

An aerial photograph of a city street intersection. The street has multiple lanes with white and yellow markings. Several cars are visible, including a yellow taxi, a white car, and a red car. There are trees and buildings on the sides. The image is used as a background for a survey report cover.

KANTAR PUBLIC

WAKA KOTAHI PARTNER
AND STAKEHOLDER
SURVEY

AUGUST 2022



OBJECTIVES AND METHOD

Waka Kotahi commissioned Kantar Public to undertake a stakeholder survey to understand how it is perceived by partners and stakeholders, and how this has evolved over the past three years.



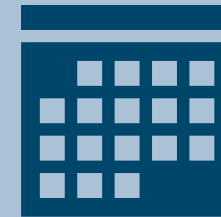
268

online
interviews



15

minute
survey



2 June to
1 July 2022

fieldwork
dates

In 2021 stakeholder perceptions stagnated, and became more polarised, following improvement in 2020

The 2021 research continued to point to two **key areas for improvement**

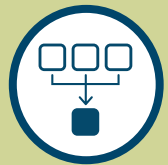


Being agile and responsive



Partnering

In **2022** we found ...



01

Partner or stakeholder perceptions have mostly either improved or remained consistent



02

There is less evidence of polarisation with negative sentiment subsiding



03

The way forward is largely unchanged, but is reframed around prioritising stakeholder needs and improving internal systems

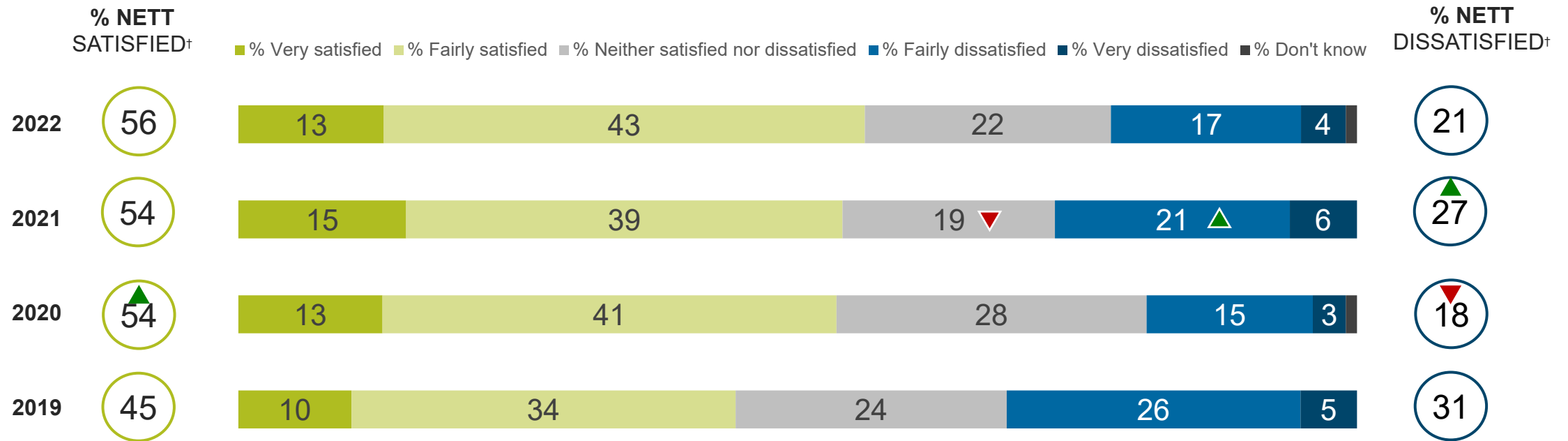
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OVERALL SATISFACTION WITH WAKA KOTAHI



OVERALL SATISFACTION

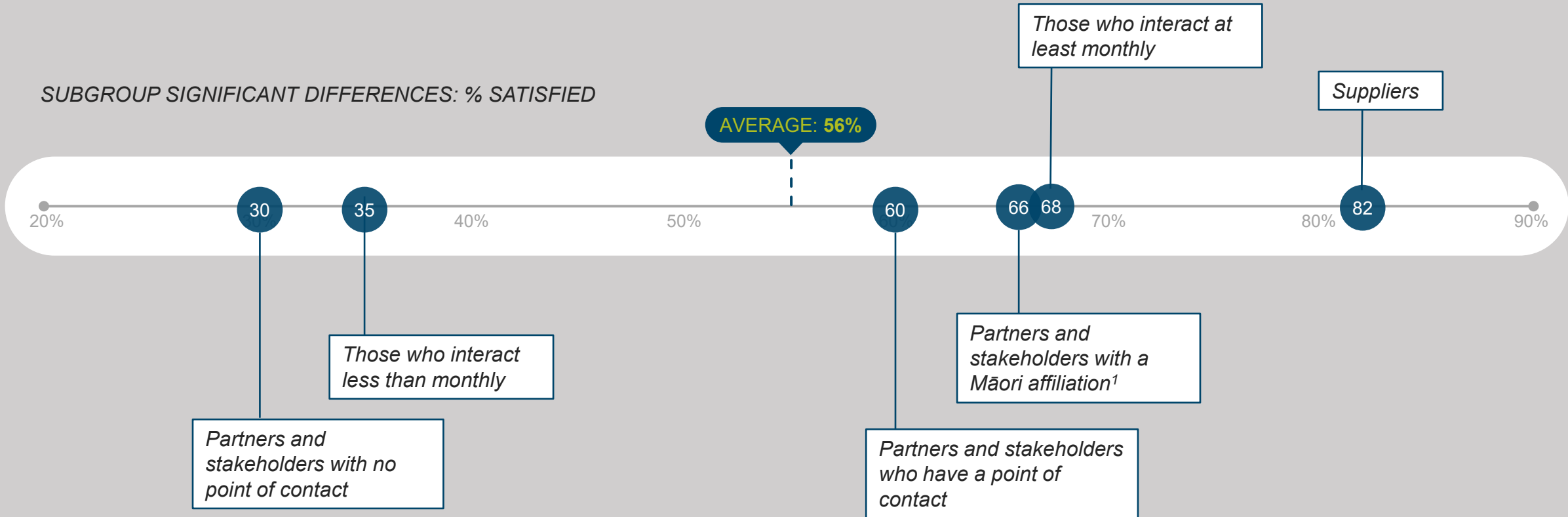
Overall satisfaction has reached its highest level to date in 2022, while dissatisfaction has decreased, suggesting a softening of stakeholder polarisation.



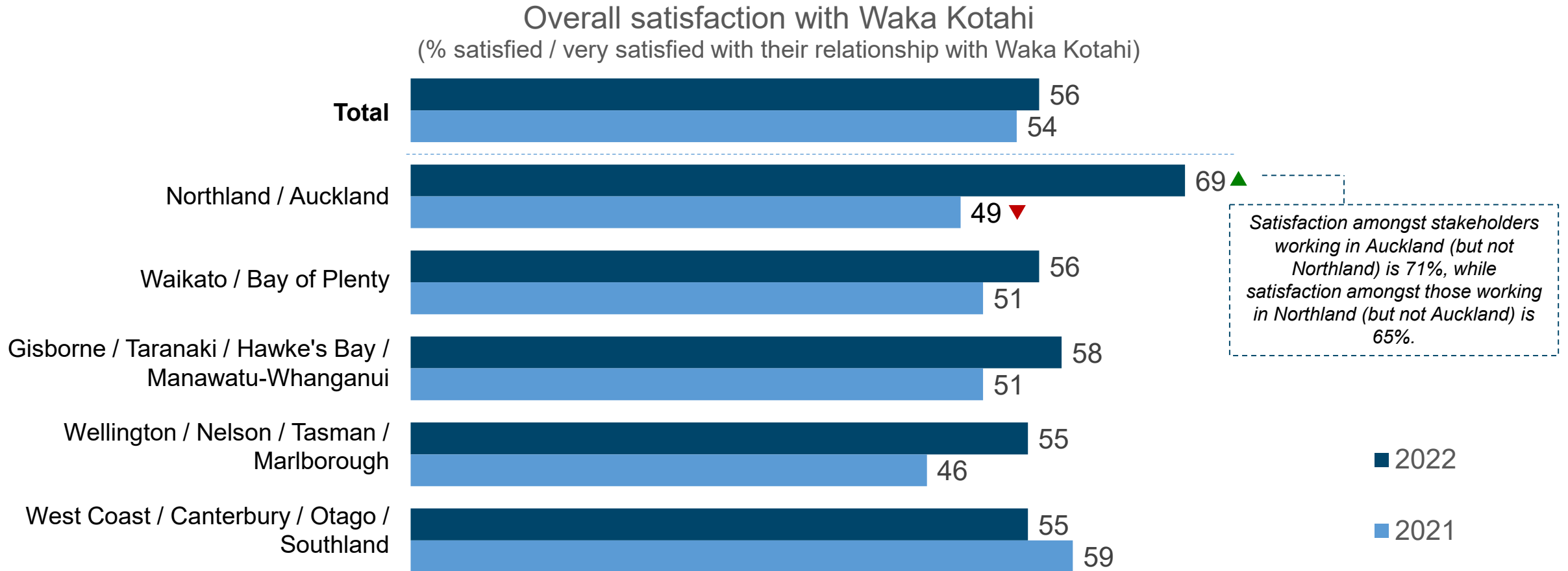
▲ ▼ Significantly higher / lower than previous year

Source: QF1:How satisfied or dissatisfied are you with the current relationship your organisation has with Waka Kotahi? | Base: All partners and stakeholders (2022 n=268, 2021 n=309, 2020 n=297, 2019 n=271).
 † Net scores are sometimes slightly different from the face-value sum of their components due to rounding of decimal places (e.g. in 2019, 10.33% + 34.32% = 45% rounded)

Satisfaction varies considerably, as stakeholders experience Waka Kotahi differently



Satisfaction amongst those working in Auckland / Northland has rebounded. Elsewhere it is consistent.

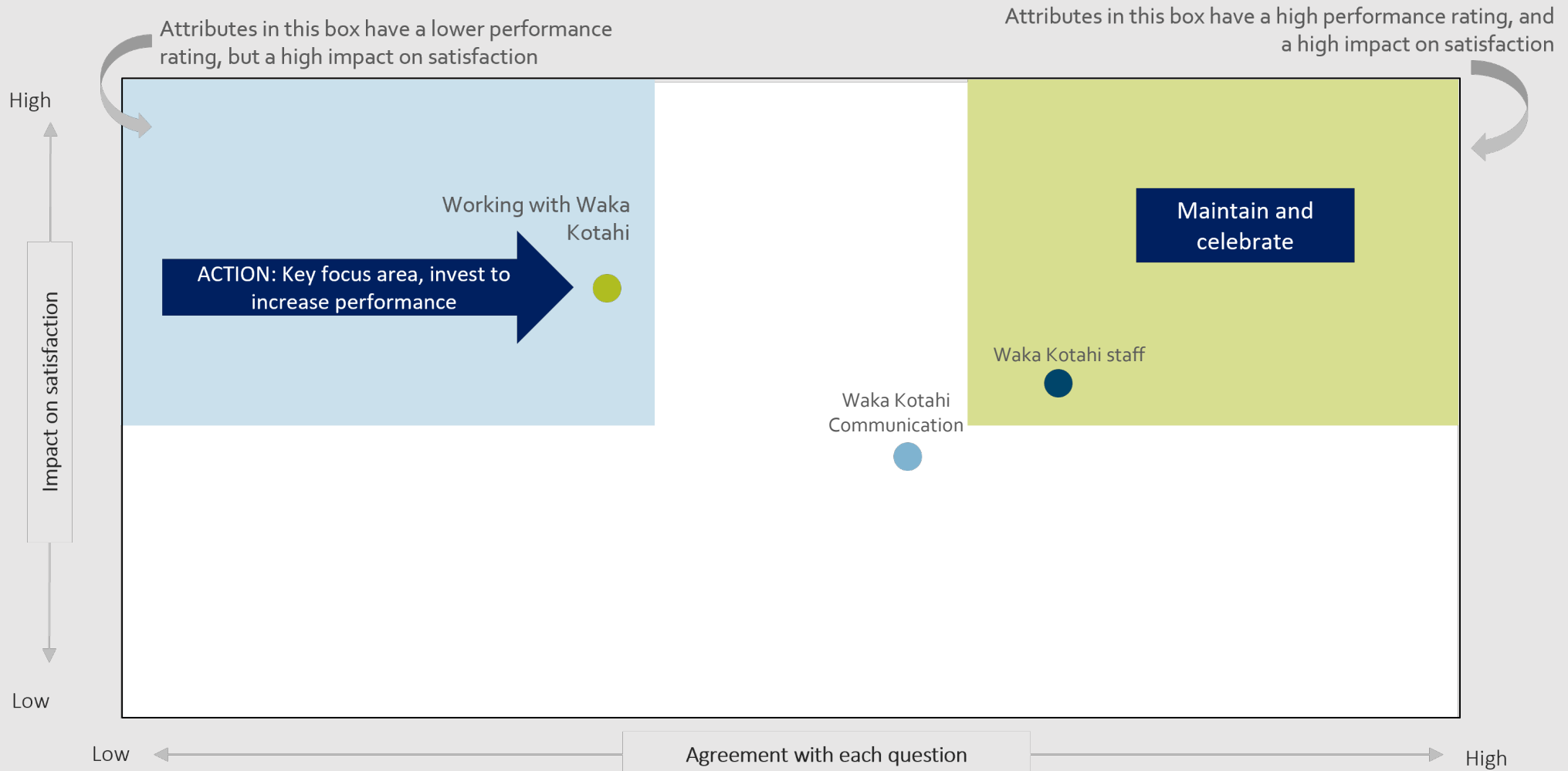


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DRIVERS OF SATISFACTION



DRIVERS OF SATISFACTION – KEY THEMES



Below are some comments from stakeholders highlighting the strengths of Waka Kotahi staff.



The staff who engage with our committees are professional, knowledgeable and communicate clearly. They understand funding challenges and work to enable us.

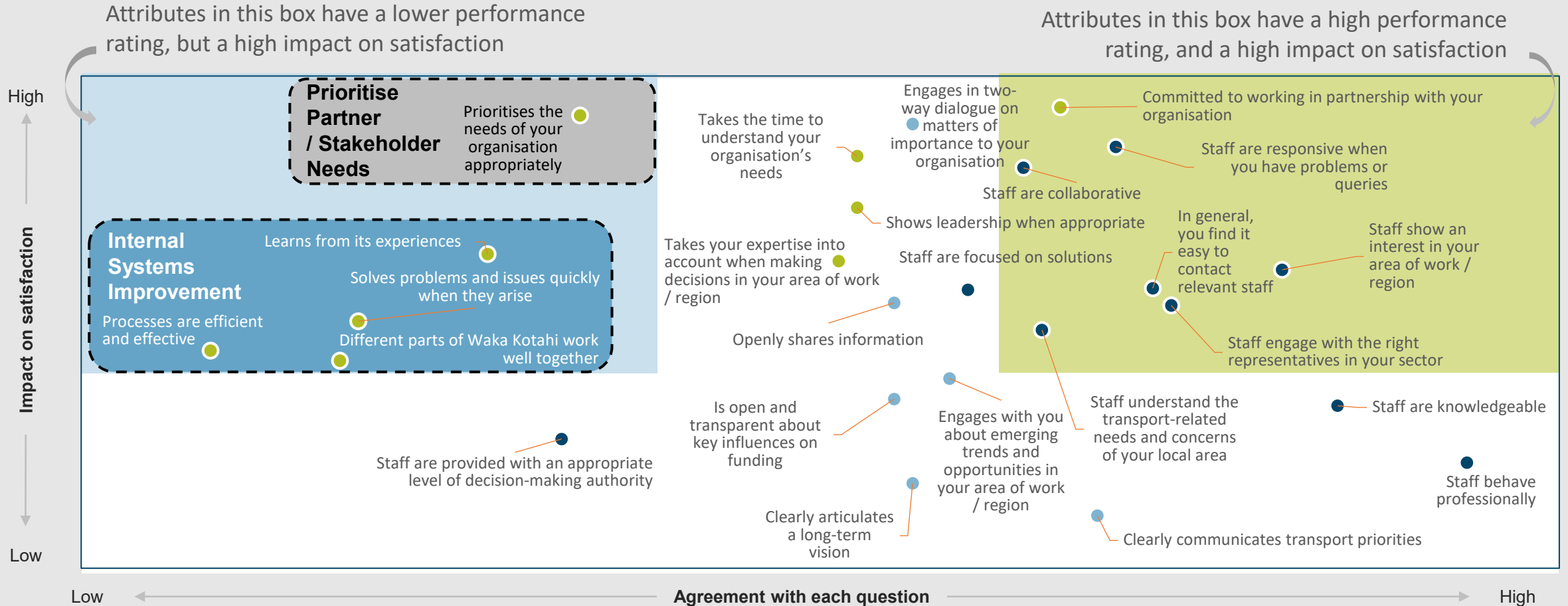


I value the relationship with the key people that I connect with on [Region] work. These contacts are consistently professional and helpful. The senior managers (3rd tier) are extremely capable, see the bigger picture and are always constructive.



Very committed staff, who are technically very capable. They are friendly and approachable, and genuinely care about relationships. They are always available to take questions, and do their best to respond.

DRIVERS OF SATISFACTION

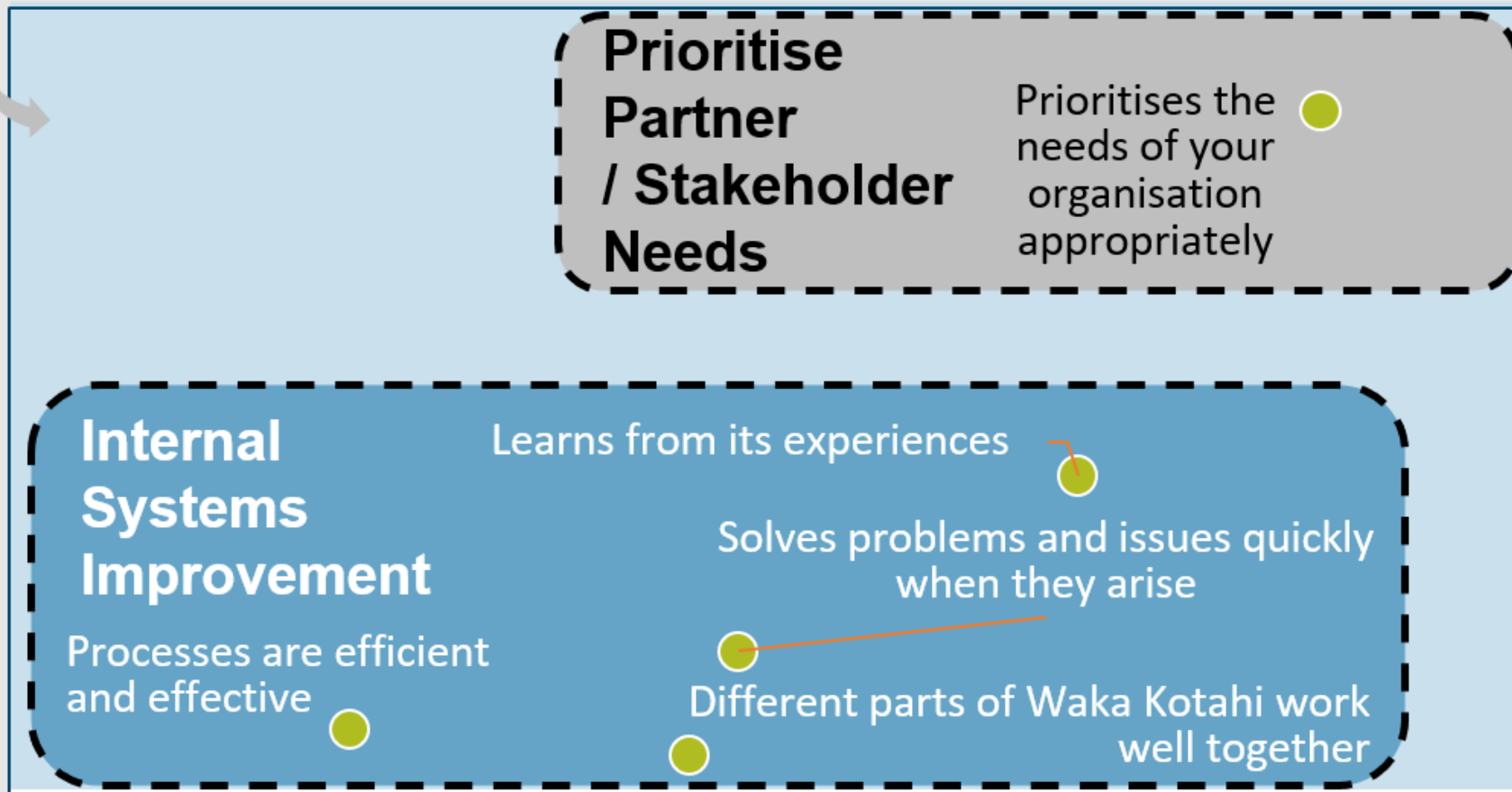


DRIVERS OF SATISFACTION

Attributes in this box have a lower performance rating, but a high impact on satisfaction

High

Impact on satisfaction



Prioritise Partner / Stakeholder Needs

Prioritises the needs of your organisation appropriately

Internal Systems Improvement

Learns from its experiences

Processes are efficient and effective

Solves problems and issues quickly when they arise

Different parts of Waka Kotahi work well together

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WORKING WITH WAKA KOTAHI

THE KEY FOCUS AREA FOR
IMPROVEMENT

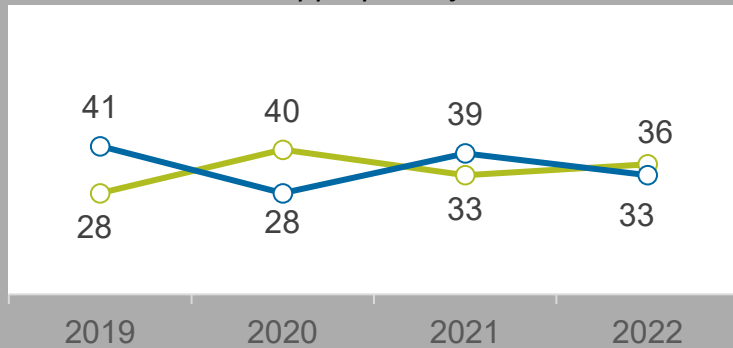


The way in which Waka Kotahi prioritises the needs of partners and stakeholders remains a pain point and is critical to lifting satisfaction. Waka Kotahi also needs to focus on improving internal systems.

— % Agree — % Disagree

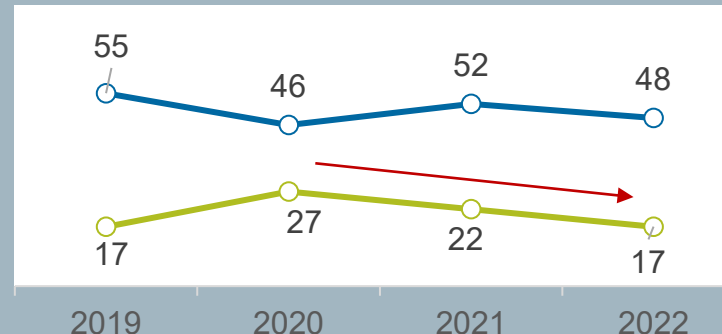
PRIMARY FOCUS: Prioritise Partner and Stakeholder Needs

Prioritises the needs of your organisation appropriately

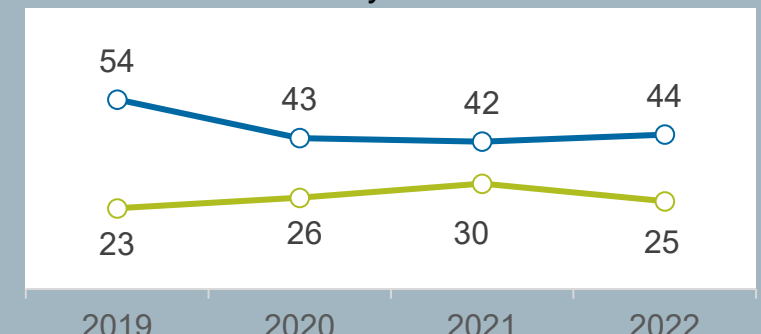


SECONDARY FOCUS: Internal Systems Improvements

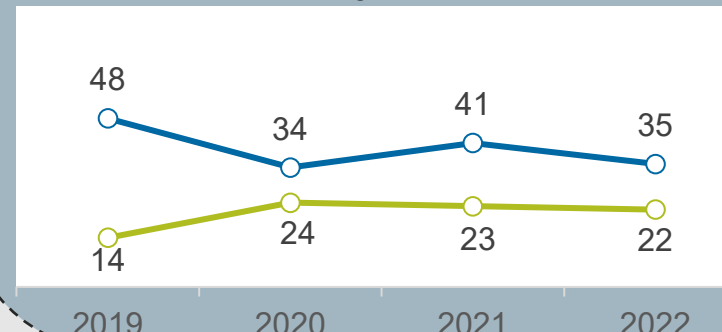
Processes are efficient and effective



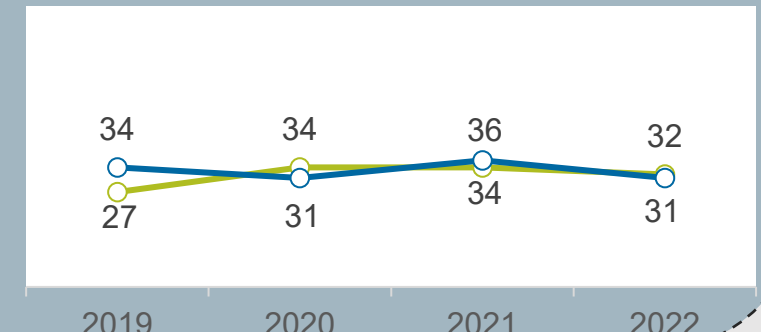
Solves problems and issues quickly when they arise



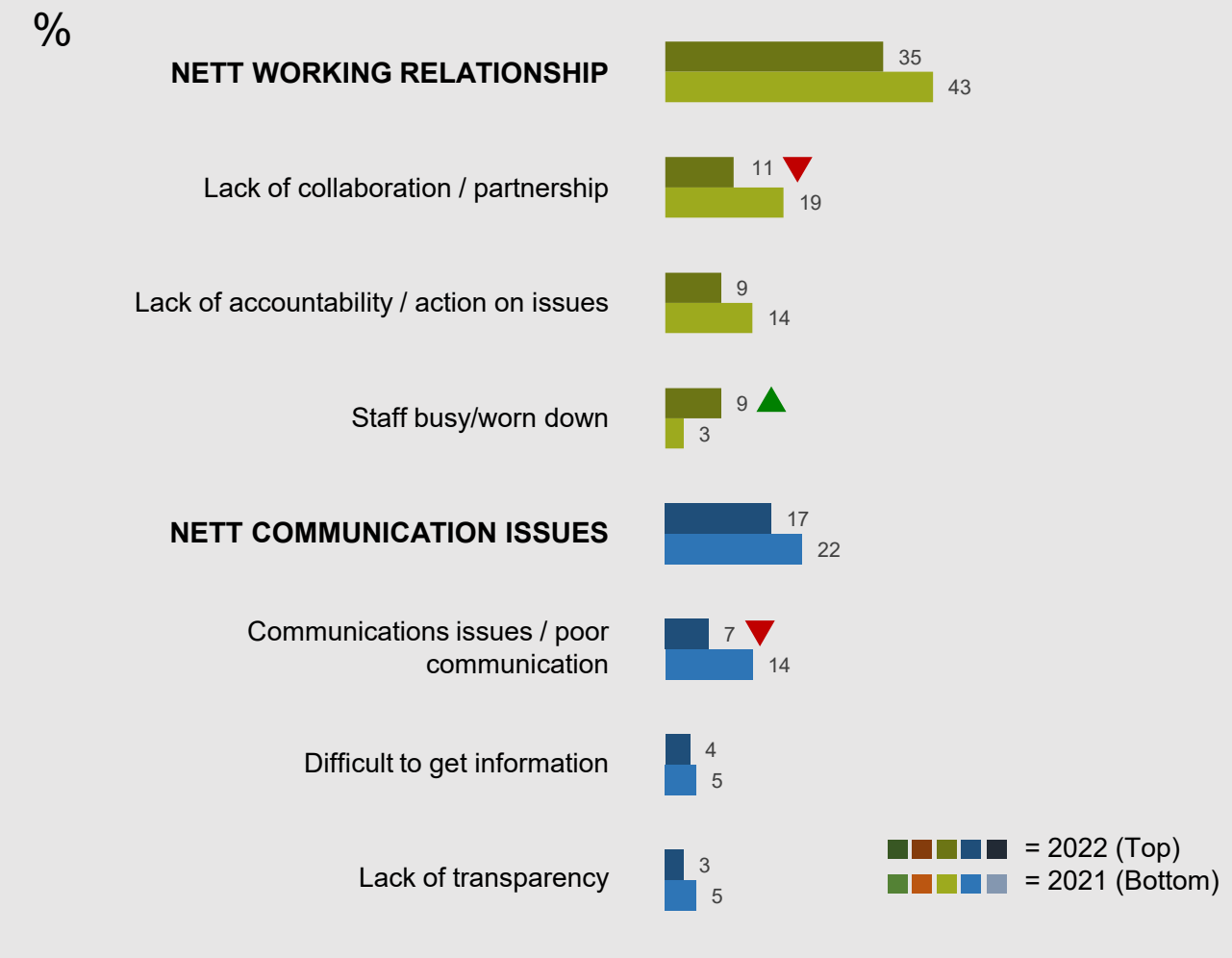
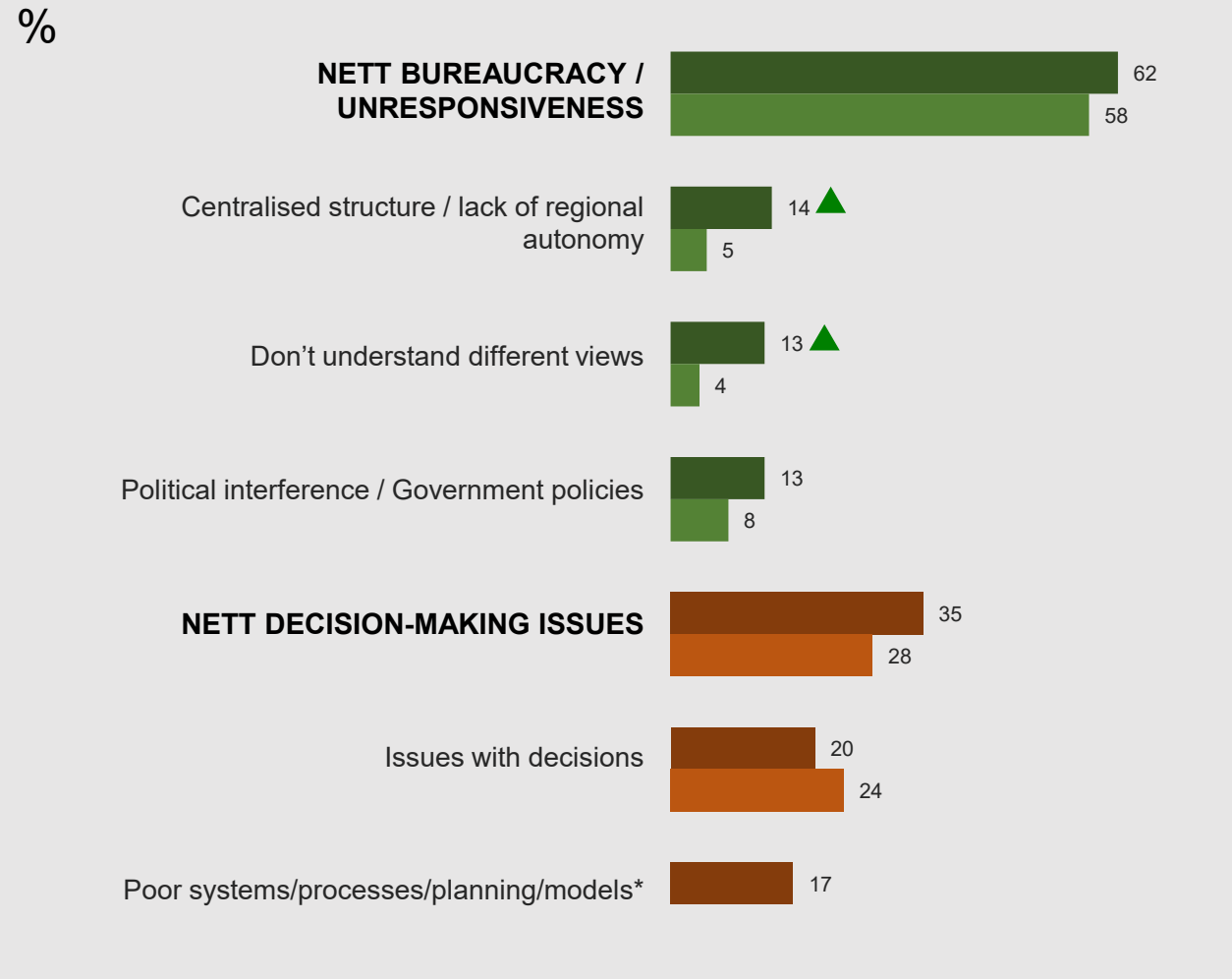
Different parts of Waka Kotahi work well together



Learns from its experiences



Some concerns have cut through, including criticism of centralisation, an inability to understand different views, as well as staff wellbeing. Others are less top of mind; collaboration and comms.



■ ■ ■ ■ ■ = 2022 (Top)
 ■ ■ ■ ■ ■ = 2021 (Bottom)

Source: F3: What, if anything, do you consider to be negative or bad about your relationship with Waka Kotahi?
 Base: All partners and stakeholders who provided a response (excl. don't know or nothing negative) (2022 n=141, 2021 n=165)
 Note: * These codes were added in 2022

▲ ▼ Significantly higher / lower than previous year

Below are some comments from stakeholders highlighting the primary issues they personally experience.



The people are great people and very approachable but seem to be left hanging without clarity and background to support them. There seems to be an individual personal willingness that is unsupported by the organization around.



There is an abundance of consultation which is time consuming and often it appears to be somewhat pointless in that the outcome seems to be determined.



Waka Kotahi staff seem to be hamstrung by process and understanding within Waka Kotahi. Consequently struggle with progressing decision making and the reasons behind those decisions when they are eventually made.

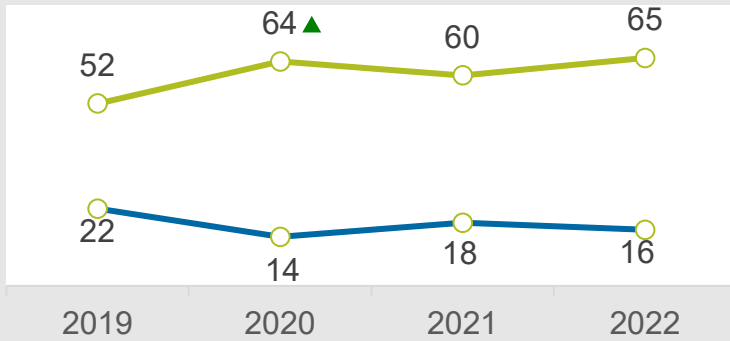
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HOW WAKA KOTAHI COMMUNICATES AND ENGAGES

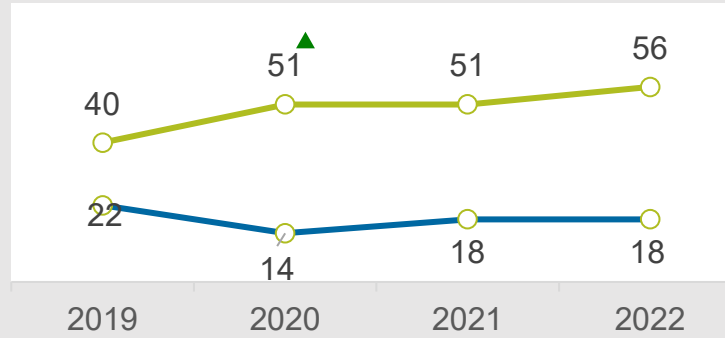


Partners and stakeholders are more positive about how Waka Kotahi communicates, especially around articulating its vision and openly sharing information.

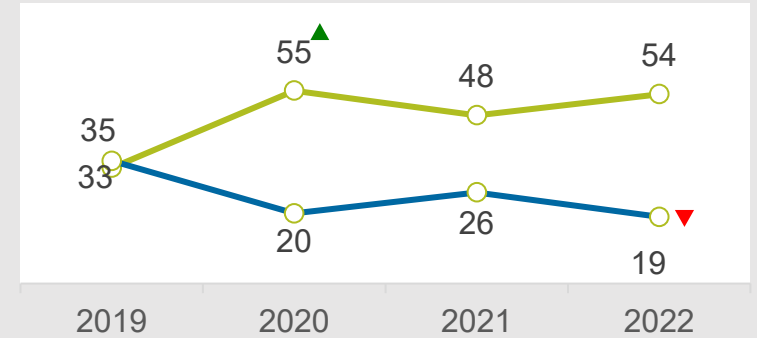
Clearly communicates transport priorities



Engages with you about emerging trends and opportunities in your area of work / region

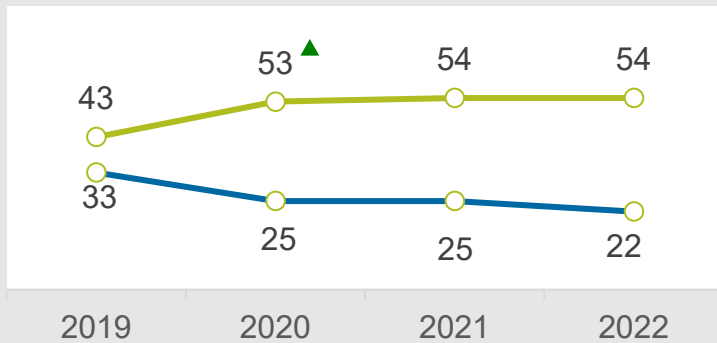


Clearly articulates a long-term vision

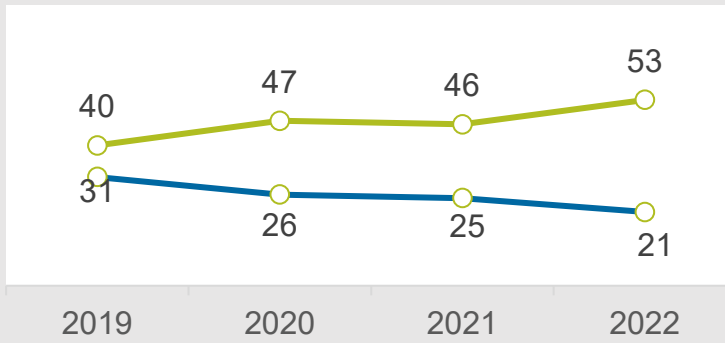


— % Agree — % Disagree

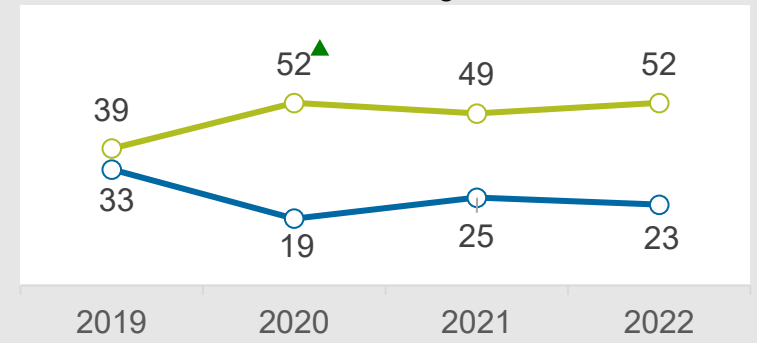
Engages in two-way dialogue on matters of importance to your organisation



Openly shares information



Open and transparent about key influences on funding

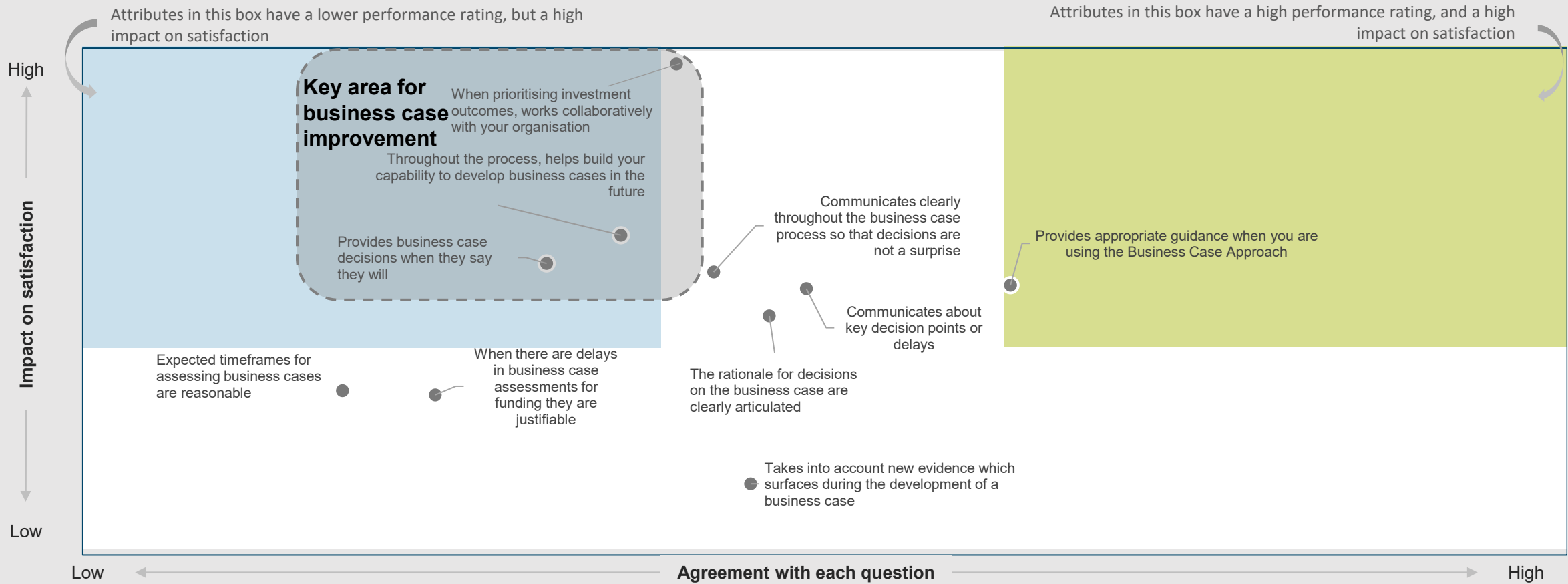


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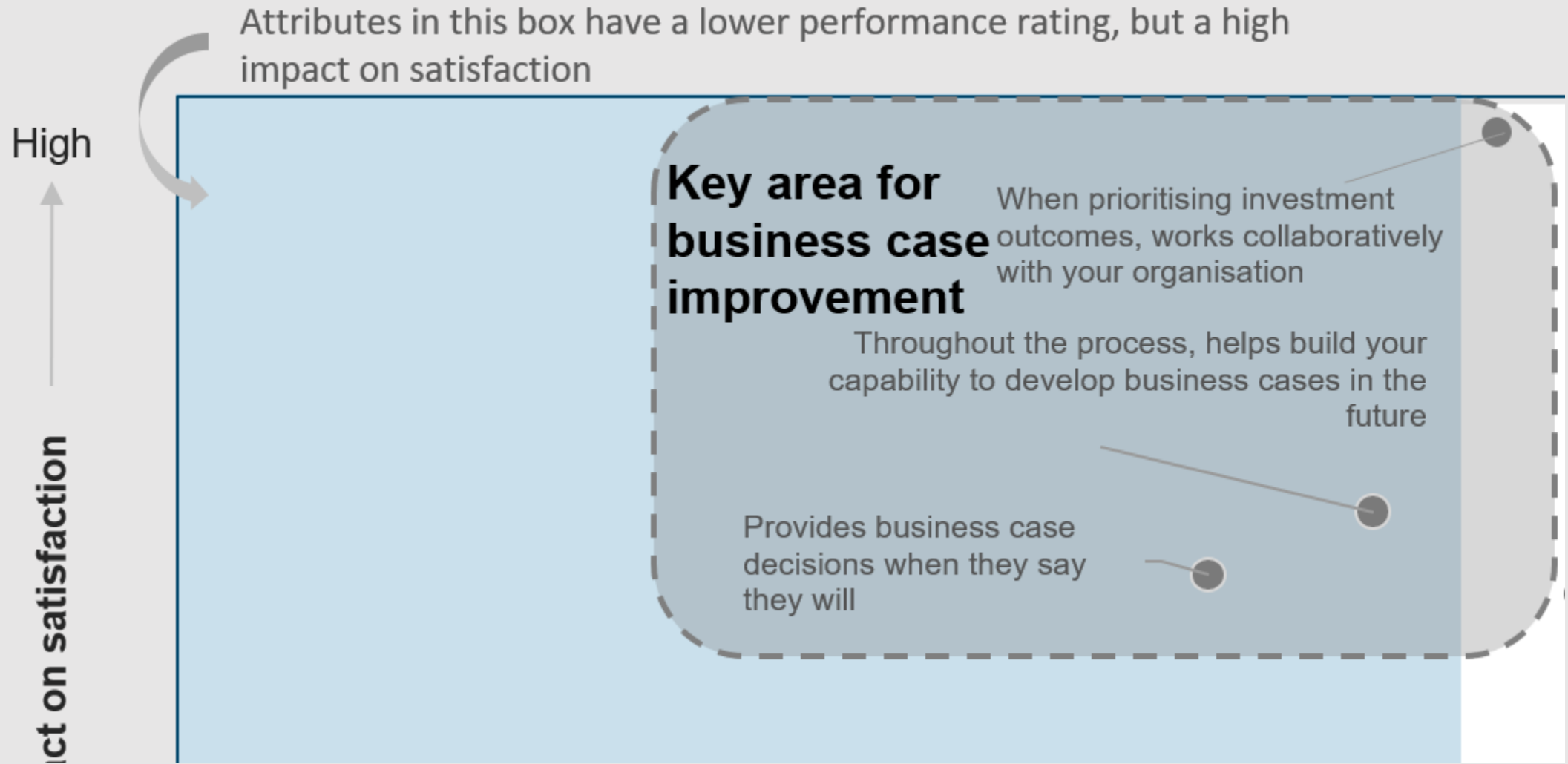
PARTNERS AND STAKEHOLDERS INVOLVED IN BUSINESS CASES



DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES BUSINESS CASE PROCESS



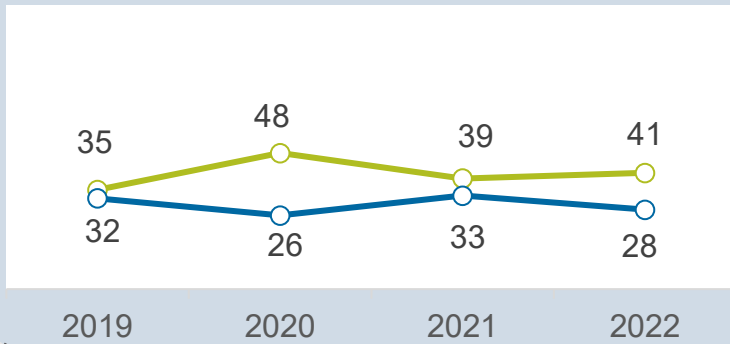
DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES BUSINESS CASE PROCESS



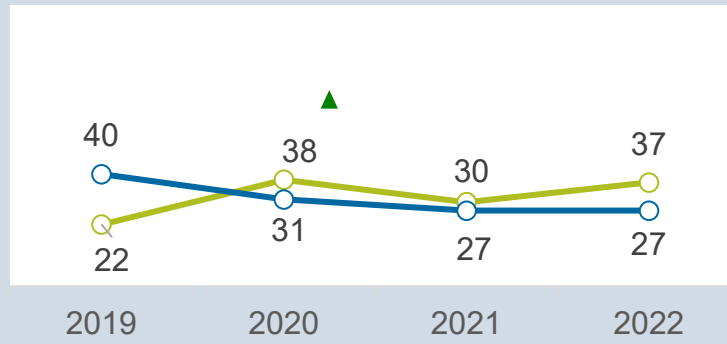
Key perceptions of the business case process are somewhat improved, but there is more mahi to do.

— % Agree — % Disagree

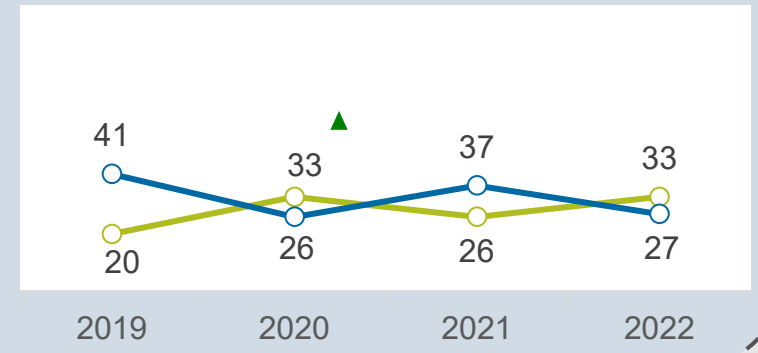
KEY DRIVERS: *When prioritising investment outcomes, works collaboratively with your organisation*



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



Provides business case decisions when they say they will



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

”

The Waka Kotahi business case process is complex and an inefficient use of \$\$ spent and staff time across all agencies and could be used to build and maintain infrastructure.

”

The assumptions baked into cycling business cases (and [city] roading) are old-fashioned and skewed towards vehicle time travelled. They underestimate how many people will ride and how far they will ride for. A few seconds of travel time is less important than cycle rider deaths or injuries but the model prioritises vehicle travel time.

”

Design and business case don't reflect regions wishes and we feel we are talked down to rather than being involved and listened to.

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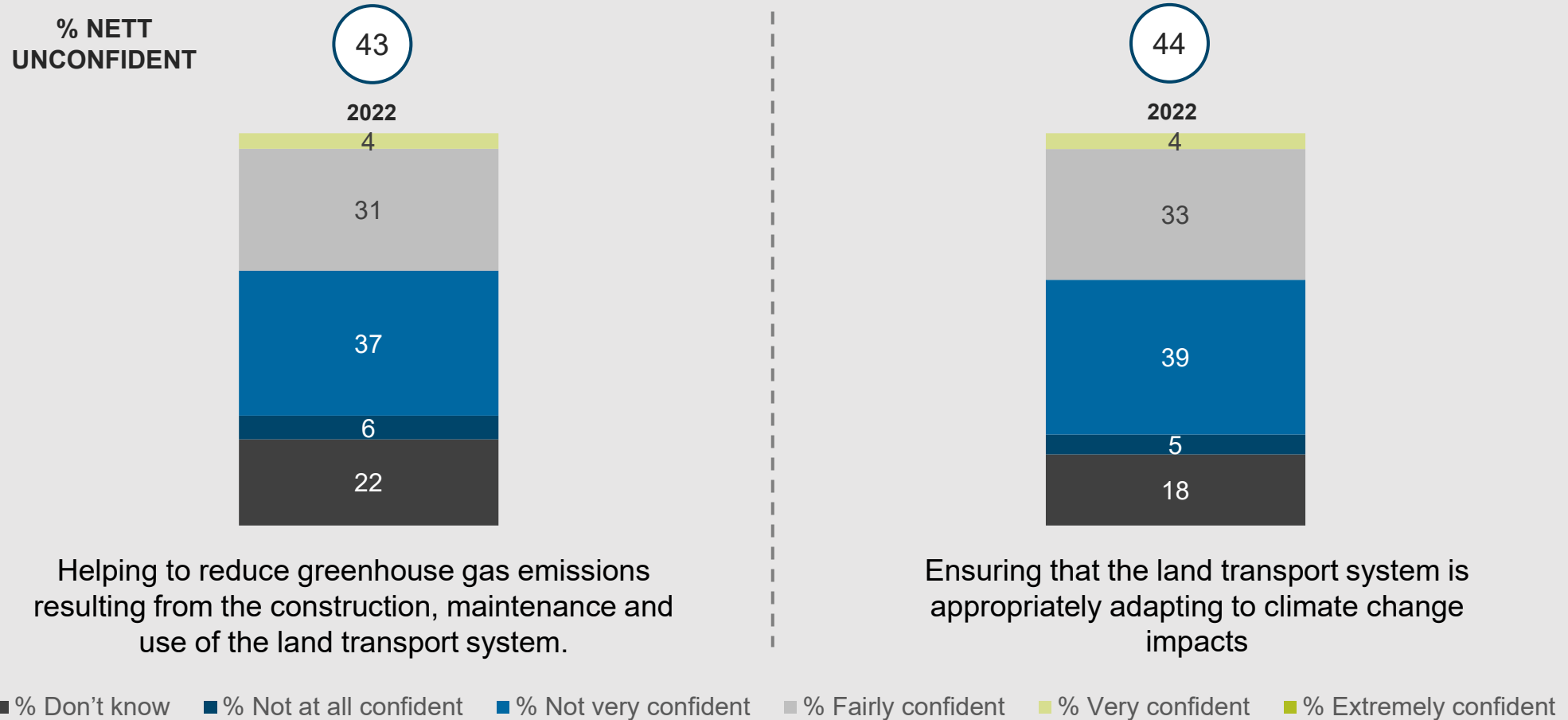
WAKA KOTAHI PERFORMANCE:

- RESPONDING TO CLIMATE CHANGE
- NZ UPGRADE PROGRAMME
- HARM PREVENTION





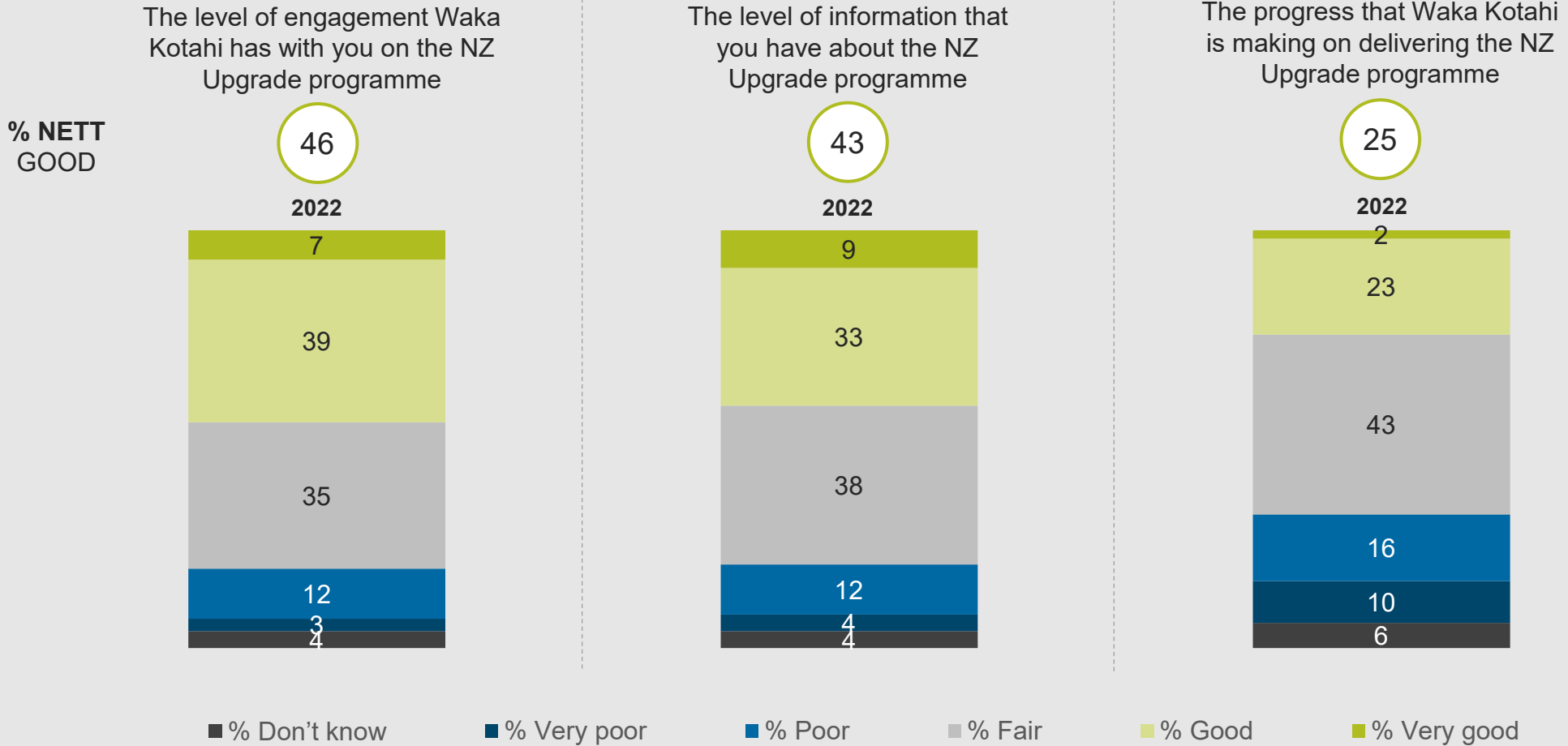
Partners and stakeholders have little confidence in the performance of Waka Kotahi in helping mitigate climate change or adapt to it.





PERCEPTIONS OF PERFORMANCE IN THE NZ UPGRADE PROGRAMME

Partners and stakeholders involved with the NZ Upgrade programme are overall polarised in their views on the progress Waka Kotahi has made in its delivery.



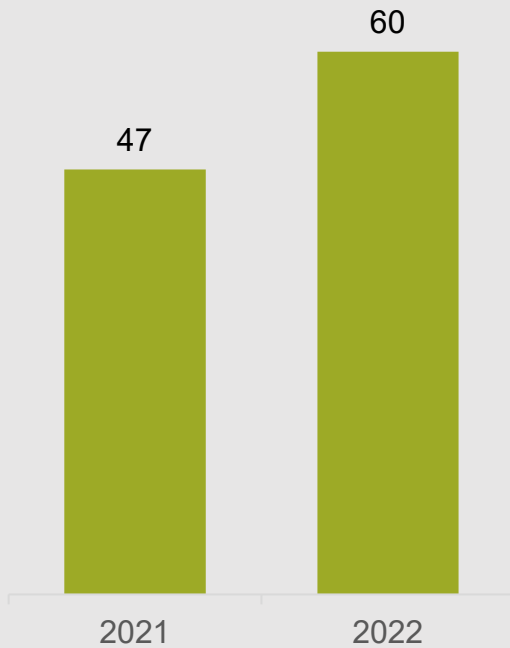
Source: UP2: Based on your experience of the NZ Upgrade programme, how would you rate the performance of Waka Kotahi on each of the following?
Base: All partners and stakeholders who have been involved with the NZ Upgrade programme (n=108)



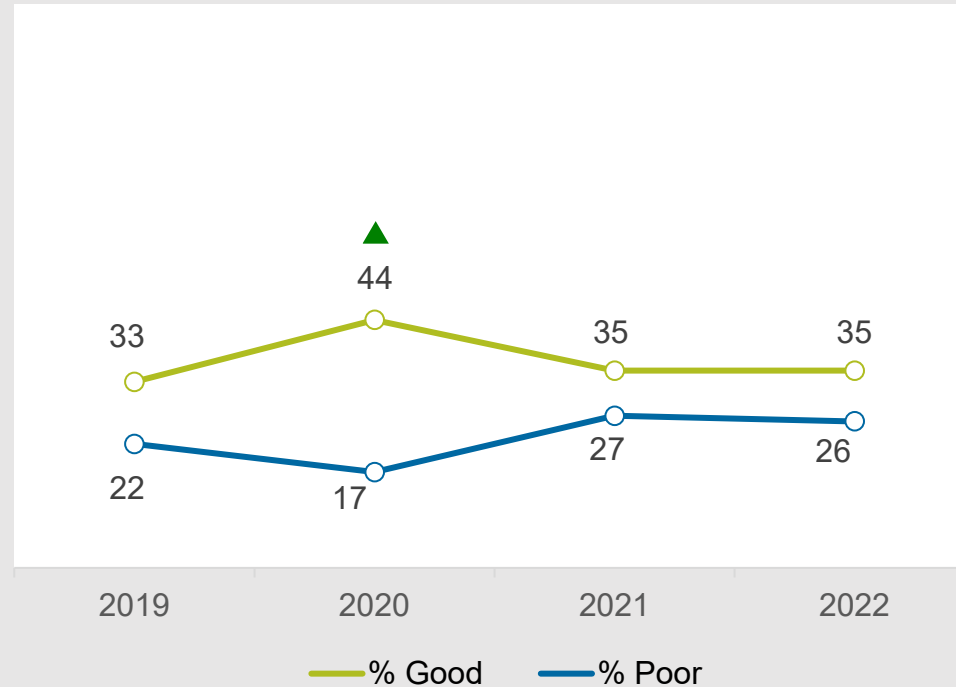
PERFORMANCE ON SAFETY IMPROVEMENTS AND REDUCING HARM

There is a tension in how stakeholders who deal with regulatory areas rate the performance of Waka Kotahi on reducing harm. They feel Waka Kotahi is more focused, but are yet to see improvements in outcomes.

% NETT GOOD:
Being focused on
harm prevention



How stakeholders rate the performance of Waka Kotahi in ensuring the land transport system is designed, built and operated to minimise harm to people



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); 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 partners and stakeholders that had dealt with regulatory areas in the past year (n=95)

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MOVING FORWARD



The key pain points for partners and stakeholders remain very similar to the previous survey waves albeit they are presented somewhat differently below:

Primary area to focus on and invest



Prioritising partner and stakeholder needs

- Prioritises the needs of your organisation appropriately

Secondary area to focus on and invest



Internal system improvement

- **Learns** from its experiences
- **Solves** problems and issues **quickly** when they arise
- **Processes** are **efficient** and **effective**.
- Different parts of Waka Kotahi **work well together**.

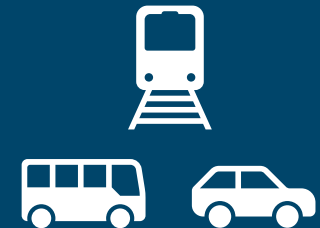
Audiences to pay particular attention to:



Partners and stakeholders with no point of contact¹



Partners and stakeholders with less regular contact (less than monthly)



Partners and stakeholders involved in Transport Systems and Modes space

¹ | However, this continues to be a shrinking group of partners and stakeholders (now just 11%)



FOR MORE INFORMATION
PLEASE CONTACT:

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