Recap: The immediate focus for our digital strategy is to build and strengthen the foundations we will need for our digital future.

Auahatanga | Accelerating Digital
Our purpose is to accelerate our digital capability for a more safe, efficient and sustainable transport system.

Digitally transformed

- Digital ecosystem with many partners sharing and using data/capabilities
- Connected virtual transport network
- Data and digital tools provide improved regulatory, transport, safety and climate outcomes.

Digitally enabled

- Digital platforms with easy to use tools for customers, partners and staff
- Shared data and capabilities for user-centric services
- Learning organisation with a continuous improvement focus.
- Automation reduces risk and improves effectiveness

Strengthen our foundations

- Simplified and improved digital and technology capabilities
- Modern and engaging ways of working.
- Risks understood and well-managed.
- Best practice functional skills and knowledge embedded in centres of expertise (design, transport, architecture).
- Clear accountability for delivery outcomes
- "Smart client" for key vendor relationships

2022 to 2024

2023 to 2025

2025 onwards

WAKA KOTAHI

Recap: How are we going to win? We are making good progress with delivering the 22/23 priorities

Build for users	Deliver platforms not projects	Take an ecosystem approach	Use data to drive behavioural change	Be well-managed

What does good look like?

Build for users
- Human-centred design is embedded into the development of all user-facing systems
- Our digital tools are easy, intuitive and accessible for our users
- Our teams and work plans are organised around user outcomes.
- We embed automation to reduce user effort.

Deliver platforms not projects
- We have simplified our architectural landscape and now deliver common enterprise platforms rather than bespoke solutions for projects
- Our "build vs buy" decisions are based on re-use, value, flexibility and risk
- The technical leadership for initiatives sits with platform leads, not project leads.

Take an ecosystem approach
- Our external digital tools are delivered either directly to users or via partners' digital platforms (e.g. AT Mobile)
- We use third party digital capabilities and data to enhance our digital offerings
- We provide practical support for innovation in our ecosystem through open data, regulatory sandboxes and test roads.

Use data to drive behavioural change
- We enable enterprise sharing of data and insights for improved regulatory practice; personalised messaging for safety and carbon reduction.

Be well-managed
- Our platform, security and operating risks are understood and well-managed
- We utilise best practice processes and artefacts from other organisations as required
- We are "Agile First" for our project practices.

Priorities for 2022/23

Build for users
- Human-centred design and discovery playbook and Centre of Expertise
- **Transport Technology Centre of Expertise.**
- **Te Ao Māori strategy lens**

Deliver platforms not projects
- **Enterprise Architecture practice and blueprint**
- **Service Delivery catalogue**
- **Review product owner, project manager and platform lead roles**
- **Integration platform**
- **Digital Identity platform.**

Take an ecosystem approach
- **Digital Hub platform – Phase 1 (incl. digital drivers license)**
- **Digital Twin platform – Phase 1**
- **Regulatory workbench platform – Phase 1&2**
- **Innovation Fund**
- Road test hub.

Use data to drive behavioural change
- **EDW upgrade**
- **New geospatial platform**
- Explore automation capabilities for TOCs
- Artificial Intelligence/ Machine Learning proof of concept

Be well-managed
- **Digital Performance team**
- **Digital risk register / forum**
- **Security review and remediation for critical systems.**
- **Security Upgrade Programme**
- **Land Transport Security programme**
- Digital Ethics policy.
- **Agile ways of working roll-out**

WAKA KOTAHI

KEY: **COMPLETE** **UNDERWAY** NOT STARTED

Building a Te Ao Māori lens for our digital strategy:

We engaged Te Rau Kupenga and Te Amokura consultants to help us with a wānanga to review our progress with the digital strategy and some proposed initiatives. The meeting also included a number of our Māori staff and rangatahi from Victoria University.

Learning from our kōrero	Examples for Te Aukaha | Digital actions (priorities are bolded):
To genuinely seek a Te Tiriti o Waitangi partnership we need to address some foundational issues with trust relating to data usage and storage.	1. **Diacritical marks (macrons) for the Registers and user-facing channels** 2. **Mana ōrete framework for data usage and storage** 3. Implement an independent digital ethics framework for AI or machine-learning initiatives
We need to include a Te Ao Māori lens from the outset with new digital initiatives, so we can ensure what's important to mana whenua is included	4. **Mandate Māori participants for all human-centred design and user testing** 5. New consumer offerings should have Te Reo options by default 6. **Improve Māori representation in our Digital team, including the leadership team**
We should think carefully about opportunities to support Māori values through specific functions in digital tools e.g. we discussed: - Tracking of collective progress for RtZ or emissions reduction - Value of connectivity for alerting about things that may go wrong (e.g. "Alert Whānau" button about a closed road or a pothole)	7. Consider opportunities for Digital Hub backlog
Opportunity to engage rangatahi to support broader adoption of digital tools amongst whānau	8. Investigate a community-based "digital champions" programme (FY24 priority)
Sharing data with iwi (with consent) may present further opportunities (e.g. some iwi fund driver license costs)	9. Investigate legislative and privacy requirements for data sharing as part of Digital Hub

WAKA KOTAHI

Recap: We've identified seven core opportunities and four digital enablers:

Core Business Opportunities

Transport Network Digital Twin*

Make it easy to plan, design and maintain the system

Utilise **Digital Model(s), IoT and GIS** for urban & spatial design, **scenario planning, asset management** and **investment planning**. ①②③④

Consumer Hub*

Make it easy for users to self-serve

One-stop-shop for **users** to **enter, participate and exit** the system (digital driver licences, payments, personalised actions). ①②③

Business Hub*

Make it easy for business users and partners to self-serve

One-stop-shop for **orgs and partners** to **enter, participate and exit** the system (payments, requests, correspondence). ①②④

Regulatory and Customer Workbench

Make it easy to regulate and comply

Connect users, licenses and vehicles for a **unified view** for staff to enable automated work-flow, and **risk-based regulation**. ①②

Portfolio Workbench

Make it easy to manage portfolio outcomes

Manage and track risk and benefits for programmes/projects against the portfolio. Leverage **BIM and Digital Engineering** for large delivery and collaboration. ④

Virtual Reality Training

Make it easy to develop safe driving skills

Virtual reality simulations and gamification for developing safe driving skills and road safety. ①④

NEW Data and Automation

Use digital and data tools to improve Agency outcomes

Internet Of Things, image capture and automation for improved regulatory and safety outcomes (e.g. AI detection of high risk vehicles) ①④

*Discovery complete

Digital Enablers

Simplify our processes

Standardise, and automate processes across the organisation for **consistency and timely decisions.** Take a 'Digital First' mindset to processes. ④

Enhance our Ways of Working

Leverage modern **fit-for-purpose** delivery methods for projects. **Support innovation** through **safe digital environments**. ④

Simplify and strengthen our tech foundations

Rationalise our ~2,000 applications to **fewer, modern integrated platforms.** ④

Improve our data capability

Improving our ability to use **data** through **analytics and AI,** enabling **monitoring and management** of system performance and evaluating our strategic progress. ③④

WAKA KOTAHI

KEY: ① Safe ② Environmentally sustainable ③ Effectively and Efficiently moving people and freight ④ Meeting current and future needs

Update on progress with Consumer Hub

What is the Consumer Hub?

Designed for users of Aotearoa New Zealand's transport network, the Hub provides secure personalised digital services through either a Waka Kotahi branded app or via partner digital services (e.g. Auckland Transport's My AT).

The Hub provides a single view of all interactions with Waka Kotahi. This includes:

- o Digital driver license and license status
- o Demerit point details
- o Vehicle holdings, registration and WoF details
- o Carbon footprint information and carbon reduction offers
- o Safety and road rules education
- o Payments (tolling, safety cameras, National Ticketing, RUC)

Benefits:

- o Reduced calls/emails to contact centre
- o Improved regulatory compliance for users
- o Reduction in paper and postal costs
- o Re-usable digital asset for communication with New Zealanders for safety and carbon reduction.
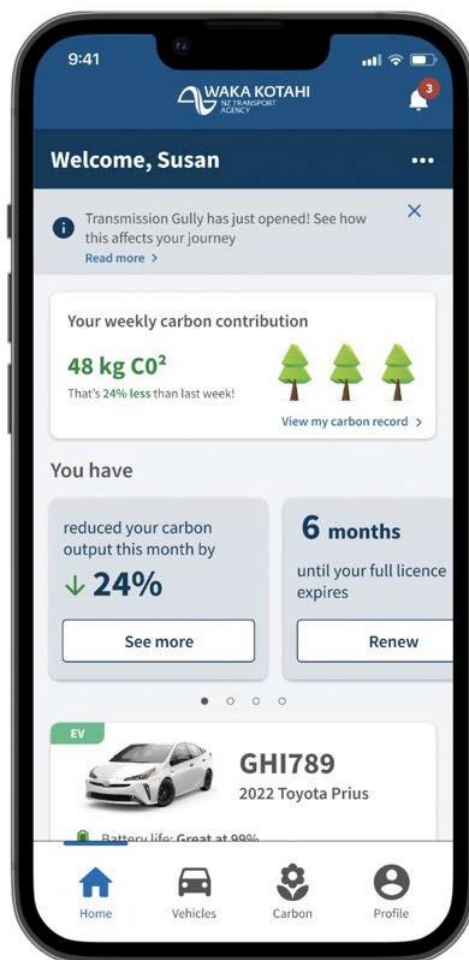
Progress to date

We have completed **detailed customer discovery work** to uncover customer needs and pain points by speaking to a range of customers from all over New Zealand. User feedback is very positive.

- Technical feasibility and discovery continues with development of key functions initially focussed on *Show My Driver License Details* and *View All My Vehicles Details*:

- Consultation is underway to ensure compliance with the Privacy Act

- **Issues under management:**

  - o Legislative requirements (Land Transport Act and Privacy Act) are quite restrictive. We are working to ensure we can comply with legislation and still provide a useful customer experience;

  - o Funding – the Hub offers benefits across a number of funding pools. We are working with Finance to meet the funding requirements needed for 2H23 (~$4m)

- Refer to next slide for indicative delivery schedule – we are aiming for an internal pilot before end of the financial year.