



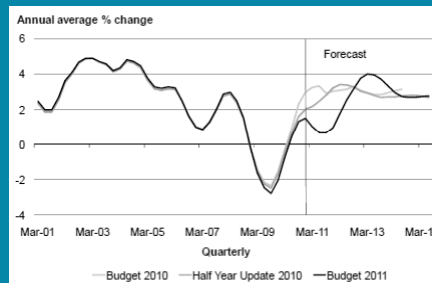
# THE TREASURY

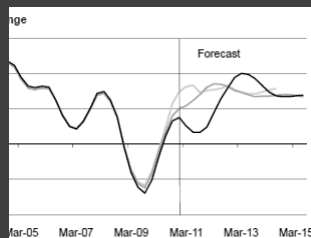
## Kaitohutohu Kaupapa Rawa



## SURVEY OF STAKEHOLDERS FOR THE TREASURY

COLMAR BRUNTON REPORT 20 DEC 2013





**THE TREASURY**  
Kaitohutohu Kaupapa Rawa

# Summary

## Summary (i)

### Method

An online survey with 235 stakeholders was conducted between 26 September and 21 October 2013.

### Profile

- 3 in 5 stakeholders are from the business sector, 1 in 3 are from the public sector and 1 in 10 are from other sectors.
- Stakeholders interact with the Treasury using a number of different mechanisms including meetings, email, informal catch ups, public events, phone calls, and via the website and written publications (each of these modes is used by at least half of stakeholders).
- Most interaction occurs with senior advisors/analysts (60% of stakeholders interact with senior advisors/analysts), managers (52%), and members of the Executive team/Deputy Secretaries (44%).

### Satisfaction with recent interactions

- Treasury staff and quality of service are viewed positively by stakeholders (most statements about staff and information receive positive scores from around 7 in 10 or 8 in 10 stakeholders).
- Satisfaction with recent interactions remains similar to 2011 (although a slightly lower proportion say 'they got what was needed' at their last interaction, 66% in 2013 compared to 79% in 2011).

### Perceptions about the Treasury's capabilities

Most perceptions about the Treasury's capabilities have improved since the 2011 survey.

- Three-quarters have overall confidence in the Treasury's staff (similar to 2011).
- 60% agree that the Treasury is continually looking to improve performance (this has increased from 46% in 2011).
- 46% agree that the Treasury's processes are efficient and effective (39% agreed in 2011 – although this is not a statistically significant change).
- Only a third agree that the Treasury operates cohesively (however, this has increased from 16% in 2011).
- Just under a third (31%) agree that the Treasury delivers innovative solutions to difficult problems (similar to 2011).

## Summary (ii)

### Communication

- Around half of stakeholders agree that the Treasury clearly communicates on economic matters, living standards, and state sector performance.
- The proportion agreeing that the Treasury clearly communicates what is needed to improve state sector performance has increased since the 2011 survey (46% in 2013 vs. 36% in 2011).
- The proportion agreeing that the Treasury models the behaviour it expects of other Public Service agencies has also increased since the 2011 survey (55% in 2013 vs. 39% in 2011). (This increase is apparent among public sector stakeholders and non-public sector stakeholders).

### Dialogue with stakeholders

- Three-quarters agree that engagements with the Treasury are worthwhile and that they understand the nature of the relationship they have with the Treasury.
- Just over half (52%) agree that the Treasury seeks views of stakeholders when appropriate.
- Less than half agree that: interactions with the Treasury changes the way they think about things; the Treasury keeps them informed; and the Treasury makes the most of what they have to offer (only 34% agree with this last statement).
- Most stakeholders believe that they have insights and information to offer the Treasury (83%).
- Ratings about two-way dialogue with stakeholders are similar to the 2011 survey (although a lower proportion of stakeholders in the 2013 survey agree that they understand the relationship that the Treasury has to their work - 75% in 2013 vs. 89% in 2011).

### The Treasury's leadership role

- Over half agree that the Treasury takes the lead role in the debate around crucial economic issues and state sector performance improvement. The proportion agreeing with the latter statement has increased since 2011 (53% in 2013 vs. 37% in 2011).
- Less than half (46%) agree that the Treasury takes a lead role in the debate about how to lift living standards.
- The proportion agreeing that the Treasury is willing to learn from others as part of its leadership role has increased since the 2011 survey (41% in 2013 vs. 27% in 2011).
- Overall just over two-fifths (42%) are satisfied with the Treasury's leadership role in their area of work (similar to the 2011 survey). Satisfaction with leadership is higher among public sector stakeholders (46%) and lower among social service providers, NGOs, and Iwi (39%) (42% of business sector stakeholders are satisfied with the Treasury's leadership in their area).

## Summary (iii)

### Overall satisfaction

- 55% of stakeholders are satisfied with the way the Treasury interacts with them overall (this is similar to 2011). Media, economists and other individuals, such as consultants, are the most satisfied (63%), whereas social service providers, NGOs, and Iwi are the least satisfied (52%). 58% of public sector stakeholders are satisfied and 54% of business sector stakeholders are satisfied.
- Stakeholders were asked (in an open question) how the Treasury could increase the value of stakeholder interactions. The most common answer is simply to partner more with stakeholders. Other common suggestions include: be less defensive/more open, increase visibility at events, ask stakeholders for their input, seek increased understanding of the business environment, and be bold and willing to enter into debate.
- Statistical analysis suggests that a focus on providing leadership in the stakeholder's area, making the most of the insights stakeholders have to offer, delivering innovative solutions, learning from others, challenging thinking, and seeking the views of stakeholders when appropriate will increase overall satisfaction.

### Changes at the Treasury in the past two years

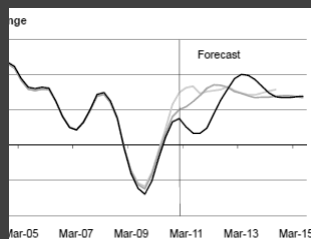
- 55% have noticed changes in the way the Treasury expresses itself in the past two years.
- Common changes in the way the Treasury expresses itself include: an increased sense of stakeholder engagement, a willingness to express an independent viewpoint in public, and an openness to new ideas and new ways of thinking.
- 40% have noticed changes in the way the Treasury behaves.
- 7 in 10 think that the Treasury has increased the range of stakeholders they work with in the past two years. 6 in 10 think the Treasury is now more open to different ways of thinking and has increased the quality of collaborations with stakeholders. Over half think that the Treasury has increased its influence in the debates about living standards and public sector performance improvement.
- Not many think the Treasury has decreased its engagement/influence in any area, the lowest score in the 'changes detected' section relates to the Treasury's influence outside of Wellington (32% think that the Treasury has increased its influence outside of Wellington, 51% think it has stayed the same and 16% think it has decreased its influence outside of Wellington).
- The majority of stakeholders believe that the Treasury should increase its involvement in all of the key areas of debate. In particular, 8 in 10 think the Treasury should increase its involvement in the debate about living standards (despite the fact that most agree the Treasury has already increased its influence in this area). Less (53%) think that the Treasury should increase its involvement in the debate about education quality (37% think its influence in this area should remain the same, and 11% think that its influence should decrease).

## Summary (iv)

Summary of key changes in results between the 2011 survey and the 2013 survey

Statement	2013	2011	Movement
Treasury continually looks for ways to improve their own performance	60%	46%	↑
Treasury models the type of behaviour that it expects of other Public Service agencies	55%	39%	↑
Treasury takes a lead role in State sector performance improvement	53%	37%	↑
Treasury clearly communicates what is needed to improve state sector performance	46%	36%	↑
Treasury is willing to learn from others as part of its leadership role	41%	27%	↑
I understand the nature of the relationship Treasury has to my work	75%	89%	↓
I got what was needed (during my last interaction with the Treasury)	66%	79%	↓





# THE TREASURY

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Recommendations based on the  
survey findings

## Recommendations (i)

### *Stakeholders welcome the emphasis on performance improvement*

Since the last stakeholder survey in 2011, an increased proportion of stakeholders believe that the Treasury has sought to improve its own performance and has taken leadership to improve the performance of the public sector more generally. The Treasury should continue to communicate developments in this area, which is of interest to stakeholders in the public sector *and* the private sector.

### *Stakeholders welcome the Treasury's increasing involvement in a wider range of policy issues*

Many note that the Treasury has been willing to express an independent viewpoint on issues of importance to New Zealand (such as health and education). On the whole, stakeholders welcome increased involvement from the Treasury across a wide range of policy issues, particularly in the area of living standards (which is a topic of interest to social service providers and NGOs).

### *There is room to improve the way the Treasury interacts with stakeholders*

Although there is a sense that the Treasury has increased the range of stakeholders it interacts with in the past two years, there has not been an improvement in satisfaction with Treasury interactions since the last survey. But the research suggests there are a number of opportunities to improve stakeholder engagement and satisfaction.

### *The Treasury should increase frequency of contact with stakeholders*

One of the strongest influencers of stakeholder satisfaction is simply 'frequency of contact'. Whenever possible we recommend that the Treasury increases the frequency of dialogue with stakeholders, even if there is no substantial information to share, stakeholders appreciate contact from the Treasury.

### *The Treasury should capitalise on the strong appetite for deeper engagement among stakeholders*

Stakeholders are waiting for the Treasury to seek their viewpoint. Over 8 in 10 believe they have insights and information which can add value to what the Treasury does, but only a third agree that the Treasury makes the most of the knowledge and support they have to offer. Many of those surveyed were CEOs of large businesses with expertise in business growth, exporting and R&D. There are opportunities for the Treasury to capitalise on the strong appetite for a deeper level of engagement among stakeholders.



## Recommendations (ii)

*The Treasury should continue to use a wide range of contact channels, produce accessible outputs, and increase visibility outside of Wellington*

Stakeholders interact with the Treasury via face-to-face meetings, informal catch-ups and public events. And they are generally satisfied with those interactions, but there was a general call (particularly from the business community) for increased engagement outside of Wellington (although some acknowledge that the Treasury has increased engagement outside of Wellington recently), more visibility at public events, and a continued focus on accessible outputs.

*The Treasury should focus on improving engagement capability throughout the organisation*

Over half of stakeholders have noticed that the Treasury has changed the way it expresses itself in the past two years, including an increased sense of collaboration with others and an openness to new ideas. The challenge for the Treasury will be ensuring meaningfully different engagement in the long-term. Some stakeholders describe strong engagement capability among the CEO and the Executive Leadership Team, but also describe how some of the analysts and advisors they interact with could improve their engagement skills. Improving engagement capability throughout the organisation will be an essential step for creating long term change.

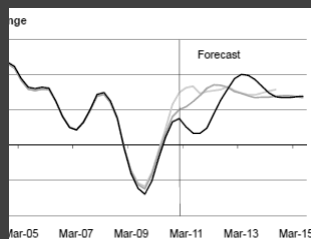
*The 'ideal' Treasury from the stakeholders' perspective would be a bold and collaborative organisation which partners with stakeholders*

The ideal Treasury from the stakeholders' perspective would:

- Make the most of the knowledge and support that stakeholders have to offer.
- Be willing to listen to the viewpoint of stakeholders.
- Identify, and collaborate with, strategically important stakeholders, co-creating innovative solutions with them.
- Be bold by voicing an independent viewpoint in public debates and challenging thinking on critical issues.
- Increase the frequency of communication with stakeholders, updating them on developments that are important for their sector.

### *Next steps*

Further in-depth research with key stakeholders should reveal deeper insights about preferences and stakeholder needs moving forwards. This will include how to optimise the tone of communication and identify opportunities for further collaboration on topics of importance (for the Treasury and stakeholders). The research could highlight areas where engagement has worked well (or not well), and identify the relevant success-factors. Creating a number of case-examples from the research will illustrate best-practice and lessons-learned for use in engagement capability training.



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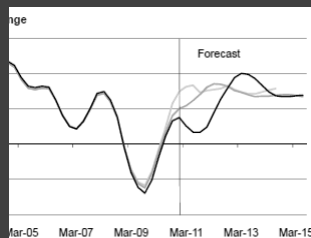
Methods and notes on reading the information in this report

## Methodology

- An online survey with stakeholders was conducted between 26 September and 21 October 2013.
- Before the survey, a pre-notification email was sent from the Chief Executive of the Treasury. Colmar Brunton then emailed the survey invitation to a list of 732 stakeholders. Three email reminders were sent during fieldwork in order to maximise the response rate.
- 235 stakeholders responded to the survey (a response rate of 32%).
- The questionnaire took 13 minutes to complete (on average) and covered the following broad topics:
  - The nature of interactions between the Treasury and stakeholders (frequency and type)
  - Satisfaction with recent interactions
  - Perceptions of the Treasury as an organisation
  - Communication from the Treasury
  - Dialogue with stakeholders
  - The Treasury's leadership role (in economics and the state sector)
  - Overall satisfaction regarding interactions with the Treasury
  - The Living Standards Framework (asked to public sector stakeholders only)
  - Perceptions about changes at the Treasury in the past two years
  - Classification section.

## Reading this report

- Where possible results are compared against the 2011 stakeholder survey. (In 2011 the Treasury commissioned Colmar Brunton to conduct a similar stakeholder survey).
- But it should be noted that the profile of stakeholders differs between 2011 and 2013 (in 2013 there are more business respondents - refer to slide 16 for details). The difference in profile probably explains why a higher proportion of stakeholders gave 'don't know' or 'not applicable' answers in 2013 (compared with 2011). The proportion answering 'don't know' and 'not applicable' are available in a separate document which shows frequency counts for all questions. In order to make the results more directly comparable between 2013 and 2011 we have removed 'don't know' and 'not applicable' answers from analysis of rating scales in this report (so rating statements throughout the report are based on stakeholders who provided an actual rating).
- In most charts we display the proportion that answered each point on each rating scale. We also show the 'nett positive' response (which combines the top two answers from a five point scale). But for the comparative 2011 data, we tend to only show the 'nett positive' response (unless the question was not asked in 2011 in which case the text 'N/A' appears instead). However, for key questions, such as overall satisfaction, we show the full spread of answers across each point on the rating scale from the 2013 survey *and* the 2011 survey.
- Where the report does not display comparisons against the 2011 survey this is because the question was not asked in 2011 (or was asked in a different way meaning results cannot be compared over time).
- Shorthand labels are used to describe each chart, please refer to the questionnaire for the full question text shown to respondents.
- In some places we include subgroup analysis of key results, or we display results for public sector stakeholders separately (only for questions which are particularly relevant for public sector stakeholders). Results for subgroups should be treated with caution because of the limited sample size.
- All reported differences between the 2013 survey and the 2011 survey, or between different subgroups, are statistically significant at the 95% confidence level.
- Please note that 'netts' scores do not always add up to the whole number sum of their parts, this is due to the rounding effects of summing together different proportions (each proportion has a decimal place finding which is not shown in the report).

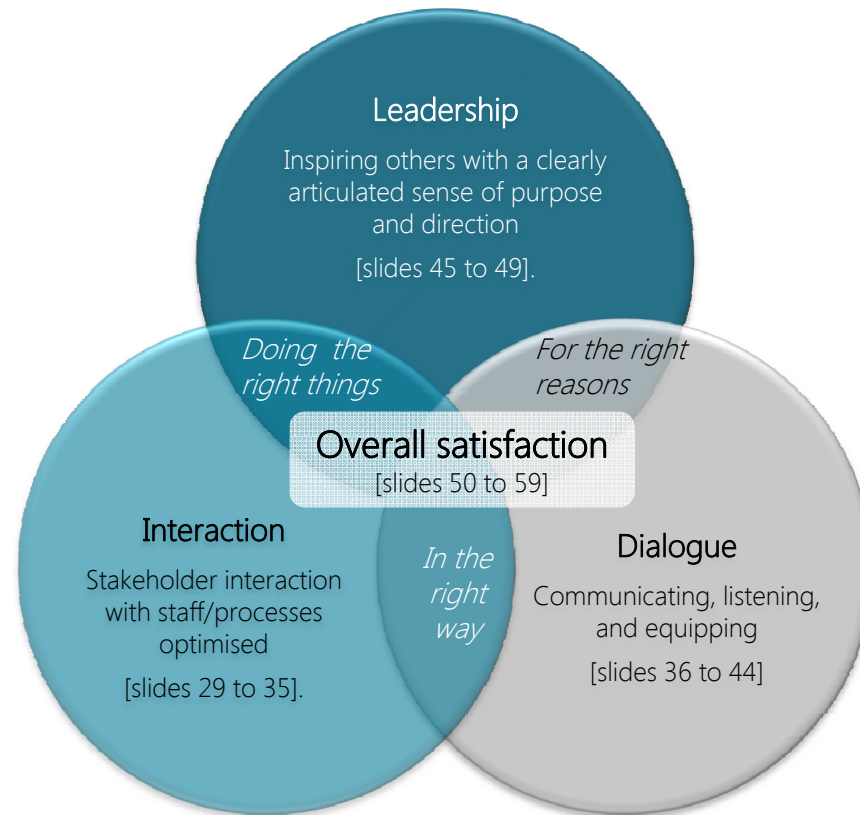


# THE TREASURY

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## Main report

Stakeholder engagement is achieved when an organisation's strategic leadership, interactions and stakeholder dialogue work in unison and the organisation is seen to do the right things, for the right reasons, in the right way. Our framework illustrates how different aspects of the stakeholder experience come together to enable stakeholder satisfaction. We have used this framework to structure the report.



Other sections of the report also include:

- Profile of survey respondents [slides 15 to 28]
- Changes at the Treasury in the past two years [slides 60 to 72]
- The Living Standards Framework [slides 73 to 74]

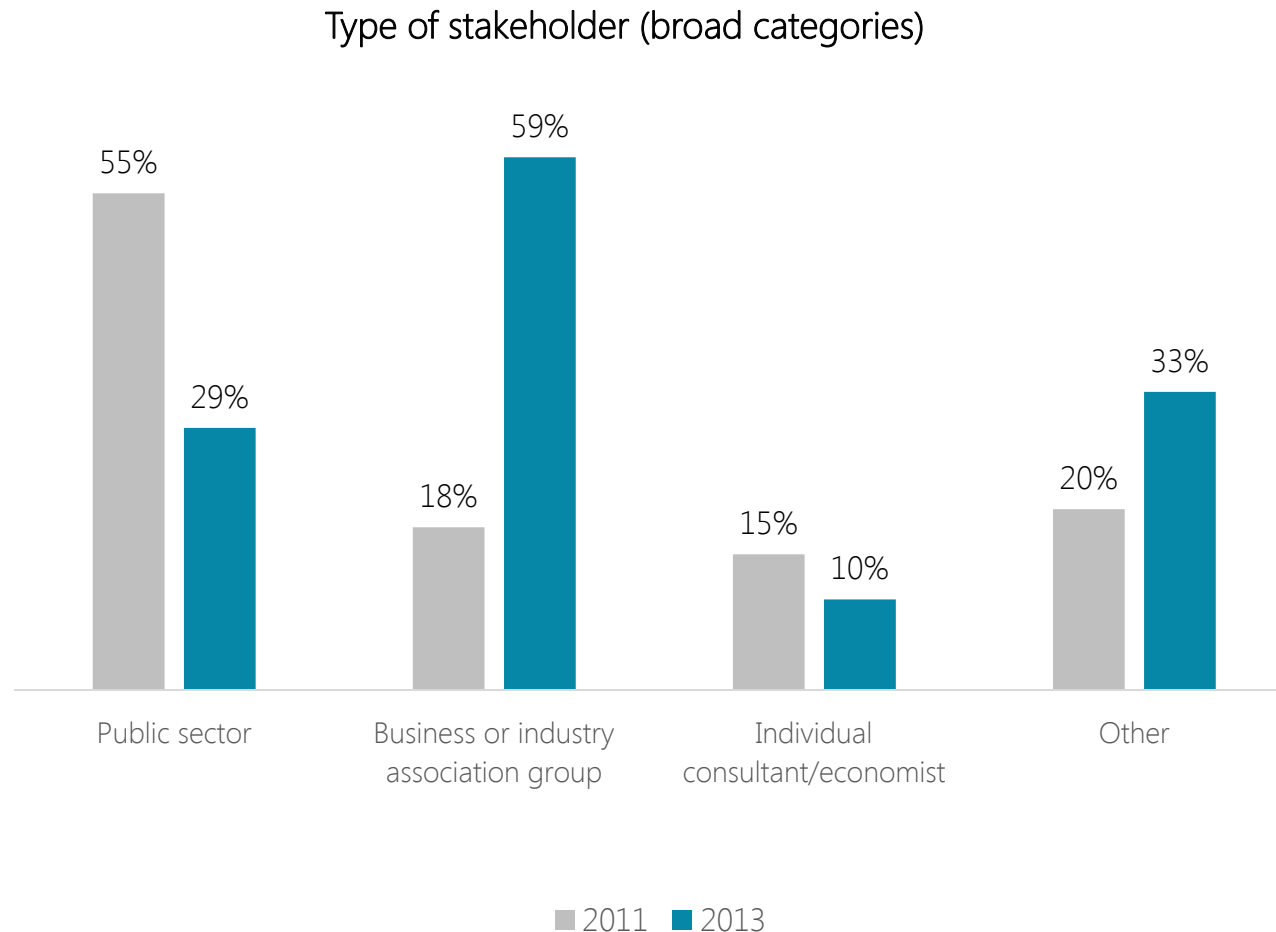




- ## HIGHLIGHTS



In 2013 the majority group are businesses or industry associations (whereas most were from the public sector in the 2011 survey). In 2013 there are also more 'other' stakeholders (including NGOs, education, academics, etc.). Many stakeholders claim to cross more than one 'sector'.

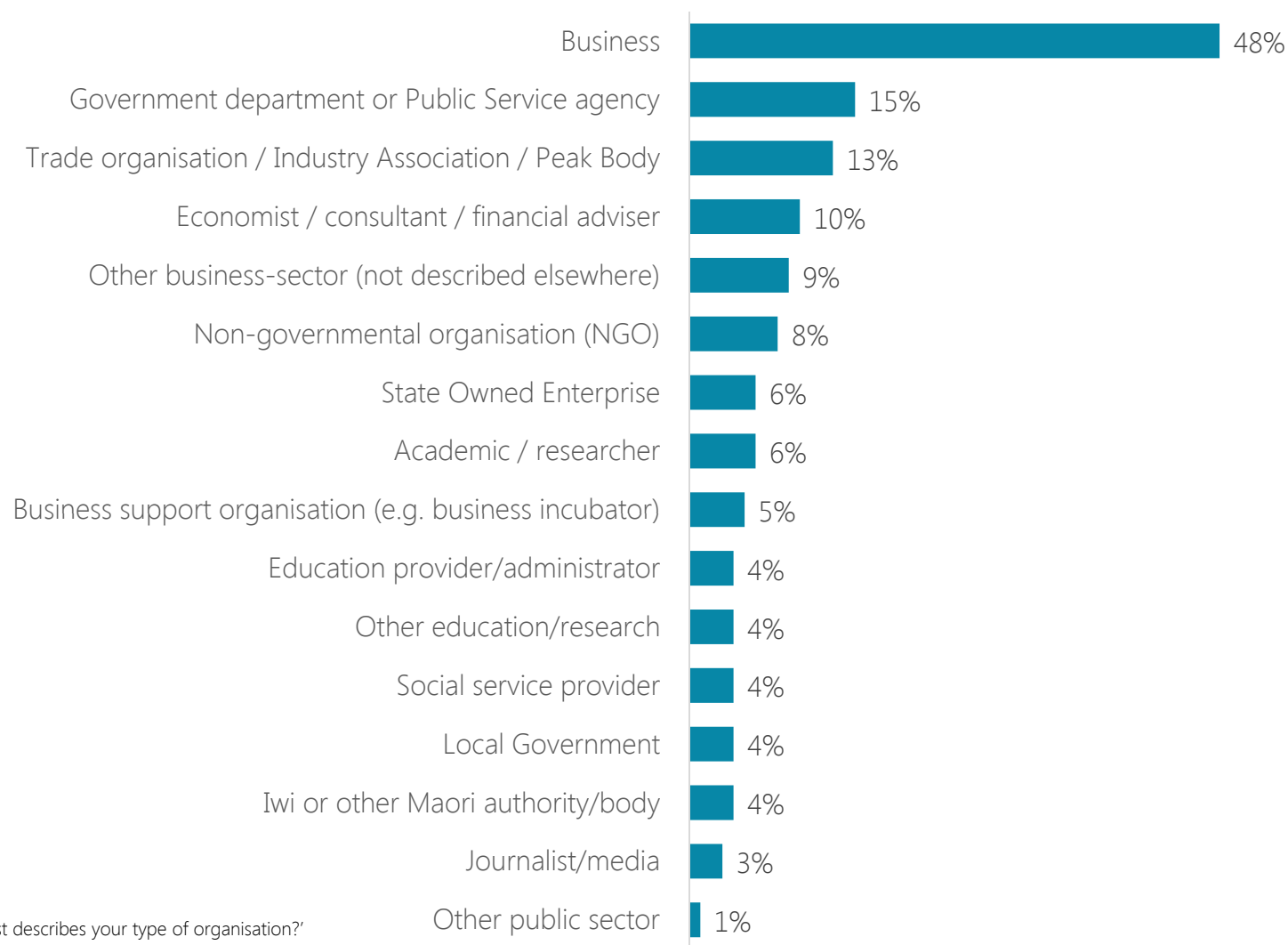


Q 1st qn 'Which of these best describes your type of organisation?'

Base: all stakeholders (2013 n=235; 2011 n=160)

A more granular breakdown reveals that individual businesses are almost half of respondents in 2013. The remainder are from a variety of sectors including government, education, social services, not-for-profit, and specialist advisors.

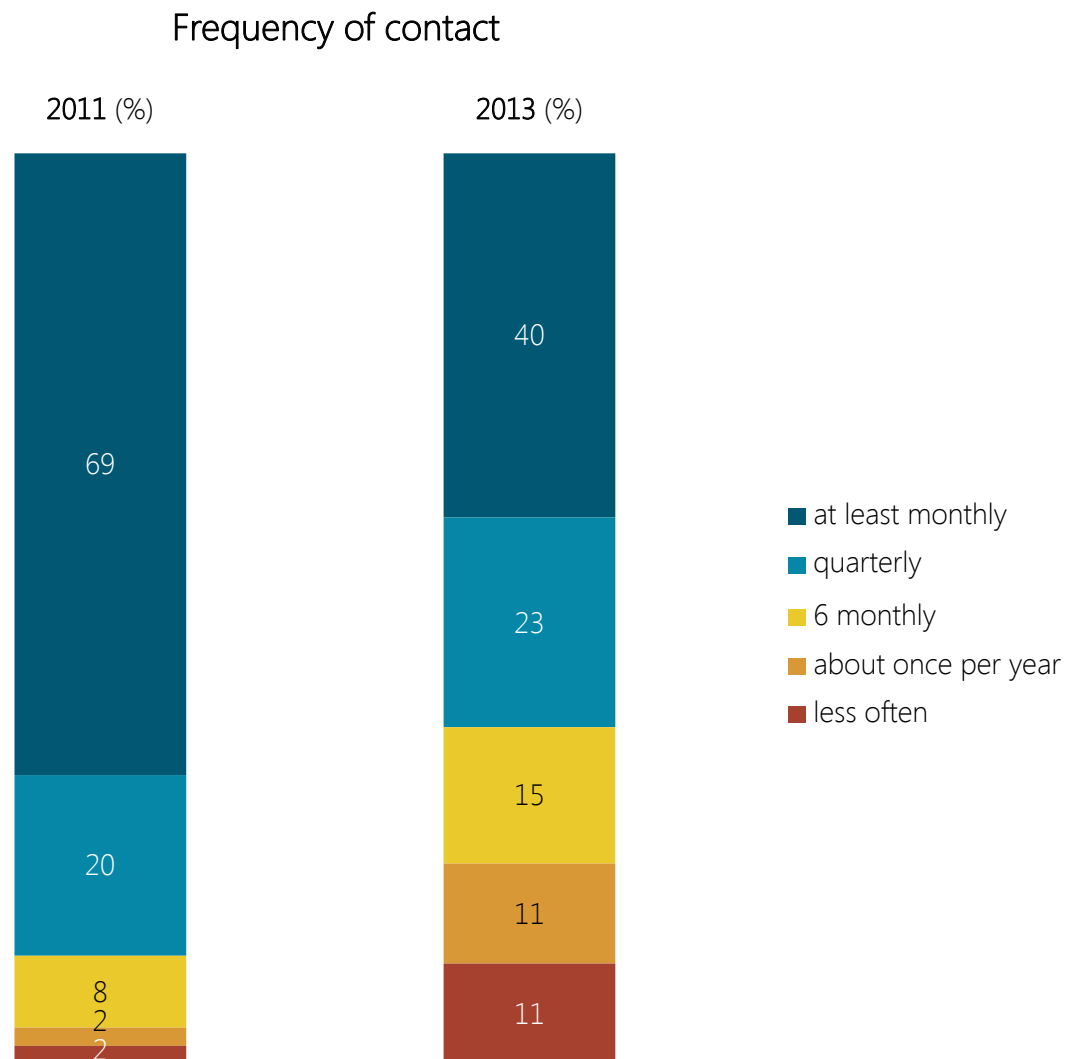
Type of stakeholder (specific categories)  
[2013 survey only]



Q 1st qn 'Which of these best describes your type of organisation?'

Base: all stakeholders (2013 n=235)

Around two-thirds of stakeholders contact the Treasury quarterly or monthly (whereas most stakeholders in the 2011 survey were in contact at least monthly).



Q11 'Thinking about your current role, how often do you have contact with Treasury? Examples of contact include meetings, conferences, emails, telephone calls, visiting the Treasury website, attending a road show etc.'  
Base: all stakeholders (2013 n=235; 2011 n=160)

Over 8 in 10 say the Treasury has sought their views in the past year. (The proportion of stakeholders who said the Treasury had sought their views was higher in the 2011 survey).

### Whether Treasury has sought views of stakeholder

81%

... of stakeholders in **2013** say that Treasury has sought their view in the past 12 months

(62% say the Treasury sought their personal views, and 55% say the Treasury sought the views of their organisation).

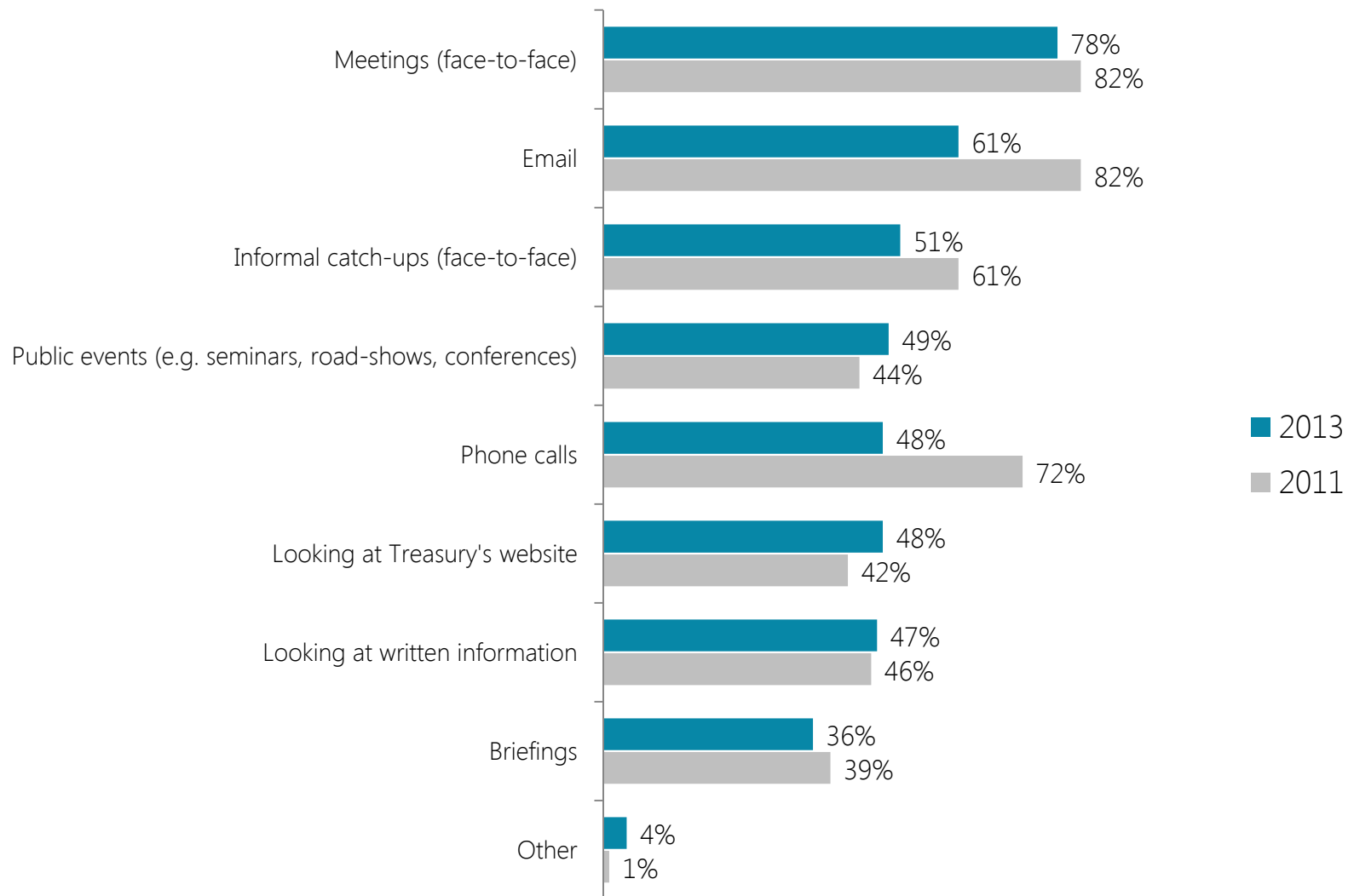
91%

... of stakeholders in **2011** say that Treasury has sought their view in the past 12 months

(75% said the Treasury sought their personal views, and 67% said the Treasury sought the views of their organisation).

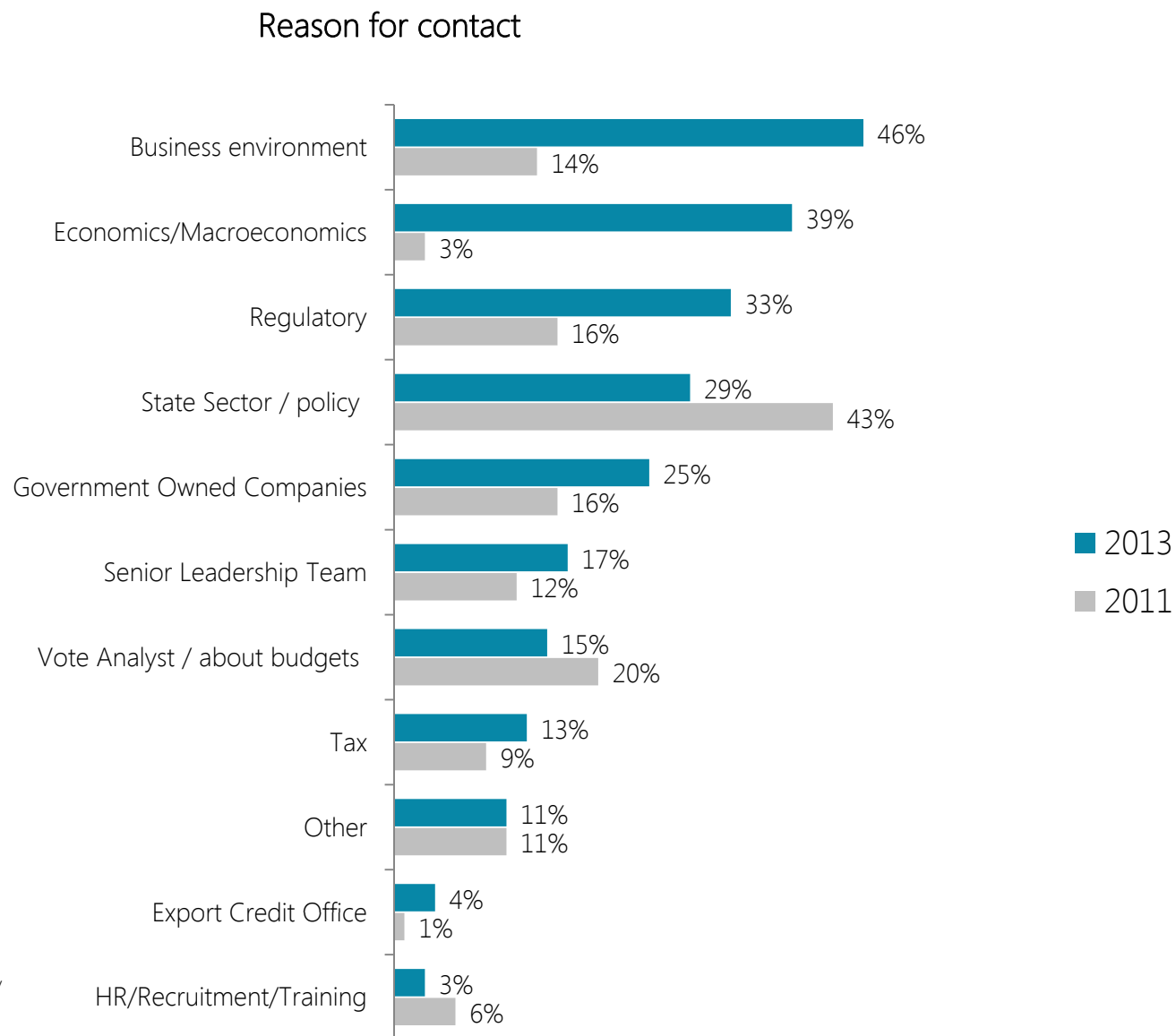
Stakeholders interact with the Treasury a number of different ways (on average using four different modes in the past year). Meetings and email are the most common, although half also interact with the Treasury at public events, via phone calls, through the website, or by reading written information. (In the 2011 survey a higher proportion of stakeholders made contact via email, phone or informal catch-ups).

### Mode of interaction



Q13 'How have you interacted with Treasury over the past year?'  
Base: all stakeholders (2013 n=235; 2011 n=160)

Business and economic matters are one of the main reasons for interaction in 2013 (whereas 'state sector/policy' was the top reason for contact in the 2011 survey).

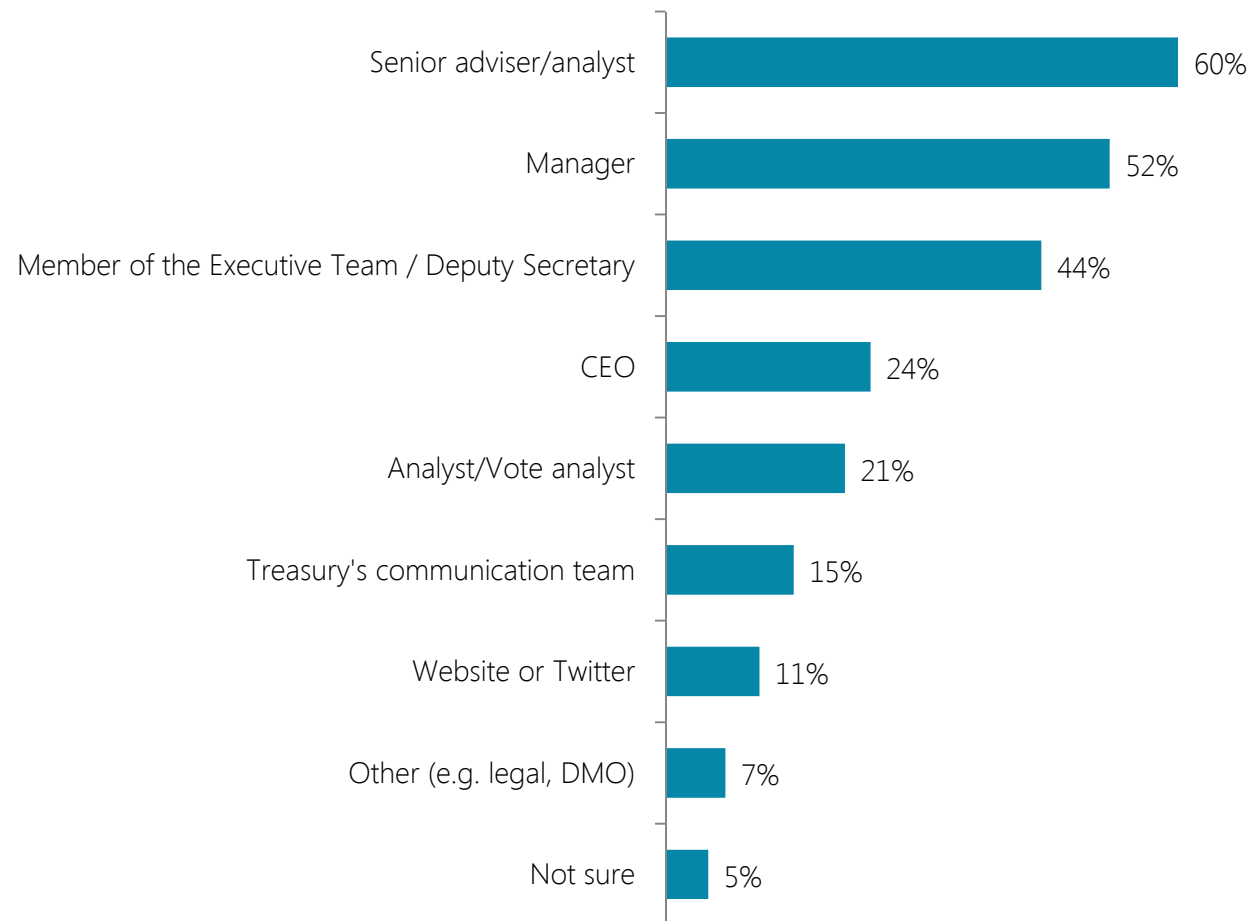


Q I6 'And what is your contact generally about?'  
Base: all stakeholders (2013 n=235; 2011 n=160)

[It should be noted that this question was worded slightly differently in 2013 (contact in general) vs. 2011 (subject matter of last contact) meaning results are not directly comparable].

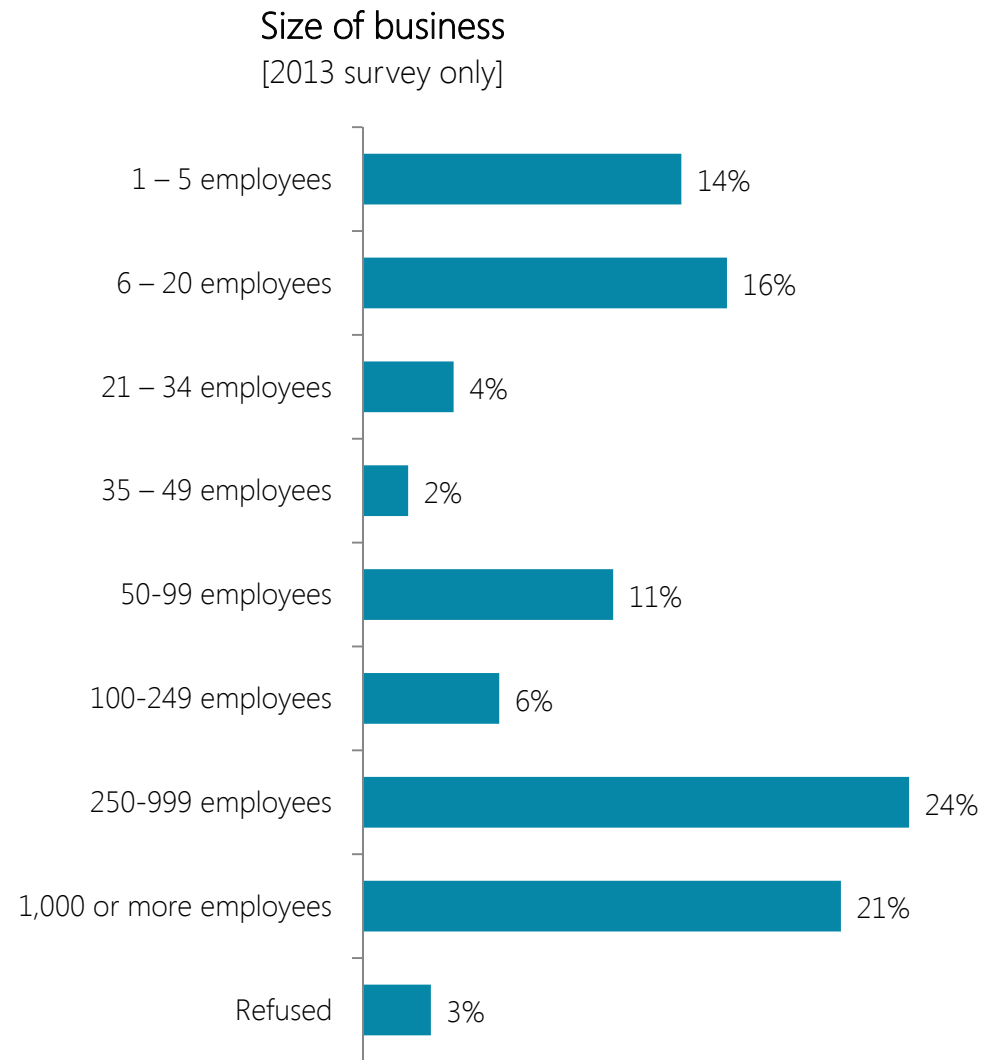
Over half of stakeholders interact with senior advisers/analysts or managers, and over two-fifths interact with the Executive Team. (This question was not asked the same way in the 2011 survey, so results cannot be compared with 2011).

Main person/s at the Treasury stakeholder interacts with  
[2013 survey only]

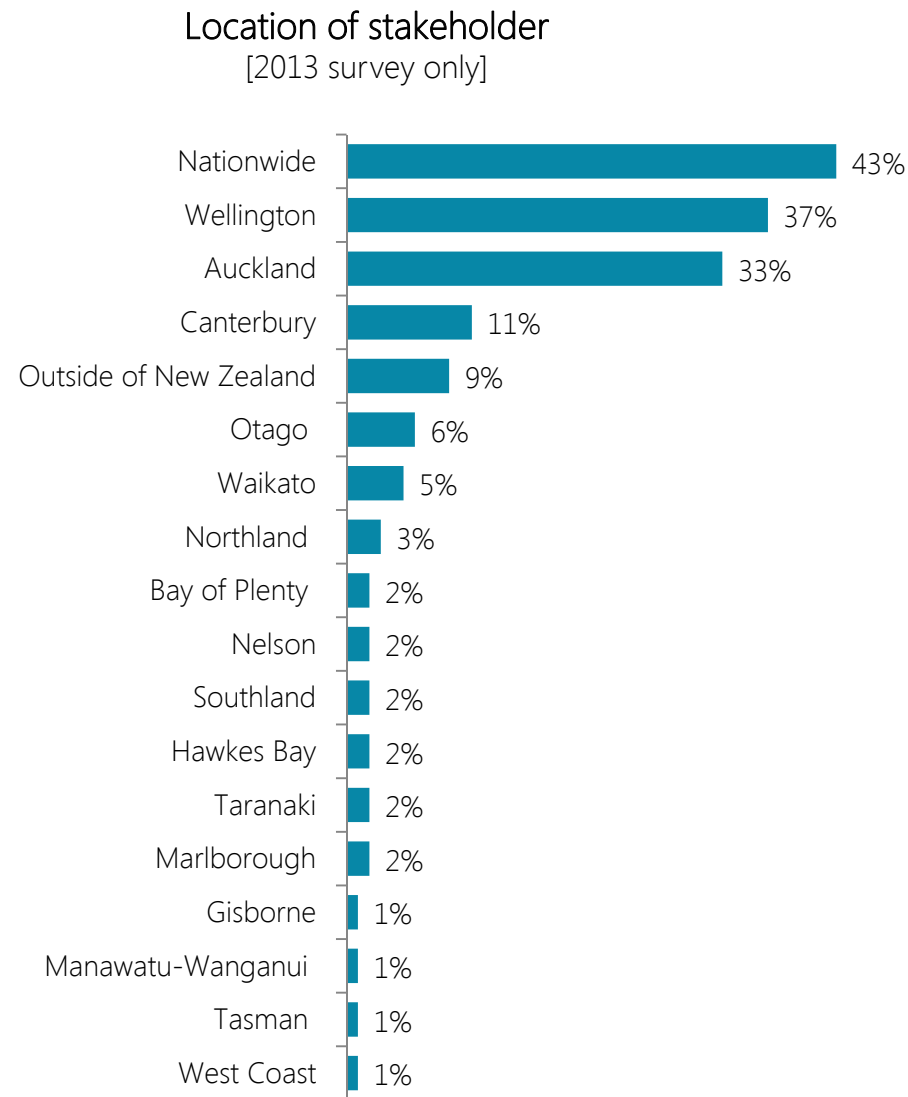




Over half (51%) of business stakeholders are from businesses with 100 or more employees. However, the Treasury are also in contact with small businesses (14% of business stakeholders have less than 6 employees, and 16% have 6-20 employees).

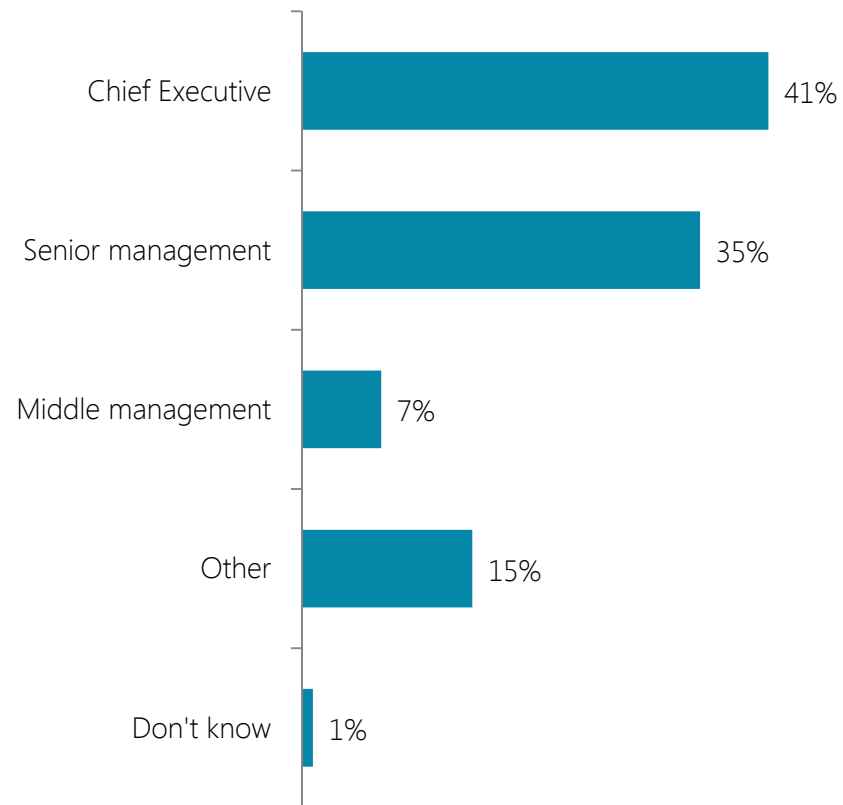


Over two-fifths of stakeholders are based 'nationwide', 37% are based in Wellington, 33% are based in Auckland, 11% are in Canterbury and 9% are located outside of New Zealand.



Most stakeholders are either Chief Executives or Senior Management.

Role of stakeholder  
[2013 survey only]



Stakeholders were asked who initiated the most recent contact. There is an even balance between stakeholders initiating contact with the Treasury and the other way round. Over two-thirds of stakeholders say the Treasury committed to contact them again in the future.

### Contact from the Treasury

50/50

... the balance between contact initiated by the Treasury vs. contact initiated by the stakeholder

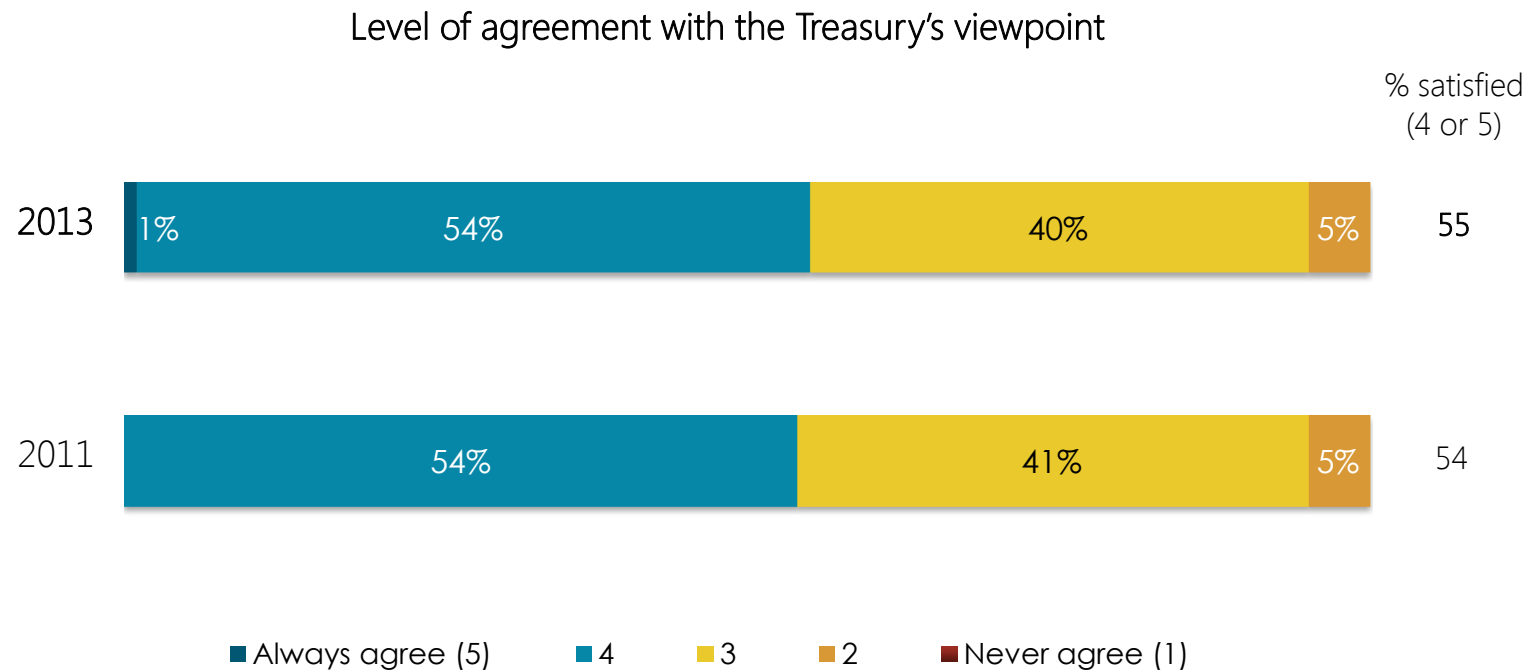
(this is a similar finding to 2011).

68%

... say the Treasury committed to meet or contact the stakeholder *again* in the future

(this was not asked in 2011).

As in 2011, just over half tend to agree with the Treasury's viewpoint, although two-fifths give neutral answers, suggesting they have mixed views.



### Commentary on the differences in profile between the 2011 survey and the 2013 survey

The two key differences in the profile of stakeholders (between the 2013 survey and the 2011 survey) are:

- 1) In 2013 there is a higher proportion of businesses and a lower proportion of public sector stakeholders.
- 2) The frequency of contact tends to be lower among 2013 stakeholder survey respondents.

These differences in profile probably explain why a higher proportion of respondents in 2013 gave 'don't know' or 'not applicable' answers (this applies to most questions). Because of this, Colmar Brunton removed 'don't know' and 'not applicable' answers from the analysis included in this report. This allows the results between the 2011 survey and the 2013 survey to be compared more directly. (This means that some 2011 survey results quoted in this report differ slightly from the previous 2011 survey report).

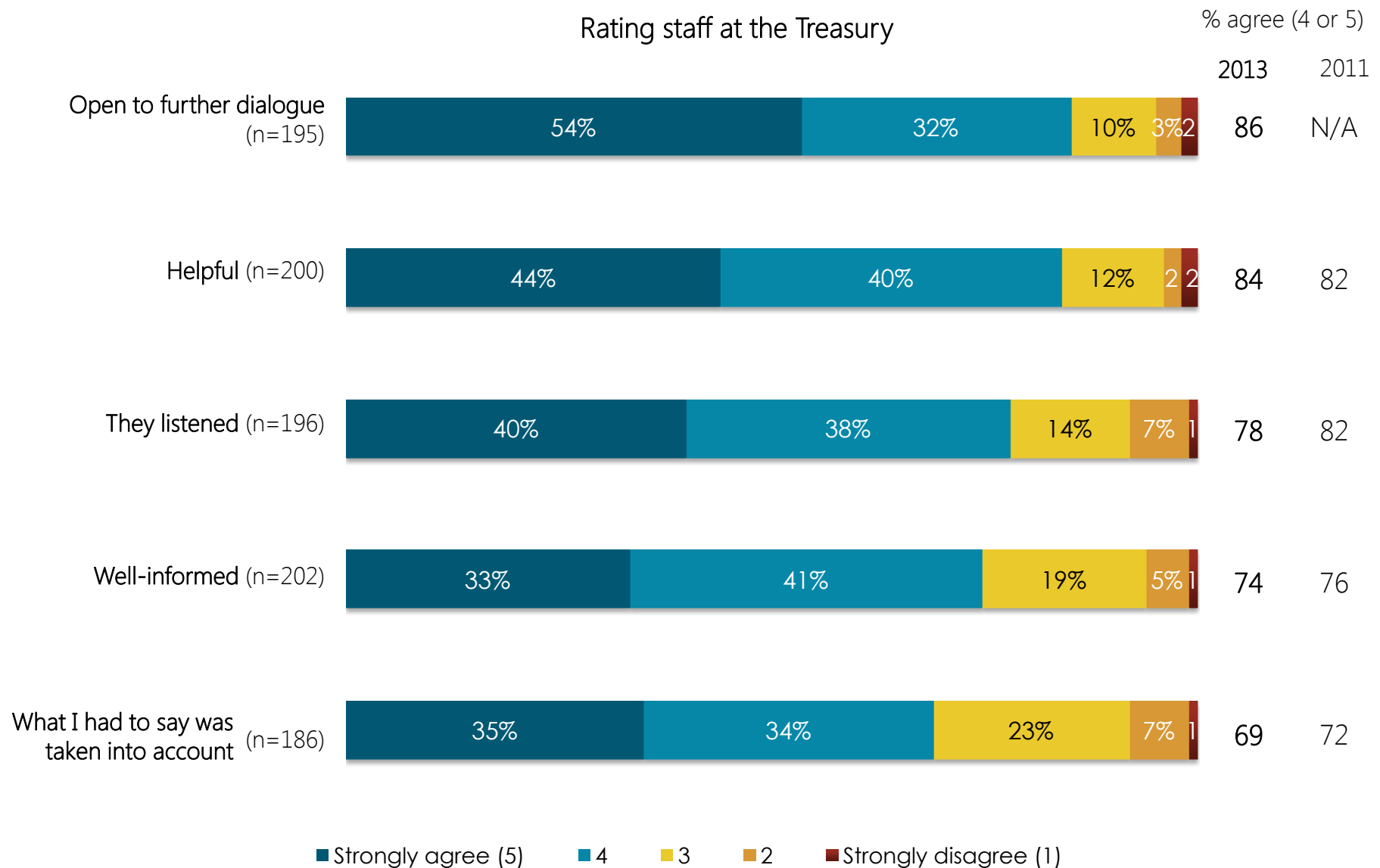
Differences in the profile of stakeholders between 2011 and 2013 should be taken into account when reading this report. This is particularly the case for questions which are strongly influenced by sector or frequency of contact. For this reason, we have separated out 'public sector' stakeholder answers for some questions which relate to the public sector (such as "how much do you agree or disagree that the Treasury clearly communicates what is needed to improve state sector performance?"). However, differences by sector are not described unless statistically significant differences by 'stakeholder sector' are present within the data.



- ## HIGHLIGHTS



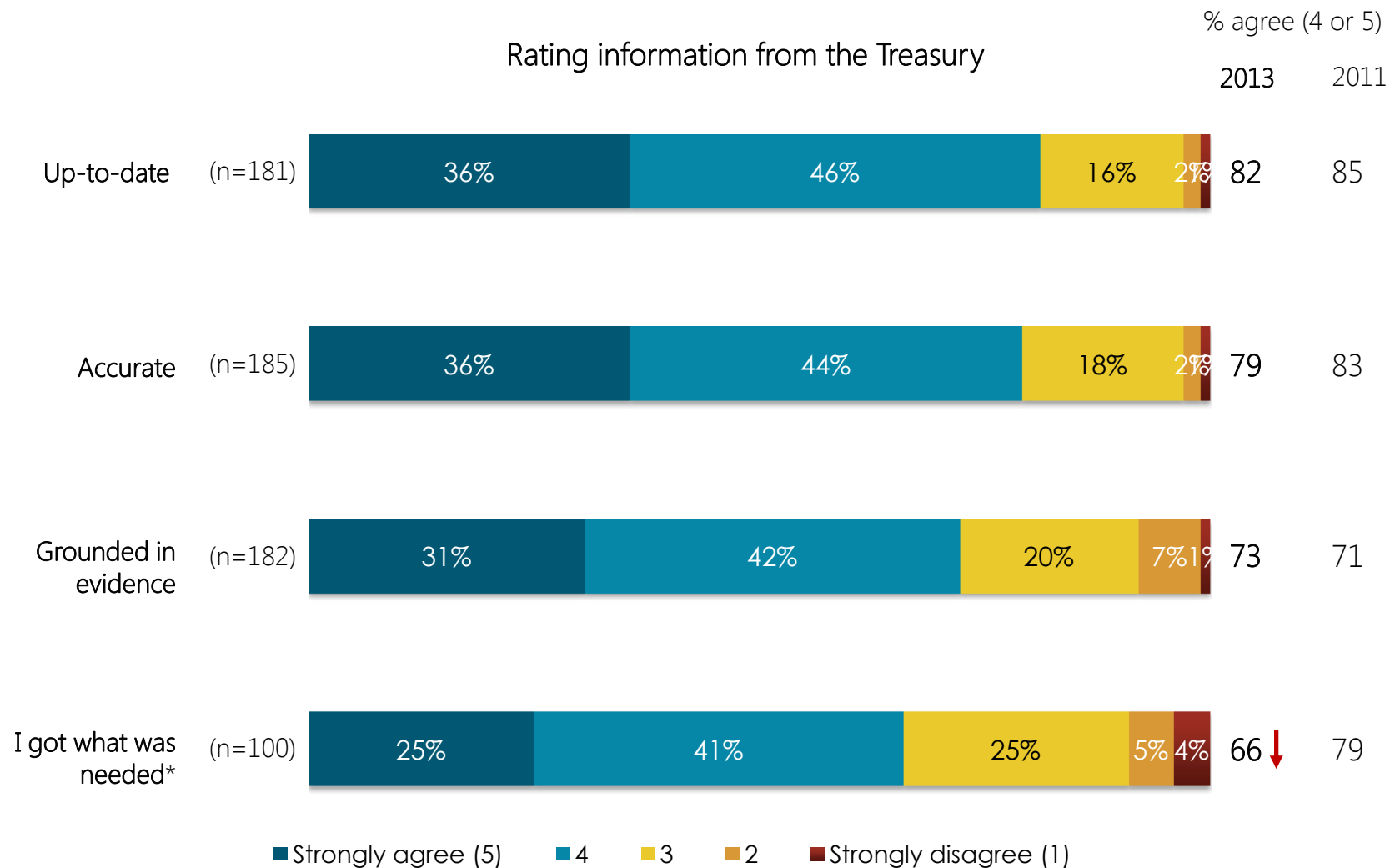
Almost 9 in 10 agree that they felt the Treasury's staff are open to further dialogue. Around 8 in 10 agree that staff listened to stakeholders and were helpful. Around 7 in 10 agree that staff were well informed and took account of what the stakeholder had to say. (Results are not significantly different from 2011).



Q S1 'How much do you agree or disagree with the following aspects of service provided to you by the Treasury?'

Base: all stakeholders who have had interacted with the Treasury in the past year excluding 'don't know' and 'not applicable' (base size varies, refer to chart for details)

8 in 10 stakeholders agree that information provided by the Treasury is up-to-date and accurate. 7 in 10 agree that it is grounded in evidence. Two-thirds say 'they got what was needed' (which is lower than in 2011).

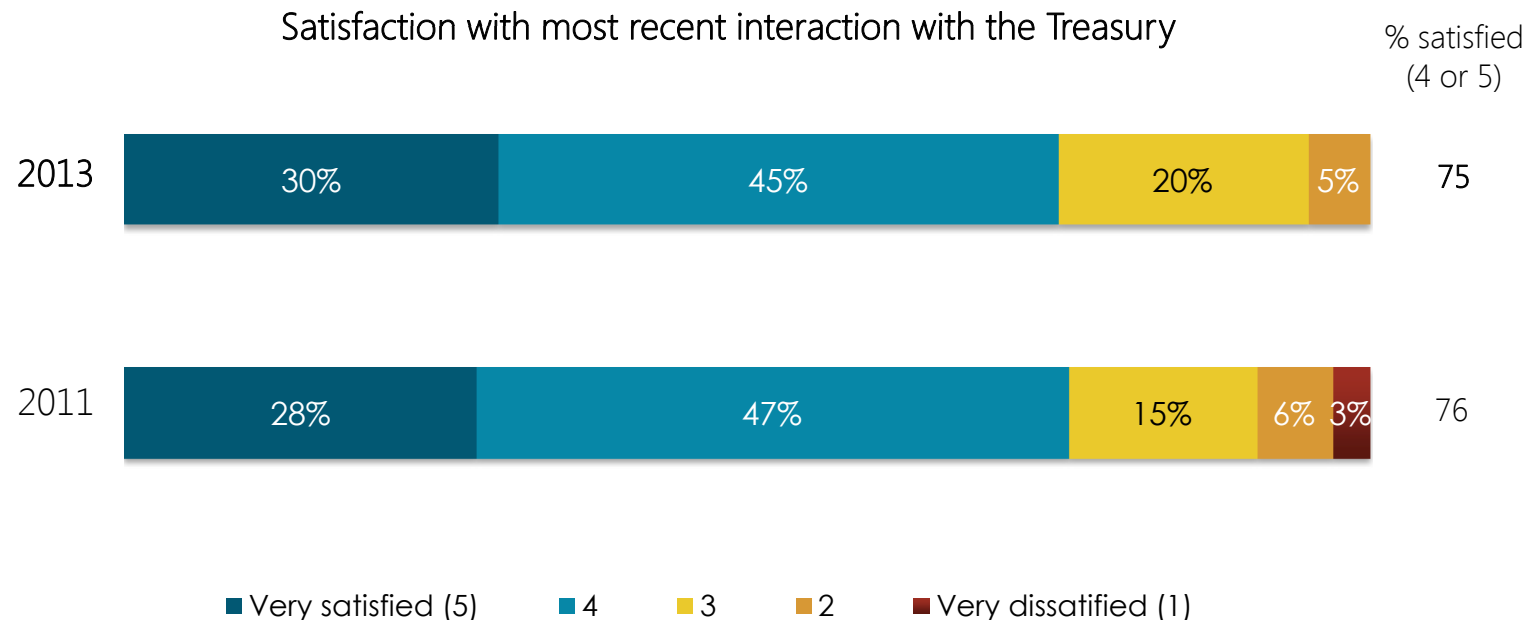


Q S1 'How much do you agree or disagree with the following aspects of service provided to you by the Treasury?'

Base: all stakeholders who have had interacted with the Treasury in the past year excluding 'don't know' and 'not applicable' (base size varies, refer to chart for details)

\* Only asked to those who initiated contact with the Treasury

Satisfaction with the most recent Treasury interaction continues to be high. Three quarters of stakeholders say they are satisfied with the quality of service received from the Treasury recently (very similar to 2011).



This is higher than the quality of service received by the general public across all public services in June 2013. (According to the 30 October 2013 KiwisCount survey report by the State Services Commission the quality of service score for the general public was 73, whereas the quality of service score in this survey is 75\*).

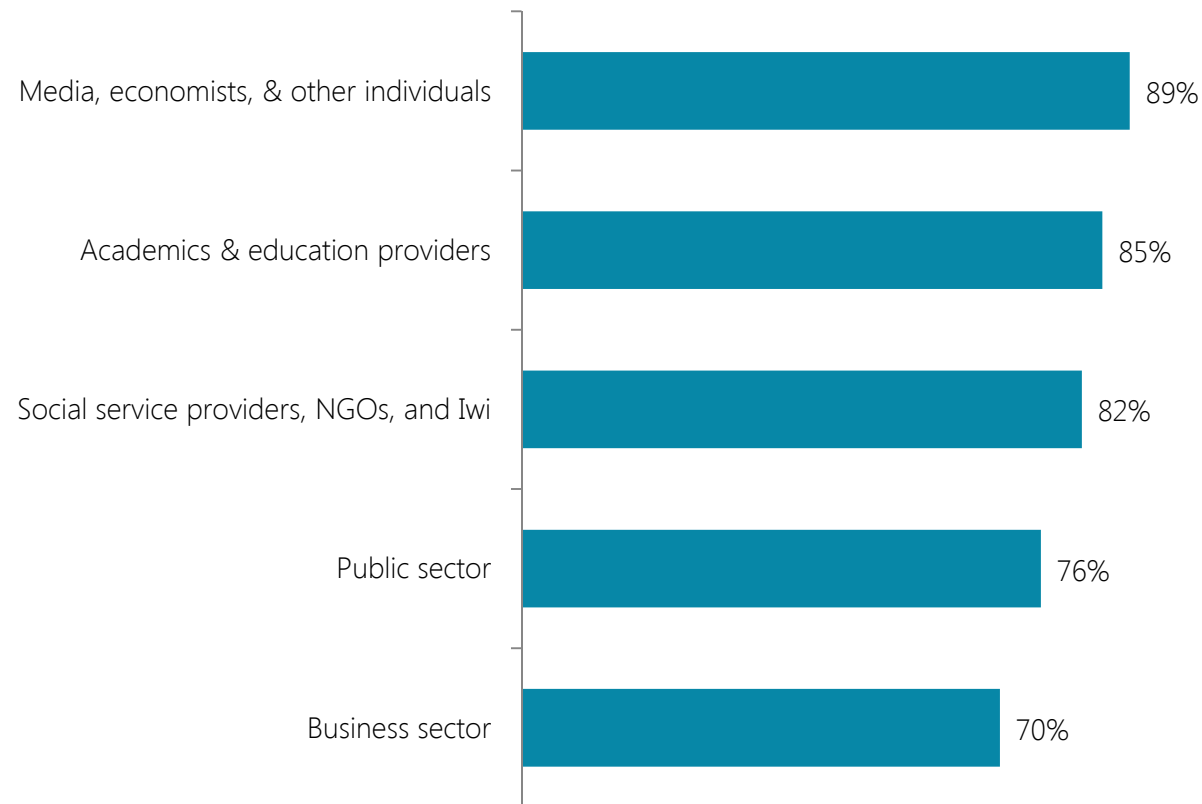
Q S3 'Thinking about your more recent contact...how satisfied were you with the overall quality of service delivery?'

Base: all stakeholders who interacted with the Treasury in the past year (2013 n=208; 2011 n=144)

\* The KiwisCount survey produces a quality of service score from 0 (the lowest score possible) to 100 (the highest score possible) for a number of government services. The quality of service score is not the same as the proportion who were satisfied. Instead it is a score which is derived by translating the answer given to the question 'how satisfied were you with the overall quality of service delivery, where 1 means very dissatisfied and 5 means very satisfied'. Respondents giving an answer of 1 are allocated a quality of service score of 0, respondents giving an answer of 2 are allocated a quality of service score of 25, 3=50, 4=75, and 5=100. An average score from 0 to 100 is then calculated across all respondents which translates the answers given to the 'overall quality of service delivery' question into an average score.

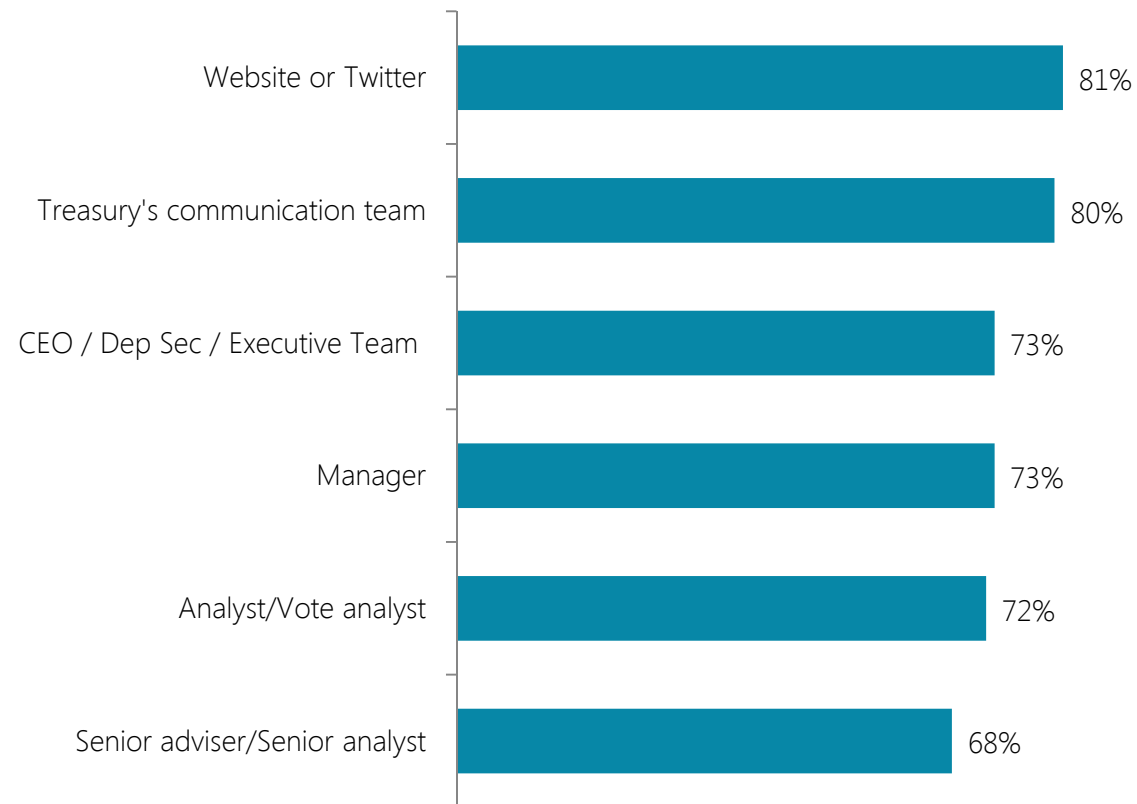
Generally speaking economists and media stakeholders are the most satisfied about recent interactions.

Satisfaction with recent interaction by type of stakeholder

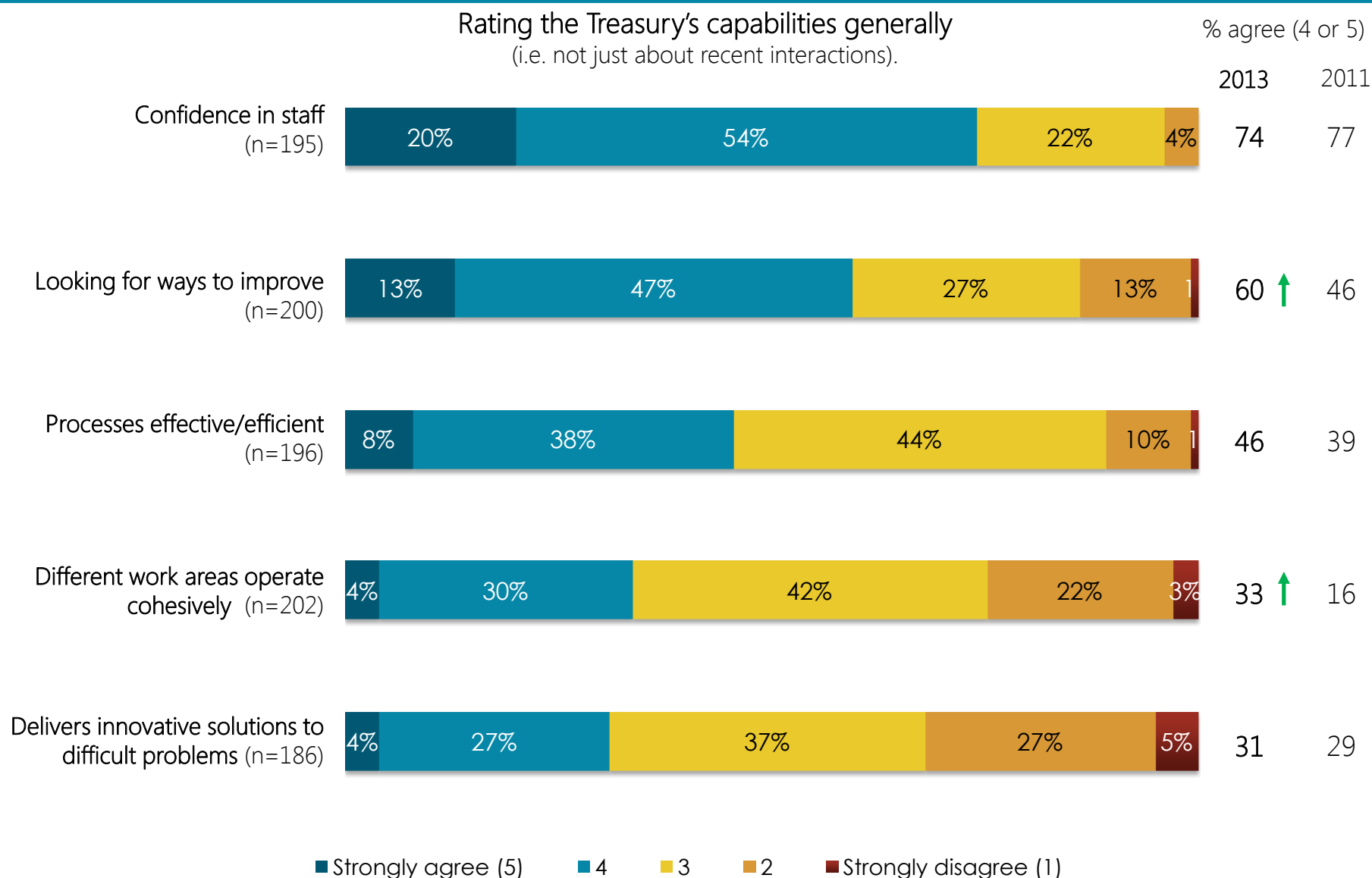


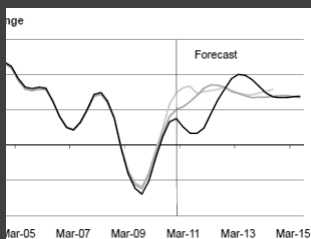
Those who mostly interact with the website or Twitter are most satisfied.

### Satisfaction with recent interaction by who they interact with



We asked some questions about the Treasury's capabilities generally (i.e. not just about their most recent interaction). Three-quarters have overall confidence in the Treasury's staff (similar to 2011). 60% agree that the Treasury is continually looking to improve performance (higher than in 2011). Only a third agree that the Treasury operates cohesively (although this has increased since 2011). Just under a third agree that the Treasury delivers innovative solutions to difficult problems.





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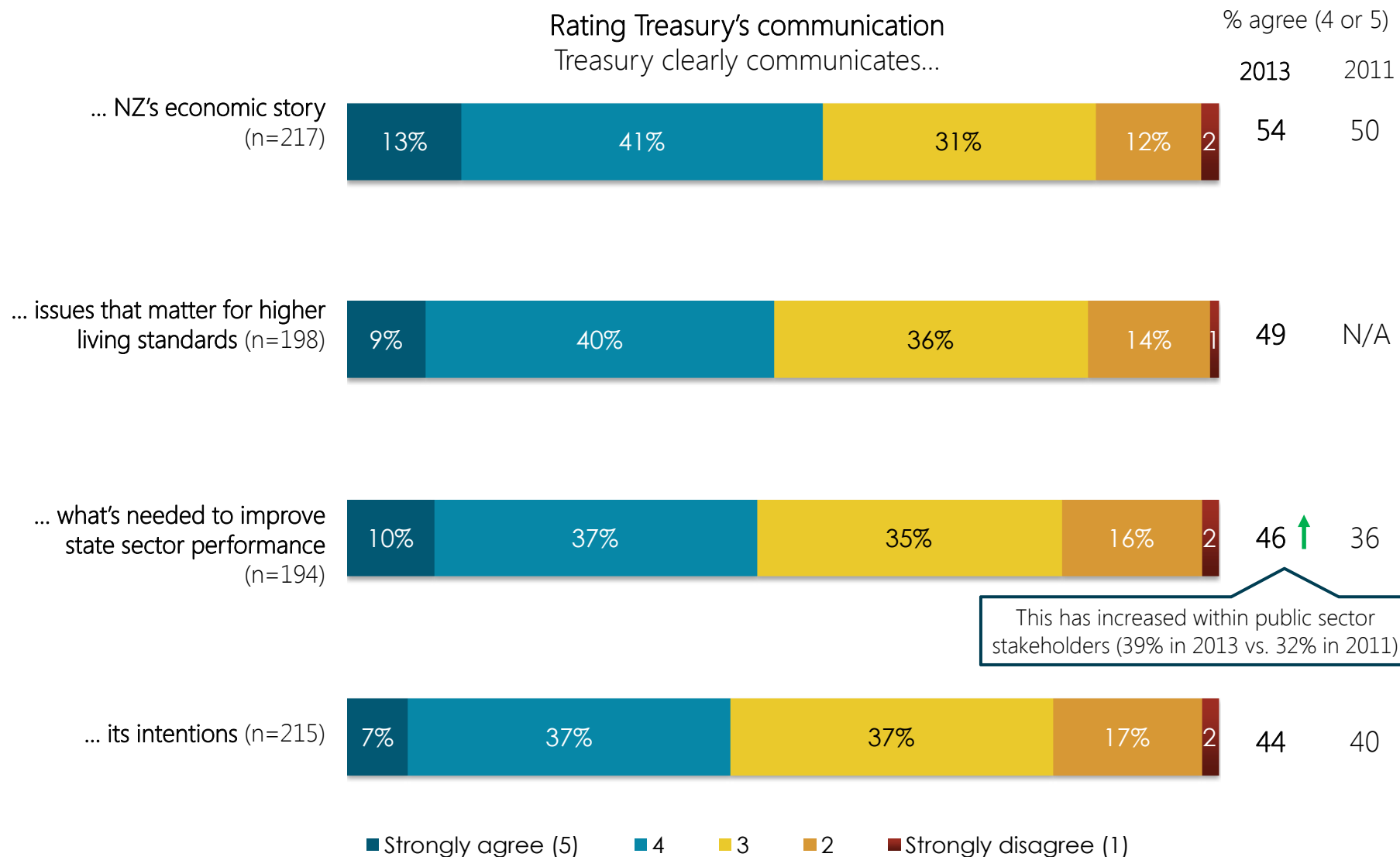
## Communication and brand-personality

### HIGHLIGHTS

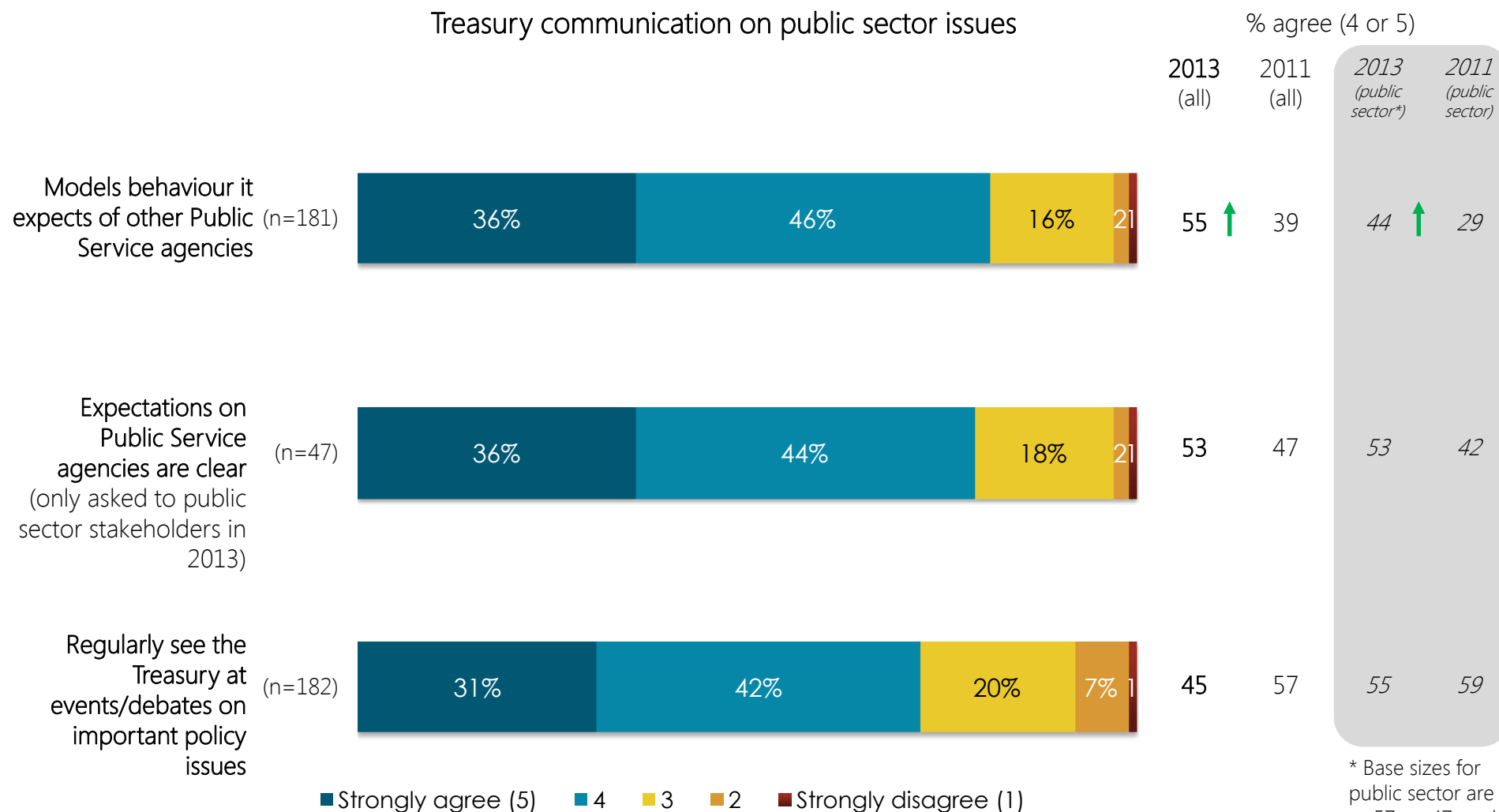
- Around half of stakeholders agree that the Treasury clearly communicates on economic matters, living standards, state sector performance and overall intentions.
- The proportion agreeing that the Treasury clearly communicates what's needed to improve state sector performance has increased since the 2011 survey.
- The proportion agreeing that the Treasury models the behaviour it expects of other Public Service agencies has also increased since the 2011 survey.



Around half agree that the Treasury clearly communicates: NZ's wider economic story and issues that matter for higher living standards. 46% agree that the Treasury clearly communicates what's needed to improve state sector performance – this has increased since 2011. A similar proportion agree that the Treasury clearly communicates its intentions.



Around half of stakeholders agree with these statements about how the Treasury communicates on public sector issues. There has been an increase in the proportion of stakeholders who agree that the Treasury models the behaviour it expects of other Public Service agencies (this has increased among all different types of stakeholders, including those in the public sector). [Public sector stakeholder results are shown separately because of the direct relevance of these questions to them – but please treat results with some caution due to the small base sizes].

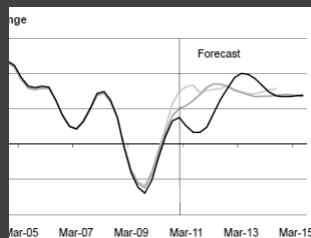


When asked to describe the Treasury's personality, survey respondents use a large number of positive words (and a smaller number of negative words).

Overall the Treasury is seen as professional, influential, expert, and honest. Although many see the Treasury as academic. A notable minority describe the Treasury as complicated, distant and inflexible.



Source: QB6. Please think about the Treasury and imagine it were a person with its own personality. Below are a series of words. Please indicate which words you associate with the Treasury's personality. Please just tick the first words that come to mind.  
Base: All stakeholders (n=235).



# THE TREASURY

Kaitohutohu Kaupapa Rawa

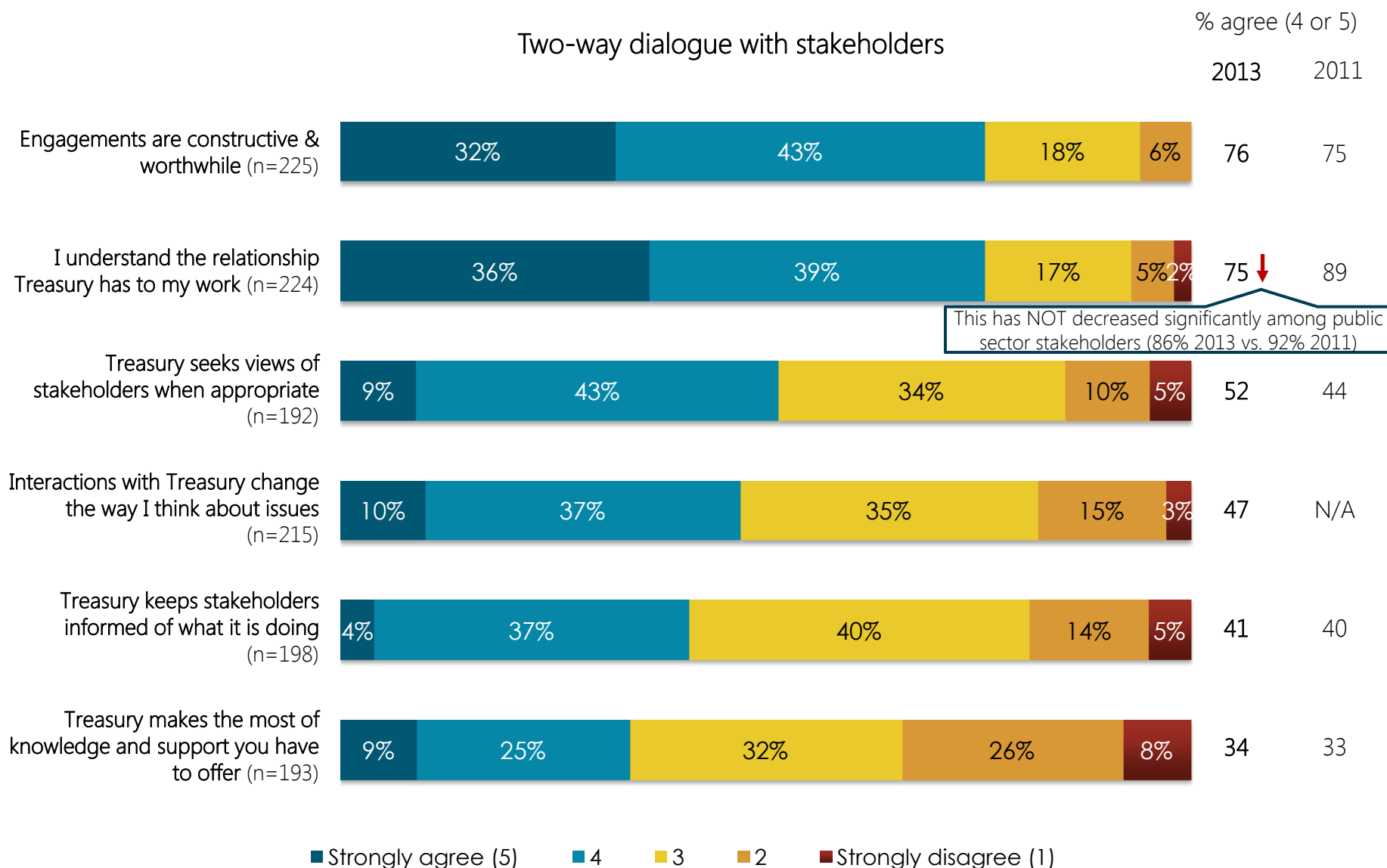
## Dialogue with stakeholders

### HIGHLIGHTS

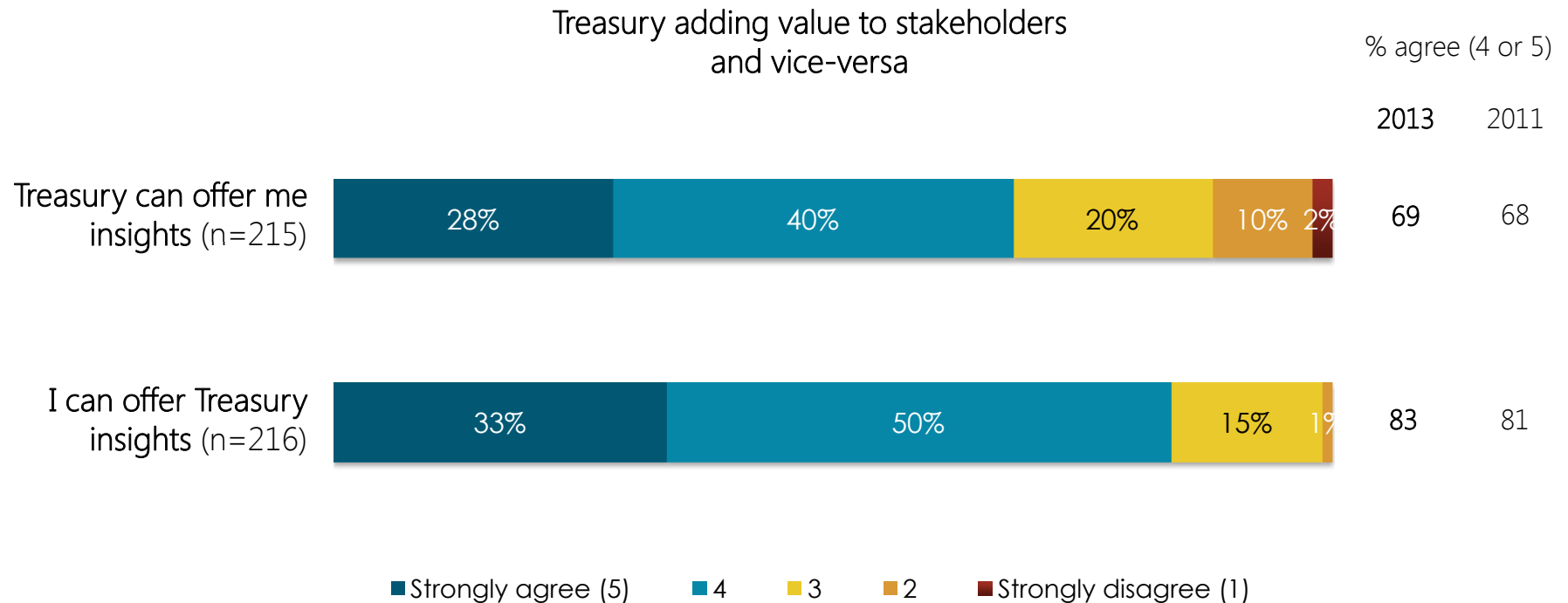
This section looks at two-way dialogue with stakeholders (not just one way communication).

- Three-quarters agree that engagements are worthwhile and that they understand the nature of the relationship they have with the Treasury (although the latter has decreased since 2011).
- Less than half agree that the Treasury keeps them informed and makes the most of what they have to offer.

Three-quarters agree that engagements are worthwhile and that they understand the nature of the relationship they have with the Treasury. But less than half agree that the Treasury keeps them informed and makes the most of what they have to offer. [These results are similar to the 2011 survey, although the proportion that say they understand the nature of their relationship with the Treasury has decreased].



7 in 10 agree that the Treasury can offer them insights and information which add value to what they do. Many stakeholders believe they have a lot to offer the Treasury, 8 in 10 agree that they have insights and information which can add value to what the Treasury does. (These results have not changed since 2011).



This means there is a small group of stakeholders (20%) who believe they have insights to offer but that they do not agree that the Treasury has insights to offer them. There is no particularly distinguishing characteristics that describe this type of stakeholder.

Two-thirds of stakeholders involved in a collaboration with the Treasury in the past year are satisfied with the Treasury's involvement in the collaboration.

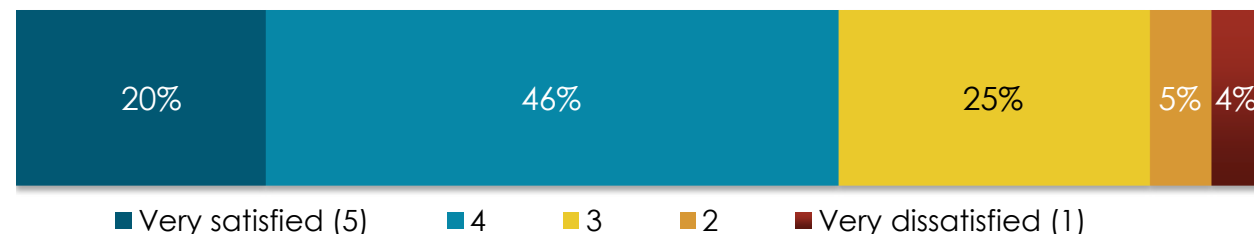
### Collaboration with the Treasury

37%

... of stakeholders say they have been involved in a collaboration with the Treasury in the past year  
*(higher for public sector stakeholders at 49%)*



Satisfaction among stakeholders involved in a recent collaboration with the Treasury



% satisfied  
(4 or 5)

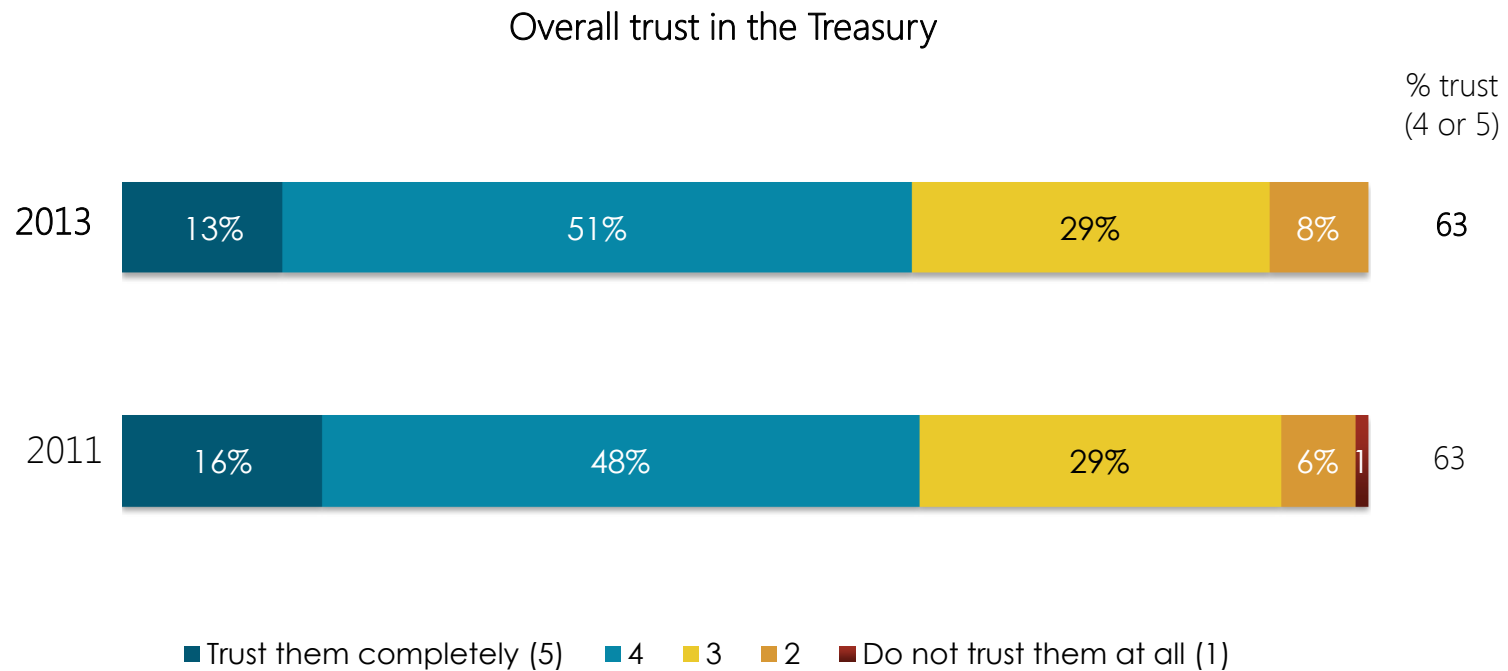
67

Q B6 'Have you been involved in a collaborative piece of work with Treasury in the past 12 months? (Such as a co-production, partnership, co-creation, etc).

Q B6b 'How satisfied are you with Treasury's involvement in the collaboration?'

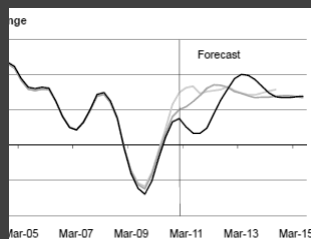
Base: B6 all stakeholders (n=235). B6b all stakeholders involved in collaboration with the Treasury in the past year excluding those rating 'not sure' (n=84)

As in 2011, 63% trust the Treasury overall.



Trust is lower among stakeholders whose view has not been solicited by the Treasury in the past year (49%)





# THE TREASURY

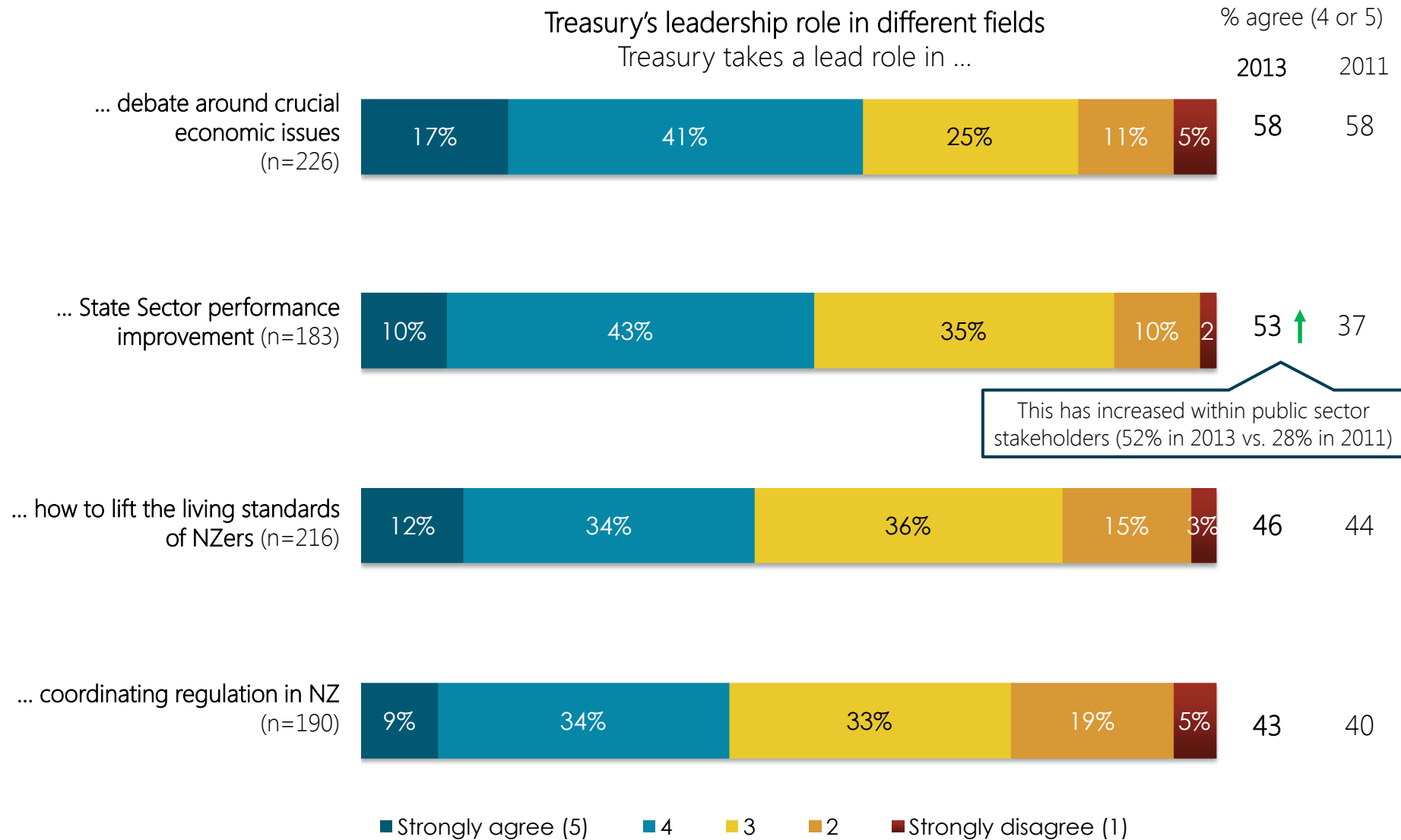
Kaitohutohu Kaupapa Rawa

## Treasury's leadership role

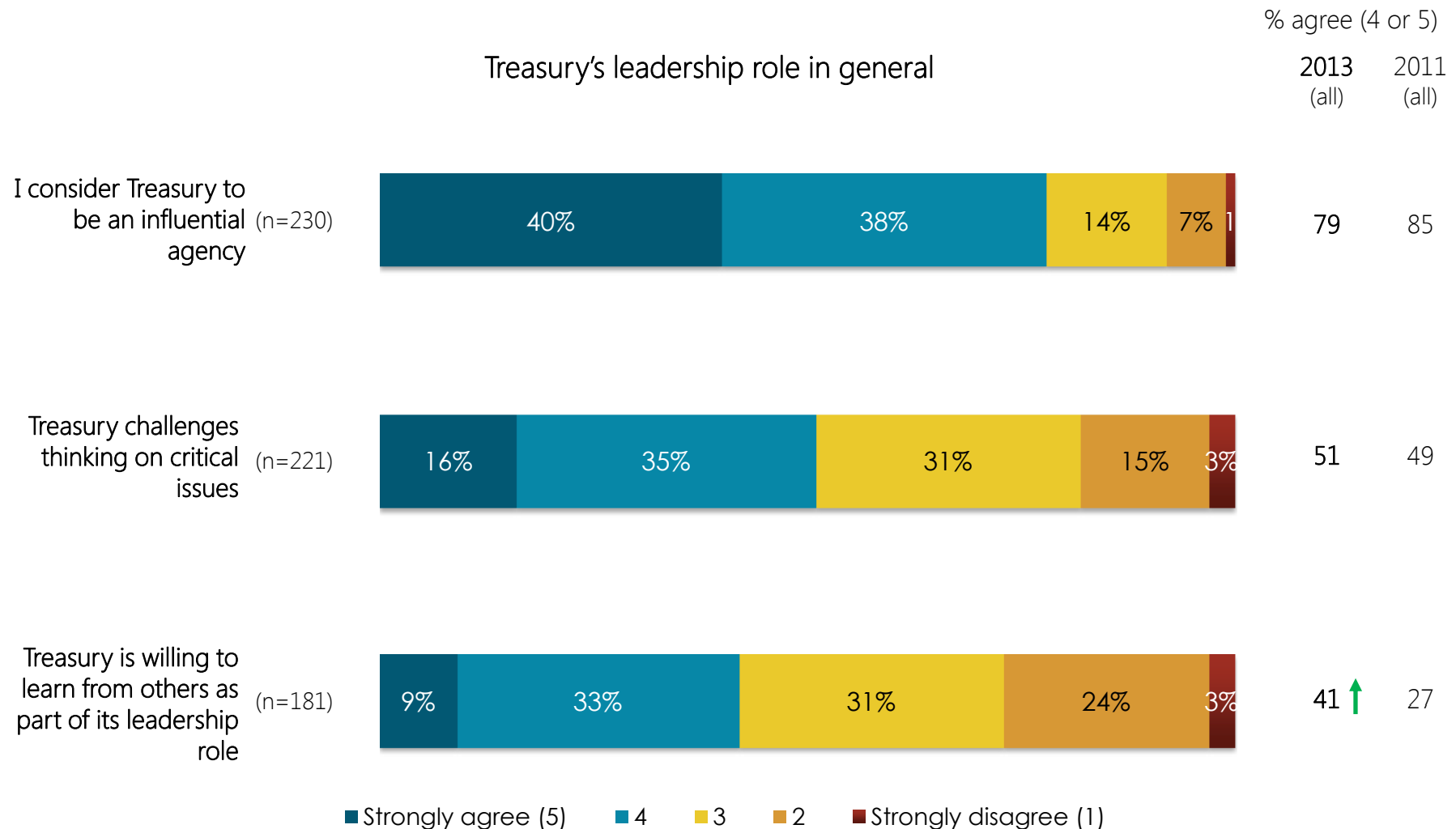
### HIGHLIGHTS

- Over half agree that the Treasury takes the lead role in the debate around crucial economic issues and state sector performance improvement. The proportion agreeing with the latter statement has increased since 2011.
- Less than half agree that the Treasury takes a lead role in the debate about how to lift living standards.
- The proportion agreeing that the Treasury is willing to learn from others as part of its leadership role has increased since the 2011 survey.
- Overall just over two-fifths are satisfied with the Treasury's leadership role in their area of work (similar to the 2011 survey).

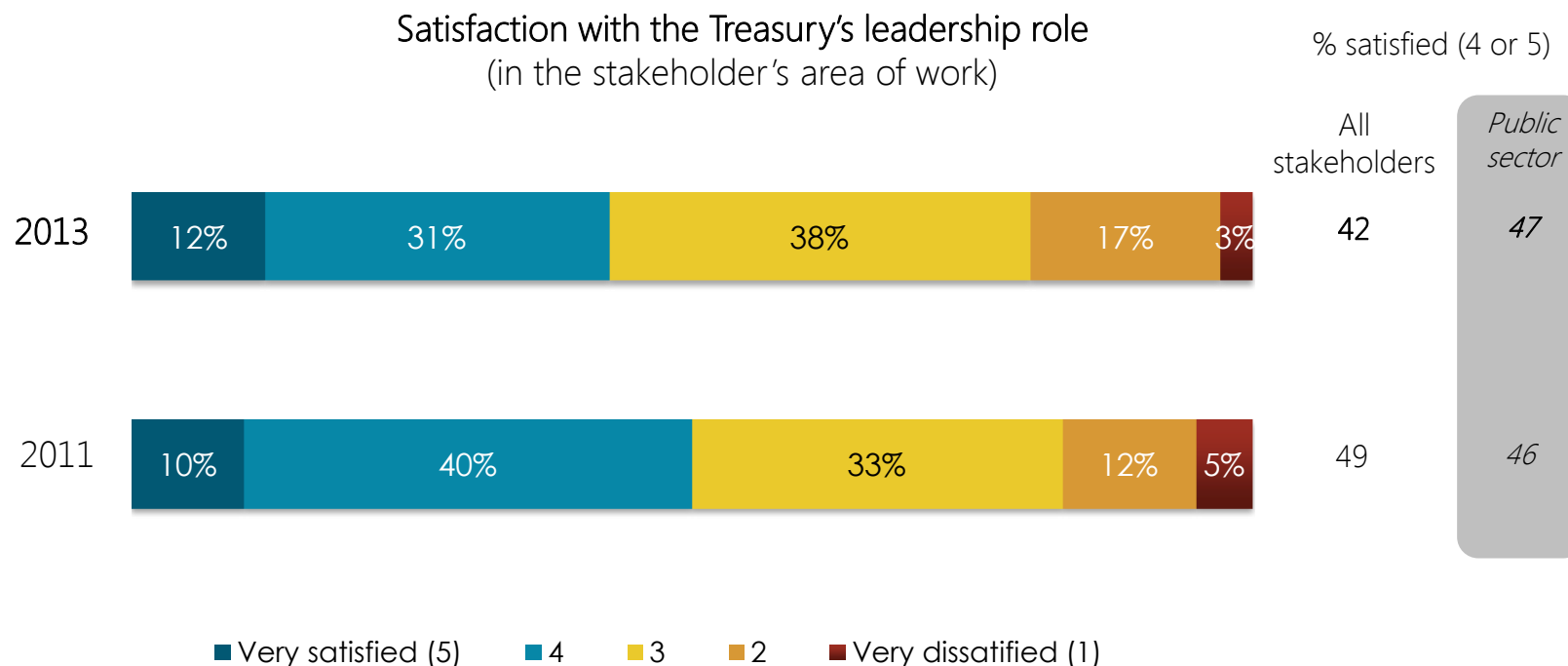
Over half agree that the Treasury takes the lead role in the debate around crucial economic issues and State sector performance improvement (this has increased since 2011). Less than half agree that the Treasury takes a lead role in the debate about how to lift living standards or coordinating regulation.



8 in 10 agree that the Treasury is an influential agency. Around half agree that the Treasury challenges thinking on critical issues. Although only 2 in 5 agree that the Treasury is willing to learn from others (as part of its leadership role) but this proportion has increased since 2011.

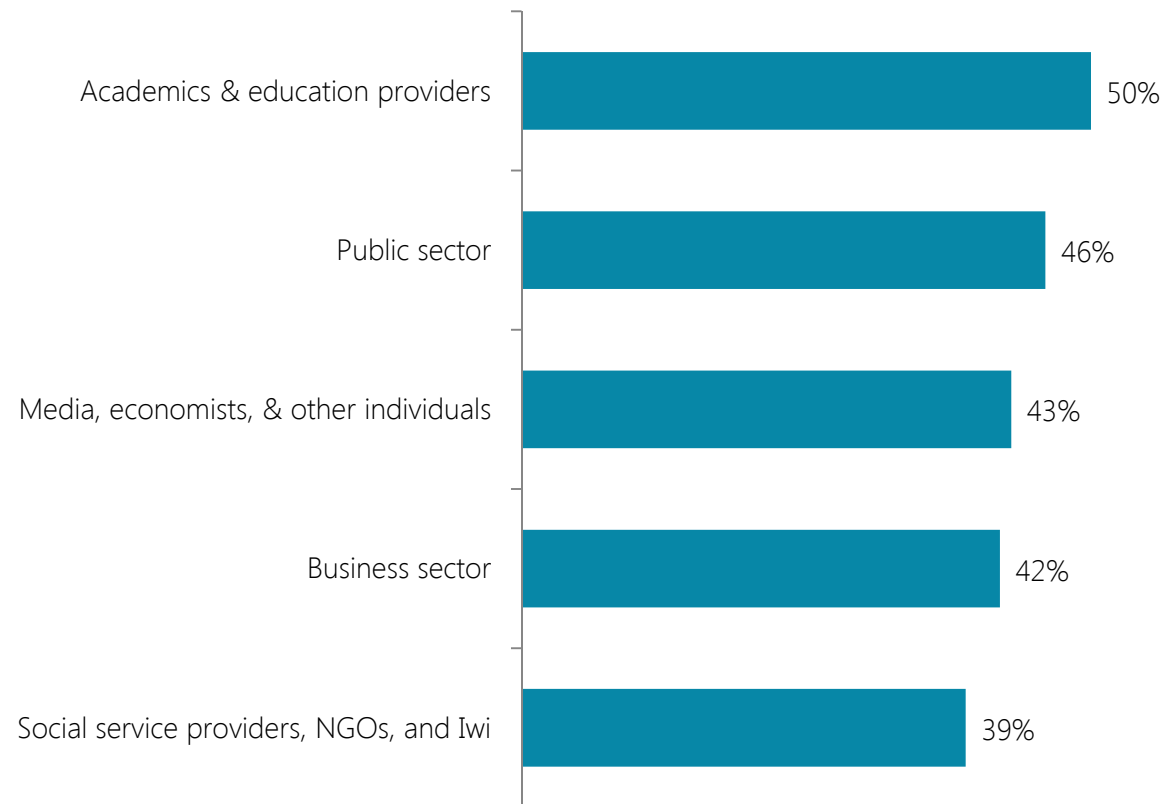


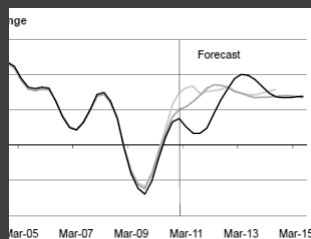
Overall just over two-fifths are satisfied with the Treasury's leadership role in their area of work (this is slightly higher for public-sector stakeholders). This result is not significantly different from 2011.



Generally speaking those in the education sector and the public sector are more likely to be satisfied with the Treasury's leadership role – whereas social service providers, NGOs and Iwi are less likely to be satisfied.

Satisfaction with the Treasury's leadership role in their area of work by type of stakeholder





# THE TREASURY

Kaitohutohu Kaupapa Rawa

## Overall satisfaction

### HIGHLIGHTS

- 55% of stakeholders are satisfied with the way the Treasury interacts with them overall. Media, economists and other individuals, such as consultants, are the most satisfied, whereas social service providers, NGOs, and Iwi are the least satisfied.
- A focus on providing leadership in the stakeholder's area, making the most of the insights stakeholders have to offer, delivering innovative solutions, learning from others, challenging thinking, and seeking the views of stakeholders when appropriate will increase overall satisfaction.

Stakeholders were asked (in an open question) how the Treasury could increase the value of stakeholder interactions. The most common answer is simply to partner more with stakeholders. Other common suggestions include: be less defensive/more open, increase visibility at events, ask stakeholders for their input, seek increased understanding of the business environment, and be bold and willing to enter into debate.

### How the Treasury can improve stakeholder engagement (among stakeholders who commented)



Some quotes illustrate a sense that stakeholders are looking for more two-way interaction and a deeper level of partnership.

“ I would welcome regular, ongoing engagement with the Treasury. I am involved in selling internationally competitive technology. I have insight into the issues of trying to transfer technology into NZ companies (compared to our international transactions). ”

“ Get up to Auckland more often! ”

“ I would like to see joint agency analysis undertaken on regulatory matters. The recent Gluckman report offers excellent guidance in this area. ”

“ Keep being sensitive, respectful, informative in your interactions and challenge our thinking with good data. ”

“ A designated policy liaison person would be good to help us keep in touch with who is doing what, what current developments are, and the Treasury's positions on key issues. ”

“ I would like to be alerted to upcoming events, conferences, papers etc. This information may be available on the Treasury website but I would prefer a system where Treasury alerts me directly, rather than to have to go searching for it. ”

“ Create some kind of interactive forum via technology to both gauge varying opinion and communicate current initiatives and non-academic information. ”

“ Spend more time interacting with local government and understanding how local government investment and regulation influences the living standards of New Zealanders. ”

“ Be more effective in developing a meaningful treaty relationship with Maori partners. ”

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INCREASING PARTNERSHIP



There is also a sense that some of the Treasury's advisors could be more open to the viewpoint of others.

“ The middle managers and senior analysts could benefit from spending more time getting out and about and testing their ideas outside of the Treasury and outside of the public sector (senior executives probably do this enough but it does not filter throughout the organisation). ”

“ They often presume that they [the advisors] know the answer before the meeting. ”

“ Improve the competency of advisors. ”

“ When working alongside some of the most senior business executives in NZ it is essential that the level of quality and competency of advisors is appropriate. ”

“ More direct involvement of skilled advisers and analytical staff, feel the contributions that could be made here is diluted by lack of empowerment from senior management. ”

“ I witnessed an advisor who didn't like a technical engineering design solution (which was entirely correct), start to re-design it on their own, despite having no background or technical knowledge in the area. While this is an extreme example, there are a number of situations where this type of behaviour undermines the Treasury's credibility but also calls into question the integrity of other professionals within the Treasury and it doesn't help build constructive relationships. ”

“ It should stop assuming that a degree in economics qualifies advisors as polymaths who can contribute equally well in all areas. ”

“ Analysts at more junior levels feel that the best way to 'perform' is to score points on issues, rather than focus on long-term constructive relationships and working with stakeholders to help them achieve their goals. ”

Although there are a number who criticise the engagement capability of analysts and advisors, there are broadly positive views about the CEO and the Executive Leadership Team's efforts to engage stakeholders.

“ I've now met with their CEO and his team on a informal visit, been contacted, been interviewed, surveyed, and had lead members of my team attend workshops organised by the Treasury. ”

“ The CEO gets around the country! ”

“ There has been an increased willingness from the CEO to engage with the public. ”

“ The CEO's speeches are advocating change in a positive way. The challenge is seeing the talk actually walk. ”

“ Senior leadership is prepared to put views out into the public arena that seem unfettered by political constraints. ”

“ They have been making an effort to get out of No1 The Terrace - their whole leadership team went up to Auckland and staff have been presenting more at conferences. Generally there seems to be a much bigger focus on stakeholders and an openness to new ways of thinking. ”

“ CEO appears to be making a proactive effort to engage with stakeholders more widely. ”

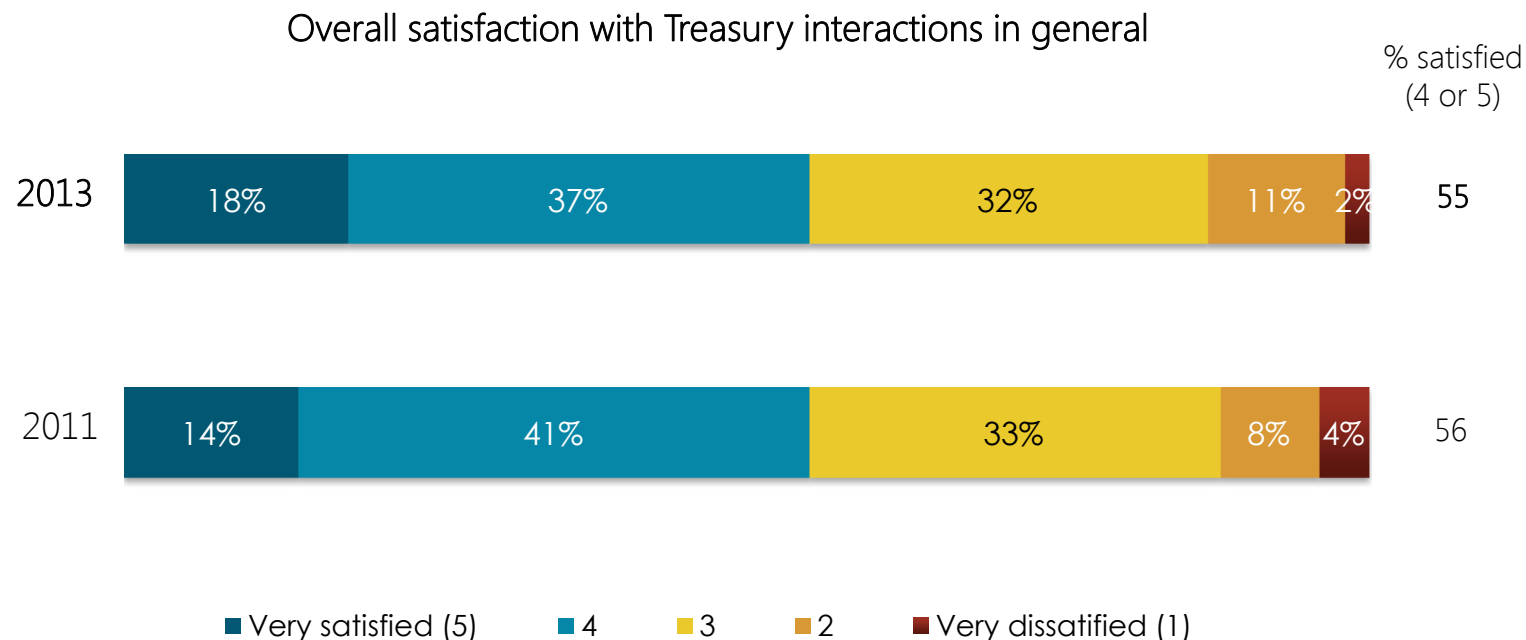
“ I've seen some significant improvement at the more senior levels of the organisation in terms of collaboration and lifting the quality of the debate, but sometimes there seems to be a real disconnect with the vision at the top, which is game-changing, and what is happening in the trenches which is incremental and all about marginal gains and losses without reference to the bigger picture. ”

“ The whole Senior team could be more proactive about interaction with stakeholders (rather than just being reactive to requests). Possibly they could allocate responsibility for the leadership of organisational relationships. ”

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## LEADERSHIP TEAM'S ENGAGEMENT CAPABILITY

55% are satisfied with the way the Treasury interacts with them (this is not significantly different from the 2011 survey). Satisfaction increases with frequency of contact (see next slide for details).

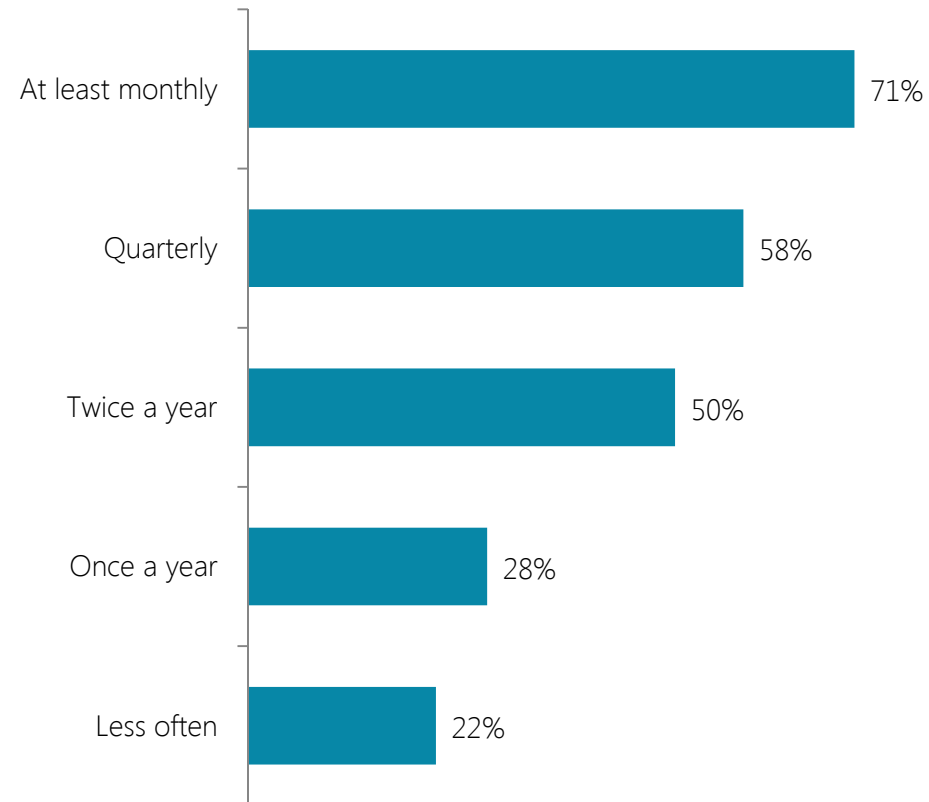


Stakeholder satisfaction is related to the strength of the relationship with the Treasury. Stakeholders in close/regular contact are more satisfied, as demonstrated by the following:

- Satisfaction strongly relates to frequency of contact (see next slide for details).
- Satisfaction is higher among stakeholders based in Wellington (66% vs. 48% of those based elsewhere and 56% of those based 'nationwide').
- Satisfaction is higher among those who say the Treasury has sought their views in the past year (64% vs. 23% among stakeholders who have not been approached by the Treasury for their viewpoint).

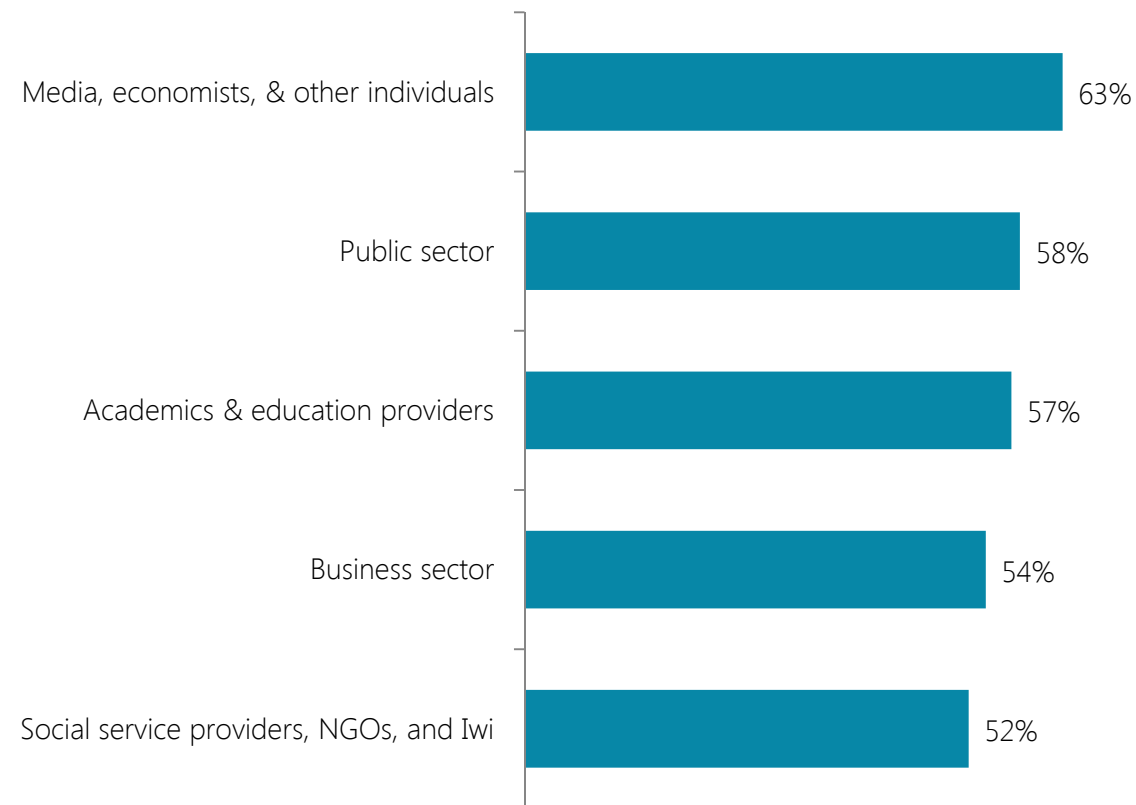
Stakeholders in regular contact with the Treasury have a higher level of satisfaction and vice-versa.

### Overall satisfaction by frequency of contact



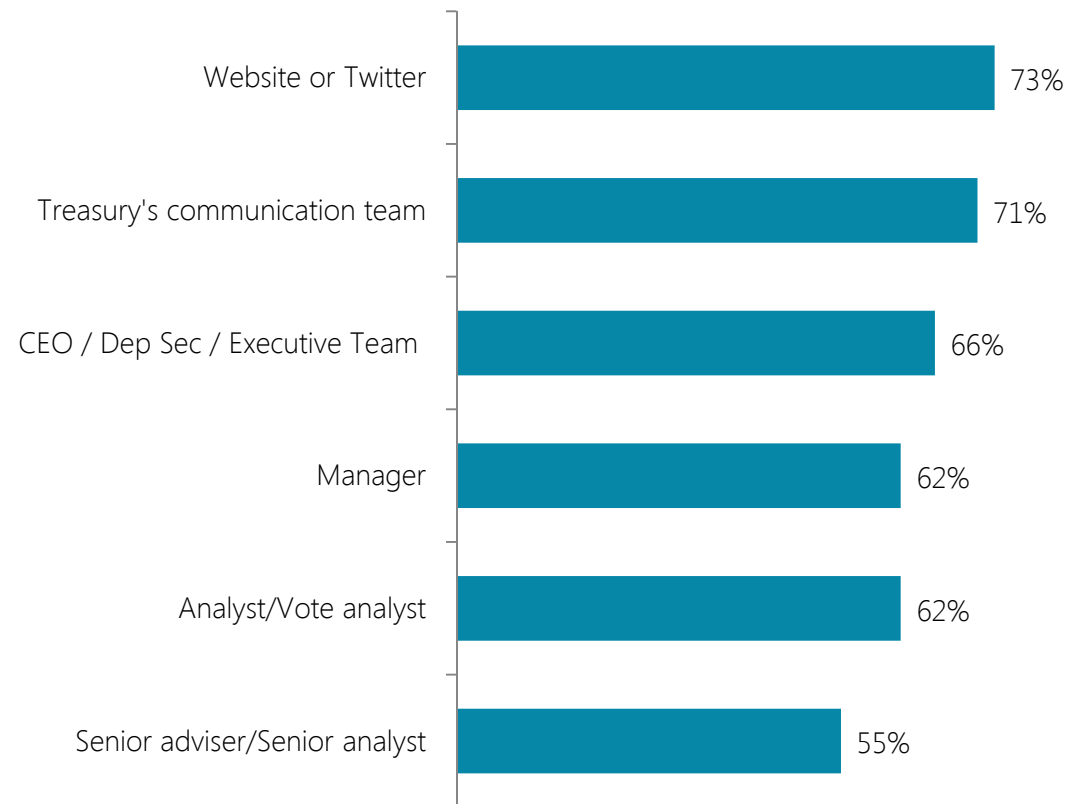
Generally speaking economists and media stakeholders are the most satisfied overall. Social service providers, NGOs, and Iwi have lower satisfaction (compared to other stakeholders).

Overall satisfaction by type of stakeholder



Those who mainly interact with the Treasury's website or Twitter and/or the Treasury's communication team are the most satisfied, whereas those who mainly interact with senior advisors/analysts are the least satisfied.

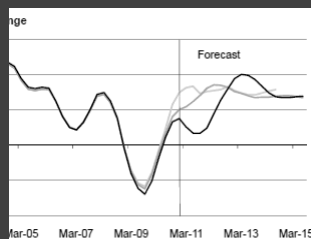
Satisfaction with recent interaction by who they interact with



## How to increase satisfaction

Attributes towards the top are important for stakeholders (they correlate strongly with overall satisfaction). But stakeholders think there is room to improve attributes towards the left. To lift satisfaction, the Treasury should focus its efforts on improving **red** attributes (such as leadership and making the most of stakeholders insights), while maintaining performance on the **green** attributes (such as quality of service, worthwhile engagements and confidence in staff).





**THE TREASURY**  
Kaitohutohu Kaupapa Rawa

## Changes at the Treasury in the past two years

### HIGHLIGHTS

- 55% have noticed changes in the way the Treasury expresses itself in the past two years. Common changes detected include increased stakeholder engagement, a willingness to express an independent viewpoint in public, and an openness to new ideas and new ways of thinking.
- 40% have noticed changes in the way the Treasury behaves.

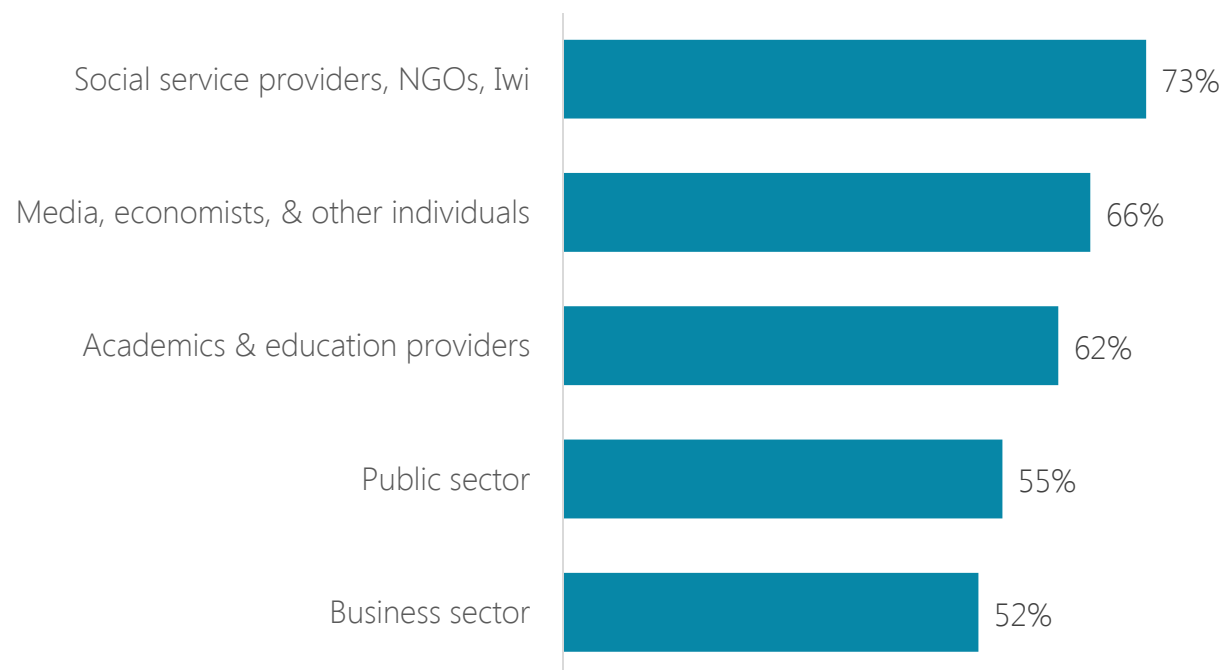


87% of stakeholders had knowledge of the Treasury two years ago, and so could comment on changes that have occurred in the past couple of years.  
Over half of relevant stakeholder say they have noticed differences in how the Treasury expresses itself.  
This is more common among social service providers, NGOs and Iwi.

### Differences in how the Treasury expresses itself (in past 2 years)?

**55%** ... of those who knew the Treasury two years ago say they have seen differences in the way the Treasury expresses itself

### Differences noticed by type of stakeholder



Common differences picked up by stakeholders include: increased stakeholder engagement, the Treasury expressing its voice in public, and an openness to new ideas.

**Types of differences noticed**  
(among stakeholders who have noticed differences)



Some quotes illustrate a sense that the Treasury has increased its level of engagement with stakeholders – including a wider range of stakeholders and more meaningful engagement outside of Wellington.

“ For the first time in nearly ten years of working in my sector, our organisation this year was invited to a 'collaboration' workshop which was indeed collaborative. The Treasury officials there were courteous and interested listeners to a wide range of stakeholders and followed up some of the issues our organisation raised. ”

“ It is working more collaboratively with a variety of influencers in the business sector not just the corporate market. This is viewed positively and should result in a more balanced and informed flow of information (considering 96% of NZ businesses are SMEs). ”

“ Greater willingness to engage with Maori business. ”

“ Treasury have engaged with the NGO Social Service Sector actively, respectfully and seriously over the last couple of years which has never happened before. The engagement is on-going, extremely insightful and productive for our sector. Needless to say we are delighted. ”

“ Willingness to leave the tower and meet face to face on important issues that matter in coming years and talk to business. ”

“ Now is seen to be more 'connected' and less Wellington centric than it used to be. More pro actively seeking to engage with the business community. ”

“ I don't necessarily accept some of the outcomes of the discussions I have had with the Treasury, but I feel that at least they are trying to engage with our sector. ”

“ In the past 18 months they have been amazing. I've now met with their CEO and his team on a informal visit, been contacted, been interviewed, surveyed, had lead members of my team attend workshops, and seen them speak twice at conferences. ”

“ They seem to be more active in seeking the views of others and less directive / less arrogant. ”

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## STAKEHOLDER ENGAGEMENT

There is also a sense that the Treasury has newfound confidence in its own voice. Some note the independent nature of the Treasury's position on issues.

“ More willing to front-foot tough economic and social issues. Kind of more like the Treasury of the 1980s but with a more realistic view of society. ”

“ More willing to speak out and articulate its reasoning in public ”

“ More visible leadership by ELT members in taking the lead in their specific portfolio areas. Treasury is putting more emphasis on 'putting a face' on what has been an essentially faceless agency. ”

“ At times it enters the political debate in a way I find quite unexpected. It has put issues out in the public and then Government ministers have followed suit a few weeks later. Raises the question over whether the Treasury, by engaging in the debate, is starting to become more politicised. It is a delicate balance given its stated aim of leading the economic debate. ”

“ I was very concerned about Treasury about 5 or so years ago. It seemed to me to have been successfully brow beaten by Government Ministers into only expressing opinions it thought Ministers would agree with. ”

“ Their views are not always aligned with government thinking, which is a good thing. ”

“ Its senior leadership is prepared to put views out into the public arena that seem unfettered by political constraints which is a welcome break from the past. ”

“ More forthright advice and less politically correct. ”

A number of stakeholders detect that the Treasury is open to new ideas and is taking a broader approach to policy advice and evaluation. The new approach looks beyond conventional measures of progress and provides comment on a wider range of policy areas.

“ Making an effort to get out of No1 The Terrace - their whole leadership team went up to Auckland and staff have been presenting more at conferences. Generally there seems to be a much bigger focus on stakeholders and an openness to new ways of thinking and addressing problems. ”

“ Policy advice in my area showing signs of drawing from a wider evidence base, and looking at wider range of impacts, though still seems a little too dependent on OECD publications. ”

“ More private sector individuals are seconded or employed into the Treasury – which has made a big difference. ”

“ I have been particularly impressed with the shift in conversation to non-financial measures of well-being. ”

“ A broader view of matters – e.g. the living standards framework. ”

“ They are undertaking a much broader approach for evaluating policy. They are more willing to engage with broader measures of 'progress'. ”

“ Looking at a broader approach than the dry macro economic only approach that was where Treasury has historically been. For example, comments on education, living standards and entrepreneurship. ”

“ Willing to test 'theory' on consumers and consult wider with stakeholders. My sense is it's more than just a toe in the water. It requires a skill set which includes talking to people who don't think in economic terms. I have been surprised but pleased in the calibre of Treasury staff in outward facing roles, they have shined. ”

“ The Treasury has shifted from a slavish adherence to free market principles and economic ideology to a more pragmatic approach that recognises the world is more complicated and that a country's wealth can be measured more broadly than GDP alone. ”

However, some believe that changes in thinking have been accompanied by a decline in economic rigour, and some detect internal debate within the Treasury.

“ Some well judged positioning on issues, such as long term fiscal planning but also so more flaky propositions have been given weight. Overall there is lower credibility as a result. ”

“ The rigor with which it used to think and present its views has diminished. There has been a backward step on the use of standard terms such as 'tax burden', which speaks volumes. ”

“ Treasury seem to be continually slipping from a Department that was the preeminent voice of markets based economic thinking to one that is now doubting itself. Recent internal debate in the Treasury about the partial asset sale and the term 'tax burden' are classic examples. ”

“ Need to employ more genuinely fully qualified economists. Rigour is not a word which is used often enough at the Treasury. ”

“ The level of economic interpretation on issues is at times, quite variable. The organisation seems to have moved away from expertise in economics to try to become more general. ”

“ I do get the impression there is a stifled conflict internally (between neo-liberal and more progressive views) that Treasury feels it must keep 'in house'. This is like the parents not wanting the kids to see them fight - in the long term it just makes things worse. Why not just say: "even we are of two minds, what do you think?" ”

A number of stakeholders comment that the challenge moving forwards will be to create meaningfully different engagement in the long-term.

“ They are not yet taking control of agendas and engaging in depth with business. ”

“ The challenge is seeing the talk actually walk (and the risk is it may be perceived just as talk). ”

“ The issue they haven't cracked is how to have meaningful engagement and to co create (as appropriate). There is still a tendency to design things and then 'tell'. ”

“ The Treasury says it is open to economic ideas beyond the free-market ethos. It say it is 'open' but there is, as yet, no evidence that is the case. ”

“ I see signs of a definite culture change happening, but it will be a while before we know if this is temporary or will have a substantive effect on the work Treasury actually produces. ”

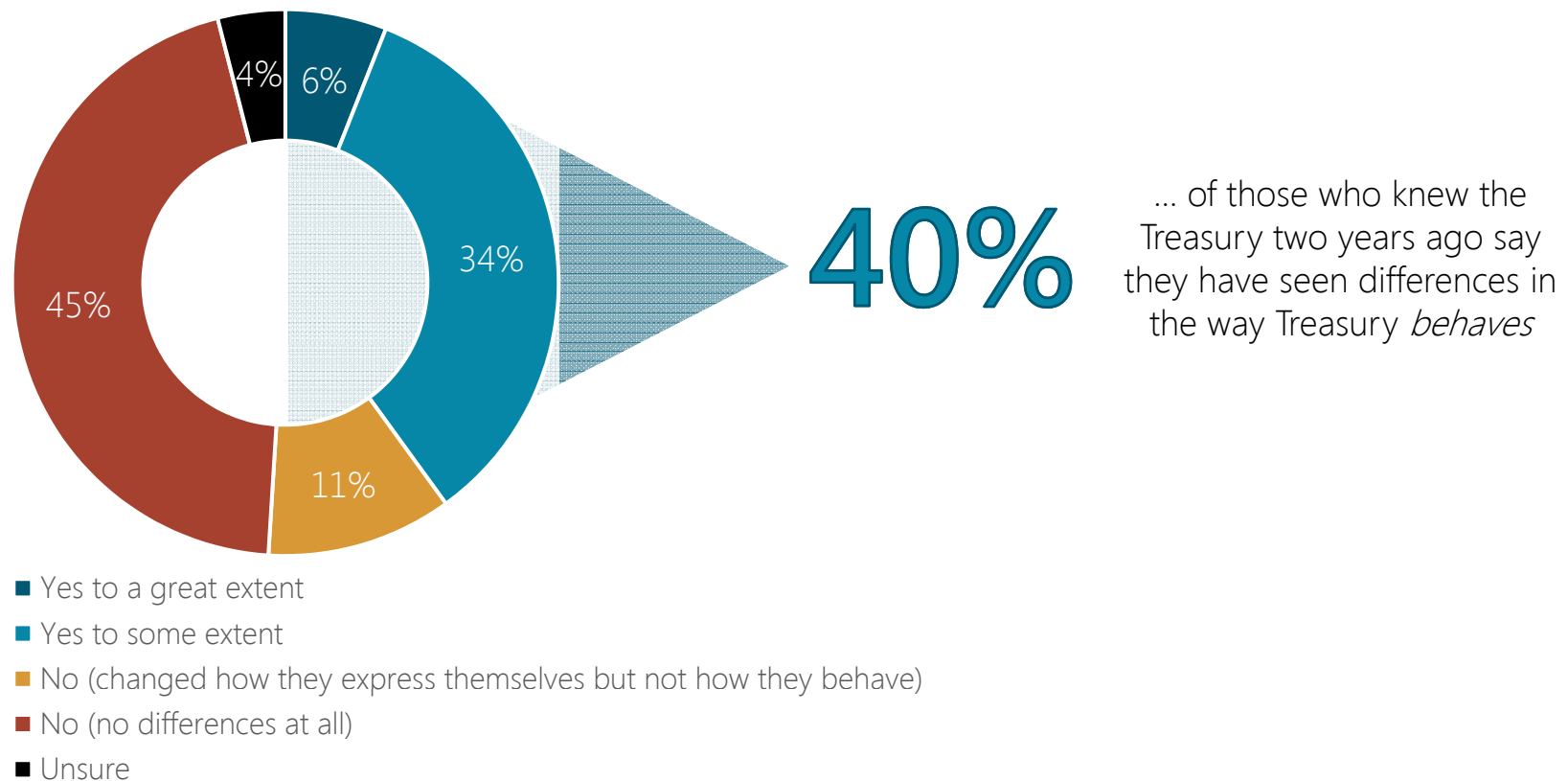
“ They seem to be trying to engage more at higher levels – but this is not necessarily flowing through to lower levels within organisations. ”

“ More visible but still within a public sector construct - more telling than listening. ”

“ The Treasury are keener to engage the opinions of the wider business and professional community. However, there has not been follow up as to what the outcomes are, or the next steps from sessions with the Treasury. ”

As stated before just over half (55%) say they have noticed differences in the way the Treasury expresses itself. 40% of stakeholders have observed changes in how the Treasury *behaves* (in terms of differences in staff, information or advice).

Differences in how the Treasury *behaves* (in past 2 years)?

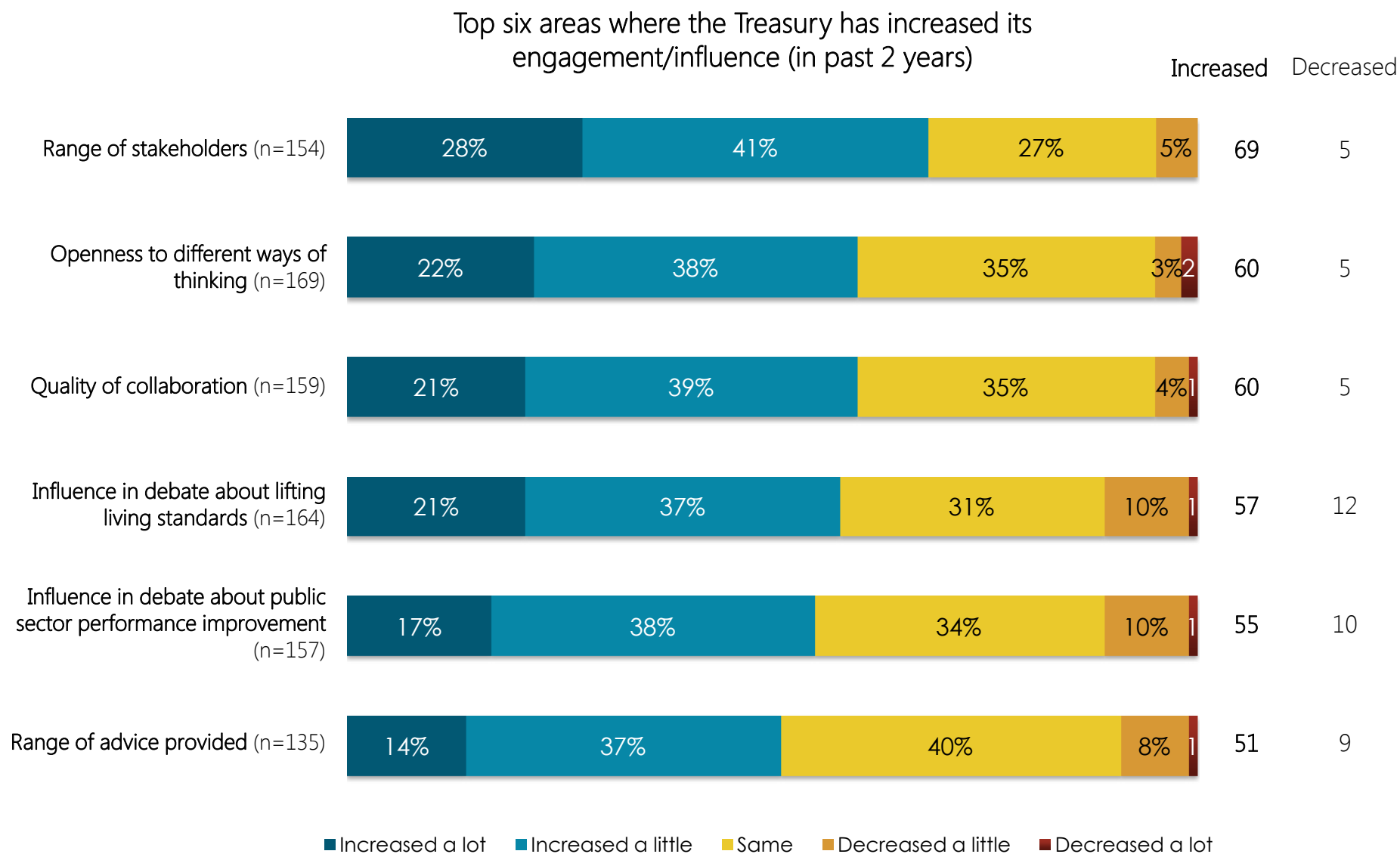


Q B4c: 'Have you noticed any differences in the way Treasury expresses itself (compared with a couple of years ago)?' and Thinking about those differences in how Treasury expresses itself, have you noticed similar differences in the way Treasury behaves? (By 'behave' we mean differences in the way staff behave, or differences in the information and advice provided by Treasury).

Base: all stakeholders excluding those who were unaware of what the Treasury was like two years ago (n=204)



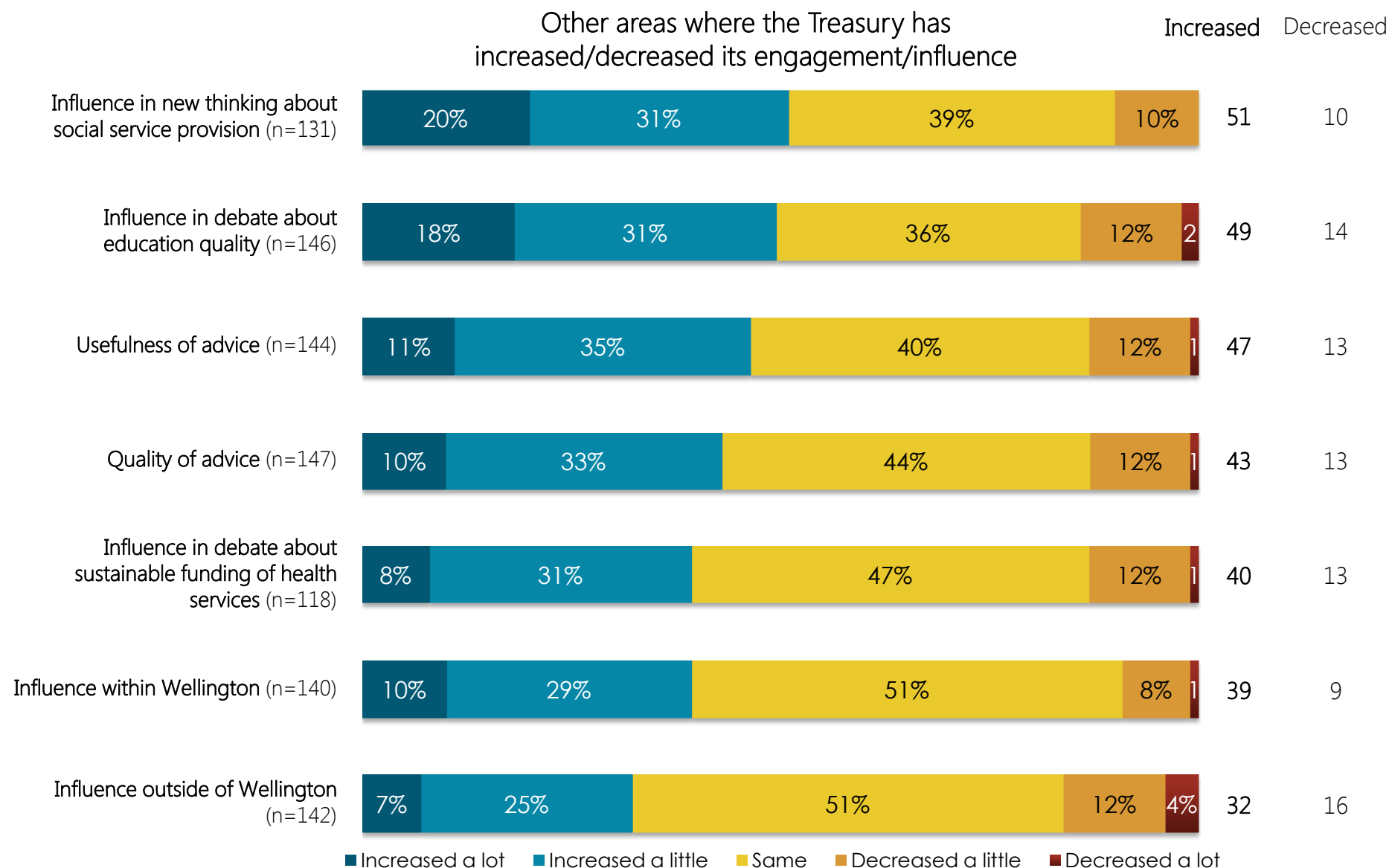
7 in 10 think that the Treasury has increased the range of stakeholders they work with in the past two years. 6 in 10 think the Treasury is now more open to different ways of thinking and has increased the quality of collaborations with stakeholders. Over half think that the Treasury has increased its influence in the debates about living standards and public sector performance improvement. Not many think the Treasury has decreased its engagement/influence in any area.



Q B4e 'Over the last couple of years, would you say the following has increased or decreased (or stayed about the same)?'

Base: all stakeholders who were aware of the Treasury two years ago excluding 'don't know' and 'not applicable' (base size varies, refer to chart for details)

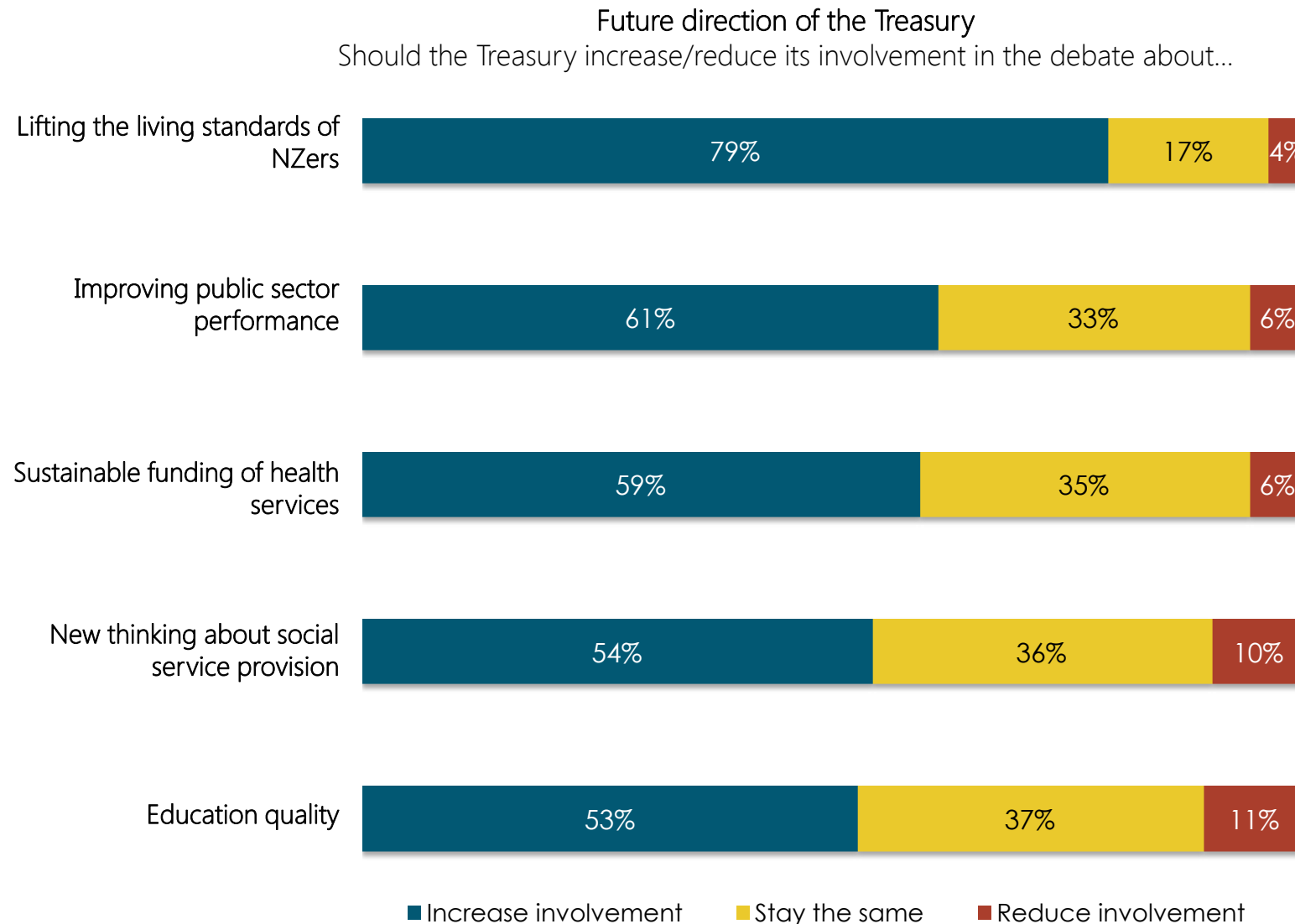
Around half think that the Treasury has increased its influence in debate about social service provision and education quality. Less (4 in 10) think that the Treasury has increased its influence in the debate about sustainable funding of health. Over 4 in 10 think that the quality/usefulness of advice has increased (although 13% think it has decreased). A relatively low proportion (3 in 10) think that the Treasury has increased its influence outside of Wellington (please note location of stakeholder does not significantly impact answers to these questions).



Q B4e 'Over the last couple of years, would you say the following has increased or decreased (or stayed about the same)?'

Base: all stakeholders who were aware of the Treasury two years ago excluding 'don't know' and 'not applicable' (base size varies, refer to chart for details)

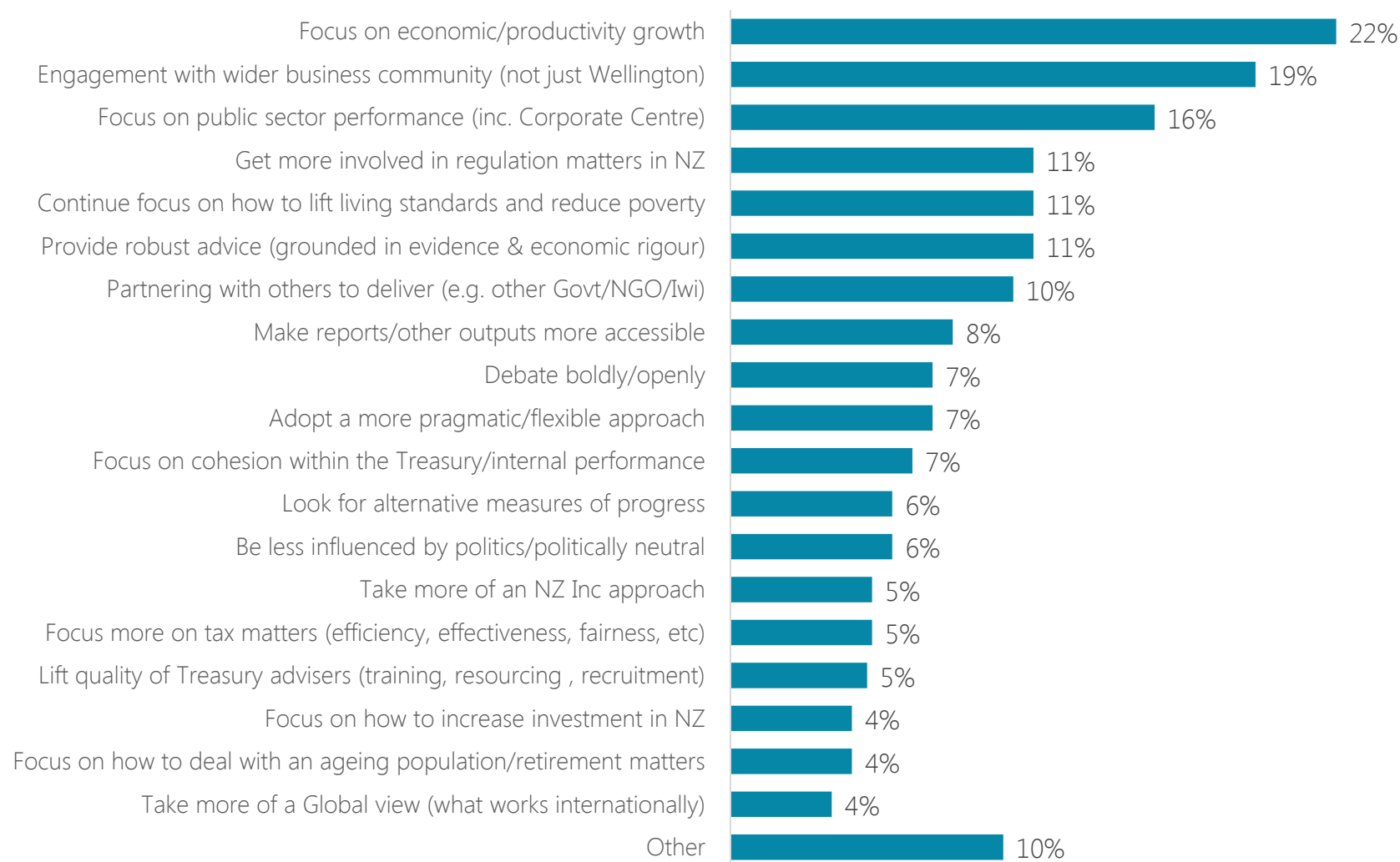
The majority of stakeholders believe that the Treasury should increase its involvement in all of the key areas of debate. In particular, 8 in 10 think the Treasury should increase its involvement in the debate about living standards (despite the fact that most agree the Treasury has already increased its influence in this area). Just over half think that the Treasury should increase its involvement in the debate about education quality.

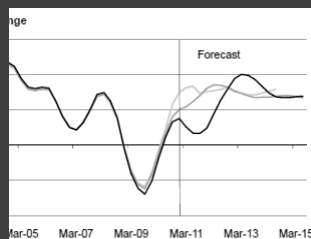


Q B5b2 'Please think about the future direction of the Treasury in the next couple of years. For each of the following areas, can you tell us whether you think Treasury should increase its involvement, reduce its involvement, or stay about the same?'  
Base: all stakeholders (n=235)

Stakeholders were asked (in an open question) where the Treasury should focus its efforts, they gave a wide variety of answers. The most common answers include: the economy & productivity, engagement with the business community, public sector performance, regulation, living standards, providing robust advice, and partnering with others (e.g. public/NGO/Iwi).

**Where the Treasury should focus its efforts moving forwards**  
(among stakeholders who commented)





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# Living Standards Framework

## HIGHLIGHTS

- 42% of public sector stakeholders are aware of the Living Standards Framework.
- 72% of them find it useful.

Less than half of public sector stakeholders are aware of the Living Standards framework, but most (over 7 in 10) who are aware of it also find it useful. Some mentioned that it had changed the way they assess policy (see the illustrative quotes below).

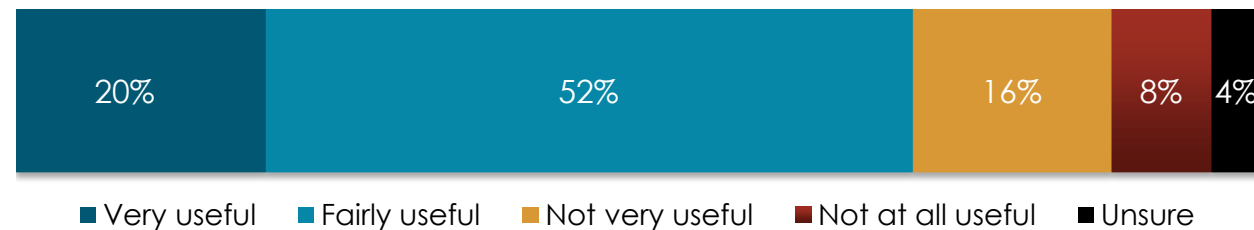
### The Treasury's Living Standards Framework

42%

... of public sector stakeholders are aware of the Living Standards Framework



Usefulness of the Living Standards Framework (among those aware)



% useful (4 or 5)

72

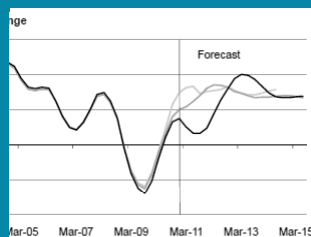
“ Ensured the policy was 'tested' from a range of angles ”

“ It has given me a credible way of applying different dimensions to our internal resource allocation methods - we have built its thinking into our formal processes. ”

“ It helps underscore that non-material issues such as sustainability are important contributors. ”

“ It helped me to understand Treasury's broader perspective on fiscal matters. ”

“ Emphasises the importance of subjective wellbeing in thinking about policy outcomes. ”



**Colmar Brunton**  
**Social Research Agency**



**BREAKING  
THROUGH**

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