
A transformation story – Moving to an outcomes-based approach

NZTA experience



Prior to outcomes-based transformation

- Arguably a more reactive approach to infrastructure planning and delivery
- Infrastructure projects based on criteria that favoured delivery of conventional infrastructure
- less focus on transport modes other than roads
- less focus on non-infrastructure technologies

Media attention

**Urgent transport summit
not on early Govt agenda**

**Aucklanders stuck in traffic,
congestion now worse than**

**Transport expert warns Hong Kong
against continued**

focus on roads

**Gridlock on
Auckland's Northern
Motorway**

**New section of road
opens, fills with
traffic, then a crash**

**World-Class Auckland:
How can we fix
Auckland's transport
woes?**

Auckland traffic 'pouring \$1.9 billion down the drain'



How to Move to Outcomes Focus:

Define:

- Shared long-term view
- Desired outcomes
- Focus areas to get you there

Define workstreams and projects against focus areas

Reject workstreams and projects that won't get you there

Statement of Intent

Shared long-term view

‘Need to be able to respond to rapid changes in operating environment and meet increasing expectations of New Zealanders’



Outcomes-Led Approach

What outcomes do we want?

- Faster transport services
- Use finite resources wisely
- Use benefits of digital technology
- Embrace changing and disruptive technologies transforming the industry

NZTA defined 8 Focus areas:

Invest

SHAPE THE LAND TRANSPORT SYSTEM

Deliver solutions

**TARGET RAPID GROWTH
CONNECT AND DEVELOP REGIONS**

Drivers

**KEEP PEOPLE SAFE
IMPROVE CUSTOMER EXPERIENCES
DELIVER CONNECTED JOURNEYS**

Us

**ACHIEVE ORGANISATIONAL EXCELLENCE
TRANSFORM THE TRANSPORT AGENCY**



Selected focus areas:

**Target
Rapid
Growth**

Balance solutions for customers in high-growth urban areas

**Deliver
Connected
Journeys**

Lead the integration of a digitally connected land transport system

**Improve
customer
experiences**

Deliver timely, tailored and intuitive transport services and experiences

Target Rapid Growth

Balance solutions for customers in high-growth urban areas

Outcome Focus:

Improved customer experience of urban travel in high-growth urban areas.

Measures:

- 1 Index of Network Productivity
- 2 Network Accessibility Indicator
- 3 Index of Travel Time Predictability



Target Rapid Growth

Projects & programmes

- Travel demand management – planning the future network
- Rapid Transit – Design rapid transit network for Auckland
- Optimisation – continuously improve how the network is operating
- Walking and cycling – planning integrated walking and cycling in Auckland, Wellington, Christchurch and Queenstown

Improve customer experiences

Deliver timely, tailored and intuitive transport services and experiences

Outcome Focus:

Customers trust us to deliver intuitive experiences that meet their needs and preferences.

Measures:

Indicator of customer satisfaction with the transport system and services received.



Improve Customer Experiences

Projects & programmes

- Future transport technology – investigate new and emerging technology and potential integration into the transport system
- Transport operating system – provide common approach to technology investment
- Simplify customer experiences
- Mobility operating system.

Deliver Connected Journeys

Lead the integration of a digitally connected land transport system

(this Focus Area absorbed into 'Improve Customer Experiences' as the 'Mobility Operating System')

Outcome Focus:

Digital solutions enable easier journeys for customers.

(Provide platforms for suppliers)

Measures:

Indicator of customer and citizen experience





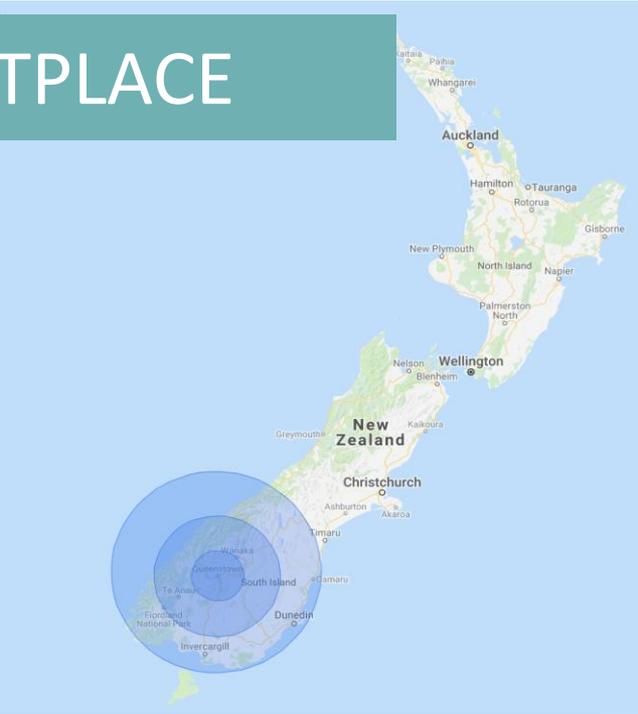
NATIONAL MARKETPLACE



Live feeds straight to the customer

Rich information into the platform

Real-time platform



Summary

NZTA experience

Transformation exercise

- Establish what outcomes customers want
- Define these as specific focus areas
- Continue only with projects that fit focus areas
- Measure outcomes