



WAKA KOTAHI STAKEHOLDER SURVEY

SUMMARY

AUGUST 2020



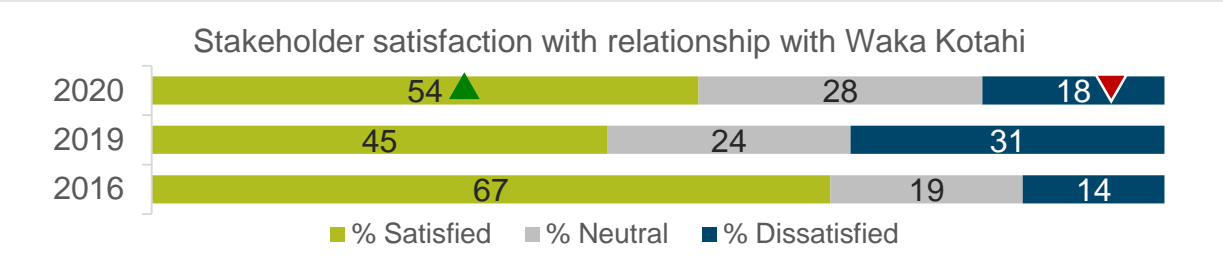


EXECUTIVE SUMMARY



EXECUTIVE SUMMARY: REBUILDING REPUTATION OF WAKA KOTAHI


Stakeholder ¹ satisfaction has improved since 2019.
Stakeholder satisfaction with their relationship with Waka Kotahi has improved from 45% in 2019 to 54% in 2020.



The increase in satisfaction is driven by improvements in a number of areas that were highlighted as priorities in the 2019 survey.


The 2019 research highlighted the following priorities: increasing organisational responsiveness, building working relationships, and improving communications. Stakeholder perceptions have improved significantly across a number of measures in these areas in 2020.

In addition, various audiences were highlighted as needing attention in 2019. These appear to have been addressed, with significant increases in satisfaction for the following key groups:




Those involved in regional transport planning and funding/investment decisions

+19%-pts on 2019




Local Government

+18%-pts on 2019



Senior Stakeholders

+16%-pts on 2019



Those who recently submitted a business case

+11%-pts on 2019

Despite improvements on most measures, key pain points remain the same as in 2019. This indicates scope for continued improvement in those priority areas.

Dissatisfaction with Waka Kotahi still largely comes from a perceived lack of responsiveness and cohesion across the agency. Stakeholders retain the perception that Waka Kotahi has inefficient and ineffective processes, and that they do not solve problems quickly as they arise.

On the whole, the perception amongst stakeholders is that communication has improved over the past year. Waka Kotahi is seen to be clearly communicating priorities and engaging in two-way dialogue. However, openly sharing information remains a key area to improve upon.

Staff continue to be seen as being of a high calibre, and there is recognition of the work done to empower staff. The main opportunity for improving perceptions of staff is to ensure they have appropriate authority to make decisions.

¹ Normally Waka Kotahi prefer to describe participants as 'co-funders' or 'partners', but for ease-of-reference, we use the word 'stakeholder' to describe the broad group of respondents who participated in this research. 297 stakeholders took part in the survey during the month of June – the bulk of whom are senior decision-makers who interact with Waka Kotahi on a frequent basis. Respondents come from a range of organisations including local government, infrastructure businesses, representative organisations, emergency services, central government, and others (e.g. regulatory organisations, Iwi, and research bodies).

Primary area to focus on and invest

Statistical analysis shows the key opportunity to improve stakeholder satisfaction is around being:



Agile and Responsive

1. Improving Waka Kotahi process to be **efficient and effective**
2. Solving problems and issues **when they arise**
3. **Learning** from experiences

Secondary area to focus on and invest

The analysis also shows that there is an opportunity to better:



Partner

1. Take the time to **understand stakeholder organisation's needs**
2. Prioritise those needs **appropriately**
3. **Openly share information**
4. Take stakeholder **expertise into account**

Audiences to pay particular attention to:

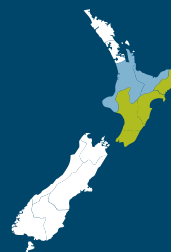
Throughout the research, some stakeholder groups consistently rate Waka Kotahi lower than average. Waka Kotahi needs to pay particular attention to how it can better support these audiences and build more positive relationships. The audiences include:



Stakeholders with no point of contact



Stakeholders from Industry / Representative organisations



Stakeholders engaging in work in the Central and Lower North Island regions*

*Central North Island includes Waikato, Bay of Plenty, and Taranaki. Lower North Island includes Gisborne, Hawke's Bay, Manawatu-Wanganui, and Wellington



BACKGROUND & METHODOLOGY



Waka Kotahi commissioned Colmar Brunton to undertake a second stakeholder survey to understand how it is perceived by current stakeholders across a number of areas, and if there has been any changes since the survey in 2019.

The success of most businesses is built on strong relationships that take time to develop, and are based on trust and respect. Waka Kotahi is no exception.

Waka Kotahi has an ongoing need to measure and track its performance on key stakeholder engagement measures.

Specific objectives of this research are:

- To understand how stakeholders perceive current engagement with Waka Kotahi.
- To identify potential improvements from a stakeholder perspective.
- To provide updated measures and change to the baselines found in 2019 to assess shifts in how Waka Kotahi is perceived by stakeholders on a number of metrics included in the agency's 2019/20 Position Statement.





297* online
interviews

In order to have a more robust base size for performance measures, partial completes (those who made it to Section F of the survey) were also included in the analysis.



15 minute online
survey



SAMPLE SOURCE

Respondents were sourced from a list of stakeholders provided by Waka Kotahi. Nicole Rosie, CE sent a prenotification email in advance of the survey invite.



FIELDWORK

4 June to 3 July 2020

An initial invite was sent on 4 June, with reminder emails sent on 15 and 22 June, and 1 July.



ACCURACY

Findings based on the full sample have a margin of error (at the 95% confidence level) of +/-4.8%.

RESPONSE
RATE



This response rate is broadly in line with Colmar Brunton’s expectations based on similar studies, although it is lower than the response rate in 2019 (36%).

The response rate was calculated using the following information.

- Colmar Brunton sent out a total of 1,075 survey invites via email.
- 12 ‘bouncebacks’ (i.e. invalid email addresses) were received from the initial Waka Kotahi CE invite.
- Four percent of those surveyed had not interacted within the last 12 months (used to adjust the response rate).

NOTES TO
READER

Differences are reported both at a total level (between 2019 and 2020) and at a sub-group level.

Any differences reported in this research are significant at the 95% confidence level.

Before the third reminder we cut four banks of questions from the survey in order to reduce the interview length and maximise the response rate. This cut the survey down to 12 minutes in the last week of fieldwork.

- Individual percentages do not always sum to the ‘nett percentages’. This is due to rounding.
- Nett figures are reported on the full base, however when the ‘don’t know’ responses make up a significant proportion of answers, a nett figure excluding don’t know is also included.

*Note: 237 stakeholders completed the survey through to Section N (the penultimate section) and were considered to be ‘full completes’.



CHANGES SINCE 2019



The 2019 stakeholder research provided a number of key areas to prioritise and invest in to improve stakeholder relationships, along with a range of audiences to focus on. The information below breaks down these recommendations, and highlights any changes seen in those areas.



AREAS TO IMPROVE ON



The 2019 research identified a number of priority areas to focus on. There have been some significant gains in some of these areas, however there is scope for further improvement:



Organisational responsiveness:
Key focus areas included delivering efficient and effective processes and solving problems quickly as they arise. Perceptions have improved, but there remains a lot of work to do yet.



Communication:
Key focus areas included shifting communications so stakeholders felt that their needs were being prioritised appropriately, improving two-way dialogue, and openly sharing information. There have been positive shifts in all three, but further improvement is needed.



Working Relationships:
Key focus areas were providing staff with decision-making authority, learning from experience, and enabling different parts of Waka Kotahi to work well together. There have been positive shifts in all three, but again further improvement is needed.



Stakeholders with no point of contact:
This group was the least satisfied in 2019, and there have been no positive shifts in 2020. This is the key group to pay attention to in 2020.



AREAS OF SUCCESS



The 2019 research highlighted a number of key groups to focus on, as they consistently rated Waka Kotahi lower than average. In 2020, some of these groups have seen significant positive shifts*, and maintaining this momentum will be important moving forwards:



Senior Stakeholders

Overall satisfaction:
55% vs. 39% in 2019



Local Government

Overall satisfaction:
53% vs. 35% in 2019



Those who recently submitted a business case

Overall satisfaction:
53% vs. 42% in 2019



Those involved in regional transport planning and funding/investment decisions

Overall satisfaction:
51% vs. 32% in 2019

*These groups consistently have also seen positive shifts throughout the various areas surveyed, contributing to their rise in overall satisfaction.

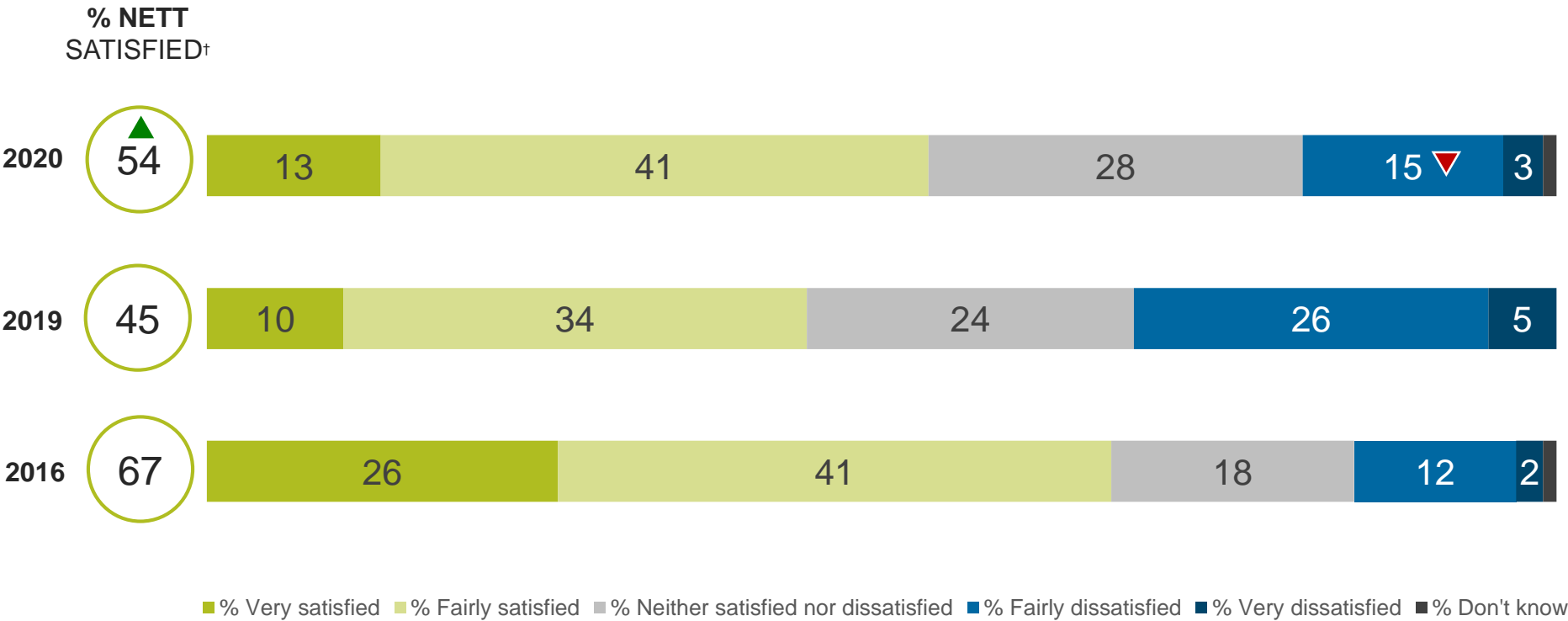


OVERALL SATISFACTION AND PERCEPTIONS OF WAKA KOTAHI



OVERALL SATISFACTION

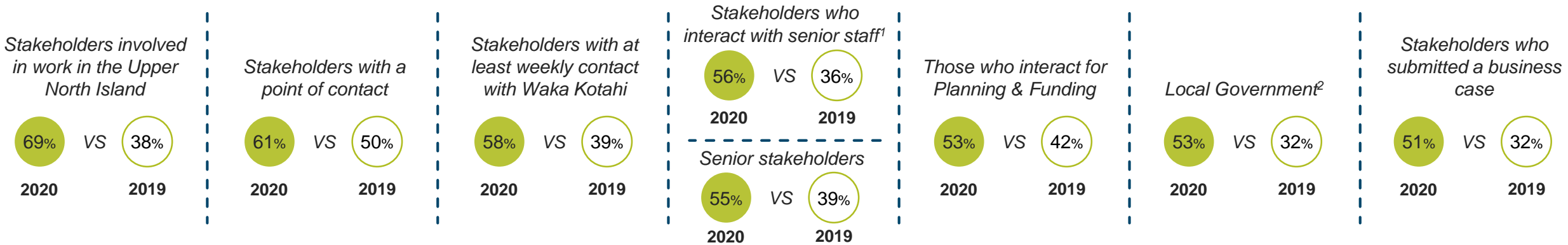
Waka Kotahi's stakeholder relationships have improved significantly since 2019. Overall satisfaction has increased from 45% to 54% in 2020. However, this is still relatively weak compared to the 2016 result (67%). Positively, the proportion who are actively dissatisfied has almost halved from 31% in 2019 to 18% in 2020.



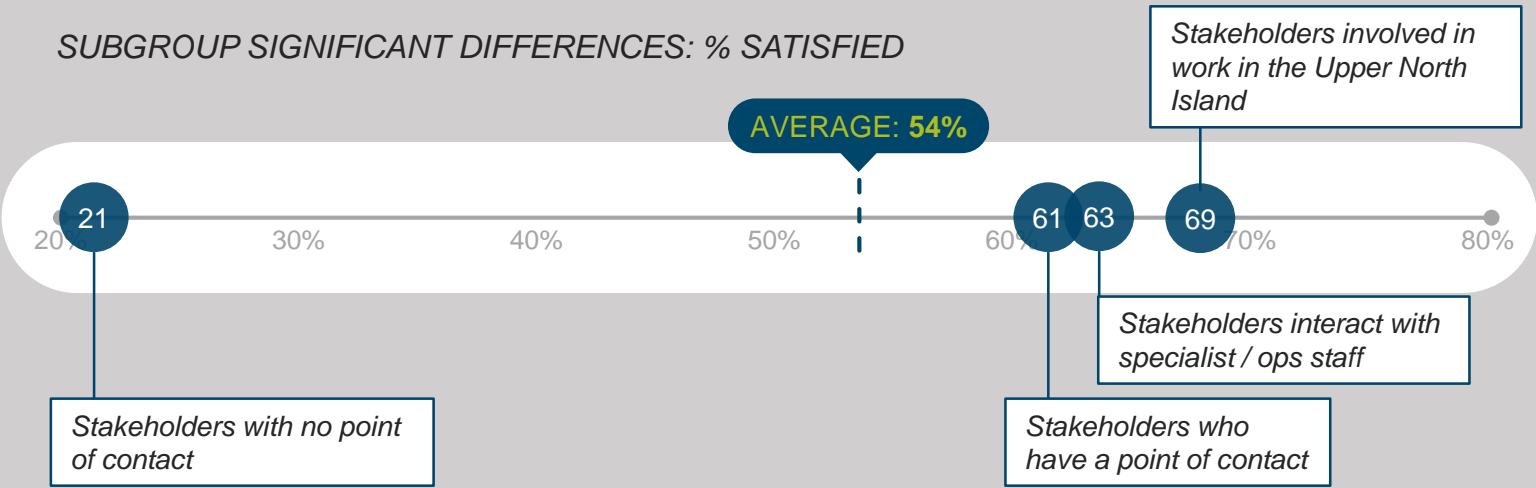
OVERALL SATISFACTION: SUBGROUP CHANGES AND DIFFERENCES

The increase seen in satisfaction is driven by different stakeholder groups – many of whom were very dissatisfied with Waka Kotahi in 2019. Groups such as senior stakeholders and Local Government were priority areas to focus on, and have seen notable improvements in their satisfaction. The change in satisfaction does not appear to be due to any differences in the sample - satisfaction of stakeholders who completed the survey in both 2019 and 2020 (n=89) has trended upwards from 45% to 51% (see appendix).

The following groups have had significant increases in their satisfaction since 2019:



SUBGROUP SIGNIFICANT DIFFERENCES: % SATISFIED



Indicative organisational subgroup satisfaction scores (*caution very small sample) ³	
Central government agency/regulator (n=25*)	64%
Business (includes infrastructure, e.g. Ports) (n=63)	62%
Iwi (n=9*)	5 of 9
District/city authority (n=107)	53%
Regional/Transit Authority (n=27*)	48%
Industry/rep /advocacy organisation (n=60)	42%
Regional Transport Committee member (n=8*)	3 of 8

Source: QF1: How satisfied or dissatisfied are you with the current relationship your organisation has with Waka Kotahi? | Base: All stakeholders (n=297)

¹ Senior staff include Chief Executive, Executive, or Board members, and senior management / Directors of Regional Relationships.

² Local Government includes District / City Authorities, Regional / Transit Authorities, and Regional Transport Committees

³ Satisfaction for Health Agencies has not been included in this report as the sample size is only 3.

Stakeholders without a point of contact continue to be the least satisfied with Waka Kotahi, indicating the need for easy access to staff. This group remains a priority area for 2020.



Stakeholders who **do not have a point of contact** at Waka Kotahi are the least satisfied with their relationship (21%, vs. 23% in 2019).



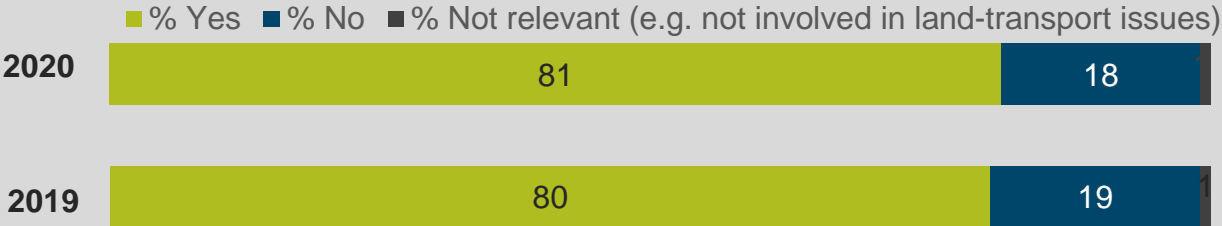
“Not always easy to know who to contact and it is not uncommon for emails to go unanswered.”

“We have been directed to someone who will address our issues. We have seen some benefits from this approach.”

“Difficult or impossible at times to find the right people to talk to.”

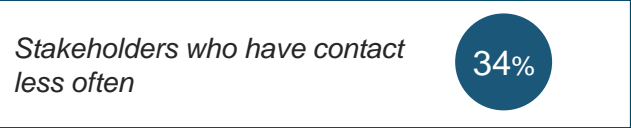
“Confusing structure. Too many points of contact who don’t communicate with each other. Inability to get decisions made.”

Currently, do you know who to contact at Waka Kotahi to discuss matters, escalate issues, or raise queries?

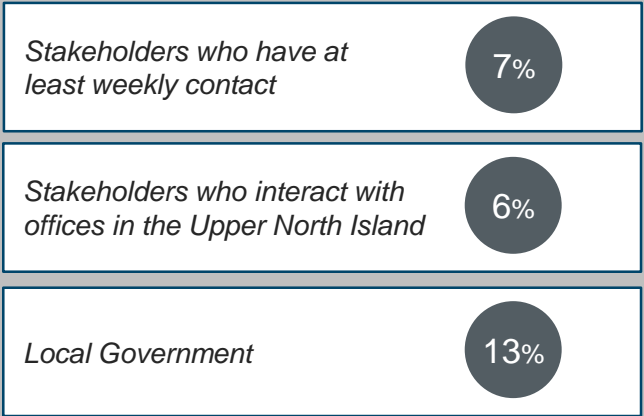


SUBGROUP SIGNIFICANT DIFFERENCES: NO POINT OF CONTACT

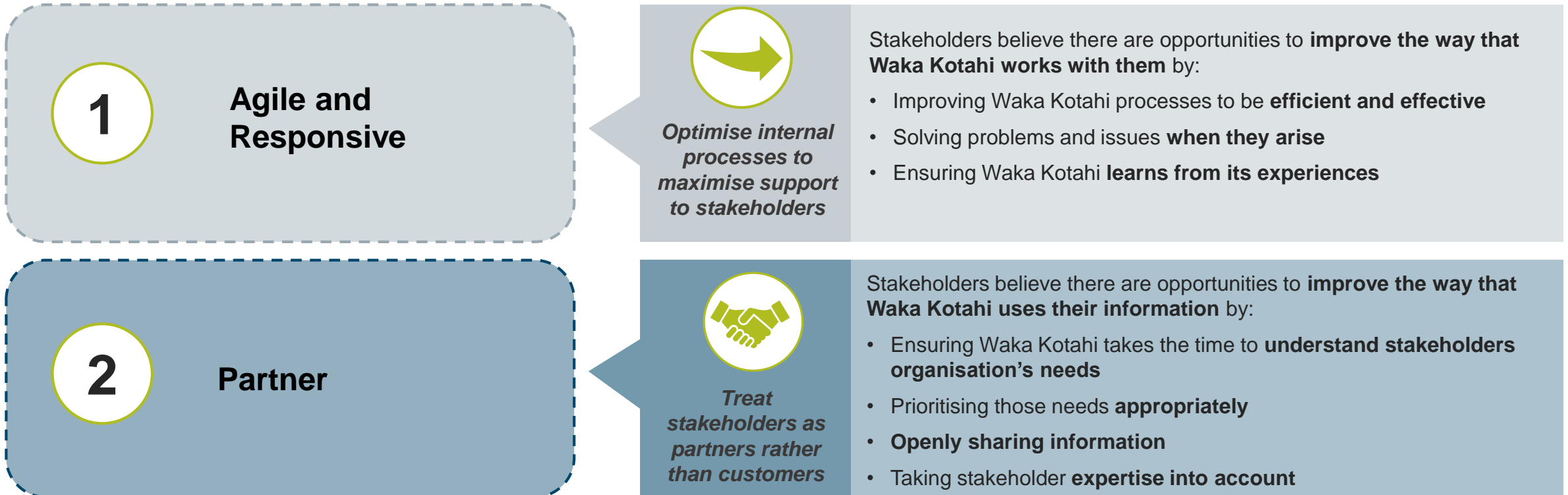
More likely than average (18%) to not have a point of contact:



Less likely than average (18%) to not have a point of contact:



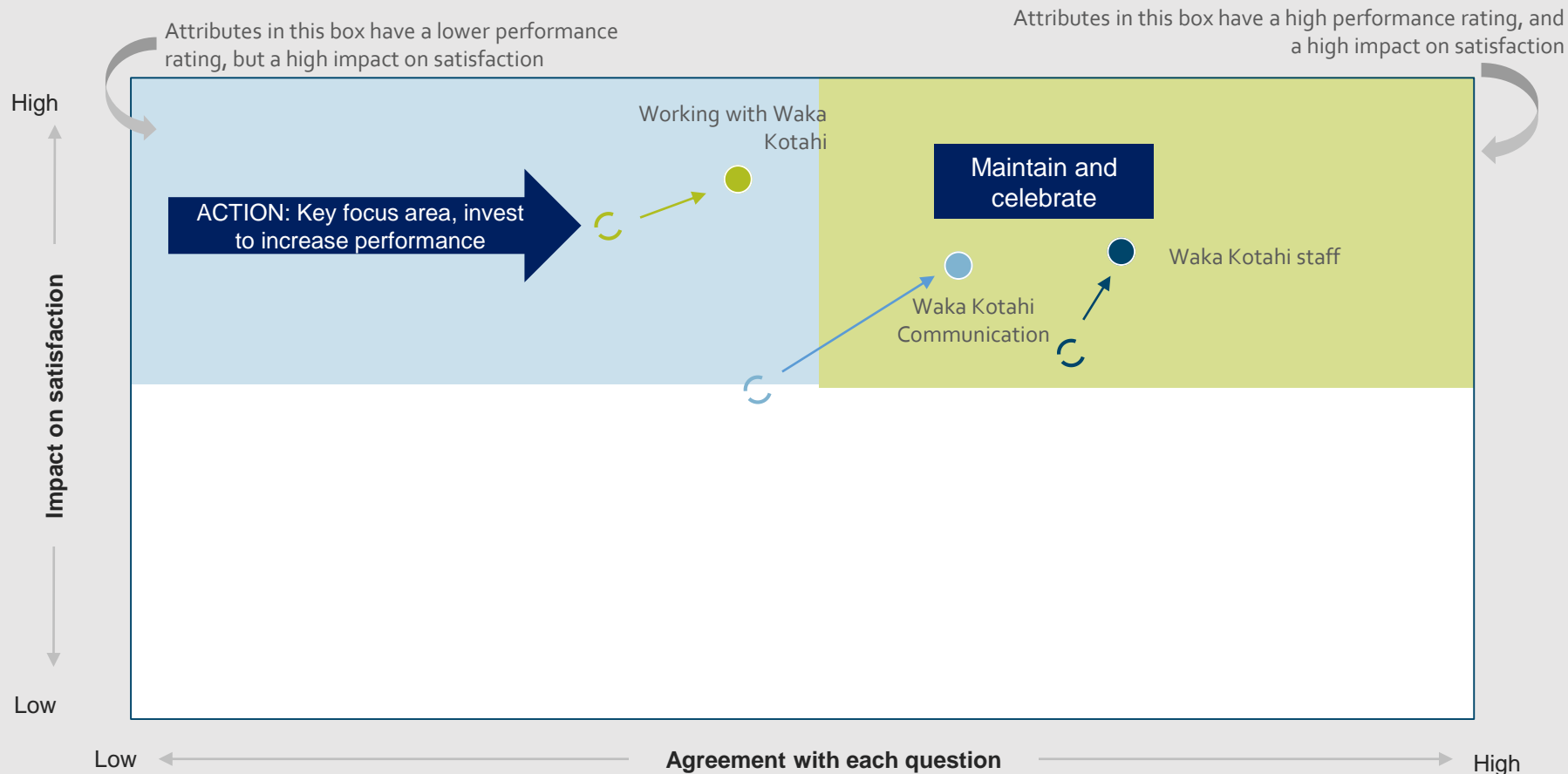
This slide summarises the two key areas to focus on to improve overall satisfaction. The next few slides describe how we identified these satisfaction drivers.



Stakeholders want assurance that they are seen as valued partners by Waka Kotahi, and to enjoy a two-way relationship. Waka Kotahi needs to ensure that stakeholder needs are met by providing them with value, whilst also showing the importance of stakeholder knowledge and expertise in the work that Waka Kotahi does. For some, this relationship is currently more transactional than mutually beneficial.

We have undertaken statistical analysis to determine how important different survey items are in determining overall satisfaction. We then mapped their relative importance against performance to help determine priority actions. Waka Kotahi staff are a relative strength, while a key area for improvement is how Waka Kotahi works with stakeholders. Communication has moved from being a secondary area of investment, to an area to maintain and celebrate.

DRIVERS OF SATISFACTION – KEY THEMES



EXPLANATION OF DRIVER ANALYSIS

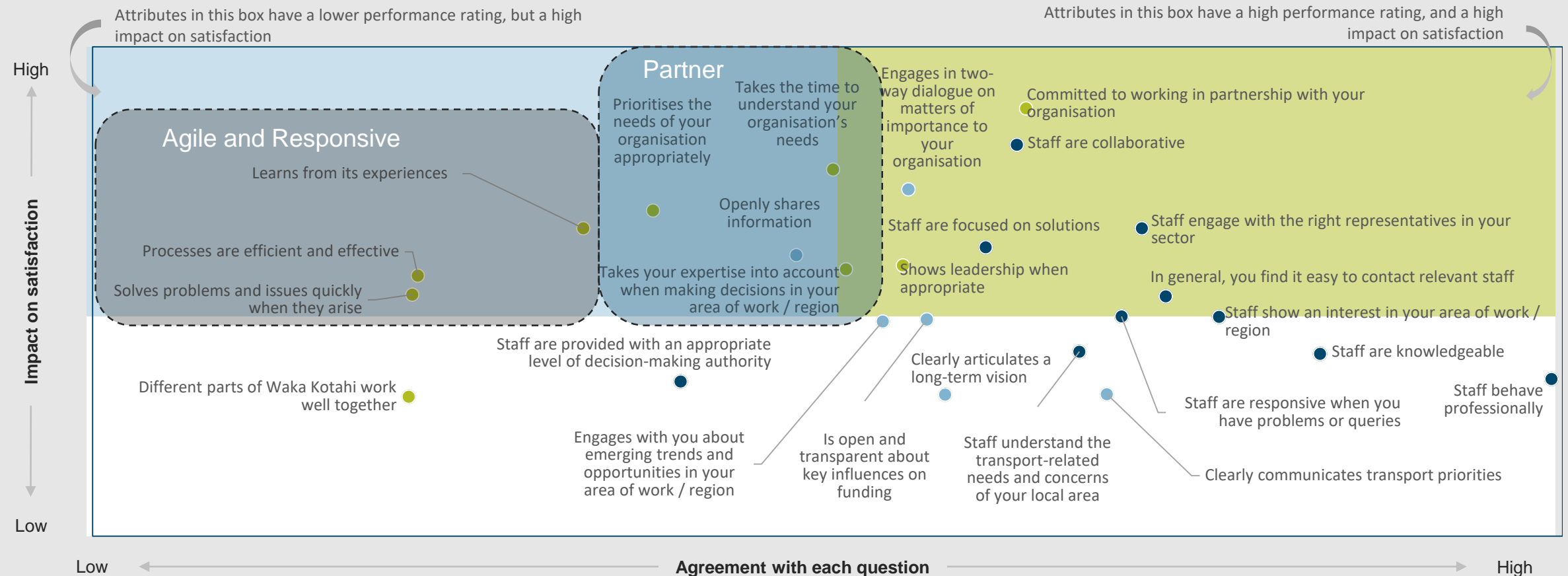


The drivers of satisfaction have been determined through a correlation analysis. We do this by measuring the association between two continuous variables (in this case the question / measure, e.g. Waka Kotahi staff, and overall satisfaction). The magnitude of the correlation coefficient indicates the strength of the association. A standardized beta coefficient compares the strength of the effect of each individual independent variable on satisfaction. The higher the absolute value of the beta coefficient (indicated on the Y-axis), the stronger the effect.

DRIVERS OF SATISFACTION: BUILDING RECIPROCAL RELATIONSHIPS

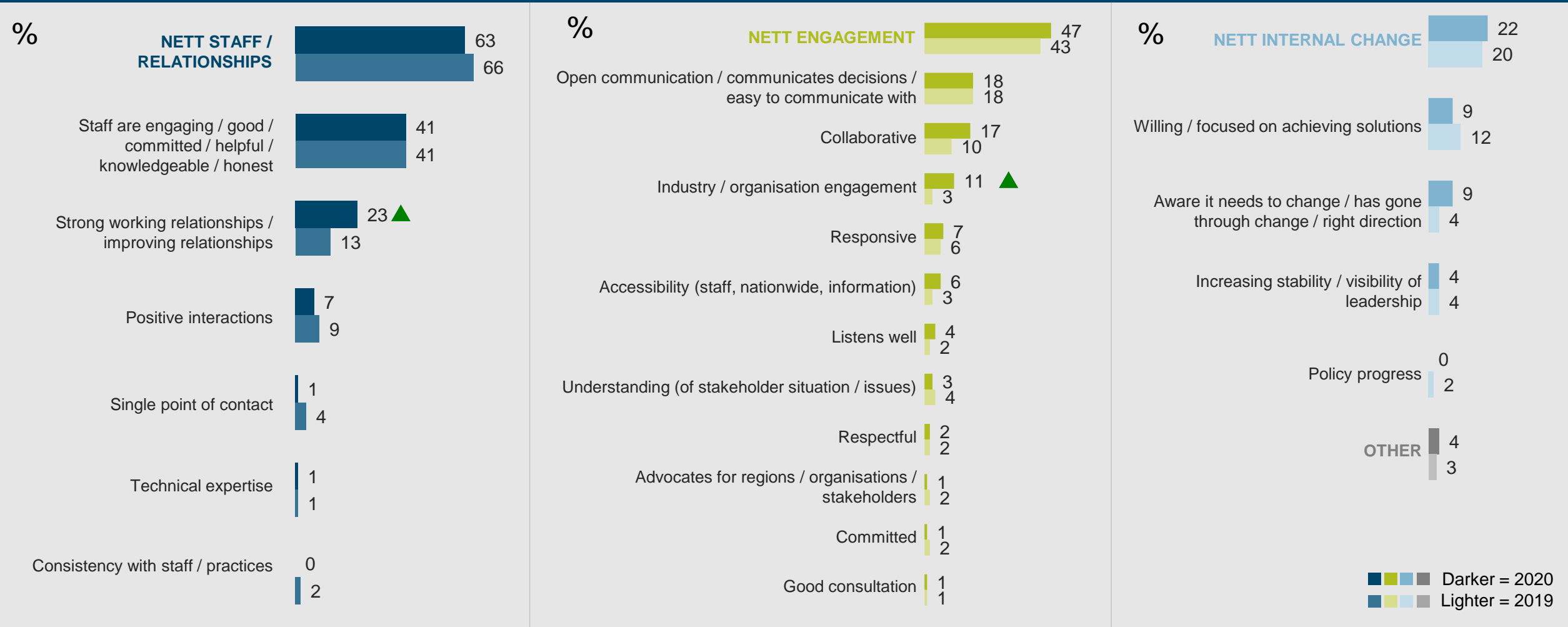
As in 2019, having efficient and effective processes, solving problems quickly, and learning from experience have a high impact on overall satisfaction, but relatively low performance. Investing in these areas to increase organisational agility will increase stakeholder satisfaction. Waka Kotahi also needs to ensure that it fully utilises knowledge and expertise offered by stakeholders, by taking the time to understand their needs, sharing information, and taking their expertise into account.

DRIVERS OF SATISFACTION



POSITIVE ASPECTS OF RELATIONSHIP

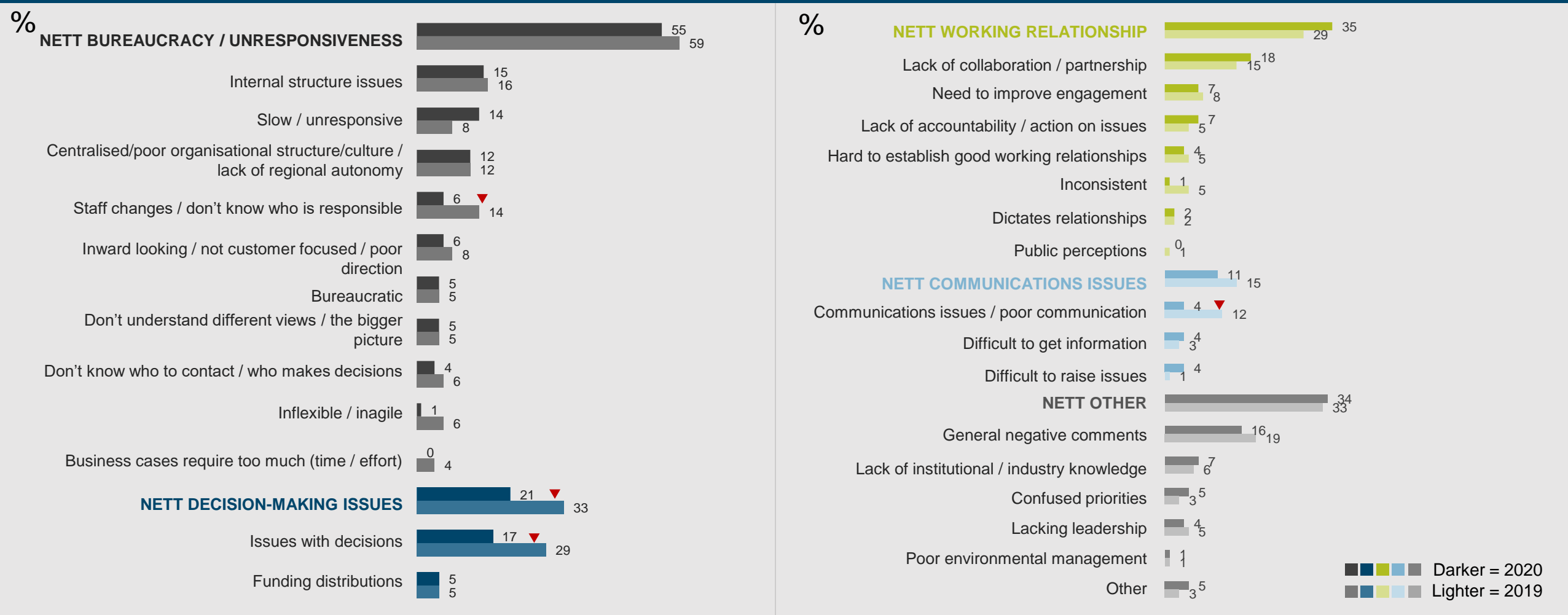
Sixty-one percent of stakeholders were able to spontaneously name a positive aspect of their relationship with Waka Kotahi. Of the 61% stakeholder who mention something positive, 63% reference the staff. This reflects the strong staff performance scores in the drivers analysis. Positively, stakeholder references to strong / improving working relationships have increased since 2019. The quality of engagement and communications has also seen some improvements since 2019, with references to industry / organisational engagement having increased.



Source: F3: What, if anything, do you consider to be positive or good about your relationship with Waka Kotahi?
 Base: All stakeholders who provided a positive response (excl. don't know or nothing positive) (2020 n=180; 2019 n=180)

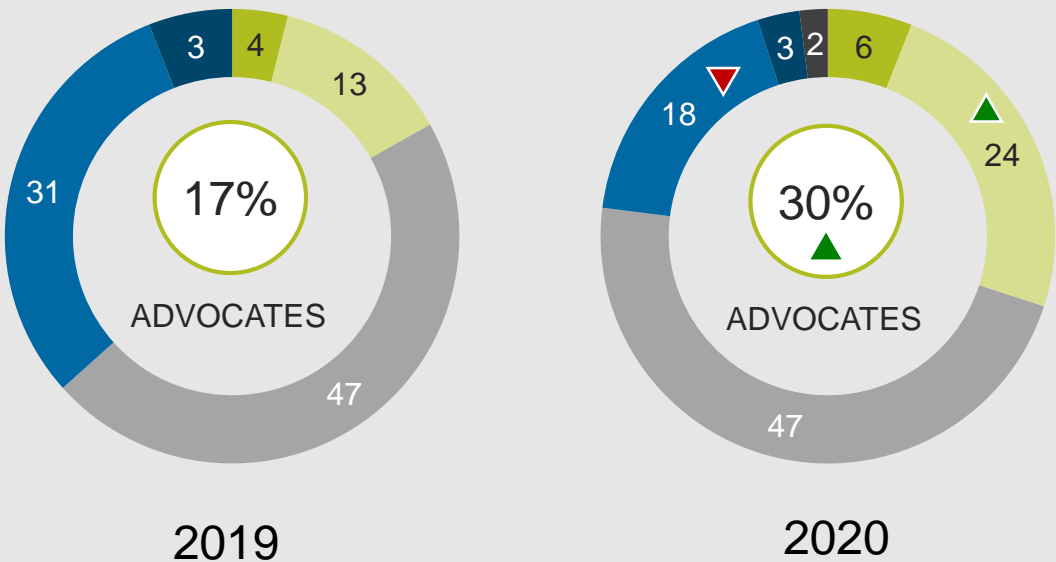
NEGATIVE ASPECTS OF RELATIONSHIP

Forty-seven percent of stakeholders were able to spontaneously name a negative aspect of their relationship with Waka Kotahi. This is lower than 2019 (56%). Of the 47% who name a negative aspect, 55% mention something related to bureaucracy or a lack of responsiveness. Again this is reflected in the key area for investment in the drivers analysis. Fewer mention decision-making issues compared to 2019, and there are also fewer complaints about poor communication.



Almost double the amount of stakeholders are willing to advocate for Waka Kotahi in 2020 compared to 2019. Stakeholders are now also more likely to be advocates than critics, however the proportion of neutral stakeholders remains the same. Stakeholders involved in work in the Upper North Island, business stakeholders, and stakeholders interacting with senior staff are more likely to advocate for Waka Kotahi, while those with no point of contact, or from industry / representative organisations, hold more negative perceptions.

ADVOCACY FOR WAKA KOTAHI



- % I think so well of them, I would speak highly of them without being asked
- % I would speak highly of them if someone asked my opinion
- % On balance, I have a neutral opinion of them, seeing both positives and negatives
- % I would be critical of them if someone asked my opinion
- % I think so poorly of them, I would be critical without being asked
- % Don't know

ADVOCATES



CRITICS



SUBGROUP DIFFERENCES

More likely than average to be **advocates**:

Stakeholders involved in the Upper North Island 47%

Business stakeholders 44%

Stakeholders interacting with senior staff 36%

Less likely to be **advocates**:

Those with no point of contact 10%

Industry / representative organisations 17%

Source: J2: Thinking about everything you know about Waka Kotahi, please click on the statement that best reflects your opinion and perceptions.
Base: All stakeholders (n=294) ▲ ▼ Significantly higher / lower than 2019



WORKING WITH WAKA KOTAHI

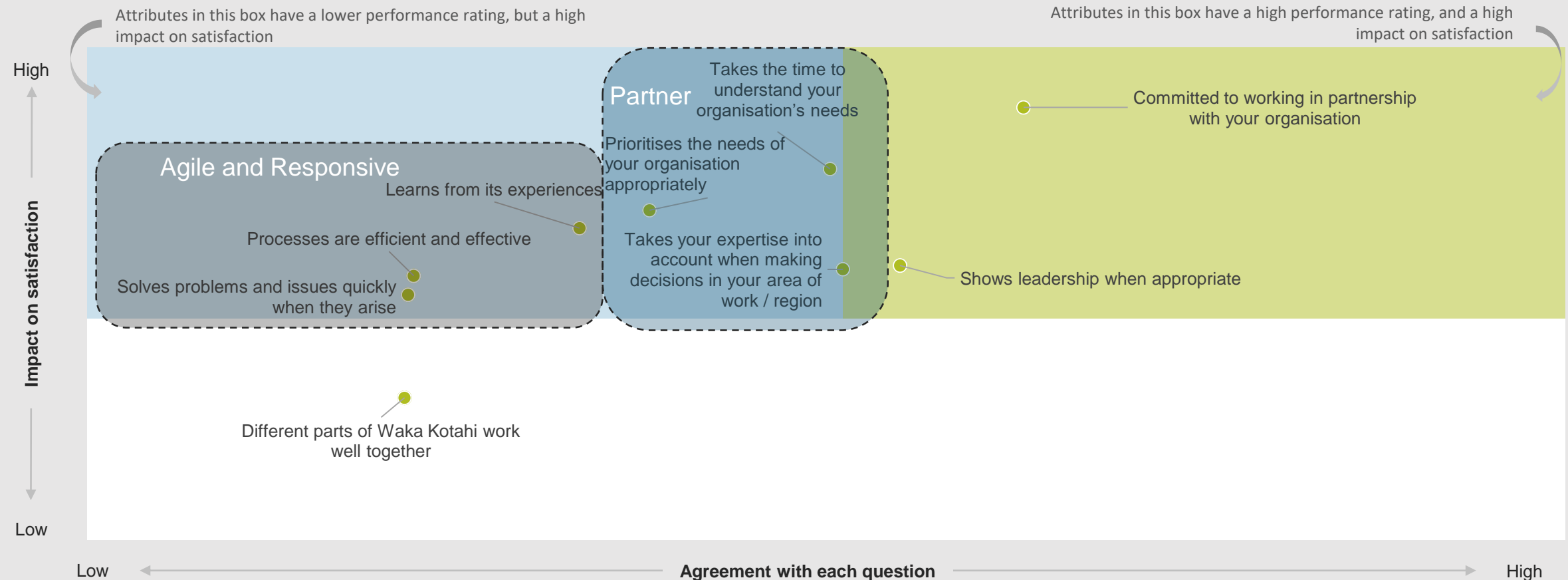
THE KEY FOCUS AREA FOR
IMPROVEMENT



WORKING RELATIONSHIP DRIVERS OF SATISFACTION

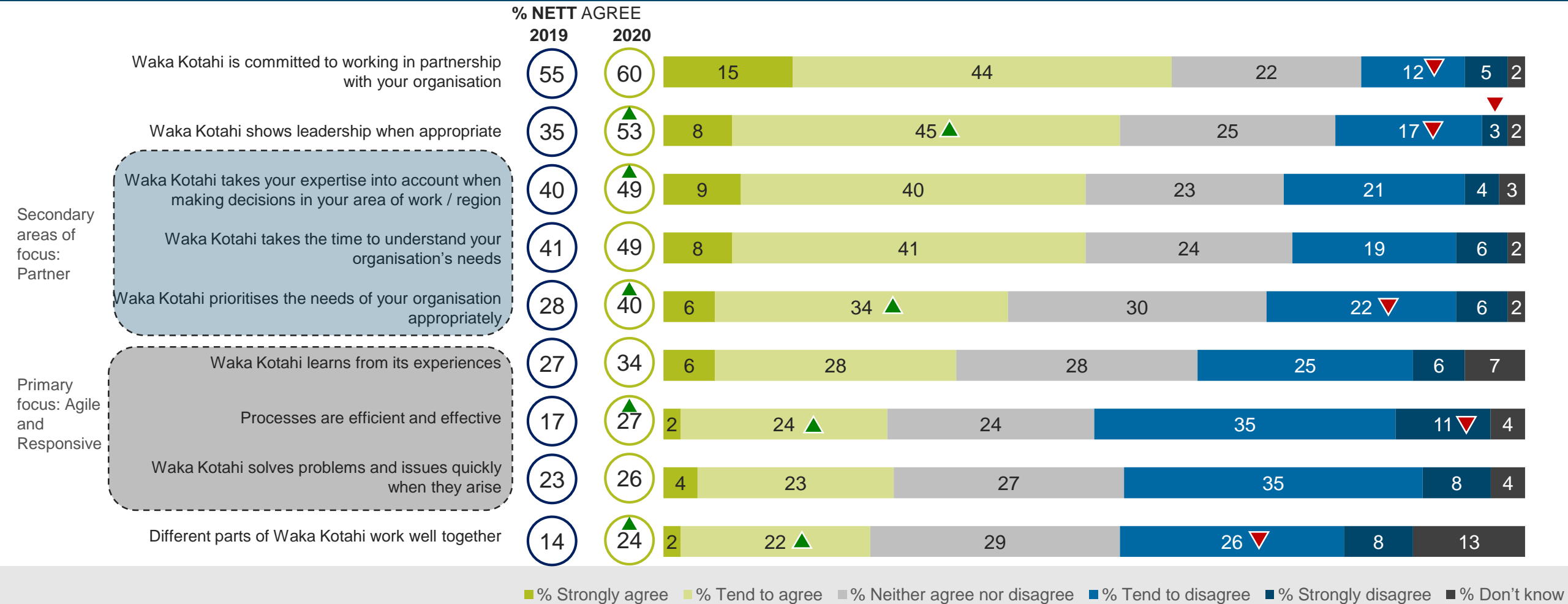
As shown earlier on the key drivers of satisfaction slide, learning from experiences, solving problems quickly, and ensuring processes are efficient and effective are the primary areas of focus. Building partnership relationships will also help increase stakeholder satisfaction.

DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES WORKING WITH WAKA KOTAHI



WORKING WITH WAKA KOTAHI: THE KEY FOCUS AREA FOR IMPROVEMENT

The way in which Waka Kotahi works continues to be a pain point for stakeholders, although many feel this has improved over the past year. Significantly more stakeholders agree that Waka Kotahi shows leadership, takes their expertise into account, prioritises their needs, has efficient and effective processes, and that the different parts of the agency work well together. However, a number of these are key drivers of satisfaction, and most have agreement levels under 50%, indicating clear scope for further improvement.



WORKING WITH WAKA KOTAHI: NEGATIVE SUB-GROUP DIFFERENCES

A number of stakeholder groups are more negative than average about the way the agency works with them, including those with no point of contact, those involved in work in the Central North Island, those dealing with offices in the Lower North Island, and stakeholders without frequent contact with Waka Kotahi. This further indicates the need to build relationships with stakeholders by being more proactive, rather than reactive, in engagement. These are key groups to focus on as the key drivers of overall satisfaction are significantly lower for them.

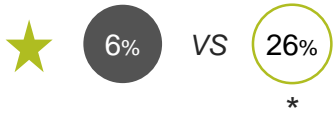
THOSE WITH NO POINT OF CONTACT

THOSE INVOLVED IN WORK IN THE CENTRAL NORTH ISLAND

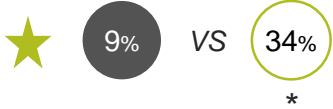
THOSE WHO INTERACT WITH OFFICES IN THE LOWER NORTH ISLAND

Less likely than average to agree that:

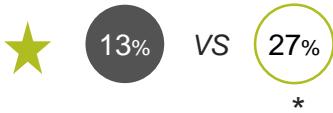
Waka Kotahi solves problems and issues quickly when they arise



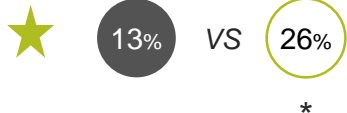
Waka Kotahi learns from its experiences



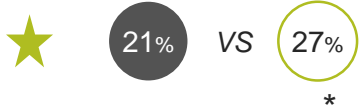
Processes are efficient and effective



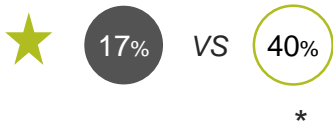
Waka Kotahi solves problems and issues quickly when they arise



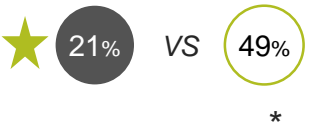
Processes are efficient and effective



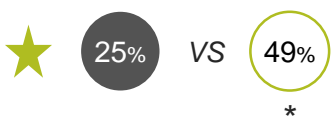
Waka Kotahi prioritises the needs of your organisation appropriately



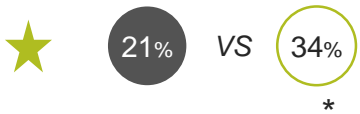
Waka Kotahi takes the time to understand your organisation's needs



Waka Kotahi takes your expertise into account when making decisions in your area of work / region



Waka Kotahi learns from its experiences



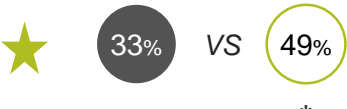
Waka Kotahi is committed to working in partnership with your organisation



Waka Kotahi shows leadership when appropriate



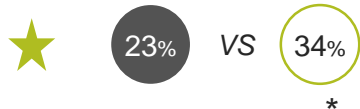
Waka Kotahi takes your expertise into account when making decisions in your area of work / region



THOSE WHO HAVE CONTACT LESS OFTEN

Less likely than average to agree that:

Waka Kotahi learns from its experiences



Source: B1
Base: All stakeholders (n=297)
*Note: figures in right-hand circles are the average score for that statement, all respondents

Stars indicate the key drivers of satisfaction that have been identified as needing improvement

WORKING WITH WAKA KOTAHI: POSITIVE SUB-GROUP DIFFERENCES

Conversely, those who are more positive than average include stakeholders who have a point of contact within Waka Kotahi, those involved in work in the Upper North Island, stakeholders with more frequent contact, and those from businesses. They are also more positive on a number of the key drivers of satisfaction, reflecting both improved satisfaction scores compared to last year, and higher than average satisfaction in 2020.

THOSE WITH A POINT OF CONTACT

Waka Kotahi is committed to working in partnership with your organisation



Waka Kotahi shows leadership when appropriate



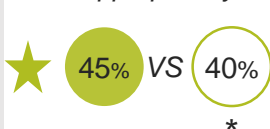
★ *Waka Kotahi takes your expertise into account when making decisions in your area of work / region*



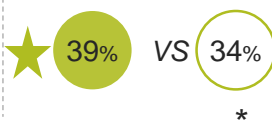
★ *Waka Kotahi takes the time to understand your organisation's needs*



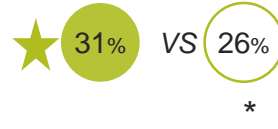
★ *Waka Kotahi prioritises the needs of your organisation appropriately*



★ *Waka Kotahi learns from its experiences*



★ *Waka Kotahi solves problems quickly when they arise*



THOSE INVOLVED IN WORK IN THE UPPER NORTH ISLAND

More likely than average to agree that:

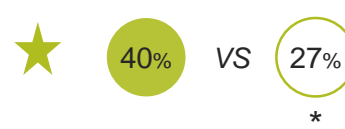
Waka Kotahi shows leadership when appropriate



★ *Waka Kotahi prioritises the needs of your organisation appropriately*



Processes are efficient and effective

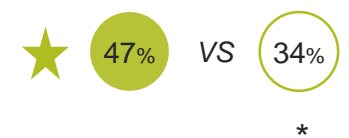


STAKEHOLDERS WITH AT LEAST WEEKLY CONTACT

★ *Waka Kotahi takes your expertise into account when making decisions in your area of work / region*



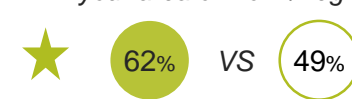
★ *Waka Kotahi learns from its experiences*



BUSINESSES

More likely than average to agree that:

★ *Waka Kotahi takes your expertise into account when making decisions in your area of work / region*





HOW WAKA KOTAHI COMMUNICATES AND ENGAGES

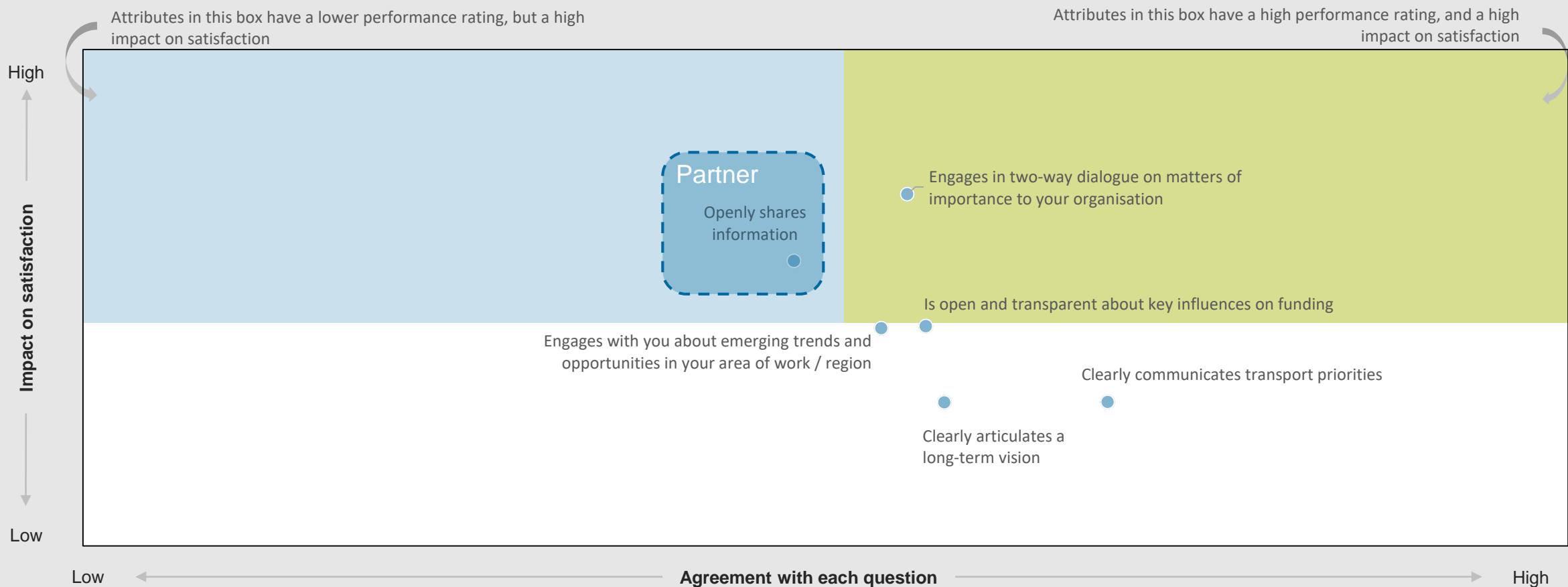
AN AREA TO MAINTAIN AND
CELEBRATE



COMMUNICATION DRIVERS OF SATISFACTION

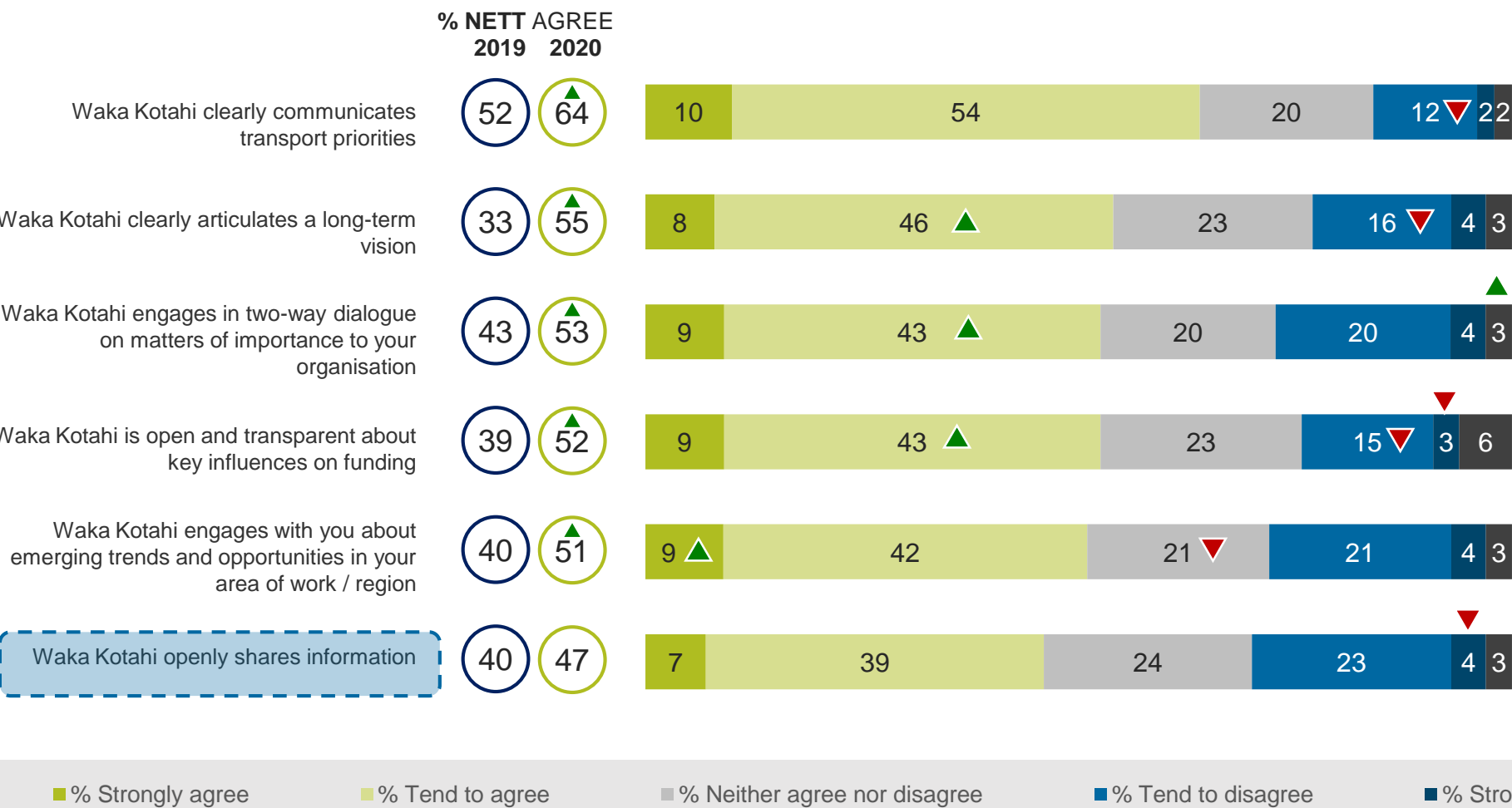
As shown earlier, there have been significant improvements in the communications drivers at an overall level, making communication an area to ‘maintain and celebrate.’ At an individual level, there remains one communication driver to prioritise and invest in in order to build reciprocal relationships – openly sharing information.

DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES COMMUNICATION



HOW WAKA KOTAHI COMMUNICATES AND ENGAGES

Waka Kotahi has made notable improvements in the communications space since 2019. All measures have seen significant increases except for the open sharing of information. Analysis indicates a clear priority for communication investment for Waka Kotahi - ensuring that they are open and transparent in all their information sharing.



“Waka Kotahi is very open, transparent and easy to work with. Key staff are accessible, responsive and very professional.”

“There have been significant improvements lately, both in communication and the way in which things are done.”

“Communication with Waka Kotahi has improved greatly in the last 12 months.”

“Zero communication from anyone senior in the last year despite transport system desperately needing attention. Long timeframes.”

“Some areas are very poor at listening to us, and sometimes blatantly ignore us. Communication or willingness to help could be improved. More discussion relating to bridges rather than just roads could be improved.”



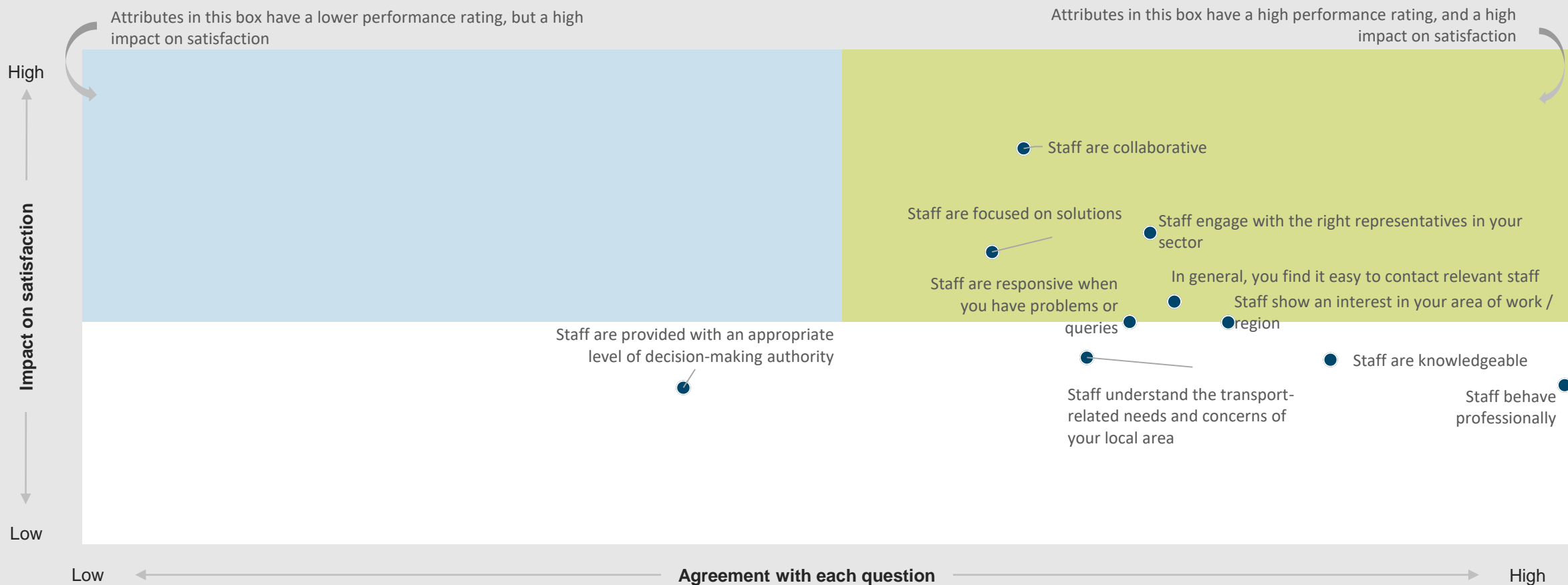
PERCEPTIONS OF WAKA KOTAHI STAFF

AN AREA TO MAINTAIN AND
CELEBRATE



As seen earlier in the key drivers analysis staff performance is relatively high. As is often found in stakeholder surveys, staff perform relatively well compared to the organisation, and this is consistent with 2019 results. There are no key areas to invest in with staff satisfaction.

DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES





FOR MORE INFORMATION
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