



TE TAI ŌHANGA  
**THE TREASURY**

# Survey of Stakeholders for the Treasury

DECEMBER 2019



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TE TAI ŌHANGA  
THE TREASURY

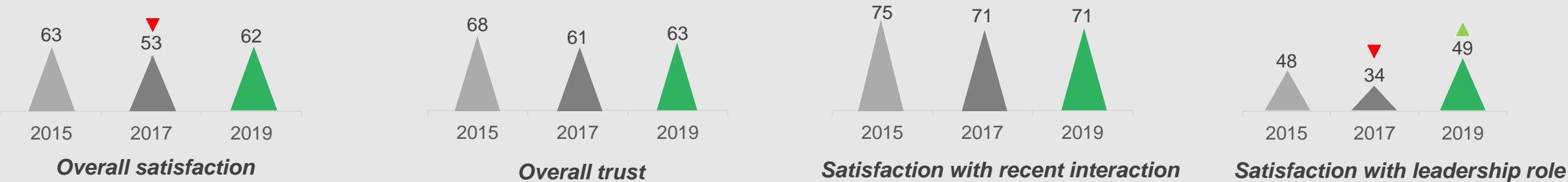


# EXECUTIVE SUMMARY

# EXECUTIVE SUMMARY: THE WORKING RELATIONSHIP



**There is evidence of improving stakeholder relationships at a headline level, but dig deeper and the data shows stakeholder perceptions are weakening.** Overall satisfaction, and stakeholder satisfaction with the Treasury's leadership role have recovered from significant declines in 2017, while other key metrics remain consistent with 2017.



*...however these headlines mask a general downwards trend in more specific aspects of the relationship*

A number of the results in this report are at odds with the increase in overall satisfaction – they are generally trending downwards (although for many this is not significant compared to 2017). While this could be due to relatively small sample sizes across the different surveys causing some volatility in the data, it is also possible that stakeholders are taking into account other factors when considering their overall satisfaction. This is something that requires further exploration.



*For some stakeholders, relationships are becoming a one-way street.*

Stakeholders currently feel that they have access to knowledgeable, helpful members of the Treasury, that engaging with them is worthwhile, and that staff seek information from them. That being said, there is room for improvement when it comes to how this information is used. Some stakeholders feel that the Treasury is less interested in using the information that they are provided with, and that there is a lack of reciprocity within this knowledge sharing.



*Involvement in key discussions should ramp up.*

Stakeholders want the Treasury to be involved in discussions around the future of the country, and there is scope for the Treasury to ramp up this involvement across a range of areas. Over half call for increased involvement in discussions around our economic future, lifting New Zealanders' living standards, and Māori participation in the economy and society.

Meanwhile, perceptions that the Treasury is an influential agency has declined since 2017. Facilitating meaningful engagement in the above areas should help mend this decline, provided it is in the form of useful, high-quality collaboration.



### Audience to pay particular attention to

Throughout the research, stakeholders who have a relationship lasting over 10 years consistently rate the Treasury lower than average. The Treasury needs to pay particular attention to how it can better support this audience and build more positive relationships.

# EXECUTIVE SUMMARY: MOVING FORWARD



The findings from the survey indicate that the key area of focus for the Treasury is ensuring that all stakeholder relationships have a greater deal of reciprocity – the ‘give’ and the ‘take’, as it were. Below are key measures within these areas that will have the strongest impact in improving overall satisfaction.

## THE ‘GIVE’



Clearly communicate intentions



Challenge thinking on critical issues



Help move forward issues and opportunities when involved



Deliver innovative advice to solve problems



Clearly communicate what is needed to improve state sector performance

## THE ‘TAKE’



Make the most of knowledge and support offered by stakeholders



Continually look for ways to improve own performance



Be willing to learn from others

Key themes to improve stakeholder satisfaction and engagement with the Treasury include building strong, mutually beneficial relationships of value to all parties involved. Stakeholders want to know that information they provided is being used, but also that this will result in a quid quo pro.



# BACKGROUND & METHODOLOGY

## BACKGROUND TO THE RESEARCH

The Treasury commissioned Colmar Brunton to undertake a survey of its stakeholders, to aid in measuring engagement, and improving overall satisfaction.

This is the fifth wave of the research that Colmar Brunton has conducted for the Treasury – the other waves have been conducted biennially since 2011.

In 2019, the Treasury embarked on a world-first – the 'Wellbeing budget'. While other countries measure the national rate of wellbeing, New Zealand is the first western country to design its budget around wellbeing priorities and instruct its ministries to design policies to improve wellbeing. With this in mind, it is critical that the Treasury understand how effective it is engaging stakeholders and how it can continue to develop and improve its stakeholder strategy

## OBJECTIVES

The objectives of the 2019 survey include:

- › Understand stakeholder motivations for identified areas of improvement.
- › Deliver actionable recommendations for positive engagement by the Treasury as an organisation, and by individual function/role (where relevant).

In addition, it was critical that the survey provided a positive engagement experience for stakeholders and so enhanced the reputation of the Treasury rather than undermine it.

## READING NOTES

Where possible results are compared against the 2017, 2015, 2013 and 2011 stakeholder surveys.

Most charts display the proportion that answered each point on each rating scale. A 'nett' response (which combines the top or bottom two answers from a five point scale) has also been provided where applicable.

In some places we include subgroup analysis of key results, Results for subgroups should be treated with caution because of the limited sample size.

All reported differences are between survey waves, or between different subgroups, are statistically significant at the 95% confidence level. The significant differences between waves are denoted using triangles.

Please note that 'nett' scores do not always add up to the whole number sum of their parts, this is due to rounding.





246 online interviews



12 minute online survey



SAMPLE SOURCE

Respondents were sourced from the Treasury’s list of stakeholders. The Treasury’s communications team sent a prenotification email in advance of the survey invite.



FIELDWORK

14 November to 4 December 2019

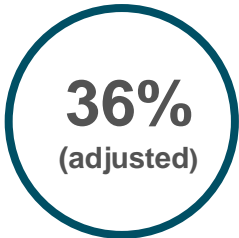
An initial invite was sent on 14 November, with reminder emails sent on 20 and 27 November, and 4 December.



ACCURACY

Findings based on the full sample have a margin of error (at the 95% confidence level) of +/-5%.

RESPONSE RATE



This response rate is in line with Colmar Brunton’s expectations based on similar studies.

The response rate was calculated using the following information.

- Colmar Brunton sent out a total of 690 survey invites via email
- 44 ‘bouncebacks’ (i.e. invalid email addresses) were received from the initial Treasury invite, a further 10 ‘bouncebacks’ were received following the survey invitation from Colmar Brunton.
- This response rate is higher than the 32% achieved in 2017, but lower than the 46% achieved in 2015.



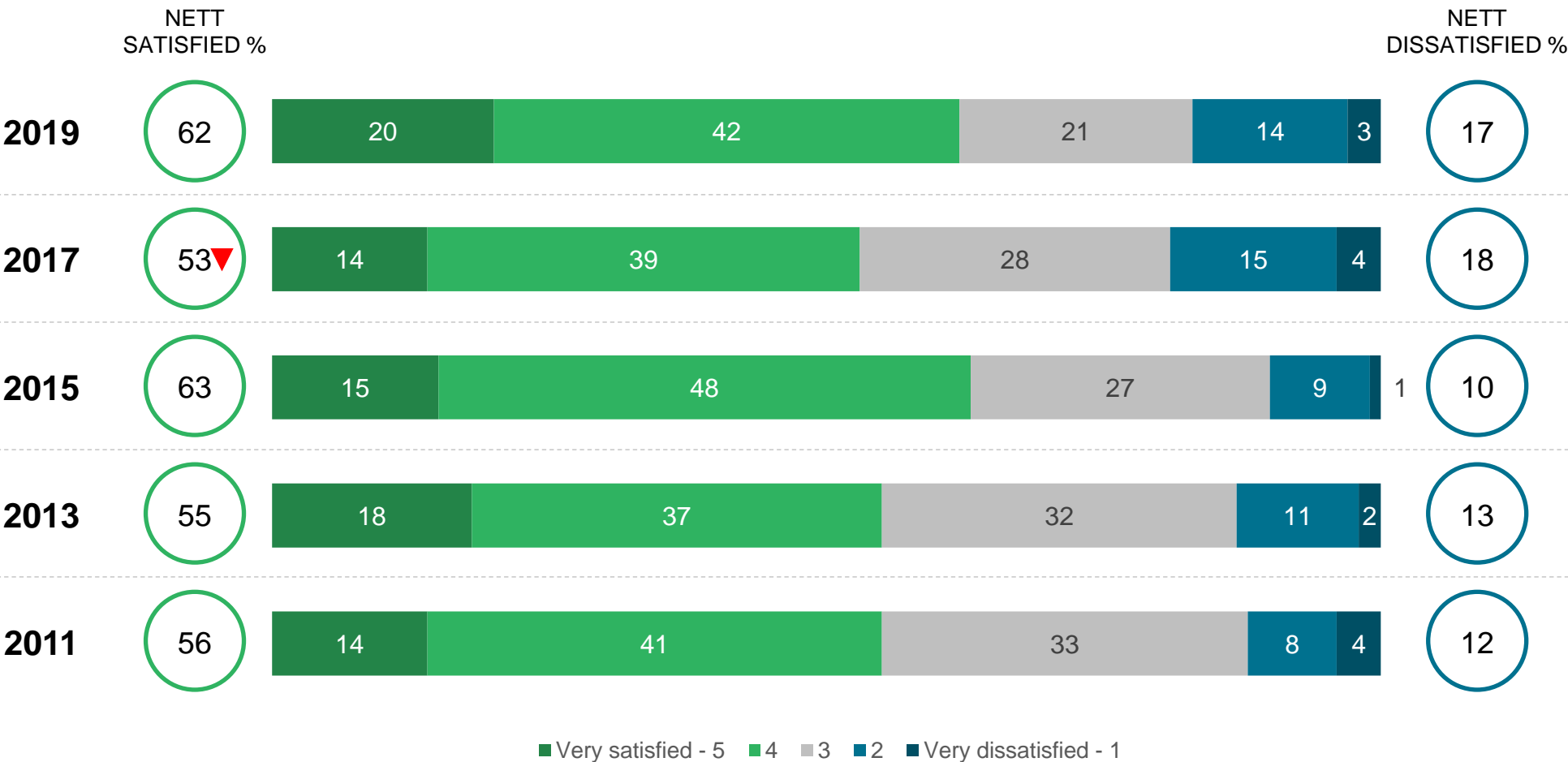


# OVERALL SATISFACTION & IMPROVING ENGAGEMENT

# OVERALL SATISFACTION



Following a decline in 2017, overall satisfaction has seen a notable (although not statistically significant) recovery in 2019. However, dissatisfaction remains at a high consistent with 2017, suggesting stakeholders are more polarised in their views of the Treasury. This indicative improvement in overall satisfaction is at odds with the general pattern in the survey results, which are trending downwards (albeit not always significantly). It is not apparent why we see this divergence, although it could be a symptom of relatively low sample sizes (and hence some volatility in the data). A further hypothesis is that stakeholders are taking other factors into account when providing their overall rating.

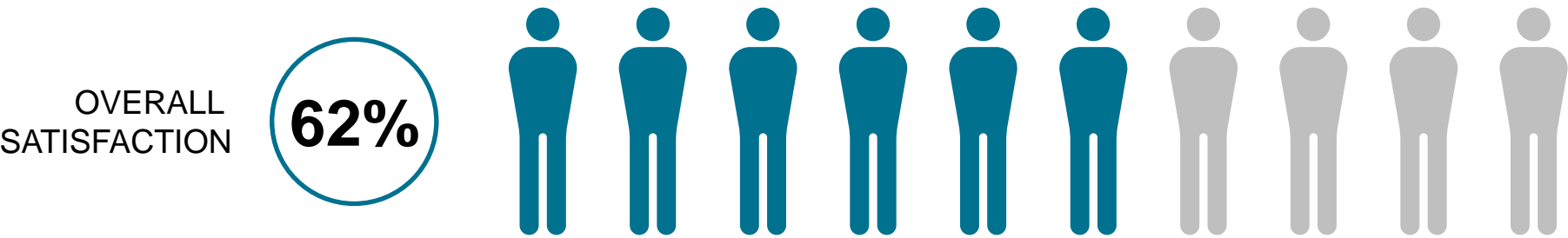


▲▼ Significantly higher/lower than previous year

# OVERALL SATISFACTION - SUBGROUP DIFFERENCES

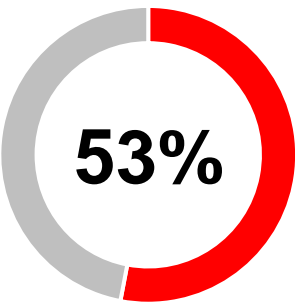


The increase in overall satisfaction does not appear to be driven by any particular group of stakeholder - indeed, there are notable increases across the board. However, stakeholders who are in a senior management role, or have been involved with the Treasury for over 10 years, are less likely than average to be satisfied. That said, overall satisfaction for stakeholders at a senior management level is also moving in a positive direction compared to 2017 (44%) – albeit the difference between 2017 and 2019 is not statistically significant.

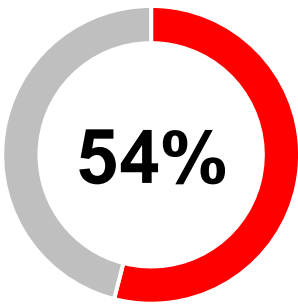


## STAKEHOLDERS LESS LIKELY TO BE SATISFIED THAN AVERAGE

Senior management



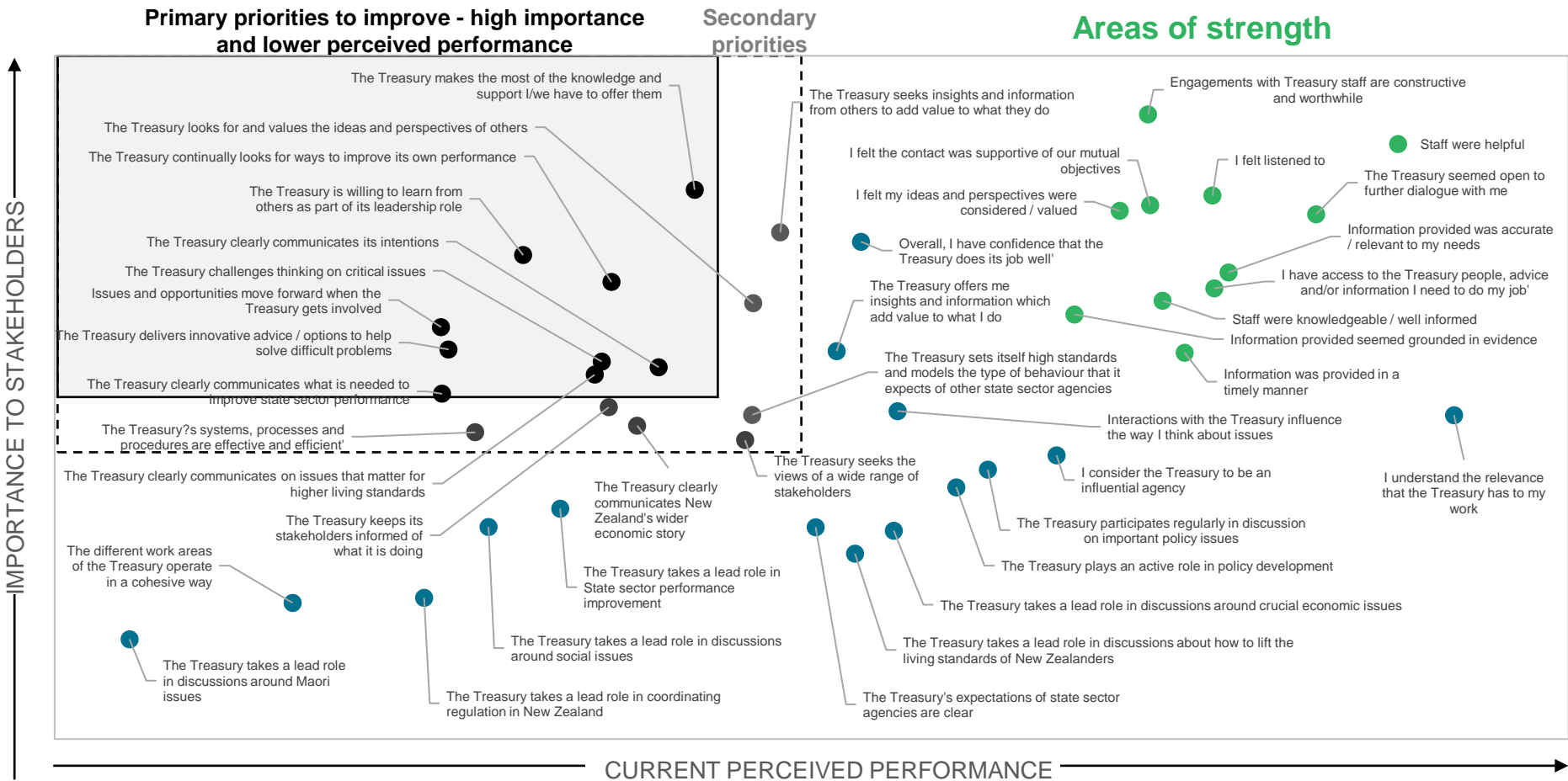
Over 10 year relationship



# DRIVERS OF SATISFACTION



Statistical analysis was undertaken to determine how important different areas are in determining overall satisfaction. Their relative importance has been mapped against their performance to help determine priority actions. To lift satisfaction, the Treasury should focus on improving the black attributes. At the same time it is important to maintain performance around areas of strengths (shown in green). The strengths are attributes which are more likely to impact overall satisfaction but which stakeholders rate relatively positively. It is noteworthy that relative to 2017 a wider range of attributes are important in driving satisfaction resulting in a greater number of areas to seek to improve, as well as maintain.



## Primary areas to improve:

- › Making the most of knowledge and support offered by stakeholders
- › Continually look for ways to improve own performance
- › Be willing to learn from others
- › Clearly communicate intentions
- › Challenge thinking on critical issues
- › Move forward issues and opportunities
- › Deliver innovative advice to solve problems
- › Clearly communicate what is needed to improve state sector performance
- › Clearly communicate on issues that matter for higher living standards

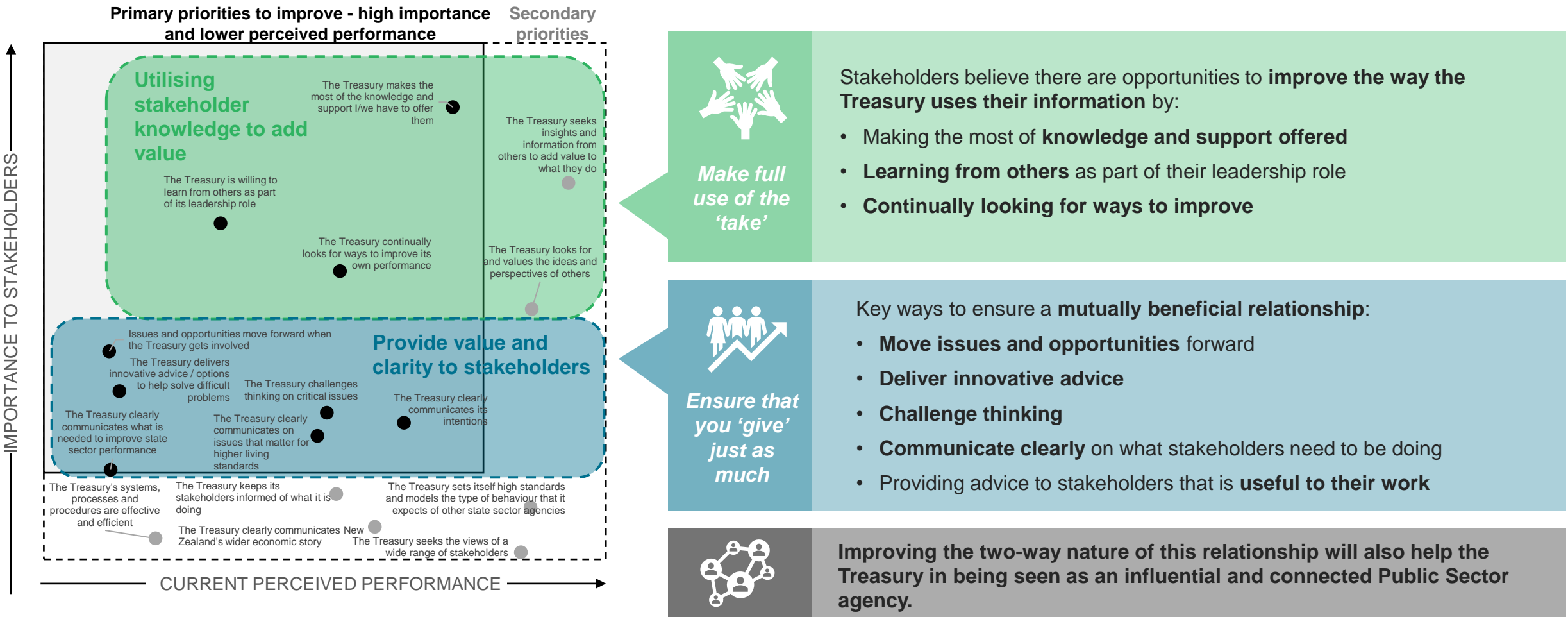
## Areas of strength:

- › Staff are helpful
- › Engagements with staff are constructive and worthwhile
- › Open to dialogue
- › Feel listened to
- › Contact is supportive of mutual objectives
- › Ideas are valued
- › Information is grounded in evidence
- › Information is provided in a timely manner

# IMPROVING STAKEHOLDER SATISFACTION WITH THE TREASURY



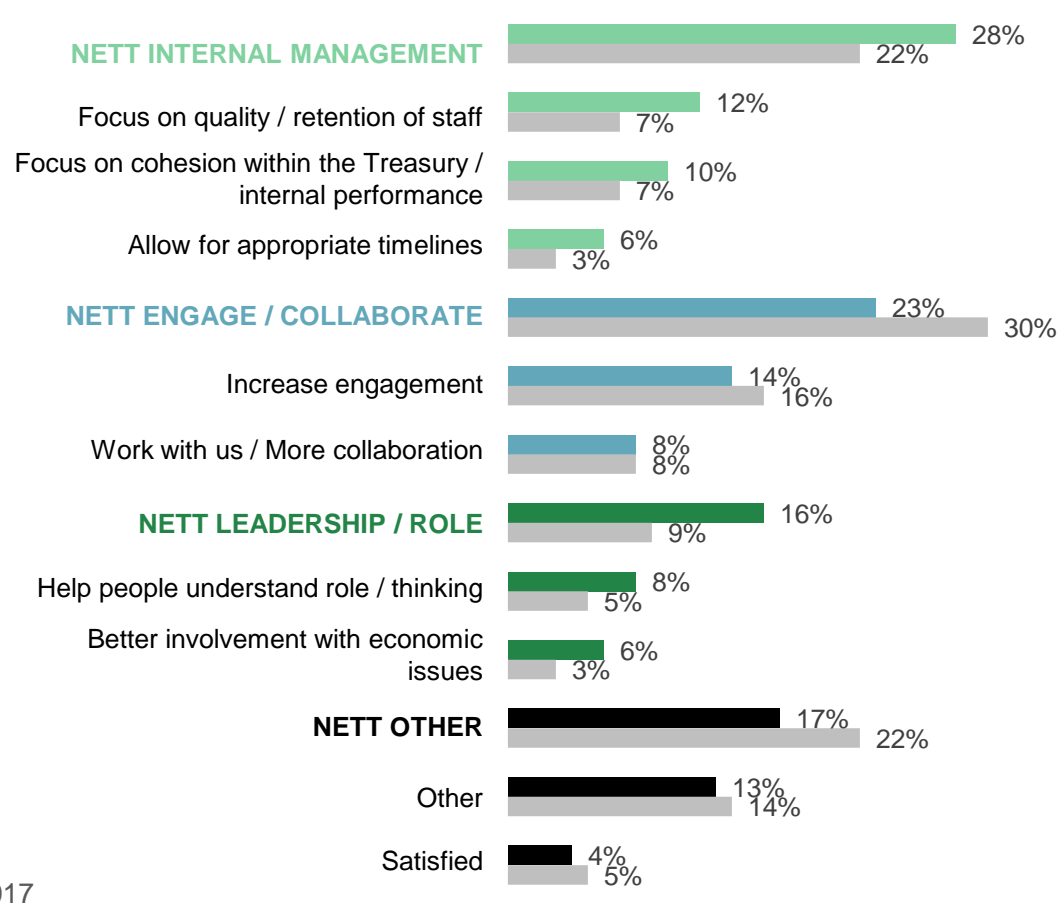
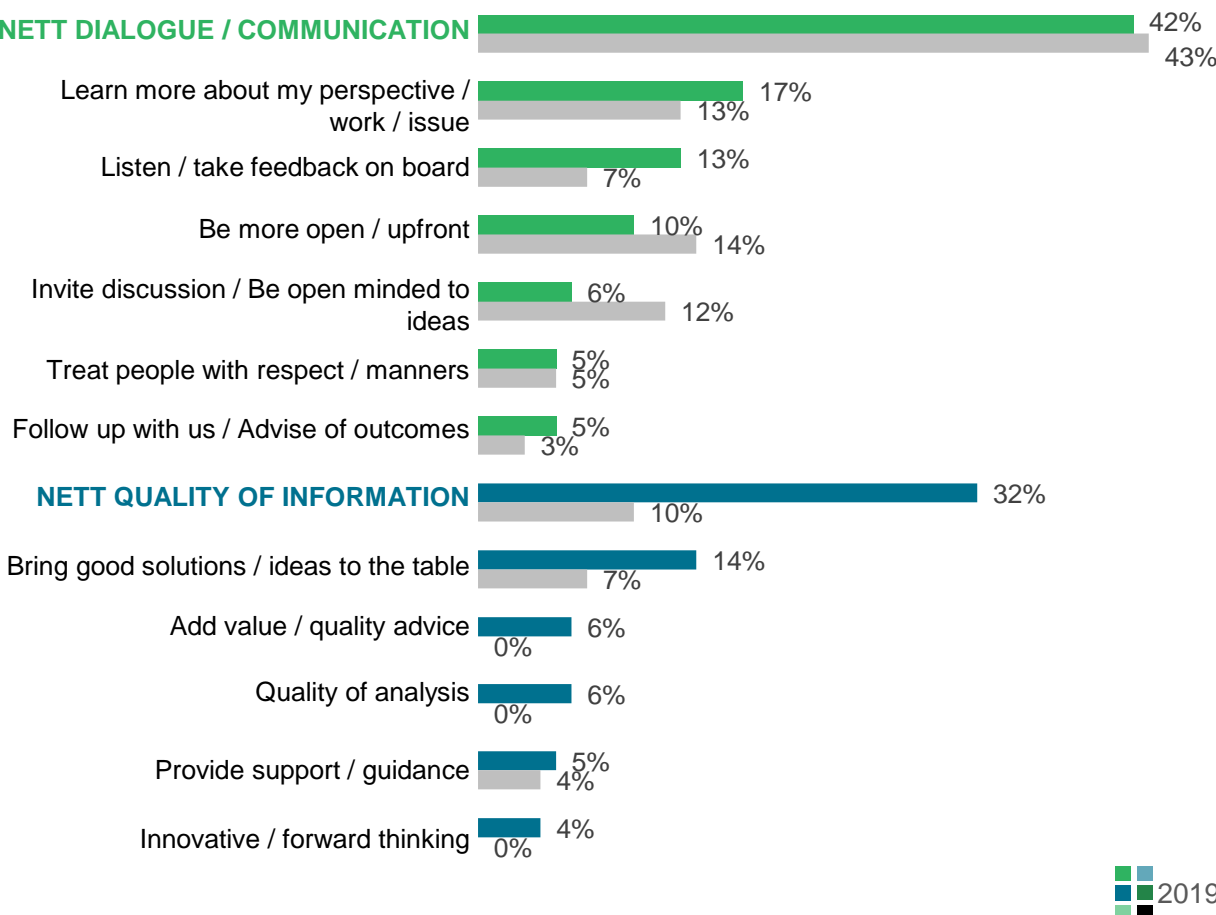
The survey identifies that stakeholders perceive the relationship with Treasury to be one with a lot of ‘take’, but not necessarily a lot of ‘give’ in return. While the Treasury is seen as being good at listening to stakeholders, and being open to further dialogue with them, the information shared by stakeholders needs to be seen as being used by the Treasury to improve how they work. This transfer of knowledge and value also needs to be reciprocal – key areas where the Treasury can invest in to improve satisfaction focus on providing value back to stakeholders so that they can also improve.



# WAYS TO IMPROVE ENGAGEMENT



Stakeholders were asked what the Treasury could do to improve its engagement with them. In 2019, 56% of stakeholders provided no comment, or said 'don't know'. Of those stakeholders that did provide a comment, four in ten stakeholders mention something to do with the Treasury improving how it communicates and establishing more of a dialogue with them. Other key areas that are mentioned included improving the quality of information provided by the Treasury, managing internal performance and staff, increasing levels of collaboration and helping people understand the Treasury's role and leadership.



# SOME COMMENTS ILLUSTRATING THE KEY WAYS TO IMPROVE ENGAGEMENT



## Dialogue / Communication

*“Be clear at the outset how much flexibility they really have to take on board my input or advice. This includes being clear who is actually accountable for joint work. The best people at Treasury are really clear about their role, open and forthcoming with their advice, rigorous about the quality of their analysis and advice, accepting of feedback and even fun to engage with! Where people are closed, resistant to feedback, loathe to share, unclear about where their views legitimately differ etc., it makes working together just hard work.”*

*“They could learn to listen and engage collaboratively. They often act like a University debating society: arrogant, dismissive and uninformed.”*

*“Listen and be empathetic to the situational space, respect sector and stakeholder knowledge, walk in other shoes.”*

*“Take a more open approach to sharing ideas, policy considerations and context of stakeholders. Seek to understand policy perspectives of agencies and how they can contribute to advice.”*



## Dialogue / Communication

*“Take a more open approach to sharing ideas, policy considerations and context of stakeholders. Seek to understand policy perspectives of agencies and how they can contribute to advice.”*

*“I am happy with the people I currently interact with, but in the past Treasury has put a grad analyst who knows nothing about anything but thinks they’re amazing as the liaison on my area. I felt personally disrespected by Treasury. The advice this person gave was bad - they didn’t bother learning basic things about the subject area, but still felt empowered to tell us what we were doing wrong. In general, the Treasury has a strong ‘do-nothing’ bias - even if there are clear problems, they would prefer for an agency to do nothing if the impacts can’t be quantified due to poor information. We have very limited information in our area that would enable proper forecasting of impacts and fiscal quantification of changes. Because of this Treasury tends to recommend that we continue with the status quo, even when the information we do have shows the status quo is very problematic. I strongly disagree that Treasury is an innovative agency.”*



## Quality of Information

*“Leadership on critical issues; finding ways forward rather than being the critic; following through on the leadership talk to what is actually delivered - there is a big gap in what is actually experienced.”*

*“Thoughtful engagement from the office of the government accountant - there have been times when we feel like we are meeting to have a meeting (finance key positions / GCIO strategic investment group). Vote teams getting to know the business and being part of the strategic solution as opposed to ‘defending a technical position’.”*

*“Reach out and talk. Workshop ideas be more proactive and show more thought leadership.”*

*“Be less reserved about debating and supporting us to find solutions to our problems. Be more proactive and engaged in problem-solving and not waiting to be asked. Communicate more on why some challenges (e.g. funding models) may take longer to resolve. Be more open to innovative solutions.”*



# SOME COMMENTS ILLUSTRATING THE KEY WAYS TO IMPROVE ENGAGEMENT



## Internal Management

*“Staff stability is essential if we are to gain trust in Treasury. Getting someone from Treasury to know your business is both essential and takes time. Then to lose them just when they are up to speed and thus a true partner is a real turn off.”*

*“There has been a material loss of experienced personnel in key leadership roles - the area we work with in policy development has lost all management layers from Deputy Secretary down. This causes challenges to the knowledge base, prioritising work and having appropriate influence with Ministers and over other agencies who are providing conflicting advice which is inconsistent with the Cabinet approved policy direction - more senior engagement in policy development is key. Whilst the analysts working on the policy development are capable, given their mid-ranking they do not have the mana to rein in other agencies or gain sufficient share of mind with key Ministers.”*



## Engagement / Collaboration

*“We have had intensive interaction with the Treasury over a period of months when we have been trying to address significant issues in our agency and sector resulting from a poor PIF report. I really hope that the very useful engagement we have had will continue beyond budget decisions, as Treasury's insights into our reinvention are really valued.”*

*“Some engagement would be good We used regularly to meet with Treasury officials but the key contact moved on and the engagement died. Setting up a NGO consultative panel would be a good start.”*

*“The difficulty in responding is that we really do not have the relationship I think we should have with Treasury. We do not have the picture I think we should have about their thinking. The great thing is we can find a lot of it on the website and we value that. We are less good and they less good at working together where we might - an example would be in meeting New Zealand's obligations to ensure New Zealanders live in adequate housing.”*



## Leadership / Role

*“I'd like a better across the board understanding of their policy priorities (e.g. where are they partnering with agencies, why are they involved in the stuff they're working on).”*

*“The difficulty in responding is that we really do not have the relationship I think we should have with Treasury. We do not have the picture I think we should have about their thinking. The great thing is we can find a lot of it on the website and we value that. We are less good and they less good at working together where we might - an example would be in meeting New Zealand's obligations to ensure New Zealanders live in adequate housing.”*

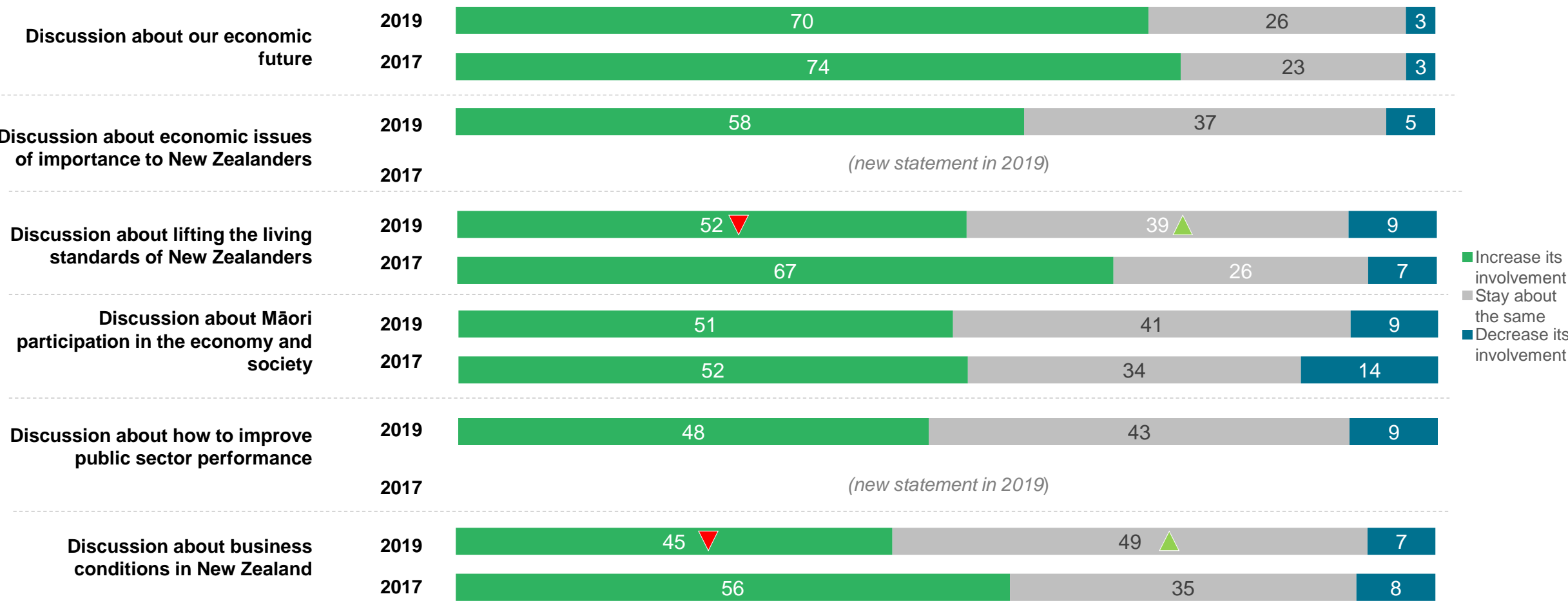
*“Give more influence and powers to NIU opposite Govt departments.”*

*“Have a leadership team that is more prepared to challenge political views and raise difficult questions with Government. A leadership team that can be more independent in its thinking.”*

# FUTURE DIRECTION



By-and-large, stakeholders want the Treasury to be involved in discussions around the future of the country and the wellbeing of New Zealanders. In 2019, stakeholders increasingly feel that the Treasury is at the appropriate level of involvement in discussions around living standards and business conditions - both areas have seen increases in calls to 'stay about the same.'

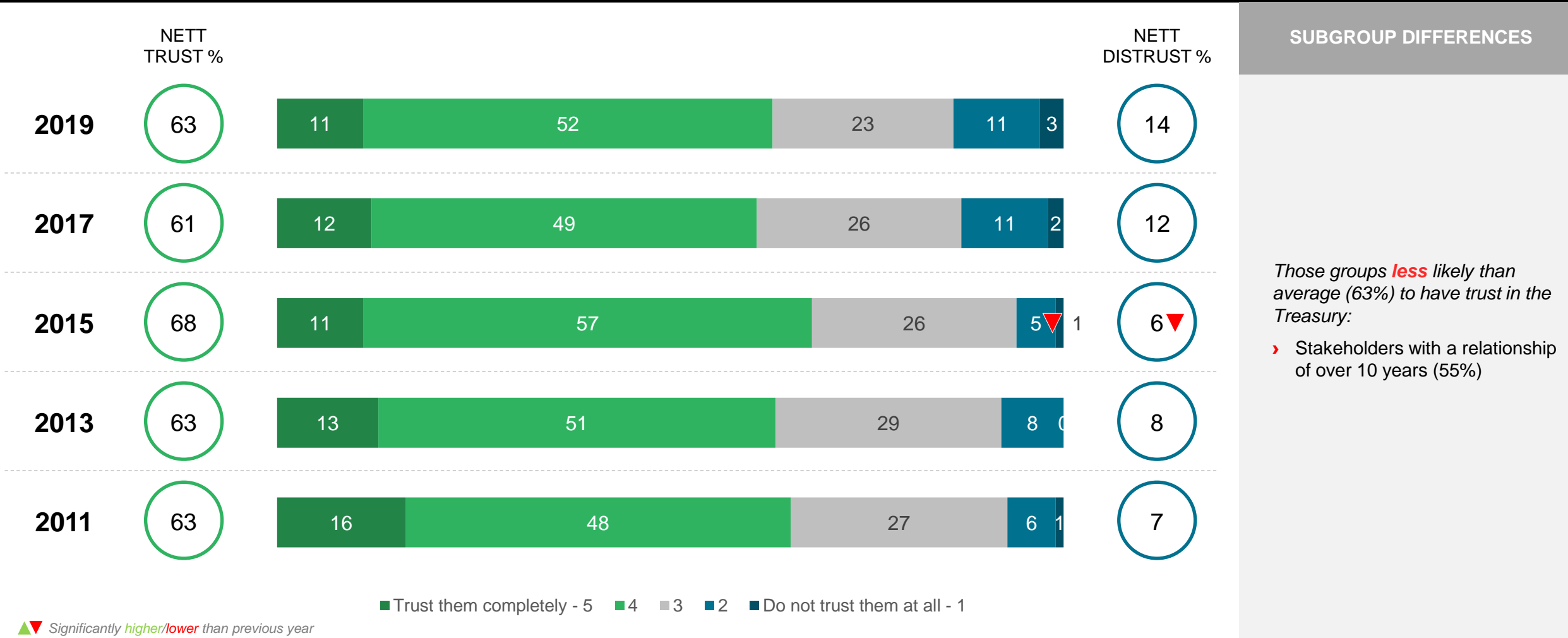


▲▼ Significantly higher/lower than 2017

# TRUST IN THE TREASURY



Trust in the Treasury remains consistent with previous years, with six in ten stakeholders having higher levels of trust in the organisation. While distrust is in line with 2017, it has risen to its highest level to date (14%), once again suggesting stakeholders are becoming more polarised in their views of the Treasury. Those stakeholders who have a relationship with the Treasury lasting over 10 years are less likely to be trusting (55%, vs. 69% for those with a relationship of up to 10 years).



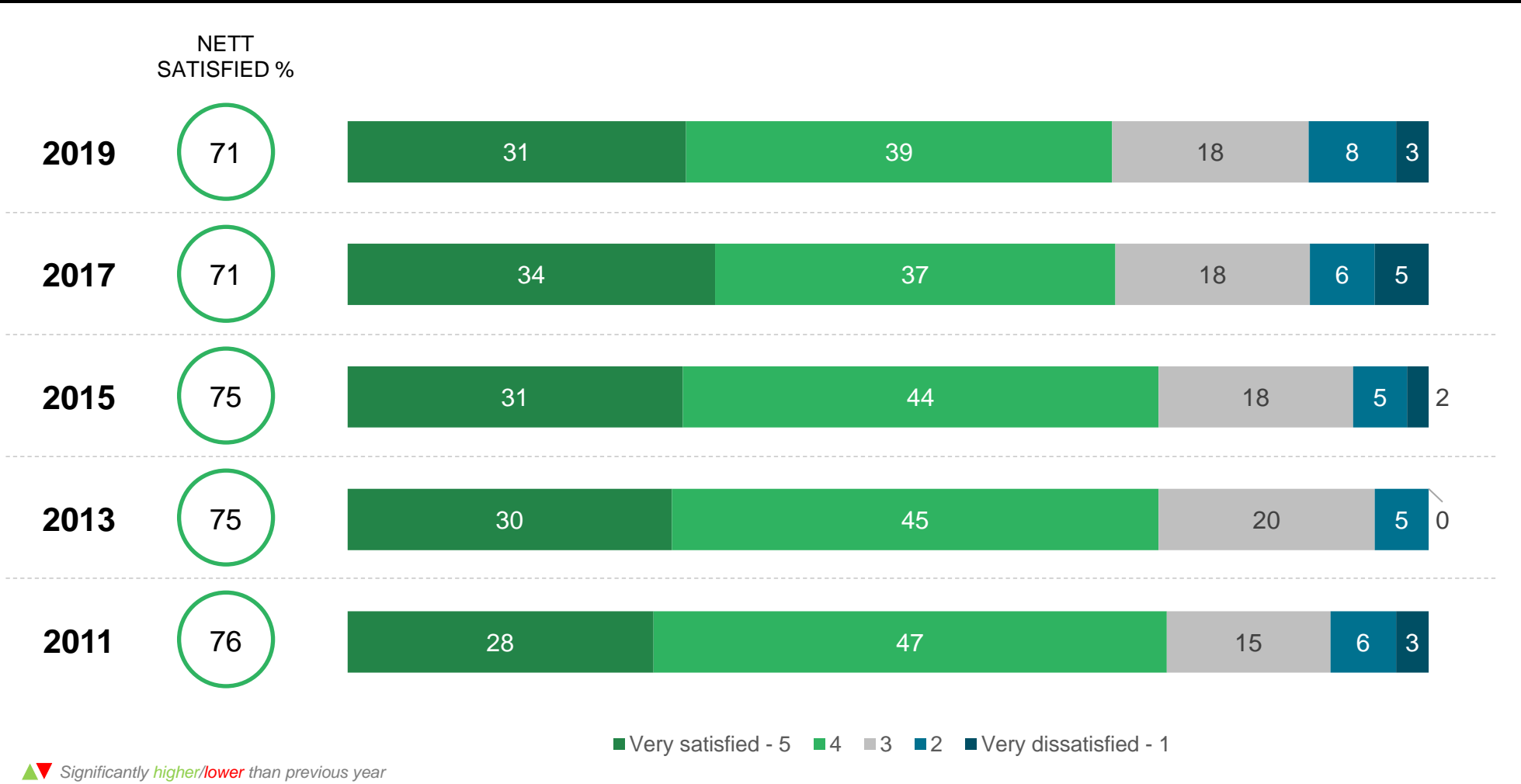


# SATISFACTION WITH RECENT INTERACTIONS

# SATISFACTION WITH INTERACTIONS



Stakeholder satisfaction with their interactions with the Treasury remain strong - seven in ten report being satisfied. This is also in line with all previous waves of the research (although remains at its lowest level to date). Those groups who are less likely to be satisfied include stakeholders who interact with the Treasury's senior leadership team, or who have a long-standing relationship (over 10 years).



SUBGROUP DIFFERENCES

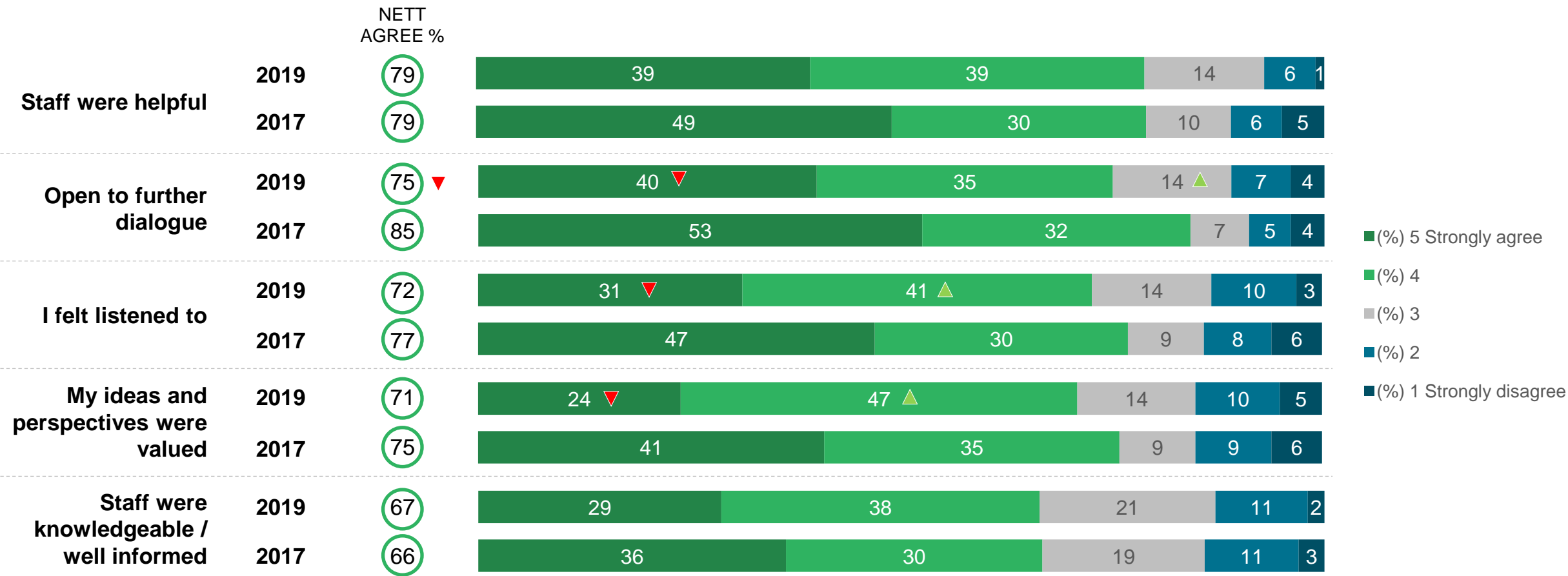
Those groups **less** likely than average (71%) to be satisfied with their interactions:

- Stakeholders with a relationship of over 10 years (62%)
- Stakeholders who interact with the CEO / SLT (55%)

# RATING STAFF AT THE TREASURY



Staff continue to be an asset for the Treasury, with between seven and eight out of ten stakeholders rating them highly. However, stakeholders are less positive than ever before. The proportion who feel the Treasury is open to further dialogue has declined from 85% to 75%. In particular the proportion who strongly agree with attributes around engagement is trending downwards. There are significant declines in those who strongly agree Treasury staff are open to further dialogue, listen to stakeholders, and consider stakeholder ideas and perspectives.

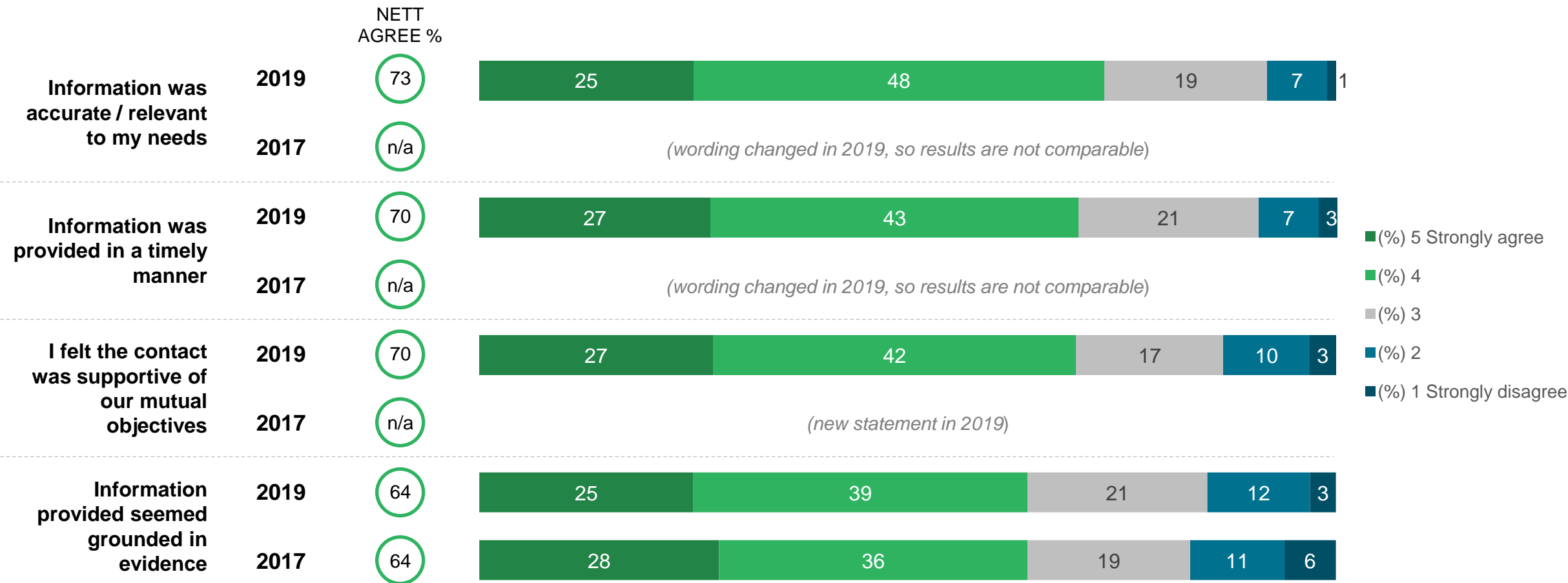


▲▼ Significantly higher/lower than previous year

# RATING INFORMATION FROM THE TREASURY



Stakeholders are broadly positive about the information they receive from the Treasury. On average, seven in ten stakeholders rate the information they receive from the Treasury highly. The levels of agreement that information provided is grounded in evidence is consistent with 2017 - although this remains the lowest level to date.



▲▼ Significantly higher/lower than 2017



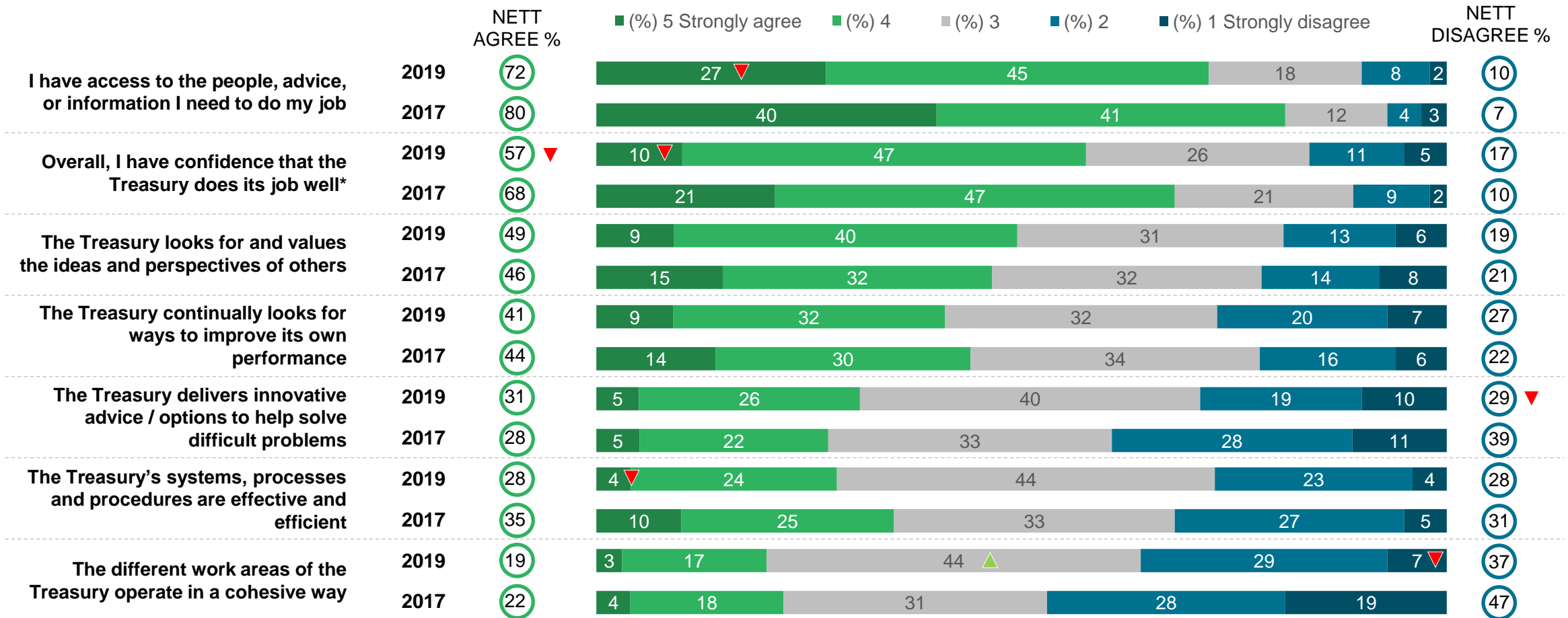


# CAPABILITIES & COMMUNICATION

# RATING THE TREASURY'S GENERAL CAPABILITIES



Stakeholder perceptions of the Treasury capabilities vary to a great extent. Typically stakeholders are less positive (or in some instances more critical) than in 2017. However many of these differences are not statistically significant. Confidence that the Treasury does its job well has declined significantly, however this result should be treated with caution as the wording was changed slightly in 2019. Stakeholders continue to perceive a number of key weaknesses in the Treasury's capabilities, including being innovative, having efficient and effective processes, and operating in a cohesive way across the Treasury. That said, stakeholders are also less likely to disagree that the Treasury delivers innovative advice / options than in 2017.



▲ Significantly higher than 2017  
▼ Significantly lower than 2017

Source: B1 - How much do you agree or disagree about each of the following statements about the Treasury?

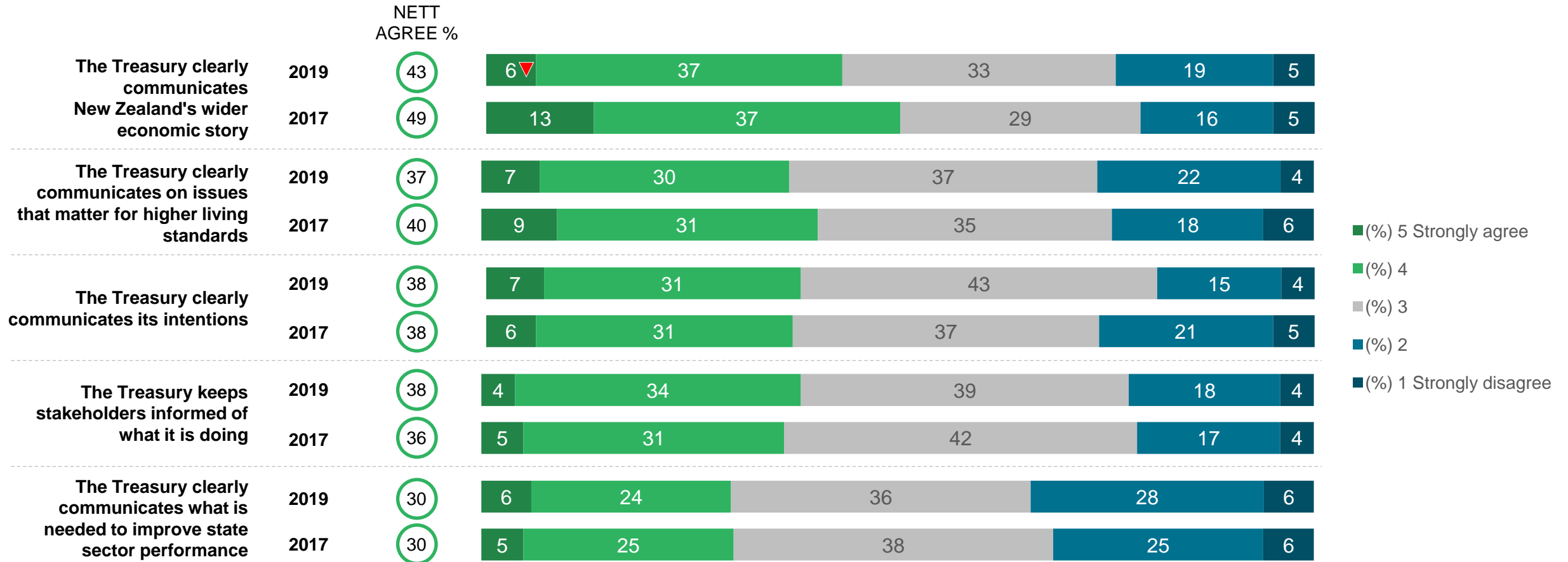
Base: All stakeholders excluding 'don't know' and 'not applicable' (2019 n=170-242, 2017 n=144-182).

\*note: wording was changed from "Overall, I have confidence that staff do a good job", treat results with caution

# THE TREASURY'S COMMUNICATIONS



There is clear scope for the Treasury to improve how it communicates with stakeholders. Less than half of stakeholders agree that the Treasury communicates clearly, whether this be on the wider economic narrative, or what the Treasury is doing across key areas or intends to do. Agreement on each attribute is either the same, or slightly lower, than in 2017. These findings also represent the lowest levels of agreement on the Treasury's communications to date.



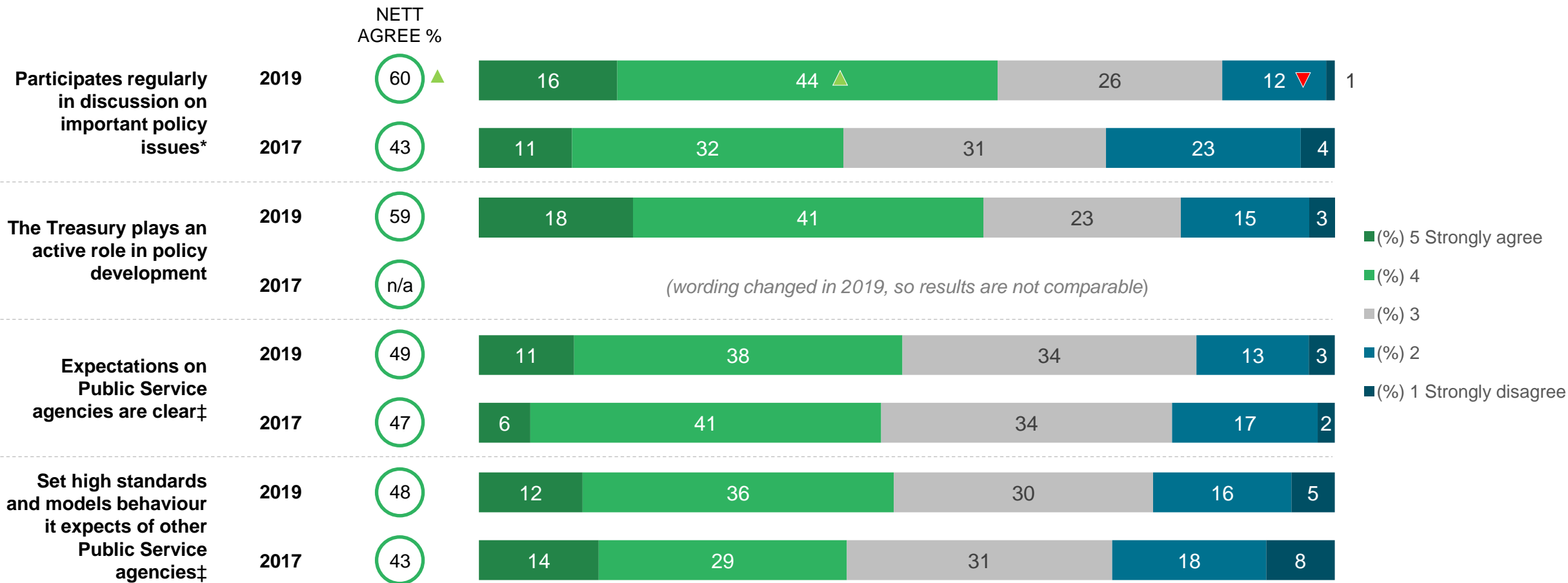
▲ Significantly higher/lower than 2017

Source: B1 and B3 - How much do you agree or disagree about each of the following statements about the Treasury?  
 Base: All stakeholders excluding 'don't know' and 'not applicable' (2019 n=163-242, 2017 n=159-180).

# COMMUNICATION OF PUBLIC SECTOR ISSUES



However, stakeholders are more positive about the Treasury’s contribution to the discussion on public policy issues and public sector performance. Six in ten stakeholders feel that the Treasury regularly participates in discussion on important policy issues, and that the Treasury plays an active role in the development of policy. Perceptions that the Treasury has clear expectations of the Public Service are continuing to recover from 2015, where results fell to a low of 43%. Agreement that the Treasury models these expectations has also risen to the highest level to date (just under half of stakeholders).



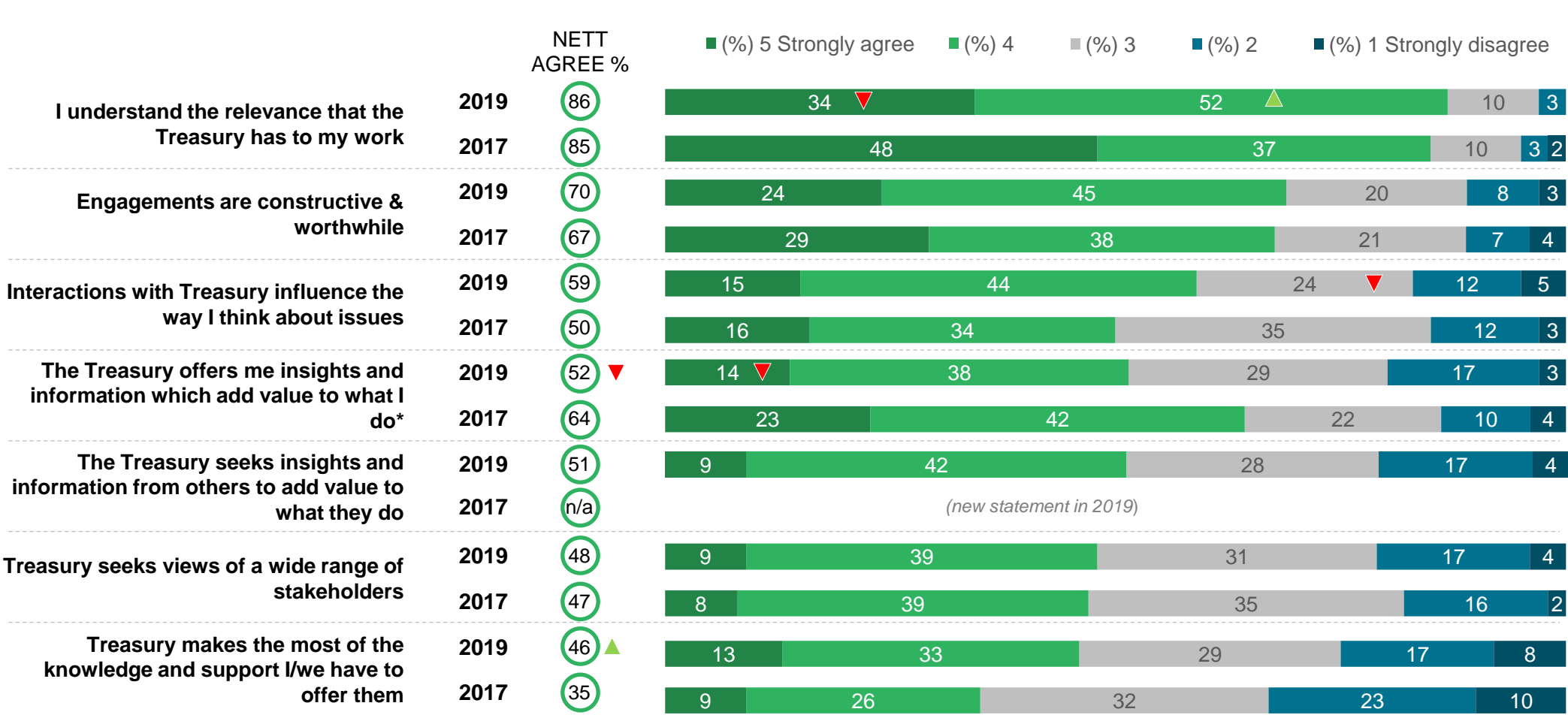
▲▼ Significantly higher/lower than 2017

Source: B1 and B3 - How much do you agree or disagree about each of the following statements about the Treasury?  
Base: All stakeholders excluding 'don't know' and 'not applicable' (2019 n=163-242, 2017 n=134-170).  
‡ Questions only asked of public sector respondents (2019 n=170; 2017 n=136). \*wording changed slightly in 2019, treat results with caution

# TWO-WAY DIALOGUE WITH STAKEHOLDERS



The Treasury is seen as relevant to the work of stakeholders, as well as providing constructive and worthwhile engagement. These areas have consistent levels of agreement with 2017, which, while being lower than in previous years, is still a strong result. Stakeholders are less likely to see the relationship as being mutually beneficial. While they are more likely to feel that the Treasury is capitalising on their knowledge and support, they are less likely to feel they are getting insights and information in return to add value to what they do. This is reflected in the stakeholder comment below.



Ensure policy teams in key areas like education keep analysts and managers for more than a year or so — it is depressing to deal with people you know make critical decisions on [sector] with very little knowledge or exposure to the sector, and seem more interested in our views on the performance of the [government department] than on resolution urgent resourcing and funding issues in the sector. Treasury officials are very happy to pump us for information but are virtually mute on imparting any information themselves, so it is hard to get a sense of what value or not our interactions have for them... it feels pretty one-way traffic.

▲▼ Significantly higher/lower than 2017

Source: B2 & B3 - How much do you agree or disagree about each of the following statements about the Treasury?

Base: All stakeholders excluding 'don't know' and 'not applicable' (2019 n=163-244, 2017 n=163-183).

\*note: wording changed slightly in 2019 from "The Treasury can offer me insights and information which add value to what I do". Treat results with caution

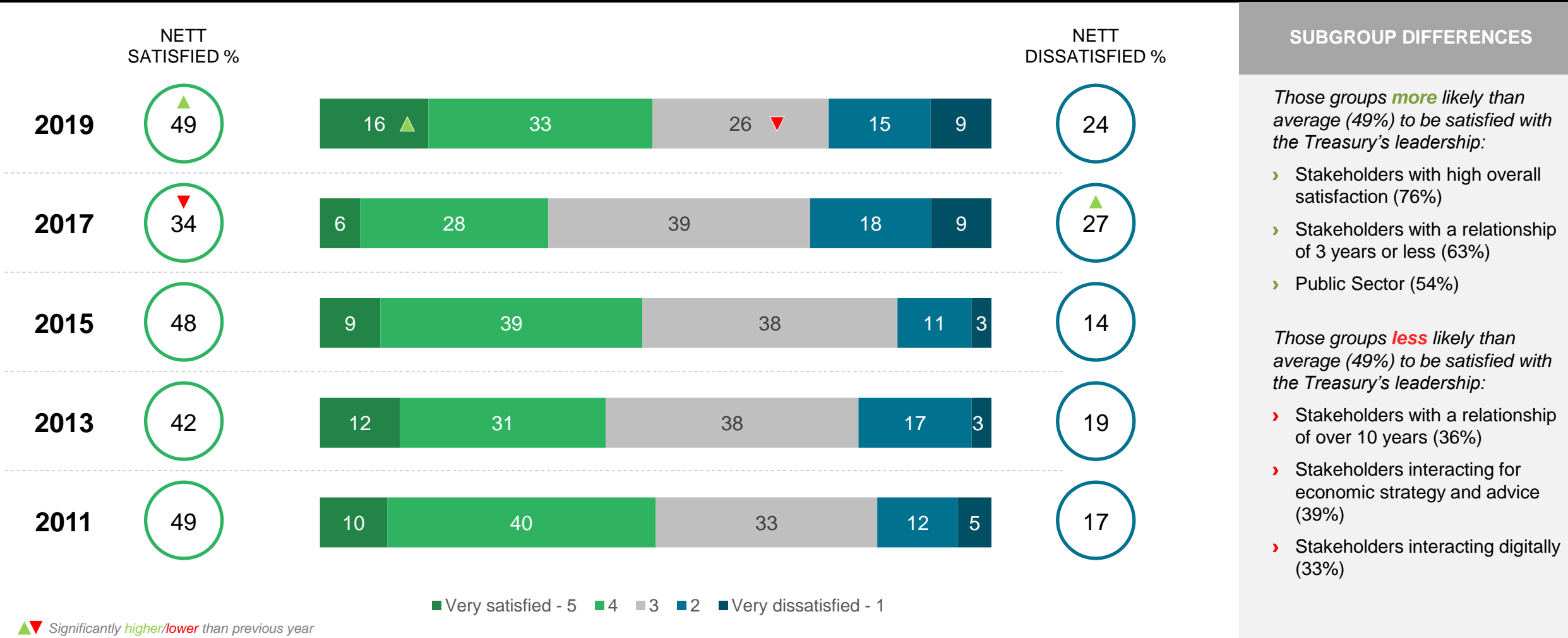


# THE TREASURY'S LEADERSHIP & INFLUENCE

# SATISFACTION WITH LEADERSHIP ROLE



Half of stakeholders are satisfied with the Treasury providing an appropriate amount of leadership for their area of work – this represents a significant increase (and recovery) from the 2017 numbers. This also brings satisfaction in line with the highest levels seen in 2011. However, levels of dissatisfaction also remain high (relative to previous years), indicating further polarisation.

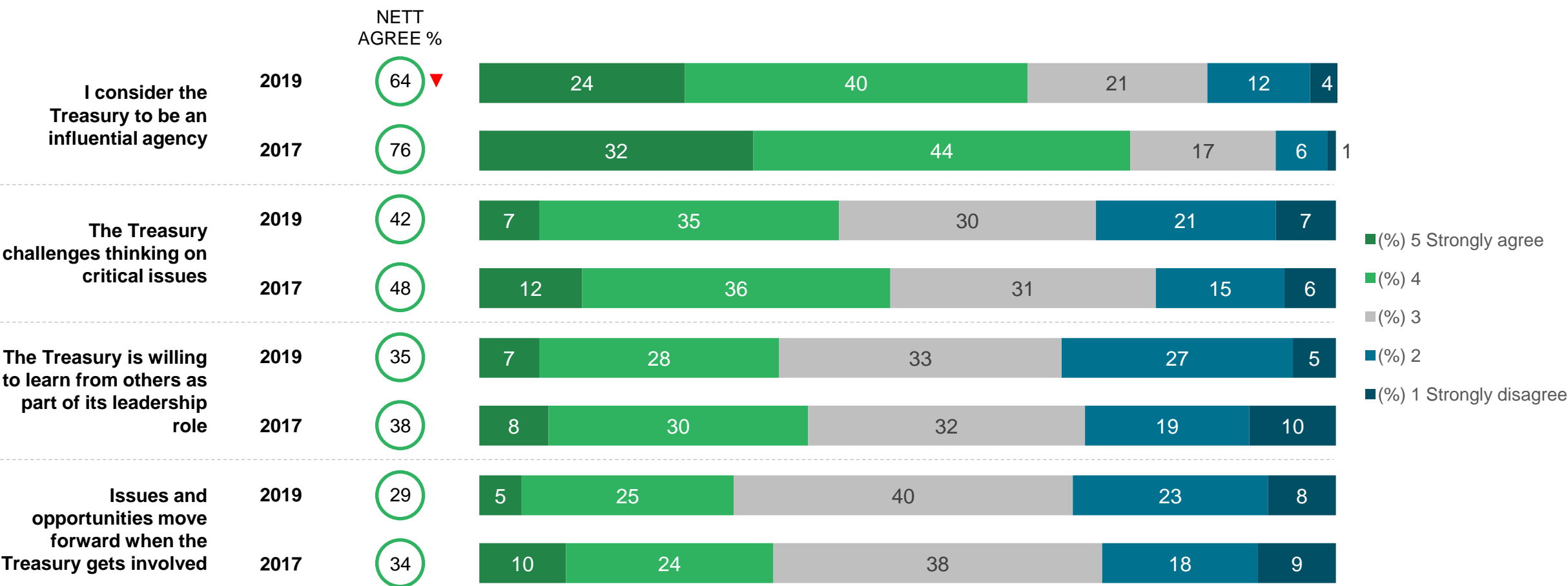




# THE TREASURY'S LEADERSHIP ROLE IN GENERAL



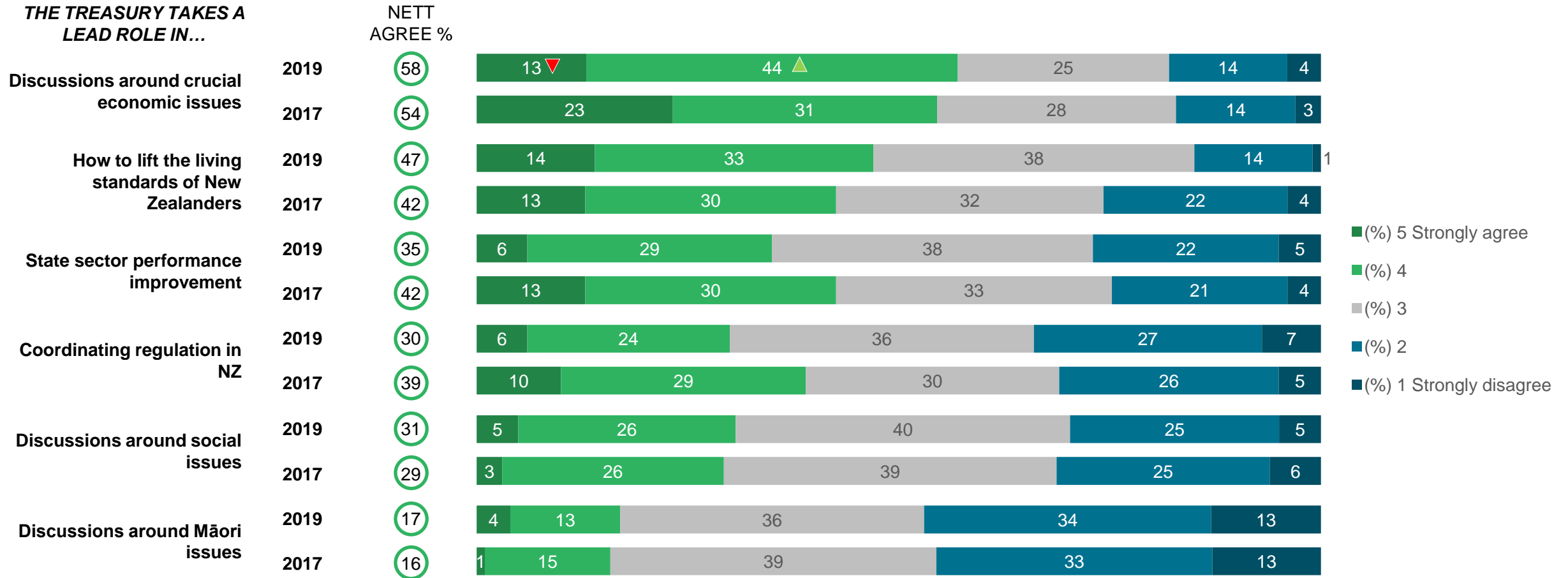
The recovery in the overall satisfaction rating for the Treasury's leadership masks a downward trend across specific aspects of its leadership. For example, while over six in ten stakeholders see the Treasury as an influential agency, this rating is at its lowest level to date. Other aspects of the Treasury's leadership are also rated at their lowest level ever. This includes challenging thinking on critical issues, being willing to learn, and progressing issues and opportunities (albeit the differences are not statistically significant when compared to 2017). This divergence in results indicates that stakeholders might have other issues in mind when considering overall satisfaction with the Treasury's leadership.



▲ ▼ Significantly higher/lower than 2017

# LEADERSHIP ROLE IN DIFFERENT FIELDS

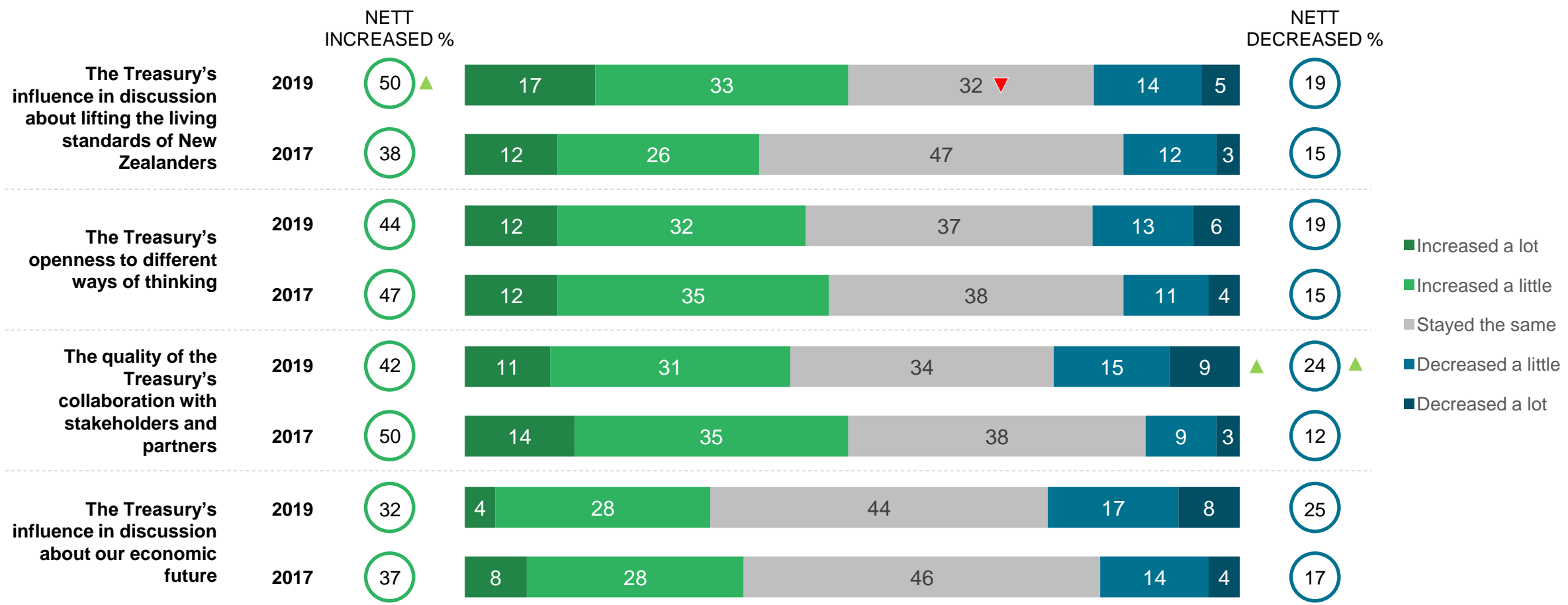
Almost six in ten stakeholders feel that the Treasury takes a lead role in discussions around crucial economic issues. With the Wellbeing Budget being released in 2019, there have been indicative increases in agreement that the Treasury takes a lead role in how to lift the living standards of New Zealanders, discussions around social issues, and discussions of Māori issues since 2017 (not statistically significant). However, there have also been some indicative declines in agreement on state sector performance, and coordinating regulation.



# THE TREASURY'S INFLUENCE



Stakeholders feel that the only area where the Treasury's influence has increased over the past couple of years is in the discussion about lifting the living standards of New Zealanders. In the wake of the Wellbeing Budget and the Living Standards Framework, this has seen a significant increase to 50%. However, the issue again appears to be polarising, with levels saying that the Treasury's influence has decreased has also risen to its highest levels to date. In addition, there is a perception that the quality of collaboration has decreased – 24% of stakeholders feel so (a significant increase from 2017).



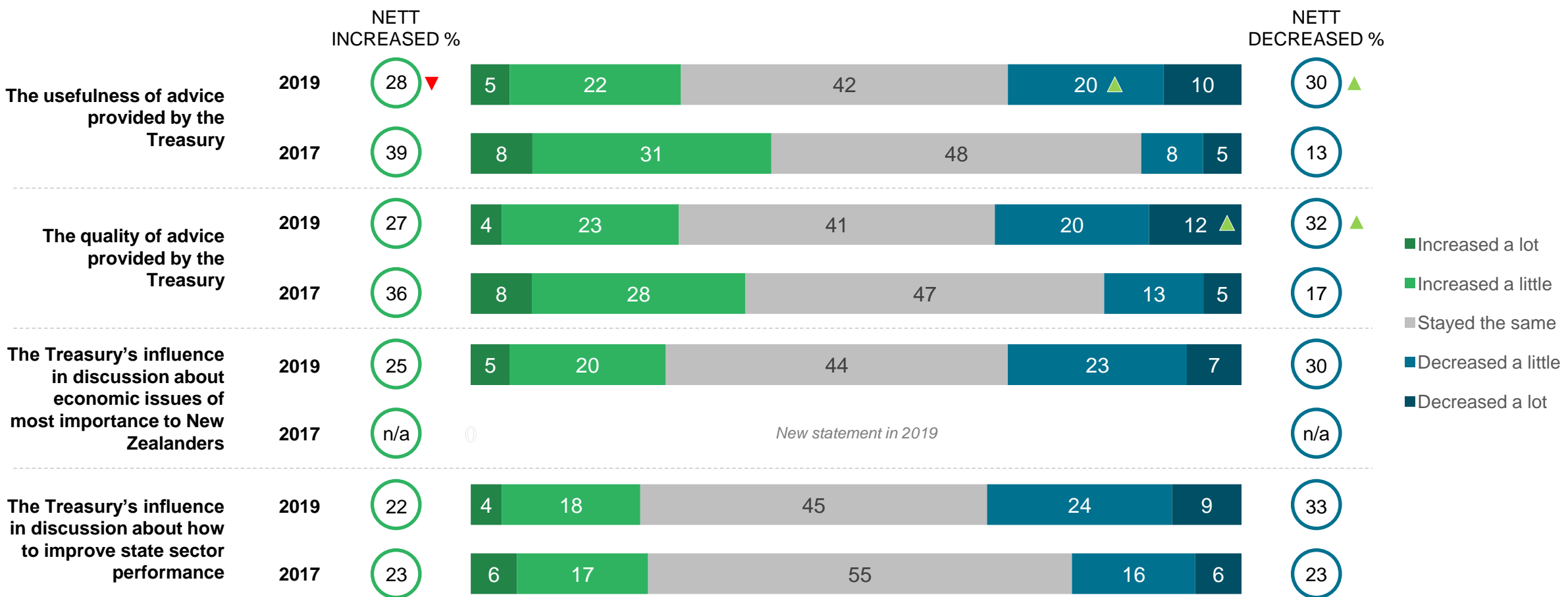
▲ ▼ Significantly higher/lower than 2017

Source: 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' (2019 n≈127-193, 2017 n≈137-165).

# THE TREASURY'S INFLUENCE



Stakeholders have increasingly polarised views around the usefulness, and quality of, advice provided by the Treasury. Just under three in ten feel the quality and usefulness of advice has increased, while a third feel it has decreased. This represents a shift in stakeholder sentiment towards 'decreased' across both measures. Additionally, more stakeholders feel that the Treasury's influence in discussions on economic issues, and improving state sector importance, have decreased than increased – and for the latter this is the first time this has happened.



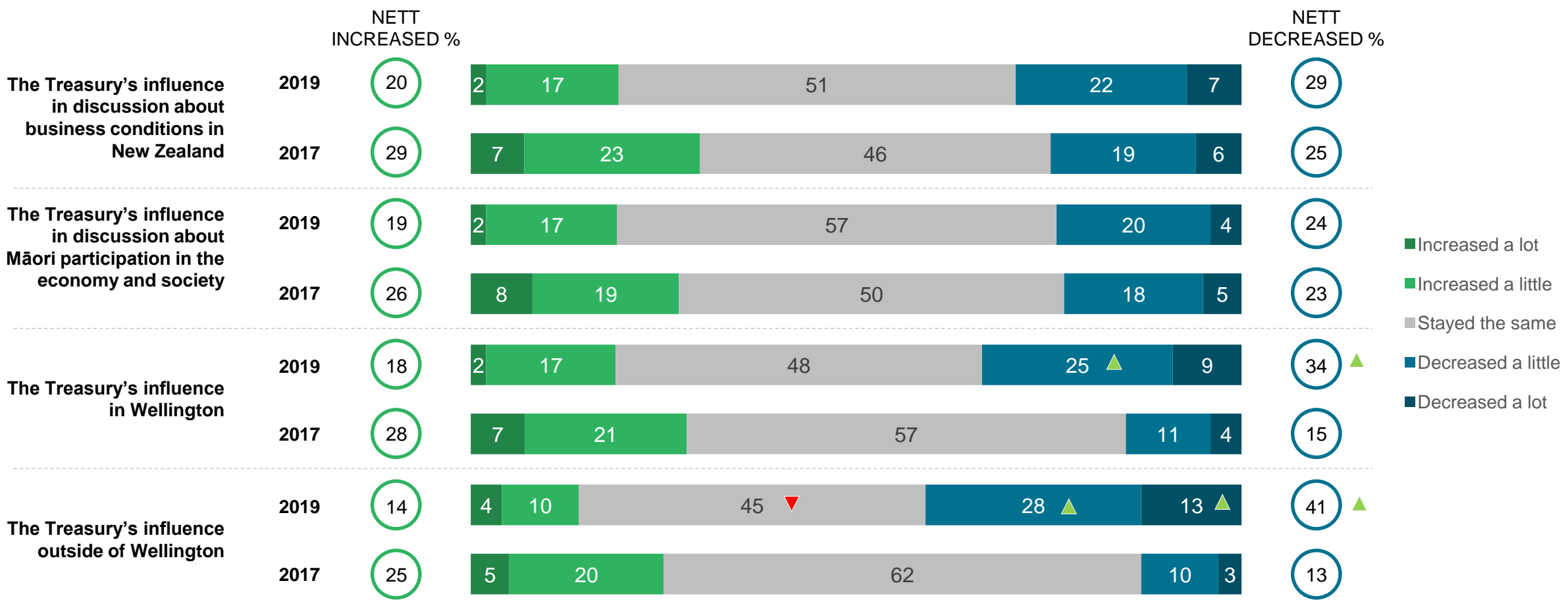
▲▼ Significantly higher/lower than 2017

Source: 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' (2019 n≈127-193, 2017 n≈137-165).

# THE TREASURY'S INFLUENCE



Stakeholders are of the view that the Treasury's influence in Wellington and beyond has decreased over the past couple of years. One-third feel that the influence in Wellington has decreased, and four in ten feel so for areas outside of Wellington. These represent the highest levels to date, and the first time ever that the proportion of those who feel it has decreased outweighs those who feel it has increased.



▲ ▼ Significantly higher/lower than 2017



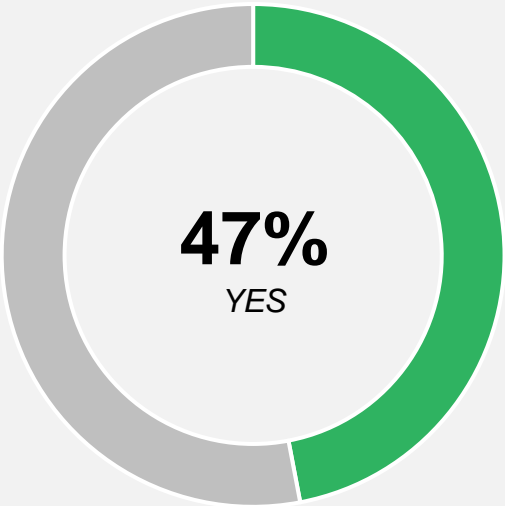
# COLLABORATION WITH STAKEHOLDERS

# COLLABORATION WITH THE TREASURY

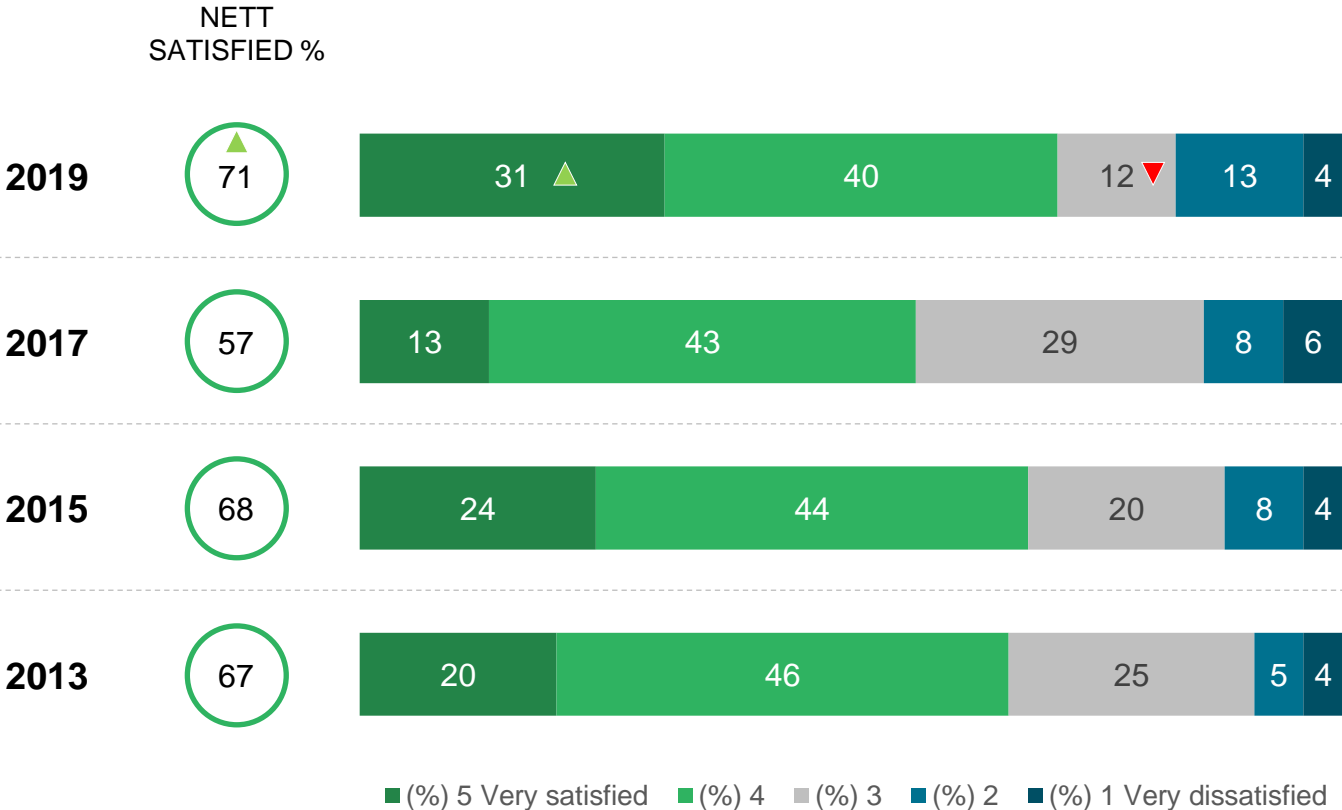


Just under half of the Treasury's stakeholders have been involved in a collaboration with the agency in the past year, and this is in line with 2017. For those who have been involved in a collaborative project, satisfaction has increased from 57% in 2017 to 71% in 2019. This highlights the benefits of engaging in reciprocal relationships with stakeholders.

## HAVE YOU BEEN INVOLVED IN A COLLABORATIVE PIECE OF WORK WITH THE TREASURY IN THE PAST 12 MONTHS?



## HOW SATISFIED ARE YOU WITH THE TREASURY'S INVOLVEMENT IN THE COLLABORATION?



▲ ▼ Significantly higher/lower than previous year

Source: C3 - Have you been involved in a collaborative piece of work with the Treasury in the past 12 months? / C4 - How satisfied are you with the Treasury's involvement in the collaboration?  
Base: C3: All stakeholders (2019 n=246)  
Base: C4 All stakeholders involved in collaboration with the Treasury in the past year excluding those said 'not sure' (2019 n=116, 2017 n=97, 2015 n=177; 2013 n=84).

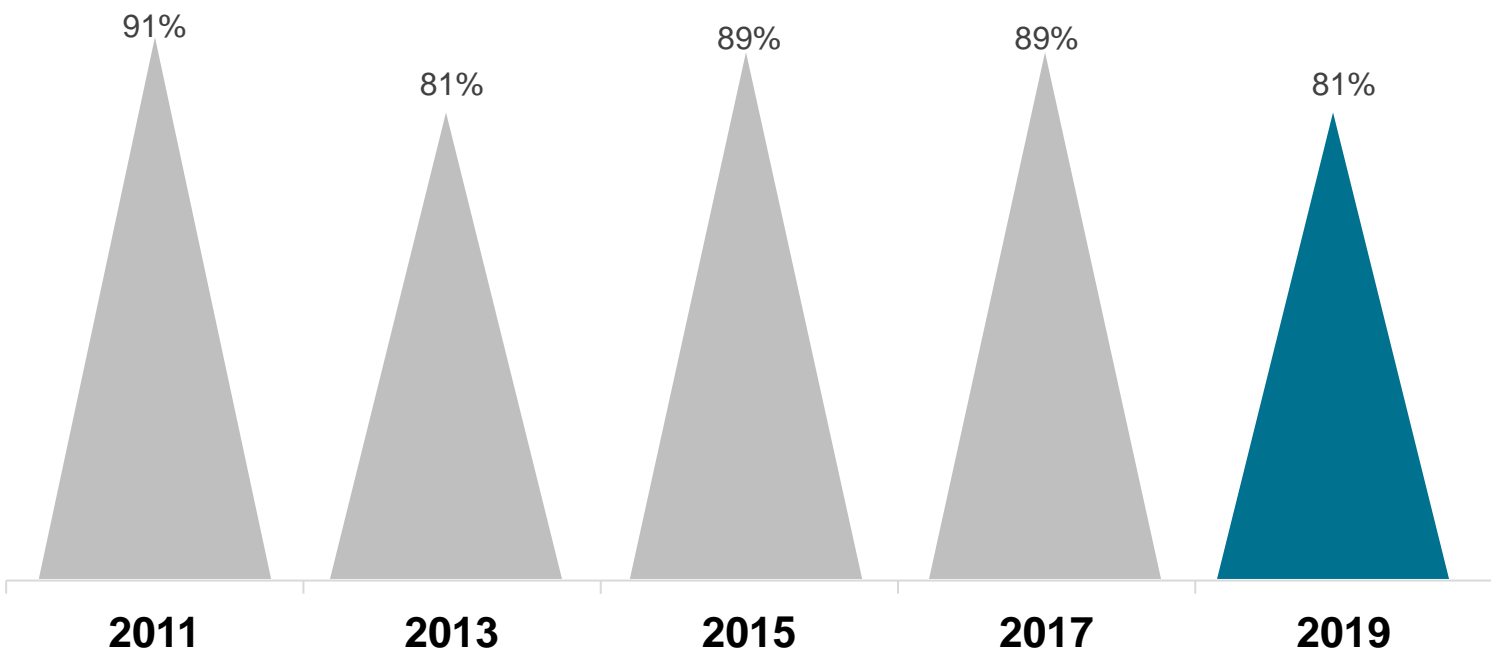


# COLLABORATION WITH THE TREASURY



Eight out of ten stakeholders said that the Treasury sought their views (or their organisations) in the past 12 months. This is a decline from in 2017 (although not statistically significant). The stakeholders who are more likely to have had their views sought appear to be more engaged with the Treasury – they are involved with collaborations, deal with analysts (suggesting a more day-to-day relationship) and have higher satisfaction. This highlights the importance of having two-way engagement with stakeholders.

## HAS THE TREASURY SOUGHT VIEWS FROM YOU, OR YOUR ORGANISATION, IN THE PAST 12 MONTHS?



### SUBGROUP DIFFERENCES

Those groups **more** likely than average (81%) to be have had their views sought:

- Stakeholders involved in a collaboration (93%)
- Stakeholders who generally contact a senior adviser / analyst (89%)
- Stakeholders who are satisfied overall (89%)

Those groups **less** likely than average (81%) to be have had their views sought:

- Stakeholders not involved in a collaboration (70%)
- Stakeholders with a neutral satisfaction level overall (69%)
- 'Other' stakeholders (68%)



TO SUM IT UP...

# IN SUMMARY

2019 is a mixed set of results for the Treasury. Stakeholders remain broadly positive, and some key overall metrics have either improved or remained consistent with previous surveys. That said, when we dig deeper into the data we can see signs of fractures in stakeholder relationships, with specific aspects of service weaker than before, and views of the Treasury becoming more polarised. Moreover there is also evidence to suggest the Treasury is becoming disconnected from the wider public service (highlighted by the perception that the Treasury's influence is decreasing). There is a risk that the relationship can be seen as a one-way street. In contrast to this, when stakeholders are involved in a collaboration with the Treasury, their satisfaction is much higher than those who are not (68% vs. 56%). Collectively, these findings imply that the Treasury needs to challenge itself in terms of how it adds value to stakeholder relationships, and truly engage in two-way dialogue.

”

*“Staff want to do a good job; intelligent juniors with no experience delivering anything have too much advisory influence; their value is limited to process info. I once worked with senior staff with the experience to help get things done; this is unlikely to happen now. Comments on how to improve public sector performance are disconnected with delivery and don't resonate with officials, except theoretically, & not with the public. Greater diversity of staff experience and capabilities would help - as it does in other departments. I'd like to see them listening more, facilitating more, rolling up sleeves to get alongside agencies trying to solve really tricky problems of public service, e.g. finding imaginative fiscal solutions to all-of-government investments (such as in shared infrastructure, or end to end processes across agencies) so that it is actually cheaper & easier for agencies to buy into these. I would endorse Treasury taking a harder look at the opportunity deliver more value in these ways.”*

”

*“In reality the less I have to interact the better. If I do, Treasury coming to meetings with a genuine desire to work with people and work collaboratively to achieve an outcome. Treating people with respect and honesty would be a good start. In fairness my experience has been tainted by a small group within Treasury and I do have positive experiences with other pockets within Treasury where engagement is more productive. However the bad experience far outweighs the good.”*



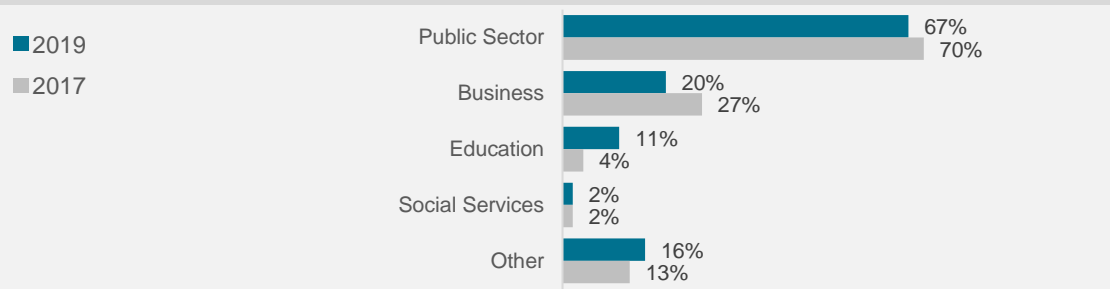


# PROFILE OF STAKEHOLDERS SURVEYED

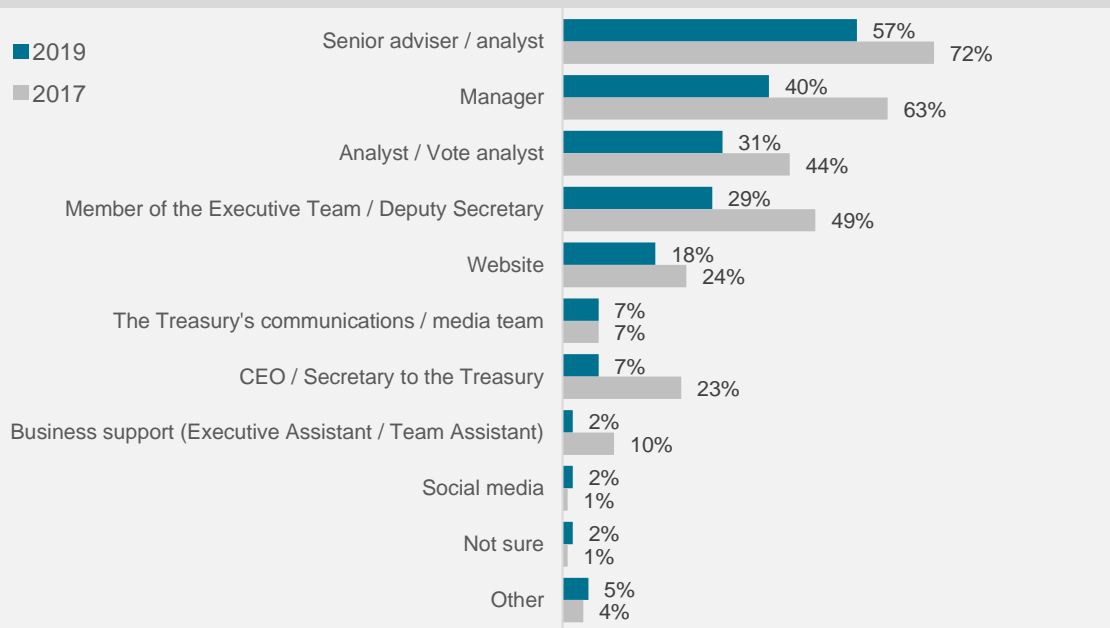
# STAKEHOLDER PROFILE



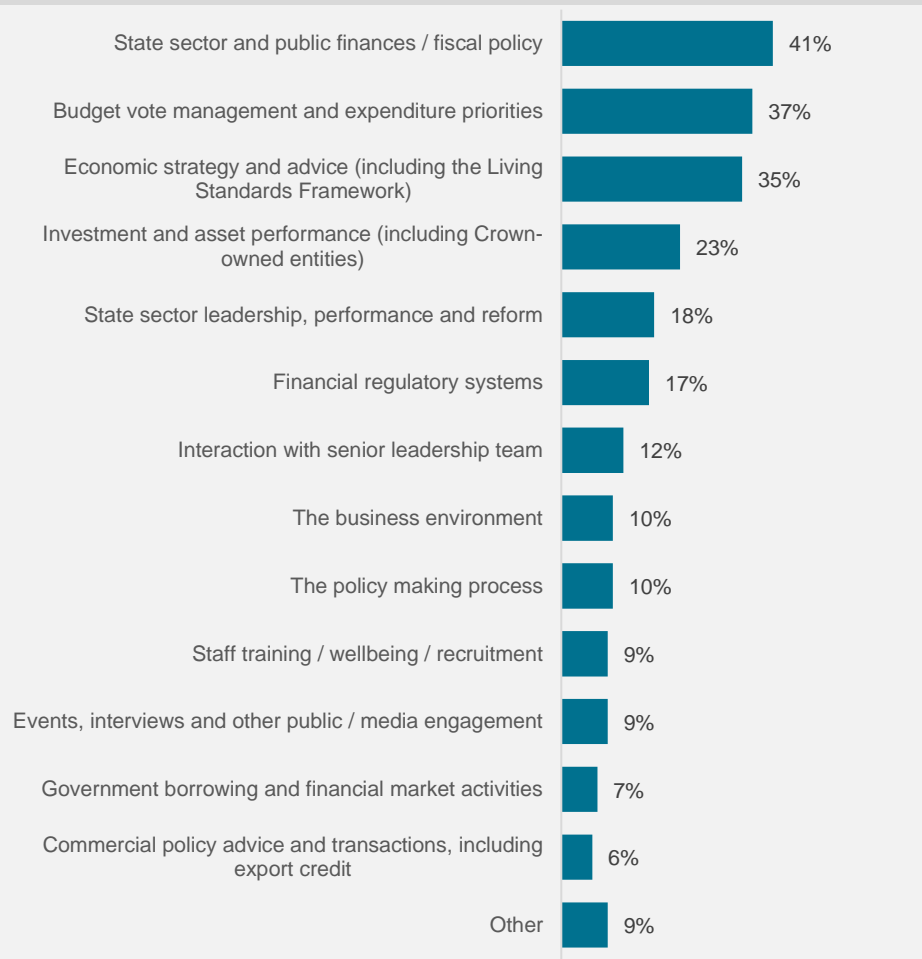
## TYPE OF STAKEHOLDER



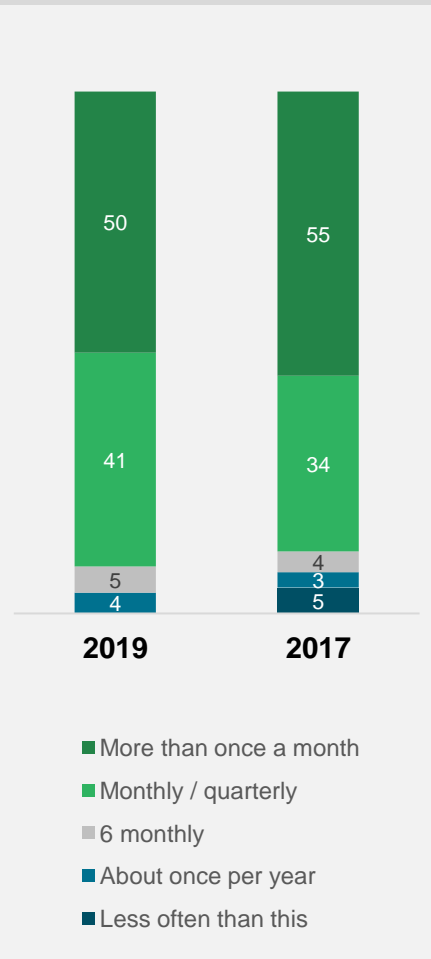
## MAIN POINT OF CONTACT



## REASON FOR CONTACT



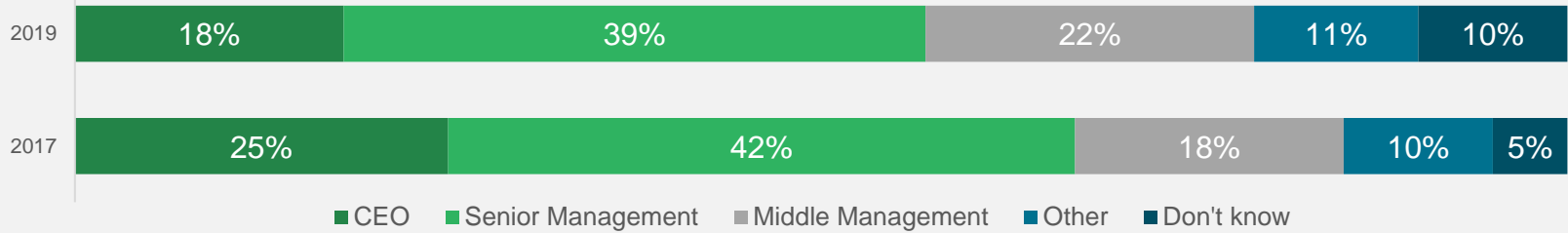
## FREQUENCY OF CONTACT



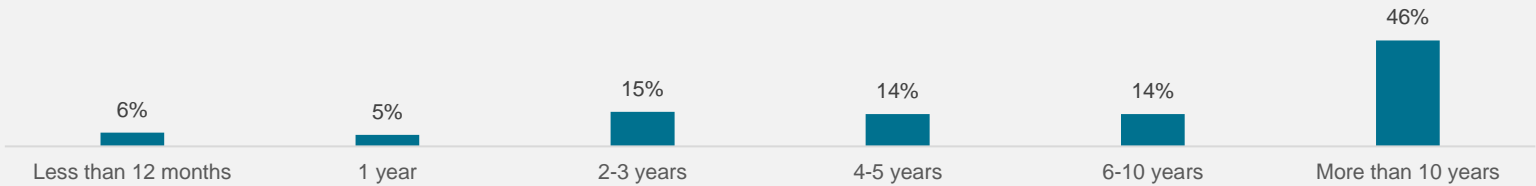
# STAKEHOLDER PROFILE



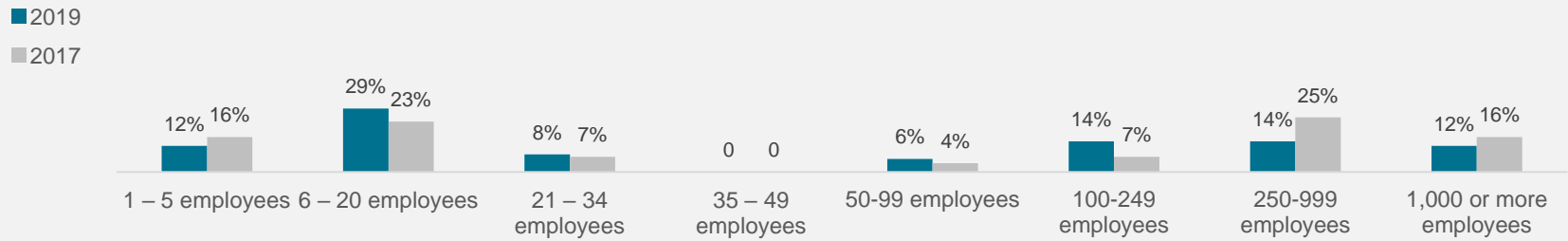
## ROLE OF STAKEHOLDER



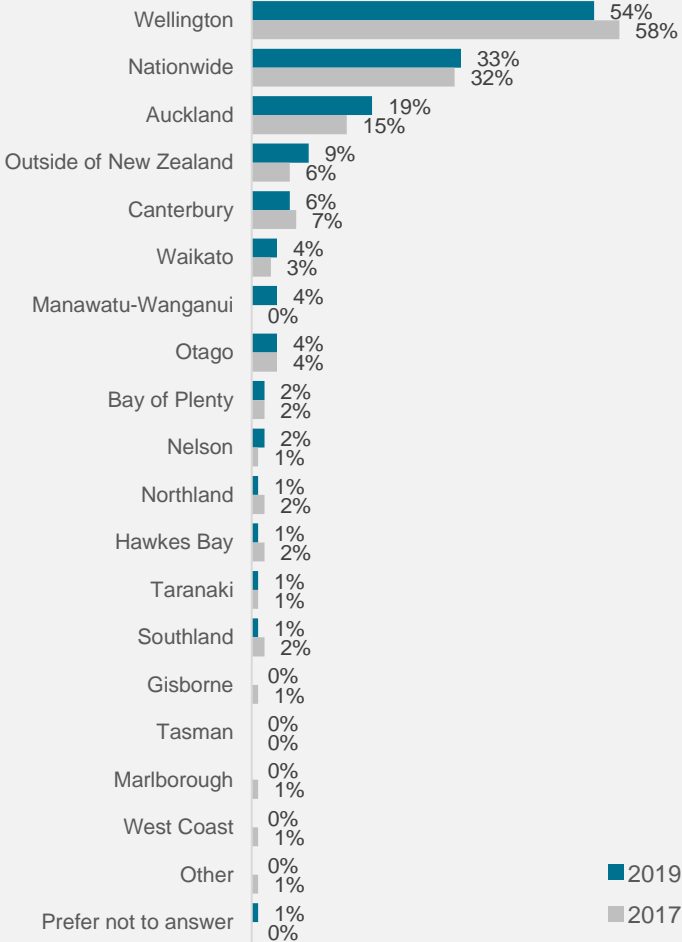
## LENGTH OF RELATIONSHIP



## ROLE OF STAKEHOLDER



## LOCATION OF STAKEHOLDER



FOR MORE INFORMATION PLEASE CONTACT:

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