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# A transformation story – Moving to an outcomes-based approach

NZTA experience



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# 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

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# 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

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# 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**

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Balance solutions for customers in high-growth urban areas



**Deliver  
Connected  
Journeys**

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Lead the integration of a digitally connected land transport system



**Improve  
customer  
experiences**

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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



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# 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.



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# 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





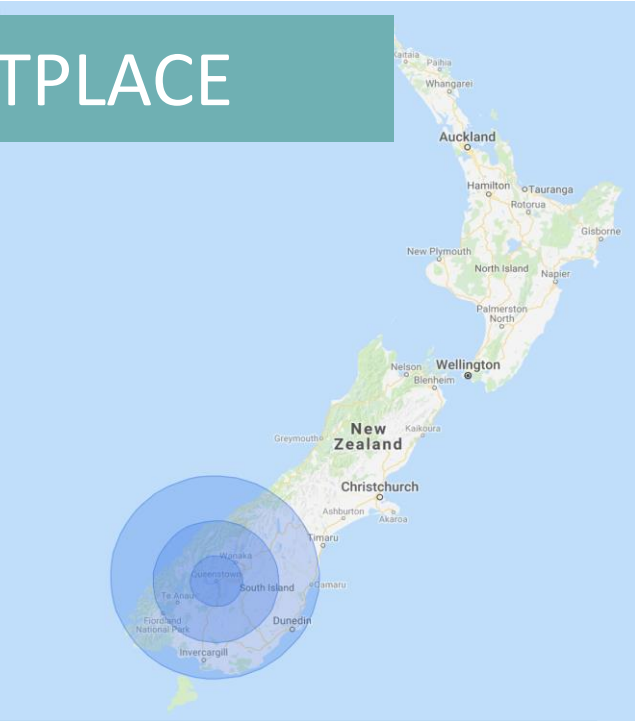
## NATIONAL MARKETPLACE



Live feeds straight to the customer

Rich information into the platform

## Real-time platform



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# 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