

Stakeholder Survey 2005

June – July 2005

**Transit New Zealand
DMB Research Consultants**

Stakeholder Survey 2005

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Introduction

Stakeholders' opinions are important to Transit. Stakeholder perceptions of how well Transit

- achieves best practice
- delivers against its values, and
- makes balanced decisions

create the attitudinal climate for Transit's operations.

A 2002 self-completion survey of stakeholders identified existing strengths of Transit — and targets for action. This helped develop how Transit operates and how it works with stakeholders.

This work in turn was used to inform the development of the 2005 survey, reported here.

This survey measures stakeholder ratings of

- Transit's achievement of best practice across 20 parameters of operation
- Transit's achievement of values across 17 parameters, including responsiveness to external views which is a key performance measure
- balance in Transit's decision-making across 16 parameters
- success of recent projects
- satisfaction with state highways, and state highways now compared with 2 years ago

Respondents were differentiated by

- stakeholder classification (opinion leaders, key stakeholders, stakeholders)
- 17 stakeholder categories
- the national/regional office of Transit that replies were mainly based on
- amount of contact with Transit
- level of understanding of Transit New Zealand

The survey took the form of a postal, self-completion questionnaire (attached in Appendix 1). It was sent to approximately 2500 stakeholders and 684 replies were received (28% response rate).

This report presents the main findings of the 2005 Stakeholder Survey. The survey repeats measures asked in 2002, and incorporates changes to ensure relevance to Transit's strategic direction and performance measures adopted in 2004.

Overview

Transit emerged in the 2002 survey as “a technically expert business organisation with excellent integrity, good at core areas, but needing to improve in its delivery to the public”.

Despite changes to the transport sector since the previous stakeholder survey, Transit had increased levels of stakeholder awareness and knowledge around its specific areas of operation and values. A majority of all stakeholders except iwi rated themselves as well informed.

Transit is still seen strongly as an organisation that is technically expert, has integrity and is environmentally responsible. It is strongly seen as achieving best practice in business practices and ethics and in resource management processes and compliance.

The overall rating of the state highways was comparable to previous measures and a majority of stakeholders rated their state highways as better than 2 years ago. Specific recent projects were rated as “very successful” by a third and “Successful” by a further third.

Regional variations in perceptions of Transit were less marked than were variations by stakeholder category. There was reasonable consistency throughout New Zealand in stakeholder experience of Transit, irrespective of the offices they mainly had contact with. But particular categories of stakeholder had very different views of Transit, reflecting for example, whether their focus was commercial, social, environmental or from a regional or local government basis.

Responsiveness areas still scored less well than other areas. Timely responsiveness, meeting deadlines, being receptive to change, responsive to external views and transparency in decision-making were areas where improvement is needed to bring performance up to the high level of other areas.

Summary

- Transit's perceived performance across its range of activities matches well to the perceived importance of these activities.
- The important drivers of overall satisfaction with the state highways are:
 - state highway maintenance
 - innovative
 - seeks continuous improvement
 - traffic management
 - managing safety
 - setting levels of service
 - provides value for money
 - leads in transport solutions
 - has integrity and balance in considering decision-making
 - commercial road users
 - financial constraints
 - economic development needs
 - regional development needs
- The majority of stakeholders considered themselves to be well informed about Transit. Higher frequency of contact linked to being well informed. Being well informed linked to higher overall satisfaction scores. Groups who had infrequent contact such as iwi, media and community and industry/business groups were groups who felt less well informed.
- A majority of stakeholders was satisfied on all aspects of best practice. However, scores had not improved since 2002 and there was room for improvement. Many aspects were seen as "adequate" rather than excellent/good, and congestion mitigation was seen as not satisfactory rather than adequate.
- The level of satisfaction varied among stakeholders. Contractors, territorial/regional authorities and major engineering consultants were more satisfied, MPs and non-commercial groups less satisfied.
- A majority of stakeholders was satisfied with achievement of values on all aspects, although scores had not improved since 2002. The responsiveness measures were not as well rated as the technical/business focussed measures. There was also variability in the ratings across different categories of stakeholders.
- Transit's decision-making was generally "about right" in its consideration of various aspects, but there were four aspects which were viewed as needing more consideration: both regional and economic development; long-term population growth; and transport alternatives to roads. Views also reflected the different interests of stakeholders.

- Recent projects are rated as successful by a majority, although there are regional and stakeholder category pockets of dissatisfaction.
- There have also been areas identified in the analysis where improvement would bring maximum benefit to Transit, in terms of satisfaction with state highways. There is some mismatch between the level of importance (in terms of contributing to overall satisfaction with the state highways) and level of performance. Some core business items relating to delivery improvements, meeting targets, providing value for money and meeting both regional and economic development needs have been identified as targets for improvements. Environment and resource management areas are performing well.

Action Points

(Note: The following action points are based on survey findings identified as being below the general high level of performance, or as being particularly significant to improved performance. They are as prioritised by the researcher and need to be viewed within a context of Transit's own business priorities.)

- Improve responsiveness — to external views, to changes and to time constraints.
- Increase contact and improve relationships with stakeholders.
- Demonstrate/communicate the success of achievement of projects in Wellington and Tauranga and to industry/business groups and commercial users.
- Increase the level of understanding of Transit (% self rating as “well informed”) among iwi, community groups and non-commercial user groups.
- Demonstrate/communicate achievement in areas identified as important drivers of overall satisfaction with the state highways, but not performing as well as some less important areas:
 - meeting commercial road users' needs
 - regional development needs
 - economic development needs
 - consideration of financial constraints
 - value for money
 - innovation
 - leadership in transport solutions
- Demonstrate achievement/competence in areas perceived as performing significantly below the best practice standard for other areas:
 - congestion mitigation
 - developing toll projects and systems
 - travel demand management
- Demonstrate an understanding of and commitment to areas believed to be not given enough consideration at present:
 - long term population growth
 - transport alternatives to roads.
- Set road user levels of satisfaction with the state highways overall as a benchmark to achieve for stakeholder satisfaction.
- Set road user perceptions of improved state highways compared with 2 years ago as a benchmark to achieve for stakeholder satisfaction.

Achievement of Best Practice

Key Findings

A majority of stakeholders was satisfied on all aspects of best practice. However, scores had not improved since 2002 and there was room for improvement. Many aspects were seen as “adequate” rather than excellent/good, and congestion mitigation was seen as not satisfactory rather than adequate.

The level of satisfaction varied among stakeholders with contractors, territorial/regional authorities and major engineering consultants being more satisfied, MPs and non-commercial groups less satisfied.

Across 20 parameters used to assess Transit’s achievement of best practice in its operations, a majority of stakeholders was satisfied (rating Transit excellent/good/adequate). on 10 out of 20 parameters, satisfaction levels exceeded 80%. (Refer to graph 1.)

Transit scored well on two aspects in particular — Business practices and ethics (93% satisfied), and Resource management processes and compliance (88%).

Transit scored least well (fewer than 20% excellent or good) on three aspects — Congestion mitigation, Travel demand management and Developing toll projects and systems. The latter two were new areas of involvement for Transit.

All other best practice items were rated excellent/ good by around 30-40%.

Comparison 2005/2002 (for similar items only)

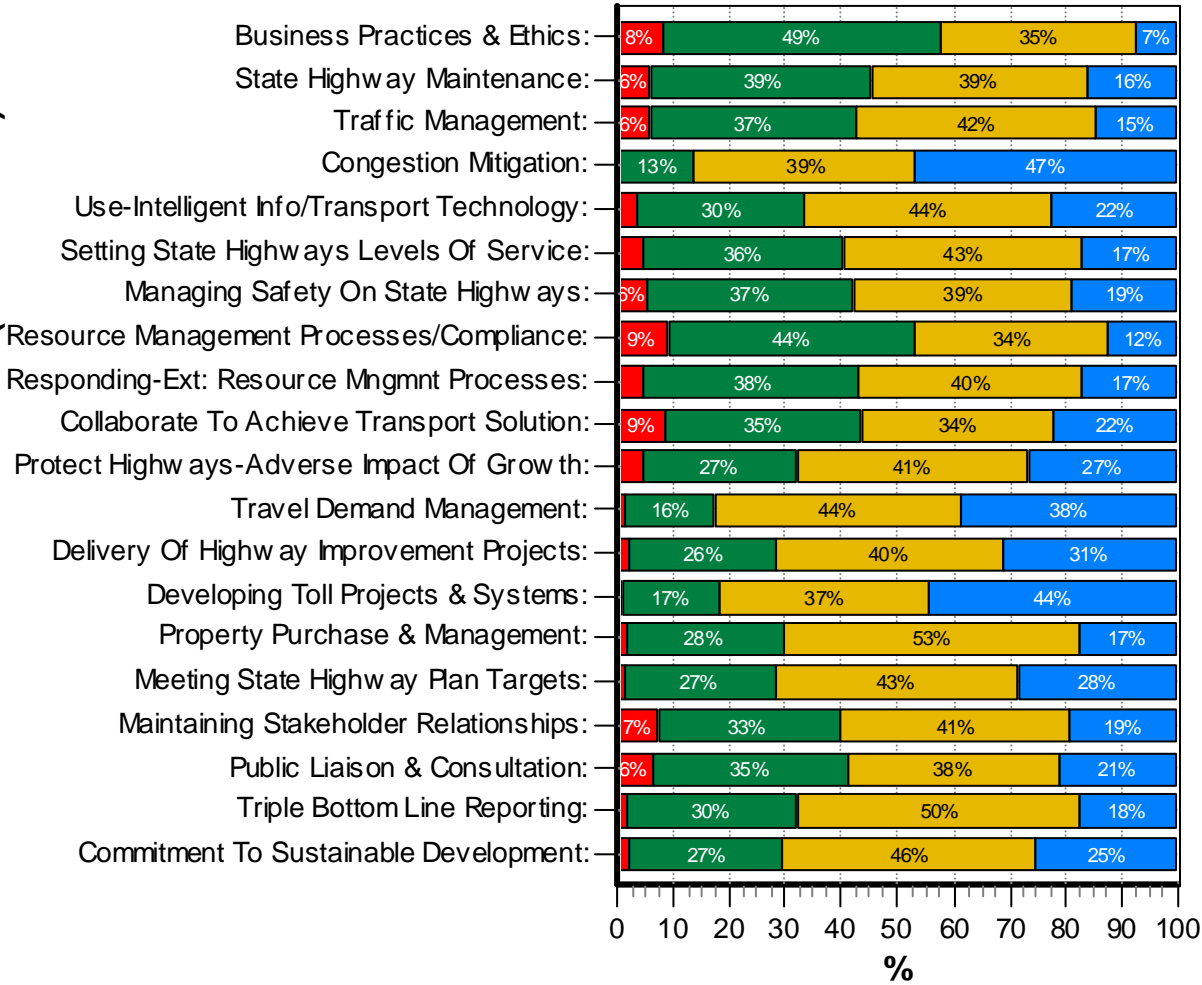
The following table compares the same or similar items for the 2005 and 2002 surveys. The comparisons have not been shown as actual figures, as they are indicative only, being comparisons between samples of different respondents or with a somewhat different composition of categories (see Appendix 2).

2005	2002	Improved	Similar	Decreased
Business practices & ethics				—
State highway maintenance	Management			—
Traffic management				—
Congestion mitigation				— —
Use of intelligent information/ transport technology				—
Managing safety on state highways	Addressing road safety issues			— —
Resource management processes & compliance			✓	
Property purchase & management	Acquisition & disposal			— —
Maintaining stakeholder relationships	Stakeholder management			
Public liaison & consultation			✓	
Triple Bottom Line reporting (social, economic, environmental)			✓	
Commitment to sustainable development			✓	

Graph 1: Best Practice Achievement

Transit NZ Stakeholders 2005

BEST PRACTICE ACHIEVEMENT (EXCL DK/NA) Axes



BEST PRACTICE ACHIEVEMENT (EX..



Pockets of Satisfaction/Dissatisfaction (Best practice)

Stakeholder categories giving particularly high/low scores are as follows:

Best practice items “excellent/good” to 50% or more:

Item	Stakeholder Group
Managing safety on state highways	Contractors Professional/business services Territorial authority — executive
Collaborate to achieve transport solutions	Contractors Major engineering consultancy Regional authority — executive
Business practices & ethics	Contractors Other government departments/agencies Regional authority — elected & executive User groups commercial Community groups Industry/business groups
Setting state highway levels of service	Regional authority — executive
State highway maintenance	Contractors Land Transport New Zealand Regional authority — executive Territorial authority — executive
Traffic management	Major engineering consultancy Contractors Territorial authority — executive
Maintaining stakeholder relationships	Major engineering consultancy Contractors
Public liaison & consultation	Major engineering consultancy Other government departments/agencies Regional authority — executive
Resource management processes & compliance	Major engineering consultancy Contractors Media Regional authority — elected & executive Territorial authority — elected & executive
Responding to external resource management processes	Contractors Media User groups commercial
Delivery of highway improvements projects	User groups commercial

Best practice items “not satisfactory” to 50% or more:

Item	Stakeholder Group
Maintaining stakeholder relationships	MPs
Responding to external resource management processes	MPs
Collaborate to achieve transport solutions	MPs (100%)
Public liaison & consultation	User groups non-commercial
Congestion mitigation	Professional/business services Territorial authority — elected
Protect highways from adverse impact of growth	MPs
Travel demand management	Specialist consultancy MPs Professional/business services User groups non-commercial
Meeting <i>State Highway Plan</i> targets	Media MPs
Property purchase & management	MPs
Developing toll projects & systems	Professional/business services Community groups Industry/business groups Media Other government departments/agencies MPs
Delivery of state highway improvement projects	Territorial authority — elected
Commitment to sustainable development	User groups non-commercial
Triple Bottom Line reporting	User groups non-commercial

Achievement of Values

Key Findings

A majority of stakeholders was satisfied with achievement of values on all aspects, although scores had not improved since 2002. The responsiveness measures were not as well rated as the technical/business focussed measures. There was also variability in the ratings across different categories of stakeholders.

Across 17 parameters used to assess Transit’s achievement of values, a majority of stakeholders was satisfied (rating Transit excellent/good/adequate). (Refer to graph 2.) On 10 out of 18 parameters, satisfaction levels exceeded 80%. For 3 it achieved 90% or more. These were technically expert, has integrity, and environmentally responsible.

Transit scored particularly well (over 70% excellent/ good) for being “Technically expert”. A majority or near majority also rated Transit excellent/good on Integrity, Environmentally responsible, Financially responsible, Seeks continuous improvement, and Maintains relationships.

Comparison 2005/2002 (for similar items only)

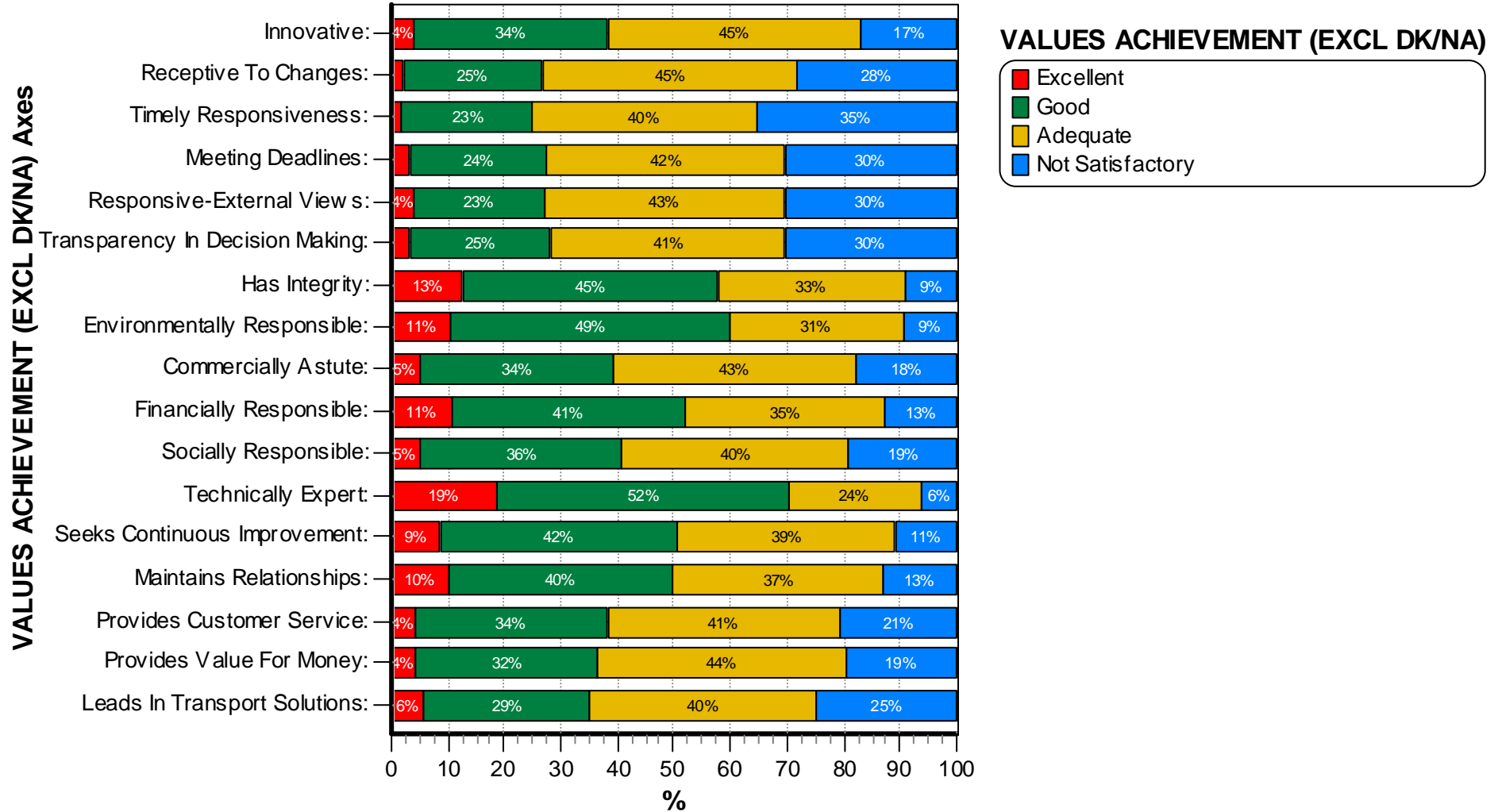
The following table compares the same or similar items for the 2005 and 2002 surveys. The comparisons have not been shown as actual figures, as they are indicative only, being comparisons between samples of different respondents or with a somewhat different composition of categories (see Appendix 2).

2005	2002	Improved	Similar ¹	Decreased
Innovative				—
Timely responsiveness	Timely			— —
Meeting deadlines				— —
Has integrity			✓	
Environmentally responsible			✓	
Financially responsible				—
Technically expert			✓	
Seeks continuous improvement				— —
Maintains relationships			✓	
Provides customer service	Customer focused			—

¹ less than ± 5% movement

Graph 2: Values Achievement

Transit NZ Stakeholders 2005



Pockets of Satisfaction/Dissatisfaction (Values)

Stakeholder categories giving particularly high/low scores are as follows:

Values items “excellent/good” to 50% or more

Item	Stakeholder Group
Provides value for money	Regional authority — executive Major engineering consultancy
Provides customer services	Regional authority — executive
Innovative	Land Transport New Zealand
Maintains relationships	Media Regional authority — elected
Socially responsible	User groups non-commercial Contractors Major engineering consultancy Regional authority — elected
Commercially astute	Regional authority — executive
Financially responsible	Contractors Regional authority — executive Media Other government departments/agencies Territorial authority — executive Community groups
Technically expert	User groups commercial & non-commercial Community groups Industry/business groups Specialist consultancy Iwi Major engineering consultancy MPs Professional/business services Media Land Transport New Zealand Other government departments/agencies Regional authority — elected & executive Territorial authority — elected & executive
Seeks continuous improvement	Contractors Major engineering consultancy Specialist consultancy Professional/business services Land Transport New Zealand Regional authority — elected & executive

Item	Stakeholder Group
Maintains relationships	Contractors Major engineering consultancy Media Other government departments/agencies Regional authority — elected Territorial authority — executive User groups commercial
Provides customer service	Major engineering consultancy Regional authority — executive Contractors
Has integrity	Contractors Land Transport New Zealand Other government departments/agencies User groups commercial Regional authority — elected & executive Territorial authority — executive Community groups
Timely responsiveness	Regional authority — executive
Meeting deadlines	Regional authority — executive
Environmentally responsible	Community groups Industry/business groups Major engineering consultancy Professional/business services Media MPs Regional authority — elected & executive Other government departments/agencies Territorial authority — elected & executive User groups commercial & non-commercial

Values items “not satisfactory” to 50% or more

Item	Stakeholder Group
Environmentally responsible	Other government departments/agencies
Receptive to changes	MPs User groups non-commercial
Timely responsiveness	MPs User groups non-commercial Industry/business groups
Meeting deadlines	MPs User groups non-commercial
Responsive to external views	MPs User groups non-commercial
Commercially astute	MPs
Transparency in decision-making	User groups non-commercial
Leads in transport solutions	MPs Industry/business groups

Responsiveness to external views

Responsiveness to external views is a key externally reported performance measure for Transit. 70% of stakeholders rating Transit on this measure* were satisfied. The 30% who were not satisfied were a larger dissatisfied group than for all other values except timely responsiveness. Among areas of best practice, only congestion mitigation, travel demand management and developing toll projects and systems scored lower. Performance against the responsiveness measure thus did not compare well with other values and areas of best practice achievement.

The pattern of ratings for responsiveness to external views was, however, similar to that for the following items:

- Timely responsiveness
- Receptive to changes
- Meeting deadlines
- Transparency in decision-making

All of these were rated excellent or good by fewer than rated them “not satisfactory”, and the main response category was “adequate”.

However, there was a better rating pattern for two other value items measuring similar attributes. These were “seeks continuous improvement” and “maintains relationships”. Both of these were rated excellent/good by around 50%.

Two further best practice items were also rated better, achieving 40% excellent/good and around 80% satisfied. These were public liaison and consultation and maintaining stakeholder relationships.

When results were broken down by stakeholder type, those expressing less satisfaction (ie more adequate and not satisfied) were Tauranga, industry/business groups, professional/business services, territorial authority (executive) and Land Transport New Zealand.

Contractors were more likely to give an adequate score and iwi not to know.

However, key stakeholders/opinion leaders were slightly more positive than other stakeholders.

* Out of 37 items rated about half, around 15% (or fewer) did not reply or gave a “don’t know” response.

Responsiveness — achievement across similar measures

(Note: Ratings add to 100% across the page based on respondents being able to give a rating.)

	Excellent	Good	Adequate	Not Satisfactory
Seeks continuous improvement	9	42	39	11
Responding to external resource management processes	5	38	40	17
Provides customer service	4	34	41	21
Receptive to changes	2	25	45	28
Meeting deadlines	3	24	42	30
Responsive to external views, needs and contributions	4	23	43	30
Timely responsiveness	2	23	40	35

	Too Much	About Right	Not Enough
Responsiveness (one of the principles of the New Zealand Transport Strategy)	12	57	41
Feedback from public consultation	6	60	34

The measures grouped under the dimension of responsiveness tended to be viewed as adequate rather than as good. Although stakeholders were split about 50:50 between positive and adequate/negative ratings on “seeks continuous improvement”, external/customer responsiveness was less well rated.

A measure still indicating the need for improvement (as identified by similar measures in the previous survey) was timely responsiveness. Only 1 in 4 rated this as good (or excellent) and over 1 in 3 stakeholders rated Transit as not satisfactory on timely responsiveness. (Comments are listed in Appendix 3, a separate document.) Fortunately timely responsiveness does not link closely to the overall rating of the state highways so poor performance is less significant than, say, provides customer service, where improvement will drive a higher overall score for satisfaction with state highways.

Seeks continuous improvement is a key component driving overall satisfaction with the state highways scores, so demonstrating better performance in this aspect is important to the perception of the state highways.

Balanced Decision-Making

Key Findings

Transit's decision-making was generally "about right" in its consideration of various aspects, but there were four aspects which were viewed as needing more consideration. Views also reflected the different interests of stakeholders.

A new question section was included in 2005 aimed at diagnosing whether Transit was perceived by stakeholders as achieving the right balance in decision-making on various issues or road user categories. The introduction of the New Zealand Transport Strategy and Land Transport Management Act had also prompted the need to benchmark how well Transit was doing in integrating new requirements into its decision-making.

The answer was that Transit was doing very well. (Refer to graph 3.) Few people were unable to answer the new question section and ratings were very encouraging. Of 16 items, 12 achieved the response "about right" by a majority of stakeholders.

Four items were scored as "about right" by more than 2 out of 3 stakeholders able to answer this question. These items were:

(About right)	%
Appearance of state highways in the landscape	73
Safety (NZTS principle)	69
Environmental impacts (eg noise, water & air pollution, etc)	69
Tourism needs	68

A further 8 items to be considered in decision-making were scored as "about right" by more than half the stakeholders able to answer. These items were:

(About right)	%
Financial constraints	59
Integration (NZTS principle)	59
Sustainability (NZTS principle)	58
Commercial road users	58
Responsiveness (NZTS principle)	57
Community well-being	56
Iwi issues	56

The items where fewer than 50% rated Transit as getting the balance right were:

(About right)	%
Economic development needs	48
Regional development needs	44
Long-term population growth	43
Transport alternatives to roads (eg rail & bus)	34

No item was scored “about right” by fewer than 1 in 3 respondents.

Transit was scored “about right” by between 56-73% for all items except four. The least satisfactory was “Transport alternatives to roads” where 34% rated Transit as having the balance “about right”.

There were areas where Transit was rated by 50-58% as doing “not enough”. These were transport alternatives to roads, long-term population growth and regional and economic development needs.

For most items only a few stakeholders said Transit’s balance was “too much”. However, for two items this concern was higher. These were Iwi issues where 34% or 1 in 3 stakeholders thought Transit considered Iwi issues “too much”, and financial constraints where 23%, or nearly 1 in 4, thought Transit considered (or was required to consider) financial constraints too much. (Note: Comments are available in Appendix 3 highlighting concern over Transit’s funding, etc.)

Too much consideration

The proportion of stakeholders considering Transit placed “too much” consideration on an item was above 10% of stakeholders for only two items:

(Considers too much)	%
Iwi issues	34
Financial constraints	23

One in three stakeholders rated Iwi issues as being considered “too much” in Transit’s decision-making. (Over 2 out of 3 Iwi thought it was “not enough”.) Apart from Iwi issues, stakeholders in total who did not believe that Transit had “got it right” tended to believe that Transit was not giving enough consideration to the items.

Not enough consideration

The following items were rated as having “not enough” consideration by more stakeholders than thought the item was considered to be “about right”:

(Should consider more)	%
Transport alternatives to roads (eg rail & bus)	58
Long-term population growth	55
Regional development needs	55
Economic development needs	50

Other items where a significant minority of stakeholders thought Transit should give more consideration were:

(Should consider more)	%
Community well-being	41
Responsiveness*	41
Sustainability*	38
Integration*	37
Commercial road users	35
Feedback from public consultation	34

The results given above are based on net totals of those stakeholders answering the question. In addition there were some 15% of stakeholders who recorded that they could not answer, or did not answer. Items where this level of non-response was higher than 1 in 5 indicating Transit's decision-making in these areas was not well understood were:

(No answer)	%
Tourism needs	20
Feedback from public consultation	20
Long-term population growth	20
Financial constraints	24
Integration	22
Iwi issues	30

* New Zealand Transport Strategy principle

Items where more stakeholders considered they understood Transit’s decision-making were areas where fewer could not or did not answer:

(No answer)	%
Safety	14
Appearance of state highways in the landscape	9

Regional variations

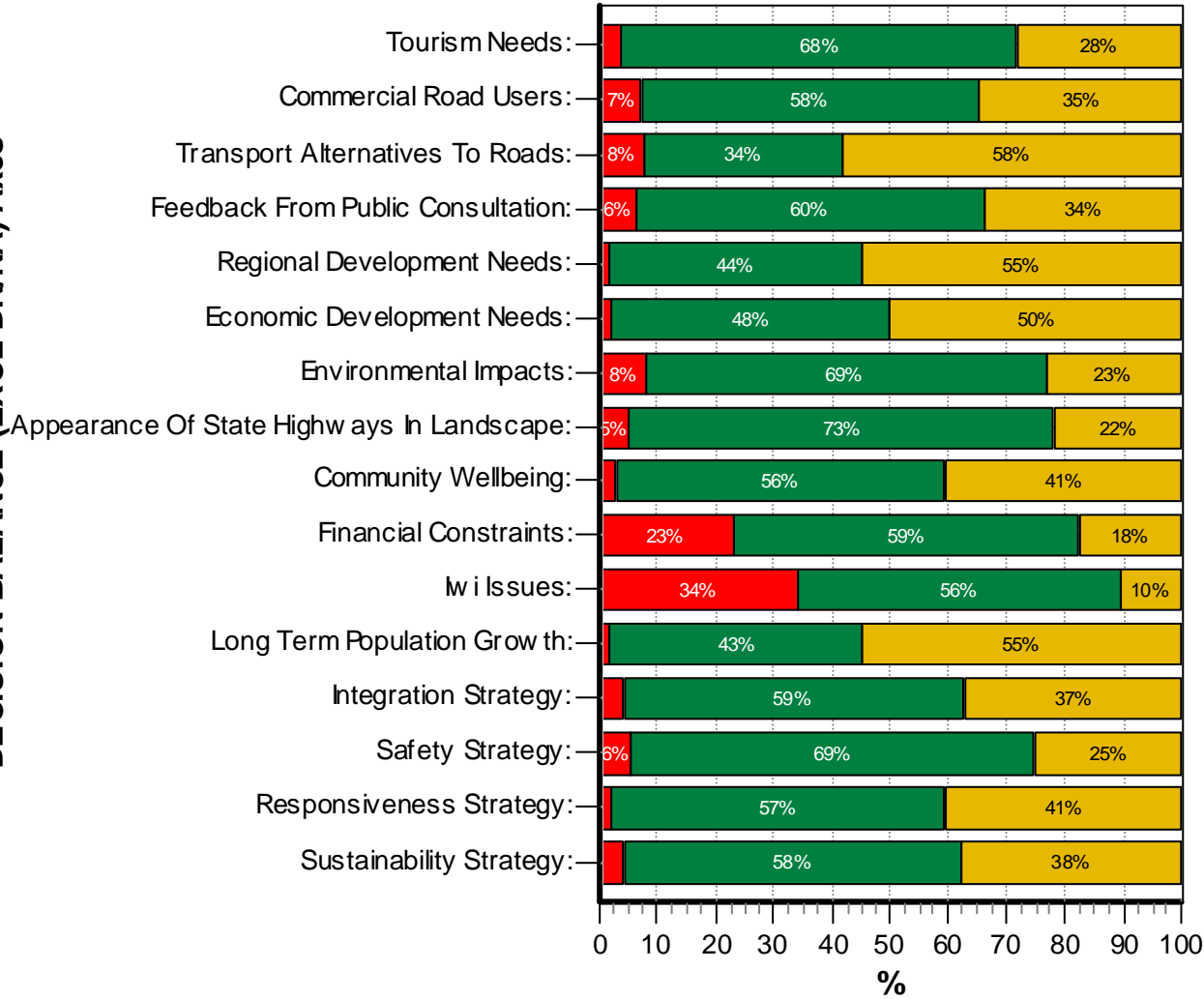
There were some regional variations to the views on decision-making balance — these can be noted in detail in regional reports. Main examples are:

- 44% of Dunedin stakeholders could not answer the iwi item
- 41% of Tauranga stakeholders “not enough” tourism needs
- 20% of Wanganui stakeholders “not enough” iwi issues
- 44% of Napier stakeholders “not enough” safety
- 32% of Wellington stakeholders “not enough” safety
- 32% of National office stakeholders “not enough” safety
- 76% of Tauranga stakeholders “not enough” long-term population growth
- 61% of Hamilton and Auckland/Northland stakeholders “not enough” long-term population growth

Graph 3: Balanced Decision-Making

Transit NZ Stakeholders 2005

DECISION BALANCE (EXCL DK/NA) Axes



DECISION BALANCE (EXCL DK/NA)

- Too Much
- About Right
- Not Enough

Pockets of Satisfaction/Dissatisfaction (Balanced decision-making)

Stakeholder categories giving particularly high/low scores are as follows:

“About right” fewer than 50%

Item	Stakeholder Group
Commercial road users	Professional/business services Iwi Media MPs User groups commercial & non-commercial Industry/business groups
Transport alternatives to roads	All groups
Feedback from public consultation	Iwi Media Land Transport New Zealand Territorial authority — elected Community groups User groups non-commercial
Regional development needs	Professional/business services Iwi Media MPs User groups commercial Industry/business groups Regional authority — elected Territorial authority — elected & executive
Economic development needs	Professional/business services Iwi Media MPs Territorial authority — elected & executive User groups commercial Industry/business groups
Environmental impacts	Iwi User groups commercial
Community well-being	Iwi Media Community groups Territorial authority — elected & executive User groups non-commercial
Financial constraints	Iwi Media MPs Professional/business services User groups commercial & non-commercial
Integration strategy	MPs User groups non-commercial

Item	Stakeholder Group
Responsiveness strategy	Land Transport New Zealand Iwi MPs Community groups Professional/business services User groups non-commercial Industry/business groups
Sustainability strategy	Land Transport New Zealand Specialist consultancy User groups non-commercial
Iwi issues	Regional authority — elected Industry/business groups Contractors User groups commercial MPs (too much) Iwi (not enough) Community groups
Long term population growth	Most except Iwi Regional authority — elected & executive
Tourism needs	MPs (not enough) Territorial authority — elected
Safety strategy	User groups non-commercial

Achievement Across Similar Measures — Financial, Environmental, Social

Financial

Note:

- Results add to 100% across the page
- Measures taken from all sections of the questionnaire and grouped for particular key topics

	Excellent	Good	Adequate	Not Satisfactory
Commercially Astute	5	34	43	18
Financially Responsible	11	41	35	13
Provides Value for Money	4	32	44	19

	Too Much	About Right	Not Enough
Financial Constraints	23	59	18

The concept of “value for money” linked closely with being commercially astute, with similar ratings for each — three out of four rating Transit as good or adequate. Transit has not yet achieved a 50% rating as good or excellent on these measures. However fewer than one in five were dissatisfied and the consideration of financial constraints was rated as “about right” by nearly 60%.

Further improvement to “provides value for money” is important as it links highly to the perception of Transit’s state highways overall.

Environmental

	Excellent	Good	Adequate	Not Satisfactory
Environmentally responsible	11	49	31	9

	Too Much	About Right	Not Enough
Environmental impacts (eg noise, water, air pollution, etc)	8	69	23
The appearance of state highways in the landscape	5	73	22

After technical expertise, the second highest rating of Transit was for being environmentally responsible. 5 out of 10 rated it good, a further 1 out of 10 excellent. However it was one of a few measures that were not strongly linked to overall satisfaction in that even stakeholders who rated the state highways as poor or fair still rated Transit highly on being environmentally responsible. The main significance of this is that improvement in Transit’s performance in areas not so well performing will more directly drive an improvement in overall satisfaction with state highways.

There was also a very high satisfaction with the two decision balance environmental measures with nearly 3 out of 4 stakeholders rating the amount of consideration as “about right” and some even suggesting there was too much consideration of environmental impacts or appearance in the landscape.

Social

	Excellent	Good	Adequate	Not Satisfactory
Public Liaison and Consultation	6	35	38	21
Socially Responsible	5	36	40	19

	Too Much	About Right	Not Enough
Iwi Issues	34	56	10
Community wellbeing	3	56	41

The social measure scored in the middle reflecting that they were neither established business expertise measures (which got higher ratings) nor were they one of the newer specific activities (which got lower ratings).

4 out of 5 stakeholders were satisfied on each social measure, split evenly between “adequate” and “very good/excellent”.

On iwi issues (as for community wellbeing) over half were satisfied. Most of those who were not thought there was too much consideration of iwi issues. (This highlights the value of moving this measure into the decision balance section of the questionnaire to give more diagnostic strength to the dissatisfied rating.)

Of the 10% who thought there was “not enough” consideration of iwi issues many were iwi or community sectors. Iwi issues were not strongly related to the overall rating of the state highways but the other social measures tended to be important to overall satisfaction.

Success of Recent Projects

Key Findings

Recent projects are rated as successful by a majority, although there are regional and stakeholder category pockets of dissatisfaction.

Stakeholders were asked to rate the success of recent projects they were familiar with. It was the first time the question was asked. The projects were described by respondents in many different ways — a list is provided in Appendix X. All responses were summed and most were rated as very successful or successful.

The ratings (all projects listed in total) are:

	%
Total	100
Very successful	34
Successful	38
Not very successful	17
Not at all successful	11

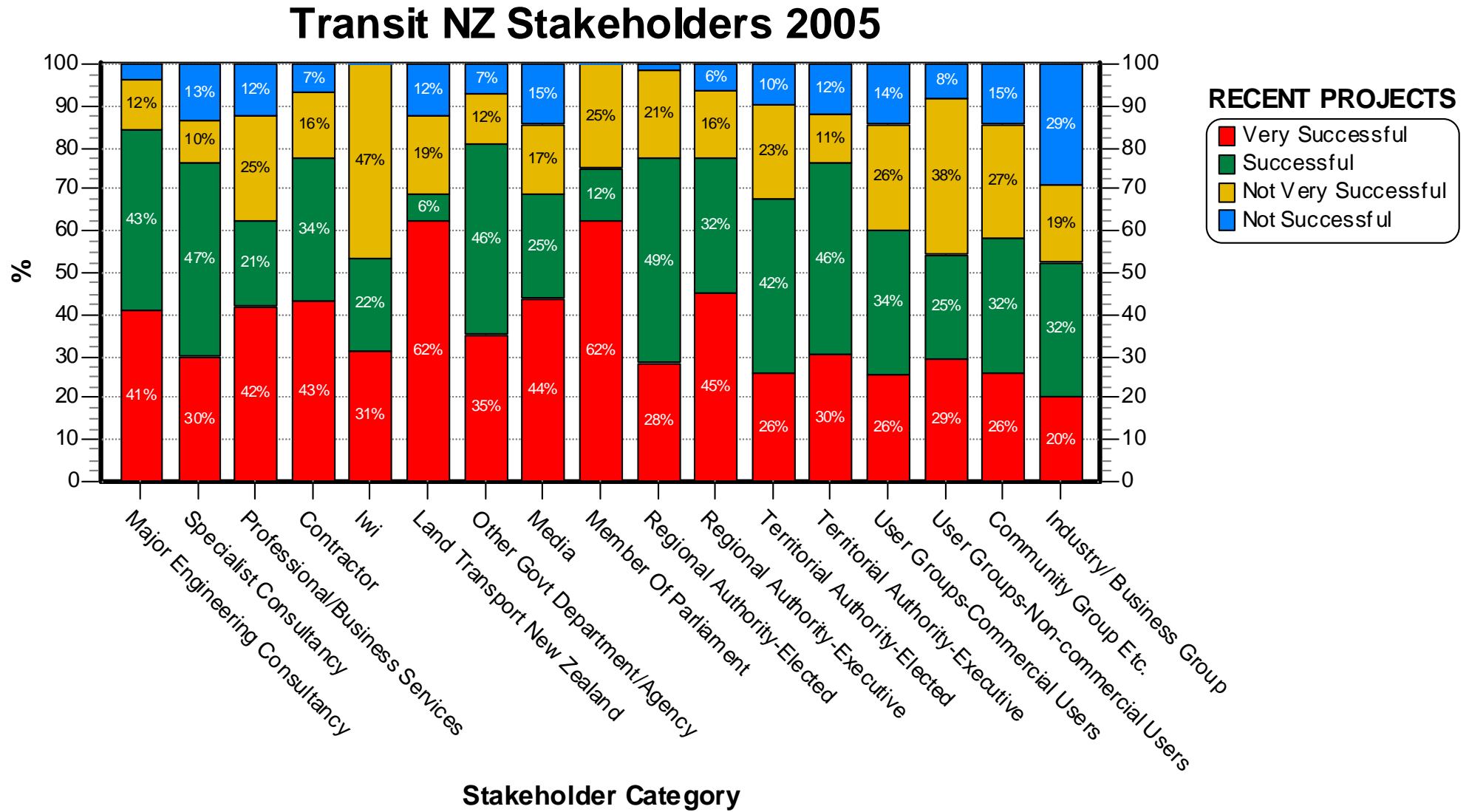
A majority of 72% rated recent projects as successful. 11% were rated as “not at all successful”. Stakeholder and regional variations are shown in graphs 4 and 5.

Stakeholder category analysis revealed that engineering consultancies and others working closely with Transit also gave high success levels (75% or more). Iwi, user groups non-commercial and industry/business groups were the least satisfied (just over 50%).

MPs, Land Transport New Zealand and stakeholders with contact with Dunedin office gave the most “very successful” ratings. The industry/business sector (29%) and Wellington (19%) contactees gave the most “not successful” ratings.

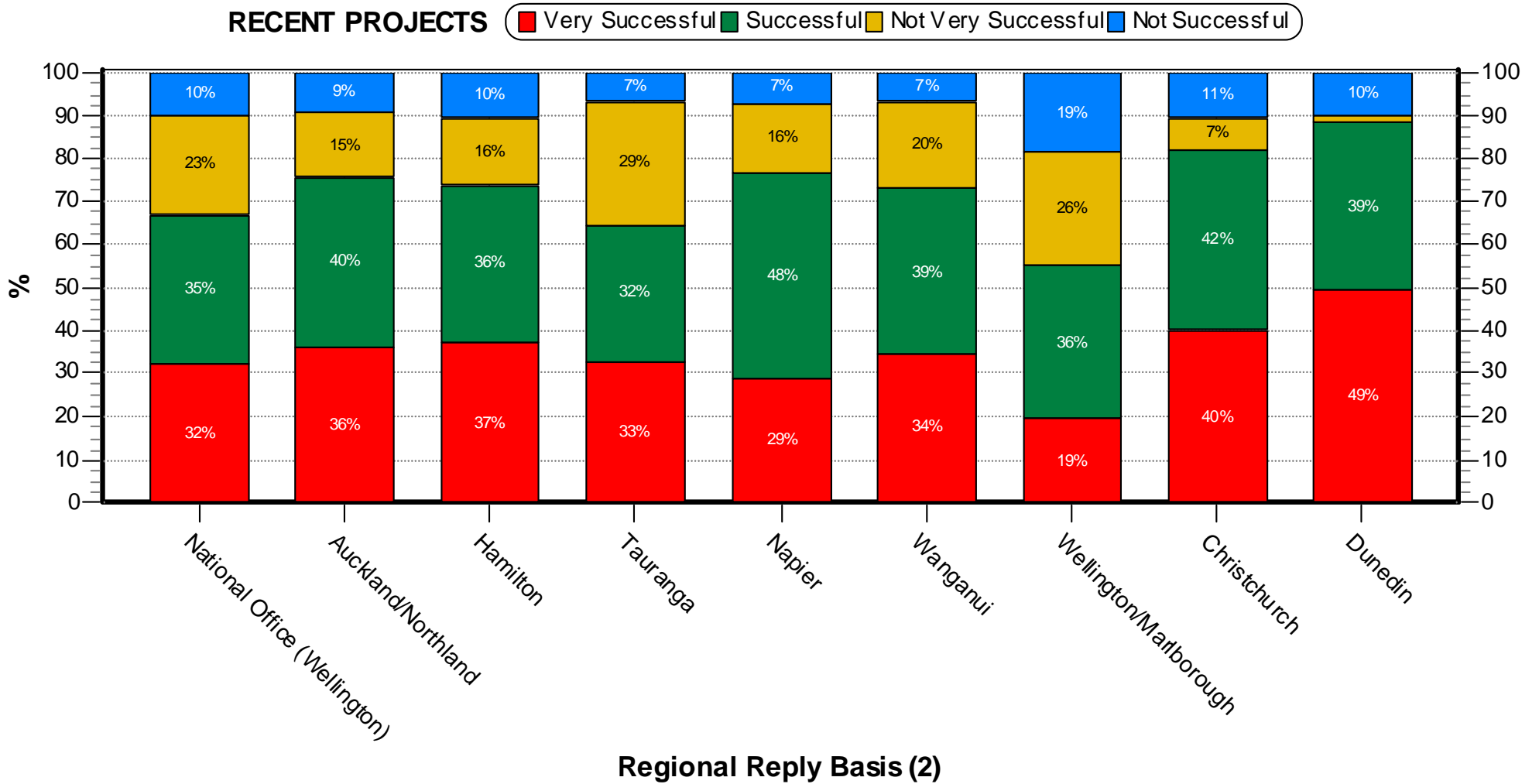
Regional analysis revealed Dunedin office contacts as the most satisfied (88% successful) and Wellington the least satisfied (55%).

Graph 4: Stakeholder Responses by Category



Graph 5: Stakeholder Responses by Region

Transit NZ Stakeholders 2005



Satisfaction with State Highways

Key Findings

A majority of stakeholders perceives the state highways to be better than 2 years ago, although overall the number rating them as very good or excellent has not increased.

Overall Ratings

Overall Ratings

State Highways Rating	Stakeholders		Road Users
	2002	2005	2003
	%	%	%
Total	100	100	100
Excellent	2	2	5
Very Good	22	22	31
Good	47	40	41
Fair	24	27	16
Poor	5	9	6

Rating SHs now compared with SHs 2 years ago

	Stakeholders	Road Users
	2005	2003
	%	%
Total	100	100
A lot better	7	18
A little better	51	40
No different	25	27
A little worse	13	7
A lot worse	3	6

In 2005, the same proportion of stakeholders as in 2002 rated the state highways as excellent (2%) or very good (22%) totalling nearly 1 in 4 stakeholders. However the proportion rating the state highways as “good” had slipped 7% to 40%, with a consequent 7% higher response at the “fair” and “poor” levels.

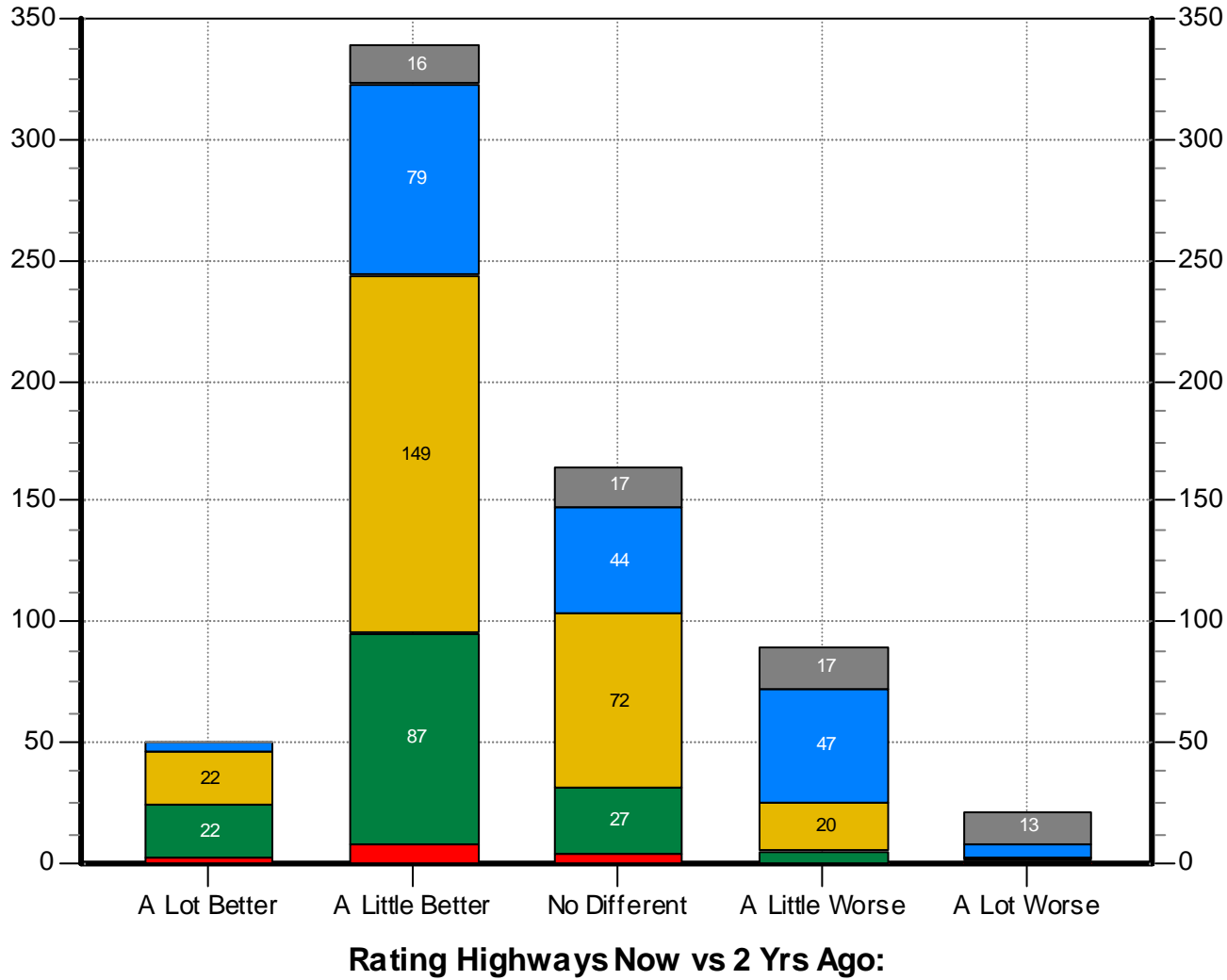
When asked how they would rate the state highways now compared to two years ago, only 16% rated them a little/a lot worse. A majority of nearly 60% rated them better.

Increased expectations can account for the lack of upward movement in the 2005 overall rating, in spite of a high proportion rating the state highways as better.

The comparative measure (ie rating compared with 2 years ago) was introduced to the 2003 Road User Survey as a way of mitigating a “rising expectation factor” in the previously used overall rating question. It was hypothesised that as standards improved so did expectations of road users, thus limiting the potential for a non-comparative rating (such as overall satisfaction) to accurately reflect improved performance in the “product” (state highways).

Graph 6: Rating Highways Now vs 2 Years Ago

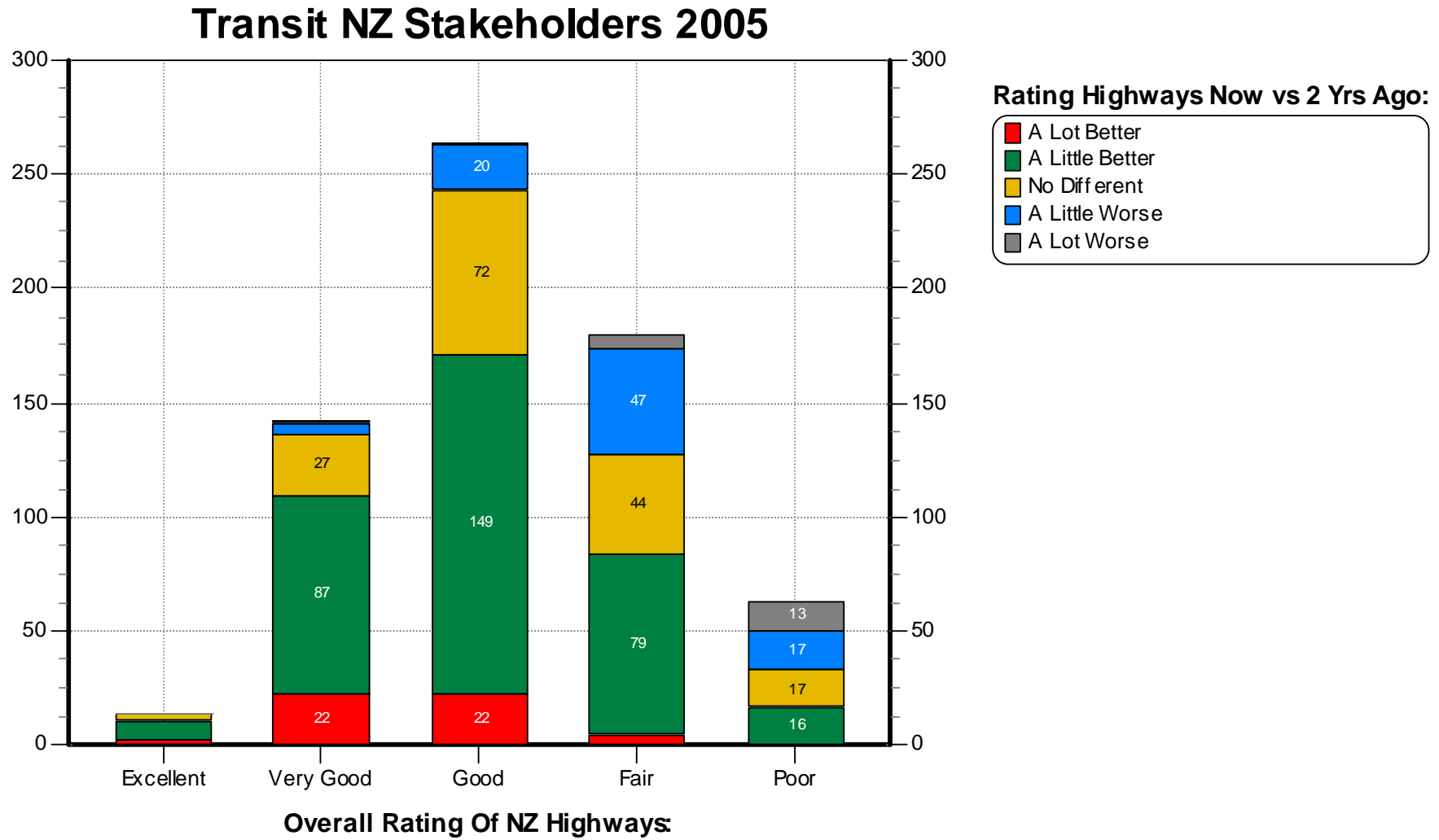
Transit NZ Stakeholders 2005



Overall Rating Of NZ Highways:

- Excellent
- Very Good
- Good
- Fair
- Poor

Graph 7: Overall Rating of Highways Now vs 2 Years Ago



Indeed, although the overall rating appears less favourable than in 2002, 58% rated the state highways a little or a lot better than 2 years ago, and 25% no different.

Two graphs show the response relationships for each group of stakeholders dependent on how the state highways are rated compared with 2 years ago (graph 6) and each group dependent on how the state highways are rated overall (graph 7). Thus for example in graph 6 many of those who gave a rating of “no different” rated the state highway as “good”. In graph 7 many of those who rated the state highway as “fair” or “poor” rated the state highway as “a little better”.

Compared with road users, stakeholders’ ratings are less positive.

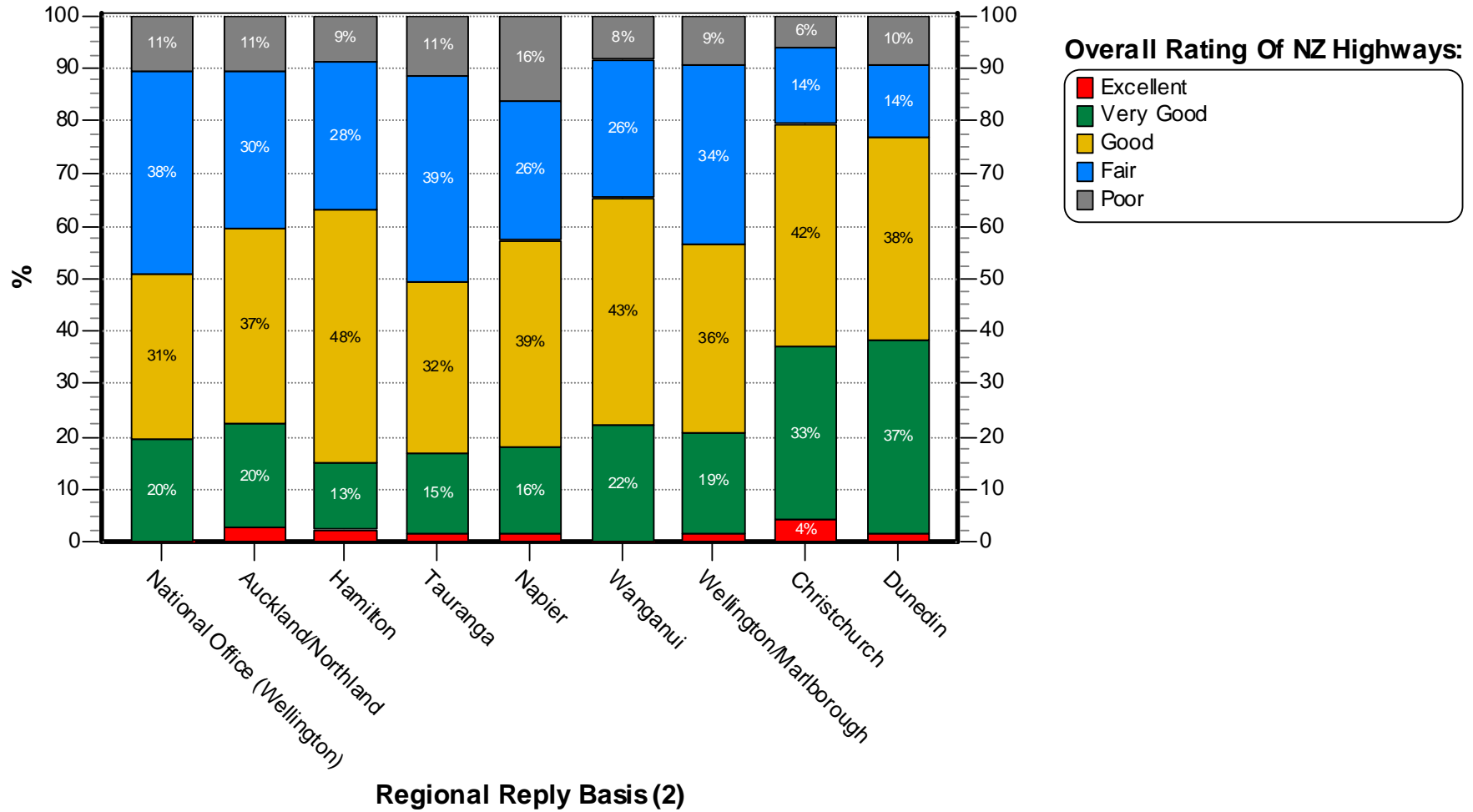
Graphs 8 and 9 illustrate the variations in ratings for different regions (based on Transit office contact) and different categories of stakeholder.

MP respondents were a small group, (6 respondents) not representative of all MPs, but those who did reply were highly satisfied with the state highways overall. Major engineering consultants gave the next highest ratings followed by commercial user groups and regional authority executives. In all these groups, over 70% of respondents rated state highways as excellent/very good/good.. Territorial authority elected representatives gave the least favourable ratings, iwi and commercial user groups were also less favourable in their ratings. National Office (Wellington) and Tauranga contactees tended to be less favourable, with around 50% rating state highways excellent/ very good/ good. Highest regional ratings were in Christchurch and Dunedin with 80% + 76%. Response pattern varied in the proportion rating the state highways overall as very good, good, fair or poor.

Note: The stakeholder classification, ie whether an opinion leader/key stakeholder or simply a stakeholder did not make a significant difference to the overall ratings for the state highway.

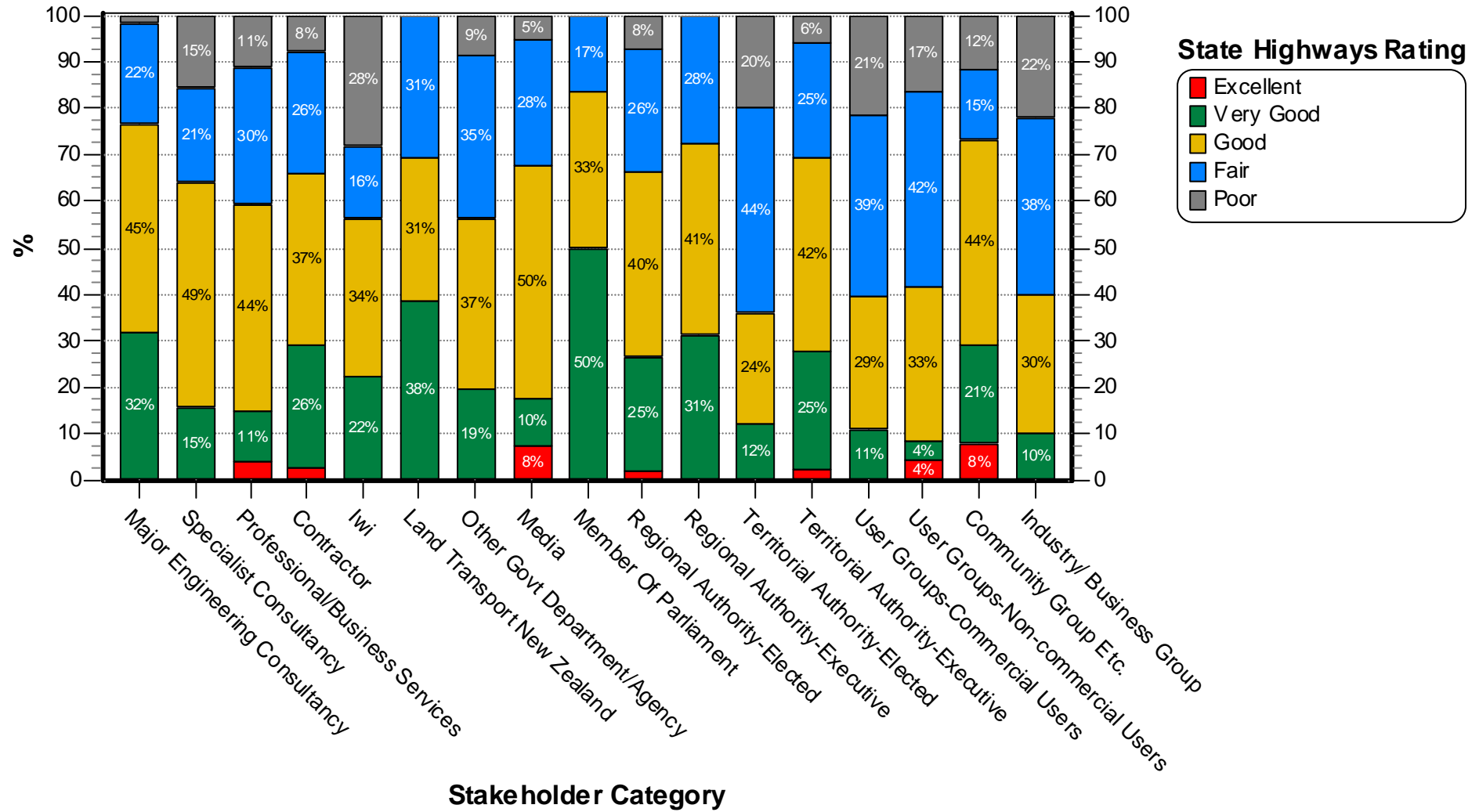
Graph 8: Stakeholder Response by Transit Office

Transit NZ Stakeholders 2005



Graph 9: Stakeholder Response by Category

Transit NZ Stakeholders 2005



Drivers of satisfaction

Key Findings

Transit's perceived performance across its range of activities matches well to the perceived importance of these activities.

The important drivers of overall satisfaction with the state highways are:

- state highway maintenance
- innovative
- seeks continuous improvement
- traffic management
- managing safety
- setting levels of service
- provides value for money
- leads in transport solutions
- has integrity and balance in considering decision-making
- commercial road users
- financial constraints
- economic development needs
- regional development needs

There have also been areas identified in the analysis where improvement would bring maximum benefit to Transit, in terms of satisfaction with state highways. There is some mismatch between the level of importance (in terms of contributing to overall satisfaction with the state highways) and level of performance. Some core business items relating to delivery improvements, meeting targets, providing value for money and meeting both regional and economic development needs have been identified as targets for improvements. Environment and resource management areas are performing well.

The ratings of best practice, values and decision balance are valuable in identifying the pattern of strengths and weaknesses that make up the overall perceptions of Transit. But there is also a fundamental need to identify the key driver or drivers of overall satisfaction with state highways.

In what areas is Transit's performance most important in contributing to a high score on the overall rating of the state highways? Is Transit performing best in the areas that really matter in terms of satisfaction with state highways? Are there areas where improved performance would be more important in raising overall satisfaction with state highways than would improved activity in less important areas?

The answers to this are provided below. Three graphs are presented showing links between scores on the rating of overall satisfaction with the state highways and each item in each of the three sets of measures, best practice, values and decision balance. The main findings of these graphs are summarised in this section.

Reading the graphs

Lines are labelled to their colour coding in the index to the right of each graph.

The order of items listed is the order of significance. The most important drivers of overall satisfaction are at the top of the list shown beside each graph.

The sharper the angle of a line the more significant the link to overall satisfaction.

Thus the items at the top of the lists are the ones with lines with sharper incline. The items at the bottom of the lists, the least important items, will have flatter lines on the graph.

Where it is difficult to tell between colours the scores in the attached tables (on the page after each graph) can be used to identify items. The left hand axis on the graphs, "poor", is plotted according to the left hand column in the table.

A line that represented an item that was strongly linked to overall satisfaction would be a line starting in the left bottom corner, going up sharply to top right.

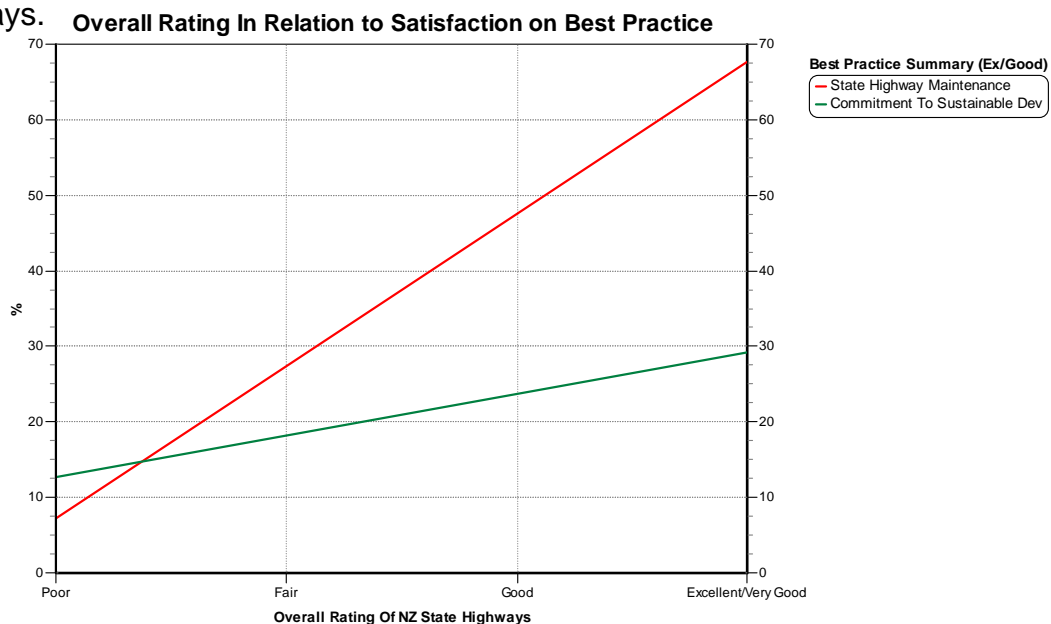
Lines that start higher up the graph on the left and are thus less sharply rising represent items that are good performers, but are not strongly linked to overall satisfaction.

Thus in the decision balance graph the orange line across the top and less sharply inclining represents the appearance of state highways in the landscape. It is something Transit is rated highly on but is less closely linked to overall satisfaction. At the bottom of this same graph is a line with a similar less sharp incline, representing Transport alternatives to roads. Transit is not (yet) rated highly on this item (hence it being at the bottom of the graph). As this item is the next least important to overall satisfaction this could be considered an appropriate positioning.

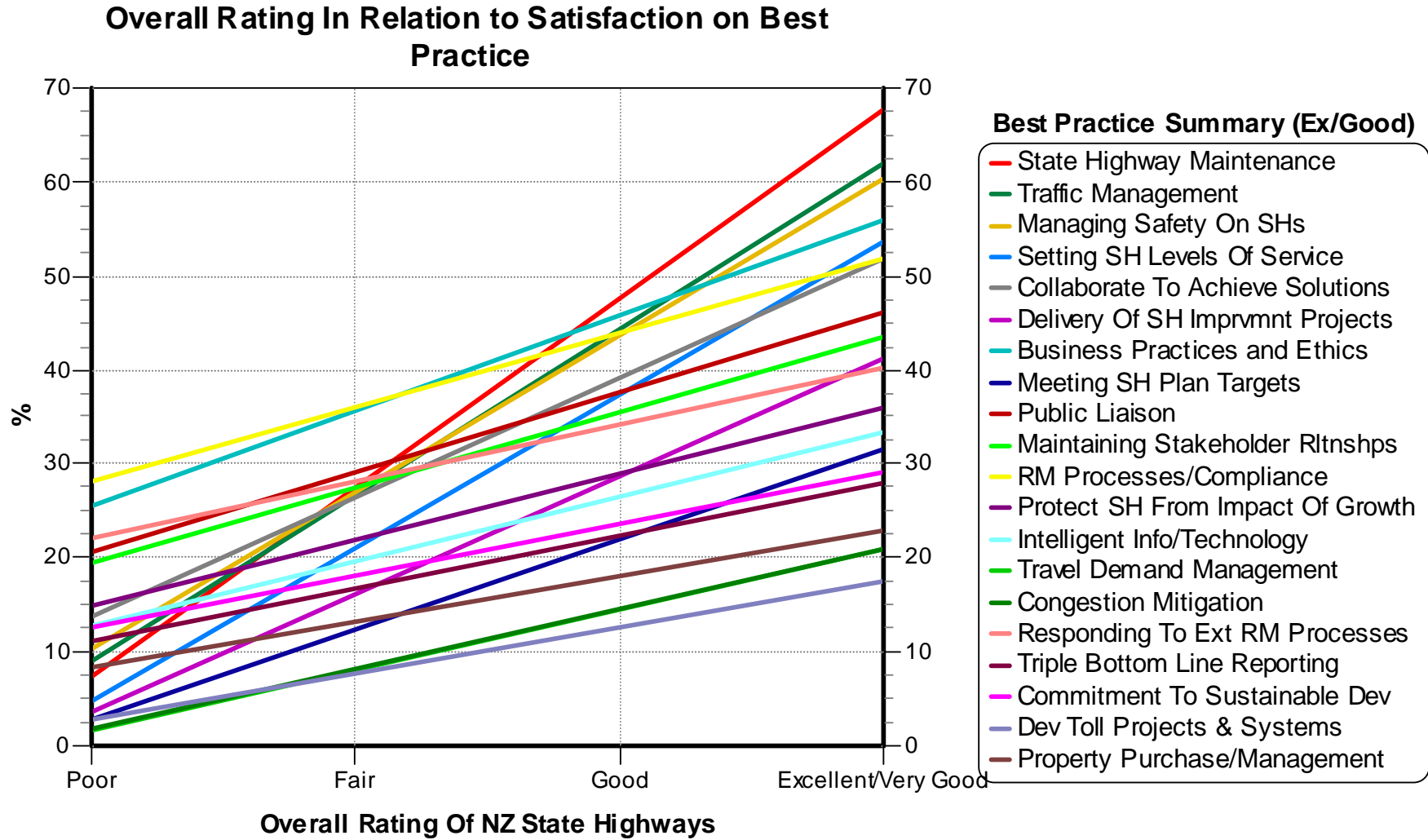
Example (see below)

The red line (sharply rising to the right) is state highway maintenance. It is rated as a leading performer. It is also the item most strongly linked to stakeholders' ratings of overall satisfaction with the state highways.

The green line (flatter) is a satisfactorily performing item, commitment to sustainable development, and it is also less important to overall satisfaction with the state highways.



Graph 10: Overall Rating — Satisfaction with Best Practice

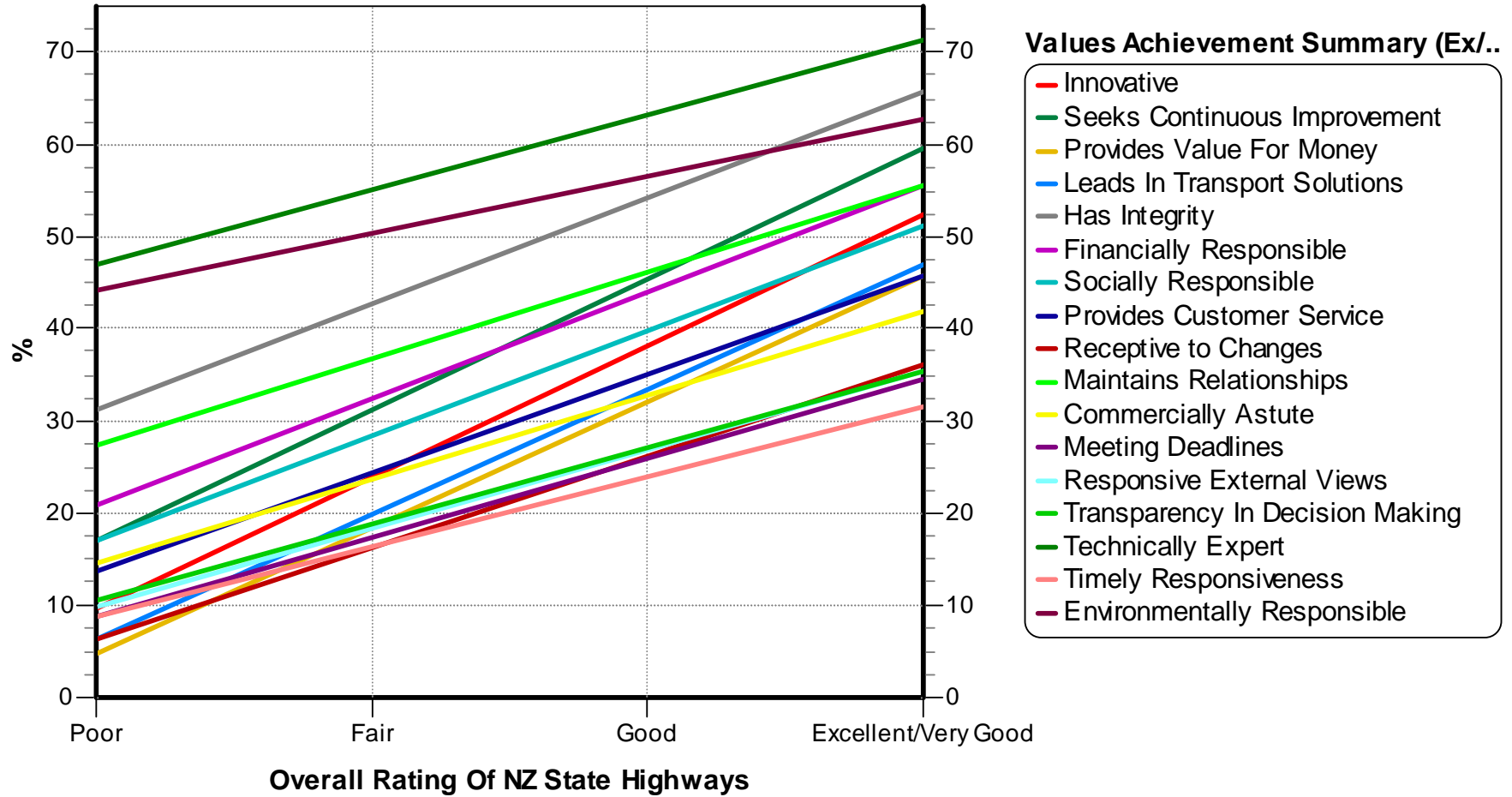


Graph 10a

Best Practice Summary (Ex/Good)	Poor	Fair	Good	Excellent/Very Good
State Highway Maintenance	8%	26%	48%	68%
Traffic Management	11%	25%	42%	64%
Managing Safety on SHs	11%	26%	42%	62%
Setting SH Levels of Service	6%	19%	38%	54%
Collaborate to Achieve Solutions	13%	30%	36%	53%
Delivery of SH Improvement Projects	5%	15%	28%	42%
Business Practices and Ethics	22%	41%	46%	54%
Meeting SH Plan Targets	6%	7%	22%	33%
Public Liaison	19%	31%	38%	45%
Maintaining Stakeholder Relationships	19%	28%	35%	43%
RM Processes/Compliance	30%	32%	45%	52%
Protect SH from Impact of Growth	17%	18%	29%	37%
Intelligent Info/Technology	14%	16%	28%	33%
Travel Demand Management	2%	7%	17%	19%
Congestion Mitigation	5%	5%	12%	24%
Responding to Ext RM Processes	24%	27%	31%	43%
Triple Bottom Line Reporting	11%	18%	21%	29%
Commitment to Sustainable Dev	16%	13%	23%	31%
Dev Toll Projects & Systems	0%	11%	14%	16%
Property Purchase/Management	6%	15%	20%	21%

Graph 11: Overall Rating — Satisfaction with Specific Values

Overall Rating In Relation to Satisfaction on Specific Values

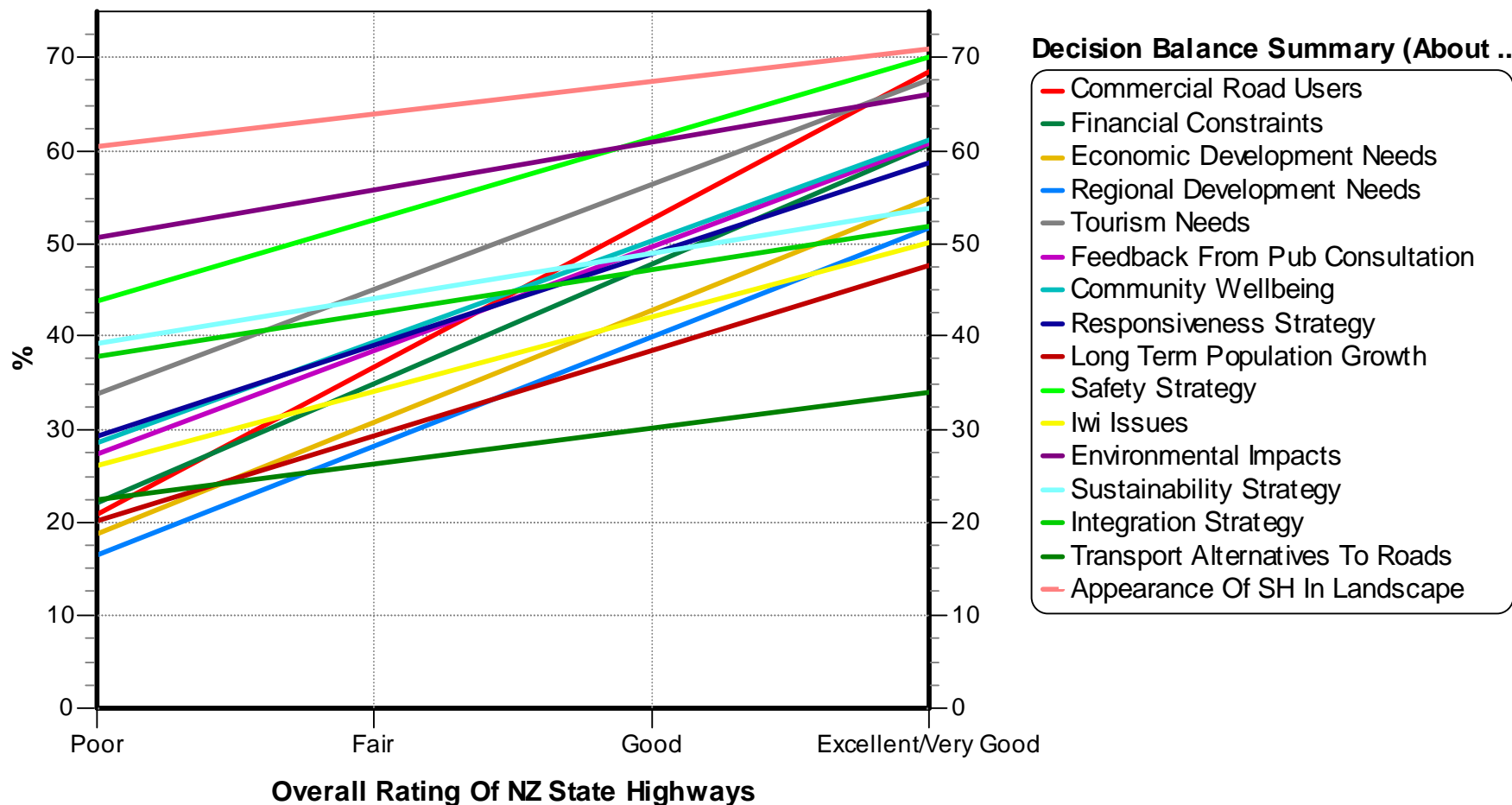


Graph 11a

Values Achievement (Ex/Good)	Poor	Fair	Good	Excellent/Very Good
Innovative	11%	21%	40%	52%
Seeks Continuous Improvement	13%	37%	47%	57%
Provides Value for Money	3%	20%	33%	45%
Leads in Transport Solutions	8%	17%	34%	47%
Has Integrity	35%	38%	52%	69%
Financially Responsible	19%	34%	46%	53%
Socially Responsible	19%	29%	32%	56%
Provides Customer Service	14%	23%	36%	45%
Receptive to Changes	5%	18%	27%	35%
Maintains Relationships	27%	36%	48%	55%
Commercially Astute	16%	22%	32%	43%
Meeting Deadlines	10%	18%	23%	36%
Responsive External Views	11%	17%	26%	36%
Transparency indecision Making	11%	19%	24%	37%
Technically Expert	46%	55%	65%	70%
Timely Responsiveness	8%	19%	22%	32%
Environmentally Responsible	43%	54%	52%	64%

Graph 12: Overall Rating — Satisfaction with Balanced Decision-Making

Overall Rating In Relation to Decision Balance
(About Right)



Graph 12a

Decision Balance Summary (Ex/Good)	Poor	Fair	Good	Excellent/Very Good
Commercial Road Users	17%	41%	54%	66%
Financial Constraints	21%	36%	51%	58%
Economic Development Needs	19%	30%	43%	55%
Regional Development Needs	17%	26%	43%	51%
Tourism Needs	29%	51%	60%	64%
Feedback from Pub Consultation	24%	42%	52%	58%
Community Wellbeing	29%	40%	50%	62%
Responsiveness Strategy	27%	42%	49%	57%
Long Term Population Growth	22%	28%	35%	50%
Safety Strategy	40%	58%	64%	67%
Iwi Issues	29%	30%	44%	50%
Environmental Impacts	48%	61%	60%	65%
Sustainability Strategy	40%	44%	48%	55%
Integration Strategy	35%	47%	46%	51%
Transport Alternatives to Roads	21%	30%	27%	35%
Appearance of SH in Landscape	57%	69%	67%	70%

Match of Performance to Importance

Another way of looking at performance is by comparing the ranked order of importance (as shown in the tables for graphs 10-12) with ranked order of performance

In the next table the attributes for best practice, values, and balanced decision-making have been given two rankings.

The first ranking, performance, ranks each on the proportion of respondents rating the item as excellent or very good, with 1 for the highest, down to lowest scoring.

The second ranking, importance, ranks each item according to how important it is in linking to the overall satisfaction score for the state highways, with 1 being the most important driver of overall satisfaction.

Ideally the two rankings should be similar. If an item is highly significant to overall ratings of the state highways it should be a well performing item from Transit's point of view.

- Examples where performance is well matched to importance are:
- State highway maintenance
- Traffic management
- Managing safety on state highways
- Collaborating in alliances and partnerships
- Public liaison and consultation
- Developing toll projects and systems
- Use of intelligent information and technology
- Protecting state highways from adverse effects of growth and development
- Transparency in decision-making
- Timely responsiveness
- Meeting deadlines
- Responsive to external views, needs and contributions
- Has integrity
- Commercially astute
- Financially responsible
- Socially responsible
- Seeks continuous improvement
- Provides customer services
- Tourism needs
- Transport alternatives to roads
- Feedback from public consultation
- Responsiveness

By comparing the rankings of importance and of performance, Transit's "health" as a well balanced, on "target" organisation is evident from the above list of matched attributes.

Examples where an item is performance ranked more than 5 points above its importance have been used to identify where an item is more than adequately performing given its lesser importance in terms of state highway ratings.

These are:

- Business practices and ethics
- Environmentally responsible
- Environmental impacts
- Technically expert
- The appearance of the state highways in the landscape
- Integration (NZTS principle)
- Safety (NZTS principle)
- Resource management processes and compliance
- Responding to external resource management processes
- Property purchase and management

Examples where an item is performance ranked more than 5 points below its importance have been used to identify where improvement would allow maximum benefits in terms of state highway ratings.

These are:

- Meeting *State Highway Plan* targets
- Delivery of state highway improvement projects
- Innovative
- Provides value for money
- Leads in transport solutions
- Commercial road users
- Regional development needs
- Economic development needs

Ratings of Transit decision-making balance were also important as they were linked to rating of the state highway overall. Thus the items where a majority was not satisfied the balance was “about right” were areas where improvements could be gained.

Ratings of the state highways overall were linked to rating on financial constraints. 41% of those who rated the state highway overall as “poor” thought Transit did not consider financial constraints enough and 33% thought it considered financial constraints too much — ie only 25% thought decision-making considered financial constraints “about right”. This compared with 73% of those who rated the state highways as “excellent” rating Transit about right on consideration of financial constraints.

Ratings on the state highway overall were also linked to satisfaction with Transit decision-making on regional and economic development needs, but were not so significant for iwi issues.

Achievement of best practice

	Ranking	
	Performance	Importance
Business practices & ethics	1	7
State highway maintenance	3	1
Traffic management	5=	2
Congestion mitigation	20	15
Use of intelligent information/ transport technology	11	13
Setting state highway levels of service, standards and specifications	9=	4
Managing safety on state highways	5=	3
Resource management processes & compliance	2	11
Responding to external resource management processes	5=	16
Collaborating in alliances & partnerships to achieve transport solutions	4	5
Protecting state highways from adverse impacts of growth & development	12=	12
Travel demand management	19	14
Delivery of state highway improvement projects	17	6
Developing toll projects & systems	18	19
Property purchase & management	14	20
Meeting <i>State Highway Plan</i> targets	16	8
Maintaining stakeholder relationships	9=	10
Public liaison & consultation	8	9
Triple Bottom Line reporting (social, economic, environmental)	12=	17
Commitment to sustainable development	15	18

Summary of Important Drivers of Satisfaction

What contributes most to overall satisfaction with the state highways?

Overall satisfaction with the state highways is a measure that has been used in road user and stakeholder surveys to monitor Transit's performance overall. The state highways are the "end product" of all Transit's activities. Until now, the satisfactions core has not been "unbundled" to determine the important contributors. In this survey, analysis was carried out as shown in the three line graphs in this section. This analysis showed the relationship between overall satisfaction with the state highways and each of the variables in the questionnaire — the variables or items in the best practice, values and decision-making questions. The measure of the overall satisfaction with the state highways (as used to monitor road user and stakeholder satisfaction) has been analysed against each of the measures taken in the 2005 stakeholder survey.

Excellent/good ratings on each measure of values and best practice and "about right" ratings on decision-making have been correlated to the overall rating of the state highways.

The graphs and tables illustrate the relationships. A complete relationship between the variable and the overall score would be reflected in a line from bottom left to top right, ie the steeper the slope of the trend line the closer the relationship.

The graphs and tables below reveal that:

Best Practice

The most important driver:

- State highway maintenance

The next 3 drivers important to overall satisfaction:

- Traffic management
- Managing safety
- Setting levels of service

Values

The most important drivers:

- Innovative
- Seeks continuous improvement

The next 3 drivers important to overall satisfaction:

- Provides value for money
- Leads in transport solutions
- Has integrity

The attributes or question items are listed on each graph in order of importance, ie how closely they link to overall satisfaction.

Note that for the graph on best practice all of the trend lines start below the 30% mark. This illustrates a relatively good fit between performance and importance. The

two highest in the left hand corner, “business practices and ethics” and “resource management processes and compliance” are the two highest performing attributes but are only “average” in terms of their link to overall satisfaction.

In the graph on values two trend lines start in the 40-50% range at the left of the graph, ie the poor rating. These are the two top performing, ie highest rated, values, technically expert and environmentally responsible but they are two of the three least important to the overall satisfaction with state highways rating.

The areas in which to target activity in order to provide most benefit are to match high importance to perceptions of good performance, ie to be viewed as performing best in the areas that are the most important to stakeholders’ overall satisfaction with state highways.

Decision balance

Most important drivers

Getting right the balance of consideration of:

- commercial road users
- financial constraints
- economic development needs
- regional development needs

Of the four items contributing most to overall satisfaction with the state highways the top two, commercial road users and financial constraints, were also rated “about right” by nearly 6 out of 10 stakeholders, ie there was a good match between areas that Transit was perceived as performing well in and areas that were drivers of a good performance rating overall for the state highways. However, the next two drivers of good overall ratings were economic and regional development needs. Fewer than 5 out of 10 stakeholders rated these as “about right”. Thus better ratings on these two items would provide maximum improvement for the overall satisfaction rating on the state highways.

The item that linked least to overall satisfaction on the state highways, appearance in the landscape, was the best performing item on decision balance. Over 7 out of 10 rated the appearance “about right”. Transit was achieving best in the item least important to the overall rating of the state highways in the sense that stakeholders tended to rate appearance highly regardless of their overall rating of the state highways.

Note

The drivers noted in the stakeholder survey reflect the commercial/technical focus of many stakeholders.

Different variables are used in the road user surveys. The next one is planned for 2006. A similar analysis of the findings in order to identify the main drivers of road user satisfaction may highlight matches or gaps between importance and performance different from stakeholders.

As the stakeholders were people who had responsibility for business, financial, regional and economic matters, the results here hold true only for this particular subset of road users. Appearance in the landscape and other environmental items may rate in a road user survey as a strong contributor to overall satisfaction.

Achievement of values

	Ranking	
	Performance	Importance
Innovative	9	1
Receptive to changes	16	9
Timely responsiveness	17	16
Meeting deadlines	14	12
Responsive to external views, needs, and contributions	15	13
Transparency in decision-making	13	14
Has integrity	3	5
Environmentally responsible	2	17
Commercially astute	8	11
Financially responsible	4	6
Socially responsible	7	7
Technically expert	1	15
Seeks continuous improvement	5	2
Maintains relationships	6	10
Provides customer service	10	8
Provides value for money	11	3
Leads in transport solutions	12	4

Balanced decision-making

	Ranking	
	Performance	Importance
Tourism needs	4	5
Commercial road users	8=	1
Transport alternatives to roads (eg rail & bus)	15	15
Feedback from public consultation	5	6
Regional development needs	14	4
Economic development needs	13	3
Environmental impacts (eg noise, water & air pollution, etc)	2=	12
The appearance of state highways in the landscape	1	16
Community wellbeing	11=	7
Financial constraints	6=	2
Iwi issues	11=	11
Long term population growth	14	9
The principles of the New Zealand Transport Strategy –		
• Integration	6=	14
• Safety	2=	10
• Responsiveness	10	8
• Sustainability	8=	13

Level of Contact and Level of Understanding and Knowledge

Key Findings

The majority of stakeholders considered themselves to be well informed about Transit. Higher frequency of contact linked to being well informed. Being well informed linked to higher overall satisfaction scores. Groups who had infrequent contact such as iwi, media and community and industry/business groups were groups who felt less well informed.

The questioning on level of contact with Transit split stakeholders into three evenly sized categories. About a third each had contact more often than twice a month, between this and 3-4 times a year, and less often than 3-4 times a year.

Key stakeholders/opinion leaders displayed a higher frequency of contact, being mainly split between the two groups with the most frequent contact.

The amount of contact was different for different stakeholder categories. Some groups, including media, iwi and industry/business and community groups recorded mainly infrequent contact. Some, such as engineering consultants, contractors and territorial authority executives, had mainly frequent contact. Levels of understanding of stakeholder categories reflected the level of contact.

The questioning on level of understanding on Transit, its role and how it operates, was positive in that over 70% rated themselves as well informed (and a further few gave a qualified affirmative answer).

The least well informed (self rated) were 28% iwi, 54% media, 47% community groups, 54% user groups (non-commercial) and 57% industry /business groups (percentages based on gross totals*).

By contrast, 100% of 6 MPs and 93% of those in major engineering consultancies considered themselves “well informed”. 89% of contractors and over 80% of executive in territorial or regional authorities rated themselves as well informed.

Respondents in some stakeholder categories rated themselves much less well informed than others.

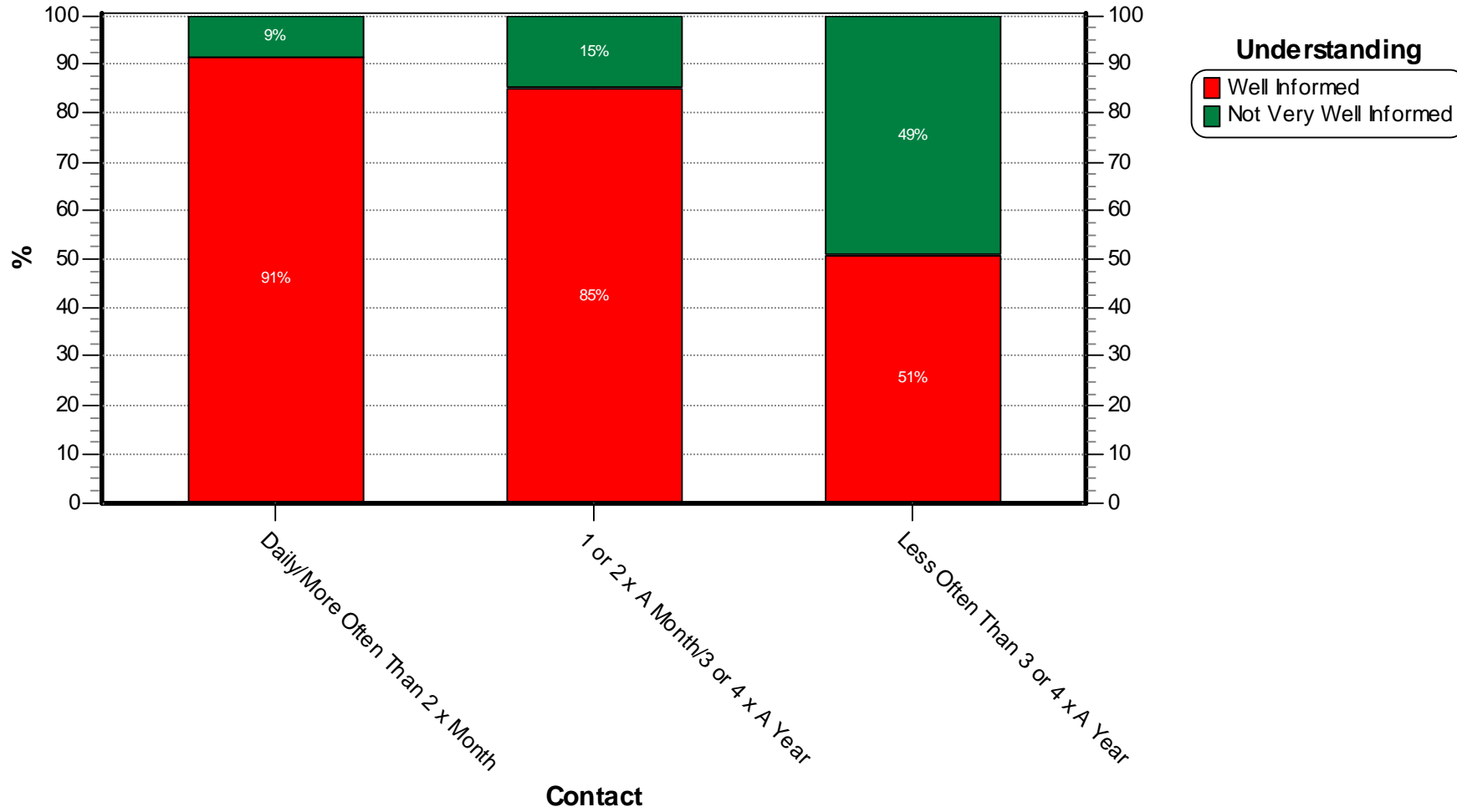
There was a clear link between level of contact and level of understanding. 88% of frequent contacts (more than twice a month), but only 49% of the infrequent contacts (less than 3-4 times a year), rated themselves as well informed.

Ratings of overall satisfaction with the state highways and ratings compared with the state highways 2 years ago were analysed by levels of contact and self-assessed understanding. In the 2005 survey, ratings were slightly more positive for the more frequent contacts/those who were well informed, but the differences were not as marked as in 2002.

* Gross totals include respondents who answered, “don’t know” or left that question item unanswered.

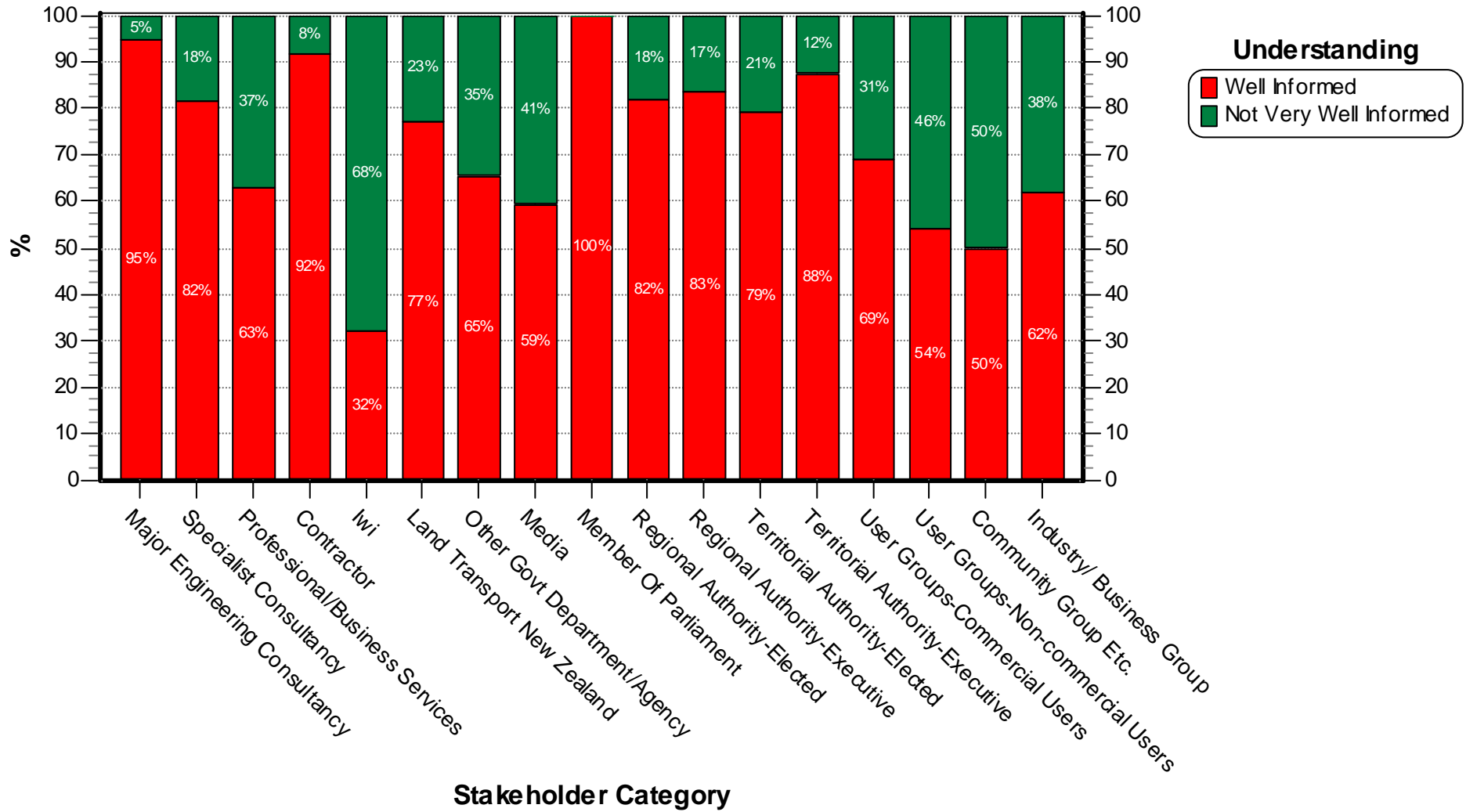
Graph 13: Understanding by Frequency of Contact

Transit NZ Stakeholders 2005



Graph 14: Understanding by Stakeholder Category

Transit NZ Stakeholders 2005



Lack of Knowledge

In spite of there being little change in the overall self rating of understanding the response levels to individual questions showed that the amount of knowledge and understanding about Transit had increased considerably since the 2002 survey.

In 2002, the number of stakeholders unable to rate Transit’s performance in areas of achievement of best practice ranged between 6% (for road safety) and 60% (for Triple Bottom Line reporting, which was new at the time). 13 out of 13 items had 20% or more “not known” component. For achievement of values, the “not knows” ranged between 6% (for responsive) to 47% (for responsive to iwi issues).

In 2005, the number of stakeholders unable to rate Transit’s performance in areas of operation ranged from 2% to 38%.

For values, the “not knows” ranged between 5% and 18% (for commercially astute). 14% rated value for money as “not known”.

The 2005 improvement in the major “not known” areas for 2002 is shown in the table below.

(Don’t know)	2002 %	2005 %
Commitment to Triple Bottom Line reporting	60	29
Property acquisition and disposal/purchase and management	49	38
Responsiveness to iwi issues	49	25
Commitment to sustainable development	35	22
Use of intelligent information/transport technology	33	23
Commitment to regional development/regional development needs	30	10

A new question for 2005 on Transit’s decision-making and consideration of various issues/stakeholders was rated “not known” by between 9 and 18% for each of the new items. (Iwi were also included in this new question in 2005, at 25% not known.)

Given that different stakeholders will have different interests and involvements with Transit, a “not known” level of 20% or fewer is not indicative of any concern over lack of knowledge or understanding of Transit. Even a score of 38% not known for property acquisition, reflects more on a lack of involvement of most stakeholders on the specific activity than on any general lack of understanding of how Transit operates. While there was marked improvement in the level of knowledge about Transit on individual topics, overall understanding had remained at the same level (see previous section). Already high at 75% in 2002, there was little scope for improvement in the number of stakeholders rating themselves well informed.

Appendix 1: Questionnaire

FREEPOST DMBResearch



DMB Research Consultant Ltd
P O Box 25271
Panama Street
Wellington

Transit New Zealand Stakeholder Survey

“From time to time, Transit carries out surveys to monitor our performance with stakeholders. We have a commitment to listening to stakeholder feedback. The comments of people who have a community role or do business with Transit, such as yourself, are important to us. This survey is about measuring Transit’s performance in the way we carry out our work to manage and develop state highways.”

To ensure Transit receives frank, helpful suggestions, you are not asked your name or organisation, just which stakeholder group you represent. No identifying information from your comments will be revealed to Transit (under the Code of Ethics of the Market Research Society). This questionnaire can be quickly answered—but we’d appreciate you taking the time to write extra comments—particularly where you think Transit can “do it better”.

Transit needs YOU to take a few minutes to fill out this very simple questionnaire (see over). Please return by 15 July 2005

We need
YOUR
feedback... Thank you for your co-operation.

Please use for further comments

If you would like more information, please contact **Deborah Burns Ph: 04 475 7161**

1. Thinking about the state highways with which you are most familiar, on a scale from 1 to 5, where 1 is poor and 5 is excellent, how would you rate the state highways in New Zealand?

(circle one only)

Excellent	5
Very Good	4
Good	3
Fair	2
Poor	1

2. Which part of Transit are your replies mainly based on? (only circle more than one if your experience is equal across several areas)

National office (Wellington)	1
Auckland / Northland	2
Hamilton	3
Tauranga	4
Napier	5
Wanganui	6
Wellington	7
Marlborough Roads	8
Christchurch	9
Dunedin	10
Other (write in) _____	11

3. How much contact or involvement do you have with Transit?

(circle one only)

Daily/more often than 2 x a month	1
1 or 2 x a month / 3 or 4 x a year	2
Less often than 3 or 4 x a year	3

4. How would you rate your level of understanding of Transit, its role, and how it operates?

(circle one only)

Well informed	1
Not very well informed	2
Other (write in) _____	3

5. And how would you rate the state highways now, compared to two years ago?

(circle one only)

A lot better	5
A little better	4
No different	3
A little worse	2
A lot worse	1

6. Which stakeholder category do you represent?

(circle one only)

Major Engineering Consultancy or engineering consultant (wide range of services)	1
Specialist Consultancy (eg planner, surveyor, environmental)	2
Professional or business services (eg lawyer, accountant)	3
Contractor—eg road construction	4
Iwi	5
Land Transport New Zealand	6
Other government department/agency	7
Media	8
Member of Parliament	9
Regional authority—elected	10
Regional authority—executive	11
Territorial authority—elected	12
Territorial authority—executive	13
User groups—commercial users, eg trucks, couriers, taxis	14
User groups—non-commercial users, eg AA, cyclists	15
Community group/individual, safety organisation etc	16
Industry/business group	17
Other (write in) _____	18

Any other comments? _____

7. Please rate Transit for its achievement of these values, in carrying out its role of highway development and management?

	Excellent	Good	Adequate	Not Satisfactory	Not Known	Suggestions/Comments
Innovative	4	3	2	1	0	
Receptive to changes	4	3	2	1	0	
Timely responsiveness	4	3	2	1	0	
Meeting deadlines	4	3	2	1	0	
Responsive to external views, needs, and contributions	4	3	2	1	0	
Transparency in decision making	4	3	2	1	0	
Has integrity	4	3	2	1	0	
Environmentally responsible	4	3	2	1	0	
Commercially astute	4	3	2	1	0	
Financially responsible	4	3	2	1	0	
Socially responsible	4	3	2	1	0	
Technically expert	4	3	2	1	0	
Seeks continuous improvement	4	3	2	1	0	
Maintains relationships	4	3	2	1	0	
Provides customer service	4	3	2	1	0	
Provides value for money	4	3	2	1	0	
Leads in transport solutions	4	3	2	1	0	

8. Balanced decision making: Please rate Transit for its amount of consideration of each of the following?

	Too Much	About Right	Not Enough	Not Known	Suggestions/Comments
Tourism needs	3	2	1	0	
Commercial road users	3	2	1	0	
Transport alternatives to roads (eg rail & bus)	3	2	1	0	
Feedback from public consultation	3	2	1	0	
Regional development needs	3	2	1	0	
Economic development needs	3	2	1	0	
Environmental impacts (eg noise, water & air pollution, etc.)	3	2	1	0	
The appearance of state highways in the landscape	3	2	1	0	
Community wellbeing	3	2	1	0	
Financial constraints	3	2	1	0	
Iwi issues	3	2	1	0	
Long term population growth	3	2	1	0	
The principles of the NZ Transport Strategy –					
• Integration	3	2	1	0	
• Safety	3	2	1	0	
• Responsiveness	3	2	1	0	
• Sustainability	3	2	1	0	

CONTINUES 

PLEASE SEAL YOUR SURVEY FOR RETURN POST USING THIS GUM STRIP

9. Please rate Transit for its achievements of best practice, in each of these areas of operation?

	Excellent	Good	Adequate	Not Satisfactory	Not Known	Suggestions/Comments
Business practices & ethics	4	3	2	1	0	
State highway maintenance	4	3	2	1	0	
Traffic management	4	3	2	1	0	
Congestion mitigation	4	3	2	1	0	
Use of intelligent information/transport technology	4	3	2	1	0	
Setting state highway levels of service, standards & specifications	4	3	2	1	0	
Managing safety on state highways	4	3	2	1	0	
Resource management processes & compliance	4	3	2	1	0	
Responding to external resource management processes	4	3	2	1	0	
Collaborating in alliances & partnerships to achieve transport solutions	4	3	2	1	0	
Protecting state highways from adverse impacts of growth & development	4	3	2	1	0	
Travel demand management	4	3	2	1	0	
Delivery of state highway improvement projects	4	3	2	1	0	
Developing toll projects & systems	4	3	2	1	0	
Property purchase & management	4	3	2	1	0	
Meeting State Highway Plan targets	4	3	2	1	0	
Maintaining stakeholder relationships	4	3	2	1	0	
Public liaison & consultation	4	3	2	1	0	
Triple Bottom Line reporting (social, economic, environmental)	4	3	2	1	0	
Commitment to sustainable development	4	3	2	1	0	

FOLD HERE LAST

FOLD HERE FIRST

10. Please rate Transit for the success of recent projects (completed in last 2 years—projects you are familiar with)?

<i>(Please identify the project & location)</i>	Very successful	Successful	Not very successful	Not successful
	4	3	2	1
	4	3	2	1
	4	3	2	1

Comments?

Appendix 2: Methodology

1. Transit's stakeholders are the people whose support and understanding create the context in which Transit can achieve its aim of excellence in developing and managing New Zealand's state highways. They include everyone who is impacted by what Transit does and how Transit operates.
2. Stakeholders include those who use the state highway system — virtually all New Zealanders. These road users are surveyed regularly — their opinions of the state highway system establish the satisfaction ratings by which Transit has measured its performance since 1998. High standards are achieved. However, Transit's performance needs to be measured on a wider basis than satisfaction with state highways. Transit's stakeholders include people who do business with Transit, and whose opinions are important influences on the way Transit operates.
3. This stakeholder survey was undertaken to obtain the views of stakeholders who have a relationship with Transit other than as road users. Their views were sought on the extent to which Transit achieves best practice in important aspects of its work, and the extent to which it achieves important values when it carries out its role. Their opinions were sought on whether Transit has the right balance of consideration of various factors in its decision-making, and on the success of recent projects. The aims of the survey included:
 - to establish the levels of knowledge, support and understanding among the key groups of people with whom Transit does business
 - to form the basis for communications strategies which will improve understanding and support
 - to identify priorities for stakeholder relationship management practices
 - to compare road users and stakeholders on overall satisfaction with the state highway network
 - to measure strengths and weaknesses in Transit's perceived way of operating, values and decision-making
 - to establish the degree of alignment with Transit's developing positioning strategy
4. The results of the survey:
 - help identify what Transit does well and where it should aim to do better,
 - provide key information for Transit's management of stakeholder relationships and wider communications activities,
 - focus Transit's thinking on the views of its stakeholders and Transit's core value of customer focus,
 - are a step forward in Transit's commitment to stakeholder dialogue that is part of its approach to sustainable development and Triple Bottom Line reporting, and
 - help measure Transit's progress in contributing to the objectives of the New Zealand Transport Strategy.

5. In addition, the results of this survey report, as far as possible, Transit's performance against new measures adopted after the 2002 survey had been carried out.
6. The stakeholders covered by this survey are consultants, contractors, local government, central government departments and agencies, funders, business, commercial and non-commercial user groups, iwi and community groups/individuals. Not covered were road users and staff who are surveyed separately. Members of Parliament were included in spite of few responses being received (many MPs having a policy of not replying to such questionnaires). Media were included in 2005, whereas in 2002 they had been the subject of a recent (separate) survey. Stakeholders were classed as opinion leaders, key stakeholders or list stakeholders. Opinion leaders made up 1% of the respondents, key stakeholders 25%.
7. The survey took the form of a self-completion "fold and return" questionnaire mailed to approximately 2,500 names. This was drawn from stakeholder lists held at Transit's national and regional offices and supplemented by directories and membership lists compiled for the survey by a public relations consultant. Overall, 684 responses were received — a 28% response rate (allowing for returns not deliverable). That rate is lower than the 36% in 2002, but still compares favourably with the stated response rate of 23% in Transit's last road user survey (carried out by random telephone survey). A summary of the stakeholder categories covered by this survey, and the total responses received from each category, are set out in Table 1. It needs to be remembered that the relatively small number of responses in some categories may not deliver a result that is indicative of the category as a whole.
8. The sizes of stakeholder groups varied — regional/territorial executives and elected representatives made up over a third of the total sample. Some groups represented small but important categories — eg Land Transport New Zealand executives.
9. Respondents were asked which part of Transit their replies were based on, giving the results in Table 2.
10. Questionnaires were marked to indicate whether the respondent was an opinion leaders or key stakeholder. Only 10 questionnaires were received from respondents whose questionnaires had been marked with a "1" to indicate opinion leaders. This small group was thus combined with key stakeholders who responded, for the purpose of differentiating the views of opinion leaders/key stakeholders from other stakeholders. The stakeholder classification, ie whether an opinion leader/key stakeholder or simply a stakeholder did not make a significant difference to the overall ratings for the state highway or for other measures analysed in the survey.

Percentage of respondents in the survey in each stakeholder category

(Note: some stakeholders had more than one role and hence are included more than once in this table)

Stakeholder Categories:	Number of responses	Percentage of total respondents
Major Engineering Consultancy (wide range of services)	61	9
Specialist Consultancy (eg engineer, planner, surveyor, environmental)	40	6
Contractor – Construction etc	38	6
Supplier — other services (includes professional or business services such as lawyer, accountant)	27	4
Land Transport New Zealand	13	2
Other Government department/agency	59	9
Iwi	32	5
Member of Parliament	6	1
Regional authorities — elected	53	8
Regional authorities — executive	30	4
Territorial authorities — elected	25	4
Territorial authorities — executive	132	19
Media	41	6
User groups – commercial users (eg trucks, couriers, taxis)	29	4
User groups – non-commercial users (eg cyclists)	24	4
Community groups / individual, safety organisation etc.	53	8
Other industry/business groups	51	7
Totals	714*	106

* Some stakeholders were in more than one category thus responses add to more than 684. The percentage shown is the percentage of respondents in each category and thus adds to more than 100% of respondents.

Percentage of respondents in the survey who had contact with each Transit office

(Note: some stakeholders based their replies on more than one office and hence are included more than once in the table)

Region/office	Number of responses	Percentage of total respondents
National Office	115	17
Auckland/Northland	188	27
Hamilton	127	19
Tauranga	71	10
Napier	62	9
Wanganui	73	11
Wellington/Marlborough Roads	132	19
Christchurch	101	15
Dunedin	73	11
Totals	928*	138

(Note: Regional results can be presented in more detail in separate regional reports.)

11. The performance parameters against which Transit's achievement was rated were drawn from key areas listed in Transit's strategic documents, refined by internal consultation with key Transit staff. The ratings and comments should be viewed as valid perceptions — or misperceptions — of Transit.
12. Stakeholders were asked the following (questionnaire attached as Appendix 1):
 - to classify themselves by one of the 17 stakeholder categories; by frequency of contact with Transit and by level of understanding of Transit, its role and how it operates
 - to indicate which part(s) of Transit their replies are mainly based on
 - to rate Transit for its achievement of best practice in 20 areas of operation
 - to rate Transit for its achievement of 17 values, in carrying out its role of highway development and management
 - to rate Transit for balance in decision-making in considering each of 16 items
 - to think about the state highways with which they are most familiar and rate New Zealand's state highways on a scale of 1 (poor) to 5 (excellent), and rate them compared with 2 years ago
 - to rate the success of recent projects they are familiar with.

* Some stakeholders were in more than one category thus responses add to more than 684. The percentage shown is the percentage of respondents in each category and thus adds to more than 100% of respondents.

The objectives and background to the agreed approach are as outlined in GMT and Board papers of December 2004 and April 2005 (RE4-0018).

A “fold and return” questionnaire (Appendix 1) was mailed out in individually addressed envelopes on 17 June. The return date was by 17 July. A follow out letter was sent out on 7 July, after replies has been received from nearly 20% of the respondents. A follow up letter signed by the Chief Executive, was sent to all respondents, thanking them for their co-operation, and as a reminder.

684 completed questionnaires were returned by the end of July for inclusion in the results.

Questionnaires returned were confidential — there were no identifying marks on the questionnaires and where respondents made comments that might identify them these were edited to ensure anonymity, in the interests of being able to supply frank, insightful information.

The quantitative information was entered into an Espri database to enable cross-tabulations and graphs to be generated as required. Verbatim comments written on the questionnaires are attached separately. These provide insight into reasons for the ratings given in the rating scale questions.

Changes in methodology 2002-2005

The mail out list was similar in size to 2002, approximately 2,500, but recent changes in the land transport sector had seen new roles/agencies included as relevant to Transit. The response rate was 28%, a lower rate than in 2002, but comparable to that achieved by the Road User Survey’s random telephone sampling methods.

The composition of the 2002 and 2005 samples was compared for stakeholder categories and regions, to ensure comparability of results. Weighting was not considered necessary (see below).

The sample

An external communications agency was used to develop the database contact list of stakeholders in 2005. This supplemented the Transit contact list (CCDB) of people with whom Transit already had a relationship (as used in 2002). This was necessary to ensure inclusion of people who would be important to Transit in its newer directions under the New Zealand Transport Strategy, including people recently employed in the new transport sector across government agencies.

As some of these people might not yet have had contact with Transit a follow up letter was sent after mail out to encourage response even if areas of Transit’s business were “not known”. While the restructuring was recent, stakeholder research at this point establishes a benchmark of awareness and understanding against which to measure future performance.

Media were included in 2005 so that their ratings could be compared with other stakeholders. Fewer contractors and fewer government agency people were included in the 2005 sample. Respondents from local government and industry/business were a higher proportion of the 2005 survey.

In comparing results from the two samples the respondents were, by definition, the same, ie people considered to be stakeholders at the time of the measurement. By composition there was a change in the relative importance of some of the groups, but in most cases this was less than $\pm 2\%$.

The content

An additional rating section on “balanced decision-making” was included. This reflected the wider requirements of the legislation introduced since the previous survey and the need to monitor how well Transit was progressing toward these new requirements. It also reflected a desire to add value to some of the findings of the previous survey. Where items were rated as “not satisfactory” it had not always been possible to identify whether it was because too much or too little was being done in that area. Thus some previous rating items were moved into the new section.

A new question on recent projects was included. This sought to measure what projects were noticed and how successful they were considered by this important group of stakeholders. It was an “open ended” question. Projects were not listed in the question. (The ratings are presented in the main report; the named projects are listed in the separate comments document.)

A new question (as introduced in the 2003 Road User Survey) was used to establish whether respondents rated the state highways better, worse or about the same as 2 years ago.

This question is important in checking whether the overall rating of the state highways is being suppressed by a rising expectation factor. The question asking a comparison with 2 years ago requires stakeholders to compare performance rather than simply to rate it.

Comparison of ratings 2002-2005

In the 2002 sample there were more contractors and more government agency responses. However, these two sectors tended to be “average” in their views so having less representation would not have affected total scores.

To check that comparisons between the 2005 and 2002 samples were fair the level of “not satisfied” ratings was compared for the two time periods for each stakeholder category.

In 2002 contractors were “average” on values and towards the more dissatisfied for best practice achievement.

The two most negative groups in 2002 were two of the smallest groups, iwi and MPs. The 2005 sample contained 1% more iwi and 1% fewer MPs so these changes should have had no effect.

In 2002 government departments were “average” on both values and areas of best practice so the inclusion of fewer in 2005 should not have changed total scores.