

26 October 2023

File Ref: OIAPR-1274023063-23862

[REDACTED]  
[REDACTED]

Tēnā koe [REDACTED]

### **Request for information 2023-248**

I refer to your request for information dated 27 September 2023, which was received by Greater Wellington Regional Council (Greater Wellington) on 27 September 2023. You have requested the following:

*“The pilot for snapper on the Johnsonville line highlighted a number of short-comings of the design and delivery of the snapper 'service'. These shortcomings were ignored and snapper was subsequently rolled out across the remainder of the rail network. These shortcomings have been greatly exacerbated following the rollout, including: having to show your ticket (at least) 3 times for each journey; excessive queuing at start and end of journey; snapper machines sited at unprotected sites requiring queuing in poor weather; poor latency of the technology solution; customers being fined due to poor operation of the services (such as machines not registering transactions and journey times being longer than software allows for).*

*OIA Request - please provide detailed plans for how and when these significant shortcomings in the services will be rectified. If there are no plans then please provide the agenda, papers and minutes for ALL meetings associated with the running, management or governance of snapper in particular all decisions relating to the acceptance of the significantly poor service and the decisions why addressing these shortcomings won't be happening.”*

### **Greater Wellington's response follows:**

By way of introduction, we note that the matters you identify as shortcomings of the electronic ticketing system are generally aspects that are different compared to the previous paper ticketing. We have moved to electronic ticketing to bring the system up to date. Some aspects you identify are inherent in electronic ticketing on a public transport network like Wellington's. As mentioned in our previous responses (LGOIMA 2023-047 and LGOIMA 2023-174), Snapper on Rail is an interim solution towards achieving the National Ticketing Solution (NTS). Electronic ticketing provides invaluable data regarding how our rail services are being used which helps us to improve future rail

service planning. We value the lessons learned during this time, which will help to inform how NTS is implemented.

On Tuesday 3 October 2023, we emailed you for clarification around the shortcomings you mentioned in your request. We have included your response below:

*“These questions are based on the documents already provided to me from OIA requests.*

*Regardless if snapper is an interim solution or not it required a significant capital cost. As there was no business case, benefits case or benefits realisation, I’m wanting to determine the level of governance there has been in regard to the decision, deployment and operation of snapper on trains. Consequently, it is only right that the minutes of the relevant meetings are forthcoming.*

*With respect to the specific questions - these are again highlighted in the summary report from the pilot on the Johnsonville line as previously provided. To answer your questions specifically:*

- 1. **Where have you experienced having to show your Snapper card at least three times?** This seems to be by design, once at arrival at the station, at least once, occasionally twice on the train and then again at the arrival station. I do wonder if the only financial benefit is fare recovery, which hasn’t met the targets anticipated.*
- 2. **Where have you experienced excessive queues and at what time(s)?** Peak time most mornings at Wellington station - just go to Wellington rail station during peak times especially when the Kapiti and Hutt trains arrive on adjacent platforms at the same time. Compare that with what happened prior to snapper. The machines are probably in the wrong place as a minimum.*
- 3. **Can you please provide the location of the unprotected Snapper machines where there have been queues in poor weather** as this may require further investigation from our team. Try Paramata Station, Plimmerton station, Waikanae station for starters.*
- 4. **Can you please expand further on your comment regarding “poor latency of the technology solution”** There is a lag between presenting your snapper card and it confirming the transaction has happened. This increases when the system is busy and compounds the queuing at the stations, particularly during peak times.*
- 5. **Can you please provide an example of “Customers being fined due to poor operation of the services”.** It has happened to my wife once and me twice to my knowledge. All times it was for bus replacements which appear to take longer than the ‘travel’ time set in the system. However, you do need to go onto the app after travel to ensure that it has been recorded properly. It is incumbent on Snapper and Trans metro to do the analysis, however inconvenient the results may be.*

*Regardless if Snapper is an interim solution or not, its implementation and operations has been poorly architected and managed. IF this is deemed as good template for the future then the NTS solution will also be nothing short of a dogs breakfast. The points I raise are two fold*

*1) There is a seeming lack of governance and senior management oversight*

*2) The pilot highlighted a number of issues, which were seemingly ignored in the rush to rollout snapper across all train lines.*

*In the meantime the level of service experienced by all train customers has deteriorated, at a time when every effort should be put into encouraging the use of public transport.”*

Our response to your comments is set out below:

1. The electronic ticketing system in Wellington, and in most cities globally, is designed so that a tag on is required at the beginning and then the end of your journey. This ensures a correct fare is charged for each journey. Given Wellington does not have a gated system which prevents people accessing the network without having tagged on, a necessary part of ensuring that all passengers correctly tag on and off (and therefore pay their correct fare) is to undertake checks by public transport staff on the services itself. The design of these revenue protection checks is that these are random checks across a range of services each day. The extent of these checks will depend on where in the transition to electronic ticketing we are and potentially any specific issues identified on a service.
2. As part of the design of the Snapper on Rail system we undertook passenger flow analysis to determine the appropriate location and number of validators throughout the network. It is acknowledged that, as in every other network in the world that uses electronic ticketing, at peak times there will be some degree of queuing. Wellington station does not have the space available, nor is it economically viable, to provide sufficient validators to prevent queues at peak times. However, we are always willing to review any specific issue in relation to a specific location and in addition will be doing this in the future across all stations when we confirm the validator requirements for the National Ticketing System (NTS).
3. We appreciate that waiting in poor weather to tag on/off can be frustrating, however the electronic ticketing was introduced into stations that have been previously designed for a paper network. In addition, many of our stations have multiple exit points and the validators need to be located at the best location for passenger flows. As some of our stations are heritage listed, we are limited by the work we can do on these stations. In the future, electronic ticketing validator locations will be a consideration for future station design.

4. We are not aware of a significant issue regarding latency, we will however pass this feedback on to Snapper.
5. At the commencement of Snapper on Rail, the travel time set in the system was set for the likely maximum journey of each line. In the weeks following, this was revised to account for any unexpected events which may have delayed journeys. We are confident that the maximum journey of each line is now set at an appropriate level. In the event there are delays on the network, which results in the maximum trip time being exceeded, Snapper will automatically refund any default fares. For your information, the maximum journey time is 90 minutes for the Johnsonville Line and the Melling Line, 120 minutes for the Kāpiti Line and 180 minutes for the Hutt Valley Line and the Wairarapa Line.

In response to your request for information on the matters you have identified as 'shortcomings', we have included the following attachments which refer to the lessons learnt from the Johnsonville trial:

- Please refer to **Attachment 1** which includes the minutes from the Greater Wellington NTS Project Steering Group on 21 March 2022.
- Please refer to **Attachment 2** which includes the Johnsonville Line Snapper on Rail closure report.
- Please refer to **Attachment 3** which includes supporting information for the closure report.
- Please refer to **Attachment 4** which includes the Snapper on Rail Lessons Learned brief.

We have deleted information from Attachment 4 as it outside scope of your request.

We have withheld information from **Attachment 1** and **Attachment 2** under section 7(2)(b)(ii) of the Local Government Official Information and Meetings Act 1987 (the Act), where making the information available would be likely to prejudice the commercial position of Snapper or Greater Wellington.

We have considered whether the public interest in the requested information outweighs Greater Wellington's need to withhold certain aspects of the requested information. As a result, we do not consider that the public interest outweighs Greater Wellington's reason for withholding parts of the document under the grounds identified above.

We are refusing your request for "the agenda, papers and minutes for ALL meetings associated with the running, management, or governance of snapper" under section 17(f) of the Act, on the basis that the information requested cannot be made available without substantial collation or research.

Snapper has been a provider of ticketing services to Greater Wellington for over seven years. In the past three years since the Snapper on Rail discussion began, we have thousands of documents related to the running, management, or governance of Snapper and to go through each one to decipher whether it meets the requirements of this request would take a substantial amount of time. This could involve over 200 hours' worth of work for our officers, which would be months of work, in addition to their current workload, of which involves the running and management of other Metlink projects.

Before deciding to refuse your request under section 17(f) of the Act, we are required to consider the following actions:

- Consulting you to refine the scope of your request
- Extending the timeframe for making a decision
- Charging you for the supply of the information in scope

In this instance, we have endeavoured to consult you (as outlined above), and offered to meet to discuss your request (more on this below). We have also considered extending the timeframe for making a decision, and charging you for the supply of the information. However, extending or charging would not resolve the considerable impacts that meeting your request would have on Greater Wellington's operations.

We apologise that the in-person meeting was cancelled, and the alternative dates could not be met, but we would be happy to set up a new date that you can come and speak with our officers who are happy to discuss with you any specific concerns you have with the Snapper ticket system.

We are also refusing your request for "all decisions relating to the acceptance of the significantly poor service and the decisions why addressing these shortcomings won't be happening", and "detailed plans for how and when these significant shortcomings in the services will be rectified" under section 17(g)(i) of the Act, on the basis that the information requested is not held by Greater Wellington and we have no grounds for believing that the information is held by another local authority, department, Minister of the Crown or organisation.

If you have any concerns with the decision(s) referred to in this letter, you have the right to request an investigation and review by the Ombudsman under section 27(3) of the Local Government Official Information and Meetings Act 1987.

Please note that it is our policy to proactively release our responses to official information requests where possible. Our response to your request will be published shortly on Greater Wellington's website with your personal information removed.

Nāku iti noa, nā

A handwritten signature in blue ink that reads "sugar".

**Samantha Gain**

Kaiwhakahaere Matua Waka-ā-atea | Group Manager Metlink

PROACTIVE RELEASE

## Minutes

<b>SUBJECT</b>	GW NTS Project Steering Group
<b>WHEN</b>	21 March 2022, 11:00 – 11:45 am
<b>WHERE</b>	Microsoft Teams Meeting; Cuba - Korimako - 2.27
<b>ATTENDEES</b>	Scott Gallacher, Tim Shackleton, Bonnie Parfitt, Fiona Abbott, Melissa Anderson, Nicki Lau Young, Alard Russell, David Lewry, Peter Wells, Siobhan McMahon.

### APOLOGIES

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1. **Introductions and Apologies**
2. **Minutes** were accepted with no changes.
3. **General Update and March Project Dashboard**
  - Project status is amber. NTS is delayed (likely by a further 6 months). Waka Kotahi is looking at early works agreement, and looking to agree everything up front.
  - Steering Group **noted** the Project Dashboard
  - There was a probity issue raised on the passenger flow analysis procurement. Internal advice received is that there has been no breach of process.
  - The digital advertising work is being rolled into the civils programme. If this looks like it will impact the critical path for the civils work then the priority will be on the civils work for the validators.
4. **JVL Snapper on Rail Pilot close out report**
  - The Steering Group:
    - a. **noted** the JVL Snapper on Rail Pilot close out report, and
    - b. **approved** the closure of the JVL Snapper on Rail Pilot Project.
  - The Group acknowledged the success of the project and the testament this is to the work by the JVL pilot project team.
  - Lessons learned and key issues are to be picked up in the interim snapper solution project brief.
5. **Fares Strategy update**
  - The Steering Group **noted** the update on the Fares Review Steven Bruce
  - The Group thanked Steve for his commendable work on the fares strategy, this is a powerful piece of work and the insights have been really useful.
  - The budget announcement in May will impact whether we embark on public consultation this year, or next.
6. **Civils Works update**
  - The Steering Group **noted** the update on the Civils Works.
  - Survey work is going well and the site surveys for the 3D modelling is finished. Expecting the completed package of work to be delivered early April. WGTN station is being scanned for underground services.
  - Three contractors have been identified to be engaged on a rates basis to complete the civils work on the KPL line. Aiming to make full use of the Easter Blocks of lines.
  - Ngauranga station will be included in the KPL line civils.





# JVL Snapper on Rail Pilot close out report

NTS Governance Group

21 March 2022

For Noting



## Snapper on Rail Pilot: Johnsonville Line Close Out

### Purpose

1. This paper summarises the Snapper on Rail Pilot and recommends closure of the project, with outstanding actions handed over to BAU or to the NTS project team.
2. The project was initiated as a result of the 17 September 2020 council paper, which identified a need to develop contactless electronic payment options for the rail network, in order to increase resilience and preparedness of fare payment systems and support the transition to NTS.
3. The initial plan proposed a pilot implementation date of 18 April 2021 and a full network roll out of contactless payment systems to the Metlink rail network by Q1 2022.
4. Project gateway reviews on 23 December 2020 and 18 February 2021 were undertaken to assess technical feasibility and ability to meet proposed timelines. From these reviews, scope was adjusted to focus on Pilot implementation on Johnsonville Line only, and revised timelines of Go Live in November 2021 agreed.
5. The project was delivered through the Covid-19 pandemic, including a period of lockdown in August 2021, which affected the delivery of the civil infrastructure.
6. Snapper on Rail Pilot went live on 14<sup>th</sup> November 2021 as planned, with subsequent deployment of additional 30-day passes functionality delivered on schedule on 25<sup>th</sup> January 2022.
7. Passenger uptake has been strong, with just over 50% of all journeys paid for using Snapper. Passenger feedback from a December 2021 onboard survey, confirmed that 92% of passengers would recommend the Snapper payment system.
8. The project has contributed significantly to enhancing the ability of Metlink to prepare for the introduction of the NTS, specifically in the areas of civil works; customer experience, communications and needs; data and insights; as well as revenue protection.
9. It is recommended that the Pilot project be closed, and any outstanding actions absorbed into BAU activities within Metlink, or be taken on by the NTS Project team.

### Project Objectives

10. The key project objective was to confirm viability of extending Snapper onto the rail network, through an iterative program of piloting and testing of Snapper on a limited part of the network in Q1 2021. It was designed to:

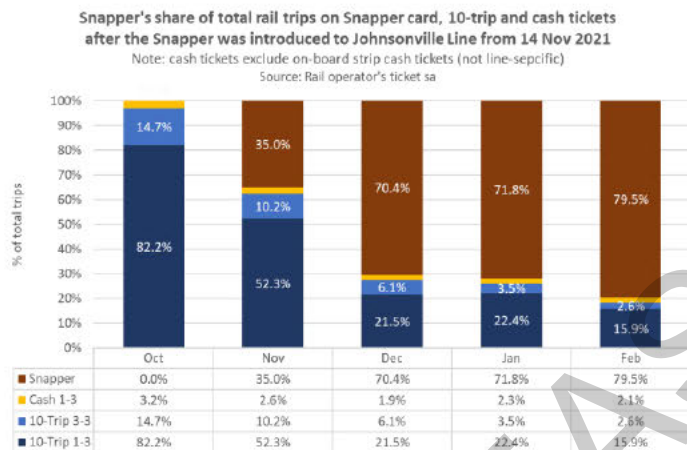
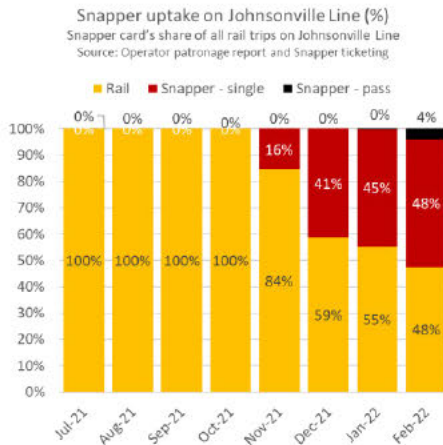
- enhance Metlink preparedness and resilience to operate in a COVID-19 environment by reducing requirement to collect cash fares.
- contribute to Metlink readiness for future transition to the NTS.
- be customer centric, simple and flexible, and does not deter customers from using public transport.
- enhance Metlink service provision by strengthening ability to collect fares and improve quality and extent of patronage data.
- be implemented within existing budgets.

### What we did

11. The project was established with six major workstreams, each with a lead, and a team drawn from across the Metlink structure.
  - Proof of Concept
  - Commercial Alard Russell
  - Rail and Platforms Matt Chote / Mitchell Davis
  - Customer and Communications David Boyd / Cheryl Klaui
  - Revenue Protection (Operating Model) Emmet McElhatton
  - System Requirements David Lewry
12. The project was carried out in partnership with Snapper and Transdev, and utilised funding from Waka Kotahi as part of the work program to support transition to NTS.
13. A total of 35 ticket validators were installed across all stations servicing the Johnsonville Line, including 6 validators at Wellington station and a further 2 installed at the Stadium walkway. During the preparatory civil works, additional ducting was provided to cater for future data cabling needed for NTS.
14. A revenue protection function, including suitable office accommodation in proximity to the station, was established.
15. A customer education campaign was established to inform customers about the pilot, and utilised multiple channels. A soft transition was planned, allowing all existing forms of payment to continue to be used, after introduction of Snapper.
16. Rail replacement fare collection functionality was enabled by allowing passengers to tag on and off Snapper fitted buses operating rail replacement services.
17. Basic performance reporting tools were created to allow the business to monitor usage and performance.

### What we found

18. The Johnsonville Pilot has been successful, was delivered in accordance with the agreed program and with all intended functionality.
19. There are high levels of customer satisfaction and a rapid uptake of customers switching to using Snapper, with around 80% of journeys previously paid for using single or ten trip tickets, now migrated to Snapper. There has been very little negative feedback received.



20. The system has performed well, with no service outages, and no significant faults affecting customer availability.
21. The civil works requirements were all delivered on time but required significant Metlink budget and resources to plan and coordinate. In particular, an extended period of consultation with Heritage New Zealand and KiwiRail was required in order to achieve an acceptable solution at Wellington Railway Station.
22. Limitations of the Metlink / Interagen backend system for route planning and timetabling buses made implementing the rail replacement bus functionality very challenging. Extending this solution to further bus replacement routes will need an extended period of time. Operational on the day and customer experience challenges remain due the availability of Snapper enabled buses to operate these routes when required.
23. Revenue Protection activities have been delivered successfully in coordination with existing onboard Transdev Wellington staff. Transdev have kept their union partners fully informed at all times and are continuing to engage with them about changes which would allow a more integrated onboard approach to revenue protection with less duplication of resources.
24. There appears to be very low levels of fare avoidance observed during the Pilot, with only around 2.5% of Snapper checks detecting passengers who failed to have a valid tag on.
25. The Pilot is enabling high quality usage data to be available to Metlink, however, the lack of existing reliable data on usage patterns and ticket types makes assessing overall patronage and fare take (and Snapper penetration) difficult.

### Measures of success

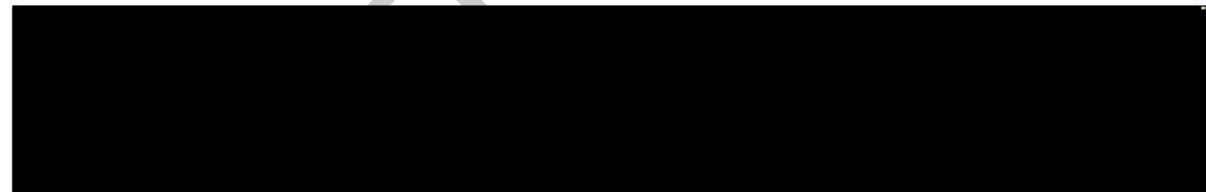
A passenger survey was completed by Gravitas over the week of 7<sup>th</sup> December – 14<sup>th</sup> December. A sample of 863 passengers gave feedback on their experience of paying for their trip on the Johnsonville Line (55% of respondents were Snapper users). The survey found that 92% of surveyed passengers would recommend Snapper as a means of paying for their travel.

Success factor	Target Measure	Achieved

<i>Snapper payment is willingly adopted by passengers</i>	<i>&gt;75% pax paying for 10-trip or single tickets (c.35% /all passengers)</i>	<i>79% of payments 10 trip and singles</i> <i>52% of all trips paid for using Snapper</i>
<i>Satisfaction with the convenience of paying with Snapper on rail</i>	<i>Satisfaction (&gt;80%)</i>	<i>97% satisfaction</i> <i>(convenience of paying for trip)</i>
<i>Net Promoter score: Likelihood to recommend Snapper payment</i>	<i>TBC*</i>	<i>92% likely to recommend</i>
<i>Ease of getting a Snapper</i>	<i>Effort score (&gt;75%)</i>	<i>80%</i>
<i>Ease of managing my balance/topping-up</i>	<i>Effort score (&gt;75%)</i>	<i>89% Ease of topping up</i>
<i>Ease of tagging off and on at suburban stations</i>	<i>Effort score (&gt;75%)</i>	<i>96% (for tagging off generally)</i>
<i>Ease of tagging off and on at Wellington Railway Station</i>	<i>Effort score (&gt;75%)</i>	<i>Not station specific. See above.</i>
<i>Passenger flow is retained at stations</i>	<i>Observed</i>	
<i>Ease of having my payment checked</i>	<i>Effort score (&gt;75%)</i>	<i>85%</i>
<i>Fairness of getting my payment checked</i>	<i>Satisfaction (&gt;90%)</i>	<i>80%</i>
<i>Ease of receiving information and customer support about Snapper payment</i>	<i>Satisfaction (80%) *</i>	<i>92%</i>

## Budget

26. The Pilot budget was agreed in May when approval to proceed was given. Project delivered to forecast. Outstanding planned spend to meet operational costs (labour and accommodation for revenue protection team) and for planned contract payments to Snapper.



## What did we learn?

27. Passenger uptake of the Snapper payment system has met or exceeded expectations and has had very high levels of customer satisfaction.
28. An effective partnership between GW / Metlink, Snapper and Transdev Wellington allowed the project to be delivered on time and to budget.
29. The project has identified that the provision of the physical infrastructure for electronic ticketing is a significant undertaking, requiring long lead times and good engagement with suppliers and contractors.
30. An effective revenue protection activity has ensured very low levels of fare avoidance on the line.

31. There is a significant lack of operational data available currently on rail patronage and fares. This project demonstrates the opportunity that exists through electronic ticketing to gain valuable insights into customer behaviours.
32. Although BRT (Buses Replacing Trains) payment functionality was delivered, the responsible team was only engaged around 4 months prior to GoLive, and required background changes to be implemented by Intergen. Including a workstream to look at system changes and data requirements as part of the project would have been beneficial.
33. In the early part of the project, there was a lack of clarity about internal responsibility and accountability within Metlink for the project. This improved following approval to proceed in May 2021 and with the appointment of a single sponsor for the project.
34. The implementation of a revenue protection team, including accommodation, uniforms, equipment, and operating procedures, was a significant requirement that was not adequately resourced until late on in the project.

#### **Outstanding Issues**

35. Following up from the project team close out discussion (14/02/22), the following outstanding actions were recommended to be handed over as follows.
  - Follow up passenger survey (BAU activity) Customer team
  - Tactile installations on platforms (BAU activity) Rail assets team
  - Stadium validators (BAU activity) Rail assets team
  - Portable validators (BAU activity) Rail assets team
  - Reporting and insights (NTS project) Data and Insights
  - BRT processes (planned / unplanned) (NTS project) Ops team
  - Revenue Protection team (contracts) (BAU activity) Ops team
  - Native Cards (NTS project) Customer team
  - Police MOU  
McElhatton (NTS project) Emmet
  - Payment Notices (BAU activity) Ops team
  - Baseline Reporting (NTS project) Data and Insights

# Snapper on Rail (Johnsonville Line)

Some supporting information for Closure Report

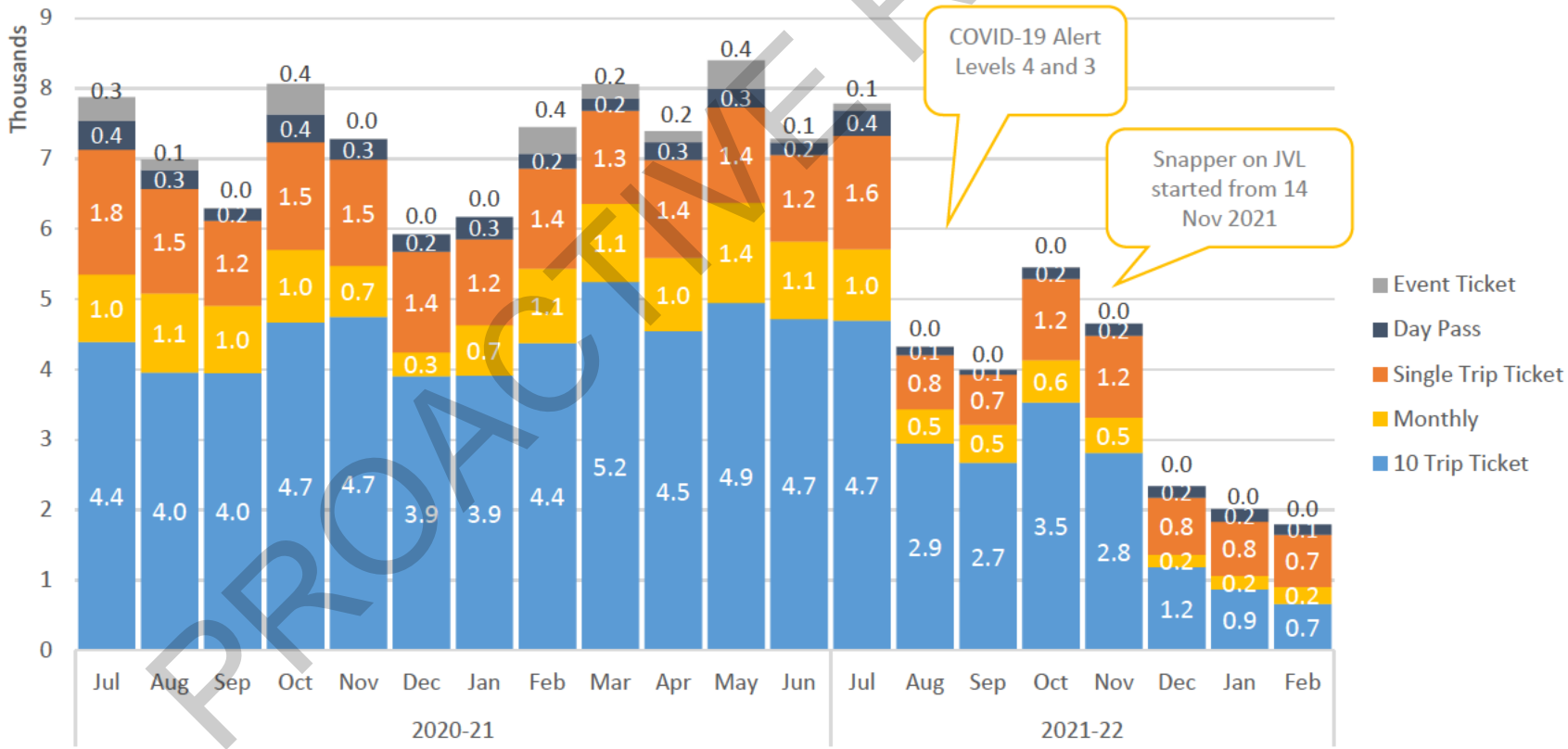
# Change to demand for paper tickets (tickets sold)

**Notes:**

- Graph below shows the fare mix on Johnsonville Line excluding on-board cash
- Overall, the volume of rail paper tickets sold show a noticeable decline after November 2021

**Seasonal variations in the number of main rail tickets sold for Johnsonville Line with a noticeable decline in the volume of ten-trip and pass sale after start of the SoR on JVL**

*Note: tickets exclude on-board strip cash tickets (not line-specific)*  
*Source: R*



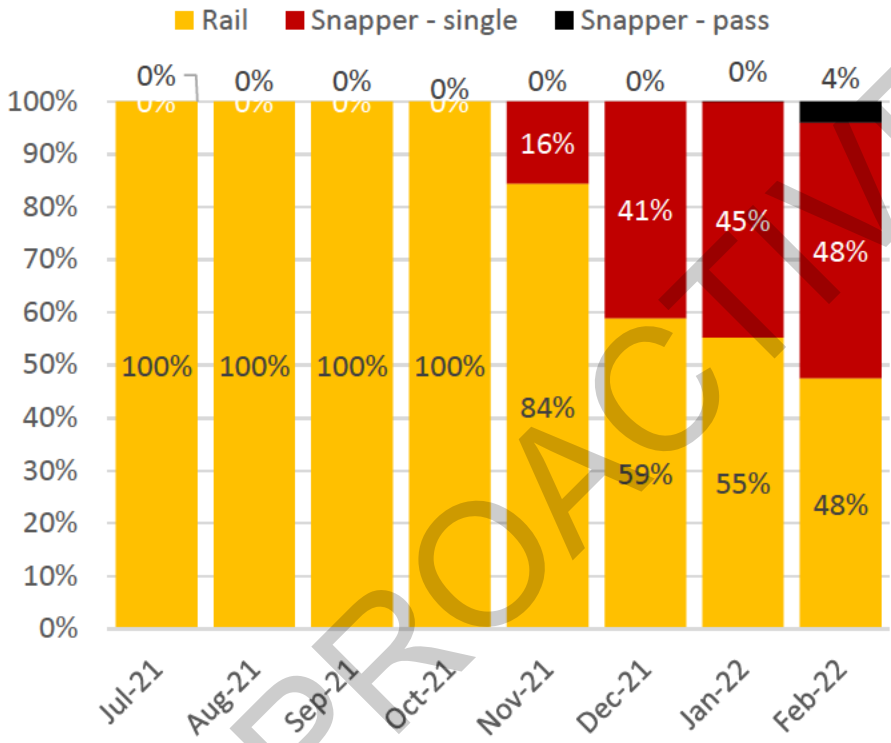
# Snapper uptake (trips)

**Notes:**

- Graphs below show the Snapper card's share of all rail trips on Johnsonville Line
- Trips are based on actual Snapper and guard counts (with multipliers applied)

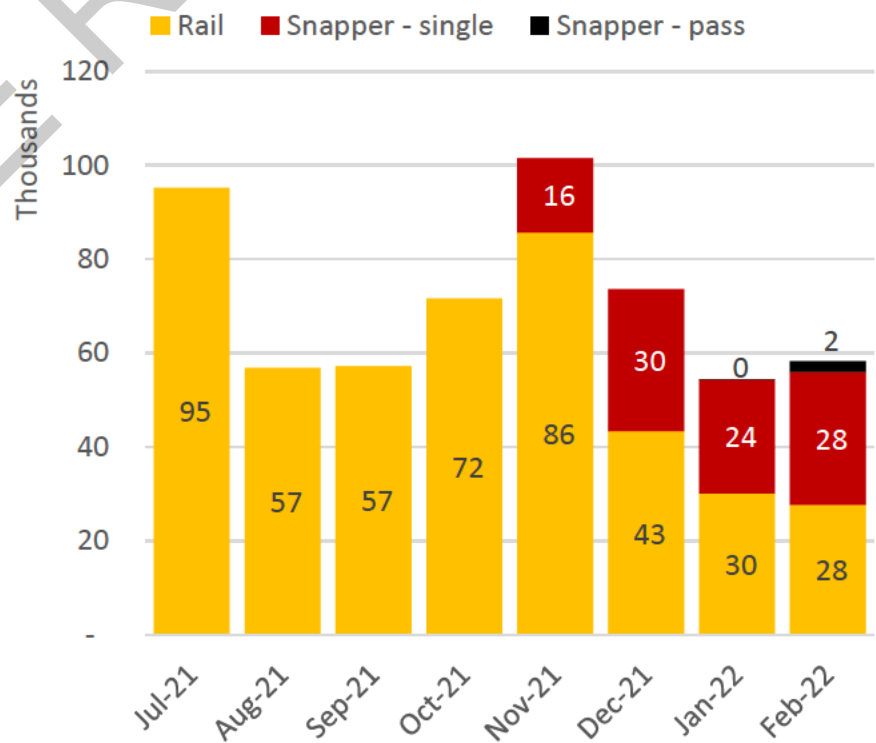
**Snapper uptake on Johnsonville Line (%)**

Snapper card's share of all rail trips on Johnsonville Line  
Source: Operator patronage report and Snapper ticketing



**Snapper uptake on Johnsonville Line (trips)**

Snapper card's share of all rail trips on Johnsonville Line  
Source: Operator patronage report and Snapper ticketing





# Snapper's share of three products (trips)

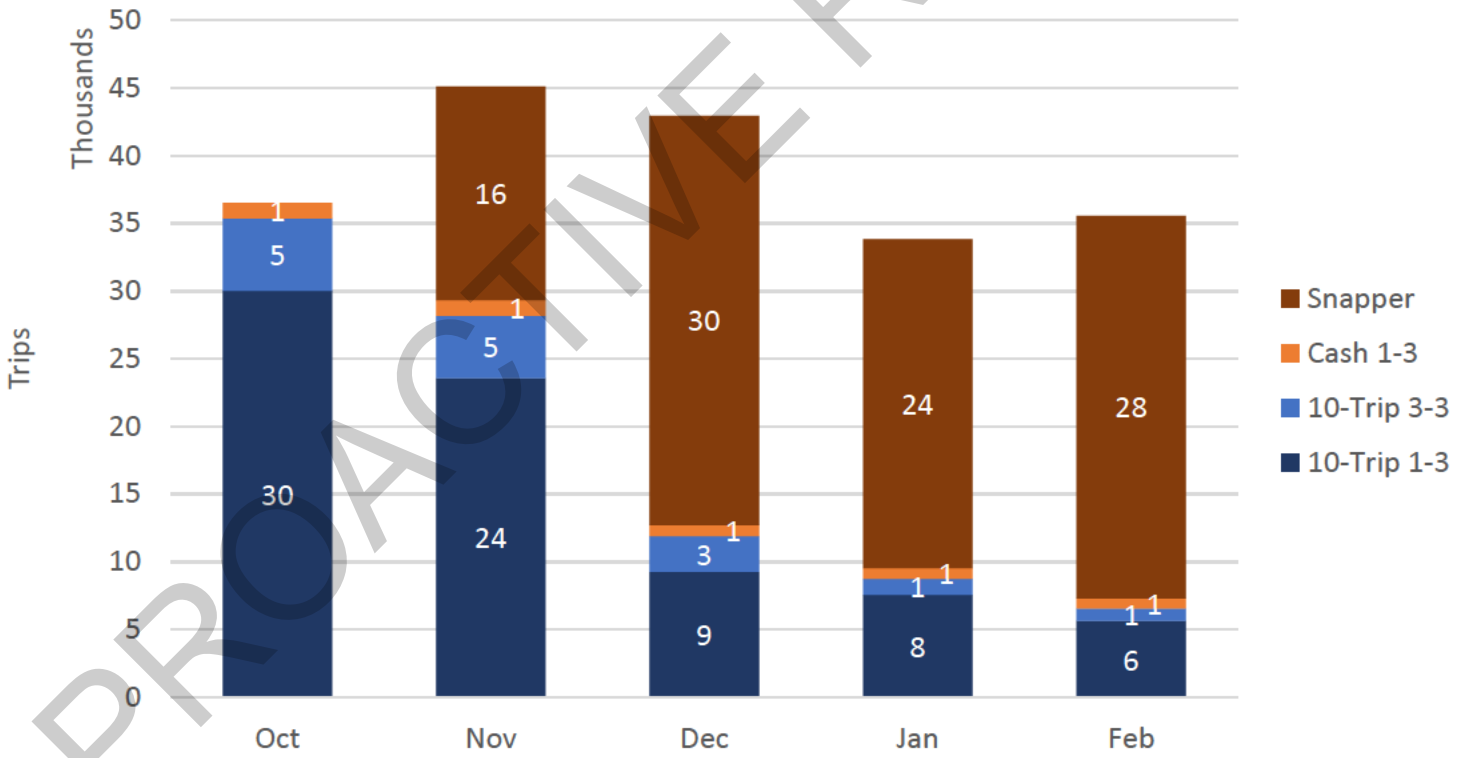
Notes:

- Graph below shows a noticeable decline in the estimated trips made on rail 10-trip tickets and after Nov
- Number of trips on 10-trip tickets are estimated assuming that each 10-trip is fully used up within the period. Actual usage per month may be less than the estimate

**Changes to rail trips made on 10-trip and cash tickets after the Snapper card was introduced to Johnsonville Line from 14 Nov 2021**

Note: cash tickets exclude on-board strip cash tickets (not line-sepcific)

Source: Rail operator's ticket sale data provided t



# Snapper's share of three products (% trips)

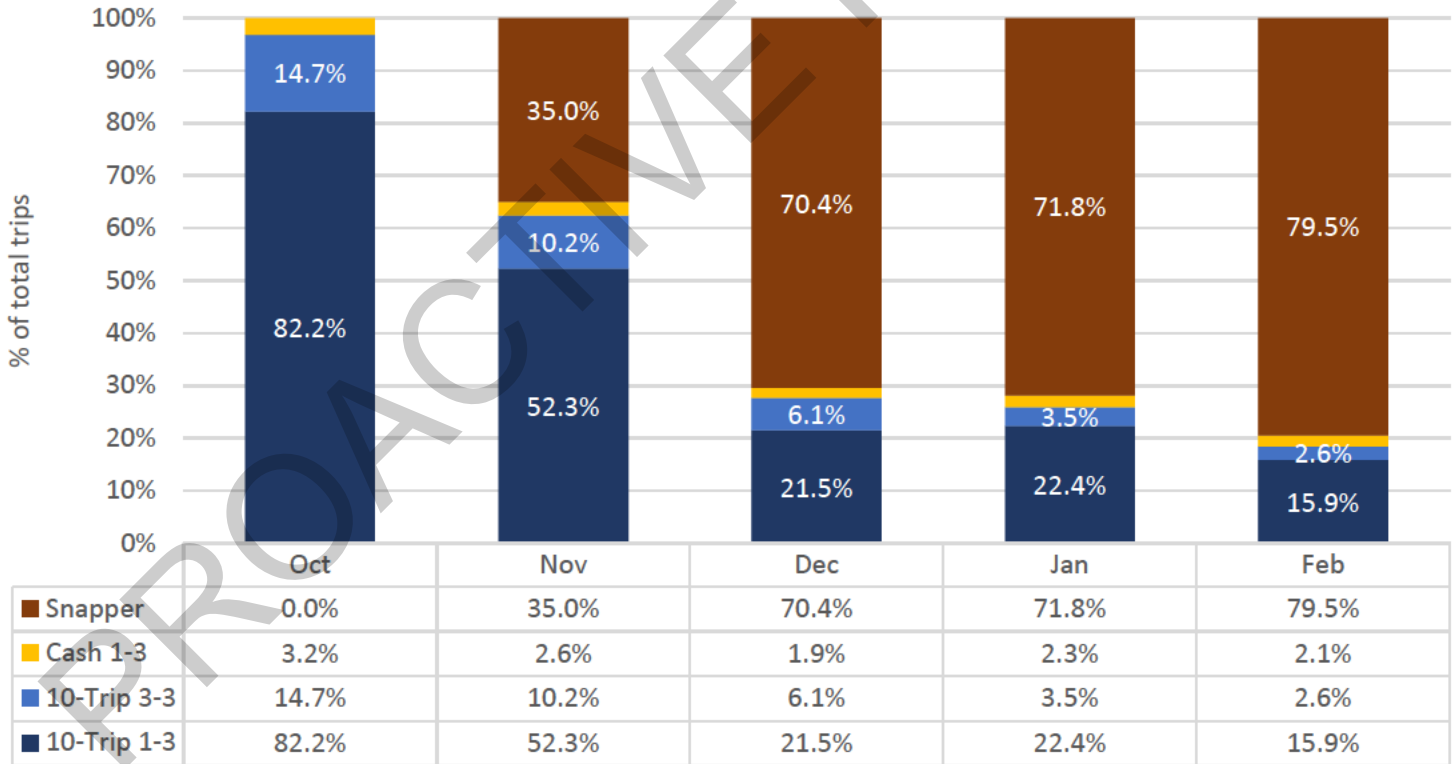
**Notes:**

- Graph below shows a noticeable decline in the % trips made on rail 10-trip tickets and after Nov
- % trips on 10-trip tickets are estimated assuming that each 10-trip is fully used up within the period. Actual usage per month may be less than the estimate

**Snapper's share of total rail trips on Snapper card, 10-trip and cash tickets after the Snapper was introduced to Johnsonville Line from 14 Nov 2021**

Note: cash tickets exclude on-board strip cash tickets (not line-sepcific)

Source: Rail operator's ticket sa



# SNAPPER ON RAIL

April 2023



# WHAT IS IT?

- ❖ Change project that impacted over ~30,000 rail customers/day
- ❖ Paper tickets to e-ticketing
- ❖ Customer experience-led approach with minimal impact to customers



# HOW DID IT COME ABOUT?



- ❖ Snapper has been operating successfully on bus since 2018
- ❖ Desire for e-ticketing on rail
- ❖ Removal of the 137-year Edmundson paper ticket system - one of the last remaining in the world!
- ❖ Snapper on rail is an interim step to the National Ticketing Solution

# WHAT WAS INVOLVED?

- ❖ Initial 12-month pilot on the Johnsonville Line (2021)
- ❖ Extensive civil works across 53 stations, building and installation of 250 card readers
- ❖ Transfer of paper ticket balances totaling approx. \$1.5m to Snapper cards
- ❖ Customer roll out – extensive comms and marketing, community engagement, front-line support
- ❖ Retail network changes – resulting in the closure of non Wgtn rail ticket windows and staff redundancies
- ❖ Revenue protection changes – impacting 250 onboard rail staff roles



# WHO WAS INVOLVED?



# TIME AND COST

- ❖ 7 months from when it was approved (excluding Johnsonville pilot) to roll out
- ❖ \$18m (\$10m relates to ongoing operating costs until NTS)
- ❖ Some costs e.g., civil works, have been funded under NTS as they were required for NTS in any event.





# CHANGING BEHAVIOUR ON THE NETWORK

- ❖ Worked closely with our rail partner Transdev
- ❖ Aiming for revenue loss target of 2-3% over the next 5 years (currently guesstimated at 10%)
- ❖ Adopted a Customer Experience Framework - Engage, Educate, Encourage, Enforce (EEEE)
- ❖ Hired an additional 32 FTEs to support education prior to go-live and then assisting Transdev with checking of customers on-board after go-live
- ❖ Offered customers the ability to transfer their paper tickets balances to a Snapper card – 2 full time booths at Wgtn station, lots of logistical/financial challenges



# BELOW AND ABOVE GROUND



- ❖ Early engagement with stakeholders & consenting
- ❖ Assessment of underground services to identify card reader locations and passenger flow analysis
- ❖ Tendering process for contractors/work completed - three contractors, 50 construction staff
- ❖ Health and safety challenges
- ❖ Logistical challenges e.g., BoL/night/interpeak work needed for some stations, historical underground services created issues
- ❖ Building & installation of card readers – built in Christchurch and assembled in Petone

# CUSTOMER ENGAGEMENT - PART 1



- ❖ Focused on awareness, instructions and support, touchpoints and access to Snapper cards
- ❖ Delivered through region-wide comms, customer comms and support from front-line/support staff
- ❖ Key focus:
  - ❖ Awareness of ticket options and timings
  - ❖ Awareness of required behaviour change
  - ❖ Instructions and support – online, in-person and phone
  - ❖ Access to Snapper cards

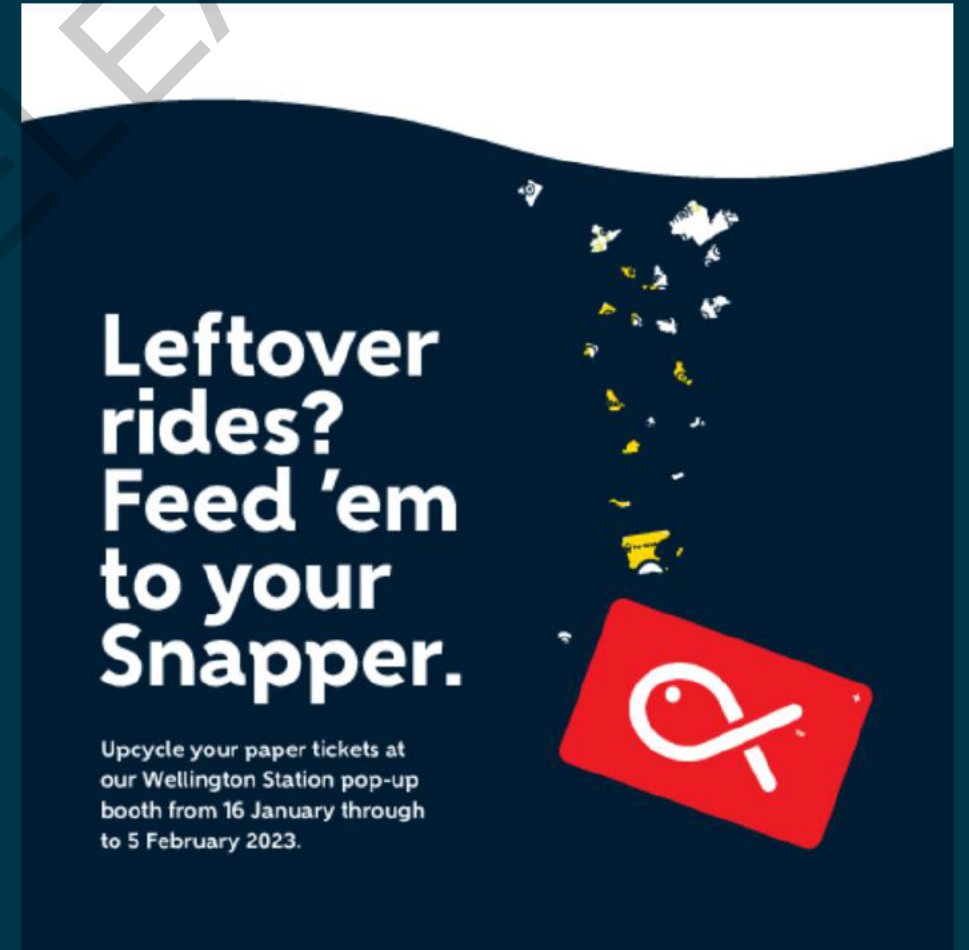
# CUSTOMER ENGAGEMENT – PART 2

## Marketing and comms

- ❖ 5 stage marketing and comms campaign across the region
- ❖ Targeted mailbox drops for key areas
- ❖ Brochures for customers on the network

## Community engagement (8 TAs)

- ❖ Direct comms
- ❖ Tailored material eg multilingual/sign-language/blind low vision etc
- ❖ Site visits/free Snapper cards for selected groups



# CUSTOMER ENGAGEMENT – PART 3



Metlink

18 November 2022 · 🌐

Snapper School is in! 🐟🌐👤 How does it line up with Total Mobility?

Turns out, your Total Mobility card is a Snapper card in disguise 🤖 There are no extra requirements for it to work on rail!

Even better, the concession rate is applied automatically. Just tag on to a station card reader, and enjoy the experience of a ticket-free train ride 🚆

## Instructions and support

- ❖ Training front-line staff
- ❖ Extensive FAQs for call centre/front line staff
- ❖ Website/social media information was simple and not overwhelming
- ❖ Clear processes for when things went wrong

**‘Everyone knew what was happening and when’**

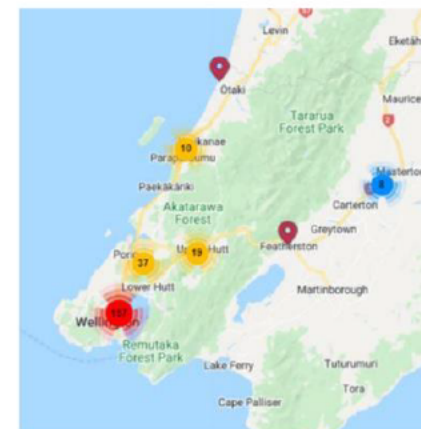
# RETAIL NETWORK CONSIDERATIONS

- ❖ Reviewed and extended the retail network and kiosk placement
- ❖ Stopped selling paper monthly passes in early November, replaced with 30-day pass
- ❖ Stopped selling paper tickets end December 2022
- ❖ Trained staff at the Information Desk at Wellington Station to be Snapper support

## Retail Locations

233 Retail locations

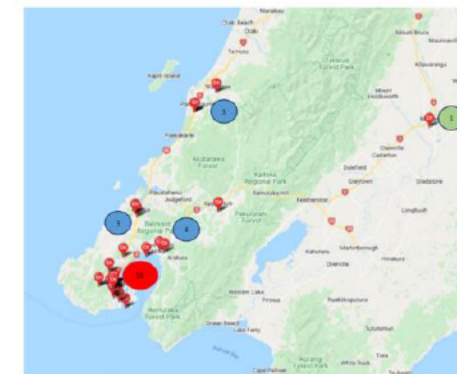
- Wellington: 157
- Porirua: 37
- Lower/Upper Hutt: 19
  - Otaki: 1
- Kapiti Coast: 10
- Masterton: 8
  - Featherston: 1



## Kiosk locations

29 Kiosk locations

- Wellington: 18
- Lower/Upper Hutt: 4
- Kapiti Coast: 3
- Masterton: 1



# WHAT DID WE LEARN?

- ❖ It's ALL about the customer:
  - ❖ Front-line teams to help customers
  - ❖ Ensure everyone has a solid understanding of the new system
  - ❖ Respond quickly – social media, emails, any issues
  - ❖ Remove ANY barriers for customers
- ❖ Delivery team
  - ❖ Adaptable, flexible and willing to fill any gaps at any time
  - ❖ Empower teams to deliver/make decisions quickly
  - ❖ Know things will go wrong but understand it is part of the journey
  - ❖ Integration lead across all various aspects of the customer journey

# THE SPECIFICS - PART 1

- ❖ Invest in staff to educate customers across the network well before go-live
- ❖ Getting front line staff across various organisations to have the same message for customers is extremely challenging:
  - ❖ have a strong focus on customer/staff integration and management/staff training
- ❖ Design out (to the extent possible) any process which relies on front line staff taking action to ensure a consistent customer experience



# THE SPECIFICS - PART 2

- ❖ Technical issues will arise - have a robust 24/7 event management process to respond to these and keep staff and customers updated across the network
- ❖ The ticketing supplier needs to be set up to make configuration/software changes very quickly for design issues that have significant unexpected customer impact and for software bugs - customer issues hit the media very quickly.

# THE SPECIFICS - PART 3

- ❖ Test, test, test all systems before implementation - and have supplier and PTA staff out across the network monitoring for issues with any hardware/software changes
- ❖ For go live - gear up call centres (by approx 300% above normal BaU numbers) and have staff physically present at key locations - have flexibility for those staff to refund/issue credits for customer issues or give out free cards

# THE SPECIFICS - PART 4

- ❖ Financial swap outs can cause a high degree of customer stress – the swap out systems/process need to be very robust and transparent
- ❖ Consider "amnesties" for changes which could result in a customers incurring a fine