

Briefing to Minister's office

Waka Kotahi Business Group Structure Decision

Hon Michael Wood – Minister of Transport

16/08/2022

Our next steps to deliver for Aotearoa New Zealand

Tēnā koe,

I would like to update you about the next big step in the Waka Kotahi NZ Transport Agency journey to deliver on our vision of a land transport system connecting people, products and places for a thriving Aotearoa.

I've recently let you know that I was in a consultation process with my Executive Leadership Team about a proposal for a new business group structure to improve focus, alignment between strategy and action and simplify what we do and how we do it.

After carefully considering the feedback, I'm excited to share my decision with you.

Waka Kotahi will restructure into eight business groups supported by the Office of the Chief Executive, strengthen our ways of working across business groups, and adopt new leadership accountabilities for the executive leaders. The business groups, supported by the Office of the Chief Executive, are *(there might yet be changes to some business group names as we go through phases 2 and 3 of our change programme)*:

- Transport Services
- Regulatory
- Customer and Services
- Digital
- Commercial and Corporate
- People, Culture and Safety
- System Leadership
- Engagement and Partnerships

The business groups will align Waka Kotahi with our strategic direction Te kāpehu and allow us to effectively deliver the services within our business model to improve our organisational focus, ensure we are working effectively and cohesively internally and simplify what we do and how we do it.

In summary, the new organisation design will:

- **Strengthen our system leadership** - including partnership with Māori and our capability in the climate, safety and innovation space to respond to significant transformation across the transport sector and significant legislative, policy and programme changes in all these areas.
- **Centralise and build capability in commercial, investment and procurement decision making** – to ensure we can support different ways of funding, simplify and modernise our practices and ways of working with partners.
- **Create a centre of excellence for Customer and Services** – to support effective delivery of new system tools for all transport network users and stakeholders with increasing services being delivered by Waka Kotahi such as EV discount schemes, social leasing and the National Ticketing System and Safety Camera projects.
- **Strengthen our focus on delivery and operational excellence** - including being excellent at multi-modal transport project delivery, digital enablement and innovation and regulating for safety and sustainability.

The ultimate impact of these changes is improved value in what we deliver, contributing to better outcomes for Aotearoa.

Next steps

This marks the end of phase 1 of a three-phase change process. We anticipate all changes will be completed with the new structure in place before the end to the year.

We will now start the recruitment process for the executive leaders for the Customer and Services, Commercial and Corporate, and System Leadership groups.

The next phase of the process will be to identify the practical implications of the changes. This phased approach ensures decisions can be understood and considered by all Waka Kotahi and our stakeholders in increasing levels of detail.

I believe that the business group structure will support delivery of our strategic direction Te kāpehu, our strategic priorities and Government outcomes and set Waka Kotahi up for success working together with you now and in the future.

Ngā mihi,



Nicole Rosie
Chief Executive