

Reference: 20180319



THE TREASURY

Kaitohutohu Kaupapa Rawa

5 September 2018

Mr Eric Crampton
The New Zealand Initiative
eric.crampton@nzinitiative.org.nz

Dear Eric

Thank you for your Official Information Act request, received on 8 August 2018. You requested the following:

*"I'm writing to request that Treasury immediately provide the 2017 iteration of the Colmar Brunton stakeholder survey. Prior editions are on the Treasury website here
<https://treasury.govt.nz/publications/information-release/survey-treasury-stakeholders>*

This one failed to be released after its 2017 production; prior iterations were up a couple months after they were produced.

I've seen parts of this report floating around town. I am writing this week's NBR column and would like to know whether the parts I've seen are accurate or a misrepresentation. I will be running with the parts I've seen regardless. There is no good reason not to produce the report immediately where prior reports are publicly available.

As a separate Official Information Act request, please tell me why the 2017 Colmar Brunton stakeholder survey failed to be released after its receipt by Treasury. Please include any internal correspondence, emails, memos, and briefing notes about the 2017 Colmar Brunton survey and its release, as well as any recollections of the relevant officials about the reasons for its not being put up on the relevant website. The 2015 report was on the website two months after its receipt by Treasury. I want to know why the 2017 report was not."

Information Being Released

Please find enclosed the following documents:

Item	Date	Document Description	Decision
1.	29/09/2017	2017 Survey of Stakeholders for the Treasury	Release in full
2.	09/11/2017	2017 Stakeholder Survey Overview	Release in full
3.	20/02/2018	Executive Leadership Team Meeting Proposal	Release in part
4.	08/03/2018	Kaiurungi Paper	Release in part
5.	12/03/2018	External Engagement Survey: Notes from Kaiurungi Meeting	Release in part

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I have decided to release the relevant parts only of the documents listed above.

The 2017 Survey of Stakeholders for the Treasury will be published on the Treasury website very shortly. You have asked for an explanation of why this was not done after the Treasury received the survey results.

These surveys are valuable to us because we get a frank assessment of stakeholders' perspectives of the Treasury and their views on engaging with us. We use this feedback as part of our own frank assessments of what we are doing well and what we need to do better.

Before sharing the results with the public, it is important to the Treasury that we first share the results with all of our staff. We do not consider it sufficient just to tell our staff what the survey results are and what issues stakeholders have raised; we also have to tell them what steps the Treasury is taking to effectively address those issues. Some of those steps take time to identify and then put in place for our staff, and our priority has been to get this done before sharing the survey results more widely.

Among actions taken, the Treasury has:


- upgraded its programme of reviews of the quality of its advice. The findings of the reviews are circulated widely internally, with the aim of better understanding our strengths and weaknesses and embedding a culture of quality advice.
- put in place a work programme focused on economic capability. Amongst other things, this programme involves training and development of existing staff, strengthening peer to peer networks within the Treasury and with state sector peers, and recruitment and career development for economists.
- commenced an internal process to help strengthen stakeholder engagement capability and processes across the organisation.

We note that the survey results highlight some of the Treasury's strengths too; for example, our stakeholders describe us as professional, expert and influential. One of the main messages from our stakeholders is that there is a strong appetite for more engagement and collaboration.

Please note that this letter (with your personal details removed) and enclosed documents may be published on the Treasury website.

This reply addresses the information you requested. You have the right to ask the Ombudsman to investigate and review my decision.

Yours sincerely



Jacqui Bridges
Manager, Communications and Engagement

Table of Contents

1.	<u>2017 Treasury stakeholder survey results overview</u>	1
2.	<u>Treasury stakeholder survey results report 2017</u>	13
3.	<u>Comms & engagement ELT proposal 20 Feb 2018 FINAL</u>	72
4.	<u>Comms & engagement Kaiurungi discussion 8 March 2018 FINAL</u>	77
5.	<u>Kaiurungi external engagement discussion 8 March 2018 v1 JB</u>	82

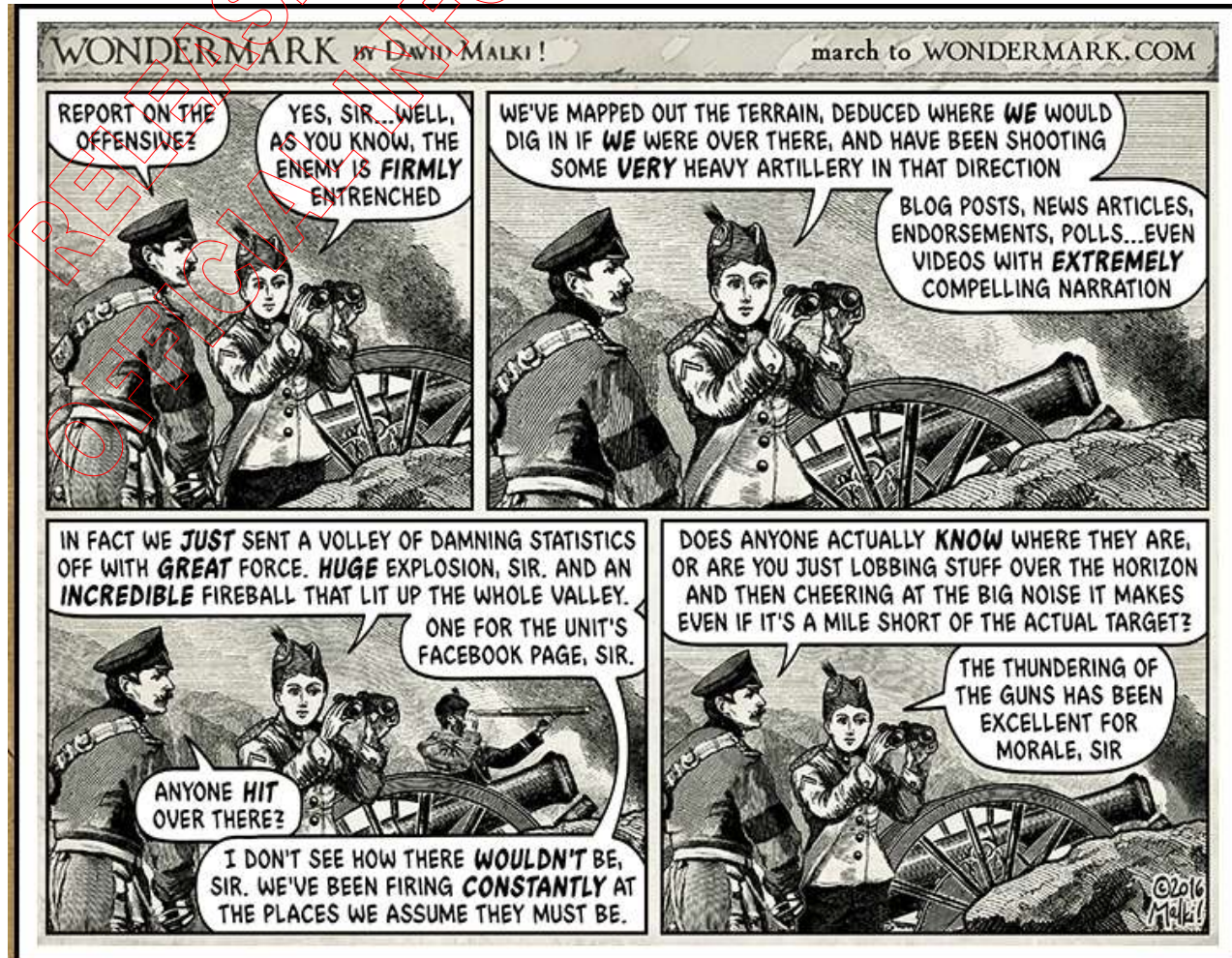


2017 stakeholder survey overview

Paper for ELT

November 2017

Why survey stakeholders' views of us?



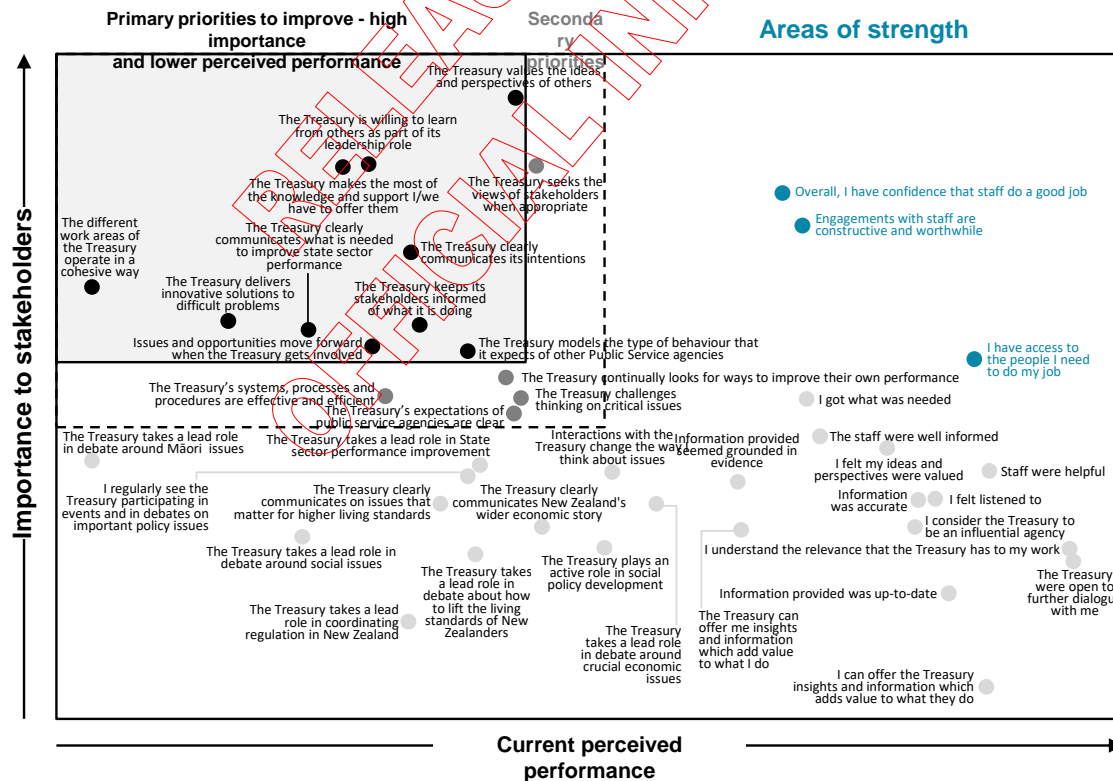
Some key points from the survey

- Most results down from 2015 – more like 2013 and 2011
- Most changes not statistically significant – but we should not be complacent
- Satisfied with how we interact: 53% (63% in 2015)
- Satisfied with Treasury's leadership in the stakeholder's area of work: 34% (48% in 2015)
- Stakeholders who generally interact with us on our core business (economy, Vote work, regulation, public sector performance) are the least satisfied. The exception is interaction on commercial operations.
- Described as professional, expert, academic, influential
- Appetite for more engagement and collaboration

Summary of key result changes between 2015 and 2017

Measure	2015	2017	Movement
Overall satisfaction with the way the Treasury interacts	63%	53%	▼
Overall trust in the Treasury	68%	61%	▼
Staff were well informed	75%	66%	▼
Overall confidence staff do a good job	77%	68%	▼
Satisfaction with the Treasury's leadership role in stakeholders area of work	48%	34%	▼
Treasury challenges thinking on critical issues	58%	48%	▼
Level of agreement with the Treasury's viewpoint	53%	39%	▼
I can offer the Treasury insights	91%	82%	▼
The Treasury can offer me insights	76%	64%	▼
Noticed differences in the way the Treasury expresses itself	56%	39%	▼
Noticed differences in the way the Treasury behaves	42%	30%	▼

How we perform in important areas for stakeholders



Areas of strength:

- Stakeholders believe staff do a good job
- Stakeholders feel engagements with staff are constructive and worthwhile
- Stakeholders feel they have access to the people they need to do their job

Primary areas to improve:

- The different work areas of Treasury operating cohesively
- Delivering innovative solutions to difficult problems
- Clearly communicating what is needed to improve state sector performance
- Being willing to learn from others
- Making the most of knowledge and support offered
- The Treasury's involvement meaning issues and opportunities move forward
- Clearly communicating intentions
- Keeping stakeholders informed
- Valuing the ideas and perspectives of others
- Modelling behaviour that it expects of other Public Service agencies

Key areas to focus on to improve satisfaction

Any improvements in these areas will have a marked effect on overall satisfaction with the Treasury:

The different work areas of Treasury operating cohesively



Delivering innovative solutions to difficult problems



Clearly communicating what is needed to improve state sector performance



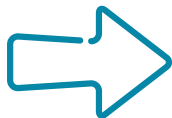
Being willing to learn from others



Making the most of knowledge and support offered



The Treasury's involvement meaning issues and opportunities move forward



Clearly communicating intentions



Keeping stakeholders informed



Valuing the ideas and perspectives of others



Modelling behaviour that it expects of other Public Service agencies



Stakeholders positive about our behaviour changes

- Increased stakeholder engagement
- Greater openness to new ideas
- Greater focus on social issues
- Greater understanding of those we work with
- Improved communication
- Noted our engagement with Pacific communities
- More have noticed our leadership on Māori issues (16% in 2017, 12% in 2015)

What stakeholders want us to focus more on

- Greater collaboration and engagement with others 23%
- Lifting the quality of Treasury staff (capability, knowledge, retention) 18%
- Being more innovative and responsive to change 12%
- Social policy (eg education, housing, infrastructure) 11%
- Being more open to using others' info/views/ideas 11%
- Taking a greater leadership role, including thought leadership 10%
- Providing clarity on our role and where our focus is 10%

Selection of stakeholder comments

Greater collaboration and engagement

"I am aware that Treasury has been working on becoming more engaged and open in the way it operates. Hopefully my answers indicate that there has been some progress, but I think there is still a lot more to be done."

"Treasury still operates an old model of public sector leadership i.e. second line of advice, while the rest of the public sector is trying to collaborate for collective impact. It would be helpful if they moved to a more sophisticated model that allowed them to do both effectively i.e. contribute to the collective impact while maintaining an ability to advise ministers directly."

"Bedding in new direction and focus and more sharing and engagement on new thinking."

"Think more critically about its priorities and areas of focus and the best way in which it can/should engage with stakeholders and partners to achieve those priorities."

"Better engagement with the NGO sector (maybe not the most important matter but it is important and rather neglected)."

"Senior leaders engaging more with senior leaders in the public sector."

"Consider working with, rather than leading some of the work that requires other entities to be engaged in i.e. social housing, and improving the living conditions of NZ."

Lifting the quality of Treasury staff

"Continuity of personnel - constant changes in personnel."

"Build staff capability - Treasury staff demonstrating more EQ rather than IQ in conversations, relationship and listening skills, real understanding and empathy with their customers world/other's perspectives, thinking about the outcomes that they want to achieve."

"Hire more academically trained experts, not generalists, that carry out research to shed light on relevant issues and engage with other researchers in the country better."

"The Treasury staff are personally a pleasure to work with, but they don't have a strong background in economic analysis."

"The people at treasury need more exposure to operational and service delivery issues. They tend to come from a theoretical knowledge base and are not aware of the operational challenges in social services."

"It really matters who you get allocated as to the nature of the advice and engagement. This makes the experience unpredictable."

"The Treasury needs coherent intellectual leadership from its senior staff (Secretary and Dep Secretary particularly). At the moment too many Treasury positions on important issues are decided by relatively junior staff without the experience, expertise or breadth of view required to decide policy on these issues."

Be more innovative / respond to change

"Investigate different models and new thinking/experiences - at lot of the time Treasury seems to be advocating the status quo rather than challenging the status quo."

"The Treasury is changing but not fast enough to keep pace with the changes required to the role of government in a rapidly changing environment. More innovative thinking that is rooted in what occurs on the ground is required. The public services needs to be more agile in meeting the needs of Ministers and the public and Treasury needs to be at the centre of providing leadership on how to do this better with the finite resources available."

"Not sure Treasury makes much impact on the big issues. From what I see they still get mired in prescriptive detail, and don't think outside the box often."

"Leadership by example - by that I mean by showing how we can make brave/bold/innovative choices in key policy areas that are needed to lift the living standards of NZ."

"It's not about focus on particular subjects, but about being ahead of the agenda. Treasury can be at its most valuable when it is setting the agenda, being ahead of the game and everyone else."

"How to effect systemic change rather than band-aiding the symptom of our compounding social and environmental deficits based on our current economic model which is flawed given a global economy. Treasury need to be open to innovation."

Questions raised by the survey results

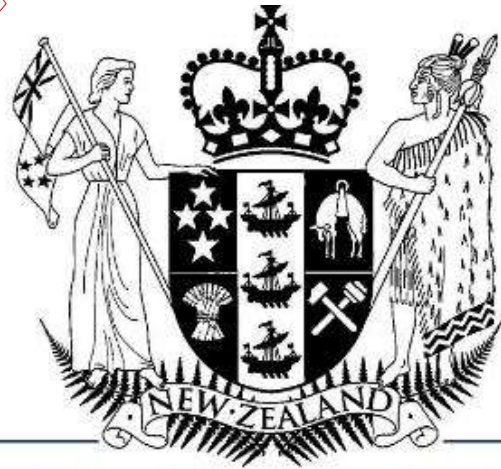
- Do these results line up with your experience?
- Has our performance slipped?
- Have we “banked” the improvements made since 2011, and stakeholders aren’t seeing further improvements happening with the same momentum?
- Are stakeholder expectations of us higher than before? Have we raised expectations without delivering?
- 69% of respondents are from the public sector – are we seen as more hindrance than help? Or is some dissatisfaction the result of the Treasury doing its job properly, which involves a degree of compliance, questioning, pushback and prioritising?
- Do the results matter, as long as relationships are productive?

Questions on implications

- Stakeholders want to see innovative solutions, willingness to learn from others, valuing others' perspectives, making the most of others' knowledge. **What does this mean for our diversity & inclusion work? For our interpersonal skills?**
- Stakeholders want to see the Treasury's involvement meaning issues and opportunities move forward, us modelling behaviour that we expect of other Public Service agencies, and the different work areas of Treasury operating cohesively. **What does this mean for our leadership behaviour?**
- Stakeholders want us to clearly communicate our intentions, clearly communicate what is needed to improve state sector performance, and keep them informed. **What does this mean for our communications behaviour?**
- Stakeholders are least satisfied when interacting with us on economics, Vote work, regulation and public sector performance. Some have mentioned our staff lack a strong background in economic analysis, are too theoretical, are not aware of operational challenges, and don't have enough experience and expertise. **What does this mean for lifting our economics capability? Our Vote analysis capability? Our recruitment?**

Measure	2011	2015	2017	Movement
Overall satisfaction with the way the Treasury interacts	56%	63%	53%	▼
Overall trust in the Treasury	63%	68%	61%	▼
Staff were well informed	75%	75%	66%	▼
Overall confidence staff do a good job	76%	77%	68%	▼
Satisfaction with the Treasury's leadership role in stakeholders area of work	49%	48%	34%	▼
Treasury challenges thinking on critical issues	46%	58%	48%	▼
Level of agreement with the Treasury's viewpoint	50%	53%	39%	▼
I can offer the Treasury insights	80%	91%	82%	▼
The Treasury can offer me insights	68%	76%	64%	▼
Noticed differences in the way the Treasury expresses itself	2013: 55%	56%	39%	▼
Noticed differences in the way the Treasury behaves	2013: 40%	42%	30%	▼

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THE TREASURY
Kaitohutohu Kaupapa Rawa

SURVEY OF STAKEHOLDERS FOR THE TREASURY





Methodology and reading notes

Methodology

This report presents findings from an online survey conducted for the Treasury of its stakeholders. The research builds upon earlier surveys conducted 2015, 2013 and 2011.

An online survey with stakeholders was conducted between 7 August and 4 September 2017.

Before the survey, a pre-notification email was sent from the Treasury. Colmar Brunton subsequently emailed the survey invitation to a list of 580 stakeholders. Two email reminders was sent during fieldwork in order to maximise the response rate.

186 stakeholders responded to the survey, giving a response rate of 32%. While the response rate is slightly lower than that seen in 2015 (46%) it is in line with the response rate achieved in 2013 (32%).

The questionnaire took 18 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
- Perceptions about changes at the Treasury in the past two years
- Perceptions of collaboration by the Treasury
- Perception of the website



Reading this report

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

However, it should be noted that the profile of stakeholders differs between 2011, 2013, 2015, and 2017. These differences reflect differences in the stakeholder lists provided.

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

Where the report does not display comparisons against the 2015, 2013 and/or 2011 surveys the question(s) was not asked in those years (or was asked in a different way which means the results are not directly comparable).

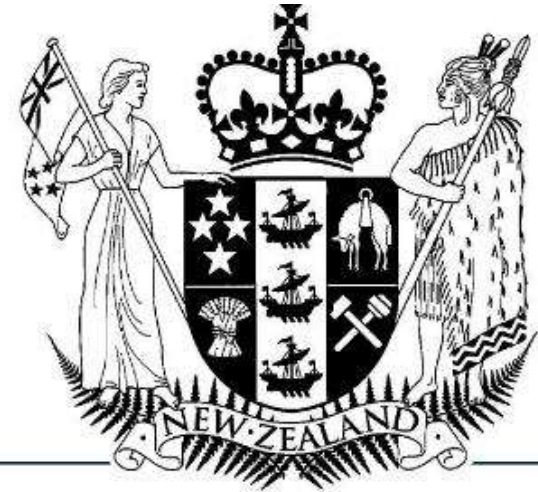
Shorthand labels are used to describe each chart, please refer to the questionnaire for the full question text shown to respondents.

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

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





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Summary

Summary

Overall satisfaction and trust

- Just over half (53%) of the Treasury's stakeholders are satisfied with the way the Treasury interacts with them. This is broadly consistent with 2013 and 2011 findings (55% and 56% respectively) but is a significant decline from the peak satisfaction seen in 2015 (63%).
- When asked how the Treasury could increase the value of its interactions, stakeholders provided a wide range of areas to focus on. One in five (23%) simply said they would like increased engagement and collaboration. Those who provided more specific areas for improvement mentioned: greater transparency from the Treasury (14%); a greater understanding of stakeholders perspectives and the work they do (13%); and a desire for the Treasury to be more open minded and invite, and genuinely engage in, discussions (12%).
- Statistical analysis was undertaken to determine areas of strength within the Treasury and also areas where there is currently room for improvement. The areas of strength identified were all staff related, these were: staff do a good job, stakeholders feel engagements with staff are constructive and worthwhile, and stakeholders feel they have access to the people they need to do their job.
- Sixty-one percent of stakeholders say they trust the Treasury. As with satisfaction, this is in line with the 2013 and 2011 results (both 63%), but is a slight decline from the 68% of stakeholders who trusted the Treasury in 2015.

Satisfaction with recent interactions

- 71% of stakeholders were satisfied with their most recent interaction. This measure has been trending downward since the research began in 2011 when 76% of stakeholders were satisfied with their most recent interaction.
- Treasury staff continue to be viewed positively by stakeholders. Especially so when it comes to them: being open to dialogue (85%), being helpful (79%), listening (77%), and valuing the ideas and perspectives of stakeholders (75%).

Perceptions about the Treasury's capabilities

- Stakeholders perceptions of the Treasury's general capabilities continue to be relatively mixed:
 - They are positive about having access to the right people (80%), and staff doing a good job (68%, down from 77% in 2015).
 - They have middling perspectives on the Treasury valuing the ideas and perspectives of others (46%), and the Treasury continually looking for ways to improve (44%).
 - Stakeholders are least positive about the Treasury being effective and efficient (35%), delivering innovative solutions to difficult problems (28%), and the different work areas of Treasury operating cohesively (22%).

The Treasury's leadership role

- This year we asked stakeholders what they believed to be the Treasury's role and purpose. In response, more than half (59%) said its role is to advise the government and ministers on finances and economics, while 42% said the Treasury monitors and manages public finances.
- One in three (34%) stakeholders are satisfied with the Treasury's leadership role in their area of work, this is a significant decline from the 48% who felt this way in 2015.
- Most stakeholders continue to consider the Treasury to be an influential agency (76%, cf. 78% in 2015). However, fewer than half believe it challenges thinking on critical issues (48%, down from 58% in 2015), is willing to learn from others (38%, cf. 37% in 2015), and is able to move issues and opportunities forward when it gets involved (34%, cf. 37% in 2015).
- Around half of stakeholders agree the Treasury takes a lead role in the debate around: crucial economic issues (54%, cf. 63% in 2015), how to lift the living standards (42%, cf. 50% in 2015), and state sector performance (42%, cf. 50% in 2015). Fewer believe it takes a lead role in coordinating regulation in New Zealand (39% cf. 43% in 2015), and the debate around social issues (29%, cf. 36% in 2015). Just sixteen percent agree it takes a lead role in the debate around Māori issues. These measures have all seen slight (but not statistically significant) downward shifts from 2015 with the exception of the Treasury's involvement in the debate around Māori issues, which appears to have improved slightly (16%, cf. 12% in 2015).

Summary

Brand-personality and communication

- When asked to describe the Treasury's 'personality' stakeholder most commonly used the words professional (56%), expert (51%), academic (46%), and influential (44%). 'Complicated' was the most frequently used negative word (32%).
- Fewer than half of stakeholders feel the Treasury clearly communicates; New Zealand's economic story (49%, cf. 53% in 2015); issues that matter for higher living standards (40%, cf. 45% in 2015); its intentions (38%, cf. 42% in 2015); and what is needed to improve state sector performance (30%, cf. 34% in 2015). These areas of communication have all seen slight (but not statistically significant) declines from 2015.
- Less than half of stakeholders agree the Treasury: plays an active role in social policy development (49%, cf. 58% in 2015), clearly communicates its expectations of public service agencies (47% cf. 43% in 2015), is regularly seen at events on important policy issues (43%, cf. 50% in 2015), and models the behaviour it expects of other public service agencies (43%, cf. 44% in 2015).

Collaboration with Stakeholders

- Half of stakeholders (53%) have been involved in a collaboration with the Treasury in the past year. Of these, just over half (57%) were satisfied with the Treasury's involvement in the collaboration.
- 82% of stakeholders believe they have insights of value to the Treasury (down from 91% in 2015), while 64% feel the Treasury can offer them insights (down from 76% in 2015).

Changes at the Treasury in the past two years

- 39% of stakeholders, who have had contact with the Treasury for the past two years, have noticed differences in how it *expresses itself*. This is down from 56% in 2015.
- The differences observed continue to be positive and include: increased stakeholder engagement, a greater openness to new ideas, a greater focus on social issues, a greater understanding of those they are working with, and improved communication.
- 30% of those who have had contact with the Treasury for the past two years have observed changes in how it *behaves*, this measure is also down from 2015 (42%).
- When prompted with specific areas (and asked about noticeable changes), this year fewer stakeholders said they had seen increases in: the quality of collaborations (50%, down from 65% in 2015); the Treasury's openness to different thinking (47%, down from 65%); the Treasury's influence in the debate about lifting the living standards (38%, down from 56%); the Treasury's influence in new thinking about social service provision (38%, down from 55% in 2015); the Treasury's influence in the debate about our economic future (37%, down from 55% in 2015); its influence in the debate about improving business conditions (29%, down from 41%); its influence outside of Wellington (25%, down from 37% in 2015); its influence in the debate about how to improve public sector performance (23%, down from 44% in 2015); and its influence in the debate about education quality (19%, down from 38%).
- When asked about the future direction of the Treasury, stakeholders continue to suggest it should increase its involvement in the debates about: our economic future (74%, cf. 72% in 2015), lifting the living standards (67%, cf. 63% in 2015), sustainable funding of health services (61%, cf. 53% in 2015), improving public sector performance (57%, cf. 56% in 2015), business conditions (56%, cf. 51% in 2015), new thinking about social service provision (52%, cf. 51% in 2015), and Māori participation in the economy and society (52%, cf. 50% in 2015). Slightly fewer feel it should increase its involvement in the debate about education quality (39%, cf. 38% in 2015).

The Treasury's website

This year we asked stakeholders to provide us with their views of the website. Half (51%) agree the website is easy to navigate and around two thirds agree information on the website is clear and easy to understand and they were able to do what they wanted (63% and 66% respectively).

Summary of key result changes between 2015 and 2017

Measure	2015	2017	Movement
Overall satisfaction with the way the Treasury interacts	63%	53%	▼
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Key areas to focus on to help improve satisfaction among stakeholders

Any improvements in these areas will have a marked effect on overall satisfaction with the Treasury:

The different work areas of Treasury operating cohesively



Delivering innovative solutions to difficult problems



Clearly communicating what is needed to improve state sector performance



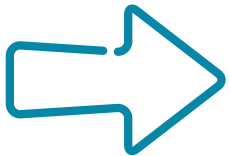
Being willing to learn from others



Making the most of knowledge and support offered



The Treasury's involvement meaning issues and opportunities move forward



Clearly communicating intentions



Keeping stakeholders informed



Valuing the ideas and perspectives of others



Modelling behaviour that it expects of other Public Service agencies





THE TREASURY
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Main report

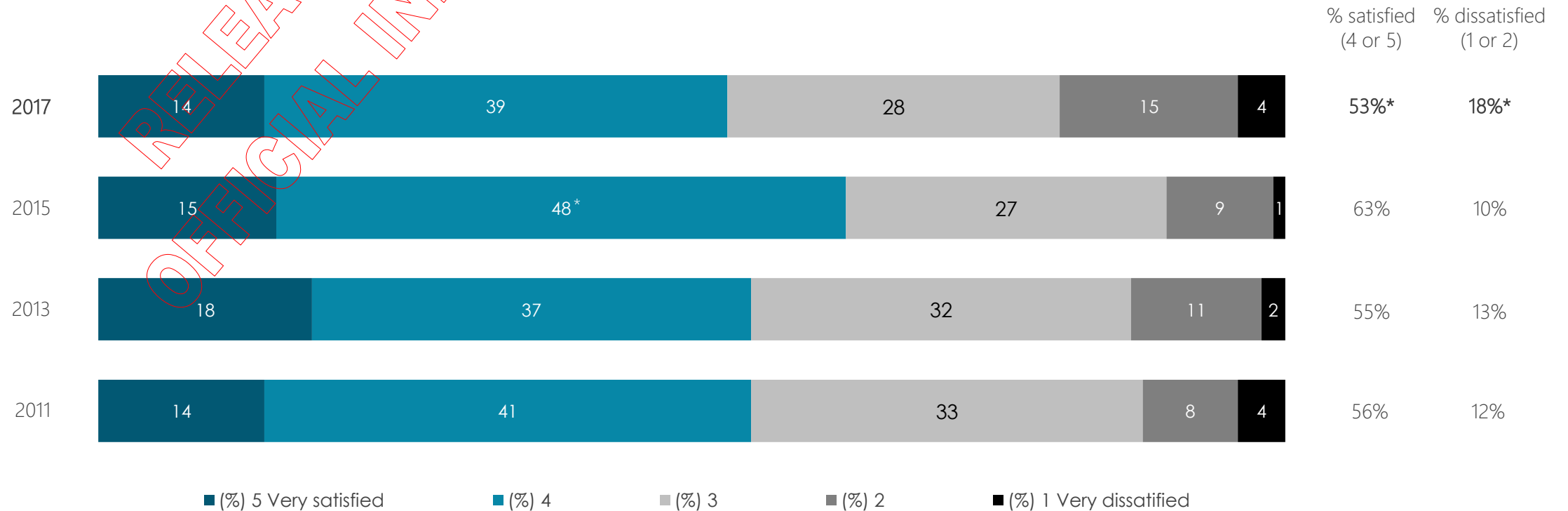


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Overall satisfaction and trust

This year just over half (53%) of the Treasury's stakeholders say they are satisfied with the way the Treasury interacts with them. This is a significant decline from the 63% who were satisfied in 2015, but is broadly consistent with 2013 and 2011 findings.

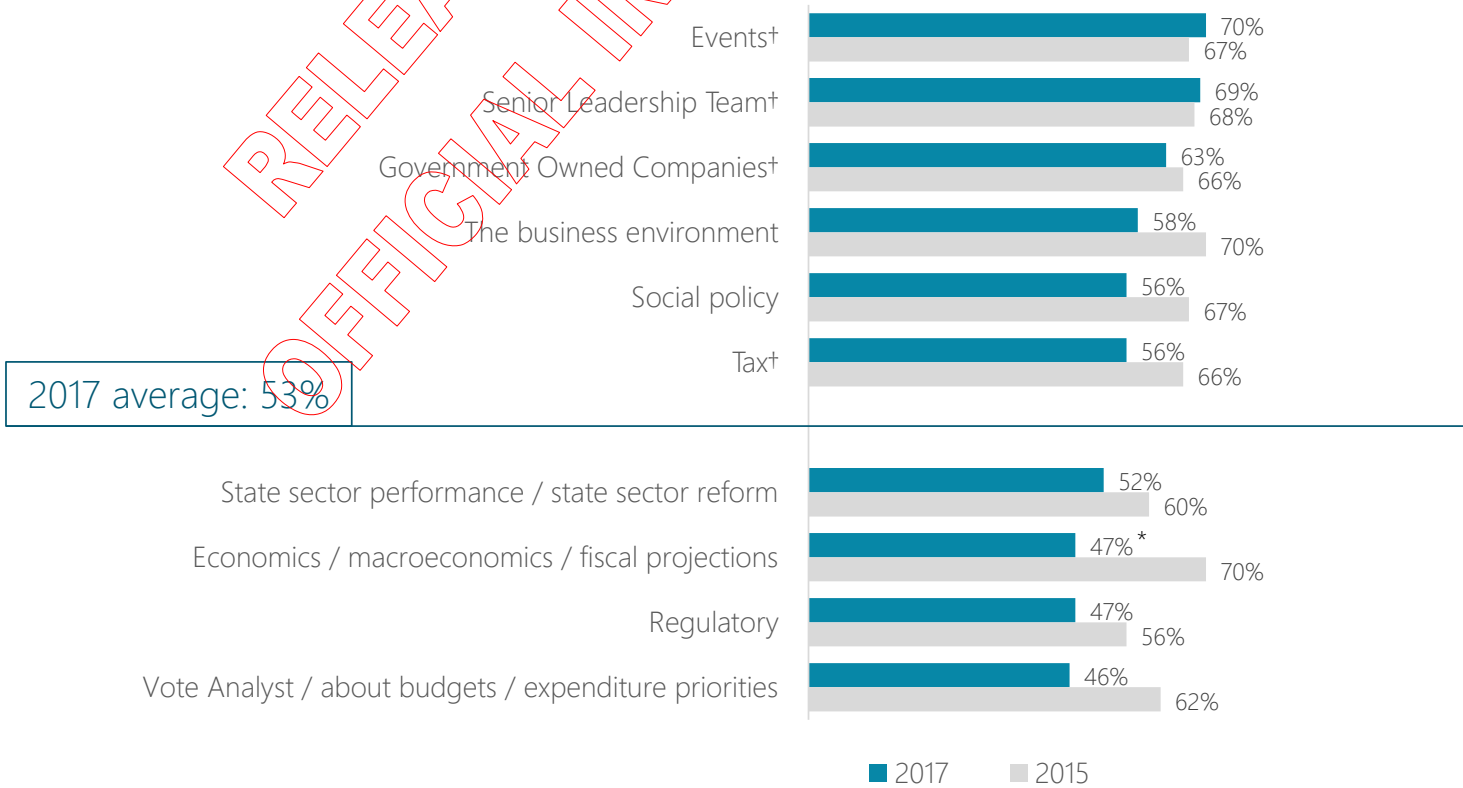
Overall satisfaction with the way the Treasury interacts



* Significantly higher or lower than previous result

Stakeholders who generally interact with the Treasury about economics, regulatory, or budgets appear to be least satisfied with the way the Treasury interacts with them.

Who is more or less satisfied with the Treasury?



* Significantly higher or lower than previous result

Stakeholders more satisfied than average:

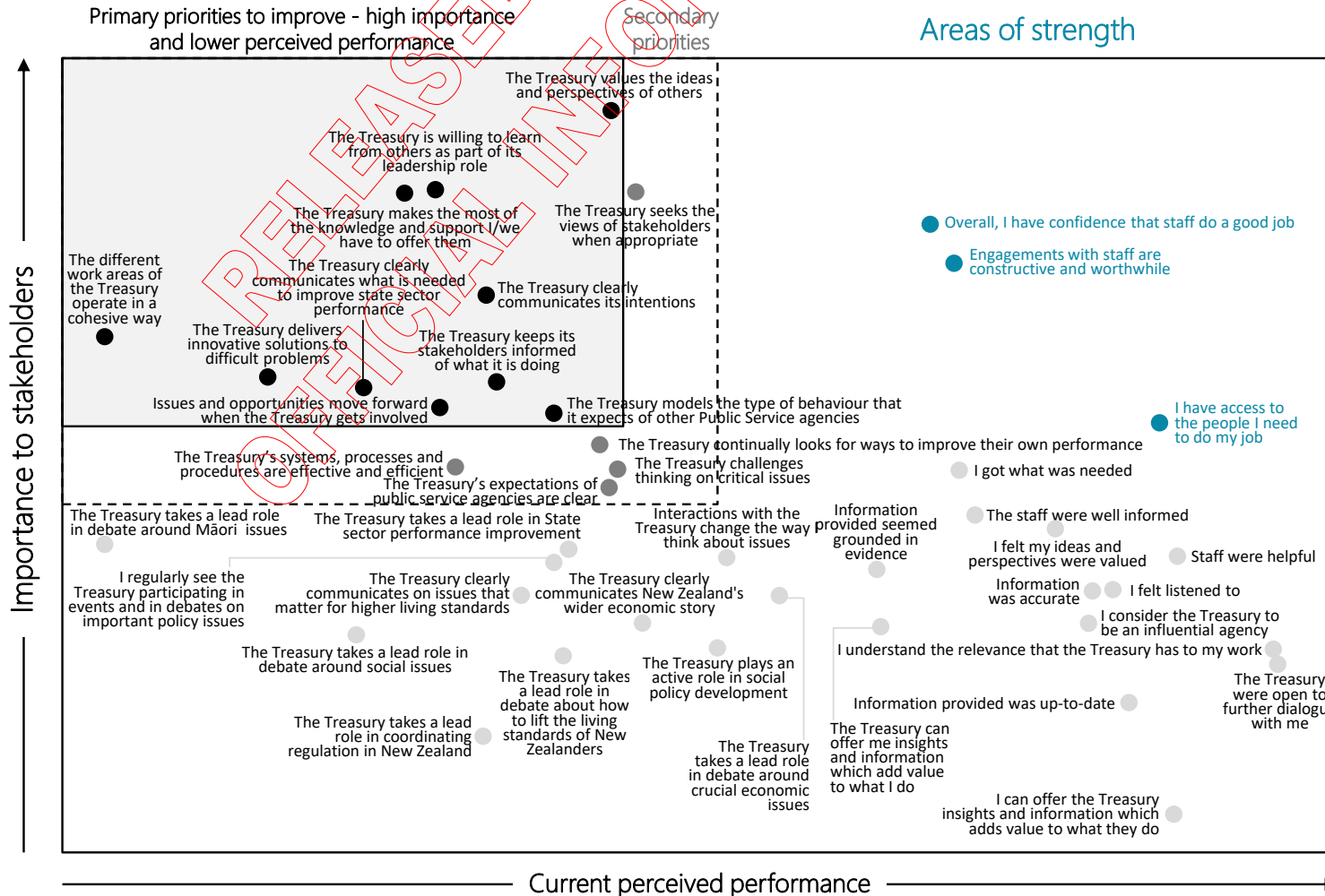
- Stakeholders interacting with Treasury's senior advisors and analysts are more likely than average to be satisfied with the way Treasury interacts with them (60%).

Changes in satisfaction over time:

- Stakeholders interacting about economics are now less satisfied than they were in 2015 (47%, down from 70% in 2015).
- Those interacting with analysts and vote analysts and are also less satisfied than then was the case in 2015 (53%, down from 68% in 2013).

Source: O1 - Overall, how satisfied or dissatisfied are you with the way the Treasury interacts with you? I6 - And what is your contact generally about?
 Base: All stakeholders within each key subgroup (2017 n=16-71).
 † Caution small base size.

This chart presents the outcome a statistical analysis of the key areas which could help improve overall satisfaction. Attributes towards the top are important to stakeholders while attributes to the left are ones stakeholders think there is room to improve upon. To lift satisfaction, the Treasury should focus its efforts on improving black attributes, while maintaining performance on the blue attributes.



Areas of strength:

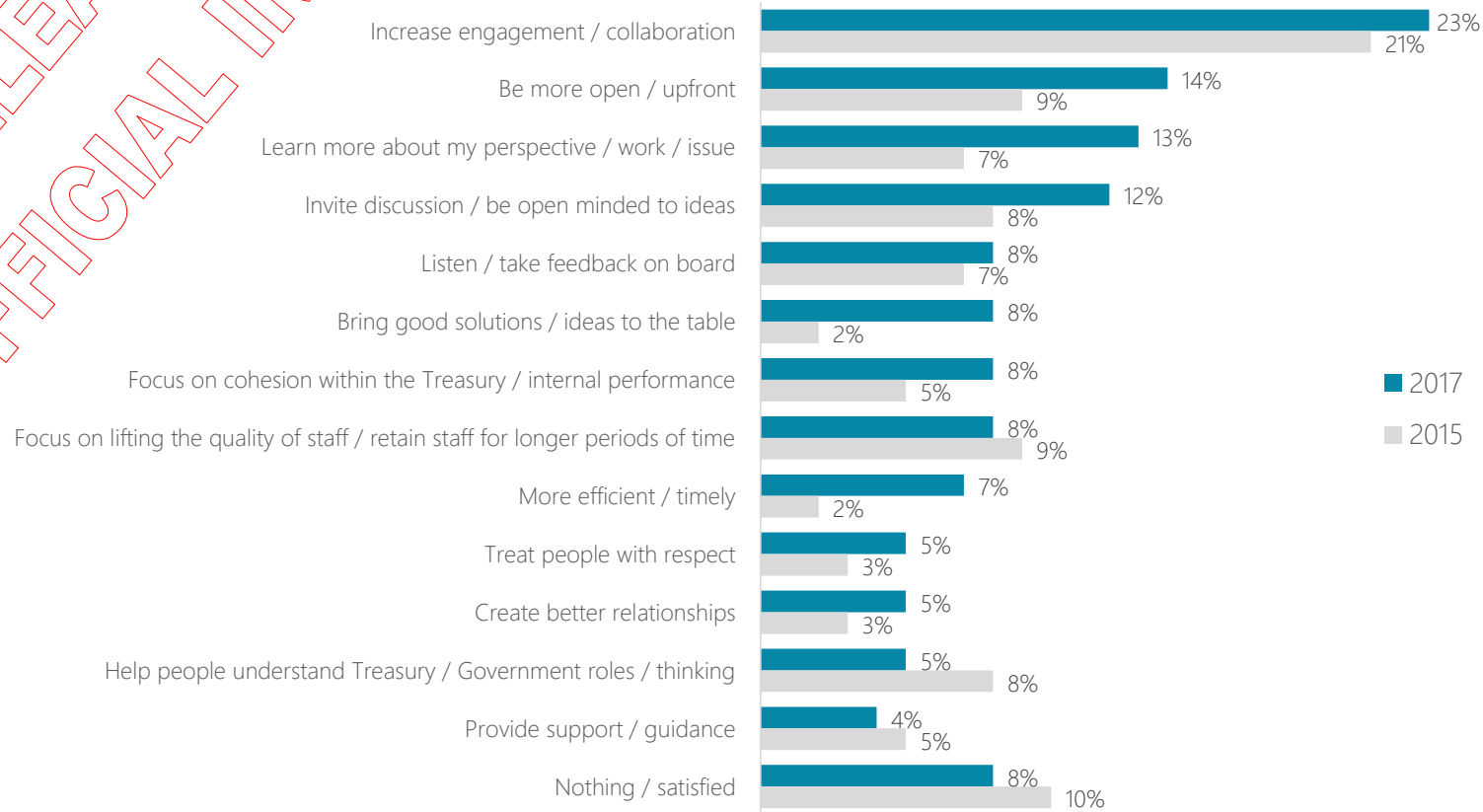
- Stakeholders believe staff do a good job
- Stakeholders feel engagements with staff are constructive and worthwhile
- Stakeholders feel they have access to the people they need to do their job

Primary areas to improve:

- The different work areas of Treasury operating cohesively
- Delivering innovative solutions to difficult problems
- Clearly communicating what is needed to improve state sector performance
- Being willing to learn from others
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- The Treasury's involvement meaning issues and opportunities move forward
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- Keeping stakeholders informed
- Valuing the ideas and perspectives of others
- Modelling behaviour that it expects of other Public Service agencies

We asked stakeholders what the Treasury could do to improve its engagement with them. One in five stakeholders simply said they would like increased engagement and collaboration. More specific areas mentioned were: greater transparency from the Treasury; a greater understanding of stakeholders perspectives and the work they do; and a desire for the Treasury to be more open minded and invite, and genuinely engage in, discussions.

How stakeholders believe the Treasury can improve stakeholder engagement



Source: O2 - What more could Treasury be doing to give you value and get value from their interactions with you?
 Base: All stakeholders commenting on the question excluding those who said 'don't know' (2017 n= 106, 2015 n=149).
 Note: Suggestions under 4% are not shown in the chart.

Here are some example of suggestions provided by stakeholders.

Increase engagement / collaboration

"The Treasury is very open to interactions with me, but these interactions are usually initiated by me. They could be more proactive."

"Some engagement would be good. We used to regularly 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."

"Lack of engagement. When I do talk to them, I have difficulty getting them to stick to actions they have agreed to undertake."

"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)."

Invite discussion / be open minded to ideas

"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."

"Play it straight; stop having pre-determined views."

"Listen, be less dogmatic and ideological, recognise other agencies have expertise and are capable of sound judgements."

"Reach out and talk. Workshop ideas. Be more proactive and show more thought leadership."

Learn more about my perspective / work / issue

"Vote teams getting to know the business and being part of the strategic solution as opposed to defending a technical position."

"Know more about our priorities, risks, and opportunities."

"Give Vote Analysts more opportunity to learn about the agencies they are commenting on."

"I get a new analyst or policy manager at least annually. Most of my interactions are focussed on lifting their understanding rather than on debating and discussing ways of driving better outcomes and performance."

"Understand more about the realities and challenges in the social sector."

"Stronger overall staff commitment to understanding Māori and application of that understanding."

Be more open / transparent

"Increased openness and sharing of new thinking."

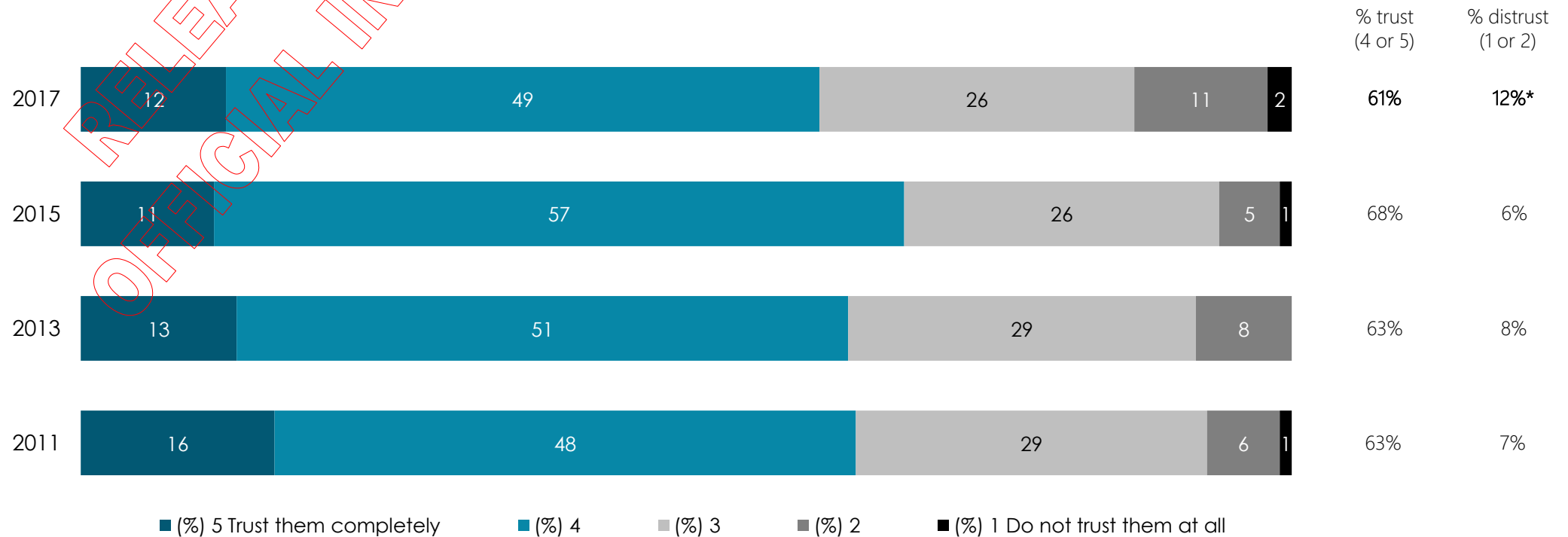
"Engage at an intellectual level as they develop policy positions. At the moment Treasury officials say nothing in meetings when collecting information, then go away and develop a position and I have no input until they have a position set in concrete."

"Take a more open approach to sharing ideas, policy considerations and context of stakeholders."

"Be honest and up front about objectives and clear on how options will be assessed."

Sixty-one percent of stakeholders say they trust the Treasury. This is a slight decline from the 68% who said they trusted the Treasury in 2015 but is in line with 2013 and 2011 findings (both 63%).

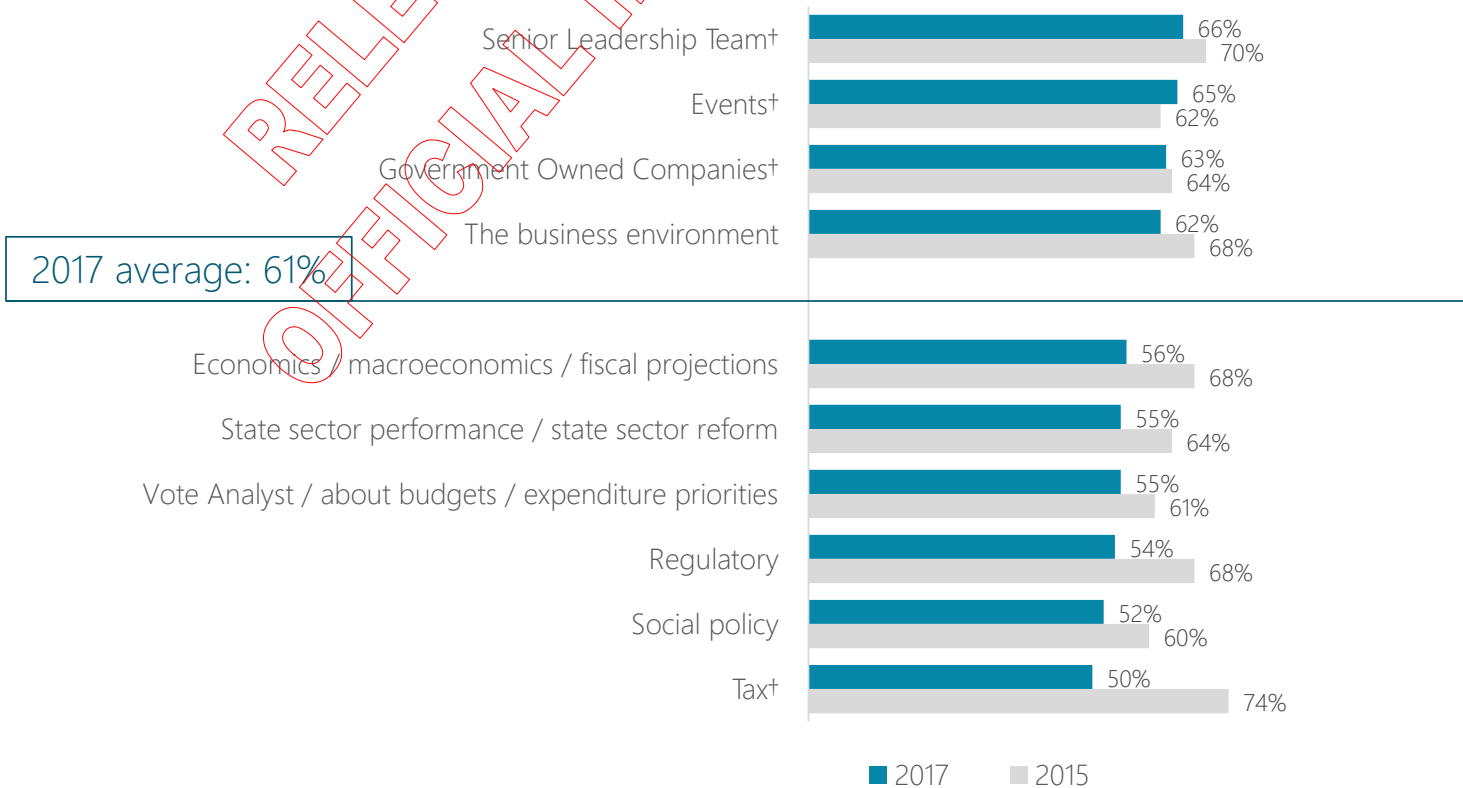
Overall trust in the Treasury



* Significantly higher or lower than previous result

Those who generally interact with the Treasury about economics, state sector performance, budgets, regulatory, social policy, and tax appear to be least trusting of the Treasury.

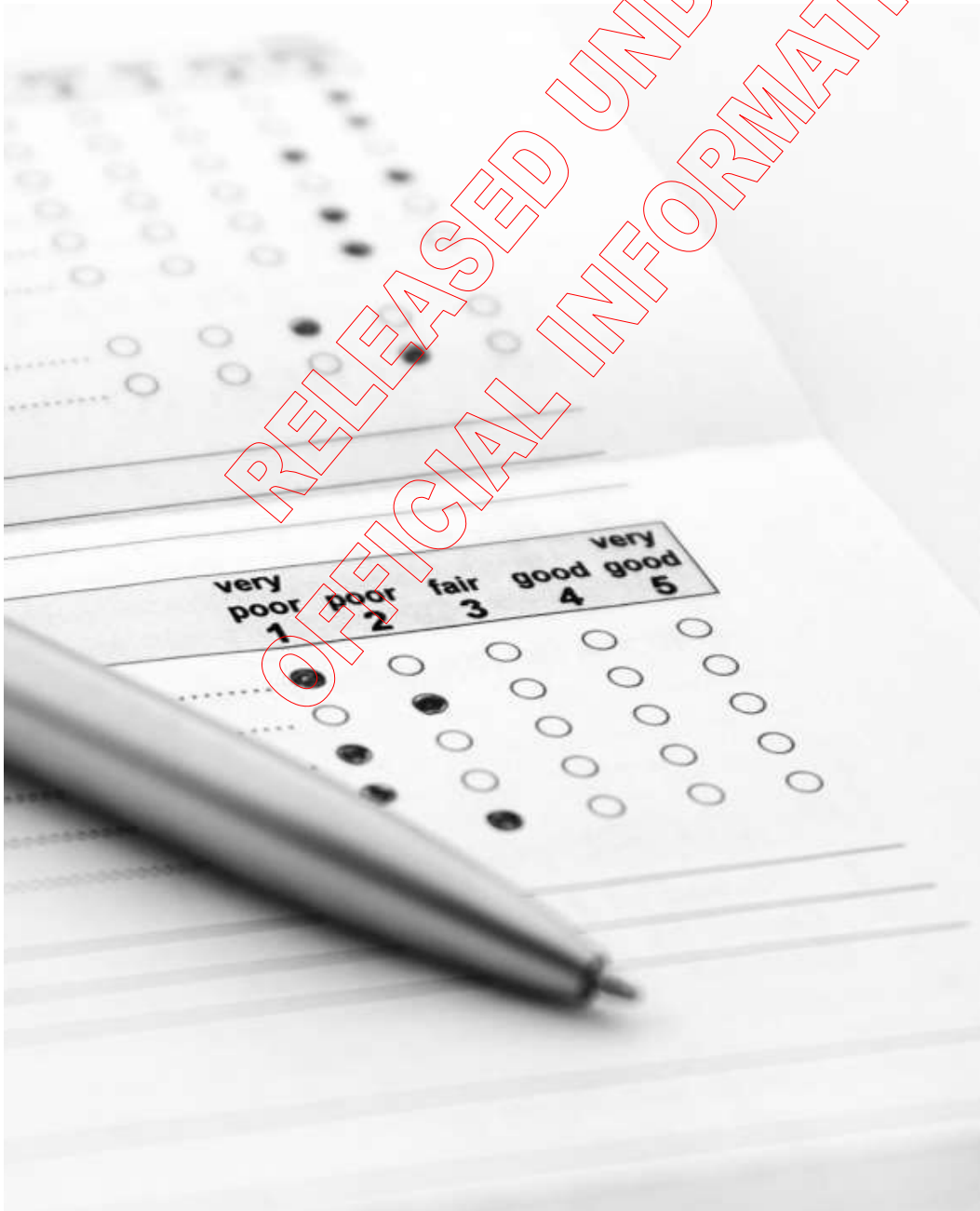
Who is more or less trusting of the Treasury?



Stakeholders more trusting of the Treasury than average:

- Stakeholders who hold a middle management position are more trusting of the Treasury than their more senior counterparts (79% trust the Treasury, compared to 53% among senior stakeholders).

Source: B5c - Overall, to what extent do you trust Treasury?
Base: All stakeholders within each key subgroup (2017 n=16-71).
† Caution small base size.

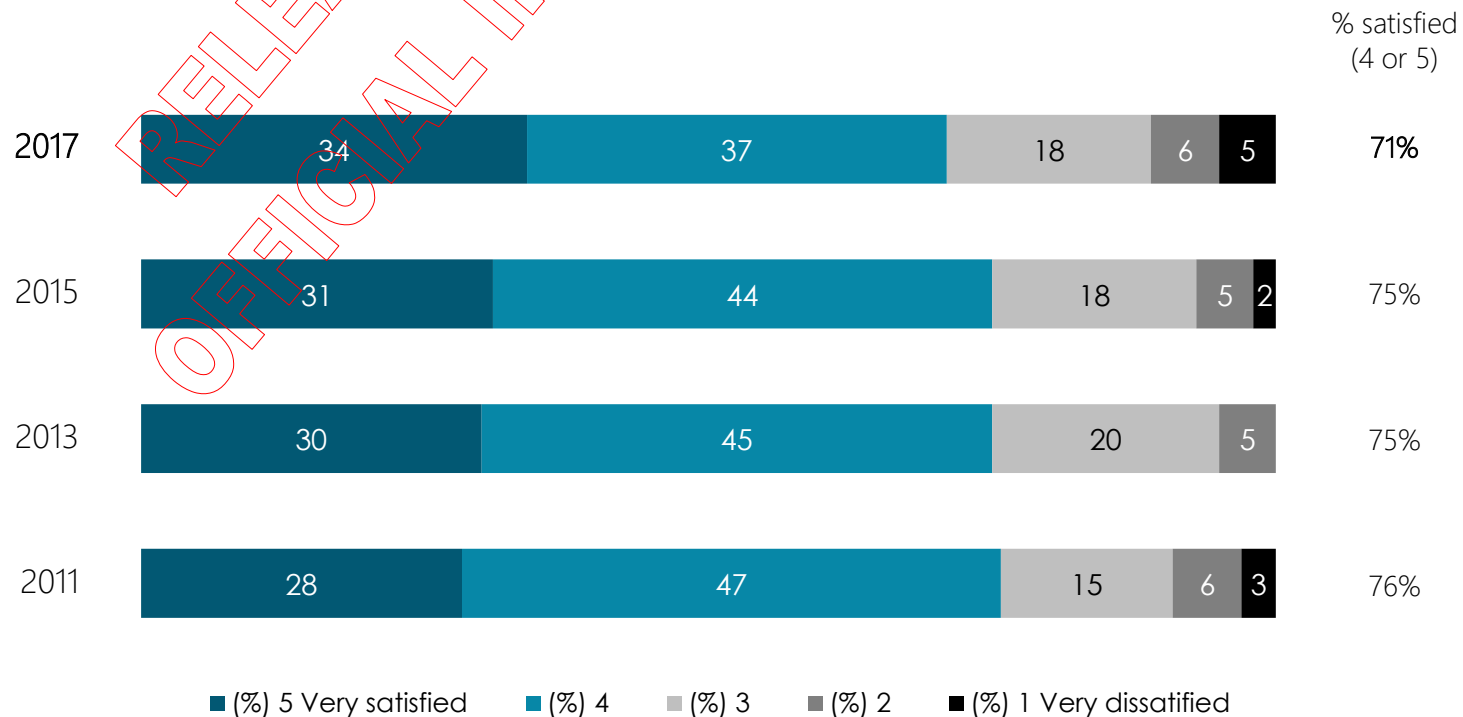


THE TREASURY
Kaitohutohu Kaupapa Rawa

Satisfaction with recent interactions

When we asked stakeholders about their most recent interaction, seven in ten said they were satisfied with that specific interaction. This measure has seen a slight downward trend since research began in 2011 (although the decline is not statistically significant).

Satisfaction with most recent interaction with the Treasury



Who is more or less satisfied with their most recent interaction with the Treasury?

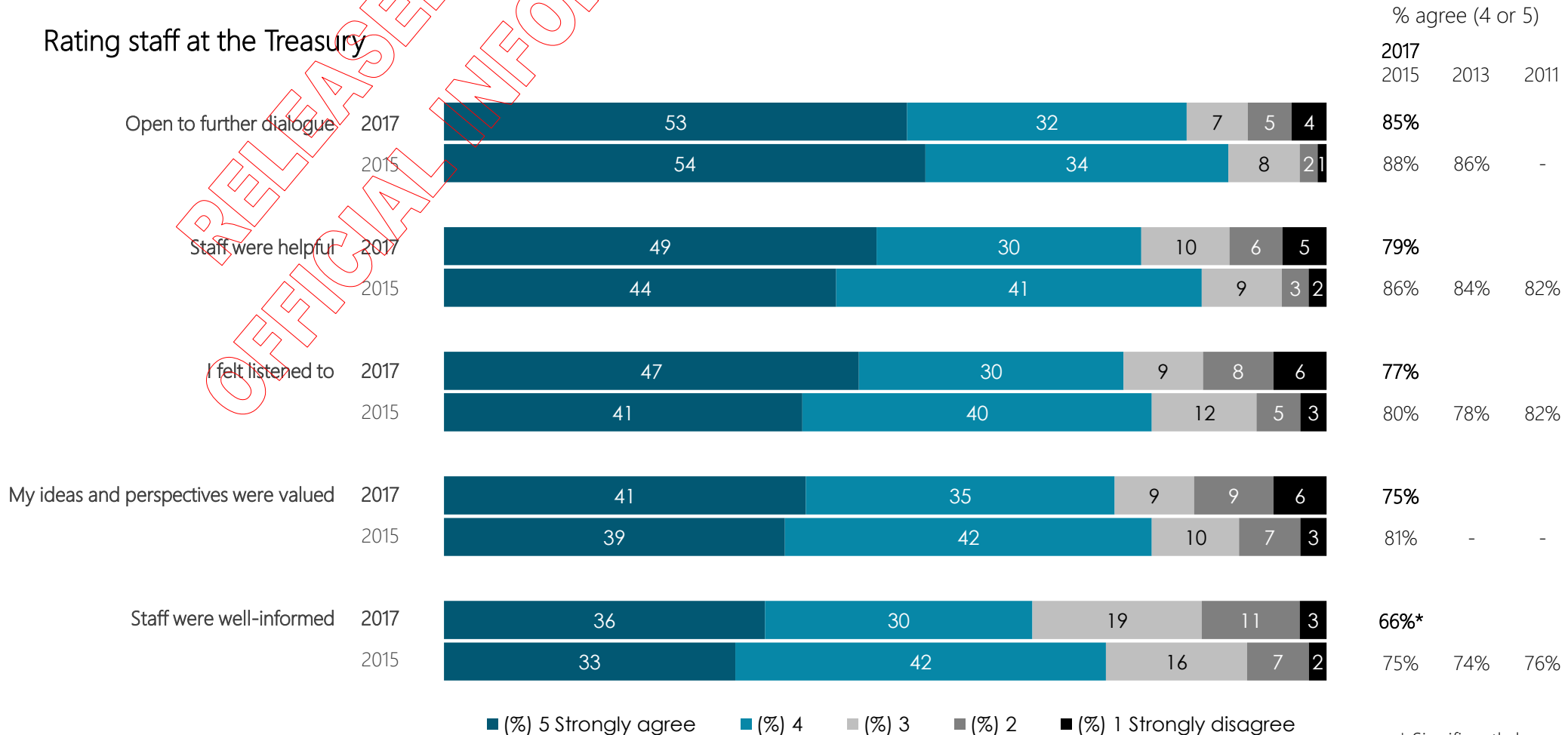
Those who generally contact the Treasury about regulatory are:

- Less satisfied than average with the most recent interaction (59%, compared to 71% on average).
- More dissatisfied with their most recent interaction than was the case in 2015 (19% were dissatisfied in 2017 compared to just 5% in 2015).

Those who have frequent contact (at least every two to three weeks) with the Treasury were more likely than average to be dissatisfied with their most recent interaction (17%, compared to 11% on average).

Treasury staff continue to be seen an asset and as such received relatively high ratings. However, one area has seen a decline in satisfaction since 2015. This is 'staff were well informed' (down to 66%, from 75% in 2015).

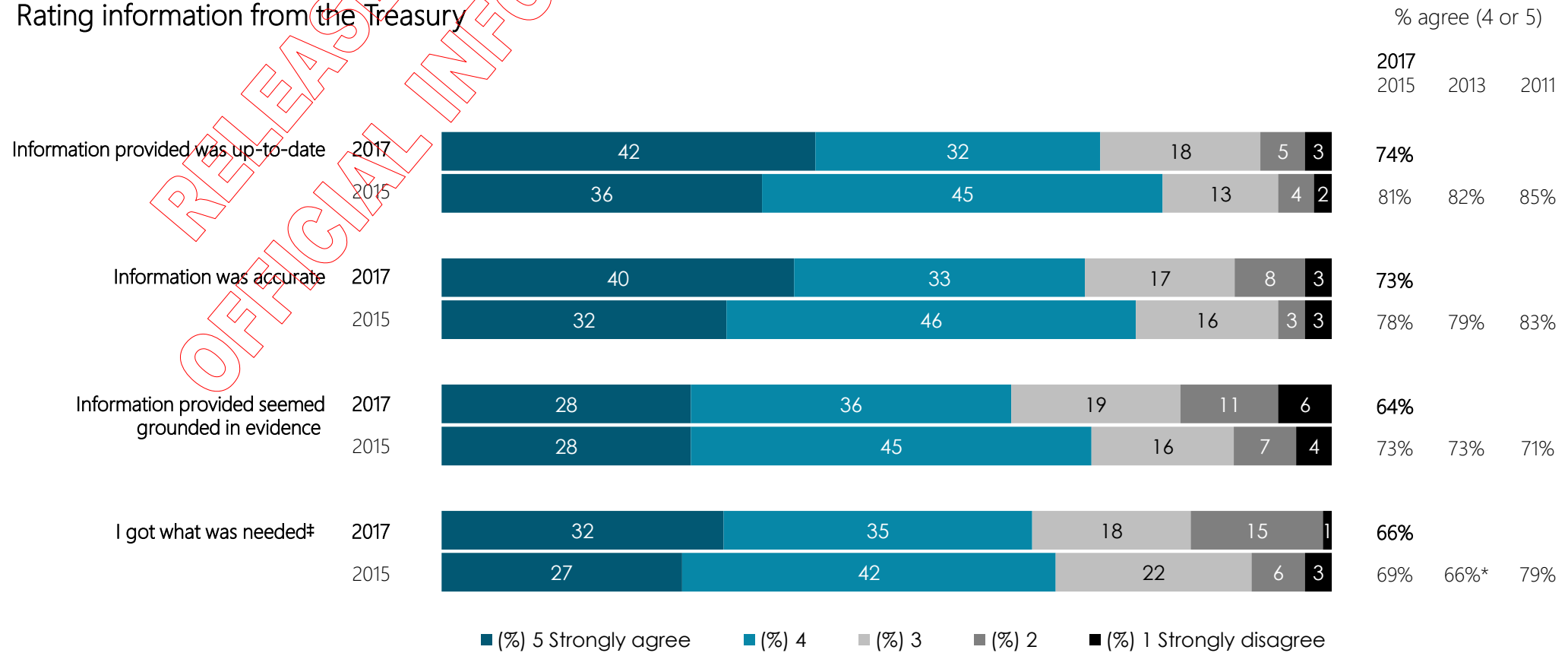
Rating staff at the Treasury



* Significantly lower than previous result

Since 2015, there appears to have been a slight (although not statistically significant) decline in satisfaction with all measures surrounding information provision by the Treasury.

Rating information from the Treasury



* Significantly lower than previous result

Source: S1 - Please indicate how much you agree or disagree with each statement below about your most recent contact with the Treasury.
 Base: All stakeholders who have had interacted with the Treasury in the past year excluding 'don't know' and 'not applicable' (2017 n≈160, 2015 n≈270).
 ‡ Only asked to those who initiated contact with the Treasury (2017 n=95, 2015 n=156).

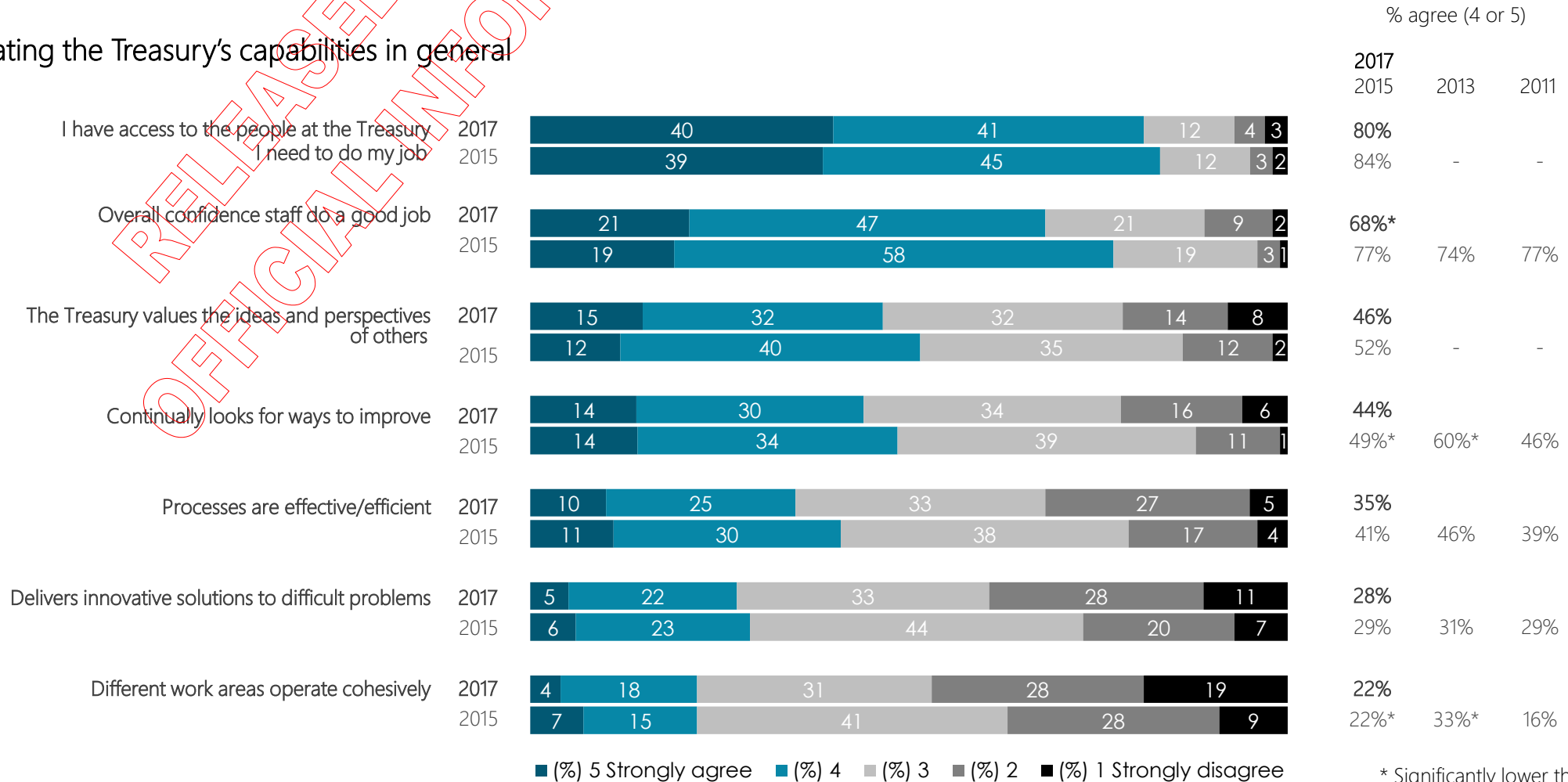


THE TREASURY
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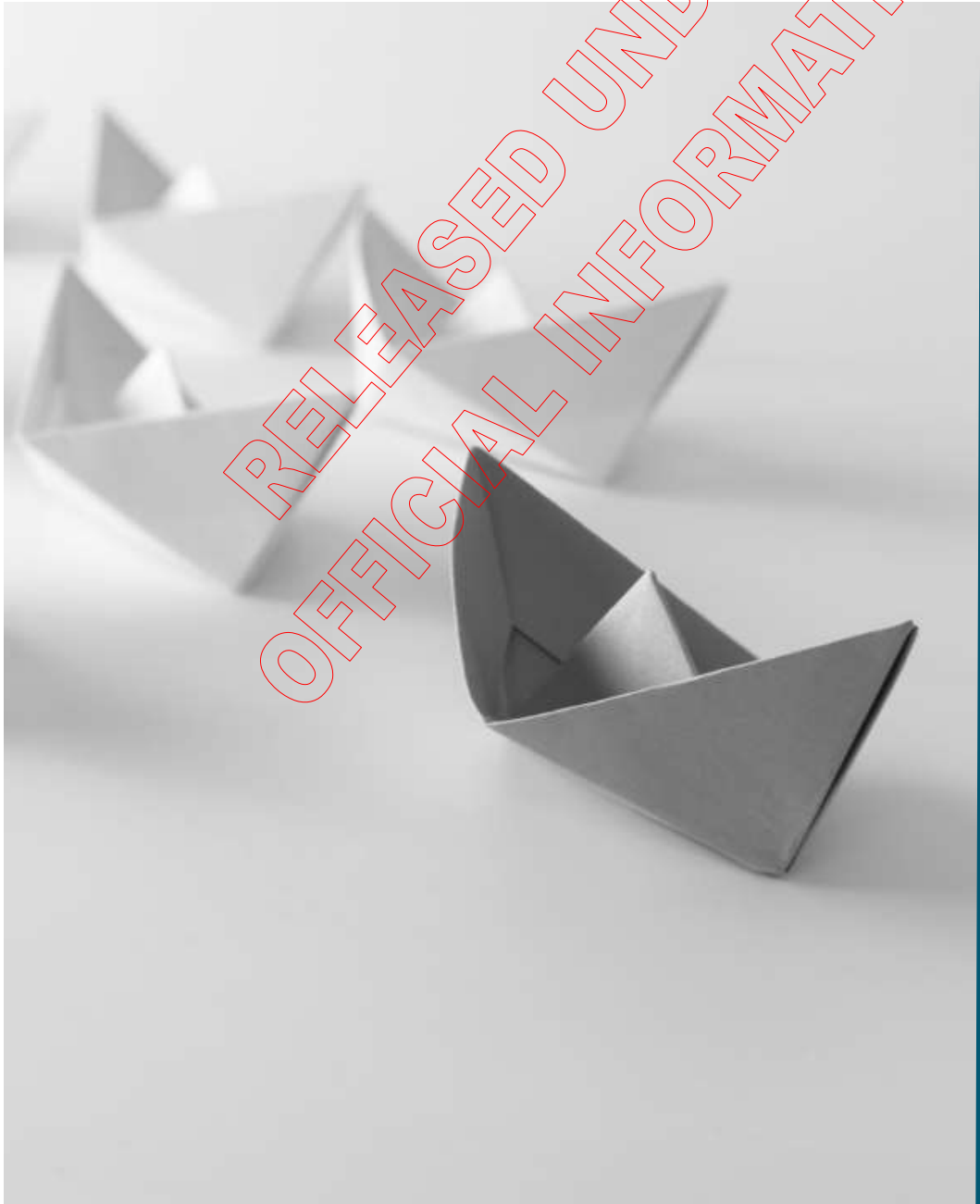
General capability

Ratings of the Treasury's capabilities in general continue to be varied and appear to be slightly down on 2015 findings. One area in particular saw a significant decline - this was 'overall, I have confidence that staff do a good job'.

Rating the Treasury's capabilities in general



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' (2017 n≈144-182, 2015 n≈208-301).

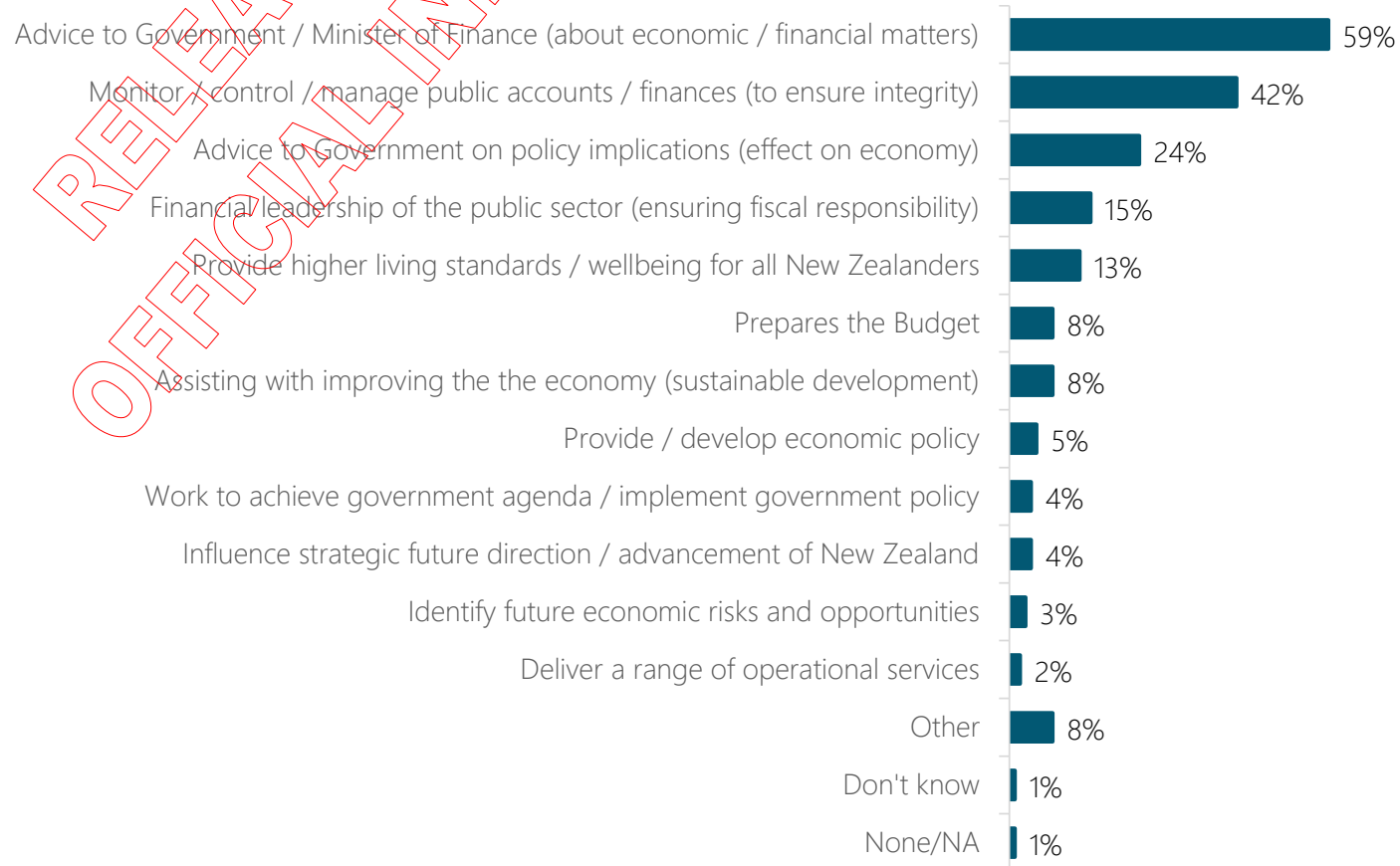


THE TREASURY
Kaitohutohu Kaupapa Rawa

Treasury's role and leadership

This year, for the first time, we asked stakeholders what they believed to be the Treasury's role and purpose. More than half (59%) said they believe its role is to advise the government and ministers on finances and economics, while 42% said the Treasury monitors and manages public finances.

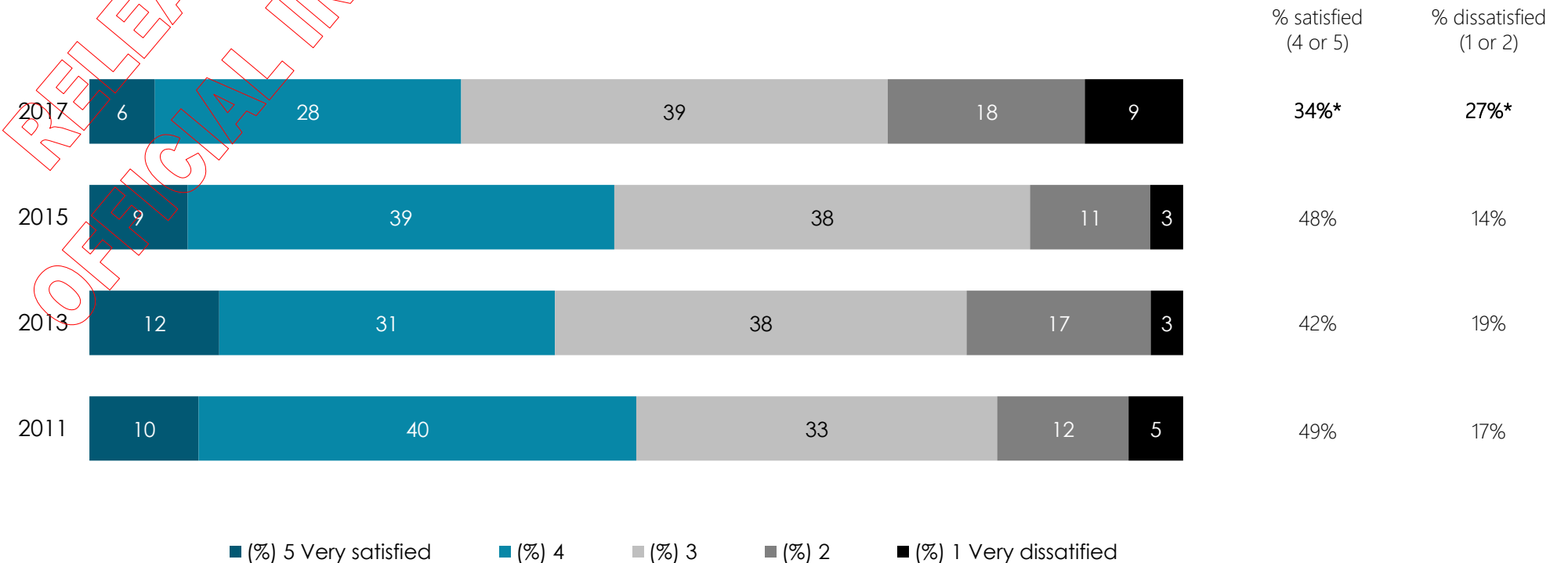
Treasury's perceived role and purpose



Source: I1a - What would you say is the Treasury's role and purpose?
Base: All stakeholders (2017 n=186).

One third (34%) of the Treasury's stakeholders are satisfied with its leadership role in their area of work. This is a significant downward shift from the 48% who felt this way in 2015.

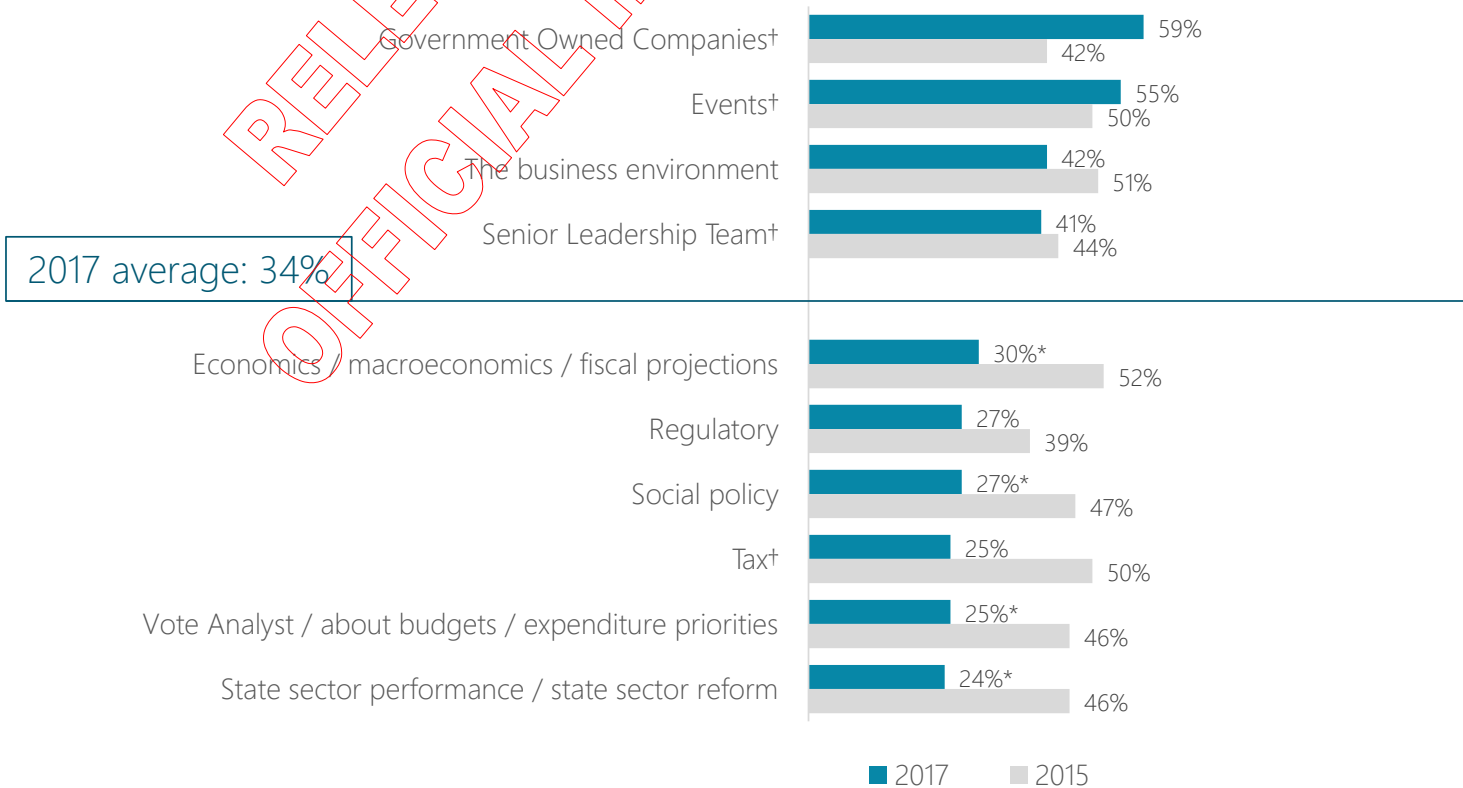
Satisfaction with the Treasury's leadership role in the stakeholder's area of work



Source: B5a - Thinking of the role Treasury plays in your area of work, how satisfied are you that Treasury is providing an appropriate degree of leadership?
Base: All stakeholders excluding 'don't know' and 'not applicable' (2017 n=181, 2015 n=302; 2013 n=226; 2011 n=154).

Those who generally interact with the Treasury about economics, regulatory, social policy, tax, budgets, and state sector performance tend to have lower satisfaction with the Treasury's leadership role in their area of work.

Who is more or less satisfied the with the Treasury's provision of leadership?



Stakeholders less satisfied with the Treasury's leadership than average:

- Those who have frequent contact with the Treasury (at least every two to three weeks) are more likely than average to be dissatisfied (35%, compared to 27% on average)

Changes in satisfaction with the Treasury's over time.

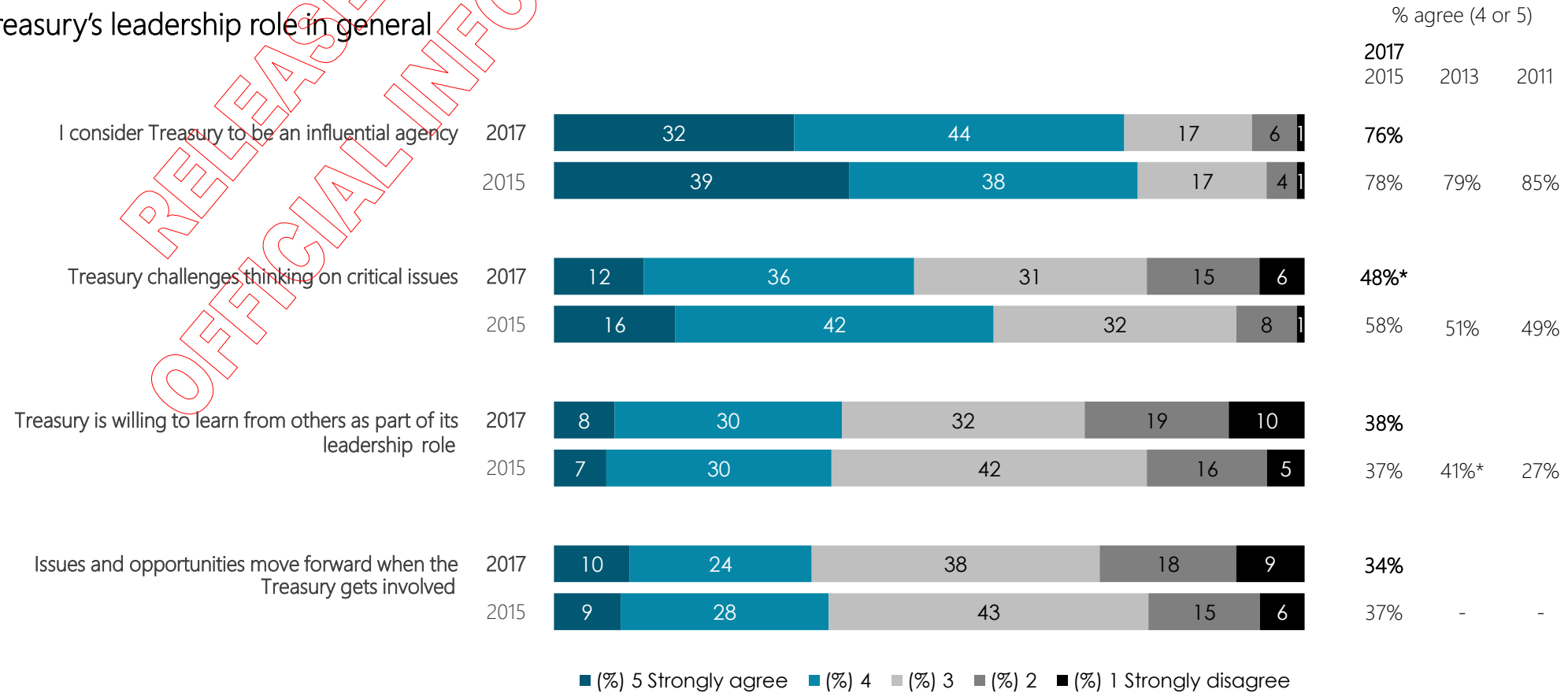
- Public sector stakeholders are less satisfied than they were in 2015 (34%, down from 47% in 2015).
- Those interacting about economics, social policy, budgets, and state sector performance are also less satisfied than they were in 2015 (see chart for details).

* Significantly lower than 2015

Source: B5a - Thinking of the role Treasury plays in your area of work, how satisfied are you that Treasury is providing an appropriate degree of leadership?
 Base: All stakeholders within each key subgroup (2017 n=16-71).
 † Caution small base size.

Most stakeholders continue to consider the Treasury to be an influential agency (76%). However, fewer than half believe it challenges thinking on critical issues (48%, down from 58% in 2015), is willing to learn from others (38%), and is able to move issues and opportunities forward when it gets involved (34%).

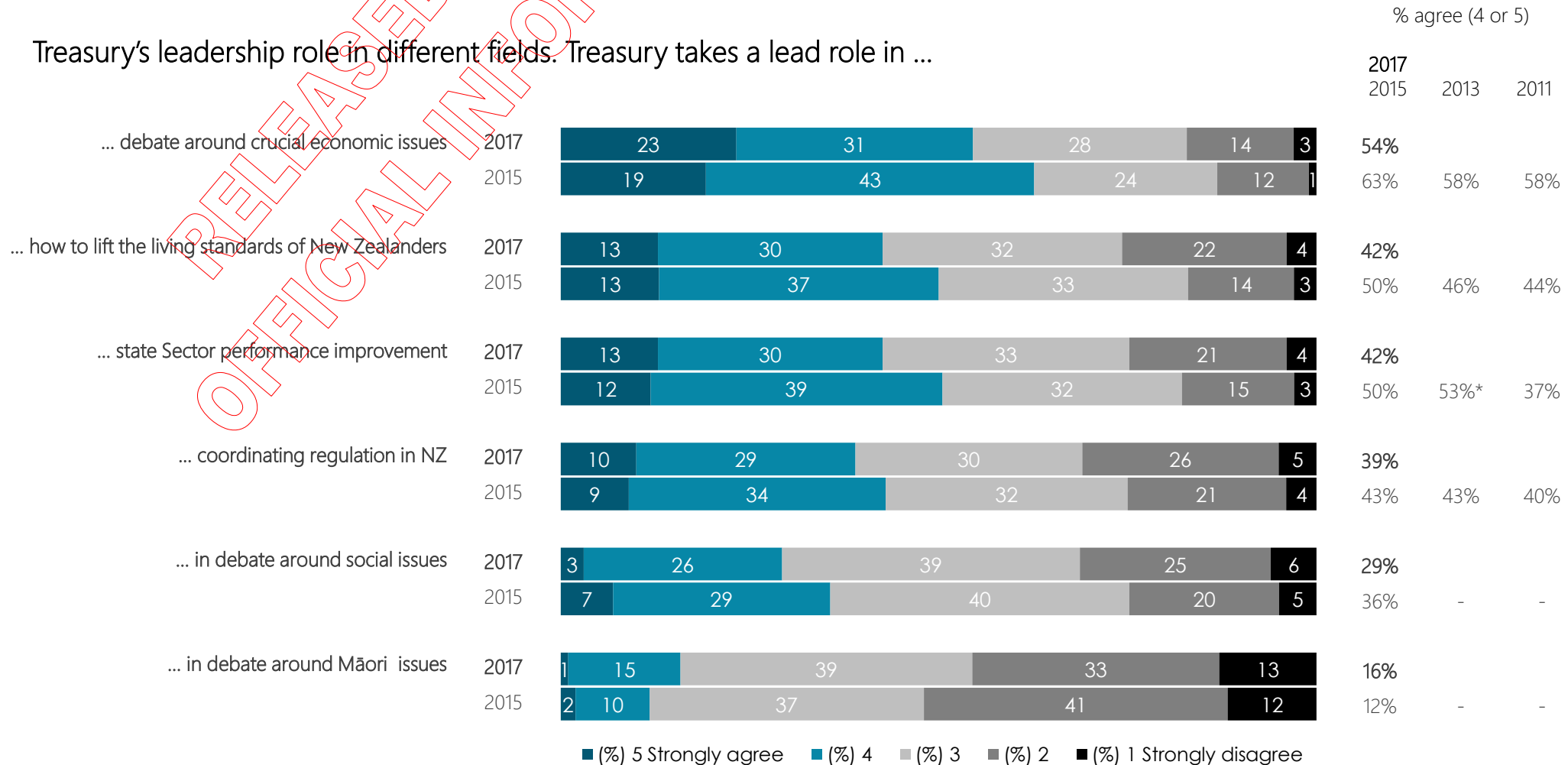
Treasury's leadership role in general



Source: B4 - 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' (2017 n≈167-182, 2015 n≈260-304).

Around half of stakeholders agree the Treasury takes a lead role in the debate around crucial economic issues, how to lift the living standards, and state sector performance. Fewer believe it takes a lead role in coordinating regulation in New Zealand, and the debate around social issues. Just sixteen percent agree it takes a lead role in the debate around Māori issues. All measures presented here have seen slight, but not statistically significant, downward shifts from 2015 with the exception of the Treasury's involvement in the debate around Māori issues, which appears to have improved slightly (16%, cf. 12% in 2015).

Treasury's leadership role in different fields. Treasury takes a lead role in ...



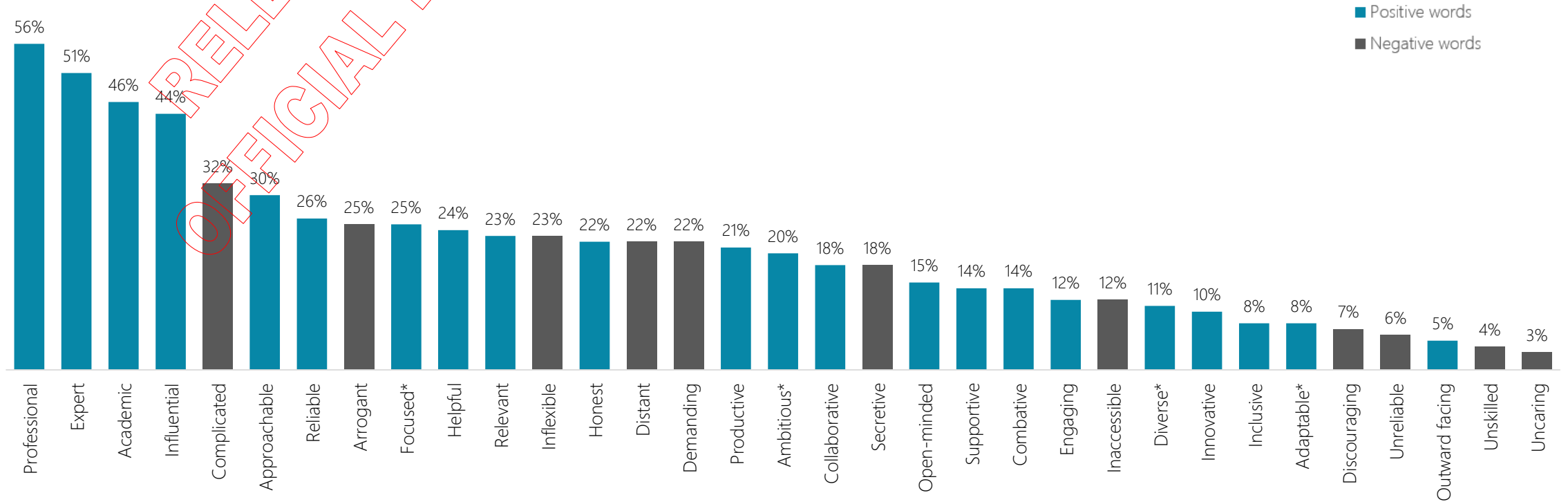
Source: B4 - How much do you agree or disagree about each of the following statements about the Treasury?
Base: All stakeholders excluding 'don't know' and 'not applicable' (2017 n≈144-180, 2015 n≈200-274).



Brand-personality and communication

When asked to describe the Treasury's 'personality' the words professional, expert, academic, and influential were most commonly used. The most frequently used negative word was 'complicated' which was used by one third of stakeholders.

How stakeholders describe the Treasury's personality



* New words included this year

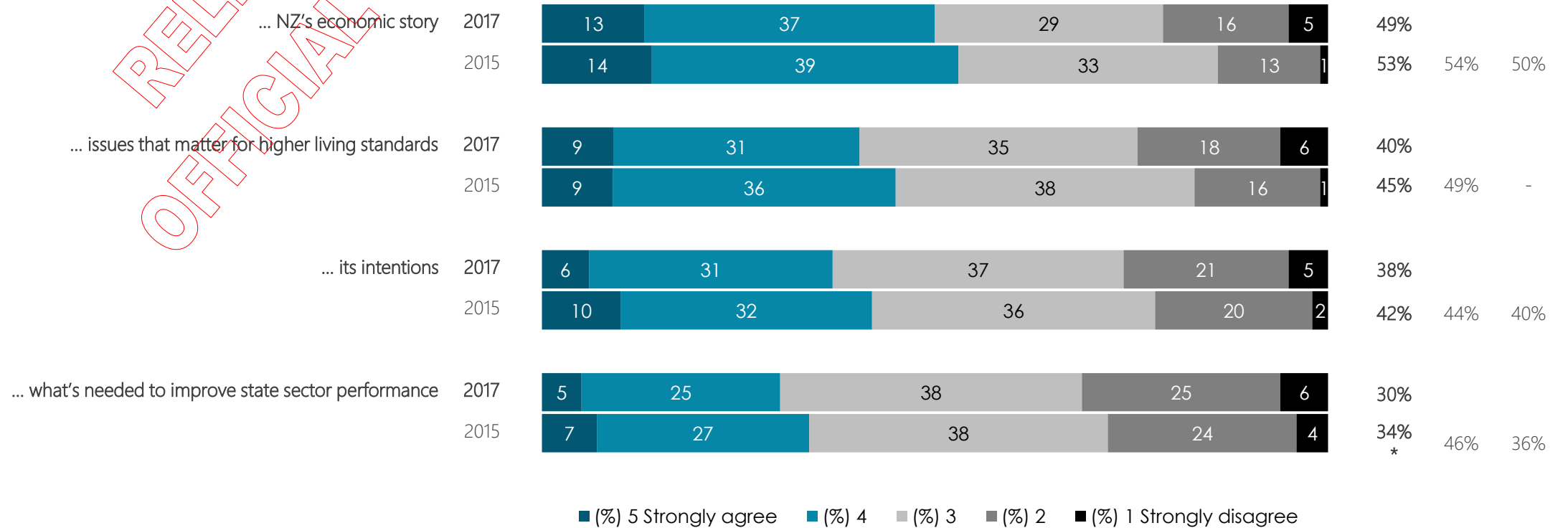
Source: B6 - Please think about the Treasury and imagine it were a person with its own personality. Below are a series of words. Please indicate which words you associate with the Treasury's personality. Please just tick the first words that come to mind.
Base: All stakeholders (2017 n=186).

Fewer than half of stakeholders feel the Treasury clearly communicates: New Zealand's economic story; issues that matter for higher living standards; its intentions; and what is needed to improve state sector performance. These areas of communication have all seen slight (but not statistically significant) declines in agreement since 2015.

Treasury clearly communicates...

% agree (4 or 5)

2017
2015 2013 2011

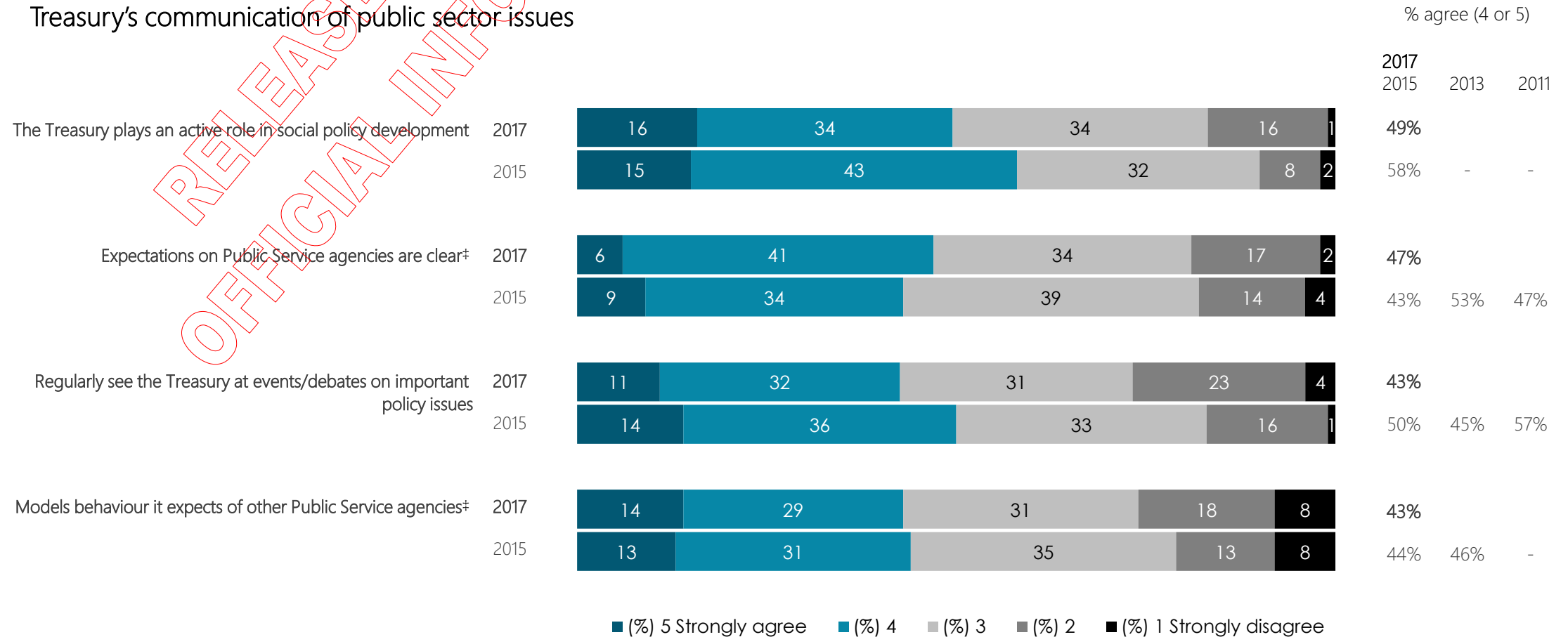


* Significantly lower than previous year

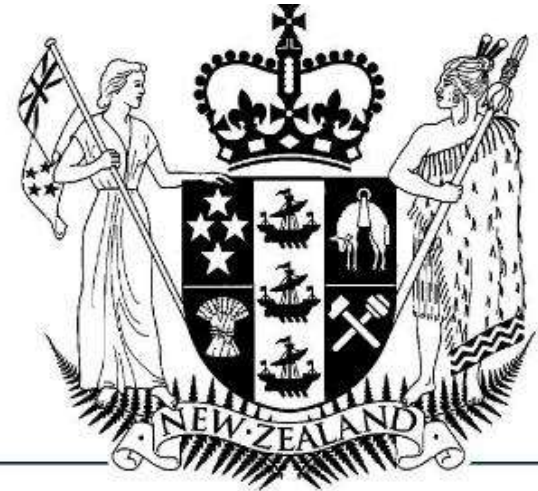
Source: B1 and B3 - How much do you agree or disagree about each of the following statements about the Treasury?
Base: All stakeholders excluding 'don't know' and 'not applicable' (2017 n≈159-180, 2015 n≈253-280).

Stakeholders' perceptions of the Treasury's role in social issues also suggest the Treasury's communication on public sector issues isn't as strong as it could be. However, there does appear to have been a slight (although not significant) improvement in perceptions surrounding the Treasury clearly communicating its expectations of public service agencies.

Treasury's communication of public sector issues



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' (2017 n≈134-170, 2015 n≈182-272).
 ‡ Questions only asked of public sector respondents.



THE TREASURY
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Collaboration with stakeholders

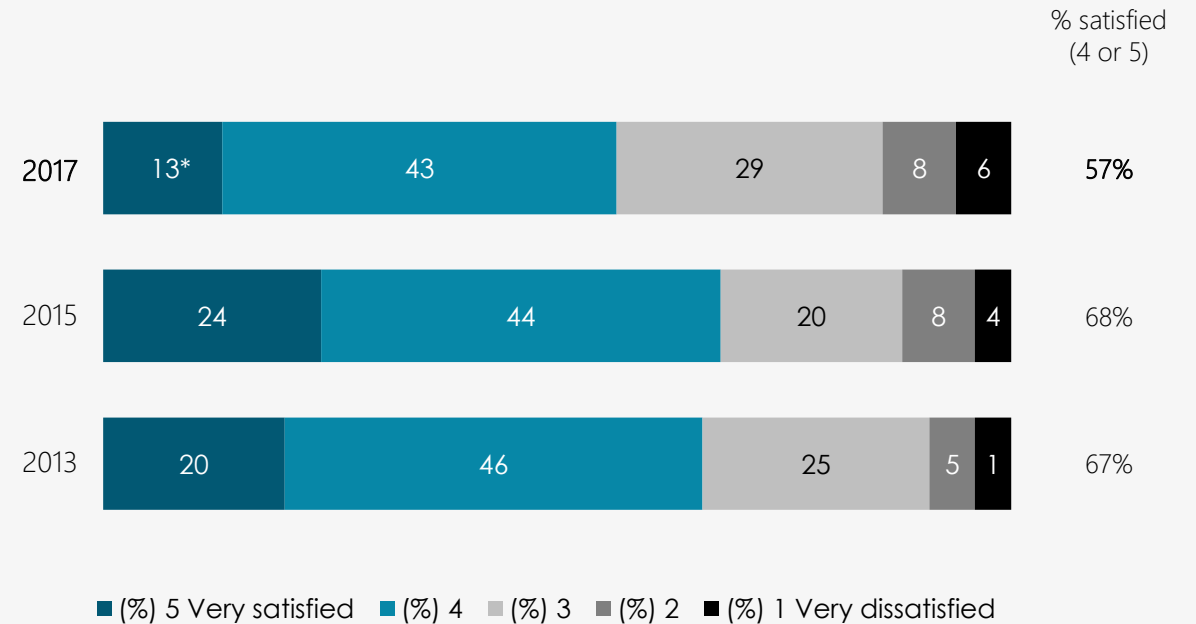
Half of Treasury's stakeholders have had a collaboration with the Treasury in the past year. Of those who had collaborated with the Treasury, just over half said they were satisfied with the collaboration.

Collaboration with the Treasury



of stakeholders have been involved in a collaboration with the Treasury in the past year (broadly consistent with 58% in 2015).

Satisfaction with Treasury's involvement in the collaboration

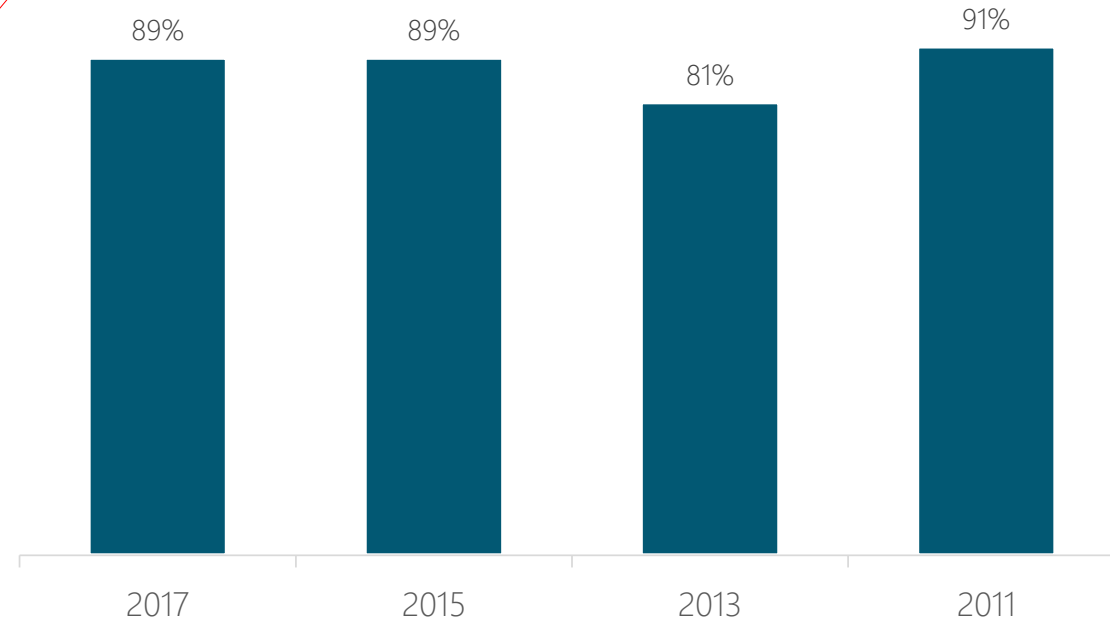


* Significantly lower than 2015

Source: C3 & C4 - Have you been involved in a collaborative piece of work with the Treasury in the past 12 months? (Such as a co-production, partnership, co-creation, etc.) & How satisfied are you with the Treasury's involvement in the collaboration?
 Base: C3 All stakeholders excluding those who said don't know (2017 n=186, 2015 n=306, 2013 n=228).
 Base: C4 All stakeholders involved in collaboration with the Treasury in the past year excluding those said 'not sure' (2017 n=97, 2015 n=177; 2013 n=84).

This year 89% of stakeholders said the Treasury had sought their views in the past 12 months.

Whether Treasury has sought views of stakeholder

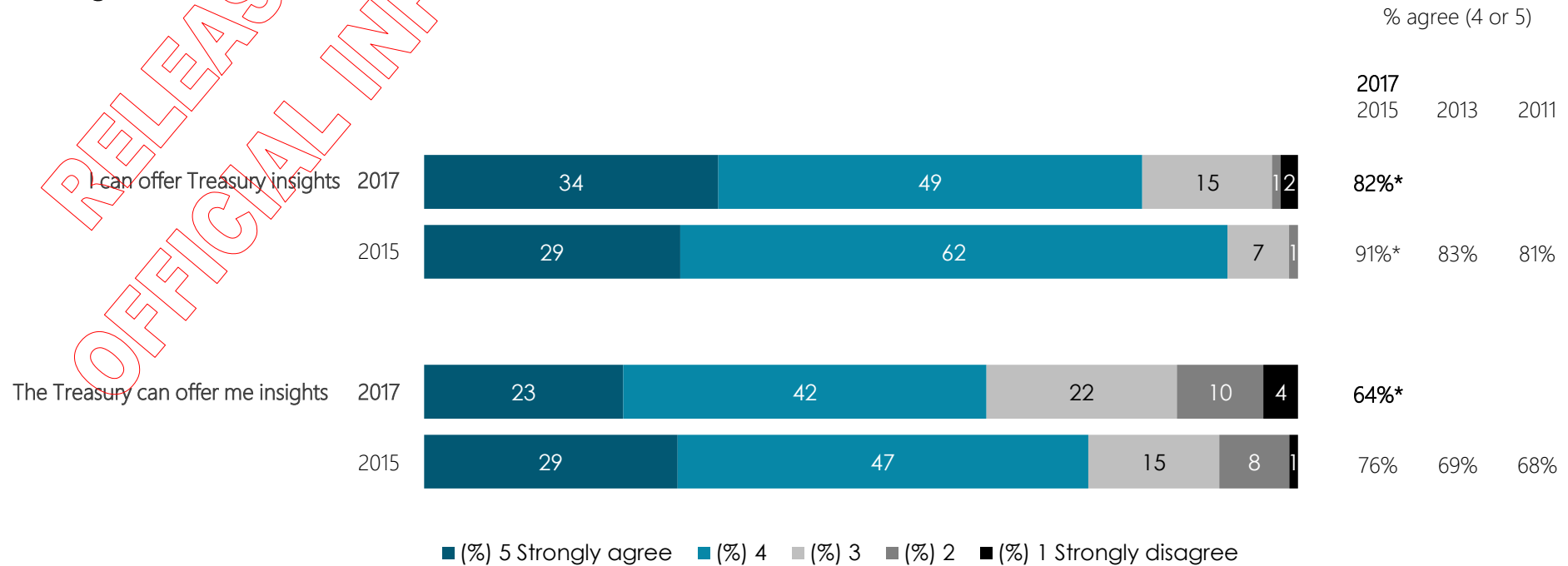


Source: C2 - Has the Treasury sought views from you, or your organisation, in the past 12 months?

Base: All stakeholders excluding those who are unsure whether their views have been sought (2017 n=180, 2015 n=304; 2013 n=226; 2011 n=150).

Most stakeholders (82%) believe they can offer the Treasury insights, while around two thirds (64%) feel the Treasury can offer them insights. Both measures have seen a significant decline from the 2015 findings (91% and 76% respectively) but are broadly consistent with 2013 and 2011 findings.

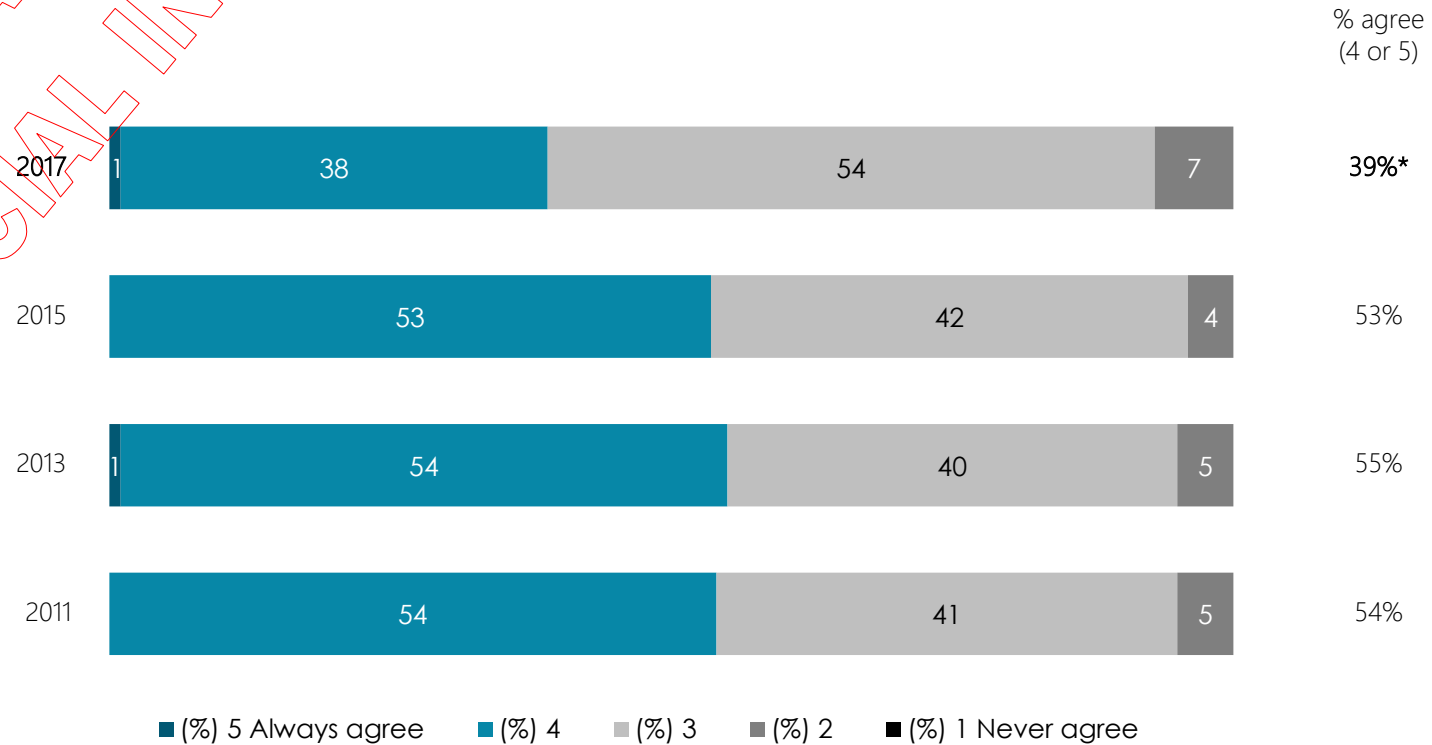
Treasury adding value to stakeholders and vice-versa



Source: B2 - 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' (2017 n≈182-183, 2015 n≈298-304).

Far fewer stakeholders now say they regularly agree with the Treasury's viewpoint (39%, down from 53% in 2015).

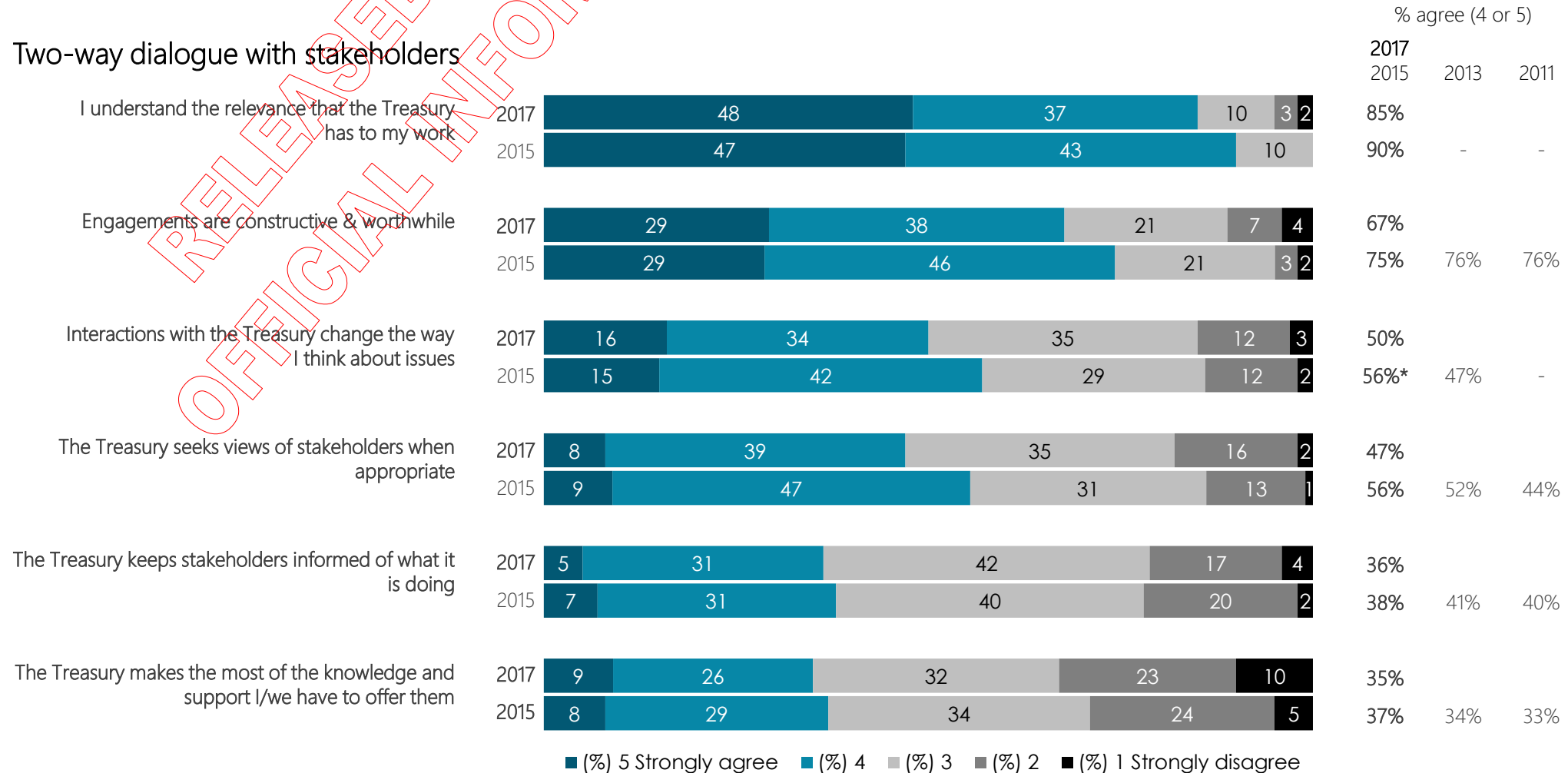
Level of agreement with the Treasury's viewpoint



Source: C1 - How often do you agree with Treasury's viewpoint? Please use a scale of 1 to 5, where 1 is 'never agree' and 5 is 'always agree'.
Base: All stakeholders excluding 'don't know' and 'not applicable' (2017 n=175, 2015 n=289; 2013 n=211; 2011 n=148).

All areas presented below about two-way dialog, between the Treasury and it's stakeholders, have seen slight (but not significant) downward shifts from the 2015 results.

Two-way dialogue with stakeholders



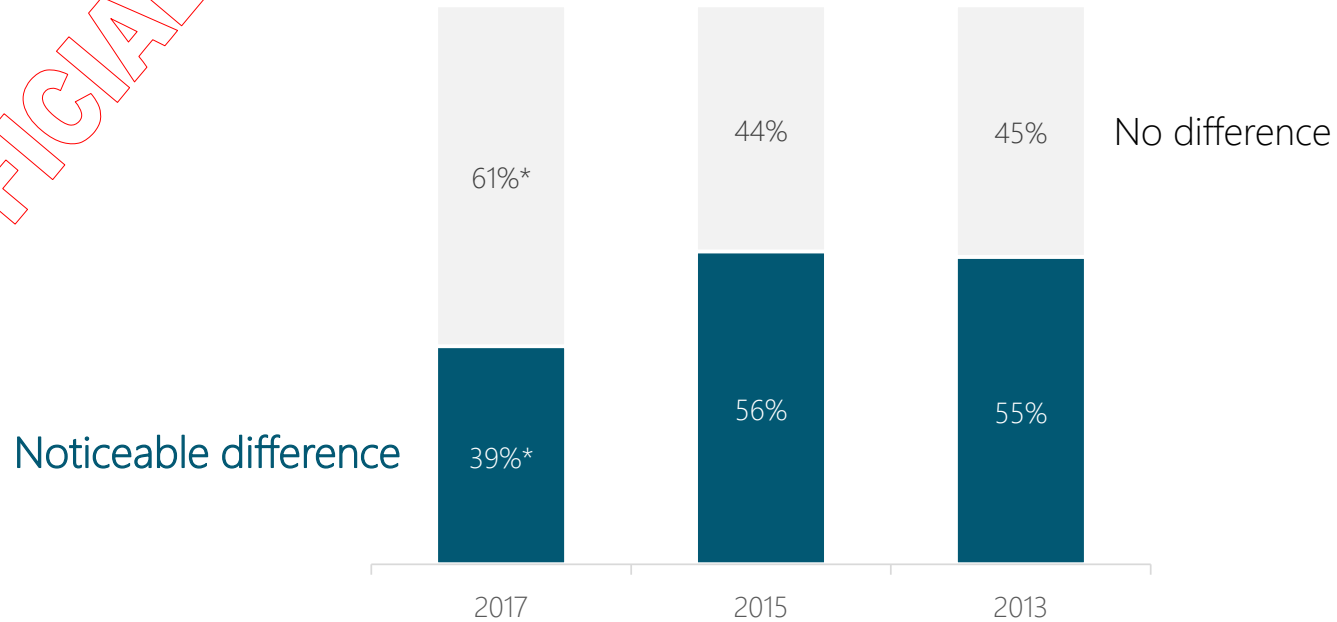
Source: B2 & B3 - How much do you agree or disagree about each of the following statements about the Treasury?
Base: All stakeholders excluding 'don't know' and 'not applicable' (2017 n≈163-183, 2015 n≈265-307).



Changes at the Treasury in the past
two years

This year just 39% of stakeholders say they have seen differences in the way the Treasury expresses itself (down from 56% in 2015 and 55% in 2013).

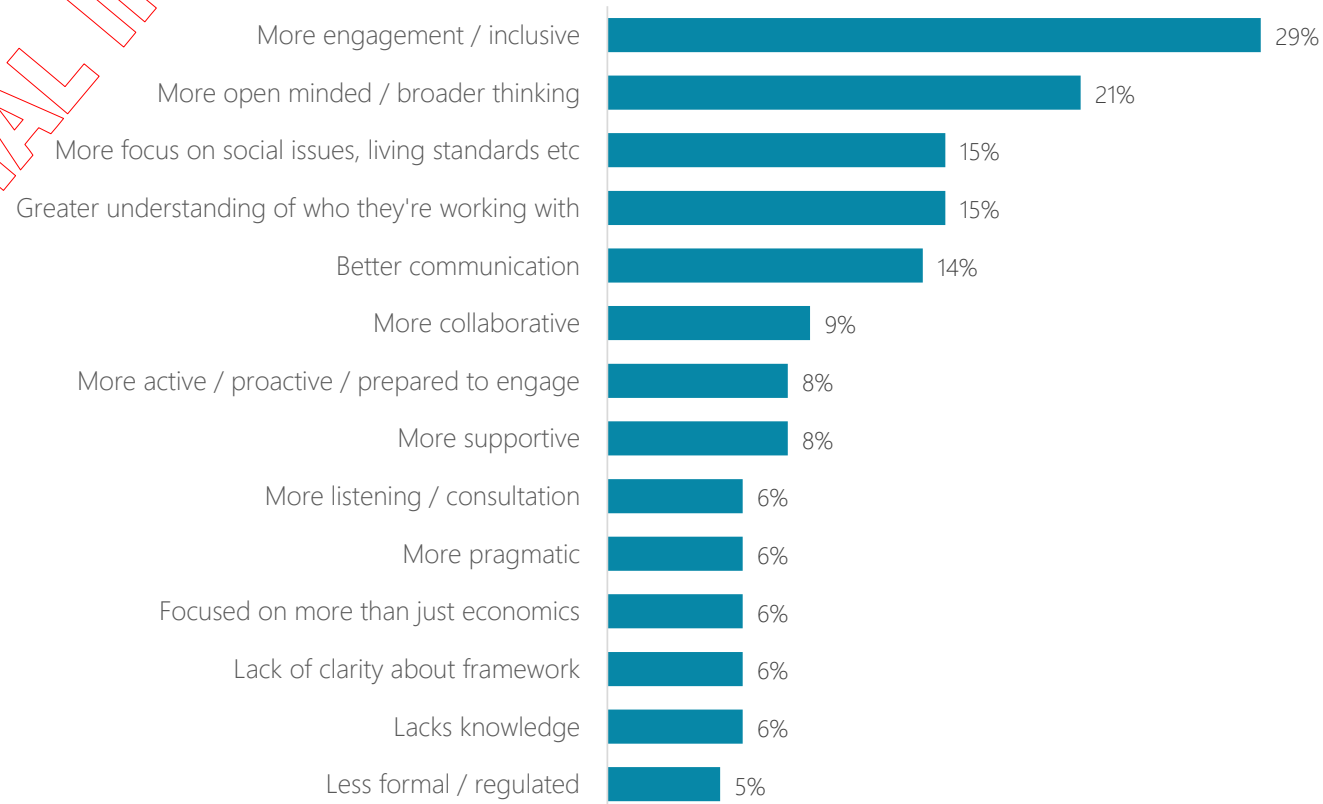
Differences in how the Treasury expresses itself



Please note there were no subgroup differences for this question.
Source: B4b - Have you noticed any differences in the way Treasury expresses itself (compared with a couple of years ago)?
Base: All stakeholders excluding those who were unaware of what the Treasury was like two years ago (2017 n=178, 2015 n=269, 2013 n=204).

Among those who did notice a difference this year, one third said they feel the treasury is more engaging and inclusive and one in five said they believe the Treasury is now more open minded and has broader thinking.

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



Source: B4c - What differences have you noticed?
Base: All stakeholders commenting on differences they have noticed excluding those who said 'don't know' (2017 n=66, 2015 n=138).
Note: Suggestions under 4% are not shown in the chart.

Below are a selection of comments provided by stakeholders.

Increased stakeholder engagement

"More interaction, the Treasury listens and engages more. Treasury is less likely to regard itself as the most knowledgeable about an issue."

"Their tone and approach is more engaging and supportive."

"Engaging earlier Looking to work together for better outcomes."

"Engaging more with stakeholders outside Wellington and a readiness to debate issues."

"Is making a conscious effort to understand what is happening out here. Connecting more with people and communities right through to Senior Leadership. GREAT."

Better communication

"There is more two way communication and a genuine openness to improving relationships with agencies."

"Much smarter/crisper communication on regulatory issues."

"Much improved information about the annual government budget. Really simple, clear and accessible with layers of detail that can be accessed if wanted."

"For the first time ever, Treasury senior staff came to meet the Pacific Island community in Auckland to explain what it is that they do."

"They are using more simple messages which as a result are more effective in my view."

More open minded

"More clarity, more front-footed, more open to new ideas and relationships, reaching out."

"More open to discussions and other views."

"More open and collaborative. Less bound by having to have perfect evidence based answers on things."

Greater understanding of who they're working with

"More supportive of agencies and a better grasp of the challenges facing agencies."

"The people we deal with now show a greater willingness to engage and a greater interest in understanding what we do and how they can assist."

"They are more focussed on understanding our agency's perspective on issues before they come to a conclusion."

"More positive behaviour and maybe more connected with business, meaning more likely to give pragmatic regulatory advice."

Increased focus on social issues

"The utilisation of the Living Standards Framework, and a general attempt to interact with others across Government better."

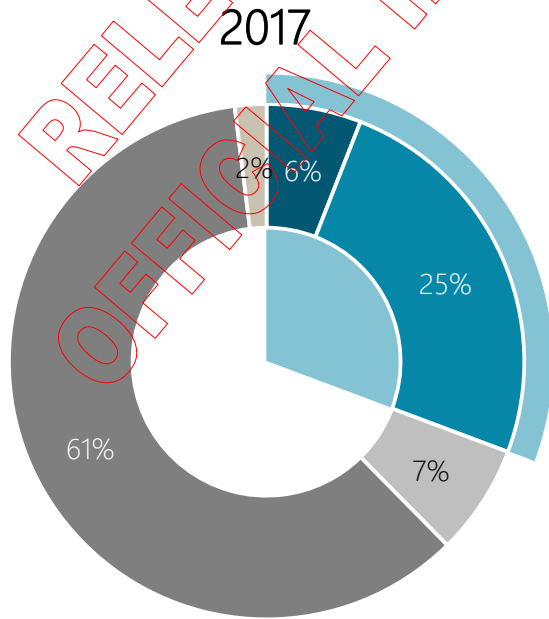
"More interested in welfare issues (living standards, inequality)."

"More citizen focus."

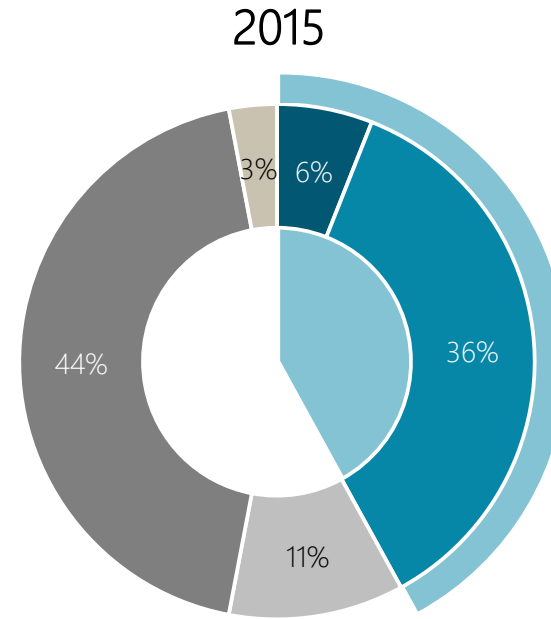
"Livings standards framework more emphasis on Tikanga Māori and Māori issues."

Around one in three stakeholders say they have seen a difference if the way the Treasury behaves. This is down from 42% in 2015.

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



30%
say they have seen differences in the way Treasury *behaves*.

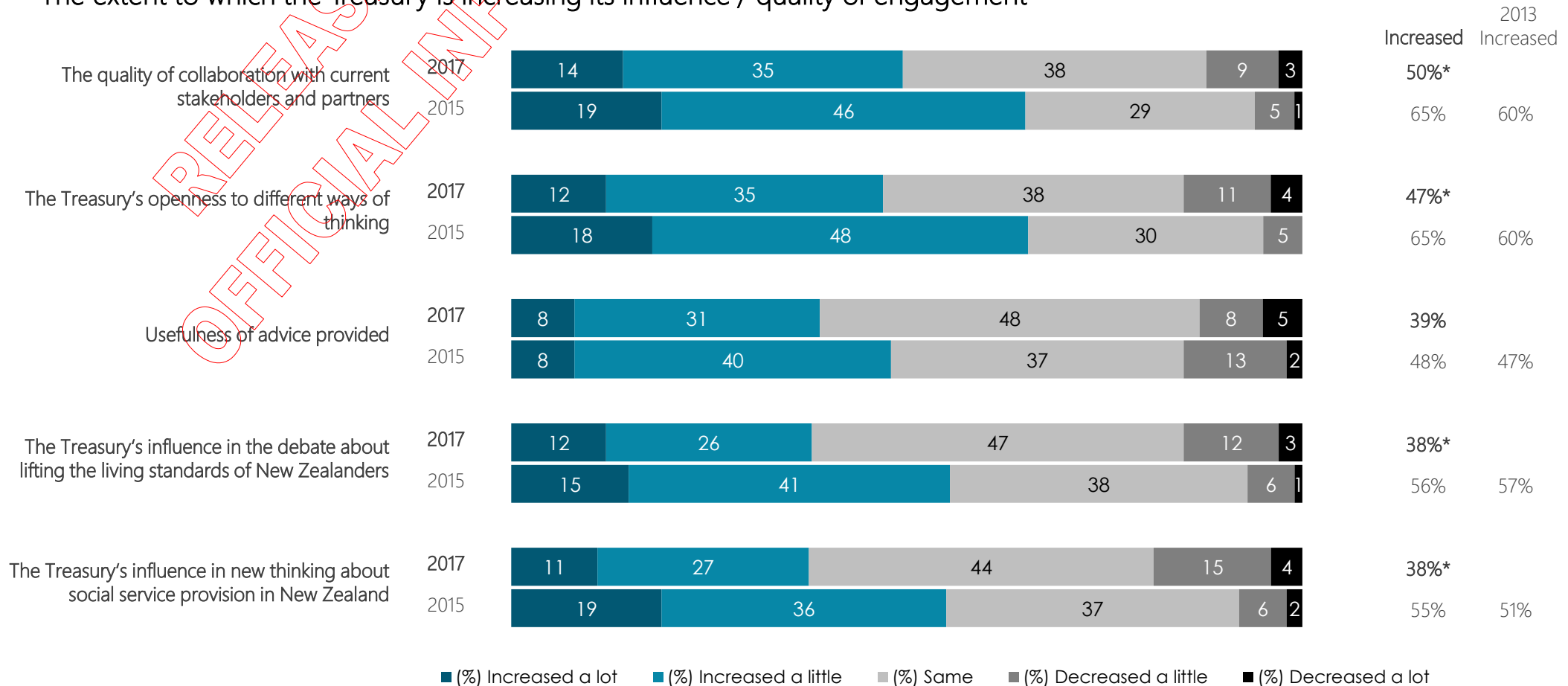


42%
said they had seen differences in the way Treasury *behaved*.

■ Yes to a great extent ■ Yes to some extent ■ No (changed how they express themselves but not how they behave) ■ No (no differences at all) ■ Unsure

When asked about noticeable changes in specific areas, this year fewer stakeholders said they had seen increases in: the quality of collaborations (50%, down from 65% in 2015); the Treasury's openness to different thinking (47%, down from 65%); the Treasury's influence in the debate about lifting the living standards (38%, down from 56%); and the Treasury's influence in new thinking about social service provision (38%, down from 55% in 2015).

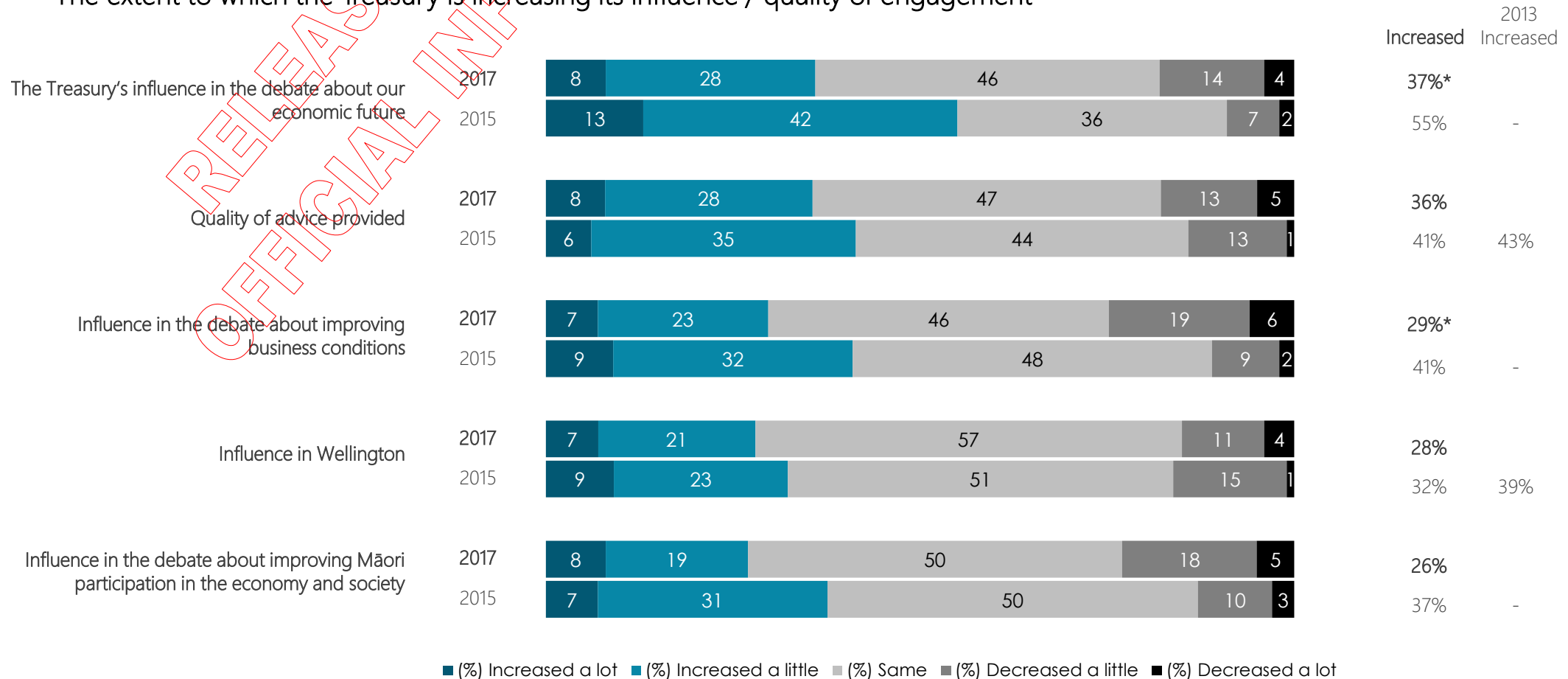
The extent to which the Treasury is increasing its influence / quality of engagement



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' (2017 n≈131-165, 2015 n≈174-240).

Fewer stakeholders also said they had seen increases in: the Treasury's influence in the debate about our economic future (37%, down from 55% in 2015); and its influence in the debate about improving business conditions (29%, down from 41%).

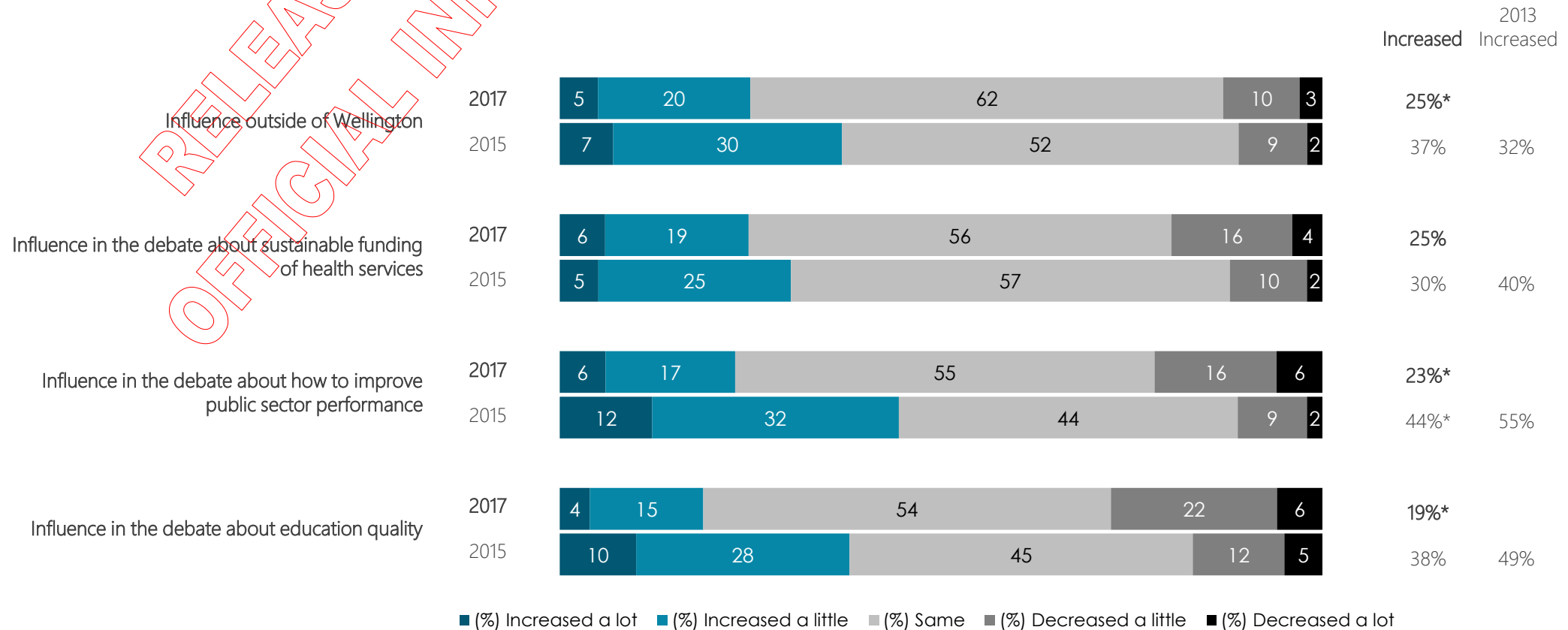
The extent to which the Treasury is increasing its influence / quality of engagement



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' (2017 n≈117-155, 2015 n≈150-221).

Compared to 2015, fewer stakeholders noted increases in: the Treasury's influence outside of Wellington (25%, down from 37% in 2015); its influence in the debate about how to improve public sector performance (23%, down from 44% in 2015); and its influence in the debate about education quality (19%, down from 38%).

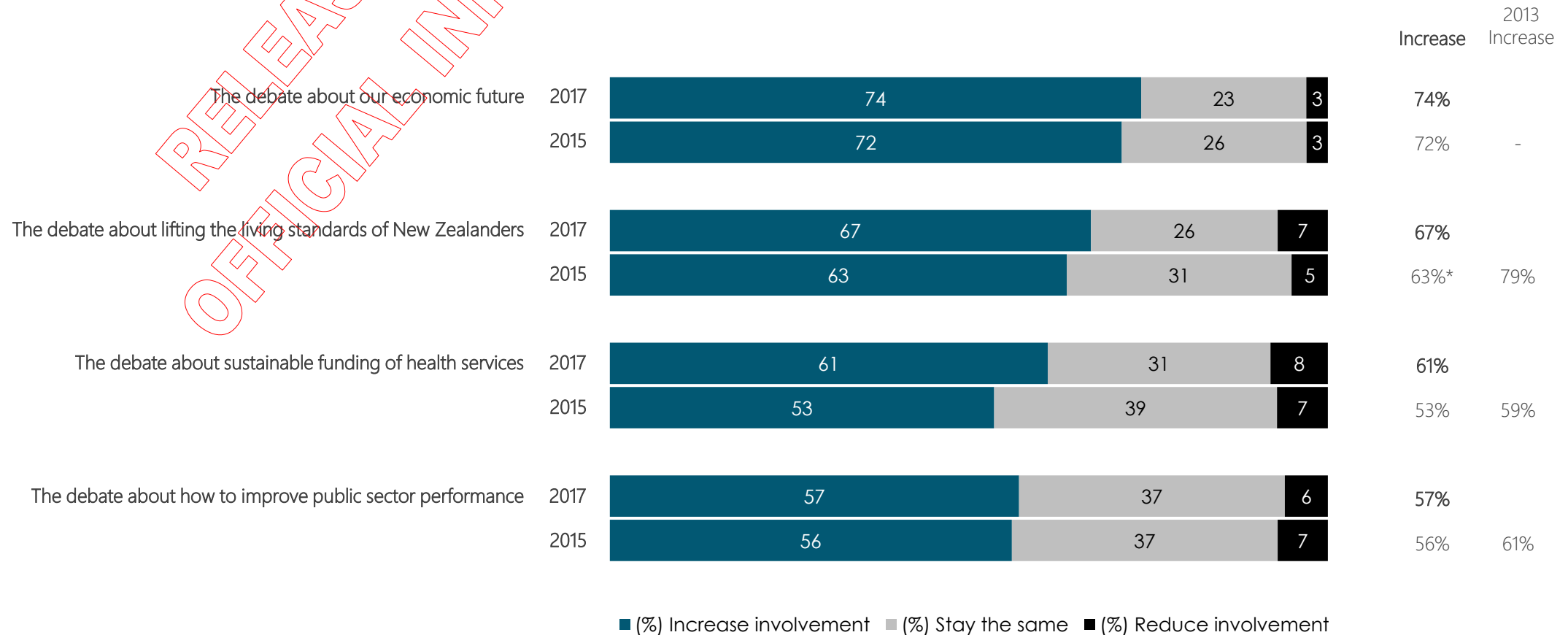
The extent to which the Treasury is increasing its influence / quality of engagement



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' (2017 n≈106-142, 2015 n≈134-214).

When asked about the future direction of the Treasury, stakeholders continue to most commonly suggested it should increase its involvement in the debates about: our economic future, lifting the livings standards, sustainable funding of health services, and improving public sector performance.

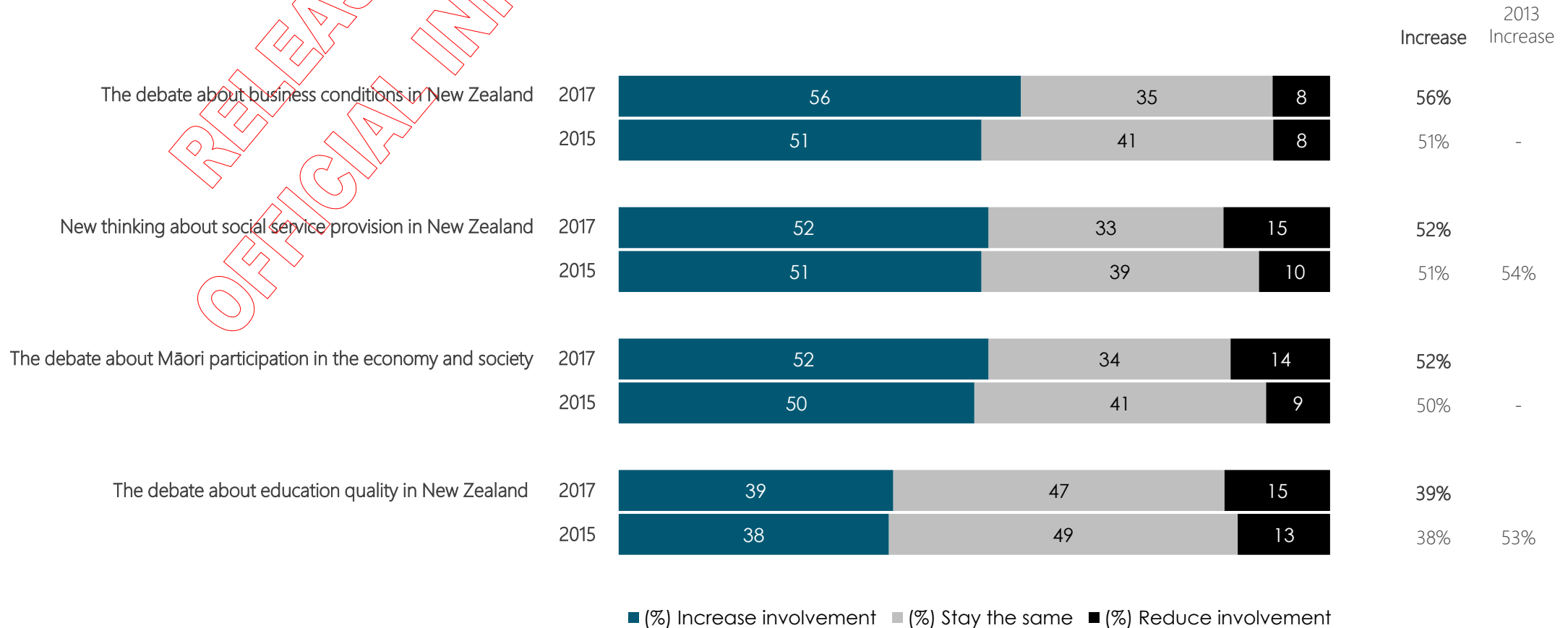
Future direction of the Treasury. Should the Treasury increase/reduce its involvement in...



Source: 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=309).

Many stakeholders also feel the Treasury should increase its involvement in the debates about: business conditions, new thinking about social service provision, and Māori participation in the economy and society. Slightly fewer feel it should increase its involvement in the debate about education quality.

Future direction of the Treasury. Should the Treasury increase/reduce its involvement in...



Source: 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=309).

When asked where the Treasury should focus its efforts moving forward stakeholders provided a broad range of suggestions. Key areas included more collaboration and engagement, and a greater focus on the capability, knowledge and retention of staff.

Where the Treasury should focus its efforts moving forwards?



Source: B5b - Where should Treasury focus its efforts moving forwards?
Base: All stakeholders commenting on the question (n=190).

Below are a selection of comments provided by stakeholders.

Greater collaboration and engagement

"I am aware that Treasury has been working on becoming more engaged and open in the way it operates. Hopefully my answers indicate that there has been some progress, but I think there is still a lot more to be done."

"Treasury still operates an old model of public sector leadership i.e. second line of advice, while the rest of the public sector is trying to collaborate for collective impact. It would be helpful if they moved to a more sophisticated model that allowed them to do both effectively i.e. contribute to the collective impact while maintaining an ability to advise ministers directly."

"Bedding in new direction and focus and more sharing and engagement on new thinking."

"Think more critically about its priorities and areas of focus and the best way in which it can/should engage with stakeholders and partners to achieve those priorities."

"Better engagement with the NGO sector (maybe not the most important matter but it is important and rather neglected)."

"Senior leaders engaging more with senior leaders in the public sector."

"Consider working with, rather than leading some of the work that requires other entities to be engaged in i.e. social housing, and improving the living conditions of NZ."

Lifting the quality of Treasury staff

"Continuity of personnel - constant changes in personnel."

"Build staff capability - Treasury staff demonstrating more EQ rather than IQ in conversations, relationship and listening skills, real understanding and empathy with their customers world/other's perspectives, thinking about the outcomes that they want to achieve."

"Hire more academically trained experts, not generalists, that carry out research to shed light on relevant issues and engage with other researchers in the country better."

"The Treasury staff are personally a pleasure to work with, but they don't have a strong background in economic analysis."

"The people at treasury need more exposure to operational and service delivery issues. They tend to come from a theoretical knowledge base and are not aware of the operational challenges in social services."

"It really matters who you get allocated as to the nature of the advice and engagement. This makes the experience unpredictable."

"The Treasury needs coherent intellectual leadership from its senior staff (Secretary and Dep Secretary particularly). At the moment too many Treasury positions on important issues are decided by relatively junior staff without the experience, expertise or breadth of view required to decide policy on these issues."

Be more innovative / respond to change

"Investigate different models and new thinking/experiences - at lot of the time Treasury seems to be advocating the status quo rather than challenging the status quo."

"The Treasury is changing but not fast enough to keep pace with the changes required to the role of government in a rapidly changing environment. More innovative thinking that is rooted in what occurs on the ground is required. The public services needs to be more agile in meeting the needs of Ministers and the public and Treasury needs to be at the centre of providing leadership on how to do this better with the finite resources available."

"Not sure Treasury makes much impact on the big issues. From what I see they still get mired in prescriptive detail, and don't think outside the box often."

"Leadership by example - by that I mean by showing how we can make brave/bold/innovative choices in key policy areas that are needed to lift the living standards of NZ."

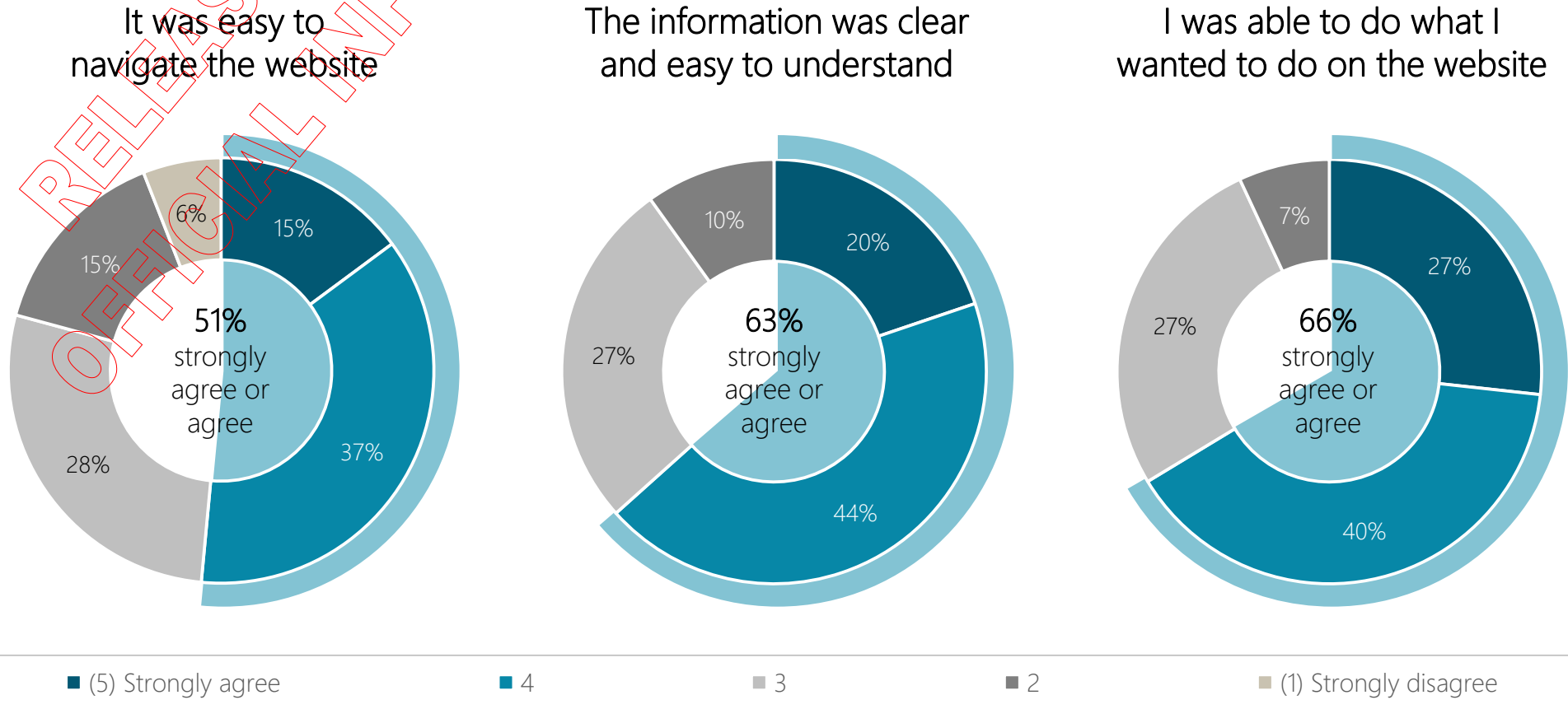
"It's not about focus on particular subjects, but about being ahead of the agenda. Treasury can be at its most valuable when it is setting the agenda, being ahead of the game and everyone else."

"How to effect systemic change rather than band-aiding the symptom of our compounding social and environmental deficits based on our current economic model which is flawed given a global economy. Treasury need to be open to innovation."



The Treasury's website

Half of stakeholders (51%) agree the website is easy to navigate, while around two thirds agree: information on the website is clear and easy to understand; and they were able to do what they wanted (63% and 66% respectively).





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Kaitohutohu Kaupapa Rawa

Profile of stakeholders surveyed

Respondent profiles

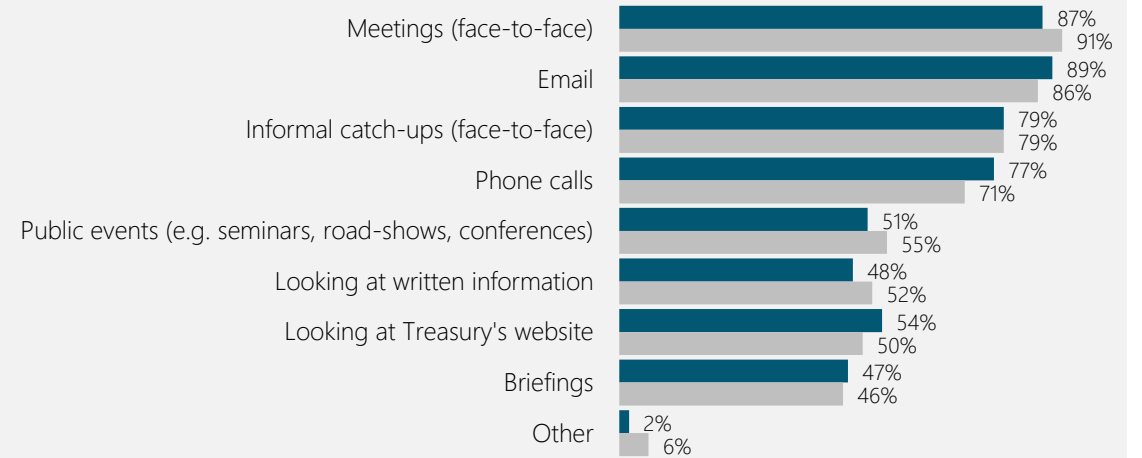
Type of stakeholder



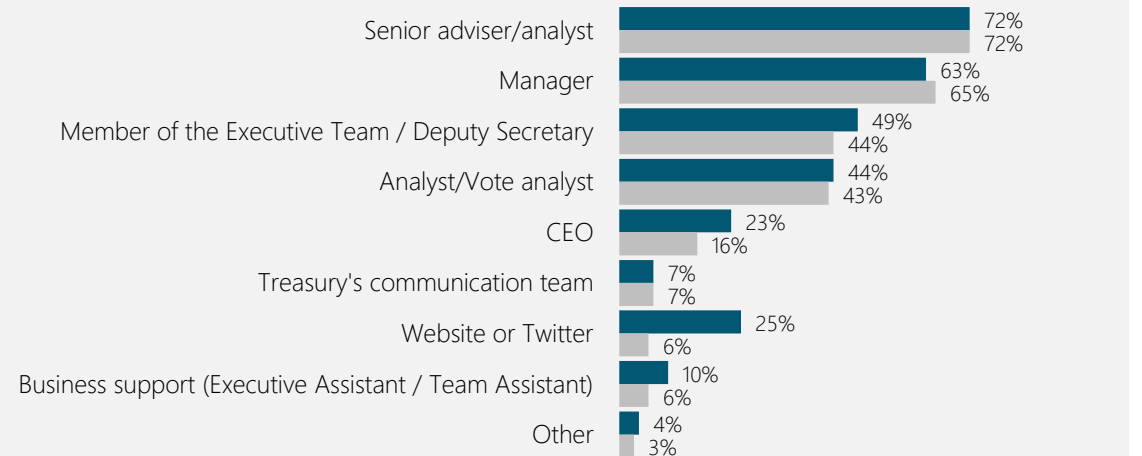
Main point of interaction within the Treasury



Mode of interaction

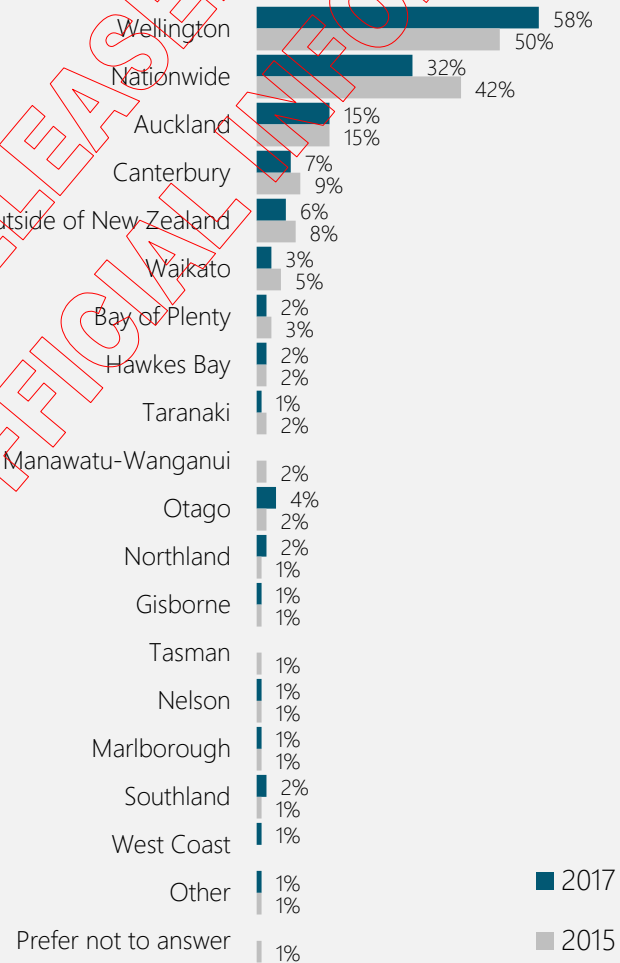


Reason for contact

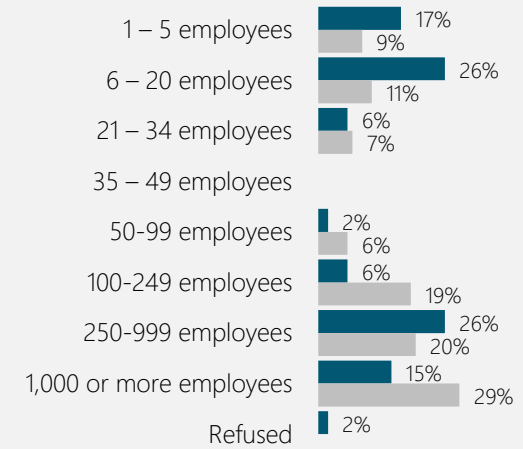


Respondent profiles

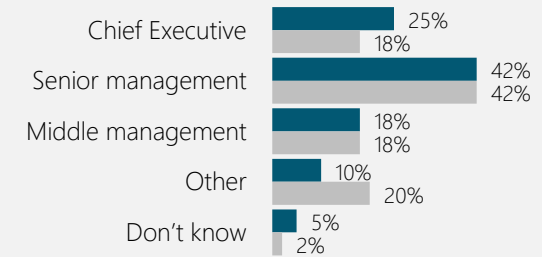
Location of stakeholder



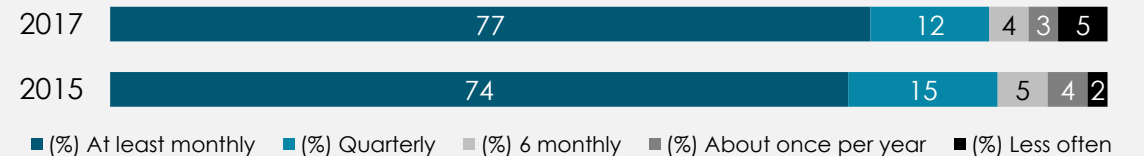
Size of business



Role of stakeholder



Frequency of contact





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Executive Leadership Team Meeting Proposal

Date: 20 February 2018

Proposal Title: Communications and Engagement Planning - 2018

ELT Sponsor: Fiona Ross

Team Attending: Communications

Attachments:

Overview of engagement survey:

[2017 Treasury stakeholder survey results overview \(Treasury:3806358\)](#) [Add to worklist](#)

Full engagement survey report:

[Treasury stakeholder survey results report 2017 \(Treasury:3812817\)](#) [Add to worklist](#)

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Background

The Treasury's communications and engagement strategy was last considered by ELT in early 2017 ([Communications Strategy -Background Paper for ELT April 2017 \(Treasury:3696258\)](#)). Since that time:

- A new Government has been elected with high expectations of the Treasury – including, but not limited to, developing the Living Standards Framework (LSF) into practical tools.
- The Treasury's strategic priorities have been updated in ways that will affect the Treasury's relationships with other government agencies (e.g. the wellbeing focus, the system stewardship work).
- A number of challenging change projects are under way internally to advance the "high-performing Treasury" objective.
- The most recent stakeholder survey (reported to ELT in November 2017) suggests a need for improvement in our engagement with third parties.

Planned and strategic communications will help the Treasury be more successful in addressing these challenges during 2018. With resources limited, we need to establish priorities for this engagement.

But not all of the necessary actions responses are strictly "communications", as they potentially involve the organisation's culture, leadership, systems, training and so on.

Evidence from the stakeholder survey in 2017

The stakeholder survey ([2017 Treasury stakeholder survey results overview \(Treasury:3806358\)](#)) presented evidence of the need to improve the Treasury's communications and engagement:

- Most results were down from 2015.
- Stakeholders satisfied with how we interact: 53% (63% in 2015).
- Stakeholders satisfied with Treasury's leadership in their area of work: 34% (48% in 2015).
- Stakeholders are least satisfied who generally interact with us on our core business (economy, Vote work, regulation, public sector performance) are the least satisfied. The exception is interaction on commercial operations.
- Stakeholders describe the Treasury as professional, expert, academic, influential.
- Stakeholders have an appetite for more engagement and collaboration.

The survey identified these primary areas for improvement:

- different work areas of Treasury operating cohesively
- delivering innovative solutions to difficult problems
- clearly communicating what is needed to improve state-sector performance

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- being willing to learn from others
- making the most of knowledge and support offered
- the Treasury's involvement meaning issues and opportunities move forward
- clearly communicating intentions
- keeping stakeholders informed
- valuing the ideas and perspectives of others
- modelling behaviour that it expects of other public-sector agencies.

ELT also asked that the engagement survey be communicated more widely. We intend to kick this off with a Kaiurangi discussion as outlined below, and to publish the results on the Treasury website after further internal communication.

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Other matters affecting the Treasury's engagement capacity ("high-performing Treasury)

Apart from the evidence from the 2017 stakeholder survey, we can foresee other pressures on the Treasury's communications and engagement capacity.

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For example, the practical implications of the LSF, the system stewardship work and budget reforms (among others) will significantly change the Treasury's role and require different relationships with other agencies.

This raises issues of organisational and individual capacity that go beyond communications planning. As expressed in the ELT discussion of the stakeholder survey:

- Stakeholders want to see innovative solutions, willingness to learn from others, valuing others' perspectives, making the most of others' knowledge. **What does this mean for our diversity & inclusion work? For our collaboration and flexible-working objectives?**
- Stakeholders want to see the Treasury's involvement meaning issues and opportunities move forward, us modelling behaviour that we expect of other Public Service agencies, and the different work areas of Treasury operating cohesively. **What does this mean for our leadership behaviour?**
- Stakeholders want us to clearly communicate our intentions, clearly communicate what is needed to improve state sector performance, and keep them informed. **What does this mean for our communications behaviour?**
- Stakeholders are least satisfied when interacting with us on economics, Vote work, regulation and public sector performance. Some see our staff as lacking a strong background in economic analysis, being too theoretical, being unaware of operational challenges, and not having enough experience and expertise. **What does this mean for lifting our economics capability? Our Vote analysis capability? Our recruitment?**

We propose that Kaiurungi discuss these organisational capacity issues when it reviews the stakeholder survey. Fiona intends also to discuss these matters with her CSS managers in the Treasury's business planning.

Completing our communications planning

We ask ELT to agree the following next steps in developing our strategic communications and engagement:

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- b. The results of the engagement survey have been shared with Kaiurungi. The engagement survey is on the Kaiurungi's agenda on 8 March. We intend to focus on the organisational capacity questions above.

We then propose to share the engagement survey on a basis to be influenced by Kaiurungi, and likely to include:

- Treasury leaders forum (Kaiurungi to lead)
- interactive discussion at a staff briefing, with an emphasis on sharing best practice
- discussion at The Buzz and among similar internal groups.

We recommend that ELT share the engagement results with the leadership of other public-sector organisations on a basis to be finalised, e.g.:

- Gabs to discuss with Peter Hughes?
- Gabs to form a small focus group of CEs to work through issues?
- ELT to share and seek feedback with their counterparts in other organisations?

When sufficient progress has been made on our response to the engagement survey, we will publish it on the Treasury website with contextual material such as the actions the Treasury is taking to address the results.



THE TREASURY
Kaitohutohu Kaupapa Rawa

Kaiurungi Paper

Date: Thursday, 8 March 2018
From: Nikitin Sallee, Acting Manager, Communications
Sponsor: Glenn McStay, Chief Financial Officer
Subject: Results of the external engagement survey

PURPOSE

- 1 This paper seeks your agreement on whether the current operational priorities aimed at achieving a “high-performing Treasury” are sufficient to address the issues raised in the Treasury’s external engagement survey.

RECOMMENDATIONS

- 2 I recommend that Kaiurungi:

1. **NOTE** ELT’s decisions on communications and engagement in 2018 (see Appendix 1)
2. **AGREE**, in the light of the results of the stakeholder engagement survey, to specify any “high-performing Treasury” work they want to reprioritise or commission
3. **AGREE** to provide feedback on the proposed internal and external roll-out of the stakeholder engagement survey (see Appendix 3).

Agree / Disagree

Agree / Disagree

EVIDENCE FROM THE STAKEHOLDER SURVEY IN 2017

- 3 The stakeholder survey ([2017 Treasury stakeholder survey results overview \(Treasury:3806358\)](#)) presented evidence of the need to improve the Treasury’s communications and engagement:

- Most results were down from 2015.
- Stakeholders are less satisfied than before with how we interact: 53% (63% in 2015).
- Stakeholders are satisfied with the Treasury’s leadership in their area of work: 34% (48% in 2015).
- Stakeholders are least satisfied who generally interact with us on our core business (economy, Vote work, regulation, public sector performance). The exception is interaction on commercial operations.
- Stakeholders describe the Treasury as professional, expert, academic, influential.
- Stakeholders have an appetite for more engagement and collaboration.

- 4 The survey identified these primary areas for improvement:

- different work areas of Treasury operating cohesively
- delivering innovative solutions to difficult problems
- clearly communicating what is needed to improve state-sector performance
- being willing to learn from others

- making the most of knowledge and support offered
- the Treasury's involvement meaning issues and opportunities move forward
- clearly communicating intentions
- keeping stakeholders informed
- valuing the ideas and perspectives of others
- modelling behaviour that it expects of other public-sector agencies.

5 In its 20 February discussion, ELT:

- identified four strategic priorities it considered most important for communications and engagement (see Appendix 1), and
- asked that Kaiurangi discuss the organisational capability issues below in the context of the stakeholder survey and operational priorities.

6 Following Kaiurangi's consideration, Fiona intends also to discuss the relevant organisational capability matters with her CSS managers in the Treasury's business planning.

Matters potentially affecting the Treasury's engagement capability ("high-performing Treasury")

7 Apart from the evidence from the 2017 stakeholder survey, we can foresee other pressures on the Treasury's communications and engagement capacity. For example, the practical implications of the LSF, the system stewardship work and budget reforms (among others) will significantly change the Treasury's role and require different relationships with other agencies.

8 This raises issues of organisational and individual capability that go beyond communications planning. As expressed in the summary prepared for ELT's discussion of the stakeholder survey:

- Stakeholders want to see innovative solutions, willingness to learn from others, valuing others' perspectives, making the most of others' knowledge. **What does this mean for our diversity & inclusion work? For our collaboration and flexible-working objectives?**
- Stakeholders want to see the Treasury's involvement meaning issues and opportunities move forward, us modelling behaviour that we expect of other Public Service agencies, and the different work areas of Treasury operating cohesively. **What does this mean for our leadership behaviour?**
- Stakeholders want us to clearly communicate our intentions, clearly communicate what is needed to improve state sector performance, and keep them informed. **What does this mean for our communications behaviour?**
- Stakeholders are least satisfied when interacting with us on economics, Vote work, regulation and public sector performance. Some see our staff as lacking a strong background in economic analysis, being too theoretical, being unaware of operational challenges, and not having enough experience and expertise. **What does this mean for lifting our economics capability? Our Vote analysis capability? Our recruitment?**

Appendix 1 – ELT minute on communications planning

On 20 February 2018, ELT:

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- 3) **noted** that the Communications team had circulated the results of the external engagement survey to Kaiurungi and that they would be discussing with Kaiurungi operational priorities consistent with a High Performing Treasury on 8 March.

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- 5) **agreed** that following input from Kaiurungi, the engagement results will be shared more widely internally and externally through different fora.

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Appendix 3 – Publishing the results of the external engagement survey

Following any input from Kaiurungi, the communications team proposes to share the engagement survey internally and externally. Methods are likely to include:

- Treasury leaders forum (Kaiurungi to lead)
- interactive discussion at a staff briefing, with an emphasis on sharing best practice
- discussion at The Buzz and among similar internal groups.

ELT is considering share the issues arising from the engagement survey with the leadership of other public-sector organisations on a basis to be finalised, e.g.:

- Gabs to discuss with Peter Hughes?
- Gabs to form a small focus group of CEs to work through issues?
- ELT to seek feedback with their counterparts in other organisations?

When sufficient progress has been made on our response to the engagement survey, we will publish it on the Treasury website with contextual material such as the actions the Treasury is taking to address the results.

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External engagement survey: Jacqui's notes from Kaiurungi meeting

From a Higher Performing Treasury work list perspective, the discussion centred on 'quality of Treasury advice' and 'financial capability' (including focus on economics). The "four shifts" were seen as a framework used at a leadership level; they didn't want them used to create another layer of complexity for staff.

Key question: Is there a way we can integrate comms approaches into BAU work, helping our people be better at relationship management, communication, the "soft skills", without adding further complexity to their roles?

Focus on analyst role, being the main role involved in BAU interaction with stakeholders. Perhaps there are times that it's not the message we're delivering but the way we deliver it that could be causing the problem (e.g. junior people conveying messages to senior stakeholders). Perhaps we need to think about how we clarify the 'new' nature of people's roles to staff and to stakeholders (i.e. core economic advice with diversity of thinking in the LSF context) – what does D&I mean in the context of advice to stakeholders? How should it be adding to the quality of that advice?

In presenting survey results, we need to acknowledge context – e.g. a certain degree of tension is expected when performing Treasury's role. Discussed the approach of working with individual teams (through directors) to present results (management led, not comms led):

- get their views about what could be causing some of the issues highlighted in the survey (including any issues they're aware of that are not represented in the survey);
- get their views on what they think their stakeholders want;
- ask for their input on what the organisation could do to support them and others in their BAU work with stakeholders; and
- ask them what else Treasury might do generally to move perceptions in a positive direction.