



## Road Policing: A Shared Journey

Catalyze helped the two agencies to:

- Engage a wide range of external stakeholders
- Create a shared 5-year future for road policing
- Make robust decisions within a short time

### Client background

New Zealand Police plays a critical part in helping to make roads safer and more efficient for all road users. It does this through the effective enforcement of traffic laws including alcohol and speed regulations; by promoting good driving practices; and through road safety education. The New Zealand Transport Agency (NZTA) funds NZ Police; together they have a common purpose to deliver a safe and efficient transport system for a thriving New Zealand.

### Client challenge

Facing the all-too-common challenge in the public sector of increasing demands and the requirement to demonstrate efficient use of public money, NZTA and NZ Police needed to agree about where to prioritise spending. The two agencies sought to arrive at an agreed perspective on how to use available investment in road policing to maximise its effect and keep our roads safe. This was a complex problem, and there were a wide range of perspectives to consider. The two agencies were determined to come to an agreement about the way forward that would ensure the best service to the public, given the funds available.

### How Catalyze helped

Catalyze helped NZ Police and NZTA agree on the best possible mix of Road Policing activities for the next 5 years by:

- Providing a neutral, objective and robust decision making process for the two agencies to go through together;
- Bringing a proven methodology - portfolio prioritisation using Multi-Criteria Decision Analysis (MCDA) and Decision Conferencing;
- Facilitating conversations between the two agencies and with wider stakeholders as part of the MCDA process;
- Applying Catalyze bespoke tools that enable active engagement from stakeholders and agreement on the results.

Catalyze provided a neutral and objective process for the two agencies to work together and get to a common view of the problem and also the desired outcomes, and facilitated several

*“From previous experience with Catalyze, I’ve come to ‘trust the process’...which resulted in good healthy discussions amongst the range of stakeholders present and a product that we can use for our future business needs.”*

– Bob Alkema, NZTA

*“The process was great. It helped us to get a common understanding of the options and be better placed for making informed decisions.”*

- Dave Trappitt, NZ Police

workshops with participants from NZ Police, NZTA and in some cases external stakeholders to build a ‘model’ of Road Policing. This model included all the areas of possible outputs/effects from road policing – a clear, high-level view of a wide range of possible futures. Facilitating stakeholders to work together on this was key.

Catalyze started by helping NZ Police, NZTA and their external stakeholders define and align on the purpose of Road Policing. This provided the basis for the ‘criteria’ that were used in the MCDA process.

The proven and robust methodology of MCDA with Decision Conferencing engaged a wide range of external stakeholders. For many, this was the first time they were invited to participate at such a forum. The external stakeholders ranged from other large government agencies (Health, ACC, Treasury), local iwi (Māori community representatives), industry bodies (Road Transport Forum, AA), to NGO and community representation (Cycling Advocates Network). The process built some new relationships and enhanced existing ones that will endure and add value beyond this specific engagement.

The Catalyze methodology helped NZ Police and NZTA develop a joint understanding of investment for the future, as well as where trade-offs could be made. It allowed complex data about resourcing and financial implications to be shown in simple to comprehend ways. Displaying these live in workshops and then modelling alternatives on-the-spot was powerful for both agencies.

Decision-making is a social process. The Catalyze process brought people together to share knowledge, and many different perspectives contributed to the decisions made.

## Enabling Effective Decisions

Through the work with Catalyze, NZ Police and NZTA have been on a shared journey to chart a way ahead for Road Policing for 2016-2020. This shared journey also involved external stakeholders. They have developed a common understanding of the options and are better placed for making informed decisions. Since the engagement and work with Catalyze:

- The two agencies have a greater understanding of each other’s business and have developed even stronger relationships. They are working even more effectively together. They are also capitalising on opportunities for further collaboration.
- External stakeholders have an even closer relationship with the two agencies. The stakeholders deeply valued being involved in the model development and decision process – a new experience for most of them.

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Catalyze is a strategy consultancy, helping clients to prioritise and make robust sustainable decisions. We believe the best results are delivered through effective decision-making that engages people and aligns organisations. We have an established track record of enabling our clients to achieve results, whether it’s improved shareholder value, a better planet or both.

Catalyze was founded in 2001 in conjunction with the London School of Economics and Political Science, applying techniques built on robust and validated decision theory. We support global clients from offices in the UK, USA, Australia and New Zealand.