



Napier City Council

Service Delivery Research Report

Date: January 2017



Prepared by Dr Virgil Troy © SIL Research 2017

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Executive Summary

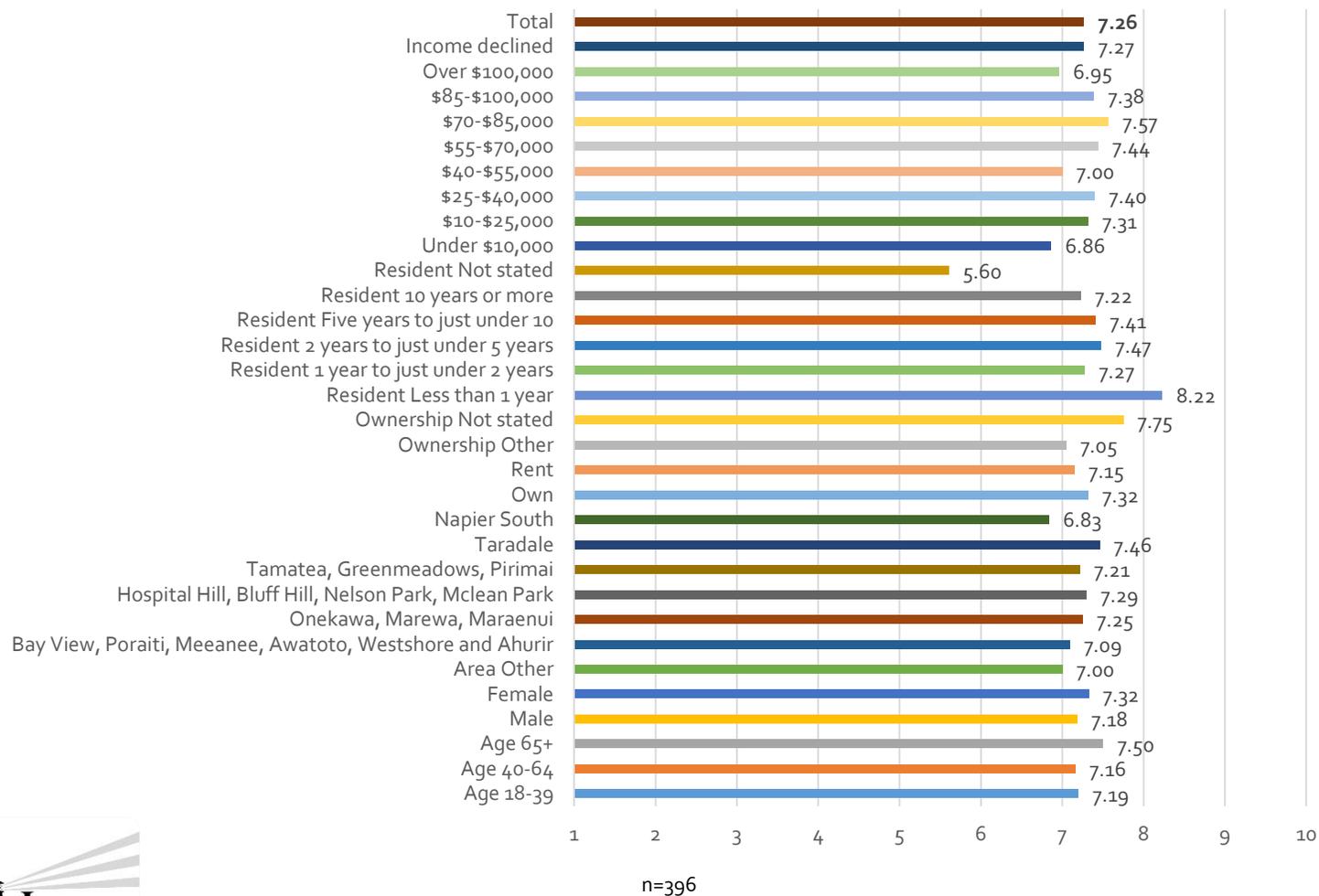
- A service delivery survey was conducted for the Napier City Council at the end of 2016. Data was collected over a four week period commencing 20 November, concluding 15 December 2016. A total of n=400 completed surveys were collected using Face-to-face, Telephone, Online and SMS surveys. Respondents were stratified by age and gender to ensure a representative spread of Napier resident males and females 18 years and over. Based on this sample size, overall results are reported on with a 95% confidence level +/- 5%.
- Overall, Napier City Council was rated 7.3 out of 10 in terms of overall performance on a '1=not at all well' and '10=extremely well' scale. Using this same scale, 88.9% rated NCC a '6' or higher.
- Average ratings for individual service areas varied considerably with NCC's provision of *Sports fields, Public libraries, Parks and reserves, and Bike/walk tracks* as the top four services scoring 7.6 or more out of 10. *Swimming pools, Car parking in the CBD and suburbs, Economic development/job promotion and MTG Hawke's Bay* were the lowest rated four services scoring 6.1 or less out of 10.
- Average rating for the importance of services varied considerably with *MTG Hawke's Bay, Funding for community events, Dog control and Civic improvements* being rated 7.47 or less with all other services being rated 7.48 out of 10 or greater. There were some statistically significant differences within various demographic groups.
- **Civic improvement, MTG Hawke's Bay, Economic development/job promotion, Bike/walk tracks and Public libraries** were identified as services that have the greatest potential to influence overall performance perceptions. This typically means if these services are rated as performing well there's a high likelihood that they'll have a positive influence on overall NCC performance perceptions. If a service is NOT rating well, then this can bring down the overall performance rating.

Executive Summary (cont.)

- **Swimming pools had the lowest performance rating at 5.2 in 2016 with the highest recorded mismatch between satisfaction and importance placed on them.** The lowest satisfaction for swimming pools was among older residents (65+). Females gave the higher importance for this service.
- 28% of respondents stated that they'd had direct contact with the Council over the past 12 months, method of contact varied. Overall, those who'd had contact rated their interaction 7 out of 10.
- Net Promoter Score for Napier as a place to live was +61.6% (similar to 2016 NPS). Suggestions for way to increase this figure further include improvement to Economic development and Events/ Attractions/ Activities.
- Spend MORE: Of the 57% providing an answer, 18% wanted more spent on Swimming pools, Sports fields and Bike/walk paths, and 15% among them were related to swimming pools only.
- Spend LESS: Of the 47% that did provide an answer, 14% wanted less spent on Swimming pools, Sports fields and Bike paths in general. 6.5% wanted less spent on Council overheads/wages and spending.
- When asked, 65% were not aware of new swimming pools projects by Council. Of the 30% that provided a positive response, 49% referred to the Onekawa pool update, 20% had heard about Marine Parade facility update, and 28% stated 'Don't know'.

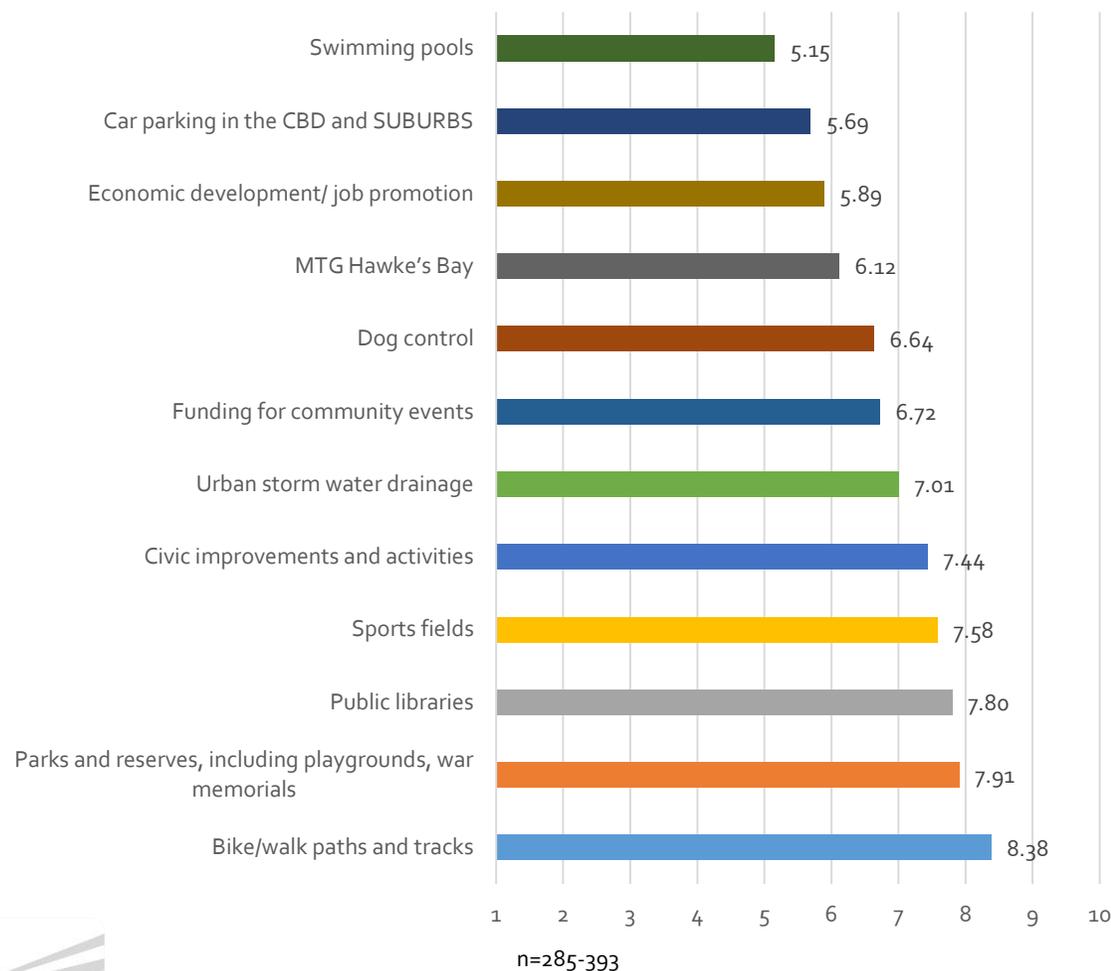


Overall performance



- Overall performance varied from the average of 7.3 out of 10 within demographic groups, which is consistent with last year (7.2 out of 10).
- There were statistically significant differences between tenure groups: those living in Napier more than 10 years tended to give lower ratings.
- **88.9% of all Napier residents surveyed gave a 6.0 or higher, overall performance rating out of 10.**

Individual Service Performance Ratings



Average ratings for individual service areas varied considerably with *Swimming pools, Car parking in the CBD and suburbs, Economic development/job promotion* and *MTG Hawke's Bay* as the bottom four services, scoring **6.1** or less out of 10. The NCC provision of *Sports fields, Public libraries, Parks and reserves, and Bike/walk tracks* were rated as the top four services scoring **7.6** or more out of 10.

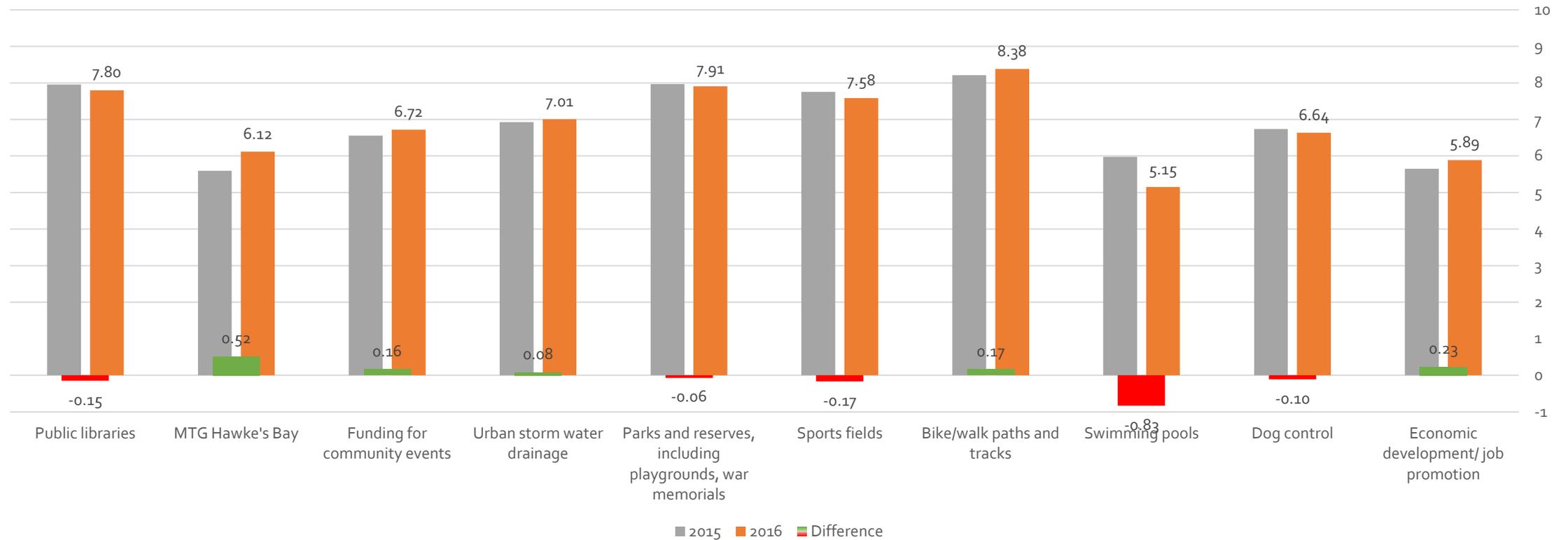
- **Swimming pools services were rated lowest in performance at 5.2 in 2016.**

There were some statistically significant differences within residents' demographic profiles when compared against average performance scores:

- *Swimming pools*: Older residents 65+ were the least satisfied with swimming pools at 4.6. The same low performance ratings were among residents who own their properties.
- *Funding for community events and activities*: Younger residents 18-39, and people with \$10,000 and less annual income, gave the lowest performance ratings. Satisfaction increased with the age.
- *Urban storm water drainage*: Noticeably, there were several statistically significant differences in Urban storm water drainage performance by area: Taradale residents gave higher ratings compared to those in Napier South and Onekawa. Newer residents (less than a year) gave a higher score for Urban storm water drainage (**opposite to last year's survey**). Within different age groups satisfaction was the lowest with 18-39 residents, at 6.6, and improved with age.
- *Civic improvements and activities*: The lowest satisfaction with this service was among 40-64 years old residents, living in Napier from 5 to 10 years and with \$10,000 and less annual income.

*Note: there were several changes in service questions: War memorial conference centre, Building Act questions were removed; Car parking was combined for CBD and suburbs.

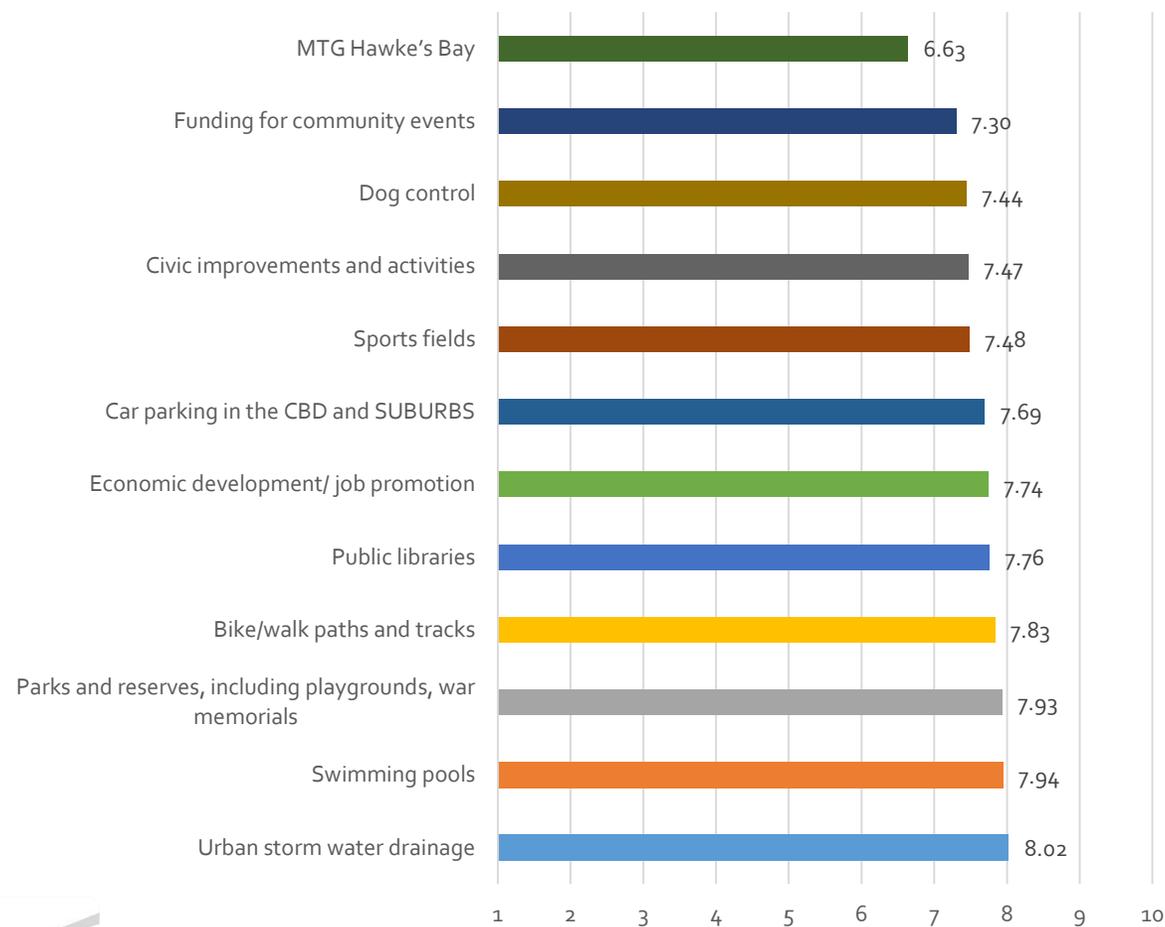
Individual Service Performance Ratings by Year



n=579-782

- Across all 10 services, 5 have improved ratings in 2016: *MTG Hawke's Bay*, *Funding for community events*, *Urban storm water drainage*, *Bike/walk tracks*, and *Economic development/job promotion*.
- The biggest performance decline in 2016 was recorded with *Swimming pools* (5.2 in 2016, down from 6 in 2016).

Individual Service Importance Ratings



n=372-399

Average rating for the importance of services varied considerably with *MTG Hawke's Bay, Funding for community events, Dog control and Civic improvements* being rated 7.47 or less, and with all other services being rated 7.48 out of 10 or greater. **The highest importance services were Urban storm water drainage and Swimming pools.** There were some statistically significant differences within various demographic groups as follows:

- *Urban storm water drainage*: 18-39 provided the lowest rating and 65+ - the highest (consistent with 2016 results).
- *Bike/walk paths and tracks* and *Economic development/job promotion* had the highest importance ratings with 18-39yrs with decreasing ratings within older age groups.
- *Dog control*: was less important for younger residents, with the importance increasing with age.
- Females showed higher importance for *MTG Hawke's Bay, Public libraries, Funding for community events, Swimming pools, Dog control* and *Car parking*.

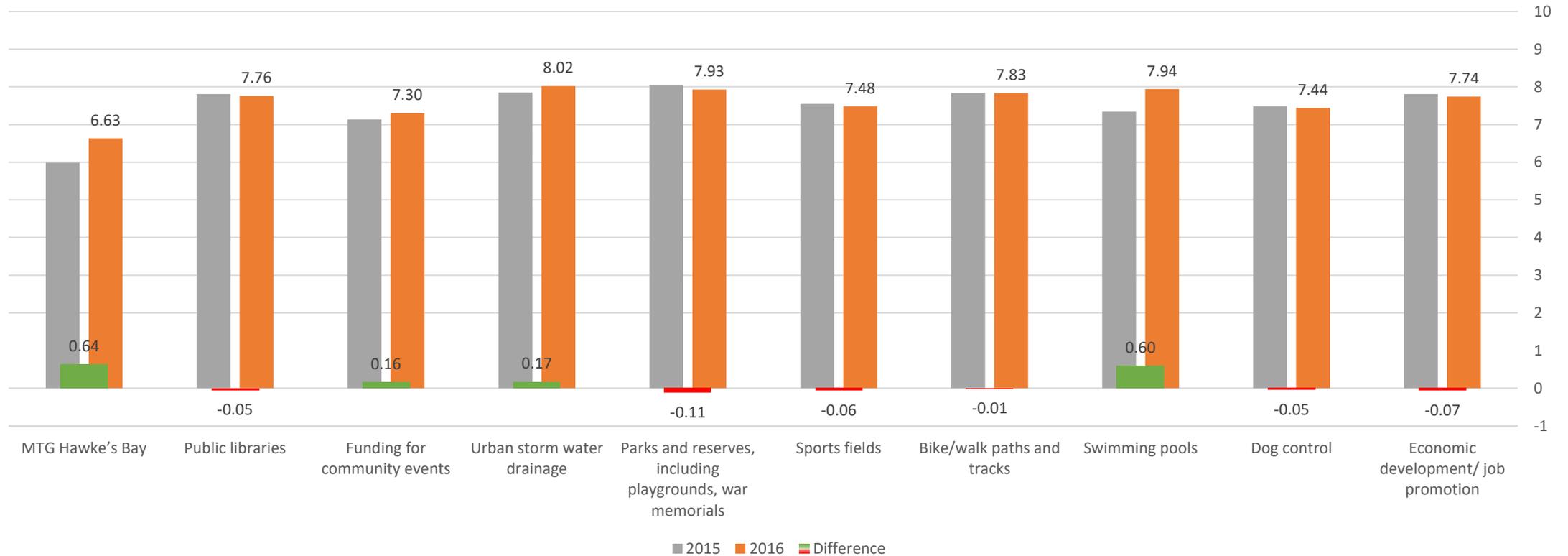
Those residents living in Napier 1-2 years (i.e. new arrivals) generally rated the following services MORE important:

- *Parks and reserves, including playgrounds, war memorials*
- *Dog control*
- *Car parking*
- *Civic improvements and activities*

It could be concluded that these services are considerable attractions and perhaps reasons for newer residents moving to Napier.

Other importance variances were recorded between residents by income level: those with income \$10,000 and less had higher importance ratings for *MTG* and *Public libraries*.

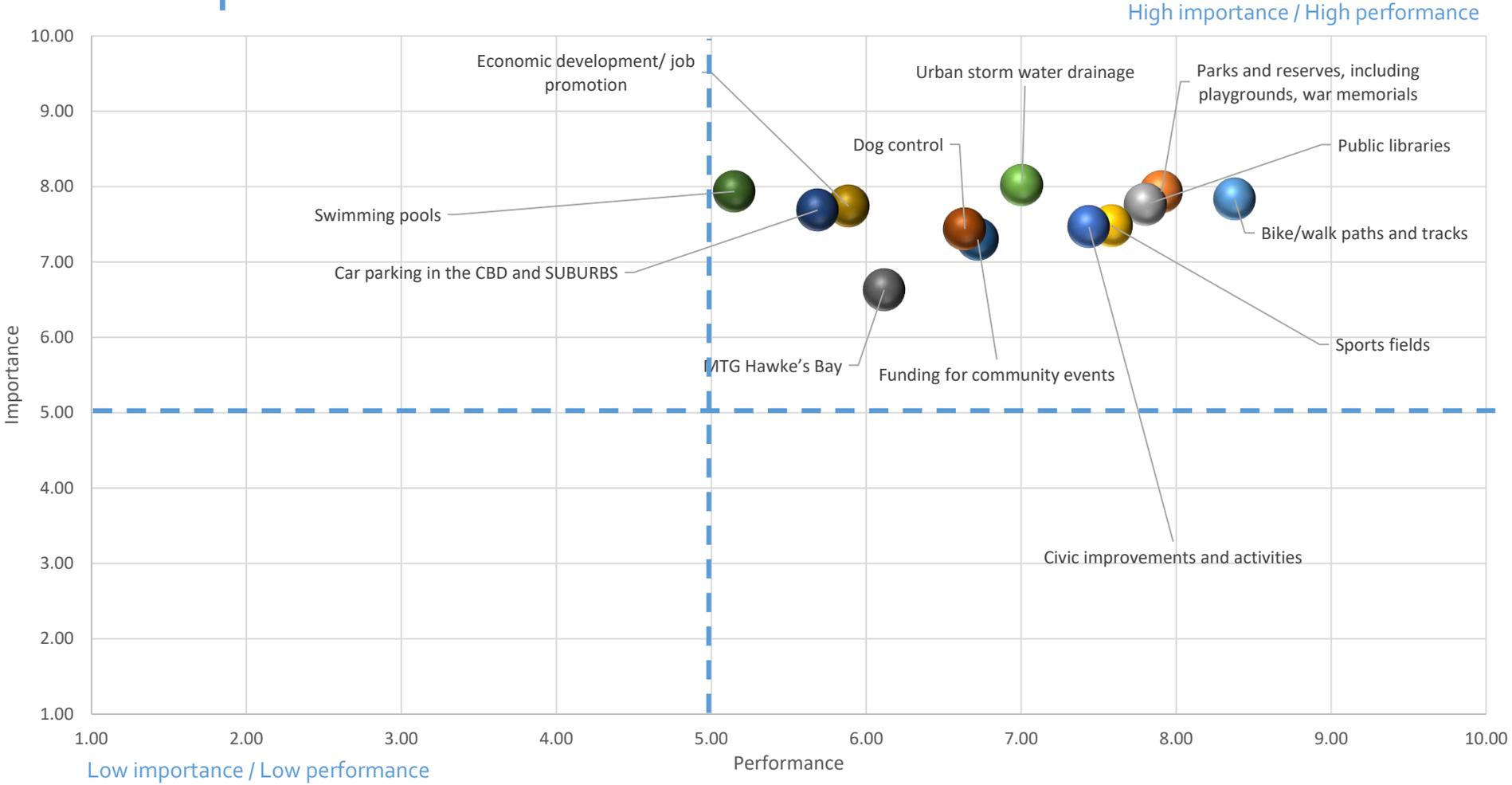
Individual Service Importance Ratings by Year



n=753-789

- For 4 out of 10 services the importance ratings have grown: *MTG Hawke's Bay*, *Funding for community events*, *Urban storm water drainage* and *Swimming pools*.
- It is key to note that the *Swimming pools* importance had the second highest increase in 2016, at the same time it had the biggest decline in performance ratings.

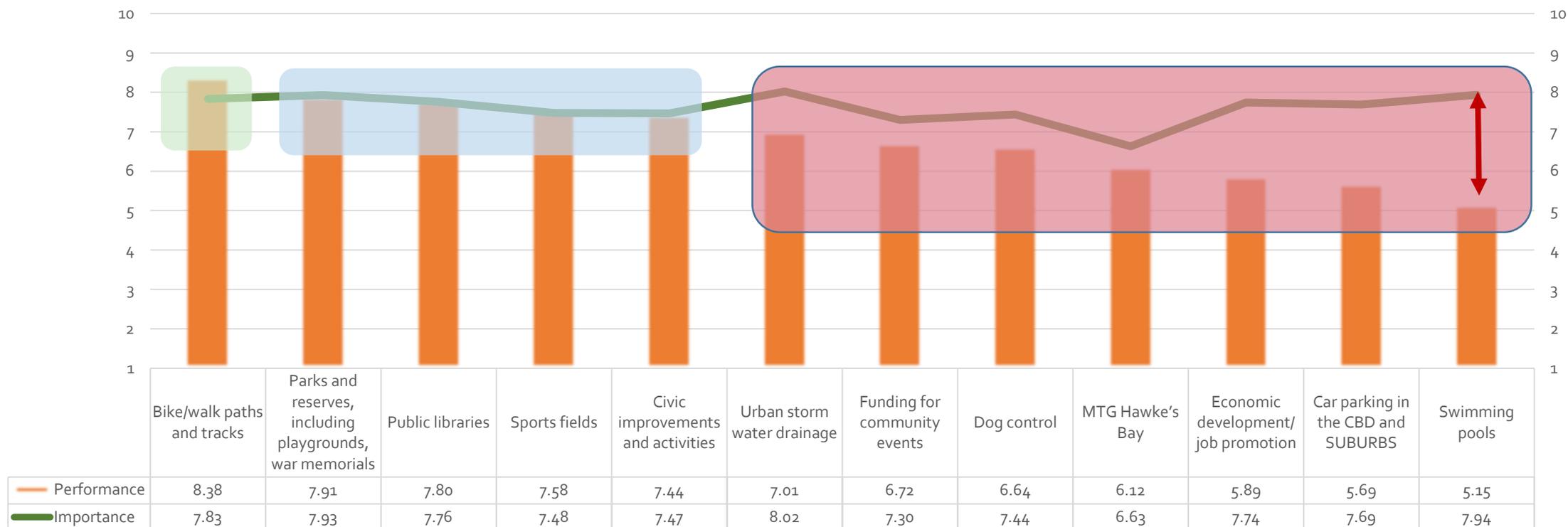
Overall performance – full 1-10 scale



Services surveyed were all deemed to be of importance and performing well by respondents. However, levels of importance and performance varied considerably, as presented on the next slide.



Overall performance vs Importance

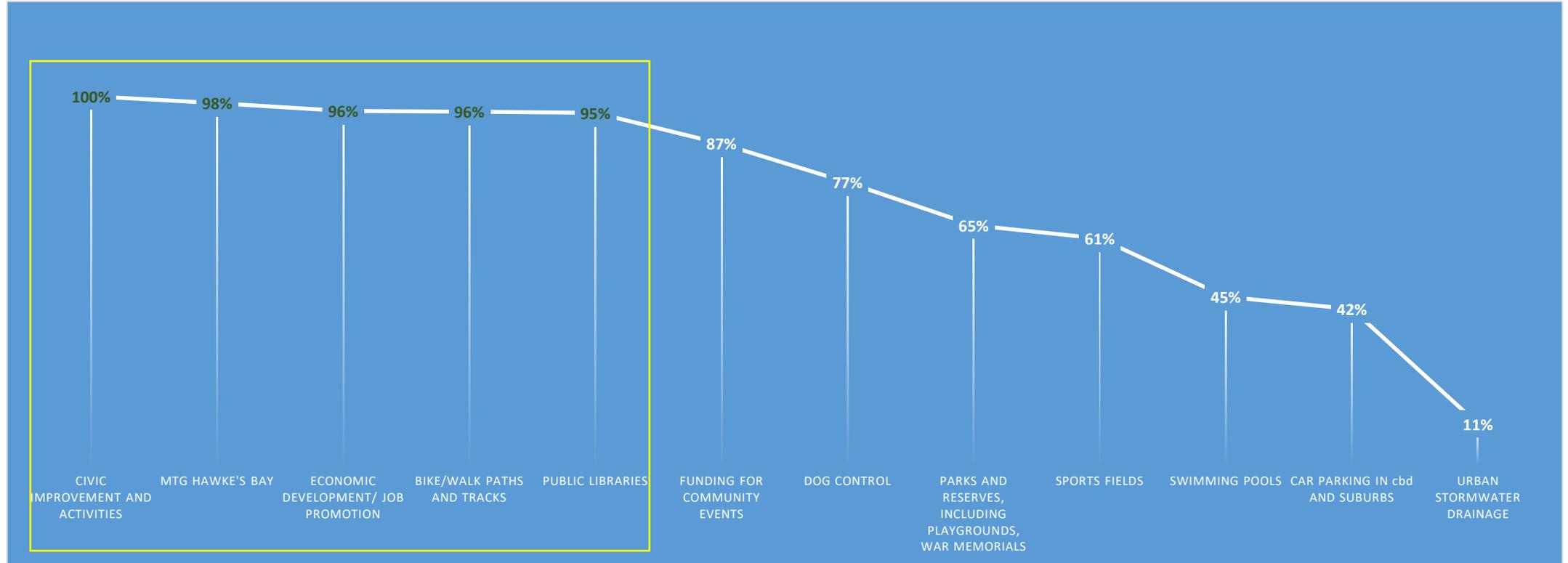


Importance vs performance of Council services can be grouped into three categories.

- **Performance>Importance:** Services where performance levels **exceed** importance placed on them: Bike/walk paths and tracks (highest performance rating for 2 years).
- **Performance=Importance:** Services where performance levels are **meeting** importance placed on them (typically recreational services).
- **Performance<Importance:** Services with a **deficit** between performance levels and the importance placed on them (7 out of 12 services).

The highest mismatch between satisfaction and importance was recorded for Swimming pools services (5.2 performance ratings and 7.9 importance ratings). The lowest satisfaction for swimming pools was among older residents. Females gave higher importance ratings for this service.

Service influence on overall performance perceptions



n=400

All services are important to varying levels, however, focusing on these 5 specific services will have the greatest impact on overall ratepayer performance ratings.

Civic improvement, MTG Hawke's Bay, Economic development/job promotion, Bike/walk tracks and Public libraries were identified as services that have the greatest potential to influence overall performance perceptions. This typically means if these services are rated as performing well, there's a high likelihood they'll have a positive influence on overall NCC performance perceptions; if a service is NOT rating well, then this can bring down the overall performance rating. Of the five services, *Economic development* received the lowest performance rating. Residents living in Napier 1-2 years had the lowest performance ratings for this service. *Civic improvement* showed lower levels of satisfaction among 40-64 years old residents, living in Napier from 5 to 10 years, and those with the income \$10,000 and less.

Spend more - spend less

Spend more	Count	Column Response % (Base: Count)
Swimming Pools, Sportsfields, Bike/Walk Paths	73	18.3%
Swimming pools	61	15.3%
Other	45	11.3%
Parking CBD/Suburbs, Roading & Footpaths, Buses	27	6.8%
Community Funding/Events	21	5.3%
Council Assets - Library, Airport, Hospital, Conference Centre	18	4.5%
Economic Development / Promotion	16	4.0%
Utilities/Infrastructure - Storm Water, Lighting, etc.	14	3.5%
Parks, Reserves, Playgrounds, War Memorials, Marine Parade/Beaches	11	2.8%
CBD Development, Beautification, Security	9	2.3%
Dog Control	5	1.3%
MTG	2	0.5%
Council Overheads, Wages, Systems, Planning	2	0.5%
Total	400	119.3%

Spend less	Count	Column Response % (Base: Count)
Swimming Pools, Sportsfields, Bike/Walk Paths	57	14.3%
Other	51	12.8%
Council Overheads / Wages, Spending	26	6.5%
MTG	18	4.5%
Parking CBD/Suburbs, Roading	12	3.0%
Parks, Reserves, Playgrounds, War Memorials, Marine Parade	10	2.5%
Art Deco	8	2.0%
Community Funding / Events	5	1.3%
Dog Control	5	1.3%
CBD Development / Beautification	1	0.3%
Total	400	101.3%

Respondents were asked to state which Council services they would like more or less money spent on.

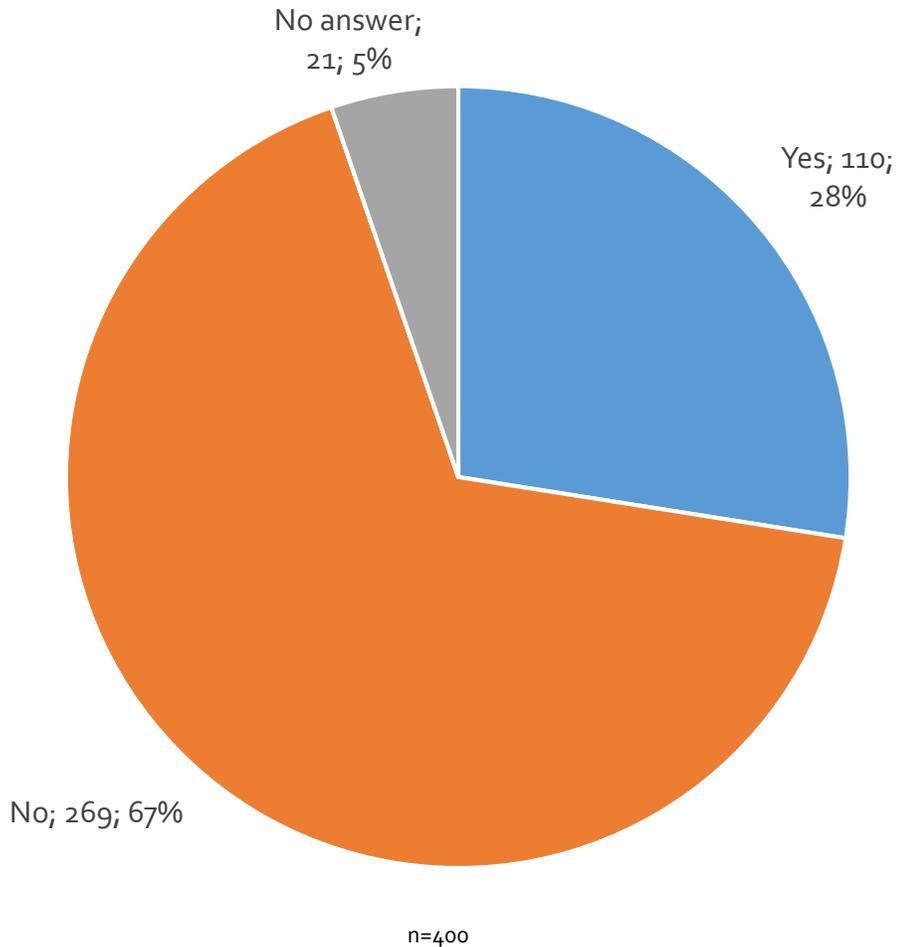
Spend MORE: 43% of respondents didn't have an answer for this question. Of the 57% providing an answer:

- 18% wanted more spent on Swimming pools, Sports fields, Bike/walk paths, and 15% among them were related to Swimming pools only.

Spend LESS: 53% of respondents didn't have an answer for this question. Of the 47% that did provide an answer:

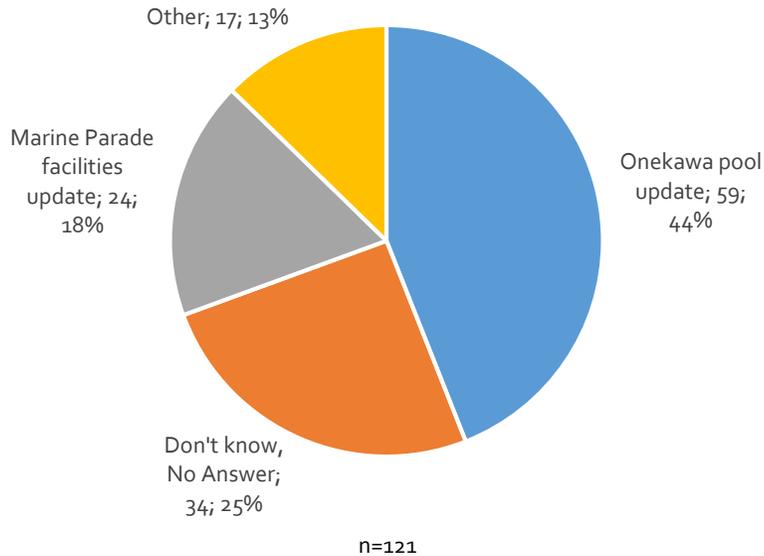
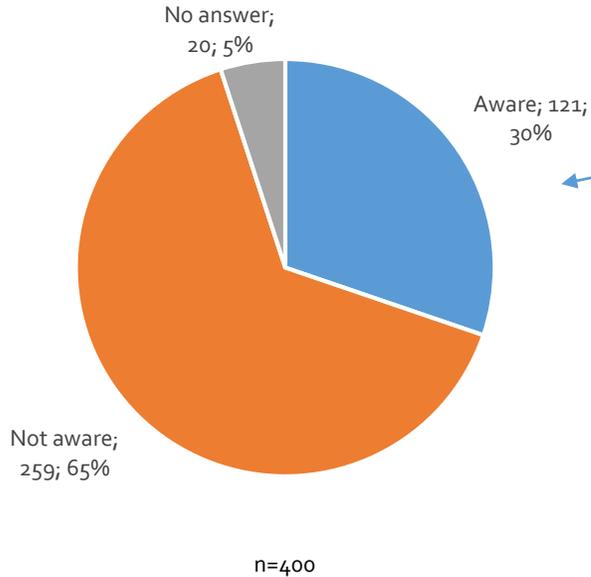
- 14% wanted less spent on Swimming pools, Sports fields and Bike paths in general. 6.5% wanted less spent on Council overheads/wages and spending.

Contact with Council



- 28% stated that they had direct contact with the Council over the past 12 months.
- Contact was made using various and multiple methods; 41% of contact was made at Council offices, 39% by telephone, 15% other, 10% email, 7% post and 2% website.
- Overall, those that had contact, rated their interaction 7.0 out of 10 (**same as previous year**). There were no statistically significant variations in rating within various demographics.

Swimming pool projects



- When asked, 65% were NOT aware of new *Swimming pools* projects.
- Of the 30% stating they were aware, 44% referred to the Onekawa pool update, 18% have heard about the Marine Parade facility update and 25% stated 'Don't know'.
- There were statistically significant differences in awareness by demographic groups:
 - Age: 40-64 years old were more aware of new projects. This group provided more comments about increasing Council spending on swimming pools. At the same time older residents had lower satisfaction ratings with the swimming pools in 2016.
 - Gender: females tended to be more aware of new projects and placed a higher importance on this service in 2016.
 - Tenure, income and ownership: residents owning their homes and living 10years + in Napier, with average annual income, had higher awareness about new swimming pool projects.
 - There were various differences across areas.

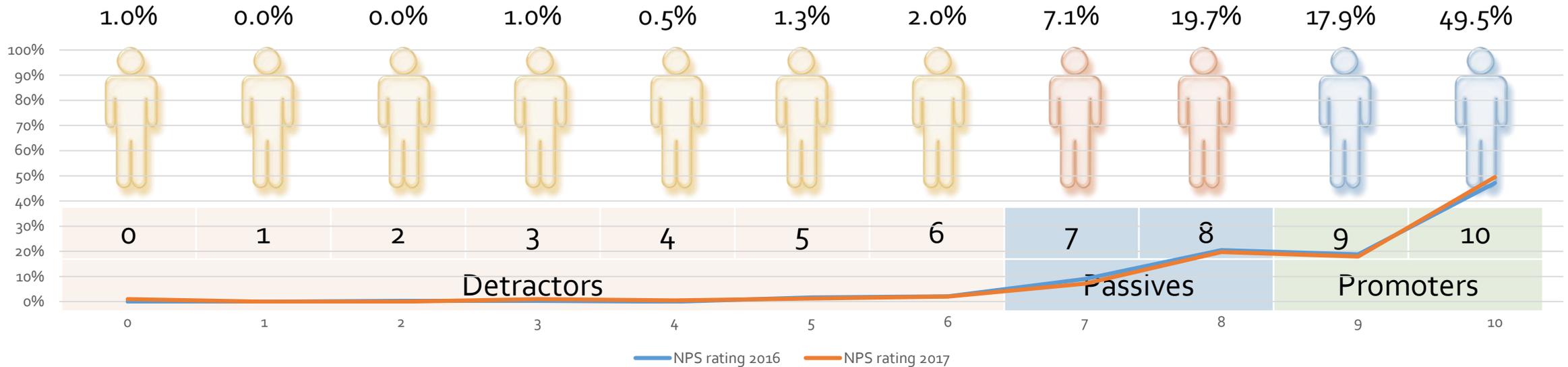
Net Promoter Score

NCC Service delivery research



Napier 2016 Net Promoter Score (NPS)

"On a scale of 0-10 where 0= not at all likely and 10=extremely likely, how likely is it that you would recommend Napier as a place to live to a friend or colleague?"



2016

Promoters: 67.4%
Detractors: 5.8%

= NPS 61.6%

Average rating: 8.8 out of 10

2016 NPS by Geographic Area

	Detractors	Passives	Promoters	NPS	Avg. Rating	2016
Bay View, Poraiti, Meeanee, Awatoto, Westshore, Ahuriri	4.4%	20.0%	75.6%	71.1%	9.11	62.2%
Onekawa, Marewa, Maraenui	10.2%	28.7%	61.1%	50.9%	8.52	55.8%
Hospital Hill, Bluff Hill, Nelson & Mclean Park	0.0%	33.3%	66.7%	66.7%	9.14	75.5%
Tamatea, Greenmeadows, Pirimai	4.5%	23.6%	71.9%	67.4%	8.96	56.8%
Taradale	4.2%	27.4%	68.4%	64.2%	8.99	66.2%
Total	5.8%	26.8%	67.4%	61.6%	8.87	61.5%

Ways to improve NPS and other comments

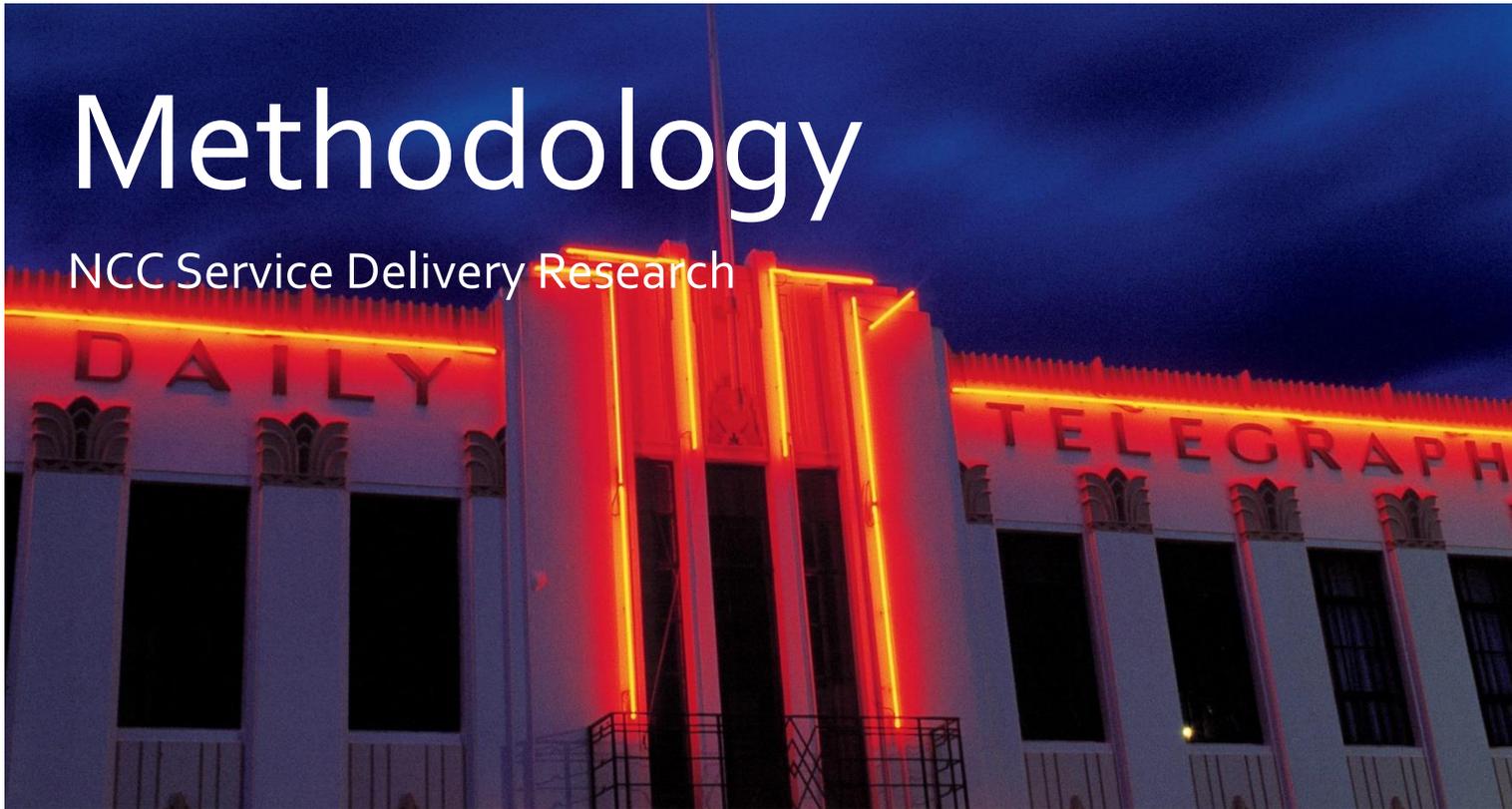
NPS improvements

	Frequency	Percent
No comment	295	73.8%
Other	20	5.0%
Economic Development	19	4.8%
Don't know	13	3.3%
Satisfied	11	2.8%
Events / Attractions / Activities	11	2.8%
Council Spending / Admin / Communications	10	2.5%
Parking	6	1.5%
Rates	5	1.3%
Safety	4	1.0%
Swimming Pools	3	0.8%
Beaches / Marine Parade / Waterways	3	0.8%
Roading	2	0.5%
Parks / Reserves / Walk & Bike Paths	1	0.3%
Public Transport	1	0.3%
Total	400	

Other comments

	Count	Percent
No Comment	301	75.3%
Satisfied	45	11.3%
Other	21	5.3%
Council Spending / Admin / Communication	13	3.3%
Economic Development	4	1.0%
Swimming Pools	4	1.0%
Rates	3	0.8%
Parking	3	0.8%
Beaches / Marine Parade / Waterways	3	0.8%
Roading / Traffic	3	0.8%
Rubbish / Sanitation	3	0.8%
Parks / Reserves / Walk & Bike Paths	2	0.5%
MTG	2	0.5%
Events / Activities / Attractions	2	0.5%
Total	400	

Suggestions for improving NPS ratings varied. Topical issues included *Economic development*, and *Events/Attractions/Activities*. Suggestions varied by rating provided. The highest percentage was 'generally satisfied'.

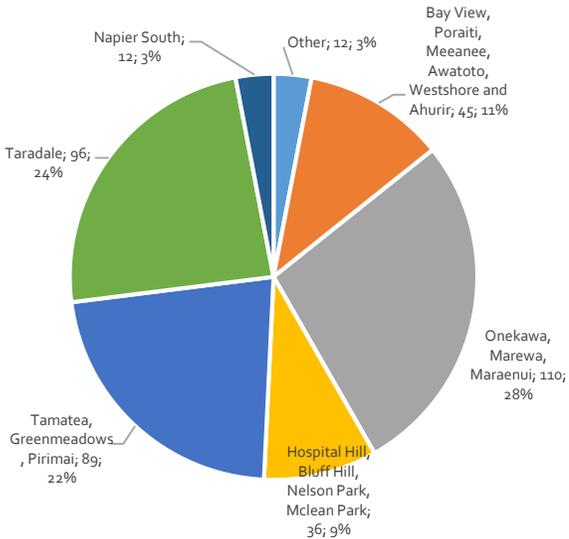


Methodology

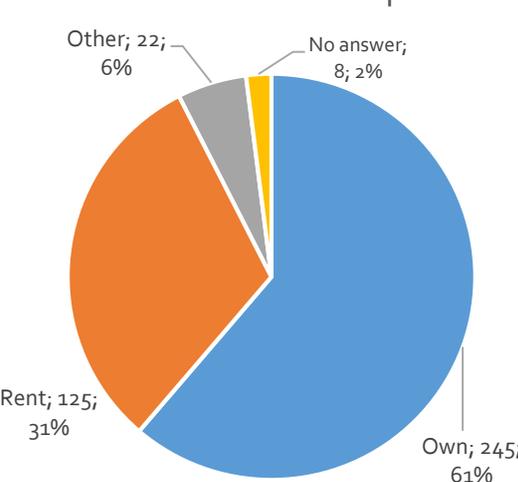
- A service delivery survey was conducted for the Napier City Council at the end of 2016.
- Data was collected over a four week period commencing 20 November, concluding 15 December 2016. A total of n=400 completed surveys were collected using four collection methods: (1) Face-to-face street survey in Napier CBD (n=117, 29%), (2) Telephone survey (n=228, 57%), (3) Online survey (n=17, 4%), and (4) SMS on mobile phones (n=38, 10%). Respondents were stratified by age and gender to ensure a representative spread of Napier resident males and females 18 years and over. Demographics details are provided on the next slide.
- Mean: Most performance data in this research was collected via a 1-10 Likert scale. This is a standard research approach to collecting, measuring and presenting ratings. The mean is the average rating score provided by residents in each area and across the NCC area.
- Anova and Chi square measures of significance: Throughout this report the term “statistically significant” is used to highlight differences in mean ratings across areas. Only when differences between areas are significant at a 95% level is the term “statistically significant” used. This tool is used to statistically support any references to visual differences presented in charts and or tables.
- Regression analysis: In this report a regression analysis was used to predict which “services” influence “NCC’s overall performance rating”. Council services measured by survey were ranked in order of influence based on their level of statistical significance. Only services with a significance level of 95% or higher are presented in the charts below. Generally, the higher the “Sig.” number for the service, the greater the influence on NCC’s overall performance rating. This test was used to detect opportunities for NCC’s future actions to address any negative impact or positive traction in the services identified.
- Perceptual mapping: To present performance and importance data in a meaningful and visual format, a perceptual map was used to illustrate the interplay of these two datasets.
- Perceptual mapping vs regression analysis: Results presented in the perceptual maps show ratepayer performance ratings and associated priorities for each Council service group. These findings show the performance of services being delivered in proportion to the level of priority placed on each.
- Results from the regression analysis identify which individual Council services have the potential to influence overall performance ratings.
- The perceptual maps highlight service strengths and opportunities for improvements in each service group, and the regression analysis identifies which individual services have the potential to improve or decrease overall performance ratings.

Demographics

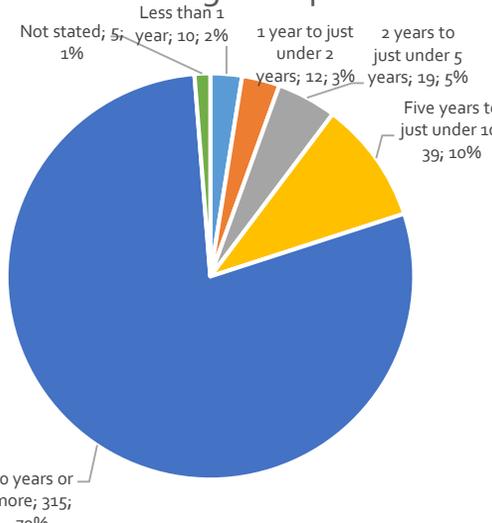
Area



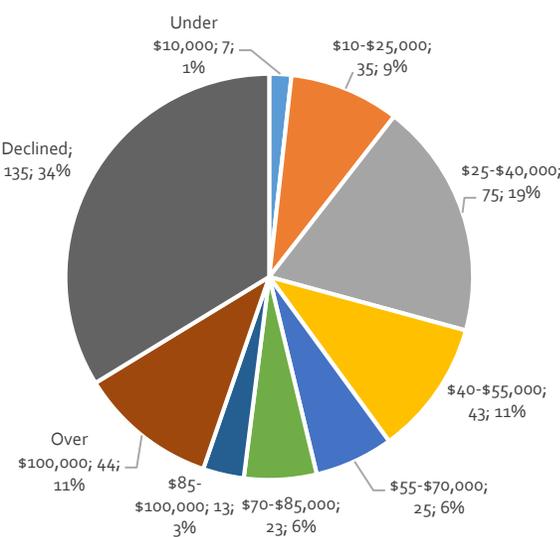
Home Ownership



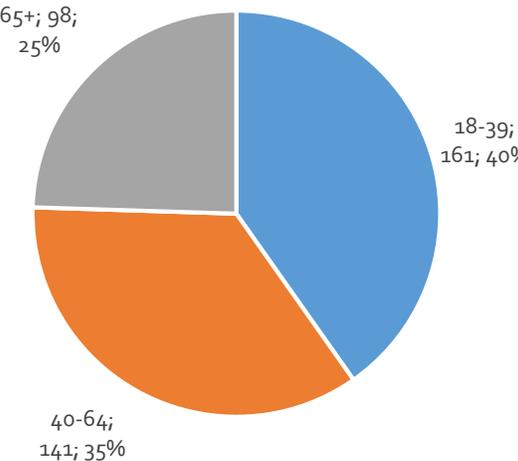
Time living in Napier



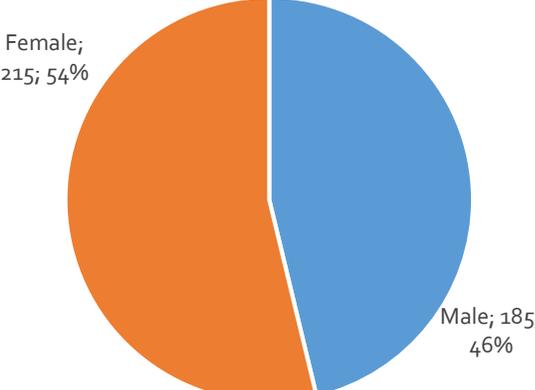
Income



Age



Gender



About SIL Research

NCC Service delivery research



About SIL Research

- SIL Research is a full service research company, located in Napier, Hawke's Bay. We offer both quantitative and qualitative research throughout New Zealand.
- Our primary focus is the delivery of intelligent business research to assist organisations in making informed strategic, tactical and day-to-day decisions.
- Our research areas include the following:
 - Local Government, LTCCP and LOS Research (Transport, Infrastructure, Ratepayer surveys, Environment, Civil defence, Core Recreational Facilities Research)
 - General and Specific Customer Satisfaction and Opinion Research
 - Secondary and Tertiary Education Sector Research
 - Electricity Industry Sector Research
 - Primary Industries Sector Research
 - Banking, Building Society Sector Research
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The SIL Research Team

- **Principal Researcher: Dr Virgil Troy BSc, MBA (Distinction) PhD**
 - Virgil's diverse work experience includes 15 years in broadcasting and 12 years as a Management Consultant working in a variety of industries and sectors and the most recently 10 years working in customer engagement within the Aotearoa New Zealand electricity lines industry, local government, banking and education sectors.
 - Underpinning the hands-on, practical application of business research is Virgil's academic background which includes a Bachelors Degree in Broadcasting Communications (BSc) and a Masters Degree in Business Administration (MBA with Distinction) majoring in Marketing and International Business.
 - Virgil's expertise is in CRM having completed a PhD in the subject. He currently undertakes customer engagement research for the electricity, banking, local government, education and banking sectors. His research background includes comparative analysis of industries Customer Relationship Management processes. Virgil periodically lectures in Consumer Behaviour and Communications strategies as well as 700 level Marketing Research Methods at EIT Hawke's Bay.
- **Research Analyst: Nataliya Rik MBChB (Medicine)**
 - Nataliya comes from a medical background. She holds MBChB from Moscow State University and has solid research experience including clinical trials and infectious diseases studies. Having immigrated to New Zealand from Russia, Nataliya recently completed a New Zealand Business Diploma and has conducted market research in the New Zealand healthcare environment.
- **Research Analyst: Evan Jones BSc, MA Ed (Mathematics)**
 - Evan has an extensive background in statistics and mathematics in the Tertiary Education sector.
- **Proof Reader/editor: Lorna Phillips BA BSc PGDipForSci**
 - Lorna has several years' experience editing and proofreading for both individuals and businesses, throughout a wide range of disciplines.
- **Contributing Research Statistician: Dr Nigel Grigg BSc (Hons), MSc, PhD**
 - Nigel's research interests centre on process management, including the use of statistical thinking and statistical methods within the process knowledge development and improvement cycle. Nigel holds degrees in applied mathematics and quality management, and completed his PhD on developing statistical thinking. He is a Chartered Mathematician and Member of the Institute of Mathematics and its applications, the Institute of Quality Assurance, the Institute of Learning and Teaching, and the Aotearoa New Zealand Statistical Association.
 - Nigel research is well published in highly respected academic journals; his work includes published papers on the use of Benchmarking in creating world class Aotearoa New Zealand organisations, Business excellence models and Multimedia Marketing.
- **Contributing Project Statistician: Dr Nihal Jayamaha BSc, MEng, MBA, PhD**
 - Nihal research interests include performance excellence (TQM and business excellence practices, tools and techniques) in the non-profit sector, particularly performance measurement issues and theory development. He also has interests in performance excellence in the healthcare sector and collaborative research involving biostatistics applications.
 - Nihal holds a BSc in Electrical Engineering, a MBA, a MEng Masters of Energy Management and a PhD in Technology. Nihal has worked extensively over a 20 year period in the electrical utility industry (in Sri Lanka and United Arab Emirates).

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 - Publish the appropriate details of the project
 - Correct any misleading aspects of the published presentation of the findings
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