
Ministry of Transport Stakeholder Engagement Survey

September 2020





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About this research

- Why did we do this research?
 - To explore and measure stakeholders' attitudes to their relationship with the Ministry of Transport (MoT).
 - To identify a pathway to strengthening these relationships.
- What approach did we take?
 - We conducted an online survey using a list of stakeholders identified by MoT and have achieved the following sample size:
 - 2020 Survey of n=154 (from sample of 505 contacts provided by MoT, 30% response rate)
 - 2018 Survey of n=134 (from sample of 309 contacts provided by MoT, 43% response rate).
- Note:
 - Charts may not add exactly to 100% due to rounding.
 - Some data labels on charts not shown where there are low percentages.

Who is included the sample?

- In 2020 the total number of contacts provided by MoT increased in size to n=505 from 314 in 2018. The number of responses received in 2020 (n=163) was up on 2018 however the response rate was lower (30%).
- Although response rates varied, responses were obtained from a good spread of organisation types.
- The overall composition (% of sample) is slightly different to 2018, with a greater contribution to the overall scores coming from local government organisations and smaller contributions coming from government entities.
- While there are a number of approaches that can be taken to calculate overall scores, in this case overall scores are a simple aggregation of all individual responses (i.e. no weighting or averaging has been applied). This means larger groups have a greater influence on the overall score than smaller groups.

	2018			2020			% of sample	
	Total contacts	Responded	Response rate	Total contacts	Responded	Response rate	2018	2020
Transport agencies	47	23	49%	72	27	38%	17%	18%
Government entities	84	41	49%	116	35	30%	31%	23%
Local government	32	15	47%	111	26	23%	11%	17%
Industry & sector representative bodies	50	25	50%	76	36	47%	19%	23%
Operators	86	25	29%	103	24	23%	19%	16%
Commentators and influencers	15	5	33%	17	3	18%	4%	2%
Māori stakeholders	-	-	-	10	3	30%	-	2%
	314	134	43%	505	154	30%		

Sample composition:

- A small number of organisations contributed a greater number of responses. Those organisations' views will have a stronger impact on the overall result.
- There is also a different mix of organisations that have responded to the survey than in 2018 (in part due to the increased contact list); in some sectors over half of the responses are from organisations that haven't provided feedback before. This is particularly true in the case of local government.

Transport agencies	# Responded		% of Sample	
	2018	2020	2018	2020
NZ Transport Agency	10	9	43%	33%
Maritime NZ	6	7	26%	26%
Civil Aviation Authority	5	5	22%	19%
KiwiRail	2	6	9%	22%
Transport Accident Investigation Commission	0	0	0%	0%
Total responses	23	27		

Government entities	# Responded		% of Sample	
	2018	2020	2018	2020
NZ Police	10	3	24%	9%
Ministry of Business, Innovation & Employment	4	2	10%	6%
The Treasury	4	3	10%	9%
ACC	3	1	7%	3%
NIWA	3	0	7%	0%
Ministry of Housing and Urban Development	0	3	0%	9%
Others answered both years	11	10	27%	29%
Others only answered once	6	13	15%	37%
Total responses	41	35		

Representative bodies	# Responded		% of Sample	
	2018	2020	2018	2020
Automobile Association	4	5	16%	14%
Living Streets Aotearoa	2	1	8%	3%
Imported Motor Vehicle Industry Association	1	2	4%	6%
MTA	0	2	0%	6%
Others answered both years	10	10	40%	28%
Others only answered once	8	16	32%	44%
Total responses	25	36		

Operators	# Responded		% of Sample	
	2018	2020	2018	2020
CentrePort	2	2	8%	8%
Mainfreight	2	0	8%	0%
Whangarei Airport	2	2	8%	8%
Z Energy	2	1	8%	4%
Others answered both years	6	6	24%	25%
Others only answered once	11	13	44%	54%
Total responses	25	24		

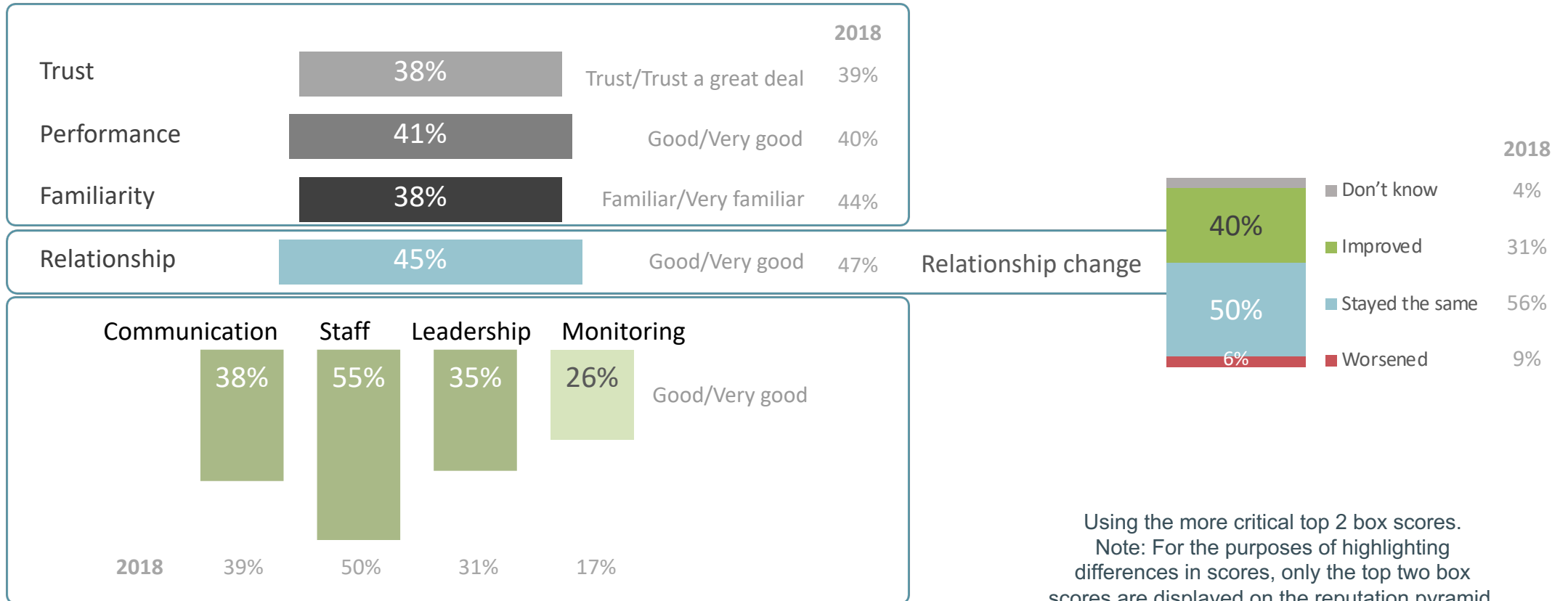
Local government	# Responded		% of Sample	
	2018	2020	2018	2020
Auckland Council	7	2	47%	8%
Auckland Transport	3	2	20%	8%
Waikato Regional Council	1	2	7%	8%
Others answered both years	1	1	7%	4%
Others only answered once	3	19	20%	73%
Total responses	15	26		

Commentators/influencers	# Responded		% of Sample	
	2018	2020	2018	2020
Waikato University	1	1	20%	33%
Saunders Unsworth	1	1	20%	33%
Others answered both years	0	0	0%	0%
Others only answered once	3	1	60%	33%
Total responses	5			

Māori stakeholders	# Responded		% of Sample	
	2018	2020	2018	2020
Others only answered once	-	3		100%

Summary: Reputation scores

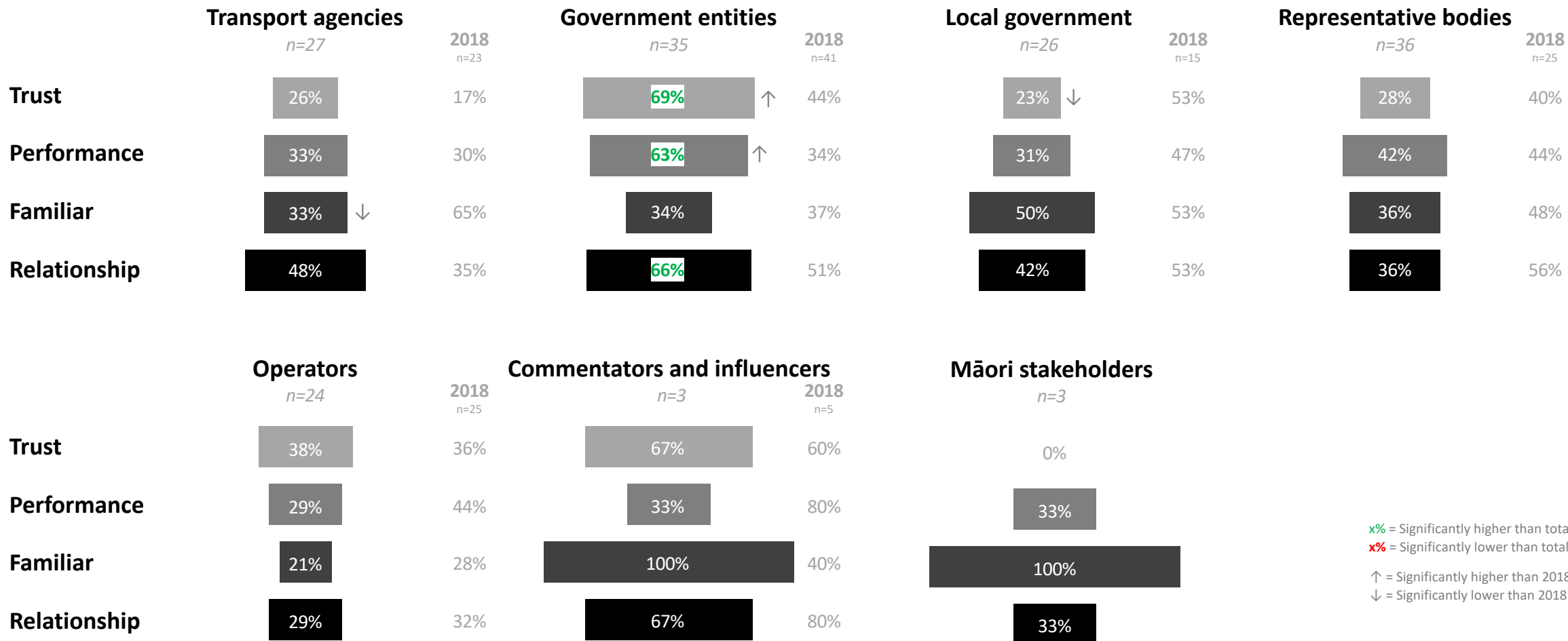
These scores show the combined scores of only the top two boxes from the balanced six-point scales used. These 'top two box' scores differ from those shown in the main report where the full top three and bottom three box scores are provided. As such this graphic shows a more critical view of how the Ministry is tracking on key reputation and engagement scores. Despite a reduction in familiarity, most scores remain steady with a more positive view of monitoring and more stakeholders believing their relationship has improved albeit without a significant impact on the overall relationship score.



Using the more critical top 2 box scores.
 Note: For the purposes of highlighting differences in scores, only the top two box scores are displayed on the reputation pyramid.

Reputation measures by stakeholder group

These scores show only the top two 'box' scores from the balanced 6-point scales used. These scores will differ from those shown in the main report where the top three and bottom three box scores are provided. As such this graphic shows a more critical view of how the Ministry is tracking on key reputation and engagement scores.



x% = Significantly higher than total
 x% = Significantly lower than total
 ↑ = Significantly higher than 2018
 ↓ = Significantly lower than 2018

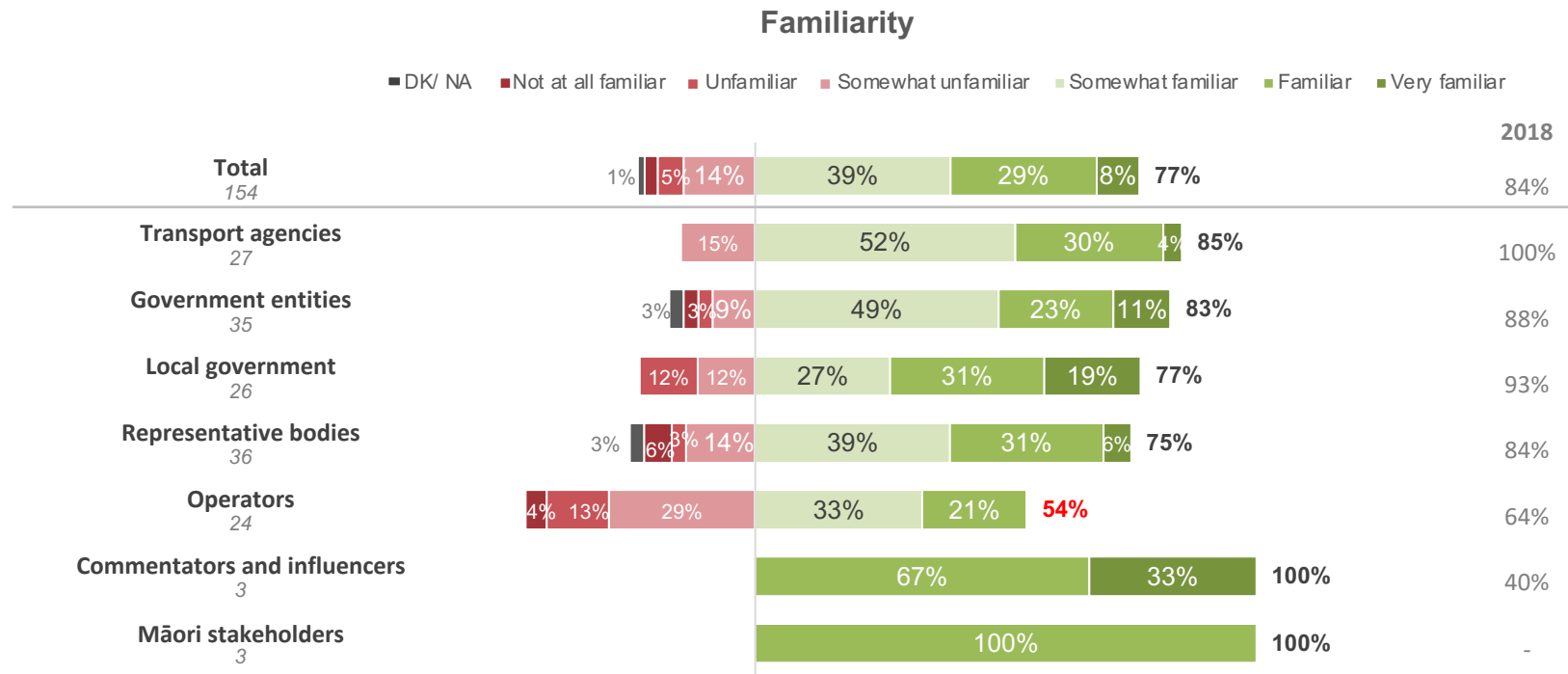


Engagement measures

- In 2020 stakeholders are less **familiar** with the Ministry's role, activities and successes than they were in 2018.
- Perceptions of operational **performance** have strengthened or remained steady for all except local government, where familiarity with performance is lower than other stakeholders.
- **Trust** is variable; it is strong and improving for government entities, but lower and declining for other stakeholders. Local government appears to be split down the middle; this may be a result of low familiarity and some councils being new to Ministry engagement.
- **Relationships** are strong and improving for government entities, representative bodies and transport agencies. Again local government is polarised, while 15% are unable to rate their relationship.

Stakeholders are less familiar with the Ministry's role, activities and successes in 2020 than they were in 2018.

Q26 How familiar are you with the Ministry of Transport in terms of its role, activities and successes?
Q8. How would you rate the quality of the overall relationship?

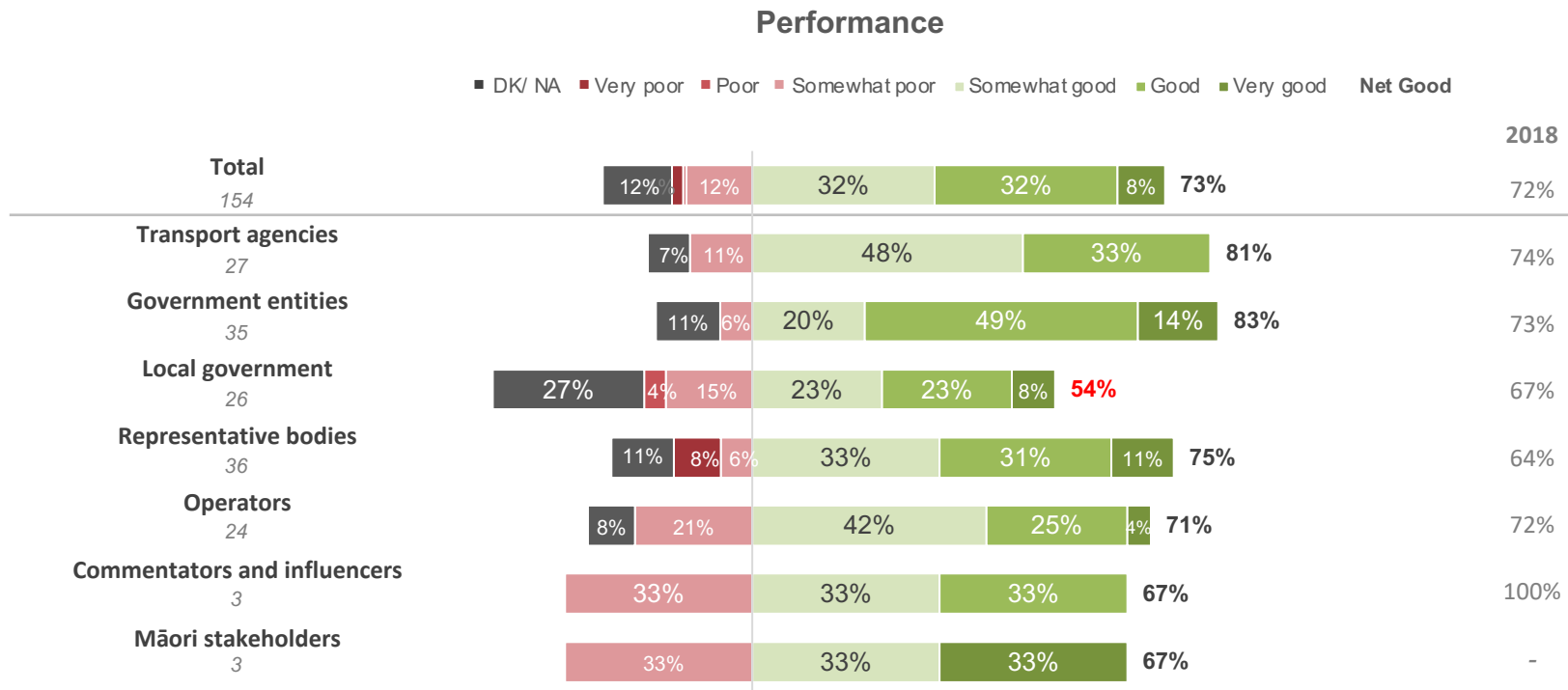


"I think there is a lack of understanding around the different roles the Ministry and others play".

↑ = Significantly higher than 2018
 x% = Significantly higher than total
 ↓ = Significantly lower than 2018
 x% = Significantly lower than total

Perceptions of operational performance have strengthened or remained steady for all except local government, where familiarity with performance is lower than for other stakeholders.

Q27 Based on the recent contact you have had with the Ministry of Transport or your knowledge of them, how would you rate the Ministry's overall operational performance?
 Q29 To what extent do you have trust and confidence in their ability to deliver?



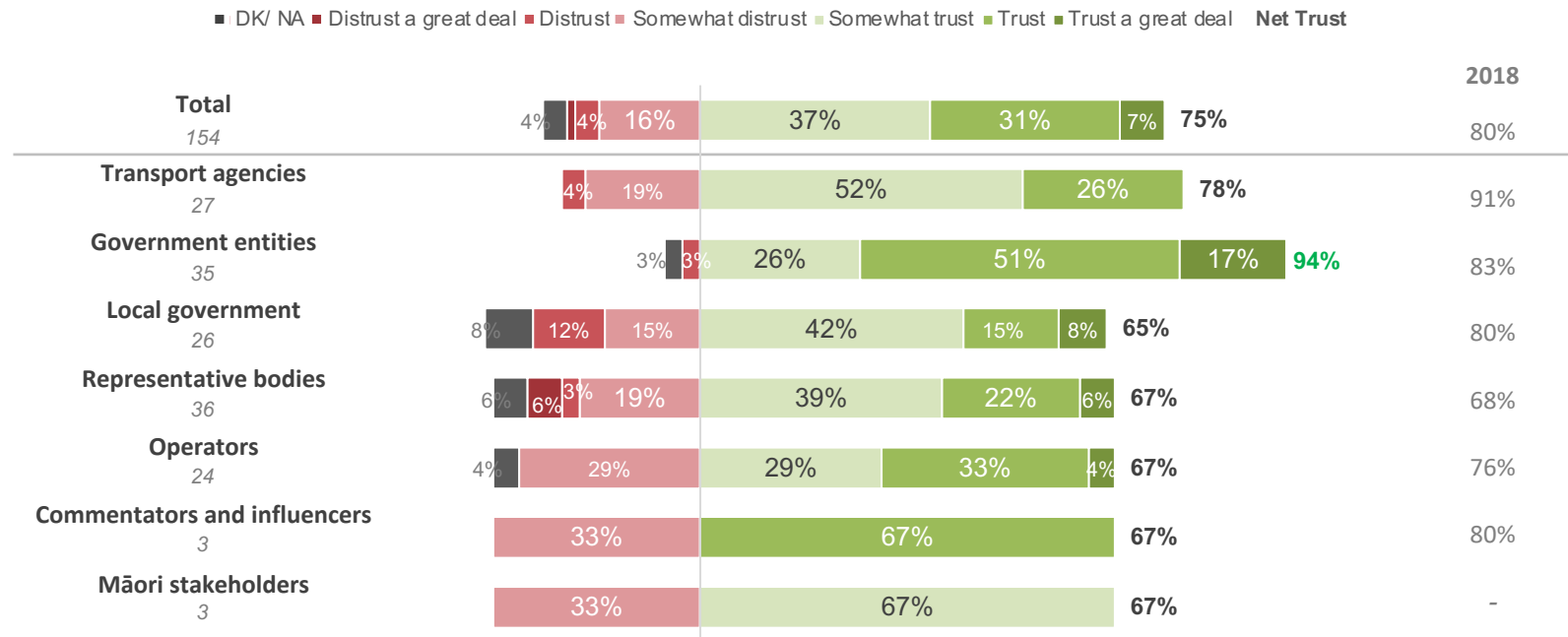
"I have been impressed by the calibre of the MoT officials I have worked with through the COVID response. While we are working on a specific set of issues, I have valued their truly collaborative approach to those issues."

↑ = Significantly higher than 2018 x% = Significantly higher than total
 ↓ = Significantly lower than 2018 x% = Significantly lower than total

Trust is variable; it is strong and improving for government entities, but lower and declining for other stakeholders. Local government appears to be polarised and this may be a result of low familiarity and some councils being new to Ministry engagement.

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Trust



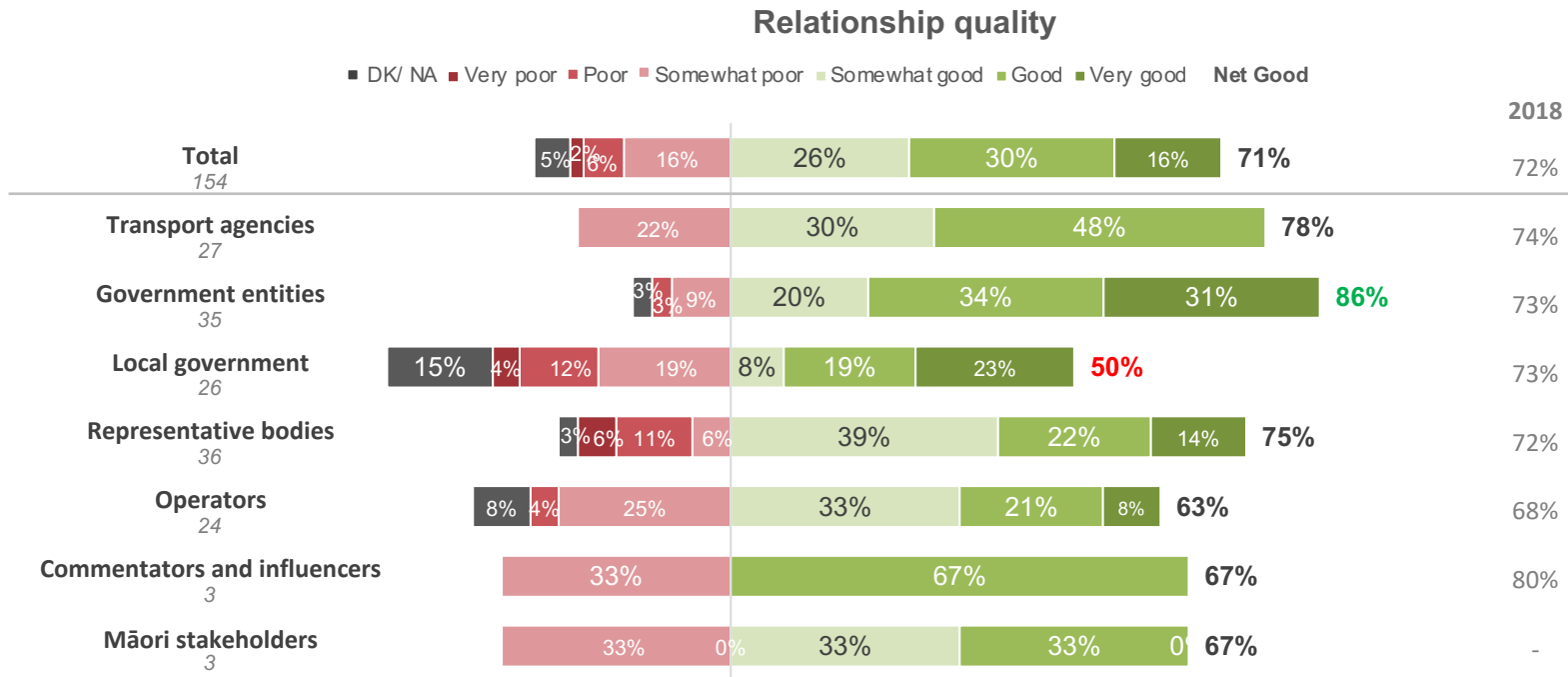
“Engagement has increased. I think this has supported MoT understanding of public transport issues and opportunities.”

“There is an increasing tendency for the Ministry to be unwilling to engage with us as partners. The trust that existed 12 months ago appears to have been lost and our views are increasingly dismissed.”

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Relationships are strong and improving for government entities, representative bodies and transport agencies. Again local government is polarised, while 15% are unable to rate their relationship.

Q26 How familiar are you with the Ministry of Transport in terms of its role, activities and successes?
 Q8. How would you rate the quality of the overall relationship?



“Engage more to understand the real-world challenges.”

“Empower their staff to engage more closely with industry.”

↑ = Significantly higher than 2018 x% = Significantly higher than total
 ↓ = Significantly lower than 2018 x% = Significantly lower than total

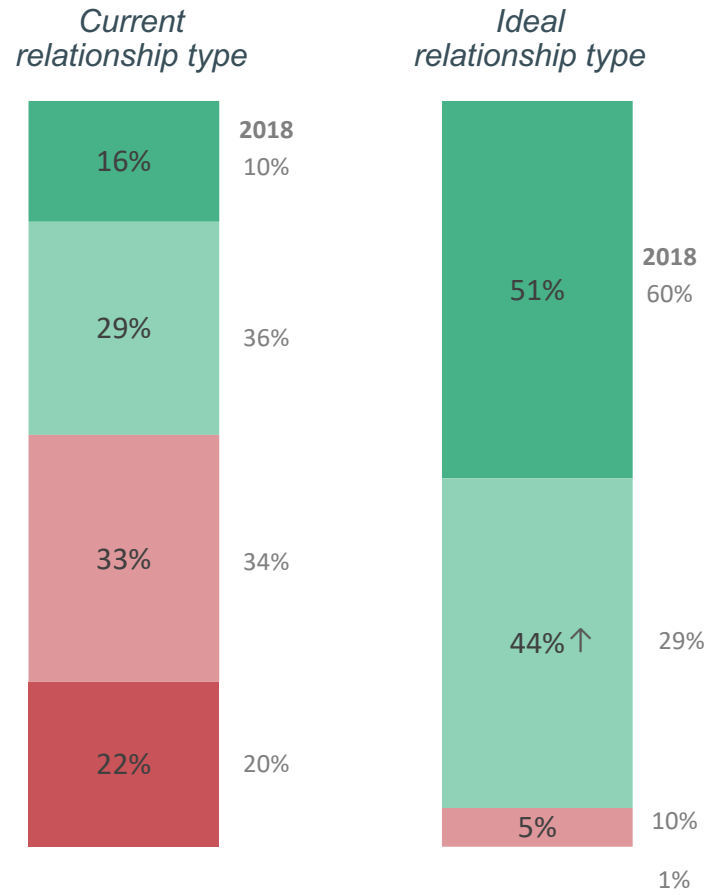


Ideal vs actual relationship type

- For most stakeholders (51%) the ideal relationship is collaborative. However only a few (16%) experience this.
- Most stakeholders (75%) say it falls short of their ideal relationship (35% say it falls short of the collaboration ideal).
- For those who say it falls short of the ideal, most believe it's too soon to say if MoT is on track to achieving this.

For half (51%), the ideal relationship is collaborative; however few (16%) experience this.

Q3. Please select the category that best describes the current relationship your organisation has with the Ministry of Transport today.
 Q4. Now, using the same categories, which best describes the ideal relationship your organisation would like to have with the Ministry of Transport in 24 months' time?



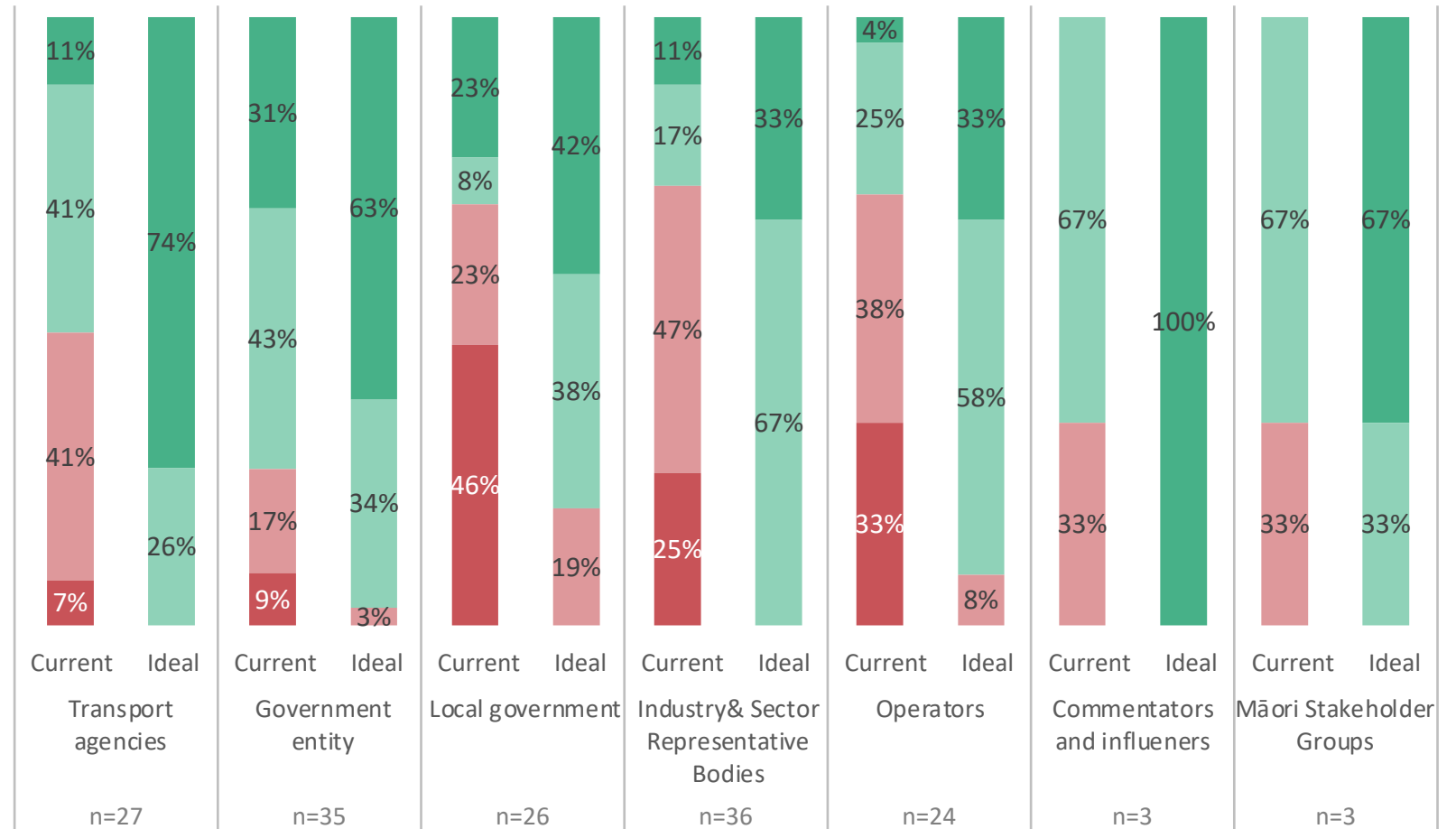
- **Collaboration:** Our relationship is collaborative. We work closely together and have developed systems and processes to support our relationship. We share decision-making, often negotiating and agreeing on a set of actions.
- **Cooperation:** We share a common set of issues, interests and agendas. Our relationship could involve working together or helping each other on a project or task.
- **Networking:** We do share information and we do know and understand who is doing what, but we don't work together.
- **Coexistence:** We don't really have a relationship. We know about each other but do not come together. We don't collaborate.

Base: n=154
 ↑ = Significantly higher than 2018
 ↓ = Significantly lower than 2018

Local government (46%), representative bodies (25%) and operators (33%) say they don't really have a relationship with the Ministry, despite most wanting one.

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 Q4. Now, using the same categories, which best describes the ideal relationship your organisation would like to have with the Ministry of Transport in 24 months' time?

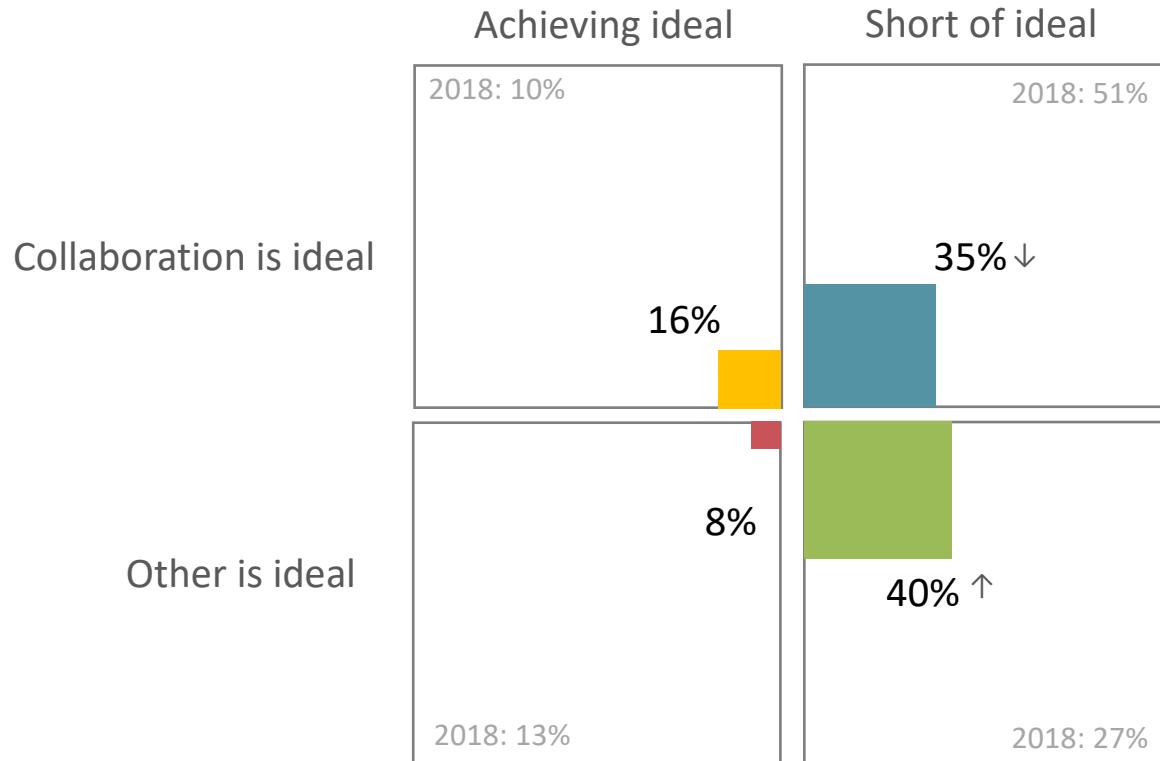
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- **Coexistence:** We don't really have a relationship. We know about each other but do not come together. We don't collaborate.



Base: n=154
 ↑ = Significantly higher than 2018
 ↓ = Significantly lower than 2018

In line with 2018, 75% say the relationship falls short of their ideal, however fewer (35%) it is falling short of the collaboration ideal.

Q3. Please select the category that best describes the current relationship your organisation has with the Ministry of Transport today.
 Q4. Now, using the same categories, which best describes the ideal relationship your organisation would like to have with the Ministry of Transport in 24 months' time?



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Base: n=154

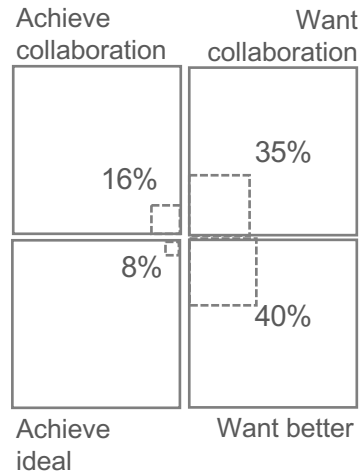
↑ = Significantly higher than 2018

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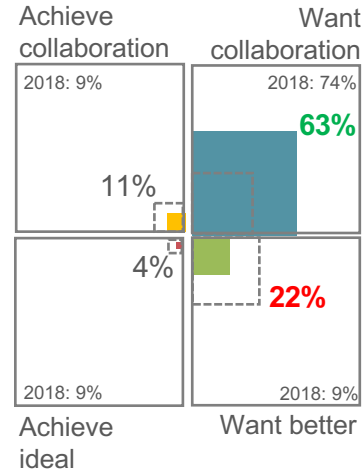
Relationship type by stakeholder group:

Around a quarter of all stakeholders are achieving their 'ideal' type of relationship. Transport agencies, government entities, commentators and Māori stakeholders primarily seek collaborative relationships. Local government, representative bodies and operators primarily seek cooperative relationships.

Total score 2020

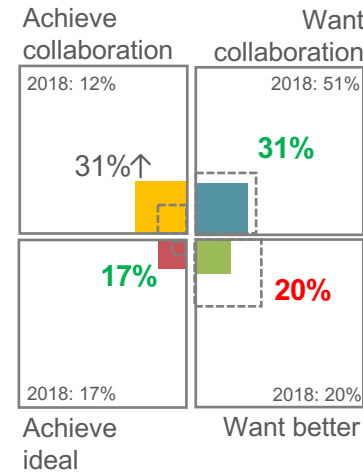


Transport agencies



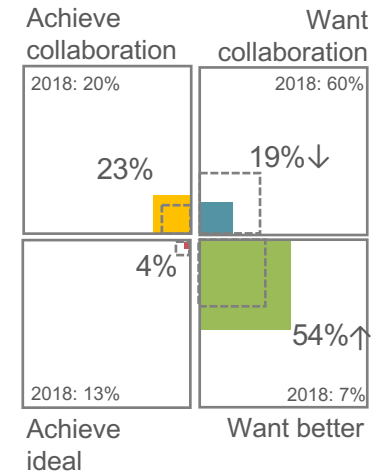
Base: 2018 n=23, 2020 n=27

Government entities



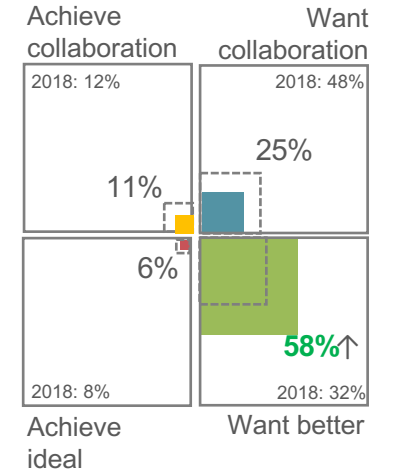
Base: 2018 n= 41, 2020 n=35

Local government



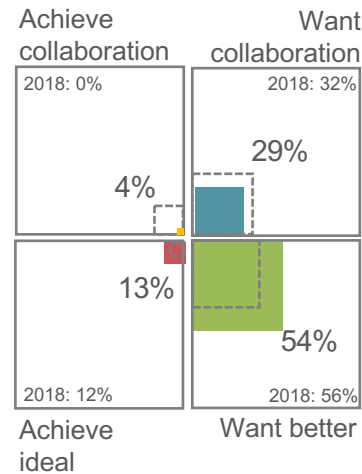
Base: 2018 n= 15, 2020 n=26

Representative bodies



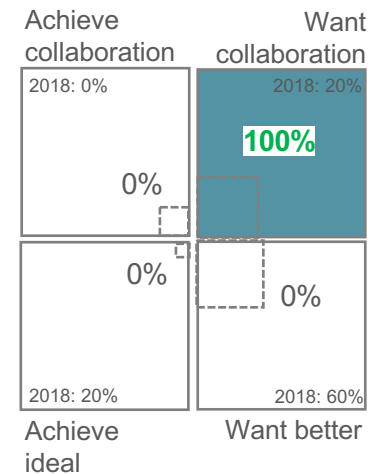
Base: 2018 n=25, 2020 n=36

Operators



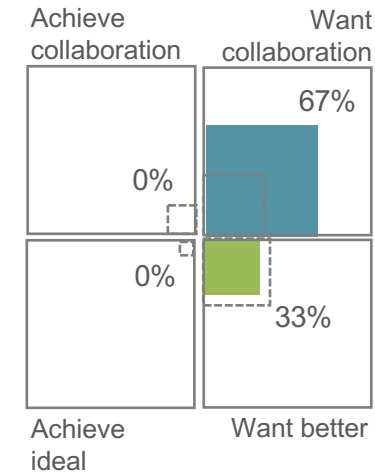
Base: 2018 n=25, 2020 n=24

Commentators



Base: 2018 n=5, 2020 n=3

Māori stakeholders



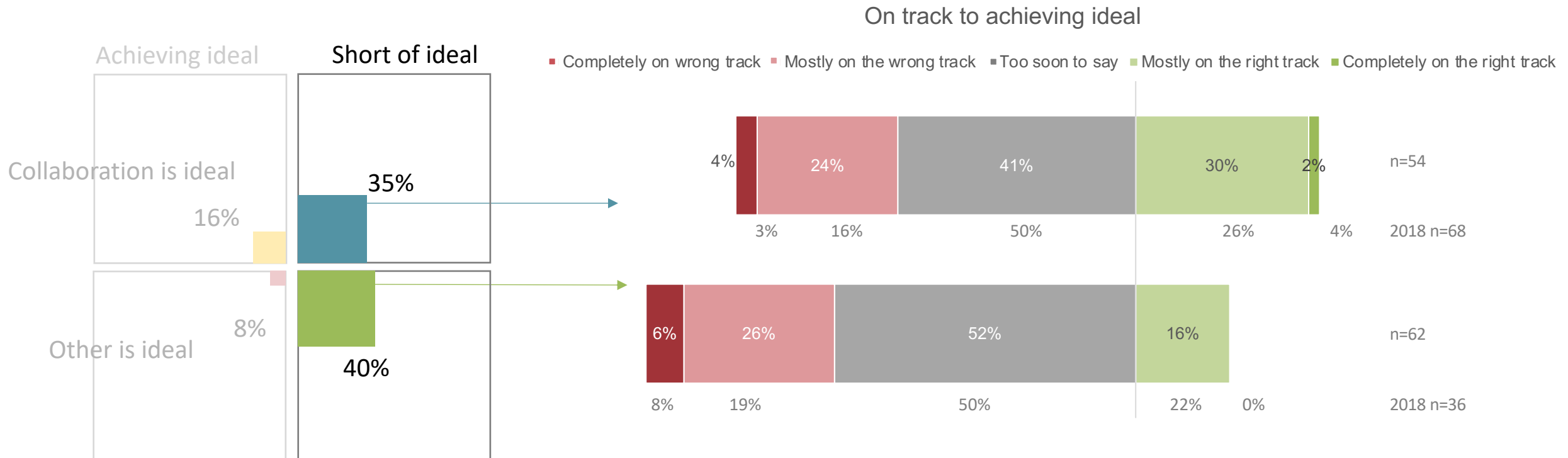
Base: 2020 n=3

↑ = Significantly higher than 2018 x% = Significantly higher than total
 ↓ = Significantly lower than 2018 x% = Significantly lower than total

Base: n=154

For the 75% that believe their relationship is less than ideal, many think it's too soon to say if MoT is on the right track. For those seeking collaboration, a third (32%) say it is on track.

Q5. In your opinion is the Ministry on track to achieving that ideal relationship with your organisation?



Why the Ministry is on the RIGHT track to an ideal relationship.

Q6. Why is that?

Comments from those wanting a better relationship and believe MoT is on the RIGHT track to achieve ideal:

- Efforts have been made to listen/seek input/address issues

“They have made an effort to understand some of the issues.” Anonymous – Operator

“The Ministry is starting to reach out and asking for input or participation in workshops etc. (The most recent example is the workshops for the Ministry’s COVID-19 Recovery work). I also get the sense that the Ministry is more actively taking on board feedback and trying to address issues raised.” Representative body

“We are working towards closer working relationships and involvement in MoT work.” Waikato Regional Council – Local government

- Positive experiences during COVID-19 lockdown

“Things were heading in the right direction before the COVID-19 lockdown. They got closer during the lockdown and were probably in the desired state during that period. Still too early to tell the direction of travel post-lockdown but signs are encouraging.” Saunders Unsworth – Commentator/Influencer

“With the COVID crisis and government response, our agencies are working together on key initiatives that we’ve never had to engage on before.” Anonymous – Representative body

- The relationship is still developing

“Still developing the relationship.” CentrePort – Operator

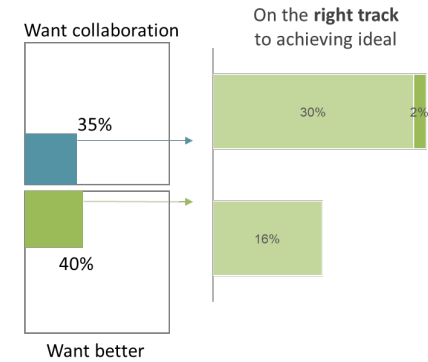
“Getting to a highly and fully collaborative relationship takes time.” Anonymous – Transport agency

“I think there is a mix of styles still. My colleagues and I are still facing the situation where we are asked to comment at the last minute on Cabinet papers and Ministers’ briefings where we know it could have come earlier. I think a little more trust coupled with planning would see a more harmonious partnership.” KiwiRail – Transport agency

- Generally positive interactions

“Interactions are generally positive. We would like to move them to be more proactive and future focused.” Lyttleton Port of Christchurch – Operator

“Has improved over the last year; collaboration and forward planning could be improved.” Auckland Transport – Local government

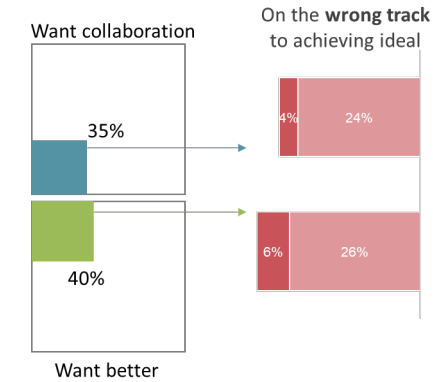


Base: n=27 (Want collaboration, not achieving or Want better relationship + On the right track)

Why the Ministry is on the WRONG track to an ideal relationship.

Q6. Why is that?

Comments from those wanting a better relationship however MoT is on the WRONG track to achieve ideal:



- Poor engagement and communication

“Not really sure that there have been any communications with councils. Mostly NZTA acts as gateway to MoT.” Anonymous – Local government

“Very little engagement unless they need information.” Halls – Operator

“Despite really good progress a year ago, the relationship has inexplicably degraded in the last 12 months. My impression is that there is an increasing tendency by the Ministry staff to treat us at arms length and often in a rather patronizing fashion.” Anonymous – Transport agency

“I've reached out on a few occasions to develop a relationship with the Ministry and I either don't get responded to or get passed down to someone who is not a decision-maker.” Nobody Ever Stands Alone – Representative body

“Approach from MoT is via one communication channel, email. Is blunt, one-sided and comes across as combative.” Anonymous – Transport agency

“Very little connection between Ministry and Local government. There is a need for the Ministry to understand the challenges and opportunities for high growth Councils. Policy opportunities exist at a national level.” Anonymous – Local government

- Lack of genuine engagement/consultation

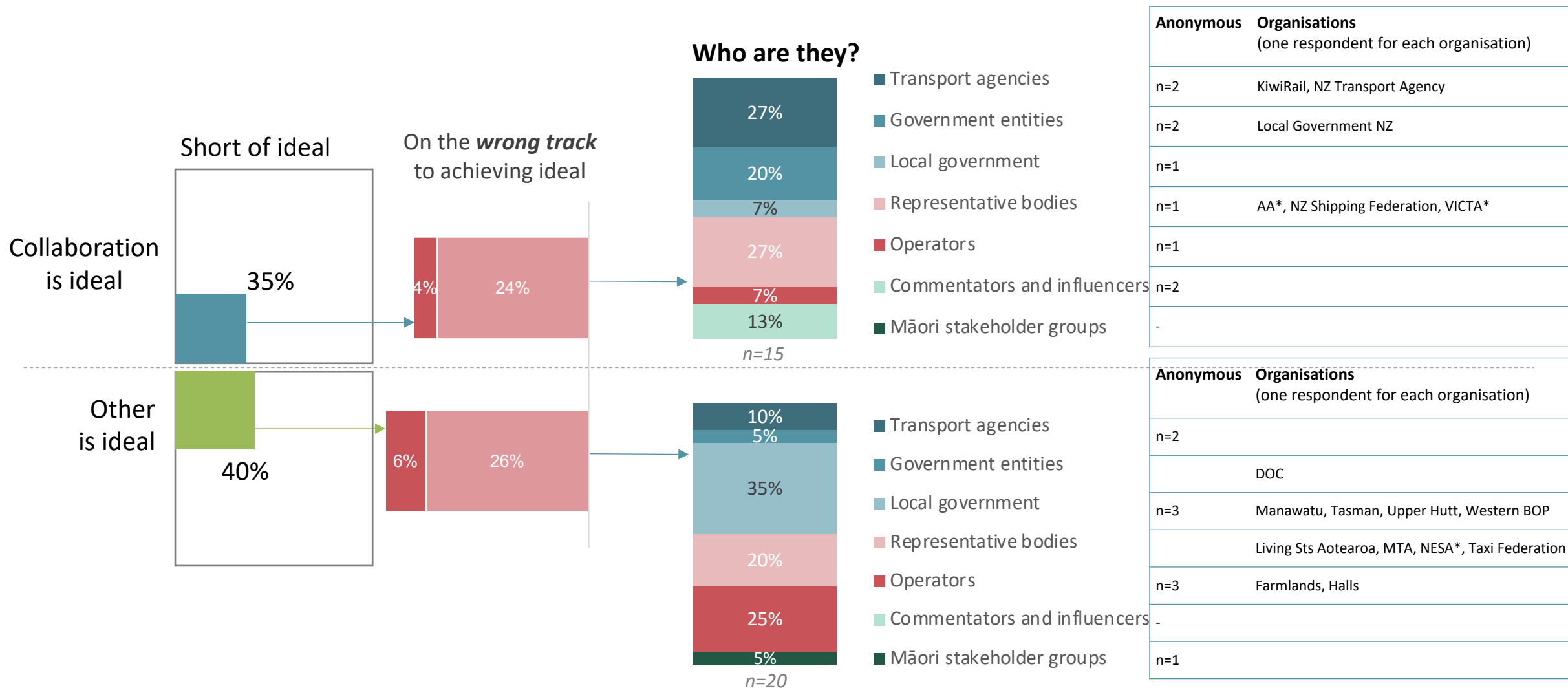
“The lack of engagement, even when explicitly requested or required, is frustrating and the Ministry make minimal effort to even bother making an excuse for not fronting. When they do front they abdicate all responsibility for participating, citing a lack of resource and/capability to actually contribute.” Anonymous – Māori stakeholder group

“I don't see a desire to work together developing positions on pieces of work that we then have to deliver. Getting the delivery perspective after the thinking has been done generally leads to rework and a lack of openness in the relationship.” NZTA – Transport agency

“The Ministry isn't interested in actual consultation or the science behind various policy developments. There is no room for discussion, and a motivation to silence dissenting views, irrespective of where the evidence falls. The result being poorly drafted policy and legislation proposals. Staff tend to not attend meetings where the rationale behind advice is being fleshed out seemingly so they can withdraw organisational commitment at a later stage. Their consultation process was previously described as akin to 'speed dating'; while they changed this to allow for more time, the spirit is the same.” Anonymous – Government entities

Base: n=35 (Want collaboration, not achieving or Want better relationship + On the wrong track)

The view that MoT is on the wrong track comes from a range of stakeholder groups.





Perceptions of relationship quality

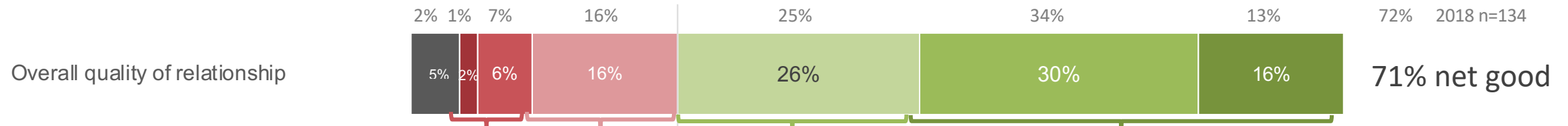
- Most stakeholders (71%) rate the quality of the relationship as at least 'somewhat good'.
- Relationship quality is improving on balance (40% see improvement vs 6% who see decline), though most are yet to notice a change.
- Genuine and coordinated engagement and communication is a challenge for some.

Relationship quality: Most stakeholders have at least a 'somewhat good' relationship.

Q8. How would you rate the quality of the overall relationship?

Relationship

■ Don't know/ Not applicable ■ Very poor ■ Poor ■ Somewhat poor ■ Somewhat good ■ Good ■ Very good



Very poor/Poor:

- More likely to say contact frequency is too little (75% vs 29% total)
- More likely to say MoT is on the wrong track to achieving the ideal relationship (92% vs 23% total)

Somewhat poor:

- More likely to say contact frequency is too little (71% vs 29% total)
- More likely to say MoT is on the wrong track to achieving the ideal relationship (67% vs 23% total)

Very good/Good:

- More likely to say contact frequency is about right (91% vs 71% total)
- More likely to say MoT is on the right track to achieving the ideal relationship (76% vs 42% total)

Somewhat good:

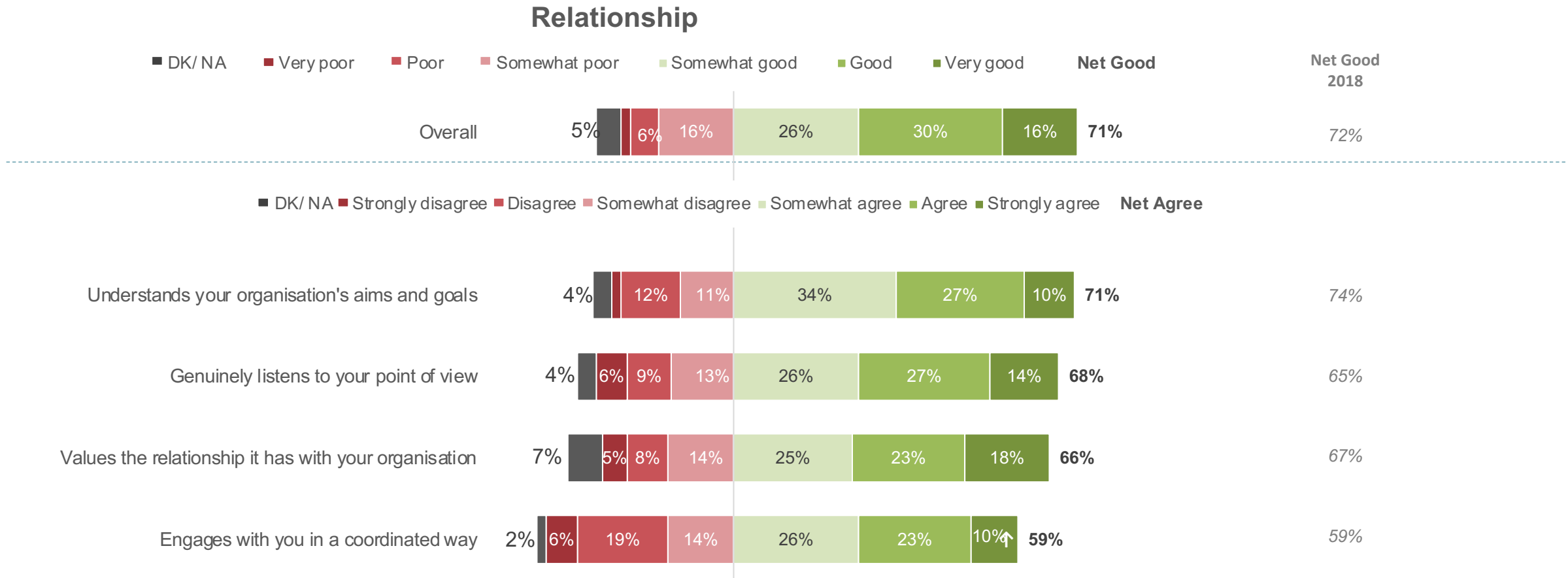
- More likely to say it's too soon to tell if MoT is on the right track to achieving the ideal relationship (68% vs 36% total)

Base: n=154

Relationship quality: Overall perceptions of quality remains high however coordinated engagement remains a challenge.

Q8. How would you rate the quality of the overall relationship?

Q7. How much do you agree or disagree with each of these statements about the Ministry of Transport and its relationship with your organisation?



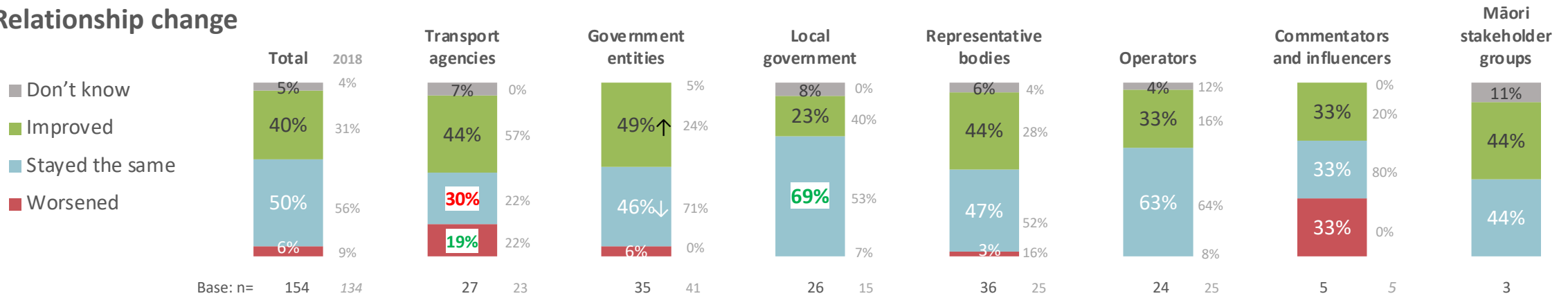
Base: n=154

Relationship quality is improving on balance, though most are yet to see change.

Q9. Over the past year, has your relationship with the Ministry of Transport:

↑ = Significantly higher than 2018 x% = Significantly higher than total
 ↓ = Significantly lower than 2018 x% = Significantly lower than total

Relationship change



How has your relationship improved?

- MoT has increased contact and is now better at engaging.
- MoT has shown a good response to COVID challenges.

“More regular contact and involvement in some Ministry projects. Willingness of Ministry colleagues to join our own projects and attend meetings. The group of Ministry colleagues I am engaging or working with is slowly growing and it seems that more Ministry colleagues start to reach out more often.” T-sig representatives – Representative bodies

“Engagement has increased. I think this has supported MoT understanding of public transport issues and opportunities. Continuation of regular opportunities for collaboration would support alignment going forth (example: looking at same opportunities, at differing times; enabling future initiatives of industry improvement).” Auckland Transport – Local government

How has your relationship worsened?

- MoT appears unwilling to engage.
- Some have experienced reduced contact with MoT.

“The Ministry has not been as open as it once was. New people are not introduced. Whole lines of work open and close sometimes without any consultation.” AA – Representative bodies

“There is an increasing tendency for the Ministry to be unwilling to engage with us as partners. The trust that existed 12 months ago appears to have been lost and our views are increasingly dismissed.” Anonymous – Transport agency

“Engagement has been very poor from some workgroups (but good with others – very individualized). Long periods of no communication about how work is progressing, decisions etc. Progressing work without consulting.” Anonymous – Government entity

How could the Ministry improve the relationship?

Q12. What, in your opinion, would be the most positive steps the Ministry of Transport could take to improve its relationship with your organisation?

Those with a 'poor' overall relationship want:

- increased contact (regularly scheduled)
- better/earlier engagement
- MoT to better understand their organisation and issues
- stronger evidence-based leadership.

*"MoT **does not understand** how local government works at all, nor does it appear to have an interest in understanding – other than to tick a box by engaging with LGNZ. LGNZ is not the same as engaging directly with local government councils." Anonymous – Local government*

*"**Turn up and participate** in shared governance opportunities. **Engage earlier** when seeking information/feedback/consultation. Commit resources to supporting cross-sector activity rather than just delegating or directing activity around them." Anonymous – Māori stakeholder group*

*"Leave its office and **spend time truly getting to know** the drivers of participants rather than developing its own goals and then imposing them." Anonymous – Operator*

*"Adopting a truly mode-agnostic approach to transport policy, re-balancing engagement to where **thought leadership** exists (rather than funding risk), re-balancing the focus between (actually) achieving transport outcomes and (simply) discharging monitoring, and visibly demonstrating a much **deeper level of 'stewardship'** – policy, regulatory and system..." Anonymous – Transport agencies*

*"**Come and talk** to the [our] sector more often and **engage with the people actually operating** the supply chain of New Zealand to understand what is required to support the economy." Anonymous – Operator*

Those with a 'good' overall relationship want:

- increased contact (regularly scheduled)
- engagement that is early, consistent and genuine
- MoT to better understand their organisation and issues.

*"**Periodic meetings** – twice annually to discuss current issues, future plans, impacts on our industry." Anonymous – Operators*

*"Periodical **catch-up sessions** irrespective of immediate or likely transport-related events, incidents or specific pieces of work. Informal organisation/MoT awareness sessions involving key personnel." KiwiRail – Transport agencies*

*"Bit more face-to-face engagement. Be good to have **regular updates** and be informed on how their work program impacts on [our region]. As a 5th term councillor and member of [a] land transport committee I have not seen them." Anonymous – Local government*

*"Allocate sufficient time to **engage and be seen to engage**, consistently. Inconsistent and partial engagement communicates a 'we don't really care' message to sector stakeholders." Anonymous – Transport agencies*

*"**Allow us to contribute at the earliest stages of policy development** (i.e. notification that MoT is going to start exploring options around x, does VIA have anything to contribute... as opposed to, MoT has been working on x for quite a while, here is their recommendation, feel free to make a formal submission)." Imported Motor Vehicle Industry Association – Representative body*

*"Probably to gain a better **understanding on what we do** and look for the areas where MoT can work closer with us." Real Journey (Stewart Island Ferry) – Operator*



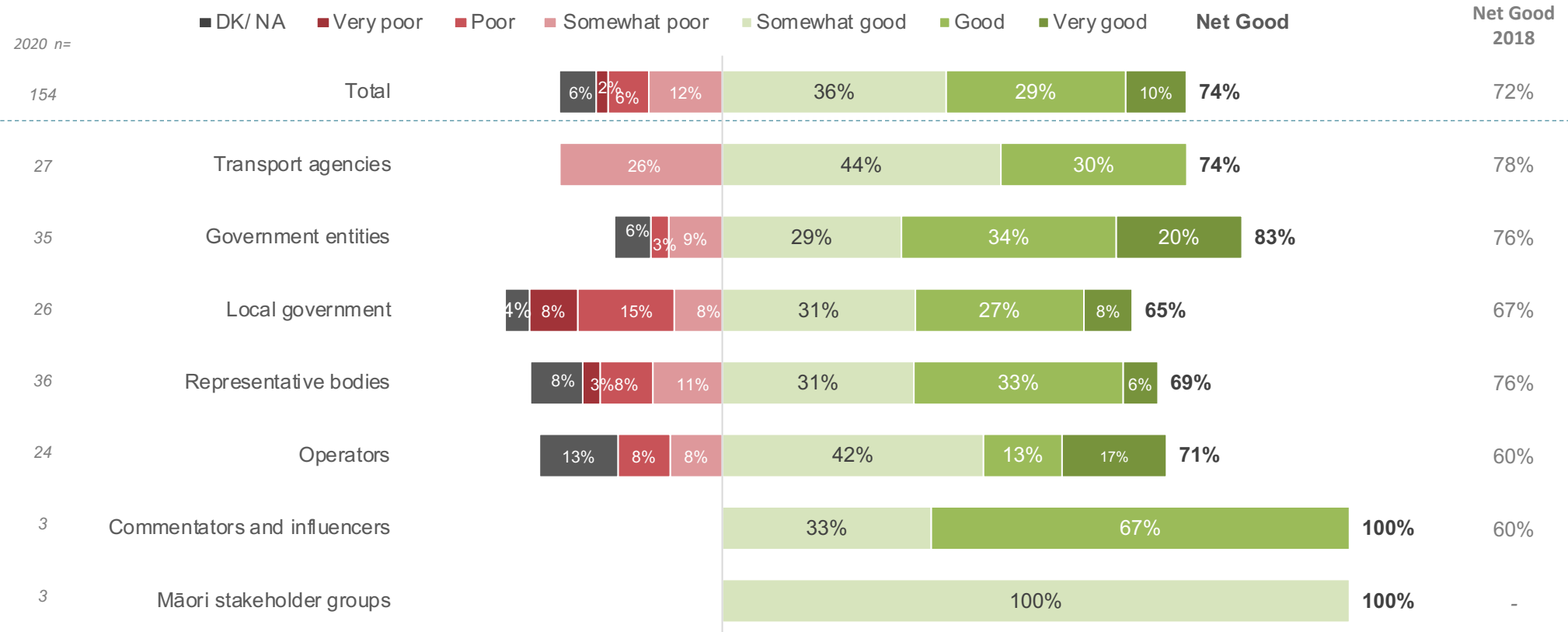
Perceptions of information and communication quality

- 74% rate communication quality as good (*somewhat* or better).
- Low ratings for making timely decisions and understanding implications of decisions on stakeholders.
- Suggestions for improvement include:
 - Allow more time for consultation.
 - Improve information availability – website, regular briefings.

Overall communication has improved for government entities and operators. Representative bodies and local government are the most critical.

Q14. How would you rate the quality of information and communication you receive from the Ministry of Transport?

Information and communication



Base: n=154

↑ = Significantly higher than 2018 x% = Significantly higher than total

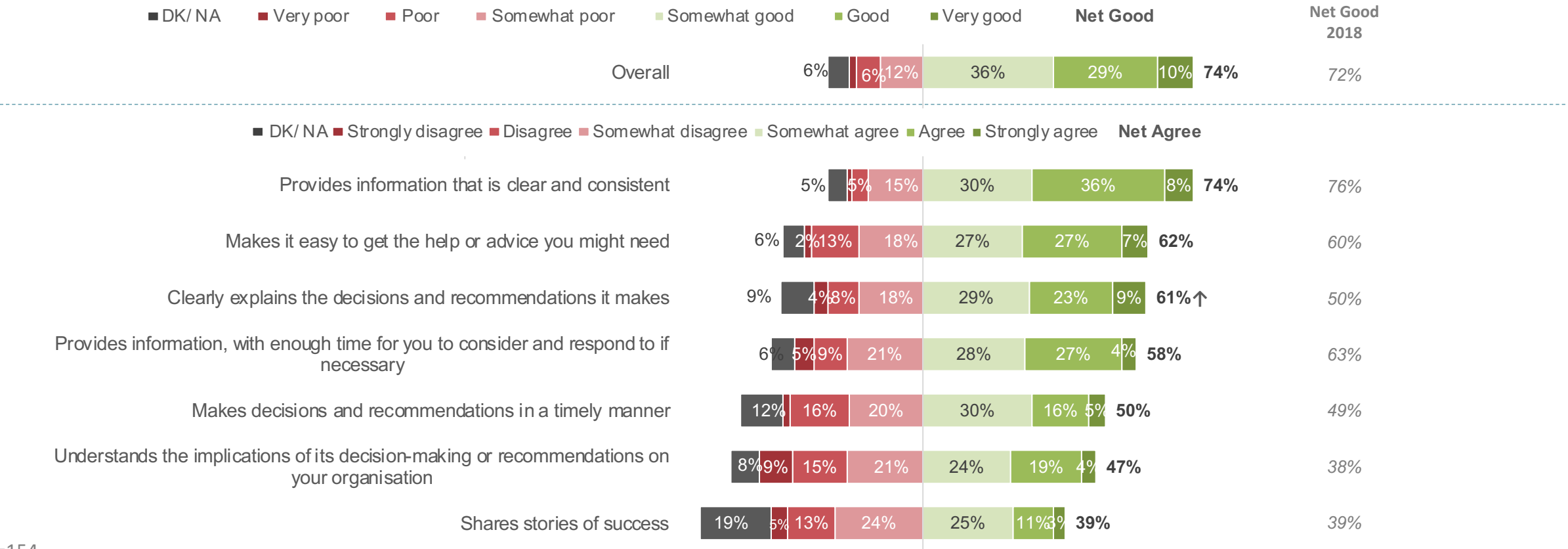
↓ = Significantly lower than 2018 x% = Significantly lower than total

MoT has improved its ability to explain decisions and recommendations. There remains an opportunity to better share success stories and to improve the timeliness of decisions and its understanding of the impact of decisions on stakeholders.

Q14. How would you rate the quality of information and communication you receive from the Ministry of Transport?

Q13. The following describes ways in which the Ministry of Transport might share information or make decisions. How much do you agree or disagree with each?

Information and communication



Base: n=154

How to improve information and communication?

Q15. What do you believe the Ministry could do to improve its information-sharing and communication?

Those who rated the communication 'poor' want:

- more time for consultation
- information to be more readily available – website, regular briefings.

“Quarterly strategic briefing sessions on transport outcomes (progress, risks, challenges, barriers, enablers etc) for [suitable] staff; making sure that the MoT Monitors are properly joined up with other parts of MoT (so they are in a position to accurately/knowledgeably provide information on what is actually going on); address apparent delays and the time intervals between MoT receiving information requests from Treasury, MBIE etc and these being passed down the line to Transport agencies....” Anonymous – Transport agency

“Provide more timely information. As an example the consultation with government agencies over the draft GPS was very poor. We were given only a few days notice of a briefing session, and timeframes for feedback were very constrained.” DOC – Government entity

“More regular updates/briefings on what's going on now and in the future. Understanding the 'why' behind thinking is really important to us as an organisation as it helps shape any further contact we may have with the Ministry.” MTA – Representative body

“Provide regular information on issues relating to our industry.” Motor Caravan Association – Representative body

Those who rated the communication 'good' want:

- more regular and proactive communication on relevant topics
- improved clarity and transparency on priorities and the big picture
- earlier consultation
- more face-to-face engagement.

“More regular communication on key documents such as GPS rather than just at key milestones. Also a regular update on where Government is going on key transport matters would be useful. Keep providing research updates and knowledge base info. Roadshows to visit RTCs and present information in person are very valuable and hopefully continued into the future.” Waikato Regional Council – Local government

“Making available the key work programme priorities for the Ministry. Communicating key decision dates. Heads up that papers are coming (especially with tight timeframes). Closing off feedback loops (not finding out via media articles decisions). Knowing who to contact – and not going with scattergun approach. More coordinated.” Anonymous – Government entity

“Better understanding of the work stream priorities; meeting deadlines and if they aren't going to meet them, communicating well; listening.” Anonymous – Operator

“Latest feedback less than 24 hours before deadline to submit paper to Minister. Requests were made to get feedback prior to the meeting with no items provided. MoT staff had the paper for 12 days and had been involved in it earlier. Just adds tension to timelines and people's work...” Anonymous – Transport agency



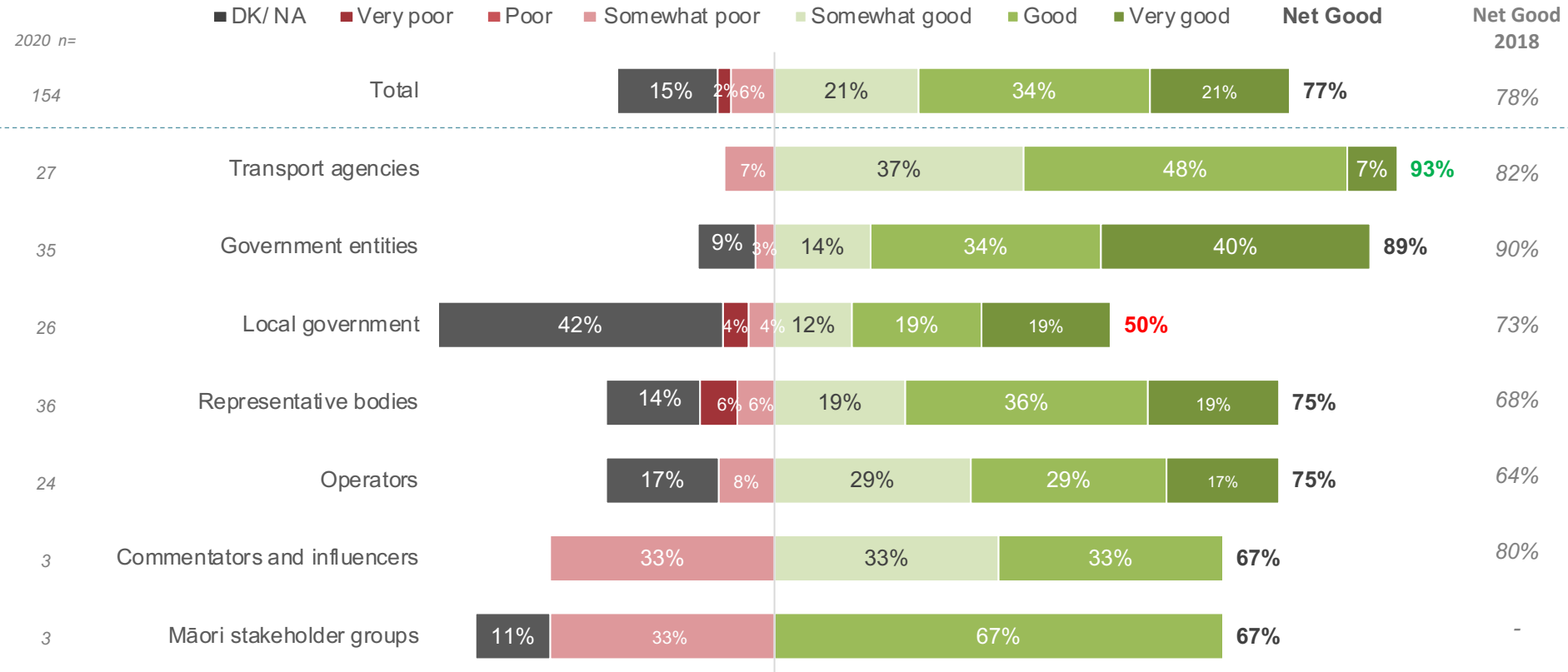
Perceptions of staff quality and capability

- ◆ 77% rate staff quality as good (*somewhat or better*).
- ◆ Staff are generally viewed positively, although resourcing is a concern for some.
- ◆ Suggestions for improvement include:
 - ◆ Improve engagement
 - ◆ Be proactive and genuine
 - ◆ Build industry expertise.

Transport agencies are the most positive towards staff quality and capability, while almost half of the local government stakeholder group are not sufficiently familiar with MoT staff to comment.

Q17. How would you rate the quality and capability of Ministry of Transport staff?

Staff



Base: n=154

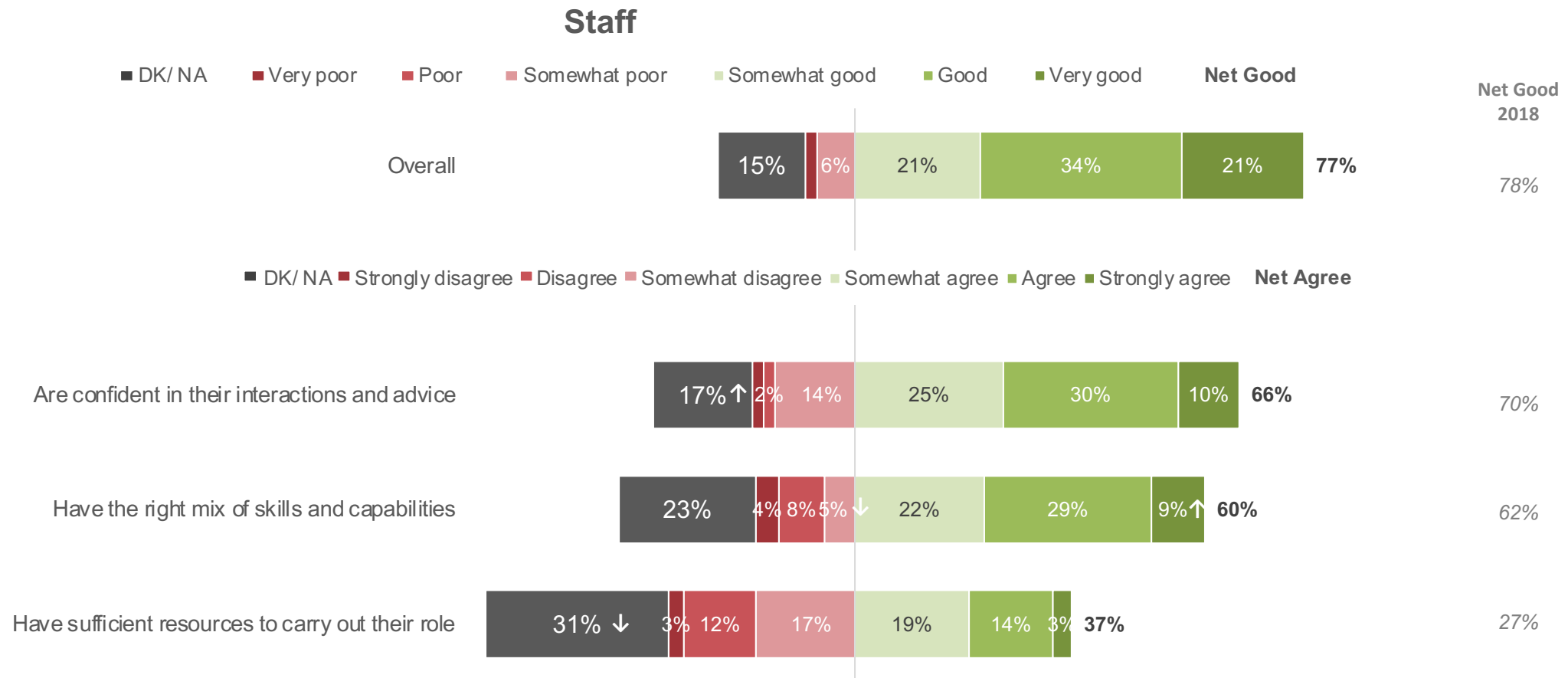
↑ = Significantly higher than 2018 x% = Significantly higher than total

↓ = Significantly lower than 2018 x% = Significantly lower than total

There remains a perception that staff are under-resourced; however this has improved from 2018.

Q17. How would you rate the quality and capability of Ministry of Transport staff?

Q16. The following describes aspects of the Ministry of Transport's staff. How much do you agree or disagree with each of these statements?



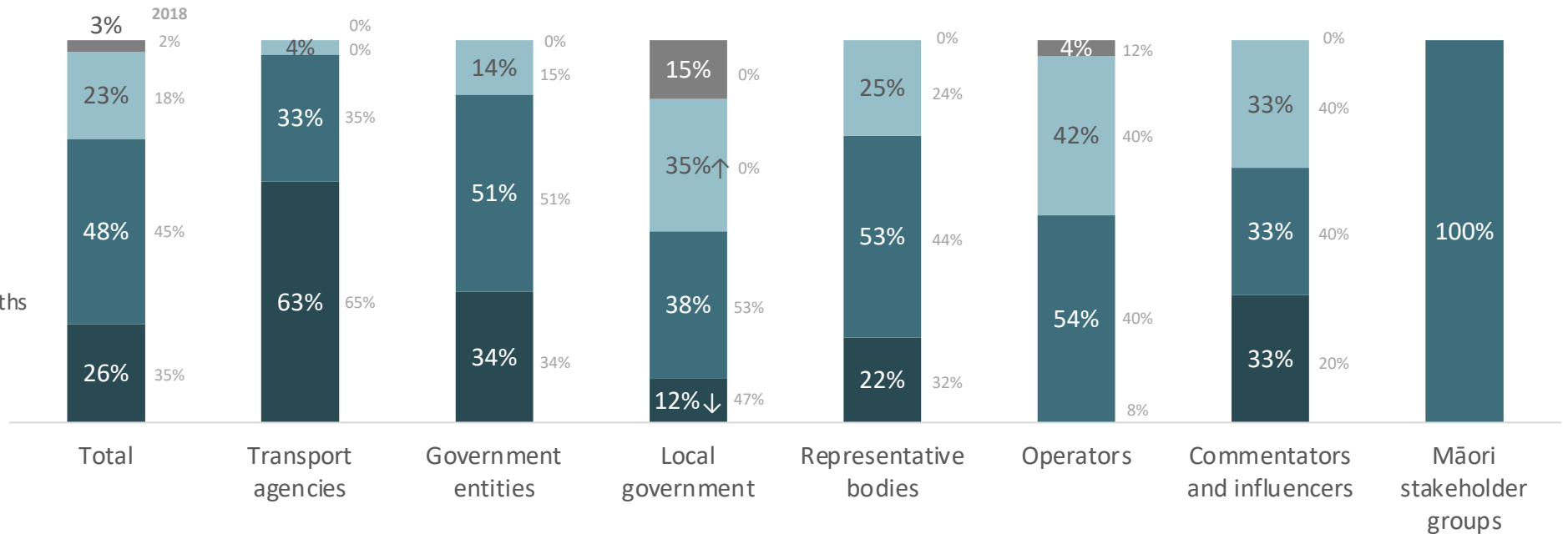
Base: n=154

Contact levels: A third seek more contact, in particular commentators and influencers.

Q1. How often, approximately, would you say you personally are in contact with someone from the Ministry of Transport?
 Q2. And is this level of contact...

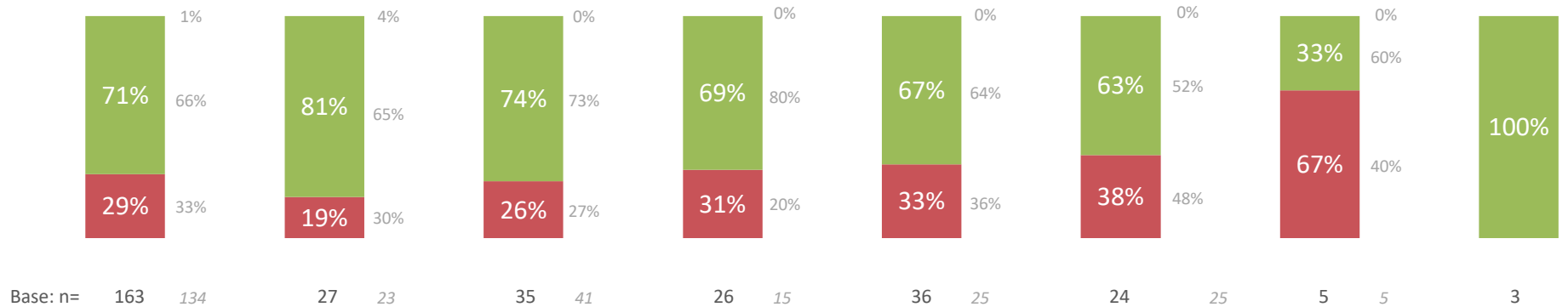
Frequency of contact

- Never
- Every 6 months or less
- Twice a month to every 2-3 months
- At least once a week



Is that ...

- Too much
- About right
- Too little



↑ = Significantly higher than 2018
 ↓ = Significantly lower than 2018
 x% = Significantly higher than total
 x% = Significantly lower than total

Base: n= 163 134 27 23 35 41 26 15 36 25 24 25 5 5 3

How to improve perceptions of staff?

Q18. What do you believe the Ministry could do to improve your perceptions of Ministry staff?

Those providing a 'poor' staff rating want:

- staff with more expertise in the transport sector
- better engagement – business understanding.

“Engage more with the freight sector to understand the real-world challenges and simple steps that could assist productivity and compliance through subtle changes to legislative framework that takes into account current and future technology/operational requirements.” Halls – Operator

“They do not have the knowledge of our sector. They have no sector experts.” NZ Shipping Federation – Representative body

“They need to seek out those with industry experience so the team has a blend of policy, regulatory and industry. At present it tends towards those with deep policy experience which is often removed from the realities of the industry.” Anonymous – Operator

“Improved communication approach. Moving from just email and directives to a collaborative engagement style. Proactive engagement on emergent issues, cross-sector-wide engagement opportunities. Take time to understand business and drivers behind decisions and approaches. Be cognisant of the hierarchy of information flows within the organisation. Look to support the positive work not just focus on a perception of issues-based activity.” Anonymous – Transport agencies

Those providing a 'good' staff rating want:

- greater engagement/collaboration/trust
- capacity issues to be addressed – seem under-resourced
- MoT to build stronger industry understanding
- increased contact – ideally face-to-face.

“Improve the level of engagement. Show how policy drivers of government agencies (beyond Treasury, NZTA and the Ministry itself) are being taken into account in transport policy.” Department of Conservation – Government entity

“Biggest issue is that they are over-stretched so not really the problem of the staff.” Anonymous – Operator

“It’s a difficult one as you have some excellent people. For me the perception is poor when your advice is not pragmatic and this can be resolved either by bringing in the specialist capability or engaging with the operational people in other agencies to ensure the advice has a good balance between pragmatism and policy alignment. This would also help us understand your world and what you are looking to achieve.” NZTA – Transport agencies

“Visit transport-related organisations more frequently. Continue to develop trusted relationships which are very important during significant incidents/events.” KiwiRail – Transport agencies

“Empower their staff to engage more closely with industry, without them running the risk of being accused of being ‘captured by’ or overly influenced by industry.” Imported Motor Vehicle Industry Association – Representative body



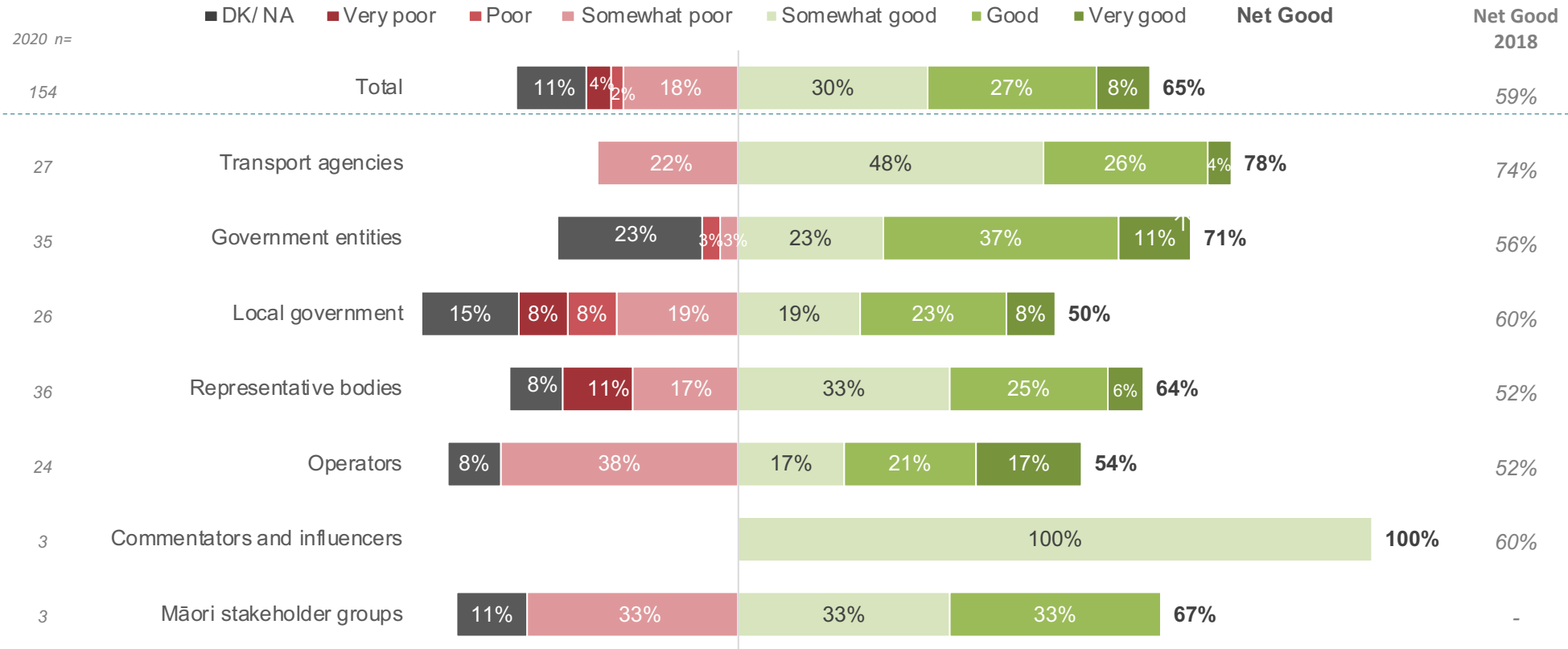
Perceptions of MoT's leadership role

- 65% rate the Ministry's leadership role as good (*somewhat* or better).
- High *don't know* ratings suggest a need for greater visibility.
- Low ratings for *actively helping others to achieve goals* and *being results focused*.
- To improve perceptions of leadership:
 - Articulate a purpose and a strategic direction.
 - Engage with other organisations, seeking input and genuinely listening.
 - Have a clear vision and future focus.
 - Be clear about role in the sector.
 - Demonstrate sector experience.

Local government and operators are the most critical of the Ministry's leadership role, though many were not able to comment.

Q24. Several agencies play key leadership roles within the transport sector in New Zealand. How would you rate the quality of the Ministry of Transport's leadership?

MoT's leadership role



Base: n=154

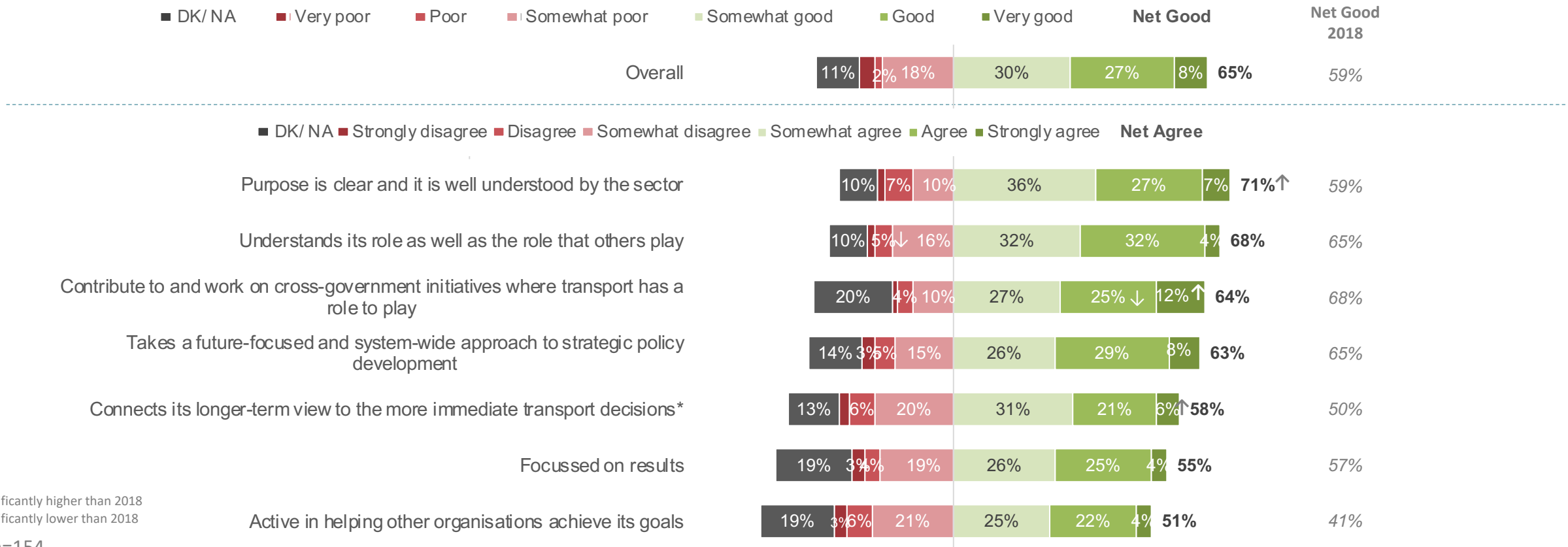
↑ = Significantly higher than 2018 x% = Significantly higher than total

↓ = Significantly lower than 2018 x% = Significantly lower than total

Encouragingly, the Ministry's purpose is clearer and better understood by stakeholders in 2020. Additionally, the Ministry is doing a better job of connecting its long-term view to its immediate decisions.

Q24. How would you rate the quality of the Ministry of Transport's leadership?
 Q23. How much do you agree or disagree with each of these statements about the leadership role that the Ministry of Transport plays?

MoT's leadership role



↑ = Significantly higher than 2018
 ↓ = Significantly lower than 2018

Base: n=154

* transport policy and operational decisions

How to improve perceptions of MoT's leadership role?

Q25. What do you believe the Ministry could do to improve your perceptions of its leadership?

Those rating leadership as 'poor' want:

- MoT to better articulate its purpose and strategic direction, with clear roles for MoT and other agencies
- better engagement via asking for input and genuine listening.

"Engage with us more, the perception is a bit like the Ministry create the policy but they leave it to other agencies to front the users..." CentrePort – Operators

"I think there is a lack of understanding around the different roles the Ministry and others play and media and public tend to be more focused on the operational agencies and they tend to have a more direct impact on the public. We have big challenges ahead, mode shift, better urban form, resilience, the role of technology. I would like to see stronger policy backup with dollars so we as a sector can get behind the Ministry to deliver. This should not just be about painting the utopian picture of the future but to constructively help with key political barriers, e.g. parking policies or speed reductions." NZTA – Transport agencies

"Front up – we only ever see NZTA representatives and hardly ever Ministry staff." Anonymous – Local government

"Increase engagement, multi-agency/industry to develop policy/legislation that is fit for purpose. Legislation is seriously outdated and will get worse as technology evolves." Halls – Operators

"Clearer lines of roles and responsibilities with NZTA." Anonymous – Local government

"Closer liaison with organisations within the transport sector." Motor Caravan Association – Representative body

Those rating leadership as 'good' want:

- increased engagement and collaboration
- clearer direction/future focus (beyond 3-year political cycle)
- clarity on the Ministry's role in the sector
- a greater demonstration of sector experience.

"Initiate and lead high-profile projects engaging a multitude of government departments (i.e. a long-term solution to make transport carbon-neutral by 2050)." Imported Motor Vehicle Industry Association – Representative body

"The Ministry's involvement in the Auckland rapid transit discussion did not enhance its leadership credentials. There was widespread confusion and consternation within the sector that the Ministry should be playing a defining role in offering advice, when it was seen not to possess the technical expertise to do the job. There is an opportunity for the Ministry to do more to lead in the transport technology area as well – good work is being done by the Ministry's team, but it is not yet translating into a sense that the Ministry is providing a pathway for the private sector, or for public understanding." AA – Representative body

"Assist and educate Ministers to take a longer-term view beyond the three-year election cycle." NZTA – Transport agencies

"It's a capability thing, I would be suggesting they recruit some industry expertise." KiwiRail – Transport agencies

"Become more open and transparent and work collaboratively in partnership." Anonymous – Transport agencies



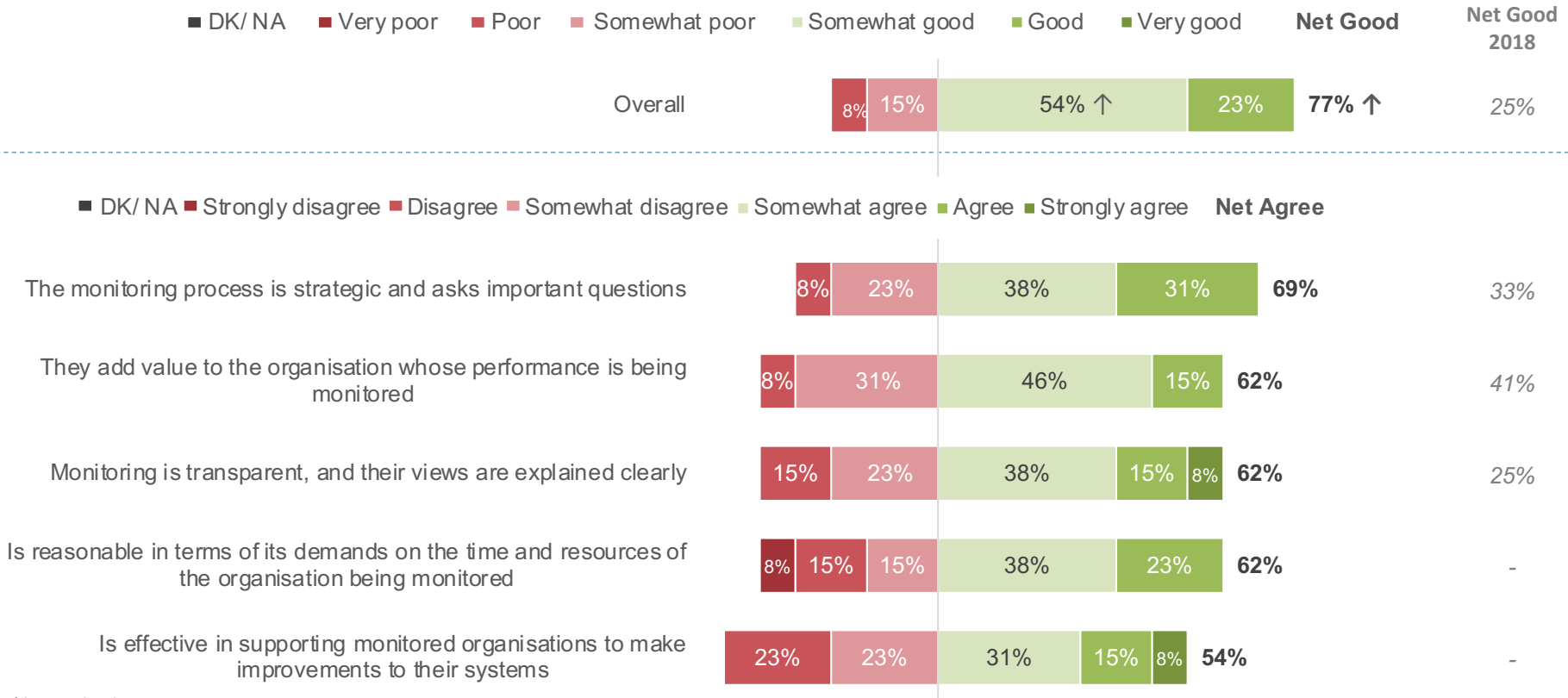
Perceptions of performance in monitoring quality and impact

- ▣ 77% of monitored transport agencies rate monitoring quality as good (*somewhat* or better).
- ▣ Agencies want clearer expectations around what is being monitored.

Performance monitoring scores have improved, with an increase in perceptions of *somewhat good*. (Caution small sample sizes)

Q21. How would you rate the quality of the Ministry's agency performance monitoring overall?
 Q20. How would you rate the way the Ministry of Transport monitors Crown agency performance in terms of the following:

Transport agencies – Crown agency performance monitoring



↑ = Significantly higher than 2018
 ↓ = Significantly lower than 2018

Base: Transport Agencies – those involved in monitoring process
 2018 n=12, 2020 n=13

Monitored stakeholders are most critical of the demands monitoring places on resources and its effectiveness for supporting organisations to make system improvements.

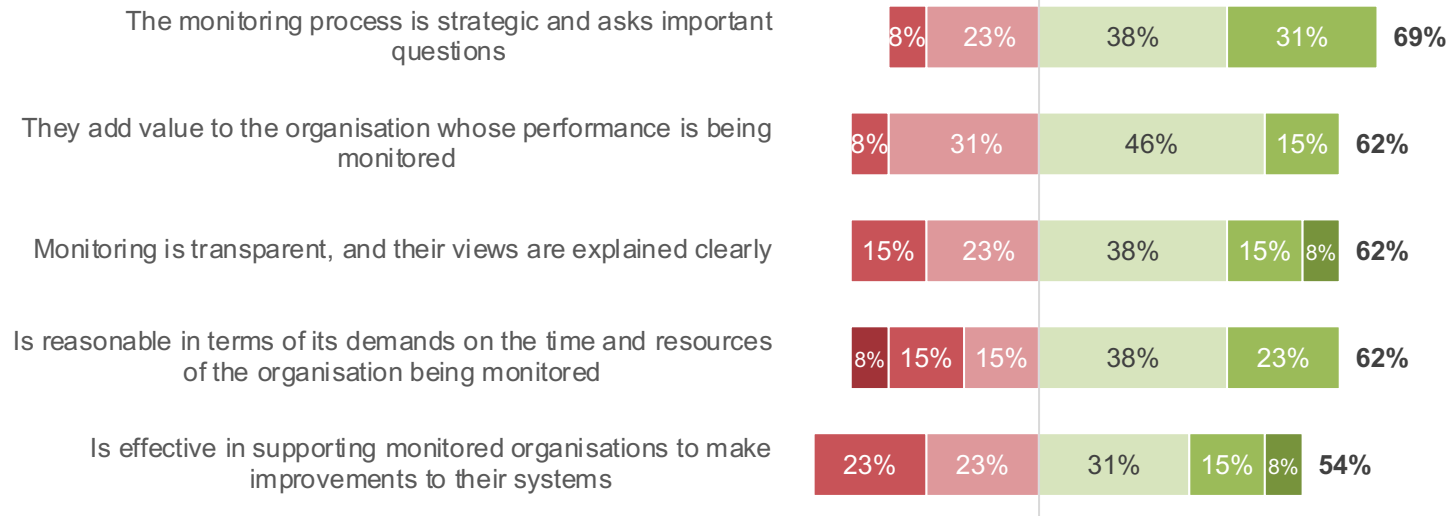
Q21. How would you rate the quality of the Ministry's agency performance monitoring overall?
 Q20. How would you rate the way the Ministry of Transport monitors Crown agency performance in terms of the following:

Involved in transport agency monitoring *n=13*

■ DK/ NA ■ Very poor ■ Poor ■ Somewhat poor ■ Somewhat good ■ Good ■ Very good **Net Good**

Total 8% 15% 54% ↑ 23% **77%**

■ DK/ NA ■ Strongly disagree ■ Disagree ■ Somewhat disagree ■ Somewhat agree ■ Agree ■ Strongly agree **Net Agree**



Base: Transport Agencies – those involved in monitoring process n=13

How to improve performance monitoring? (Transport agencies only)

Q22. What do you believe the Ministry could do to improve your experience with the Ministry in terms of performance monitoring?

Those rating performance monitoring 'poor' want:

- a focus on a 'critical friend' style of monitoring relationship
- improved clarity on what is being measured

"Focus more on relationships and networks (as a 'critical friend'); take time to actually understand operational realities and the operating environment for transport agencies; move from a 'hall monitor' mindset to that of a 'system steward' and outcome champion...ensure that the monitoring parts of MoT are not so obviously marginalised and disconnected from policy setting, research etc... Take a good, hard look at the quality and functioning of Crown entity boards (including the case for changes to institutional form/governance) - this has been underscored by the recent MJ review into NZTA." Anonymous

"Be clearer on what is being monitored and how – agency performance, governance performance, or system performance; noting that these are related and indeed MoT are an influential actor in at least two of these dimensions. Be less prescriptive and better manage impost and expectations." Anonymous

Those rating performance monitoring 'good' want:

- MoT to be clear about expectations
- expectations to be realistic – e.g. the number of measures and level of reporting required.

"Recognise operational pressures and the issues agencies face day to day." Anonymous

"It has been variable year-on-year – some stability in approach and people would be valuable." Anonymous

"Continue with the open and frank dialogue and by setting clear expectations that are agreed between the parties." NZTA

"Provide a clearer understanding and visibility of monitoring requirements to allow for better planning & delivery." Anonymous

"If we are to take performance monitoring seriously, we need a very honest conversation about the number of measures, performance KPIs and other improvement milestones that an agency can practically absorb and address over any given period. Accountability is typically best served by very clear markers (and not too many) of success." Anonymous

The Ministry's positive response to COVID-19 was highlighted in a range of responses. These have been collated below.

"I have been impressed by the calibre of the MoT officials I have worked with through the COVID response. While we are working on a specific set of issues, I have valued their truly collaborative approach to those issues." Ministry of Foreign Affairs and Trade – Government entity

"Current CE is doing a great job through COVID and we have a high degree of confidence in his ability, so expect he will shape the team over time to focus on the right issues." Port Otago – Operators

"A big thanks to the team through the recent COVID issues. Appreciate that for supply chain many of the MoT staff were learning on the fly but cannot fault peoples attitude and support. Well done!" KiwiRail – Transport agencies

"COVID-19 provided a new platform for working with MoT. This was successful from our perspective. In particular we were able to bring our operational perspectives to MoT's policy/technical approach." KiwiRail – Transport agencies

"The teams I've worked with at the Ministry over the last four months during the COVID crisis have put in the most amazing effort and really gone above and beyond. They have worked extraordinary hours and maintained a pace of work to ensure critical programmes and initiatives got off the ground in a time of crisis for the benefit of New Zealand exporters and New Zealanders in general. It has been a privilege to work with them." NZ Trade and Enterprise – Government entity

"A high degree of collaboration was evident during our joint work on COVID-19 crisis response." Ministry for Business, Innovation and Employment – Government entity



Summary

Stakeholder groups differ in notable ways.

Transport agencies	Government entities	Local government	Representative bodies	Operators
<ul style="list-style-type: none"> • Familiarity: moderate/falling • Relationship: moderate/steady • Performance: moderate/improving • Trust: moderate/falling <p>Seek collaboration but are not getting it.</p>	<ul style="list-style-type: none"> • Familiarity: moderate/steady • Relationship: strong/improving • Performance: strong/improving • Trust: strong/improving <p>Seek collaboration and around half are getting that.</p>	<ul style="list-style-type: none"> • Familiarity: moderate/declining • Relationship: polarised/declining • Performance: moderate/declining • Trust: moderate/declining <p>Seek cooperation, although most don't get that.</p>	<ul style="list-style-type: none"> • Familiarity: moderate/declining • Relationship: polarised/improving • Performance: moderate/improving • Trust: moderate/steady <p>Seek cooperation, although most don't get that.</p>	<ul style="list-style-type: none"> • Familiarity: weak/declining • Relationship: moderate/steady • Performance: moderate/steady • Trust: moderate/declining <p>Seek cooperation, although most don't get that.</p>
<p>Polarised: some seek greater trust and respect; others are happy to see improving relationships.</p>	<p>Generally happy but seek improved engagement. Interactions in response to COVID-19 have improved engagement.</p>	<p>Many have limited contact with MoT, and want MoT to initiate and maintain regular contact with relevant information e.g. road shows.</p>	<p>Seek increased industry understanding and greater engagement. Regular briefings on current and future work.</p>	<p>This group seeks increased MoT understanding of their industry through closer relationships.</p>

"It's not what is done, it's how. The superior attitude and 'we know best' only gets backs up. How can we work together to achieve this? Maybe I misunderstand the monitoring role that could be more engaging." Anonymous

"I think a more systematic engagement that was diarised rather than ad hoc would work. This used to be the case but has dropped off." Anonymous

"Bit more face-to-face engagement. Be good to have regular updates and [be] informed on how their work program impacts on [our region]." Anonymous

"Better engagement on a regular basis between us and officials would help them stay abreast of industry activity and operations.one of the lead advisors had many years of experience at MPI and no clear experience or understanding of the transport sector." MTA

"Leave its office and spend time truly getting to know the drivers of participants rather than developing its own goals and then imposing them." Anonymous

Wins and opportunities: Key themes

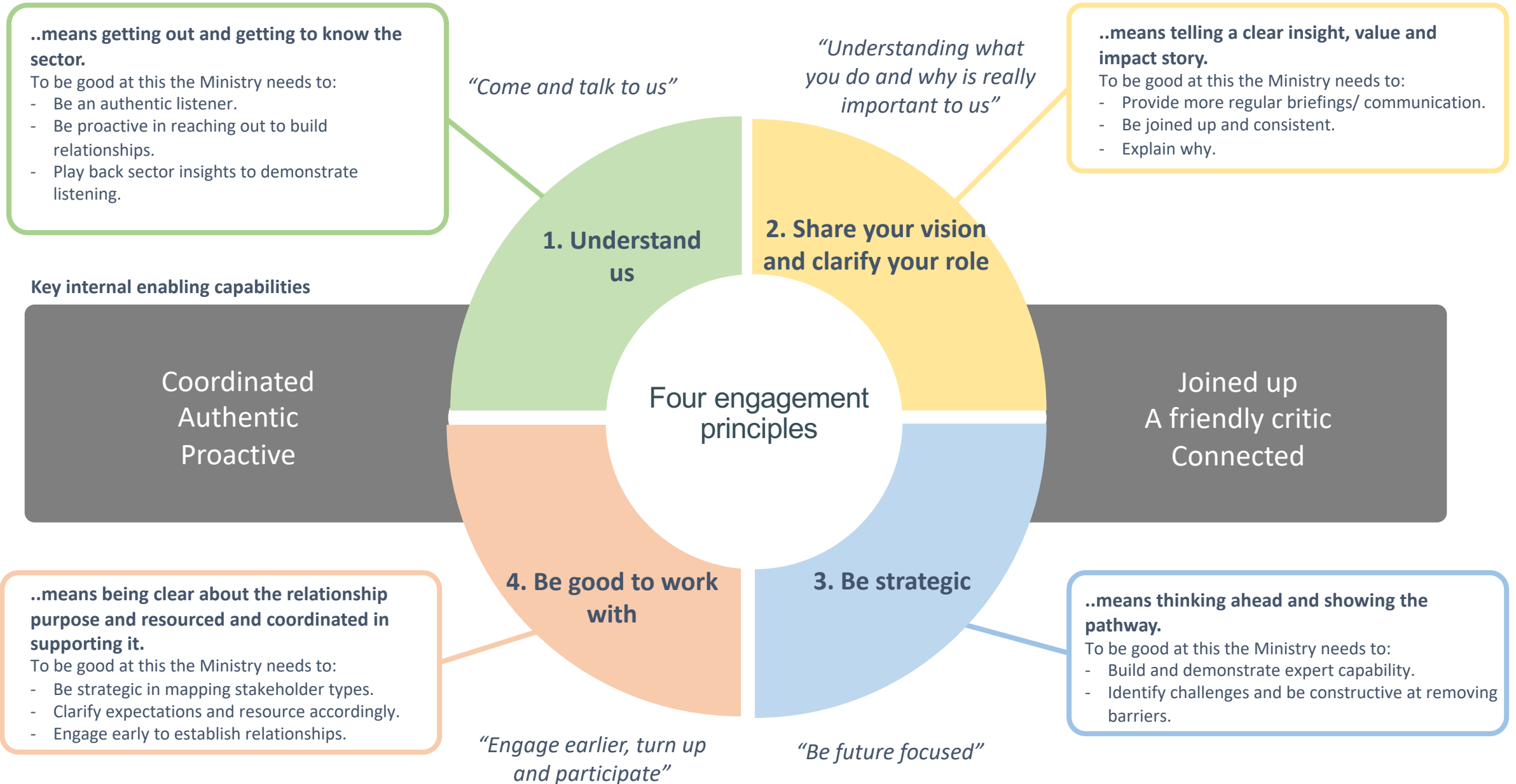
Wins – Relationships are improving due to:

- Earlier engagement
- More contact and interactions
- More communication
- Better systems to manage information flows
- More sharing
- More responsiveness
- Genuine listening
- Greater understanding

Opportunities – Stakeholders want MoT to:

- Clarify its role
- Share its long-term view
- Be more systematic in engagement / provide a calendar of contact activities
- Appoint a contact/relationship manager
- Facilitate introductions (senior to senior and team to team)
- Facilitate more interactions
- Come and visit to better understand them
- Reach out more
- Target communications more strategically within stakeholder organisations (instead of just to the CEO)

Four engagement principles emerged from the stakeholder feedback

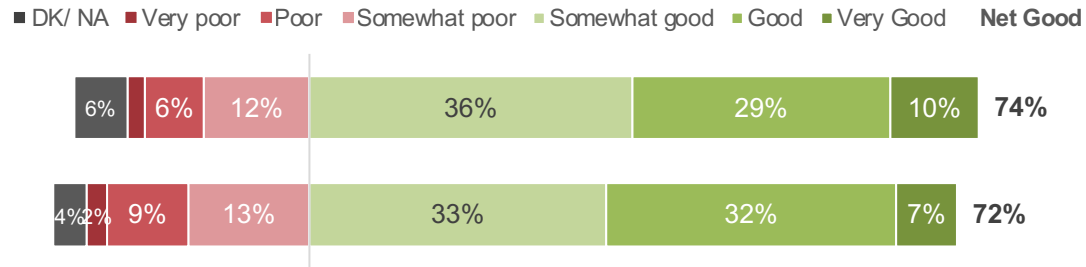


Appendix – Key scores by year

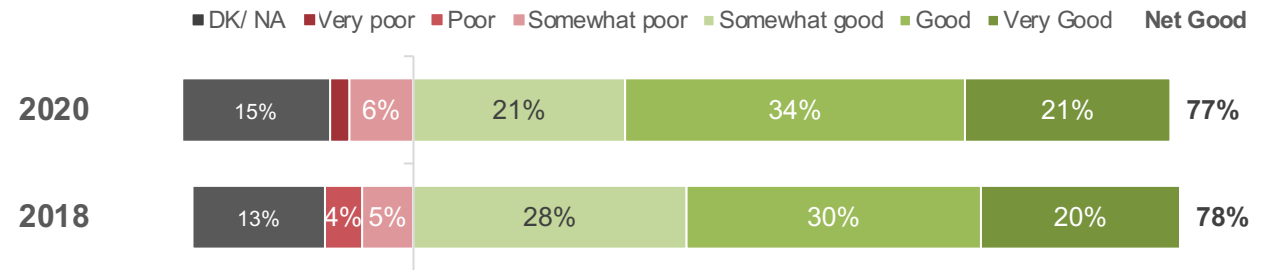


Quality scores are stable, with monitoring increasing due to a significant shift from somewhat poor to somewhat good.

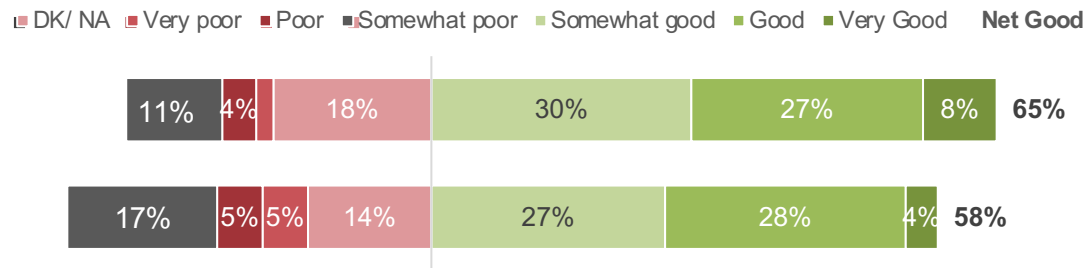
Communication



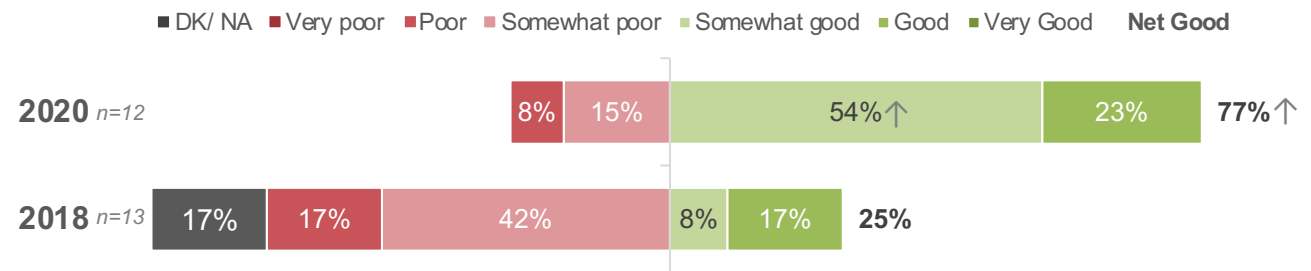
Staff



Leadership



Monitoring



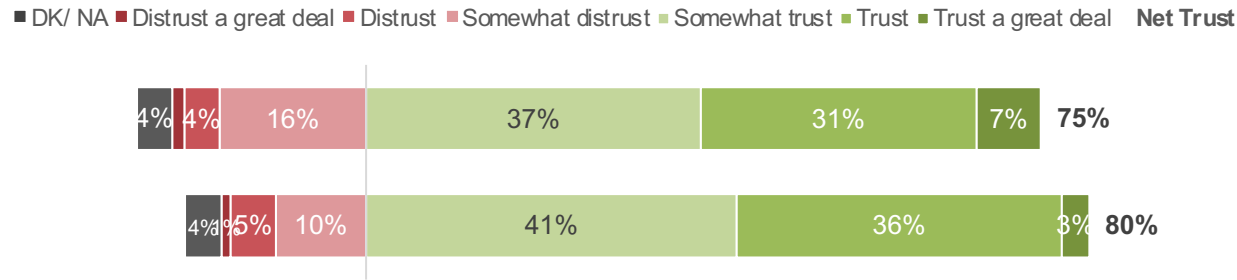
Base: 2020 n=154, 2018 n=134

↑ = Significantly higher than 2018

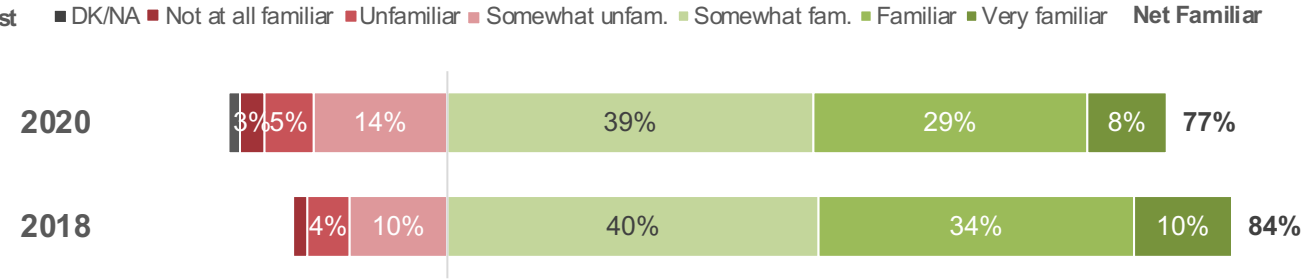
↓ = Significantly lower than 2018

Key engagement scores are stable with small declines in trust and familiarity.

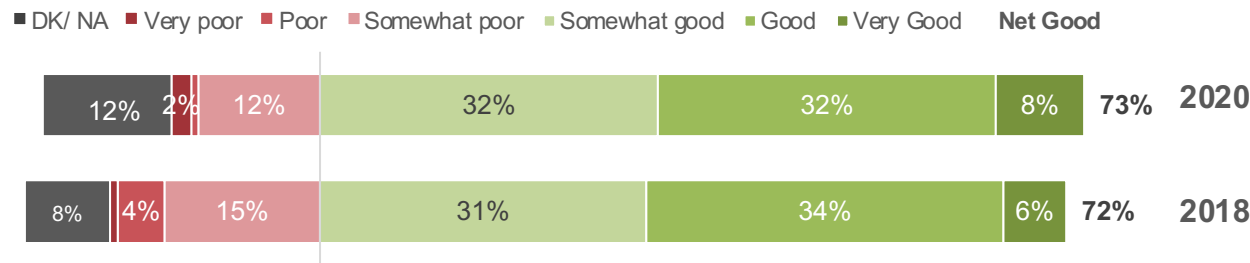
Trust



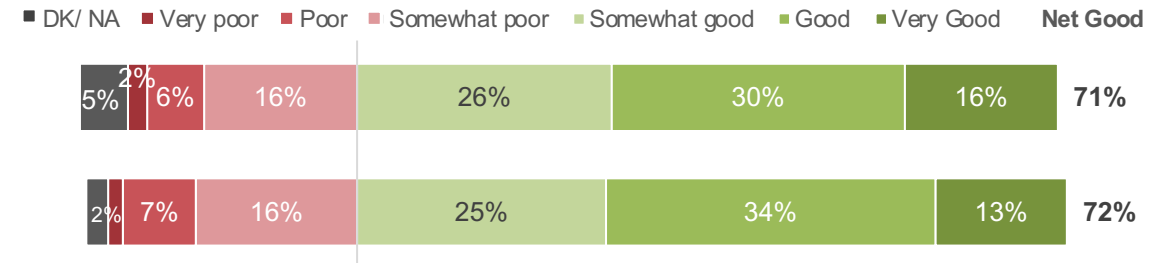
Familiarity



Operational performance



Relationship



Base: 2020 n=154, 2018 n=134

↑ = Significantly higher than 2018

↓ = Significantly lower than 2018