



Translating Strategy into Action

The Role of Leadership

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“Would you tell me, please, which way I ought to go from here?” said Alice

“That depends a good deal on where you want to get to,” said the Cat

“I don’t much care where,” said Alice

**“Then it doesn’t matter which way you go,”
said the Cat**



Alice in Wonderland



Outline

- » Brief recap of Metro Strategy development
- » Key ingredients for taking a Strategy from development to implementation
- » Translating Strategy into action
- » Leading for action
- » Risks to successful execution

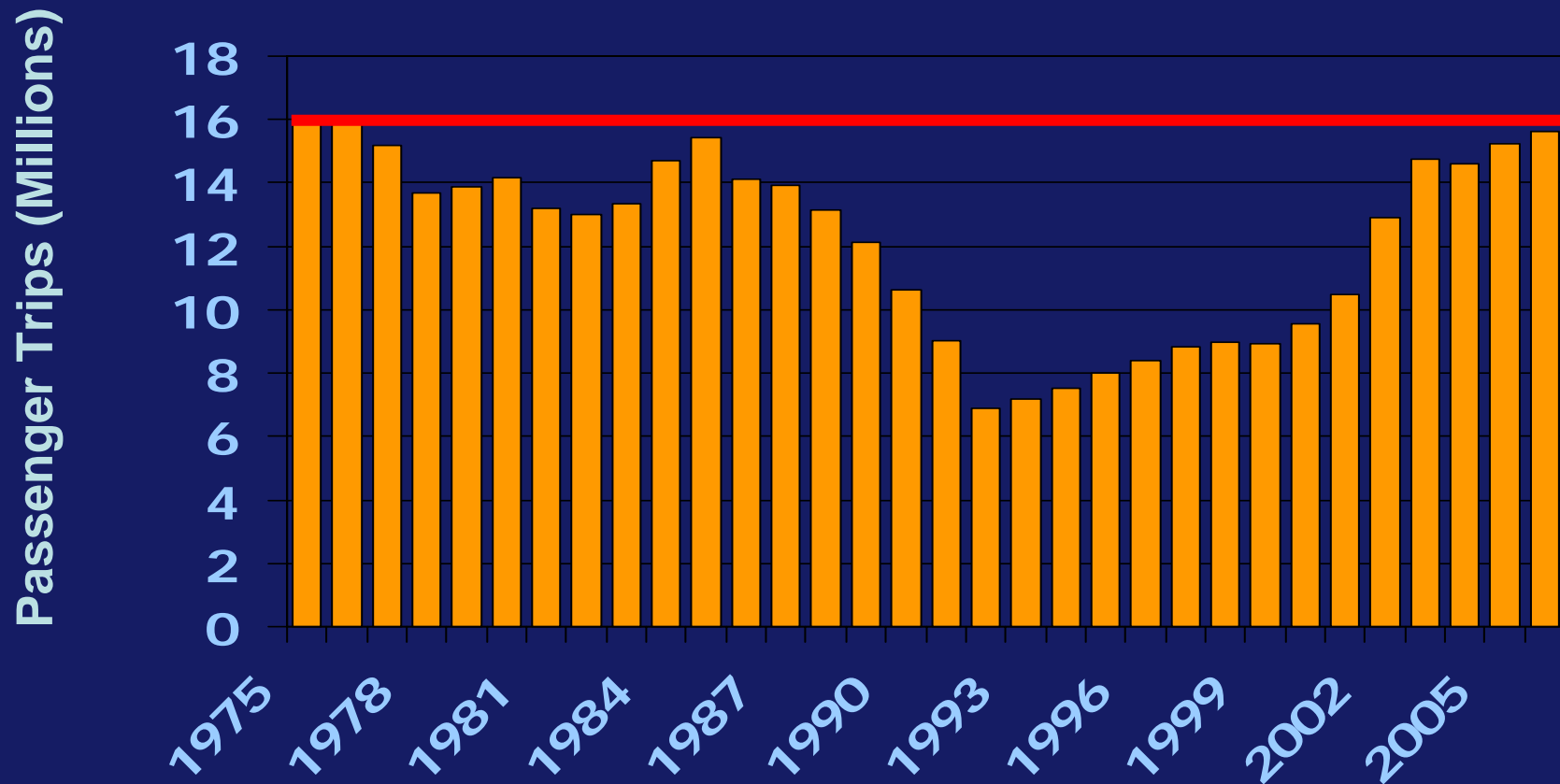




Recap of Metro Strategy Development



Christchurch Public Transport Patronage Growth





Recap of Metro Strategy Development

- » Developed by the community:
 - Community Advisory Group
 - Citywide consultation
- » Catalyst for radical improvements to the public transport system
- » Led to 90% growth in patronage between 1998 and 2006
- » Joint partnership between Environment Canterbury and the Christchurch City Council



Achievement of Strategy

Target

- Doubling of patronage in 10 years
- Introduction of Ring Route
- Increase frequency
- Introduce express services
- More new buses
- Faster Integrated ticketing
- Image improvements
- Central City Bus Exchange

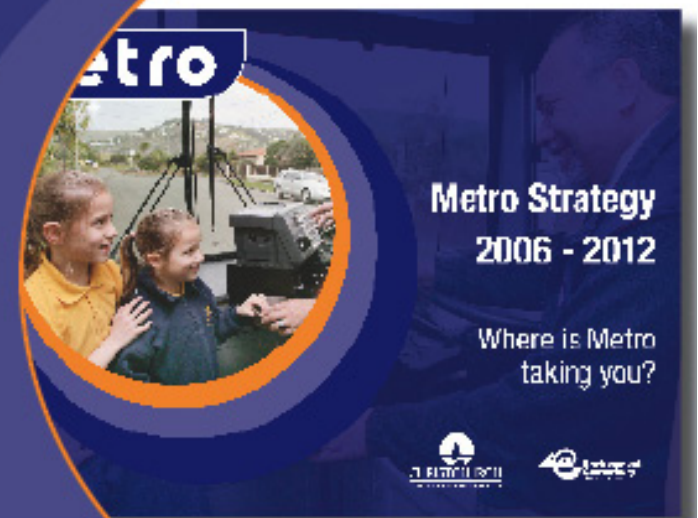
Outcome

- ✓ Patronage risen 90% since '97/8
- ✓ Full Orbiter route completed by Nov '00
- ✓ > 30% frequency increase
- ✓ Express buses now on > 6 routes
- ✓ 183 new SLF buses (98% of interpeak fleet)
- ✓ Metrocard launched Nov'03
- ✓ New brand "metro"
- ✓ Opened November '00



Updated Strategy (2006)

- » Again developed by the community
- » Excellent public response with over 2,000 submissions received
- » More than 6,000 individual suggestions
- » Resounding support for proposed improvements (80.4%)
- » New patronage target - extra 1 million pax. annually





**Key ingredients for moving a
Strategy from
Development to Implementation**

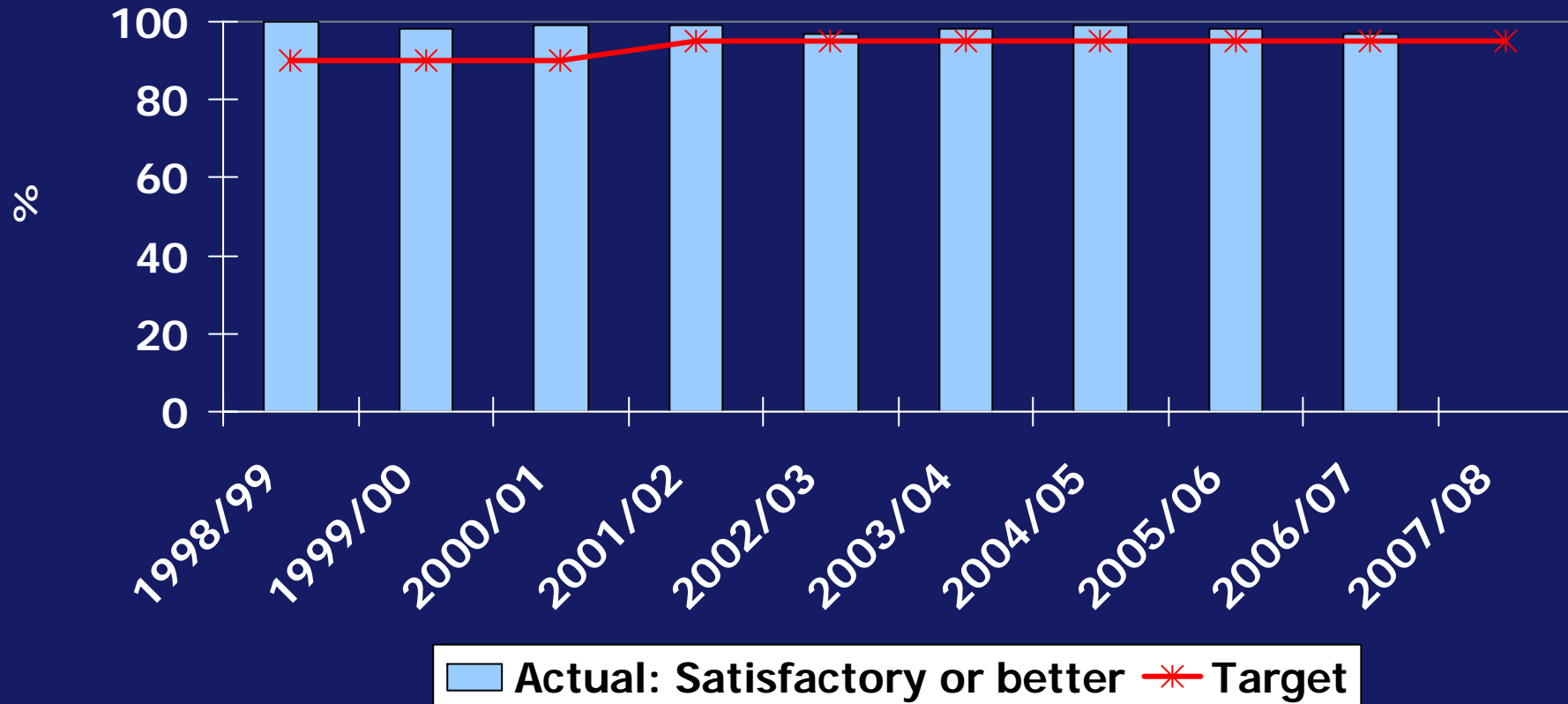
Key Ingredients for Strategy Implementation



Keep checking in with community



Passenger rating of level of service





Residents rating of whether public transport is meeting community needs



Key Ingredients for Strategy Implementation



Keep checking in with community



Translating Strategy into Action



Translating Strategy into Action

Make sure your Strategy document:

- » is accessible to all
 - choice of language
 - style of document
- » has clear targets - what, by when and by whom
- » is chunked into themes
- » has an implementation plan





Translating Strategy into Action

Strive for:

- » Early runs on the board, builds momentum
- » Widespread sharing of progress/results
 - internal and external
- » Celebrate success
- » Create sense of expectancy
- » Champions – political and staff





Leading for Action



Leading for Action - Executive Team

- » Collective role is to deliver the Strategy (whole team)
- » Joint ownership but mix of roles
 - champions and tacit supporters
- » Evaluate every new initiative in light of the Strategy
- » Keep talking in terms of the Strategy
- » ID key personnel to support you

Be prepared to take risks!





Leading for Action - Executive Team

- » Align Strategy progress reporting to existing organisational reporting procedures (monthly, quarterly, annual)
Why? Not an add on but core business!
- » Performance pay based on delivery of Strategy
- » Involve the Board - need champions there too





Risks to Successful Execution



Risks to successful execution

- » Changes in senior staff or Board (continuity)
- » Funding
- » Non compliance of team members
- » Partnerships don't deliver
- » Maintaining momentum





Thank you!

