


Whirinaki: Our blueprint for building trust, confidence and mana.

Auckland Transport's blueprint to bring greater focus to growing the trust and confidence that Aucklanders have in their transport agency.

Kia kaha, kia māia kia manawanui.
Be strong, be brave, be steadfast.

'Whirinaki' - (noun) to lean, slant, slope, depend on, rely on.
Maori Dictionary





Aucklanders want us to genuinely listen, be responsive, and do what we say we are going to do.

Foreword

Auckland Transport was established to serve the public interests by contributing to an effective, efficient and safe Auckland land transport system.

To do this well over the long-term Auckland Transport (“AT”) must have the confidence of Aucklanders in terms of the way we use ratepayers and taxpayers money and must have the trust of Aucklanders in our decision making and we must be transparent.

This confidence and trust is built every single day by each and every one of our people in the way we listen, take ownership, how we respond and in the decisions we make. In fact, the expectations our people have told us they want from our culture are mirrored by the people of Tamaki Makaurau. This is a basic expectation that every person who works at AT should aspire to.

Trust and confidence can also be built (or lost) in times where things don’t go well or as expected. With well over a million interactions every day from time to time we do get things wrong. On those occasions we must act quickly to acknowledge that we have not met expectations and put the situation right.

AT carries out a broad range of activities for Aucklanders, whether it be on the region’s beautiful harbours, on the roads as private vehicle users, freight users or walking and cycling, on the public transport system, when dealing with new property developments, or when customers use on-street or off-street parking facilities. Over the past three years we have been on a journey to improve the experiences that Aucklanders have when dealing with us. Evidence shows that these experiences are improving for many more customers, elected members and our communities.

Improving these experiences won't be enough.

Tamaki Makaurau has been going through significant change since the turn of the century. Population growth, housing affordability, climate change, congestion, transport network productivity and social equity are now significant issues dear to the heart of Auckland Council and AT. Addressing these challenges means material changes to the way Aucklanders live and move around the region.

Helping Aucklanders understand these significant changes will require clear and compelling communication and two-way genuine engagement which sets out these challenges on a community by community basis ahead of, and as AT delivers, new infrastructure; services; education; safety programmes; roading enhancements and services to ensure Tamaki Makaurau continues to be a great place for our tamariki (children) and mokopuna (grandchildren).

Continued improvements in interactions with customers, elected members and communities and clear and compelling communication has clear links to our organisation culture. We want the people of AT to be proud of the work they do and who they work for.

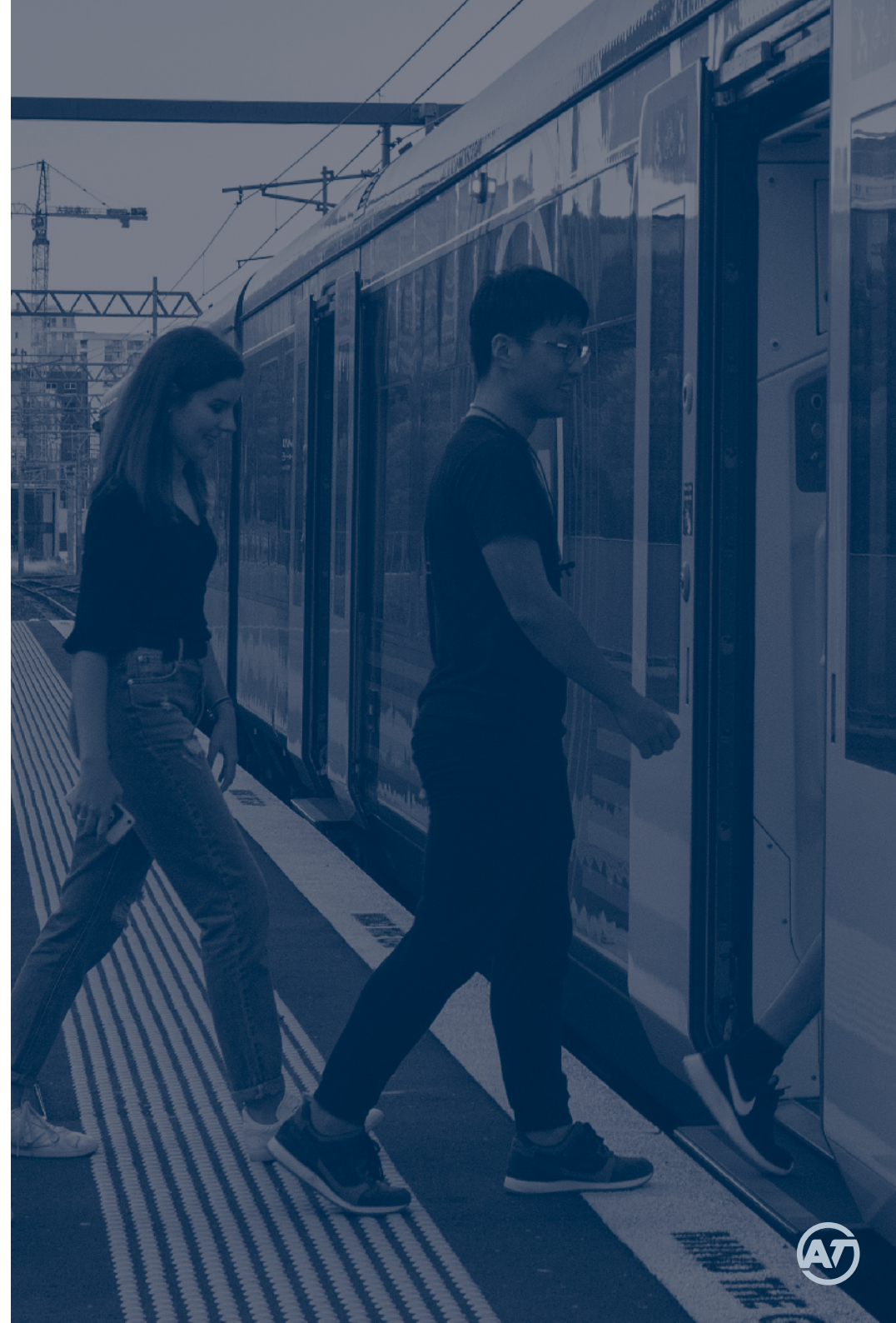
This blueprint brings greater focus to AT's ongoing efforts to improve the trust and confidence that Aucklanders have

in their transport services. Delivering the mahi (work) and outcomes set out in this blueprint is a key priority for Auckland Transport.

Monitoring progress of the actions in the back of this document and the ongoing views of Aucklanders will occur on a regular basis. Where necessary adjustments will be made to ensure we see further positive steps forward over the coming 2-3 years.



Shane Ellison
TUMU WHAKARĀE (CHIEF EXECUTIVE)





“ OECD evidence shows that government’s values, such as high levels of integrity, fairness and openness of institutions are strong predictors of public trust. Similarly, government’s competence - its responsiveness and reliability in delivering public services and anticipating new needs - are crucial for boosting trust in institutions. ”

<https://www.oecd.org/gov/trust-in-government.htm>

1. Introduction

Over the past two and a half years Auckland Transport has been on a transformation journey with the objective of improving its performance for the benefit of Aucklanders.

Real progress, as measured by independent third parties, is being made toward improving the organisation culture, customer satisfaction, responsiveness and AT’s reputation. Much more needs to be done with many pieces of the transformation programme progressing well.

One of the pieces of AT’s transformation programme is this blueprint - ‘Whirinaki: Our blueprint for building trust, confidence and mana’. It brings focus to AT’s desire to improve the trust and confidence that Aucklanders have in their transport agency.

Why is trust and confidence so important to AT? Alternatively, what’s the opportunity we want to take?

- In a region which is so dynamic and where there is so much growth the better we engage with Aucklanders then, all other things being equal, the more likely there will be greater willingness to accept changes in services or policy AT needs to make in response to broader public needs.
- Further to this, climate change, growth, productivity, and safety

outcomes will all need changes in the way Aucklanders live and move. The better AT’s reputation, the greater that we will be successful in convincing Aucklanders to change their behaviour.

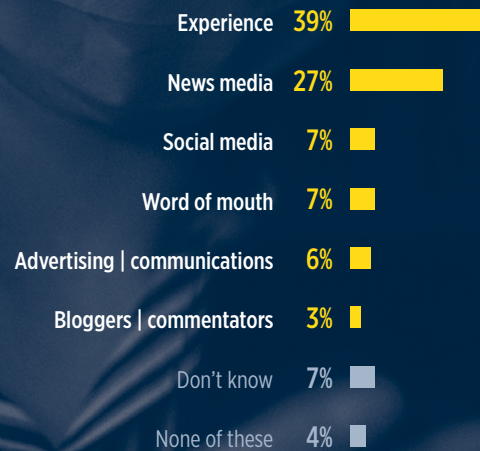
- Thirdly it will mean AT is more resilient when things go wrong. If we put things right quickly then a greater potential exists for the public to see these events as one-off rather than systemic or ongoing.
- Finally, if our people feel they have greater mana in our community then they will feel more pride in working for AT and this will help enable our cultural journey.

This blueprint, ‘Whirinaki: Our blueprint for building trust, confidence and mana’ is built upon evidence and research based on the thoughts and views of Aucklanders. Independent research by Colmar Brunton is complemented by qualitative research commissioned by AT.

The blueprint is critical to how we move forward as an organisation because it, brings focus and prioritises actions.



What has the greatest impact on people's views of Auckland Transport



Auckland Transport's overall reputation (relative to other agencies) has continued to improve over time. In 2020 the gains have come from increased perceptions of trust and fairness

Colmar Brunton (2020). "Public Sector Reputation Index 2020: Auckland Transport", p20.

2. The Journey so far and what Aucklanders have told us

Over the past year a large part of our journey to understand the level of trust and confidence in Auckland Transport has been about understanding and listening. This work has been the basis for the four 'pou'² and associated actions detailed later in this blueprint.

2.1 An independent assessment of what Aucklanders think

In 2016, Colmar Brunton launched the public-sector reputation index. The number of public sector agencies has grown since then with AT being added in 2018. Fifty four public sector agencies were covered in the 2020 research.

Colmar Brunton uses a survey approach with distinct characteristics;

- Based on Colmar Brunton's global RepZ framework the index uses four pillars to measure an organisation's reputation. These four pillars are; leadership; fairness; social responsibility; and trust. The framework is tailored to the public sector with each agency's reputation indexed against other agencies
- The survey methodology is based on standardised reputation attributes with, in 2020, 2,750 online interviews being conducted. The national survey sample is representative of age, gender, household size, ethnicity, and region. Importantly, the survey period occurred before Covid-19 Alert Level 4 in March.

Auckland Transport has sought to understand more about the reputation index as the basis for improving trust and confidence. We value the research because it is truly independent and it provides us with insights into where we can focus our efforts and how we can compare with 'like' public sector agencies.

2.1.1 What does the research tell us?

Drivers of the opinions and views of Aucklanders

The Colmar Brunton research is helpful because it tells us about the source of the opinions that Aucklanders have of AT.

Not surprisingly, with the amount of travel across Tamaki Makaurau every day, the experiences that Aucklanders have on these journeys as well as the other services we provide and thousands of interactions Aucklanders have with AT people, have a significant impact on what Aucklanders think of us. The work programme set out in AT's Customer Experience Blueprint, finalised in early 2019, is crucial to improving many of these experiences.

² Carved wooden posts used by Maori to mark places of significance



	2018	2019	2020
Overall reputation	83	87	89 ↑
Trust	81	83	87 ↑
Social responsibility	81	87	87
Leadership	83	90	91 ↑

The research states;
“...when you look at the recency of their experience it’s clear that improvement has occurred since 2019. Those whose most recent experience was in the last year are more likely to speak highly of Auckland Transport that those whose most recent contact was further in the past.”

Ibid, p33

The second most significant source or driver of the opinions Aucklanders have of us is traditional media. There are literally hundreds of media articles every month about Auckland Transport and 80-90% are either positive or passive in tone, yet a small number of articles which are negative or critical in tone have a significant impact on the opinions formed about AT. It highlights the need for a well thought out proactive approach to engaging with traditional media and finding ways other than traditional media to engage with Aucklanders.

Where do we stand on the 2020 results?

Bucking the worldwide trend on trust and confidence ratings, public sector agencies in Aotearoa continue to have a healthy reputation with a mid-to high range score.

At Auckland Transport we still have a lot of work to do to catch up with the public sector agencies we compare ourselves with. We lag on all four pillars that make up the index.

The research highlights that our efforts should focus on attributes such as ‘listening to the public’, ‘using taxpayer money responsibly’ and ‘having a positive impact on people’s mental and physical wellbeing’.

The research also highlights the opportunities that exist to improve Aucklanders impression of the importance of what AT does and the somewhat narrow view that many

Aucklanders have of the scope of ATs’ activities.

These findings have driven actions linked to the Pou specifically related to developing a strong narrative and story-telling, and improving how we engage with communities.

AT scores best on the leadership pillar where Aucklander’s view AT as being strong in contributing to economic growth. Noting the impact of Covid-19 this strength is likely to continue to be important in respect of economic recovery and we will continue to have this in our minds as we move forward.

What’s the trend over the last three years?

It’s clear from the research that AT’s overall reputation (relative to other agencies covered by the research) has continued to improve over time and across all four pillars of the index. It’s unusual, and very encouraging, to see improvement across all four pillars.

Across the four pillars of the index AT’s scores over the last three years are set out on the adjacent page.

Other important trends to note are;

- While AT has many more critics than benchmark agencies that number has significantly reduced over time; and
- Issues in AT’s supply chain such as industrial issues between private sector bus operators and their drivers can impact on the public’s view of AT in relation to the pillar of fairness.



1. Firstly, they noted that positive progress has been made but it's just the start of the journey. Attributes such as listening to the public's point of view and fiscal responsibility have been areas where there has been improvement but there is more work to do.

2. Secondly, they observed that 'getting the direct experience right is key'. Improving the day to day experiences that Aucklanders have on our transport network or engaging with AT as a customer needs to remain a focus.

3. Lastly, with the improvements that have been made in customer experience and the greater likelihood that Aucklanders are hearing positive messages about AT there exists now a base from which to engage with Aucklanders on why we do the things we do and why we make the decisions we do.

Reputation and, in particular, trust and confidence are emotional at their heart.

The results demonstrate that the pathway taken over the past three years is headed in the right direction and we can make substantial gains in how Aucklanders think about us.

Three key takeouts

Colmar Brunton offered three key takeouts for AT in their research (seen adjacent).

2.2 Digging deeper – Using Focus Groups

The RepZ survey gave us a gauge on how AT's reputation is perceived by Aucklanders and benchmarked against other public-sector organisations.

It told us opportunities to improve our reputation existed across the four pillars of reputation (trust, social responsibility, leadership and fairness). Specifically, we understood that addressing perceptions around "listening to the public's point of view" and "using taxpayer money responsibly" should be priorities.

What we didn't know was what was driving those perceptions and if those perceptions varied depending on how, when, where or even if customers experienced our network and services. We wanted to understand what could influence a shift in public perception to develop a higher level of trust and confidence in Auckland Transport.

In addition, we wanted to identify barriers to achieving greater trust and confidence; what actions, initiatives

and/or experiences build or erode our reputation and which aspects are most important to focus on.

Given these insights, we sought to develop a set of communication principles as a practical tool to help unite our organisation to develop a more positive reputation – ensuring our people can effect a change not just in terms of what AT says and does, but how AT says and does it.

2.2.1 The approach

We engaged TRA to conduct the research. In the previous 12 months, TRA had completed both a customer and people value proposition project for AT. This gave them a unique perspective on what motivates our people, and the Auckland public, as relevant to the organisation.

Four online one-hour focus groups were completed between 11 and 14 May 2020 – during the Covid-19 pandemic alert level 3 period. The groups included participants who can be categorised as;

- Road users in lockdown – Road users who would usually drive but didn't through lockdown
- Mobile road users – Still using the roads regularly during lockdown
- Mobile public transport users – Using public transport during lockdown
- Public transport users in lockdown – Those who would usually use public transport but didn't during lockdown

Across the participants was a mix of gender, household income, ethnicity, age and spread within the Auckland region.

So, we needed to assess emotional responses to the drivers. This was about exploring the emotions we are evoking as an organisation, and how these are being triggered.

The groups were also tasked to consider a series of initiatives, actions and behaviours that could build a greater sense of trust and confidence and drive a shift in perception of AT's reputation.

2.2.2 Key findings – what Aucklanders told us

Aucklanders want to know 'what's in it for them' when it comes to AT. However, the AT vision and intention (what AT says) is unclear for many Aucklanders. Therefore, they form their trust and understanding of AT from only their personal, lived experiences, which is often limited and doesn't represent the full extent of AT's responsibilities. Negative stories of people's experiences from friends and family also stick in individual's mind, further amplified by stories in the media, judging the 'doing' or the function of AT.

Understanding of what AT does differs widely, determined by Aucklanders' individual experiences. The differing understanding of what AT does means that not only is trust-building limited, it's also inconsistent and looks different for everyone.

Aucklanders understand that AT has a role to play in their lives and the growth of the city, but this view of AT's role and vision is not united. Many are missing crucial parts of AT's story that build a bridge of trust from a frustrating present to an optimistic future. Or, at least making their challenges in the present feel 'worth it'.

The specific insights from the qualitative work are:

Trust–Listens to the public point of view

- Aucklanders have limited understanding on how to give feedback and want AT to make it easy to do so
- Regular users of public transport want to feel that AT is open to listening to them
- Aucklanders don't understand how the consultation process works and want to feel AT that is open about how feedback will be incorporated into decision making
- Aucklanders want to be assured that AT knows their local community.

Trust–Value for money & Using taxpayer money responsibly

- Many people only see a one-dimensional transactional side of AT, one that involves monetary exchange.
- Understanding the full picture of AT's multi-faceted roles and responsibilities will show

Aucklanders how they are getting value for money from AT and the different avenues taxpayer money is used strategically and responsibly.

Social responsibility

- Wellbeing–Spending time outside, using pathways and cycleways with family create positive memories. But many Aucklanders are not aware that this is AT's work
- Safety–Disruption or new road and pathway layouts need to be front-footed by AT to show the long-term benefit of making the community safer. Safety programmes such as Travelwise, are important but not known as AT initiatives
- Environment – there is limited understanding of AT's environmental initiatives, beyond encouraging people to use public transport over driving. Looking after the environment is more important than ever for Aucklanders.

Leadership

- Future vision. Understanding of Auckland's future vision is dependent on how 'directly' involved people are with AT (such as public transport users). It's undefined for many Aucklanders. The perception is that AT is needs to telling the vision story more strongly, so people can look beyond short-term disruptions
- Technology. The AT HOP card system has received a lot of praise,

but many Aucklanders believe it is just the start. Particularly for those who have experienced sophisticated travel systems overseas. People want to understand what is next for AT and expect AT to be keeping up with modern technology.

- Economic growth. Personal impact comes first and foremost, so people don't directly understand how AT contributes to economic growth, other than getting them from A to B to go to their work.

Fairness

- People's personal experiences with bus drivers and how the drivers are perceived to be treated can often be a sticky point for fairness. Industrial action often creates the perception that staff of private sector bus operators aren't supported by AT.
- Community support is more important than ever, and Aucklanders expect AT to be involved in supporting the community through the strain that COVID-19 has put financially on people. While support for disabilities, students and elderly on public transport is praised. People believe that AT could be going above and beyond for disadvantaged individuals in the community.

These insights have been taken account of in the development of the actions detailed later in this blueprint.

A high performing organisation



Trust and Confidence Blueprint



P3 Capability Uplift Programme



Customer Experience Blueprint



Vision Zero for Tamaki Makaurau



Culture and Transformation Strategy

3. Lifting performance – a multi-faceted approach

This blueprint is part of a family of documents which set out our pathway to becoming a higher performing organisation. Collectively, they will see us make positive steps forward on providing better service to Aucklanders.

The suite of documents and the role they play are set out in the following diagram and below. Clearly setting out the purpose of these other documents helps us understand the role and relationships between each of them.

3.1 Customer Experience (CX) Blueprint

In mid-2018 AT established a customer experience function recognising the need to have a greater focus on those who use our services. Following the recruitment of new people who added to the capability and capacity of existing team members, a Customer Experience Blueprint was developed which was approved by the Customer Innovation Committee of the AT Board in February 2019.

The blueprint details the key experiences that Aucklanders have on and around the transport network, the important things we need to do to improve those experiences and the way AT needs to work to be successful.

The blueprint sets out to deliver a step change in the way AT plans, designs

and delivers for customers to meet the challenges of Auckland's growth.

We've shifted to an 'experience-led' way of working prioritising the most important experiences that customers have with us – 'commuting' and 'community living'. And the blueprint supports customers having a greater influence over the decisions we make.

We've achieved a number of successes but there is more work to be done.

The importance of the CX Blueprint has been reinforced given what we've heard from Aucklanders as part of developing our work to improve trust and confidence.

3.2 Culture and Transformation (C&T) Strategy

The executive and board of AT are aware that facing into the expectations and challenges of us as an organisation will require a step change in how we think and behave, what we do and how we do it.





We have commenced a three-year (2019-2022) transformation focused on changing behaviours, with our leaders playing a key role in leading the change.

In September 2018, 80% of our people participated in a culture survey to identify cultural expectations and what our people want in their work culture. This showed a big opportunity to move to a constructive culture – a workplace where our people collaborate, work in supportive teams and they are respected as people by their leaders and their colleagues.

The work programme in the C&T strategy aims to build an inclusive high performing culture. Improving our culture means delivering on our commitments to our people so they in turn can deliver on AT's commitments to customers and communities. We know what our people experience at work will show up in the everyday behaviours and interactions with those outside AT.

The C&T Strategy and programme of work, recently adjusted to take account of Covid-19, is framed up around eight key areas of focus:

- Culture
- Leadership
- Diversity and inclusion
- Talent
- Change and engagement
- Capability
- People experience
- Future of work

Throughout 2019-2020 we made good progress on the work programme whilst facing significant challenges, including our response and ongoing responses to Covid-19 and the impact on our people, organisation and communities.

3.3 Project, Programme and Portfolio (P3) Capability Uplift Programme

Aside from day to day experiences that customers have on our transport network a significant part of what we do at AT involves project delivery.

In 2020/21 alone there were over 500 projects underway and between new infrastructure and renewals we are likely to deliver \$750million of projects and renewals this year and \$10 billion over the next 10 years. We have to deliver this across one of the largest asset bases in Aotearoa (New Zealand).

It's a critical part of what we do and following a review done in 2018 we've been looking to increase our capability and capacity in the management of projects.

A key driver of our reputation is engaging with Aucklanders about why we're doing projects and ensuring we deliver on-time, within budget and against scope. By doing this, Aucklanders will have greater confidence that we're making good decisions and delivering value for money.

Increasingly, the projects we deliver impact communities during construction. The P3 Capability Uplift Programme also seeks to drive improved



disruption management for transport users, communities and residents.

This programme sets out ways in which we will improve our project planning and delivery capability including;

- Appropriate oversight of projects and programmes
- Rollout of a new information technology tool - Edison365
- Learning programmes for our project managers.

3.4 The Vision Zero Strategy for Tamaki Makaurau

The Vision Zero Strategy for Tāmaki Makaurau is an ambitious transport safety strategy to reduce deaths and serious injuries on Auckland’s transport system to zero by 2050.

The purpose of Vision Zero Strategy for Tāmaki Makaurau is to set the strategic direction and targets for achieving a safe transport network. It is about creating a city that is liveable, equitable and sustainable, where people can be more active and travel around their neighbourhoods easily and safely.

The plan is to achieve an interim target of no more than 250 deaths and serious injuries by 2030. This target is approximately a 65% reduction from a 2016-2018 annual average baseline of 716 deaths and serious injuries. It also aims to increase safe active modes and end-to-end public transport journeys, taking a proactive approach so people feel confident and safe when they choose sustainable transport.

Feeling safe and being safe is the foundation to delivering our customer value proposition that people can move freely with confidence. Delivering a safe transport network is a minimum expectation of Aucklanders if they are to have trust and confidence in AT.

Successful delivery of the Vision Zero Strategy for Tamaki Makaurau will help us deliver on this expectation.

3.5 Independent Review of Council Controlled Organisations

AT was part of the independent review into Auckland Council’s council-controlled organisations (CCOs) in the first half of 2020.

The outcome of the review was a series of recommendations to ensure services delivered by the CCOs, such as AT, are efficient and effective and decision-making has sufficient political oversight, is transparent and the CCOs are accountable.

The review contained eight specific recommendations for AT and 24 recommendations which applied generally to CCOs.

The review found that the current structure was right for Auckland’s current challenges, highlighting successes such as increasing public transport patronage and usage.

However the review noted opportunities to improve including the way we design, consult on, and implement small projects. Other feedback related to how

AT communicates with the public and responds to inquiries and complaints. This directly impacts on the trust and confidence Aucklanders have in AT.

The CCO review has confirmed that the actions set out in this blueprint are the right ones for AT to be focussing on. We are working on the recommendations from the CCO review but, for the most part, they are separate to the actions set out in this blueprint. Delivering these recommendations will also support improvements in the views that Aucklanders hold of AT.

4. The Four 'Pou' for Building Trust, Confidence and Mana

The research providing the views of Aucklanders has been distilled and led us to focus our efforts, some of them existing, on four 'pou' or pillars on which we can increase the level of trust and confidence that Aucklanders have in us.

Pou 1: Improving the experience for our customers

The Public-Sector Reputation Index is clear – the service we offer our customers whether on our roads, on the Manukau or Waitemata harbours, on buses, trains, and ferries, when dealing with us as a developer for resource consents, as a utilities company or other business trying to access the roading network, when using our cycleways and shared paths, or as a business seeking permission to use our footpaths for commercial purposes – is the single biggest driver of the views Aucklanders have of us.

In 2019 the Customer and Innovation Committee of the AT Board of Directors endorsed our CX Blueprint. It's already delivering results, but the research tells us we need to persist and broaden our efforts to capture all our customer groups.

The actions which underpin this pou are either specific to improving trust and confidence or over and above those already called out in the CX Blueprint.

Pou 2: Improving the way we engage with communities

AT has up to 500 different projects underway at any one time. These are of different size, scale, impact, and value. Each deliver in different ways to the different objectives we are trying to achieve.

We also engage with Aucklanders about parking changes, public service changes, on road safety as well as the key regional initiatives or plans such as, for example, the Regional Land Transport Plan.

Auckland has been described as a 'city of villages' with each part being diverse in geography, demographics, and social and economic make-up. Our approach to each project or initiative, in terms of engagement with the community, needs to be customised to reflect the nature of what is being proposed and the community that may be impacted or receive the benefits.

There are also opportunities to improve the style and the way we communicate the why, what and how of what we are doing.

Developing mutually beneficial relationships with elected members, mana whenua, waka kotahi (NZTA), business leaders, schools and other associations and committing to long-term meaningful engagement is critical to improving trust and confidence.

The actions in this 'pou' seek to improve the way we engage and connect with communities.

Pou 3: The strategic narrative (what is our place in the Auckland Story)

The research tells us that we have an opportunity to tell Aucklanders the full extent of what AT does and why it does it.

Improvements in the Public-Sector Reputation Index tell us that Aucklanders are likely to be more receptive to hearing about the full range of activities we do. Many know about the work we do in public transport, but most Aucklanders don't have visibility of the other work we do such as delivering the Travelwise programme or operating many shared paths around the region for example.

Focussed effort on this will give Aucklanders a greater sense of what they get for their rates and taxes and improve views of value for money.

Opportunities also exist to improve telling Aucklanders about why we do what we do. Doing this well will likely lead to the public having a better understanding of the decisions we

make including the trade-offs and the constraints we are working to.

The Independent Panel undertaking the CCO Review reinforced the need for this pou to be an area of focus.

Pou 4: Our People as Ambassadors of AT – Leadership and Culture

Our people are Auckland Transport. The way they behave, the values they exemplify, the way they communicate and their commitment to playing their part in building trust and confidence amongst the Auckland public is critical. The success of this blueprint is wholly dependent on their engagement on an individual and collective basis in our efforts to deliver excellent customer service, to engage better with local communities, and knowing and being able to talk to our part in the Auckland story.

The actions called out in this 'pou' are in addition to work already underway as part of AT's Culture and Transformation Strategy as well as some additional prioritised actions where culture will enable faster improvements in trust and confidence.



5. What will success look like?

Successfully implementing the actions set out in this document will lead to continuation of our improvement journey and particularly the trust and confidence that Aucklanders have in us and the mana held by the people of AT.

5.1 Two strategic measures of success are;

- To improve our rating from the Colmar Brunton Public Sector Reputation Index so it is in line with benchmark at the time of the 2023 Index
- To improve our AT Viewpoint Culture Survey results so that the overall result is in line with the benchmark public sector organisations at the time of the 2023 survey

5.2 Other measures of success will include;

- Improve the net scores for 'listens to the public's point of view', 'uses taxpayers money responsibly', and 'has a positive impact on people's mental and physical wellbeing' from +5, +3, and +4 respectively to +12 by the time of the 2022 Public Sector Reputation Index and +17 by the 2023 Index
- Deliver the actions in this blueprint in line with the milestones provided in attachment A.

Action Plan (Mahi)

ACTION DESCRIPTION	SCOPE OF ACTION	BY WHOM	TIMELINE	STATUS
Pou 1: Improving the experience for our customers				
Continue focus on improving key mobility experiences (commuting and community living) detailed in the CX Blueprint.	Specific initiatives include but are not limited to: <ul style="list-style-type: none"> • Disruptions management – backlog and delivery of 9 areas of improvement • Scaling and leveraging travel demand management to businesses and communities • Rapidly shifting to self-service channels to reduce cost to serve and improve customer experience 	Executive General Manager, Customer Experience	Completed by 31 December 2021	Scoping work underway
In collaboration with Auckland Council and Watercare improve the consenting experience for developers.	<ul style="list-style-type: none"> • Establishment of a core working group across the Council family • Establishment of governance group • Working with Council and Watercare to understand existing state and identify opportunities for the below, including development of an action/ implementation plan: <ul style="list-style-type: none"> - Improving the user experience - Clarifying roles and processes - Aligning standards and policies - Develop appropriate tools to achieve service level outcomes 	Executive General Manager, Planning and Investment	Completed by 30 September 2021	Scoping work underway
Significantly improve ‘approvals’ processes such as for example Traffic Management Plans, Corridor Access Requests and Encroachments to reduce friction for customers	Establishment of an ‘Approvals Squad’ to deliver a programme of work and develop a continuous improvement programme for Approvals, grounded in customer need.	Group Manager, Services and Performance	Completed by 31 December 2021	Commenced
Customer service responsiveness / empathy training across relevant teams	Undertake needs analysis and design, build and deliver learning experience	Head of Learning Experience	Completed throughout 2021	Not yet commenced
Increased public reporting of complaints responsiveness	Proposed to be included as part of the Transport Monthly Monitor.	Executive General Manager, Customer Experience	Completed by 31 March 2021	Scoping work underway

Action Plan (Mahi)

ACTION DESCRIPTION	SCOPE OF ACTION	BY WHOM	TIMELINE	STATUS
Pou 2: Improving the way we engage with communities				
Improved approach to community engagement on minor projects	Co-design sprint through Customer Experience Design to address the CCO Review recommendation to urgently review how we design, consult on, fund and implement minor capital works (i.e. 'small projects') to identify prioritised actions to go forward.	Portfolio Delivery Director (Projects)	Completed by 28 February 2021	Commenced
Develop a community engagement playbook	Develop a strategy and playbook which clearly defines the elected representatives and stakeholders that AT interacts with and the engagement strategy (including channels and approach) which are customised for each group and communicate this internally to all AT people.	Head of Strategic Consultations/Head of Strategic Communications	Complete by 30 June 2021	Not yet commenced.
Ensure engagement with communities is on an equal footing with time and budget KPIs for projects and new initiatives	<ul style="list-style-type: none"> Clearly define the accountability of elected representative and stakeholder engagement and embed the success measures into all areas of business performance. Provide leadership and practical guidance to the whole organisation and all levels of the organisation 	Executive General Manager, Integrated Networks	Complete by 31 March 2021	Not yet commenced.
Review tools and channels used for engagement with local communities	<ul style="list-style-type: none"> Consider whether we have the right channels for engagement with Aucklanders on projects and new initiatives including more active use of social media and if necessary propose a pathway forward. Consider and propose a pathway for the use of technology such as portals and CRM to enhance stakeholder and elected member engagement. 	Head of Strategic Consultations Executive General Manager, Stakeholders, Communications and Communities	Complete by 30 September 2021 Completed by 30 June 2021	Not yet commenced Not yet commenced
Development of a change management plan for the City Centre with input from key stakeholders	The city centre is will be undergoing significant change and construction works through the next decade. The scale of the impact on all customers and residents will required the development of a change management plan to minimise disruption.	Executive General Manager, Customer Experience	Complete by 30 September 2021	Underway
Implement Stakeholder, Communications and Communities operating model	<ul style="list-style-type: none"> Review and align local board engagement model alongside CCO's Review and test consultation engagement model with stakeholders Develop collaborative approach to engaging with BIDs and other partners to enable economic recovery and growth 	Executive General Manager, Stakeholders, Communications and Communities	Completed by 31 March 2021	Implementation in progress
Implement 'End to End' Process Review recommendations	The End to End Project Lifecycle review contains 12 recommendations for improving engagement with communities and Aucklanders for more successful project delivery. These are relevant to building improved trust and confidence in AT.	Executive General Manager, Risk and Assurance	Completed by 31 December 2021	Work on key initiatives commenced.



Action Plan (Mahi)

ACTION DESCRIPTION	SCOPE OF ACTION	BY WHOM	TIMELINE	STATUS
Pou 2: Improving the way we engage with communities continued				
Refresh of written consultation communication material	Develop and implement standardised written consultation communication templates for use across AT using plain language, leveraging behavioural science, reinforcing the linkages to the transport story and narrative.	Senior Service Designer, Customer Experience	Complete by 30 September 2020	Completed
Co-design and implement a new approach to local board reporting (co-design) which reflects their needs	Understand and co-design what enhanced reporting for Local Boards looks like through research.	Senior Experience Designer, Customer Experience	30 June 2020	Completed
Target improvements with key relationships	Develop focussed plans to improve non-constructive relationships with nominated elected member bodies, partners and stakeholders	EGM, Stakeholders, Communication and Communities	30 June 2021	Not commenced
Update media engagement strategy to reflect broader work being done in this blueprint		Head of Strategic Communications	30 April 2021	Not commenced

Action Plan (Mahi)

ACTION DESCRIPTION	SCOPE OF ACTION	BY WHOM	TIMELINE	STATUS
Pou 3: Strategic narrative (our place in the Auckland story)				
More explanation of what we're doing (for projects and renewals) on the street – TMP signage to tell the “why”	Better utilise opportunities around project and renewals sites for signage and hoardings which explain the what and why for projects to assist community understanding.	Executive General Manager, Integrated Networks	In place for projects commencing by 1 July 2021	Not yet commenced
Redesigning critical service experiences	Review of market and customer processes so that our people can provide the very best to customers	Executive General Manager, Customer Experience	31 December 2021	Underway
Trust and confidence qualitative research	<ul style="list-style-type: none"> To understand the current context, impact on trust and confidence, opportunities and barriers. Understand at a deeper level, what “value for money”; “using taxpayer money wisely” and “listening to the public” actually means to customers. Communication principles to build trust and confidence 	Senior Experience Designer (Customer Central)	Complete by 30 September 2020	Completed
Customer narrative development	A clearly defined narrative in order to improve customer touchpoints and experiences; guide creative briefs; inform communications messaging A single-minded articulation of AT, which will guide us in everything we do	Group Manager, Marketing and Customer Engagement	Complete by 31 March 2021	Work commenced
Internal Comms and Engagement Strategy	The catalyst that can propel our people promise – something our people can be passionate about, and rally behind. The “BBQ pitch”	Senior Internal Communications Lead	Complete by 31 March 2021	Not yet started
External marketing and communications strategy	Roll out the internal communications strategy. Deliver our narrative and tell our compelling story including how we enable economic activity.	Group Manager, Marketing and Customer Engagement	Commence Q3 of 2020/21	
Council family to align on key messages and how AT strategic narrative fits (refer to CCO review)	Lifting public trust and confidence in the council and CCOs is a shared objective which needs to be worked through by the council group.	Executive General Manager, Stakeholders, Communication and Communities	Complete by 30 June 2021	Commenced
Work to become trusted advisor to local and central government	AT Board and CEO proactively advise and lead strategic transport conversations with Councillors and central Government representatives.	AT Chair and Chief Executive	Commencing 1 October 2020	Commenced

Action Plan (Mahi)

ACTION DESCRIPTION	SCOPE OF ACTION	BY WHOM	TIMELINE	STATUS
Pou 4: Our People as Ambassadors of AT – C&T Strategy				
Develop and implement reputation monitor	Measuring and reporting on trust and confidence regularly	Head of Market Insights and Voice of Customer	Commencing by 31 March 2021	In development
Embed our purpose, plan on a page and refreshed values	Ongoing embedding of the Plan on a Page, particularly values; focus on launching our employee value proposition supported by our internal communications strategy to build AT brand pride	Head of Organisational Effectiveness	Throughout 2021	Work commenced
Embed leadership expectations and behaviours and build leadership programme	Develop leadership expectations, leadership development framework, design and deliver learning solutions (learning calendar) and measurement (Checking In survey and AT Viewpoint)	Senior Organisational Development Lead	Throughout 2021	Work commenced
Develop and deliver a trust and confidence capability programme	Develop leadership learning (as part of our leadership development framework) which encourages leaders to take ownership of AT's reputation and lead positive change with their teams and across the organisation	Senior Experience Designer, Customer Experience and Head of Learning Experience	Complete by 30 April 2021	Work commenced





