on Wellington City units, which added further to this complexity:

- The tender result changed 45% of Wellington City routes being allocated to a new operator
- This resulted in significant operator workforce upheaval
- Council included “good employer” criteria in the tender but could not find a way to directly retain operators’ employment conditions. This did not meet Union expectations
- The situation caused further short term deterioration in the shortage of drivers already being experienced
- Disappointing level of co-operation between operators over the transition.

GWRC actively facilitated meetings between all operators and unions to discuss employment terms and conditions. With the agreement of the parties, GWRC commissioned an independent analysis of the difference in terms and conditions offered by the key operators in Wellington City. This specifically analysed the impacts on driver’s take home pay. It showed differences in impacts on different groups, some better off, some not, typically influenced by tenure.

Notwithstanding the issues outlined above, the new network challenged decades of established customer behaviour. Council knew that this would be demanding and customers experiencing the downside of the rebalancing would be unhappy.

Hence there was a major communications investment to advise people of the changes through suburb based household leaflet drops, advertising on a variety of media, and the deployment of “Ambassadors” on the ground at key locations leading up to, during and following go-live.

Contingency plans had been activated in advance of go-live to ensure there were sufficient drivers and vehicles to operate the timetabled services. One operator brought in drivers from out of town to maintain full service. Up to 50 out of town drivers were operating in Wellington in the early days. This need no longer remains as that operator has been successful in recruiting required numbers.

Operator performance from Day One in Wellington City fell below expectations and led to high profile commuter disruption on some routes. Additional contingency plans were activated including the active management of bus spacing, the placement of “bus buddies” to assist with driver navigation, and the deployment of banker buses to provide a real-time response to capacity issues.

From a Programme and risk management perspective, Council believes that interventions were made as quickly and effectively as possible under the circumstances. One risk management failure is acknowledged. Council’s risk management assessed that the incumbent operator (directly appointed and running 43% of Wellington City routes) would perform to a high standard and early on. However, performance today is still not to the required level.

Notwithstanding this, GWRC has worked positively with both of the major Wellington City operators on a range of interventions and as outlined earlier, performance is improving.

Analysis of performance data show that the network can work effectively as designed. We have planned a range of scheduling and timetable adjustments to ensure this is achieved. These will typically be implemented by operators in lower volume periods such as school holidays.

From October 1 GWRC will commence implementing operator penalties for poor performance.

Simultaneously GWRC is analysing every route, its performance, customer feedback and complaints to determine both short and long term improvements.

GWRC is confident that the network will be stabilised and many of the customer points of dissatisfaction will be resolved. GWRC is also conscious that not all customer preferences can be economically met without substantial cost and therefore, a rates impact.

An urgent early review of the implementation of the network is being commissioned and will be reported back to Council in December. A review of the network design will commence in the New Year.

## 2 Bus service procurement under the Public Transport Operating Model (PTOM)

Wellington's bus procurement strategy was developed in conjunction with the New Zealand Transport Agency to meet legislative requirements. It took into account the particular characteristics of the Wellington market (e.g. well-established incumbent operators; contracts that have been in place and not market tested for many years; a relatively small market).

PTOM requires that bus services are arranged into units set out in a Regional Public Transport Plan. Each unit is made up of a service route or group of service routes operating to a timetable that applies to the entire route or group of routes specified for that unit, and each unit is delivered through a separate operating contract.

Wellington Region's bus services were divided into 16 units with nine in Wellington City.

In accordance with the transitional "like for like" rule of PTOM, GWRC was required to offer a number of units to incumbent operators who had provided registered commercial (non-exempt) services as defined under the Public Transport Management Act 2008 as at 30 June 2011.

In accordance with the wider PTOM, GWRC also offered additional units to NZ Bus and Mana on a directly appointed basis.

As a consequence, 7 of the 16 units were directly appointed to incumbent operators and 9 units were tendered.

GWRC issued an invitation to tender on the government's GETS website in August 2016 following a market soundings exercise. The tender invited participants to bid for single units or groups of two or more units. Nine parties responded to the operator tender process, and these parties included operators from Australia and New Zealand.

Tenders were assessed using a price quality methodology approved by the Transport Agency. The assessment was undertaken by a team of local and Australian experts. A Probity Advisor and Probity Auditor (from Audit NZ) oversaw the entire process.

The outcome was that Tranzurban was awarded contracts for 8 units and Uzabus was awarded a contract for 1 unit. Together with NZ Bus (5 directly appointed units) and Mana (2 directly appointed units) there are now four bus operators in the region. Of note, incumbent operator NZ Bus did not bid for contracts in the Hutt Valley.

Market share (as measured by in-service kilometres) of the four operators across the region is Tranzurban 60%, NZ Bus 27%, Mana 6% and Uzabus 6%.

Of the services operated in Wellington city, the market share split is Tranzurban 45%, NZ Bus 43% and Mana 12%.

### 3 New network design

Bus service changes in the Hutt Valley, Porirua, Kapiti and Wairarapa were primarily designed to improve linkages to rail services to improve reliability and connections between bus and rail, together with a general review of service.

The network in Wellington city aims to provide a simple, cohesive and consistent route structure where routes meet at logical interchange points, arrival and departure times are coordinated and there are no fare penalties for changing between services. The new network is not currently operating at a level that meets all of these objectives but is operating effectively regardless.

The network was designed on a cost neutral basis and to provide more service to poorly served areas, more peak and shoulder peak capacity, and more regular buses. The resources for this were to be made available by reducing unnecessary duplication of bus routes in areas of the network that were over-served and some service levels were reduced in some areas where existing usage was low.

The old network had very uneven and inequitable distribution of services with for example some lower demand suburbs having buses every half hour till after 11pm and seven day a week services while other similar areas there were no evening buses after 7:30pm and no buses at all on weekends. New suburbs were developing and there was further pressure to provide buses to these new areas.

Consideration was given to the key design need to reduce Golden Mile congestion. Routing some services down the Quays and along The Terrace, however both were rejected following opposition from public feedback. The use of Featherston Street was rejected following discussion with Wellington City Council.

The expectation was that we work with the existing Golden Mile and take measures to maximise capacity and reduce congestion to provide capacity for medium term growth.

The number of peak buses scheduled to travel down the Golden Mile has been reduced from about 120 per hour in each direction to about 85 per hour in each direction as a consequence of:

- Using larger vehicles including double deckers and higher capacity single deck buses.
- Through-routing whereby buses from the north of Wellington travel through to south Wellington and vice versa. Previously services from the north stopped at Courtenay Place before returning along the Golden Mile and from the south stopped at the railway station before returning along the Golden Mile, creating significant duplication of services through the Golden Mile.
- Hubbing of some lower demand services onto high capacity spine routes to the city.
- Greater use of alternative termini in the city that avoided the Golden Mile by terminating selected bus services at Brandon Street, Wellington Station and Courtenay Place.

The new Wellington network is based on the core spine routes that came out of the Wellington Public Transport Spine Study which was adopted by GWRC, the Wellington City Council, and the NZ Transport Agency. At the time, services on the core north-south and east-west spines were intended to be provided by Bus Rapid Transit (BRT) and the new bus network was developed with that outcome in mind. The core spine for the bus network through the central city was expanded to Johnsonville in the north, Island Bay in the south, Karori in the west, and Seatoun in the east.

The core spine routes are supplemented by additional high frequency routes with services running every 10-15 minutes during the day and every 15-30 minutes in the evening and weekends. There are a series of standard bus routes with a 30-60 minute frequency all day (with increased frequency at peak times). In addition there are peak only express bus routes, peak and extended bus routes, and school services.

Initial consultation began in 2009 with community focus groups and brochure drops and over 3,000 feedback forms were received. There were also stakeholder meetings with Wellington City Council, bus operators, bus users and bus drivers.

In 2010-11 there were further community focus groups across Wellington and a bus network proposal was developed by MR Cagney using internationally recognised expert Jarrett Walker who has also been involved in the design of bus networks in locations around the world.

In 2012 84,000 brochures on the network design were distributed, with over 6500 responses, 9 public meetings, and 30 information sessions with residents associations and stakeholders. As a consequence of the feedback, a revised network proposal was developed. This proposal took on resident group feedback on network trade-offs where for some areas less frequent direct bus routes were preferred while other areas gave preference for more frequent regular services to local hubs suitable to be operated by smaller buses, better suited to local streets, with timetabled connections where buses would connect with minimal wait and high quality facilities.

There was public consultation on Transport Spine options and two citizens' engagement panels in 2013 and more community meetings.

In 2014, as noted above, a proposal for Bus Rapid Transit (BRT) was adopted by the Regional transport Committee as well as GWRC, Wellington City Council and the Transport Agency. The bus network proposal was further developed to incorporate the BRT corridors and consulted on as part of 2014 Regional Public Transport Plan. Four public meetings and 23 workshops with residents groups and stakeholders were held including co-design processes with Churton Park, Khandallah, Ngaio and Broadmeadows residents. This included surveys to households where residents gave their preference on their co-designed bus route options.

In 2015 as a result of that consultation revised bus options were adopted for Churton Park, Khandallah, Ngaio and Broadmeadows. Consultation for new bus stops began and a school bus service review commenced.

In 2016 the RPTP was updated to include changes to the bus services in Churton Park and Khandallah. Consultation commenced with schools.

A full list of reports about the design of the new network is included in the Attachment 1 and a full list of consultation meetings is included in Attachment 2.



## 4 Implementation

A programme management structure was set up to deliver the bus transformation project. The programme was resourced with staff seconded from within GWRC, together with specialist contract resources and was managed by a dedicated Programme Director. Governance structures were established and were adjusted throughout the various stages of the programme. In the final stages the structure comprised a Management Board made up of members of GWRC’s Executive Leadership Team chaired by the Chief Executive. There was regular formal and informal reporting to elected councillors throughout the process.

Substantial consideration was given to the timing of contract and network commencement.

In the initial procurement strategy for the new bus contracts, a key principle was to provide a long lead-time for mobilisation of the new contracts of 12-15 months, ensuring that any new operators would have adequate time to source vehicles, depots and to recruit and train staff. This principle formed a key plank of GWRC’s transition strategy.

Consideration was also given to whether implementation of the new Wellington city bus network should coincide with the commencement of the new bus operating contracts for Wellington city units. While coordinating the implementation of network changes and new contracts (and potentially new operators) at the same time carried risks, this approach was considered the only practical option from a range of options considered, as summarised in Table 1 below.

Table 1: Wellington city bus network – transition options

Option	Outcome	Rationale
Implement change at time of new contracts	✓	PTOM contracts implemented on basis of routes and timetables under new network. No additional negotiation with operators required. Single change process for customers and operators. With 6 of the 9 bus units in Wellington city being DAUs, the incumbent operators will be responsible for the majority of the change.
Implement change under current (pre-PTOM) contracts	✗	Requires the negotiation of changes to existing net cost contracts with NZ Bus and Mana. This would be complex, time consuming and expensive, given the very substantial route and timetable changes and minimal alignment between the boundaries of the existing contracts and the unit boundaries that delineate the new contracts. For example, both NZ Bus and Mana both currently operate services within the area covered by the new North-South Spine unit between Churton Park and Island Bay.  Implementing change without new higher capacity buses (i.e. with existing bus fleet) will not be able to deliver on the new timetable.  Implementing free transfers that are required under the new network will

Option	Outcome	Rationale
		also be complex to negotiate under existing net cost contracts.
Commence new contracts under current network and timetable and implement network change at a later date	x	Requires subsequent negotiation of change with operators or for operators to provide pre-priced options for both current and future timetables – complex and a lot of work for both operators and GWRC. Requires new operators to train new drivers twice. Industry feedback was sought on this option and the unanimous conclusion was that this was not practical and with no real benefit. Would also delay new network implementation.
Implement minor, incremental changes with incumbents	x	Requires the negotiation of changes to existing net cost contracts with NZ Bus and Mana. This would be complex, time consuming and expensive. Would also involve elongated change process for customers.  Difficult to achieve new timetable without higher capacity buses.

Unlike many implementations of system changes, a go/no go decision needed to be made 6 months in advance of the implementation date due to decisions that needed to be made by operators on retention and employment of staff, retention and purchase of buses, retention and development of depots etc. Any deferment within that 6 month window would have had major consequences and costs for both incumbent and new operators and was not considered viable. Some aspects such as the employment of drivers would only ever occur within 2-3 months of commencement, whatever the start date.

Given the scale of the changes proposed as part of the bus network changes a decision was made to stage the start dates of the various bus contracts. This approach was considered prudent given the contemporaneous implementation of new fleet, new bus network (and infrastructure) in Wellington City, the region-wide Snapper scheme, fare changes and supporting systems.

Primary considerations in selecting start dates for each bus contract area were:

- Decreased customer service levels are avoided or minimised
- Where possible, customer experience will be enhanced
- The change story as it affects individual customers can be easily told
- New fleet is ready
- Ticketing and customer information systems are ready
- Changes in Wellington city must go live during a school holiday period to coincide with a low demand period on the network
- Pending rail timetable changes are to coincide with commencement of Porirua and Kapiti bus contracts to ensure timetabled bus and rail connections align, and so customer service levels are not compromised
- Implementation of the new rail timetable occurs at a change in the fortnightly Transdev and KiwiRail roster. This constrains dates that the rail timetable and therefore the Porirua and Kapiti contracts can go live.
- A minimum of three weeks is provided between each go live date to provide sufficient time for issues to be resolved (e.g. if faults in passenger information systems are identified, sufficient time to resolve before the next tranche). This period will also allow the bedding in of operations in one contract area prior to launching the next contract area, ensuring management resource, together with fleet and driver contingency resource, is available.

Following a detailed review of the primary considerations above, a decision was made in consultation with operators to commence services on the following dates:

- Wairarapa on 29 April 2018
- Hutt Valley on 17 June 2018
- Wellington City, Porirua and Kapiti all on 15 July 2018.

Initially 8 July was selected for Wellington city to provide two weeks of lower demand in the school holidays to introduce changes. However 8 July did not coincide with a Transdev and KiwiRail fortnightly roster change. Changing the rail timetable mid-roster was considered to be overly disruptive requiring significant resource to achieve. 8 July was also the date that the new bus network in the Central area of Auckland was going live, and separating Auckland and Wellington go lives would be beneficial for those bus operators with both Wellington and central Auckland contracts.

15 July was therefore selected as the date for go-live in Wellington city, Porirua and Kapiti. As the middle weekend of the school holidays, this still allowed a week of school holidays to take advantage of the lower demand on the network. It also provided an extra week in the transition timetable to assist readiness.

It should be noted that go-live of Wellington, Porirua and Kapiti in mid-July 2018 provided the new operators with a 14 month transition period from tender award on 4 May 2017, thereby meeting a key principle of GWRC's procurement strategy.

All contract commencements were timed to start on a Sunday.

In effect there were three progressive start dates for Wellington City, Porirua and Kapiti services – 15 July (a Sunday), 16 July (start of a working week in the school holidays), and 23 July (start of a regular working week).

The commencement of services in the Wairarapa on 29 April enabled some new systems to be tested prior to roll out in the Hutt Valley, which was a significantly larger scale and enabled some further testing and refinement of systems and processes prior to the large scale roll out in Wellington City.

Council had also made a decision to implement its package of fare changes concurrent with the new bus network changes in July 2018.

Regular fortnightly meetings with operators commenced in November 2017, eight months from the commencement of the Wellington city network. These meetings provided regular updates of operators' state of readiness and also provided operators with updates on GWRC's readiness in terms of systems, processes and resources needed to support the operation of the network.

It became clear that not everything would be ready for commencement of Wellington operations; and some aspects would only be ready in a reduced state. Mitigation measures were put in place and contingency plans developed.

GWRC became increasingly concerned at the lack of progress by Tranzurban in the recruitment of drivers and delays in the delivery of buses.

Contingency plans were developed for scaled down services depending on the final number of drivers and buses that might be available and we worked with Tranzurban to develop mitigation strategies. These included mobilising resources (drivers and buses) from other parts of their nation-wide business.

At commencement, Tranzurban predicted that they were 70-80 drivers short for the commencement in Wellington and Porirua.

However Tranzurban was able to mobilise its resources to bring in a number of its own staff from outside of Wellington as well as to bring in drivers from another operator.

The outcome was that a full timetable was delivered from day one; but there was limited time available to train the outside drivers especially with route familiarisation, which caused a number of service failures in the early stages of the new network. To combat this limitation GWRC engaged "Bus Buddies" to ride the buses and assist the drivers with their routes over the first month or so of operation. Bus Buddies were sourced from GWRC staff as well as from an external provider.

Tranzurban has continued to successfully recruit drivers and out of town drivers are no longer required.

In terms of the availability of buses, decisions were made to commission "stop-gap" buses to cover for the late delivery of a number of new buses scheduled for the network commencement. In the end, Tranzurban had sufficient buses to deliver services from

commencement and “stop-gap” buses were only deployed on limited occasions and are no longer in use.

NZ Bus was contracted to operate 43% of services in Wellington City and GWRC had been given continued assurance that it had sufficient drivers and vehicles to deliver the required services from day one. NZ Bus has subsequently advised GWRC that it commenced the new contracts with a staffing contingent lower than desired.

Mana, who operate two of the units in Wellington city, have delivered services as expected with planned number of drivers and vehicles. This has been achieved within the context of a substantially reduced business in Wellington.

Both NZ Bus and Mana have been permitted to use ‘interim’ vehicles due to delays in ordering new fleet as a result of protracted negotiations of the direct appointed units. These negotiations could not be commenced until after the tender process had been concluded.

It also became clear some months out from commencement that the bus hub facilities would not be ready and contingencies were put in place to provide temporary facilities, where necessary, at some of the hub locations and to continue to use existing facilities at other locations.

As part of the new network, new on-board equipment needed to be installed on buses that were in service on the existing network. Buses were pre-wired and, where possible, equipment installed but not connected until the final weekend of the change-over. Additional equipment and an additional crew of technicians were employed to minimise the risk of non-delivery.

All efforts were made so customers could make their journey – even if that meant a temporary vehicle, or that no fares were collected or that the driver was assisted with route direction. There was, and remains, a strong emphasis on continuous improvement so that unsatisfactory service levels were experienced for as short a time as possible.

## 5 Industrial relations

Consistent with the approach taken by Auckland Transport and all other Council's around the country procuring bus services under PTOM, GWRC's tender for bus services did not include arrangements for staff of incumbent operators to be transferred to new operators, nor the specification of labour rates and conditions.

GWRC's objectives in running a competitive tender process for bus services was to enable the testing of best value for money – it was not to achieve a least cost outcome. In using the Price Quality Method (PQM) for tender evaluation, GWRC was able to reward higher quality proposals, striking a balance between quality and price. GWRC has been committed to ensuring good conditions for bus drivers who are essential to the provision of a safe and reliable public transport service – and as a result included specific quality criteria to assess tenderers' approach to staff as part of the tender for bus services.

GWRC will continue to oversee the continued welfare of staff by reviewing relevant Operator plans, such as training and health and safety plans, and requiring all plans to form part of the contract. These plans are assessed and updated each year through the annual business planning process with each operator.

The approach to staff taken through the bus procurement differs from the approach taken in the PTOM Rail tender process which required the transfer of certain staff (including drivers, train managers, passenger operators and maintenance personnel) to the successful operator, both at the outset (from KiwiRail to Transdev) and at the end of the contract to any new incoming operator.

The differences between the rail approach and the bus approach is shown in Table 2.

Table 2 – Differences between rail and bus tenders in relation to staff transfers

<b>Rail</b>	<b>Bus</b>
Single operator / employer / union / collective agreement	Several operators/employers/unions/ collective and individual employee agreements
One contract	16 bus unit contracts
Staff all dedicated to one contract	No one contract against which staff could be assigned / redeployed
Specialised staff, trained to work on specialised vehicles – rail operator the only employer of those specialties in the Wellington region; dedicated labour pool	Transferable skills with a range of employment opportunities outside contracted public transport operators (e.g. coach services, charters, school services, freight sector)
New operator would struggle to recruit and train staff during relatively short transition period between contract award and contract commencement (3-6 months)	Transition period of up to 15 months, which is considered adequate for a new operator to recruit and train a pool of drivers and other key personnel
One union, one collective agreement	Several unions, each with at least one collective agreement. Some operators have representation by more than one union and also have staff on individual employment agreements.
Transfer of Tranz Metro business unit from KiwiRail to Transdev in entirety.	The major incumbent bus operators have been allocated Direct Appointed Units and therefore were guaranteed enduring business

Rail	Bus
	in the Wellington region, requiring retention of some of their current workforce. The incumbent operators also tendered and should they have won other contracts within the region would have required retention of additional staff.

GWRC’s new contracts with bus operators place more focus on on-time performance, reliability and information – the things that matter most to customers. To deliver on these requirements, operators need skilled, experienced and customer friendly drivers – and they will remunerate, through an optimal mix of pay and conditions, to get them. We were prescriptive in our tender and contract regarding the need for operators to demonstrate, and then deliver on, good employee principles and practices. However GWRC was not in a position to prescribe rates and conditions, as the mix of rates and conditions – which include base rates, penal rates, hours, shift structure, performance pay, entitlements, and working conditions; all form part of the employee package and it is up to the employer, employee and union to come up with the best mix that suits the employer and their employees.

Using the new North-South contracted unit as an example of the challenges in transferring staff and/or prescribing terms and conditions – the routes that make up this unit were previously operated by both NZ Bus and Mana. Between them, these two companies have separate collective agreements with four unions. Both have agreements with the Tramways Union, giving a total of five collective agreements

For example, the NZ Bus collective has a very hierarchical pay structure, where pay rates generally reflect tenure. It has a high proportion of penal rates but includes split shifts which the union has been trying to negotiate away from. Mana on the other hand has a collective with a very flat rate structure. Most workers are on similar wages, which are higher than NZ Bus’s lowest rate but lower than NZ Bus’s highest rate. The shift structures between the two companies are also quite different. Most other NZ operators offer a similar remuneration approach to Mana, with comparable pay rates and additional performance payments for drivers who deliver good customer service and drive well. Such differences in approach made it impractical for GWRC to specify which terms and conditions are the best and should be protected.

Furthermore, NZ Bus and Mana were required to retain a number of employees to deliver their direct appointed units in a similar geographical area to the tendered units. It was impractical for GWRC to intervene and specify which individual employees should be retained by NZ Bus and Mana and which should transfer to a new incoming operator.

GWRC believe that the measures taken in the tendering and contracting process will safeguard driver welfare to the greatest extent practicable.

Since the tenders were awarded, GWRC actively facilitated meetings between all operators and unions to discuss employment terms and conditions. With the agreement of the parties, GWRC commissioned an independent analysis of the difference in terms

and conditions offered by the key operators in Wellington city. This specifically analysed the impacts on driver's take home pay. It showed differences in impacts on different groups, some better off, some not, typically influenced by tenure.

GWRC notes that both new operators, Tranzurban and Uzabus, have entered into a collective bargaining process with the Tramways union.

The Tramways union has organised a stopwork meeting for Wednesday 26 September to address its members and have encouraged non-members to also attend. The purpose of the stopwork meeting is to provide attendees with an update on the collective bargaining processes underway with NZ Bus, Tranzurban and Uzabus. Such meetings are a normal part of the industrial relations environment and usually affect public transport services once or twice per year. There may be more stopwork meetings in any given year depending on the number of collective employment agreements under negotiation each year.



## 6 What has happened since 15 July

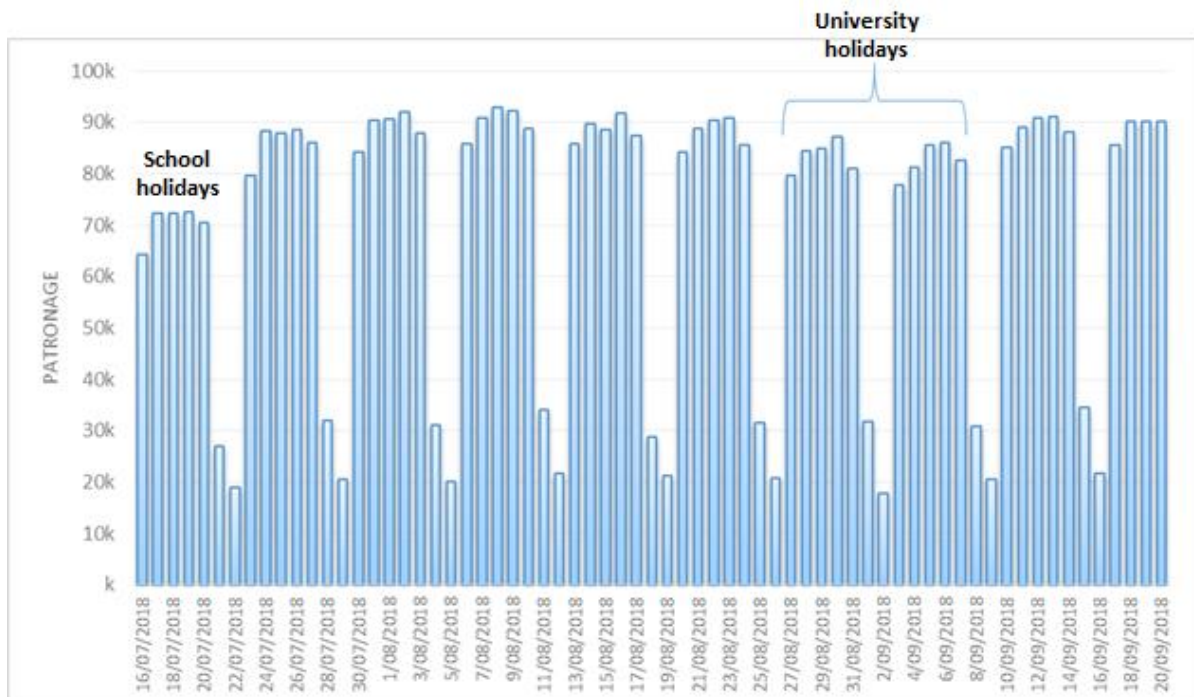
Given the size of the change to bus operators and the introduction of a new network, it was expected that there would be some problems during the transition period. A number of these challenges have been met with public frustration and sustained local and sometimes inaccurate and sensational media attention.

Significant improvements have been made since the launch of the new network, but service levels are still not at an optimum level.

### a) Passenger numbers

Daily patronage levels (boardings) across the entire network have been steady at around 90,000 passengers per day (Figure 1). For Wellington City, taking into account factors such as school and university holidays, patronage is generally within the range of 70-74,000 boardings per day. These figures are comparable to above patronage figures for the same period last year.

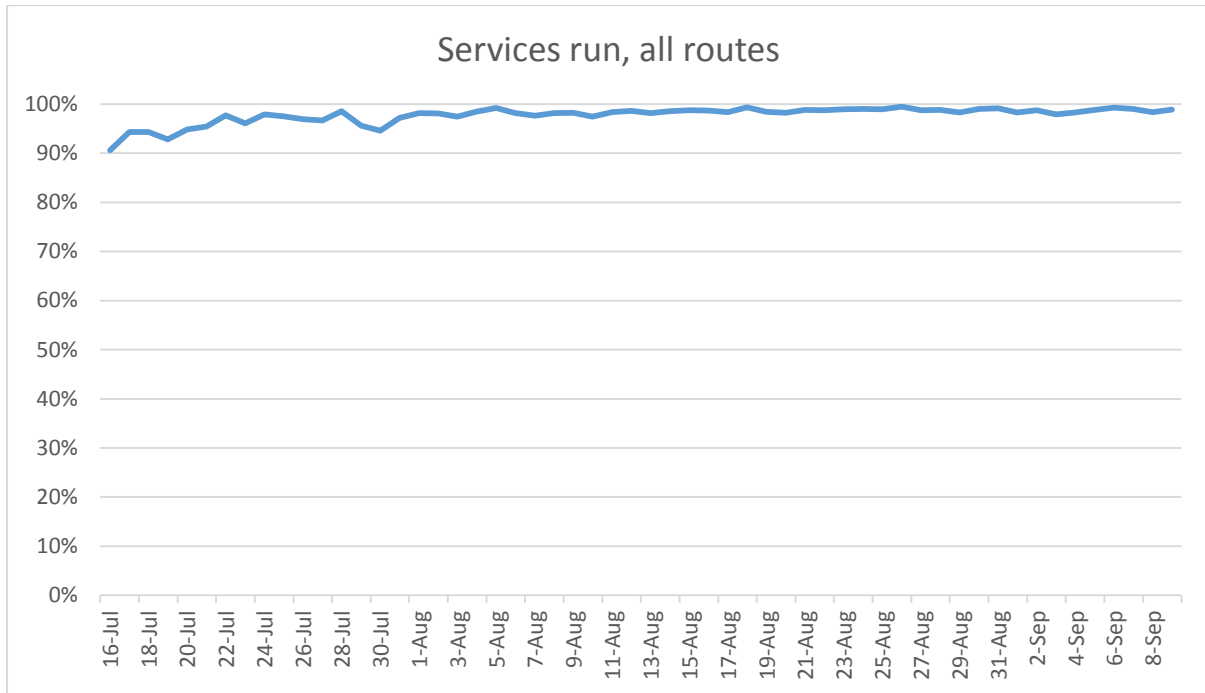
Figure 1 - Daily patronage



## b) Services delivered

Reliability is a measure of services delivered i.e. the bus ran on its scheduled trip. The reliability of services has steadily improved from about 90% at go-live to an average of close to 99% over the last few weeks as can be seen in Figure 2 below.

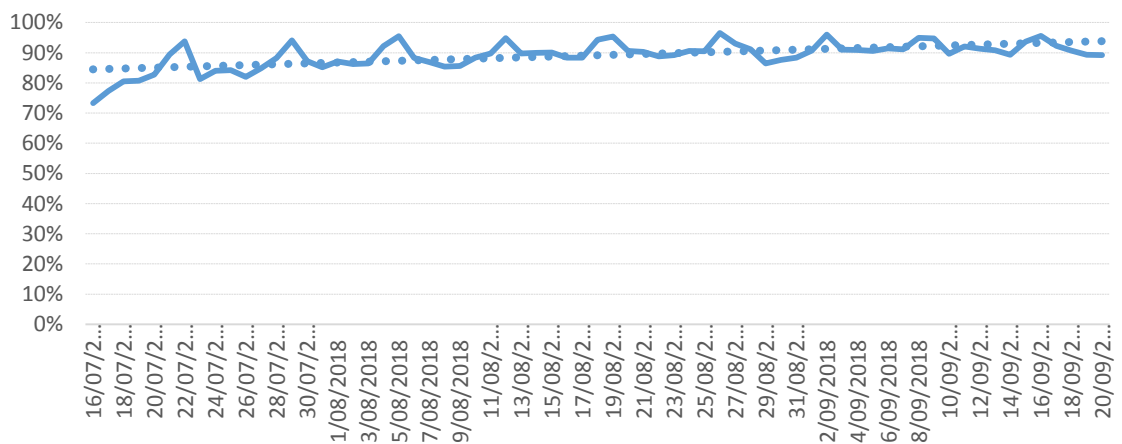
Figure 2 – Service delivered



## c) On-time performance

Figure 3 shows the percentage of buses that start their services on time, which is the greatest and most accurate lead indicator of on-time performance.

Figure 3 – On-time performance at origin



Comparing the week of 16-22 July with the week of 10-16 September shows that proportion of services starting less than 1 minute early to less than 5 minutes late has improved from 81% to 91%. The proportion of services starting 10 minutes or more late has dropped from 9% to 3%.

While the service average is not yet consistently achieving desired punctuality, Figure 3 does show a week on week upward trend (peaks in performance represent weekend services where congestion is overall lower and thus supports better punctuality). Previous years' data for punctuality cannot be compared with current data as both the measure and the method of measurement have changed.

As noted above, while the great majority of trips perform well, there are some that fall outside ideal levels and where improvements are needed. More details on this aspect are provided below.

#### **d) Transfers**

Related to on time performance, transfers, or connections between services, are an essential part of the new network design but they need to perform better. Around 5% of customer journeys require transfers under the new system, which is slightly more than the estimated 4% of journeys that involved a transfer under the old network. While it is a relatively small increase in the numbers of journeys requiring transfers, it is in many cases a change for customers that did not previously need to transfer. We are working hard to improve the experience.

Many of the issues with transfers arise from poor on-time performance, services not waiting for a connecting service as expected and operators not having systems and processing in place for drivers to deliver planned connections (such as not being included in driver shift cards).

We have concluded that more active management of connecting services is required and will be working with operators on how such a system should work. In the meantime we:

- Have chosen performance of timed connections as one of the three nominated performance indicators for 2018/19
- Are ensuring that buses must wait for a connecting service and do not get penalised for a late departure; and ensuring that this is the expected practise
- Are reviewing timetables to ensure sufficient time is allocated to enable connections to run smoothly
- Are discussing the delivery of timetabled connections at regular performance meetings between Metlink and operators.

## e) Capacity

There have been isolated but repeated occasions where customers have been unable to catch a bus at their chosen time during peak times because the arriving buses are full. This has inevitably occurred at mid points on the service schedule. We have diagnosed the main causes of full buses as a combination of services not running to time and the incorrect bus size being deployed on that route at that time. We are working closely with operators to focus improvement efforts on the key root causes of these issues. In addition to daily operational monitoring, officers are also actively engaged reviewing whether the design capacity meets the new needs of each route.

We have been actively monitoring the bus routes and services that our data and customer feedback tell us are the most impacted, including on-street observations. We and have deployed additional bus services to several high demand routes as an interim measure to provide immediate relief to ensure that sufficient capacity is provided to meet all demand (see below). Special attention is given to transfer points as that is where issues can magnify and customers can be greatly impacted.

## f) Addressing identified capacity problem areas - routes 2, 3 and 36

Double decker buses are on order for deployment on routes 3 and 36. In the meantime large buses are being supplied on most services on these routes, but are not consistently the right size on every service. The provision of right-sized buses will improve with changes to how the operator deploys buses that will take effect in mid-October. The particular hotspots we have identified are:

- Hataitai Village in the morning travelling into the CBD
- Courtenay Place and Taranaki Street in the afternoon for services travelling to the eastern and southern suburbs
- Morning and afternoon peak time services between Karori and the CBD
- Hutchinson Road morning services to the CBD.

In addition to the deployment of additional services at key high demand times, to mitigate capacity issues at key congestion areas, we have arranged for express buses that do not usually stop to stop and pick up passengers, for example, at Hataitai Village in the morning peak. This will continue until satisfactory and consistent capacity and punctuality is delivered on route 2 and 36 services to Hataitai residents in the morning peak. Of interest during the morning peak a bus arrives at Hataitai village every 2-3 minutes.

GWRC expects that express-stopping may continue until mid-November when timetable adjustments (e.g. increased frequency) and operational practices can be modified.

Table 3 sets out the additional services, which have already been added to the network as an interim measure to address immediate capacity issues. In order to provide the additional services we have brought in more buses and drivers.

Table 3: Additional (banker) services deployed to mitigate capacity concerns

Route	Time	Departing	Destination	Started
3	0812	Hutchison Road Stop A	Wellington Station	14/8/18
3	0822	Hutchison Road Stop A	Wellington Station	14/8/18
36	0750	Kilbirnie Shops Stop B	Wellington Station	14/8/18
36	0800	Kilbirnie Shops Stop B	Wellington Station	14/8/18
2	0647	Karori Arlington Road	Courtenay Place	12/9/18
2	0752	Karori Arlington Road	Courtenay Place	12/9/18
2	0822	Karori Arlington Road	Courtenay Place	12/9/18
2	0902	Karori Arlington Road	Courtenay Place	12/9/18
2	1531	Courtenay Place Stop A	Karori Arlington Road	12/9/18
2	1422	Courtenay Place Stop A	Karori Arlington Road	12/9/18
2	1601	Courtenay Place Stop A	Karori Arlington Road	12/9/18
2	1641	Courtenay Place Stop A	Karori Arlington Road	12/9/18
2	1705	Courtenay Place Stop A	Karori Arlington Road	24/8/18
2	1711	Courtenay Place Stop A	Karori Arlington Road	12/9/18
2	1720	Courtenay Place Stop A	Karori Arlington Road	21/8/18
2	1715	Lambton Quay North End Stop D (Supreme Court)	Seatoun	21/8/18
2	1801	Courtenay Place Stop A	Karori Arlington Road	12/9/18
2	1821	Courtenay Place Stop A	Karori Arlington Road	12/9/18
3	1705	Wellington Station Stop B	Lyllal Bay	21/8/18

**g) Snapshot of performance**

Tables 4 and 5 provides a snapshot of the performance of our key routes on the network on Wednesday 19 September which is representative of a typical day of current performance.

The summary is for routes 1 and 7 operated by Tranzurban and routes 2, 3, 12e, 14, 22, 33, 34, 35, 36 and 37 operated by NZ Bus.

Table 4: Snapshot of performance – overall

Operator	Tranzurban	NZ Bus
Measured services	313	636
Matched bus size	92%	65%
Bus capacity demanded	22,715	42,542
Bus capacity supplied	23,851	42,729
Shortfall/Over-supply	1,136	187
Average Origin Departure delay (mins)	2.2	2.1
Average Destination Arrival Delay (mins)	5.4	2.7
Schedule Variance	3.3	0.6
Service Cancellations	3	6
Services Operated %	99	99

More detail on six core routes is provided in Table 5.

Table 5: Snapshot of performance – detail

Route	In/Out	Operator	Trips	Cancelled	Correct bus used %	Ave mins start late at origin	Ave mins arrive late at destination	% trips starting within 5 mins of schedule	% trips arriving within 5 mins of schedule
1	In	Tranzurban	89	0	94	2.9	8.2	87	37
1	Out	Tranzurban	90	1	94	1.8	6.8	92	53
7	In	Tranzurban	67	1	89	2.3	1.8	83	82
7	Out	Tranzurban	67	1	89	1.8	3.6	96	73
2	In	NZ Bus	83	0	67	2.1	1.6	83	80
2	Out	NZ Bus	84	2	66	1.6	3.2	89	60
3	In	NZ Bus	90	0	60	2.4	3.6	83	67
3	Out	NZ Bus	82	0	62	3.0	3.0	90	66
22	In	NZ Bus	67	1	72	2.2	2.0	88	85
22	Out	NZ Bus	67	2	69	2.0	2.6	93	85
36	In	NZ Bus	11	0	45	1.2	2.4	100	81
36	Out	NZ Bus	8	1	29	1.7	4.0	100	75

We are confident from this data are that overall within the network there is sufficient capacity in the network design, but that it is not necessarily available in the right places at the exact right time. This is due to the incorrect allocation of buses to the services as specified in contracts, particularly with NZ Bus. This contributes significantly to the capacity issues on the network (currently mitigated by the provision of banker buses). The allocation problems at NZ Bus are expected to improve during the coming weeks. Financial penalties on the operator will ensue if service levels are not met from 1 October.

The data does show that cancellations levels are low and within normal operating parameters and that with the exception of route 1 and route 2 outbound schedules are close to actual running time, albeit that some refinement will improve on-time performance (as evidenced by the schedule variance in the table above). A new timetable for route 1 will be implemented from 15 October which will significantly improve the late running of that service.

The schedule variance indicates that with some minor modifications it is possible for the timetable running time to be met if the trips start on-time. Some adjustments to intermediate timing points will be required.

The key areas of performance improvements needed for Tranzurban is to ensure that services start on time; and for NZ Bus that the correct buses are allocated to services to provide the required capacity.

## **h) Completion of bus hubs**

Bus hubs have not been completed on time and this has had negative impacts on customers. As with any below ground construction programme there are a number of contractor, utility and weather related challenges.

We have updated the current completion programme for hubs as itemised below, and following feedback have adjusted the programme to bring forward the completion of the Hospital hub i.e. Newtown A and C) at the expense of delaying the completion of the Courtenay Place Hub until early 2019.

- Brooklyn stops A and B (in front of the library) is due for operational go-live on Sunday 23 September
- Brooklyn stop C is due for go-live in early November
- Kilbirnie stops A, B and C (the whole hub) will go live once the stormwater works clear the vicinity. Current expectation (from Wellington Water) is 14 October. The pedestrian canopy will be completed mid-January
- Miramar stop A work recommenced on 13 September and is due for completion early October
- Miramar stop B is due for completion mid-October
- Newtown stop B (outside Ronald McDonald House) will recommence on 17 September and is due for completion late September
- Newtown stops A and C are due for completion early November
- Johnsonville stops A, B and C (the whole hub) is due for completion just before Christmas
- Karori stops A and B (the whole hub) are due for completion late November

To prioritise the most important hubs, such as Wellington Hospital, the last one to be completed will be Courtenay Place by February 2019.

## **i) Removal of seating**

Some seating was removed on some buses to provide a short term increase in passenger capacity as an interim measure for route 3 and 36 only until planned double decker buses are delivered on those services as planned.

GWRC acknowledge that removing seats has not been well received and that some of these buses have been used on other routes in breach of contract specifications in locations as far afield as Eastbourne, Miramar and Karori where these buses were never intended to be operated. As a result of feedback, the seating will be reinstated in affected buses over coming months.

## **j) Real time information**

The RTI system was not renewed as part of the new network. Some new elements have been introduced such as some new on-board bus equipment on new vehicles.

The RTI system has not performed consistently as expected which is understandably causing frustration for users. Five key issues have been identified:

- “Due” disappears too early from the sign even though the bus is coming (now fixed)
- “Due” is remaining on the sign too long after the bus departs
- Services are unannounced but turn up anyway
- Signs have different information from the App
- Some s3ervices show as scheduled as buses are not tracking.

GWRC have brought in a system specialist from the UK based supplier to assist with diagnosing and fixing issues. The immediate impact was that the cause of the first problem listed above was identified and subsequently rectified, so that issue has been largely eliminated. The next three issues remain under active investigation.

The final issue of buses not tracking has also largely been eliminated, and tracking levels are at historic highs, but not yet at the aspirational levels of near 100%.

GWRC continue to conduct on-street observations and implement interventions in the interests of resolving all issues relating to RTI accuracy. Some interventions relate to technology, others rely on processes being consistently followed by drivers and operators.

## **k) Public engagement**

GWRC has received a large amount of feedback about the new network both about the design and the operational performance. We have also attended all of the public meetings that have been held to hear directly from our customers.

All of the information has been compiled and analysed and we are progressively providing feedback on the Metlink website.

We will be soon start publishing daily performance metrics.



## 7 Current actions

### a) **Independent review**

Alongside the operational interventions to improve the performance of the bus network in Wellington, GWRC will deploy an urgent independent review of the situation. This work will:

- review all aspects of the bus transition
- detail all the circumstances leading up to and following implementation
- evaluate responses to these circumstances
- consider whether all available options to improve performance have been considered
- recommend any further actions

The review will be reported to Council prior to Christmas.

A full post implementation review will commence in the New Year.

### b) **Establishment of Public Transport Transition Programme team**

To support the swift resolution of issues, the GWRC Chief Executive has assumed direct responsibility for the transition programme working with a dedicated team of experienced senior people from the industry and drawing our best people from within the business.

### c) **Service changes**

In 2017 GWRC adopted a package of measures to expand the operating hours of a number of services, and funding for these additional services was approved in the Long-term Plan 2018-2028. The changes include:

Under GWRC 's Long Term Plan, we also plan to deliver further improvements that our customers want. These include:

- Extending Monday to Saturday services from 0700-2300 hours. This will benefit almost 22,000 local households in 20 suburbs
- Extending core routes until 0000 hours (midnight) from Monday to Saturday, benefitting almost 36,000 households in 19 suburbs
- Some weekday buses arriving before 0700 hours in Wellington city
- More regular buses until 2000 hours, every 15 minutes for core services and every 30 minutes for local services, Monday to Saturday. This will benefit over 25,000 households in 35 of the region's suburbs.

GWRC has also agreed to:

- Extend the route 18e service to a seven-day a week service including service between 6 – 8 PM, from Miramar North to Karori South, providing direct connections to Newtown, the Hospital, Massey University and Victoria University Kelburn Campus
- To reinstate the route 14 service to start from the Kilbirnie hub rather than Hataitai
- Investigate options, a timeframe and implications for route splitting the Route No 2 to provide direct off-peak services from Strathmore Park and Miramar North to the CBD
- Identify options and a timeframe for putting in place morning and evening peak hour services for Route 23 between Mornington/Vogeltown and the Golden Mile;
- Identify options for extending the No 23e (to service the Zoo off-peak)
- Investigate the potential to join the No 12/20/21 services; the No 20/21 services; and/or the No 14/12 services across the City
- Identify the process and timetable for identifying route and service options changes for Churton Park.

#### **d) Bus priority measures**

There are a limited number of bus priority measures within Wellington City and GWRC is planning to initiate a work programme with the Wellington City Council, potentially as part of the Let's Get Welly Moving Programme, to identify, confirm and progress:

- i. Further bus priority lanes
- ii. Further Instigation of bus priority at traffic lights on core routes
- iii. Appropriate measures to better facilitate bus manoeuvring.

#### **e) Reporting**

GWRC will be providing reports on the Metlink website of performance of the network, with an initial focus on the key routes. The reports will enable the public to see how the network is performing against a number of key metrics.

## Attachment 1 – Reports on the bus network review

1. **[Wellington City Bus Review Public Consultation List of Meetings](#)**  
See Attachment 2
2. **Report 08.623 (September 2008) Wellington review**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2008\\_623\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2008_623_1_Report.pdf)
3. **Report 08.768 (October 2008) Service Review Update**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2008\\_768\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2008_768_1_Report.pdf)
4. **Report 08.885 (November 2008) Service Review Update**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2008\\_885\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2008_885_1_Report.pdf)
5. **Report 09.43 (February 2009) Service Review Update**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_43\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_43_1_Report.pdf)
6. **Report 09.131 (March 2009) Service review update**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_131\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_131_1_Report.pdf)
7. **Report 09.235 (April 2009) Service review update - April 2009**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_235\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_235_1_Report.pdf)
8. **Report 09.335 (June 2009) Service review update - June 2009**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_335\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_335_1_Report.pdf)
9. **Report 09.440 (July 2009) Service review update - July 2009**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_440\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_440_1_Report.pdf)
10. **Report 09.528 (August 2009) Service review update - September 2009**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_528\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_528_1_Report.pdf)  
*Attachment 1: Wellington Public Transport Review - Terms of Reference*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_528\\_2\\_Attachment.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_528_2_Attachment.pdf)
11. **Report 09.639 (October 2009) Service review update - October 2009**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_639\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_639_1_Report.pdf)
12. **Report 09.741 (November 2009) Service review update - November 2009**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2009\\_741\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2009_741_1_Report.pdf)
13. **Report 10.28 (February 2010) Service review update - February 2010**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2010\\_28\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2010_28_1_Report.pdf)
14. **Report 10.96 (March 2010) Service review update - March 2010**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2010\\_96\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2010_96_1_Report.pdf)
15. **Report 10.179 (April 2010) Service review update - April 2010**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2010\\_179\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2010_179_1_Report.pdf)
16. **Report 10.320 (June 2010) Service Review update - June 2010**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2010\\_320\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2010_320_1_Report.pdf)
17. **Report 10.402 (July 2010) Service Review update - August 2010**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2010\\_402\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2010_402_1_Report.pdf)
18. **Report 10.470 (August 2010) Service review update - September 2010**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2010\\_470\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2010_470_1_Report.pdf)
19. **(December 2010) Wellington City Bus Review - Initial public consultation findings**  
<http://www.gw.govt.nz/assets/Transport/Public-transport/Wellington-City-bus-review/Initial-consultationfindings.pdf>

- 20. Report 11.17 (January 2011) Wellington City Bus Review - updated terms of reference**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2011\\_17\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2011_17_1_Report.pdf)  
*Attachment 1: Wellington City Bus Review - Terms of Reference (revised 18 January 2011)*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2011\\_17\\_2\\_Attachment.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2011_17_2_Attachment.pdf)
- 21. External Report (March 2011) Wellington City Bus Review Stakeholder Consultation External Report, Premium research**  
<http://www.gw.govt.nz/assets/Transport/Public-transport/Wellington-City-bus-review/Stakeholderfeedback-March-2011.pdf>
- 22. External report (June 2011) Wellington City Bus Review - Focus Groups with the Public, Premium Research**  
<http://www.gw.govt.nz/assets/Transport/Public-transport/Wellington-City-bus-review/Stakeholderfeedback-March-2011.pdf>
- 23. Report 11.338 (July 2011) Wellington City bus review - July 2011 update**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2011\\_338\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2011_338_1_Report.pdf)
- 24. Report 11.574 (November 2011) Wellington City bus review - proposed network consultation**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2011\\_574\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2011_574_1_Report.pdf)  
*Attachment 1: Wellington City Bus Review - Draft Consultation Plan*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2011\\_574\\_2\\_Attachment.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2011_574_2_Attachment.pdf)  
*Attachment 2: Wellington City Bus Review - Terms of Reference (revised 10 November 2011)*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2011\\_574\\_3\\_Attachment.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2011_574_3_Attachment.pdf)
- 25. External report (November 2011) Wellington City Bus Review - Network Recommendations, MRCagney Pty Ltd**  
<http://www.gw.govt.nz/assets/Transport/Public-transport/Wellington-City-bus-review/1.pdf>  
<http://www.gw.govt.nz/assets/Transport/Public-transport/Wellington-City-bus-review/2.pdf>  
<http://www.gw.govt.nz/assets/Transport/Public-transport/Wellington-City-bus-review/3.pdf>
- 26. Report 12.173 (May 2012) Wellington City Bus Review - analysis of feedback data**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2012\\_173\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2012_173_1_Report.pdf)  
*Attachment 1: Wellington City Bus Review - Secondary Public consultation findings*  
[http://www.gw.govt.nz/assets/council-reports/report\\_pdfs/2012\\_173\\_2\\_attachment.pdf](http://www.gw.govt.nz/assets/council-reports/report_pdfs/2012_173_2_attachment.pdf)
- 27. Report 12.497 (October 2012) Wellington City Bus Review**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2012\\_497\\_1\\_Report.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2012_497_1_Report.pdf)  
*Attachment 1: Revised Wellington City Bus Review Network Concept - November 2012*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2012\\_497\\_2\\_Attachment.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2012_497_2_Attachment.pdf)  
*Attachment 2: Wellington City Bus Service Review - Revised Bus Network Design November 2012*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2012\\_497\\_3\\_Attachment.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2012_497_3_Attachment.pdf)
- 28. (April 2013) Wellington City Bus Review - Highbury**  
<http://www.gw.govt.nz/assets/transport/public-transport/highbury/wellington-city-bus-review-highbury.pdf>
- 29. (August 2013) Wellington City Bus Review - Highbury Targeted Consultation**  
<http://www.gw.govt.nz/assets/Transport/Public-transport/Highbury/HighburyTargetedConsultationReport.pdf>
- 30. 2014 Draft Regional Public Transport Plan Consultation public meetings slide pack**  
<http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/RPTPpublicmeetingslidepack.PDF>**2014 Draft Regional Public Transport Plan**

**Consultation public meetings slide pack**

[http://www.gw.govt.nz/assets/Transport/Regional-](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/RPTPpublicmeetingslidepack.PDF)

[transport/RPTP/RPTPpublicmeetingslidepack.PDF](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/RPTPpublicmeetingslidepack.PDF)

**Consultation public meetings slide pack**

[http://www.gw.govt.nz/assets/Transport/Regional-](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/RPTPpublicmeetingslidepack.PDF)

[transport/RPTP/RPTPpublicmeetingslidepack.PDF](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/RPTPpublicmeetingslidepack.PDF)

**31. Wellington Bus Fleet Options Q&A**

[http://www.gw.govt.nz/assets/Transport/Regional-](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/WellingtonbusfleetoptionsquestionsandanswersJune2014.PDF)

[transport/RPTP/WellingtonbusfleetoptionsquestionsandanswersJune2014.PDF](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/WellingtonbusfleetoptionsquestionsandanswersJune2014.PDF)

**32. Wellington Regional Public Transport Plan 2014**

[http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/WGNDocs-1386111-v1-](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/WGNDocs-1386111-v1-FinalRPTPdocWEBversion.PDF)

[FinalRPTPdocWEBversion.PDF](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/WGNDocs-1386111-v1-FinalRPTPdocWEBversion.PDF)

*Variation 1: Regional Public Transport Plan 2014: variation for PTOM procurement (Variation 1)*

<http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/Final-RPTP-variation-for-notification.pdf>

**33. Report 2014.25 (January 2014) Regional Public Transport Plan Review**

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/14.25.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/14.25.pdf)

*Attachment 1: Draft policies and actions for RPTP*

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/14.25\\_a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/14.25_a1.pdf)

**34. Report 14.132 (March 2014) Draft Regional Public Transport Plan for public consultation**

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.132.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.132.pdf)

*Attachment 1: Draft Wellington Regional Public Transport Plan 2014 - Un-designed version for Council consideration*

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.132\\_a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.132_a1.pdf)

**35. Report 14.88 (March 2014) Review of the Regional Public Transport Plan**

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.88.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.88.pdf)

*Attachment 1: Legislative requirements - summary*

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.88\\_a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.88_a1.pdf)

*Attachment 2: Key elements: draft Regional Public Transport Plan 2014*

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.88\\_a2.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.88_a2.pdf)

**36. External report (April 2014) Evaluating the impact of different bus fleet configurations**

[http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/GWRC-Bus-Fleet-](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/GWRC-Bus-Fleet-Configurations-Final-version.pdf)

[Configurations-Final-version.pdf](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/GWRC-Bus-Fleet-Configurations-Final-version.pdf)

**37. Report 14.285 (May 2014) Summary of submissions on the draft Regional Public Transport Plan 2014**

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.285.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.285.pdf)

*Attachment 1: INTERIM Summary of Submissions on the Draft Regional Public Transport Plan 2014 & Final Summary of Submissions on the Draft Regional Public Transport Plan 2014*

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.285a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.285a1.pdf)

[http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/PTPlan2014-](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/PTPlan2014-FinalSummaryofSubmissionsupdated10July.PDF)

[FinalSummaryofSubmissionsupdated10July.PDF](http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/PTPlan2014-FinalSummaryofSubmissionsupdated10July.PDF)

**38. Report 14.287 (May 2014) Regional Public Transport Plan 2014 for adoption**

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.287.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.287.pdf)

*Attachment 1: Wellington Regional Public Transport Plan 2014*

[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.287a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.287a1.pdf)

- Attachment 2: Regional Public Transport Plan Statutory Requirements*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2014.287\\_a2.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2014.287_a2.pdf)
- 39. (July 2014) Final Summary of Submissions on the Regional Public Transport Plan 2014**  
<http://www.gw.govt.nz/assets/Transport/Regional-transport/RPTP/PTPlan2014-FinalSummaryofSubmissionsupdated10July.PDF>
- 40. Report 15.63 (February 2015) Wellington Network Update**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2015.63.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2015.63.pdf)  
*Attachment 1: Khandallah, Ngaio, Broadmeadows Community Consultation Report*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2015.63a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2015.63a1.pdf)  
*Attachment 2: Victoria University Public Transport Access*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2015.63a2.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2015.63a2.pdf)  
*Attachment 3: Churton Park and Glenside Community Consultation Report*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2015.63a3.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2015.63a3.pdf)
- 41. Report 15.532 (October 2015) Public Transport Transformation Programme - communication and stakeholder engagement strategy**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2015.532.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2015.532.pdf)  
*Attachment 1: Public Transport Transformation Programme - communication and stakeholder engagement strategy - Summary*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2015.532a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2015.532a1.pdf)
- 42. Report 15.558 (November 2015) PTOM bus tendering - Service timetables update**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2015.558.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2015.558.pdf)
- 43. Report 16.15 (February 2016) Regional Public Transport Plan 2014: Proposed variation for PTOM procurement**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.15.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.15.pdf)  
*Attachment 1: Proposed amendments to the PT Plan*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.15a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.15a1.pdf)
- 44. Report 16.16 (February 2016) Regional Public Transport Plan 2014: Compliance review with the Regional Land Transport Plan**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.16.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.16.pdf)  
*Attachment 1: Comparative analysis of PT Plan and Regional Land Transport Plan*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.16a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.16a1.pdf)
- 45. Report 16.47 (February 2016) Regional Public Transport Plan 2014: Proposed variation for PTOM procurement**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.47.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.47.pdf)  
*Attachment 1: Proposed amendments to the PT Plan*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.47a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.47a1.pdf)
- 46. Report 16.49 (February 2016) Regional Public Transport Plan 2014: Compliance review with the Regional Land Transport Plan**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.49.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.49.pdf)  
*Attachment 1: Comparative analysis of PT Plan and Regional Land Transport Plan*  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.49a1.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.49a1.pdf)
- 47. Report 16.97 (March 2016) Regional Public Transport Plan 2014 - Reviews**  
[http://www.gw.govt.nz/assets/council-reports/Report\\_PDFs/2016.97.pdf](http://www.gw.govt.nz/assets/council-reports/Report_PDFs/2016.97.pdf)

**Attachment 2:** List of consultation meetings on the bus network review with residents and stakeholders

		Route 18 involved Communities
		Victoria University specific meetings
Year	Date	Attendees
2011	14 June	Focus Group — Karaka Bay, Seatoun, Breaker Bay, Maupia, Miramar, Strathmore
	17 June	Focus Group — Hataitai, Kilbirnie, Lyall Bay, Rongotai, Melrose, Houghton Bay, Southgate, Owhiro Bay
	21 June	Focus Group — Newtown, Berhampore, Island Bay, South
	22 June	Focus Group — Brooklyn, Vogeltown, Mornington, Kingston, Roseneath, Mt Victoria, Mt Cook, Aro Valley, Highbury, Thorndon, Kelburn, Wadestown
	24 June	Focus Group — Karori, West
	28 June	Focus Group - Broadmeadows, Khandallah, Churton Park, Johnsonville
	29 June	Focus Group — Grenada Village, Paparangi, Newlands, Woodridge, North
	14 November	Focus Group — Churton Park, Granada
	14 November	Focus Group — Johnsonville, Newlands
	15 November	Focus Group — Staff at Victoria University
	15 November	Focus Group — Students at Victoria University
	16 November	Focus Group — Mapuia, Strathmore
	16 November	Focus Group — Lyall Bay
	17 November	Focus Group — Owhiro Bay, Happy Valley
	17 November	Focus Group — Melrose, Southgate, Houghton Bay
2012		
	28 February	Public meeting GWRC building
	29 February	Public meeting GWRC building
	3 March	Public meeting- Johnsonville
	3 March	Public Meeting- Karori
	5 March	Public Meeting- Karori
	7 March	Public Meeting- Newtown
	8 March	Public Meeting- Kilbirnie
	9 March	Victoria University- Information Stand
	10 March	Public Meeting- Kilbirnie
	10 March	Public Meeting- Newtown

		Route 18 involved Communities
		Victoria University specific meetings
Year	Date	Attendees

	31 May	Victoria University- Andrew Wilkes
	25 June	PT Information Sessions including WCBR - Hataitai Residents Association, Kilbirnie, Lyall Bay, Rongotai Residents Associations, Wellington South East Grey Power Association
	26 June	PT Information Sessions including WCBR — Miramar Maupuia, Seatoun & Bays Residents Associations, Strathmore Park Community Base Inc, Strathmore Park Progressive & Beautifying Association, Breaker Bay Progressive Association
	27 June	PT Information Sessions including WCBR — Federation of Wellington Progressive & Residents Association, Newtown Residents Association, Vogelmorn Kingston Residents Association, Brooklyn Resident Association,
	28 June	PT Information Sessions including WCBR — Happy Valley/Owhiro Bay Residents Association, Houghton Valley Progressive Association, Island Bay World Service
	2 July	PT Information Sessions including WCBR - Churton Park Community Association, Glenside Progressive Association, Johnsonville Progressive Association, Johnsonville Residents Association Incorporated
	5 July	PT Information Sessions including WCBR - Creswick Valley Residents Association Incorporated, Futuna Residents' Association Incorporated, Karori Liaison Group
	9 July	PT Information Sessions including WCBR - Stratford Way Residents Association, Wilton Residents Association, Highland Park Progressive Association, Inc
	11 July	PT Information Sessions including WCBR - Flagstaff Hill Residents Association, Friends of Bolton St Memorial Park, Wellington Residents Coalition, Wellington Inner-City Residents & Business Association Incorporated, Wellington Central Grey Power Association
	12 July	PT Information Sessions including WCBR — Oriental Bay Residents Association Inc, Roseneath Residents Association, Thorndon Residents Association, Greater Whatamango Bay Residents' Association Incorporated
	16 July	PT Information Sessions including WCBR — Mount Victoria Residents Association, Mt Cook Mobilised, Aro Valley Community Council, Moir Street Residents Goup, Highbury Residents Group
	17 July	WCC Officer briefing
	17 July	PT Information Sessions including WCBR — PT Voice, Trans Action, Living Streets Aotearoa, Sustainable Transport Solutions Ltd, Cycle Aware, Hutt Valley Society of Independent Bus Drivers, Trans Action, Sustainable & Community Transport, Tramways Union, Central Amalgamated Workers Union, Wellington City Trust, Chris Home, Rosamund Averton
		Route 18 involved Communities
		Victoria University specific meetings
<b>Year</b>	<b>Date</b>	<b>Attendees</b>
	18 July	PT Information Sessions including WCBR - Victoria University open meeting
	24 July	PT Information Sessions including WCBR - Grenada Village Community Association Inc, Newlands Paparangi Progressive Association
	25 July	PT Information Sessions including WCBR — Ngaio Progressive Association, Friends of Nairn St Park & Neighbours, Homebush Road Residents Group, Makara Ohariu Community Board



	6 August	Massey University briefing
	10 August	Grenada Village - Bruce Patterson
	18 September	Wellington City Councillors presentation
	12 October	Highbury Residents Association
	16 October	Victoria University
	6 November	Kilbirnie Lyall Bay Rongotai Residents Association Wellington South East Grey Power Association Houghton Valley Progressive Association
	7 November	Churton Park Community Association Glenside Progressive Association Johnsonville Progressive Association Johnsonville Residents Association Incorporated Newlands Paparangi Progressive Association Grenada Village Community Association Ngaio Progressive Association
	8 November	Wadestown Residents Association Highbury Residents Group Highland Park Progressive Association Inc Newtown Residents Association Brooklyn Residents Association
	13 November	Retailers Association  Hutt Valley District Health Board Wellington Cable Car Limited Chamber of Commerce  Bus & Coach Association

		Route 18 involved Communities
		Victoria University specific meetings
<b>Year</b>	<b>Date</b>	<b>Attendees</b>
	13 November	Cycle Aware Wellington Resident Co-operative Tramways Union Disability ARG Trams Action Living Streets Wellington Civic Trust PT Voice

	14 November	Miramar Maupuia Residents Association Seatoun & Bays Residents Association Strathmore Park Community Base Inc Strathmore Park Progressive & Beautifying Association Miramar Community Centre Strathmore Park Community Centre Breaker Bay Progressive Association
	15 November	Oriental Bay Residents Association Mt Cook Mobilised Aro Valley Community Council Inc
	26 November	Victoria University
	29 November	Grenada Village- Bruce Patterson
<b>2013</b>		
	11 February	Northland Community Centre
	30 April	Houghton Valley PA Kilbirnie Rongotai Lyall Bay Houghton Bay — Homey Road Houghton Valley <del>Kilbirnie — Lyall Bay</del>
	1 May	Churton Park Community Association
		Route 18 involved Communities
		Victoria University specific meetings
<b>Year</b>	<b>Date</b>	<b>Attendees</b>
		Johnsonville Progressing Association Glenside Progressive Association Monterey Residences Association
	7 May	Khandallah Ngaio Crofton Downs Residents Association
	7 May	Newtown Residents Association Brooklyn Residents Association Kingston Residents Association
	9 May	Oriental Bay Residents Association
	9 May	Victoria University

	13 May	Strathmore Park Progressive Association Breaker Bay Progressive Association Miramar Mapuia Progressive Association Strathmore Park Community Board Miramar Pharmacy  Public
	14 May	Grenada Village  Newlands Paparangi Progressive Association Nga Hau and Wha Paparangi
	15 May	Wilton Residents Association Highbury  Highland park  Wadestown Progressive Association Creswick Valley Residents Association Northland
	22 May	Tramways Union HBSID  CAWU
	23 May	Cycle Aware  Wellington Residents  Cooperative Disability ARG
		Route 18 involved Communities
		Victoria University specific meetings
<b>Year</b>	<b>Date</b>	<b>Attendees</b>
		Trams Action Living Streets  Wellington Civic Trust
	28 May	Karori Community Groups
	25 June	Victoria University
	9 July	Churton Park Businesses
	15 July	Churton Park Businesses
<b>2014</b>		
	7 April	Churton Park Community Association Johnsonville Progressive Association Glenside Progressive Association Monterey Residents Association Grenada Village

	8 April	Cycle Aware Wellington Resident Co-operative Disability ARG Trams-Action Living Streets Wellington Civic Trust
	9 April	Public Meeting- RPTP- Wellington City
	9 April	Houghton Valley Progressive Association Kilbirnie Rongotai Lyall Bay Houghton Bay Homey Road Kilbirnie Lyall Bay
	9 April	Wilton Residents Association Highbury Highland Park Wadestown Residents Association Northland Memorial Community Centre
		Route 18 involved Communities
		Victoria University specific meetings
<b>Year</b>	<b>Date</b>	<b>Attendees</b>
		Creswick Valley Residents Association Northland
	10 April	Victoria University Khandallah Ngaio Crofton Downs
	10 April	Public Meeting- RPTP- Wellington City
	10 April	WCC and NZTA
	28 April	Tramways Unions HVSID CAWU
	29 April	Public Meeting- RPTP- Wellington City
	30 April	Strathmore Park Progressive Association Breaker Bay Progressive Association Miramar Mapuia Progressive Association Strathmore Park Community Board Miramar Pharmacy Public
	6 May	Churton Park Public Meeting

	13 May	Victoria University Students Association
	21 May	Khandallah informal meeting
	2 July	Khandallah Public Meeting
	30 July	Khandallah Co-Design Workshop
	6 August	Khandallah Co-Design Workshop
	22 September	Drop-in Sessions for Volunteers Khandallah
	24 September	Drop-in Sessions for Volunteers Khandallah
	30 September	Meeting with Churton Park Community Association
	15 October	Meeting with Victoria University
	22 October	Churton Park Co-Design Workshop
	29 October	Churton Park Co-Design Workshop

		Route 18 involved Communities
		Victoria University specific meetings
<b>Year</b>	<b>Date</b>	<b>Attendees</b>
<b>2015</b>		
	18 February	Meeting with Victoria University
	19 March	Miramar Bus routes, drop in session — Iona centre, St Aidens Church, 11-4:30pm
	24 September	Meeting with Hataitai Residents Association