



NZTA STAKEHOLDER SURVEY

SUMMARY JULY 2019



NZTA commissioned Colmar Brunton to undertake a survey to understand how it is perceived by its current stakeholders across a number of areas. The Transport Agency has undergone a recent period of significant change, so it is important to understand where they currently sit in terms of stakeholder engagement.

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

The Transport Agency has a 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 NZTA.
- To identify potential improvements from a stakeholder perspective.
- To establish baselines to assess how NZTA is perceived by stakeholders on a number of measures included in the Transport Agency's 2018/19 Position Statement.

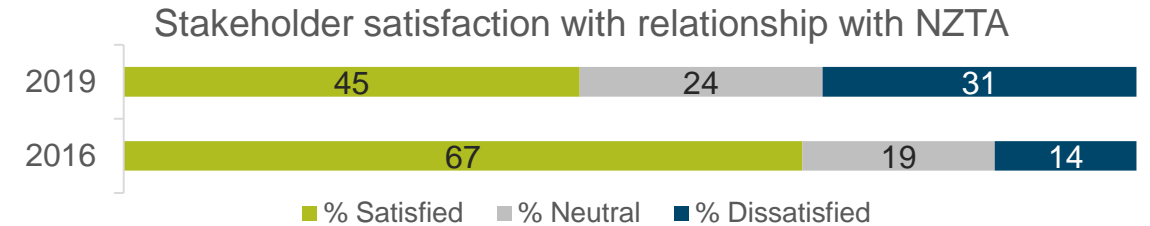
Methodology:

- The survey was 15 minutes long and completed online by 275 stakeholders in May and June 2019.
- This is a new survey, only the overall satisfaction level was designed to be comparable to the 2016 survey.



Satisfaction among stakeholders¹ has fallen since 2016.

NZTA's stakeholder relationships are relatively weak. Stakeholder satisfaction with the relationship their organisation has with NZTA has fallen from 67% in 2016 to 45% in 2019.



Dissatisfaction is largely due to difficulties stakeholders face in working with NZTA.

Stakeholders are most critical of a perceived lack of responsiveness and poor co-ordination across the organisation. In particular they are frustrated with NZTA's inability to solve problems and issues quickly when they arise, inefficient processes, and the inability of different parts of NZTA to work well together. Those without a key contact person in NZTA are the most dissatisfied. The most common word used to describe NZTA's brand-personality is 'bureaucratic'.

There is scope and demand to use communications more effectively to improve stakeholder relationships.

Stakeholders want NZTA to be more open about sharing information (such as funding available and rationale for decisions). Stakeholders are looking for increased two-way dialogue with NZTA on matters of importance and on emerging trends and opportunities in their sector.

The difficulties in the working relationship are particularly pronounced for those submitting or implementing business cases.

Those involved in a business-case in the past-two years are particularly critical of delays in NZTA's decision making processes. They often perceive that NZTA have failed to meet agreed timelines and believe that NZTA should improve communication with them throughout the process. These stakeholders work closely with NZTA but their overall satisfaction is relatively low compared to other groups of stakeholders.

While the professionalism of NZTA's staff is recognised and valued, there are calls for greater empowerment.

Stakeholders generally see NZTA staff as being professional, knowledgeable, and interested. In contrast to the organisation's processes, individuals at NZTA are often seen as 'responsive' to stakeholder queries. However, stakeholders identify that staff lack sufficient autonomy; only one in four agree that NZTA staff have an appropriate level of decision-making authority.

¹ Normally NZTA 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. 275 stakeholders took part in the survey during the month of June – the bulk of whom are senior decision-makers who interact with NZTA 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).

The survey identifies that stakeholders perceive NZTA to be bureaucratic and unresponsive as an organisation. When asked to select words that describe NZTA, the most common word is bureaucratic. This slide summarises how best to improve overall satisfaction*.

The two key areas where NZTA can invest that will have the greatest impact on increasing stakeholder satisfaction are:

1

Improving NZTA processes to be **efficient and effective**

2

Solving problems and issues **when they arise**

Increase
organisational
responsiveness



Stakeholders believe there are opportunities to **improve the way NZTA works** with them by:

- Providing staff with an **appropriate level of decision making authority**
- Ensuring NZTA **learns from its experiences**
- Enabling different parts of NZTA to **work well together**



Key **communication** areas for improvement are:

- Communicating with stakeholders so that they feel like their **needs are being prioritised** appropriately
- Improving **two way dialogue** on matters of importance
- **Openly sharing** information