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COLMAR BRUNTON

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# WAKA KOTAHI STAKEHOLDER SURVEY

*JULY 2021*



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# BACKGROUND & METHODOLOGY



Waka Kotahi commissioned Kantar Public (formerly Colmar Brunton)<sup>1</sup> to undertake a third 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 2020.

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 2020/21 Position Statement.



<sup>1</sup> | The joint social research teams across Colmar Brunton and Kantar New Zealand transitioned into Kantar Public (our joint parent company) on 1 July 2021. This means we have a single research team of around 20 skilled and talented social researchers in Aotearoa, who in turn are supported by the global Kantar Public network.



**309\*** 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

31 May to 25 June 2021



An initial invite was sent on 31 May, with reminder emails sent on 8, 14, and 24 June.

*Note: Council stakeholders received their initial invite on 8 June, as 31 May coincided with the announcement of indicative Council NLTP funding.*



## ACCURACY

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

## RESPONSE RATE

**28%**  
(adjusted)

This response rate is broadly in line with Colmar Brunton's expectations based on similar studies, and is in line with 2020 (28%).

### The response rate was calculated using the following information.

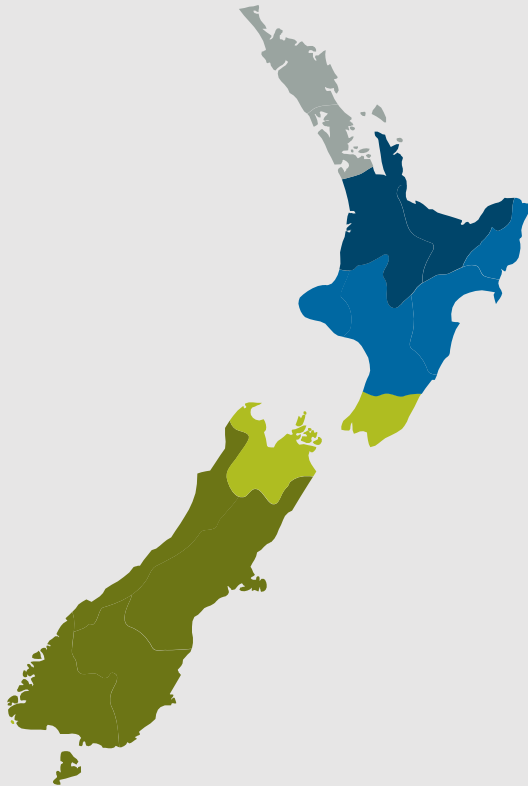
- Colmar Brunton sent out a total of 1,133 survey invites via email.
- 10 'bouncebacks' (i.e. invalid email addresses) were received from the initial Waka Kotahi CE invite.
- Six percent of those surveyed had not interacted within the last 12 months (used to adjust the response rate).

## NOTES TO READER

Differences are reported both at a total level (between 2020 and 2021) 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.

In previous years, stakeholders have been grouped by the region that they are involved in, for the purposes of sub-group analysis. To align with the recent regional refresh at Waka Kotahi, these groups have been recategorised for the 2021 survey. The results for 2020 and 2019 have also been recalculated to allow for comparisons.



## New regional groupings:

1. Auckland / Northland
2. Waikato / Bay of Plenty
3. Gisborne / Taranaki / Hawke's Bay / Manawatu-Whanganui
4. Wellington / Nelson / Tasman / Marlborough
5. West Coast / Canterbury / Otago / Southland

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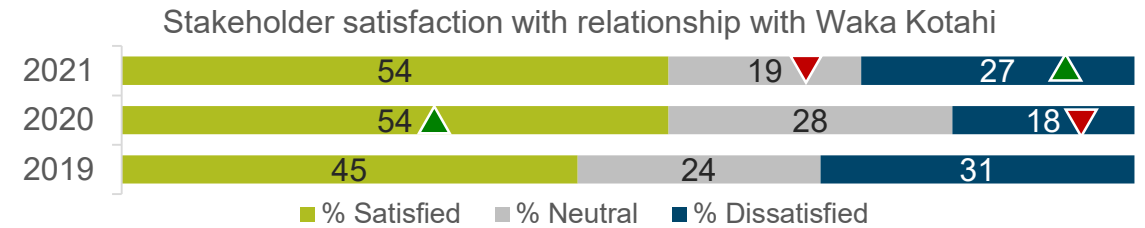
# EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY: REBUILDING REPUTATION OF WAKA KOTAHI

## Stakeholder<sup>1</sup> satisfaction in consistent with 2020.

Stakeholders' satisfaction with their relationship with Waka Kotahi has held steady at 54%. However, dissatisfaction has increased to 27%, compared to 2020. This is a general pattern throughout the research, and indicates increasing polarisation in stakeholders' views and experiences of Waka Kotahi. Our analysis indicates that this polarisation is not a result of the timing of the survey coinciding with the most recent round of funding decisions.



## Despite a lack of growth in satisfaction, there have been some areas of success for Waka Kotahi in 2021.



Stakeholders with a Māori affiliation have higher than average satisfaction (62%). They also rate Waka Kotahi more positively than average across a number of measures.



Stakeholders are increasingly mentioning strong or improving working relationships with Waka Kotahi. They are also more likely to feel that they have access to staff than they did in 2020. This, combined with fewer stakeholders saying that they have no point of contact at Waka Kotahi, indicates the good work that the agency is doing in engaging with their stakeholders.

## However, there is work to be done in order to standardise the experience that stakeholders are having, and curb the polarisation of their views.

Increasing negative ratings on almost all measures, yet consistent positive ratings, indicate a disparity in the engagement that stakeholders are receiving from Waka Kotahi.

It is possible that this baseline of negative sentiment is creeping up due to teething issues with the recent introduction of the regional model at the operational level. A number of stakeholders spontaneously mention issues with the reorganisation (such as losing their contacts within Waka Kotahi) as detrimentally impacting their relationship with the agency. Additionally, a greater proportion of stakeholders reference communication issues as a negative aspect of their relationship than in 2020.

Waka Kotahi needs to work to ensure that stakeholders have a clear understanding of who they can engage within their region as a result of the reorganisation. While there are some improving relationships, ensuring that new points of contact and structures are communicated is paramount. This should help to bring negative sentiment back down.

Additionally, those interacting with Waka Kotahi for planning / funding tend to rate the agency less positively than average. Business case submitters are also generally rating the business case process less positively than they did in 2020. Roughly one-third of stakeholders fall under each of these groups, making lessening negative ratings in these areas an important area to work on moving forwards.

<sup>1</sup> 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).

<sup>2</sup> | Māori affiliation includes stakeholders who: work for a Māori business / a business with strong Māori ownership / values, identify as Māori, or work on Māori projects



The key pain points for stakeholders remain the same as in 2020. This indicates scope for continued improvement in those priority areas, highlighted below:

### 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. 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<sup>1</sup>



Stakeholders from Industry / Representative organisations



Stakeholders involved in regional transport planning and funding/investment decisions<sup>2</sup>



Stakeholders from District / City Authorities

<sup>1</sup> | However, this is a shrinking group of stakeholders

<sup>2</sup> | Throughout the report, this is referred to as 'interacting in the Planning & Funding space'

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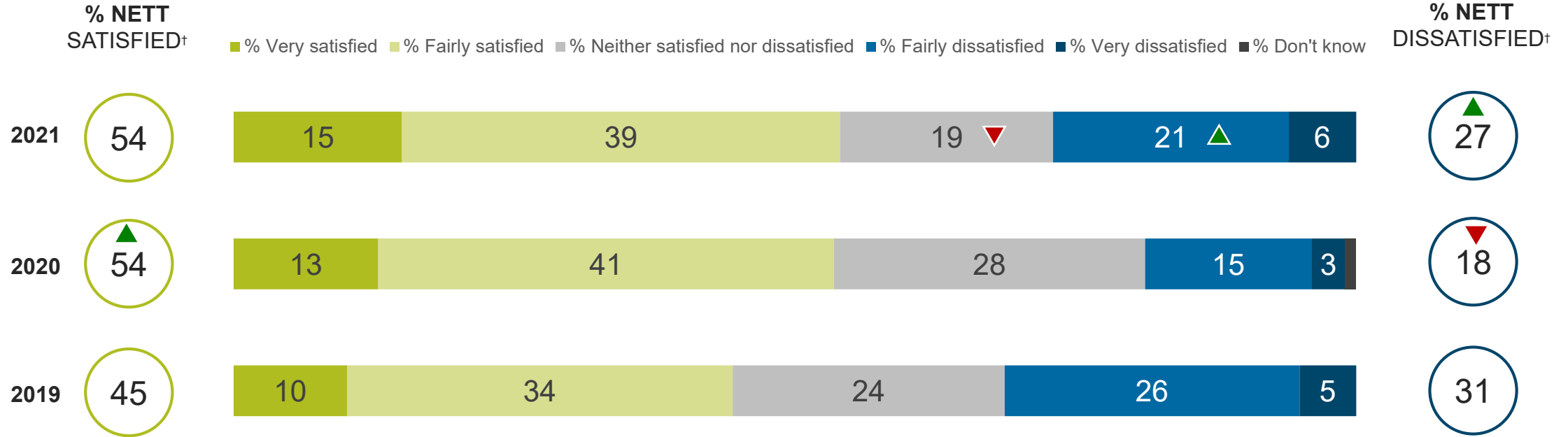
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# OVERALL SATISFACTION AND PERCEPTIONS OF WAKA KOTAHI



# OVERALL SATISFACTION

Stakeholders' satisfaction with their relationship with Waka Kotahi has remained stable following the significant improvement seen in 2020. Overall satisfaction is consistent with 2020, sitting at 54%. However, there is greater polarisation in 2021, with the proportion dissatisfied with their relationship having increased from 18% in 2020 to 27% in 2021. As in previous years, satisfaction with Waka Kotahi is lower than the average for other similar public sector stakeholder studies.

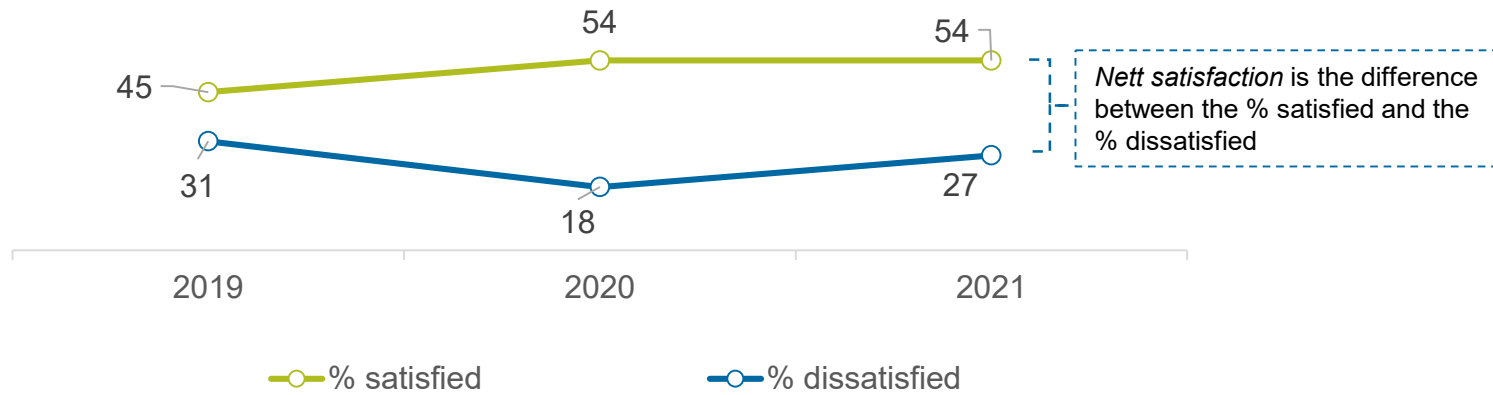


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# OVERALL SATISFACTION: NETT SATISFACTION

The pattern of stable satisfaction but increased dissatisfaction with Waka Kotahi is evident across a number of different stakeholder groups. Presented below are the stakeholder groups with the most notable declines in *nett satisfaction* (i.e. the proportion who are satisfied minus the proportion who are dissatisfied). Groups such as Industry / Representative organisations, and District / City Authorities (part of the Local Government group), are among the key priority areas in 2021, with some of the lowest nett satisfaction levels.

Overall satisfaction with Waka Kotahi

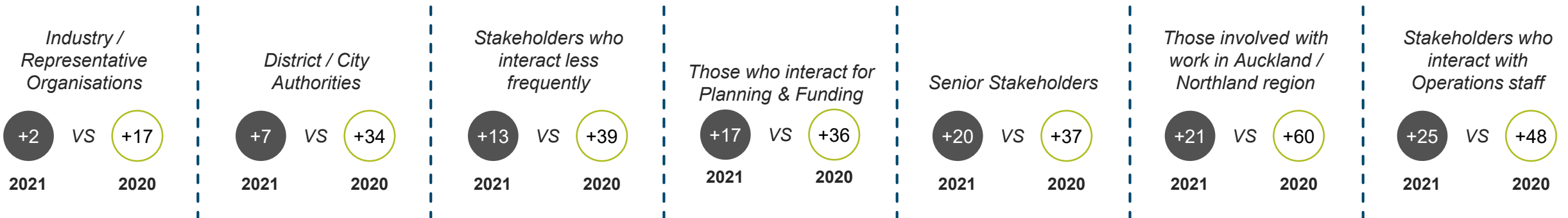


*Nett satisfaction* is the difference between the % satisfied and the % dissatisfied

*Nett satisfaction* is sitting at +27 in 2021. This is a decline from +36 in 2020.

*Nett satisfaction* has been included as a point of analysis in 2021 due to the growth of dissatisfaction in this wave. This is an important pattern to take note of in the research this year, that belies the stable satisfaction rate amongst stakeholders.

The following groups have had notable declines in their nett satisfaction (% satisfied minus % dissatisfied) since 2020:



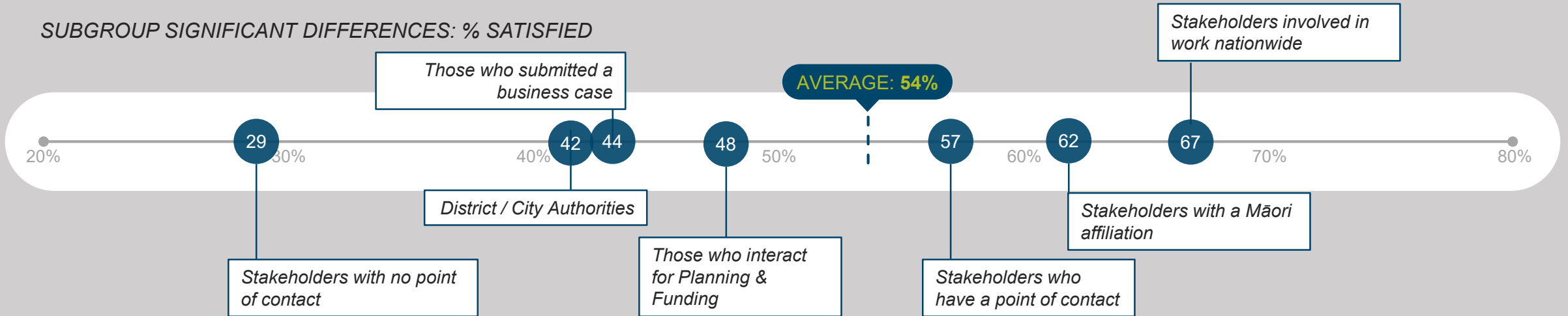
Source: QF1: How satisfied or dissatisfied are you with the current relationship your organisation has with Waka Kotahi? | Base: All stakeholders (n=309)

1 | Satisfaction for Health Agencies or Research Agencies have not been included in this report as the sample size is only 2.

2 | Local Government is the combined grouping of District / City Authorities, and Regional / Transit Authorities

# OVERALL SATISFACTION: SUBGROUP CHANGES AND DIFFERENCES

Stakeholders involved in work nationwide, those with a Māori affiliation, and those with a point of contact at Waka Kotahi are more likely than average to be satisfied. Stakeholders with no point of contact, District / City authorities, those who submitted a business case, and those interacting in the Planning & Funding space are less likely than average to be satisfied.



Indicative organisational subgroup satisfaction scores (*caution very small sample) <sup>1</sup>	Emergency services (n=18*)	94%
	Central government agency (n=19)*	79%
	Iwi (n=11)*	8 of 11
	Suppliers (n=47)	66%
	Business (n=33)	48%
	Local Government <sup>2</sup> (n=131)	44%
	• District / City Authorities (n=110)	42%
	• Regional / Transit Authorities (n=21)*	52%
	Industry/representative organisation (n=48)	42%

Source: QF1: How satisfied or dissatisfied are you with the current relationship your organisation has with Waka Kotahi? | Base: All stakeholders (n=309)

1 | Satisfaction for Health Agencies or Research Agencies have not been included in this report as the sample size is only 2.

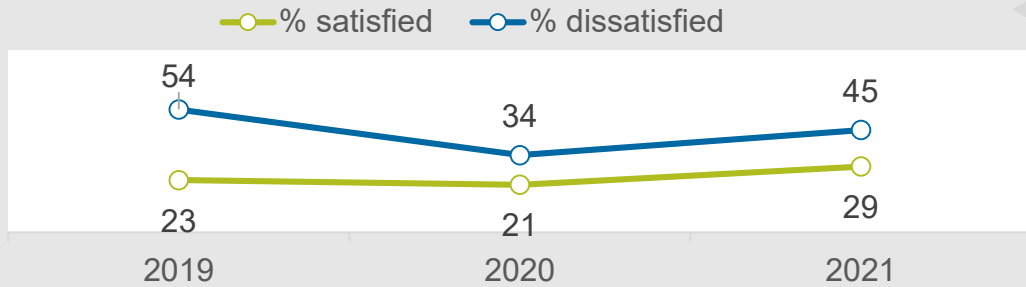
2 | Local Government is the combined grouping of District / City Authorities, and Regional / Transit Authorities

# PRIORITY GROUP: THOSE WITH NO CONTACT POINT REMAIN THE LEAST SATISFIED

Stakeholders without a point of contact continue to be the least satisfied with Waka Kotahi, indicating the need for easy access to staff. Positively, this group has been growing smaller year-on-year, although they remain a priority area for 2021.



Stakeholders who **do not have a point of contact** at Waka Kotahi are the least satisfied with their relationship:

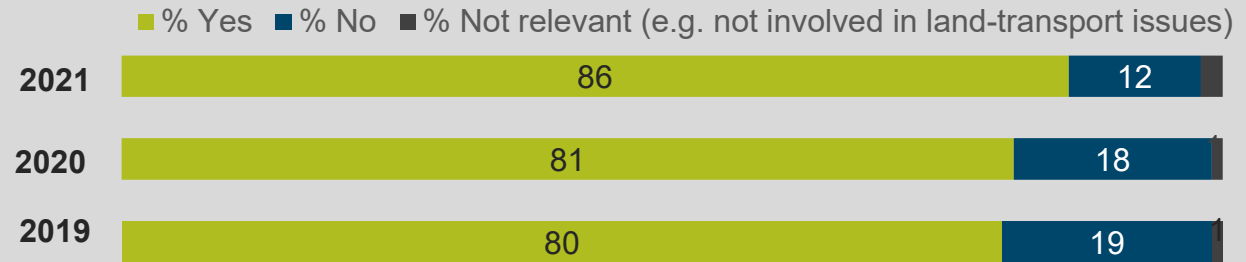


“Another restructure recently makes it difficult to know who’s doing what again.”

“Project delivery and reporting can be confusing - needs clearer responsibility lines externally which will reduce escalations to senior executives.”

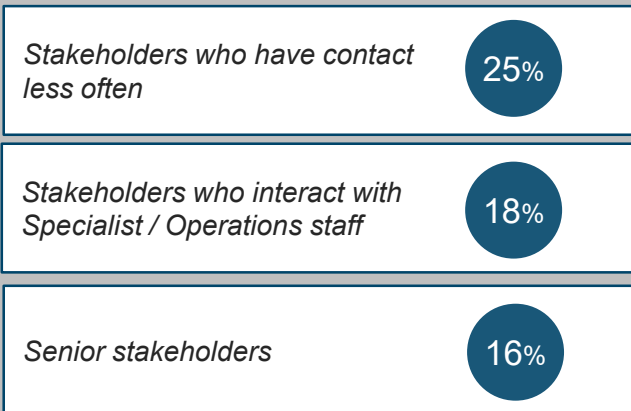
“It is hard to find the actual decision makers within the organisation.”

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

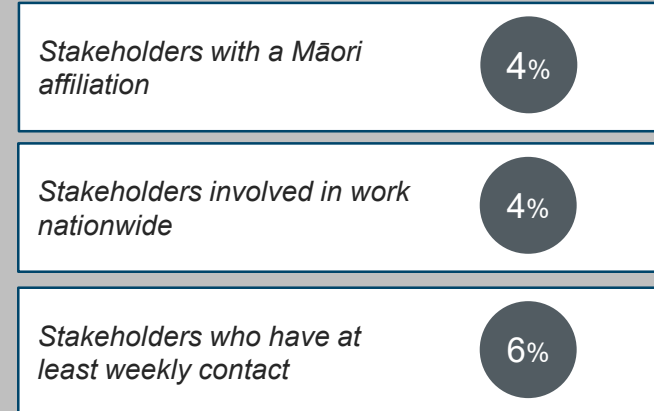


## SUBGROUP SIGNIFICANT DIFFERENCES: NO POINT OF CONTACT

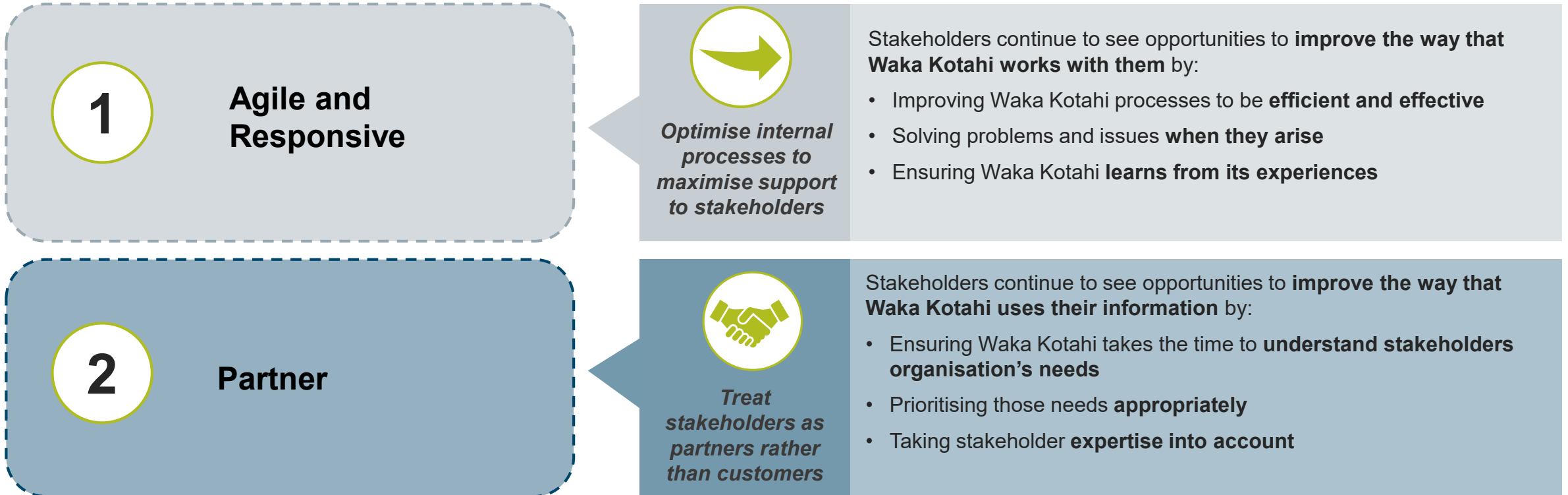
**More likely to not have a point of contact than average (12%):**



**Less likely to not have a point of contact than average (12%):**



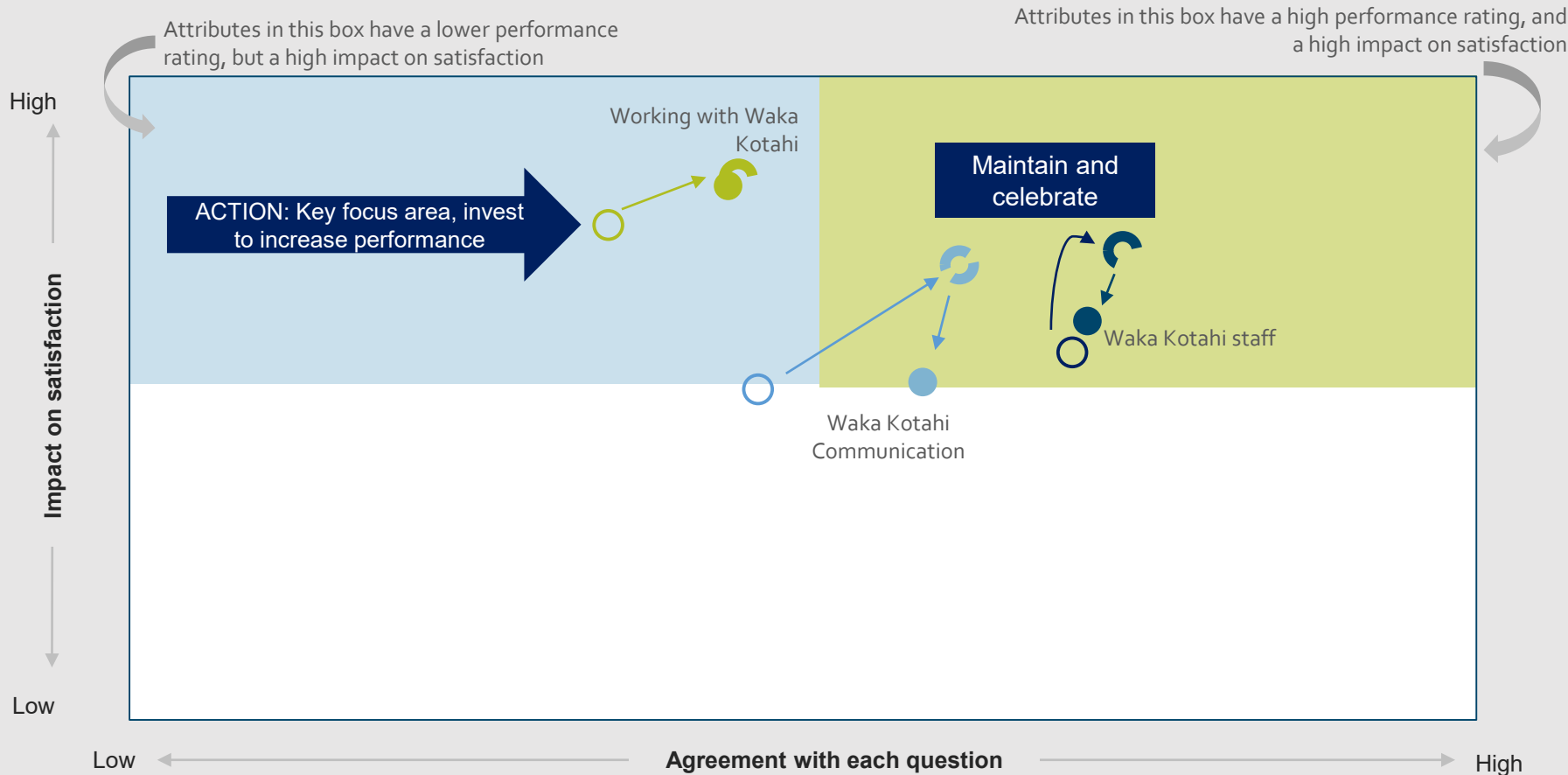
This slide summarises the two key areas to focus on to improve overall satisfaction. The next few slides describe how we identified these satisfaction drivers. The key areas of focus are in line with 2020.



Stakeholders continue to want Waka Kotahi to see them as valued partners, and to enjoy a two-way relationship. Waka Kotahi needs to ensure that stakeholder needs are met by demonstrating their 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. The way in which Waka Kotahi works with stakeholders remains a primary area for action and investment. While staff and communication are areas of strength for Waka Kotahi, they have slightly less of an impact on satisfaction than in 2020.

## DRIVERS OF SATISFACTION – KEY THEMES



### EXPLANATION OF DRIVER ANALYSIS



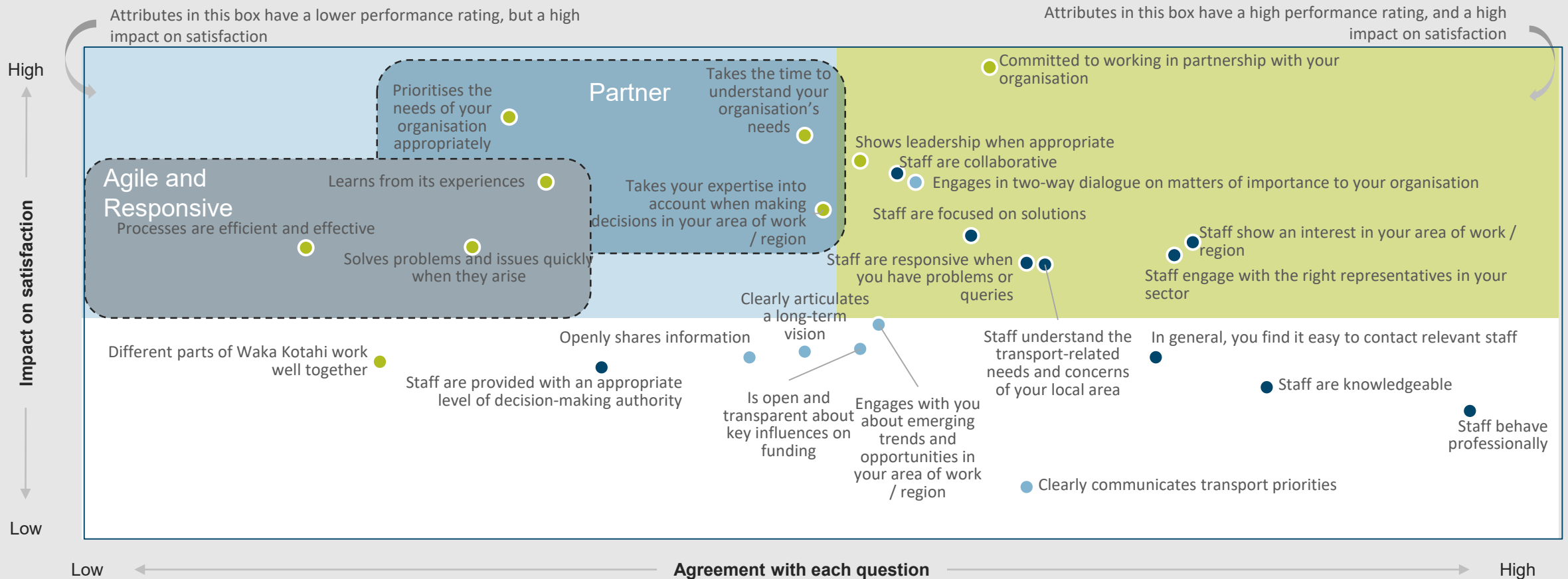
The drivers of satisfaction have been determined through a correlation analysis. We do this by measuring the association between two continuous variables (in this case the question / measure, e.g. Waka Kotahi staff, and overall satisfaction). The magnitude of the correlation coefficient indicates the 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

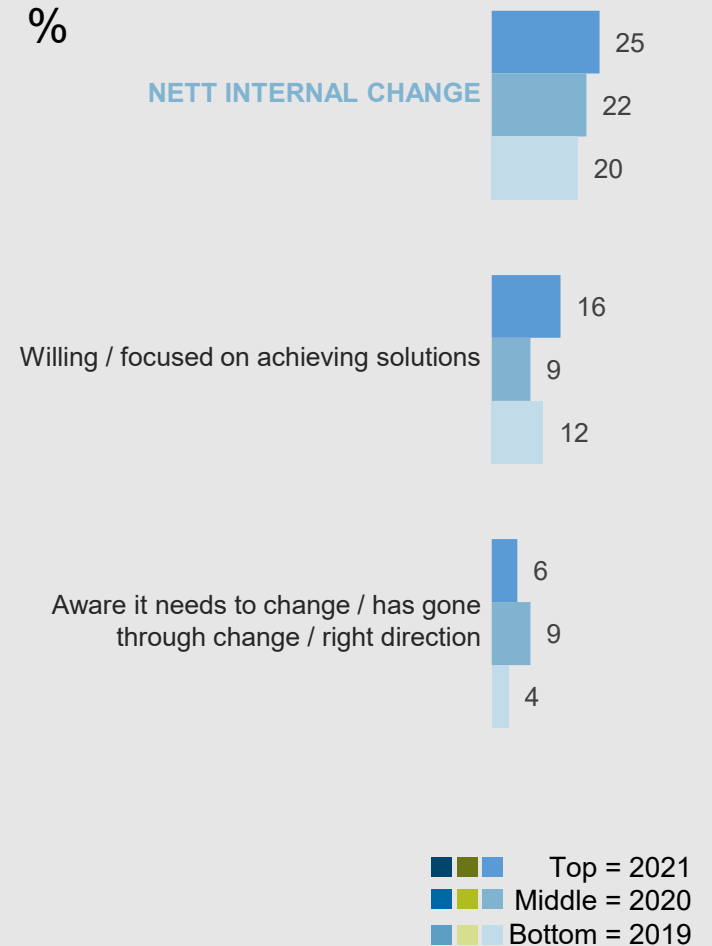
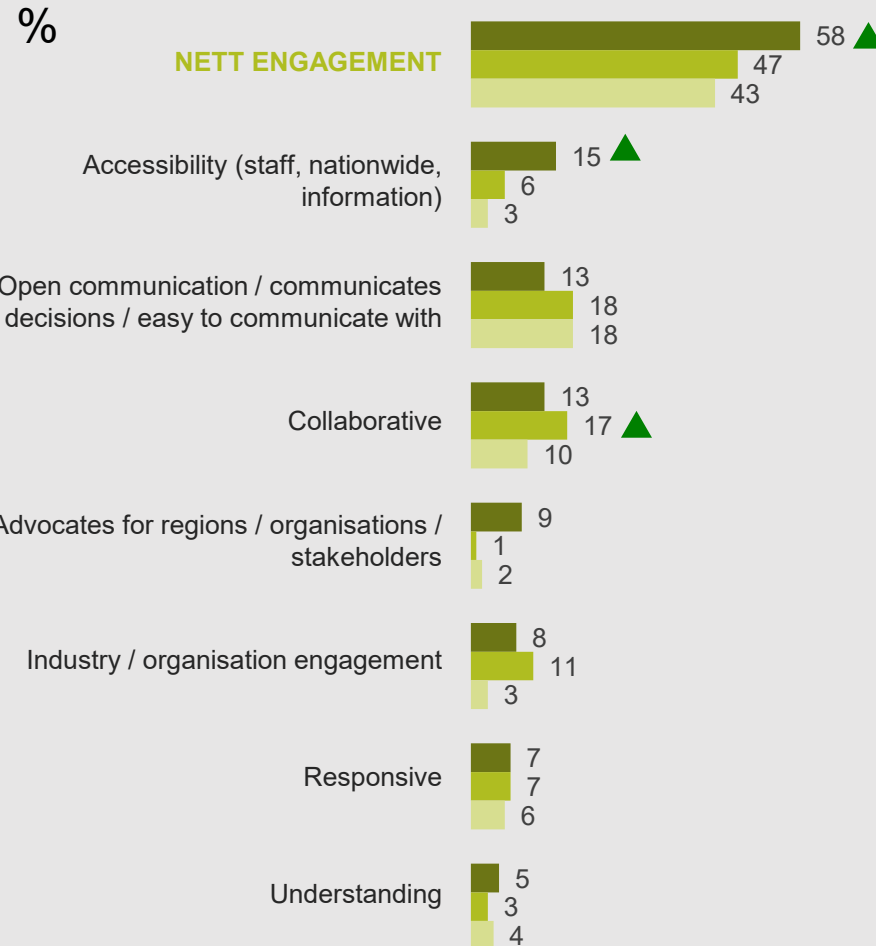
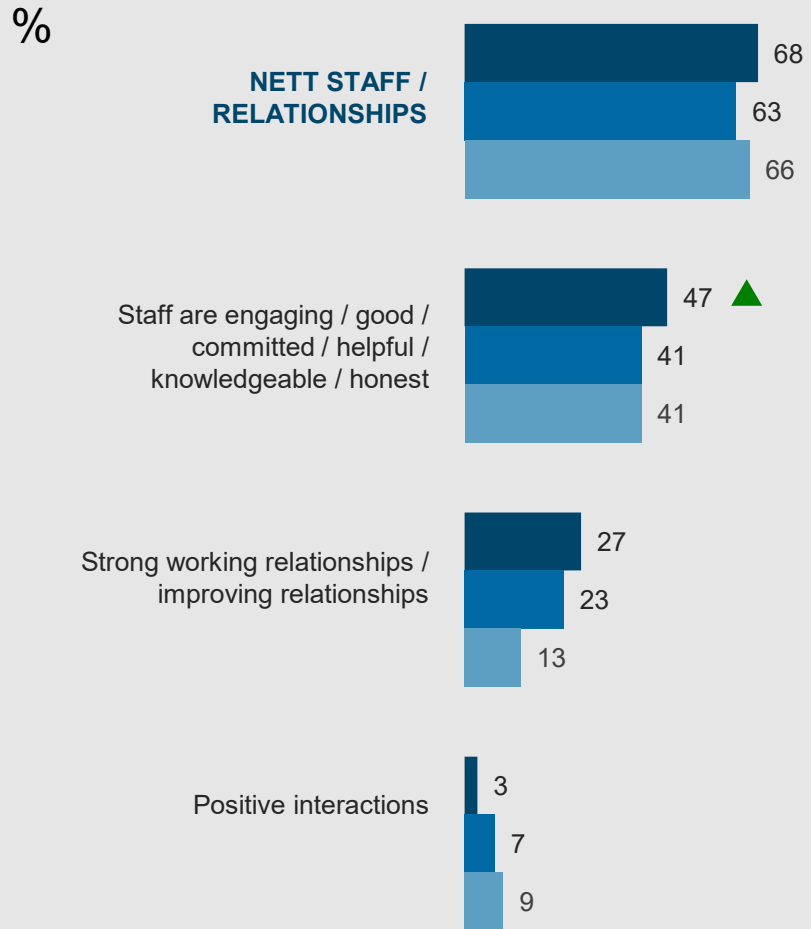
In line with both 2020 and 2019, having efficient and effective processes, solving problems quickly, and learning from experience all have a high impact on overall satisfaction, but low performance. Therefore, investing in these areas continues to be a priority in order to increase stakeholder satisfaction. Improving how Waka Kotahi partners with stakeholders – by prioritising their needs, taking the time to understand their needs, and taking their expertise into account, remains a second priority investment area.

## DRIVERS OF SATISFACTION



# POSITIVE ASPECTS OF RELATIONSHIP

Fifty-eight percent of stakeholders are able to spontaneously name a positive aspect of their relationship with Waka Kotahi. Of these stakeholders, 68% mention Waka Kotahi staff, once again referencing the strong staff performance ratings. More stakeholders mention positive engagement than in previous years, with references to accessibility and Waka Kotahi advocating on stakeholders' behalf having increased since 2020.

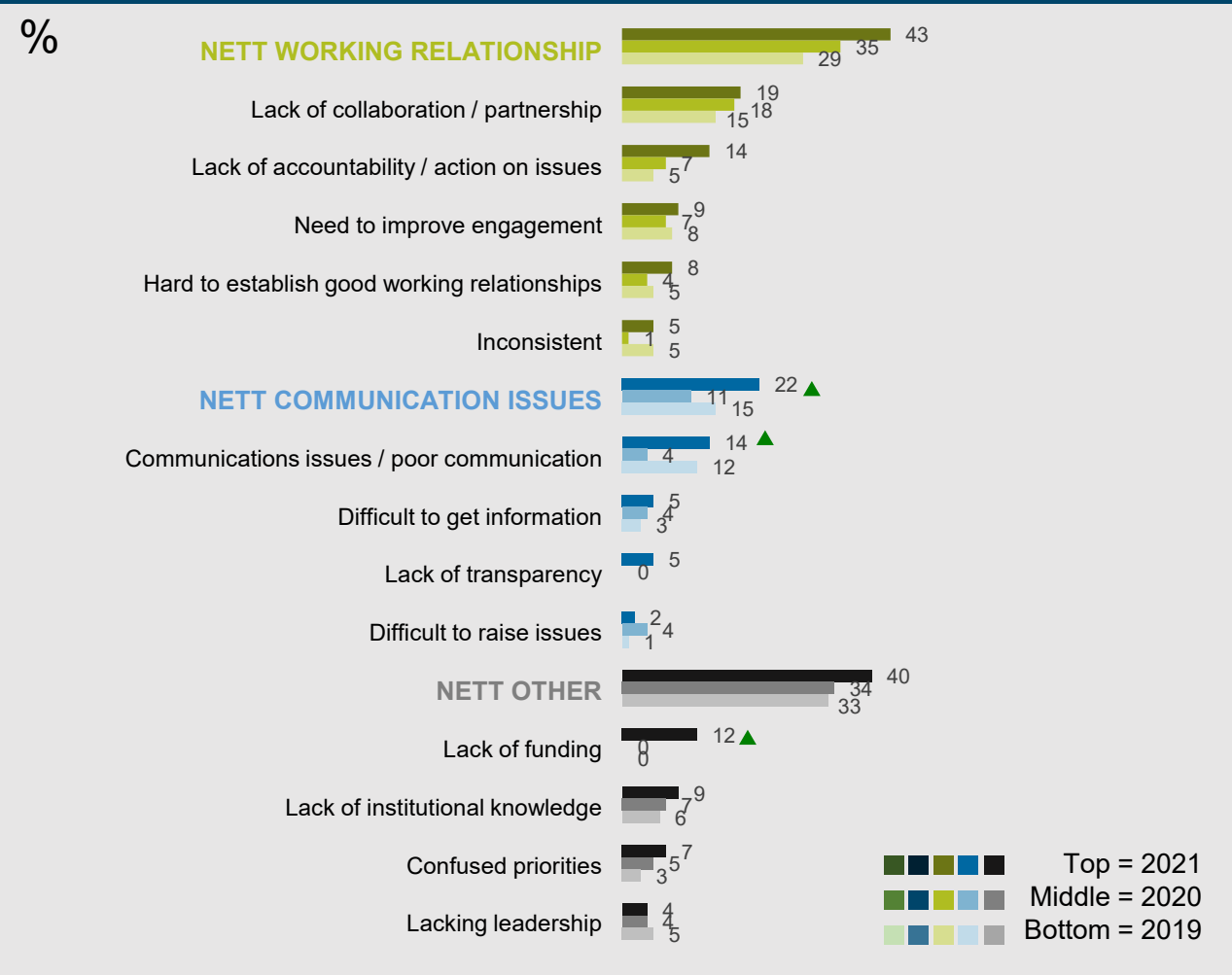
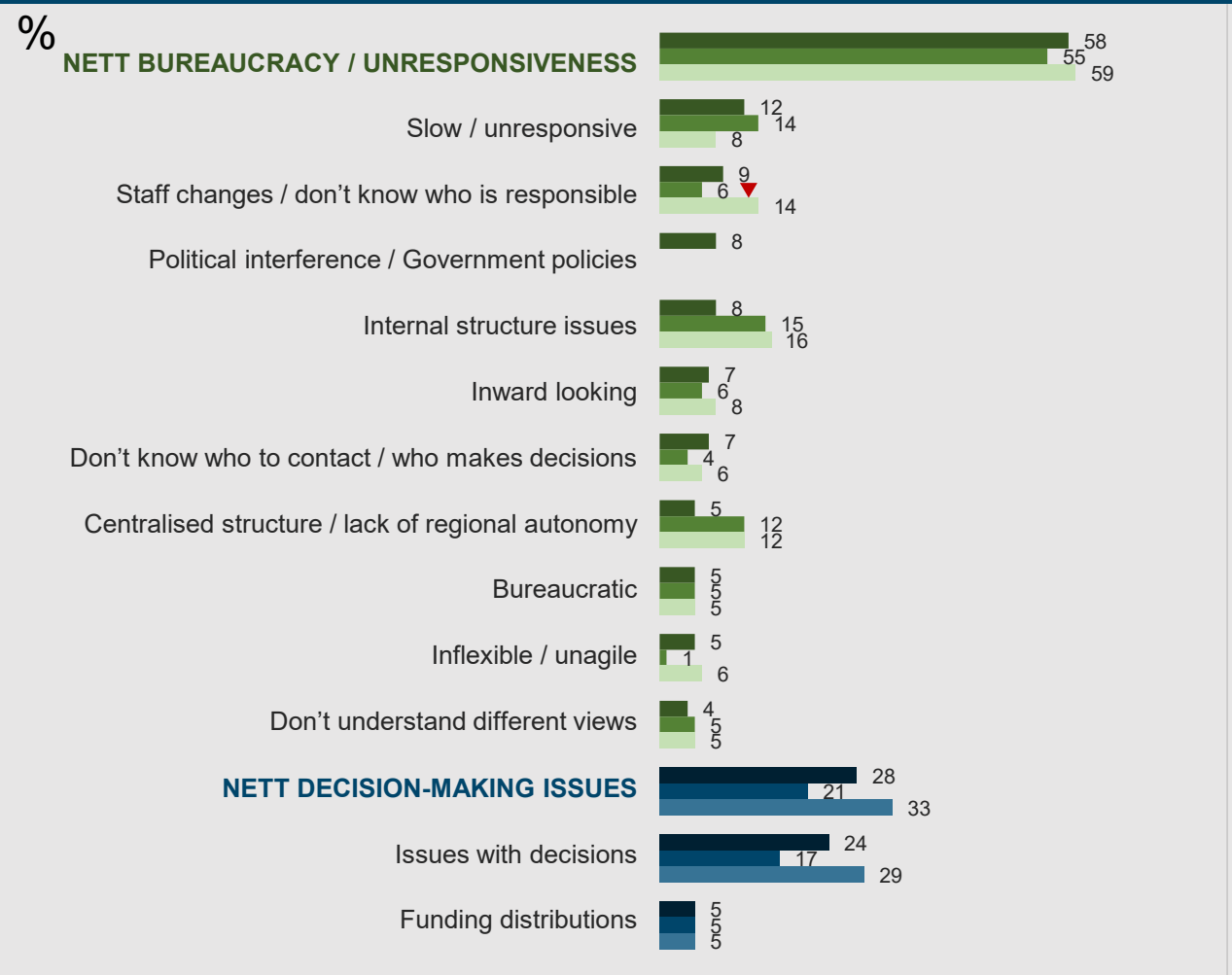


■ Top = 2021  
 ■ Middle = 2020  
 ■ Bottom = 2019

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) (2021 n=179, 2020 n=180; 2019 n=180)  
 Note: responses less than 5% are not charted

# NEGATIVE ASPECTS OF RELATIONSHIP

Fifty-three percent of stakeholders are able to spontaneously name a negative aspect of their relationship with Waka Kotahi. This is higher than in 2020 (47%), reinforcing the higher levels of dissatisfaction. Of these 53%, 58% mention something related to bureaucracy or a lack of responsiveness (reflecting the need to invest in responsive systems). Positively, fewer stakeholders mention internal structure issues than in 2020. However, more stakeholders reference communications issues (22% compared to 11% in 2020).

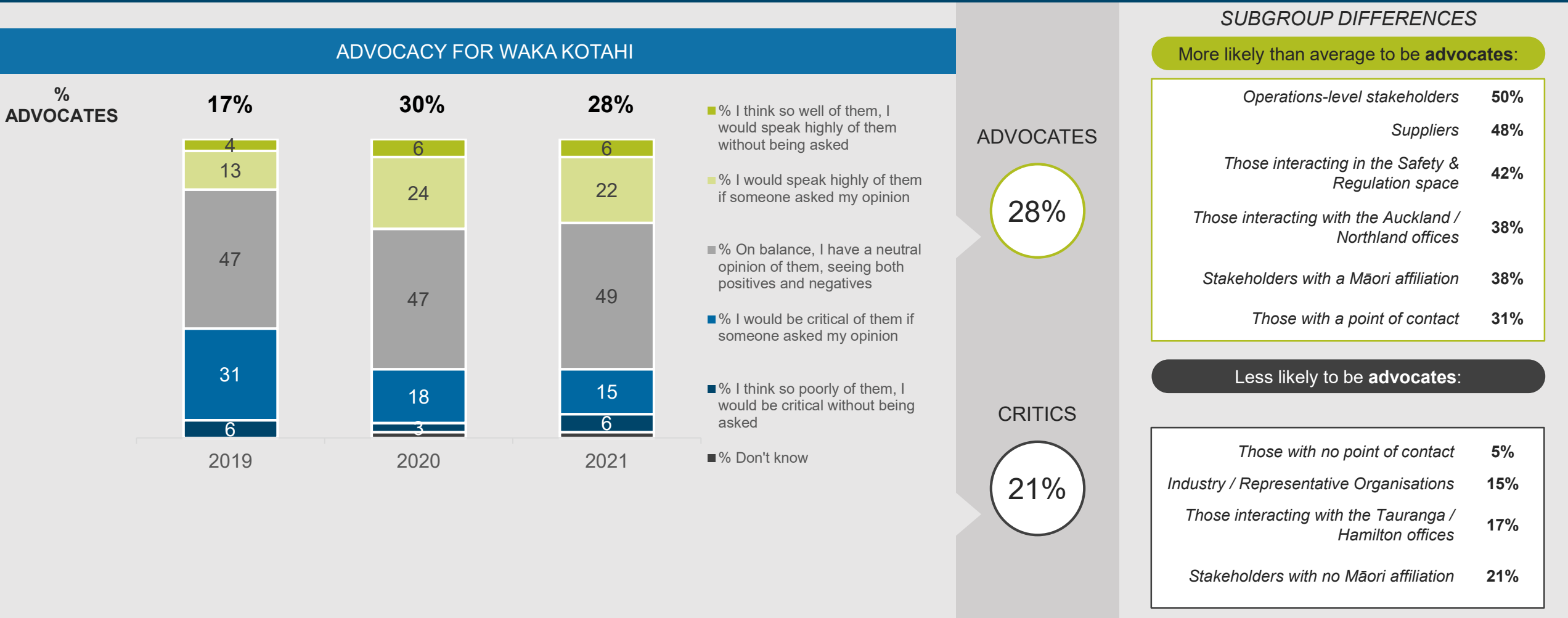


■ Top = 2021  
■ Middle = 2020  
■ Bottom = 2019

Source: F3: What, if anything, do you consider to be negative or bad about your relationship with Waka Kotahi?  
 Base: All stakeholders who provided a response (excl. don't know or nothing negative) (2021 n=165, 2020 n=137; 2019 n=154)

▲ ▼ Significantly higher / lower than previous year

Just over one quarter (28%) of stakeholders are willing to advocate for Waka Kotahi – in line with 2020. The proportion of critics remains the same as in 2020 (21%). Advocacy levels also remain notably lower than for similar public sector stakeholder studies. A number of groups are more likely than average to advocate for Waka Kotahi, including: Operations-level stakeholders, suppliers, those interacting in the Safety & Regulation space, those interacting with the Auckland / Northland offices, those with a Māori affiliation, and with a point of contact.



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=307) ▲ ▼ Significantly higher / lower than previous year

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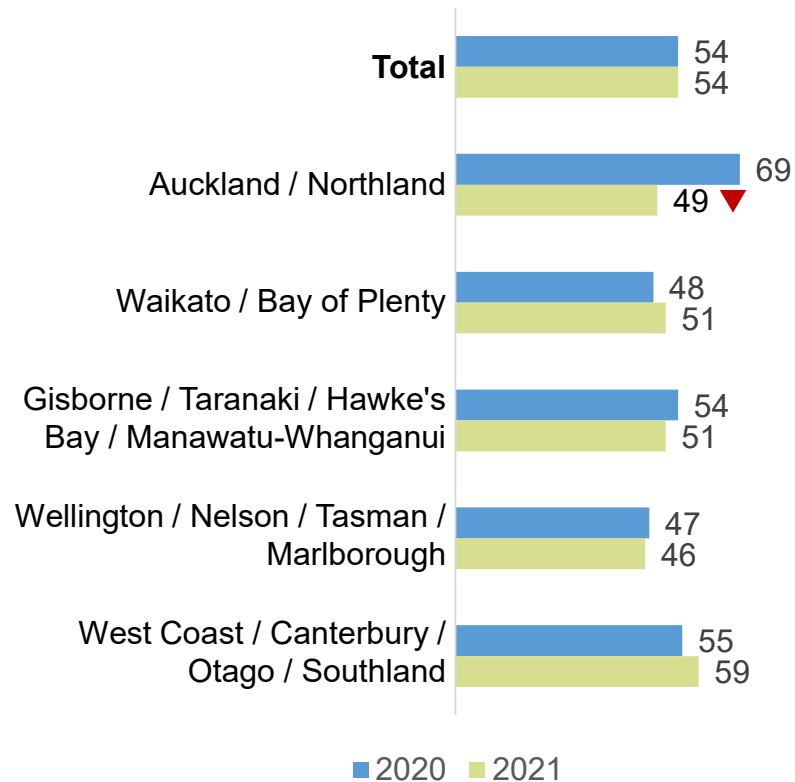
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# REGIONAL SATISFACTION

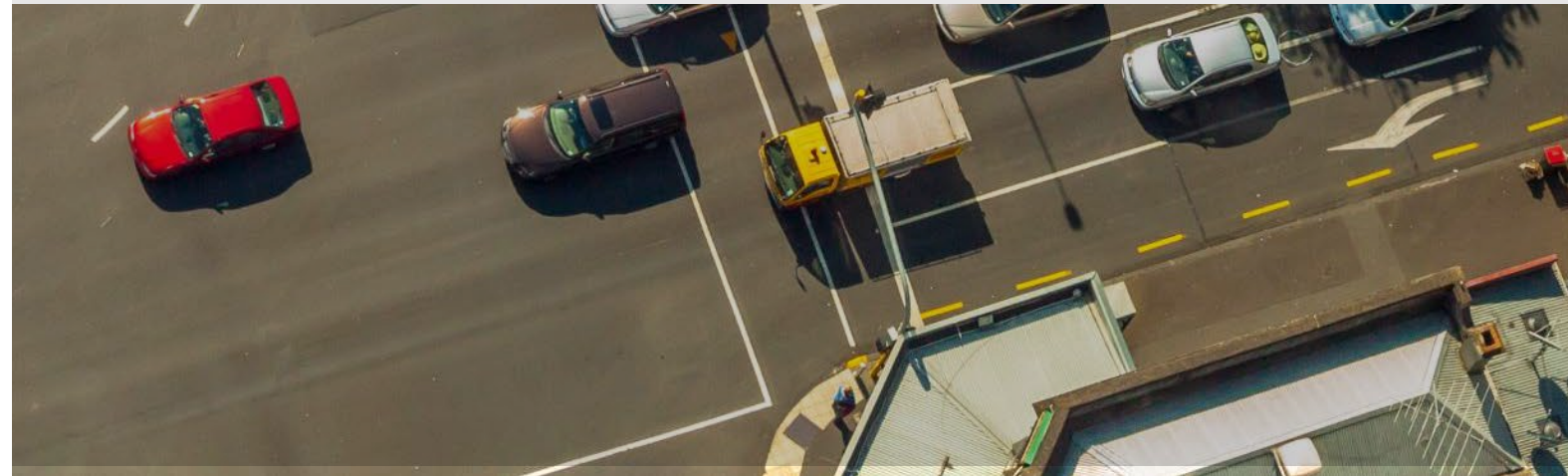
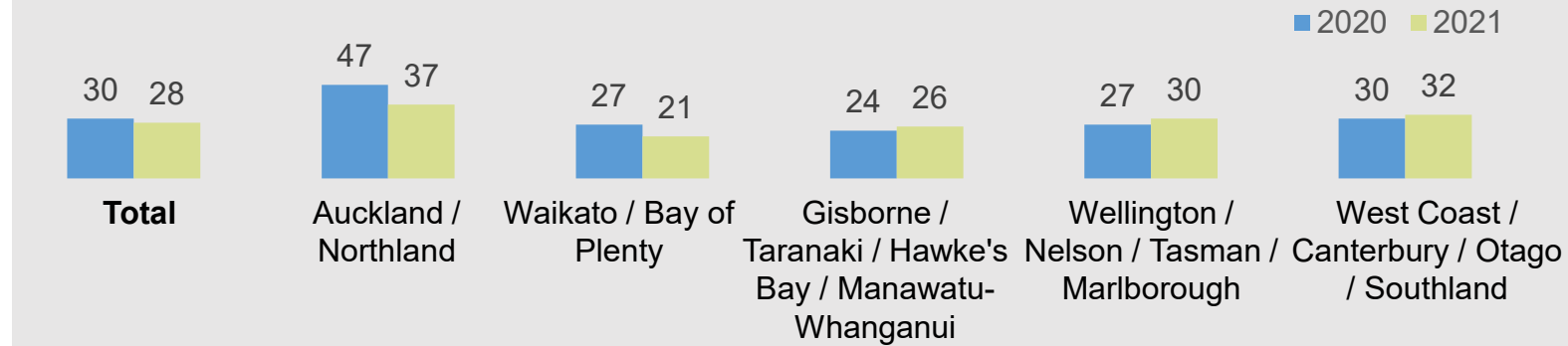


This slide compares stakeholders' overall satisfaction with their relationship with Waka Kotahi and advocacy scores for the regions in 2020 and 2021.

Overall satisfaction with Waka Kotahi  
(% satisfied / very satisfied with their relationship with Waka Kotahi)



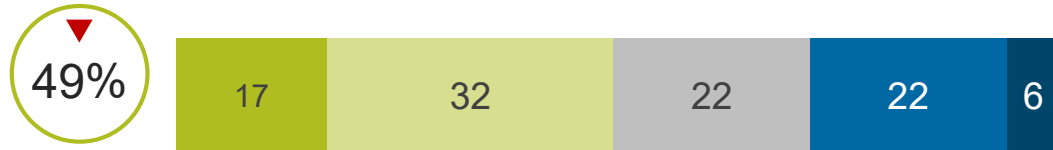
Advocacy (% would speak highly of Waka Kotahi)



Below are the headline results for the Northland / Auckland region. Satisfaction for the region has declined from 69% in 2020 to 49% in 2021. Both satisfaction and advocacy within the region are in line with the national picture. Advocacy is consistent with 2020.

## OVERALL SATISFACTION WITH RELATIONSHIP

- % Very satisfied
- % Fairly satisfied
- % Neither satisfied nor dissatisfied
- % Fairly dissatisfied
- % Very dissatisfied



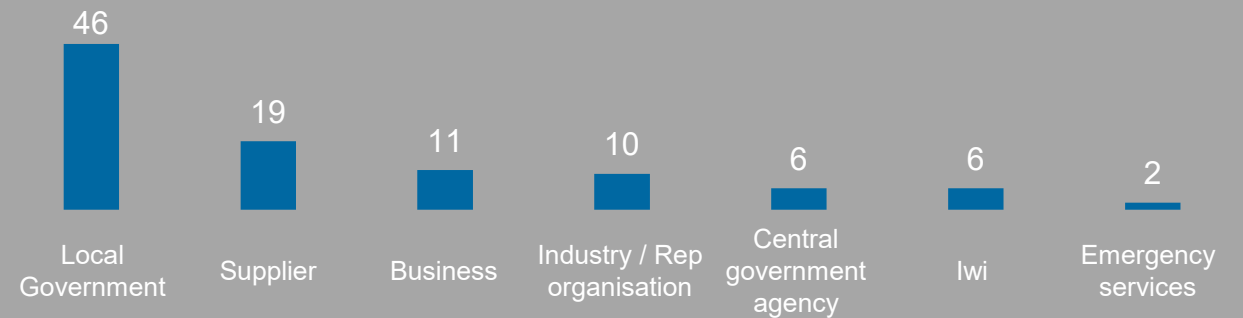
**SATISFIED**

SIGNIFICANT CHANGES IN AGREEMENT FROM 2020		
ATTRIBUTE	2020	2021
Open and transparent about key influences on funding	73%	44%
Staff behave professionally	81%	62%
Are focused on solutions	58%	35%
In general, you find it easy to contact relevant staff	81%	62%

## ADVOCACY FOR WAKA KOTAHI



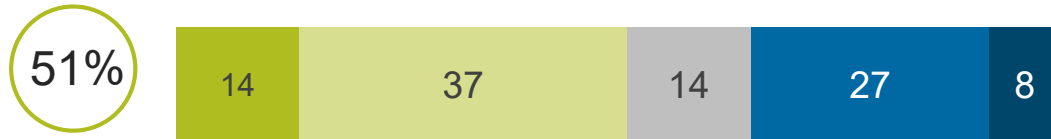
## ORGANISATIONAL PROFILE



Below are the headline results for the Waikato / Bay of Plenty region. There are no significant changes since 2020. Both satisfaction and advocacy are in line with the national picture in 2021, and with the regional scores in 2020.

## OVERALL SATISFACTION WITH RELATIONSHIP

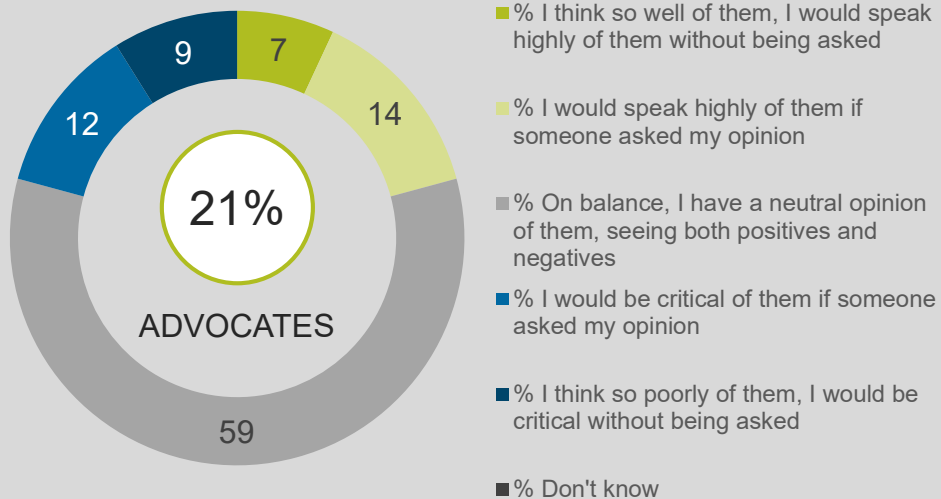
- % Very satisfied
- % Fairly satisfied
- % Neither satisfied nor dissatisfied
- % Fairly dissatisfied
- % Very dissatisfied



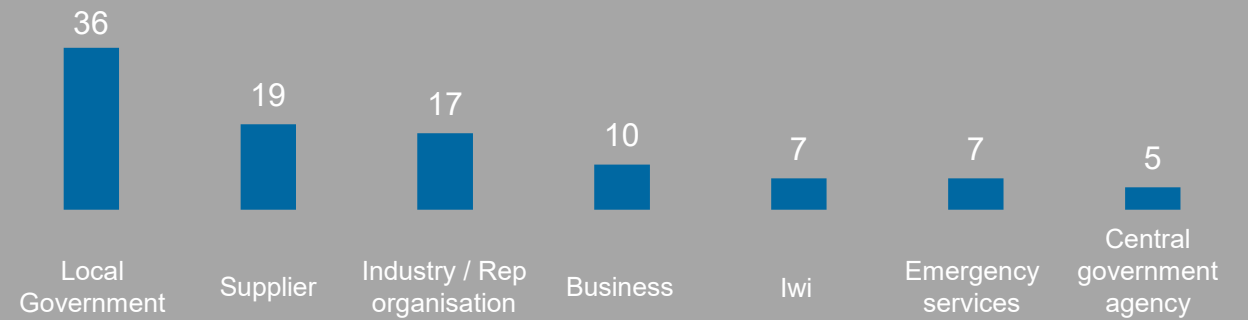
SATISFIED

*There are no significant changes in agreement on the main attributes for this region.*

## ADVOCACY FOR WAKA KOTAHI



## ORGANISATIONAL PROFILE

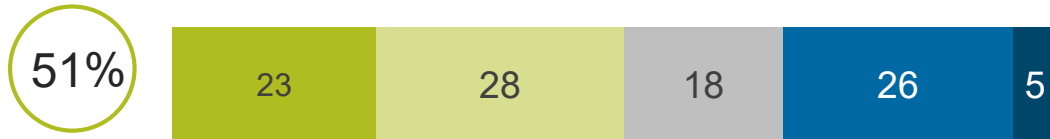




Below are the headline results for the Gisborne / Hawke’s Bay / Taranaki / Manawatu-Whanganui region. Results are in line with the average, although fewer stakeholders involved in the region think that Waka Kotahi staff behave professionally than in 2020. Satisfaction and advocacy scores are in line with both the national average, and the regional scores in 2020.

## OVERALL SATISFACTION WITH RELATIONSHIP

- % Very satisfied
- % Fairly satisfied
- % Neither satisfied nor dissatisfied
- % Fairly dissatisfied
- % Very dissatisfied



SATISFIED

SIGNIFICANT CHANGES IN AGREEMENT FROM 2020		
ATTRIBUTE	2020	2021
Staff behave professionally	94%	79%

## ADVOCACY FOR WAKA KOTAHI



## ORGANISATIONAL PROFILE



Below are the headline results for the Wellington / Nelson / Tasman / Marlborough region. While satisfaction is in line with 2020 (and the national average), dissatisfaction has increased (25% compared to 11%). Advocacy is in line with both the average, and the regional score from 2020.

## OVERALL SATISFACTION WITH RELATIONSHIP

- % Very satisfied
- % Fairly satisfied
- % Neither satisfied nor dissatisfied
- % Fairly dissatisfied
- % Very dissatisfied



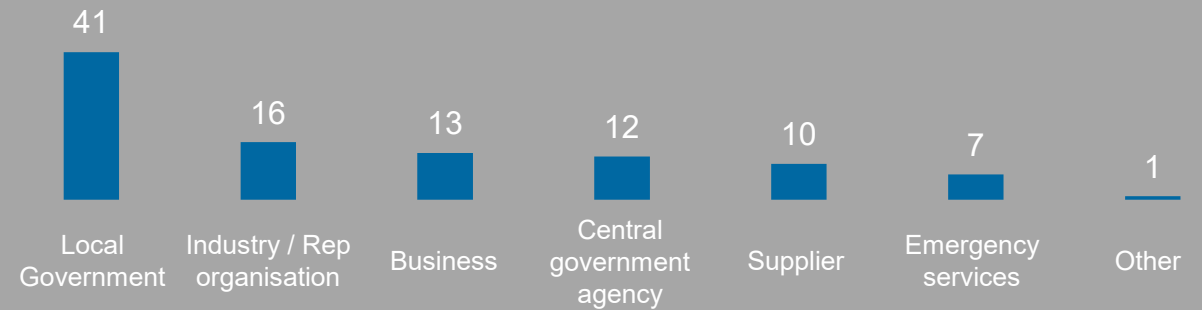
SATISFIED

SIGNIFICANT CHANGES IN AGREEMENT FROM 2020		
ATTRIBUTE	2020	2021
Waka Kotahi clearly articulates a long-term vision	63%	42%

## ADVOCACY FOR WAKA KOTAHI



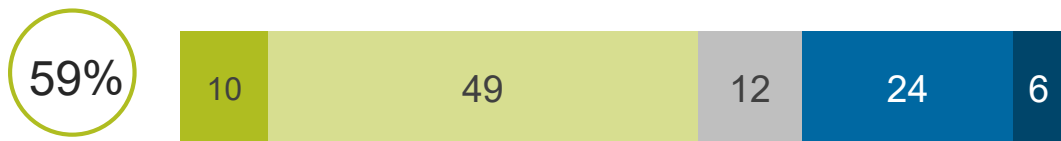
## ORGANISATIONAL PROFILE



Below are the headline results for the West Coast / Canterbury / Otago / Southland region. Results are in line with the average, although fewer stakeholders involved in the region think that Waka Kotahi engages with them about emerging trends and opportunities in their area than in 2020. Satisfaction and advocacy scores are in line with both the national average, and the regional scores in 2020.

## OVERALL SATISFACTION WITH RELATIONSHIP

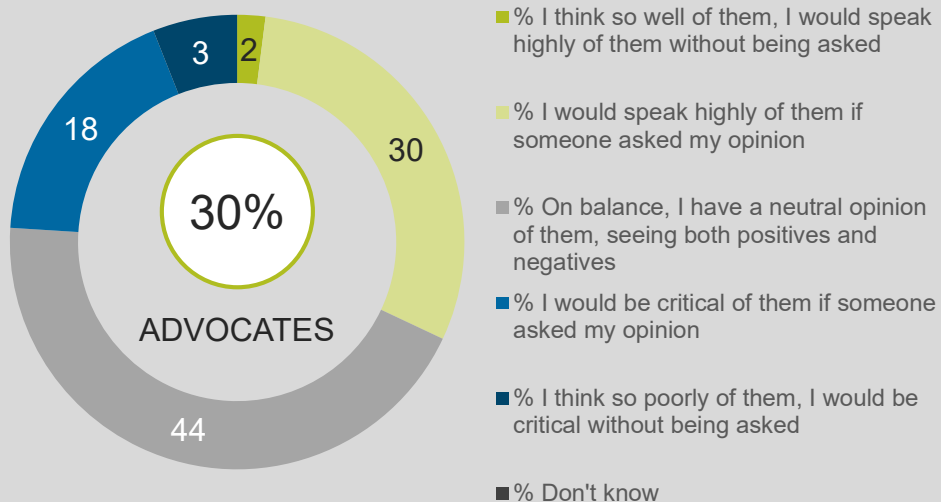
- % Very satisfied
- % Neither satisfied nor dissatisfied
- % Very dissatisfied
- % Fairly satisfied
- % Fairly dissatisfied



59% SATISFIED

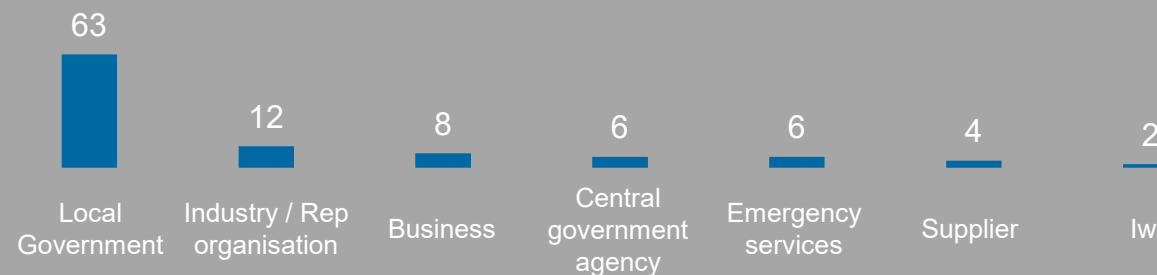
SIGNIFICANT CHANGES IN AGREEMENT FROM 2020		
ATTRIBUTE	2020	2021
Waka Kotahi engages with you about emerging trends and opportunities in your area of work / region	58%	39%

## ADVOCACY FOR WAKA KOTAHI



30% ADVOCATES

## ORGANISATIONAL PROFILE



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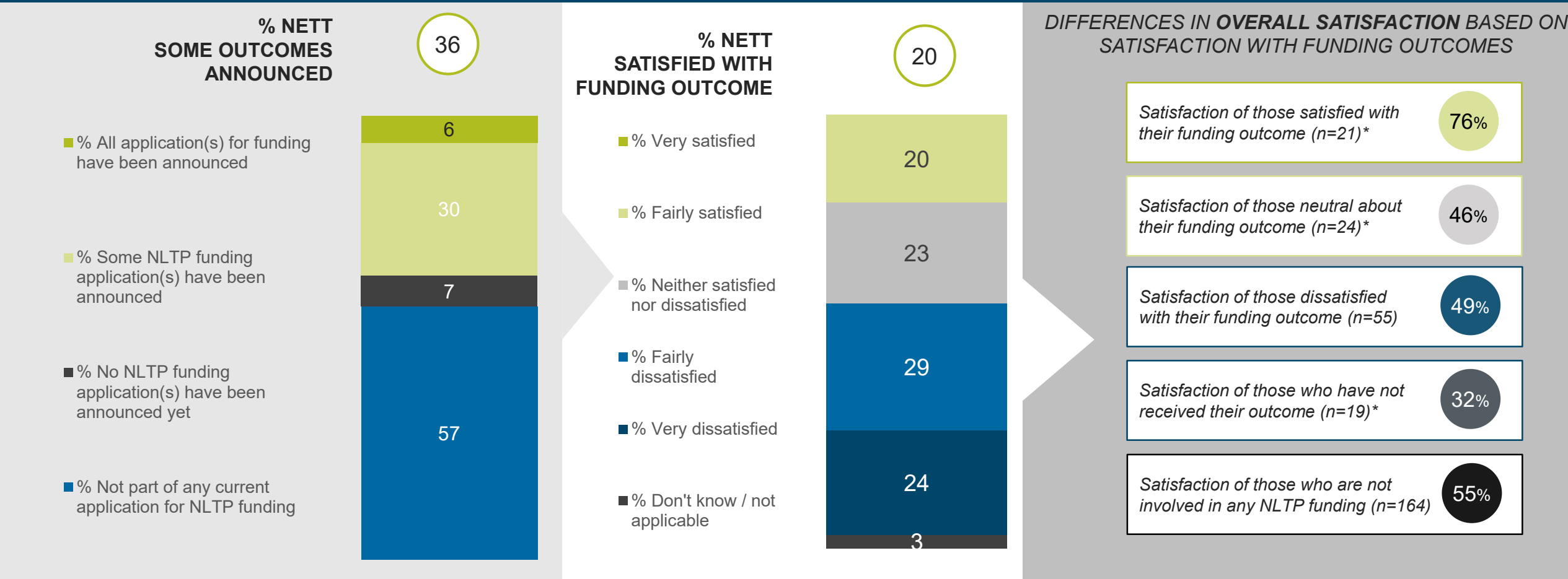
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# NLTP FUNDING OUTCOMES



# SATISFACTION WITH NLTP FUNDING OUTCOMES AND ITS IMPACT ON OVERALL SATISFACTION

Stakeholders were asked if they had been a part of any NLTP funding applications, and if so, what the outcomes were. Four in ten stakeholders (43%) had submitted an current application for NLTP funding. Of the 36% of stakeholders who have received an outcome for their applications, 20% are satisfied with the outcome, and 53% are dissatisfied. Those satisfied with their funding outcome are more likely to be satisfied with Waka Kotahi overall (76%, however due to a small base size this is not statistically significant). Meanwhile those dissatisfied with their outcome have overall satisfaction levels relatively in line with the average (49% vs. 54%). Additionally, those stakeholders not involved in any NLTP funding have an overall satisfaction level of 55%. This indicates that satisfaction with funding outcomes has a limited impact on overall satisfaction with Waka Kotahi. It is important, however, to communicate funding outcomes as quickly as possible, as we see that those who are yet to hear of their outcome are the least satisfied (32%).



Source: QN5 - NLTP (National Land Transport Programme) funding announcements are currently being made. Which of the following applies to you? / QN6 - Overall, how satisfied or dissatisfied are you with the funding outcome from your NLTP application(s)?  
 base: All stakeholders (n=286) \*note: small base size, treat result with caution

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# WORKING WITH WAKA KOTAHI

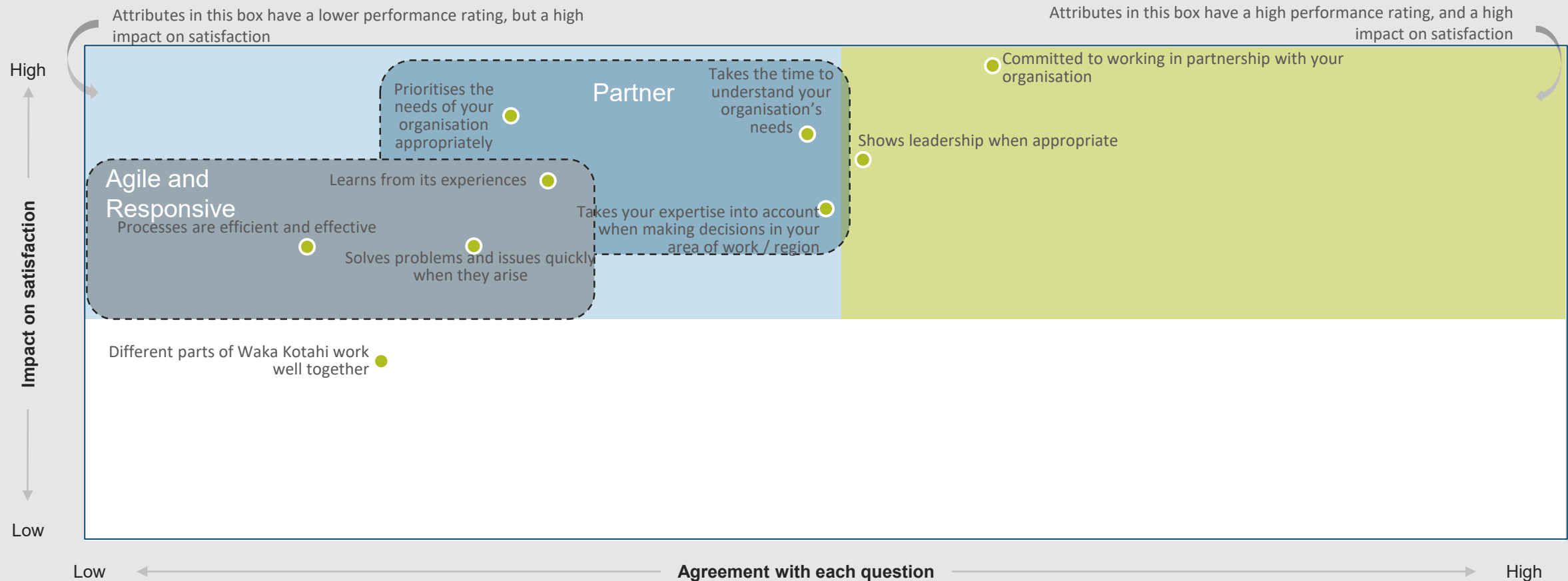
THE KEY FOCUS AREA FOR  
IMPROVEMENT



# WORKING RELATIONSHIP DRIVERS OF SATISFACTION

As shown on the earlier drivers analysis 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

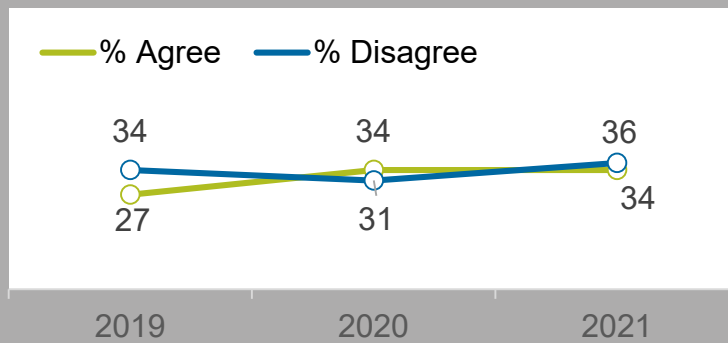


# WORKING WITH WAKA KOTAHI: THE KEY FOCUS AREAS FOR IMPROVEMENT

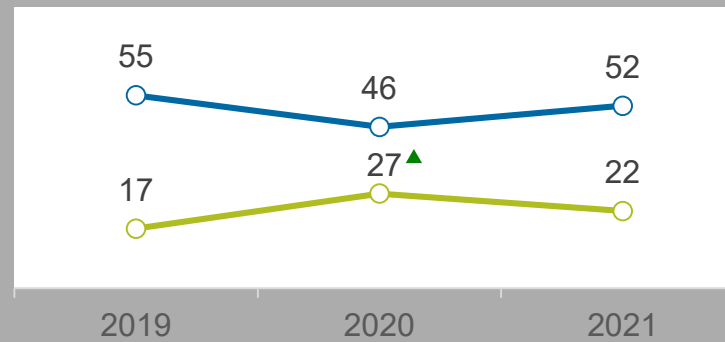
The way in which Waka Kotahi works remains a pain point for stakeholders. As seen for overall satisfaction, performance on the key drivers of satisfaction has also plateaued in 2021. There has been a significant increase in dissatisfaction with 'prioritising the needs of your organisation', which has returned to 2019 levels of disagreement. It is important to be aware that there is a worrying drift upwards in disagreement on many of the drivers, and four of the six are now have higher disagreement than agreement levels.

## PRIMARY FOCUS: AGILE AND RESPONSIVE

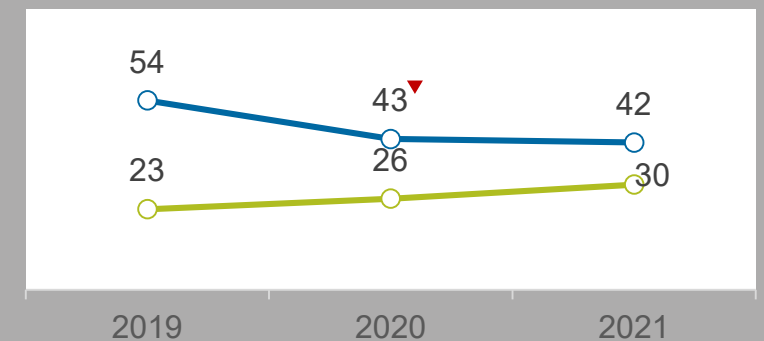
*Learns from its experiences*



*Processes are efficient and effective*

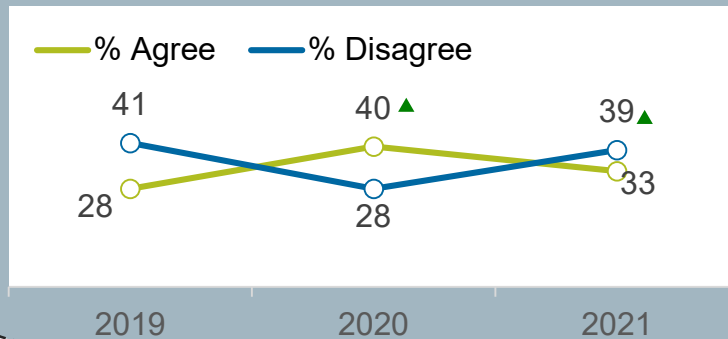


*Solves problems and issues quickly when they arise*

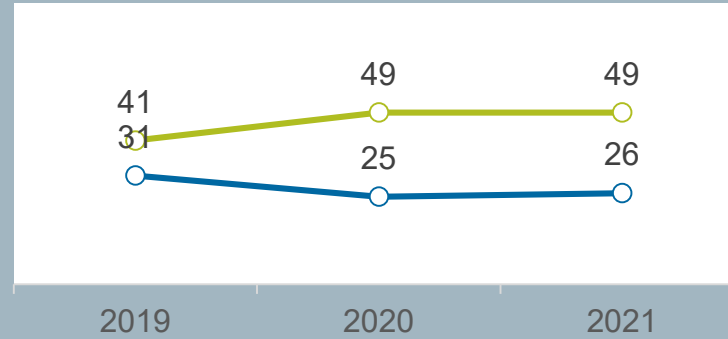


## SECONDARY FOCUS: PARTNER

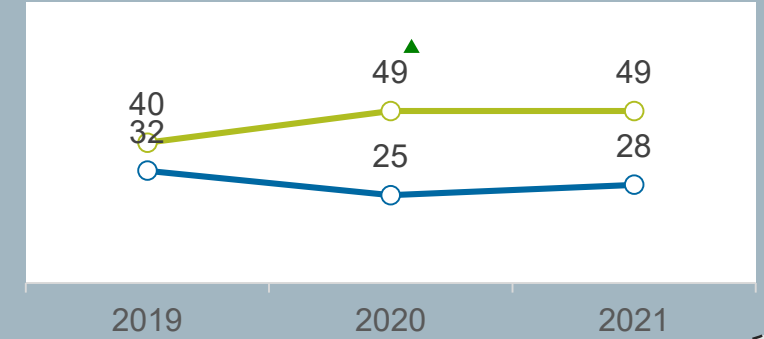
*Prioritises the needs of your organisation appropriately*



*Takes the time to understand your organisations needs*



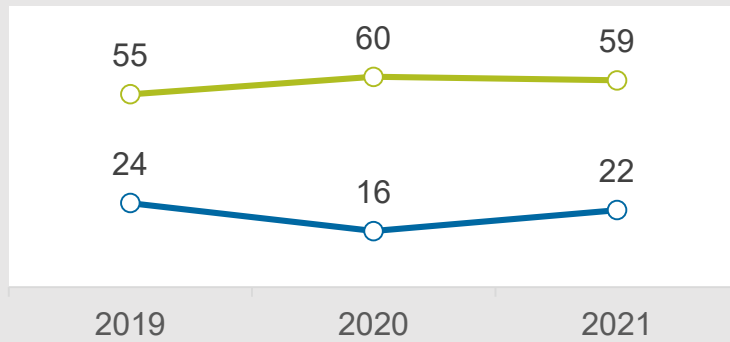
*Takes your expertise into account when making decisions in your area of work/region*



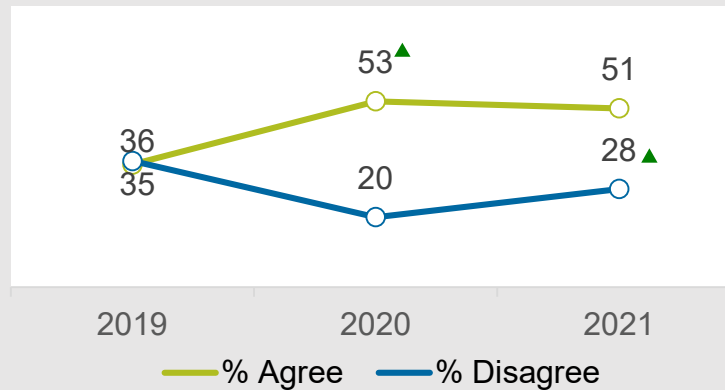


Agreement levels with the remaining working relationships attributes are in line with 2020. However, the levels of disagreement are generally trending upwards from 2020, with a significant increase in disagreement that Waka Kotahi shows leadership where appropriate. The different parts of Waka Kotahi being seen as working well together remains a weakness – more stakeholders have disagreed with this than have agreed every year since 2019.

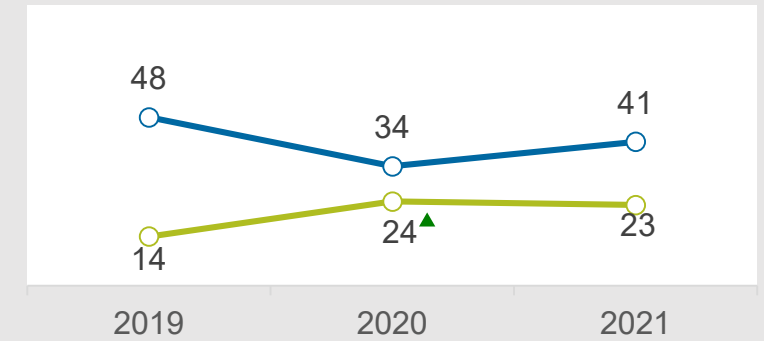
*Committed to working in partnership with your organisation*



*Shows leadership where appropriate*



*Different parts of Waka Kotahi work well together*



Some comments illustrating that stakeholders recognise the improvements being made, but that there is room to push this further.



*“Their engagement from senior leadership is great, I tend to find the conversations to be open and honest with the general desire to be collaborative in finding solutions.”*

*“[STAFF MEMBER] has put a lot of effort into engaging with us and contributed to our wider business. I really appreciate his collaboration and leadership.”*

*“Waka Kotahi struggle in the current political environment and funding to deliver the necessary service and infrastructure. Recent leadership challenges have also made for a challenging environment, however these problems do not sit with the staff.”*

*“The procurement team are struggling with leadership and resources.”*

*“Staff have a vision, they communicate this but then there are no action results, blaming lack of available funding.”*



*“[REGION]’s transport system is a wreck. Waka Kotahi’s lack of interest, forward planning and action orientation are the major contributors to this situation. While local staff are well-meaning, strategic / leadership input is minimal at best... Waka Kotahi would be the least engaged and able of all contributing parties, yet the most important.”*

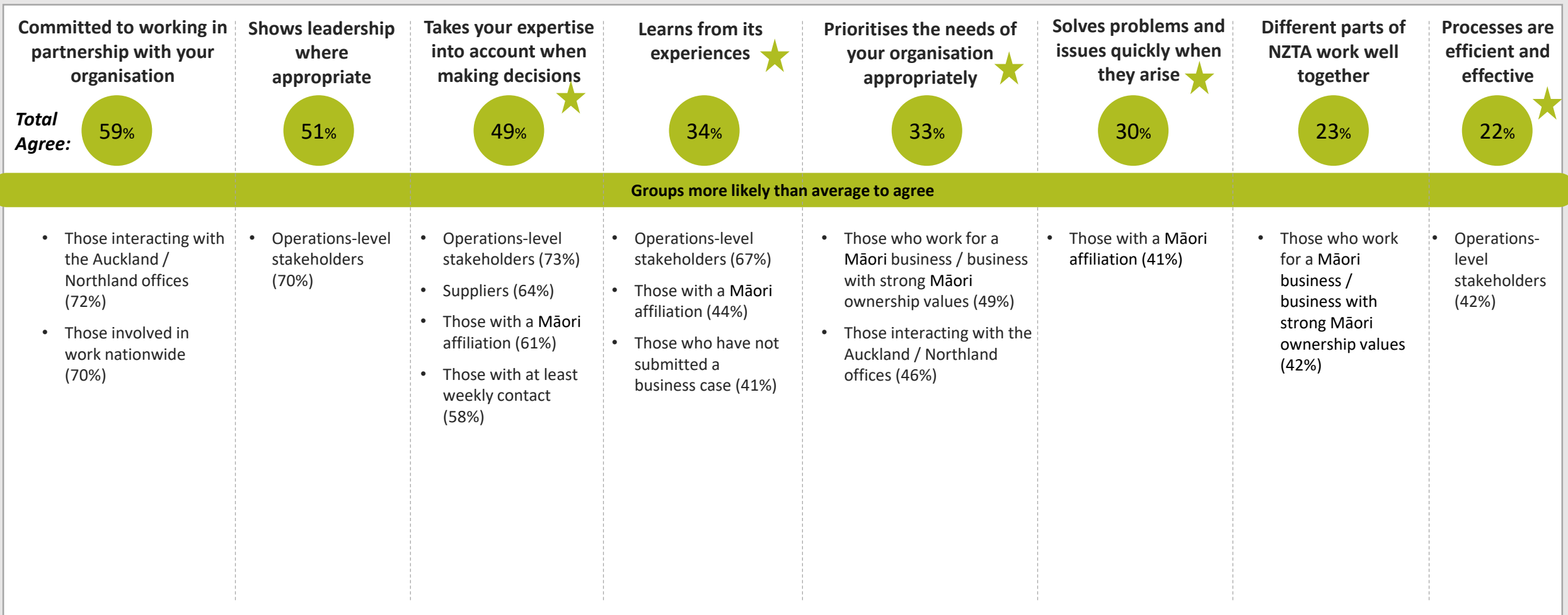
*“There is improved commitment to engagement at a national / senior level, but still a disconnect with behaviours of some in middle management positions who remain in a combative mindset.”*

*“Waka Kotahi say the right thing and address issues in the short term, but don’t seem to follow through and deliver an enduring solution that aligns with its own principles.”*

*“Processes are very onerous and approvals are far too complex.”*

# WORKING WITH WAKA KOTAHI: POSITIVE SUB-GROUP DIFFERENCES

Stakeholders interacting with the Auckland / Northland offices, those with a Māori affiliation, and those interacting with Waka Kotahi operations staff tend to rate working with Waka Kotahi more positively than average.



# WORKING WITH WAKA KOTAHI: NEGATIVE SUB-GROUP DIFFERENCES

Stakeholders from industry / representative organisation, those interacting in the Planning & Funding space, and District / City Authorities tend to rate working with Waka Kotahi less positively than average.

Committed to working in partnership with your organisation	Shows leadership where appropriate	Takes your expertise into account when making decisions	Takes the time to understand your organisation's needs	Learns from its experiences	Prioritises the needs of your organisation appropriately	Different parts of NZTA work well together	Processes are efficient and effective
<b>Total Agree:</b> 59%	51%	49% ★	49% ★	34% ★	33% ★	23%	22% ★
<b>Groups less likely than average to agree</b>							
<ul style="list-style-type: none"> <li>Industry / Representative organisation (44%)</li> </ul>	<ul style="list-style-type: none"> <li>Industry / Representative organisation (31%)</li> </ul>	<ul style="list-style-type: none"> <li>Those interacting in the Planning &amp; Funding space (44%)</li> <li>Senior stakeholders (43%)</li> <li>District / City Authorities (35%)</li> <li>Those with less frequent contact (37%)</li> </ul>	<ul style="list-style-type: none"> <li>Those who submitted a business case (40%)</li> </ul>	<ul style="list-style-type: none"> <li>Mid-level stakeholders (24%)</li> <li>Those who have submitted a business case (24%)</li> </ul>	<ul style="list-style-type: none"> <li>District / City Authorities (18%)</li> <li>Those interacting in the Planning &amp; Funding space (28%)</li> <li>Those who submitted a business case (24%)</li> <li>Those interacting with the Tauranga / Hamilton offices (20%)</li> </ul>	<ul style="list-style-type: none"> <li>Industry / Rep organisation (10%)</li> </ul>	<ul style="list-style-type: none"> <li>District / City Authorities (15%)</li> <li>Those interacting in the Planning &amp; Funding space (16%)</li> </ul>

# STAKEHOLDER ISSUES WITH BUREAUCRACY / UNRESPONSIVENESS

Below are some comments from stakeholders illustrating the key issues they face with bureaucracy and responsiveness within Waka Kotahi.



*“I think Waka Kotahi is motivated to do a good job but the changing political priorities, bureaucracy, inadequacy of funding, complexity of business case processes, lack of a long term strategy and short term planning horizons all frustrate the best of organisational intentions.”*

*“It can be difficult to get agency staff to engage with the community on problem issues and there seems to be a disconnect between what is important for the region and Waka Kotahi.”*

*“Nationally driven projects or initiatives are generally less effective at engagement and communication.”*

*“Waka Kotahi staff can be exceptionally busy (especially with meetings) and hard to get hold of.”*

*“You get the impression that consultation is a complete waste of time, the decision is predetermined by agency staff.”*



*“Funding decisions locally are often lacking transparency and whilst our organisation has been a beneficiary of this, it isn't building confidence in the overall system.”*

*“There are individuals that I work with in Waka Kotahi that are good to deal with and work positively towards finding solutions to the issues that we raise. However often the solutions do not get implemented due to “the machine” that means that they are not seen as a priority. This is very frustrating.”*

*“Waka Kotahi can be very bureaucratic to deal with, many decisions appear to be rule based (i.e., the system people work in doesn't necessarily set them up to succeed).”*



*“I believe there are good people in Waka Kotahi with the best intentions at heart. However, I don't believe many of these people have experience or empathy for the impact their decisions, or lack of decision, have on their supply chain. Partly I believe this is because they are distracted / stretched from being fully engaged in the projects, and partly there is an arrogance or ignorance toward the supply chain. The supply chain is not truly treated as a partner and their drivers understood by Waka Kotahi. The culture and values may not be right or well managed, and it can lead to poor behaviours that have significant impact on partners.”*

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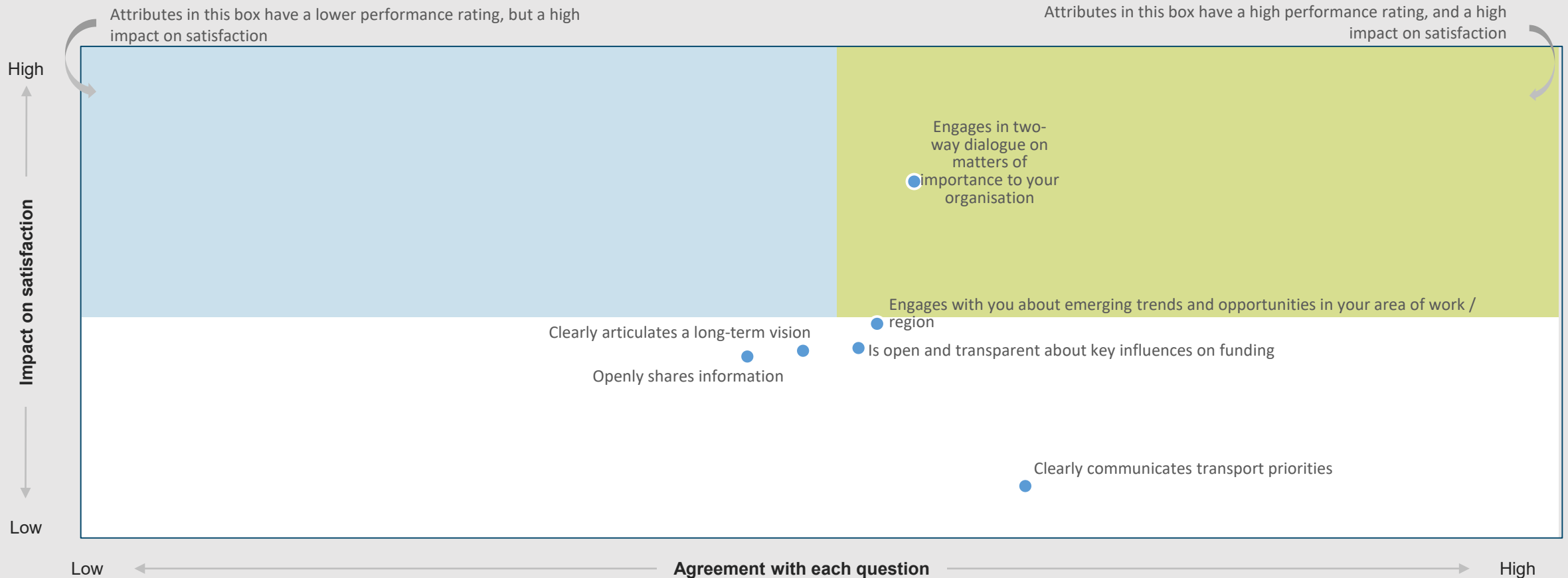
# HOW WAKA KOTAHI COMMUNICATES AND ENGAGES



# DRIVERS OF SATISFACTION: COMMUNICATION

As shown earlier, the communications attributes have become somewhat less important in driving satisfaction. At an individual level, there are no areas to invest in, however engaging in two-way dialogue remains an area of strength, to maintain and celebrate.

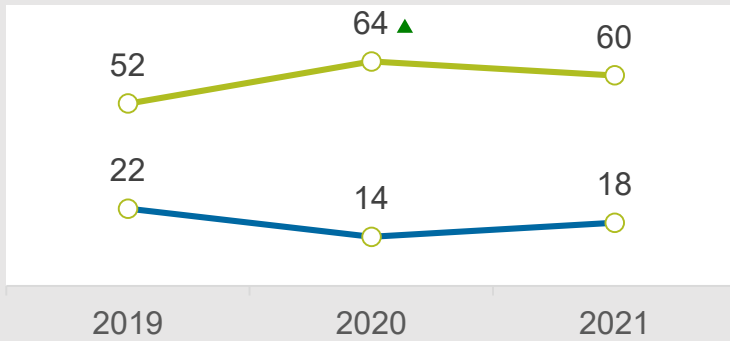
## DRIVERS OF SATISFACTION



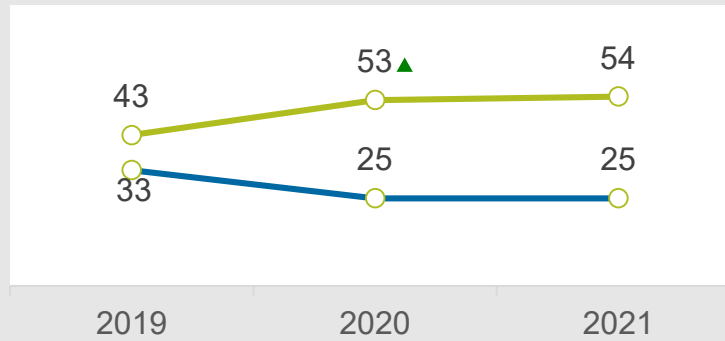
# HOW WAKA KOTAHI COMMUNICATES AND ENGAGES

Perceptions of the ways in which Waka Kotahi communicates and engages are in all in line with 2020. Particular attention should be paid to ensuring Waka Kotahi is open and transparent about key influences on funding, clearly articulates a long-term vision, and openly shares information, as the gap is closing between the proportion of stakeholders who agree, and those who disagree, for each of these attributes.

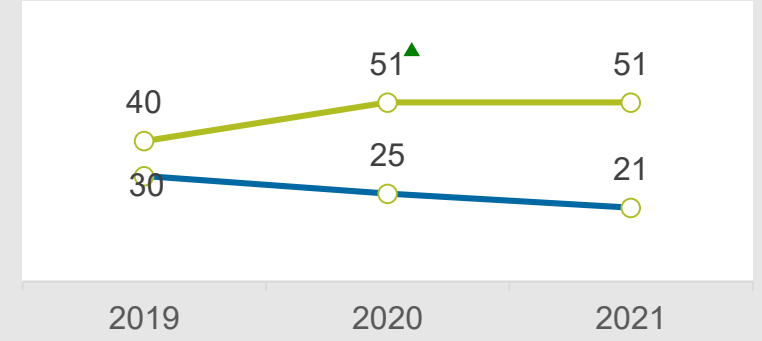
Clearly communicates transport priorities



Engages in two-way dialogue on matters of importance to your organisation

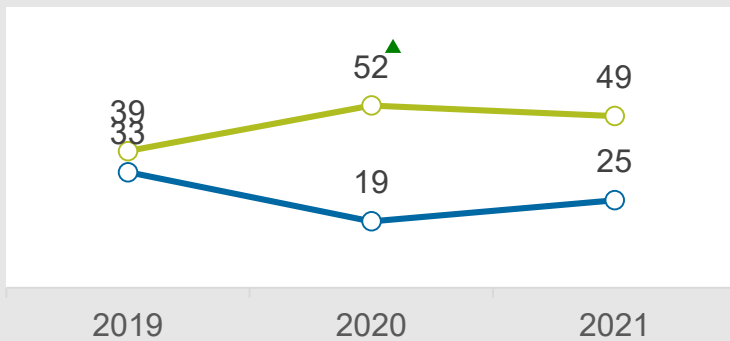


Engages with you about emerging trends and opportunities

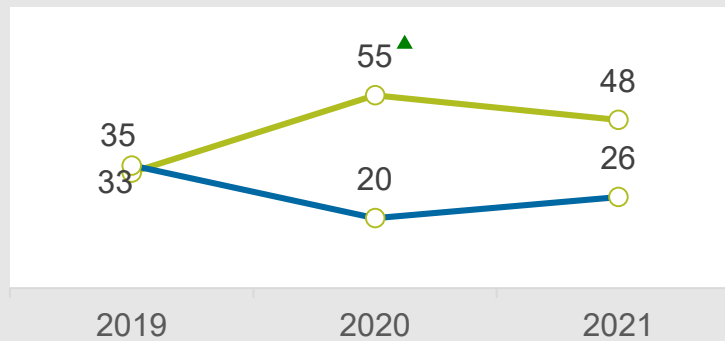


— % Agree — % Disagree

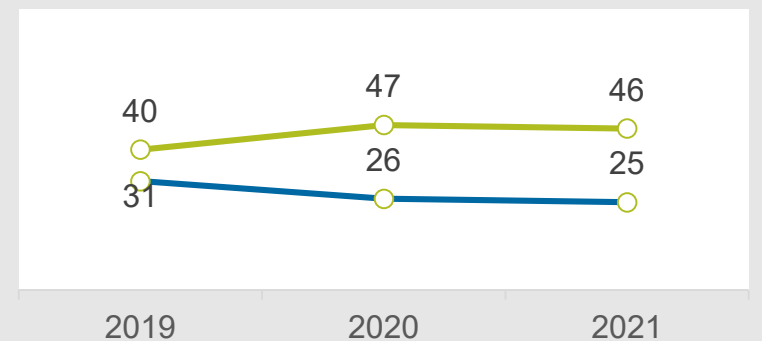
Open and transparent about key influences on funding



Clearly articulates a long-term vision



Openly shares information





Below are some comments from stakeholders illustrating the key issues they have with communicating with Waka Kotahi.



*“Easy to contact but not easy to get solutions.”*

*“It is tougher to get access to the CEO than previously.”*

*“As a region we feel that Waka Kotahi has not interacted enough with us and has ignored our pleas to rectify some dangerous areas, notorious for fatal accidents.”*

*“Regrettably the more senior engagement / relationship people who cut across the PM’s etc, I don’t trust them to communicate with stakeholders and they don’t add value to the conversations and undermine the relationship.”*

*“Communication from Waka Kotahi is shocking. Over reliance on technological systems.”*



*“There seems to be fairly poor communication, almost like Waka Kotahi seeks to hold on to information and ‘control the message’ excessively.”*

*“Waka Kotahi has improved its communication with industry organisations, but it’s still a long time to get meaningful responses and action on simple issues... It’s still difficult to know who to contact due to too many staff changes.”*

*Waka Kotahi has improved its communications with industry organisations but there is still a long way to go to get meaningful responses and action on simple issues that could make a large difference to stakeholders.”*

*“Poor communication / dissemination of information internally.”*



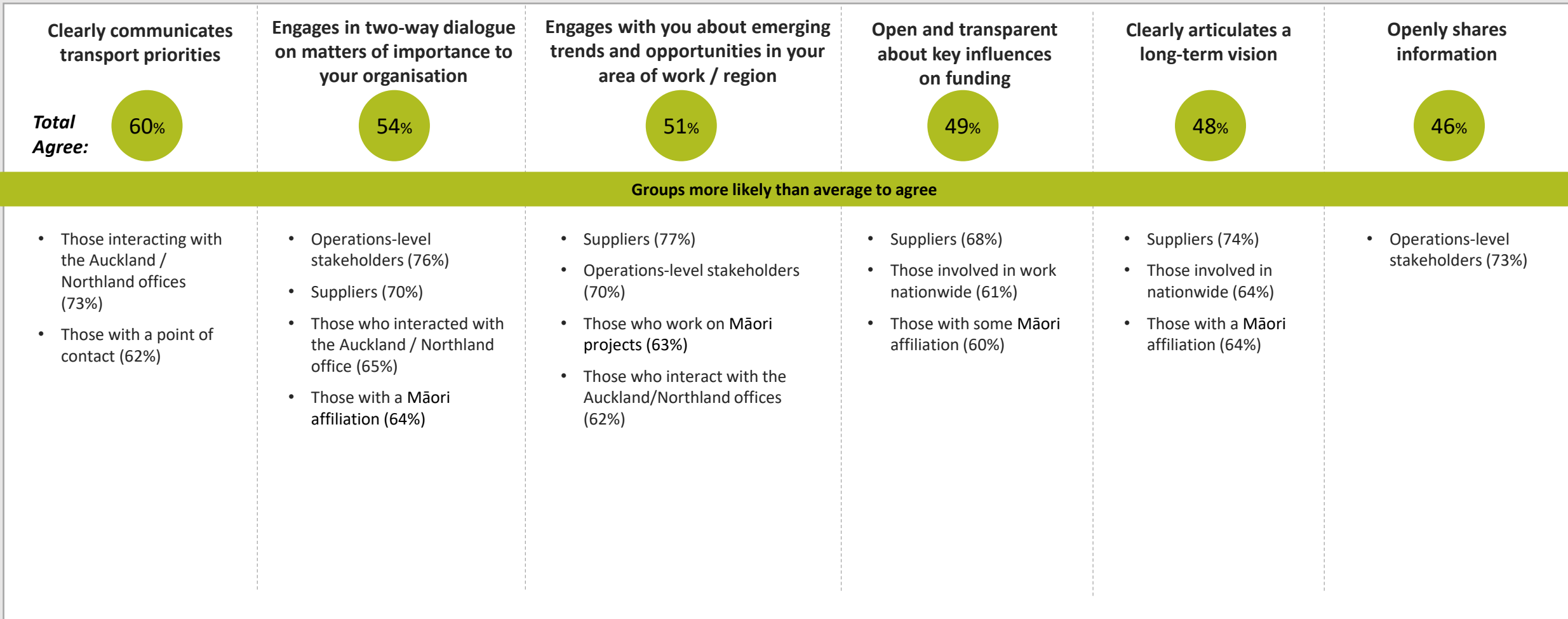
*“Communication with stakeholder management is not as good, nor are communications from some middle to senior members of management.”*

*“Waka Kotahi aren’t great at collaborating or partnering - too reluctant to share anything before it has sign-off (which always seems to take forever).”*

*“It feels as though Waka Kotahi treats us as ‘just another stakeholder’ rather than a key partner, and thus does not openly and honestly share key information of importance to our region.”*

# HOW WAKA KOTAHI COMMUNICATES AND ENGAGES: POSITIVE SUB-GROUP DIFFERENCES

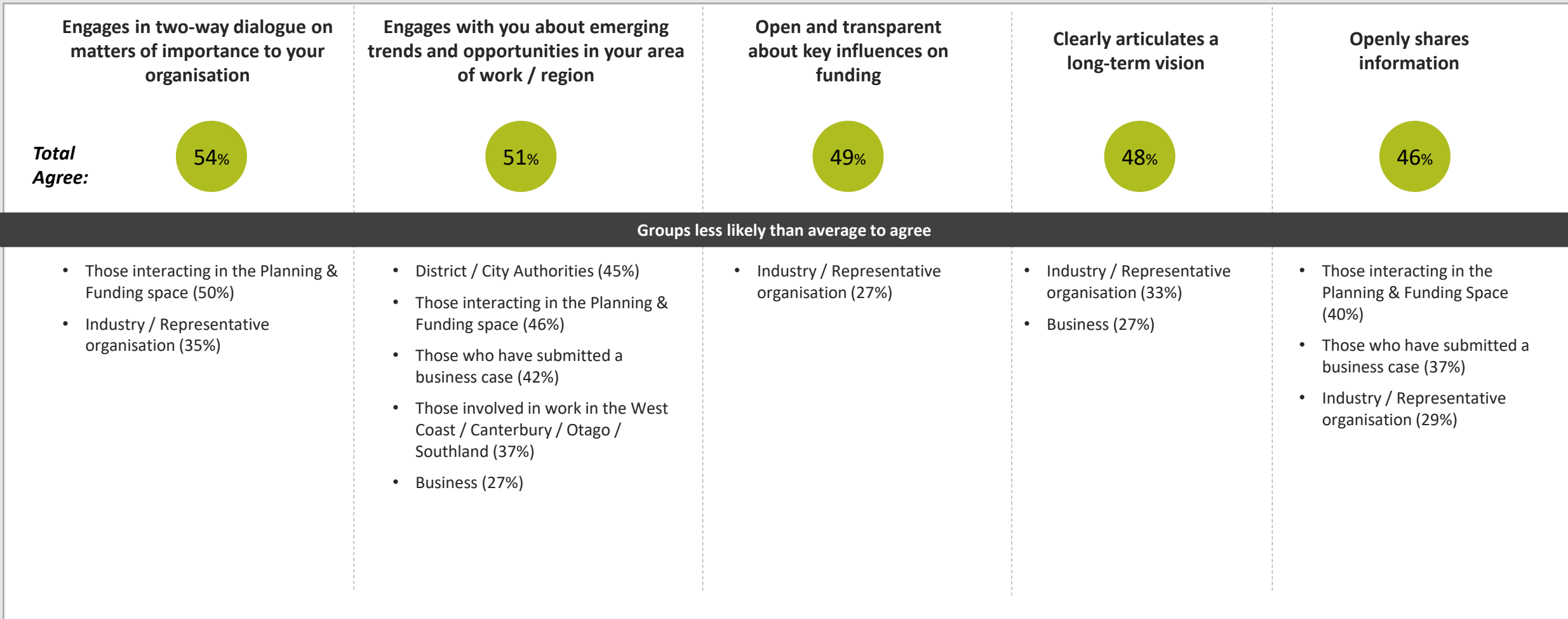
Once again, stakeholders interacting with the Auckland / Northland offices, and those with a Māori affiliation, are more positive about the communication they receive from Waka Kotahi than average. Suppliers are also positive about the agency's communication and engagement.



Source: C1: How much do you agree or disagree with each of the following about how Waka Kotahi communicates?  
 Base: All stakeholders (n=309)

# HOW WAKA KOTAHI COMMUNICATES AND ENGAGES: NEGATIVE SUB-GROUP DIFFERENCES

Stakeholders interacting in the Planning & Funding space, and those from an industry / representative organisation are less positive than average about the ways in which Waka Kotahi communicates.



Source: C1: How much do you agree or disagree with each of the following about how Waka Kotahi communicates?  
Base: All stakeholders (n=309)

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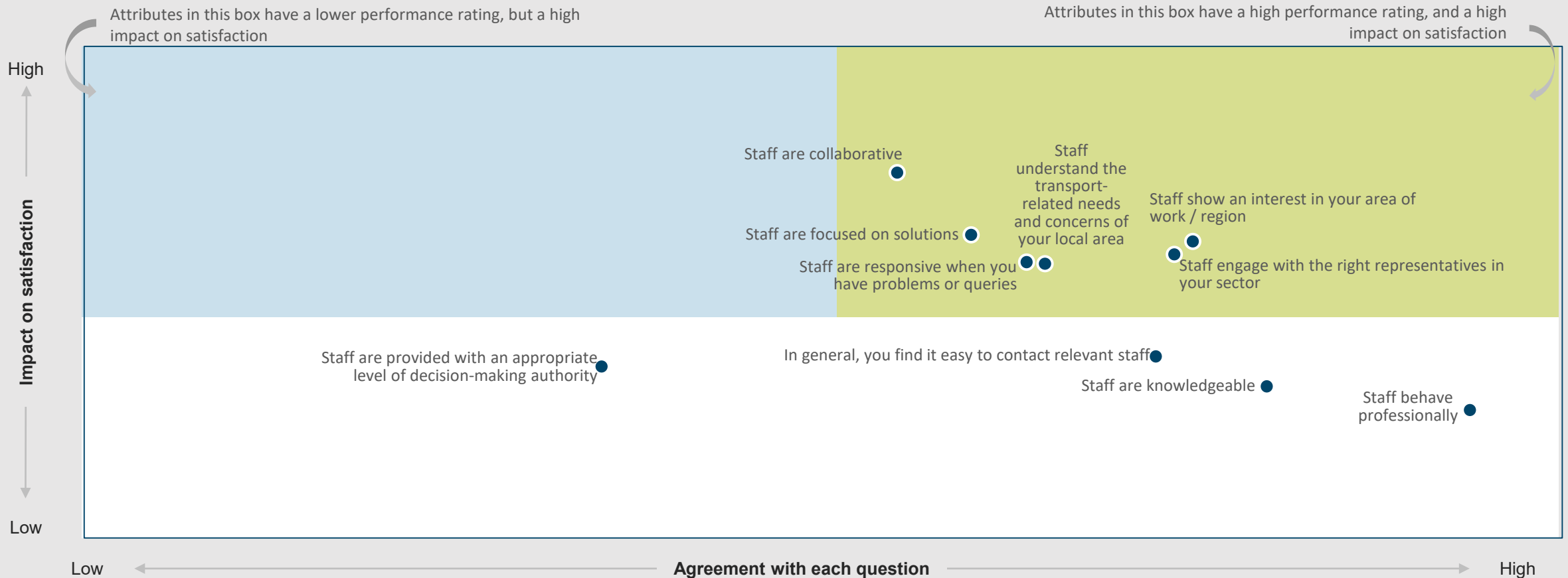
# PERCEPTIONS OF WAKA KOTAHI STAFF

AN AREA TO MAINTAIN AND  
CELEBRATE



As with previous years, the key drivers analysis highlights staff performance as an area of strength. There are no key areas to invest in with staff satisfaction, but a number of areas to maintain and celebrate.

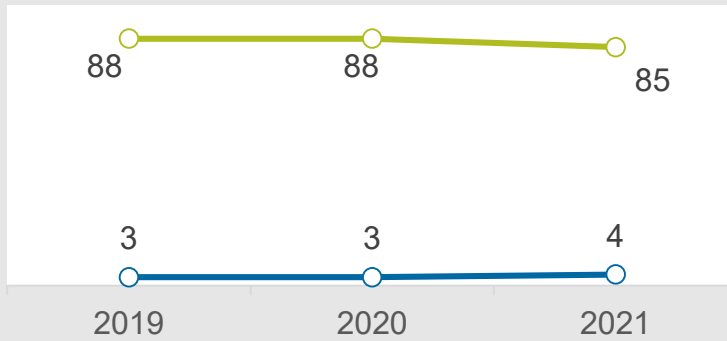
## DRIVERS OF SATISFACTION



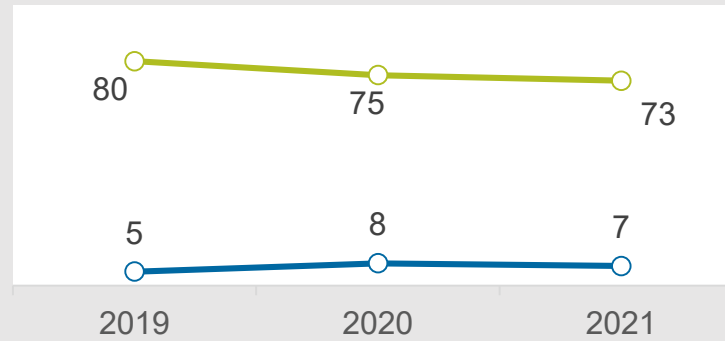
# PERCEPTIONS OF WAKA KOTAHI STAFF

As in previous years, staff have the highest performance of all the areas rated. They are continually seen as professional, knowledgeable, and show an interest in the work of others. Additionally, the pattern of disagreement levels creeping upwards is less evident in the staff ratings, further reinforcing staff as an area to celebrate.

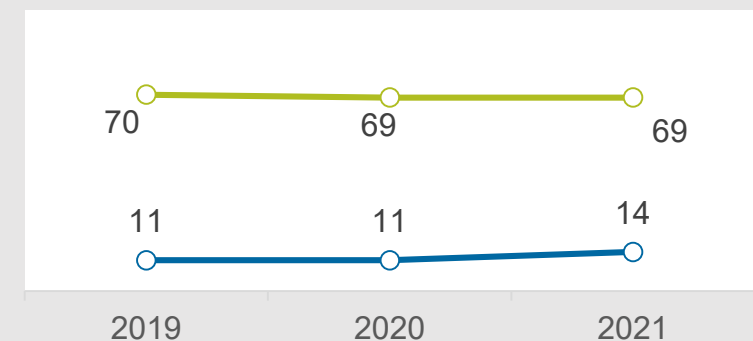
*Behave professionally*



*Are knowledgeable*

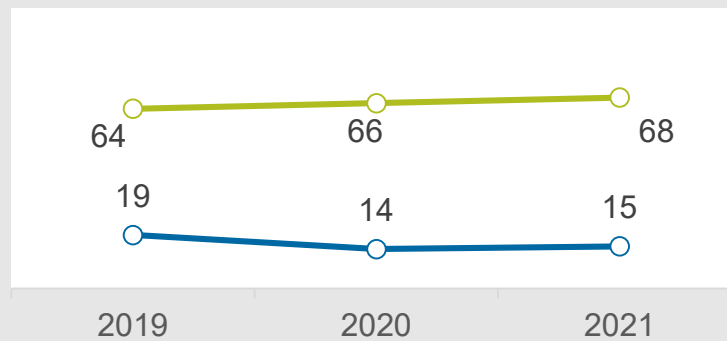


*Show an interest in your area of work/region*

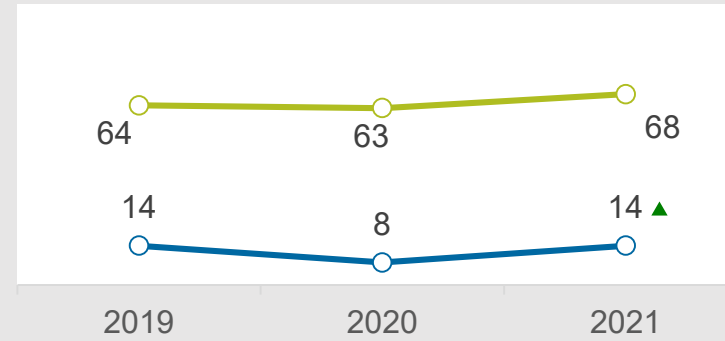


— % Agree — % Disagree

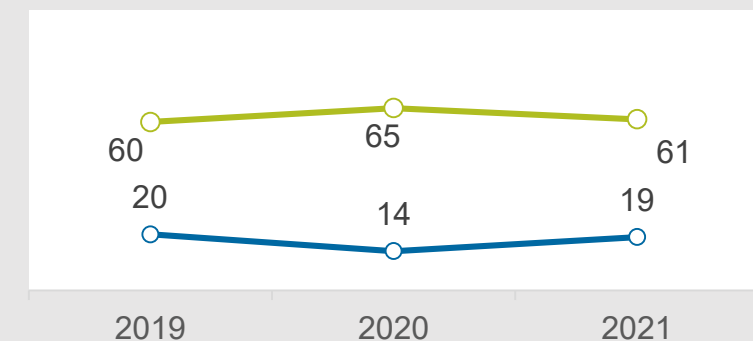
*In general, you find it easy to contact relevant staff*



*Engage with the right representatives in your sector*



*Are responsive when you have problems or queries*

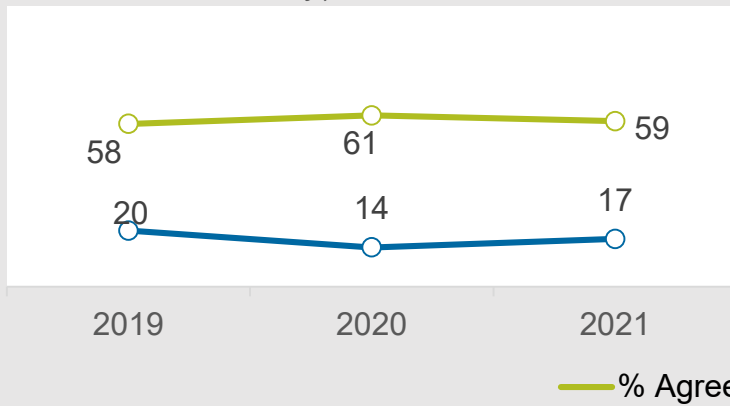


Source: D1: How much do you agree or disagree with each of the following statements about Waka Kotahi staff you mostly interact with? Waka Kotahi staff...  
 Base: All stakeholders (n=309) ▲ ▼ Significantly higher / lower than previous year

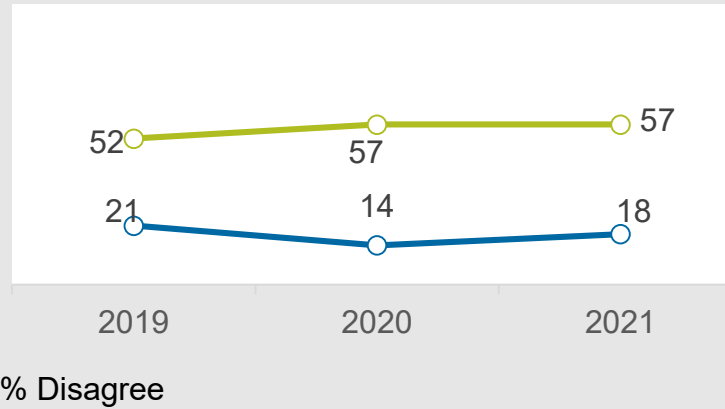
# PERCEPTIONS OF WAKA KOTAHI STAFF

Over half of stakeholders continue to agree that Waka Kotahi staff understand the transport-related needs of their area, and that they are solutions focused, and collaborative. Ensuring that staff are provided with an appropriate level of decision-making authority is the area of poorest performance for staff – with similar levels of stakeholders disagreeing with this attribute as agree.

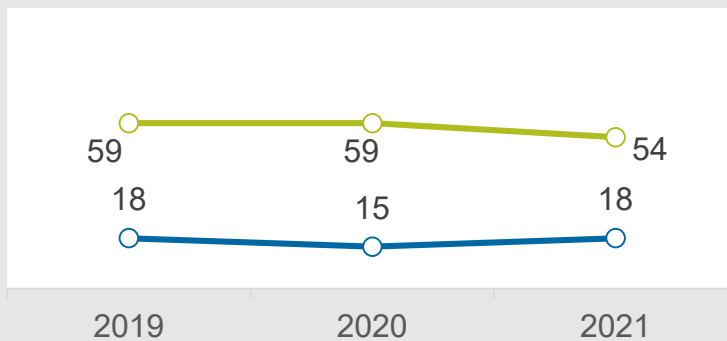
*Understand the transport-related needs and concerns of your local area*



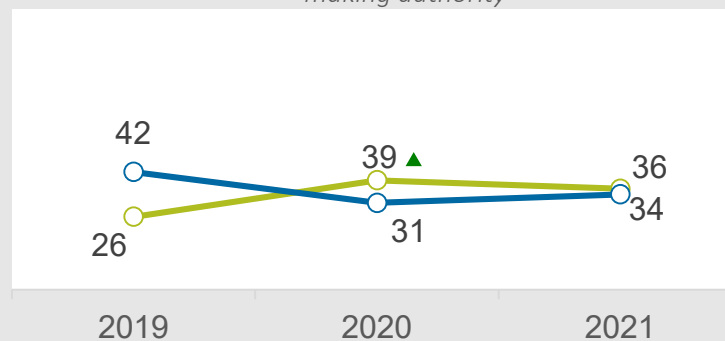
*Are focused on solutions*



*Are collaborative*



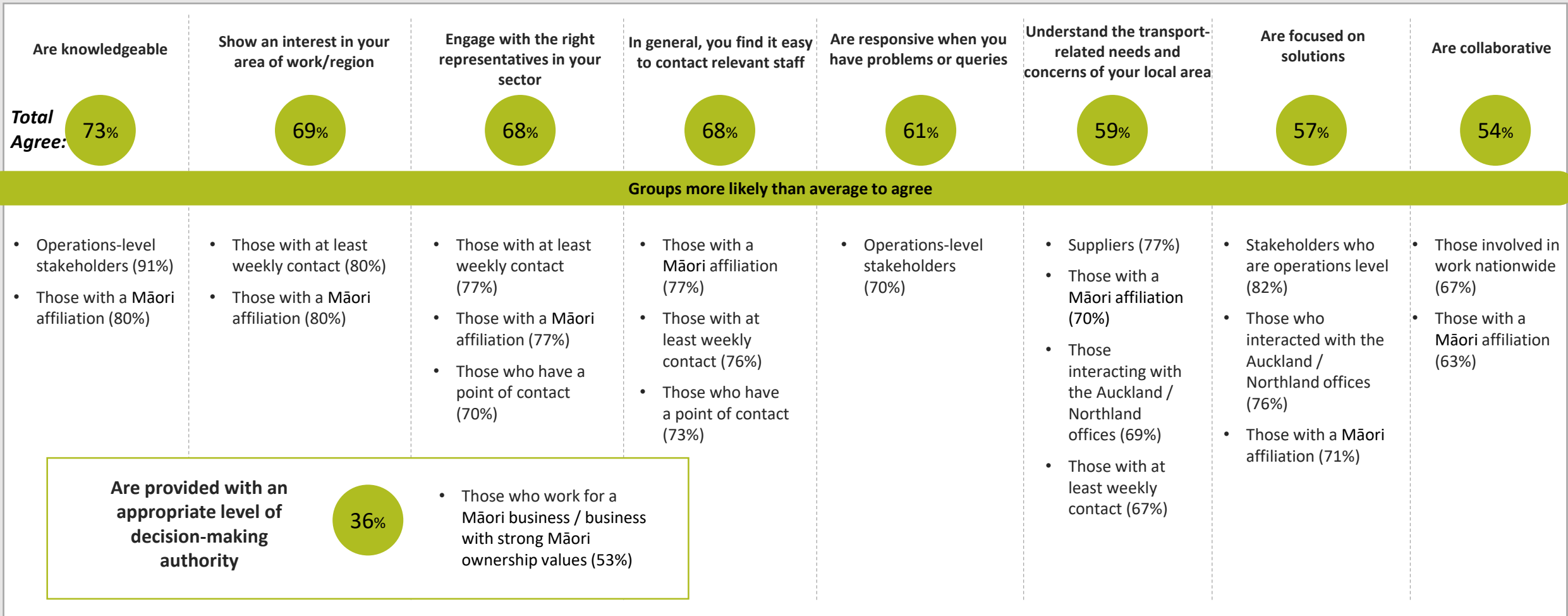
*Are provided with an appropriate level of decision-making authority*



Source: D1: How much do you agree or disagree with each of the following statements about Waka Kotahi staff you mostly interact with? Waka Kotahi staff...  
 Base: All stakeholders (n=309) ▲▼ Significantly higher / lower than previous year

# PERCEPTIONS OF WAKA KOTAHI STAFF: POSITIVE SUB-GROUP DIFFERENCES

Stakeholders interacting with Waka Kotahi operations staff, those with a Māori affiliation, and those with more frequent contact tend to be more positive than average in their ratings of staff.

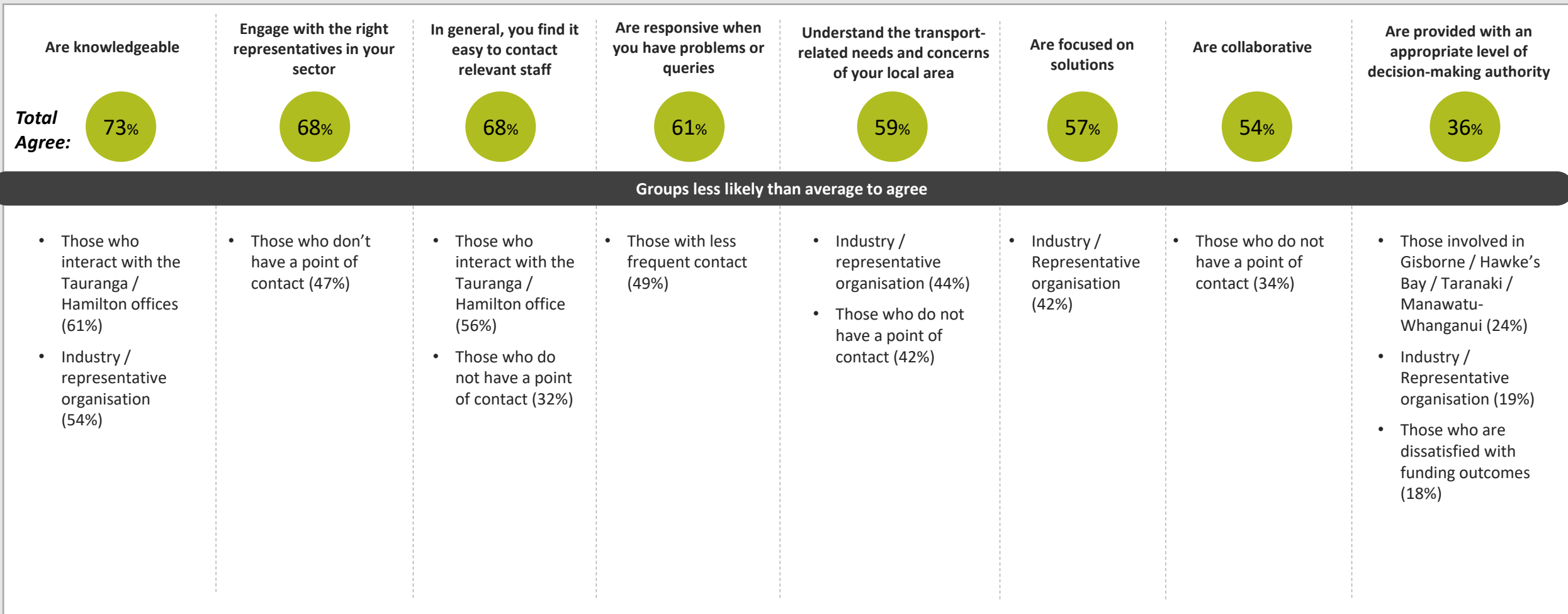


Source: D1: How much do you agree or disagree with each of the following statements about Waka Kotahi staff you mostly interact with? Waka Kotahi staff...  
Base: All stakeholders (n=309)



# PERCEPTIONS OF WAKA KOTAHI STAFF: NEGATIVE SUB-GROUP DIFFERENCES

Stakeholders interacting with the Tauranga / Hamilton offices tend to be less positive in their ratings of Waka Kotahi staff, as do those with no regular point of contact.



Source: D1: How much do you agree or disagree with each of the following statements about Waka Kotahi staff you mostly interact with? Waka Kotahi staff...  
 Base: All stakeholders (n=309)

Below are some comments from stakeholders illustrating some key issues and pain points with staff around lack of decision making authority, or knowing who to contact.



*“Waka Kotahi need to work better as a team, understanding their own internal workings. Until they understand how their areas overlap, they will continue to make poor decisions.”*

*“Changes in personnel and a disjointed pattern of engagement makes it very frustrating.”*

*“High turnover of staff / decision makers drags out decisions for funding new work.”*

*“There is a disconnect between the different arms of Waka Kotahi. The staff don’t seem empowered to make decisions.”*

*“Sometimes Waka Kotahi staff have high expectations of service delivery that can not always be met.”*



*“High staff turnover has resulted in a total culture void. Centralised decision making has made local engagement unrealistic.”*

*“The reorganisation has affected some staff as they change roles which has impacted on making decisions.”*

*“Changes within staff are not always communicated well.”*

*“The distance between staff on the ground and on the board is massive. There is simply not the governance to governance relationship between the board and territorial authorities that there is with other government agencies.”*



*“Decision-making can be slow and there seems to be a fear of dealing with poor performance of staff.”*

*“The staff mean well but the programme and work appears to be ad hoc at best. There’s always an excuse as to why things aren’t done, never a solution and if there is, then there is always a delay.”*

*“Another restructure recently makes it difficult to know who is doing what again.”*

*“Sometimes Waka Kotahi have a “we know best” attitude.”*

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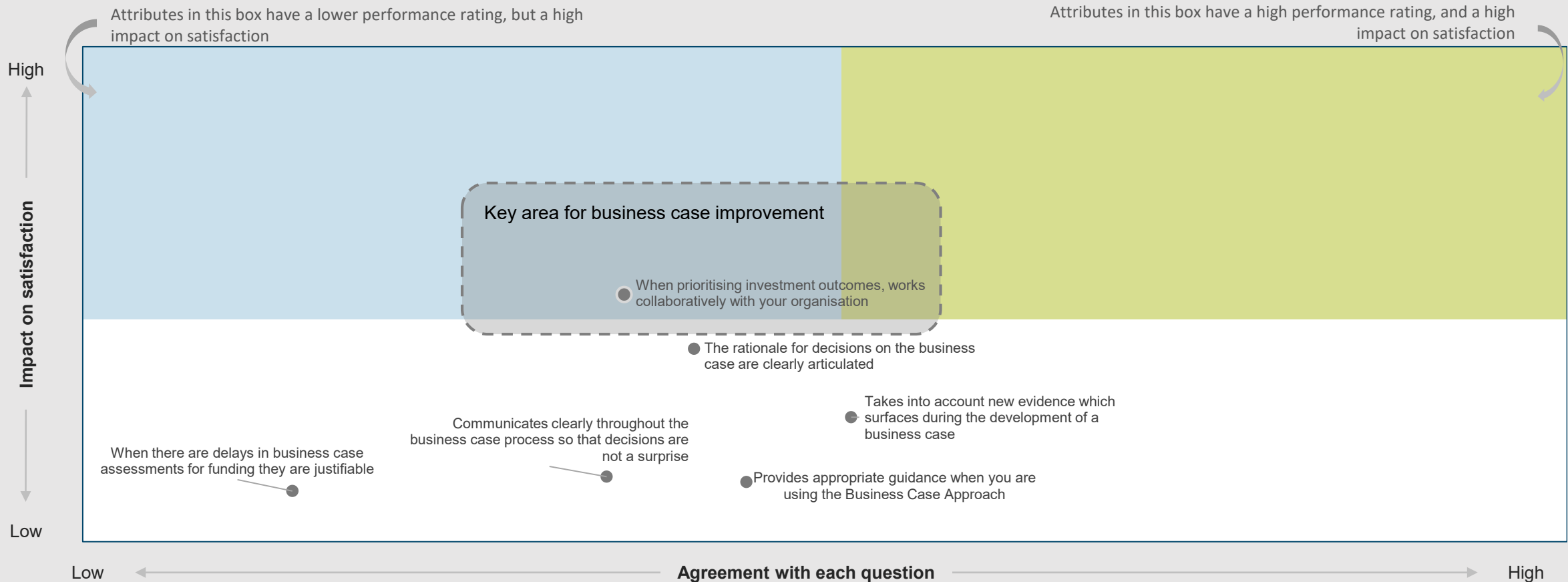
# STAKEHOLDERS INVOLVED IN BUSINESS CASES



# DRIVERS OF SATISFACTION: STAKEHOLDERS WHO SUBMITTED A BUSINESS CASE

We also undertook a separate statistical analysis for those stakeholders who had submitted a business case. The priorities identified for all stakeholders also largely apply to those who submitted a business case. The key business case area for improvement is working collaboratively to prioritise investment outcomes. This was also a priority area in 2020 and 2019.

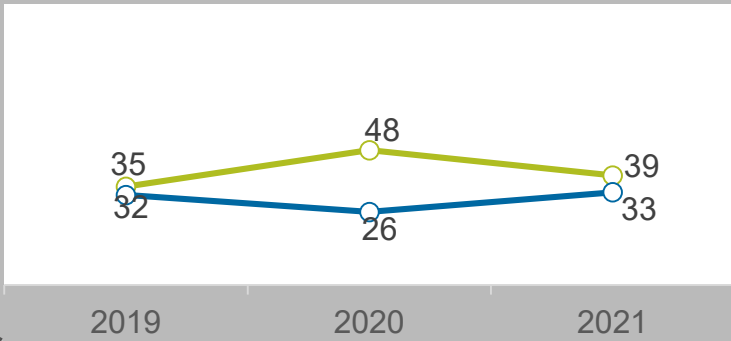
## DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES BUSINESS CASE PROCESS



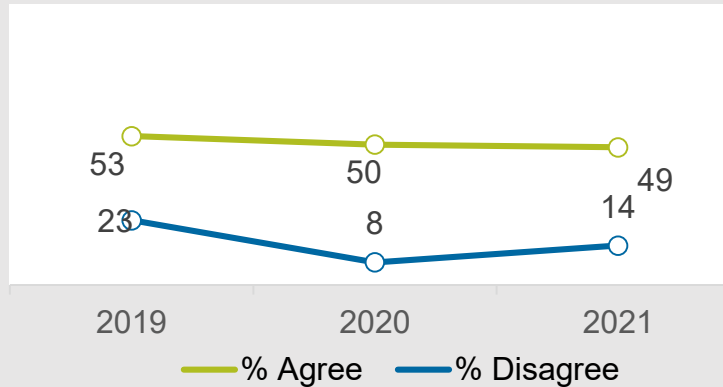
# BUSINESS CASE PROCESS

Overall satisfaction amongst stakeholders who have submitted a business case sits at 44% in 2021, compared to 51% in 2020. In line with this, the positive movement seen as a result of the revamped business case process has stalled in 2021. Indeed, ratings of business case attributes have typically declined compared to 2020. Ensuring that Waka Kotahi works collaboratively with stakeholder organisations throughout the business case process is a key area to invest in. Just four in ten stakeholder (39%) rate Waka Kotahi positively on this attribute, indicating scope for improvement.

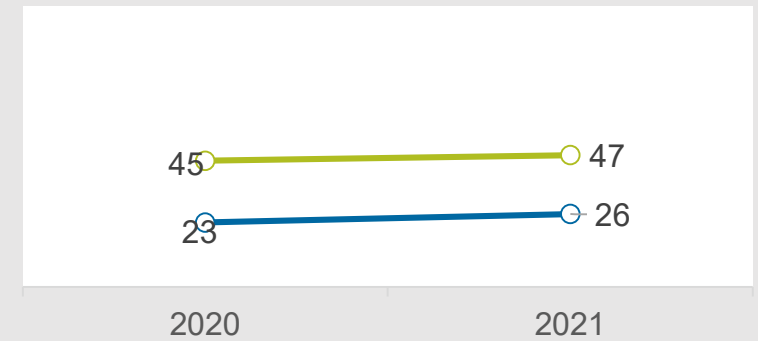
**KEY DRIVER:** *Works collaboratively with your organisation*



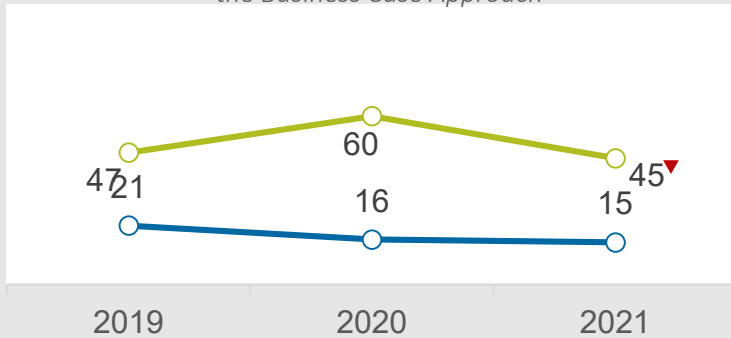
*Takes into account new evidence which surfaces during the development of a business case*



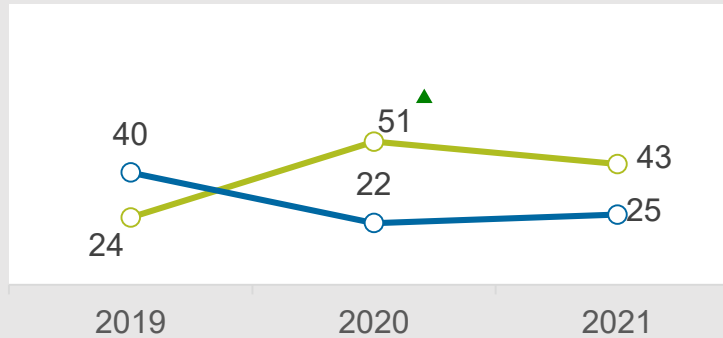
*Communicates about key decision points or delays*



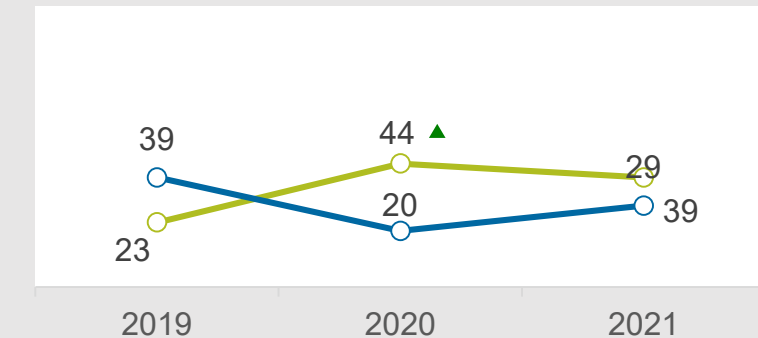
*Provides appropriate guidance when you are using the Business Case Approach*



*The rationale for decisions on the business case are clearly articulated*



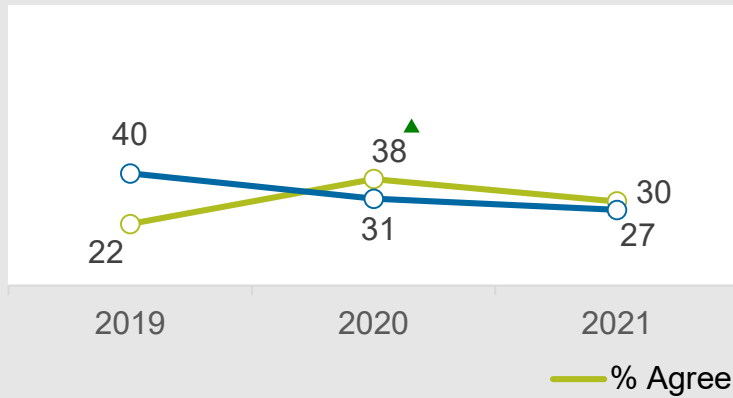
*Communicates clearly throughout the business case process so that decisions are not a surprise*



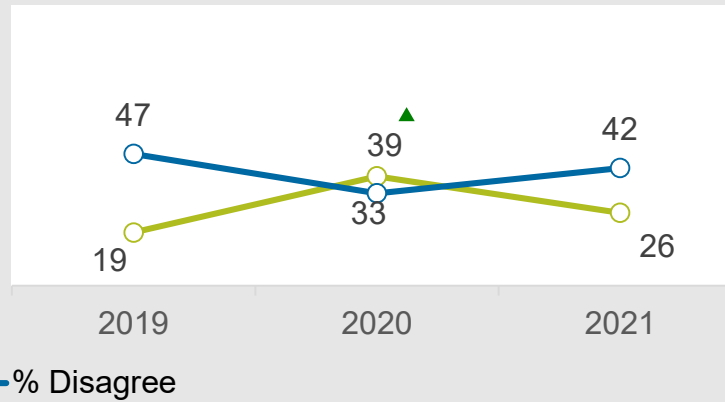
Source: E2: Thinking about the most recent NLTP Business Case you have undertaken, how much do you agree or disagree with the following?  
Base: All stakeholders who have applied for a business case (n=101)

Disagreement levels now outstrip agreement levels for a number of the business case process attributes. This includes expected timeframes being reasonable, Waka Kotahi providing business cases when they say they will, and assessment delays being justifiable. It is likely that this increased negative sentiment will be at least partly due to the larger triennial NLTP funding round, the outcomes of which were announced around the same time as fieldwork for this study occurred.

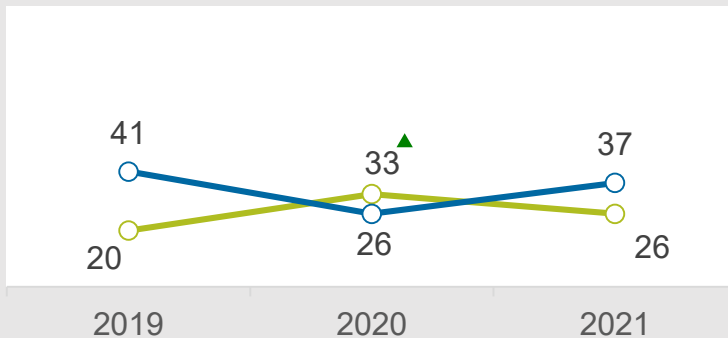
Throughout the process, Waka Kotahi helps build your capability to develop business cases in the future



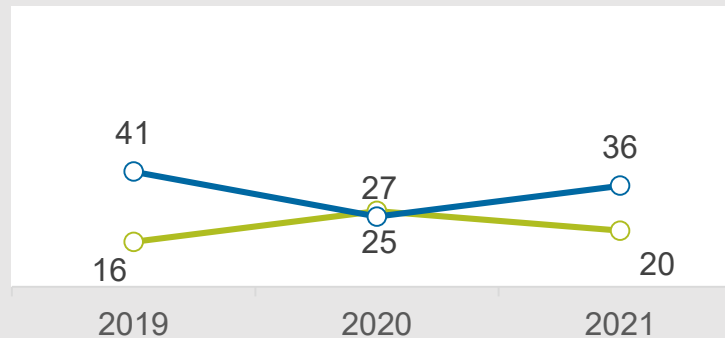
Expected timeframes for Waka Kotahi assessing business cases are reasonable



Provides business case decisions when they say they will



When there are delays in Waka Kotahi business case assessments for funding they are justifiable



Source: E2: Thinking about the most recent NLTP Business Case you have undertaken, how much do you agree or disagree with the following?  
 Base: All stakeholders who have applied for a business case (n=101)

▲ ▼ Significantly higher / lower than previous year

Below are some comments from stakeholders illustrating some key issues during the business case process.



”

*“Slowness in acting on requests for information and business cases.”*

*“Breakdown happens internally with business case evaluation staff, leading to rework and frustration.”*

”

*“The Business Case process at times is overly complicated and time consuming. There has been a disconnect between the RLTP processes and the NLTP and little understanding about the follow-on consequences of decisions that may benefit Waka Kotahi itself but leave regional partners with little certainty about the likelihood of outcomes or the ability to effectively plan service delivery and improvement on behalf of citizens. We welcome the new regional structures but have yet to see any significant change in levels of institutional engagement.”*

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# WAKA KOTAHI PERFORMANCE:

- SAFETY
- ROAD SAFETY
- TRANSPORT SOLUTIONS
- RESPONDING TO CHANGE



WAKA KOTAHI

NZ TRANSPORT  
AGENCY



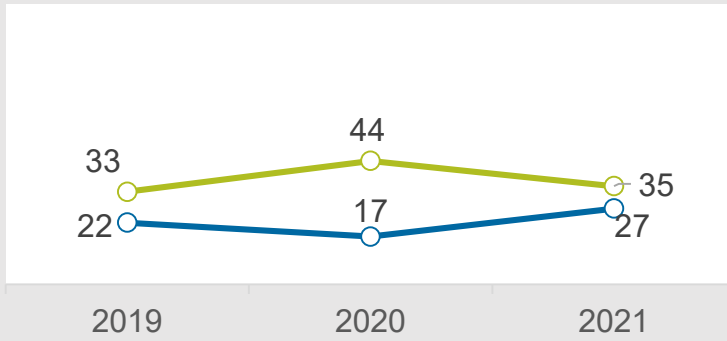




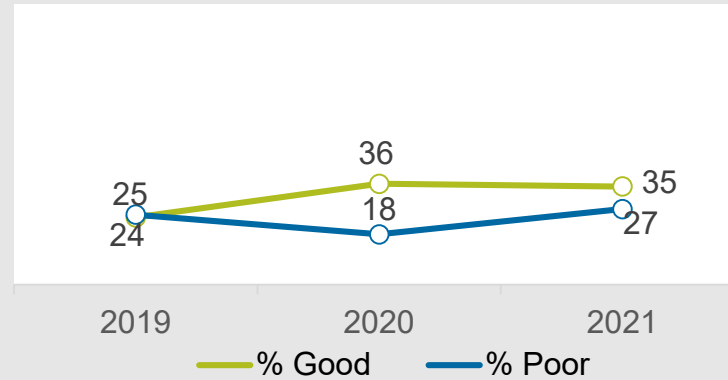
# PERFORMANCE ON SAFETY IMPROVEMENTS AND REDUCING HARM

Stakeholder confidence in the performance of Waka Kotahi on safety improvement and reducing harm is largely in line with 2020. A larger proportion of stakeholders disagree that Waka Kotahi ensures users of the land transport system pay for their fair share, compared to 2020. Indeed, the level of disagreement is now comparable to the level of agreement for this attribute. Additionally, the proportion of stakeholders who rate Waka Kotahi negatively has increased for most other attributes (albeit none of them significantly).

Ensuring the land transport system is designed, built and operated to minimise harm to people



Ensuring that drivers are competent and safe

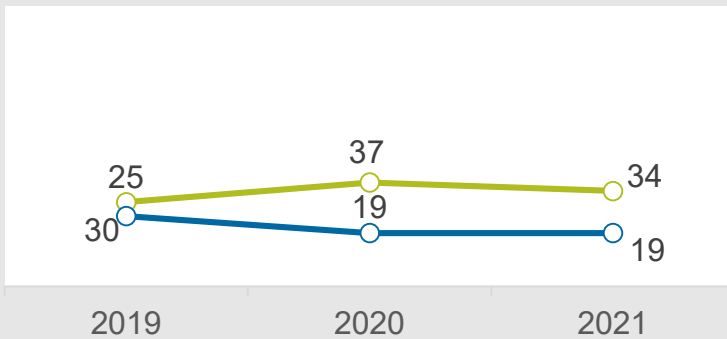


## Ensuring the land transport system is designed, built, and operated to reduce harm to the environment

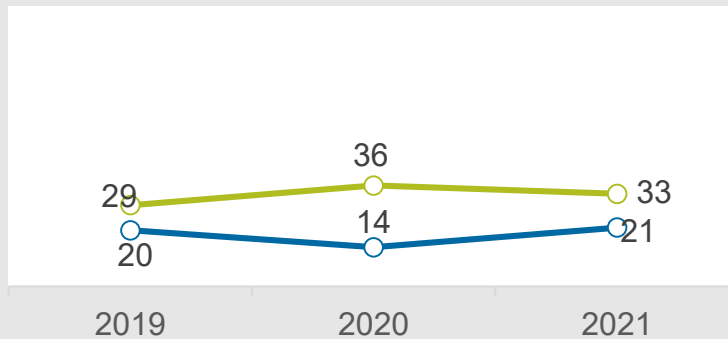
Groups less likely than average (35%) to rate Waka Kotahi as 'good':

- Those who interact with the Wellington / Blenheim / Nelson offices (21%)
- Those who interact with specialist/operations staff (20%)
- Those who interact with mid-level staff (16%)

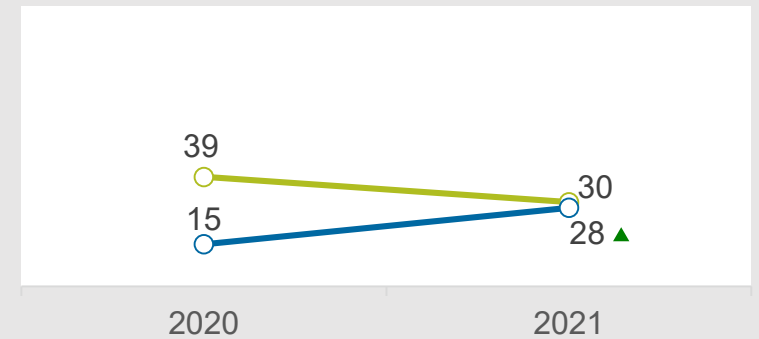
Ensuring that cycling and walking is safe



Ensuring the land transport system is designed, built and operated to reduce harm to the environment



Ensuring users of the land transport system pay their fair share\*

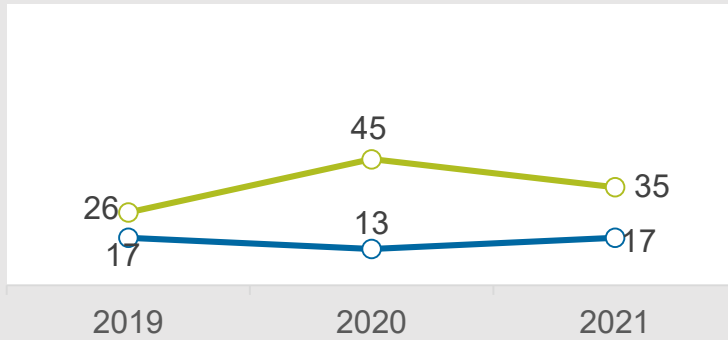




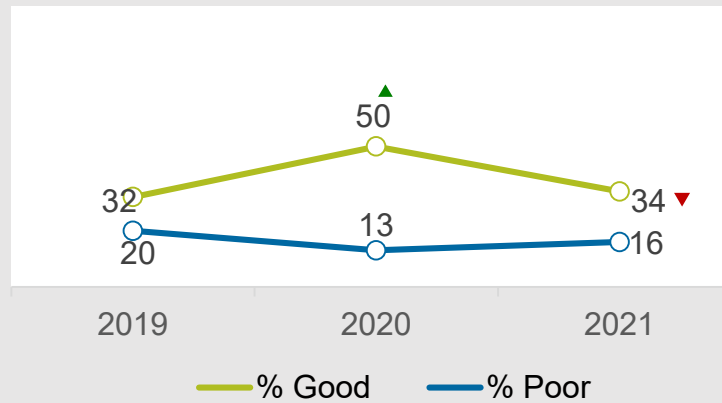
# PERFORMANCE ON SAFETY IMPROVEMENTS AND REDUCING HARM

There has also been a decline in the proportion who rate Waka Kotahi positively in ensuring that road vehicles are safe (34% compared to 50% in 2020).

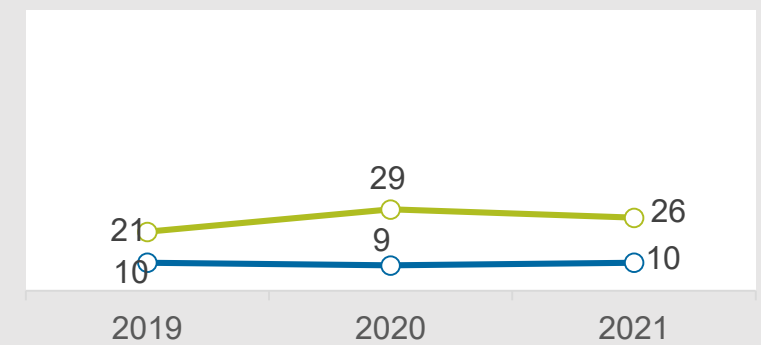
Ensuring commercial road transport (freight/passenger-including bus) services are safe



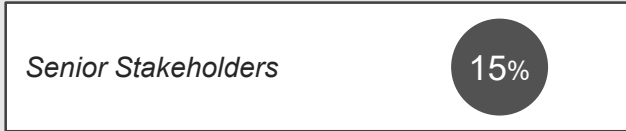
Ensuring road vehicles are safe



Ensuring rail is safe



Less likely than average (26%) to rate Waka Kotahi as 'good' on ensuring rail is safe



Source: I1: Please rate how Waka Kotahi (and other organisations driving regulatory functions on their behalf) perform in each of the following areas. Please only think about the Agency and these organisations (e.g. do not rate the performance of Police).




Base: All stakeholders that had dealt with regulatory areas in the past year (n=101)

▲ ▼ Significantly higher / lower than previous year



# THOSE SAFETY AREAS WHERE PERFORMANCE IS RATED AS GOOD

Stakeholders who rated the performance of Waka Kotahi on safety as good / very good for 'commercial road transport', 'rail' and 'road vehicles' were asked what their reasons were for providing this rating. Their main areas of praise included, licensing, monitoring compliance, licensing, and setting standards. Due to small sample sizes, these results should be treated with caution.

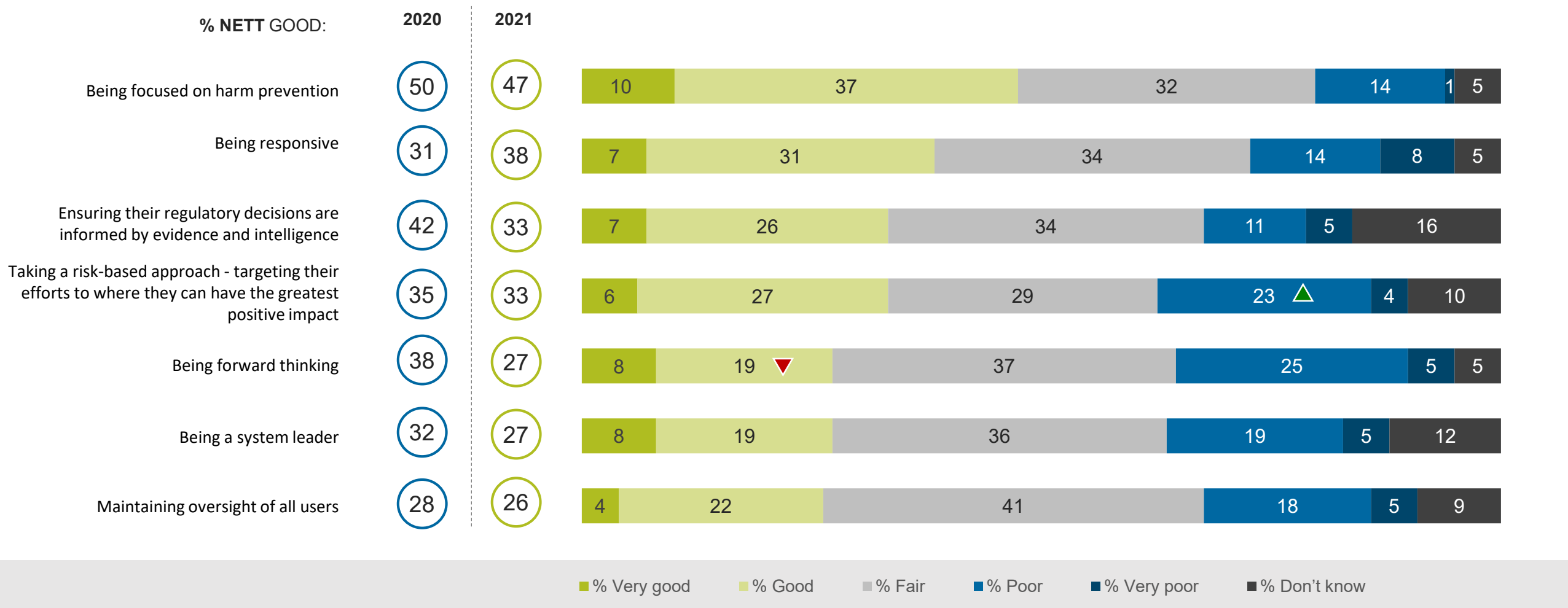
RANK	 <b>Road vehicles (n=21)</b>	 <b>Commercial Services (n=35)</b>	 <b>Rail (n=17)</b>
<b>1</b>	Monitoring compliance with safety requirements (29%)	Monitoring compliance with safety requirements (34%)	Monitoring compliance with safety requirements (41%)
<b>2</b>	Setting standards (19%) Taking enforcement action to deal with unsafe behaviour/vehicles (19%) Licensing, permitting, certification (19%)	Licensing, permitting, certification (23%)	Licensing, permitting, certification (29%) Setting standards (29%) Taking enforcement action to deal with unsafe behaviour/vehicles (29%)
<b>3</b>	Education, information sharing and promotion of land transport safety (14%)	Setting standards (17%) Taking enforcement action to deal with unsafe behaviour/vehicles (17%)	Engagement with stakeholders and partners (17%) Engagement with stakeholders and partners (18%)
<b>4</b>	Engagement with stakeholders and partners (10%)	Education, information sharing and promotion of land transport safety (11%)	Education, information sharing and promotion of land transport safety (12%)

Source: I2: You rated the performance of Waka Kotahi on safety as good or very good: What aspect/s were you primarily thinking about?  
 Base: All stakeholders who rated safety performance as good / very good on each area (base sizes on chart). Note that the base sizes for reasons why gave a **poor** rating are too low to show and be meaningful.



# PERFORMANCE ON REGULATORY FUNCTIONS AND REDUCING HARM

Stakeholders are more likely to rate Waka Kotahi positively than negatively across most aspects of its regulatory function. However, more stakeholders rate Waka Kotahi poorly on being forward thinking than do so positively. Additionally, no aspects are rated positively by more than half of stakeholders in 2021. Perceptions around regulatory performance appear to be trending downwards across many aspects in 2021, albeit none of them significantly. The largest decline is in being forward thinking (38% rating Waka Kotahi as good in 2020 to 27% in 2021).



Source: Q13 - Please rate how Waka Kotahi performs in each of the following areas, when carrying out its regulatory functions to ensure land transport safety Please remember you are rating the performance of Waka Kotahi in these areas.

Base: All stakeholders who deal with regulatory functions (n=99)

▲ ▼ Significantly higher / lower than previous year

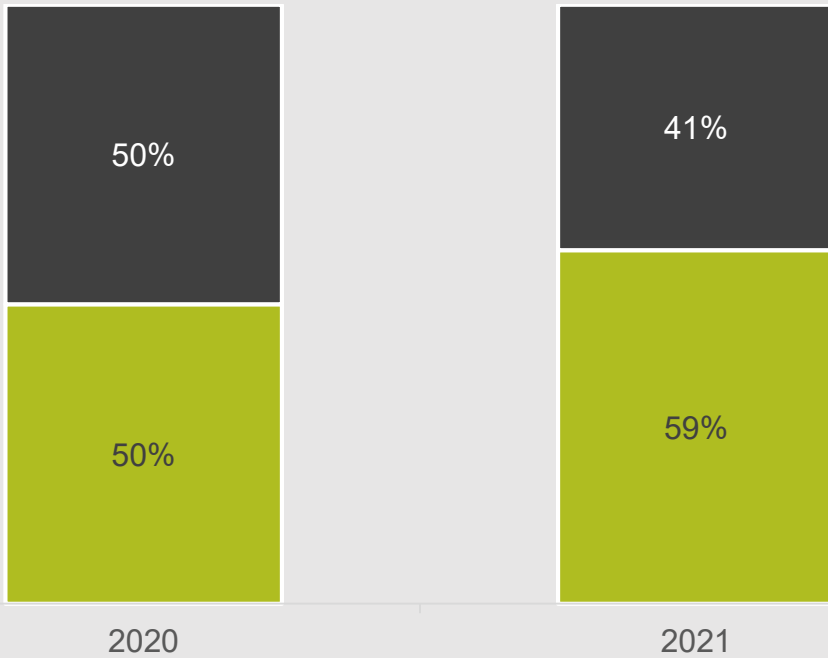


# ROAD SAFETY QUESTIONS

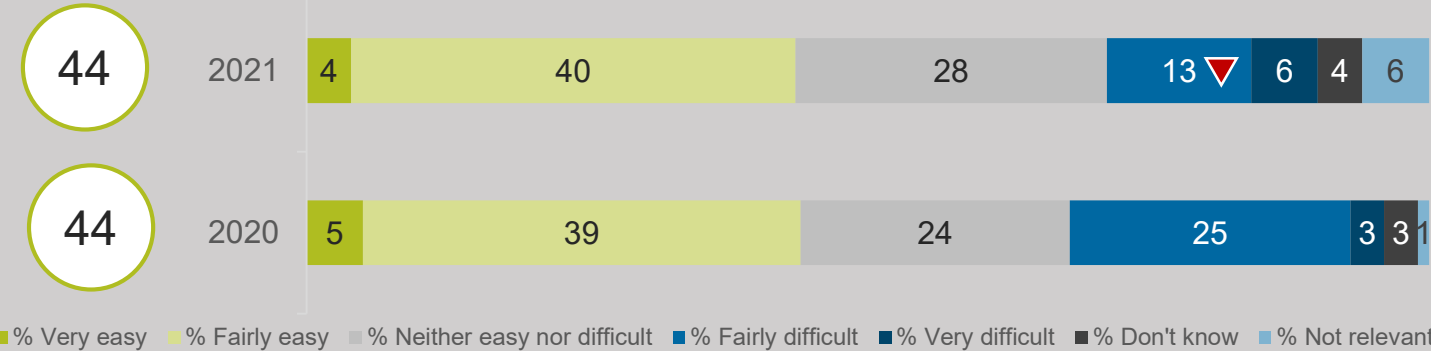
Six in ten stakeholders (59%) need access to road safety data as part of their role. Of these stakeholders, 44% say it is easy to access the data (the same as in 2020). Stakeholders interacting in the Planning & Funding space find it easier to access than average. Meanwhile, Industry / Representative organisations are less likely than average to find it easy.

In your current role do you need access to information or data relating to road safety (such as crash data, outcomes reports, risk assessment tools, vehicle safety information etc.)?

In general, how easy or difficult do you find it to access the road safety information and data provided by Waka Kotahi?



% NETT EASY



More likely than average to be find it easy:

Stakeholders interacting for Planning & Funding

60%

Less likely than average to find it easy:

Industry / Representative Organisations

22%

# LOCAL GOVERNMENT SATISFACTION WITH SUPPORT RECEIVED FROM TRANSPORT AGENCIES ON ROAD SAFETY

Local Government stakeholders were asked how satisfied they were with the support they receive from central government transport agencies on road safety. The New Zealand Police continue to have the highest level of satisfaction (54%), while 43% are satisfied with the support they receive from Waka Kotahi. These levels are lower in 2020 (albeit the differences are not statistically significant). However, there has been an increase in the proportion dissatisfied with the support they receive from these two agencies (27% compared to 14% for Waka Kotahi, and 15% compared to 3% for NZ Police).

## NETT SATISFACTION

(% 4-5 out of 5)

2020

2021



62

54



50

43



25

22



23

23



■ % Very satisfied  
 ■ % Fairly satisfied  
 ■ % Neither satisfied nor dissatisfied  
 ■ % Fairly dissatisfied  
 ■ % Very dissatisfied  
 ■ % Don't know

▲ ▼ Significantly higher / lower than previous year

# REASONS WHY LOCAL GOVERNMENT STAKEHOLDERS ARE SATISFIED OR NOT WITH THE SUPPORT THEY RECEIVE ON ROAD SAFETY

Stakeholders were then asked to provide a reason why they were either satisfied or dissatisfied with one of the transport agencies rated. Below are some illustrative comments highlighting these reasons. Dissatisfied stakeholders tend to mention a lack of engagement from all of the agencies.

POSITIVE COMMENTS

*“Locally, they are pretty responsive and we have regular catch-ups with the local command.”*

*“Some good local level interactions and working on projects.”*

*“They come to meetings and provide real answers and front up, not hide behind a wall like Waka Kotahi.”*

*“Police are interested and engaged at a local level. They react to problems identified by me and are proactive in other areas.”*

NEGATIVE COMMENTS

*“Police are AWOL in most issues except serious crime.”*

*“Historically NZ Police have had a low level of engagement with operational arm of Council... There should be solid relationship and a clear line of communication to the CE/senior managers within Council.”*

POSITIVE COMMENTS

*“Support for Road Safety Promotion and safety related projects has always been well supported by Waka Kotahi.”*

*“They are trying to embed road safety into their business and having a measure of success.”*

*“I think there have been some positive steps forward in terms of building relationships in the past 12 months.”*

NEGATIVE COMMENTS

*“Lack of an open honest professional relationship.”*

*“They are a totally dysfunctional organisation.”*

*“The focus is rarely based upon local community needs but Metropolitan needs first the biggest 'bang-for-buck'...”*

POSITIVE COMMENTS

*“In our region we have a good relationship with ACC and they are a key partner for us when it comes to road safety education and promotion.”*

*“Appreciate their support with local motorcycle safety initiatives.”*

*“Relatively well engaged with Regional forums.”*

NEGATIVE COMMENTS

*“Just no understanding of their role and no proactive engagement.”*

*“Removed critical funding for Safer Communities during Covid-19 with very poor communication. No replacement programme in place. Left communities in the lurch.”*

*“Withdrawal of funding for road safety programme.”*

POSITIVE COMMENTS

*“Information generally knowledgeable.”*

*“MoT needs to be more vocal and proactive in supporting road safety and legislative interventions keeping road users safe.”*

NEGATIVE COMMENTS

*“MoT policy is too esoteric. Vision zero is fine in theory but lacks practical fundable implementation.”*

*“Policy direction is so vague and no clarity with direction.”*

*“Lack of access and visibility of MoT staff.”*

*“Lack of leadership in the road safety space to ensure objectives are achievable.”*

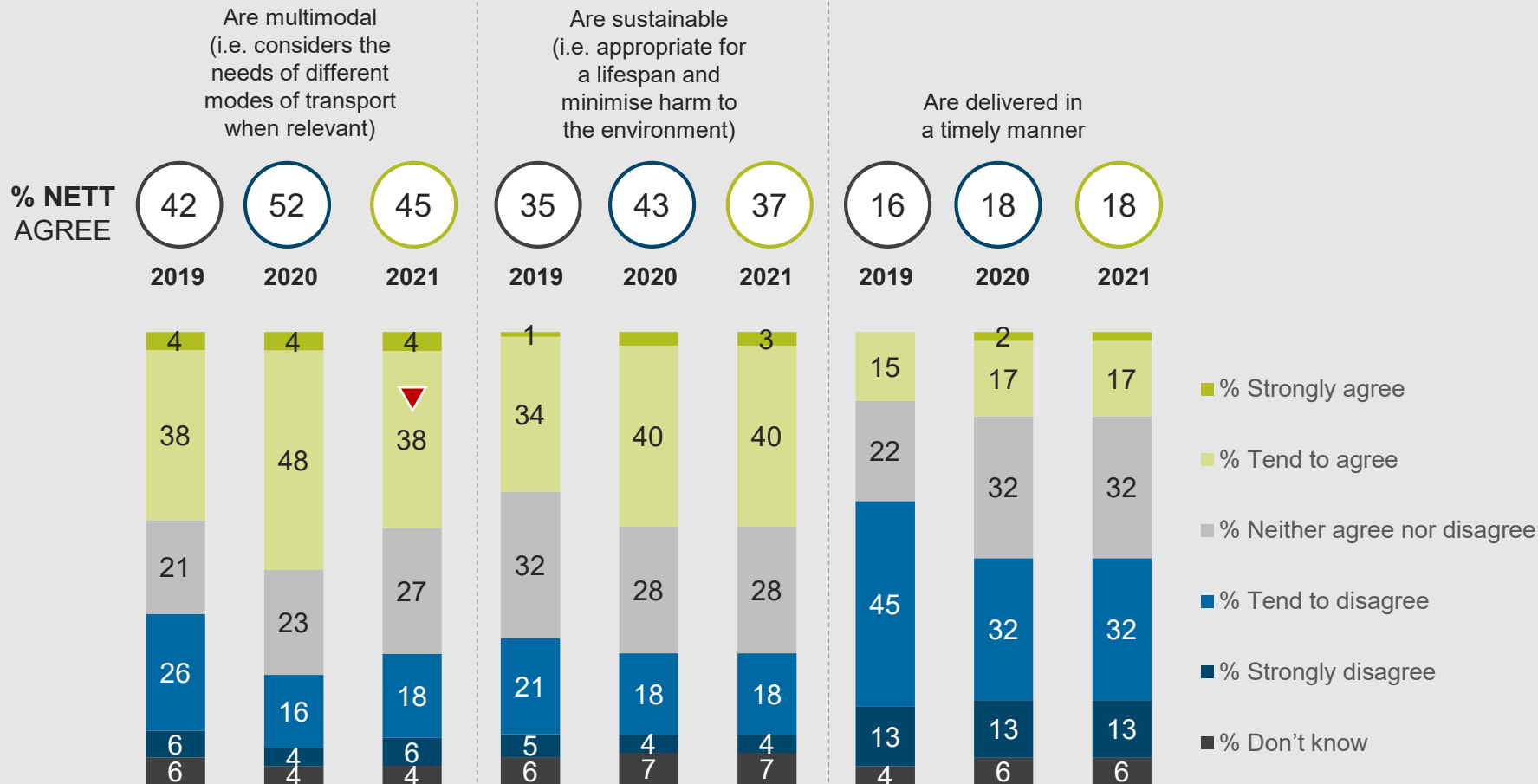
*“Not aware of what they are doing. Leadership comes from the top.”*

Source: N4: You mentioned that you were [INSERT Q3 ANSWER] with [INSERT AGENCY]. For what reasons did you provide this answer?  
 Base: All stakeholders who were either satisfied or dissatisfied with at least one agency (n=46).  
 Note: base sizes for each agency are too small to break down responses, so illustrative comments are provided



# PERCEPTIONS OF INVESTMENT IN TRANSPORT SOLUTIONS

Perceptions of how Waka Kotahi delivers transport solutions are in line with 2020, meaning that there remains scope for improvement.



## SUBGROUP DIFFERENCES

**More likely than average to agree that solutions are multimodal:**

Those interacting with the Auckland / Northland offices 58% vs 45%\*

**More likely than average to agree that solutions are delivered in a timely manner:**

Those interacting in the Planning & Funding space 27% vs 18%\*

**Less likely than average to agree that solutions are delivered in a timely manner:**

Industry / Representative Organisations 5% vs 18%\*

Source: G1: How much do you agree or disagree with the following about the transport solutions delivered by Waka Kotahi? The transport solutions...

Base: All stakeholders (n=252)

\*Note: figures in right-hand circles are the average score for that statement

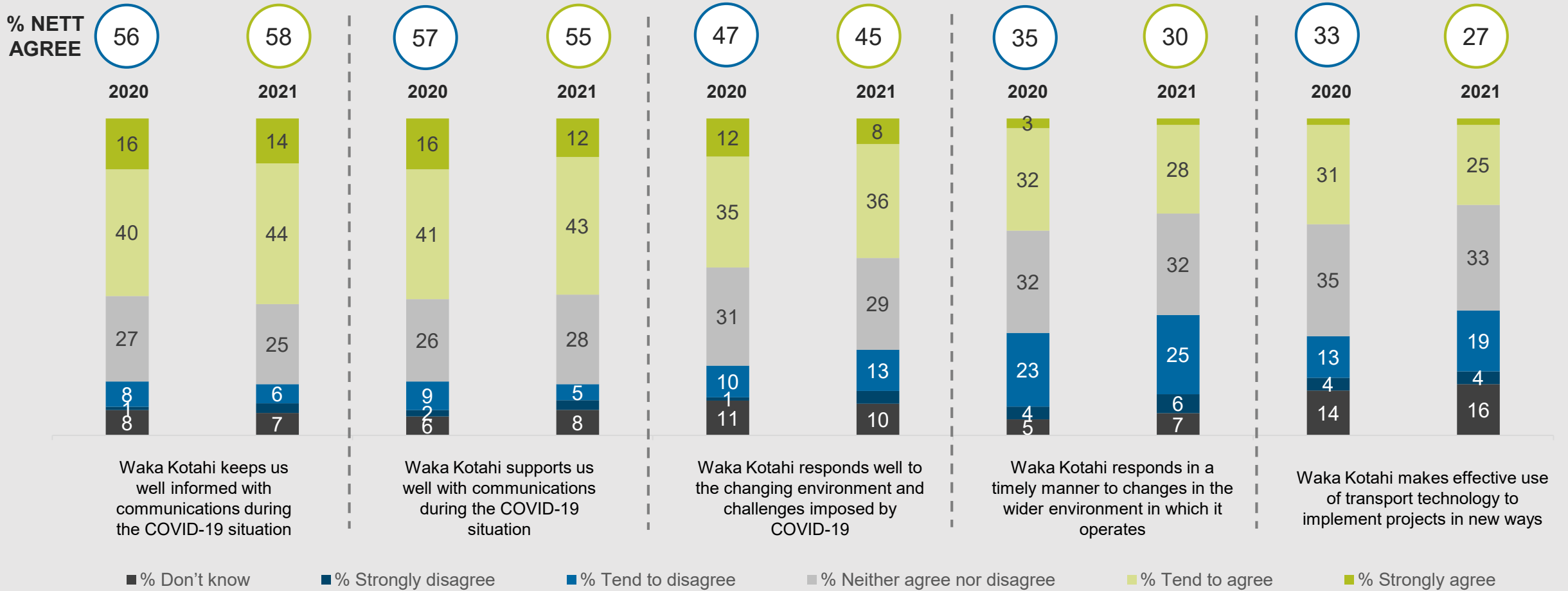
▲ ▼ Significantly higher / lower than previous year





# RESPONSIVENESS TO EXTERNAL CHANGES

Stakeholders continue to be broadly positive about how Waka Kotahi has responded to COVID-19. Over half feel that Waka Kotahi is keeping them informed, and supporting them throughout the pandemic. Perceptions of the agency's responsiveness and adaptability are broadly consistent with 2020, if edging downwards somewhat.



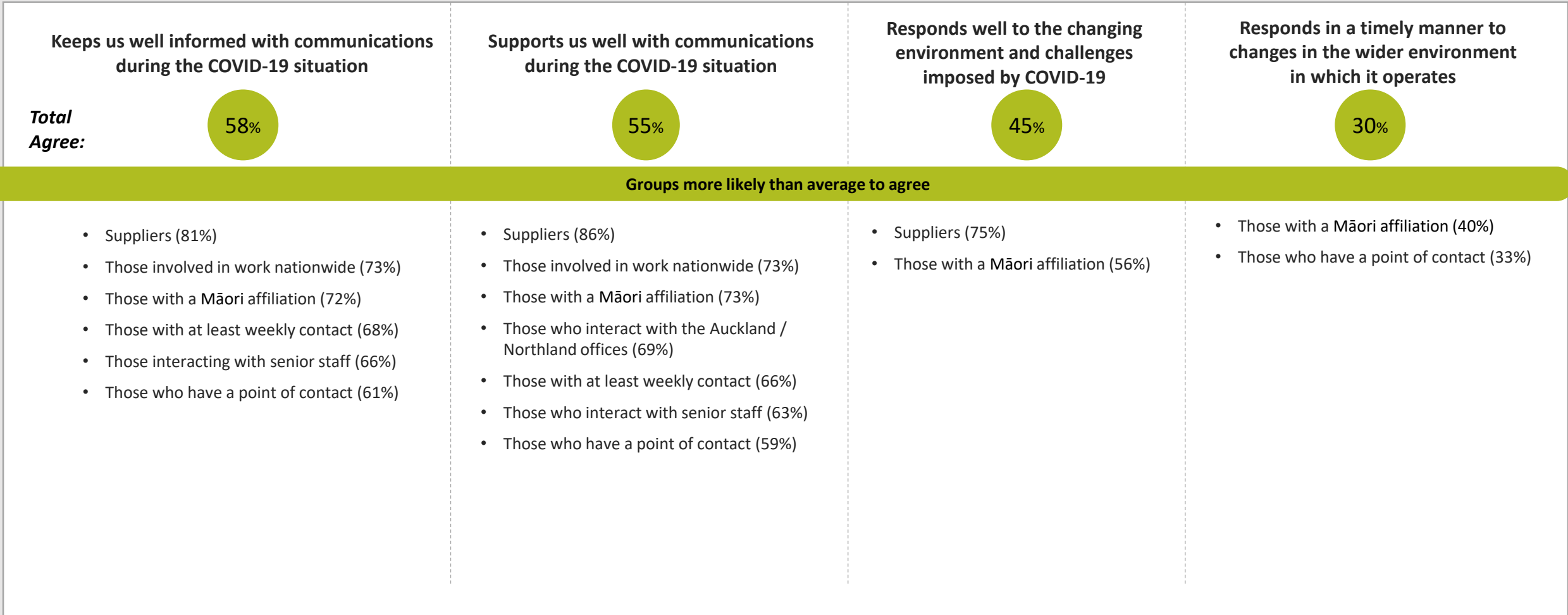
Source: H1: How much do you agree or disagree with the following?  
Base: All stakeholders (n=249).

▲ ▼ Significantly higher / lower than previous year



# RESPONSIVENESS TO EXTERNAL CHANGES: POSITIVE SUB-GROUP DIFFERENCES

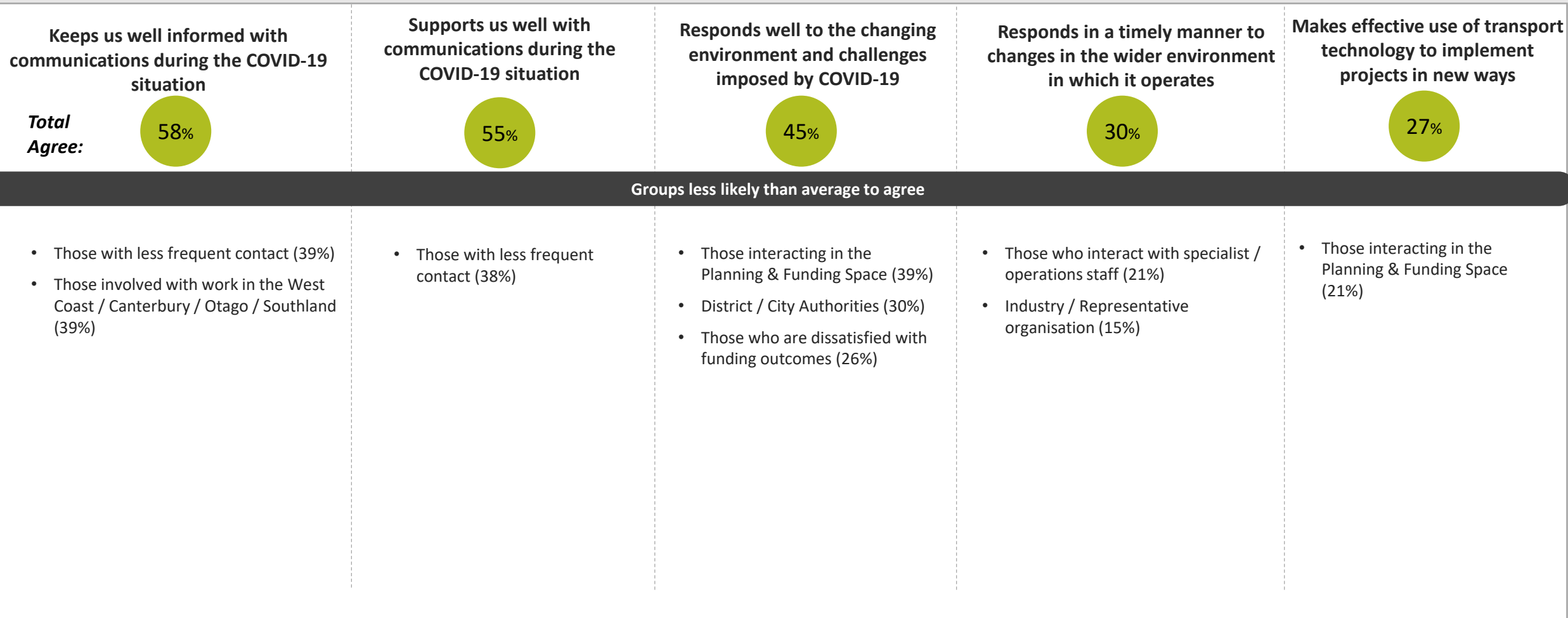
Once again, suppliers, those with a Māori affiliation, and those with a point of contact are more likely to feel Waka Kotahi is responsive to external change.





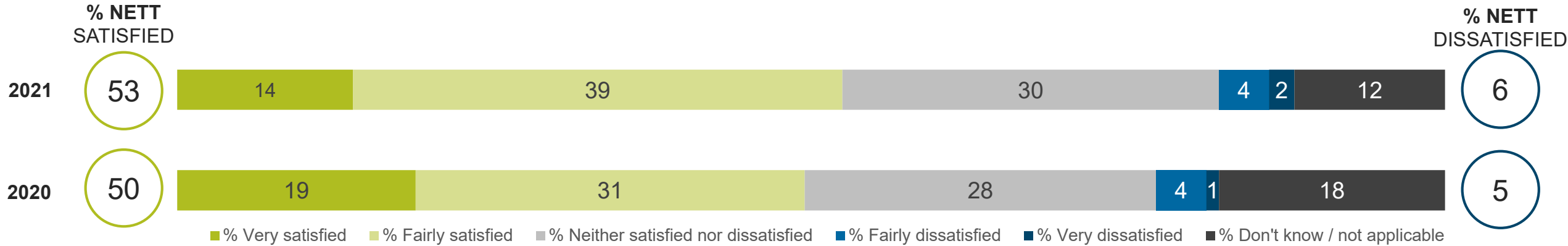
# RESPONSIVENESS TO EXTERNAL CHANGES: NEGATIVE SUB-GROUP DIFFERENCES

Meanwhile, those with less frequent contact, and those interacting in the Planning & Funding space, are less likely to rate Waka Kotahi as being responsive to external change.

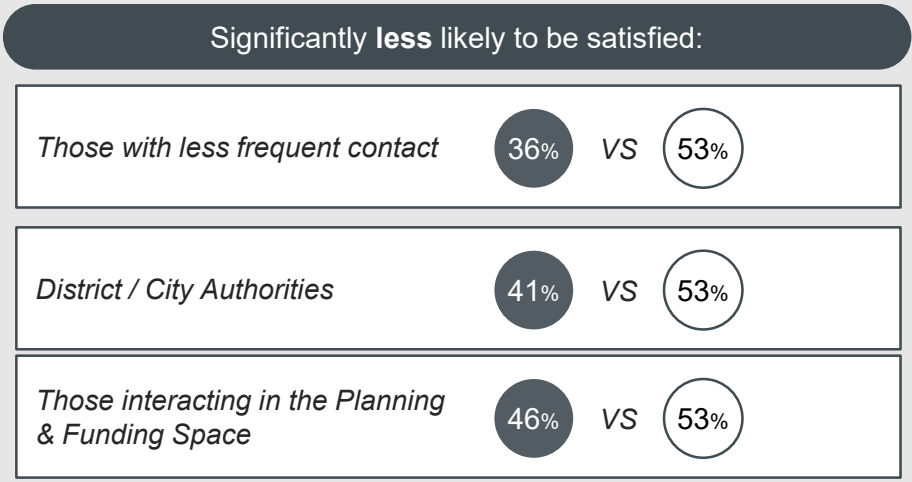
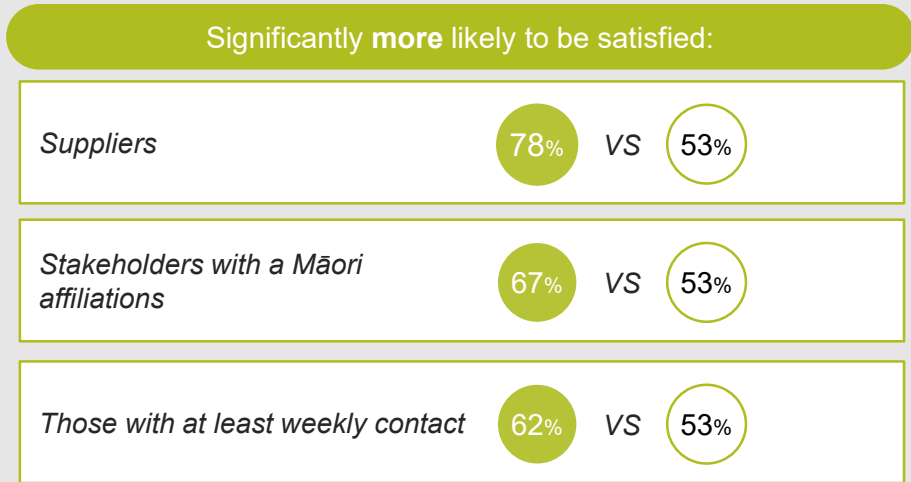


# SATISFACTION WITH COVID-19 RESPONSE

Stakeholders continue to be much more satisfied than dissatisfied with their interaction with Waka Kotahi on COVID-19 matters. Suppliers, stakeholders with a Māori affiliation, and those in more frequent contact are more satisfied than average. Those with less frequent contact, District / City Authorities, and those interacting in the Planning & Funding space are less satisfied than average.



## SUBGROUP DIFFERENCES



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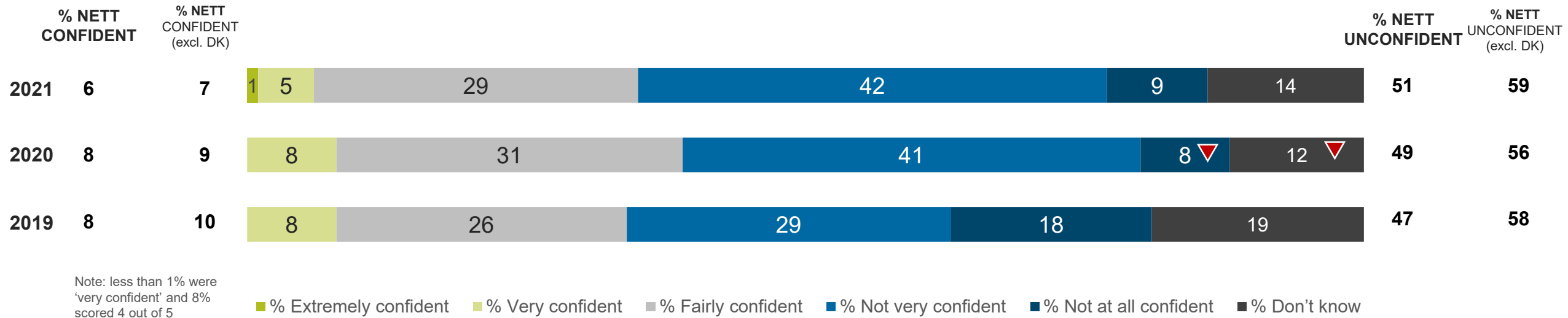
# ADAPTING THE TRANSPORT SYSTEM TO CLIMATE CHANGE IMPACTS





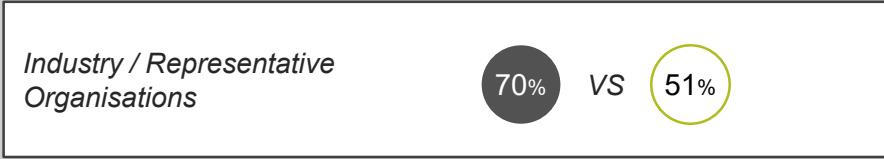
# CONFIDENCE IN THE LAND TRANSPORT SYSTEM ADAPTING TO CLIMATE CHANGE

Stakeholders continue to have little confidence in the land transport system adapting to climate change. Indeed, confidence seems to be ebbing away over time. Industry / representative organisation stakeholders are more likely than average to lack confidence in the system to adapt.



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

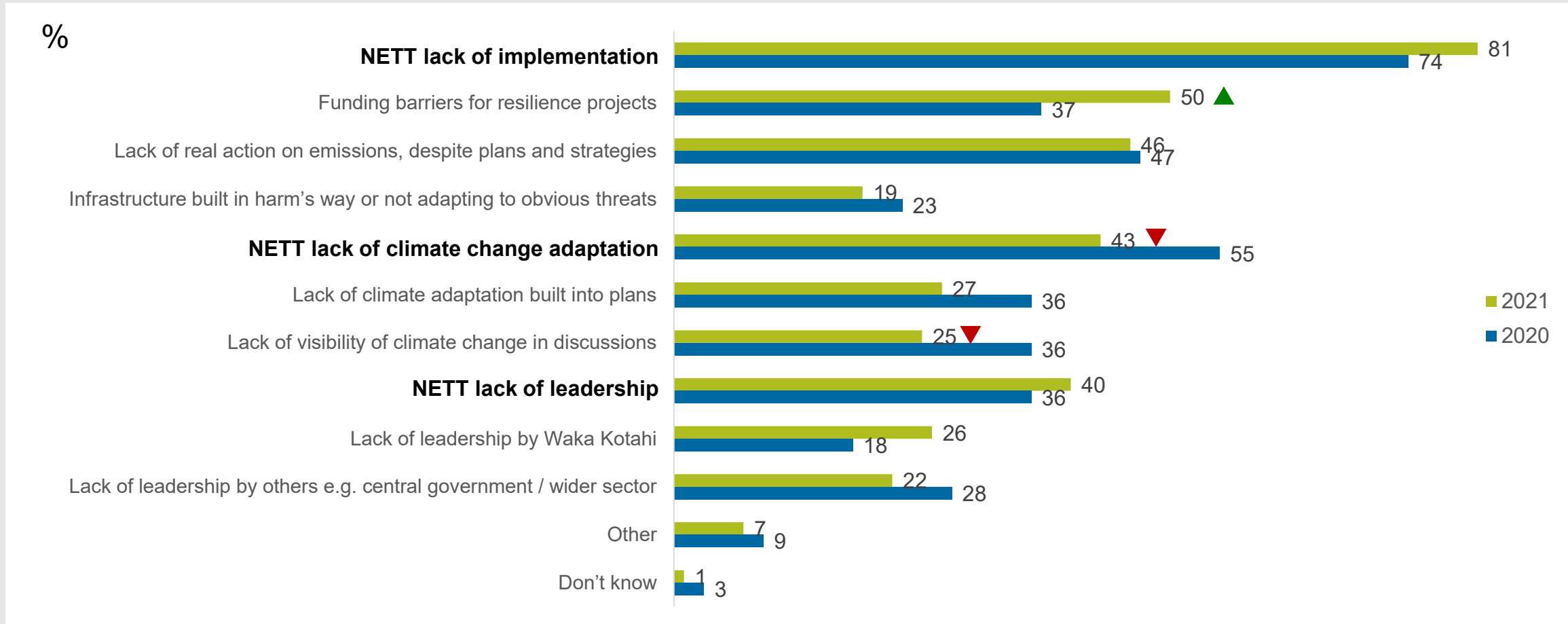
## SUBGROUP DIFFERENCES





# REASONS FOR EXPRESSING LACK OF CONFIDENCE IN THE TRANSPORT SYSTEM ADAPTING TO CLIMATE CHANGE

A perceived lack of implementation and action in the climate change area continues to be the main reason that stakeholders have limited confidence in the transport system's adaptability – 81% reference this. More specifically there has been an increase in those referencing funding barriers for resilience projects (vs. 2020). Waka Kotahi need to focus on 'walking the walk' in this area in order to instil confidence in stakeholders.



Source: K2: What are your main reasons for saying you are not at all / not very / only fairly confident that the land transport system is not appropriately adapting to climate change impacts?

Base: All stakeholders who said they were not at all / not very / fairly confident (2021 n=194; 2020 n=195)

Note: question was changed from being open ended in 2019.

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# APPENDIX



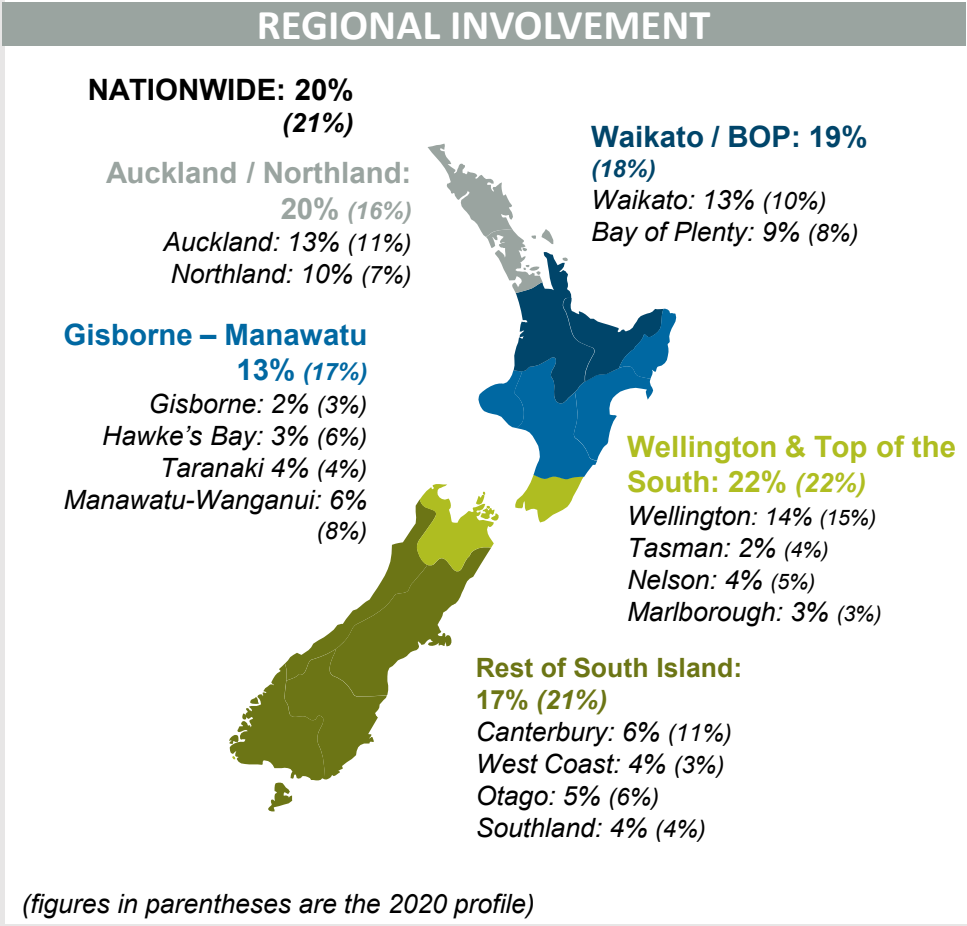
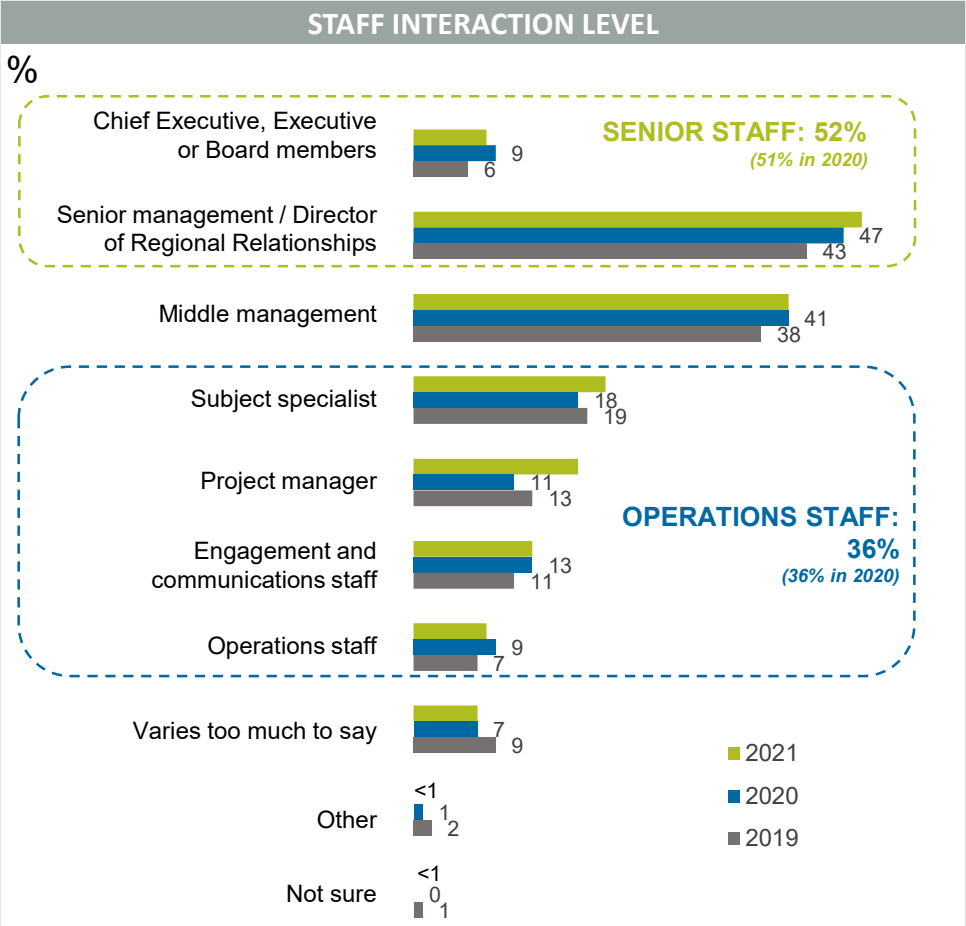
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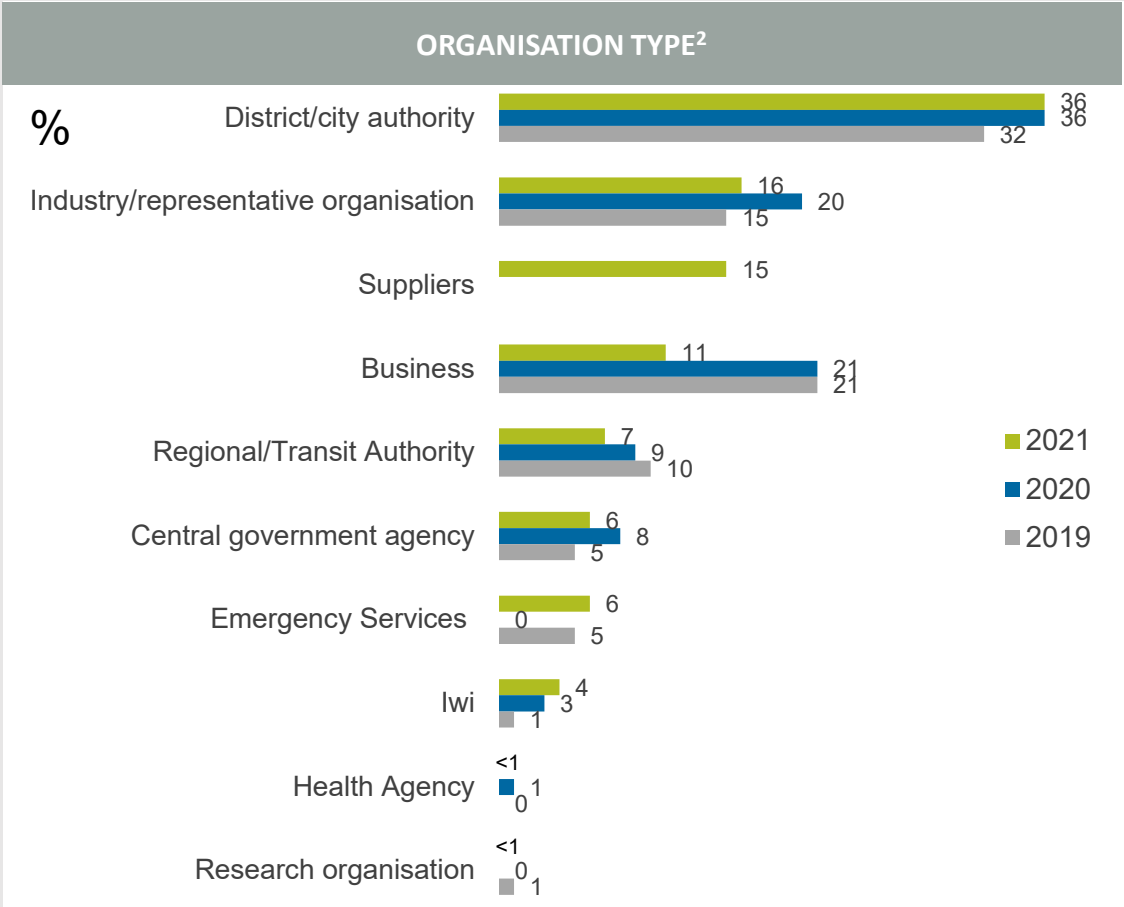
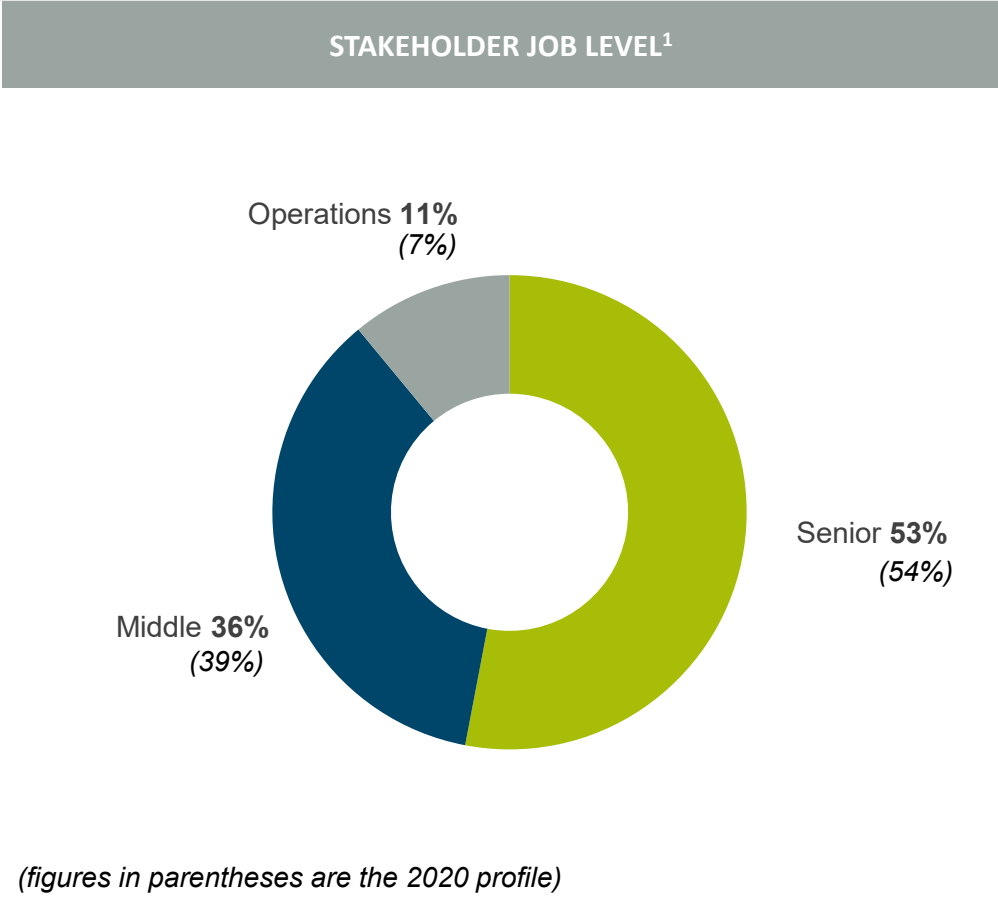




A profile of the stakeholders who took part in the survey is presented below. 'Staff interaction level' is taken from a question in the survey, where stakeholders were asked the level of Waka Kotahi staff that they most regularly interact with. The profile is broadly consistent between 2020 and 2021.

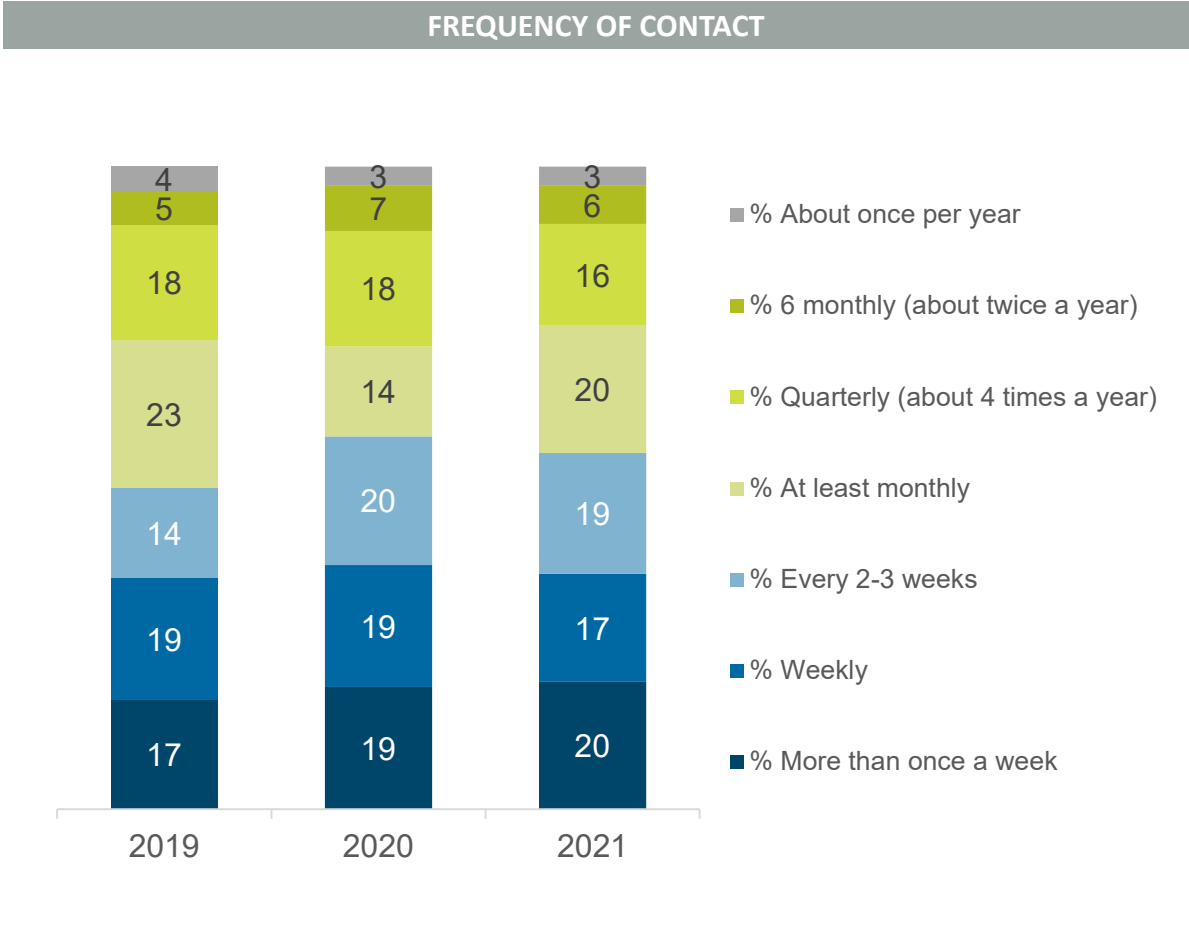
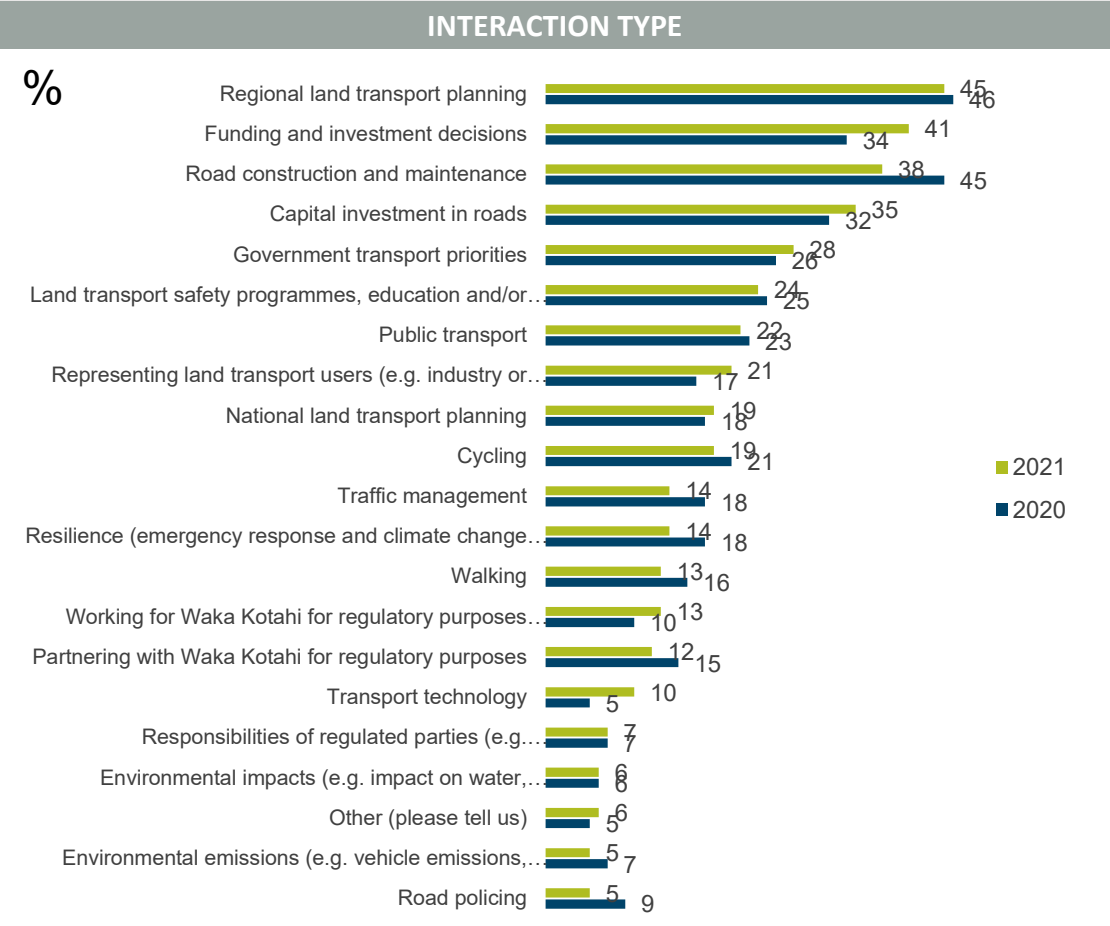


'Stakeholder job level' has been coded from the sample list provided by Waka Kotahi. The profile is broadly consistent across the survey waves.

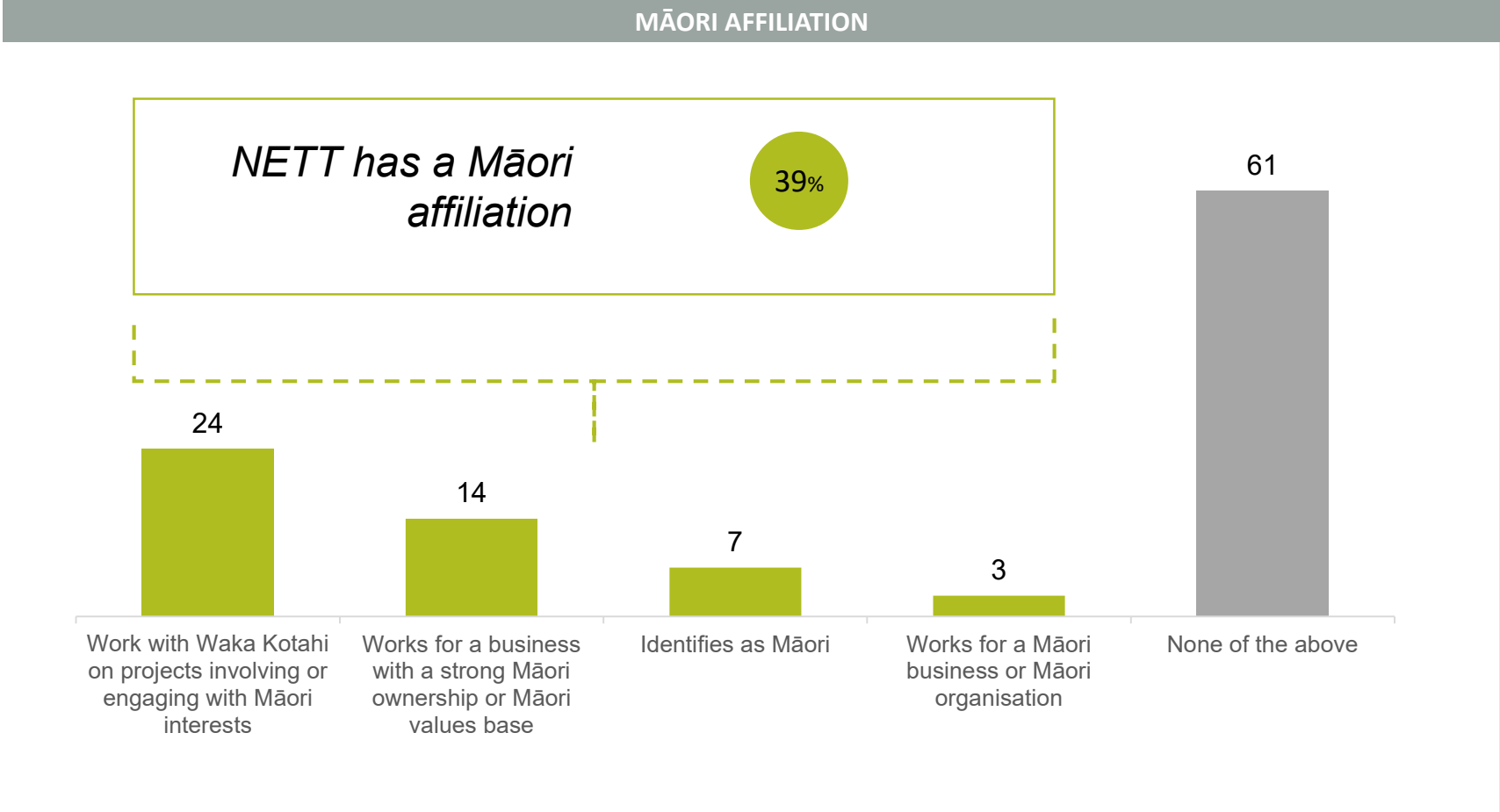


1 | Senior stakeholders include: CE / Deputy CE, Mayor, Chair, Executive Director, Heads of Sector etc.  
 Middle stakeholders include: Area Managers, General Managers, Area Commanders, District Commanders, Managers, Team Leads  
 Operations stakeholders include: Consultants, Advisors, Secretaries, Coordinators, etc.

Below we have presented a breakdown of the types of interactions stakeholders have with Waka Kotahi, and how frequently they are in contact. This is broadly consistent across the survey waves.



In 2021, we asked a question about stakeholders' Māori affiliation. These results are presented below. In terms of analysis both stakeholders who have worked on projects with Waka Kotahi that involve Māori interests, and those that identify as Māori or work for a Māori organisation, have been included in the 'affiliation' sub-group.





FOR MORE INFORMATION  
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