

An aerial photograph of a city street intersection. The street has multiple lanes with white and yellow markings. Several cars are visible, including a yellow taxi, a white car, a red car, and a blue car. There are trees and buildings on either side of the street. The lighting suggests it's daytime.

# KANTAR PUBLIC

## WAKA KOTAHI PARTNER AND STAKEHOLDER SURVEY

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*JULY 2022*



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## EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY: A MIXED SET OF RESULTS FOR 2022

Method: Online survey of 268 partners and stakeholders. Fieldwork was conducted 2 June to 1 July 2022.

## Partner and stakeholder<sup>1</sup> satisfaction has reached a new peak in 2022.

Partner and stakeholder satisfaction with their relationship with Waka Kotahi has reached its highest level to date at 56% (albeit the increase from 2021 is not statistically significant). Dissatisfaction, has also decreased (again not significantly), largely reversing the polarisation in perceptions that occurred in 2021. That said, the overall survey results are a mixed bag, with some perceptions improving, while others remain flat or have edged downwards slightly.

Overall satisfaction with Waka Kotahi:



## Areas of improvement



**Communication:** There have been modest (if not significant) improvements in stakeholder perceptions around how Waka Kotahi communicates. There is a greater sense of transparency, with over half now agreeing that that Waka Kotahi openly shares information.



**Business case process:** Partner and stakeholder perceptions of the business case process experienced a decline in 2021. The survey closely followed the announcement of outcomes in relation to the larger triennial funding round. As memories of the funding round fade, these perceptions have largely been reversed in 2022.



**Northland / Auckland region:** Partners and stakeholders involved in work in Northland / Auckland are once again the most satisfied region. Satisfaction has rebounded from 49% in 2021 to 69% in 2022.



**Regulatory functions / harm prevention:** Partners and stakeholders rate Waka Kotahi more positively in 2022 across most aspects of its regulatory function. The improvements are not significant but are most notable for Waka Kotahi being focused on harm prevention and for being forward thinking.

## Areas of concern



**Processes:** The way in which Waka Kotahi works continues to be the most notable pain point for partners and stakeholders. All of the priority areas for investment are related to this.



**Empowering staff:** Overall Waka Kotahi staff are perceived as an asset, but partners and stakeholders continue to criticise the extent to which staff are provided with the appropriate level of decision making. Verbatim comments suggest this is linked to the efficiency of the organisation's processes, so addressing one should support the other.



**Responsiveness to change:** Partners and stakeholders express increasing concern about the ability of Waka Kotahi to respond to changes in the wider environment in a timely manner. Partners and stakeholders are twice as likely to express concern than not.



**Iwi partnership:** While those partners and stakeholders with a Māori affiliation<sup>2</sup> express relatively strong satisfaction (66%), this is much lower amongst Iwi (41%). While this result should be viewed as indicative, due to the relatively low sample size of Iwi, it suggests Waka Kotahi has more work to do to ensure it is recognised as a strong Tiriti partner.



**Ensuring safety:** There is a slight tension in the results, in that while partners and stakeholders working in the regulatory space rate Waka Kotahi more positively than ever before on being focused on harm prevention, their perceptions of performance on safety improvements remain relatively low, with little sign of improvement.

<sup>1</sup> Normally Waka Kotahi prefer to describe participants as 'partners and stakeholders', but for ease-of-reference, we use the word 'stakeholder' to describe the broad group of respondents who participated in this research. 268 partners and stakeholders took part in the survey during the month of June – the bulk of whom are senior decision-makers who interact with Waka Kotahi on a frequent basis. Respondents come from a range of organisations including local government, infrastructure businesses, representative organisations, emergency services, central government, and others (e.g. regulatory organisations, Iwi, and research bodies).

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

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

### Primary area to focus on and invest

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

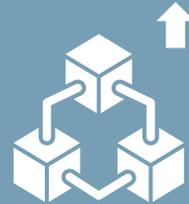


### Prioritising partner and stakeholder needs

- 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
- **Processes** are **efficient** and **effective**.
- Different parts of Waka Kotahi **work well together**.

### Audiences to pay particular attention to:

Throughout the research, some stakeholder groups consistently rate Waka Kotahi lower than average. Waka Kotahi needs to pay particular attention to how it can better support these audiences and build more positive relationships. The audiences include:



Partners and stakeholders with no point of contact<sup>1</sup>



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



Partners and stakeholders involved in Transport Systems and Modes space

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

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## BACKGROUND & METHODOLOGY



Waka Kotahi commissioned Kantar Public (formerly Colmar Brunton) to undertake a fourth 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 2021.

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

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

Specific objectives of this research are:

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





**268\*** online interviews

*In order to have a more robust base size for performance measures, partial completes (those who made it to Section F of the survey) were also included in the analysis.*



**15** minute online survey



## SAMPLE SOURCE

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



## ACCURACY

Findings based on the full sample have a margin of error of +/-5.0% (at the 95% confidence level).

## FIELDWORK

2 June to 1 July 2022



An initial invite was sent on 2 June, with reminder emails sent on 15, 22, and 30 June.

## RESPONSE RATE

**31%**  
(adjusted)

This response rate is in line with Kantar Public's expectations based on similar studies, and is also in line with 2021 (28%).

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

- Kantar Public sent out a total of 896 survey invites via email.
- 3% 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 2021 and 2022) and at a sub-group level. Any differences reported in this research are significant at the 95% confidence level. Before the third reminder we cut four banks of questions from the survey in order to reduce the interview length and maximise the response rate. This cut the survey down to 12 minutes in the last week of fieldwork.

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

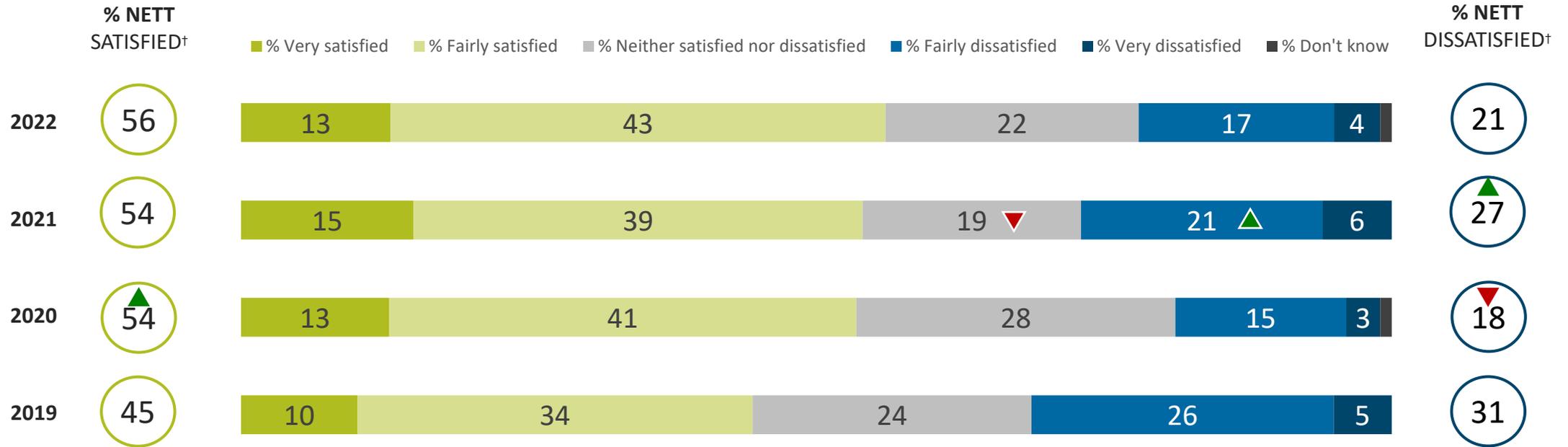
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OVERALL SATISFACTION  
AND PERCEPTIONS OF  
WAKA KOTAHI



# OVERALL SATISFACTION

Partner and stakeholder satisfaction with their relationship with Waka Kotahi has reached its highest level to date at 56% (albeit the increase on 2021 is not statistically significant). Further, the proportion of those dissatisfied with their relationship is 21% compared with 27% in 2021. This reverses the increase in dissatisfaction recorded in 2020.



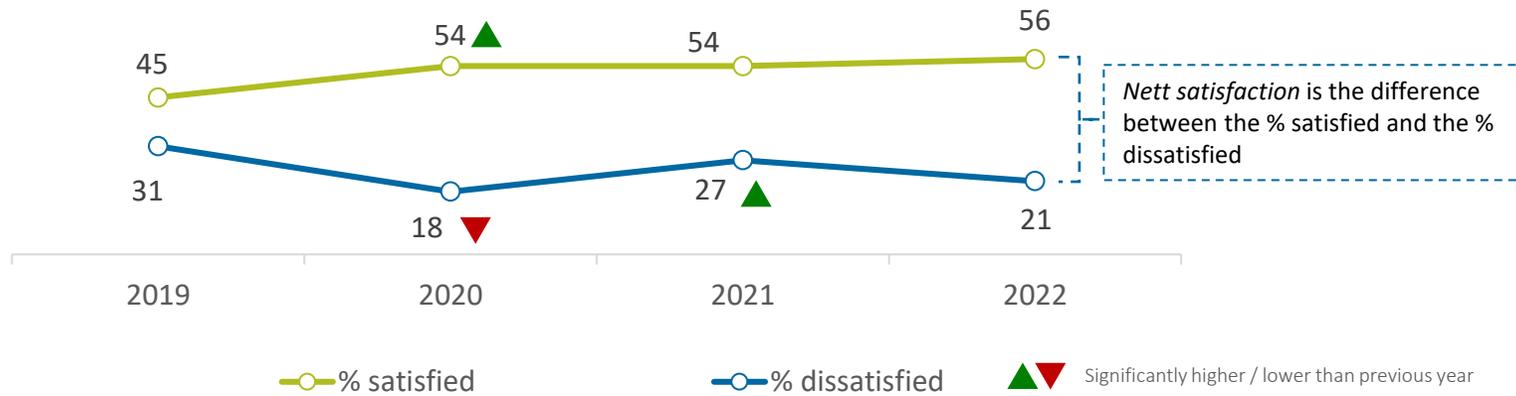
▲ ▼ Significantly higher / lower than previous year

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

# OVERALL SATISFACTION: NETT SATISFACTION

Overall, this increase in satisfaction coupled with a decrease in dissatisfaction is evident across multiple different stakeholder groups. 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 2021. Positively this includes local government who were identified as a priority audience to pay attention to in the 2021 survey.

Overall satisfaction with Waka Kotahi



*Nett satisfaction* is sitting at +35 in 2022, which is an improvement on 2021 +27.

*Nett satisfaction* has been included as a point of analysis in 2022 as a means of comparison to 2021, highlighting improvements in both stakeholder satisfaction and dissatisfaction.

The following groups have had notable improvements in their nett satisfaction (% satisfied minus % dissatisfied) since 2021:

Those involved with work in Northland / Auckland region



Those who interact at least monthly



Those who primarily interact for Transport System & Modes



Suppliers

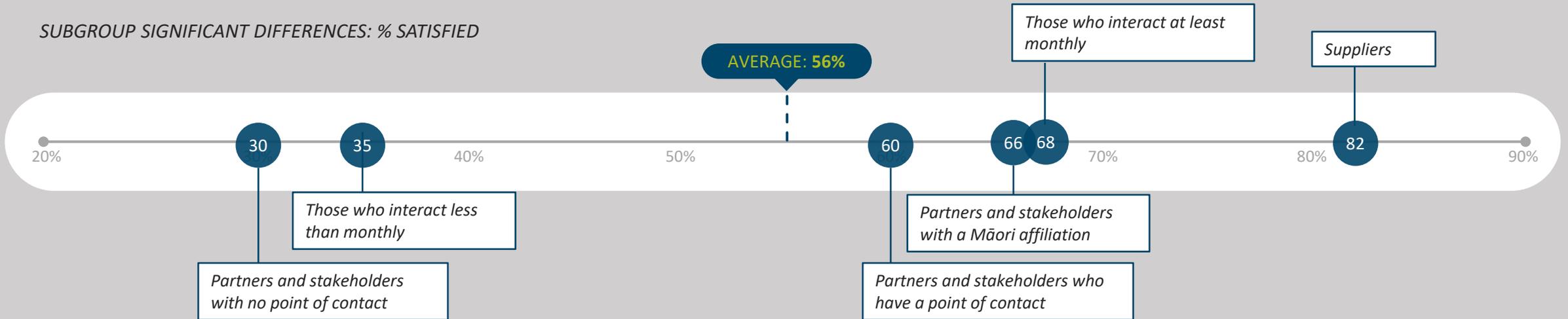


District / City Authorities



# OVERALL SATISFACTION: SUBGROUP CHANGES AND DIFFERENCES

A number of groups are more likely to be satisfied than average. They include suppliers, those with a Māori affiliation, those with a point of contact at Waka Kotahi, and those who interact at least monthly. Those groups of partners and stakeholders who are less likely to be satisfied than average include those who interact less often with Waka Kotahi and those with no point of contact. It should be noted that while those with a Māori affiliation are more satisfied than average, the satisfaction level for Iwi is relatively low at 41%. Those with a Māori affiliation encompass a much larger group including those who work on Māori projects or work for a Māori business or with strong Māori ownership / values.



Indicative organisational subgroup satisfaction scores (*caution very small sample) <sup>1</sup>	Emergency services (n=19*)	68%
	Central government agency (n=8)*	63%
	Local Government <sup>2</sup> (n=127)	53%
	• District / City Authorities (n=96)	52%
	• Regional / Transit Authorities (n=31)*	55%
	Industry/representative organisation (n=25)	48%
	Business (n=31)	48%
	Iwi (n=17)*	41%

Significantly higher / lower than average

Source: QF1: How satisfied or dissatisfied are you with the current relationship your organisation has with Waka Kotahi? | Base: All partners and stakeholders (n=268)

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

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

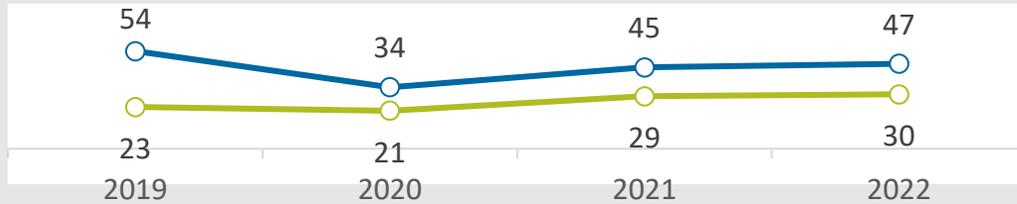
# PRIORITY GROUP: THOSE WITH NO CONTACT POINT REMAIN THE LEAST SATISFIED

Partners and stakeholders without a point of contact continue to be the least satisfied with Waka Kotahi, indicating the need for easy access to staff. Positively, this group has been growing smaller year-on-year, although this is coupled with an increase in dissatisfaction and they remain a priority area for 2022.



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

—○— % satisfied    —○— % dissatisfied

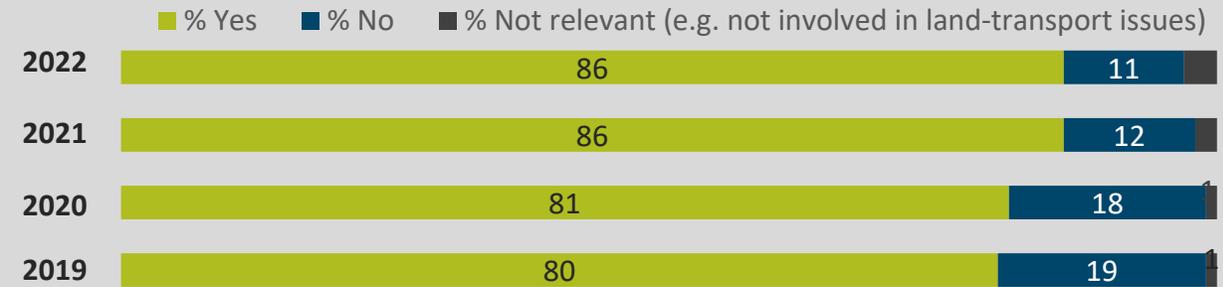


*“Significant churn with staff and new structures making decision making and regional relationships more challenging.”*

*“With frequent staff and position changes we lose who to contact within various departments. Trying to contact who to speak with at times can be a real mission.”*

*“There has been a lot of change in people and their roles and responsibilities coupled with the impact of COVID. This has impacted on the delivery of work and making decisions and the stress senior staff are under.”*

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



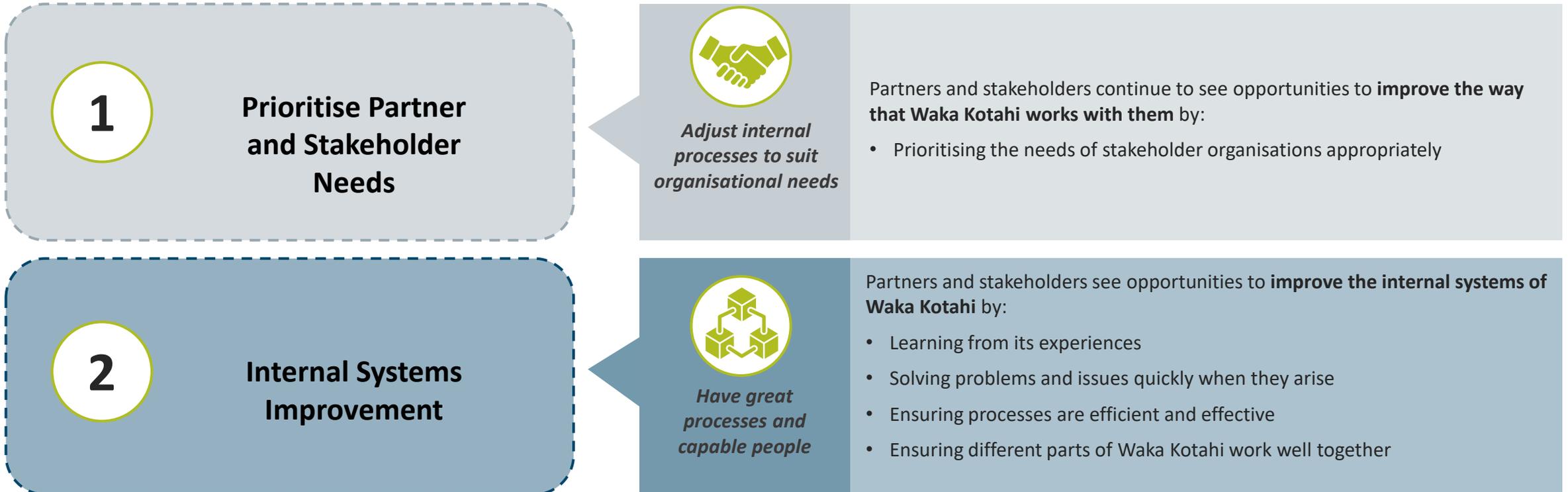
**SUBGROUP SIGNIFICANT DIFFERENCE: NO POINT OF CONTACT**

Less likely than average (11%) to **not** have a point of contact:

Those who typically interact with senior Waka Kotahi personnel

6%

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.

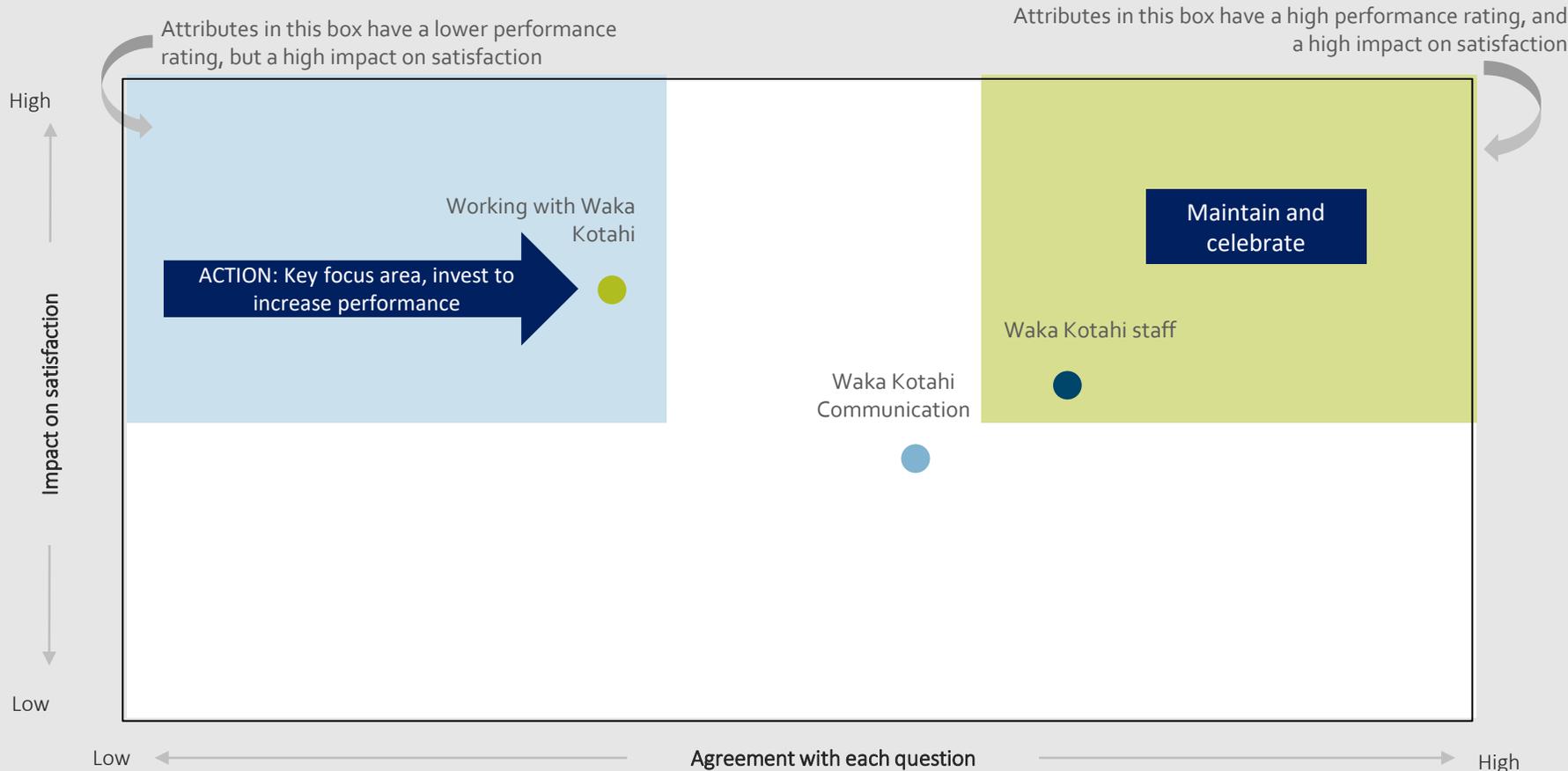


At present, partners and stakeholders feel that the processes Waka Kotahi employs are applied too broadly. Partners and stakeholders criticise them for being cumbersome, inefficient, overly complex and opaque. Staff are generally viewed as competent and well-meaning group but are “hamstrung” by burdensome internal processes, which prevents a more agile response.

# DRIVERS OF SATISFACTION: SUMMARY

We have undertaken statistical analysis to determine how important different survey items are in determining overall satisfaction. We then mapped their relative importance against performance to help determine priority actions. The way in which Waka Kotahi works with 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 is in what could be determined the zone of indifference, with potential for improvement, albeit it has least impact on overall satisfaction, making it a lesser priority. The overall position of these three themes has remained relatively consistent since the survey started albeit with some improvement in terms of performance for Communication.

## DRIVERS OF SATISFACTION – KEY THEMES



### EXPLANATION OF DRIVER ANALYSIS

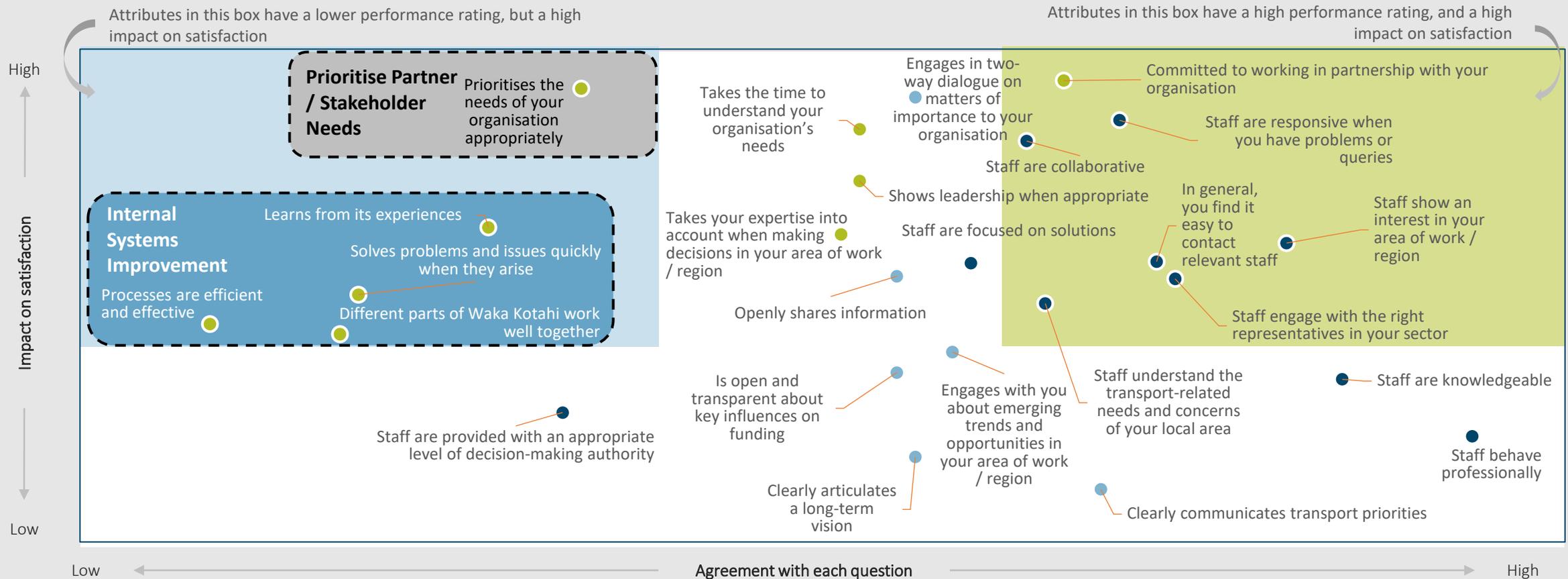


The drivers of satisfaction have been determined through a correlation analysis. We do this by measuring the association between two continuous variables (in this case the question / measure, e.g. Waka Kotahi staff, and overall satisfaction). The magnitude of the correlation coefficient indicates the strength of the association. A standardized beta coefficient compares the strength of the effect of each individual independent variable on satisfaction. The higher the absolute value of the beta coefficient (indicated on the Y-axis), the stronger the effect.

# DRIVERS OF SATISFACTION: 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 Waka Kotahi 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 providing processes that are efficient and effective. These have largely been the key areas to focus on in recent years, and remain so.

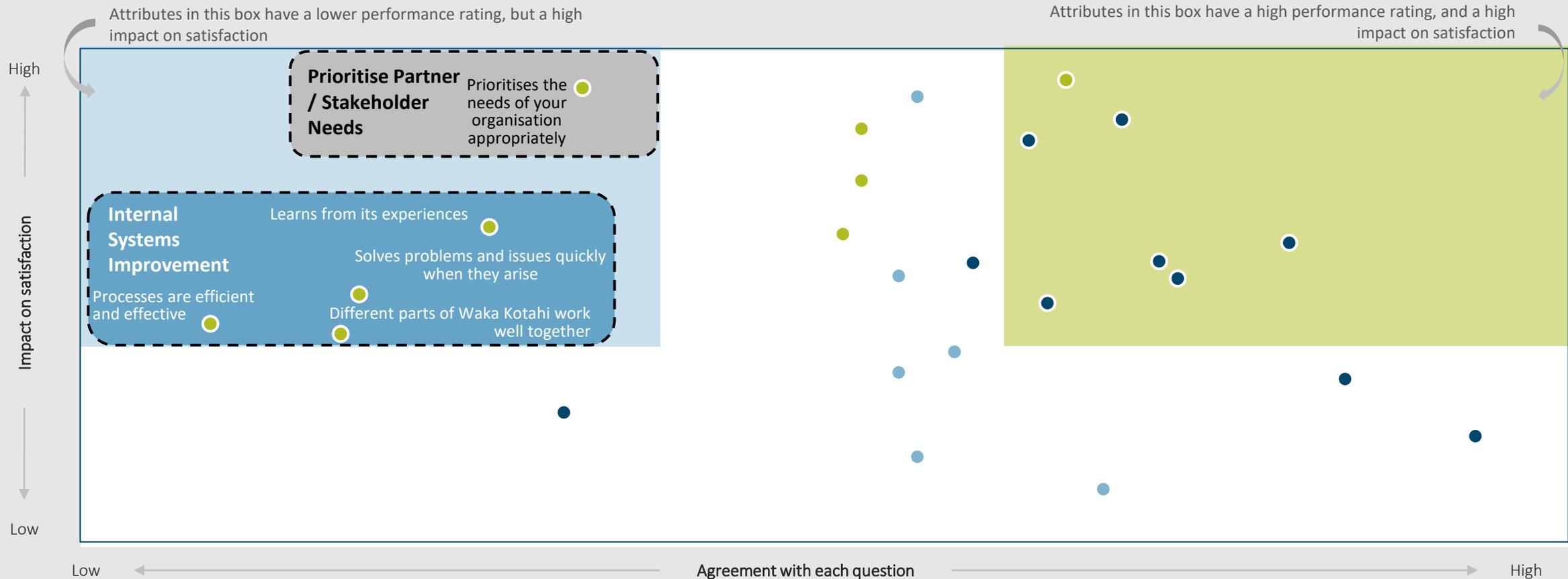
## DRIVERS OF SATISFACTION



# DRIVERS OF SATISFACTION: FOCUS ON PRIORITIES

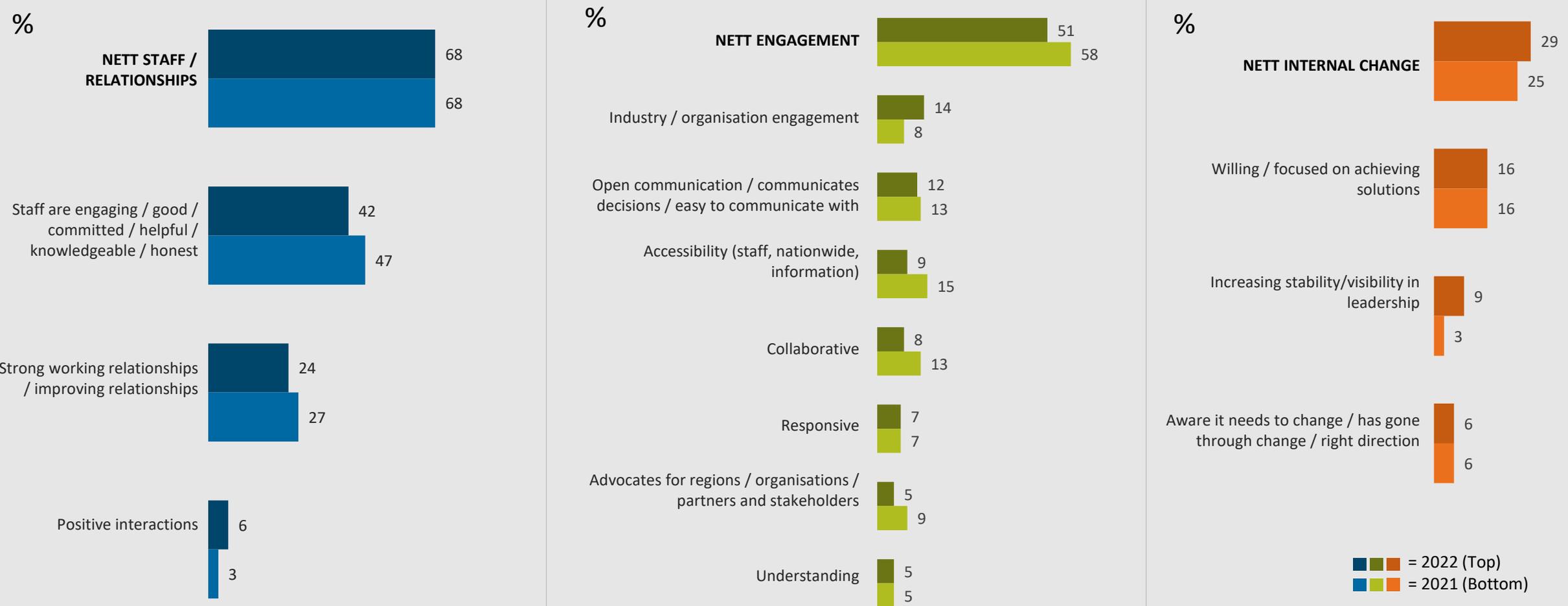
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## DRIVERS OF SATISFACTION



# POSITIVE ASPECTS OF RELATIONSHIP

63% of partners and stakeholders are able to spontaneously name a positive aspect of their relationship with Waka Kotahi. Of these partners and stakeholders, 68% mention Waka Kotahi staff, once again referencing the strong staff performance ratings and maintaining consistency with 2021. There are no statistically significant shifts in the other two key themes of engagement or internal change.

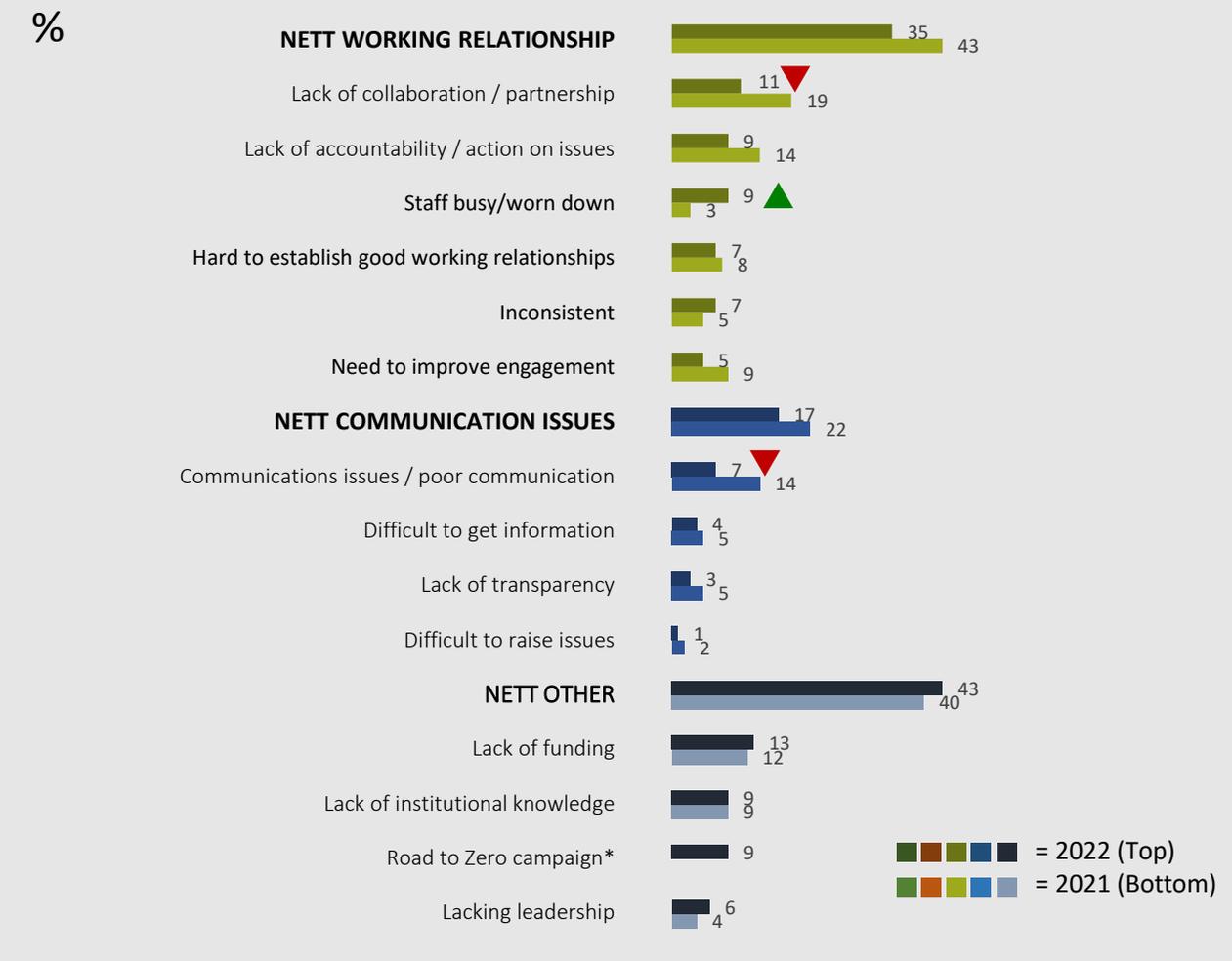
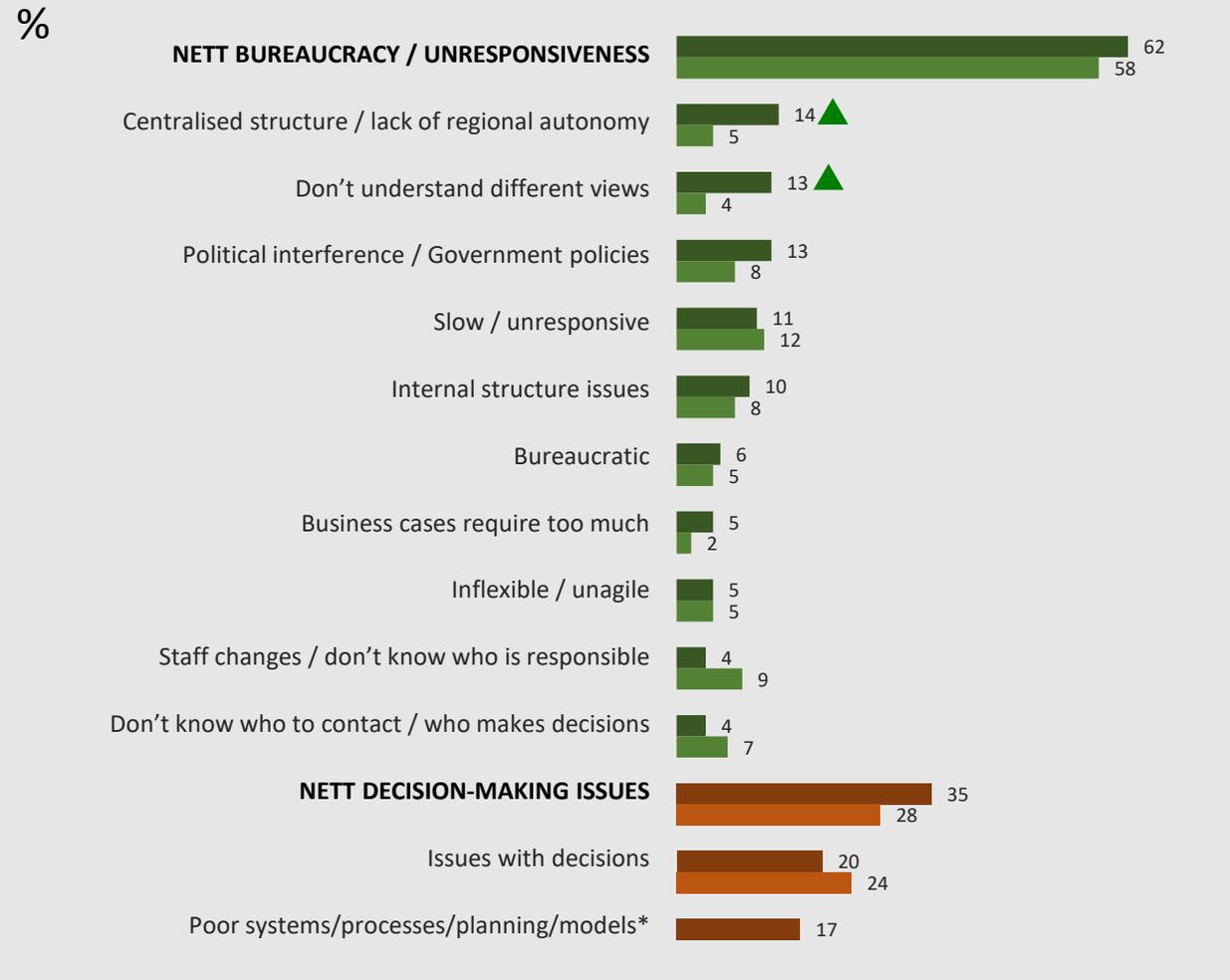


■ ■ = 2022 (Top)  
■ ■ = 2021 (Bottom)

Source: F3: What, if anything, do you consider to be positive or good about your relationship with Waka Kotahi?  
 Base: All partners and stakeholders who provided a positive response (excl. don't know or nothing positive) (2022 n=170, 2021 n=179, 2020 n=180; 2019 n=180)  
 Note: responses less than 5% are not charted

# NEGATIVE ASPECTS OF RELATIONSHIP

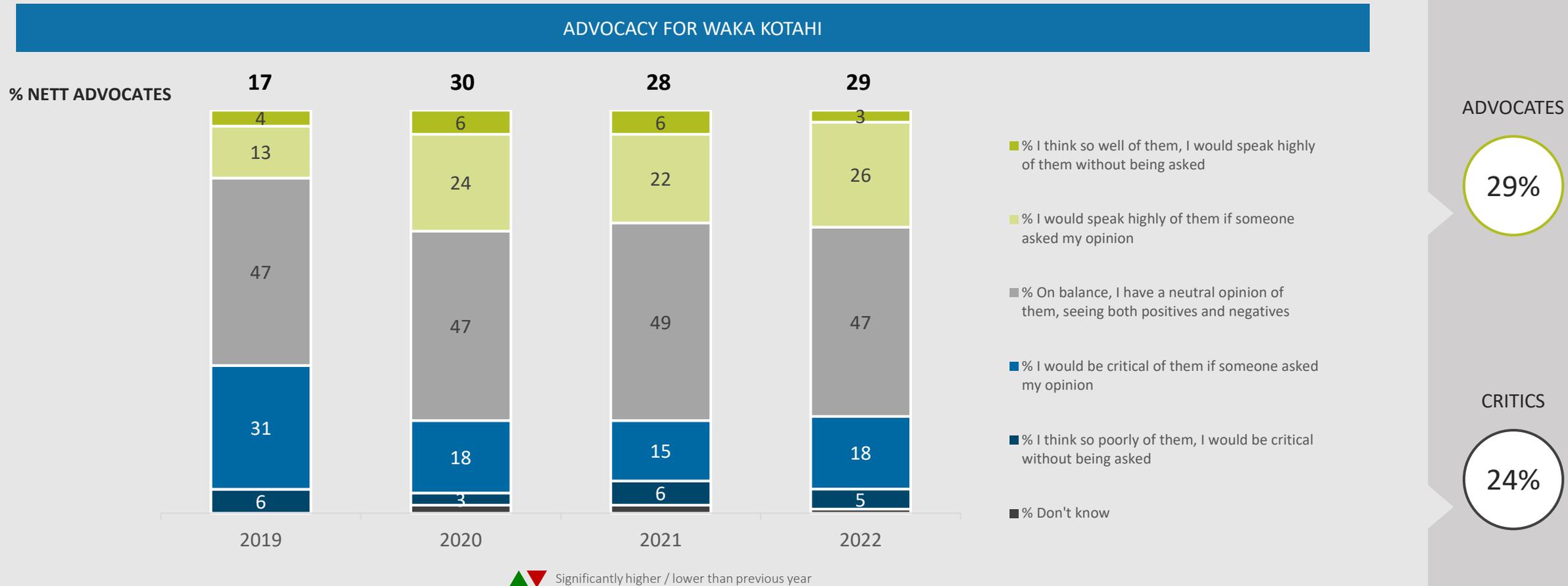
53% of partners and stakeholders are able to spontaneously name a negative aspect of their relationship with Waka Kotahi. For these partners and stakeholders, bureaucracy and a lack of responsiveness remains the key theme with 62% referencing a response related to this. Some pain points appear to have risen to the fore, including a centralised structure and a lack of understanding of differing views. In addition the proportion mentioning staff being busy or worn down has increased. At the same time partners and stakeholders are less likely to reference a lack of collaboration or partnership, as well as communication issues as negative aspects (indicating improvement in these areas).



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

Source: F3: What, if anything, do you consider to be negative or bad about your relationship with Waka Kotahi?  
 Base: All partners and stakeholders who provided a response (excl. don't know or nothing negative) (2022 n=141, 2021 n=165, 2020 n=137; 2019 n=154)  
 Note: \* These codes were added in 2022

29% of partners and stakeholders are willing to advocate for Waka Kotahi – in line with 2021. The proportion of critics is 24% which compares to 21% in the 2020 and 2021. While the difference is not statistically significant, it is notable that it is not trending the same way as dissatisfaction with the relationship. This indicates the trajectory of stakeholder sentiment is not entirely clear. Only two sub-groups are more likely than average to be advocates: Suppliers (49% vs. 29%) and those with a point of contact (32% vs. 29%).



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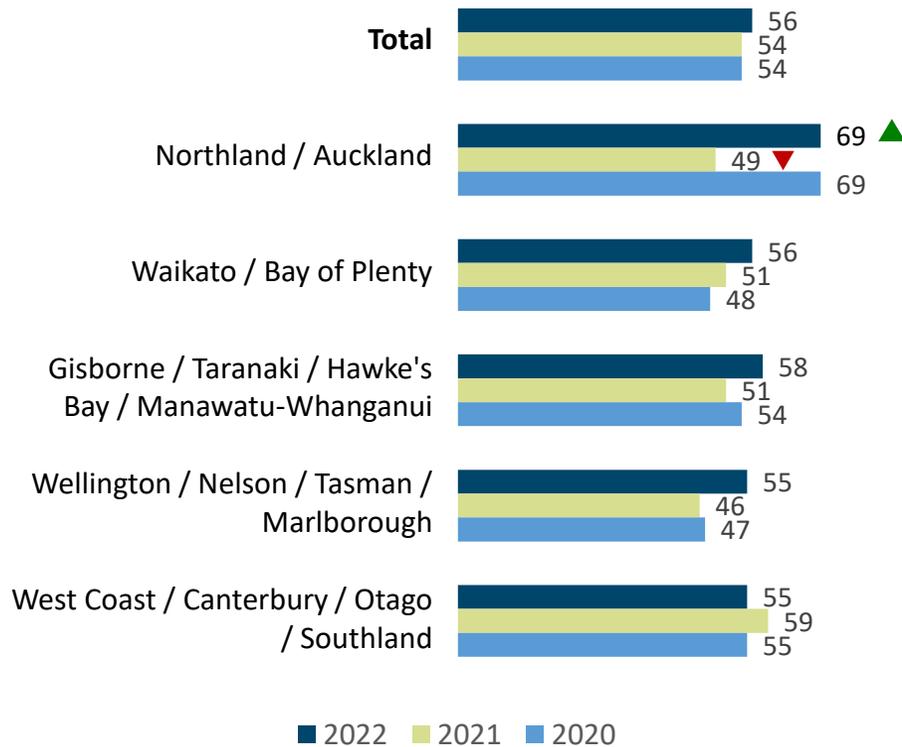
## REGIONAL SATISFACTION



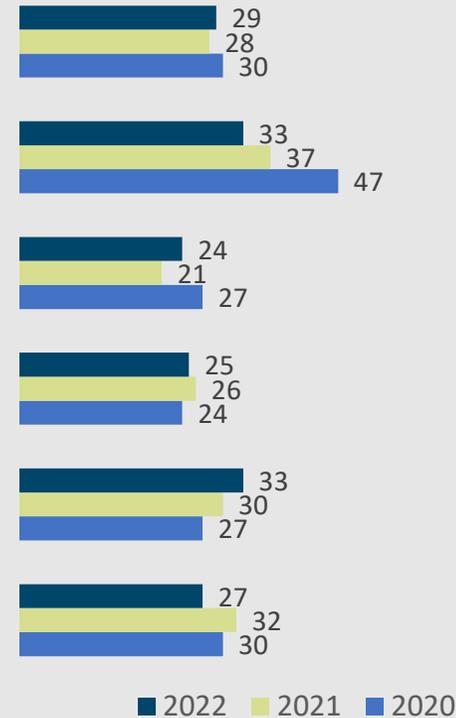
# REGIONAL COMPARISONS

This slide compares stakeholders' overall satisfaction with their relationship with Waka Kotahi and advocacy scores for the regions in 2020, 2021, and 2022. These are the regions in which each stakeholder does most of the land transport system work they are involved with. With the exception of Northland / Auckland it is interesting to note how flat the differences are between the regions for satisfaction in 2022. There is a touch more variance between the regions when it comes to advocacy levels.

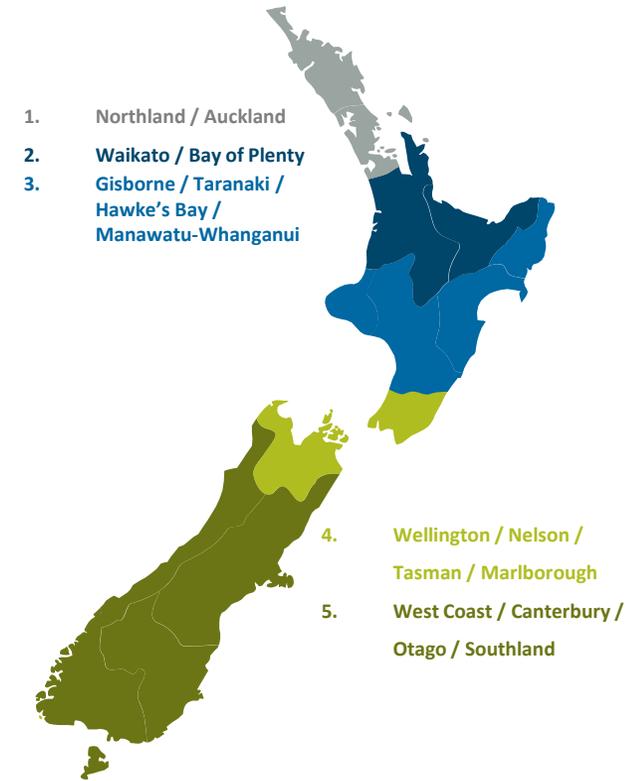
*Overall satisfaction with Waka Kotahi  
(% satisfied / very satisfied with their relationship with Waka Kotahi)*



*Advocacy (% would speak highly of Waka Kotahi)*



*New regional groupings\**



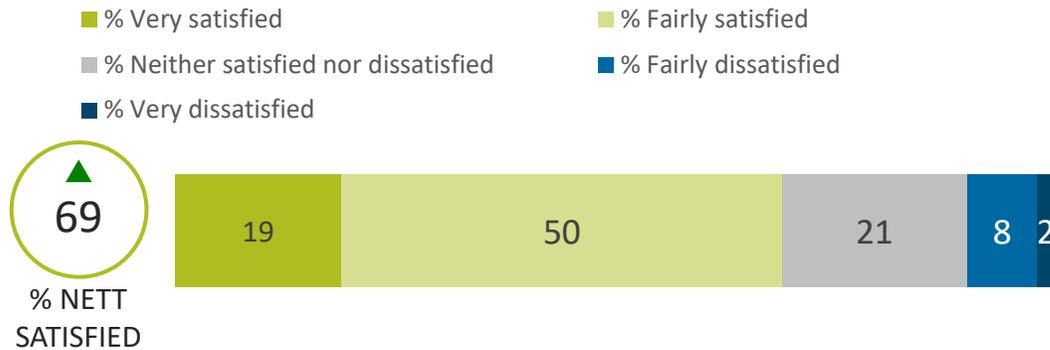
\* In previous years, partners and stakeholders have been grouped by the region that they are involved in, for the purposes of sub-group analysis. To align with the recent regional refresh at Waka Kotahi, these groups were re-categorised for both the 2021 and 2022 surveys. The results for 2020 have also been recalculated to allow for comparisons. NB: Auckland is 71% satisfaction, Northland is 65% satisfaction.

▲ ▼ Significantly higher / lower than previous year

XX / XX Significantly higher / lower than average for that year

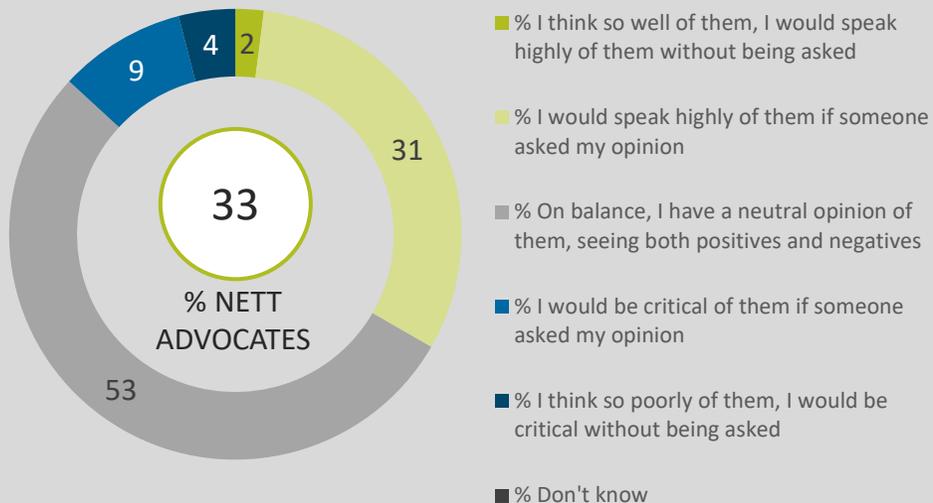
Below are the headline results for the Northland / Auckland region. Satisfaction for the region has bounced back from 49% in 2021 to 69% in 2022. This compares to 56% on average (albeit the difference is not statistically significant due to the base size). Advocacy, however, is more in line with the average.

## OVERALL SATISFACTION WITH RELATIONSHIP

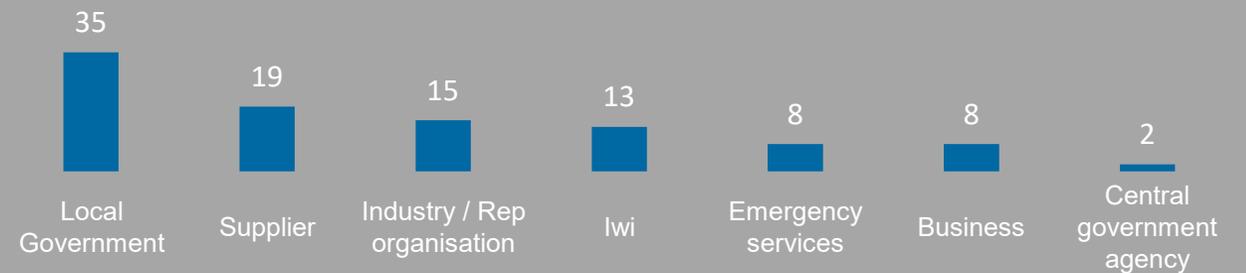


STATISTICALLY SIGNIFICANT CHANGES IN AGREEMENT FROM 2021		
ATTRIBUTE	2021	2022
NZTA shows leadership when appropriate	57%	75%
Different parts of NZTA work well together	25%	50%
NZTA clearly articulates a long-term vision	44%	63%
Show an interest in your area of work/region	62%	81%
In general, you find it easy to contact relevant staff	62%	83%

## ADVOCACY FOR WAKA KOTAHI



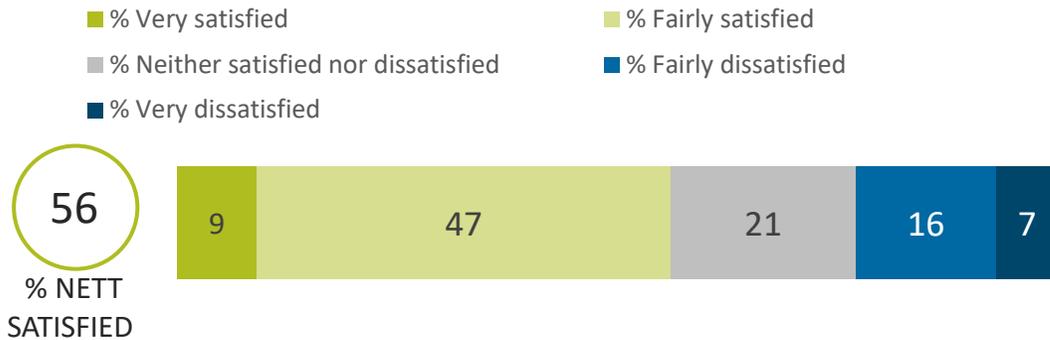
## ORGANISATIONAL PROFILE



# REGIONAL SUMMARY – WAIKATO / BAY OF PLENTY

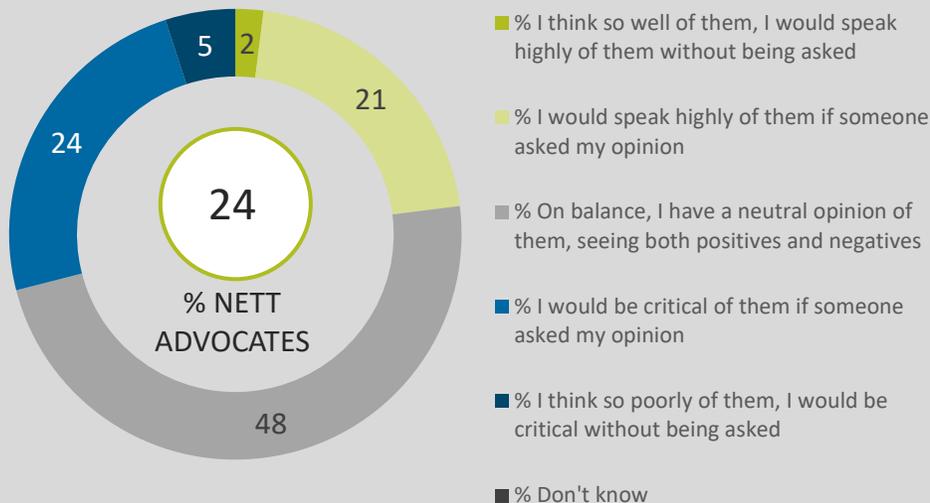
Below are the headline results for the Waikato / Bay of Plenty region. There are no statistically significant changes since 2021. Both satisfaction and advocacy are in line with the national picture in 2022, and with the regional scores in 2021. The improvements in these scores are not statistically significant.

## OVERALL SATISFACTION WITH RELATIONSHIP

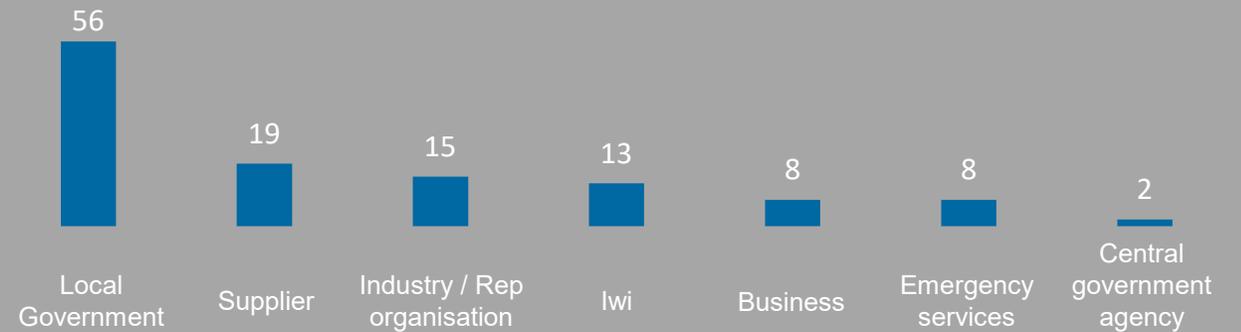


*There are no statistically significant changes in agreement on the main attributes for this region.*

## ADVOCACY FOR WAKA KOTAHI

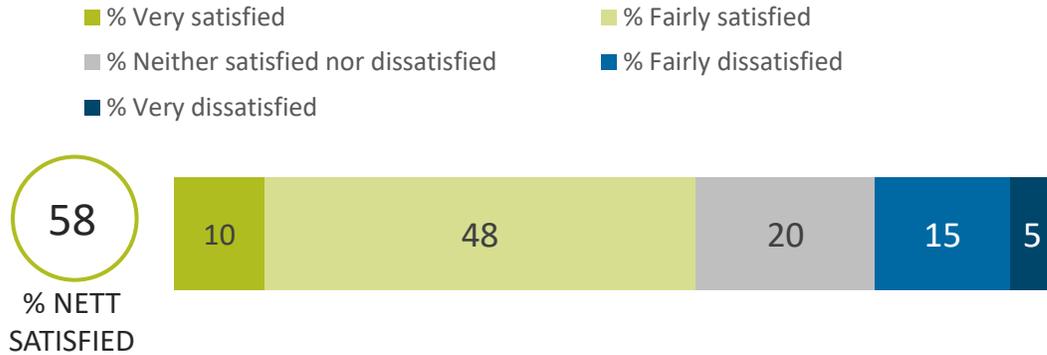


## ORGANISATIONAL PROFILE



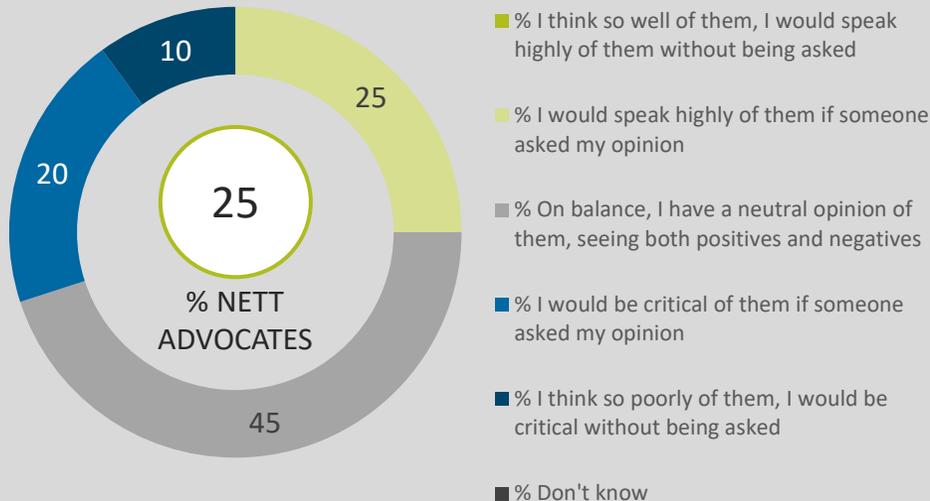
Below are the headline results for the Gisborne / Hawke’s Bay / Taranaki / Manawatu-Whanganui region. Satisfaction and advocacy scores are broadly in line with both the national average, and the regional scores in 2021. The improvement in satisfaction is not statistically significant. One perception that has declined over time, is that fewer partners and stakeholders involved in the region feel that the different parts of Waka Kotahi work well together.

## OVERALL SATISFACTION WITH RELATIONSHIP

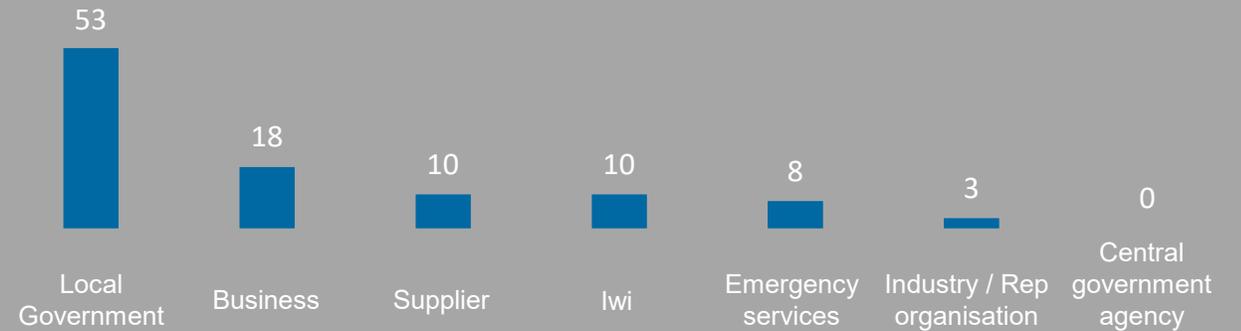


STATISTICALLY SIGNIFICANT CHANGES IN AGREEMENT FROM 2021		
ATTRIBUTE	2021	2022
Different parts of NZTA work well together	31%	13%

## ADVOCACY FOR WAKA KOTAHI

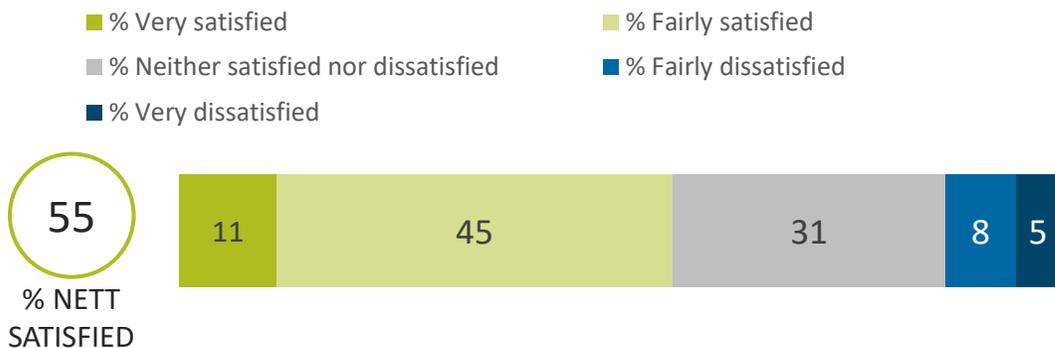


## ORGANISATIONAL PROFILE



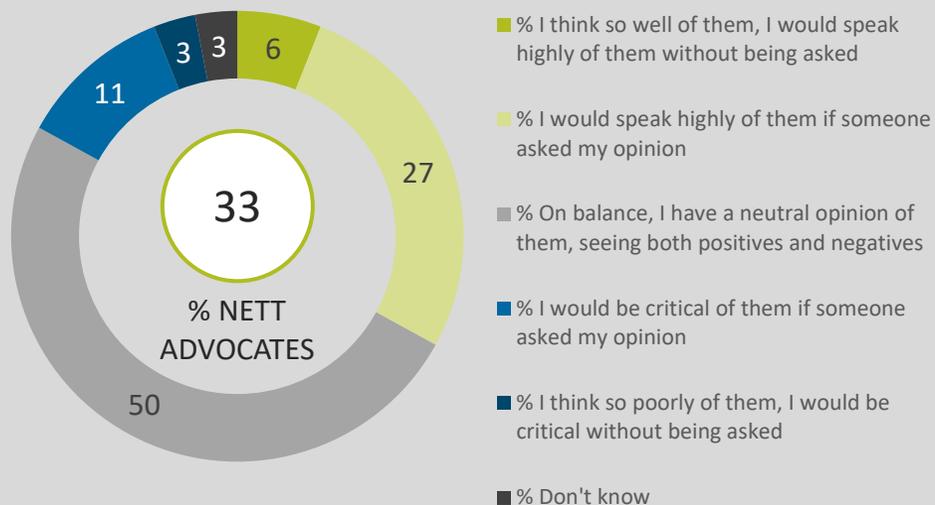
Below are the headline results for the Wellington / Nelson / Tasman / Marlborough region. Satisfaction is somewhat improved on 2021 (55% vs. 46%). While this increase is not statistically significant, the decline in dissatisfaction is (12% vs. 25%). The advocacy level is broadly consistent with 2021. Both satisfaction and advocacy are in line with the national average.

## OVERALL SATISFACTION WITH RELATIONSHIP

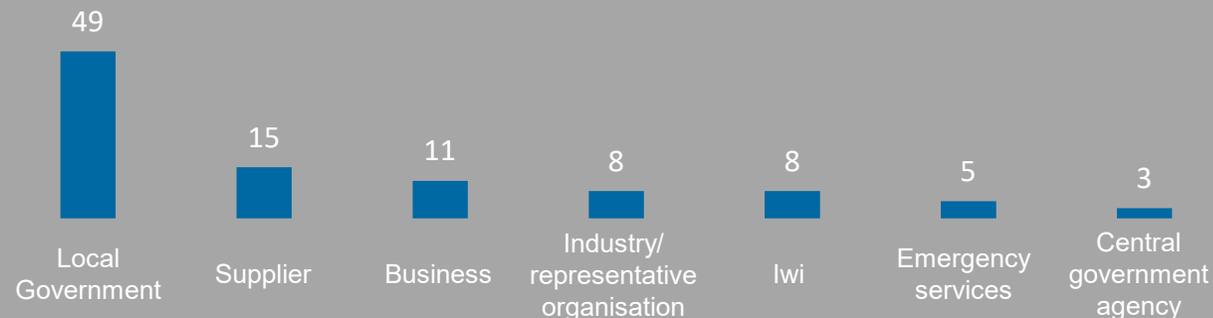


*There are no statistically significant changes in agreement on the main attributes for this region.*

## ADVOCACY FOR WAKA KOTAHI

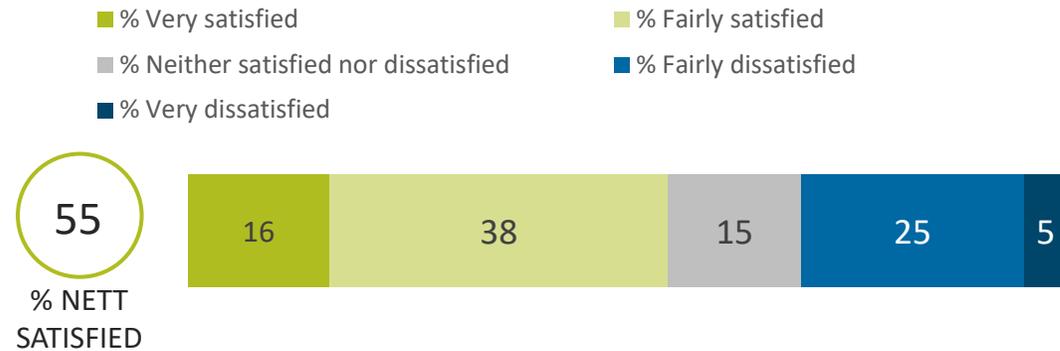


## ORGANISATIONAL PROFILE



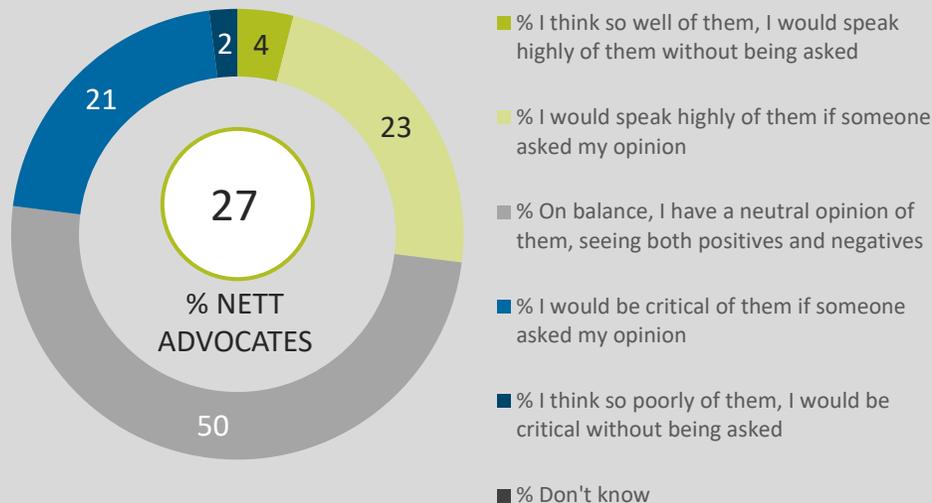
Below are the headline results for the West Coast / Canterbury / Otago / Southland region. The satisfaction and advocacy results are in line with the average and with 2021. That said the proportion who feel Waka Kotahi clearly articulates their long-term vision has increased compared to 2021.

## OVERALL SATISFACTION WITH RELATIONSHIP

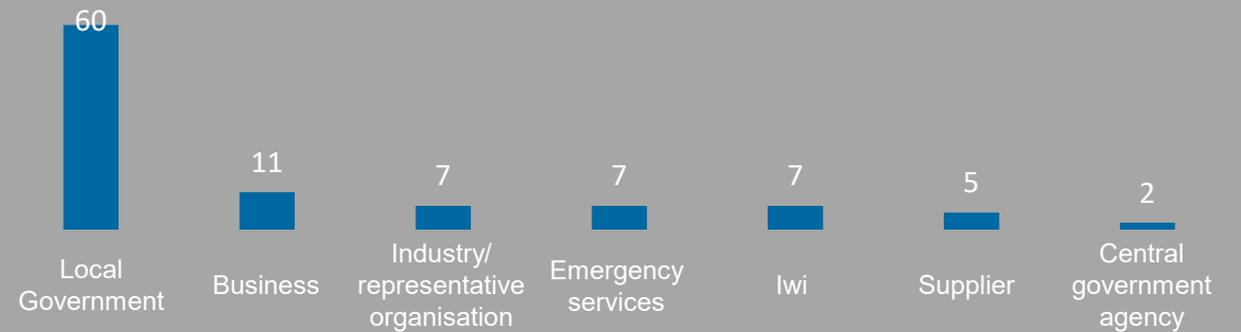


STATISTICALLY SIGNIFICANT CHANGES IN AGREEMENT FROM 2021		
ATTRIBUTE	2021	2022
NZTA clearly articulates a long-term vision	39%	67%

## ADVOCACY FOR WAKA KOTAHI



## ORGANISATIONAL PROFILE



KANTAR PUBLIC

# WORKING WITH WAKA KOTAHI

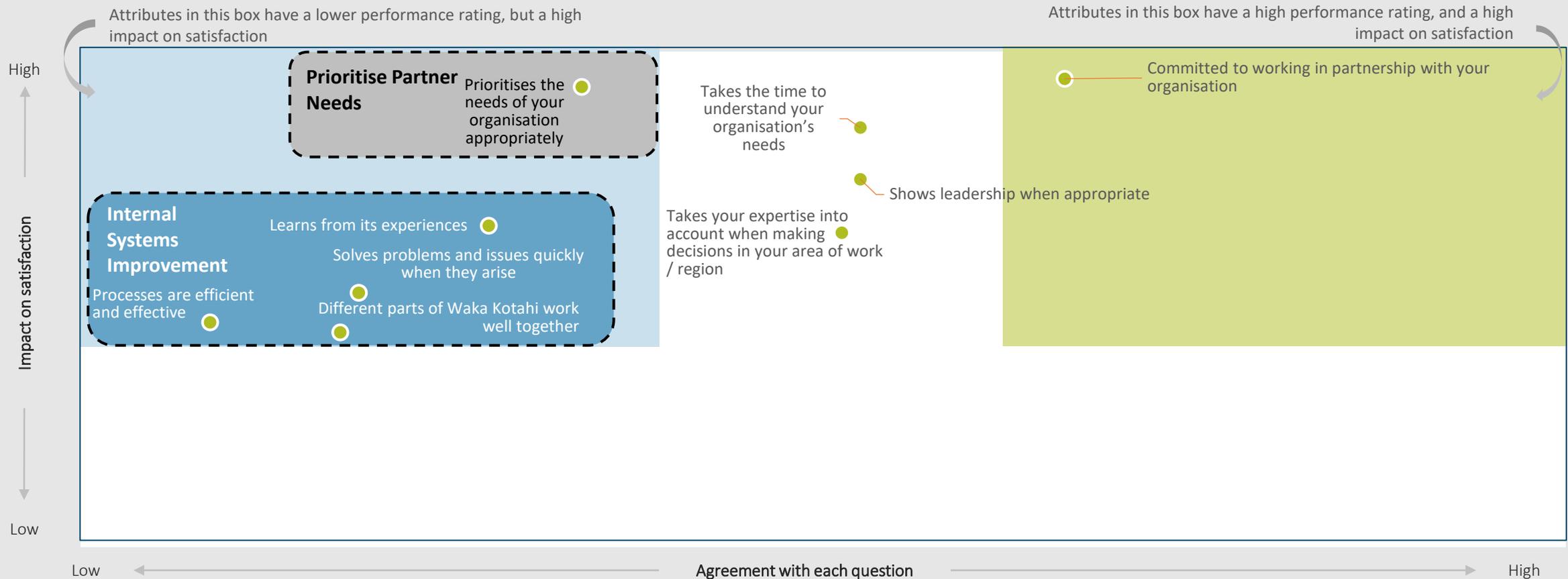
THE KEY FOCUS AREA FOR  
IMPROVEMENT



# WORKING RELATIONSHIP DRIVERS OF SATISFACTION

As shown on the earlier drivers analysis slide, attributes related to working with Kotahi are the key area for improvement. This includes prioritising stakeholder needs, but as well as learning from experiences, solving problems and issues swiftly, having efficient and effective processes in place, and ensuring Waka Kotahi is joined up.

## DRIVERS OF SATISFACTION



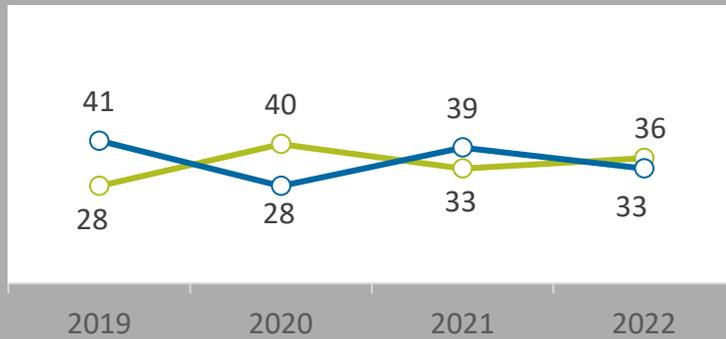
# WORKING WITH WAKA KOTAHI: THE KEY FOCUS AREAS FOR IMPROVEMENT

The way in which Waka Kotahi works continues to be a pain point for partners and stakeholders. Satisfaction with each of these aspects is broadly consistent with 2021, with no statistically significant differences. That said, the percentage who agree that Waka Kotahi has efficient and effective processes has continued to decline, and is significantly lower than 2020. It is the only aspect of working with Waka Kotahi that has returned to the low recorded in 2019. Some of the frustrations related to processes are articulated on slide 32.

— % Agree — % Disagree

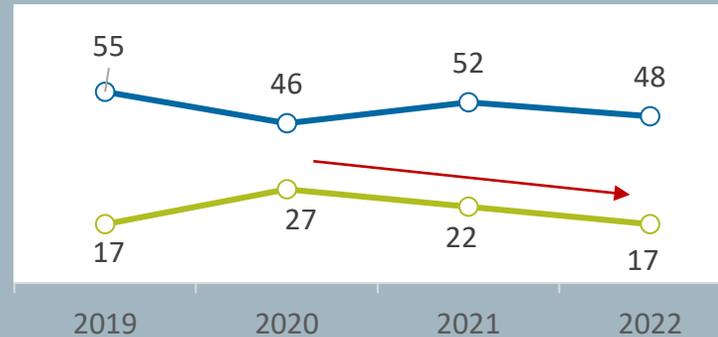
## PRIMARY FOCUS: Prioritise Partner and Stakeholder Needs

*Prioritises the needs of your organisation appropriately*

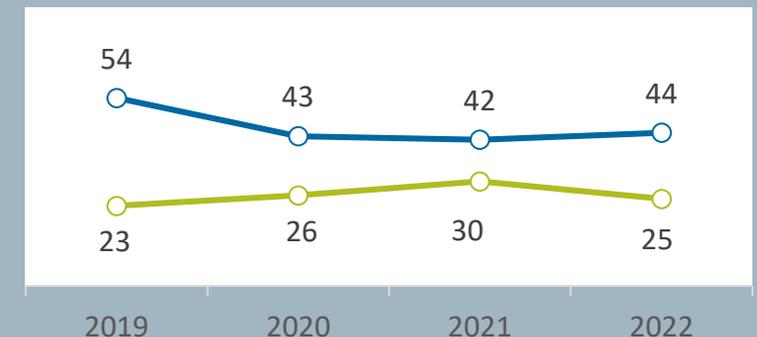


## SECONDARY FOCUS: Internal Systems Improvements

*Processes are efficient and effective*



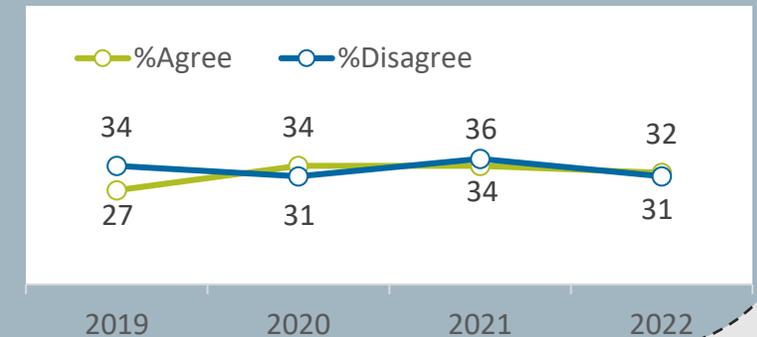
*Solves problems and issues quickly when they arise*



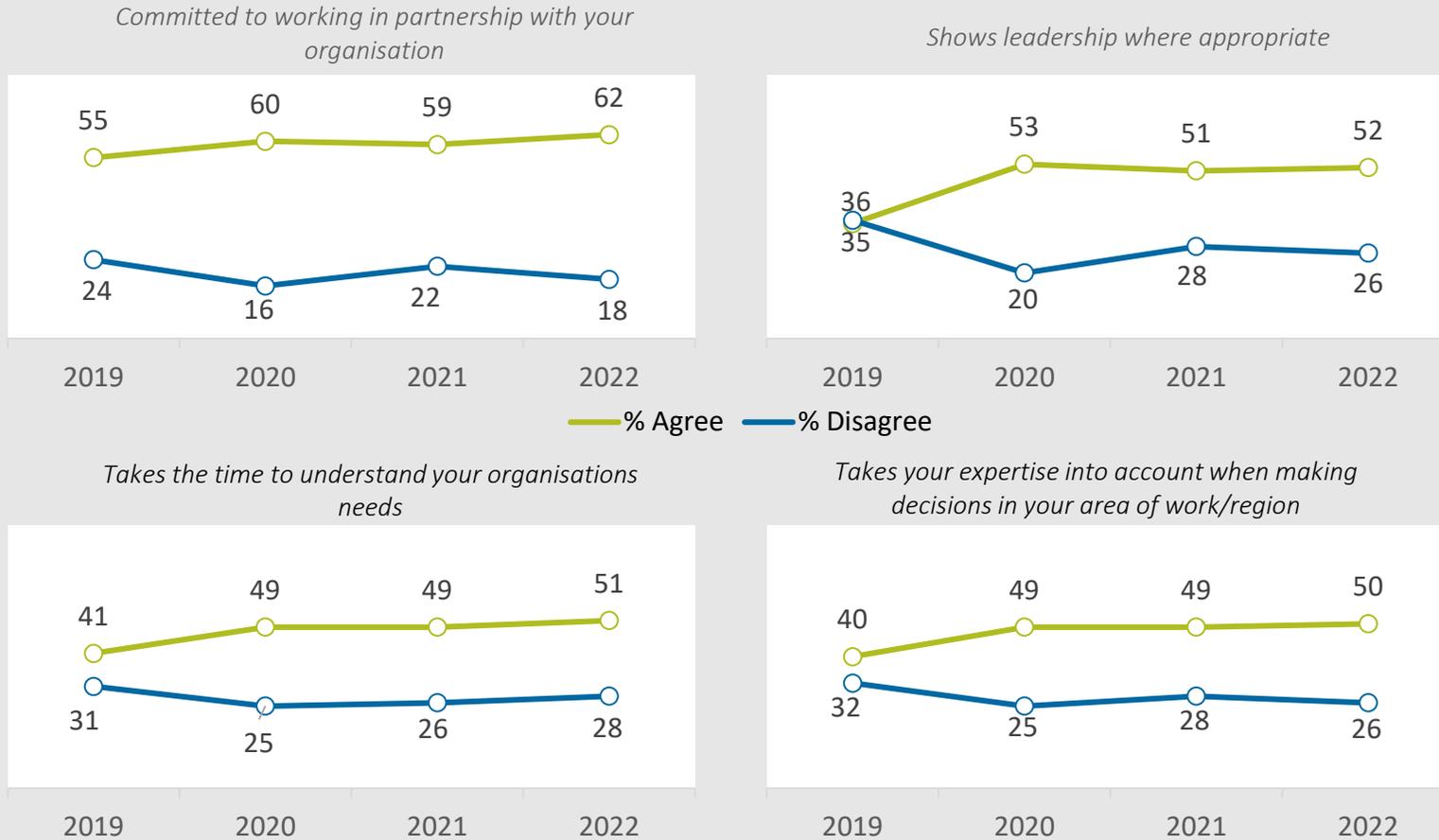
*Different parts of Waka Kotahi work well together*



*Learns from its experiences*



Agreement levels with the remaining working relationships attributes are in line with 2021.



Below are some comments from partners and stakeholders illustrating the key issues they perceive regarding processes and systems within Waka Kotahi. Primarily, partners and stakeholders who perceive issues with these processes tend to find them cumbersome, inefficient, overly complex and opaque. Staff are generally viewed as competent and well-meaning group but are “hamstrung” by burdensome internal processes, which prevents a more agile response.



*The systems and red tape sometimes back the best efforts of those above relatively ineffective. At times it feels that the system or process becomes more important than the outcome.*

*The business case process remains a hindrance. Comments such as "a project like that is about 128 pages of business case" to replace a fully depreciated asset and no longer supported asset ... that is critical to achieving mode shift. The results of business cases going to central government and hearing nothing pre-budget ... and little clear engagement from the agency who paid for the business case are examples where process seems to get in the way of progress.*

*There are many occasions where Waka Kotahi people could make decisions better and sooner on a 'best for project' basis. There are times when they are too bureaucratic and uncommercial to achieve the best outcome.*



*Planned timeframes for projects/tasks are often very optimistic. They often have to seek consensus or feedback from far too many people internally before the next step can be taken.*

*We find the bureaucracy in dealing with Waka Kotahi staff and processes outside of [X] extremely slow and frustrating. ... The movement of a council position to the [X] office which Council is funding has taken close to five months for [manager] to get sign off within Waka Kotahi to proceed to the recruitment phase.*

*Organisation is process obsessed, lacks innovation and seems to have forgotten that 90+% of mobility is road dependent.*

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



*Generally nice people, in a broken system.*

*Seems to be a huge number of committees or groups working on initiatives, which is great but very time consuming and I wonder if the number of initiatives could be streamlined and coordinated better to get better efficiency and input.*

*The investment advisors I've been working with did their best to assist us through the process. But the internal process isn't transparent so there is a large degree of not knowing on my part.*

*Safety funding is now unclear, allocation process complex and it is very hard to explain to network users.*

*At times it feels that the system or process becomes more important than the outcome.*

*Poor and convoluted processes.*

Beyond frustration at the processes themselves, some partners and stakeholders are also critical of a lack of internal support for the staff that they deal with, while question marks are also raised about whether Waka Kotahi has the right set capability mix in place to allow it to succeed.



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

*Regional relationship manager is very good and has improved relationships considerably. However, decision makers within Waka Kotahi seem faceless and far removed from the area's they are making decisions about. The processes feel like projects and plans are made from the top down rather than the bottom up. As a result, community buy in, support and local knowledge is often lacking.*



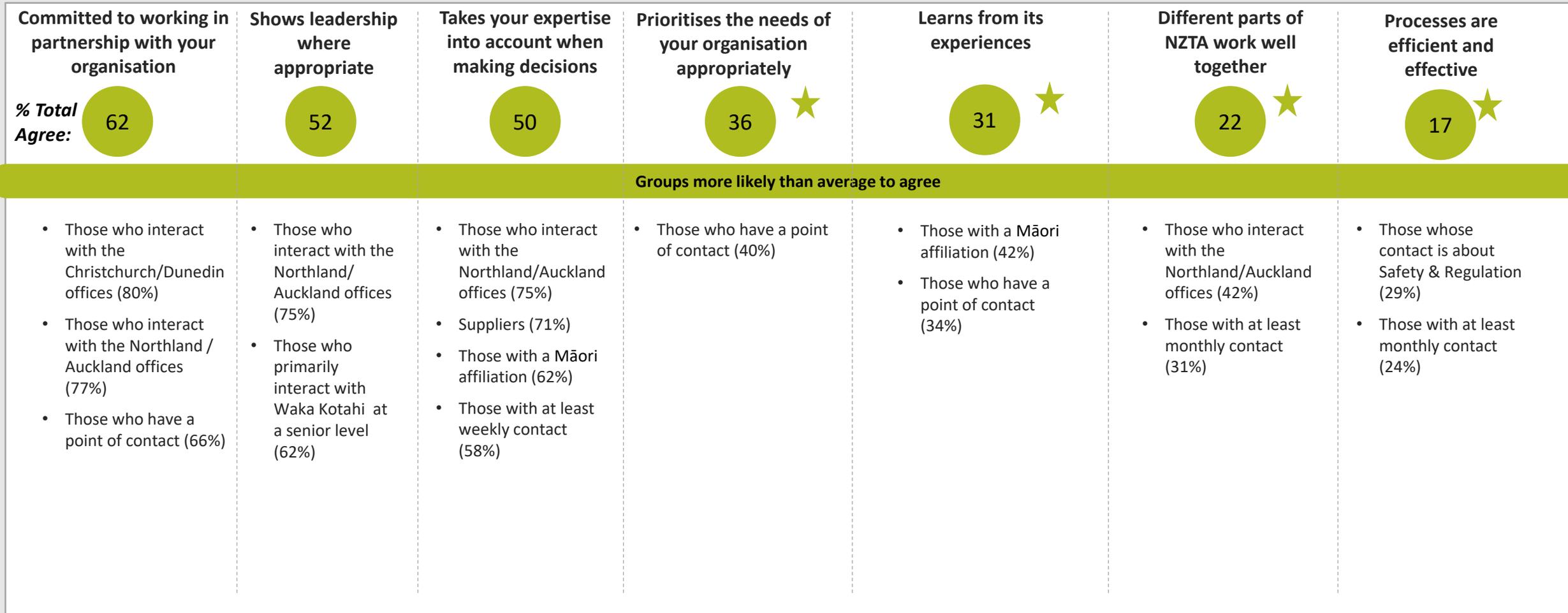
*Waka Kotahi have a massive engagement team that lacks technical expertise and industry knowledge so the engage teams are just another layer of bureaucracy and don't really add value, in fact they slow things down.*

*There are many Waka Kotahi staff who are trying hard to do the right thing, however, they are consistently undermined by leadership.*

*1000 layers of approvals is how Waka Kotahi fail to deliver. You don't need more lawyers, you don't need more "Relationship Managers". You need asset managers and engineers, the geographic areas which your Network Managers cover are too large, they are spread too thin. Go visit a good Council, Hamilton or New Plymouth are good, ask them how to manage a transport network, how to manage assets and how to structure a team, then build on their model.*

# WORKING WITH WAKA KOTAHI: POSITIVE SUB-GROUP DIFFERENCES

A number of partner and stakeholder groups are more positive than average about working with Waka Kotahi. These include those who interact with the Northland / Auckland offices, those with a Māori affiliation, and those with a point of contact.

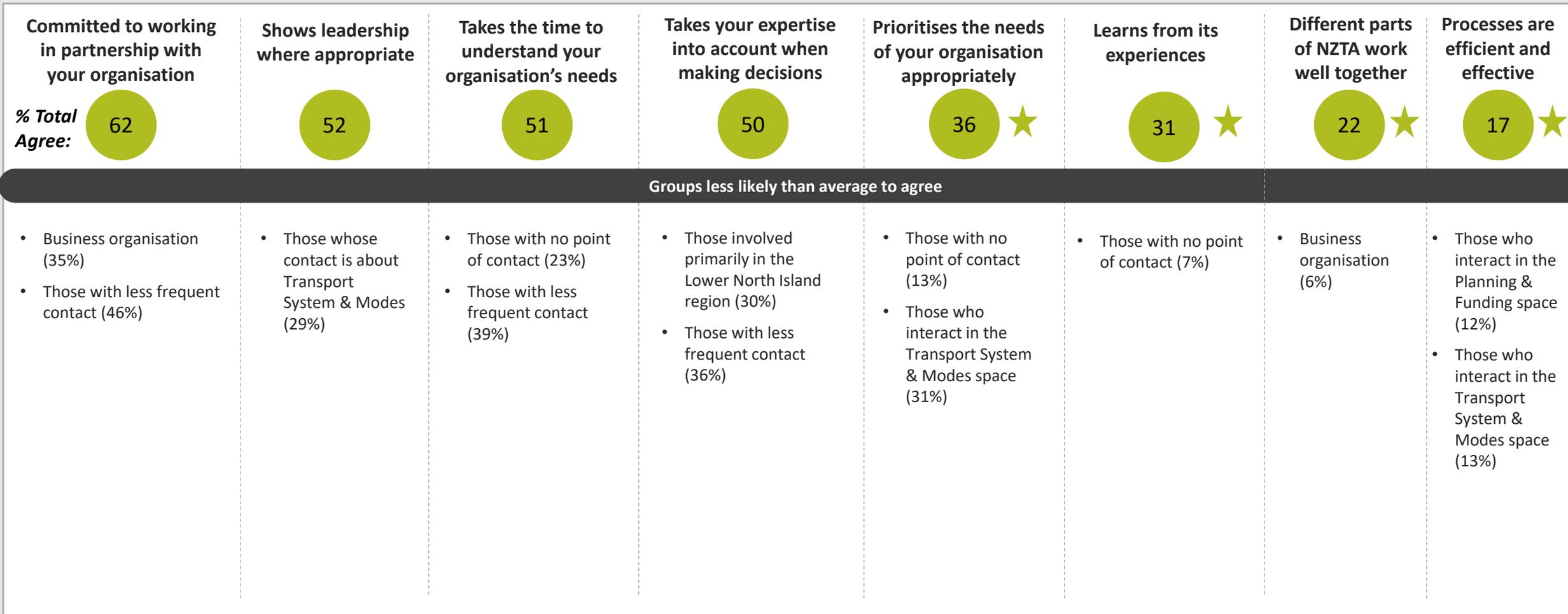


Source: B1  
Base: All partners and stakeholders (n=268)

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

# WORKING WITH WAKA KOTAHI: NEGATIVE SUB-GROUP DIFFERENCES

Partners and stakeholders with no point of contact and those who interact in the Transport & System Mode space tend to rate working with Waka Kotahi less positively than average.



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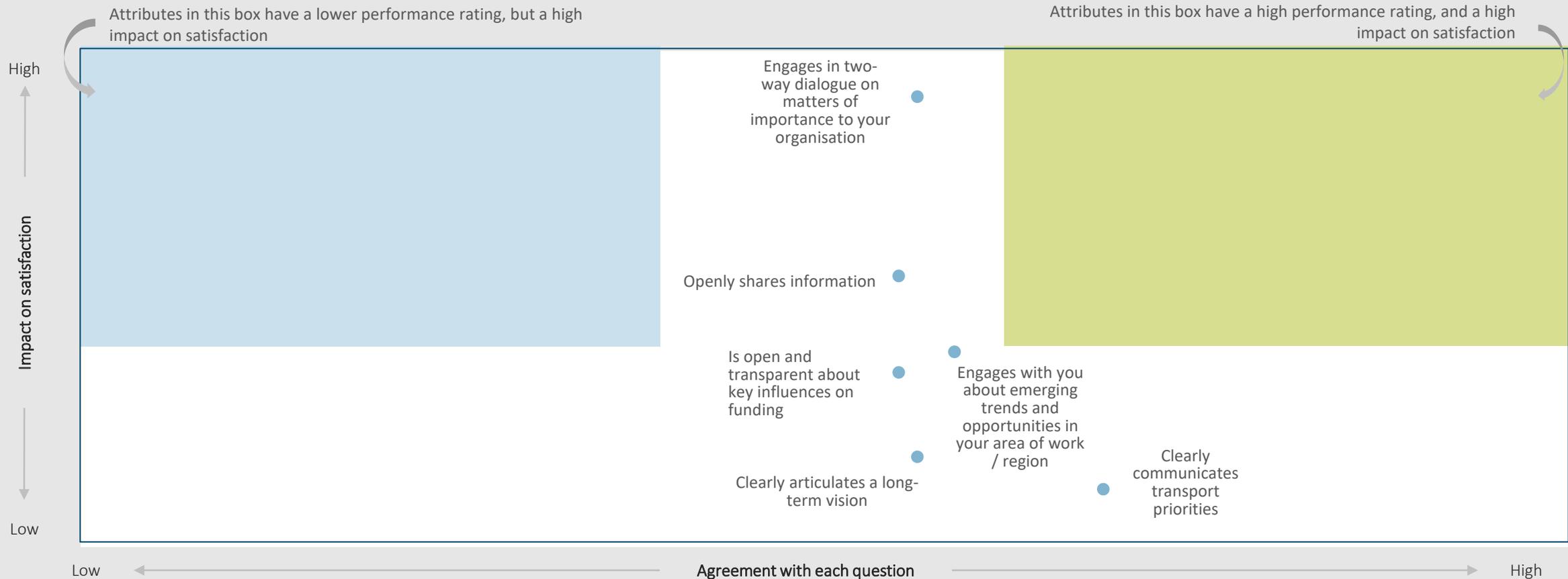
# HOW WAKA KOTAHI COMMUNICATES AND ENGAGES



# DRIVERS OF SATISFACTION: COMMUNICATION

As previously noted the communication attributes typically sit within a more neutral zone in terms of perceived performance. They are less impactful in driving overall satisfaction than either the working with Waka Kotahi attributes or the staff attributes. That said, openly sharing information is more important in driving overall satisfaction than it was previously. The analysis points to placing greatest effort into improving two-way dialogue. It has a high impact on satisfaction but there is scope to push it into the celebration zone and make it a core strength.

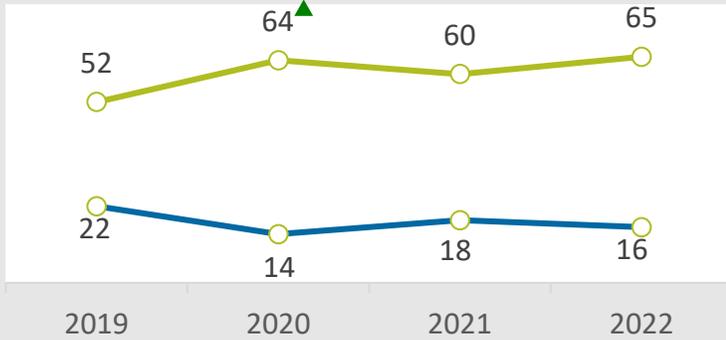
## DRIVERS OF SATISFACTION



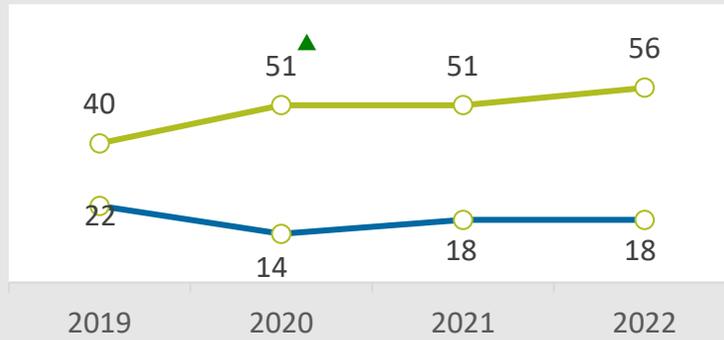
# HOW WAKA KOTAHI COMMUNICATES AND ENGAGES

Perceptions of the ways in which Waka Kotahi communicates and engages all see modest improvements compared with 2021, or otherwise remain consistent. These shifts are not statistically significant but do reflect an overall pattern. That said, disagreement that Waka Kotahi clearly articulates a long term vision has declined significantly to 19% (further indicating an improved picture around communication). It is also worth drawing attention to the improvement in openly sharing information, hitting its highest level to date in terms of agreement. This is notable given its importance in driving satisfaction has also increased.

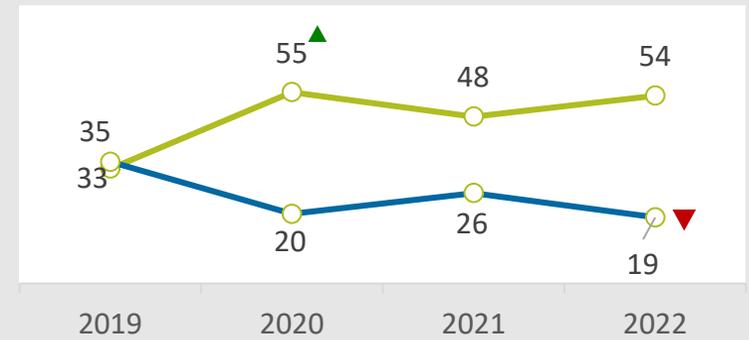
Clearly communicates transport priorities



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

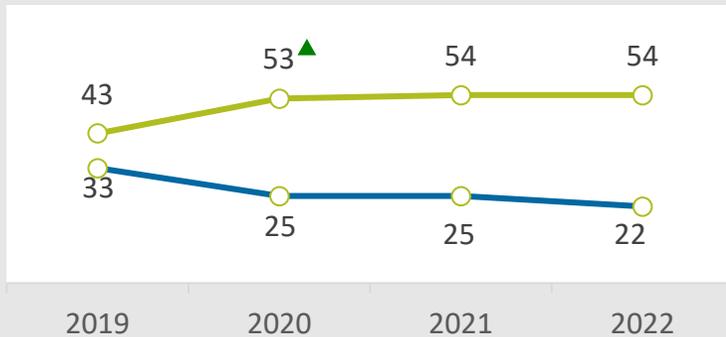


Clearly articulates a long-term vision

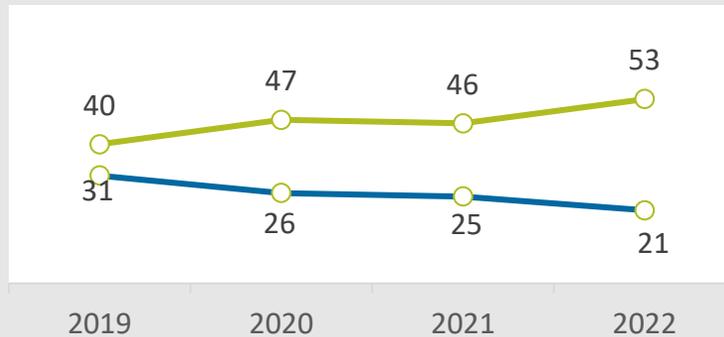


— % Agree — % Disagree

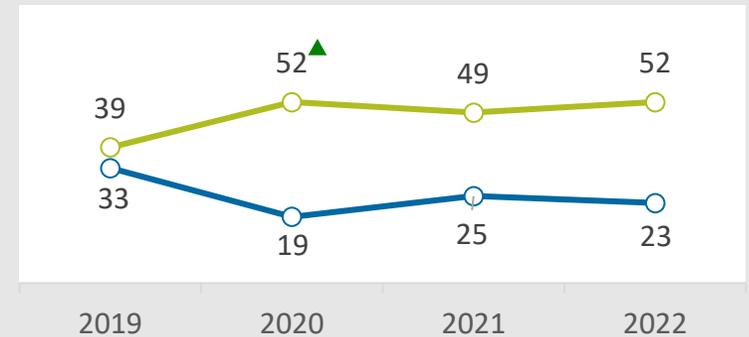
Engages in two-way dialogue on matters of importance to your organisation



Openly shares information



Open and transparent about key influences on funding



As noted communication is not a key focus in terms of improvements, and there is evidence from across the survey that it an area where Waka Kotahi is lifting its performance. That said, partners and stakeholders do raise some issues in their feedback around communication including the extent to which Waka Kotahi genuinely engages in two way dialogue and how staff conduct themselves at time when communicating with partners and stakeholders.



*Waka Kotahi sets up too many meetings and forums under the guise of consultation, and often the decisions have already been made so the whole process is completely unauthentic. The Let's Get Wellington Moving project and speed limits are two good examples. It is also extremely selective using data to support its work even despite it knowing the data limitations.*

*Externally the agency often doesn't appear to communicate well internally or externally and appears hamstrung by its own processes. Its understanding at times of local government processes at times is poor particularly around community engagement where the LGA requires meaningful engagement from local bodies. This was evident in development of the Regional Speed Management process where the regional sector was not engaged in development of the rule after consultation.*



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

*Poor communication on performance within the organisation, inconsistent, don't take all factors into consideration (i.e. saying consultants did not provide international resource on the ground when COVID had resulted in borders being closed). In some cases, can play a blame game and not consider all factors (this often happens at a Project Manager level) but is often sorted when escalated within the organisation.*

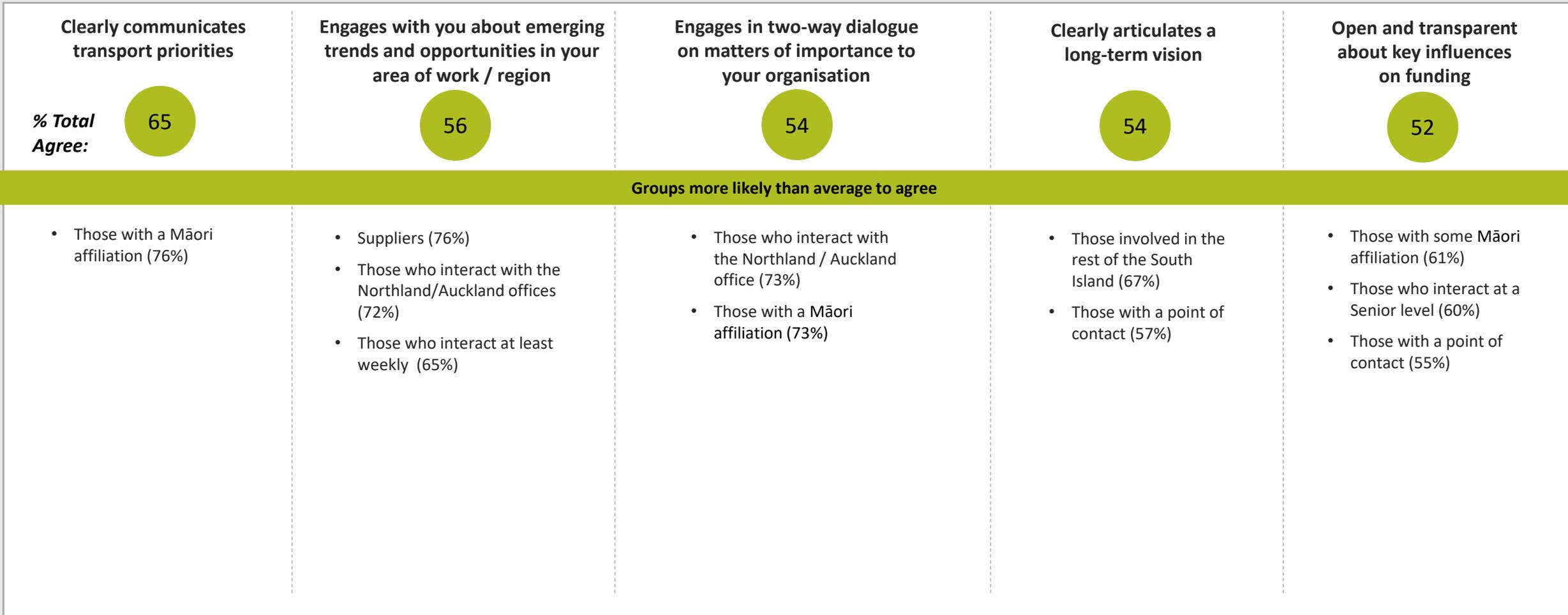
*Some of the senior managers lack professionalism and their interaction and the way they communicate and dictate to a partner they should be working with is not professional The left hand and the right hand does not know what it is doing.*



*It is frustrating to witness unprofessional and confrontational attitudes displayed by regional and national office staff. I have in the last two months been in five teams meetings where staff have made hostile and rude statements about partner organisations that are irrelevant to the meeting topic but those staff have felt the need to express their annoyance or dislike of the partner organisation. The fact that they had other partner organisations in the meeting did not stop them or even apparently cause them to stop and consider what they are saying and the people witnessing and receiving it. If it is a partnership then both organisations need to work together, that means open feedback, professional communication and respectful attitudes.*

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

There are a number of groups of partners and stakeholders who are more likely than average to hold positive views about the way in which Waka Kotahi communicates. These include those with a Māori affiliation, those who interact with the Northland / Auckland office and those with a point of contact.

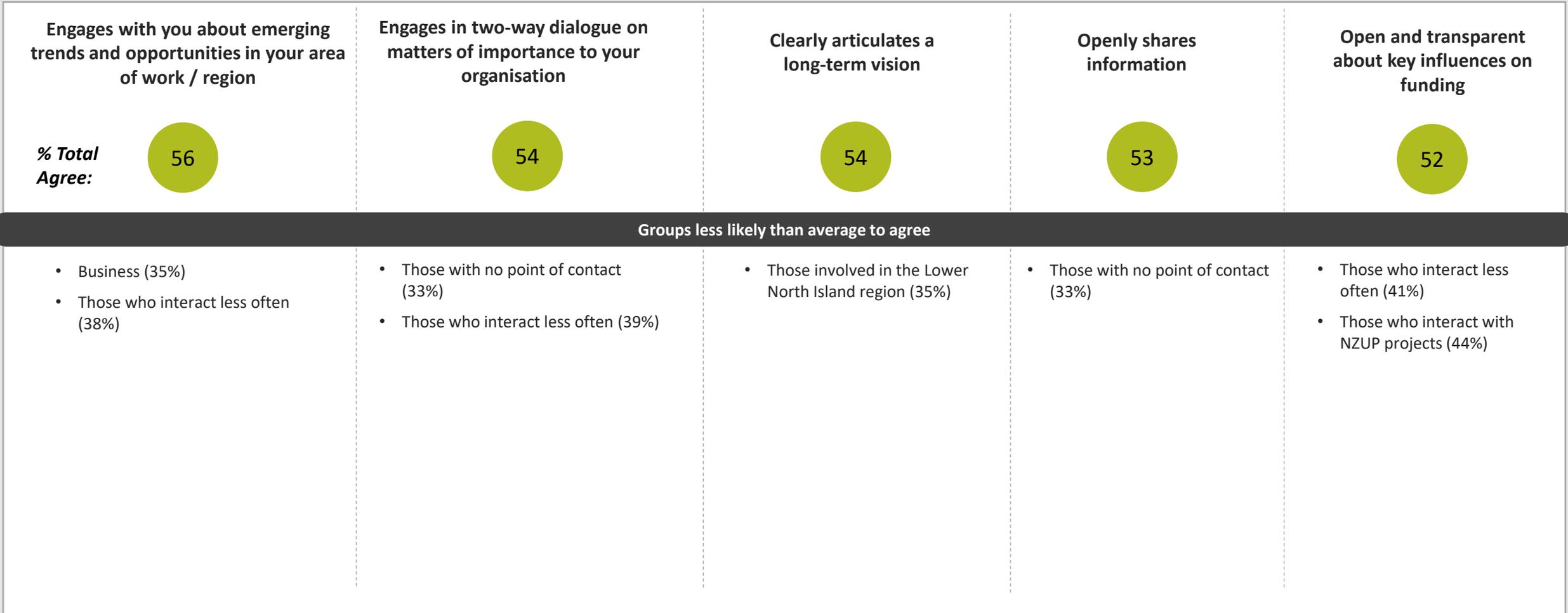


Source: C1: How much do you agree or disagree with each of the following about how Waka Kotahi communicates?  
 Base: All partners and stakeholders (n=268)

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

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

Those partners and stakeholders who are less positive than average about communication include those who interact less often with Waka Kotahi or who have no point of contact.



Source: C1: How much do you agree or disagree with each of the following about how Waka Kotahi communicates?  
 Base: All partners and stakeholders (n=268)

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

**KANTAR PUBLIC**

# PERCEPTIONS OF WAKA KOTAHI STAFF

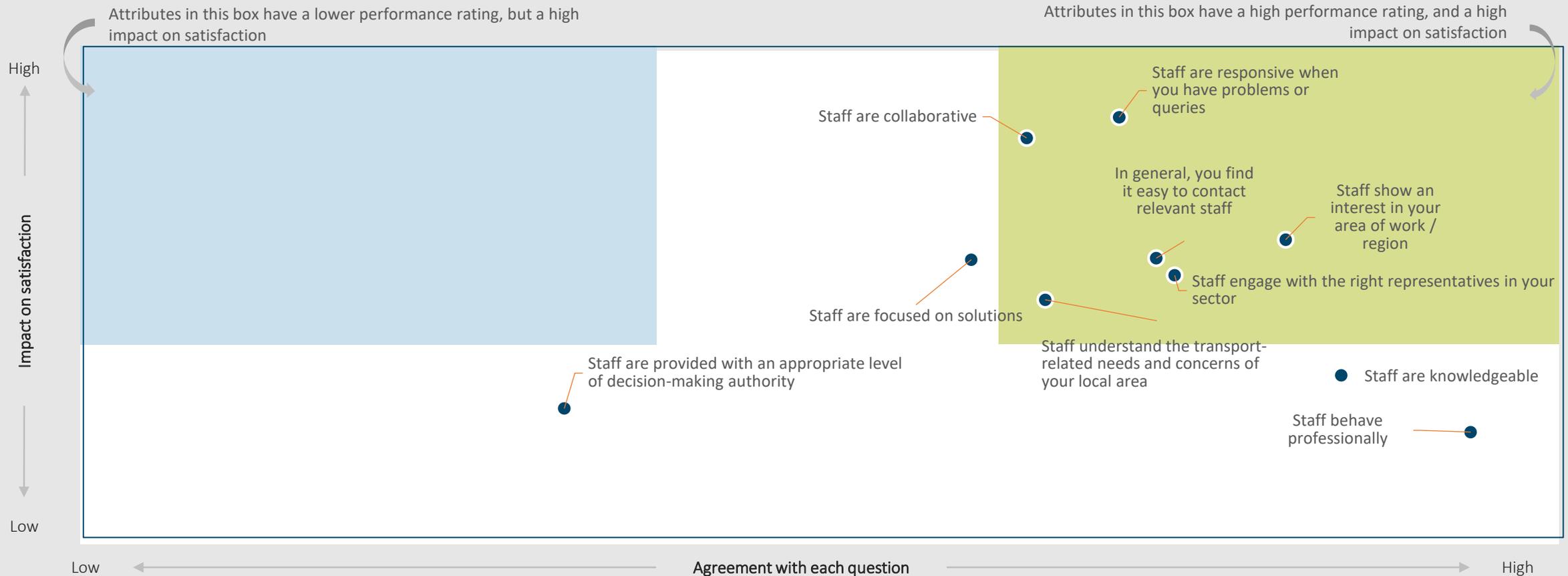
AN AREA TO MAINTAIN AND  
CELEBRATE



# DRIVERS OF SATISFACTION: STAFF

As with previous years, the key drivers analysis highlights staff performance as an area of strength. There are no key areas to invest in with staff satisfaction, but a number of areas to maintain and celebrate. The most notable area where perceived performance lags is providing staff with an appropriate level of decision making authority. However, reviewing the comments, it feels that this is tied up with the efficiency of processes in Waka Kotahi, so addressing one should support the other.

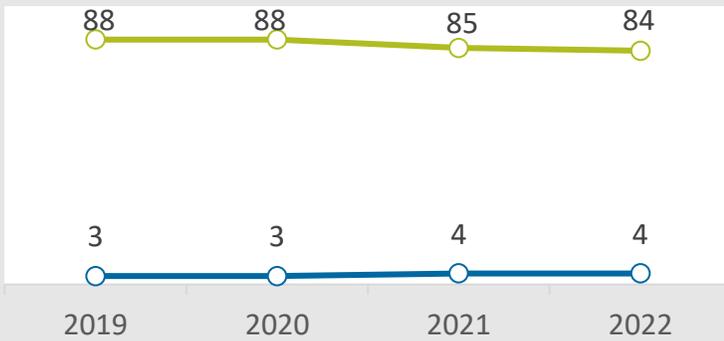
## DRIVERS OF SATISFACTION



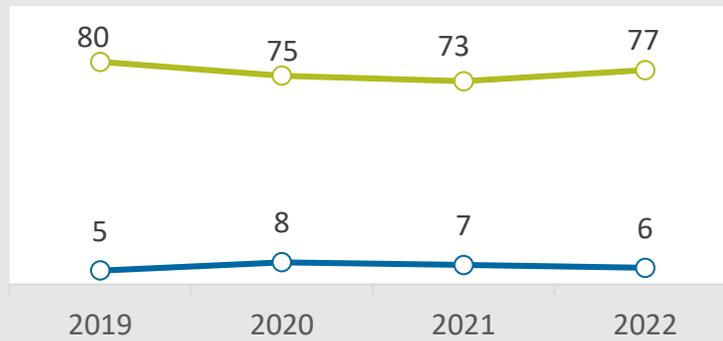
# PERCEPTIONS OF WAKA KOTAHI STAFF

Continuing the trend of previous years, staff have the highest performance of all the areas rated. They are consistently seen as professional, knowledgeable, and show an interest in the work of others. Overall both agreement and disagreement levels for the staff attributes shown below remain relatively flat.

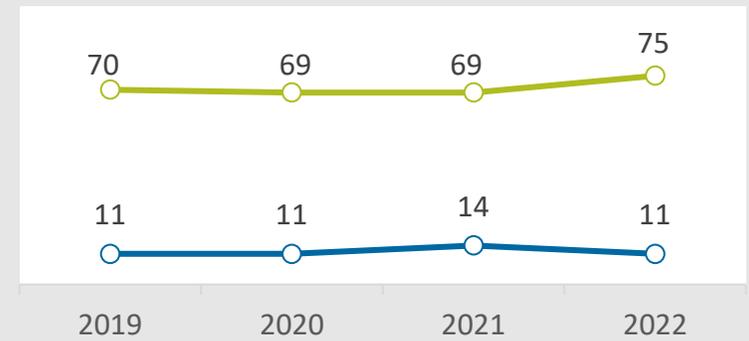
*Behave professionally*



*Are knowledgeable*



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

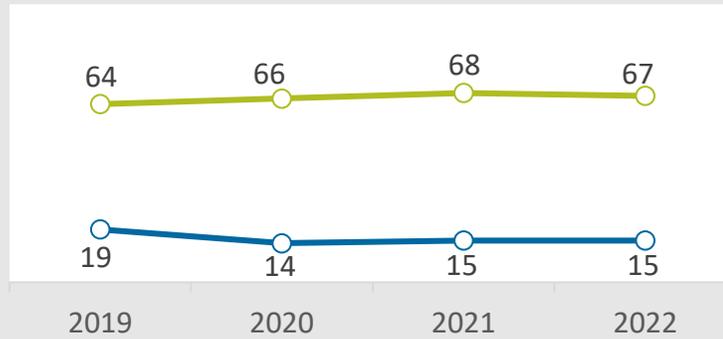


— % Agree — % Disagree

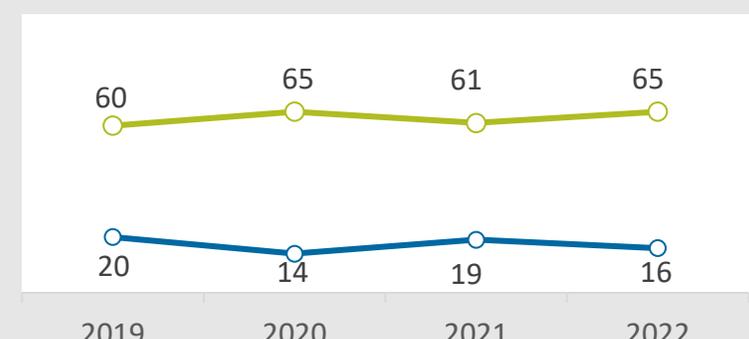
*Engage with the right representatives in your sector*



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



*Are responsive when you have problems or queries*

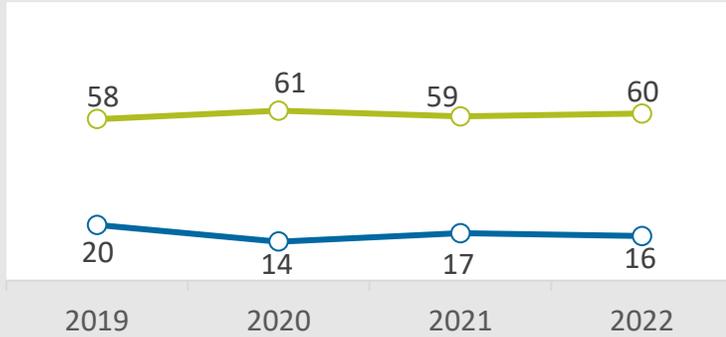


Source: D1: How much do you agree or disagree with each of the following statements about Waka Kotahi staff you mostly interact with? Waka Kotahi staff...  
 Base: All partners and stakeholders (n=268) ▲ ▼ Significantly higher / lower than previous year

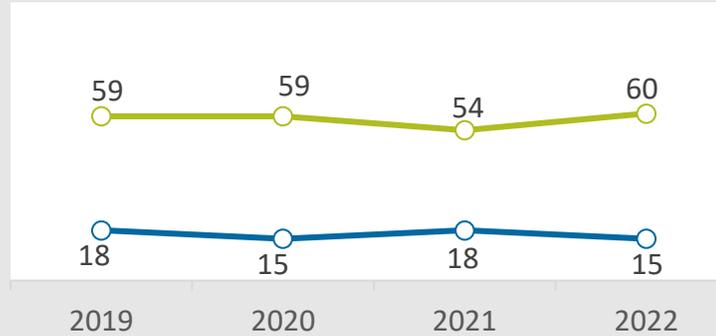
# PERCEPTIONS OF WAKA KOTAHI STAFF

Over half of partners and stakeholders continue to agree that Waka Kotahi staff understand the transport-related needs of their area, and that they are solutions focused, and collaborative. Ensuring that staff are provided with an appropriate level of decision-making authority continues to be the area of poorest performance for staff – despite disagreement hitting its lowest level to date.

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

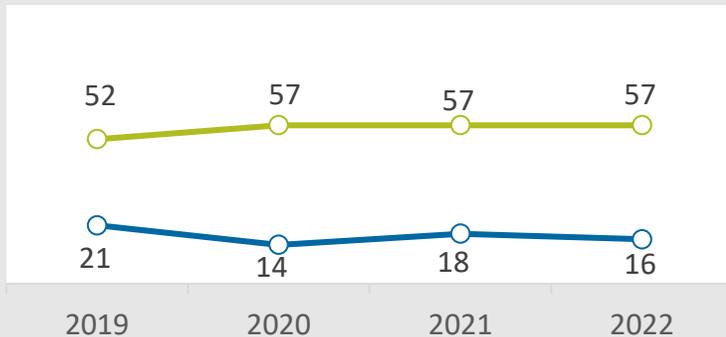


*Are collaborative*

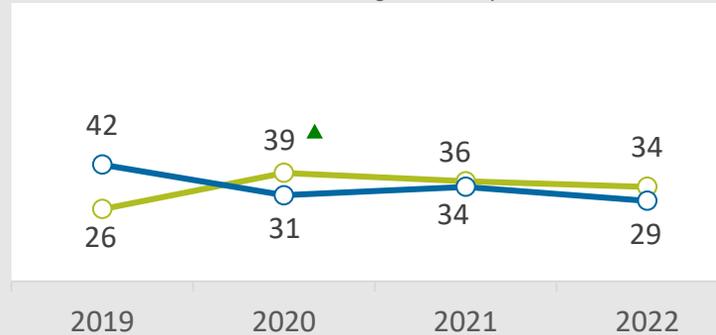


— % Agree — % Disagree

*Are focused on solutions*



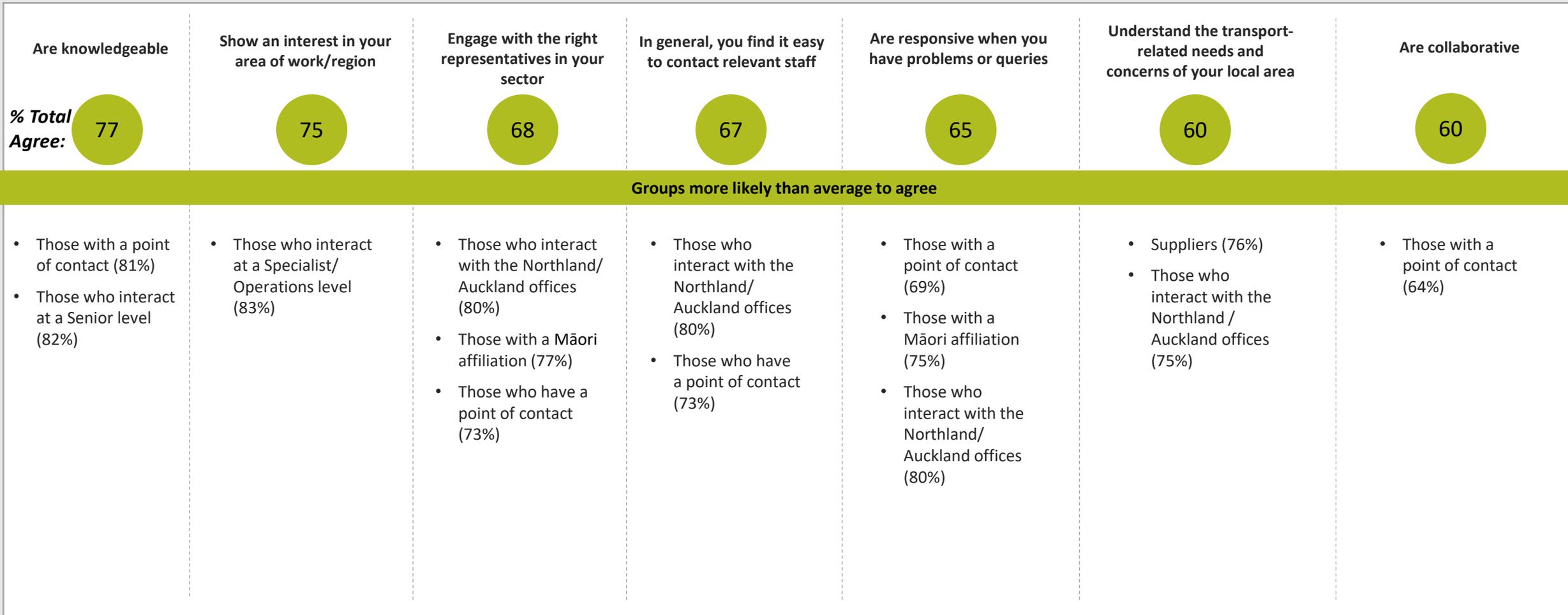
*Are provided with an appropriate level of decision-making authority*



Source: D1: How much do you agree or disagree with each of the following statements about Waka Kotahi staff you mostly interact with? Waka Kotahi staff...  
 Base: All partners and stakeholders (n=268) ▲ ▼ Significantly higher / lower than previous year

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

Those stakeholder groups who are more likely than average to be positive about the staff include those with a point of contact, those who interact with the Northland / Auckland offices and those a Māori affiliation.

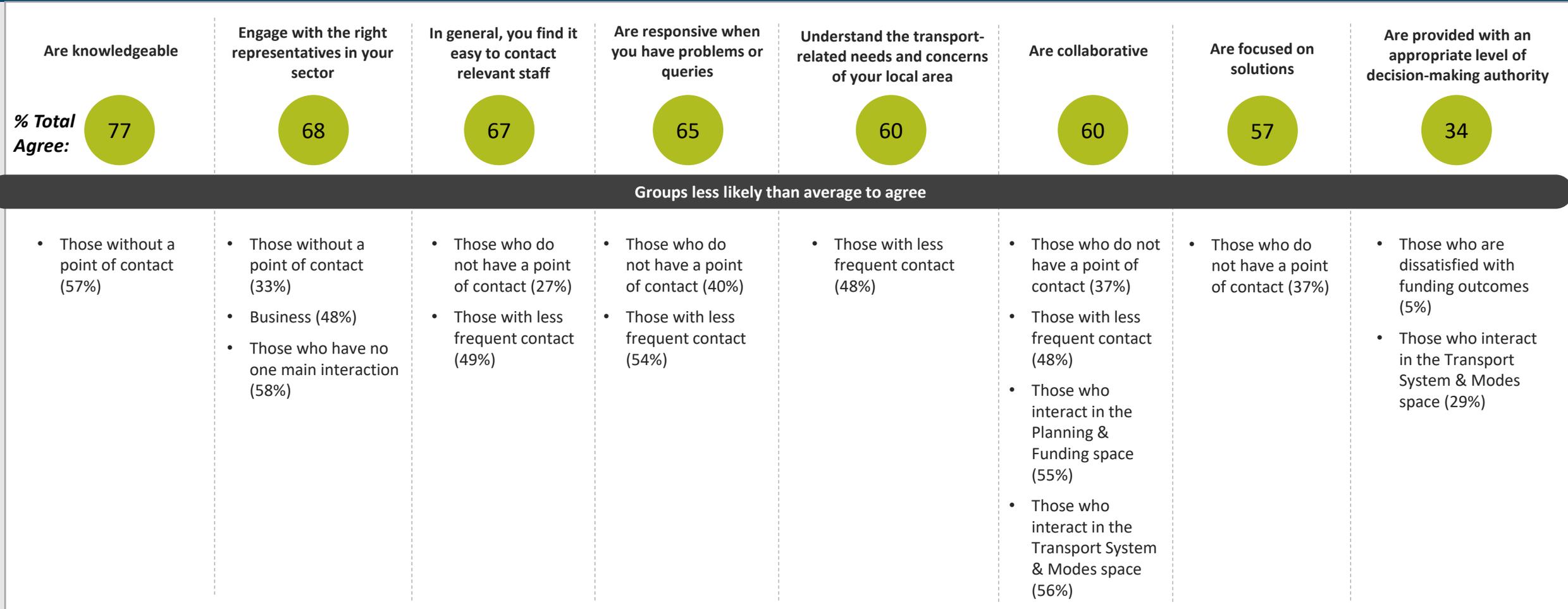


Source: D1: How much do you agree or disagree with each of the following statements about Waka Kotahi staff you mostly interact with? Waka Kotahi staff...  
Base: All partners and stakeholders (n=268)

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

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

Those groups of partners and stakeholders who are less likely than average to be positive about Waka Kotahi staff include those without a point of contact, who interact less often than monthly and to a lesser degree those who interact with the Transport Systems and Modes space.



Source: D1: How much do you agree or disagree with each of the following statements about Waka Kotahi staff you mostly interact with? Waka Kotahi staff...  
Base: All partners and stakeholders (n=268)

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

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



*The people are great individually, the management system they are working within makes it difficult for them to perform to the best of their abilities, particularly their lack of individual agency to make decisions on the spot, the conservative attitude to risk and therefore reluctance to share information openly or engage properly with the public and the hierarchical nature of decision making which disempowers the people closest to the issue.*

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

*All positive responses of this survey are related solely to the Waka Kotahi Hamilton Regional Staff - they are fantastic, knowledgeable and supportive to work with - they understand and know our region and go out of their way to support. They could do even more if their limited role delegations were increased.*



*The skill, competence and decision making ability has decreased significantly in recent years in some key roles, which has led to management by multiple layers of authority which is showing very little improvement in a) the outcome and b) the speed.*

*There are excellent and knowledgeable operations staff that are very good to deal with. The problem is that we don't have access to the governance sector and decisions are made above the staff.*

*With frequent staff and position changes we lose who to contact within various departments. Trying to contact who to speak with at times can be a real mission.*



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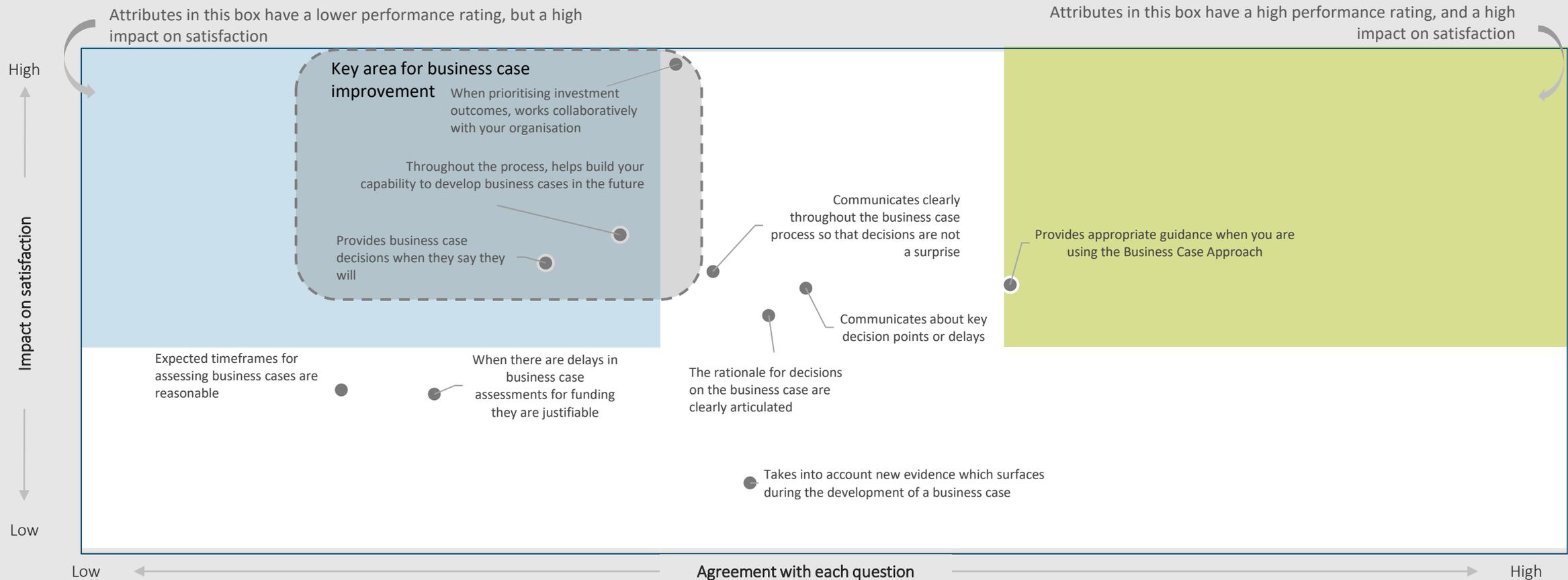
**PARTNERS AND  
STAKEHOLDERS  
INVOLVED IN BUSINESS  
CASES**



# DRIVERS OF SATISFACTION: STAKEHOLDERS WHO SUBMITTED A BUSINESS CASE

We also undertook a separate statistical analysis 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 three key attributes that Waka Kotahi should focus on to help raise overall satisfaction, which are providing business case decisions when they say they will, helping build capability towards future business cases throughout the process, and working collaboratively with stakeholder organisations when prioritising investment outcomes.

## DRIVERS OF SATISFACTION – INDIVIDUAL MEASURES BUSINESS CASE PROCESS

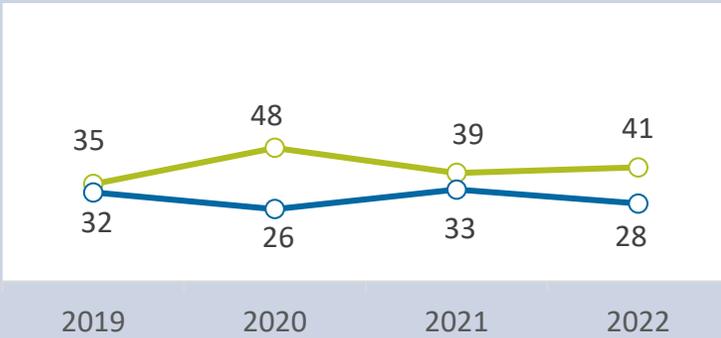


# BUSINESS CASE PROCESS

Overall satisfaction amongst partners and stakeholders who have submitted a business case sits at 54% in 2022, compared to 44% in 2021 and 51% in 2020. This bounce back in terms of satisfaction provides evidence that the 2021 results for this group were affected by the larger triennial NLTP funding round, the outcomes of which were announced around the same time as the 2021 fieldwork. Positively there appears to have been improvements in perceptions around the three areas that Waka Kotahi should focus on (albeit the shifts are not statistically significant). There also appears to be a positive shift in providing appropriate guidance, but again this is not significant due to the lower sample size for this part of the survey.

## KEY DRIVERS:

*When prioritising investment outcomes, works collaboratively with your organisation*



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



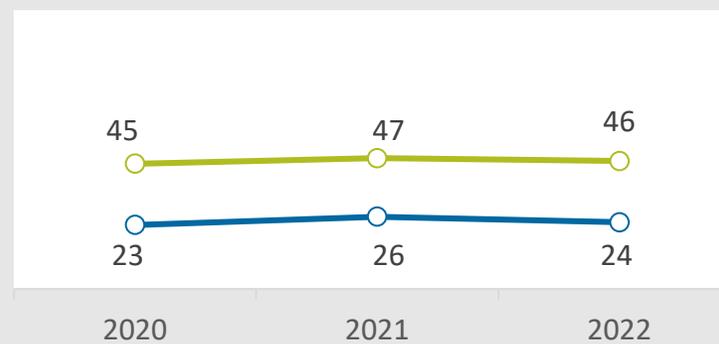
*Provides business case decisions when they say they will*



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



*Communicates about key decision points or delays*



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

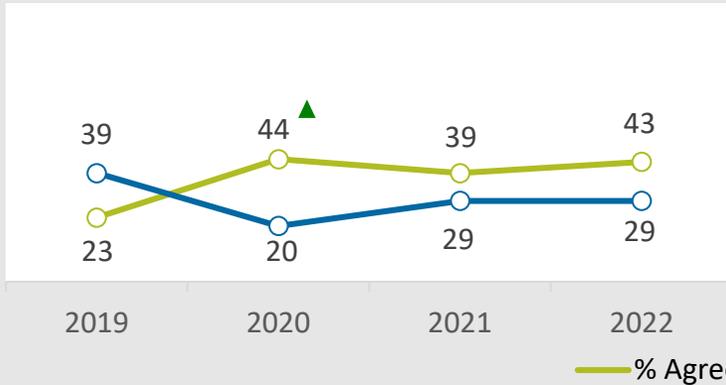


— % Agree — % Disagree

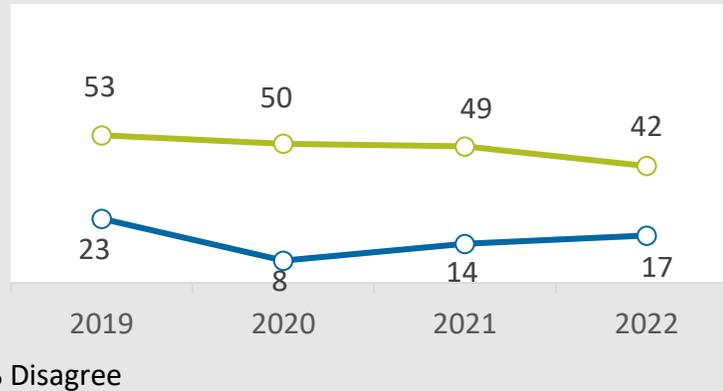
# BUSINESS CASE PROCESS

The remaining attributes show a bit of a mixed picture, and overall there remains clear room for improvement in how Waka Kotahi manages and communicates around the business case process. Indeed, agreement that Waka Kotahi takes account of new evidence has slid to its lowest level to date. Partners and stakeholders also seem increasingly critical about the time taken by Waka Kotahi to assess the business cases, which fits with other earlier comments around processes. On the other hand, partners and stakeholders do seem more prepared to cut Waka Kotahi some slack, and agree that the delays are justifiable. Once again, none of the changes are statistically significant.

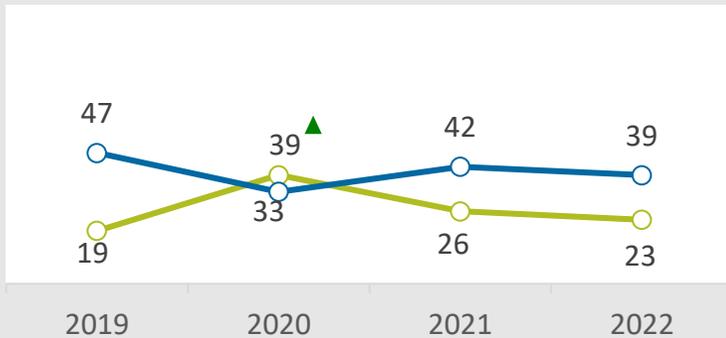
*Communicates clearly throughout the business case process so that decisions are not a surprise*



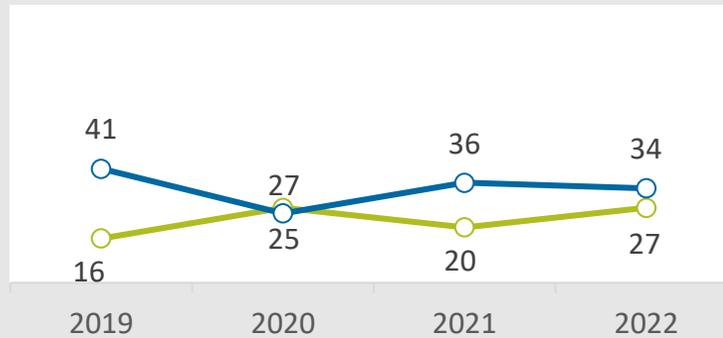
*Takes into account new evidence which surfaces during the development of a business case*



*Expected timeframes for Waka Kotahi assessing business cases are reasonable*



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



Source: E2: Thinking about the most recent NLTP Business Case you have undertaken, how much do you agree or disagree with the following?  
 Base: All partners and stakeholders who have applied for a business case (n=99)

▲ ▼ Significantly higher / lower than previous year

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



”

*The business case machine is outdated and needs [to be] re-assessed.*

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

*The business case process is still slow, cumbersome and does not reflect the reality that in [city] we have an agreed UFTI strategy and the TSP. We believe this should enable a faster and more streamlined business case process. However, we are still bound by the rigid entire process of the business case which merely results in much duplication, rework and cost for little benefit.*

”

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

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

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COLMAR BRUNTON  
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## WAKA KOTAHI PERFORMANCE:

- SAFETY
- ROAD SAFETY
- NZ UPGRADE PROGRAMME
- RESPONDING TO CHANGE

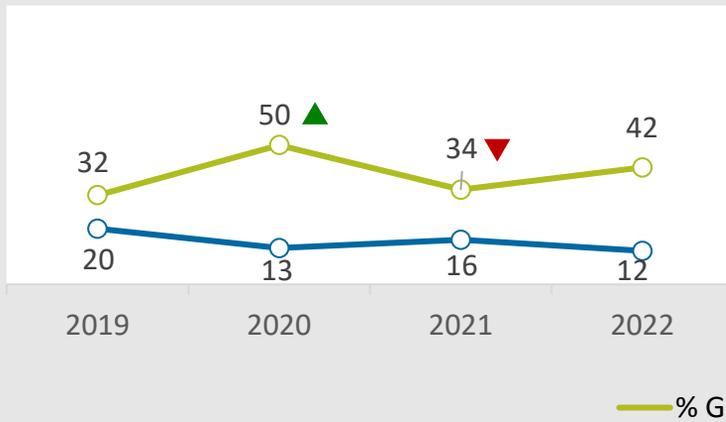




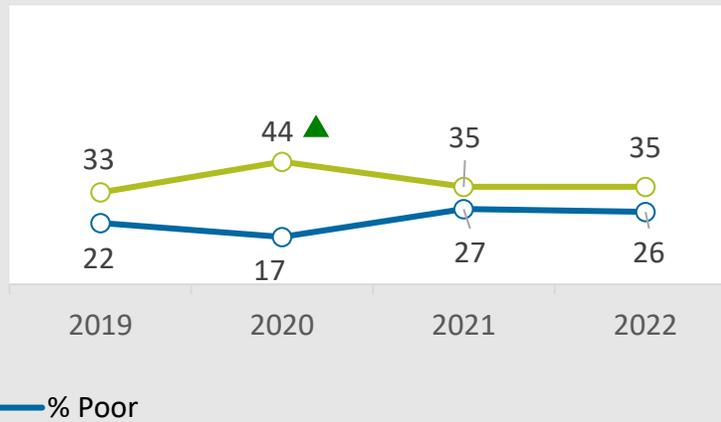
# PERFORMANCE ON SAFETY IMPROVEMENTS AND REDUCING HARM

There continues to be scope to improve stakeholder (those who deal with our regulatory area) perceptions of how Waka Kotahi performs in terms of safety improvements (across the land transport system) and in reducing harm. Stakeholder confidence remains largely in line with 2021. There has been a partial rebound in those who feel Waka Kotahi does a good job in ensuring road vehicles are safe, from the dip experienced in 2021, albeit this is not statistically significant.

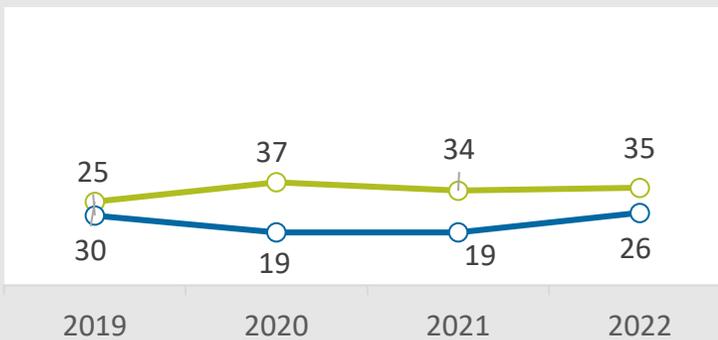
Ensuring road vehicles are safe



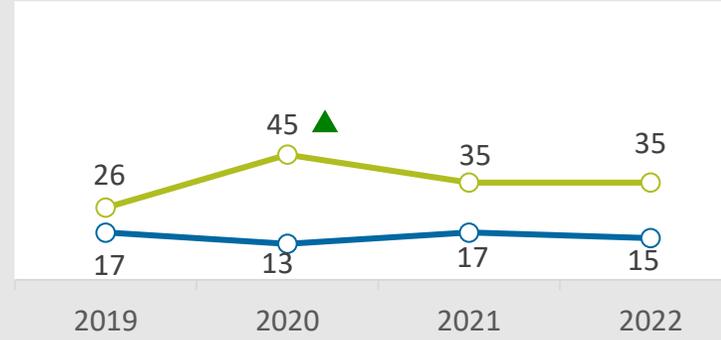
Ensuring the land transport system is designed, built and operated to minimise harm to people



Ensuring that cycling and walking is safe



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



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

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

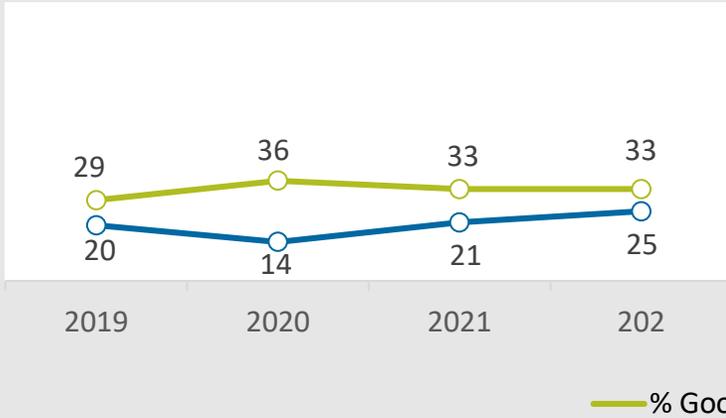
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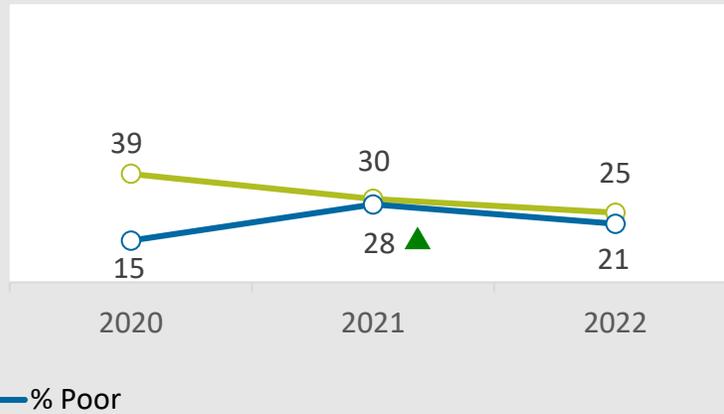
# PERFORMANCE ON SAFETY IMPROVEMENTS AND REDUCING HARM

There are no statistically significant differences in how partners and stakeholders rate the performance of Waka Kotahi on the remaining dimensions of safety and reducing harm. That said the proportion who agree that Waka Kotahi ensures drivers are competent and safe is 23%, compared to 35% in 2021. There has been an increase in those who rate Waka Kotahi as fair on this. In terms of rail safety, fewer partners and stakeholders felt able to express an opinion, which explains the decline in those rating performance as good or poor.

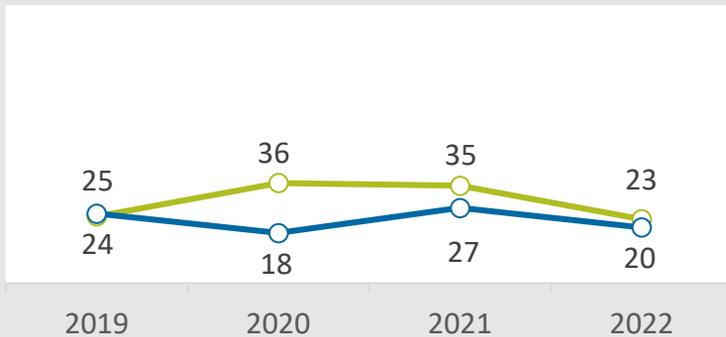
Ensuring the land transport system is designed, built and operated to reduce harm to the environment



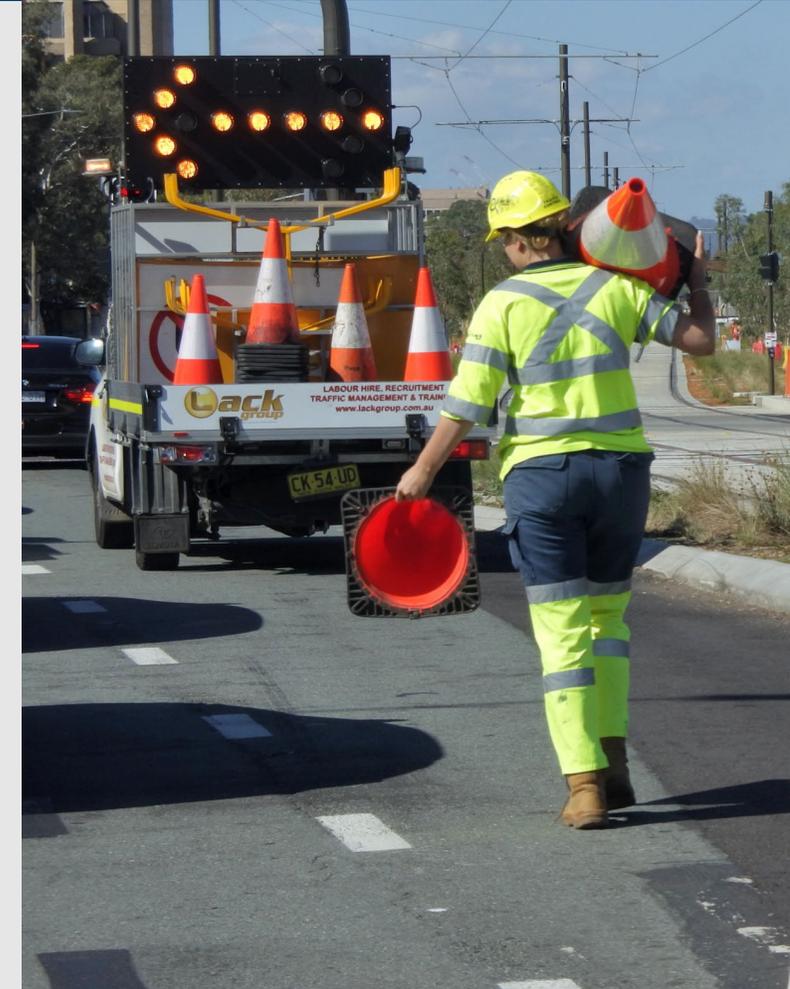
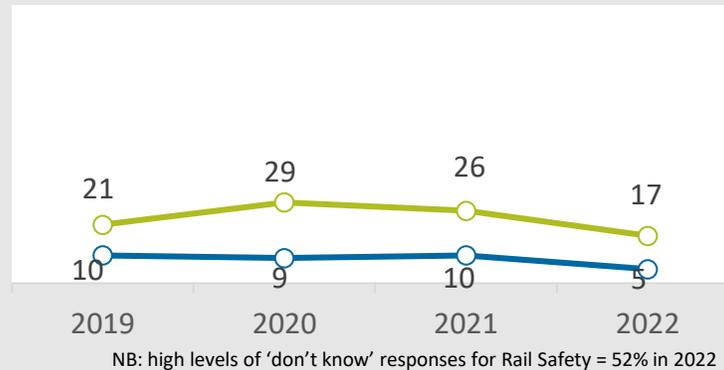
Ensuring users of the land transport system pay their fair share



Ensuring that drivers are competent and safe



Ensuring rail is safe



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

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

▲ ▼ Significantly higher / lower than previous year



# THOSE SAFETY AREAS WHERE PERFORMANCE IS RATED AS GOOD

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

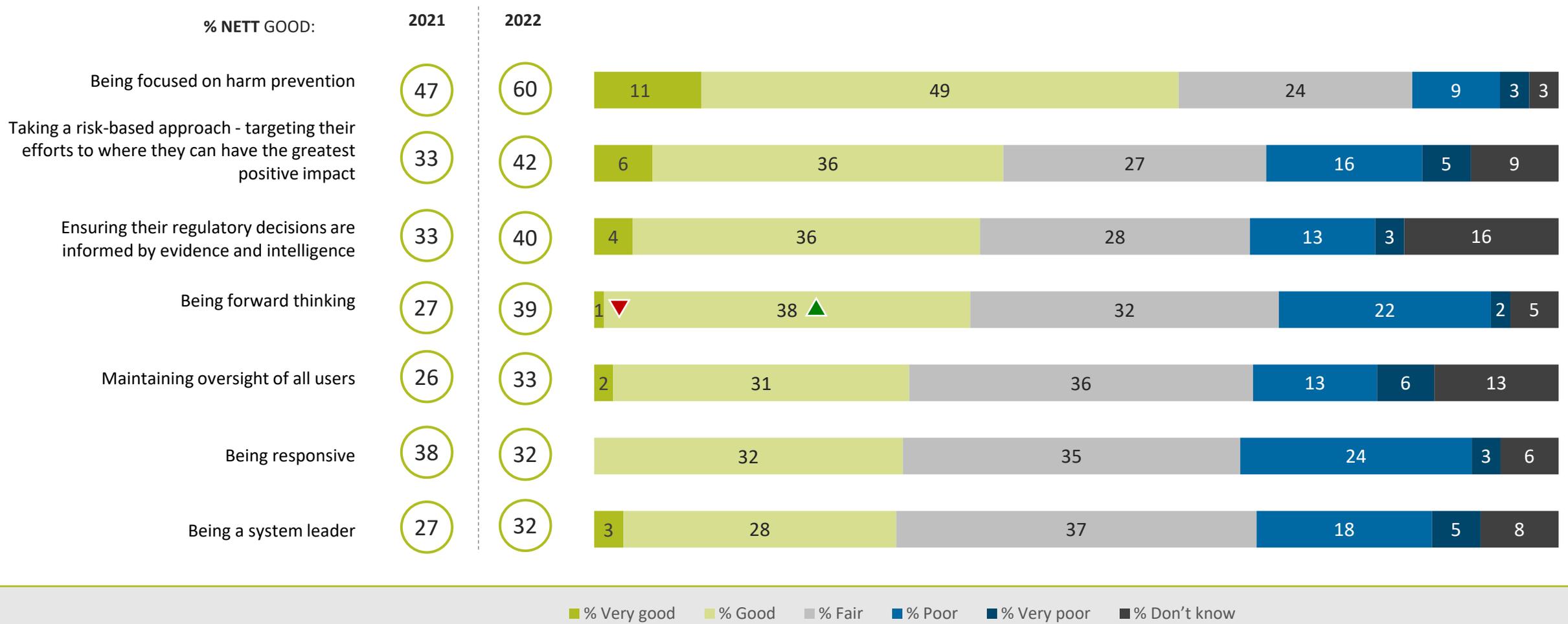
RANK	 Road vehicles (n=40)	 Commercial Services (n=33)	 Rail (n=14)
1	Licensing, permitting, certification (65%)	Education, information sharing and promotion of land transport safety (48%)	All of the above (46%)
2	Education, information sharing and promotion of land transport safety (43%) Setting standards (43%)	Licensing, permitting, certification (36%)	Monitoring compliance with safety requirements (36%)
3	Monitoring compliance with safety requirements (40%)	Engagement with partners and stakeholders (33%)	Setting standards (21%)
4	Engagement with partners and stakeholders (28%)	Setting standards (30%)	Engagement with partners and stakeholders (14%) Licensing, permitting, certification (14%)

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



# PERFORMANCE ON REGULATORY FUNCTIONS AND REDUCING HARM

Partners and stakeholders rate Waka Kotahi more positively in 2022 across most aspects of its regulatory function than in 2021, albeit none of the differences are statistically significant due to the relatively low sample sizes. This upwards pattern is most notable for being focused on harm prevention and being forward thinking. That said there is a significant decline in the proportion who feel Waka Kotahi is very good at being forward thinking. The one attribute that does not fall in line with the upwards shift is being responsive which has declined slightly. Again this is not statistically significant.



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

Base: All partners and stakeholders who deal with regulatory functions (n=95)

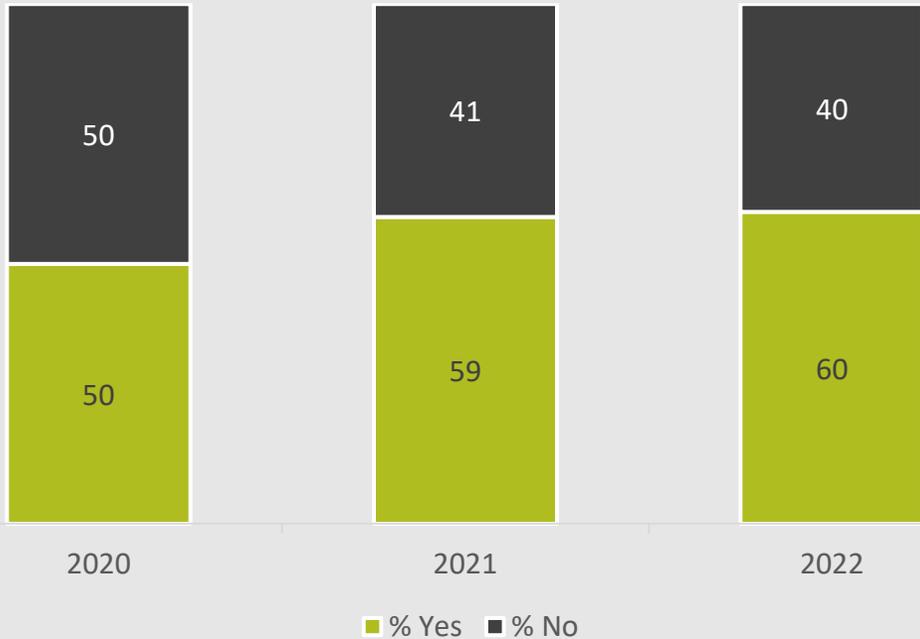
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# ROAD SAFETY QUESTIONS

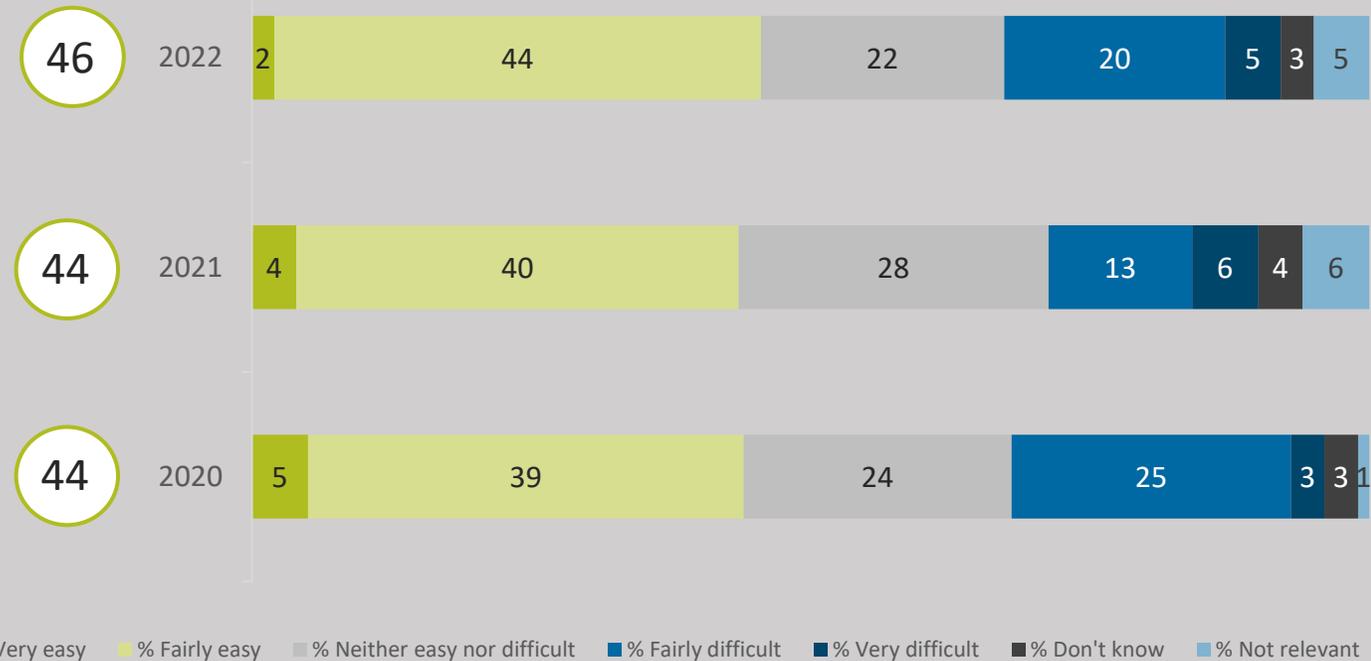
Six in ten partners and stakeholders (60%) need access to road safety data as part of their role. Of these partners and stakeholders, 46% say it is easy to access the data (in line with both 2020 and 2021). There are no statistically significant differences by sub-group in terms of those who find it more or less easy.

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



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

% NETT EASY



46

44

44

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

Local Government partners and stakeholders were asked how satisfied they were with the support they receive from central government transport agencies on road safety. The New Zealand Police continue to have the highest level of satisfaction (51%). However, the satisfaction with Waka Kotahi has increased to 49%, which has narrowed the gap to just two percentage points. Indeed Waka Kotahi is the only agency where the satisfaction level is shifting upwards, albeit the shift is not statistically significant.

## NETT SATISFACTION

(% 4-5 out of 5)

2021      2022



54

51



43

49



22

19



23

18



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

▲ ▼ Significantly higher / lower than previous year

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

Partners and stakeholders were then asked to provide a reason why they were either satisfied or dissatisfied with one of the transport agencies rated. Below are some illustrative comments highlighting these reasons. Dissatisfied partners and stakeholders tend to mention a lack of engagement or dissatisfaction with the quality by which agencies complete their tasks.

<p><b>POSITIVE COMMENTS</b></p>	<p><b>POSITIVE COMMENTS</b></p>	<p><b>POSITIVE COMMENTS</b></p>	<p><b>POSITIVE COMMENTS</b></p>
<p><i>I have everyday access to local senior police in our district who are always pleased to assist.</i></p> <p><i>We have a noticeable police presence on our highways and city roads. Drivers need to be encouraged to take greater responsibilities for their actions.</i></p> <p><i>I have a close working relationship and they do well considering resource constraints and having to enforce some daft regulation.</i></p>	<p><i>The relationship I have and the ability to have constructive conversations.</i></p> <p><i>Waka Kotahi Road Safety Programme did a great job engaging with council, listening to our views and developing smart and easy to use tools to help develop and monitor councils road safety programme.</i></p> <p><i>They are local, have regular engagement with us (compared to the other parties listed) and understand our local context/circumstances.</i></p>	<p><i>Reasonable support for those employed from accidents.</i></p> <p><i>They attend RTC meetings and keep us up to date with issues.</i></p> <p><i>ACC rep attends our weekly business network hui, and the road safety hui that are held. The rep is active in sharing resources or updates in this space.</i></p>	<p><i>They listen and respond in a timely manner considering they are very under staffed.</i></p> <p><i>Safety stats are useful.</i></p>
<p><b>NEGATIVE COMMENTS</b></p>	<p><b>NEGATIVE COMMENTS</b></p>	<p><b>NEGATIVE COMMENTS</b></p>	<p><b>NEGATIVE COMMENTS</b></p>
<p><i>They don't enforce minor infringements which could drive behaviour change that would prevent more serious accidents.</i></p> <p><i>No where enough road policing.</i></p> <p><i>Lack of enforcement in areas of speed management.</i></p>	<p><i>Road maintenance deteriorating.</i></p> <p><i>The safe speeds imitative has been poorly managed and is not clearly thought out.</i></p> <p><i>Inability to deliver on major projects in particular those intended to make road safety improvements. Poor levels of road maintenance.</i></p>	<p><i>They are absent in the road safety discussion except with motorcycles.</i></p> <p><i>We don't have consistent interaction and support from them through our road safety promotions programme</i></p> <p><i>Removed critical funding for Safer Communities during Covid-19 with very poor communication. No replacement programme in place. Let communities in the lurch.</i></p>	<p><i>Don't engage sufficiently with Local Government.</i></p> <p><i>I have very little proactive contact from them. I see there is currently a consultation on law changes that I only became aware of through other channels. This isn't good enough.</i></p> <p><i>Lack of engagement with local government in developing strategies, setting the direction in the GPS without setting appropriate funding in the NLTP.</i></p> <p><i>Poor progress on regulatory and policy.</i></p>

Source: N4: You mentioned that you were [INSERT Q3 ANSWER] with [INSERT AGENCY]. For what reasons did you provide this answer?

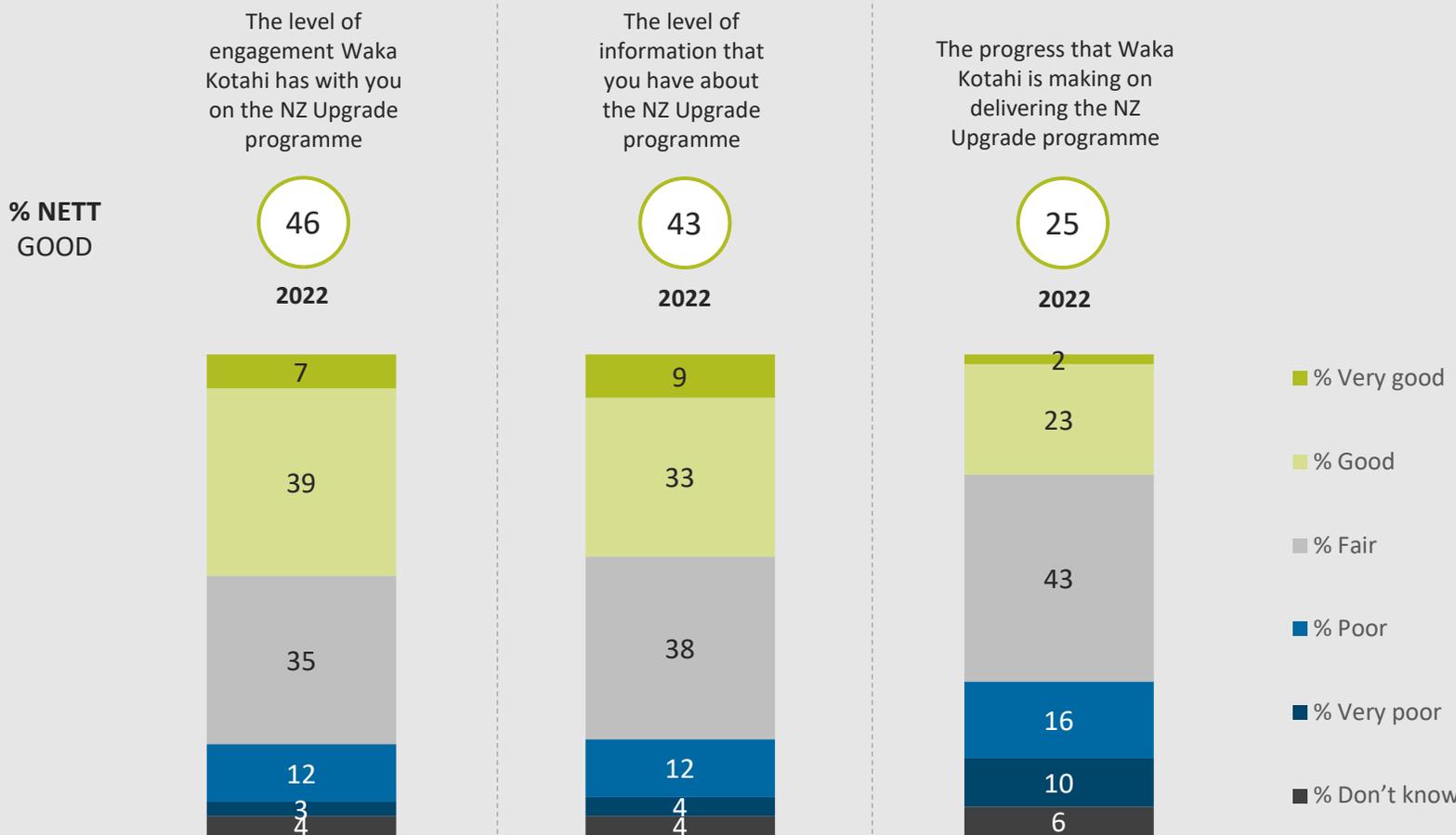
Base: All partners and stakeholders who were either satisfied or dissatisfied with at least one agency (n=46).

Note: base sizes for each agency are too small to break down responses, so illustrative comments are provided



# PERCEPTIONS OF PERFORMANCE IN THE NZ UPGRADE PROGRAMME

42% of partners and stakeholders said they have been involved with the NZ Upgrade programme. These partners and stakeholders are polarised in their views on the progress Waka Kotahi has made in delivering the programme, with 25% rating it as good and 26% as poor. Otherwise, partners and stakeholders are more positive toward the level of engagement and information they have had on the programme. Those who have implemented a business case tend to be more positive than average in their perceptions.



**More likely than average to say the level of engagement Waka Kotahi has with them is good (46%):**

Those who have implemented a business case	64%
Those who interact with senior partners and stakeholders	58%

**More likely than average to say they have a good level of information (43%):**

Those who mainly interact for planning and funding	59%
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**More likely than average to say the progress Waka Kotahi is making is good (25%):**

Those with Māori affiliation	40%
Those who have implemented a business case	39%

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



# RESPONSIVENESS TO EXTERNAL CHANGES

Partners and stakeholders are increasingly concerned about the ability of Waka Kotahi to respond to changes in the wider environment in a timely manner. The proportion who believe it is able to do so continues to decline, and is now significantly lower than 2020. The proportion who disagree with this statement is now double that of those who agree. Partners and stakeholders are more evenly divided over whether Waka Kotahi makes effective use of innovation and new technologies to affect changes in the transport system.

% NETT AGREE



Waka Kotahi makes effective use of innovation, new technologies and data to achieve step changes in the transport system

\*Waka Kotahi responds in a timely manner to changes in the wider environment in which it operates

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

Source: H1: How much do you agree or disagree with the following?  
Base: All partners and stakeholders (2022 n=229, 2021 n=249, 2020 n=247).  
\* Preceding question text changed for 2022 to remove reference to ageing population, greater urbanisation, the uptake of digital technology, and COVID-19.

Significantly higher / lower than previous year



# RESPONSIVENESS TO EXTERNAL CHANGES: POSITIVE & NEGATIVE SUB-GROUP DIFFERENCES

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

Waka Kotahi makes effective use of innovation, new technologies and data to achieve step changes in the transport system

**% Total Agree:**

29

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

22

**Groups more likely than average to agree**

- Those who mainly interact regarding Safety and Regulation (45%)
- Those with a Māori affiliation (39%)

- Those with a Māori affiliation (33%)
- Those who have a point of contact (25%)

**Groups less likely than average to agree**

- Those involved Nationwide (15%)
- Those involved in Transport Systems and Modes (25%)

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# CONFIDENCE AROUND CLIMATE CHANGE IMPACTS





# CONFIDENCE IN MITIGATING AND ADAPTING TO CLIMATE IMPACTS

Partners and stakeholders have little confidence in the performance of Waka Kotahi both in terms of mitigating the climate impact of the land transport system, or in adapting it to deal with the impacts. Those partners and stakeholders who are more likely to lack confidence include those who have submitted a business case and those who interact with the Transport Systems and Modes.

**% NETT UNCONFIDENT**

43

2022



More likely than average to be unconfident:

Those who have submitted a business case: 57% VS 43%

Those who interact in Transport Systems & Modes: 49% VS 43%

Helping to reduce greenhouse gas emissions resulting from the construction, maintenance and use of the land transport system.

■ % Don't know  
■ % Fairly confident

■ % Not at all confident  
■ % Very confident

44

2022



More likely than average to be unconfident:

Those who have submitted a business case: 56% VS 44%

Those who interact in Transport Systems & Modes: 50% VS 44%

Ensuring that the land transport system is appropriately adapting to climate change impacts

■ % Not very confident  
■ % Extremely confident

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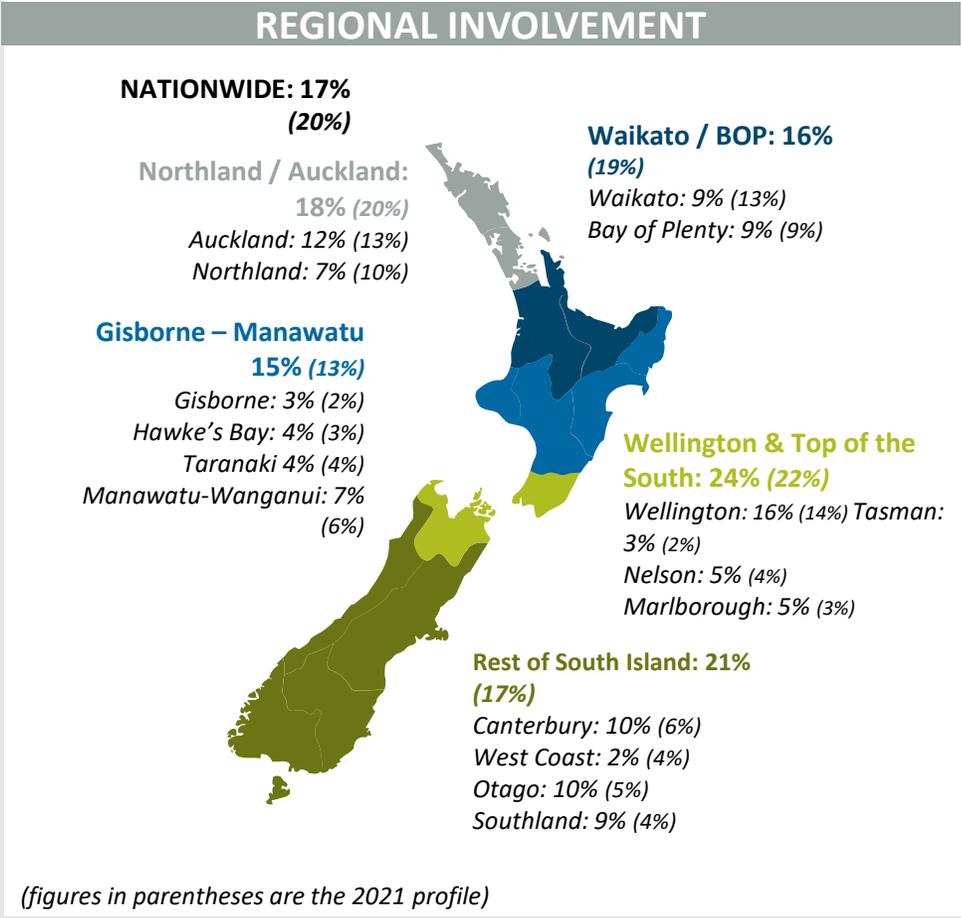
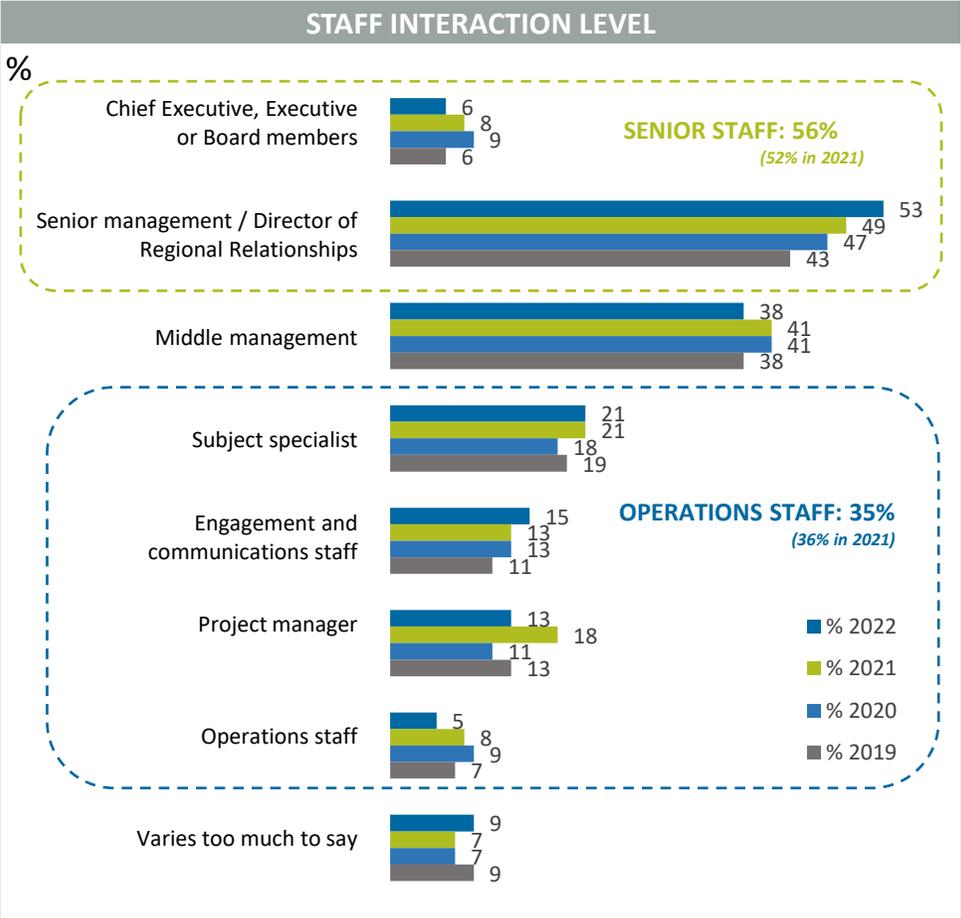


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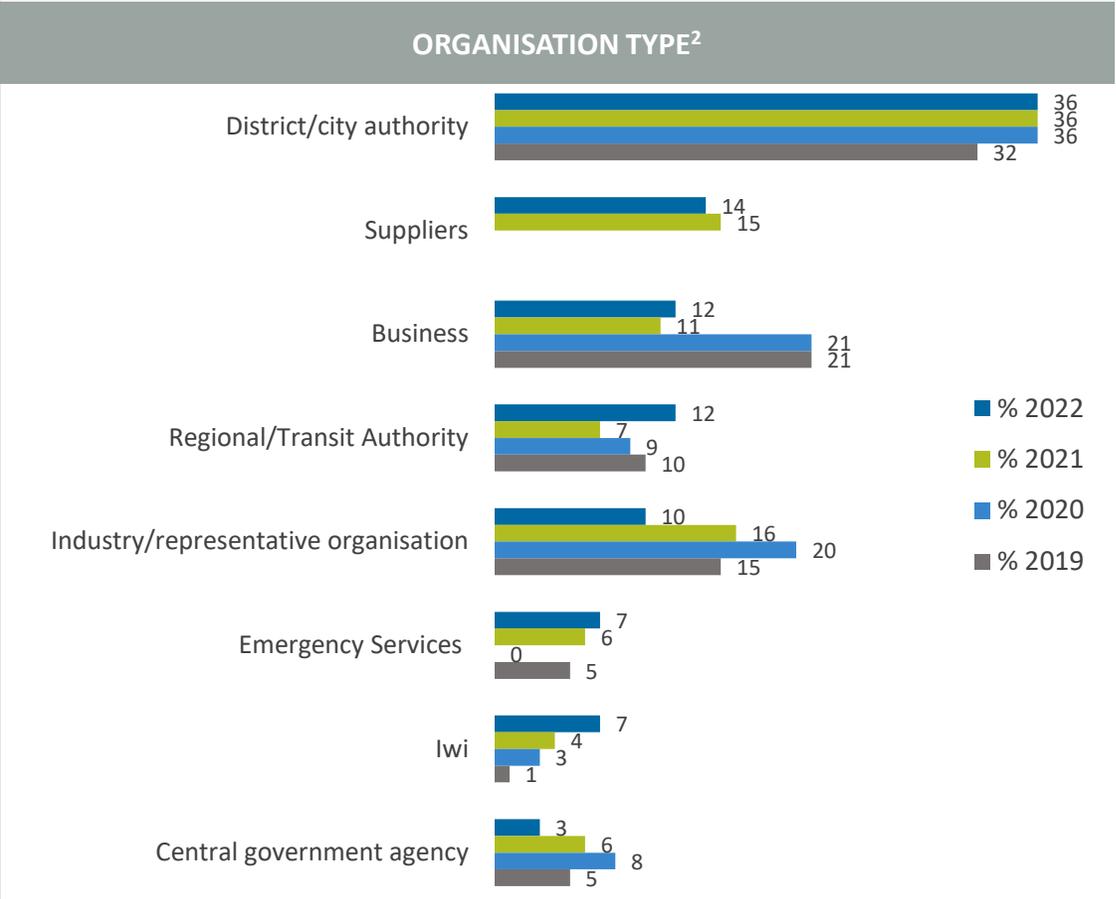
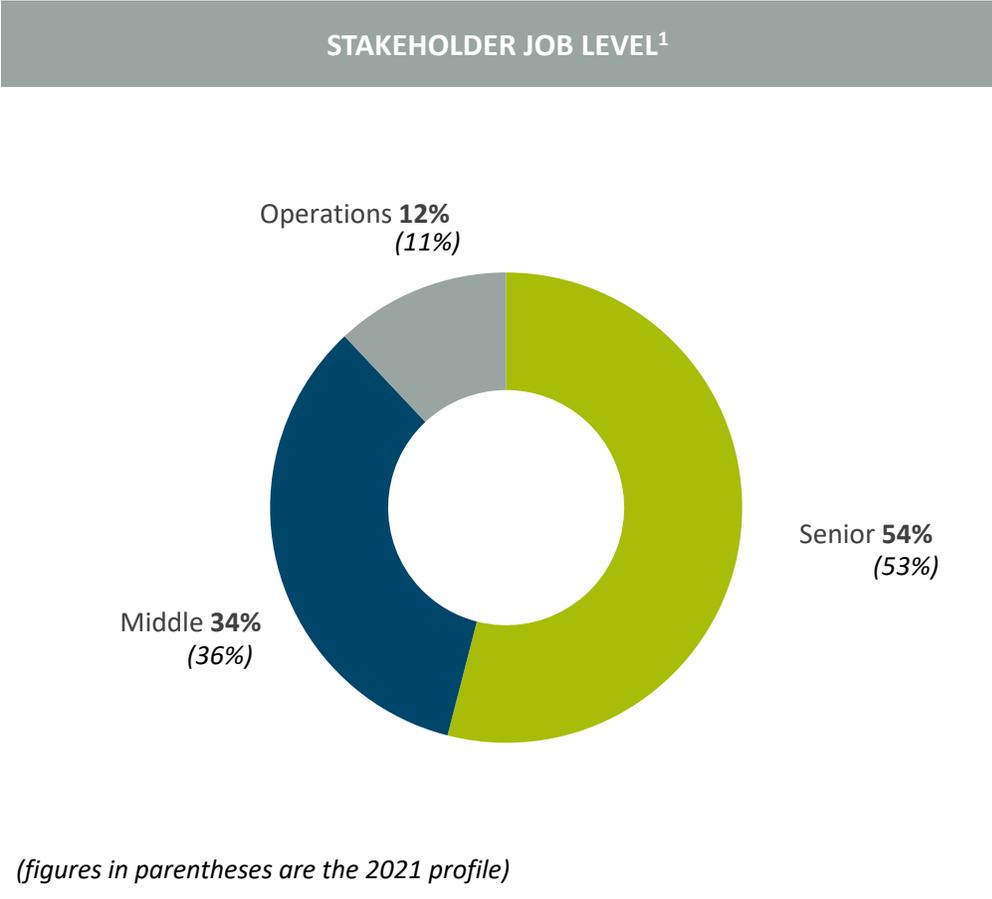
# APPENDIX



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 Waka Kotahi staff that they most regularly interact with. The profile is broadly consistent between 2021 and 2022.



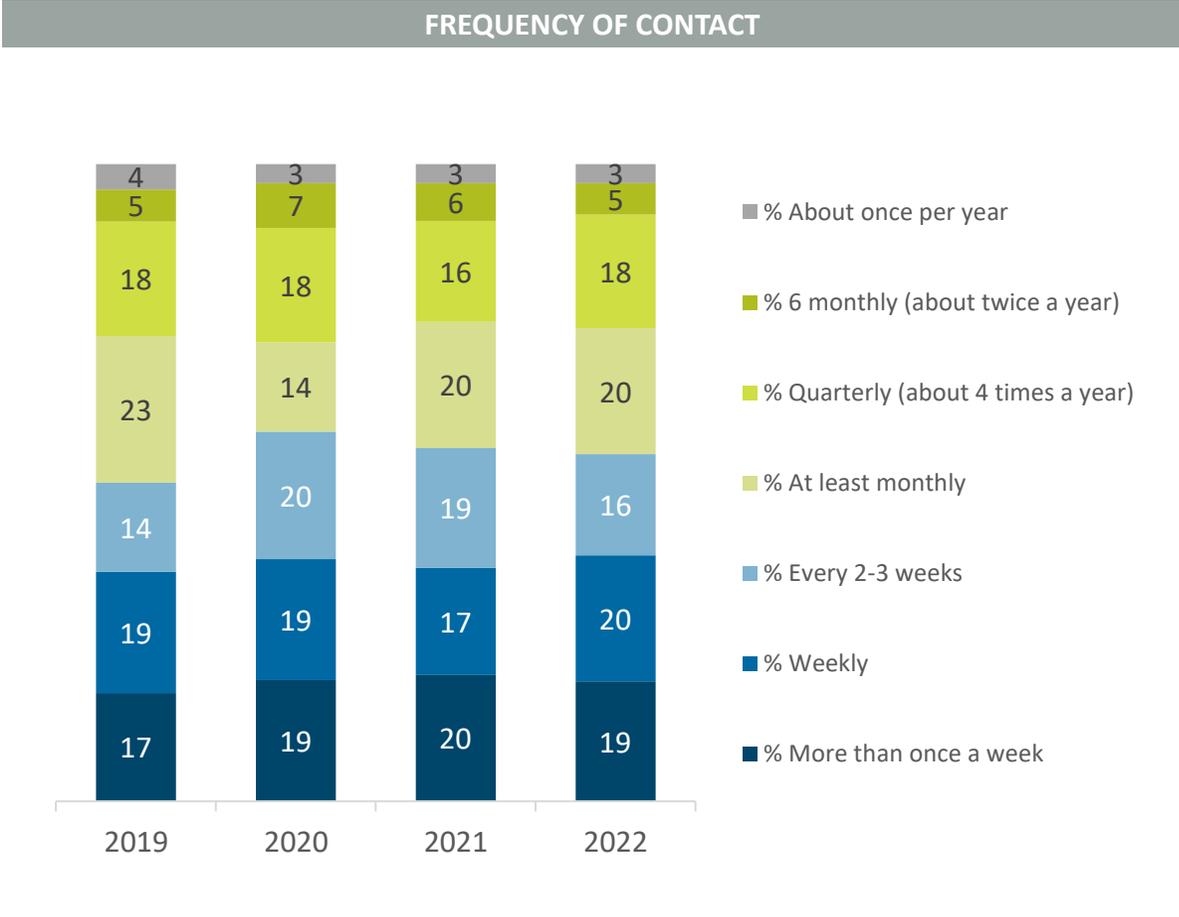
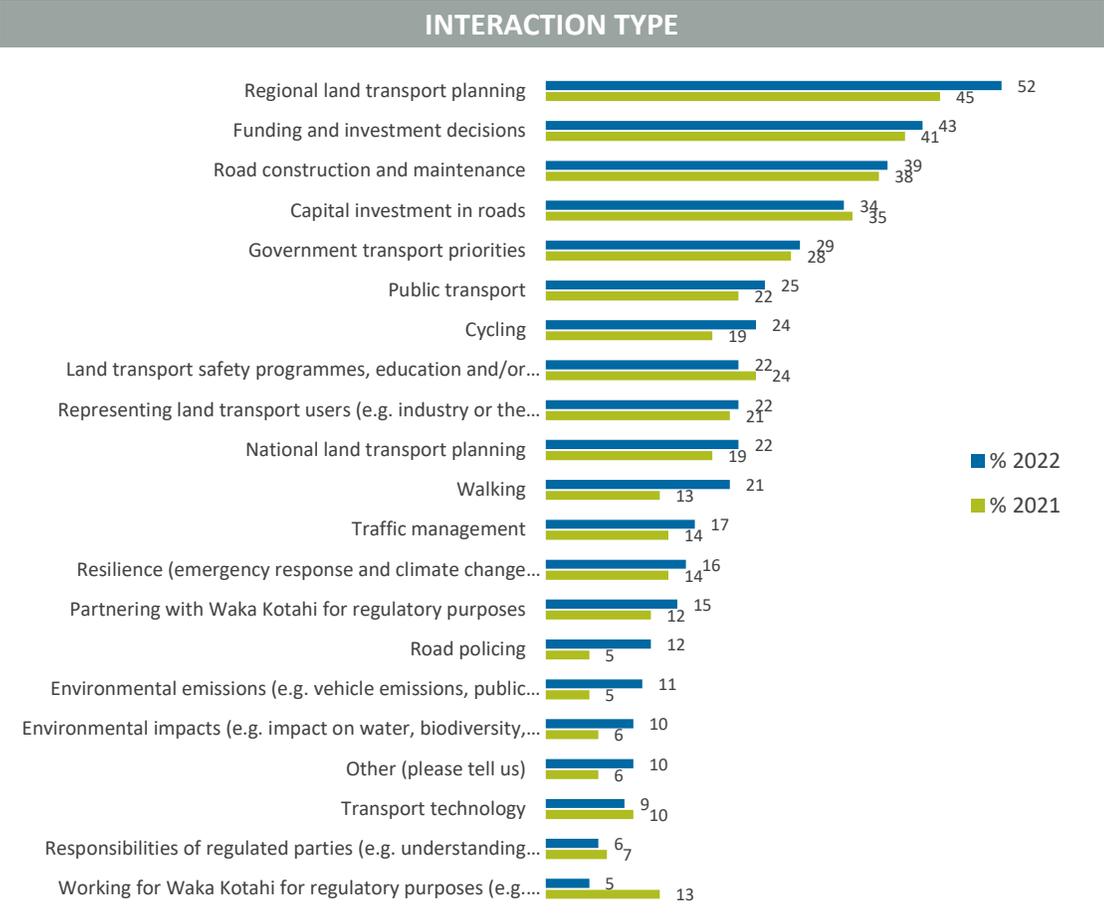
'Stakeholder job level' has been coded from the sample list provided by Waka Kotahi. The profile is broadly consistent across the survey waves.



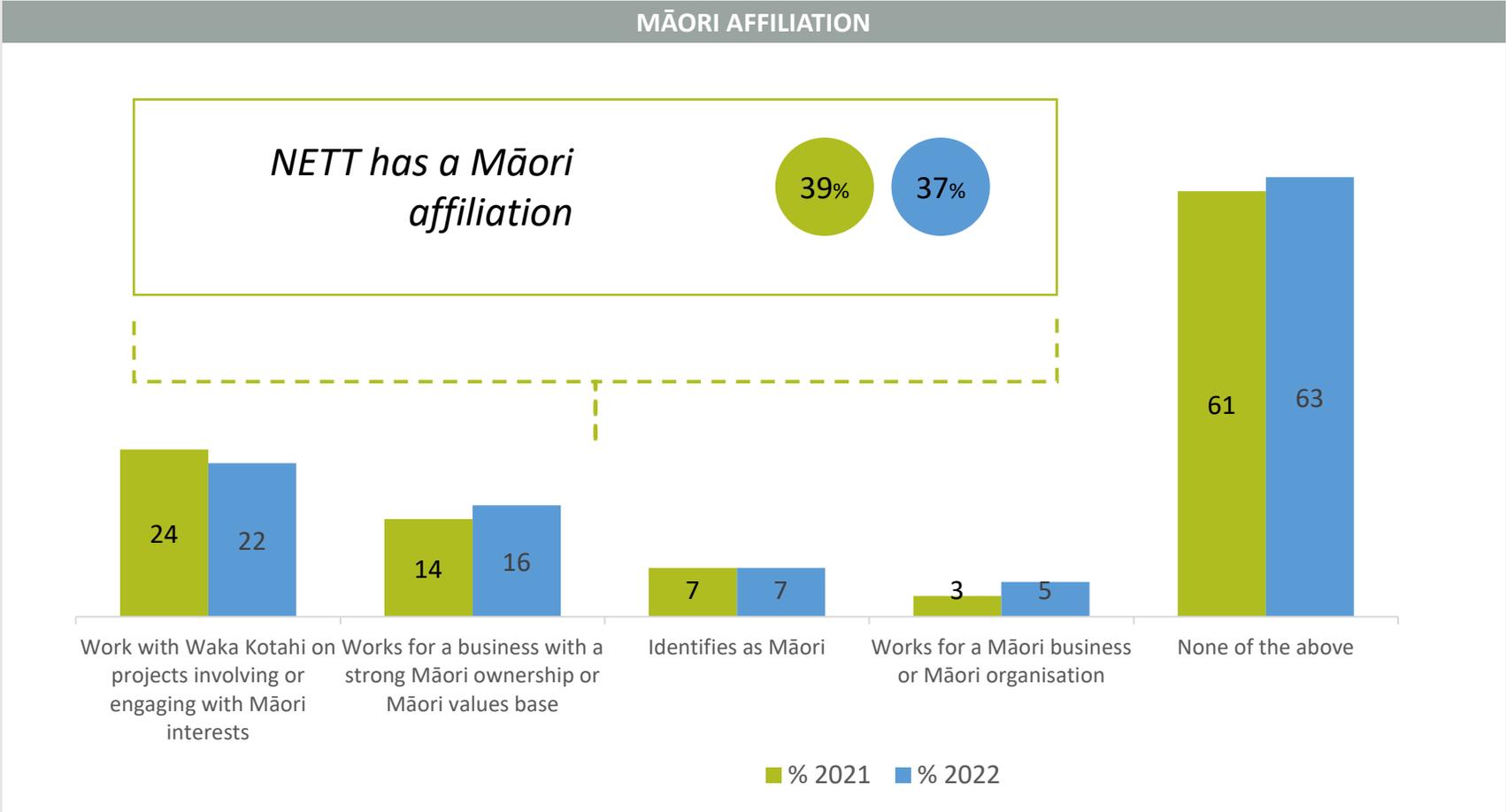
1 | Senior partners and stakeholders include: CE / Deputy CE, Mayor, Chair, Executive Director, Heads of Sector etc.  
 Middle partners and stakeholders include: Area Managers, General Managers, Area Commanders, District Commanders, Managers, Team Leads  
 Operations partners and stakeholders include: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

2 | Prior to 2022, Suppliers were included in the 'Business' category.

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



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 Waka Kotahi that involve Māori interests, and those that identify as Māori or work for a Māori organisation, have been included in the 'affiliation' sub-group.





FOR MORE INFORMATION PLEASE  
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