



NZTA STAKEHOLDER SURVEY

JULY 2019



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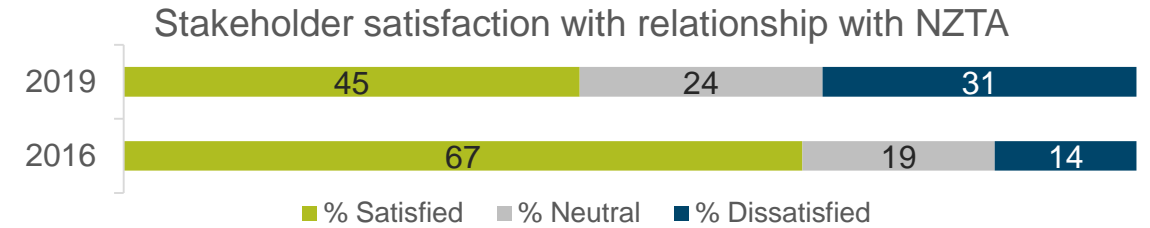


EXECUTIVE SUMMARY



Satisfaction among stakeholders¹ has fallen since 2016.

NZTA's stakeholder relationships are relatively weak, both historically and compared to other public sector agencies. 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. 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 stakeholders who are most critical of NZTA are those who do not have a point-of-contact at NZTA (these are often stakeholders with senior roles in their own organisation – such as Senior Managers).

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).



Stakeholders question NZTA's performance on safety.

Around one in three stakeholders rate NZTA's performance on safety positively. This includes ensuring the land transport system minimises harm to people, and that road vehicles, commercial road transport and rail are safe.

Stakeholders question NZTA's ability to adapt to change.

One in three stakeholders agree that NZTA makes effective use of transport technology to implement projects in new ways, and only 18% feel the Transport Agency responds in a timely manner to changes in the wider environment.

Beyond NZTA, stakeholders lack confidence that the land transport system is appropriately adapting to climate change.

Only 8% express confidence.

Priority areas to focus on and invest in.

Statistical analysis identifies two key areas that have the greatest impact on improving stakeholder satisfaction:

- Improving NZTA processes to be efficient and effective
 - Solving problems and issues quickly when they arise
- } **Increase organisational responsiveness**

Stakeholders identify three main opportunities to **improve the working relationship** they have with NZTA:

- Providing NZTA 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 ways in which stakeholder **communications can be improved** include:

- 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 (such as information about funding available and rationale for decisions)

Audiences to pay particular attention to

Throughout the research there are a number of stakeholder groups who consistently rate NZTA lower than average. NZTA 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
- Senior stakeholders¹
- Those who have recently submitted or implemented a business case
- Local Government²
- Those involved in regional transport planning and funding/investment decisions

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

² Local Government includes District / City Authorities, Regional / Transit Authorities, and Regional Transport Committee members (excluding NZTA staff on these committees)



BACKGROUND & METHODOLOGY



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.





275* 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 NZTA's list of stakeholders. NZTA's CE sent a prenotification email in advance of the survey invite.



FIELDWORK

28 May to 31 June 2019

An initial invite was sent on 28 May, with reminder emails sent on 12 & 19 June.



ACCURACY

Findings based on the full sample have a margin of error (at the 95% confidence level) of +/-4.7%.

RESPONSE RATE

36%
(adjusted)

This response rate is in line with Colmar Brunton's expectations based on similar studies.

The response rate was calculated using the following information.

- Colmar Brunton sent out a total of 813 survey invites via email
- 51 'bouncebacks' (i.e. invalid email addresses) were received from the initial NZTA CE invite, a further 18 'bouncebacks' were received following the survey invitation from Colmar Brunton
- Three percent of those surveyed had not interacted within the last 12 months (used to adjust the response rate).

NOTES TO READER

This is a new survey. We did not set out to make it comparable with the 2016 survey, although a few comparisons are included where measures are consistent.

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

Before the second reminder we cut two 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.



OVERALL SATISFACTION AND PERCEPTIONS OF NZTA



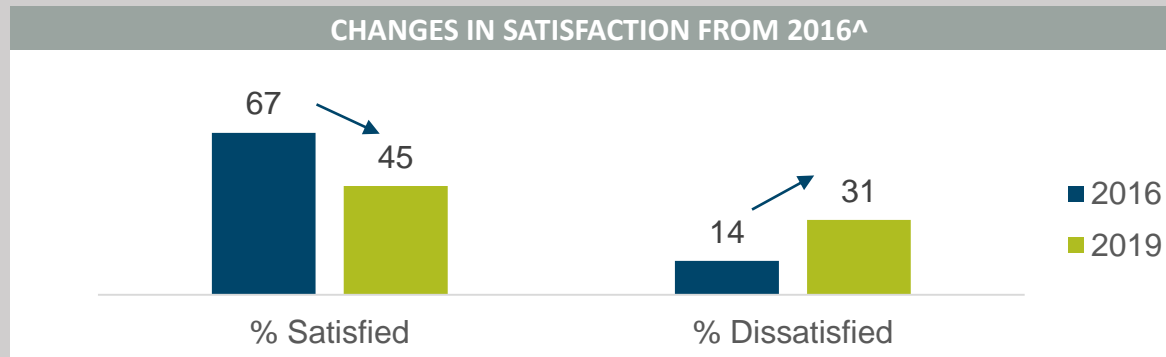
OVERALL SATISFACTION

Less than half of all stakeholders are satisfied with the relationship their organisation has with NZTA. This compares to 67% in 2016. In addition, the proportion who are actively dissatisfied has doubled from 14% in 2016 to 31% in 2019.

% NETT SATISFIED†



■ % Very satisfied ■ % Fairly satisfied ■ % Neither satisfied nor dissatisfied ■ % Fairly dissatisfied ■ % Very dissatisfied



Source: QF1:How satisfied or dissatisfied are you with the current relationship your organisation has with NZTA?
 Base: All stakeholders (n=271). † Net scores are sometimes slightly different from the face-value sum of their components due to rounding of decimal places (e.g. 10.33% + 34.32% = 45% rounded).
 ^2016 figures from a previous stakeholder survey conducted by Research New Zealand.

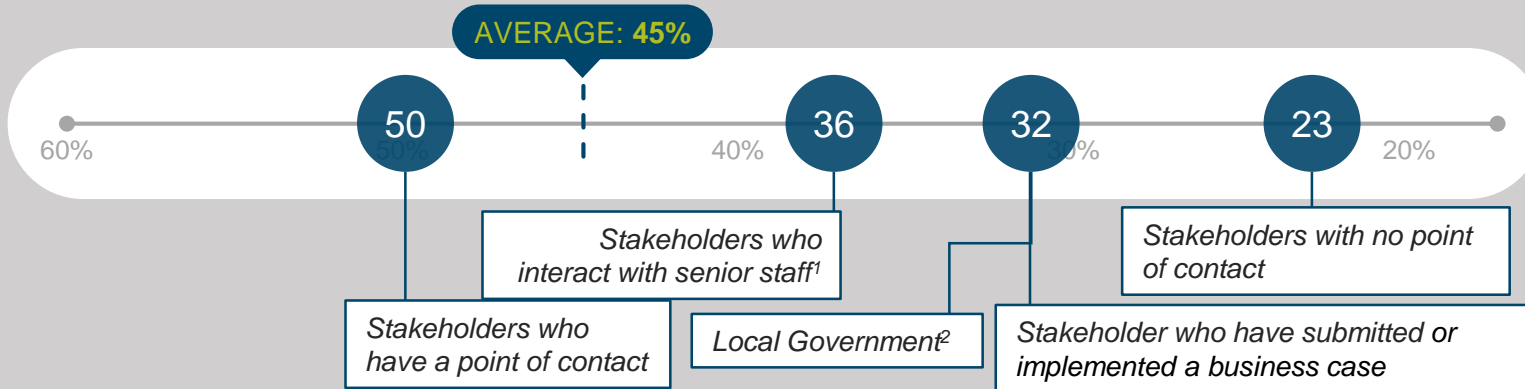
OVERALL SATISFACTION: SUBGROUP DIFFERENCES

Satisfaction varies considerably by different groups of stakeholders. Key factors include whether or not stakeholders have a point of contact at NZTA and whether or not they have submitted or implemented a business case. Those with a point of contact consistently rate NZTA more positively than average. In contrast those who have submitted a business case consistently rate NZTA more negatively, indicating the importance of improving this experience. Other groups that are more critical than average include those interacting with NZTA at a senior level and Local Government² stakeholders (including regional authorities who are the least satisfied).

% NETT SATISFIED



SUBGROUP SIGNIFICANT DIFFERENCES: % SATISFIED



Indicative organisational subgroup satisfaction scores (*caution very small sample)	
Civil Defence/lifeline contact (n=9*)	78%
Emergency Services (incl. NZ Police) (n=14*)	71%
Industry/rep /advocacy organisation (n=40)	53%
Central government agency/regulator (n=14*)	50%
Business (includes infrastructure, e.g. Ports) (n=57)	49%
Regional Transport Committee member (n=18*)	39%
District/city authority (n=86)	33%
Regional/Transit Authority (n=27*)	26%

Source: QF1: How satisfied or dissatisfied are you with the current relationship your organisation has with NZTA? | Base: All stakeholders (n=271)

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

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

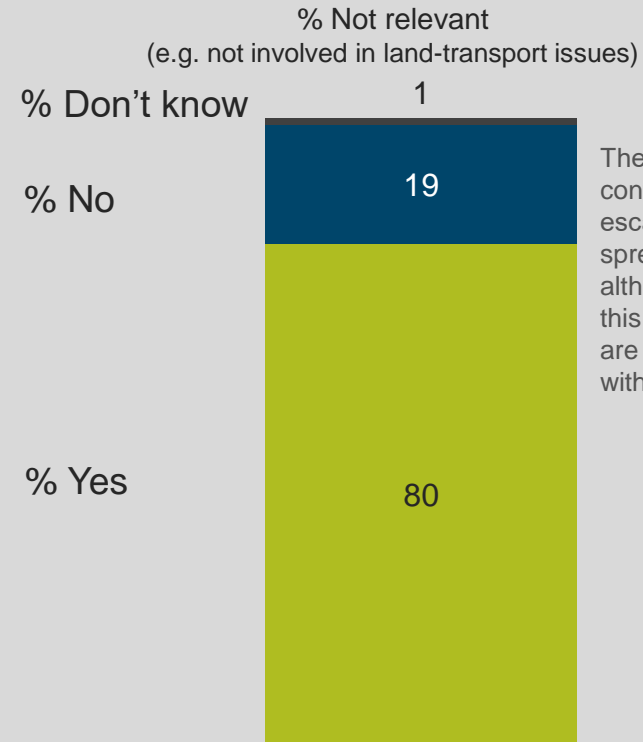
STAKEHOLDERS WITH NO POINT OF CONTACT ARE THE LEAST SATISFIED

Stakeholders without a point of contact are the group who are least satisfied with NZTA, indicating the need for easy access to staff. They account for one in five stakeholders.



Stakeholders who **do not have a point of contact** at NZTA are the least satisfied with their relationship (23%).

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



The proportion 'not having someone to contact at NZTA to discuss matters, escalate issues, or raise queries' is evenly spread across stakeholder groups – although it should be noted that most of this group comprises of stakeholders who are in middle or senior management roles within their own organisation.

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 next few slides describe how we identified these satisfaction drivers.

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

It is important to note that **responsiveness is only an issue at the organisational level**, at an individual level staff perform well on being professional and responsive to stakeholder queries.



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**

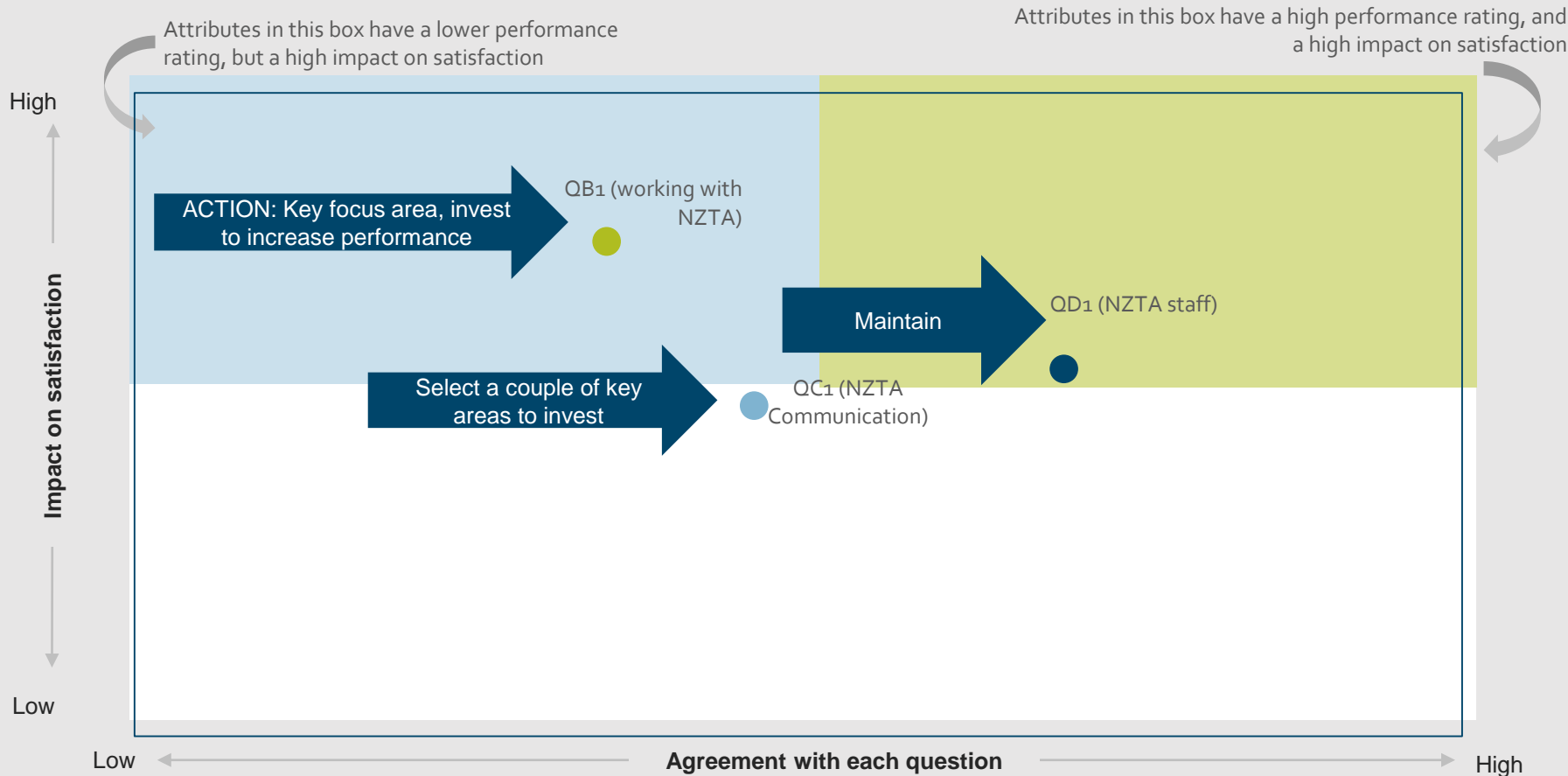


Key **communication improvements** are:

- 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

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. NZTA staff are a relative strength, while a key area for improvement is how the Transport Agency works with stakeholders.

DRIVERS OF SATISFACTION – KEY THEMES



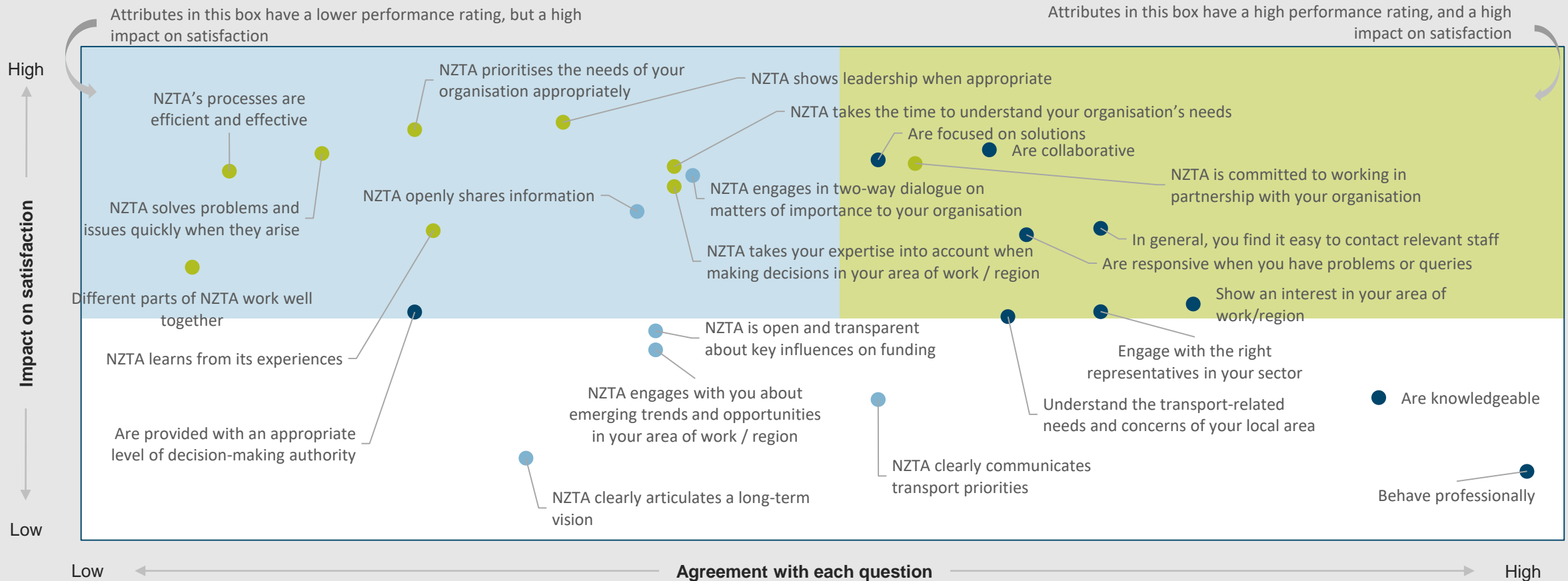
EXPLANATION OF DRIVER ANALYSIS



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. NZTA 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.

The following chart details how individual survey measures impact overall satisfaction, and maps this against NZTA's performance.

DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES



● WORKING WITH NZTA

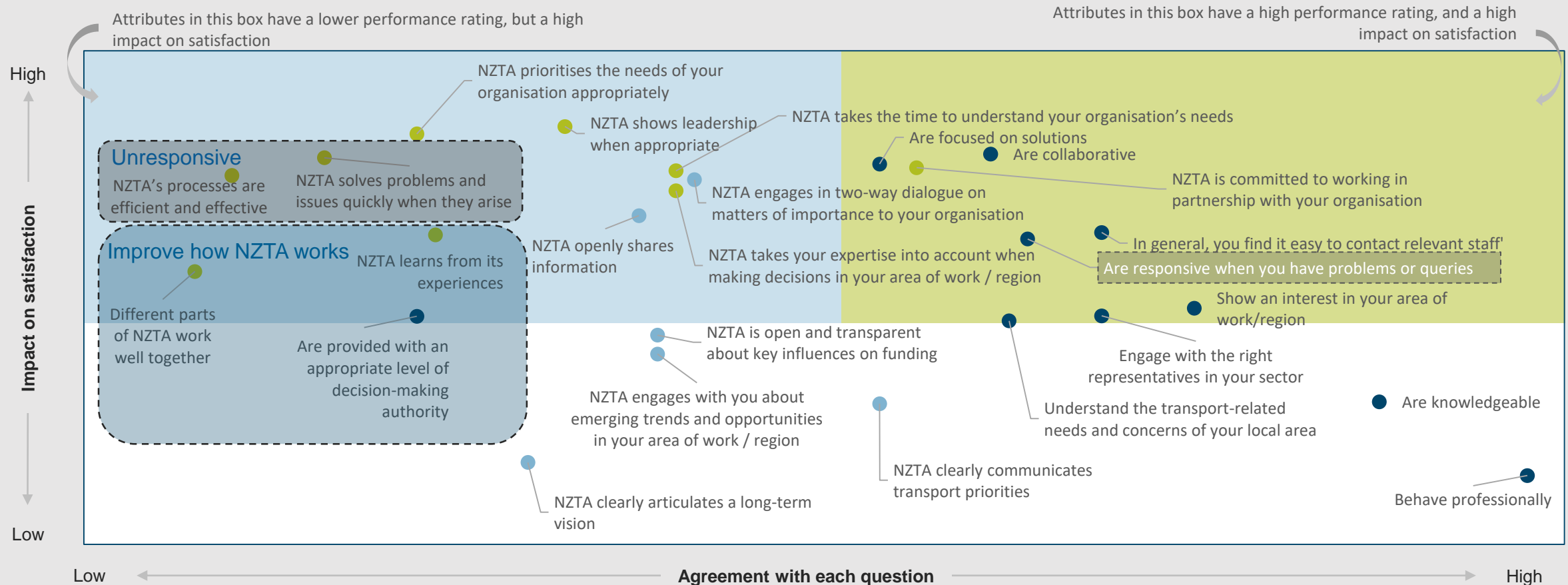
● COMMUNICATION

● STAFF

DRIVERS OF SATISFACTION: IMPROVING ORGANISATIONAL RESPONSIVENESS

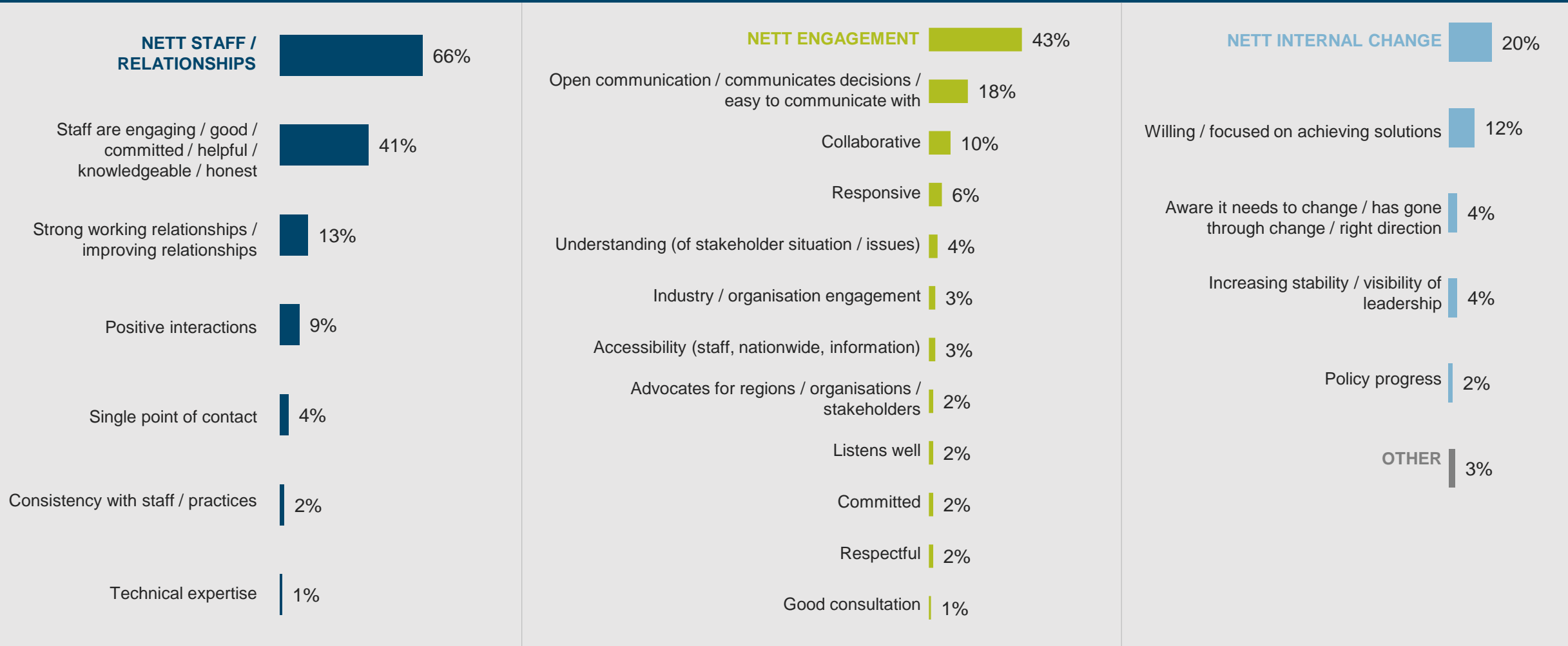
Efficient / effective processes and solving problems quickly have a high impact on overall satisfaction, but relatively low performance. Improvements in these areas at an organisational level will increase stakeholder satisfaction. NZTA also needs to 'improve how it works' due to poor performance in NZTA working well together, learning from experience and staff provided with appropriate level of decision making. Responsiveness is not an issue at an individual level.

DRIVERS OF SATISFACTION



POSITIVE ASPECTS OF RELATIONSHIP

When asked to name a positive aspect of their relationship with NZTA stakeholders are most likely to reference the calibre of the staff, this supports the relatively high performance score seen in the driver analysis. The quality of communications and engagement is also a relative strength for some. Please note the percentages are based on those who described something positive about NZTA (65% of stakeholders).

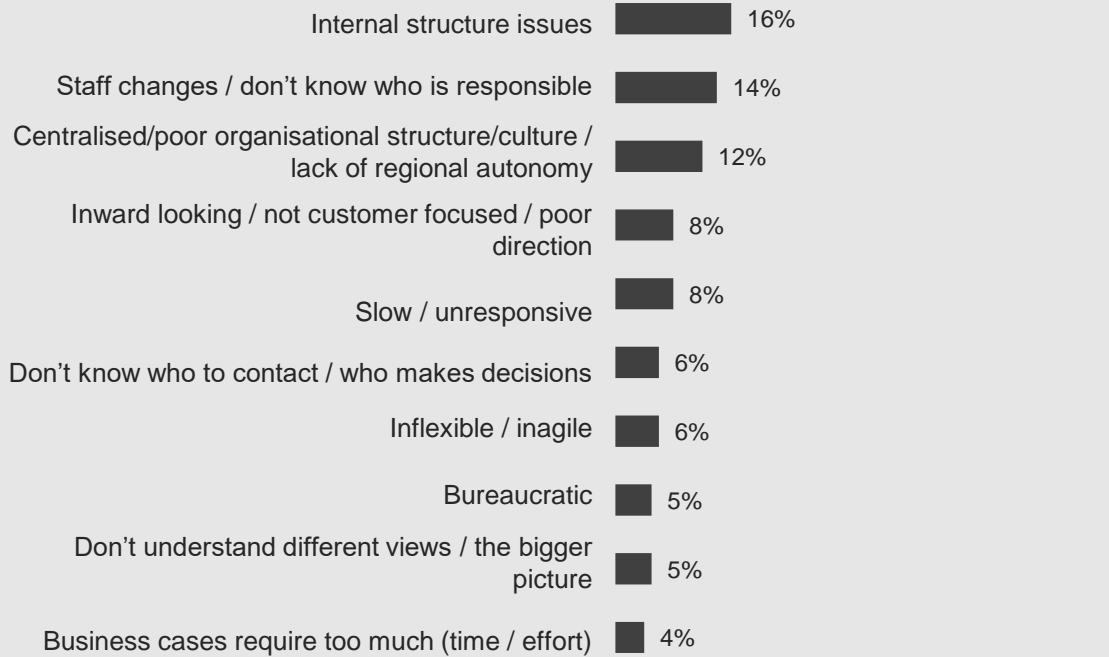


Source: F3: What, if anything, do you consider to be positive or good about your relationship with NZTA?
 Base: All stakeholders who provided a response (excl. don't know or nothing positive) (n=180)

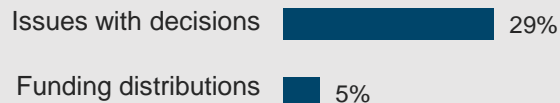
NEGATIVE ASPECTS OF RELATIONSHIP

When asked to name a negative aspect of their relationship with NZTA, stakeholders reference a number of key themes including the bureaucracy and a lack of responsiveness as an impediment to a positive relationship. There is also criticism of decisions made by NZTA and the decision making process, as well as their working relationship, including a lack of collaboration. These echo sentiments made elsewhere in this research. Once again the percentages are based on those who named something negative about NZTA (56% of stakeholders)

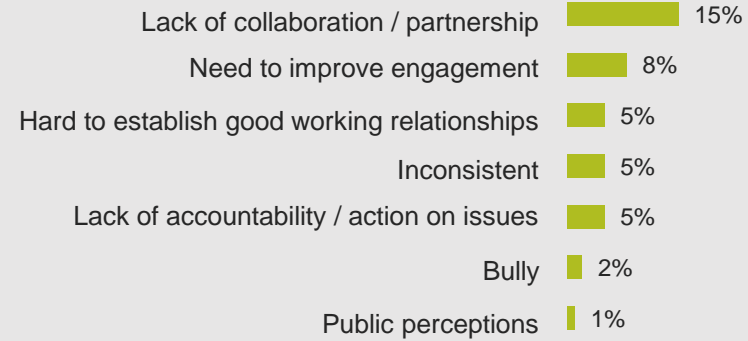
NETT BUREAUCRACY / UNRESPONSIVENESS 59%



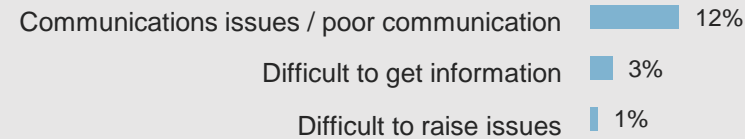
NETT DECISION-MAKING ISSUES 33%



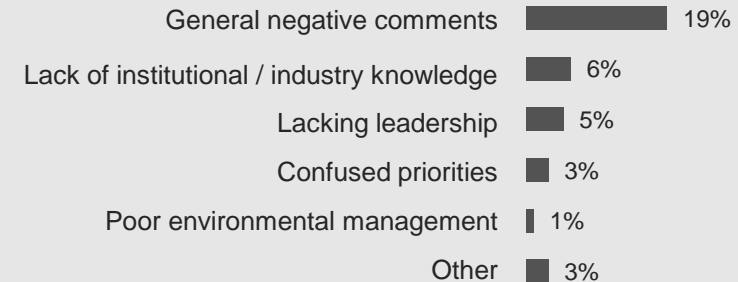
NETT WORKING RELATIONSHIP 29%



NETT COMMUNICATIONS ISSUES 15%

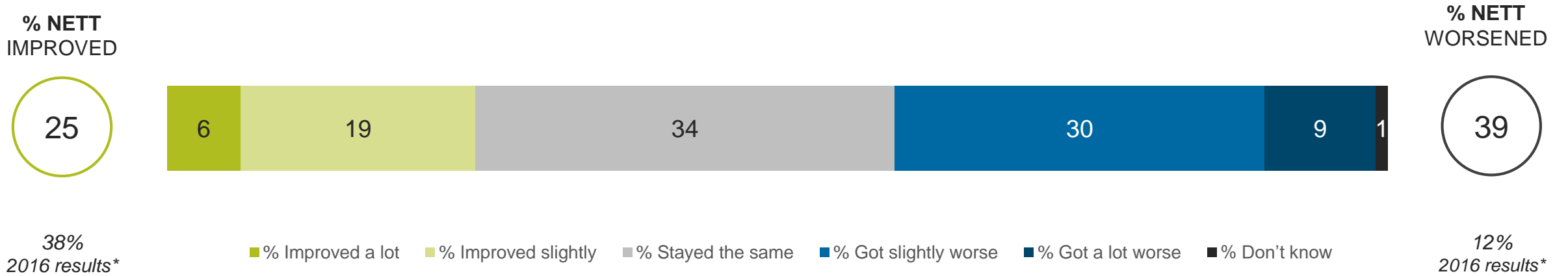


NETT OTHER 33%



DIRECTION OF RELATIONSHIP

Not only has stakeholder satisfaction fallen since 2016, but the health of stakeholder relationships has broadly declined in the last 12 months. One in four stakeholders say their organisation's relationship with NZTA has improved while 39% say it is worse. This is in contrast to 2016 when stakeholders were more likely to say it had improved. Stakeholders who have a point of contact within the Transport Agency are more likely than average to feel that the relationship has improved. This highlights the need for consistent communication with stakeholders, in addition to making it easy for them to access both staff and information.



SUBGROUP DIFFERENCES

More likely than average (25%) to feel that their relationship has **improved**:

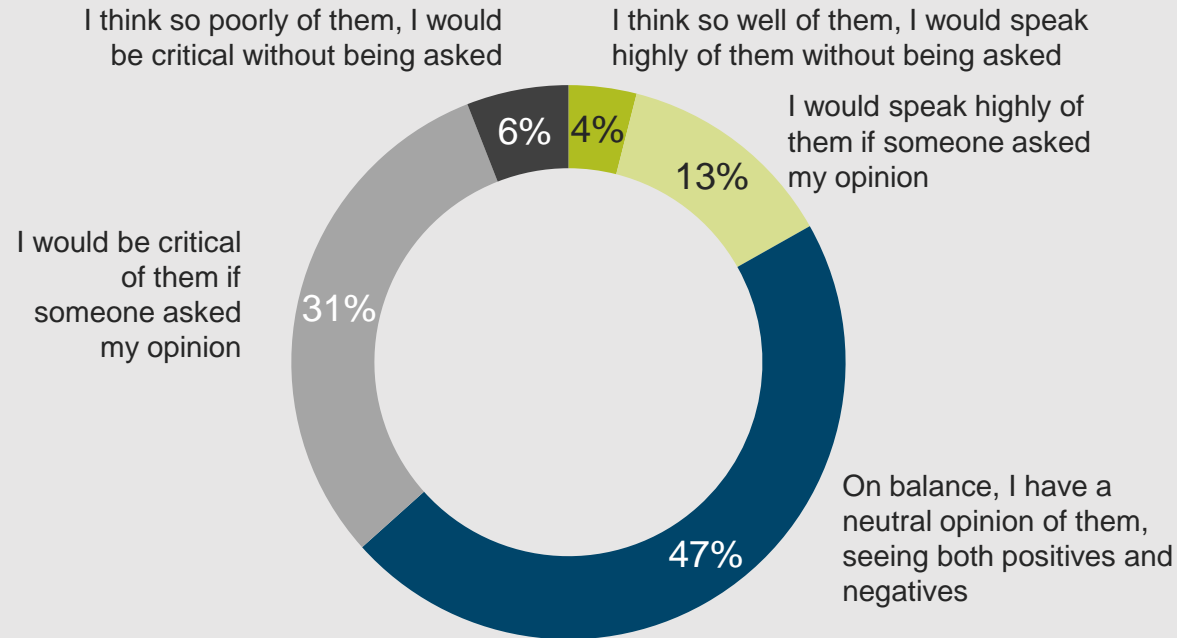
Those with a point of contact **29%**

More likely than average (35%) to feel that their relationship has **worsened**:

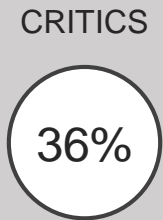
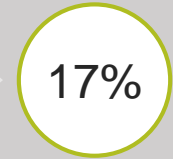
Submitted a business case	53%	At least weekly contact	52%
Local Government	47%	Interacted for Planning & Funding	45%

Source: QF2: In the last 12 months, would you say your organisation's relationship with NZTA has...?
 Base: All stakeholders (n=271)
 *Note: In 2016 the question was asked on a three point scale (improved, stayed the same, taken a step back). 2016 figures from a previous stakeholder survey conducted by Research New Zealand. The 2019 survey is new and was not intended to match the previous survey.

NZTA has a relatively weak reputation amongst its stakeholders. They are twice as likely to be critics than advocates, while almost half are neutral. The level of advocacy is notably much lower than on other similar public sector stakeholder studies (73%). Once again, those who interact in the Planning & Funding space, Local Government stakeholders, or those who have no point of contact, hold more negative perceptions of NZTA than average.



ADVOCATES



CRITICS

SUBGROUP DIFFERENCES

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

Those who interacted for Planning & Funding

12%

More likely to be **critics**:

Those with no point of contact

51%

Local Government

46%

Some of the underlying reasons for NZTA's poor reputation are revealed by the following brand perceptions. Stakeholders feel NZTA is best described as bureaucratic, complicated, and cumbersome. That said, almost half also see the Transport Agency as professional. These perceptions further reinforce the view that NZTA needs to be more responsive, and its internal processes more efficient. In contrast the Transport Agency's staff are generally well-respected.

TOP 10 WORDS:

POSITIVE WORDS
NEGATIVE WORDS

WORDS IN GREY
ARE NOT IN THE
TOP TEN
SELECTED



Source: J1: Please indicate which words you associate with NZTA's personality. Please just select the first words that come to mind.

Base: All stakeholders (n=218)

Note: Stakeholders selected words which they felt best described NZTA's personality from a list of 38 attributes, balanced between positive and negative words



WORKING WITH NZTA

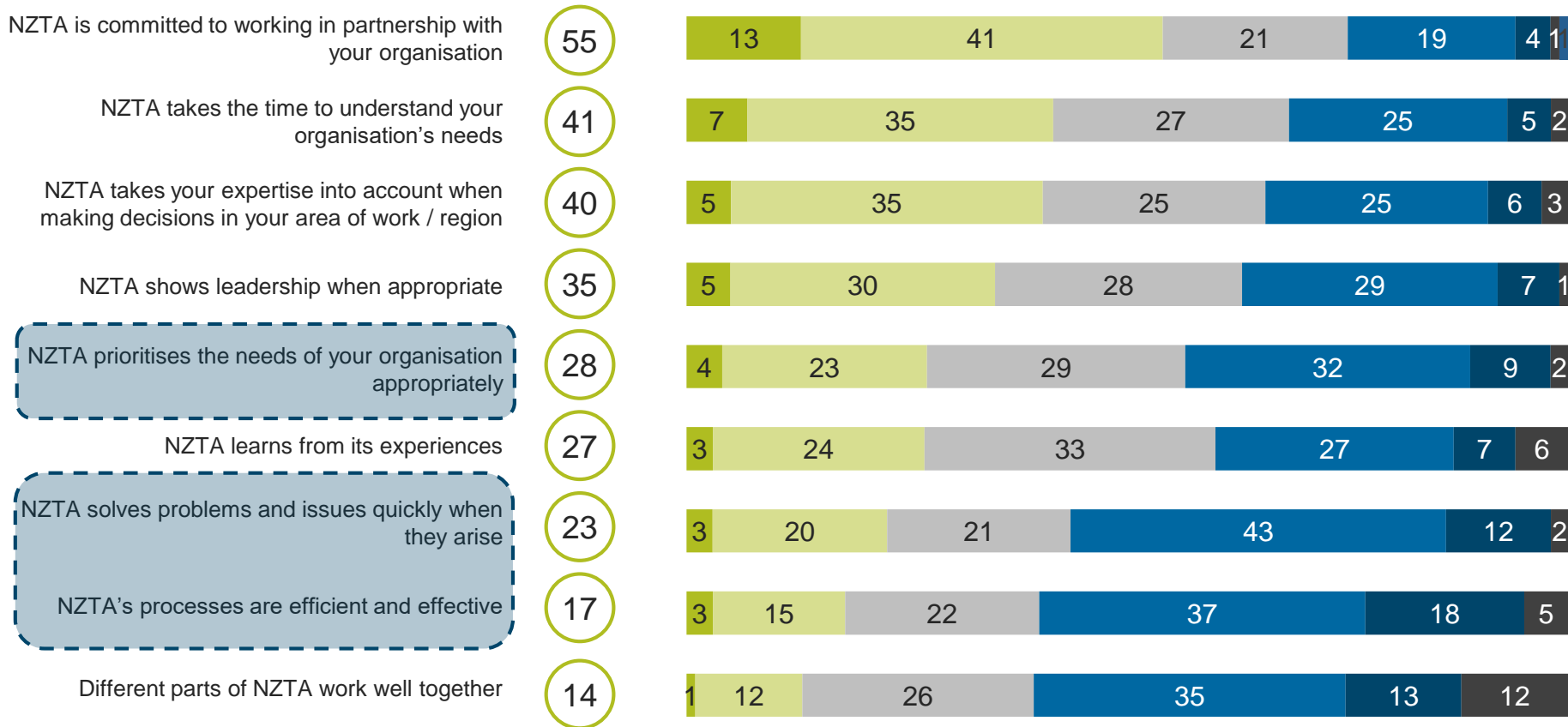
THE KEY FOCUS AREA FOR
IMPROVEMENT



WORKING WITH NZTA: THE KEY FOCUS AREA FOR IMPROVEMENT

NZTA's ways of working are frustrating stakeholders. Less than one in five stakeholders agree that its processes are efficient and effective. There is also a lack of faith in NZTA's internal structures, with only 14% of stakeholders feeling the different parts work well together. In addition, stakeholders believe NZTA fails to learn from its experiences. Some stakeholders recognise the good intentions of NZTA and its staff, with just over half agreeing that the Transport Agency is committed to working in partnership with their organisation.

% NETT AGREE



■ % Strongly agree ■ % Tend to agree ■ % Neither agree nor disagree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know

Source: B1: How much do you agree or disagree with each statement about NZTA?
Base: All stakeholders (n=275)

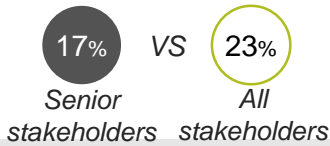
Top three priorities for improvement, i.e. areas with greatest impact on overall satisfaction

WORKING WITH NZTA: SUB-GROUP DIFFERENCES (1)

Senior stakeholders, those who interact in the Planning & Funding space, those who have submitted a business case, and stakeholders from Local Government are more negative than average about the way NZTA works with them. These are key groups to focus on as the three key drivers of overall satisfaction are significantly lower for them.

SENIOR STAKEHOLDERS

★ NZTA solves problems and issues quickly when they arise



★ NZTA prioritises the needs of their organisation appropriately



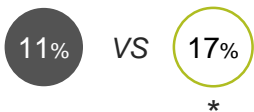
NZTA takes your expertise into account when making decisions in your area of work / region



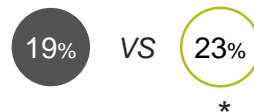
THOSE INTERACTING FOR PLANNING & FUNDING

Less likely than average to agree that:

★ NZTA's processes are efficient and effective

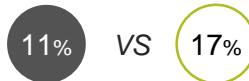


★ NZTA solves problems and issues quickly when they arise

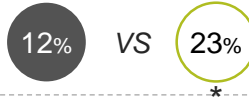


THOSE WHO SUBMITTED A BUSINESS CASE

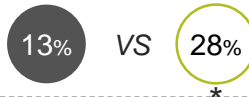
★ NZTA's processes are efficient and effective



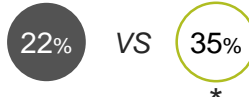
★ NZTA solves problems and issues quickly when they arise



★ NZTA prioritises the needs of your organisation appropriately

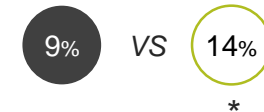


NZTA shows leadership when appropriate

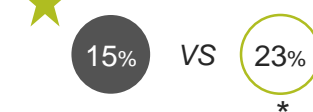


LOCAL GOVERNMENT

Different parts of NZTA work well together



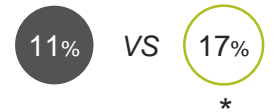
★ NZTA solves problems and issues quickly when they arise



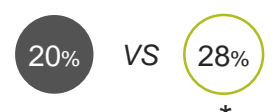
NZTA shows leadership when appropriate



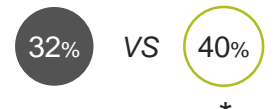
★ NZTA's processes are efficient and effective



★ NZTA prioritises the needs of your organisation appropriately



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



Conversely, stakeholders who have a point of contact within NZTA are more positive than average, but not on any of the three key satisfaction drivers.

THOSE WITH A POINT OF CONTACT

More likely than average to agree that:

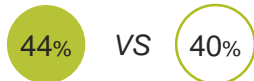
*NZTA is committed to working in partnership with your organisation**



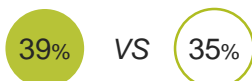
*NZTA takes the time to understand your organisation's needs**



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



*NZTA shows leadership when appropriate**



*NZTA prioritises the needs of your organisation appropriately**





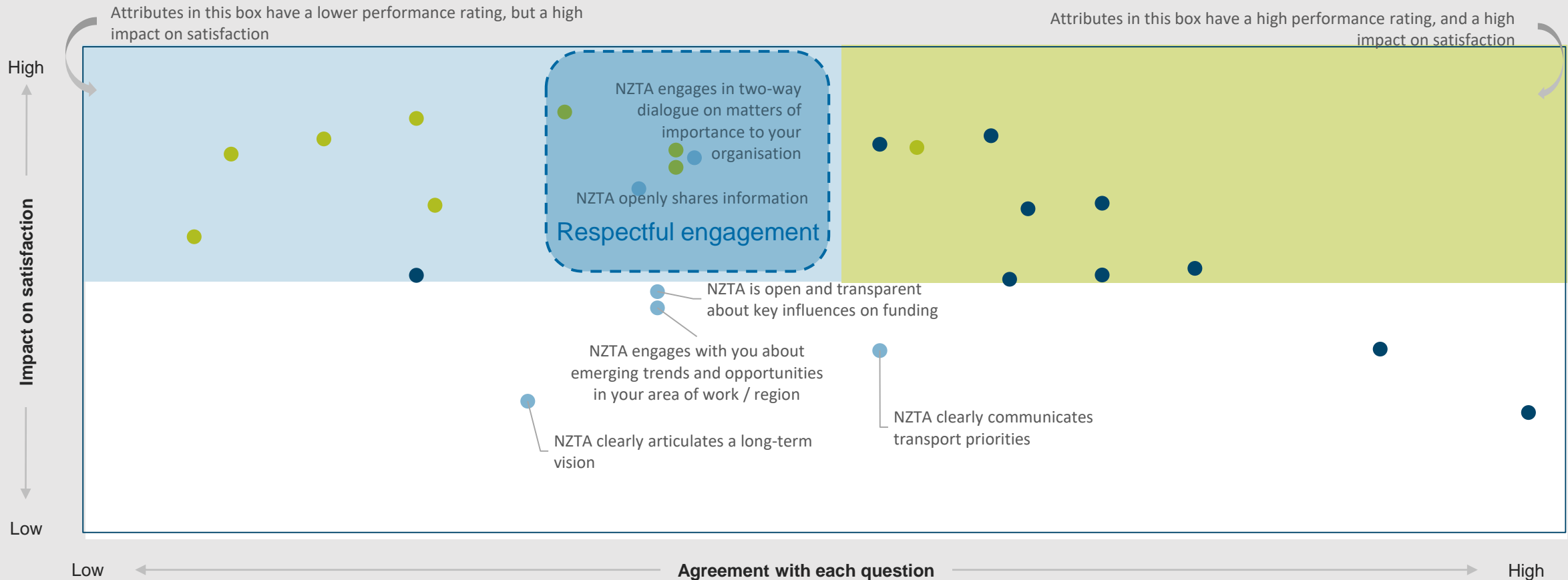
HOW NZTA COMMUNICATES AND ENGAGES



COMMUNICATION DRIVERS OF SATISFACTION: ALL STAKEHOLDERS

As shown earlier on the key drivers of satisfaction slide, respectful engagement will help increase stakeholder satisfaction. Respectful engagement incorporating two way dialogue and openly sharing information are the two areas to focus communication and engagement activities.

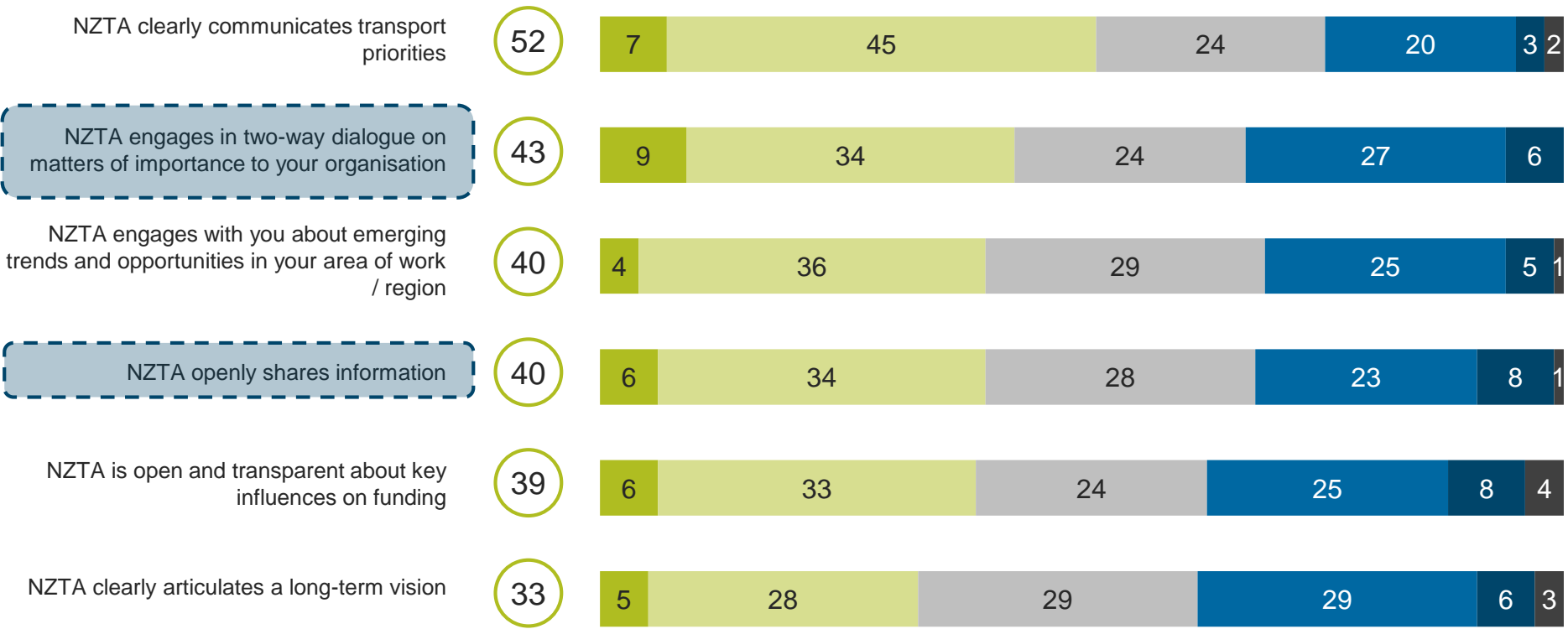
DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES



HOW NZTA COMMUNICATES AND ENGAGES

There is clear scope for NZTA to improve how it communicates and engages with stakeholders by focussing on respectful engagement through two way dialogue and openly sharing information.

% NETT AGREE



■ % Strongly agree ■ % Tend to agree ■ % Neither agree nor disagree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know

Key drivers of overall satisfaction

Source: C1: How much do you agree or disagree with each of the following about how NZTA communicates?
Base: All stakeholders (n=275)

HOW NZTA COMMUNICATES AND ENGAGES: SUB-GROUP DIFFERENCES

Stakeholders with the most frequent contact, those who interact in the Funding & Planning space, local government and those who have submitted or implemented a business case are less positive about NZTA's communication than other groups. Improvements to sharing of information will increase satisfaction of all three groups.

AT LEAST WEEKLY CONTACT

NZTA clearly communicates transport priorities



NZTA is open and transparent about key influences on funding



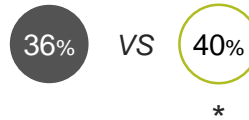
★ NZTA openly shares information



THOSE INTERACTING FOR PLANNING & FUNDING

Less likely than average to agree that:

★ NZTA openly shares information



LOCAL GOVERNMENT

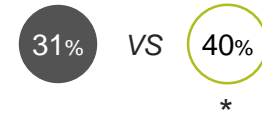
Less likely than average to agree that:

★ NZTA openly shares information



THOSE WHO HAVE SUBMITTED A BUSINESS CASE

★ NZTA openly shares information



Source: C1: How much do you agree or disagree with each of the following about how NZTA communicates?

Base: All stakeholders (n=275)

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

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



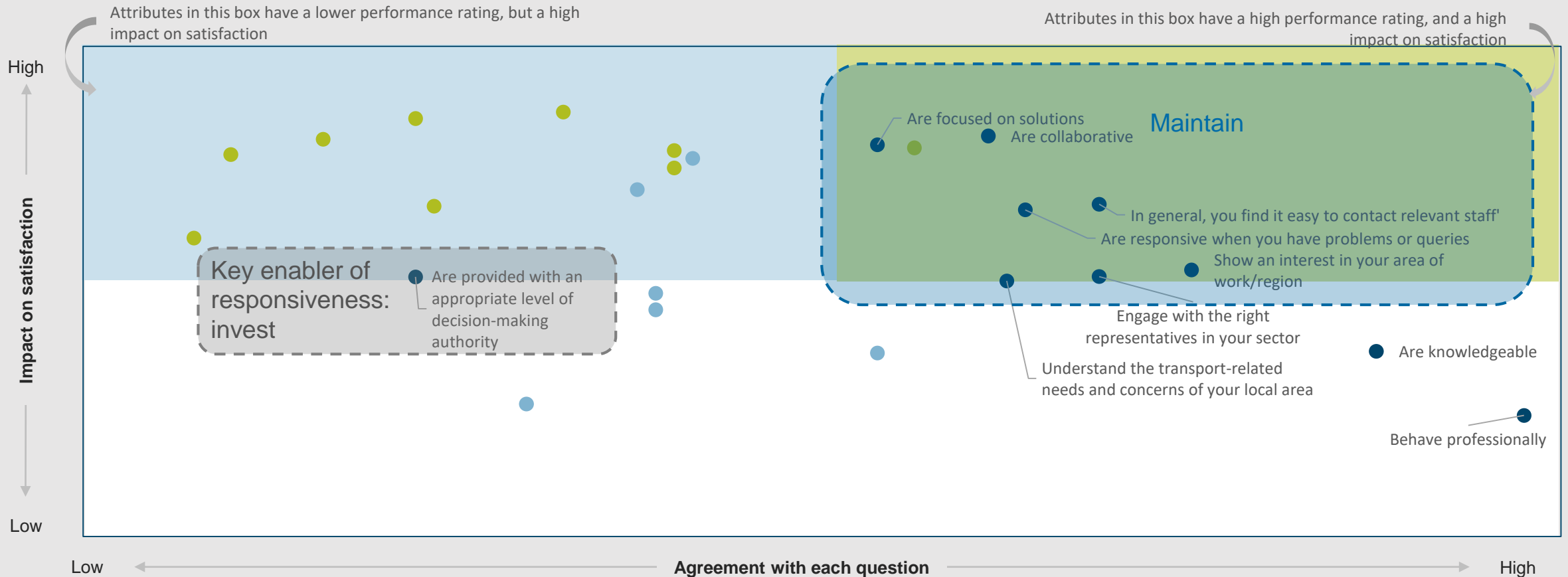
PERCEPTIONS OF NZTA STAFF

AN AREA TO MAINTAIN



As seen earlier in the key drivers analysis staff performance is relatively high. As is often found in stakeholder surveys, staff perform relatively well compared to the organisation. NZTA needs to enable staff to have appropriate level of decision-making authority.

DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES

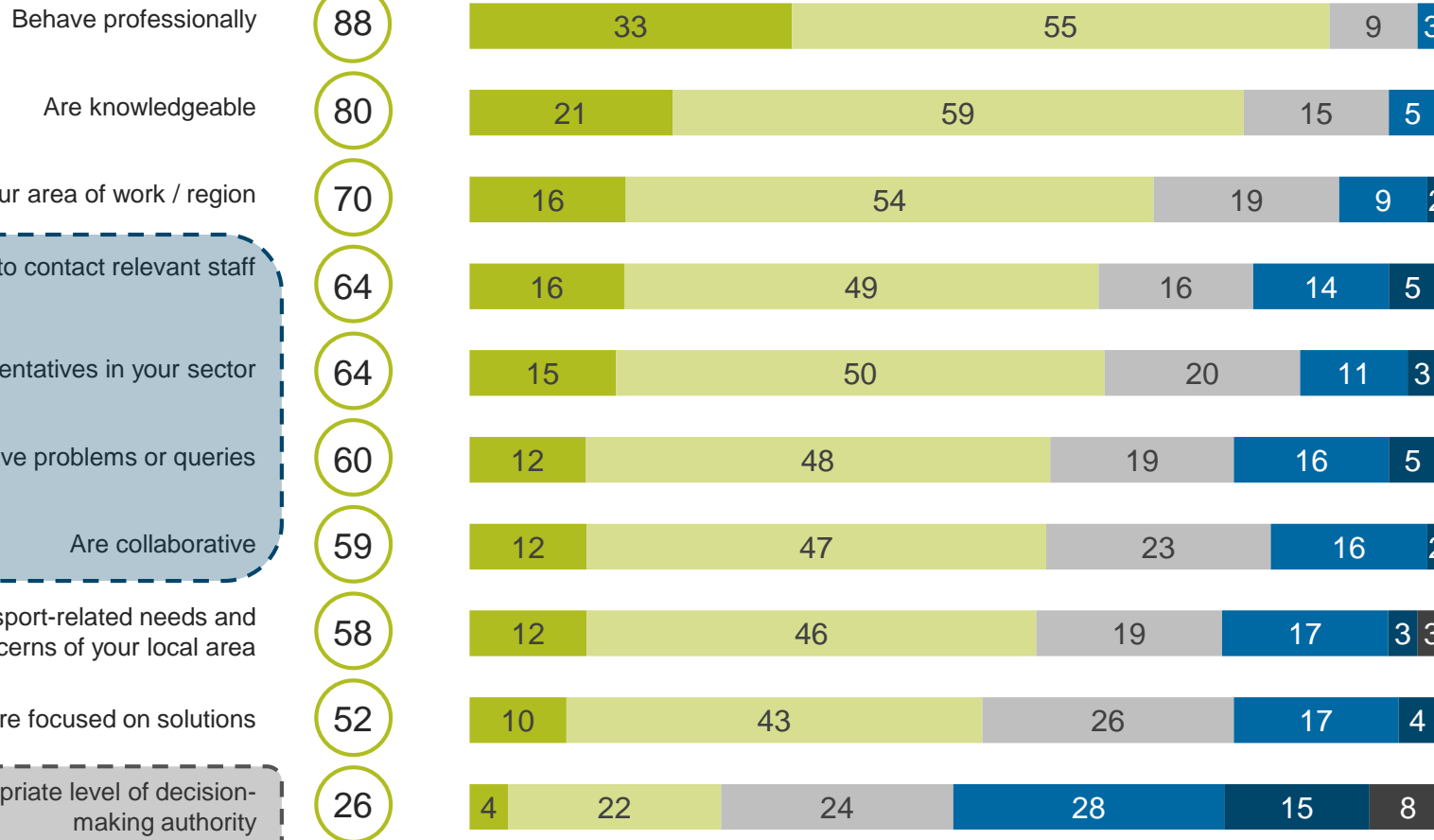


PERCEPTIONS OF NZTA STAFF

Overall staff have the highest performance of any of the areas rated – they are generally considered to be professional, knowledgeable, and display an interest in the work of stakeholders. The exception to this is the poor performance rating for staff being provided with an appropriate level of decision-making authority. This requires urgent attention to improve both stakeholder satisfaction and increase NZTA responsiveness. There are some important areas where satisfaction should be maintained (or built upon) – this includes: ease of contact, collaboration and engaging the right representatives (performance on these attributes can lift/damage overall satisfaction).

% NETT AGREE

% NETT DISAGREE



■ % Strongly agree ■ % Tend to agree ■ % Neither agree nor disagree ■ % Tend to disagree ■ % Strongly disagree ■ % Don't know

Source: D1: How much do you agree or disagree with each of the following statements about NZTA staff you mostly interact with? NZTA staff...
Base: All stakeholders (n=275)

Key drivers: Maintain

Key driver: Urgent attention needed

PERCEPTIONS OF NZTA STAFF: SUB-GROUP DIFFERENCES

Stakeholders who have less frequent contact with NZTA, and those who interact in the Planning & Funding space, are less positive about NZTA staff than average. However, around half of these groups still have positive perceptions. Stakeholders who have a point of contact have significantly more positive perceptions of NZTA staff than those who do not. This indicates that allowing stakeholders to build up a relationship with key staff is important for increasing stakeholder engagement.

THOSE WHO CONTACT NZTA LESS FREQUENTLY

Less likely than average to agree that:

NZTA staff are responsive when you have problems or queries

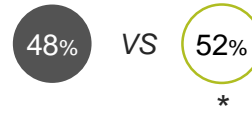


NZTA staff engage with the right representatives in your sector



THOSE INTERACTING FOR PLANNING & FUNDING

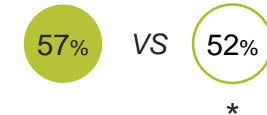
NZTA staff are focused on solutions



THOSE WITH A POINT OF CONTACT

More likely than average to agree that:

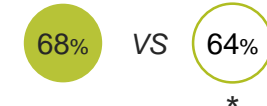
NZTA staff are focused on solutions



NZTA staff are responsive when you have problems or queries



NZTA staff engage with the right representatives in your sector





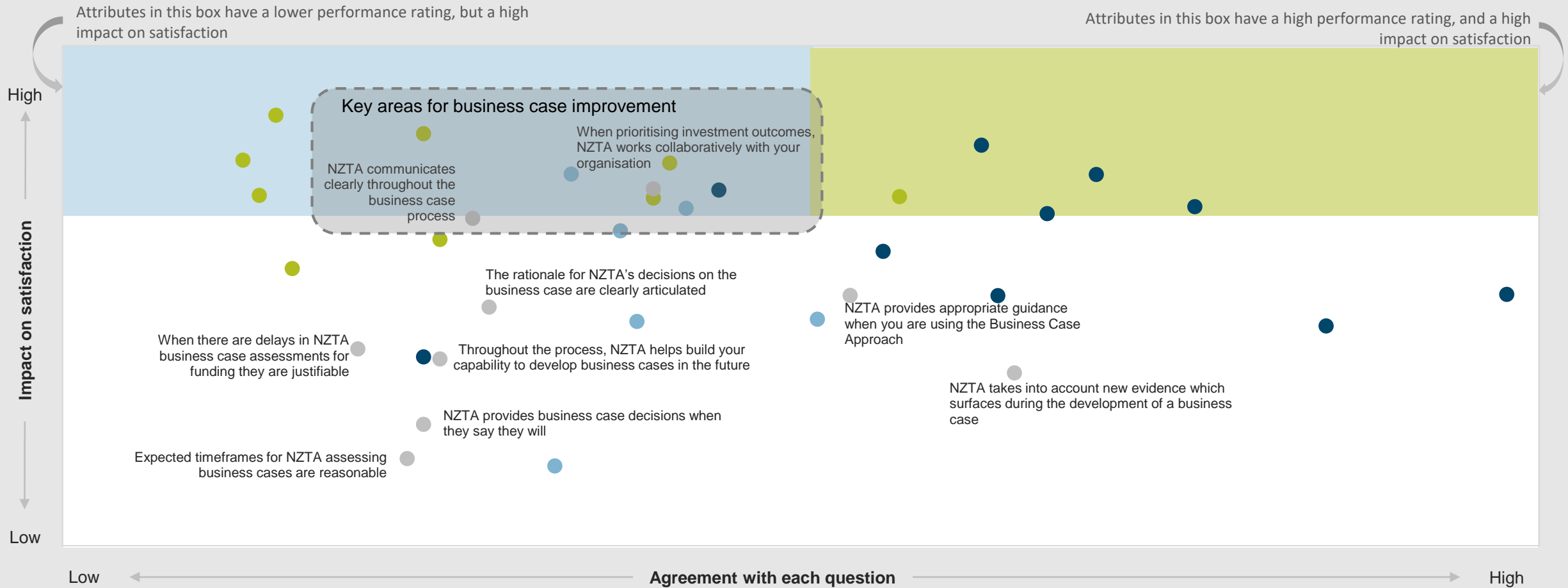
STAKEHOLDERS INVOLVED IN BUSINESS CASES



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. A further key area for improvement is clear communication throughout the business case process as well as working collaboratively to prioritise investment outcomes.

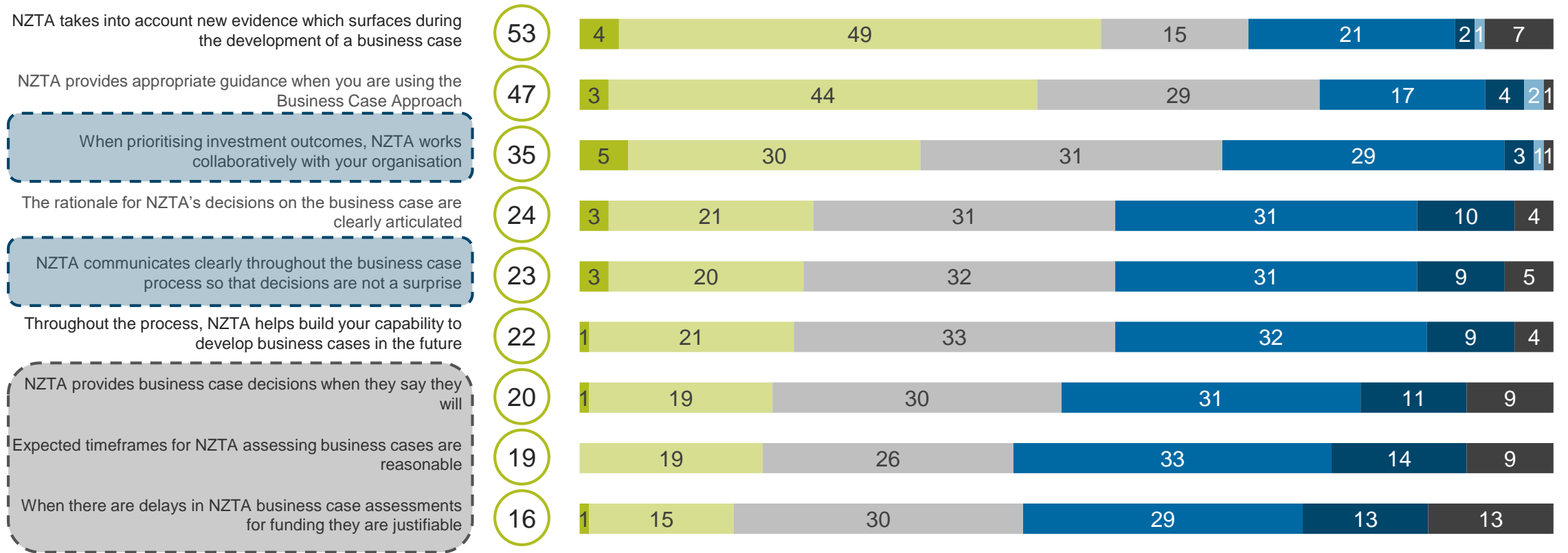
DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES



BUSINESS CASE PROCESS

Those involved with business cases are amongst the most critical of NZTA. Stakeholders who have submitted a business case with NZTA in the past two years (or implemented one) seek improved collaboration (when prioritising investment outcomes), and clearer communication throughout the process. Those two aspects of engagement are key drivers of overall satisfaction (for stakeholders involved in business cases). There is also critical feedback about timeline issues (although the timeline attributes have a secondary impact on stakeholder satisfaction – i.e. collaboration and communication is key).

% NETT AGREE



■ % Strongly agree ■ % Tend to agree ■ % Neither agree nor disagree ■ % Tend to disagree ■ % Strongly disagree ■ % N/A ■ % Don't know

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=94)

Key driver

Timeliness issues; complained about, but not key drivers



NZTA PERFORMANCE:

- SAFETY
- TRANSPORT SOLUTIONS
- RESPONDING TO CHANGE





NZTA'S PERFORMANCE ON SAFETY IMPROVEMENTS AND REDUCING HARM

There is a lack of confidence in NZTA's performance around safety. Only one in three rate NZTA (and those delivering regulatory functions on their behalf e.g. VINZ), as 'good' in ensuring the transport system is designed, built, and operated to minimise harm to people, or ensuring road vehicles are safe. Many stakeholders (42%) are unsure on how NZTA is performing in the rail safety space – however over a third of those able to provide a response are positive.

% NETT GOOD
Inc. DK Excl. DK

Performance of Agency and Key Delivery Partners, e.g. VINZ, VTNZ, AA (not Police)

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

33 36



Ensuring road vehicles are safe

32 37



Ensuring that cycling and walking is safe

30 32



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

29 33



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

26 31



Ensuring that drivers are competent and safe

24 28



Ensuring rail is safe

21 37



Very good Good Fair Poor Very poor Don't know



NZTA'S PERFORMANCE ON SAFETY IMPROVEMENT AND REDUCING HARM

When it comes to safety, stakeholders involved in work nationwide, and those interacting in the transport system and modes space, rate NZTA more poorly than average.

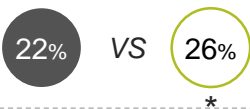
THOSE INVOLVED IN CAPITAL INVESTMENT/MAINTENANCE/TRAFFIC

Less likely than average to rate NZTA as 'good / very good' at:

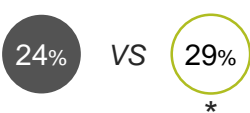
Ensuring rail is safe



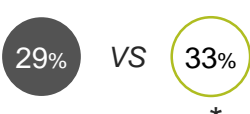
Ensuring commercial road transport services are safe



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

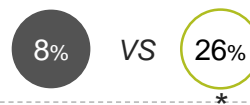


Ensuring the land transport system is designed, built and operated to minimise harm to people

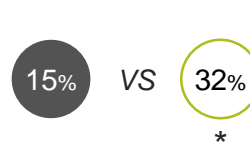


STAKEHOLDERS INVOLVED IN WORK NATIONWIDE

Ensuring commercial road transport services are safe

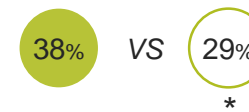


Ensuring road vehicles are safe



LOCAL GOVERNMENT

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



STAKEHOLDERS WHO INTERACT WITH SENIOR STAFF

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



STAKEHOLDERS WHO INTERACT WITH SPECIALIST / OPERATIONS STAFF

Less likely than average to rate NZTA as 'good / very good' at:

Ensuring that cycling and walking is safe



THOSE WHO INTERACT FOR PLANNING & FUNDING

More likely than average to rate NZTA as 'good / very good' at:

Ensuring that cycling and walking is safe






Source: I1: Please rate how NZTA (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. Base: All stakeholders (n=220)

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



CONCERNS OVER POOR PERFORMANCE ON SAFETY

Stakeholders who rated NZTA's performance on safety as poor for 'commercial road transport', 'rail' and 'road vehicles' were asked what their reasons were for providing this rating. Taking enforcement action to deal with unsafe behaviour / vehicles, and monitoring compliance with safety requirements are key areas of concern among these stakeholders.

RANK	 Road vehicles (n=45)¹	 Commercial Services (n=37)¹	 Rail (n=22)²
1	Taking enforcement action to deal with unsafe behaviour/vehicles (42%)	Taking enforcement action to deal with unsafe behaviour/vehicles (41%)	Education, information sharing, and promotion of land transport safety (8 people)
2	Monitoring compliance with safety requirements (33%)	Monitoring compliance with safety requirements (32%)	Monitoring compliance with safety requirements (6 people)
3	Managing and monitoring vehicle certifier performance (29%)	Setting standards (19%)	Setting standards (4 people)
4	Setting standards (22%) Licensing, permitting, certification (22%)	Education, information sharing, and promotion of land transport safety (16%) Licensing, permitting, certification (16%) Managing and monitoring vehicle certifier performance (16%)	Managing and monitoring vehicle certifier performance (16%)

Source: I2: You rated NZTA's performance on safety as poor or very poor: What aspect/s were you primarily thinking about?

Base: All stakeholders who rated performance as poor / very poor (n=73)

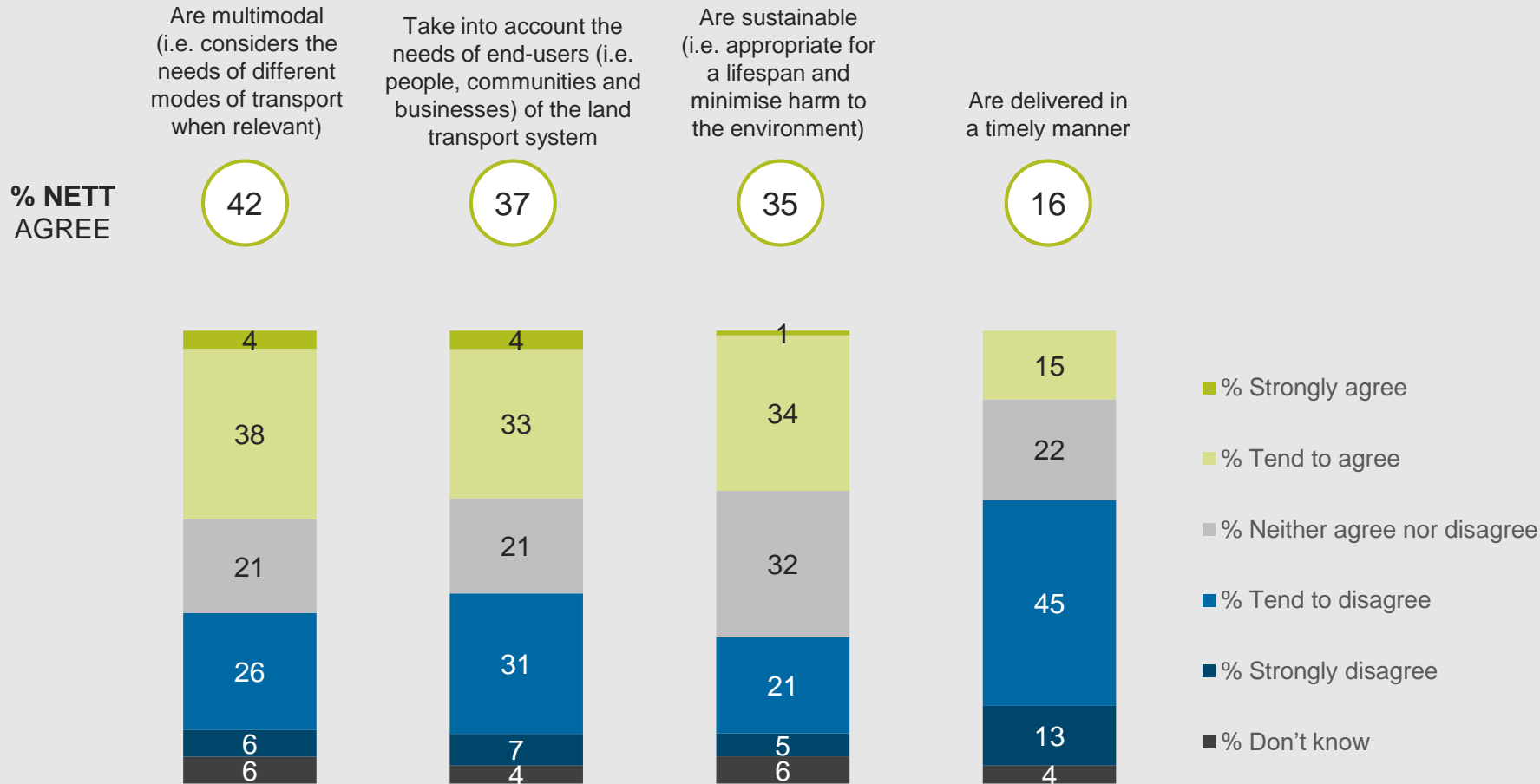
¹Note: base sizes include those who rated safety performance as poor on any / all of the three areas. When looking at those who answered based on a single area, base sizes are too small to show percentages.

²Note: due to small base size, these are reported as number of people, rather than a percentage.



PERCEPTIONS OF INVESTMENT IN TRANSPORT SOLUTIONS

Less than half of the stakeholders agree with statements about how NZTA delivers transport solutions. A large proportion disagree that transport solutions are delivered in a timely manner.



SUBGROUP DIFFERENCES

Stakeholders involved in work nationwide

Less likely than average to **disagree** that:

The transport solutions are delivered in a timely manner **44%** vs **59%***

The transport solutions are multimodal **19%** vs **32%***

Senior Stakeholders

Less likely than average to **agree** that:

The transport solutions are multimodal **33%** vs **42%***

The transport solutions take into account the needs of end-users **30%** vs **37%***

Source: G1: How much do you agree or disagree with the following about the transport solutions delivered by NZTA? The transport solutions...
Base: All stakeholders (n=263)

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



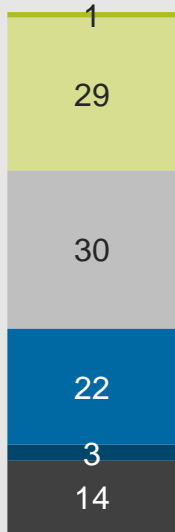
RESPONSIVENESS TO EXTERNAL CHANGES

Stakeholders do not perceive NZTA as responsive to external changes. One in three stakeholders agree that NZTA makes effective use of transport technology to implement projects in new ways, while only 18% feel the Transport Agency is readily responsive to changes in the wider environment.

% NETT AGREE

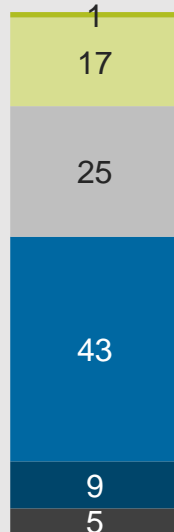
NZTA makes effective use of transport technology to implement projects in new ways

30



NZTA responds in a timely manner to changes in the wider environment in which it operates

18



- % Strongly agree
- % Tend to agree
- % Neither agree nor disagree
- % Tend to disagree
- % Strongly disagree
- % Don't know

SUBGROUP DIFFERENCES

NZTA responds in a timely manner to changes in the wider environment in which it operates (18%)

More likely than average to agree:

Businesses

29%

Less likely than average to agree :

Senior stakeholders

12%

Stakeholders who interact with specialist / operations staff

11%



ADAPTING THE TRANSPORT SYSTEM TO CLIMATE CHANGE IMPACTS





CONFIDENCE IN THE LAND TRANSPORT SYSTEM ADAPTING TO CLIMATE CHANGE

More than half of stakeholders have little or no confidence in the land transport system adapting to climate change impacts. Only 8% express confidence. However, there appears to be recognition of the recent work undertaken in the South Island – stakeholders from this part of the country are more confident than elsewhere.

% NETT CONFIDENT

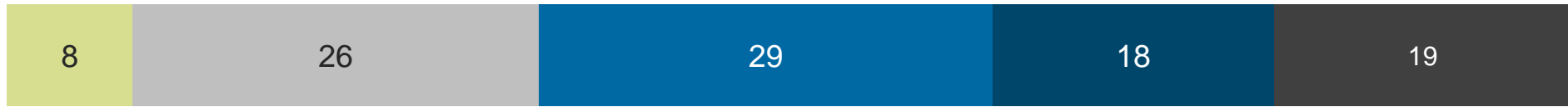


% NETT CONFIDENT (excl. DK)

% NETT UNCONFIDENT



% NETT UNCONFIDENT (excl. DK)



Note: less than 1% were 'very confident' and 8% scored 4 out of 5

■ % 5 (Very confident) ■ % 4 ■ % 3 ■ % 2 ■ % 1 (Not all confident) ■ % Don't know

SUBGROUP DIFFERENCES

More likely than average to be **confident (8%)**

Those involved in work in the South Island **18%**

Those interacting with offices in the South Island **18%**

More likely than average to be **unconfident (47%)**

Those who interact with NZTA less often **64%**

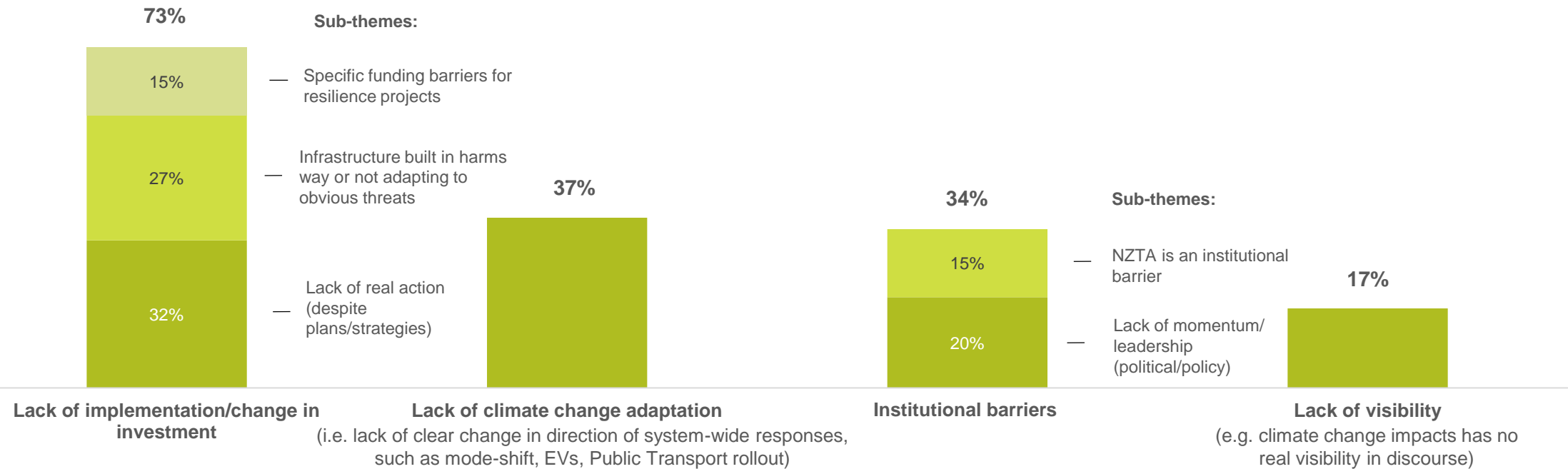
Note: No significant differences from overall when organisation involved in plans strategies or actions about adaption to climate change.



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

Stakeholders who have no confidence in the adaptation of the transport system to climate change feel that there is currently little implementation and investment in the area. There is also the perception that there is a current lack of climate change adaptation, in addition to institutional barriers hindering further progress being made.

Reasons why stakeholders are 'not at all confident' that the 'transport system' is adapting to climate change impacts

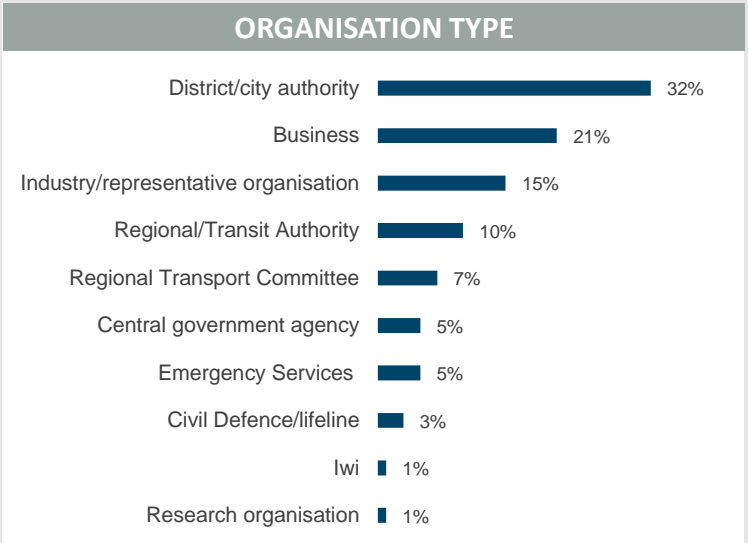
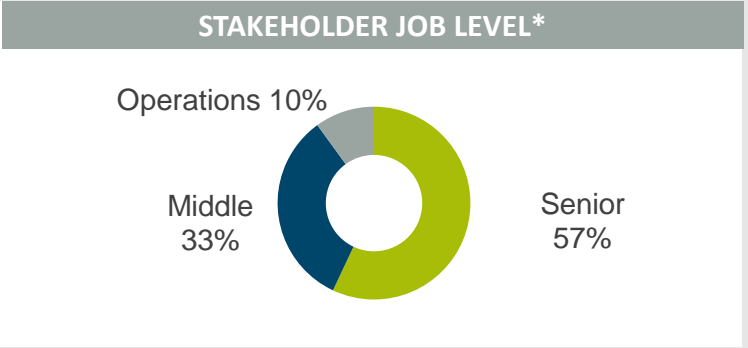
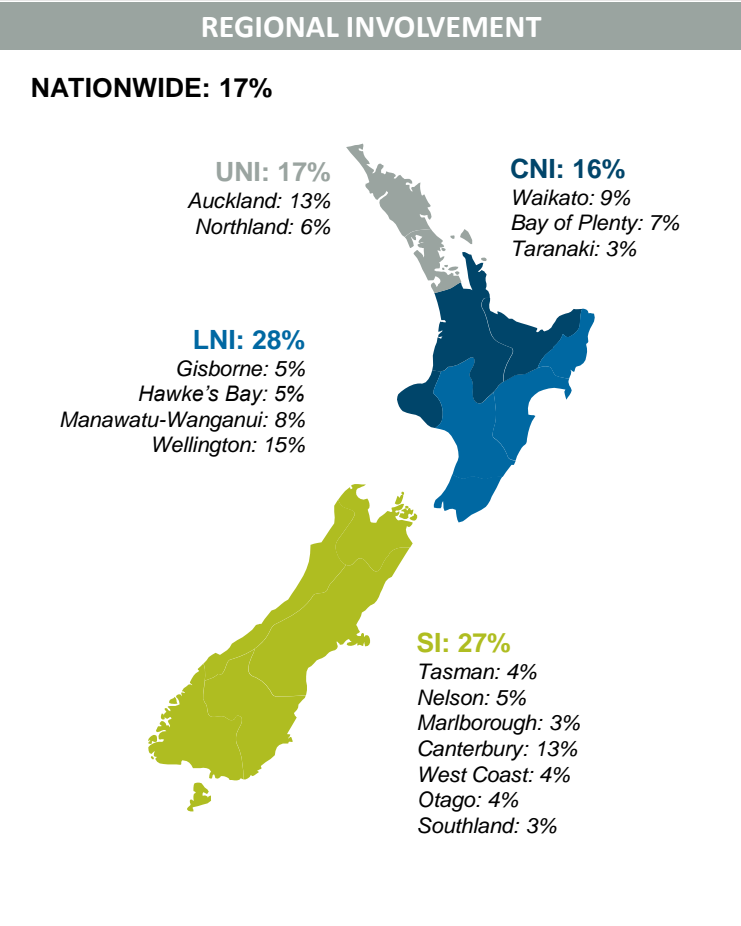
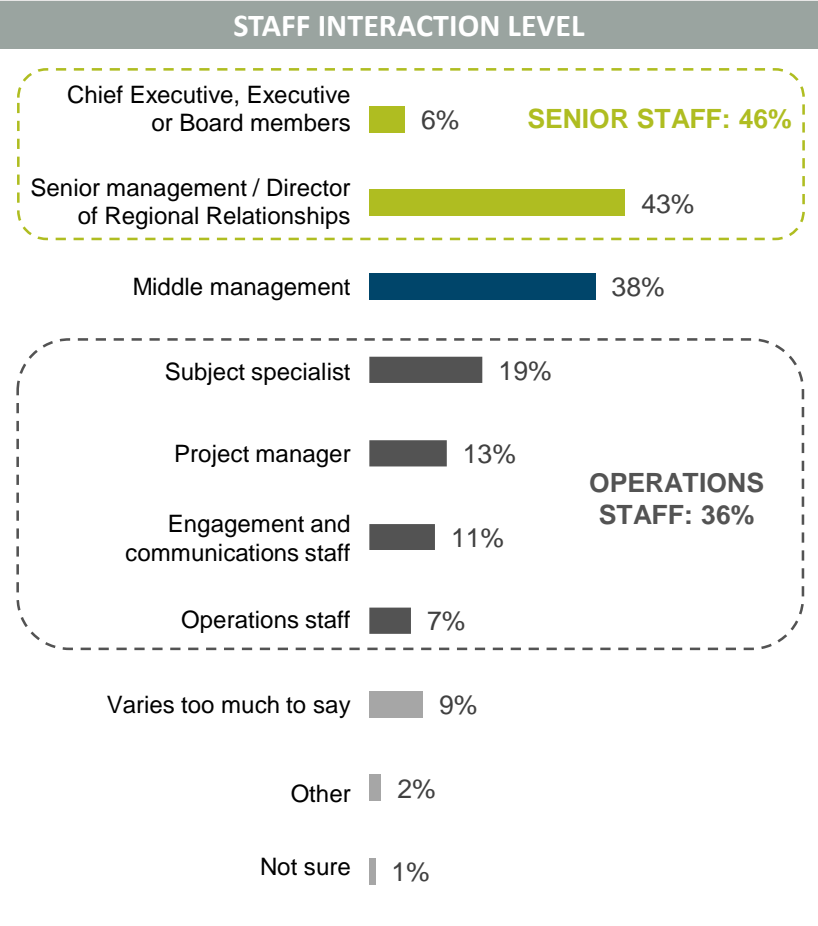




APPENDIX



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 NZTA staff that they most regularly interacted with. ‘Stakeholder job level’ has been coded from the sample list provided by NZTA.



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 NZTA, and how frequently they are in contact.

