

Stakeholder Survey 2018

Department of Treasury and Finance

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Overview

Providing timely, accurate, objective, relevant and clear advice and service delivery to the Treasurer and other stakeholders is a key priority for the Department of Treasury and Finance. Our 2018-19 Corporate Direction highlights two stakeholder engagement guiding principles:

- talk to stakeholders early to understand their needs and expectations; and
- establish and maintain strong relationships with people for better outcomes.

The Department's principal stakeholder is the Treasurer. We also have important external relationships with the Premier; Ministers and advisers; Members of Parliament; Tasmanian government agencies; government business enterprises; state-owned companies and other statutory bodies; the Australian government, other state and territory governments and local government; and the Tasmanian community, including taxpayers, retirees, licensees and their representatives.

Stakeholder engagement is fundamental to producing quality outcomes and managing strategic risk. We survey our key stakeholders to evaluate the effectiveness of our interactions with them and to assist in the development of strategies to strengthen our stakeholder communication and collaboration.

Stakeholder surveys have previously been undertaken every two years, however the survey scheduled to be held in 2017 was deferred due to the state government election.

An overall stakeholder satisfaction level of 87 per cent was recorded for the 2018 survey, the same overall result as recorded in 2015.

The Department's average rating out of five is 3.5 which is a slight improvement on the 3.4 result from the 2015 survey.

87%

Overall stakeholder
satisfaction

The following summarises the percentage of respondents who consider Treasury meets or exceeds expectations in relation to five key areas:

- integrity, ethics and reputation - 93%
- accountability - 89%
- communication - 79%
- reliability and timeliness - 82%
- professionalism - 91%

The following common themes have been identified from the feedback provided by stakeholders:

- highly professional and ethical agency;
- effectively implements government policy;
- need for increased consultation, collaboration and consideration of stakeholders' views; and
- need for more timely response.

Key actions

As a result of feedback received from the 2018 stakeholder survey, we will:

- talk to stakeholders early to understand their needs and expectations, as part of our 2018-19 corporate direction;
- encourage staff to clearly communicate timeframes and provide more timely advice;
- monitor stakeholder engagement strategies and identify opportunities to more effectively engage with our stakeholders; and
- continue to encourage staff at all levels to engage with stakeholders on an ongoing basis.

Survey results

The Department was rated very positively by the majority of respondents to the 2018 stakeholder survey. A total of 87 per cent of respondents were satisfied that Treasury meets, exceeds or consistently exceeds their expectations in the five key areas surveyed.

	2018	2015	2014	2012	2010
Number of stakeholders invited to participate	150	172	177	26	261
Number of stakeholders who completed the survey	93	96	93	18	158
Response rate	62%	56%	53%	69%	61%
Overall average rating out of five	3.5	3.4	3.2	3.4#	3.9
Stakeholder satisfaction*	87%	87%	83%	89%	77%^

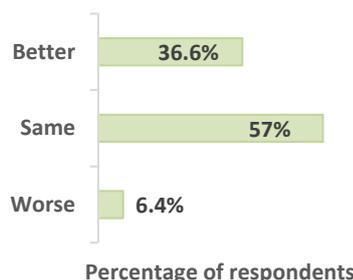
2012 overall rating is not strictly comparable

* percentage of respondents who indicated that the Department either meets, sometimes exceeds or consistently exceeds expectations, with a score of three or more out of five

^ average stakeholder satisfaction recorded for the Department's output groups

Overall assessment

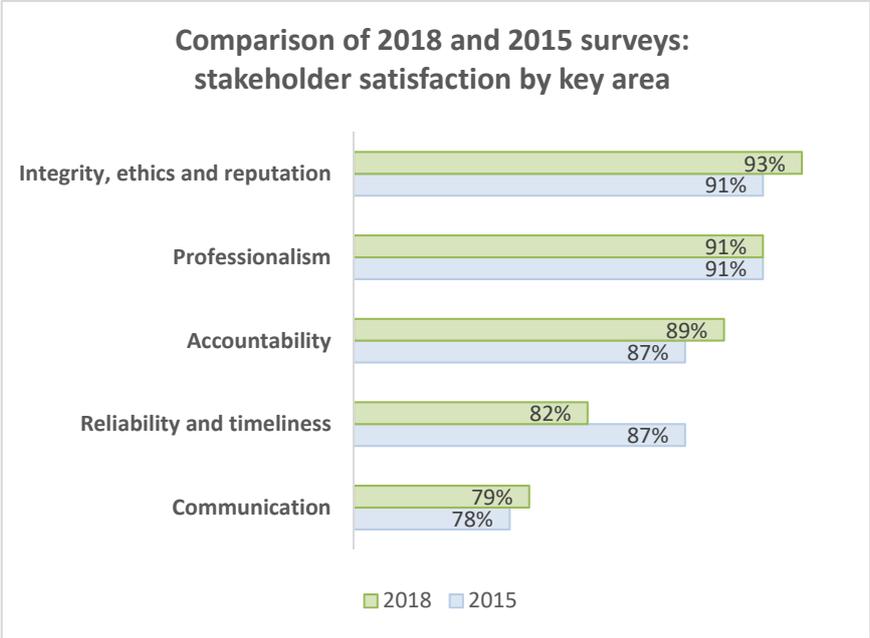
Compared with previous years, how has Treasury's engagement with your organisation been this year?



A total of 36.6 per cent of respondents felt that our engagement in 2018 was better than in previous years, a very slight increase on the 2015 rating of 36 per cent. A total of 57 per cent rated our engagement as the same, compared to 58 per cent in 2015. There was an increase to 6.4 per cent in the respondents who felt our engagement in 2018 was worse than previous years, the rating was 6 per cent in the 2015 survey.

Stakeholder satisfaction by key area

The data and feedback received in response to Treasury’s 2018 stakeholder survey indicates that the majority of our stakeholders believe we meet their performance expectations in each of the five key areas surveyed. The majority of stakeholders are satisfied with the service they receive from Treasury and the interactions they have with our staff.



The chart above compares 2018 and 2015 stakeholder survey results, depicting the percentage of respondents who indicated that the Department either meets, sometimes exceeds or consistently exceeds expectations, with a score of three or more out of five. The results from the two surveys show the same result or slight improvement, except for the ranking for reliability and timeliness, which is a five percentage point decrease in stakeholder satisfaction from 2015. Stakeholders commented that Treasury staff do not always respond to requests in a timely manner and that our timeframes for requests can be unrealistic.

The overall ratings out of five for the Department from 2010 to 2018 are shown below for each key area surveyed.

Key area	Overall rating out of five				
	2018	2015	2014	2012	2010
Integrity, ethics and reputation	3.6	3.3	3.3	na	na
Professionalism	3.7	3.6	3.5	3.4#	4.1
Accountability	3.6	3.3	3.3	na	3.9
Reliability and timeliness	3.4	3.3	3.2	3.3	3.9
Communication	3.3	3.2	3.2	3.4#	3.8

2012 overall rating is not strictly comparable; the 2012 survey refers to the ‘quality and accuracy of information or advice provided’ and the ‘quality of relationship’

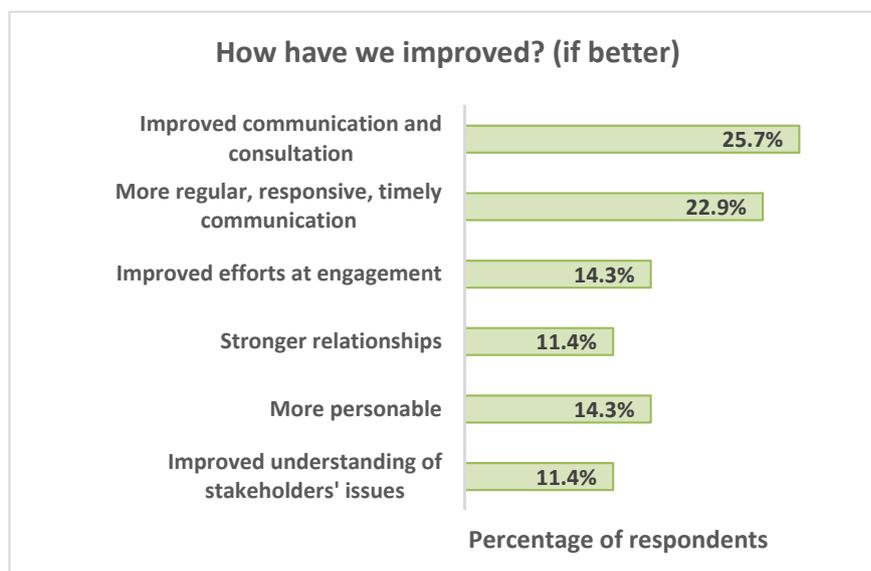
Overall assessment

A total of 57 per cent of participants in the survey indicated that Treasury's engagement remained the same as in previous years.

Interestingly, there were respondents to the 2018 survey who felt we have improved in the key areas of communication, consultation and collaboration yet these are the same areas identified by other respondents who felt our engagement was worse than in previous years.

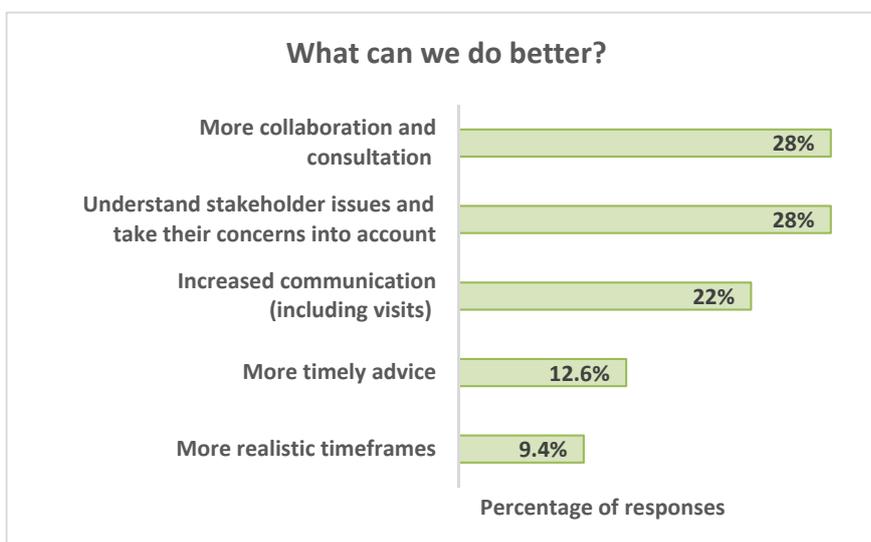
How have we improved?

A total of 36.6 per cent of respondents felt that Treasury's engagement in 2018 was better than in previous years. Areas where our stakeholder engagement has improved (taken from survey comments) are identified in the chart below.



What can we do better?

A total of 6.4 per cent of respondents felt that Treasury's engagement in 2018 was worse than in previous years. When asked what we need to do better, comments and suggestions focussed on the key areas of communication, reliability and timeliness, see chart below.



Key areas - detailed findings

Integrity, ethics and reputation

With 93 per cent of respondents giving a rating of three or more out of five, integrity, ethics and reputation was the highest ranked area of the stakeholder survey. The overall rating out of five is 3.6. This is an improvement on the 2015 result of 91 per cent stakeholder satisfaction.

93%

consider Treasury meets or exceeds expectations in relation to integrity, ethics and reputation

Treasury is viewed by our stakeholders as a highly professional and ethical agency. This is consistent with feedback provided in face-to-face interviews, which supported the view that the Department is well respected and Treasury's values are an example to the state service.

The department is considered, by our key stakeholders, to be very effective in implementing government policy. The question with the lowest average ranking of 3.3 out of five related to delegated authority, where some respondents commented that Treasury staff do not have the delegated authority necessary to make decisions relating to their duties or they could use delegated authority more effectively.

Professionalism

Professionalism was highly ranked, with 91 per cent of respondents believing that Treasury staff are knowledgeable about their area of responsibility and clear and articulate when initiating and responding to requests. Stakeholders commented that they have excellent working relationships with Treasury and staff are approachable and responsive.

91%

consider Treasury meets or exceeds expectations in relation to professionalism

Accountability

Treasury is viewed by a large majority of our stakeholders as an agency that provides high quality and accurate information and advice that meets their expectations. Treasury is seen as honest, open and staff seem to be well aware of their responsibilities. The average rating out of five for accountability is 3.6, an increase from the average rating in the 2014 and 2015 surveys which was 3.3 out of five.

89%

consider Treasury meets or exceeds expectations in relation to accountability

Reliability and timeliness

Reliability and timeliness is the only key area where there was an overall decrease in satisfaction, when compared to the 2015 stakeholder survey of 89 per cent. In 2018, however, the average score out of five for reliability and timeliness increased to 3.4 from 3.3 indicating that a higher proportion of respondents in the 2018 survey scored Treasury in the 4 and 5 range.

82%

consider Treasury meets or exceeds expectations in relation to reliability and timeliness

There were positive and negative comments concerning timeliness in providing information. Some respondents believe Treasury meets or consistently exceeds their expectations, while others noted that it would be better to have information faster and that Treasury should consider the needs of, and impacts to, stakeholders. Comments are similar to those expressed in the 2014 and 2015 surveys that Treasury imposes unrealistic timeframes which cause a last minute rush.

Communication

Communication was the lowest overall ranked area of the 2018 stakeholder survey, a similar result to the 2015 survey.

79%

consider Treasury meets or exceeds expectations in relation to communication

In response to the question “*what is Treasury not doing, that we could be doing, to improve our engagement with you*”, issues around communication featured prominently in the responses. Stakeholders expressed a desire for more regular meetings and informal discussion, more timely communication and increased consultation and collaboration.

Treasury is viewed as sometimes being reluctant to share. Respondents identified that improvement is needed in sharing information and initiatives, more proactive engagement and consultation with agencies and more frequent communication to keep agencies informed. One stakeholder commented that “if Treasury does want to collaborate, Treasury often wants to set the rules”.

Stakeholder satisfaction by output group

A key performance indicator for Treasury to achieve the government’s policy objectives or outcomes, is stakeholder satisfaction against the key output groups assigned to our Department in the state budget.

Our target performance indicator is 90 per cent of respondents to our stakeholder survey being satisfied that we meet or exceed their expectations in the way we engage with them.

Output group	Satisfaction rating (%)				
	2018	2015	2014	2012	2010
1 - Financial and resource management*	85	79	79	89	74
2 - Economic and fiscal policy advice^	92	86	89	89	79
3 - Revenue and regulatory management#	88~	81	84	89	78

* work completed by the Shareholder Policy and Markets, Government Finance and Accounting, Procurement and Property and Budget Management branches relates to this output group.

^ work completed by the Economic Policy and Intergovernment and Financial Policy branches relates to this output group.

work completed by the Office of the Tasmanian Economic Regulator, Liquor and Gaming and Revenue branches relates to this output group

~ Office of the Superannuation Commission joined this output group

Attachment I - methodology

The Department of Treasury and Finance's 2018 stakeholder survey was undertaken in August 2018. A total of 150 stakeholders were invited to participate, with 93 responses received. This equates to a response rate of 62 per cent. A list of stakeholders who were invited to participate in the survey is provided at attachment 2.

Stakeholders were invited to complete an online questionnaire, using the Survey Monkey software program. A list of the 25 survey questions can be found at attachment 3.

A link to the Survey Monkey questionnaire was sent via email from the Acting Secretary, Anton Voss, to key stakeholders. Due to the anonymity of Survey Monkey, it is not possible to identify individual respondents and respondents were not asked to identify themselves as part of completing the survey.

It was considered important to have continuity of questions to enable a comparison of results over time, therefore the 25 survey questions remained unchanged from the 2015 survey.

A summary of the data obtained in response to the 2018 stakeholder survey can be found at attachment 4. Feedback regarding the performance of individual branches within the Department has been provided to branches and incorporated into Treasury's corporate planning for 2019-20. All Branch operating plans now include a stakeholder engagement plan as part of identifying key actions to improve stakeholder collaboration and engagement.

The Department's 2018 stakeholder survey sought an overall assessment of Treasury's engagement, as viewed by our stakeholders, compared to previous years and invited comments and suggestions on our progress towards strengthening stakeholder engagement and collaboration. It also sought feedback on five key areas:

- integrity, ethics and reputation;
- accountability;
- communication;
- reliability and timeliness; and
- professionalism.

Respondents were asked to rate aspects of the Department's performance in each of the five key areas on a scale of 1 to 5, where:

- 1 = consistently does not meet performance expectations;
- 2 = inconsistent in meeting performance expectations;
- 3 = meets performance expectations;
- 4 = meets and sometimes exceeds performance expectations; and
- 5 = consistently exceeds performance expectations.

In addition, in order to obtain further qualitative information and support to enhance the survey results, face-to-face interviews with four key stakeholders were conducted. Each interview took approximately 30 minutes. The face-to-face interviews were found to be particularly valuable and provided a forum for honest and open discussion around the key areas of the survey.

It should be noted that the nature of the survey methodology and participant selection does not lend itself to producing statistically significant results. The survey process was designed to provide an overall indication of how satisfied our key stakeholders are with their interactions with Treasury staff.

It should also be noted that the survey design prior to the 2015 survey does not allow strict comparison of data, as surveys conducted in 2010, 2012 and 2014 consisted of only nine questions. Respondents were asked to rate the Department's performance overall and were not given the opportunity to provide feedback on individual branches. Any comparisons between the results of the previous surveys and 2015 and 2018 surveys should be made with this caveat in mind.

Attachment 2 - key stakeholders invited to participate in the 2018 survey

Anglicare
Auditor General's Office
Aurora Energy Pty Ltd
Australian Bureau of Statistics
Australian Institute of Conveyancers, Tas Division
Avis
BMM (iGaming business)
BWS Woolworths
Cabinet Office, DPAC
Citta Property Group
Commonwealth Department of Social Services
Commonwealth Grants Commission
Commonwealth Treasury
Converge International
Crown Law
Department of Communities Tasmania
Department of Communities Tasmania - Gambling Support Program
Department of Education
Department of Health
Department of Health - Alcohol and Drug Service
Department of Health - Health Protection - Environmental Health
Department of Justice
Department of Police, Fire and Emergency Management
Department of Premier and Cabinet
Department of Primary Industries, Water and Environment
Department of State Growth
Department of State Growth - Energy Policy, Industry and Business Development
DJ Motors Group
Dobson Mitchell Allport
Edwards Windsor Real Estate
Environment Protection Authority
Federal Group
Flinders Island Council
Frontier Software
GM Actuaries Pty Ltd
Goodstone Group
Government Media Office, DPAC
Gray Matters Advertising
Hobart City Council
House of Assembly
Hydro Tasmania
Jardine Lloyd Thompson Pty Ltd
Jeffrey HR
JMG Pty Ltd
Kalis Group
Knight Frank - Tasmania
Launceston City Council
Law Society of Tasmania
LeasePlan Australia
Legislative Council
Local Government Association of Tasmania
Maree Webber Rehabilitation Services
Mercer Super Australia
Metro Tas
Microsoft
Motor Accidents Insurance Board
Network Gaming
Northern Midlands Council
Office of eGovernment, DPAC
Office of Parliamentary Counsel
Office of the Solicitor-General
Office of Solicitor- General, Litigation Division
Office of the Ombudsman
Office of the State Archivist
Office of the Superannuation Commission
Office of the Premier
Office of the Treasurer
Property Council of Australia - Tasmania Division
Public Trustee
State Grants Commission
State Service Management Office
Superannuation Commission
Sustainable Timber Tasmania
Tabcorp Group (incl UBET, Tatts)
Tas Gas Networks Pty Ltd
Tas Ports

TasCOSS
Tasmania Police
Tasmanian Association of State Superannuants
Tasmanian Audit Office
Tasmanian Hospitality Association
Tasmanian Irrigation
Tasmanian Liquor and Gaming Commission
Tasmanian Ombudsman's Office
Tasmanian Public Finance Corporation
Tasmanian Small Business Council
TasNetworks Pty Ltd
TasPlan

TasRail
TasTAFE
TasWater
TechnologyOne
TMD
TT-Line
University of Tasmania
Vantage Hotel Group
Westpac Institutional Bank
Winners at Work
Wrest Point Hotel Casino/Launceston Country
Club Casino

Face-to-face interviews

The Hon Peter Gutwein MP, Treasurer

Mr Michael O'Farrell, Solicitor-General

Ms Jenny Gale, Secretary, Department of Premier and Cabinet

Mr Kim Evans, Secretary, Department of State Growth

Attachment 3 - survey questionnaire

Please identify which areas of Treasury you have the most interaction with.

(BMB, CIS, EcoPol, GFAB, HR, IGFP, ISB, LAGB, OSC, OTS, OTTER, PPB, Revenue, SPM)

Overall assessment

- 1 Compared with previous years, how has Treasury's engagement with your organisation been this year? better same worse

1a How have we improved? (if 'better')

1b What do we need to do better? (if 'same' or 'worse')

- 2 What is Treasury not doing, that we could be doing, to improve our engagement with you?

Integrity, ethics and reputation

Rating 1-5 N/A

- 3 To what extent do you view Treasury as an ethical organisation?
- 4 Do you believe Treasury effectively implements government policy?
- 5 Do you feel Treasury staff have the delegated authority necessary to make decisions relating to their duties?
- 6 Do you get the impression that Treasury staff enjoy their work?

Do you have any comments regarding this section?

Accountability

Rating 1-5 N/A

- 7 Do you believe Treasury staff take responsibility for their actions?
- 8 Does the quality and accuracy of information or advice provided by Treasury meet your expectations?
- 9 Do you believe the information/advice provided by Treasury is impartial and balanced?
- 10 Do you believe the information/advice provided by Treasury is consistent with government policies and objectives?

Do you have any comments regarding this section?

Communication

Rating 1-5 N/A

- 11 Does the frequency of your interactions with Treasury meet your needs?
- 12 Does Treasury keep you informed on areas of work that affect your organisation?

13	Is sufficient consultation undertaken by Treasury staff about Treasury decisions that affect your organisation?	<input type="radio"/>					
14	Is it easy to consult Treasury on particular issues?	<input type="radio"/>					
15	Does Treasury collaborate with you as appropriate when developing and implementing policy?	<input type="radio"/>					
16	Does the quality of your relationship with Treasury meet your expectations?	<input type="radio"/>					
17	To what extent is information provided or requests made by Treasury easy to understand?	<input type="radio"/>					
18	To what extent does Treasury understand your needs?	<input type="radio"/>					
Do you have any comments regarding this section?							
Reliability and timeliness						Rating 1-5	N/A
19	Does Treasury respond to you in a timely manner?	<input type="radio"/>					
20	Does Treasury allow you a reasonable time to respond to its requests?	<input type="radio"/>					
Do you have any comments regarding this section?							
Professionalism						Rating 1-5	N/A
21	Do you believe Treasury staff are knowledgeable about their area of responsibility?	<input type="radio"/>					
22	Are Treasury staff clear and articulate when initiating and responding to requests?	<input type="radio"/>					
23	Are Treasury staff accessible and approachable?	<input type="radio"/>					
24	Are Treasury staff helpful in their dealings with you?	<input type="radio"/>					
25	Are your interactions with Treasury staff generally productive?	<input type="radio"/>					
Do you have any comments regarding this section?							

- Ratings:**
- 1 - consistently does not meet expectations
 - 2 - inconsistent in meeting expectations
 - 3 - meets expectations
 - 4 - meets and sometimes exceeds expectations
 - 5 - consistently exceeds expectations
 - N/A - not applicable

Attachment 4 - survey data

Summary of survey results

Overall assessment

Compared with previous years, how has Treasury's engagement with your organisation been this year?

better 36.56% same 56.99% worse 6.45%

	Consistently does not meet expectations	Inconsistent in meeting expectations	Meets expectations	Meets and sometimes exceeds expectations	Consistently exceeds expectations	N/A	Rating Average (out of 5)
Integrity, ethics and reputation							3.6
To what extent do you view Treasury as an ethical organisation?	1	1	30	31	26	0	3.9
Do you believe Treasury effectively implements government policy?	0	3	33	33	16	4	3.7
Do you feel Treasury staff have the delegated authority necessary to make decisions relating to their duties?	3	11	39	24	9	3	3.3
Do you get the impression that Treasury staff enjoy their work?	1	5	38	31	7	7	3.5
Accountability							3.6
Do you believe Treasury staff take responsibility for their actions?	1	10	24	43	13	0	3.6
Does the quality and accuracy of information or advice provided by Treasury meet your expectations?	2	11	25	42	11	0	3.5
Do you believe the information/advice provided by Treasury is impartial and balanced?	3	6	31	35	15	1	3.6
Do you believe the information/advice provided by Treasury is consistent with government policies and objectives?	0	7	33	30	18	3	3.7

	Consistently does not meet expectations	Inconsistent in meeting expectations	Meets expectations	Meets and sometimes exceeds expectations	Consistently exceeds expectations	N/A	Rating Average (out of 5)
Communication							3.3
Does the frequency of your interactions with Treasury meet your needs?	2	10	47	25	7	0	3.3
Does Treasury keep you informed on areas of work that affect your organisation?	3	19	38	21	10	0	3.2
Is sufficient consultation undertaken by Treasury staff about Treasury decisions that affect your organisation?	5	23	32	21	9	1	3.2
Is it easy to consult Treasury on particular issues?	4	11	33	28	15	0	3.4
Does Treasury collaborate with you as appropriate when developing and implementing policy?	4	22	25	22	11	7	3.2
Does the quality of your relationship with Treasury meet your expectations?	3	13	29	31	15	0	3.5
To what extent is information provided or requests made by Treasury easy to understand?	1	11	39	29	11	0	3.4
To what extent does Treasury understand your needs?	4	18	34	27	8	0	3.2
Reliability and timeliness							3.4
Does Treasury respond to you in a timely manner?	7	12	21	36	15	0	3.4
Does Treasury allow you a reasonable time to respond to its requests?	1	13	38	26	10	3	3.4
Professionalism							3.7
Do you believe Treasury staff are knowledgeable about their area of responsibility?	1	4	30	32	22	0	3.8
Are Treasury staff clear and articulate when initiating and responding to requests?	0	7	31	36	15	0	3.7
Are Treasury staff accessible and approachable?	3	4	33	27	22	0	3.7
Are Treasury staff helpful in their dealings with you?	2	7	26	31	23	0	3.7
Are your interactions with Treasury staff generally productive?	4	9	26	31	19	0	3.6
Overall satisfaction rating /5							3.5