

NZTA PARTNER AND STAKEHOLDER SURVEY

AUGUST 2024

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01

Executive Summary



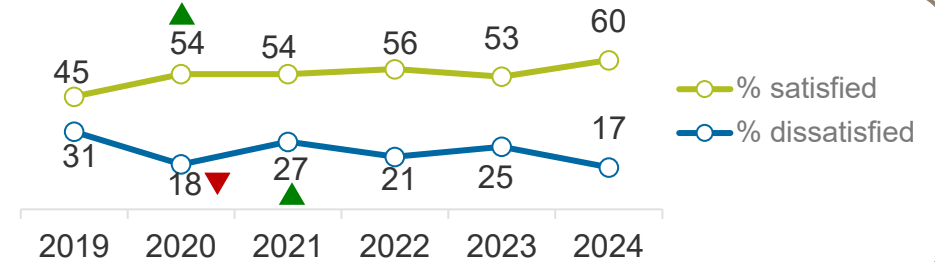
Executive summary: A mixed set of results for 2024

The partner and stakeholder⁽¹⁾ satisfaction survey has run six waves, annually since 2019. In 2024, an online survey of 173 partners and stakeholders was conducted between 11 June to 7 July.

Partner and stakeholder¹ satisfaction has strengthened

Partner and stakeholder satisfaction with their relationship with NZTA has increased to 60% (albeit the increase since 2023 is not statistically significant), which is the highest level of satisfaction since the survey started in 2019. Inversely, dissatisfaction has decreased from 25% in 2023 to 17% (albeit not a statistically significant change).

Overall satisfaction with NZTA:



Areas of success

Advocacy: In line with improving satisfaction, partners and stakeholders willing to advocate for NZTA have increased from 30% in 2023 to 37% (albeit not significantly), the highest level seen to date. Critics have decreased to 19%.

Working with NZTA: There has been steady, and significant, improvement over the past four years that NZTA prioritises needs and takes time to understand them. Almost twice as many partners and stakeholders now agree (45%) than disagree (26%) that NZTA prioritises the needs of their organisation appropriately, and three in five now agree that NZTA takes time to understand their needs. Disagreement has also decreased slightly that NZTA solves issues and problems quickly, although agreement remains low.

Interactions around NLTP changed timelines: Among those involved in current applications for funding, half think the interactions from NZTA around the changed timelines have been good and few think they have been poor.



Areas of concern



Decision making: How different parts of NZTA work together remains a priority for attention, and verbatims refer to perceived inconsistency between areas of the organisation which can impact decision-making ability. Although not a priority for attention this year, partners and stakeholders also continue to criticise the extent to which staff are provided with the appropriate level of decision making.



Responsiveness to change: Partners and stakeholders lack confidence in the performance of NZTA to make timely and considered decisions to ensure the land transport system is resilient to a changing climate.

Mixed results in 2024



Communications: Although no significant changes, improvement in 2023 hasn't been maintained for openly sharing information and engagement in matters of importance to their organisation, emerging trends and opportunities. There has been a decreasing sense of transparency around key funding influences, although performance remains higher than in 2021 during the previous NLTP funding.



Business case process: Results have been mixed. For measures around business case development, ratings have improved for providing guidance and helping to build capability but have decreased for others (albeit many changes are not significant). For measures about the submission process, disagreement has declined for many (albeit not significantly), although agreement remains unchanged.

Executive summary: Priority areas moving forward

The key pain points for partners and stakeholders remain very similar to the previous survey waves albeit staff authority is not currently a key driver (as in 2019 and 2023), and process efficiency and effectiveness is also not currently a key driver.

Primary area to focus on and invest

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



Prioritising partner and stakeholder needs

- Prioritises the needs of your organisation appropriately

Secondary area to focus on and invest

The analysis also shows that there is an opportunity based on:



Internal system improvement

- **Learns** from its experiences
- **Solves** problems and issues **quickly** when they arise
- Different parts of NZTA **work well together**.

Audiences to pay particular attention to:

Throughout the research, some stakeholder groups 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:



Partners and stakeholders with no point of contact*



Partners and stakeholders who interact with NZTA about System Design

02

Background and Methodology



Background / objectives

NZTA commissioned Verian to undertake a sixth stakeholder survey to understand how it is perceived by current partners and stakeholders across a number of areas, and if there have been any changes since the survey in 2023.

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

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

Specific objectives of this research are:

- To understand how partners and stakeholders perceive current engagement with NZTA.
- To identify potential improvements from a stakeholder perspective.

Questions cover topics including overall satisfaction and perceptions, working with NZTA, communication and engagement with NZTA, perceptions of staff, and satisfaction with involvement in business cases.



Method



173* 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.



Sample source

Respondents were sourced from a list of partners and stakeholders provided by NZTA. Nicole Rosie, CE sent a prenotification email to the list in advance of the survey invite.



Accuracy

Findings based on the full sample have a margin of error of +/-6.4% (at the 95% confidence level).

Note that the margin of error was +/-8.6% in 2023 but has decreased this year due to a larger sample size.



15 minute online survey

Fieldwork

11 June to 7 July 2024



An initial invite was sent on 11 June, with reminder emails sent on 20 and 27 June and 4 July.

Response rate

25%
(adjusted)

This response rate is higher than 2023, which was 16%.

The response rate was calculated using the following information.

- Verian sent out a total of 849 survey invites via email.
- 6% 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 2023 and 2024) and at a sub-group level. Any differences reported in this research are significant at the 95% confidence level.

Individual percentages do not always sum to the 'nett percentages'. This is due to rounding.

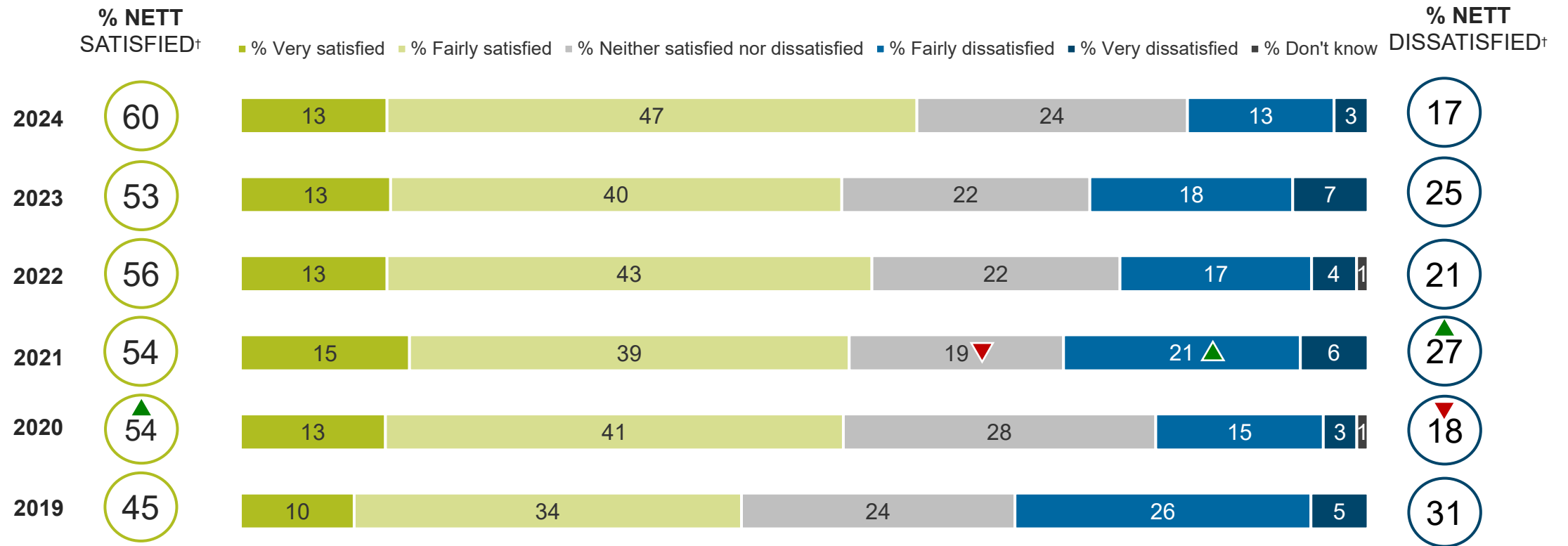
03

Overall satisfaction and perceptions of NZTA



Overall satisfaction

Partner and stakeholder satisfaction with their relationship with NZTA has increased to 60%, the highest level since the survey started in 2019. Inversely, the proportion of those dissatisfied with their relationship has decreased to 17%. While these values are, respectively, the highest and lowest measured in recent years, neither of these movements quite reach the threshold for statistical significance.



Source: QF1:How satisfied or dissatisfied are you with the current relationship your organisation has with NZTA?

Base: All partners and stakeholders (2024 n=173, 2023 n=130, 2022 n=268, 2021 n=309, 2020 n=297, 2019 n=271)

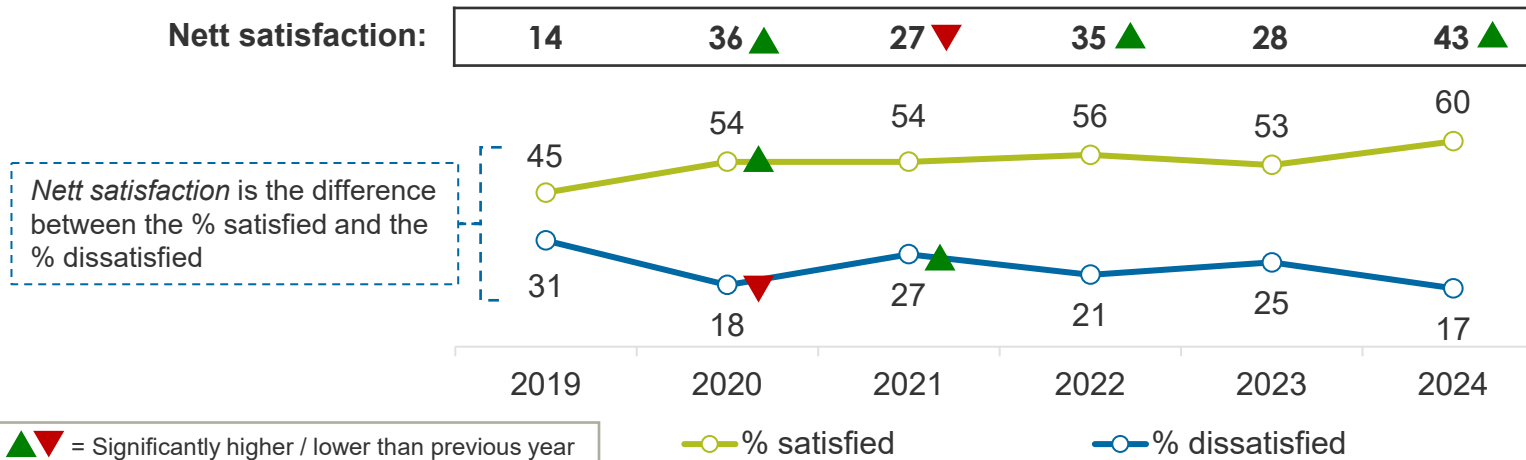
Note: † Net scores are sometimes slightly different from the face-value sum of their components due to rounding of decimal places (e.g. in 2019, 10.33% + 34.32% = 45% rounded)

▲ ▼ = Significantly higher / lower than previous year

Overall satisfaction: Nett satisfaction

The groups listed below are some of those where nett satisfaction (i.e. the proportion who are satisfied minus the proportion who are dissatisfied) has seen the most notable increases since 2023.

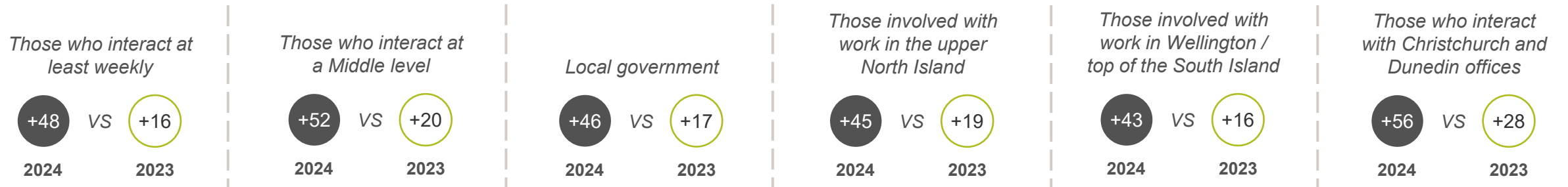
Overall satisfaction with NZTA



Nett satisfaction is sitting at +43 in 2024. This is significantly higher than in 2023 at +28.

Nett satisfaction has been included as a point of analysis in 2024 as a means of comparison to 2023, highlighting improvements in both stakeholder satisfaction and dissatisfaction.

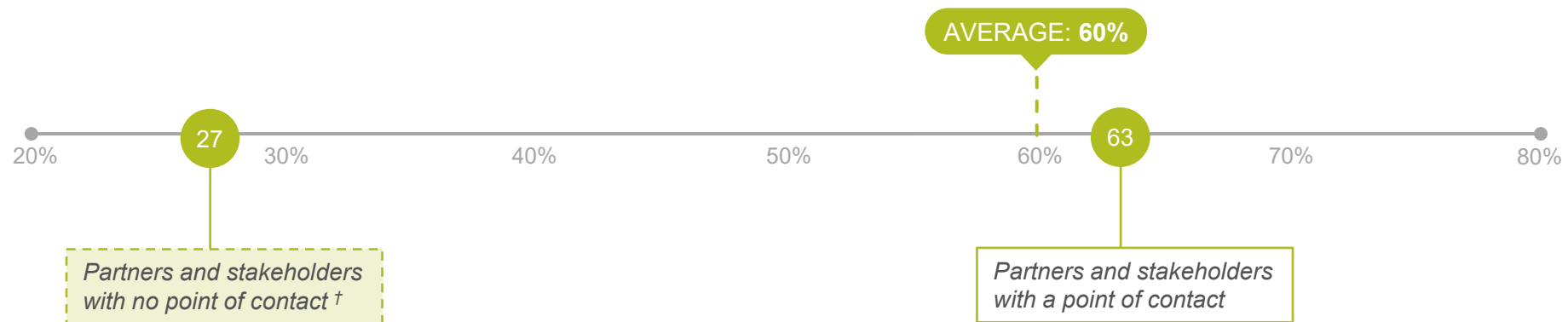
The following groups have had a notable increase in their nett satisfaction since 2023 (> 25-point gain):



Overall satisfaction: Subgroup differences

This year, there is very little difference in overall satisfaction between groups. Partners and stakeholders with a point of contact are however more satisfied than those with no point of contact.

Subgroup significant differences: % satisfied



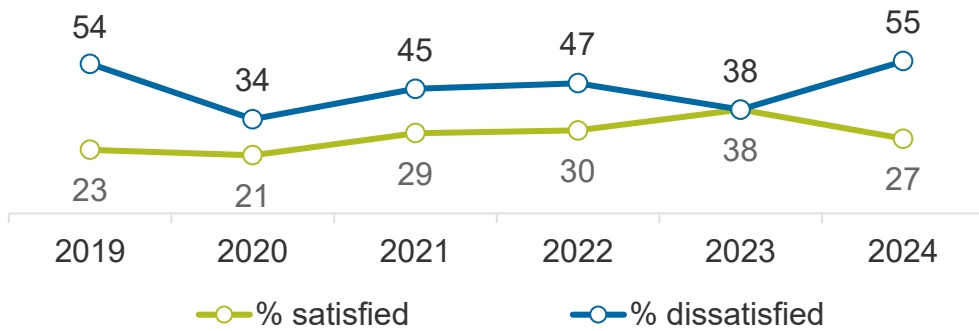
Indicative organisational subgroup satisfaction scores (* caution very small sample)	Emergency services (n=12*)	83%
	Supplier (n=8*)	75%
	Local government (n=101)	61%
	Central government agency (n=8*)	50%
	Business (n=22*)	50%
	Industry / representative organisation (n=19*)	47%

Priority group: Those with no point of contact remain the least satisfied

Partners and stakeholders without a point of contact continue to be the least satisfied with NZTA, indicating the need for easy access to staff with the authority to action decisions. Positively, this group remains small, although dissatisfaction has increased this year, and they remain a priority area for 2024.
 (Caution: Low base size for those without a point of contact in 2024)



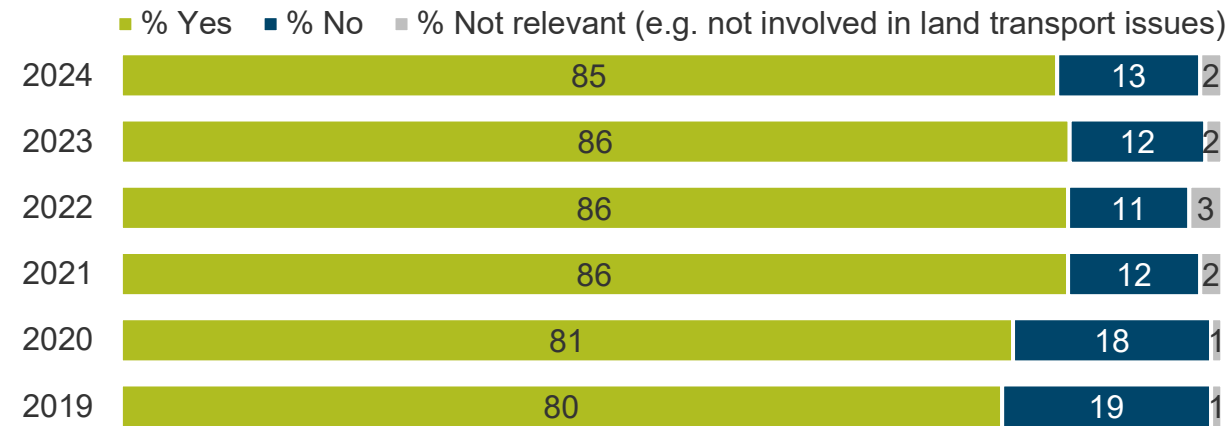
Partners and stakeholders who **do not have a point of contact** at NZTA are the least satisfied with their relationship:



If you don't know the person you need to be talking to it can be hard to get around hierarchy. This leads to a disconnect as it's always easier working with people than against. Over the years we have had those relationships, but the movement of staff means it's easy to become disconnected.

Updated staff contact lists would [be] helpful due to staff churn. Unhelpful when I don't know who to contact. Shouldn't have to go through an 0800 number.

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



More likely than average to **not** have a point of contact (13%):



Source: QD2 Please think about the land-transport issues you are involved in. Currently, do you know who to contact at NZTA to discuss matters, escalate issues, or raise queries? | QF1: How satisfied or dissatisfied are you with the current relationship your organisation has with NZTA?

Base: All partners and stakeholders (2024 n=173, 2023 n=130, 2022 n=268, 2021 n=309, 2020 n=297, 2019 n=271)
 Those who do not have a point of contact (2024 n=22, 2023 n=16, 2022 n=30, 2021 n=38, 2020 n=53, 2019 n=52)

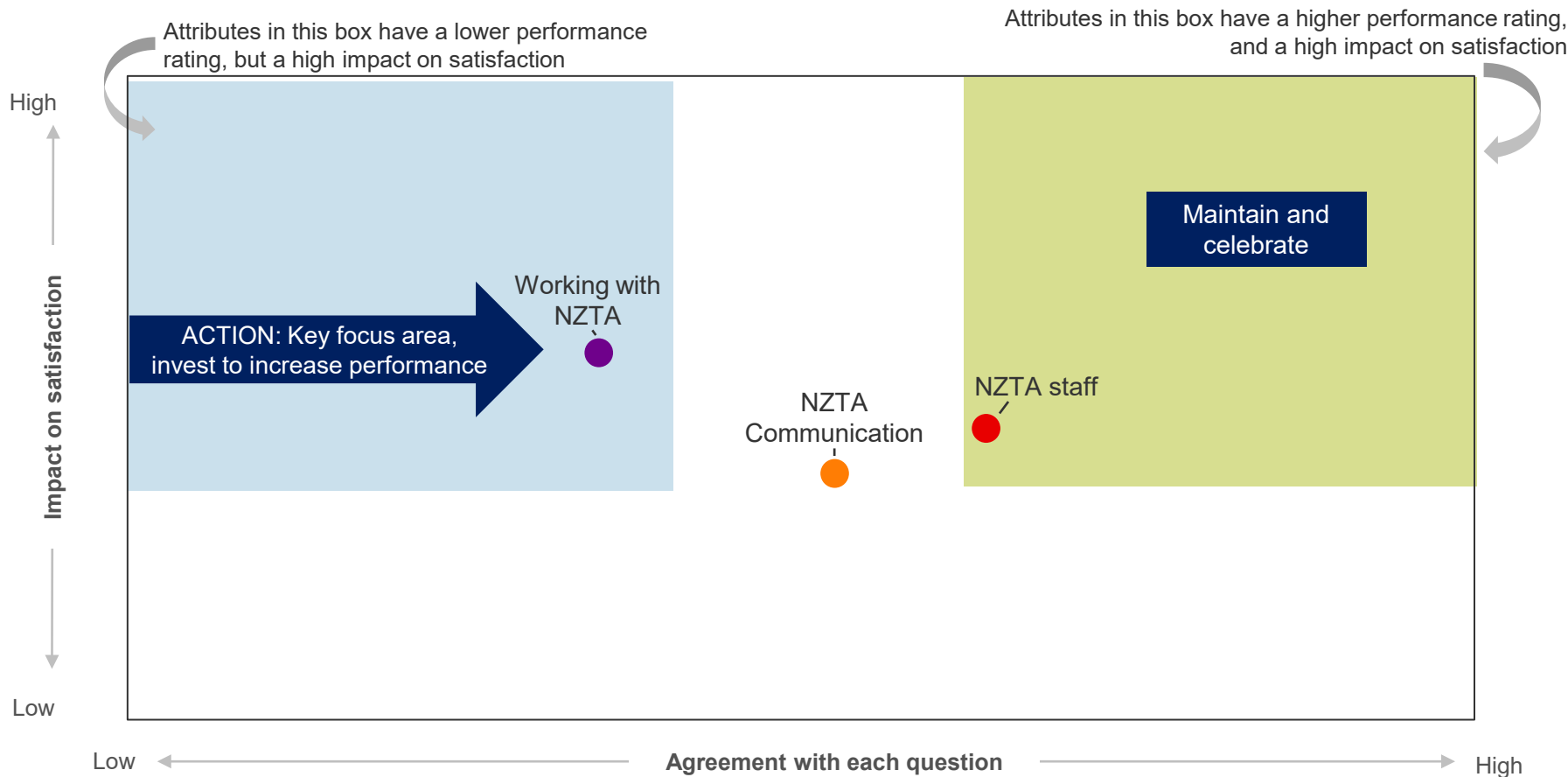
How to improve overall satisfaction with NZTA

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



Drivers of satisfaction: Summary

Statistical analysis has been undertaken to determine how important different survey items are in determining overall satisfaction. Their relative importance has then been mapped against performance to help determine priority actions. The way in which NZTA works with partners and stakeholders remains a primary area for action and investment. Staff are an area of strength, as is often the case for similar organisations. Communication sits within a more neutral zone, with potential for improvement, and has similar impact on overall satisfaction currently as staff.



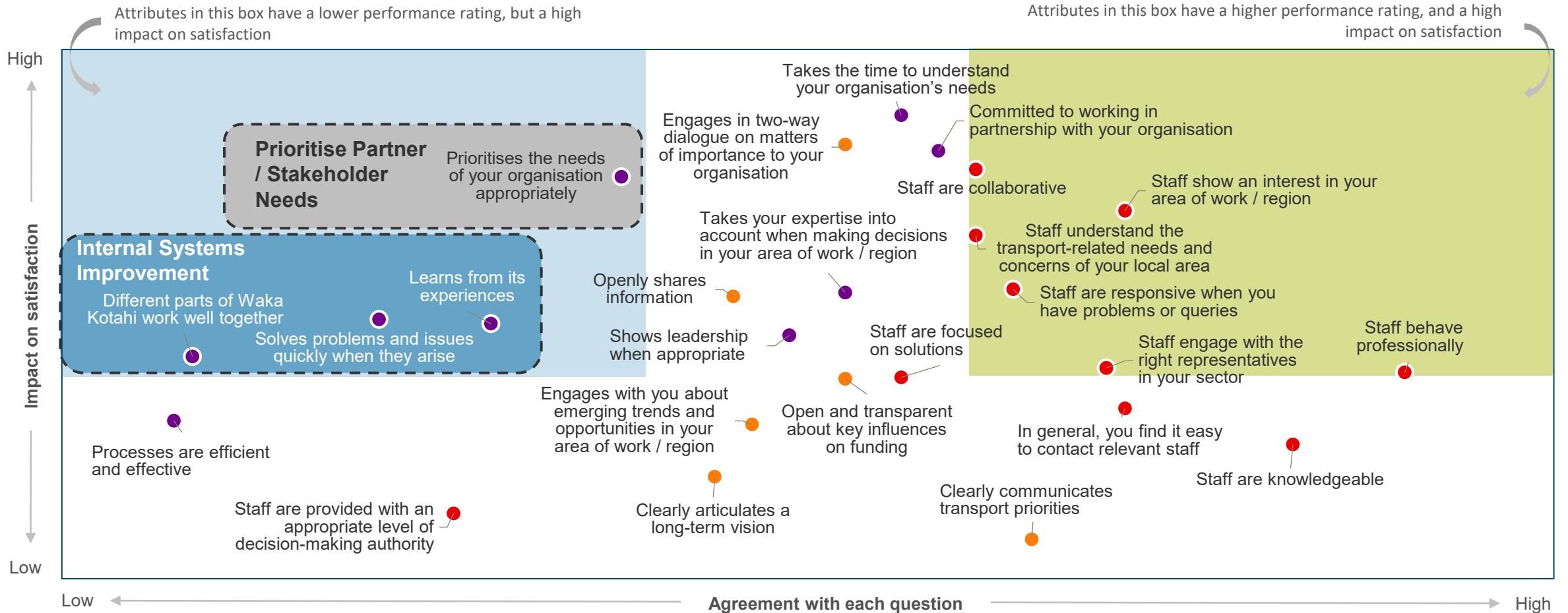
Explanation of driver analysis



The drivers of satisfaction have been determined through a correlation analysis. This is done 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.

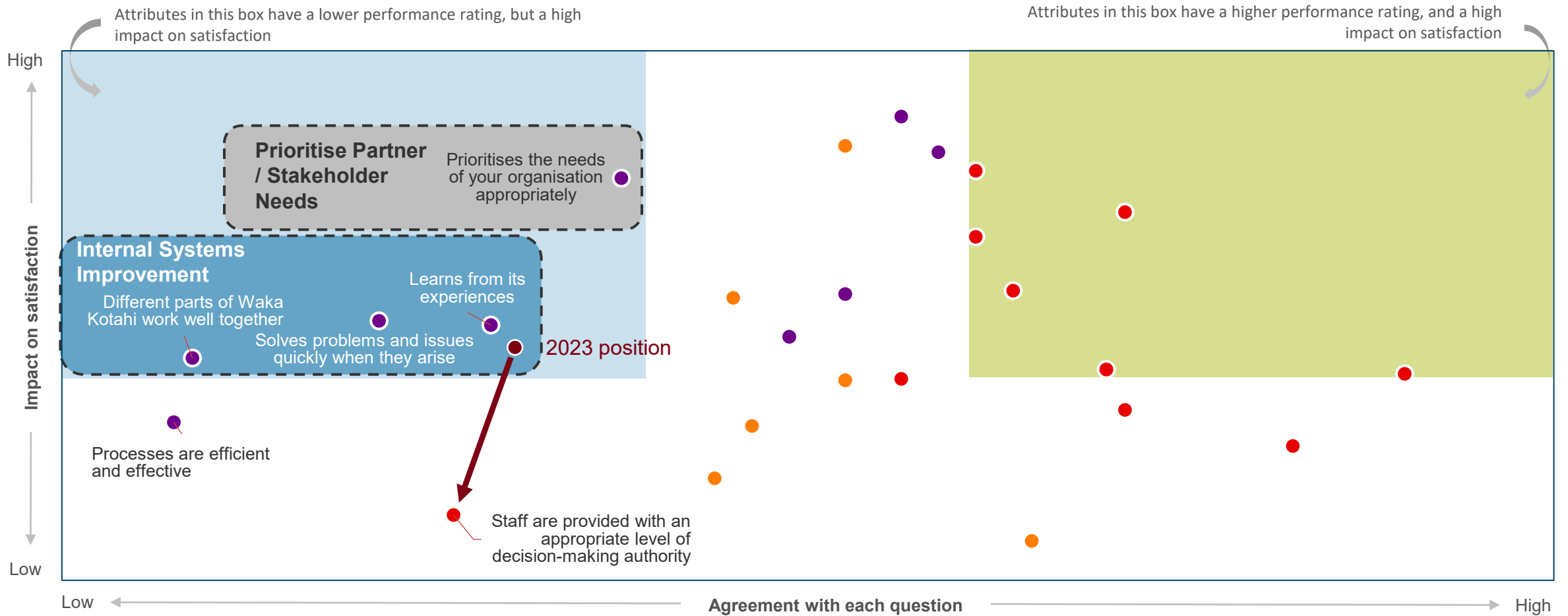
Drivers of satisfaction: Detailed picture

Of the 25 attributes on the chart, the ones in the light blue box (in the top left of the chart) are the priorities for investment. They have a relatively high impact on satisfaction, but perceived performance is relatively low. If NZTA is to further improve partner and stakeholder satisfaction it needs to focus in on these attributes. They include prioritising partner and stakeholder needs, but also include learning from experiences, solving problems and issues quickly when they arise, and ensuring different parts of NZTA work well together.



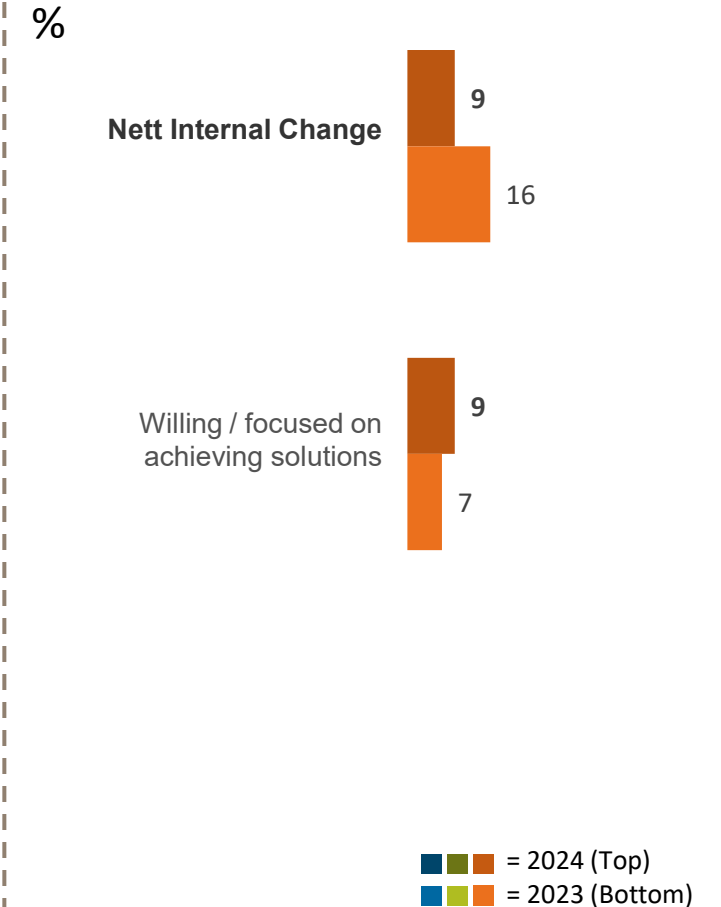
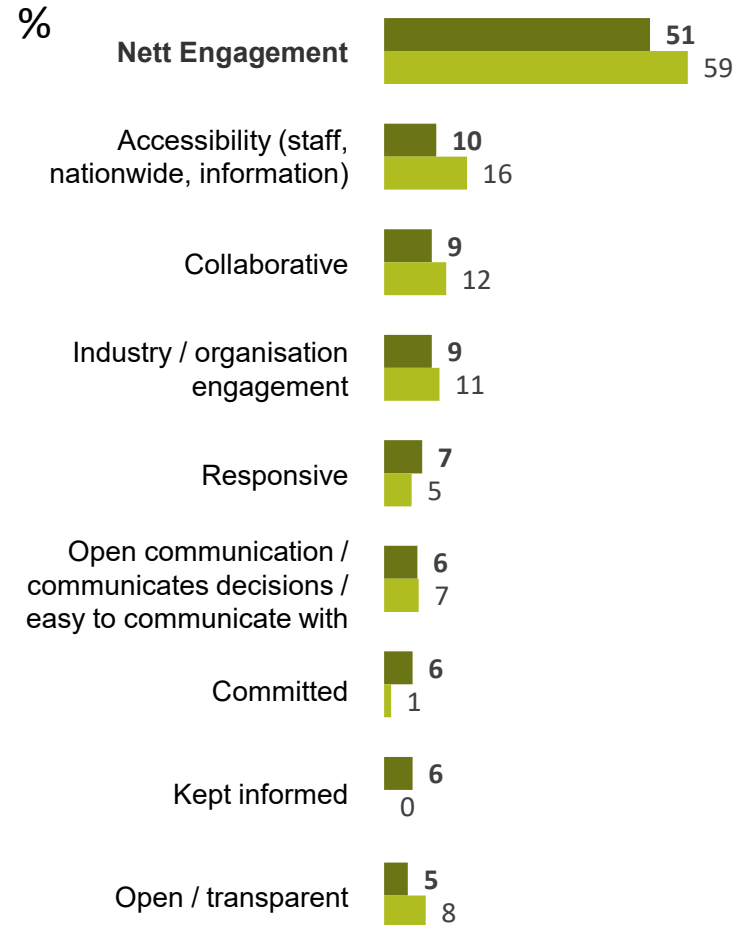
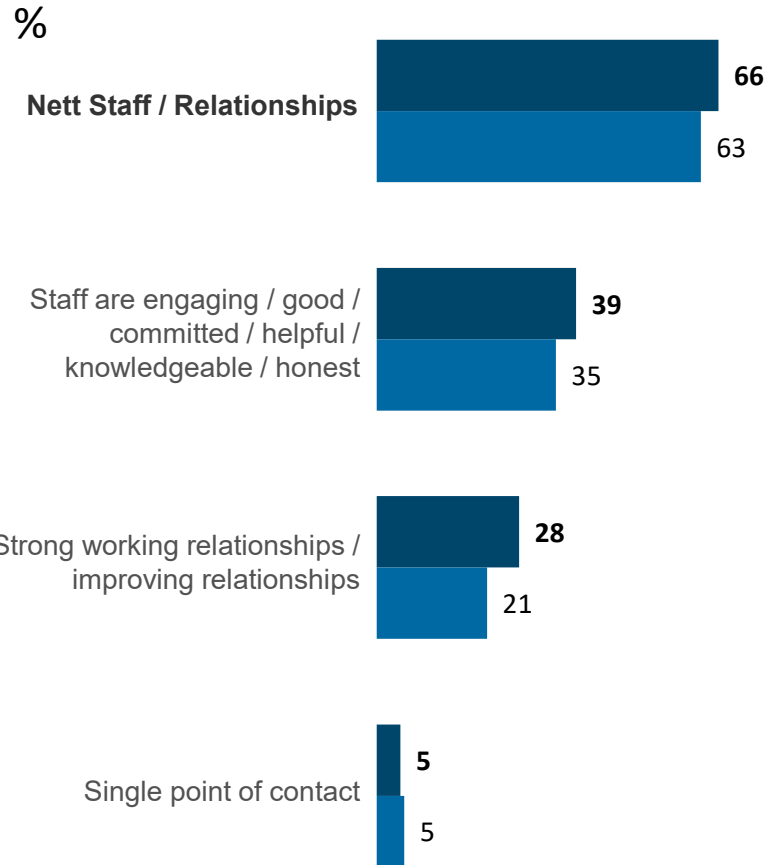
Drivers of satisfaction: Detailed picture

Providing staff with an appropriate level of decision-making authority has moved out of the 'low performance-high impact' box due to being of lower impact this year on overall satisfaction. Performance however remains low for both this attribute and for having efficient and effective processes which was a priority in 2022. Given their low performance but high impact in previous years, these attributes should not be disregarded.



Positive aspects of the relationship

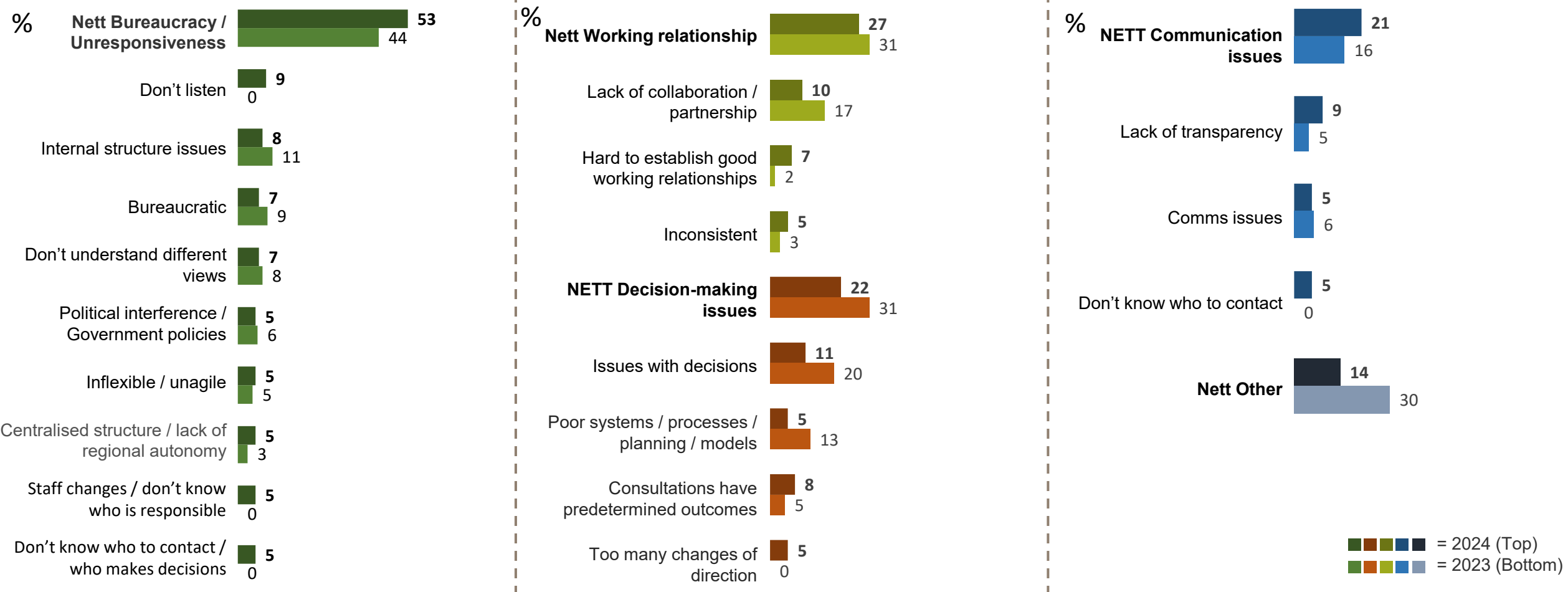
Three in five partners and stakeholders are able to spontaneously name a positive aspect of their relationship with NZTA. Of these partners and stakeholders, two in three mention NZTA staff, reflecting the strong staff performance ratings, and half mention engagement. Those mentioning internal change has decreased from 16% in 2023 to 9% (albeit not statistically significant).



■ ■ = 2024 (Top)
■ ■ = 2023 (Bottom)

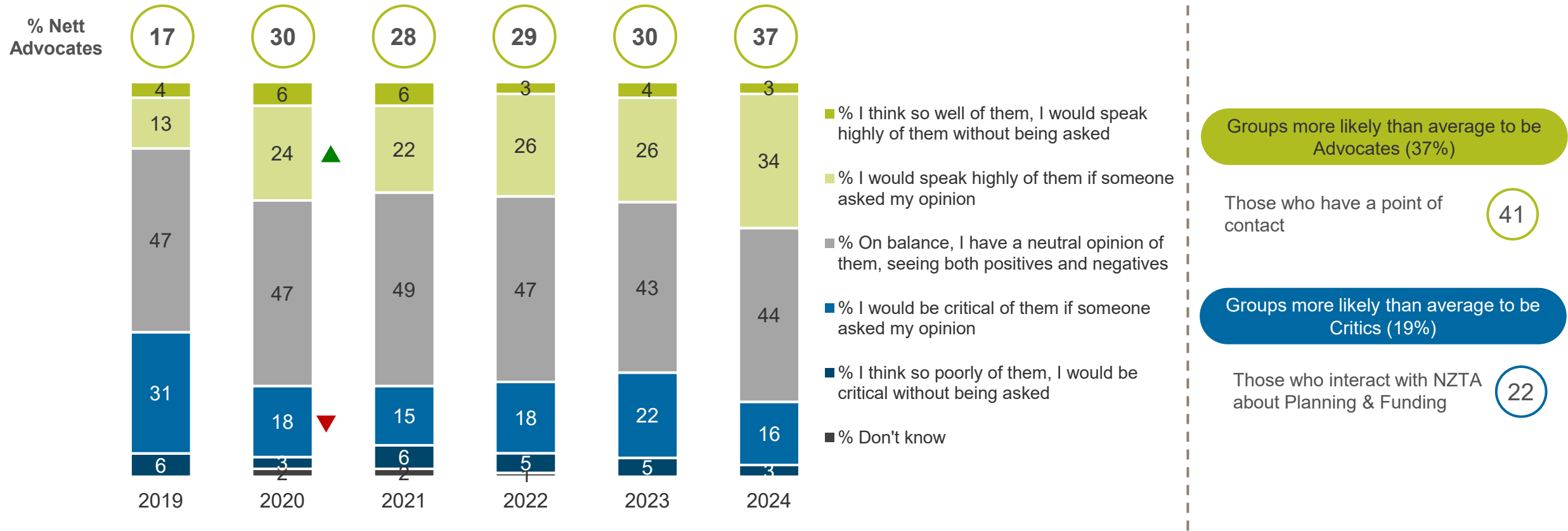
Negative aspects of the relationship

One in two partners and stakeholders can spontaneously name a negative aspect of their relationship with NZTA. For these partners and stakeholders, bureaucracy and a lack of responsiveness remains the main theme. Fewer are mentioning decision-making issues this year with issues around decisions and poor systems / processes decreasing as pain points this year.



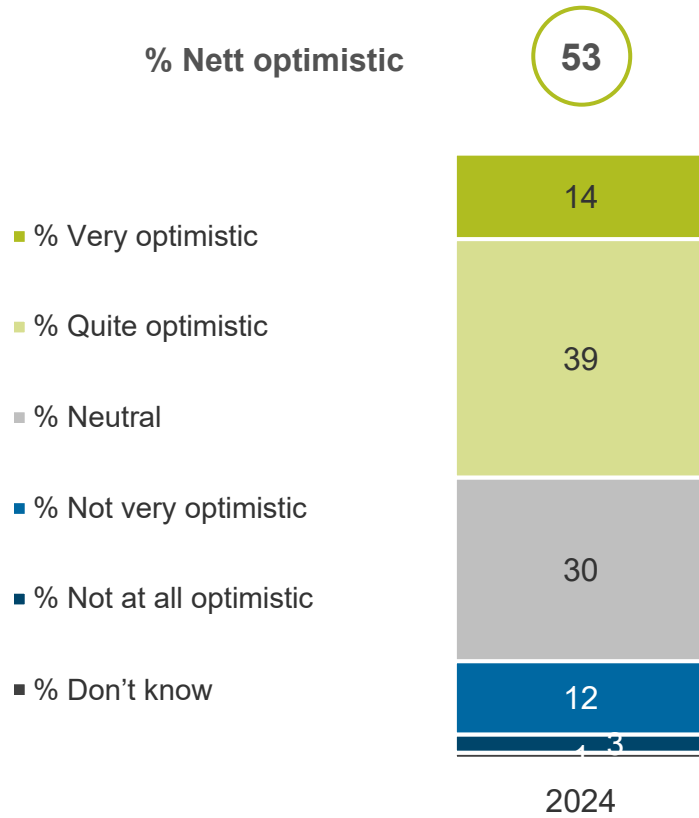
Advocacy for NZTA

While not statistically significant, partners and stakeholders willing to advocate for NZTA has increased from 30% in 2023 to 37%. This is the highest level of advocacy since the start of the survey in 2019. Following gradual increase over recent years, the proportion of critics has decreased from 26% to 19%. Partners and stakeholders who have a point of contact are more likely than average to be advocates. Those who interact in the Planning & Funding space are more likely than average to be critics.



Optimism towards relationship with NZTA

One in two partners and stakeholders feel optimistic about the relationship that they and their organisation have with NZTA going forward, although more feel 'quite' (39%) rather than 'very' (14%) optimistic. Only 15% do not feel optimistic towards the relationship while 30% feel neutral towards it. There is little difference between groups however partners and stakeholders with a point of contact are more likely than average to feel optimistic and those who interact at the Specialist / Operations level are less likely than average to feel optimistic.



Groups more or less likely than average to be optimistic (53%)

More likely than average:

Those who have a point of contact

57

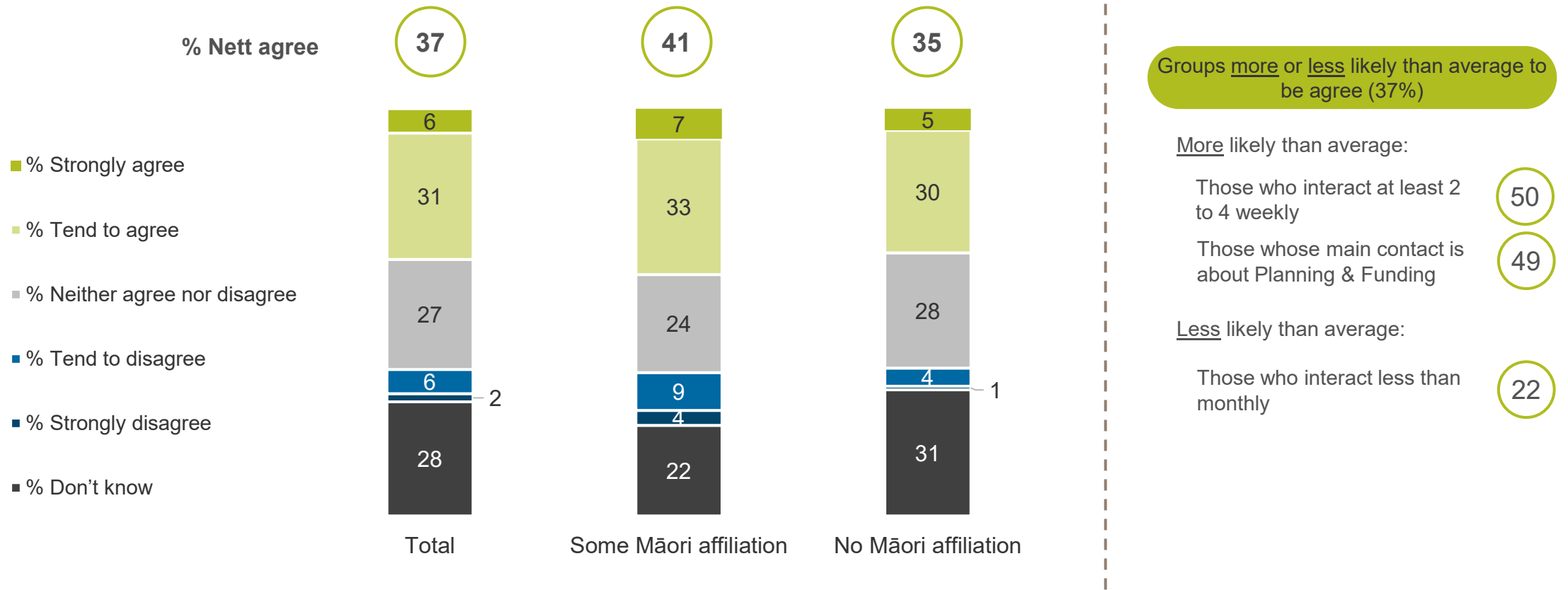
Less likely than average:

Those who interact at the Specialist / Operations level

43

NZTA understands and upholds the principles of Te Tiriti o Waitangi

Almost two in five partners and stakeholders think NZTA understands and upholds the principles of Te Tiriti o Waitangi and only 8% disagree. However, many are either unsure or neutral. Partners and stakeholders with some Māori affiliation have slightly higher agreement than those with no affiliation but are also more likely to disagree (13% compared to 5% among those with no affiliation), albeit the differences are not statistically significant. Partners and stakeholders who interact with NZTA at least every two to four weeks and those whose main contact is about Planning & Funding are more likely than average to think NZTA understands and upholds the principles.



04

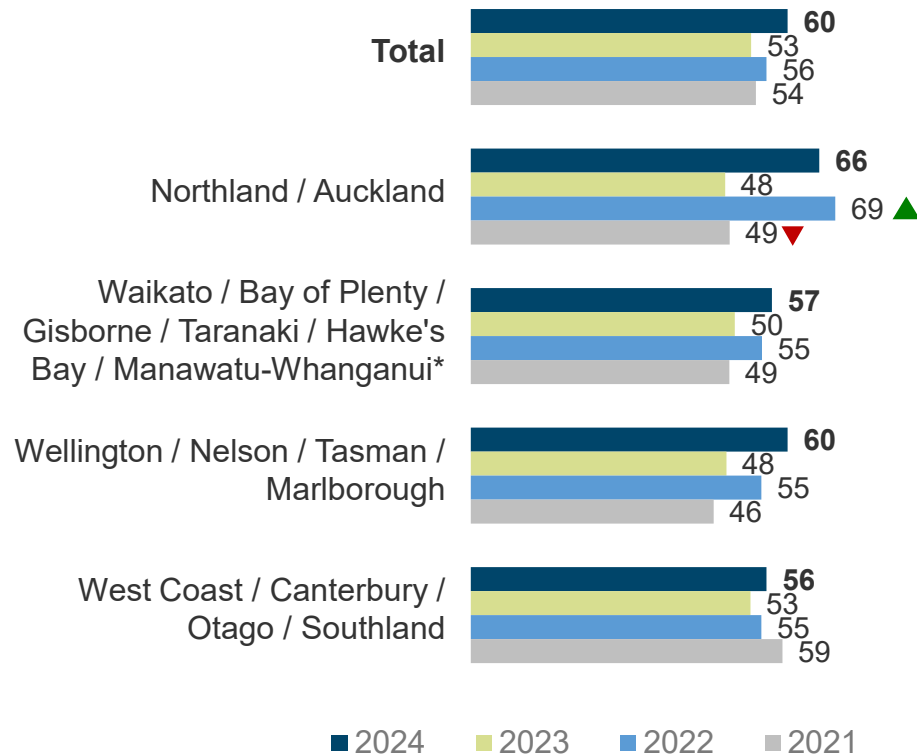
Regional Satisfaction



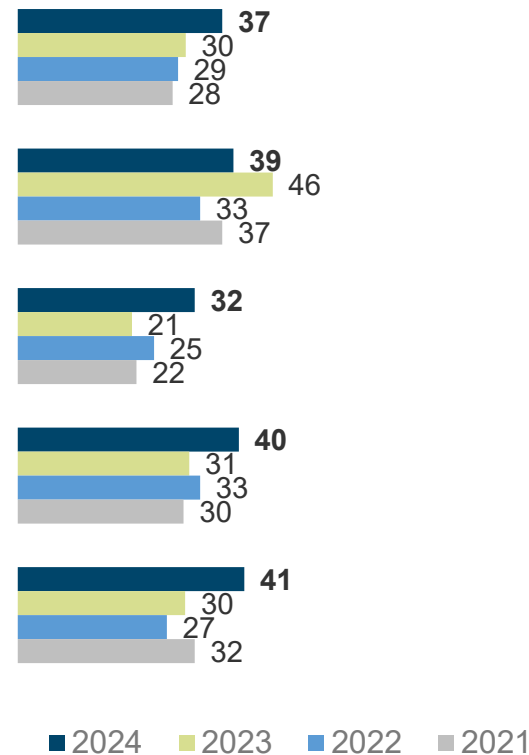
Regional comparison

This slide compares stakeholders' overall satisfaction with their relationship with NZTA and advocacy scores for the regions in 2021 to 2024. These are the regions in which each stakeholder does most of the land transport system work they are involved with. Satisfaction continues to fluctuate within Auckland and has increased to 66% this year. There is little variance in satisfaction between the other regions. The increase in advocacy this year has been within all regions except Northland / Auckland which has seen a small decline, albeit not significant.

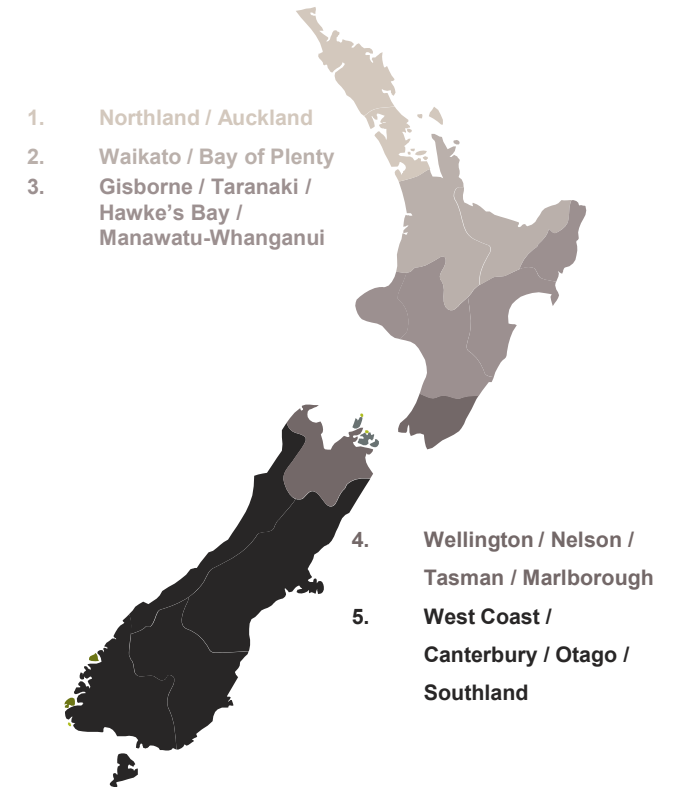
Overall satisfaction with NZTA
(% satisfied / very satisfied with their relationship with NZTA)



Advocacy
(% would speak highly of NZTA)



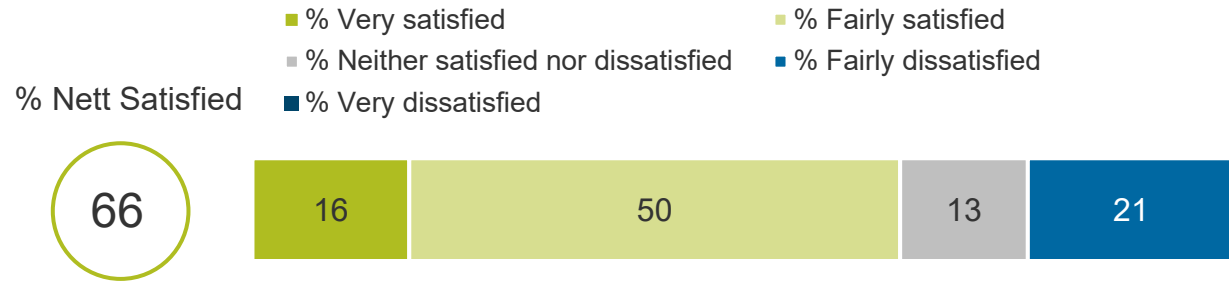
Regional groupings
(Note: Due to low sample sizes the two central North Island regions have been combined in this analysis)



Regional summary: Northland / Auckland

Satisfaction for the Auckland / Northland regions continues to fluctuate from 69% in 2022 to 48% in 2023 and back up to 66% in 2024. Current satisfaction is slightly higher than the national average of 60%, though not significantly. Despite the increase in satisfaction, those willing to advocate for NZTA has decreased slightly from 46% in 2023 to 39%, which is in line with the national average of 37%.

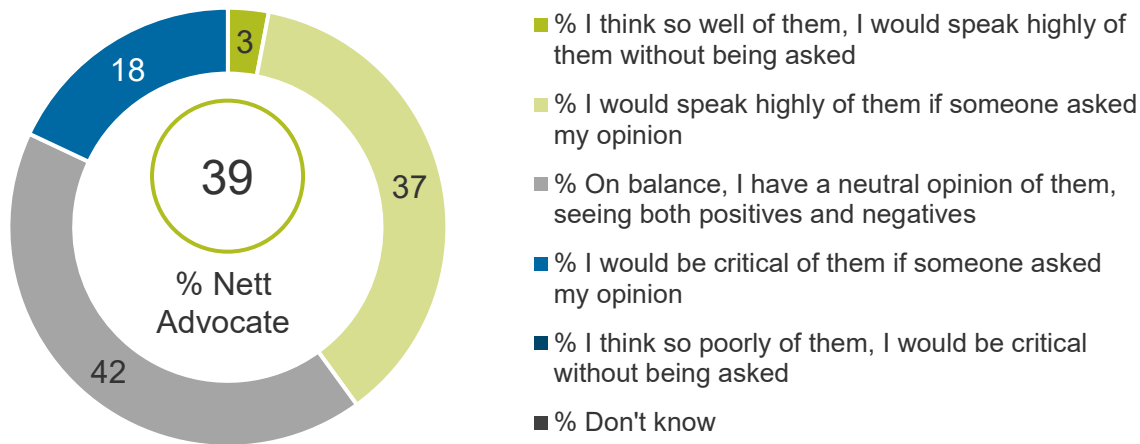
Overall satisfaction with the relationship



Statistically significant changes in agreement from 2023

Attribute	2023	2024
NZTA engages with you about emerging trends and opportunities in your area of work / region	81%	49% ▼
Staff are focused on solutions	85%	61% ▼

Advocacy for NZTA



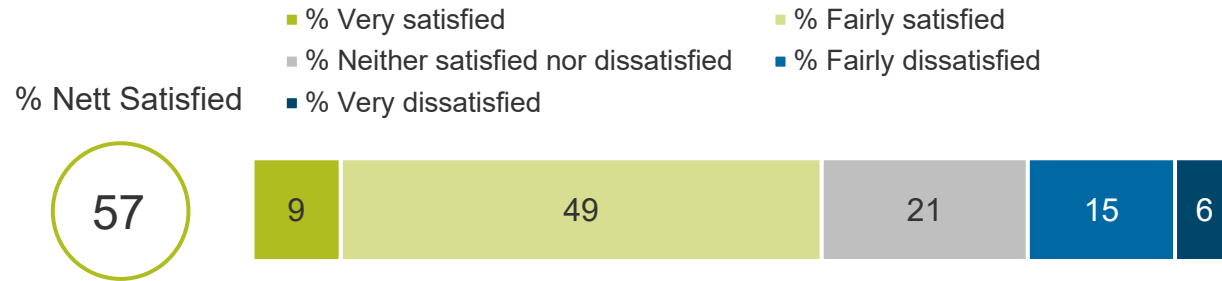
Organisational profile %



Combined regional summary: Waikato / Bay of Plenty / Gisborne / Taranaki / Hawke's Bay / Manawatu-Whanganui *

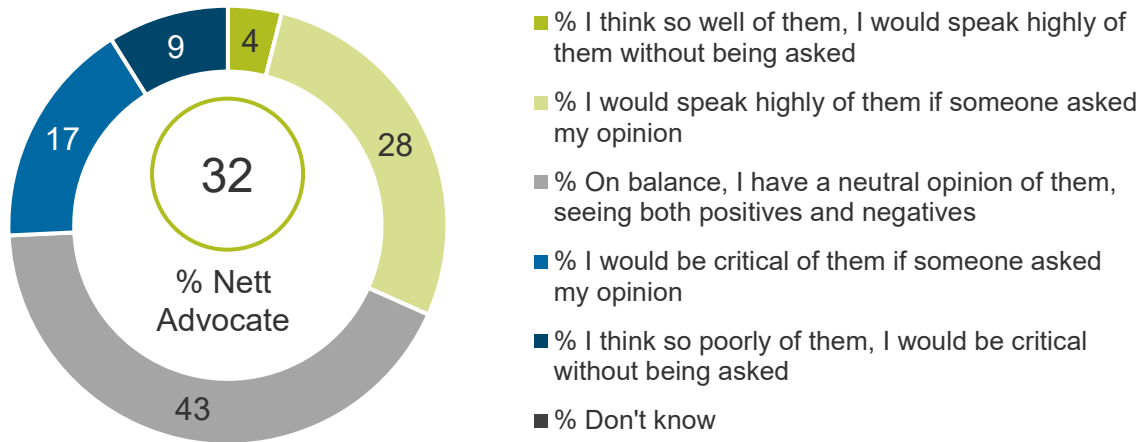
Satisfaction for the Waikato / Bay of Plenty / Gisborne / Taranaki / Hawke's Bay / Manawatu-Whanganui regions has increased slightly to 57% and is in line with the national average of 60%. Advocacy has also increased from 21% in 2023 to 32% which compares to the national average of 37%. Note that the increases are not statistically significant due to the base size.

Overall satisfaction with the relationship

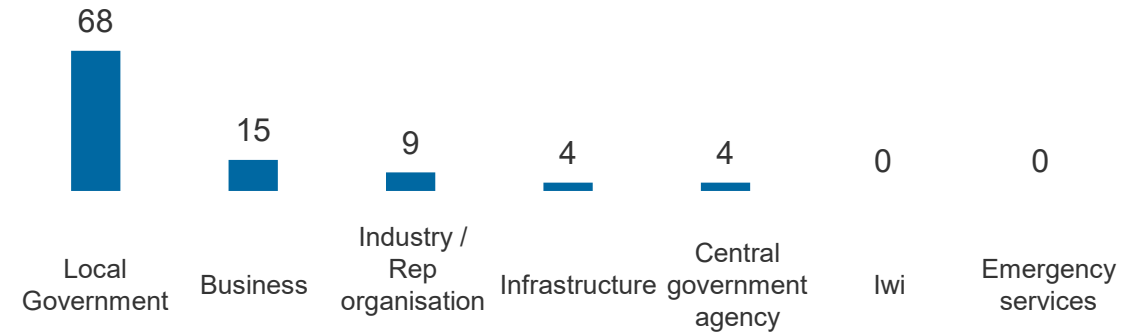


There are no statistically significant changes in agreement from 2023 to 2024

Advocacy for NZTA



Organisational profile %

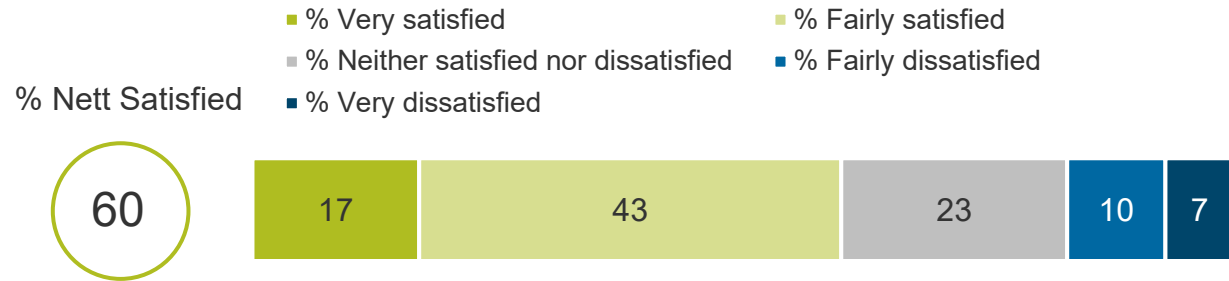


Base: Partners and stakeholders involved in work in Waikato / Bay of Plenty / Gisborne / Taranaki / Hawke's Bay / Manawatu-Whanganui (2024 n=47, 2023 n=30)
 Note: * Waikato / Bay of Plenty and Gisborne / Taranaki / Hawke's Bay / Manawatu-Whanganui have been combined in 2024 due to low sample size for the separate groups

Regional summary: Wellington / Nelson / Tasman / Marlborough

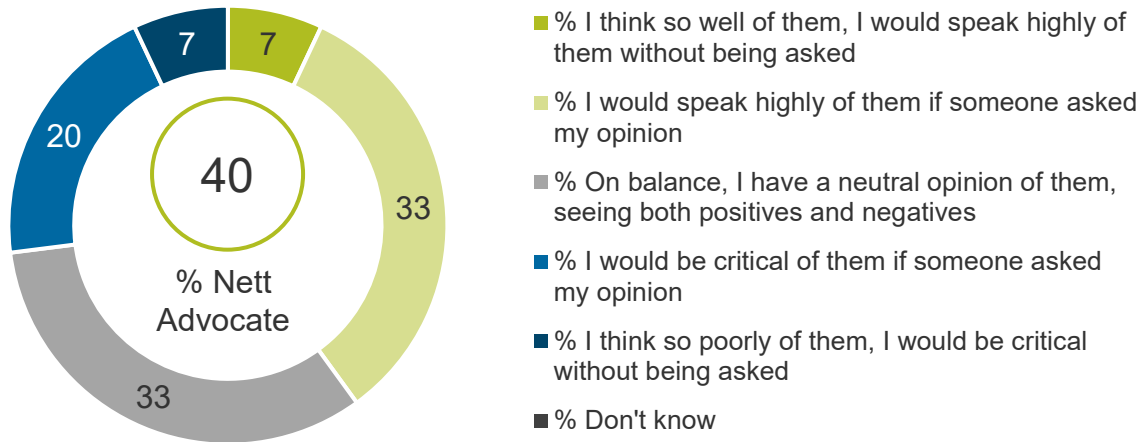
After decreasing to 48% in 2023, satisfaction for the Wellington / Nelson / Tasman / Marlborough regions has increased to 60%. Advocacy has also increased from 31% in 2023 to 40%. Both satisfaction and advocacy are in line with the national average. Note that neither increase is statistically significant due to the base size.

Overall satisfaction with the relationship

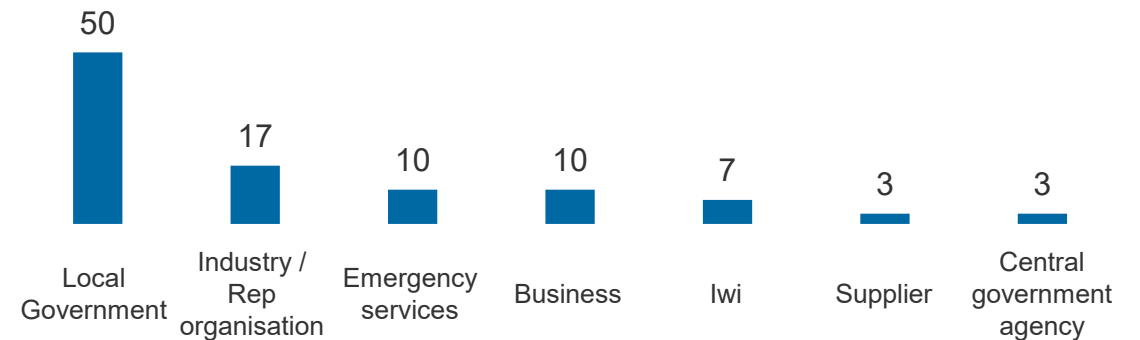


There are no statistically significant changes in agreement from 2023 to 2024

Advocacy for NZTA



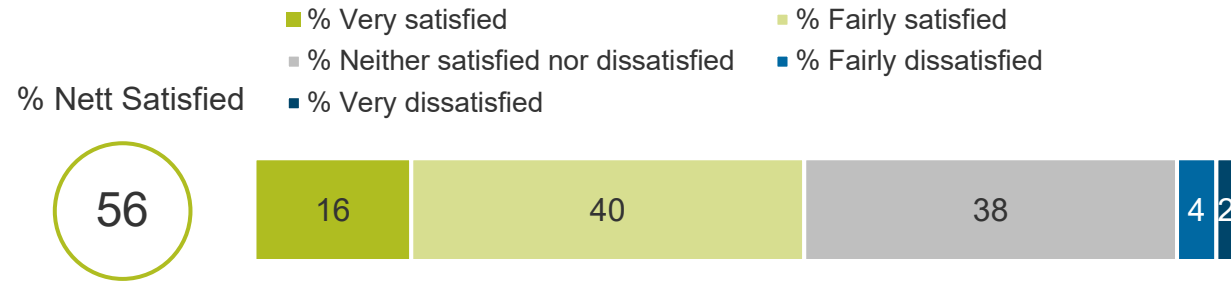
Organisational profile %



Regional summary: West Coast / Canterbury / Otago / Southland

Satisfaction for the West Coast / Canterbury / Otago / Southland regions is stable at 56%. Advocacy has increased from 30% in 2023 to 41%, though not a statistically significant increase due to the base size. Both satisfaction and advocacy are in line with the national average.

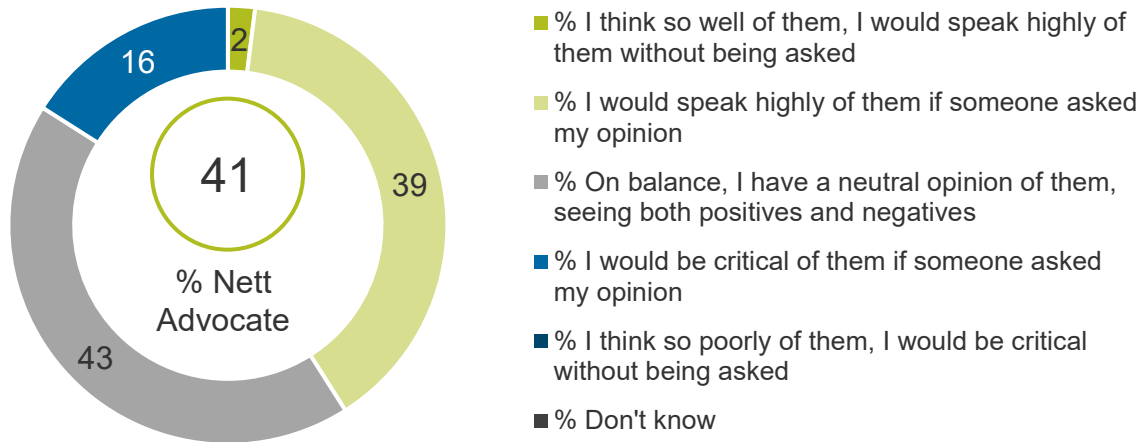
Overall satisfaction with the relationship



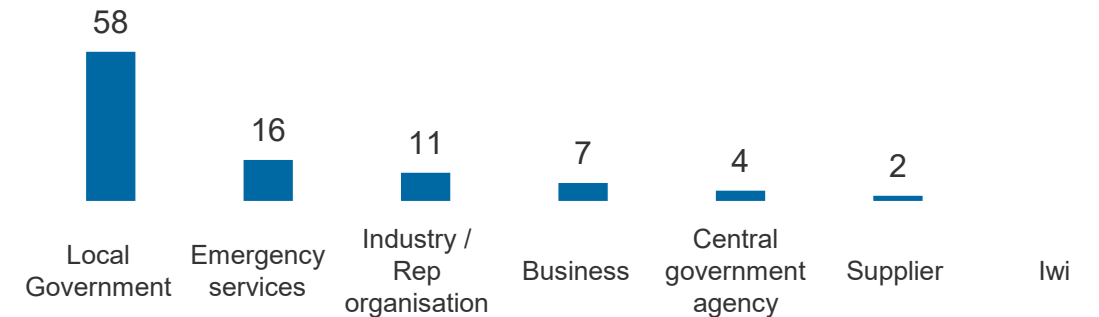
Statistically significant changes in agreement from 2023

Attribute	2023	2024
Staff are focused on solutions	38%	66% ▲

Advocacy for NZTA



Organisational profile %



05

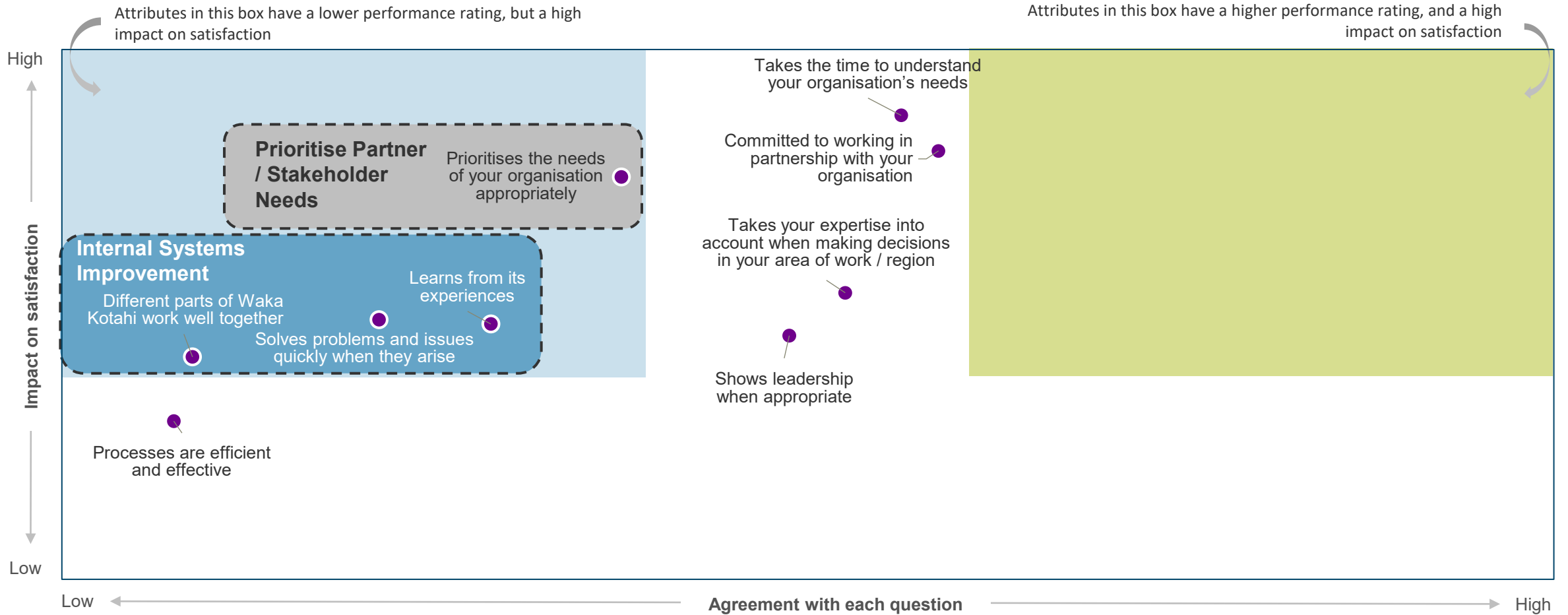
Working with NZTA

The key focus area for improvement



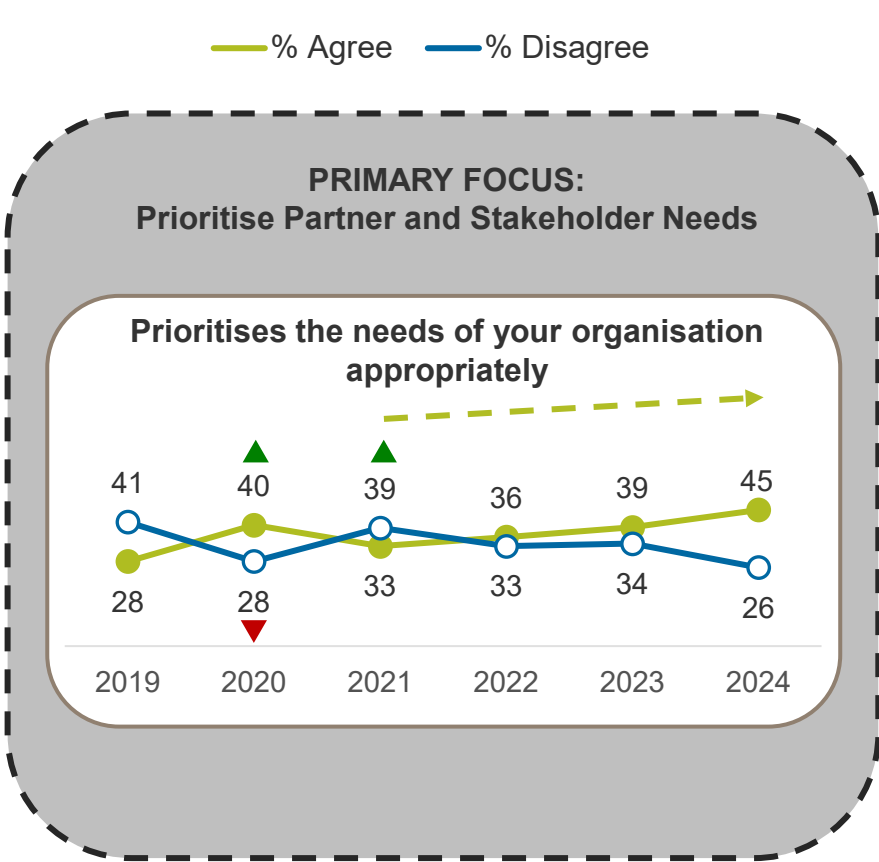
Drivers of satisfaction: Working relationship

Attributes related to working with NZTA are the key area for improvement in 2024. This includes prioritising stakeholder needs as well as learning from experiences, solving problems and issues swiftly and ensuring NZTA is joined up. Although a key area for improvement in 2022, having efficient and effective processes remains out of the key focus area this year due to being of lower impact this year on overall satisfaction.



Working with NZTA: The key focus areas for improvement

There has been steady, and significant, improvement for the primary focus of prioritising partner and stakeholder needs over the past four years from 33% in 2021 to 45% in 2024. With disagreement also steadily decreasing, almost twice as many partners and stakeholders now agree (45%) than disagree (26%) that NZTA prioritises the needs of their organisation appropriately.



The Regional Director is responsive and prioritizes meetings with me.

There are some great people in NZTA. Your experience tends to depend on who you're working with. Staff advocate well to prioritise a limited financial pot to the right RCA.

The staff we are connected with are wonderful and helpful. The priorities that are included in core policy are usually things we agree with.

The NZTA comms and Project manager frequently update me and the affected community on progress of a project advising potential disruption and effects on the community. This is very well received by the community.

Knowledgeable, approachable, advocates for our regional priorities

I have a great respect for the NZTA Journey Managers who go out of their way to help in any way they can to their delegated authority.

Government decision making doesn't allow for localized decision-making. Road focus means there is no real way they can help in terms of creating and prioritizing the alternative modes our communities want and need.

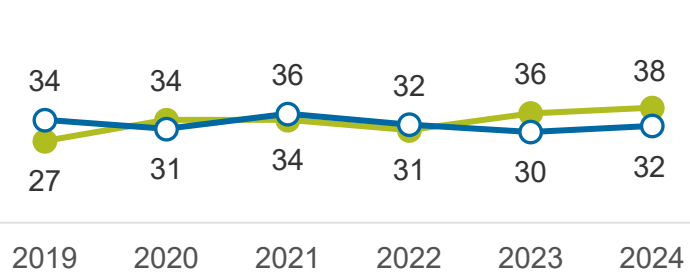
Sometimes NZTA can be single-viewed and not open to other organizations' constraints, strategies or priorities.

Working with NZTA: The key focus areas for improvement (cntd.)

Although agreement remains stable and low, disagreement has been steadily decreasing over the past four years for NZTA solving problems and issues quickly when they arise.

— % Agree — % Disagree

Learns from its experiences

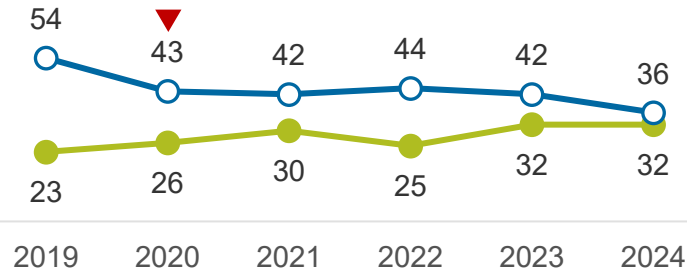


We see evidence of improvement in relationship management and communication.

There has been a significant improvement in NZTA staff in the local area showing a better understanding our local needs and 'business'.

SECONDARY FOCUS: Internal Systems Improvements

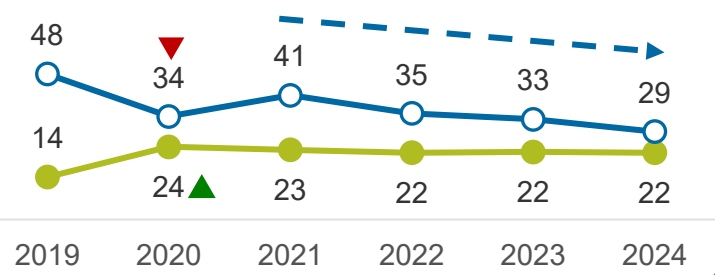
Solves problems and issues quickly when they arise



Relationship manager is always very responsive when there are issues that need discussing

When issues are escalated, there are some capable senior people who understand the need for partnership and have the ability to find solutions for both parties.

Different parts of NZTA work well together

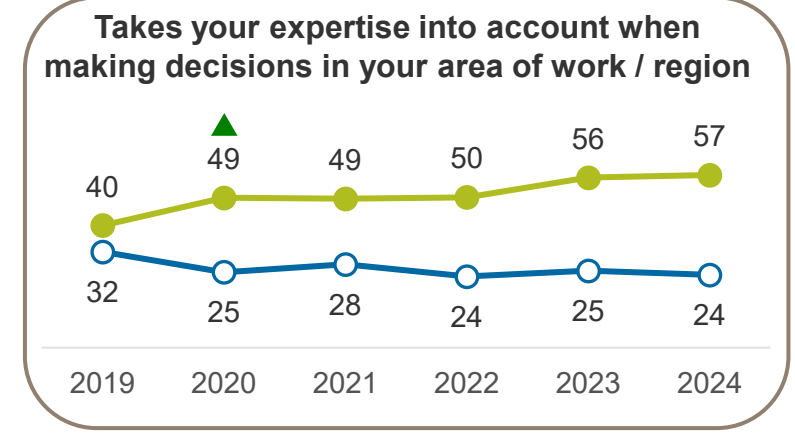
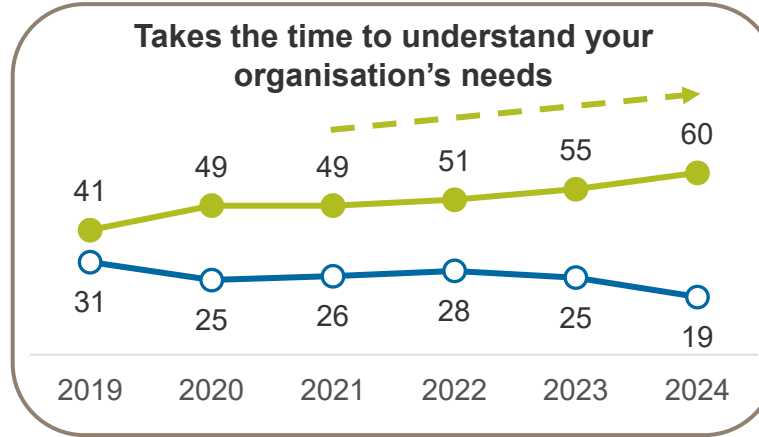
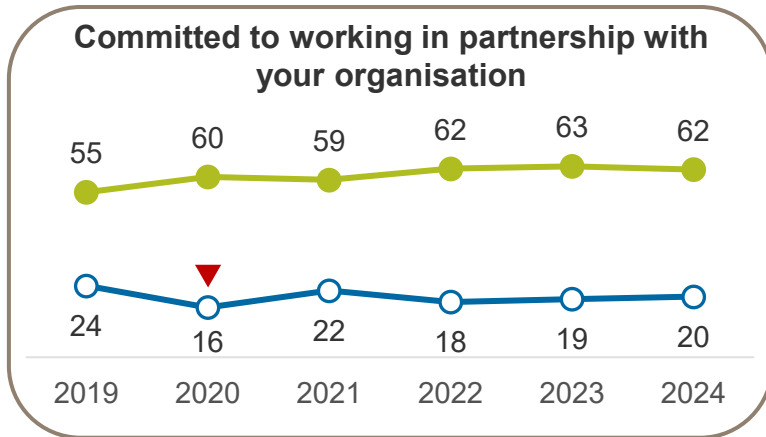


Open and honest communication, collaborative approach to working with partner organizations, commitment to outcomes

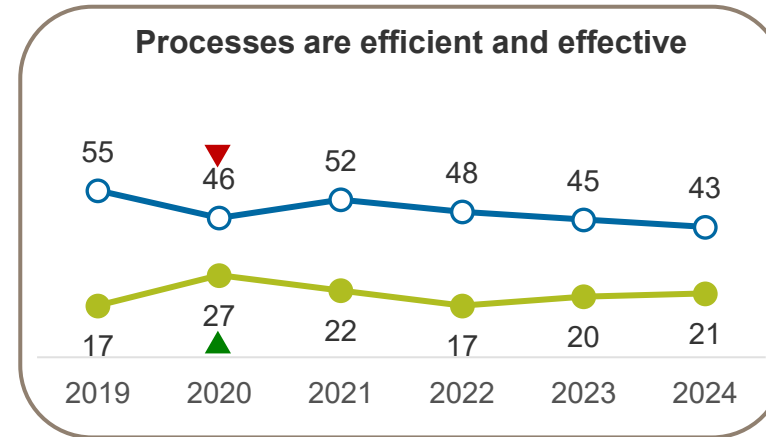
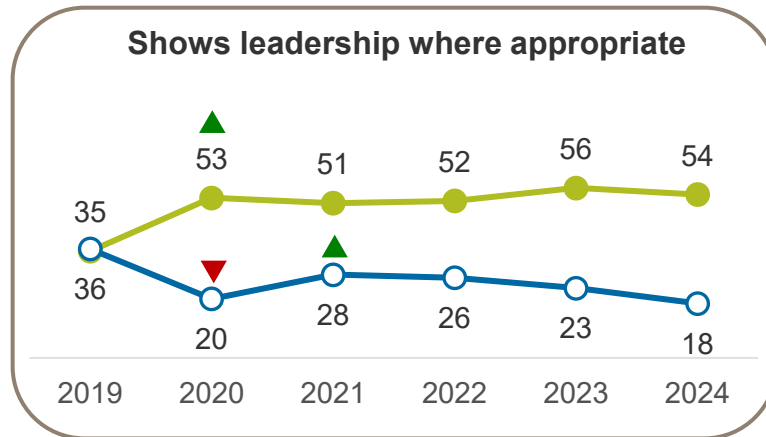
Waka Kotahi representatives at all levels have shown a commitment to problem solving, meaningful collaboration and partnership at every stage.

Working with NZTA

There has also been steady, and significant, improvement over the past four years among partners and stakeholders that NZTA takes time to understand their organisation's needs from 49% in 2021 to 60% in 2024. Furthermore, the gap between agreement and disagreement has widened from 30% in 2023 to 41%. Disagreement also continues to slowly decline year on year that NZTA showing leadership where appropriate, while agreement remains stable this year.



— % Agree
— % Disagree



Stakeholder issues on working with NZTA

Below are some comments from partners and stakeholders illustrating the key issues they perceive regarding working with NZTA.

“

It just seems like an overcomplicated, oversized organisation that has multiple touch points at manager level, and you don't know who in the hierarchy is the lead or go to.

It can be (in some cases) hard to find the right person to talk to, particularly around more technically difficult investment areas.

Bureaucracy, complexity and policy shifts combine to reduce productivity and constrain transparency.

The Wellington-based national office seems completely out of touch and detached from the reality of the unilateral decisions they make, and often bamboozle even their own regional staff who they frequently don't engage with.

In certain instances, not all of NZTA seem to be on the same page about particular projects / issues, which adds difficulties for our relationship with NZTA on a whole for these projects / issues. Sometimes it's hard to know who to talk to at NZTA about particular issues.

Procurement is separate from Infrastructure delivery which is not good because they both have to work together to get the right outcome and not work in separate silos. There is currently a lot of people in middle management that are not adding value and are creating a bureaucratic organisation that is slowing decision making down and they are just getting in the way. There are 850 people in Transport Services whereas 8 years ago there were less than 300. NZTA used to be a lean organisation that could make good quick decisions whereas now it has turned into a bureaucracy .

Process driven, slow to make decisions, tend to seek more information or prevaricate rather than saying "no", not given sufficient autonomy to find solutions (which may avoid all partners a lot of pain and expense).

A huge variation in response from different parts or regions of NZTA compared to others - inconsistency of the valuing of input from road users.

There appears to be significant misalignment between areas of the organisation. Strategy and information appear to not be communicated consistently and there is open in-fighting within the organisation which manifests down to middle management decision making. Constant elevation to senior management / executive level is required to overcome internal misalignment and lack of decision making.

”

Working with NZTA: Positive sub-group differences

A number of partner and stakeholder groups are more positive than average about working with NZTA. These include those who interact with NZTA about Safety & Regulation and those with a point of contact.

	Prioritises the needs of your organisation appropriately	Learns from its experiences	Solves problems and issues quickly when they arise	Different parts of NZTA work well together
% Total Agree:	45 ★	38 ★	32 ★	22 ★
Groups <u>more</u> likely than average to agree				
	Those who interact with NZTA about Safety & Regulation (55%) Those who interact at a Senior level (51%) Those who have a point of contact (50%)	Those who interact with NZTA about Safety & Regulation (49%)	Those who interact with NZTA about Safety & Regulation (41%)	Those who interact with NZTA about Safety & Regulation (31%)
	Committed to working in partnership with your organisation	Takes the time to understand your organisations needs	Takes your expertise into account when making decisions	Shows leadership where appropriate
% Total Agree:	62	60	57	54
Groups <u>more</u> likely than average to agree				
	Those who interact at a Middle level (76%) Those who interact at least weekly (74%) Those who have a point of contact (66%)	Those who have a point of contact (64%)	Those who interact at least weekly (76%) Those who interact at a Middle level (70%) Those involved in work with the Rest of the South Island (71%) Those who have a point of contact (61%)	Those who have a point of contact (58%)

Working with NZTA: Negative sub-group differences

Partners and stakeholders who interact with NZTA about System Design rate working with Waka Kotahi more negatively than average on a range of attributes.

	NZTA learns from its experiences	Different parts of NZTA work well together	NZTA processes are efficient and effective	Committed to working in partnership with your organisation
% Total Disagree:	32 ★	29 ★	43	20
Groups <u>more</u> likely than average to disagree				
	Those who interact with NZTA about System Design (57%) Those whose main contact is about Planning & Funding (45%) Those who have submitted a business case (43%)	Those who interact at least weekly (42%) Those who have submitted a business case (41%) Those with Māori affiliation (41%)	Those who interact with NZTA about System Design (68%)	Those who interact with NZTA about System Design (35%) Those who have submitted a business case (30%)
	Takes the time to understand your organisation's needs	Takes your expertise into account when making decisions	Shows leadership where appropriate	Processes are efficient and effective
% Total Disagree:	19	24	18	43
Groups <u>more</u> likely than average to disagree				
	Those who interact with NZTA about System Design (35%) Those whose main contact is about Transport System & Modes (32%)	Those who interact with NZTA about System Design (38%)	Those who interact with NZTA about System Design (32%)	Those who interact with NZTA about System Design (68%)

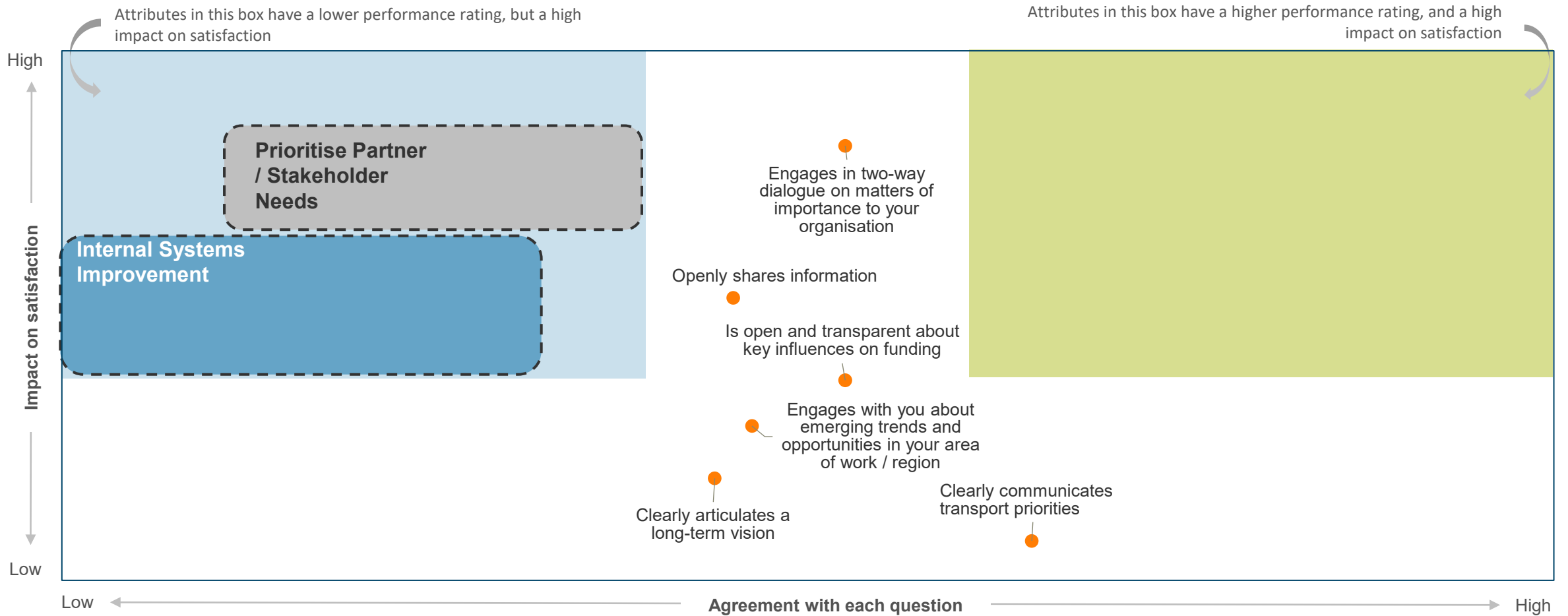
06

How NZTA communicates and engages



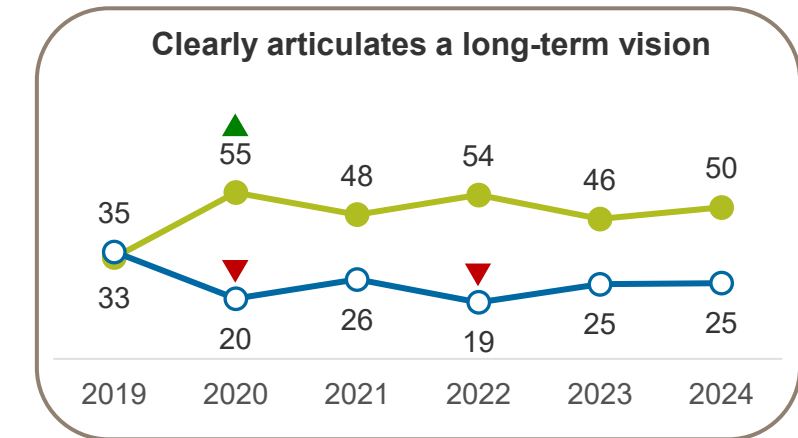
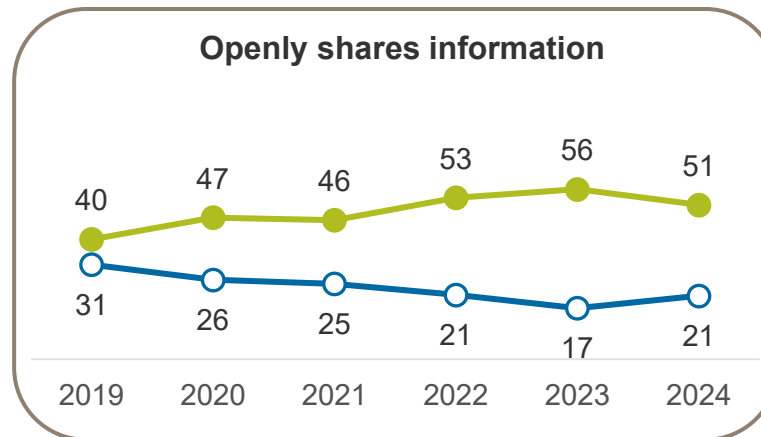
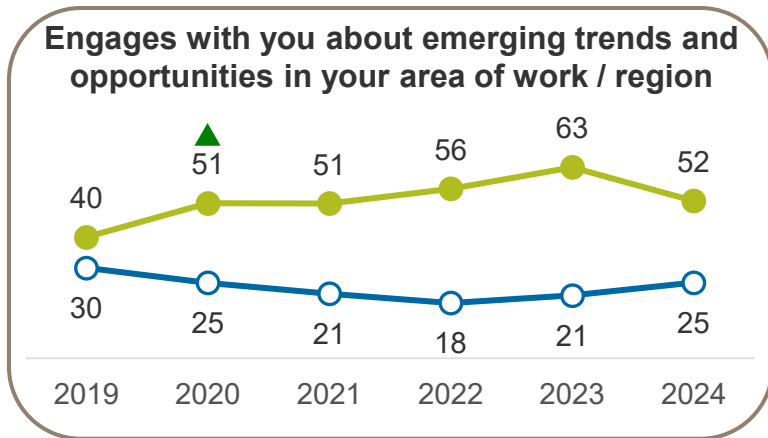
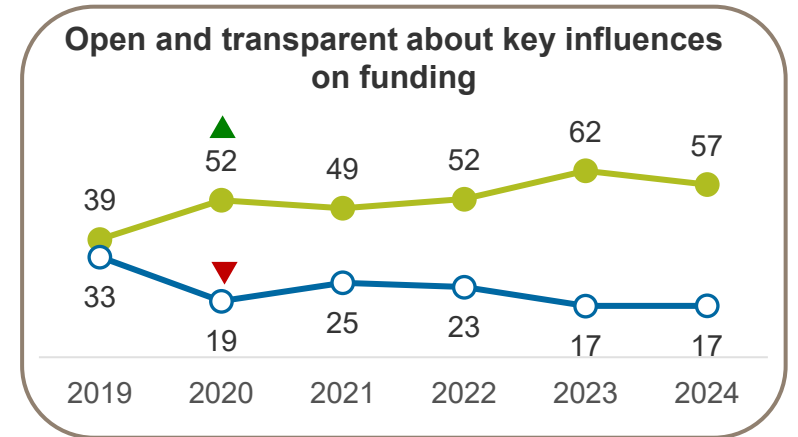
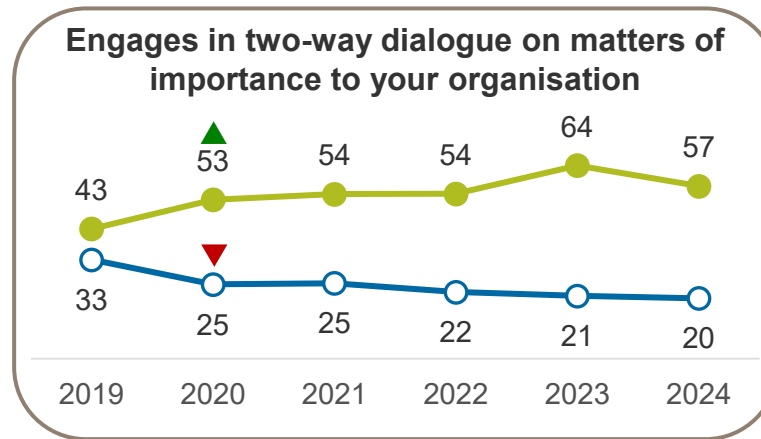
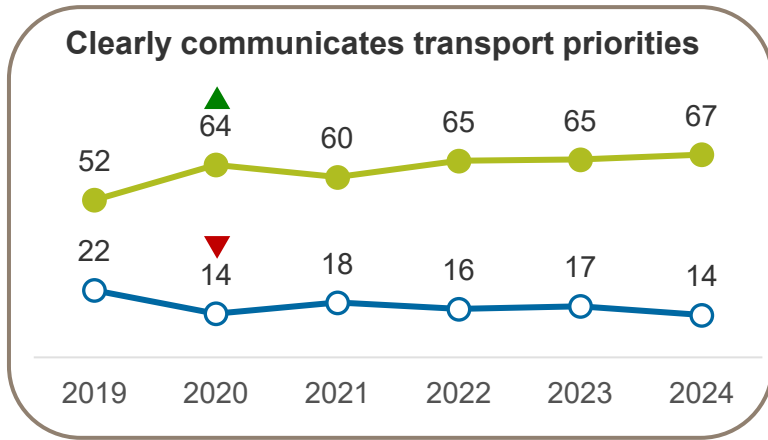
Drivers of satisfaction: Communication

As previously noted the communication attributes typically sit within a more neutral zone in terms of perceived performance. Engaging in two-way dialogue remains of highest impact within communication. It was on the edge of the 'maintain and celebrate' zone in 2023 but has slipped out of it this year due to a decrease in performance. However, with its high impact on satisfaction there continues to be a rationale to focus on this issue.



How NZTA communicates and engages

In 2024, there were a number of small changes in agreement towards NZTA's communications and engagement, though none were significant. Of these changes, the largest is a decrease of 9 p.p. in agreement that NZTA engages with stakeholders about emerging trends and opportunities in their area of work / region. Despite a decrease of 5 p.p., agreement that NZTA is open and transparent about key influences on funding remains improved on 2021 during the previous NLTP funding.



— % Agree — % Disagree

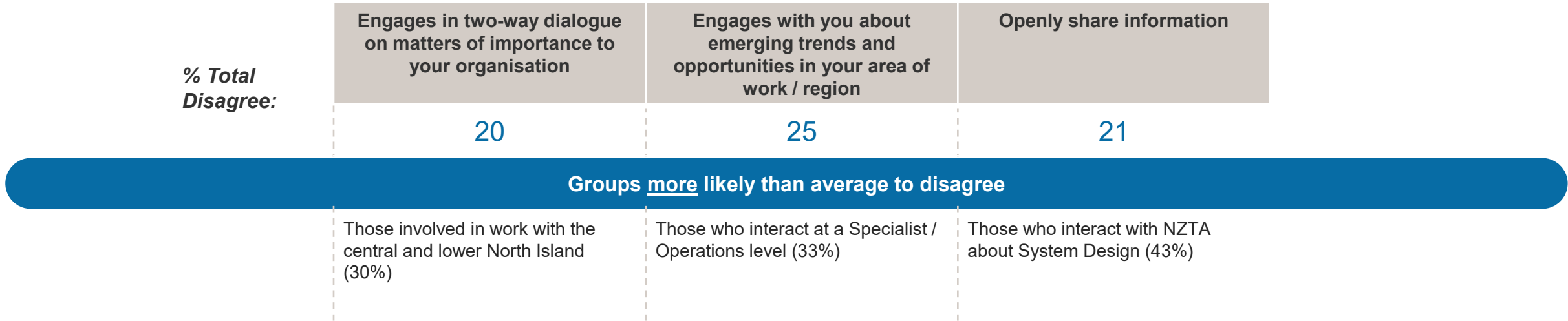
How NZTA communicates and engages: Positive sub-group differences

There are several groups of partners and stakeholders who are more likely than average to hold positive views about the way in which NZTA communicates. These include those who interact at a Senior level and those who have a point of contact.

	Clearly communicates transport priorities	Engages in two-way dialogue on matters of importance to your organisation	Open and transparent about key influences on funding	Engages with you about emerging trends and opportunities in your area of work / region	Openly shares information	Clearly articulates a long term vision
% Total Agree:	67	57	57	52	51	50
Groups <u>more</u> likely than average to agree						
	Those who interact with NZTA about Safety & Regulation (76%) Local government (73%) Have a point of contact (71%)	Those who interact at least 2 to 4 weekly (67%) Those who have a point of contact (63%)	Those who interact at a Senior level (66%) Senior level partners / stakeholders (63%)	Those who interact with NZTA about Safety & Regulation (64%) Those who interact at least 2 to 4 weekly (61%) Those who interact at a Senior level (59%)	Those who interact at a Senior level (59%) Those who have a point of contact (56%)	Those who have a point of contact (53%)

How NZTA communicates and engages: Negative sub-group differences

There is little difference between partner and stakeholder groups who are more likely than average to hold negative views about the way in which NZTA communicates.



Stakeholder issues with communication

Some partners and stakeholders do raise issues in their feedback about communication including the sharing of information and the consultation process.

“

Don't listen to the community - feel as though the decisions are already made up (tick the box process)

In consultation it often feels token as though the decisions have already been made.

There is little to no feedback on the outcomes of our meetings, or our feedback appears to make little difference to the decisions being made, with little follow-up over time on why decisions, once implemented go against our feedback.

Too much (particularly funding and policy) information is delivered at a Chief Executive or Mayoral level rather than to the Infrastructure and Roding Management level. This is a deterioration in the levels of interaction that existed when Transfund and Transit New Zealand had Regional Managers who interacted with the other RCAs in their area, and often results in information not reaching the correct people in a timely manner.

They don't tend to reach out enough on some issues of particular concern to our board, e.g. cycling.

The Capital Pipeline could have better visibility and having that up to date on an online portal would be beneficial. We do not see safety KPI's of NZTA staff which we understand is being done so we can compare with our own targets. That way we can focus on improving safety as an industry together.

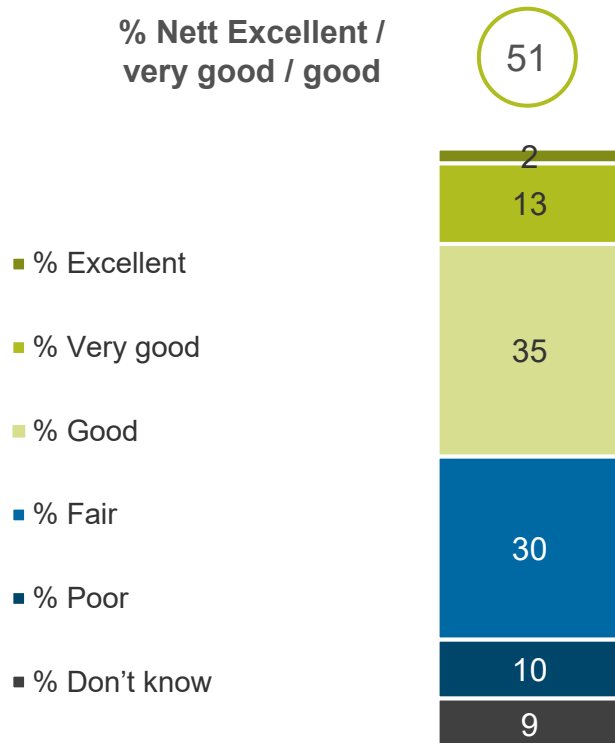
Priorities of NZTA need to be clearer across transport modes, as do goals. There has been a recent tendency trying to satisfy too many, sometimes competing, outcomes. Under the new GPS that is improving.

”

NLTP: Interactions around the changed timelines

Stakeholders were asked if they have been involved in any current application for NLTP (National Land Transport Programme) 2024–27 funding and if so, how they rated the interactions from NZTA around the changed timelines. One in two partners and stakeholders were involved in applications for NLTP 2024-27 funding. Among these partners and stakeholders, half have viewed the interactions positively (rating as good to excellent) and only one in ten have considered them to be poor.

Rating of the interactions from NZTA around the changed timelines for NLTP 2024



The relationship with NZTA feels very one sided - especially when you consider funding is often close to 50/50. NLTP timelines are out of synch and very unhelpful to the Local Govt LTP process. It is very difficult to access the CE when a critical issue arises. That said most local NZTA staff do their best and help as much as they can locally, but are very disconnected from the head office.

Timing of LTP funding assistance is frustrating, as funding will only be confirmed after TA's LTP is adopted.

The last year has been challenging for the transport sector due to changes in national focus and uncertainties around the draft GPS (released for consultation in March 2024) which have created issues with timing for applications to the NLTP for funding. This has been difficult for both Road Controlling Authorities (RCA's) and for Waka Kotahi.

Our IA is trying to cover too large of an area, so getting contact time in crucial moments for NLTP submission works if difficult.

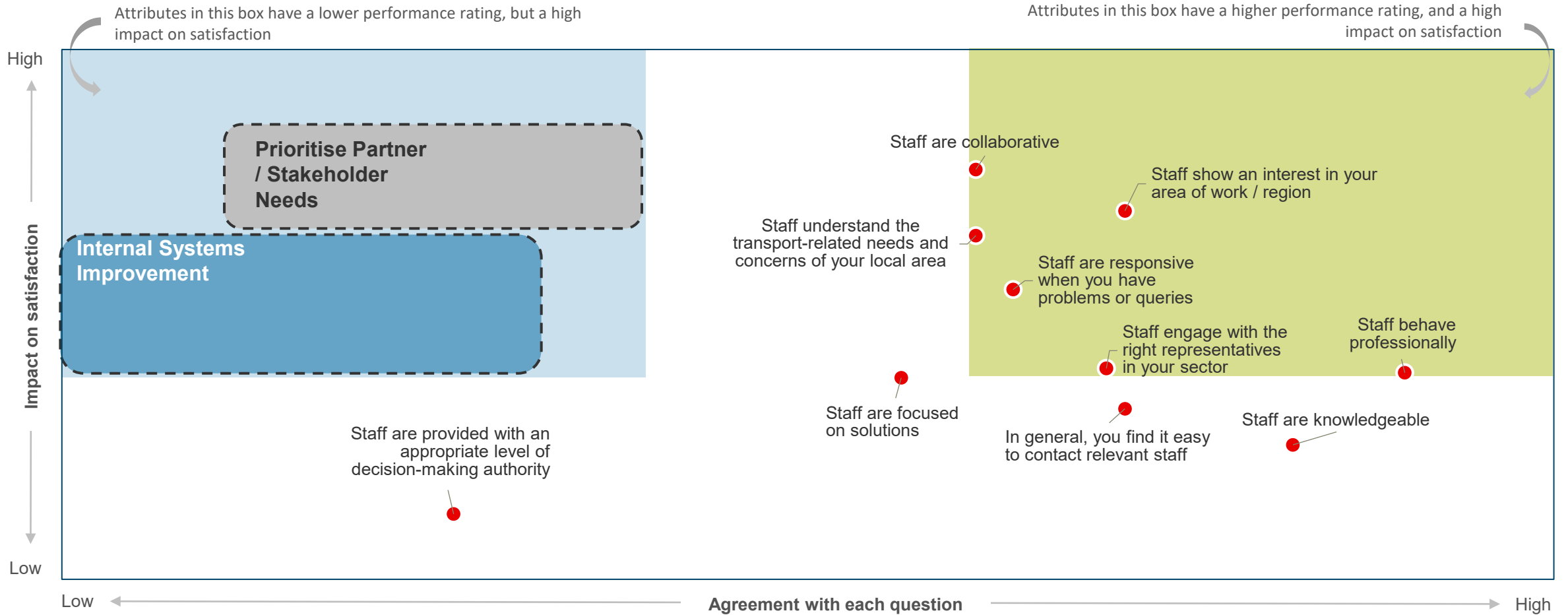
07

Perceptions of NZTA staff



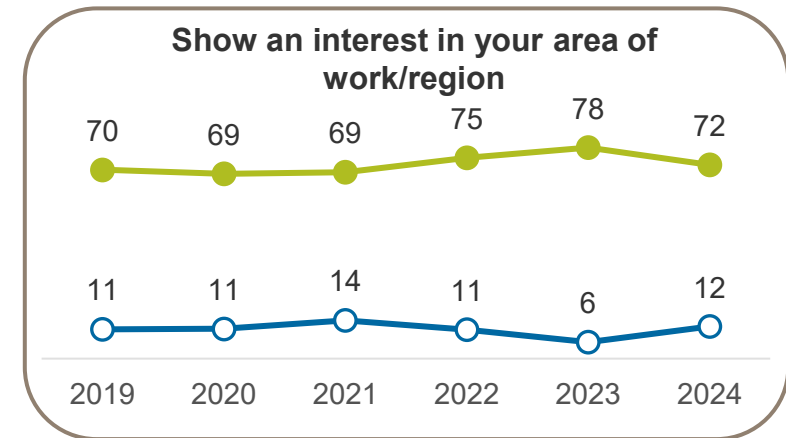
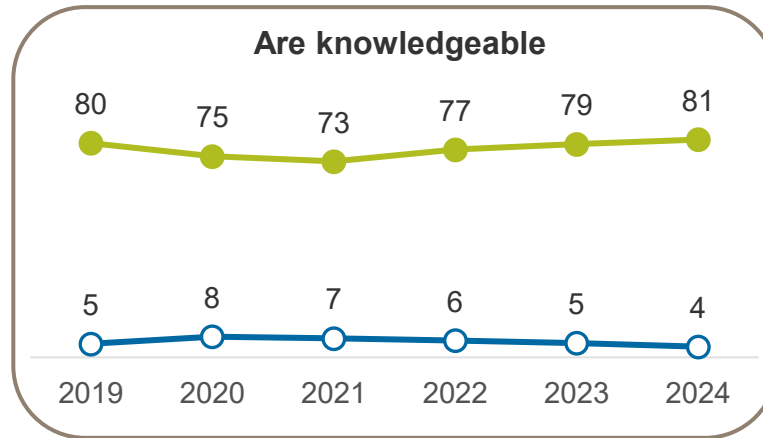
Drivers of satisfaction: Working relationship

As with previous years, the key drivers analysis highlights staff performance as an area of strength. Most aspects satisfaction with staff interactions are areas to maintain or celebrate. Staff being provided with an appropriate level of decision-making authority has decreased in impact this year and moved out of the 'low performance-high impact' box which indicates priorities for investment. Although not a top priority this year, this attribute was indicated as a priority for investment in both 2023 and 2019 and, with low performance, this attribute remains of at least some importance.

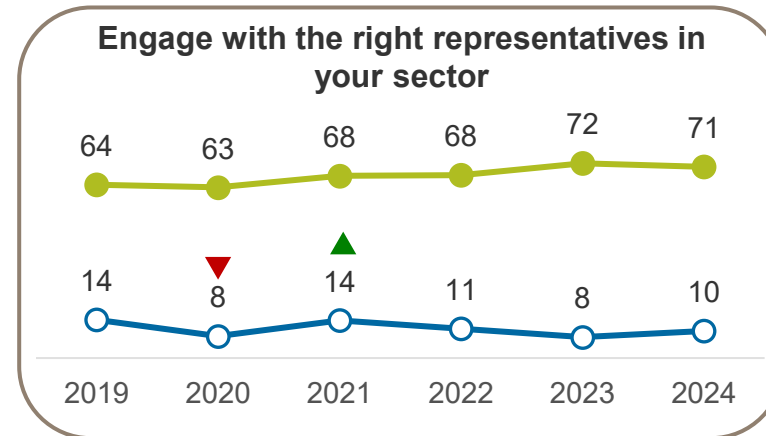
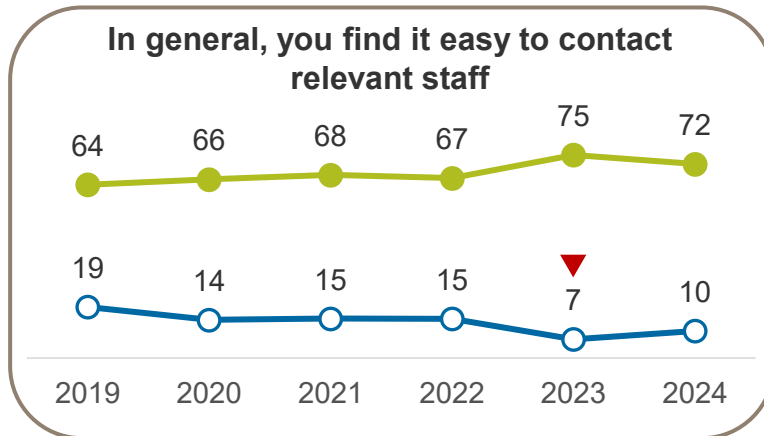


Perceptions of NZTA staff

Staff continue to have the highest performance of all the areas rated. They are consistently viewed as professional and knowledgeable, and views remain improved for ease of contacting relevant staff following an increase last year. Although there has been a moderate decrease since last year, albeit not significant, the majority of partners and stakeholders also agree that staff show an interest in their area of work or region.

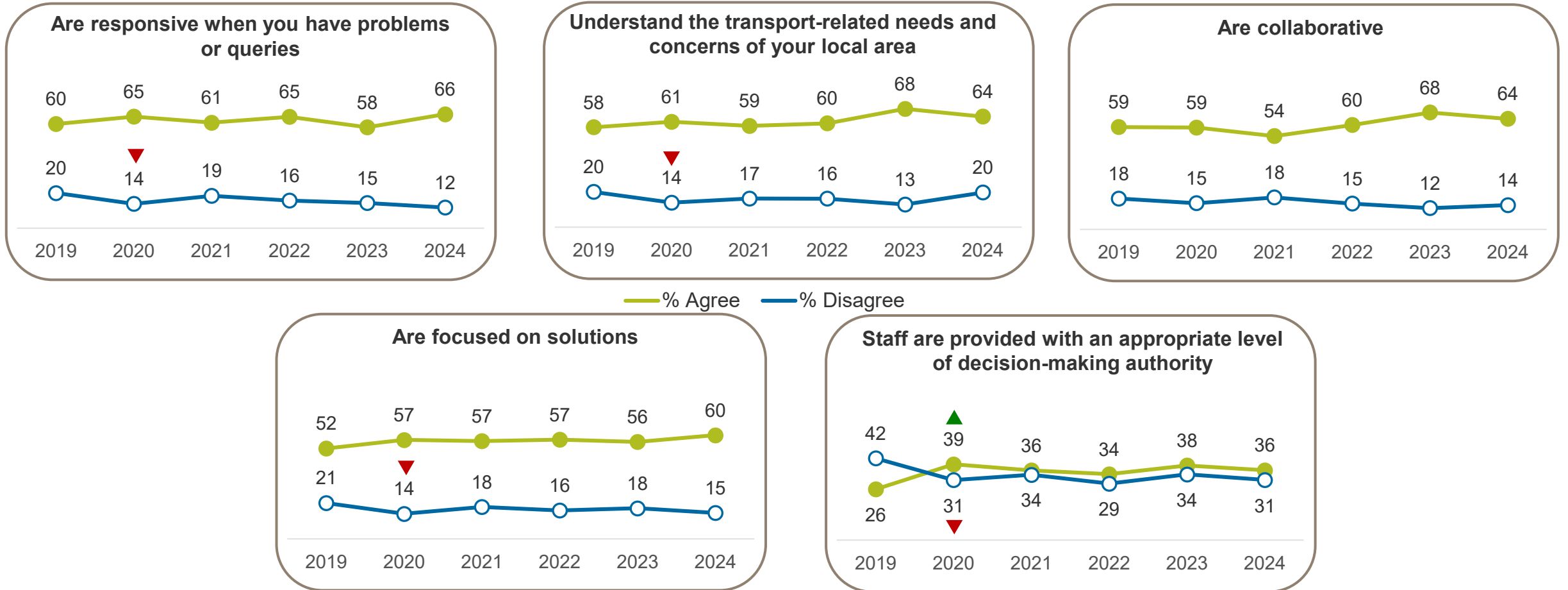


— % Agree — % Disagree



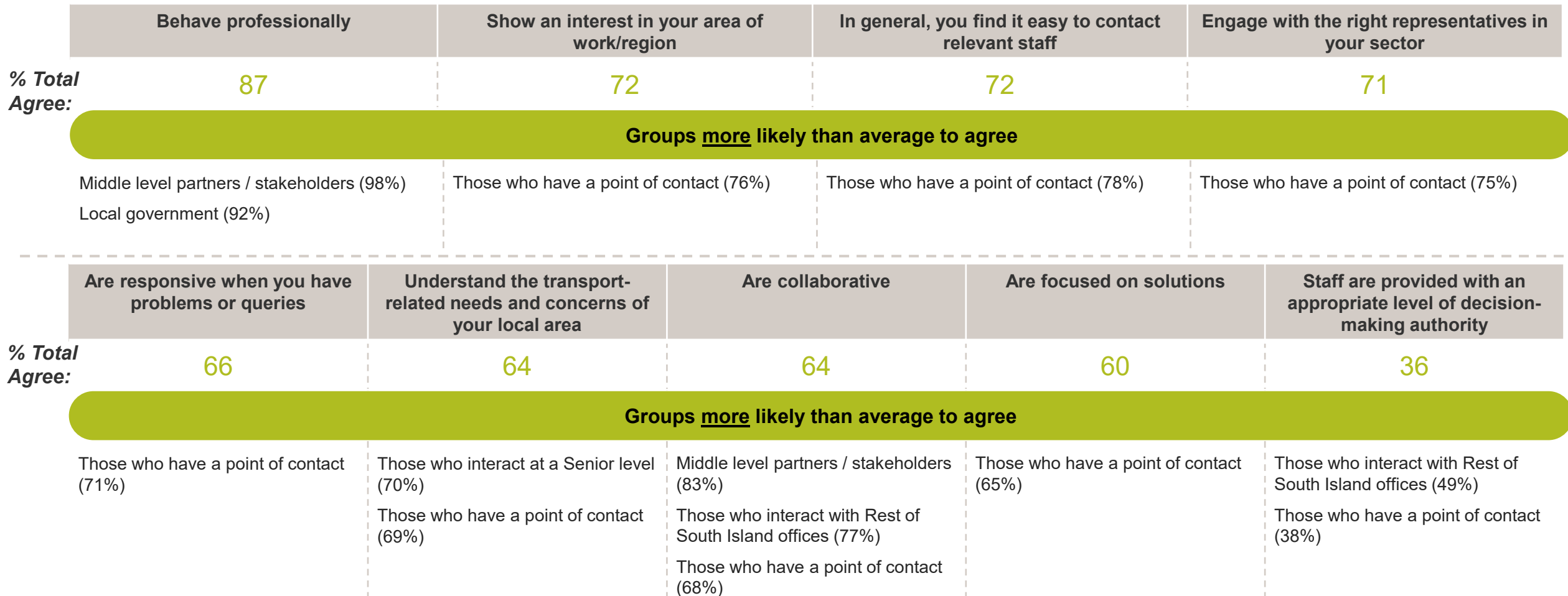
Perceptions of NZTA staff (Cont.)

While not statistically significant, agreement has increased that NZTA staff are responsive to problems and queries following a decrease last year. Staff remain well rated among partners and stakeholders for understanding the transport-related needs of their area, being collaborative, and being focused on solutions. Views however remain polarised among partners and stakeholders that staff are provided with an appropriate level of decision-making authority.



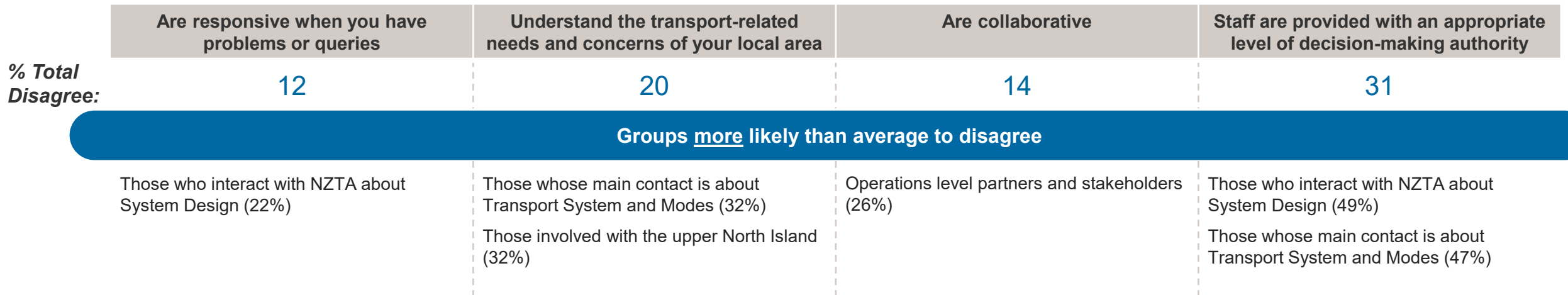
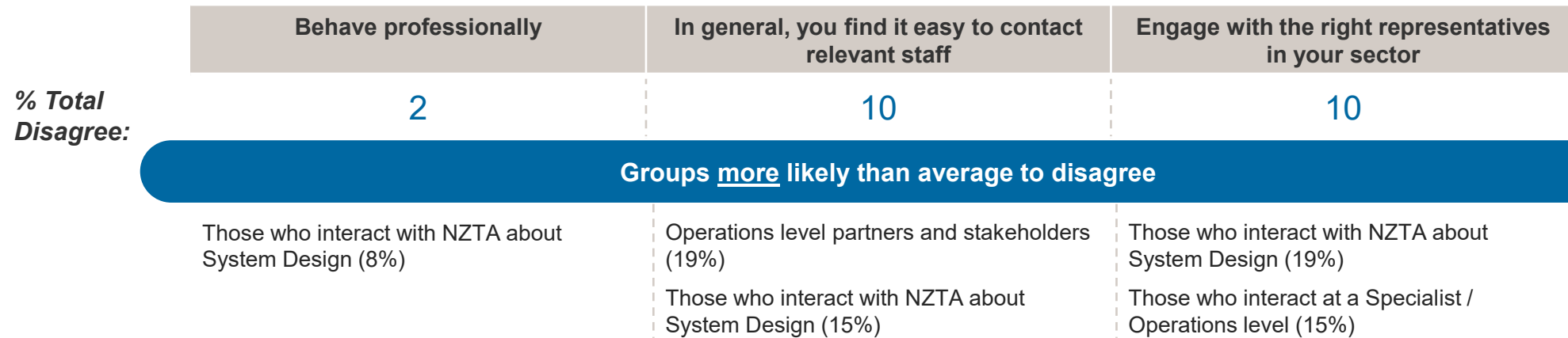
Perceptions of NZTA staff: Positive sub-group differences

Staff are generally perceived higher than average among partners and stakeholders who have a point of contact. Middle level partners and stakeholders are also more likely than average to agree staff behave professionally and are collaborative. Partners and stakeholders who interact with the rest of South Island offices are more likely than average to view staff as collaborative and provided with an appropriate level of decision-making authority.



Perceptions of NZTA staff: Negative sub-group differences

Partners and stakeholders who interact with NZTA about System Design or whose main contact is about Transport System and Modes are more likely than average to be negative towards aspects of staff.



Stakeholder positive comments about NZTA staff

“

The people are generally well meaning and pleasant to deal with.

Generally the individual staff and functions whom my staff and I interact with are professional, committed and want to do a good job. They try to get us answers and are usually clear about the reasons for those answers.

I have an excellent relationship with NZTA and that is based around several individuals that always answer when I call and point me in the right direction every time. They are excellent to consult with and know their topics well.

Very professional and are genuinely interested in using our services and support.

Staff are highly professional and committed to getting good outcomes.

The NZTA staff we deal with are very professional

Staff at Waka Kotahi are knowledgeable and prepared to help wherever they can.

NZTA staff are great. Knowledgeable and professional.

There are some great people in NZTA. Your experience tends to depend on who you're working with. Staff advocate well to prioritise a limited financial pot to the right RCA.

Easy to get hold of and can have a good discussion with and can tell that I am being listened to.

Relationship manager is always very responsive when there are issues that need discussing.

All interactions with staff at all levels is professional and enjoyable. Issues are worked through, leaving an overall positive experience.

The investment advisors and the procurement group have been extremely easy to deal with and have been helpful every time we need it. They are very responsive, and we don't have to wait for long periods without an answer. The local team based in the Napier office have also been helpful and communicate well and understand our needs and respect our opinions and ideas

NZTA staff are generally accessible, happy to engage and share information. It has been difficult with the change in government to get some direction at times.

I have a great respect for the NZTA Journey Managers who go out of their way to help in any way they can to their delegated authority.

”

Stakeholder negative comments about NZTA staff



Some staff in communications can be negative and hard to work with, not compromising and have a lack of vision when it comes to communicating with council and the road users in weather events.

Some people are easier to communicate with than others. It's about being approachable.

The internal structure of NZTA is always seemingly changing and it is unsure what all the responsibilities and actual relationships are.

As personnel change positions there is often a lag in sharing the information of who to contact. There are some exceptions.

NZTA does take time to come back to us with answers - it appears there is insufficient delegation within the organisation delaying decisions. Also, there are many new and inexperienced staff within NZTA who quickly revert to 'sticking by the book and NZTA processes' and do not understand transportation and the challenges Road Controlling Authorities face on a daily basis. Particularly when we need to make prompt decisions and need prompt responses from NZTA.

The organisation appears frequently disjointed with responsibility for areas we want answers to often moving within the organisation and sometimes conflicting answers. At the level that I frequently work with, the staff do not appear particularly empowered to talk on behalf of the organisation and perhaps most frustratingly, it's not clear where the decision-making authority actually lies or those staff themselves are waiting for decisions. Some but not all senior and empowered staff can be difficult to access for decisions, whereas others are readily available and will get you a decision.

I don't get the sense that staff are empowered to investigate solutions for needs beyond the short term. I'd like to hear more about what NZTA thinks or assumes about the med to long term future of the NZ transport system.

It can take a long time for some things to get done, possibly because they are all very busy and under-resourced.

Local staff are constrained by the NZTA system and processes which can restrict efficient and timely decision making.



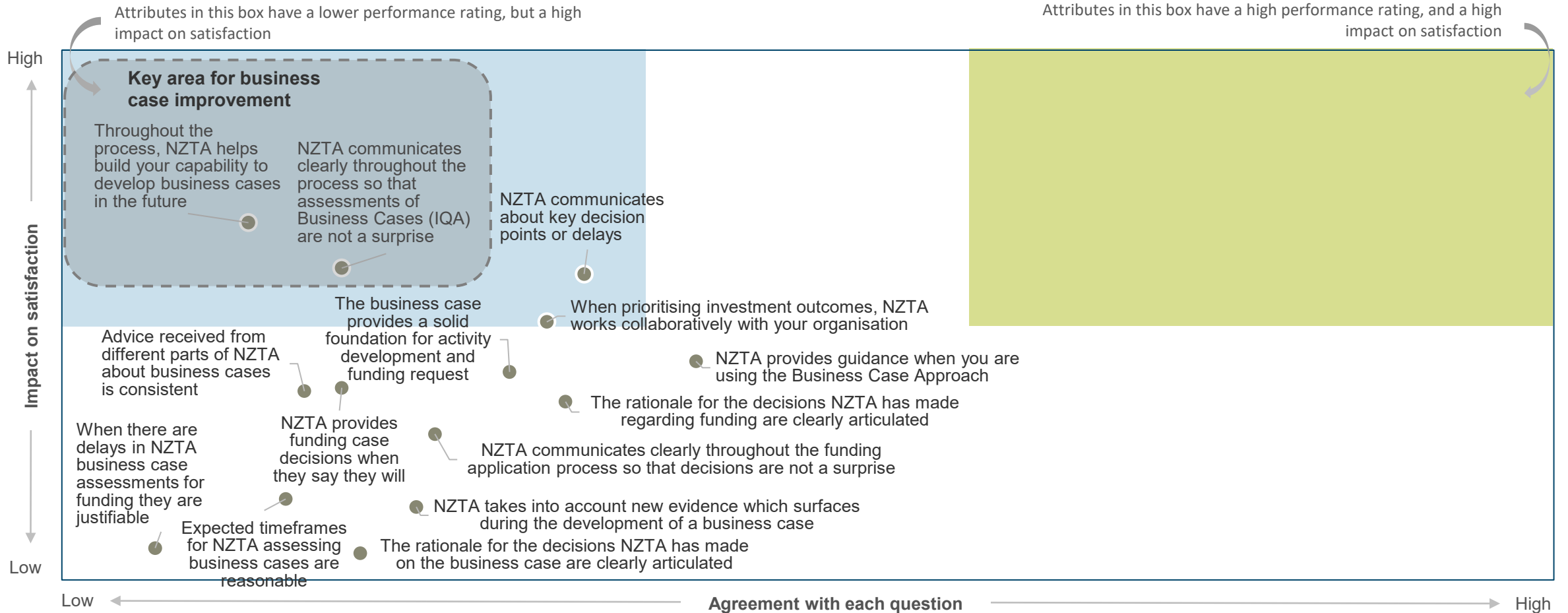
08

Partners and stakeholders involved in business cases



Drivers of satisfaction: Stakeholders who submitted a business case

Separate statistical analysis was undertaken for those partners and stakeholders who had submitted a business case to identify the impact each of the survey attributes has on overall satisfaction and then map this against perceived performance. This has highlighted two key attributes that NZTA should focus on to help raise overall satisfaction, which are communicating clearly throughout the process so that assessments are not a surprise and helping build capability towards future business cases. Note that clearly articulating the rationale behind decisions was a priority in 2023 but has moved out of the key focus area due to being of lower relative impact this year.

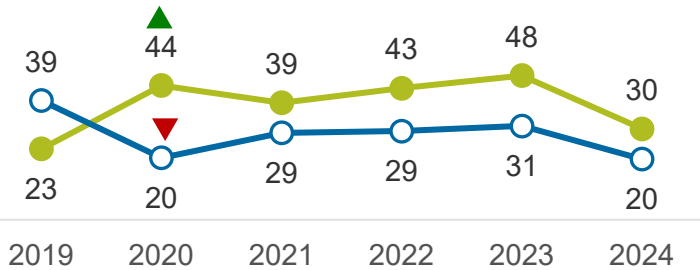


Business case - Development

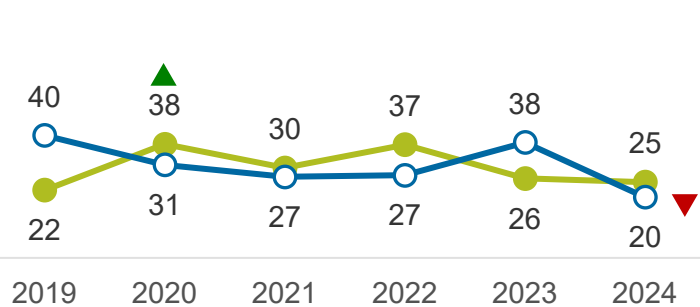
Although not statistically significant, agreement has decreased among partners and stakeholders that NZTA communicates clearly throughout the process so assessments are not a surprise, takes into account new evidence which surfaces and clearly articulates the rationale for decisions. Ratings have however improved for providing guidance and helping to build their capability to develop business cases in the future. Looking at the new attributes, more partners and stakeholders disagree than agree that the advice received from different parts of NZTA are consistent and views are mixed towards whether the business case provide a solid foundation for requests.

Key drivers

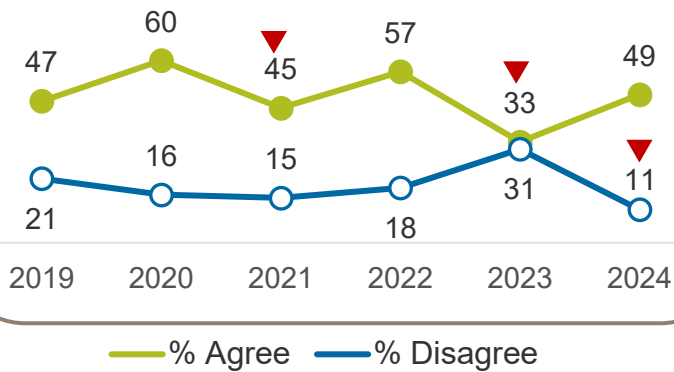
Communicates clearly throughout the business case process so that assessments of Business Cases (IQA) are not a surprise *



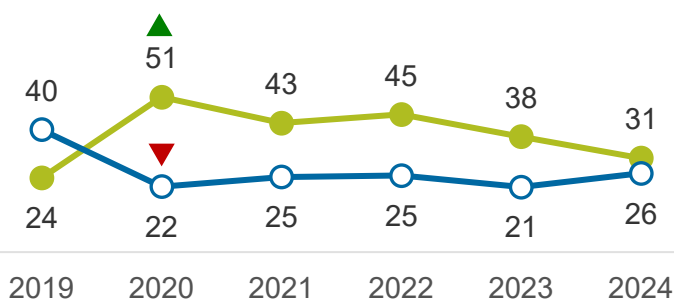
Throughout the process, helps build your capability to develop business cases in the future



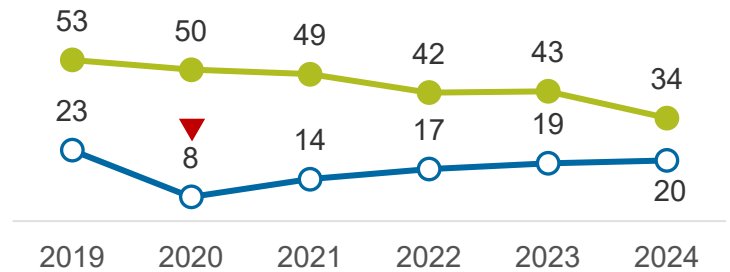
Provides guidance when you are using the Business Case Approach



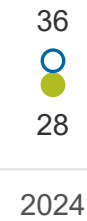
The rationale for decisions on the business case are clearly articulated



Takes into account new evidence which surfaces during business case development



Advice received from different parts of NZTA about business cases is consistent



The business case provides a solid foundation for activity development and funding requests



Source: QE2 Thinking about the most recent NLTP Business Case you have been involved with developing (as opposed to a request for funding approval), how much do you agree or disagree with the following?

Base: All partners and stakeholders who submitted a business case (2024 n=60, 2023 n=42, 2022 n=99, 2021 n=101, 2020 n=88, 2019 n=94)

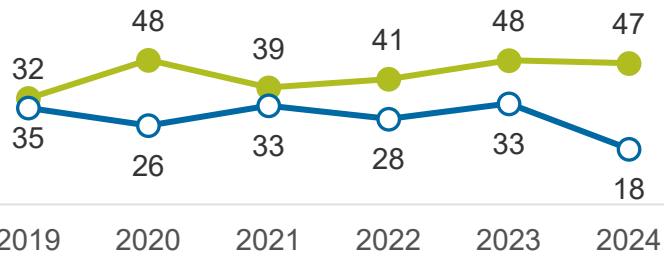
* Wording prior to 2024: Waka Kotahi communicates clearly throughout the business case process so that decisions are not a surprise

▲ ▼ = Significantly higher / lower than previous year

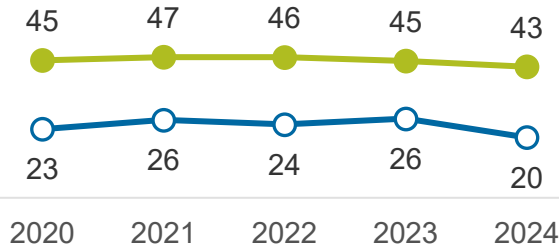
Business case process - Submission

Agreement is stable for all measures about the submission process. Disagreement has however declined for all, albeit not significantly. Agreement is again slightly ahead of disagreement for providing funding case decisions when say they will, and closely matched for expected timeframes for assessing business cases being reasonable. Looking at the new measures, more partners and stakeholders agree than disagree that the rationale for funding decisions are clearly articulated and that NZTA communicates clearly throughout the funding application process so that decisions are not a surprise.

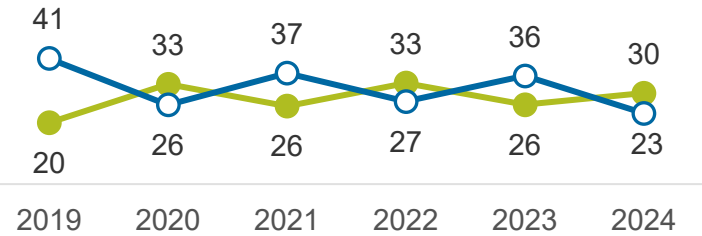
When prioritising investment outcomes, works collaboratively with your organisation



Communicates about key decision points or delays

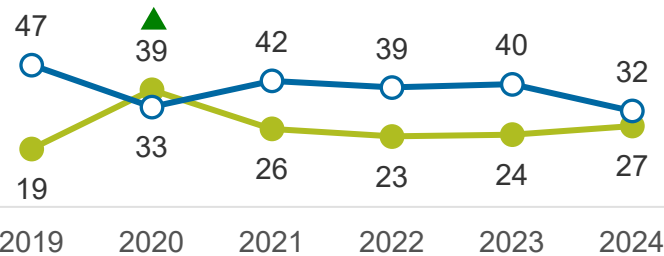


Provides funding case decisions when they say they will *

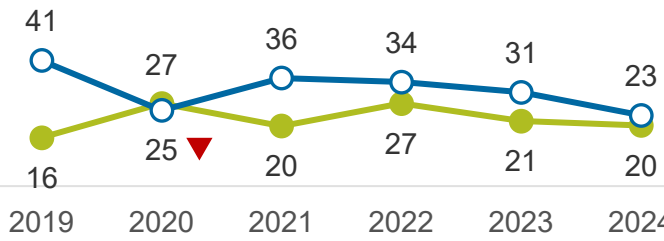


— % Agree — % Disagree

Expected timeframes for NZTA assessing business cases are reasonable



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



Rationale for the decisions NZTA has made regarding funding are clearly articulated



Communicates clearly throughout the funding application process so that decisions are not a surprise



09

Waka Kotahi Performance:

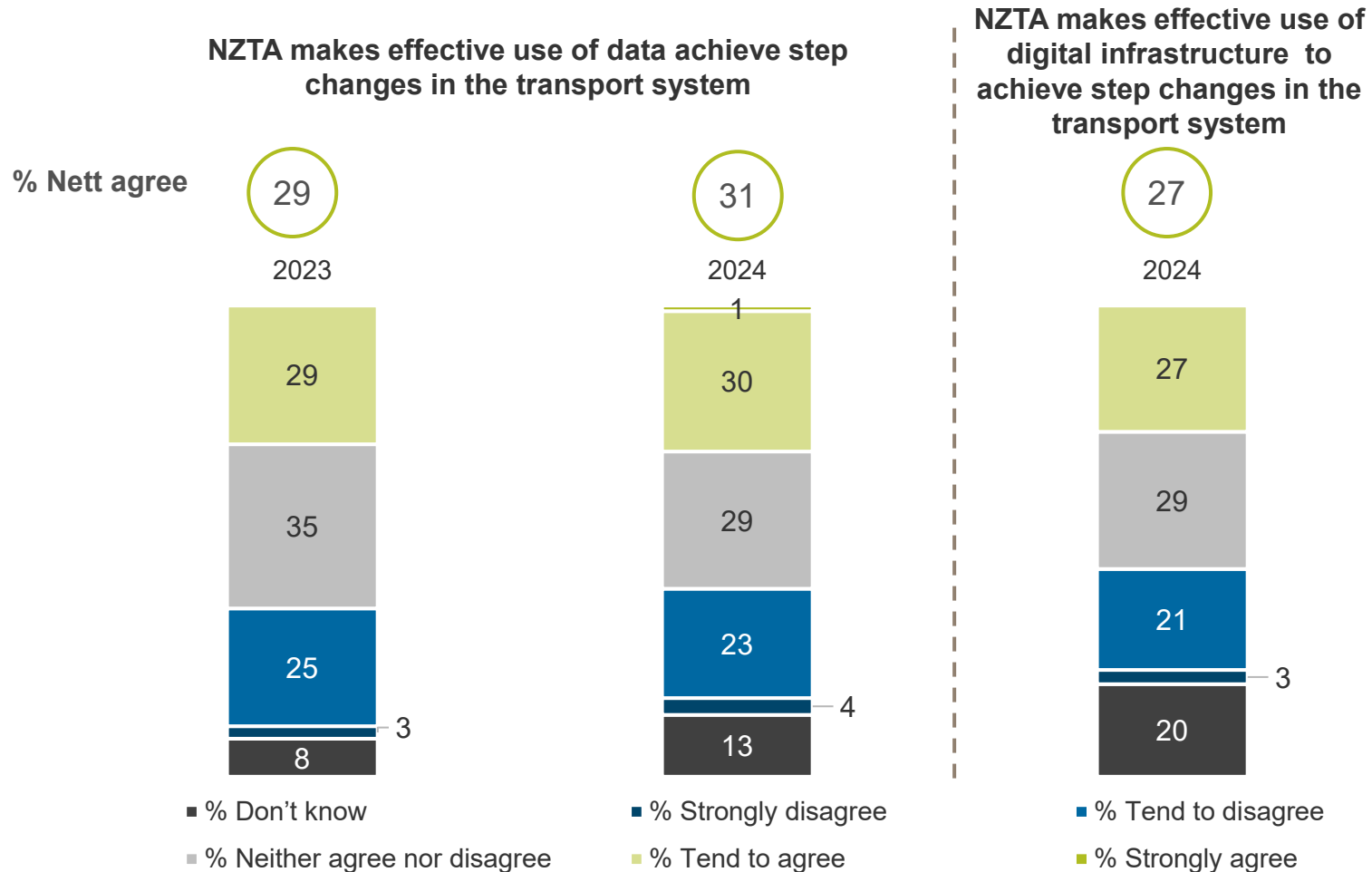
- Responsiveness to external changes
- Land transport adaption to climate change





Responsiveness to external changes

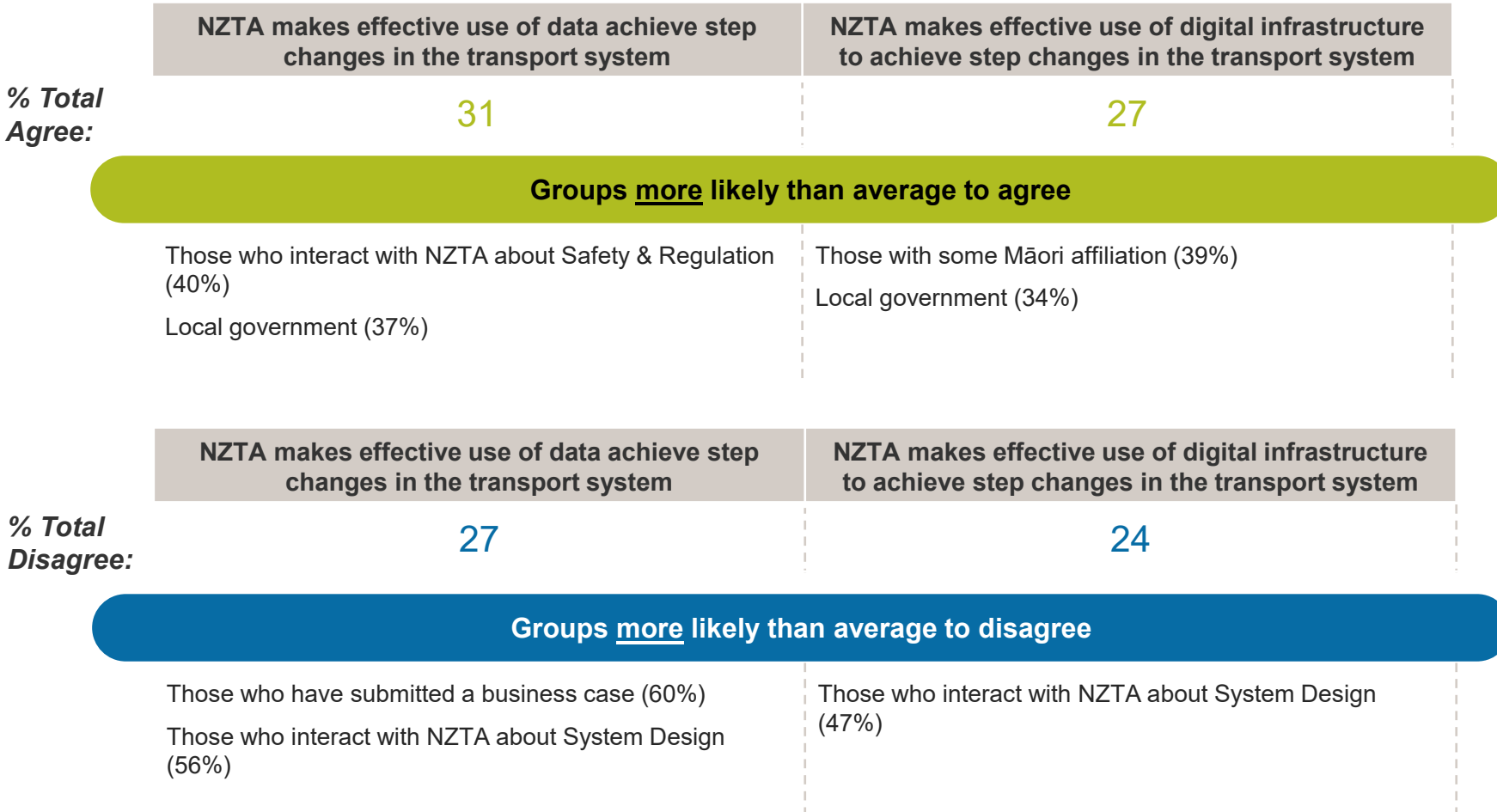
Partners and stakeholders are divided over whether Waka Kotahi makes effective use of data and digital infrastructure to affect changes in the transport system. Slightly more agree that Waka Kotahi makes effective use of data (31%) than of digital infrastructure (27%), which more are unsure about.





Responsiveness to external changes

Local government partners and stakeholders are more likely than average to think NZTA makes effective use of data and digital infrastructure. Partners and stakeholders who interact in the System Design space are more likely than average to think NZTA does not do this.





Confidence in mitigating and adapting to climate impacts

Partners and stakeholders have little confidence in the performance of NZTA to make timely and considered decisions to ensure the land transport system is resilient to climate change. One in two lack confidence and, while 38% have some confidence, typically this is only 'fairly'.

Making timely and considered decisions to ensure the land transport system is resilient to a changing climate

% Nett unconfident

51

2024



■ % Don't know

■ % Not at all confident

■ % Not very confident

■ % Fairly confident

■ % Very confident

■ % Extremely confident

In regard to [K5], the draft GPS does very little to even mention this. I would hope that given transport is such a vital way to address climate risks through adaptation, mitigation and resilience, we will see more focus and funding allocated to transport priorities such as public transport. I'm not holding my breath though.

The draft GPS and likely the resulting NLTP goes against the evidence for what changes we need to make for a safe, connected, environmentally friendly and efficient transport system. Unless the GPS is significantly changed, we will see disastrous outcomes for our transport emissions, and for deaths and serious injury on our transport system. Even if the staff we connect with from Waka Kotahi are lovely and well intentioned, our relationship with Waka Kotahi will always be difficult if it is not taking meaningful steps to deliver on Vision Zero and transport emissions reduction.

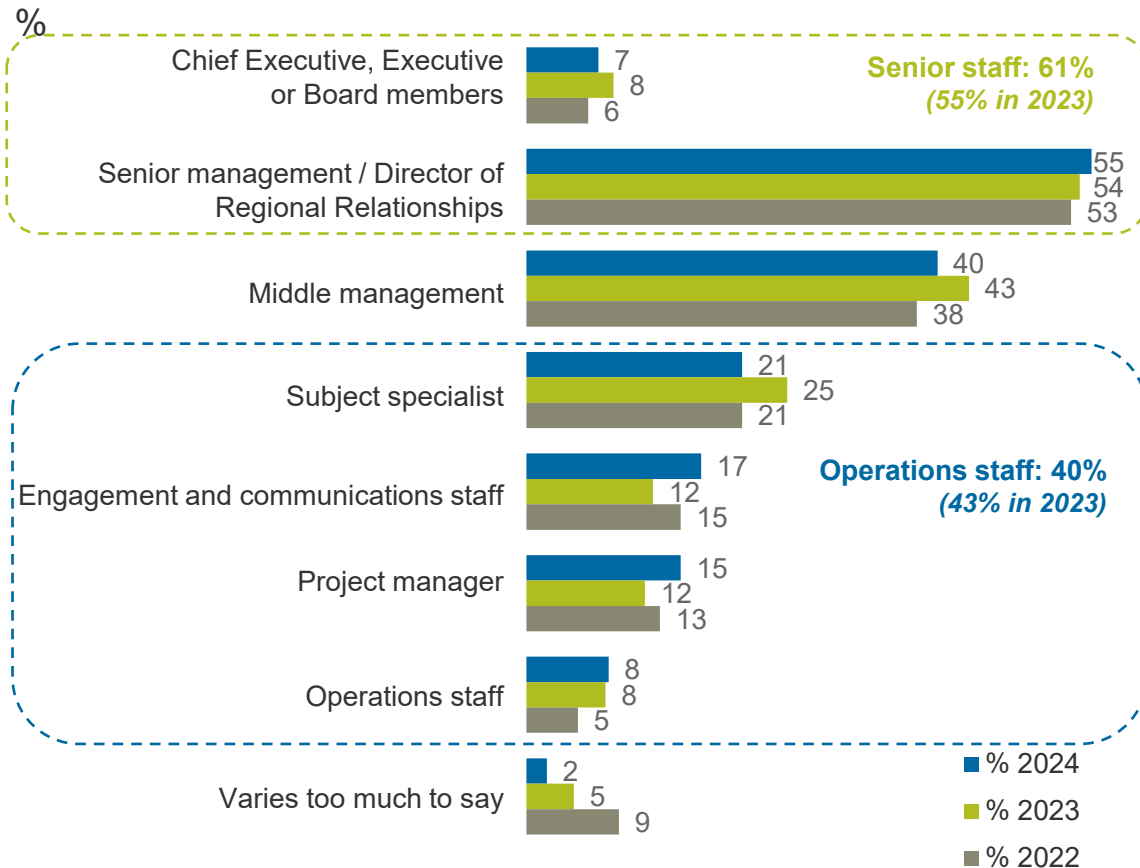
Appendix



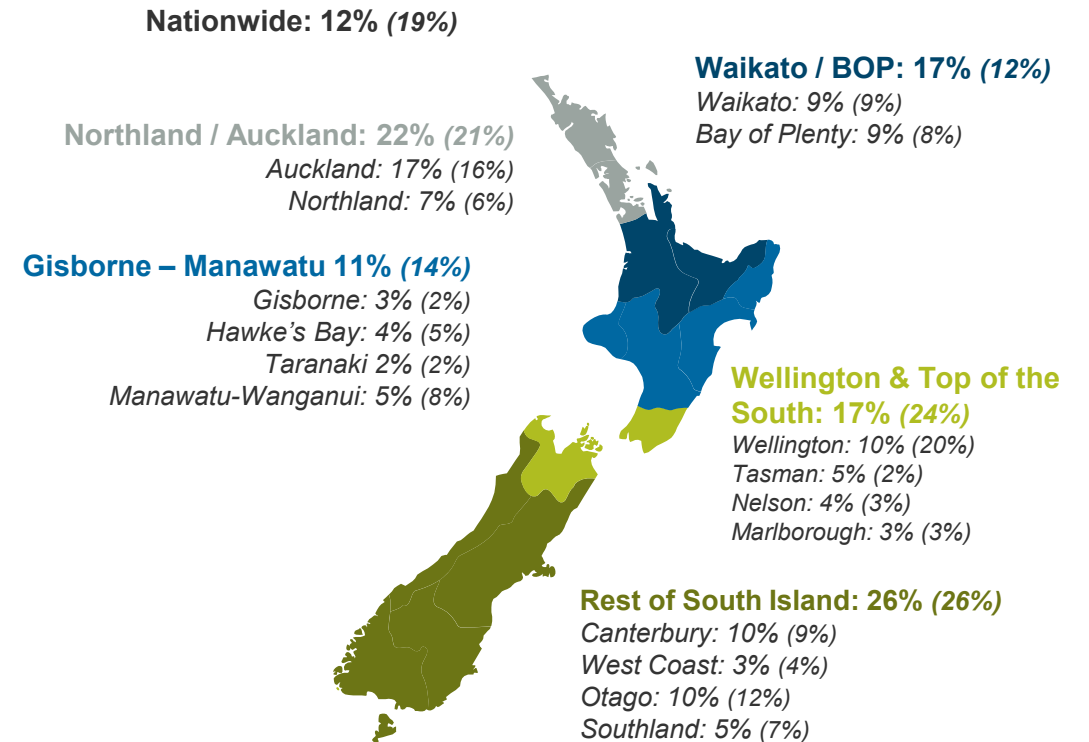
Stakeholder profile

A profile of the partners and stakeholders who took part in the survey is presented below. 'Staff interaction level' is taken from a question in the survey, where partners and stakeholders were asked the level of NZTA staff that they most regularly interact with. The profile is broadly consistent between 2023 and 2024.

Staff interaction level



Regional involvement



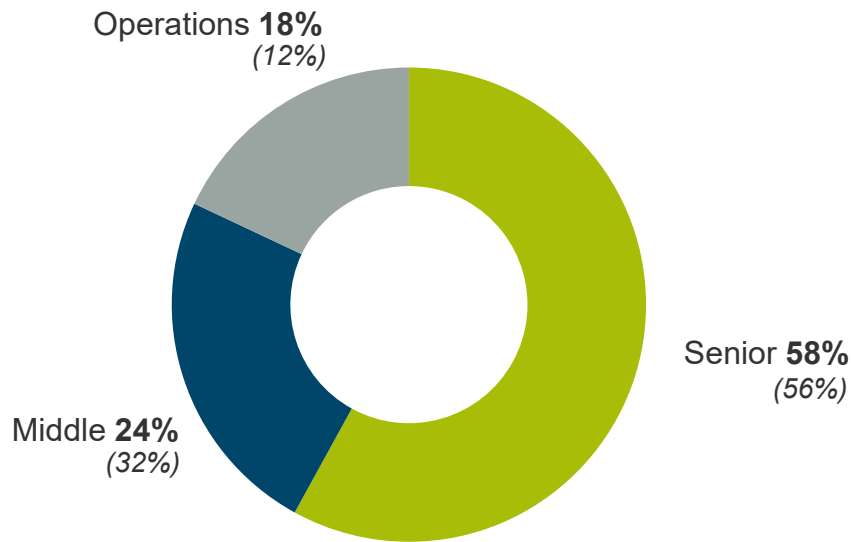
(figures in parentheses are the 2023 profile)

Source: QA1: Thinking about your typical contact with NZTA NZ Transport Agency these days, who do you interact with most? Please think about who you personally interact with (rather than your organisation).
 QA5: Where does most of the work on the land transport system you interact with NZTA about occur?
 Base: All partners and stakeholders (2023 n=125, 2022 n=260, 2021 n=307)

Stakeholder profile

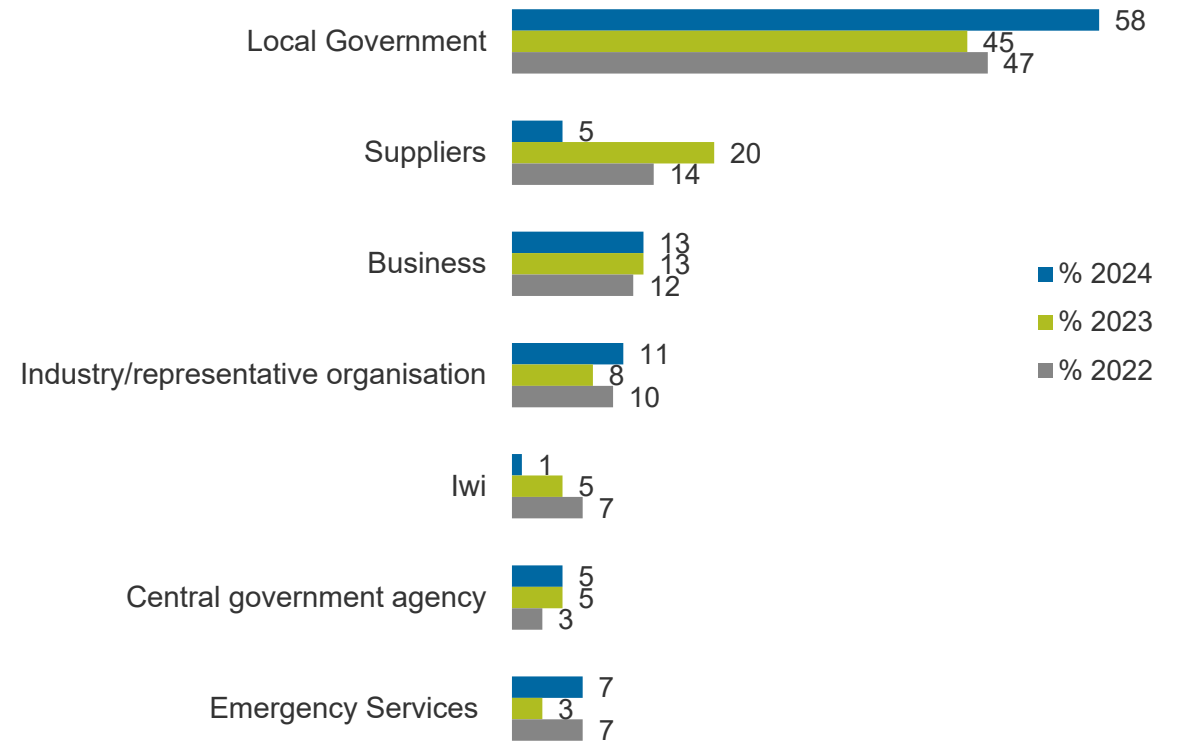
'Stakeholder job level' has been coded from the sample list provided by NZTA. This year saw a significant increase in the number of representatives from local government and a significant decrease in supplier representatives.

Staff job level¹



(figures in parentheses are the 2023 profile)

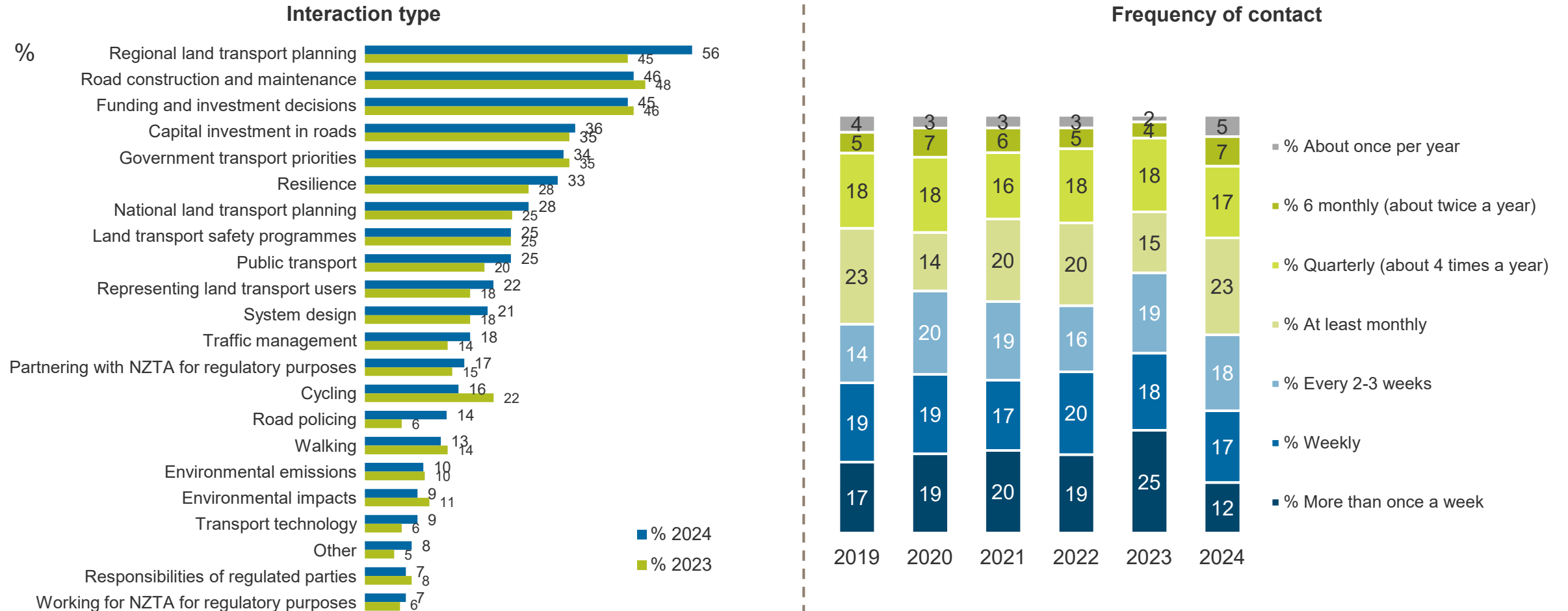
Organisation type²



1. Senior partners and stakeholders include: CE / Deputy CE, Mayor, Chair, Executive Director, Heads of Sector etc.
 Middle partners and stakeholders include: Area Managers, General Managers, Area Commanders, District Commanders, Managers, Team Leads
 Operations partners and stakeholders include: Consultants, Advisors, Secretaries, Coordinators, etc.
 2. Local Government includes District / city authorities and Regional / transit authorities
 Base: All partners and stakeholders (2024 n=173, 2023 n=130, 2022 n=260, 2021 n=307)

Stakeholder profile

Below is a breakdown of the types of interactions partners and stakeholders have with NZTA, and how frequently they are in contact. This is broadly consistent across the survey waves although those involved in regional land transport planning has increased from 45% in 2023 to 56%.



Source: QA2: what is your contact generally about? Please select what you mainly interact with NZTA about (rather than your organisation).

QS1: Thinking about your current role, how often do you (personally) interact with NZTA NZ Transport Agency? Interaction could include meetings, conferences, emails, video-conferencing or telephone calls

Base: All partners and stakeholders (2024 n=173, 2023 n=130, 2022 n=260, 2021 n=307, 2020 n=297, 2019 n=275)

Stakeholder profile

Since 2021 the survey has included a question about partners and stakeholders' Māori affiliation. In terms of analysis both partners and stakeholders who have worked on projects with NZTA that involve Māori interests, and those that identify as Māori or work for a Māori organisation, have been included in the 'affiliation' sub-group.

Māori affiliation

