

# Whirinaki: our blueprint for building trust, confidence and mana

For decision:

For noting:

## Ngā tūtohunga / Recommendations

That the Auckland Transport Board (board):

- a) approves the blueprint '*Whirinaki: our blueprint for building trust, confidence and mana*' provided at attachment 1.
- b) delegates to the Chief Executive approval of any final changes to take account of feedback received from the board.

## Te whakarāpopototanga matua / Executive summary

1. 'Trust and confidence' has been the topic of concerted focus from management in the last year. The confluence of delivery issues on high-profile projects and local government elections in 2019 meant serious consideration was required for how Auckland Transport's (AT's) reputation might be improved.
2. During the Chief Executive's confidential session at the 5 December 2019 board meeting, and based on a memo provided to the board, the board and Chief Executive discussed the issue of trust and confidence. Since that time management has undertaken significant work with a view to developing a blueprint – '*Whirinaki: our commitment to building trust, confidence and mana*'.
3. Noting the importance of the outcomes sought management is seeking approval of the final draft of the blueprint prior to its launch internally in early 2021. The final draft of the blueprint takes account of feedback provided by the board at a workshop on 28 August 2020.

## Ngā tuhinga ō mua / Previous deliberations

4. The topic of trust and confidence has not previously been presented as a formal agenda item to the board but has been discussed and workshopped with the board on two occasions over the past twelve months. The basis of the most recent workshop was the independent public reputation index survey completed by Colmar Brunton and the qualitative research commissioned by AT (available in the board books resource centre) and the themes from recent reviews commissioned by AT.

## Te horopaki me te tīaroaro rautaki / Context and strategic alignment

5. AT operates in a complex environment and is subject to intense public, political and media scrutiny. It is also an operating environment which has changed significantly since AT was established in 2010. Expectations of public sector agencies are much higher today than previously.
6. Increased trust and confidence in AT will assist with the delivery of much of the strategic objectives that AT is tasked with delivering on behalf of Auckland Council and Central Government and enable AT to deliver many services and projects more effectively and efficiently. In a number of instances Auckland Council and AT will be asking Aucklanders to make changes to the way they live and move around our region. At other times we will be asking communities to give up short-term convenience or live with interruption (during construction) for longer-term gains. This demands broader social and political consensus to be effective and sustainable. Higher levels of trust in AT, all other things being equal, will enable more of our programme to be implemented successfully.
7. Increased external trust and confidence will also support AT's cultural journey. A more accepting external environment will make for a more receptive work environment for our people. Hence, the reference to 'building mana' which provides a clear link between the employee experience and the experience Aucklanders have when dealing with AT.

## Ngā matapakinga me ngā tātaritanga / Discussion and analysis

8. Trust and confidence has, since mid-2019, been receiving increased focus from management. Over the past 9 months a Senior Experience Designer from Customer Central has been leading work focussed on understanding the drivers of trust and confidence in AT. This work sits comfortably alongside earlier pieces of work such as the Customer Experience Blueprint, the Culture and Transformation Strategy, and the Stakeholder and Communications Operating Model Review. Concurrently, further work has been undertaken which will support improvements in trust and confidence in AT. This includes reviews of issues management, and engagement and consultation.
9. Amongst the work undertaken to understand the drivers of trust and confidence in AT has been the third (annual) edition of the Colmar Brunton Public Sector Index to include AT and focus group research which sought to dig deeper into key drivers of trust and confidence in AT.
10. These research pieces have been supplemented by reviews of AT's approach to project initiation and engagement and a review of managements' capacity to manage issues.
11. The board provided positive feedback at the workshop on 28 August 2020. Suggested enhancements to the blueprint from the board at that workshop have been addressed as follows.

| Board feedback  | Action taken  |
|---|---|
| A key focus is the millions of experiences that Aucklanders have with us every day. | The content of the blueprint has been updated to ensure this theme is reflected in the document and its' importance as the primary lever for improvement. |

| Board feedback  | Action taken   |
|---|--|
| Ensure the blueprint reflects the fact that AT is an enabler of economic activity.  | A key element of the developing narrative and where we fit in the Auckland Story will include how we enable economic activity.   |
| Incorporate an action for the board to have a conversation with Councillors about the story-telling communications efforts. | Lifting public trust and confidence in the council and CCOs is a shared objective which needs to be worked through by the Council whanau. An action has been added to the blueprint to this effect.  |
| The blueprint should incorporate the need for AT being a trusted advisor to central government level.                       | An action has been added to the blueprint which reflects the step up in activity required of the board and Chief Executive to proactively advise and lead strategic transport conversations with Councillors and central government representatives.   |
| Make the blueprint (and more importantly some of our customer satisfaction and complaint information) highly visible.       | A communications plan will be developed to support delivery of the blueprint and an action has been added in the blueprint to provide more visibility on complaint information and handling.   |
| Address any “negative relationships” with key stakeholders, partners and elected bodies.                                    | An action has been added to the blueprint requiring development of an appropriate action plan to address these relationships.  |
| Focusing on the link between the culture programme and trust and confidence.  | Will be delivered through a comprehensive programme of work to bring together the Employee Experience and Customer Experience empowering our people to adopt a growth mindset and taking ownership of and committing to the decisions they make every day with the intent to drive better customer outcomes. |

12. Close-out of recommendations from the Independent Review of Council Controlled Organisations (CCO) (such as increased focus on minor projects and consenting) closely align with the purpose of the blueprint and will be tracked as part of a separate programme of work but will be monitored for their impact on trust and confidence.

## Ngā tūraru matua / Key risks and mitigations

| Key risk   | Mitigation  |
|--|---|
| The actions identified in the blueprint do not lead to improvement in the outcomes being targeted. | Ongoing monitoring of measures such as customer satisfaction and other customer related metrics where this is currently measured as a lead indicator of trust and confidence. |

| Key risk   | Mitigation  |
|--|---|
|  | Development of other voice of customer metrics where these are not currently in place.                |
| People of AT do not see this as important or buy-in into the actions and outcomes to be achieved.                                | Develop communications plan to support this programme of work and co-design key elements of the work. |
| Funding allocated for minor capital programmes (in particular) undermines AT's ability to be responsive to basic customer needs. | Advocate with both Governing Body and central government for adequate funding of these activities.    |

## Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

13. The key resourcing implications that arise from the approval of this blueprint is the allocation of time of staff. The cash costs associated with the implications of the blueprint are very small as a proportion of AT's operating budget and within the delegated financial authority of management.

## Ngā whaiwhakaaro ō te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

14. There are no direct environmental or climate change considerations associated with this blueprint. However, climate change and sustainability have emerged as strong elements of the Auckland story/narrative in recent research undertaken by AT. More information will be shared with the board on this soon.

## Ngā reo o mana whenua rātou ko ngā mema pooti, ko ngā roopu kei raro i te maru o te Kaunihera, ko ngā hāpori katoa / Voice of mana whenua, elected members, Council Controlled Organisations, customer and community

15. The success of '*Whirinaki: our blueprint for trust, confidence and mana*' depends upon the successful delivery of the Customer Experience Blueprint which was endorsed by the Customer Innovation Committee in February 2019.

16. Along with the research which has been the basis of the blueprint, the independent review of CCOs provided significant opportunity for input from mana whenua, the Independent Māori Statutory Board and the community. There is strong alignment between the independent review

and the blueprint and completion of the actions in the blueprint and the close-out of recommendations in the independent review of CCOs will result in continued improvement in the levels of trust and confidence in AT.

17. As part of testing the direction of the blueprint we have engaged with Auckland Council's communications team. There is strong alignment in the approach.
18. The name of the blueprint and whakatauki (proverb) contained in the blueprint has come from AT's Maori Policy and Engagement team.

## Ngā whaiwhakaaro haumaruru me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

19. There are no safety or wellbeing considerations associated with this blueprint. However, safety has emerged as a strong element of the Auckland story/narrative in recent research undertaken by AT. More information will be shared with the board on this soon.

## Ā muri ake nei / Next steps


20. Following finalisation of the blueprint an internal communications plan will be developed before launching the plan with our people in early 2021.
21. A detailed work programme will be created with the leadership and oversight of the work programme and results provided by a Steering Group consisting of the Chief Executive, and the Executive General Managers of Customer Experience, Culture and Transformation, and Stakeholder, Communications, and Communities.

## Te whakapiringa / Attachment

| Attachment number | Description  |
|-------------------|--|
| 1                 | Whirinaki: our blueprint for building trust, confidence and mana |

## Te pou whenua tuhinga / Document ownership

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|--------------|--|--|
| Submitted by | Kirstine Jones<br>Senior Experience Designer |  |
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|--------------------------------|--|---|
| <b>Recommended by</b>          | Natasha Whiting<br><b>Executive General Manager, Culture and Transformation</b><br>Vanessa Ellis<br><b>Executive General Manager, Customer Experience</b><br>Wally Thomas<br><b>Executive General Manager<br/>Stakeholders, Communications and Communities</b> | <br><br> |
| <b>Approved for submission</b> | Shane Ellison<br><b>Chief Executive</b>  |    |