

# AT Story



## Recommendation

That the Board notes the information provided in this presentation material.

### 1. Attachments

Attachment Number	Description
1	AT Story – Internal embedding update presentation
2	AT Story – Examples presentation
3	AT Story – Slide Deck presentation

## Document ownership

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Recommended & Approved for submission by	David Warburton <b>Chief Executive</b>	

# AT Story embedding update



Moving Auckland Forward

# Why we created the AT Story

- Our people asked for it
- It's time



# The brief

- To make the AT Story part of our DNA



# Key points

- Launched late 2016 with initial roll out plan implemented, followed by a focus on dedicated internal embedding
- ELT members individually consulted with regards the appropriate embedding approach for respective divisions, with a range of options requested
- The AT Story presented to Senior Management Teams within each division
- Some Senior Managers chose to share the AT Story with their teams themselves, with others requesting the AT Story presentation and follow up activities
- There have been 48 presentations made to date with more future bookings
- Seven AT Story workshops have been delivered with three more planned to the end of the year.
- Proactive engagement and follow up provided to assist teams and individuals across the business weave the AT Story into their work. Two way flow
- Resources have been developed to facilitate story telling

# The context

Our story is never ending. It can't be told via a traditional format. There is no full stop as we're constantly adding to it.

The five threads shape the story. They provide flexibility with telling it while the overall framework speaks to the bigger AT picture.

Our threads are woven, as relevant, into our work and we can share our own examples to illustrate each one.

We now have a consistent way to tell the AT Story. It's an easy model and our people are responding positively to it.

It will continue to evolve naturally.

Over time the story threads may be refreshed, however, the concept itself works and should remain.

## OUR STORY

- People come first
- Working to shape our city
- There is a plan
- Taking leadership
- Catalysts for change



# Overview

Our staff are engaging with the AT Story. It inspires them and creates a sense of purpose as they see how they fit into the bigger picture.

The embedding approach is multi directional – top down with presentations to SMTs and team leads and also bottom up and across, with staff from all parts of the business attending the AT Story workshops and assisted with any requests on how to use the story

Word of mouth is proving the most effective way of sharing the story and our leaders are reinforcing the importance of the story to their teams

It takes approximately three touch points for the story to “stick’

The business provides AT Story information on the Engine Room (intranet) and has created a range of resources including; AT Story slide deck, handouts, photo montage video (internal use) and the AT Story workshop.

It is displayed on internal screens @ 20 Viaduct.



# Weaving the AT Story into our work

As more of our people come in contact with the story, we see a momentum growing. These are some of the ways it's used:

- Included in strategies, plans, reports and proposals
- Used as basis of annual review and planning
- Internal people & culture sessions
- Used in one on one conversations
- Internal and external presentations
- Business divisions and teams developing their part of the story
- Corporate induction
- Divisional induction programmes
- Careers website & job advertisements
- Used within planning day sessions
- Used as messaging for handling customer complaints
- Woven into consultation and engagement conversations and materials
- Shared through social media
- Provided as an overview within campaign briefings





# AT Story Feedback

“The story is a living thing now. It’s helped me frame the context of my project when talking with external stakeholders.”

“I love it! It frames our purpose for us as AT people. This is why we get out of bed every morning. The internal uptake is intuitive and it’s time to transition it to external people.”

“Thanks for the AT Story - I was inspired, and proud to be part of AT. The 5x threads are pinging with alignment to AT – they’re powerful!”

“Just wondering if there are any plans to include any Maori references? Especially language.”

“The whole AT story is just amazing, it has really shaped the divisions and teams to be connected to common threads across the business.”

“It works really well in Parking induction and I’d like some way to remind our parking officers of it.”

“It gives us a common language to talk to.”

# Business uptake snapshot

Every part of the business is charged with telling the story. Customer facing parts of the business are using it in a very direct way helping them have conversations with customers. Other parts are using it more strategically.

## People, Contact & Safety

Totally embraced the story concept and made it their own. Now used in their strategies, plans and activities and they are strong advocates throughout the business. It's woven into job advertisements and used informally when talking with suppliers and potential candidates and in general conversations. Extremely supportive of the AT Story and its embedding and initiated its inclusion into Corporate Induction and at the inaugural Suppliers Event.

## Communications

The division is across the story and instrumental to its early development. Currently working on ways to incorporate it more fully into areas of consultation and engagement work to ensure authenticity with all stakeholders. The story threads are incorporated in plans and materials. Internal comms plays a strong role in assisting and reinforcing the embedding of the story.



## Transport Services

From Customer Service, Market & Engagement, through New Network and AT Metro Operations, uptake of the AT Story is strong with the story threads incorporated into a range of work. Shared the AT Story at the Operators Forum where it was well received. Currently developing the AT Metro story and AT Ferry strategy/story activities linking both to the bigger AT picture. Also investigating story telling opportunities via external channels.

## Transport Operations

Took leadership in the story uptake with strong initiative shown in the way the story is employed. Fully engaged with the story with requests for AT Story presentations to team leads and all of team days. Initiated team brainstorming sessions and ongoing opportunities to weave the story into aspects of its work. Helped develop the AT Story visual resources. Continually looking for story ideas and Parking is currently developing a range of story engagement activities.



## BT

The Group Managers have stepped up and taken the story on board using it as an engagement workshop in one of the Ignite sessions. Customer Central uses the story in internal presentations and now looking to take this further. BT has come up with story ideas under each of the five threads and is developing its own version linked to the overarching AT Story. It's developing an AT Story desktop background, plus focusing on how to incorporate the AT Story in Project Overview templates and in its online induction,

## Strategy & Development

Strategy & Development has lived with the AT Story since inception. Core parts of the division are weaving it into all strategies, proposals and plans with key external presentations also including it. It's keen to continue to shape the story and help with its ongoing evolution.



## Infrastructure, Finance, Risk & Assurance

These divisions are the last to be phased in to the story embedding and some areas within each division may not have fully engaged with it as yet.

Assets & Maintenance, Property and Planning, Property Management are developing it within their teams. AT HOP, Corporate Accommodation, Procurement and Revenue & Analysis are across it with individual leaders choosing how to engage teams with it.

A recent member of Risk & Assurance attended the AT Story workshop and has taken leadership to ensure it's shared with their team. The AT Story presentation to full team is booked for late October.

No doubt there are pockets within every part of the business where the story hasn't fully reached. We're a very large organisation.

Additionally new FTE, consultants and contractors come into the business on a regular basis and need to be told the story. However, the word is spreading.

### OUR STORY

- People come first
- Working to shape our city
- There is a plan
- Taking leadership
- Catalysts for change



# AT Story – next steps

- ELT continued advocacy and input
- Working group (representation across the business)
- Corporate induction (new CE)
- AT Story workshop (Learning & Development)
- All new staff members advised of the AT Story workshop at Corporate Induction and encouraged by managers to attend
- AT staff encouraged to share stories and continue to weave the threads into their work (leader led)
- Visibility @ 20 Viaduct

Attachment 1: Examples of use

Attachment 2: AT Story slide deck





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# AT Story examples update



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This is a selection of examples illustrating how parts of the business are weaving the AT Story into their work.

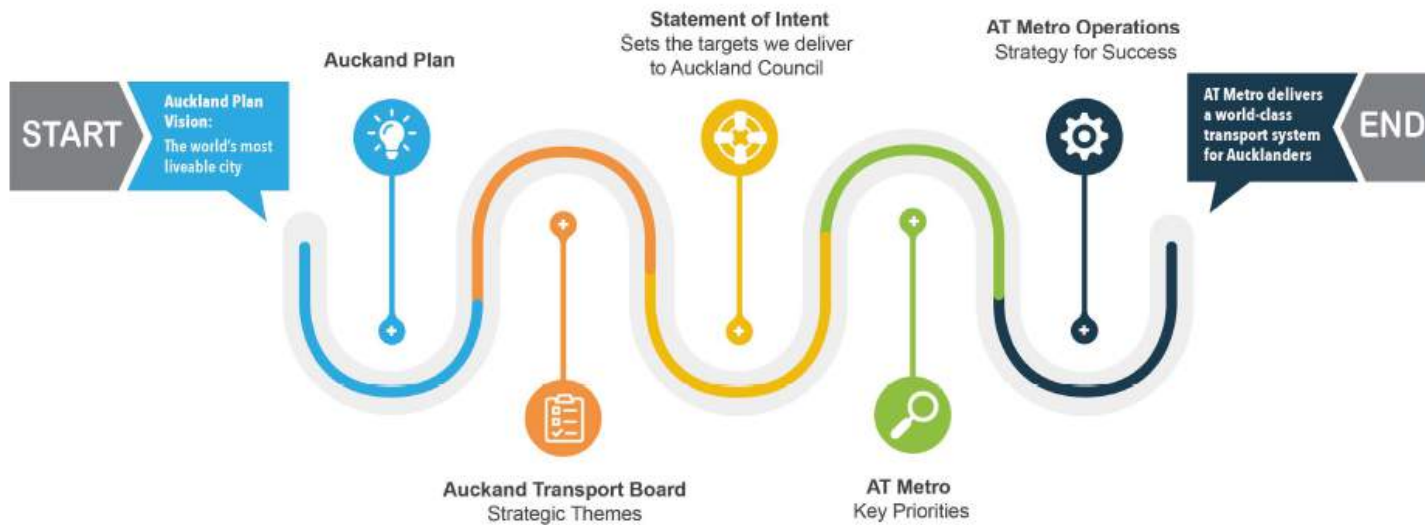
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# There is a Plan

Where are we going this year?  
AT Metro Operations - A Strategic Journey



# Nine Strategic Projects (Taking Leadership)

01	<b>New Network</b>	To complete the implement of the new integrated bus, train, ferry network based on a core of frequent, rapid services, with connecting and feeder services.
02	<b>PTOM implementation</b>	As part of the procurement and contract reform, to prepare for the implementation of the Bus - West, Central and East contracts for 'go-live' and tender the ferry PTOM contracts
03	<b>Digital customer engagement</b>	To attract more customers to PT by enhancing the digital channel for a better customer experience and making it simpler to use, Journey planner, mobile apps, alerts and LCD PID
04	<b>Reliability &amp; punctuality</b>	To deliver on-time performance for customers by managing operator KPI performance.
05	<b>Bus priority for frequent network</b>	To extend bus priority on rapid routes and get board sign-off on a 10 year bus priority plan
06	<b>Customer acquisition &amp; retention</b>	To promote benefits on frequent and rapid transport and integrated network.
07	<b>Customer experience improvement</b>	To attract more customers to PT by closing the gaps identified in the customer satisfaction survey through operational improvements, face-to-face, improved digital channel
08	<b>Resourcing deep dives</b>	Identify and deliver initiatives and opportunities for service improvement and cost savings with a target of cost neutrality around day to day opex costs
09	<b>AT Metro story</b>	To develop a clear rationale for AT Metro and communicate why and what we do

# Metro Ops Strategy for Success (Catalysts for Change)

## Our Purpose



Provide transport choices for a growing Auckland. Play our part in making Auckland the world's most liveable city.

## Our Promise



Play our part in providing Aucklanders with public transport that they can be proud of. "We are here to make a difference"

## Our Objective



Operate world class public transport by delivering customer, cultural and commercial excellence.

## 5 Strategic Areas of Focus

### Customers at our Core



Put customers at the heart of everything we do

### Operational Excellence



Work with our partners to deliver world class operational performance

### Enhance our Core Business



Deliver key projects to reinforce our core business

### Be Fighting Fit



Be efficient, agile and safe in everything we do

### Winning Team



Embed a high performance, high engagement culture

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## 5 Strategic Areas of Focus

<b>Customers at our Core</b>	<b>Operational Excellence</b>	<b>Enhance our Core Business</b>	<b>Be Fighting Fit</b>	<b>Winning Team</b>
Put customers at the heart of everything we do	Work with our partners to deliver world class operational performance	Deliver key projects to reinforce our core business	Be efficient, agile and safe in everything we do	Embed a high performance, high engagement culture





The 2017 Auckland Bike Challenge exceeded targets with 324 organizations and 3,787 people taking part during February – 983 of those people were new to riding!

**People come first** - everyone was able to participate. Those new to riding only had ride once for 10 minutes during the month – an easy and achievable goal. Current cyclists were encouraged to ride more often and motivate others to take part.

**Taking leadership *and* working to shape our city**- along with changing behaviour and getting more people cycling in Auckland, the Challenge encouraged a cycle culture in workplaces by normalising cycling and promoting it as a viable transport option.

**There is a plan** - promoting existing infrastructure to participants links with AT's plan to roll out 20kms of cycle ways over the next three years, as the Challenge increases the demand and usage of such infrastructure.

**Catalysts for change** - due to the successful 2016 Auckland Bike Challenge pilot, NZTA ran the challenge nationally in 2017 engaging 1,137 businesses and 14,204 people. This was the first time Love to Ride (our online platform) had run the challenge nationally. For them it was a pilot for running national Challenges globally.

## Used within the Auckland Transport Resilience scoping study

### 3. THE AUCKLAND AT RESILIENCE ACTION PLAN. TRANSPORT STORY

It is important to weave the AT story into the resilience narrative.

- People come first – For AT resilience is about maintaining mobility as a service, focussing on people before infrastructure. It is about prioritising Aucklanders getting from A to B in times of stress. It is also about the people of AT, and ensuring that the well-being and empowerment of employees is prioritised.
- There is a plan – AT has systems in place for emergency management services and times of acute stress.
- Taking Leadership – There is a lack of planning across Auckland for intersectional effects of long-term, slower-moving systemic stress, AT can take the lead on embedding a resilience narrative into everyday operations that enable it to be a local government organisation that is ready for the inevitably unexpected.
- Catalysts for change – resilience needs to shift from being a conversation about natural disaster risk reduction to being a tool which enables AT to react with agility to all forms of stress on the transport network, known and unknown.

# Safe Roads Story

Making safe roads is one part of the AT story. Safety is part of our culture and staff throughout AT work to plan, design, build and maintain safe roads. These posters celebrate our safe roads story.












Woven into the Sustainability Framework presentation

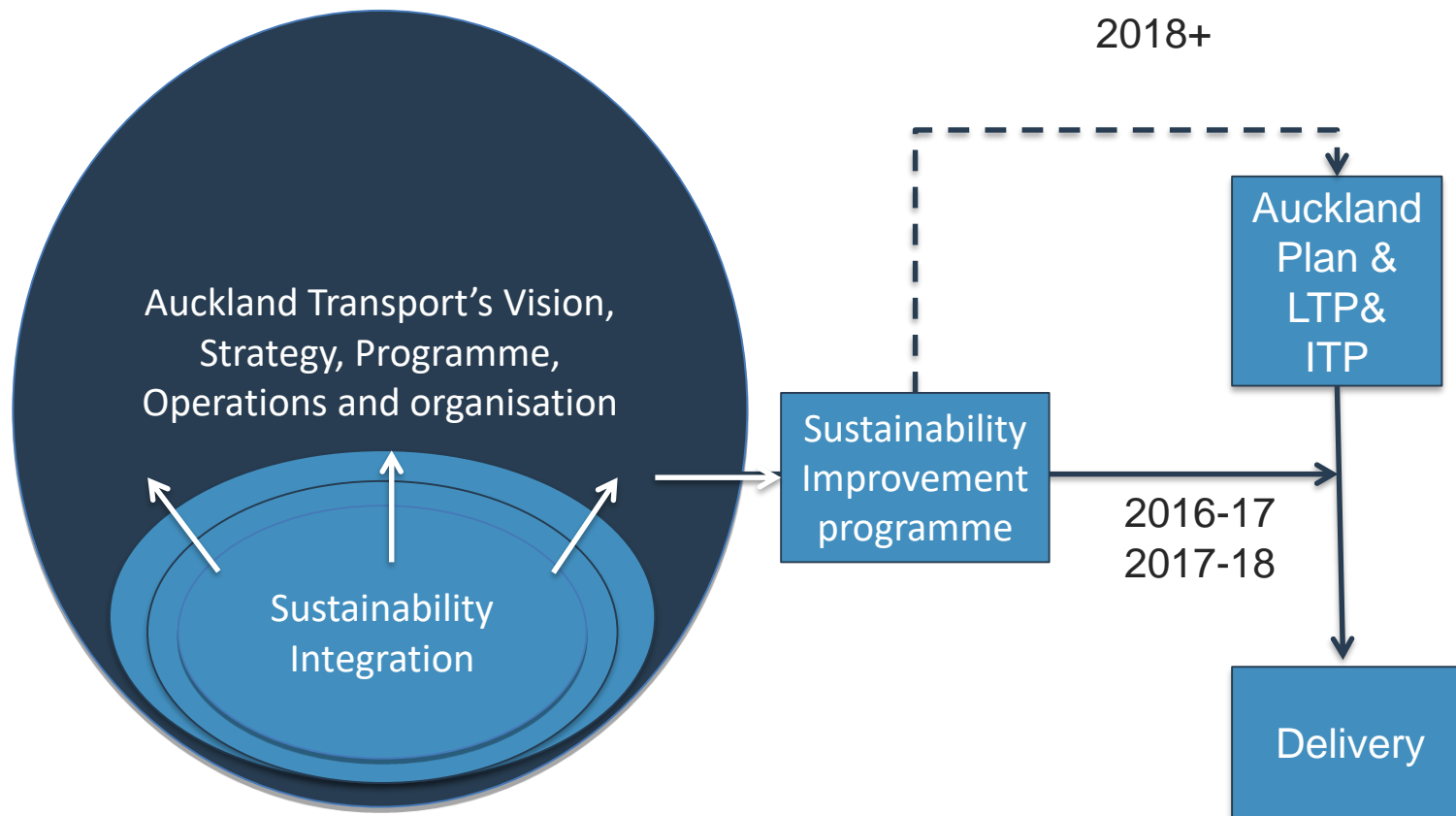
# Sustainability Framework

AT's Sustainability Framework was developed to: *outline key roles and responsibilities to embed sustainability across AT, develop, coordinate and measure sustainable outcomes through projects and initiatives, and increase the resilience and performance of AT's operations, infrastructure and services*

- People come first  By starting with our own people and creating legacy for current and future generations
- Working to shape our city  For enhanced outcomes through our provision of transport infrastructure and services
- There is a plan  Our Top Actions for 16-17 and now for 17-18.
- Taking leadership  Leading by example through our sphere of influence
- Catalysts for change  By demonstrating through our own actions, sharing our stories and working with the public and suppliers

# There is a plan

AT's sustainability improvement programme based on our stage of maturity



# Catalysts for change

Other outcomes are arising as a result of our top 13 actions



Some example of sustainability outcomes:

- 20 Electric Vehicles for AT's Fleet at new Viaduct Harbour premises
- Two electric buses for Trial co-funded by Energy Efficiency & Conservation Authority
- Social procurement outcomes in collaboration with The Southern Initiative for Manukau Bus Station (evaluation underway) and Pukekohe Rail Station upgrades
- \$300K savings of electricity through the Energy Audit
- AT on the Move Sustainability Initiatives
  - Utilisation of the majority of existing meeting room fitout, cabling and infrastructure resulting in estimated cost saving of \$1.75 million and reduction in waste sent to landfill
  - Building lights changed from T8 fluorescent luminaires and downlights to LED luminaires and downlights with occupancy sensors resulting in estimated energy consumption savings of 276,909 KWHr (\$44,306) per annum.



# Taking leadership

AT people are taking leadership in key areas of delivery



## 2016-17 Awards:

- The City Rail Link won the Sustainability Project of the Year (Procurement Excellence Awards)
- Dave Colquhoun, Procurement Manager for Infrastructure, was a finalist in the Procurement Professional of the Year award. (Procurement Excellence Awards)
- City Rail Link obtained “Leading” infrastructure sustainability design ratings from the Infrastructure Sustainability Council of Australia (ISCA) for Contract 1 and Contract 2.

## Project Examples:

- Working together with the Southern Initiative on the Manukau Bus Station to create opportunities for young Māori and Pasifika in South Auckland

# People come first

We are upskilling our own staff through Sustainability Champions programme 16-17 (30 staff)

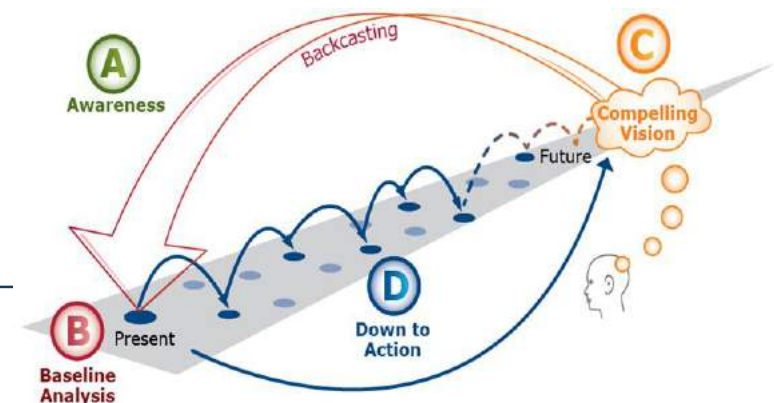


## Purpose:

- Address business need & help embed Sustainability across AT (four goals: environment, culture, social and economic)
- Contribute to fulfilment of staff / utilise diverse skills
- No additional cost to business

## Four Areas:

- Energy, Water, Walking and Procurement



# BT workshop activity

Track my Bus

AT Ambassador

MyWorkSites –  
GIS of Roadworks

HR Online forms

Personal and career  
development

Human Centred Design

AT Park

Helping Infrastructure  
Project Managers

Flexible working



Next stop  
announcement  
of vehicles

BT Ignite

Customer Central

Internal customers

Thinking about staff as  
well

Platform  
announcements

Voice of Customer

Data to shape our city

Phasing of lights

Mobile apps

Cycle lane

Total mobility - sensors

New networks

Virtual layer

Adjusting rail timetable to meet demand

Incident management

Dynamic lanes

Safety

Technology infrastructure projects

CCTV – real time operations  
Business Intelligence  
Safety

MyWorkSite FWV

Less paper – more digitisation



BT Technology  
Strategy exists (2016)

CAPEX plan exists (2017) which  
is linked to AT Priorities

Project Pipeline  
Visibility



Forward Works Planning  
(MyWorkSites)

BT Operational Plan exists  
(2017)



Smart City Initiative

Driverless cars  
Autonomous vehicles

Connected Journeys    Ride sharing

Adaptive street lights

Electric vehicle  
charging  
Customer  
Centred  
Approach



Early adoption of  
technology  
Vertica, CRM, Azure Stack  
  
Agile

Video walls  
MagicInfo

Dynamic Lanes

We are looking into the  
future – TTM, Machine  
Zone, Predictive Analysis

AT Park – easier payment, availability and less need for coins

AT on the Move to 20 Viaduct

CCTV – T2/Bus Lane enforcement and congestion management

Cycle network

PTOM – Enabling buses in new networks

Analytics for realtime road monitoring



Customer Info – PIDS and Wharves

IOT - Bluetooth sensors for congestion management and remotely monitor and control school zone signs

CCTV Analytics for public safety and process efficiency

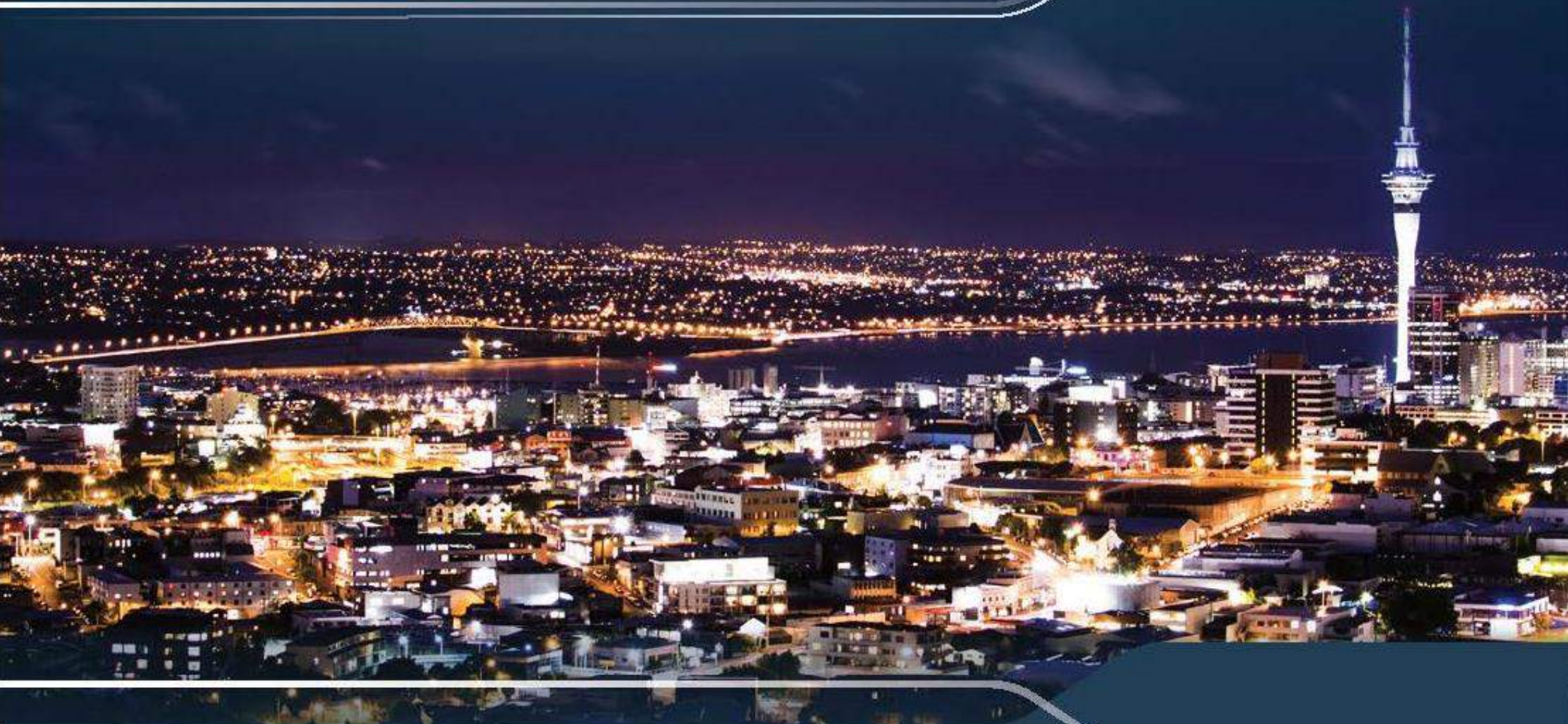
# Testing our thinking and planning against who we say we are in our AT Story – Strategy & Development concept

Story threads	Where does this project and initiative positively contribute to these threads?	Where does the current thinking on this project not contribute to these threads?	How might we approach this differently embodying our story more?
People come first			
Working to shape our city			
There is a plan			
Taking leadership			
Catalysts for change			



Moving Auckland Forward

# THE AT STORY



Moving Auckland Forward

# OUR STORY



- People come first
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People come first



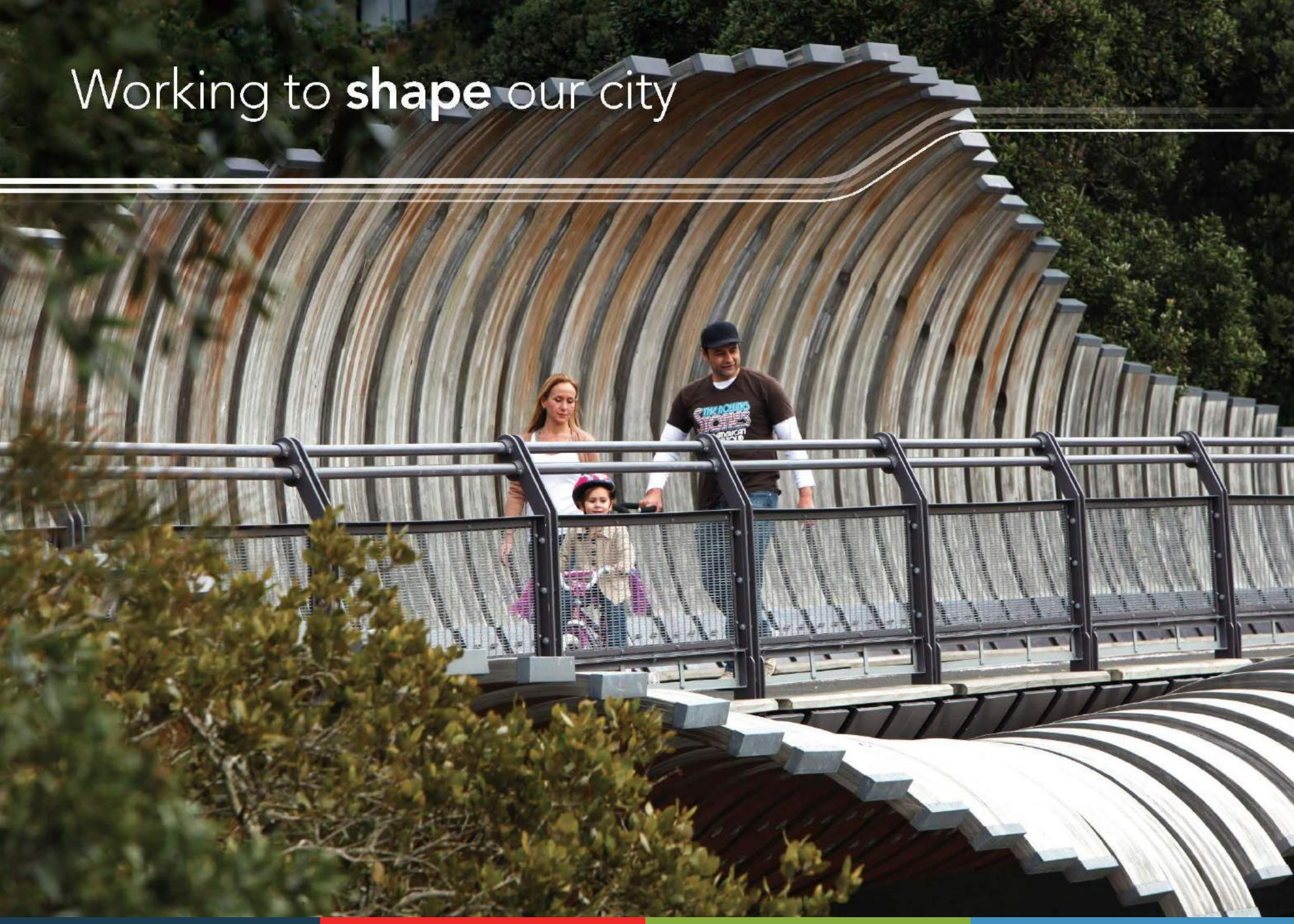
People come first



Our customers and colleagues are our first consideration in all of our work.



Working to **shape** our city



A family consisting of a woman, a man, and a young child is walking on a modern, curved metal walkway. The walkway features a railing with a mesh infill and is set against a backdrop of dense green foliage. The scene is brightly lit, suggesting a sunny day. The walkway's design is characterized by its sweeping, curved lines and the use of weathered metal panels.

Working to **shape** our city

Our work contributes to shaping how Auckland looks, how it functions and how people move around it. As well as supplying transport services, we're truly adding to the design of our growing city by the facilities and spaces we create.

There is a **plan**



A group of four people (three men and one woman) are gathered around a table in a modern office setting, looking intently at a large map or plan spread out on the surface. The man on the far right is pointing at a specific area on the map. The man in the center is wearing a grey vest with a logo that reads 'WAIKITA MANGI'. The woman is wearing a black and white polka-dot blouse. The man on the far left is wearing a dark jacket over a light blue shirt. The background shows a bright office with a white ceiling, a large orange spherical light fixture, and blue walls.

There is a **plan**

Everything we do fits into a wider plan.  
We work towards a common goal,  
progressing transport for Auckland now,  
and for generations to come.

# Taking leadership



# Taking leadership

We have experience and expertise and work with others to lead the way in Auckland's transport planning and delivery.



# Catalysts for change



# Catalysts for change



As our city grows and changes, the way people travel in Auckland is also changing. We're encouraging and guiding those changes by developing alternative and sustainable ways to move around.





Moving Auckland Forward