

Introduction

Queenstown Lakes District Council (QLDC) is the local government authority responsible for provision of services to this large region of Otago. QLDC plays an important role in creating a liveable place through the development and maintenance of infrastructure like greenspaces, roading and three waters and delivery of services like pools, parks and libraries.

The resident population of the district was estimated to be 29,200, as of June 2012. Queenstown Lakes District has experienced strong growth in recent years and is regularly identified as one of the fastest growing regions in the New Zealand.

QLDC strives to deliver an *affordable* 10-Year Plan with a strong focus on *efficiency* and *value*. They believe in accountability and, each year, seek feedback from their residents about how they are performing. This feedback helps QLDC to understand what they're doing well and what areas they need to improve on. Since 1995, QLDC has been conducting annual satisfaction surveys as a way to assess residents' needs and satisfaction with Council services.

Specifically, QLDC is responsible for:

- I Community well-being and development.
- Environmental health and safety. (building control, civil defence, and environmental health)
- Managing infrastructure. (roading and transport, sewerage, water and stormwater)
- Facilitating recreation and culture.
- Resource management including land use planning and development control.

Council Community Outcomes

- I Sustainable growth management.
- Quality landscapes, natural environment and enhanced public access.
- A safe and healthy community that is strong, diverse and inclusive for people of all age groups and incomes.
- Effective and efficient infrastructure that meets the needs of growth.
- High quality urban environments respectful of the character of individual communities.
- A strong and diverse economy.
- Preservation and celebration of the district's local cultural heritage.

Acknowledgements

Residents of the Queenstown Lakes District community who so willingly and enthusiastically contributed their feedback to this project.

The businesses that allowed us, and supported us, to interview their employees during work hours.

The following local businesses who assisted with intercept interviews:

Joe's Garage, Queenstown Ritual Café, Wanaka Short & Sweet, Queenstown

Data Team

Carmen Huter
Megan Roulston
Vivienne Sangster
Brooke van Beurten
Jacqui van der Muelen

Client Liaisons Michele Poole, QLDC Andrew Tebay, QLDC



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Executive Summary

The Queenstown Lakes District Council Annual Residents and Ratepayers Survey was conducted in late May and early June of 2014. Over 6200 residents and ratepayers were randomly selected to take part over a four week period by mail, online or a phone survey that they could pre-book at their convenience. The aim of the research design was to provide people with response options that might suit their preferred approach. Response rates were at their highest in years.

Intercept interviews were conducted in the community as a method to gather feedback from hard-to-reach groups like the 18-34 age band and those persons unlikely to be on a council database. The interviews proved to be a success, with many local businesses encouraging staff to take part and many young people 'flattered' be asked. 95% of people who were approached to participate, took part, demonstrating that, when encouraged and given the opportunity, young people will engage in the process.

About the results

2014 has been a positive year for the Queenstown Lakes District Council, with improvements across many service areas when compared to the previous years results. Areas of high performance in community services are Parks, Reserves and Gardens, Trails, Walkways and Cycleways. Playgrounds and Sports grounds have had a solid improvement this year. Residents value these services and, when analysing the qualitative feedback, they see them as a source of community identity and pride.

Libraries are a consistent high performer but have moderate to low use of their services. The Queenstown Swimming Pool/Events Centre is seen as a huge positive, but Wanaka residents now want to see a similar calibre of swimming pool in their town.

Infrastructure services are valued and score well, showing overall improvements in quality when compared with previous years. Wastewater, water supply and street cleaning are consistent high performers. The quality of unsealed and sealed roads has shown strong improvement, as do footpaths and street lighting.

"We LOVE the community playgrounds - well done!"

Regulatory services have a difficult task as they are required to enforce bylaws and manage consents whilst being expected to have high satisfaction levels. Regulatory services have shown some improvements with dog control returning to previous levels. Consents have had negative results for a few years, and in 2014 have an upturn, however there is still room to improve.

Residents are feeling more satisfied with how informed they are, the range of topics and methods of communication than in the previous year.

The social media age is upon us and with such a high proportion of young people in the district, the council faces challenges reaching all age groups with some having a strong preference for newspapers and newsletters and the "Roundabouts in Wanaka big improvement and nicely done."



Executive Summary

younger age groups leaning more towards social media. The council website is an important tool in the communications toolkit, whereas radio barely features.

Anecdotal feedback during intercept interviews indicated a low level of awareness of

the role of the tourism promotion organisations; possibly not surprising given their role is to promote the district to people who do not live there. Despite this obvious fact, these teams are performing well according to residents.

Satisfaction with staff and elected members showed improvement in 2014 and there is no doubt that residents of the district are very, if not

extremely, proud of where they live and own homes. Very few people, a few handful at most, are below neutral, with most people very high on the "I am proud" scale.

Approximately 3200 individual qualitative comments were received from ratepayers and residents. These were individually

coded according to the theme of the feedback.

Improvement opportunities were largely focussed on infrastructure; this is perhaps not surprising, given infrastructure has an effect on our everyday lives and requires constant maintenance - the job is never complete and infrastructure services

"The millennium cycle trail and all MTB trails in QT are top notch, great marketing for region."

"The fitness centre and pool

initiative and continue to be

are an excellent council

well supported."

are always subject to wear and tear. With a growing population there is increasing pressure and demand on infrastructure services. This years results indicate that infrastructure teams are performing well when you take all of this into account.

Respondents were not short of suggestions for improvement to roads, traffic management and the general maintenance of the built environment. There was also a strong theme from Wanaka residents around getting an improved swimming pool.

Almost all respondents were just as willing to share positive sentiment about their local council as they were to provide constructive feedback. There was high praise for greenspaces and the outdoors environment, the Queenstown Events Centre and

trails, walkways and cycleways. A number of respondents spoke positively about council staff and acknowledged their ongoing contribution towards creating a great place to live that almost all residents are proud to call home.

"The town (Queenstown) is vibrant, looks prosperous, and is forward thinking. Who's in charge of that?"

"Current levels of reserves, their number and maintenance is excellent,"



DESIGN AND OBJECTIVES

Research Objectives

Purpose of the research

The purpose is of this research is to gather feedback directly from residents and ratepayers regarding their level of satisfaction with council services and activities as well as identifying areas for improvement.

Objectives

The main objective of the research is to:

Measure resident satisfaction with the services and activities that the QLDC is responsible for and compare these against previous years' data.

A secondary objective is to provide insights into how Council can best invest its resources to improve service levels and resident satisfaction in the future, particularly for core activities.

What will be done with the research

The results of this survey will be taken seriously by the Council and will influence future decisions about infrastructure, services and community outcomes. The findings of this survey are a key input that helps the Council gauge how well they are performing in the eyes of the communities they serve. Information from the survey will be used to enhance long-term strategic and operational plans for each of the Council's divisions.

This is your chance to give us a performance review! Please let us know what's we're doing well, and what we could do even better.

Introduction headline for the 2014 Questionnaire.



Research Design

Goals Of The Research Design (Methods)

QLDC requested a research design that would:

- Provide a variety of response options with greater flexibility and convenience
- Reach a wide range of demographics
- Not be intrusive to residents
- Encourage willing participation, as opposed to obligatory involvement

Random Sample

- 6,000 respondents were randomly selected from the QLDC rates database (a total database of 10,000). Each person was sent an personal/individualised survey by post with a freepost envelope and a unique key code to do the survey online if they prefer. Of the 6,000 people asked to participate, 1467 responded (1283 by post and 184 online). Of these 1467 respondents, a random selection of 600 (based on age and area quotas) were included in the database for analysis.
- A further 200 residents were intercepted for face-to-face interviewing in local businesses and cafés, in the streets and at the Frankton SIT campus and outdoor mall. These 200 people were residents (not necessarily ratepayers). All were aged between 18 and 35 as these age groups were severely under-represented in the mail survey.

A final sample of 800 residents and ratepayers provides a margin of error of \pm 3.5% at a confidence level of 95%. This low margin of error provides a high level of statistical confidence in the overall district results.

Research Design

QLDC was keen to provide respondents with a variety of response options that people could choose from, so that the survey was accessible to the wide range of audiences and was not intrusive. Mail, Online, Self-Booked Phone and Intercept Interviews were all part of the research design. As were 380 Cookietime Cookies and \$286 in free coffees paid for by Carte Blanche to lure in the more difficult-to-reach audiences. A prize draw of a \$1000 rates rebate or a \$500 grocery voucher was also offered to encourage people to respond within a time frame.

Using a multi-method approach helped to secure a high response rates (25%) including a greater number of younger residents than previous years, as well as a selection of people that consider themselves 'untapped' or 'difficult-to-reach'.

What was surprising was the level of gratitude and involvement shown by those that were approached in person, in particular, younger people. GenY is often criticised for their apathy towards social or community initiatives; we found this age group to be as diligent and thorough as their more mature counterparts, often taking a great deal of time to ensure they provided well-considered answers.

Participation was voluntary and respondents were assured that their response would be anonymised and their address would not be retained by the research company for any other purposes.



Research Design Methods

Methods

Freepost

The Annual Residents Survey questionnaire was posted to a random selection of 6000 residents and ratepayers with a return Freepost envelope, so that respondents could drop it in the mail at their convenience. 1247 people responded (21%).



Online

Each posted questionnaire included a unique personalised code that enabled recipients to complete the survey online, if they preferred. This code verified that the respondent was a ratepayer, anonymised individual responses, eliminated duplication and prevented 'guerilla response tactics'. If a respondent had any technical issues, IT support was available at any time of day and with 24 hour response times. 183 people responded online (3%).

Phone

Respondents using the mail questionnaire were also given the option to book a time where our contact centre would call them at their convenience to conduct the survey by phone. This method enabled respondents to be phoned on their terms rather than at an inconvenient time. This option also made the survey accessible to those people who may not have been able to complete the questionnaire by mail or online. One person requested this option.







Research Design Methods

Methods

Intercept Surveys

This year QLDC decided to actively seek participation in the survey from the younger age band (18-34 year olds) to ensure they were more equitably represented in the results. This age band is notoriously difficult to reach and engage with; GenY are rarely on Council databases and over half do not use a landline for receiving calls. As GenY forgoes landlines and voice calling in favour of social media, SMS and chat apps, it becomes increasingly difficult (and expensive) to gain their involvement in community matters.

In Carte Blanche's experience, the best way to reach younger age groups is by tracking them down in person and gaining their interest, and commitment, through face-to-face contact. The nature of the contact is critical; a junior field-worker is not sufficient. It is not simply a matter of reaching people, it is important to inspire them to participate - keep in mind 18-34 years olds have the lowest voting levels of any generation. Intercept interviews provide an opportunity to have a two-way interaction with people, to communicate the services that council provides and how a council impacts on people's lives. Intercept interviews also demonstrate that the voice of each person is being sought out, and that it matters, which enhances the profile of Council and demonstrates their willingness to 'go the extra mile' to ensure people have the opportunity to be heard.

To ensure success, Carte Blanche sent its two Principals (most senior staff) to Queenstown and Wanaka for four days. Over this period they worked with local businesses, cafés and collage campuses to gain participation from their staff and students. What was surprising was that local businesses and their employees, welcomed the opportunity and were grateful for what was perceived as extra effort

to gain their input. Respondents were flattered to be contacted in person, by senior researchers, rather than solicited by call centre staff.

Over four days, 193 people aged between 18-34 years, were interviewed. Over 40 businesses, three local cafés (Joe's Garage, Short & Sweet, Ritual) and two college campuses (SIT and Queenstown Resort College) willingly supported access to employees and students during work hours. There was a buzz about being approached; young people felt valued by being asked to participate in person, and almost all took a great deal of care with their responses. Fewer than ten people (5%)

declined and 95% enthusiastically took part - a remarkable response.

The 2014 results have higher representation from 18-24 year olds (+50% compared with 2013) and better results across the 18-34 age band (+18% compared with 2013). Despite these positive results 18-34 year olds are still under-respresented relative to the population. Assuming this method is used again next year, it is expected that the 2015 results will be even more accurate to the population of the district.

Based on the success of intercept interviews we recommend this approach for future years.

"By using bespoke methods, tailored to the nuances of each community, we are able to engage with difficult-to-reach groups and communicate the important role that councils play in creating liveable places. There really is no substitute for personal contact and there is no better way to demonstrate that you value someone's voice than seeking them out and engaging in an open conversation."

Kate McRoberts, Principle - Research & Strategy, Carte Blanche

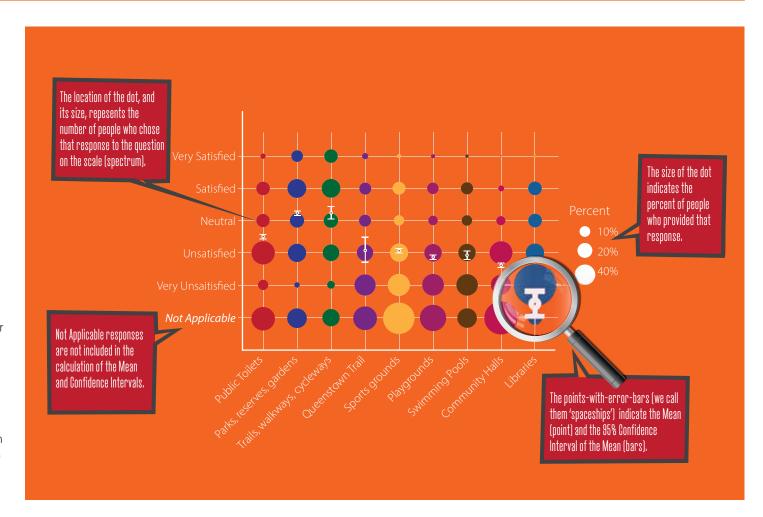


Visualising Data Interpreting Data Using Spectrum Graphs

Carte Blanche uses Spectrum Graphs™ to visualise large amounts of data in a single graph. This makes it easier to draw comparisons; see trends; assess percentages and determine Mean results and confidence intervals on one page. It is difficult to compare results when they are spread across numerous pages, tables or graphs; Spectrum Graphs™ 'mash' data into a single visual representation of the information.

There are two key parts to these graphs, the coloured dots along the spectrum and the points-with-error-bars (we call them 'spaceships') that are typically close to large dots. The *size* of a dot indicates the percentage of people who gave that response. The *colours* simply make it easier to determine the different columns

The points-with-error-bars indicate the Mean and the 95% Confidence Interval Error-bars indicate statistical confidence in the Mean. Not Applicable responses are not included in the calculation of the Mean and confidence Intervals to ensure they do not skew the results.





Kingston

i.carteblanche.co.nz

SAMPLE ABOUT THE RESPONDENTS

28% of respondents are from Queenstown/Frankton.

25% of respondents are from outside the district. This group is made up of people who are ratepayers/own a property in the district, and who spend some time in the area (holidays, weekends, seasonal residents).

21% of respondents are from Wanaka.

10% of respondents are from rural areas or small communities.

Sample | Size

The Queenstown Lakes District Council Annual Residents and Ratepayers Survey was conducted during May and early June of 2014. Over 6200 residents and ratepayers were randomly selected to take part over a four week period. Residents and ratepayers could elect to respond by mail, online or a phone survey that they could pre-book at their convenience.

Response rates

Response rates were at their highest in years with 24% of people who received a survey electing to respond by mail or online. 95% of respondents approached to partake in an intercept interview chose to participate. Overall response rates were just over 25%.

Population size

The resident population of Queenstown Lakes District was estimated, as of June 2012, to be 29,200.

Population spread

Queenstown	45%	Wanaka 26%
Arrowtown	9%	Small communities 8%
Rural	9%	

Sample size

The total population sampled was 6,200 residents and ratepayers. The sample is comprised of 825 individual responses selected from a total pool of 1623 responses.

Based on this response rate and the random nature of the sample we expect a margin of error of \pm -3.5%. This margin of error provides a very high level of statistical confidence.

Sample | Considerations

Queenstown Lakes District (QLD) has an unusual demographic when compared with the rest of New Zealand. QLD has a considerably higher proportion of 20 - 39 year old residents, a higher number of seasonal residents and a larger proportion of Out Of District ratepayers that are also part-time residents. These nuances pose some interesting challenges when surveying the district's residents and seeking findings that fairly and equitably represent the local population.

Accurate Population Representation

20-39 year olds

20-39 year olds are notoriously difficult to reach and engage in surveys (see section on intercept interviews); this is a problem that is becoming more and more difficult to solve. Gaining proportionate representation from this age group is further compounded in QLD as the district has a significantly larger than average (by national standards) proportion of young people in the resident population. Under-representation from any group creates a skew in results towards the over-represented groups.

In 2014, intercept interviews were used to increase the number of 18-39 year olds in the sample. Intercept interviews yielded 17% higher representation than previous years, however this age band is still under-represented. When interpreting the results it is important to consider that 20-39 are not proportionately represented. How might this affect decision-making? Typically 20-39 year olds earn less than the 40-65 age band. If decisions are being made based on income levels, there may be a tendency to evaluate the impact of projects based on a perception of incomes in the district, which may not be accurate due to under-representation of younger, lower income earners in surveys.



Sample | Considerations

Carte Blanche found during the intercept field work stage, that 18-34 year olds are keen to participate in surveys, but also acknowledged that the only way to reach them and gain engagement is by convincing/compelling them to participate in person. Some were willing to do the survey online.

Seasonal Residents

QLD has a high proportion of seasonal residents (own or rent a property in the district and live full-time for a season - Winter ski workers, summer adventure tourism staff). These residents are difficult to capture in a residents survey as they are transient and may not appear on databases or be available during shoulder seasons. This year, this group was actively sought out, through intercept interviews, to ensure they were represented in the findings. Approximately 8% of the sample is comprised of seasonal residents, the majority of which are in the 18-34 age band.

Out Of Town (part-time residents/holiday home owners)

QLD has a high proportion of part-time residents (own a holiday home and spend some time in the district). In 2014, the analysis of the data represents this group as 'Outside The District'; in previous years these respondents were grouped by the location of their holiday home. There is value in determining if there are differences in responses between full-time residents and part-time residents.

Dispersed Population: Rural and Small Communities

QLD has a dispersed population, with a number of residents located in small communities and rural areas. Reaching these people can be difficult; mail is often the most effective method, and, depending on the time of year (e.g., not lambing season), phone surveying.

The 2014 results have slightly lower representation from the rural population and small communities when compared with the 2013 results. The same database was used with 1000 people with rural addresses extracted for the sample. In 2014, for reasons unknown, responses from these residents were lower than the previous year. This may be due to not using phone surveying as part of the research design and relying on mail to capture this segment of the population. There may be some value in including phone surveying, or door-to-door field work in future years, to raise representation from these groups.

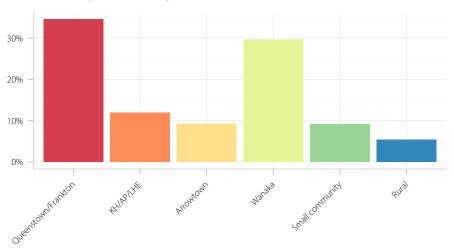


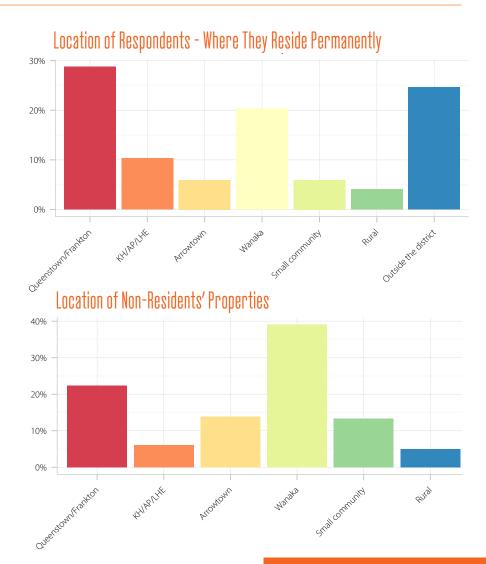
Location Of Respondents

In previous surveys, respondents who owned a property in the district but resided elsewhere were represented within resident segments. In 2014, respondents who own a holiday home or rental accommodation but reside 'outside the district' have been distinguished from those who reside in the area on a full-time/permanent basis. The reason being, those who own a holiday home or have rental accommodation may have quite different perceptions to those people who are 'locals' (live and work in the area). As result, the segment sizes in the sample are quite different to previous years.

- 1 28% of respondents are from Queenstown/Frankton.
- I 25% of respondents are from outside the district. This group is made up of people who are ratepayers/own a property in the district, and who spend some time in the area (holidays, weekends, seasonal residents).
- 21% of respondents are from Wanaka.
- 10% of respondents are from rural areas or small communities.

Location of Respondents' Properties







Age Distribution Of Respondents

The 2014 results have greater representation of the 18-34 year old age band compared to previous years (18% higher than 2013), however there is still under-representation of this age band relative to the population. As is the case in the 35-44 age band. QLD has a unique set of challenges (see sample considerations section) when trying to gain proportionate representation of the younger age groups.

The aged band of 45 years and over is over-represented, as was the case in previous years. This age band is highly responsive to surveys (30-40% response rates), especially when compared with the younger age band (5-10% response rates).

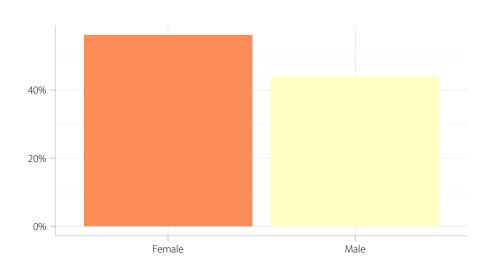
20% 15% 10% 5% 0% 18-24 25-34 35-44 45-54 55-64 65+ Age group (Years)

Gender

More women than men responded to the survey - 56% and 44% respectively. It was interesting to note that in the age groups of 65+ years, a number of women had responded on behalf of their husband/partner, despite the survey being addressed to their husband/partner.

When analysing the data further:

- A larger proportion of women under the age of 55 years responded than men.
- A higher proportion of men aged 55+ responded than women in the same age range.





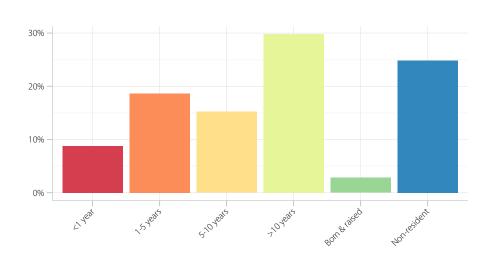
Time Living In District

Nearly one in three people who responded have been living in the district for more than ten years.

One in four respondents are ratepayers who reside outside the area.

Nearly one in four respondents have lived in the area for between one and five years, followed closely by 15% of respondents who have resided in Queenstown Lakes District for five to ten years.

Fewer than one in ten respondents has lived in the district for less than a year.



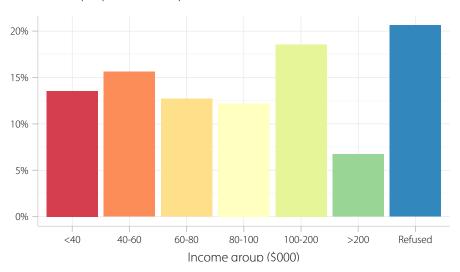
Household Income

Nearly one in five respondents (17%) live in a household with an income of between \$100,000 and \$200,000 per annum. A further 7% have a household income over \$200,000 per annum. A total of 22% of respondents in a household with an income over \$100,000 per annum suggests that Queenstown Lakes District has a higher proportion of high income households compared to the national average.

Nearly one in six respondents (16%) live in a household with an income of between \$40,000 and \$60,000, as was the case in the 2013 sample.

13.5% of respondents live in a household with an income of \$40,000 per annum in less. This increase, relative to 2013 (10.5%) may be due to the higher number of 18-24 year olds surveyed this year.

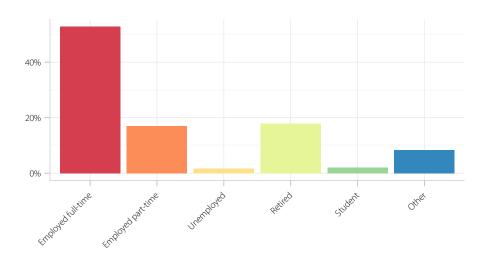
Over one in five people refused to provide their income.





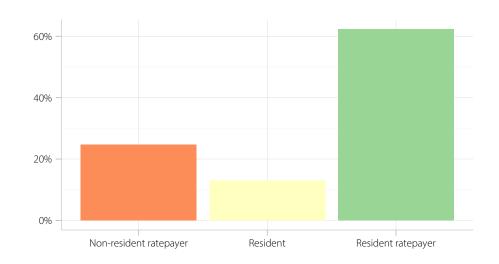
Employment Status

Over half of the respondents (52%) are in full-time employment. Nearly one in five respondents (19%) is retired and a further 18% are in part-time employment.



Ratepayer Status

Just over six out of every ten respondents is a resident and ratepayer. A further one in four respondents are ratepayers living outside the district. The remaining 14% of respondents are residents who pay rates in an indirect manner (e.g., rent to landlords).





THE RESULTS COMMUNITY SERVICES



Community Services | Frequency Of Use

Q: How often do you use the following community services?

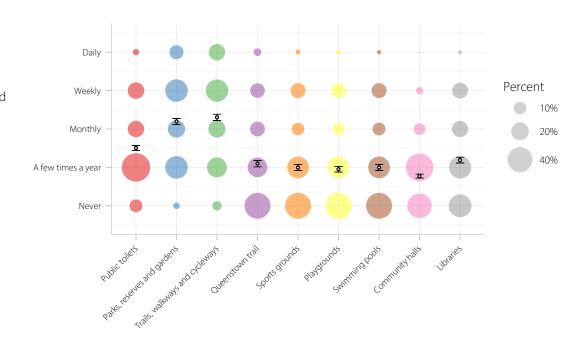
Results

The most frequently used services are Trails, Walkways and Cycleways followed closely by Parks, Reserves and Gardens. The least frequently used services are Community Halls and Playgrounds.

One in three respondents use the following services weekly: Trails, Walkways, Cycleways, Parks, Reserves and Gardens weekly; a further one in ten use them daily.

Nearly 40% of respondents never use the Queenstown Trail, Sports Grounds, Playgrounds and Swimming Pools; one in ten use them weekly.

Public Toilets are used as frequently as Libraries.





Community Services | Frequency Of Use By Location

Results

There are few differences in frequency of use between the main centres and towns.

Small Communities, Rural and Out Of The District respondents have lower frequency of use compared to those respondents from Queenstown and Wanaka.

Weekly

A few times a year



Community Services Frequency Of Use By Age Group

Results

More than half of 18-44 year olds use Parks, Reserves and Gardens and Trails, Walkways and Cycleways either daily or weekly. The 45+ age groups are more likely to use these services weekly or monthly.





Community Services Libraries - People Who Don't Go To The Library

Q: If you don't use the library, please let us know why not.

The table shows the aggregated/analysed comments. The speech bubbles provide a collection of interesting comments from residents.

Reason (Count	Percent
Nonresident	69	22.2%
No need	59	19.0%
Access reading material online	45	14.5%
Buy books	26	8.4%
Other reasons	26	8.4%
Read e-books	24	7.7%
Too busy to go to the library	20	6.4%
Location; the library is too far away	14	4.5%
Dissatisfied with service and/or product selection	9	2.9%
Hours not conducive	6	1.9%
Membership barriers: time in residence, joining fee	5	1.6%
No free wifi	5	1.6%
Late fees	3	1.0%

"Don't know where it is."

"Non't have free Wifi."

"I don't read any books, the kids use the school library though."

"I book swap and read online."

"Everything can be found on the net."

"Don't have the time for it, can read books on kindle (quick, easy and don't have to leave the house)." "Because I find myself too busy to get there and I live in Frankton, it is not handy where I live." "New to the area, intend to sign up in the near future. Particularly keen on e-book loans so I hope you offer that." "Very disappointed that there is no free wifi (you are missing a huge opportunity there), not a great selection of books"

"Buy or borrow books. Would like to use the library."

"I do use it, though I feel it is quite small for the size of town."

"Out of the habit of reading

novels, do research reading

reading is journals to which I

online, my professional

subscribe."

"Because I'd like to read Japanese books and I use internet for finding information." "I haven't thought about it, I will check it out :-)"

"Fear of late fees."

"Forget its there. Access of free parking is limited. Been before but was not open. Needs to be promoted more with cafe."

> "Too small, they are not able to cope when there is demand for something e.g. the luminaries, not enough copies of heavily publicized books."

"I love to read at home. Anything interesting to go to the library ? Please let me know thanks." "They did not have a few books I wanted, although could be a good place to an read on rainy lunch breaks."

"Don't need to use any library, purchase paperbacks and use internet for reference."

CARTEBLANCHE

"We should close it,"

Community Services | Quality

Q: How satisfied are you with the QUALITY of the following services?

Results

All community services had mean satisfaction for QUALITY of seven or higher on a ten point scale.

The services with the highest levels of satisfaction with quality (8<) are:

- I Trails, Walkways and Cycleways
- Parks, Reserves and Gardens
- Sports grounds
- Libraries (=8)

The services with the lowest levels of satisfaction with quality (7-8) are:

- I Community Halls
- Swimming Pools
- Public Toilets
- I Playgrounds
- Sports fields

The services respondents are least satisfied with are Swimming Pools. This was evident in intercept interviews and in the qualitative feedback. Respondents are least satisfied with the Wanaka Swimming Pool.

Please note the high number Not Applicable responses, which have been excluded from the mean to prevent biasing the results.





Community Services Quality By Location

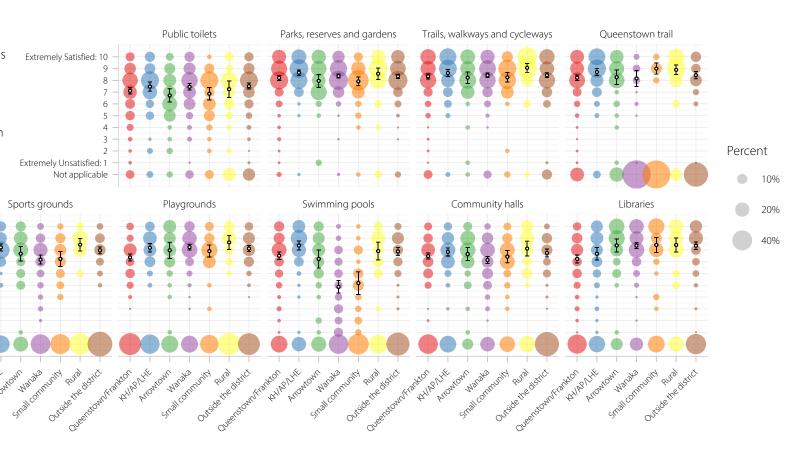
Results

For the most part, the communities share similar results across most services with Rural respondents having higher levels of satisfaction with quality across the board, particularly with Playgrounds, Sport grounds and Trails, Walkways and Cycleways.

Wanaka and Small Communities have the lowest levels of satisfaction with the quality of Swimming Pools. The most satisfied with Swimming Pools are the respondents from Queenstown and surrounding areas, with mean results between 7 and 8.

Extremely Satisfied: 10

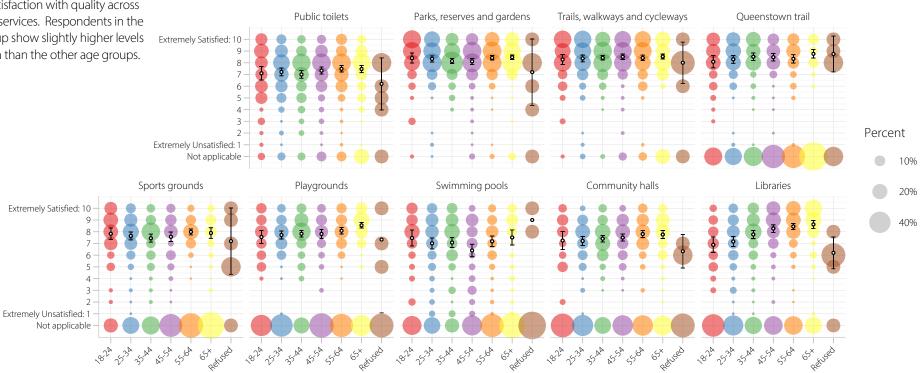
Extremely Unsatisfied: 1 Not applicable



Community Services | Quality By Age Group

Results

The age groups are quite consistent with regards to satisfaction with quality across the different services. Respondents in the 65+ age group show slightly higher levels of satisfaction than the other age groups.





Community Services | Quantity

Results

All community services have mean satisfaction for QUANTITY of seven or higher (on a ten point scale).

The services with the highest levels of satisfaction with quantity (8<) are:

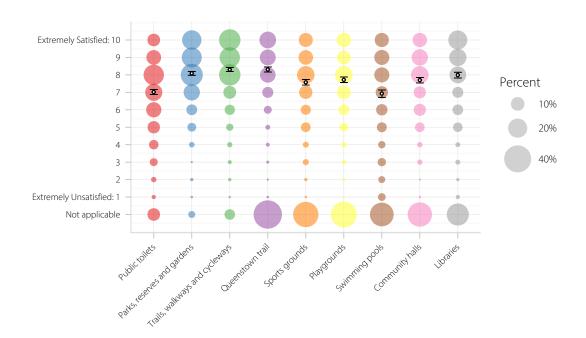
- I Trails, Walkways and Cycleways
- Parks, Reserves and Gardens
- Sports grounds
- Libraries (=8)

The services with the lowest levels of satisfaction with quality (7-8) are:

- Community Halls
- Swimming Pools
- Public Toilets
- Playgrounds
- Sports fields

The services respondents are least satisfied with the quantity are Swimming Pools and Public Toilets.

Please note the high number Not Applicable responses, which have been excluded from the mean to prevent biasing the results.



Community Services | Quantity By Location

Results

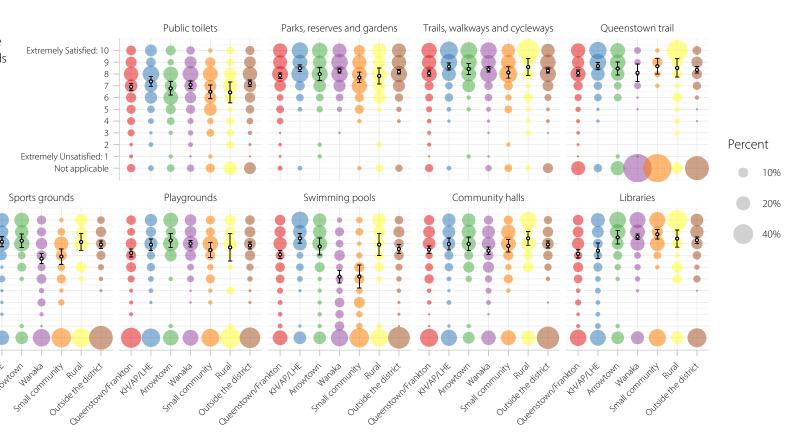
For the most part, there are similar results when comparing locations.

Wanaka and Small Communities have lower levels of satisfaction with regards to the quantity of Swimming Pools and Sports grounds.

Arrowtown, Wanaka and Small Communities are the most satisfied with the quantity of Libraries.

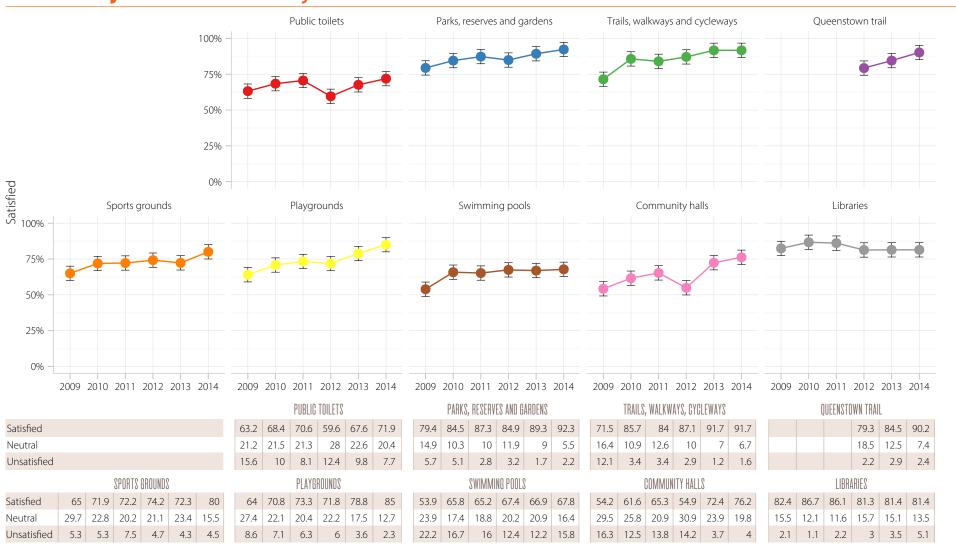
Extremely Satisfied: 10

Extremely Unsatisfied: 1 Not applicable





Community Services Quality - Historical Trends





THE RESULTS INFRASTRUCTURE

Infrastructure Quality

Q: How satisfied are you with the QUALITY of infrastructure?

Results

All of the infrastructure services have mean satisfaction for QUALITY of between 6.5 and 8 on a ten point scale.

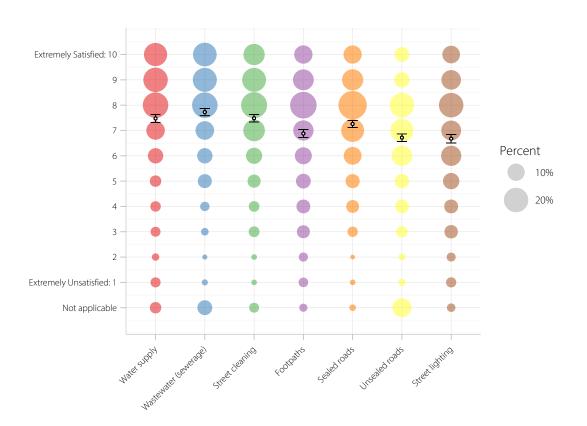
The infrastructure services with the highest levels of satisfaction with quality (7.5<) are:

- Wastewater
- I Water Supply
- I Street Cleaning

The infrastructure services with the lowest levels of satisfaction with quality (<7.5) are:

- Footpaths
- Roads
- Street Lighting

The infrastructure services respondents are least satisfied with the quantity are Street Lighting and Unsealed Roads followed closely by Footpaths.



Infrastructure Quality By Category - By Location

Results

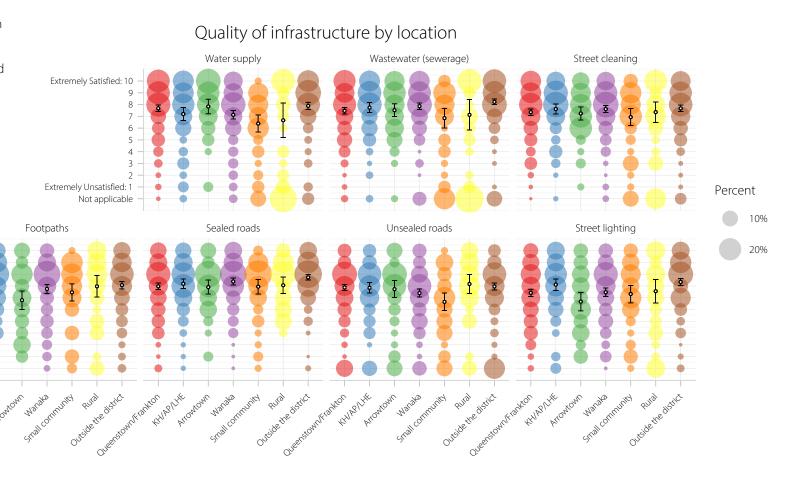
There are only minor variations between the different locations.

Small Communities are the least satisfied with the quality of their Water Supply (mean of 6.5).

Respondents from Arrowtown are the least satisfied with the quality of Street Lighting and Footpaths but the most satisfied with the quality of their Water Supply.

Extremely Satisfied: 10

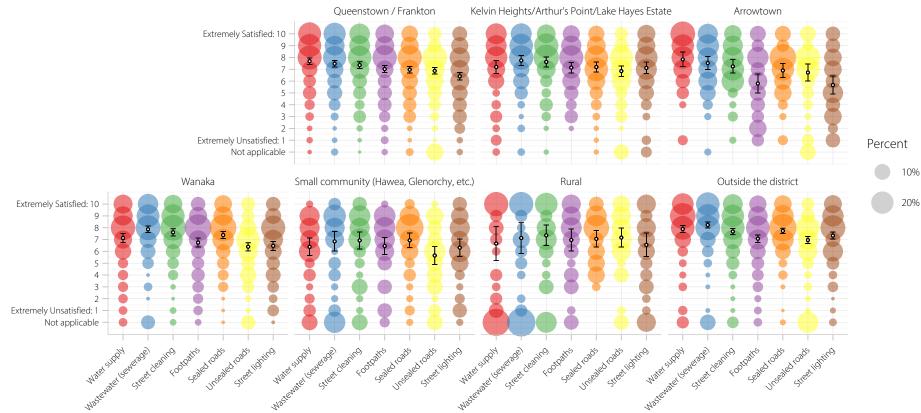
Extremely Unsatisfied: 1 Not applicable



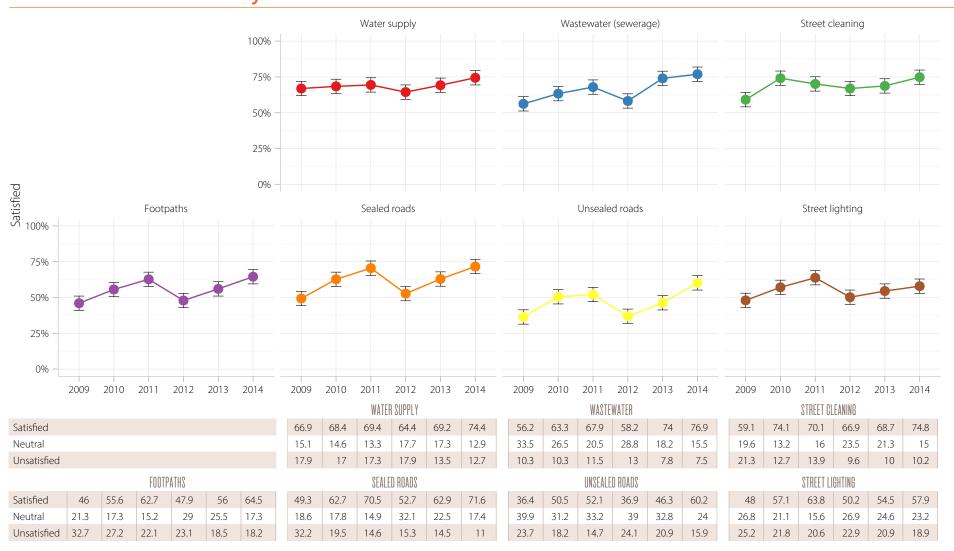


Infrastructure Quality By Location

This Spectrum Graph™ is an alternative way of viewing the 'by location' graph on the previous page. The results are unchanged.



Infrastructure Quality - Historical Trends





THE RESULTS REGULATORY SERVICES



Regulatory Services | Quality

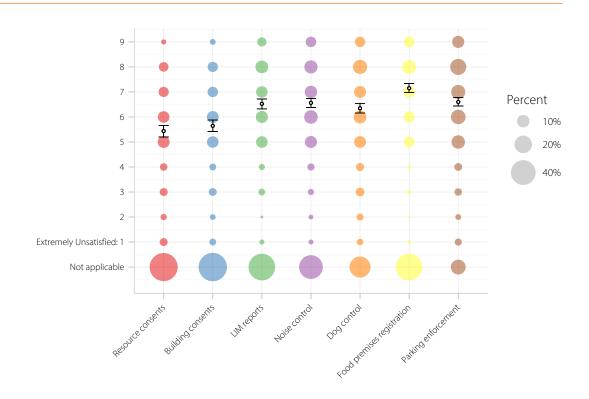
Q: How satisfied are you with the QUALITY of the Regulatory Services? Results

Regulatory services have mean satisfaction for QUALITY scores between 5.5 and just over 7 on the ten point scale.

The regulatory service with the highest levels of satisfaction with quality is food premisis registration (mean of 7.2)

The regulatory services with the lowest levels of satisfaction with quality (<6) are resource consents and building consents.

Regulatory services, by their very nature (enforcement of policies, rules and standards), are likely to have mean scores lower than community services and infrastructure. The challenge is to find ways to improve satisfaction whilst still enforcing the regulations; no easy feat.





Regulatory Services Quality By Location

Results

The locations had similar results with a few minor variations:

- Arrowtown and Small Communities are less satisfied withe the quality of Dog Control.
- I Small Communities and Rural respondents are dissatisfied (below neutral) with resource consents and, to a lesser degree, building consents.

Extremely Satisfied: 10

Extremely Unsatisfied: 1 Not applicable



Regulatory Services Quality - Historical Trends





THE RESULTS CONSULTATION AND COMMUNICATION



Consultation And Communication Quality

How satisfied are you with the QUALITY of the Communication and Consultation services?

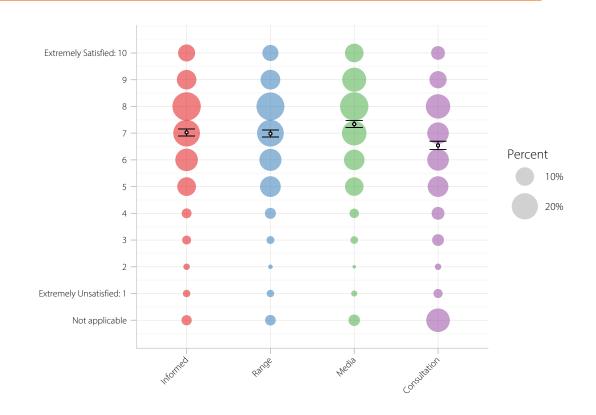
- I How well the Council keeps you informed
- I The range of things that Council communicates on
- The means by which Council communicates (i.e. Scuttlebutt, radio, email, newspaper etc.)
- I Council consultation

Results

Respondents are slightly less satisfied with the quality of consultation (mean 6.5) when compared with the other factors (mean 7-7.4).

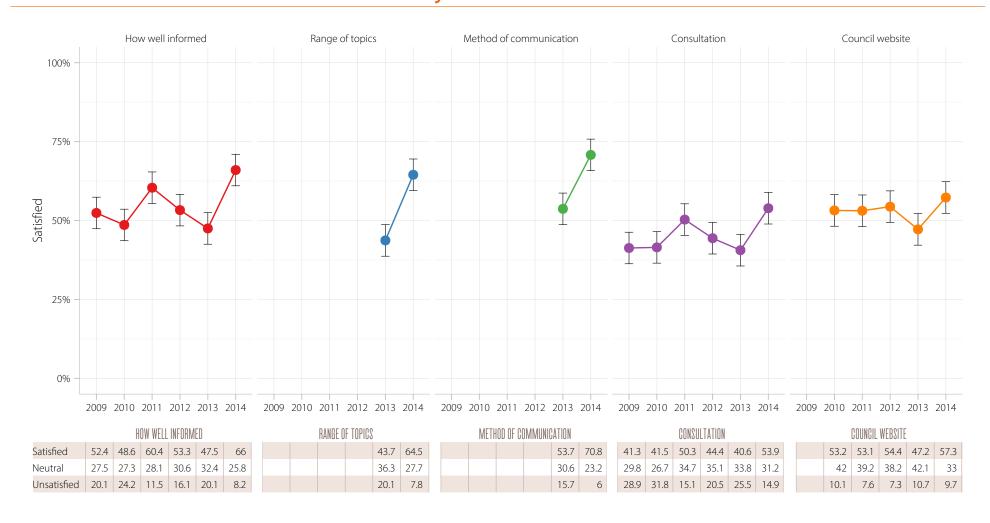
Respondents are slightly more satisfied with the means by which Council communicates (i.e. Scuttlebutt, radio, email, newspaper etc.)

There were no report-worthy variances by location or by age.





Consultation And Communication Quality - Historical Trends





Consultation And Communication | Preference

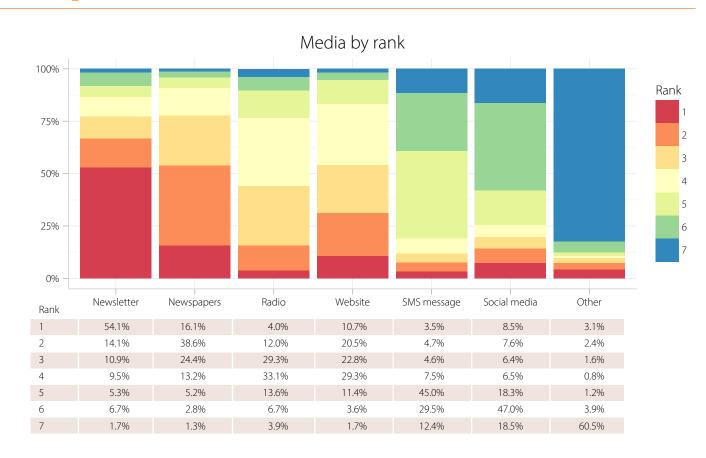
In order (1 = most preferred) rank how you would most prefer to receive Council information

- QLDC newsletter (Scuttlebutt)
- Newspapers
- Radio
- OLDC website
- I Text messages
- Social media (Twitter, Facebook)
- Other (please specify)

Results

Just over one in every two respondents show a strong preference for the QLDC Newsletter as their first choice. This is followed by newspapers (2nd) and the QLDC website (3rd).

The least preferred methods are text messages, radio and social media.

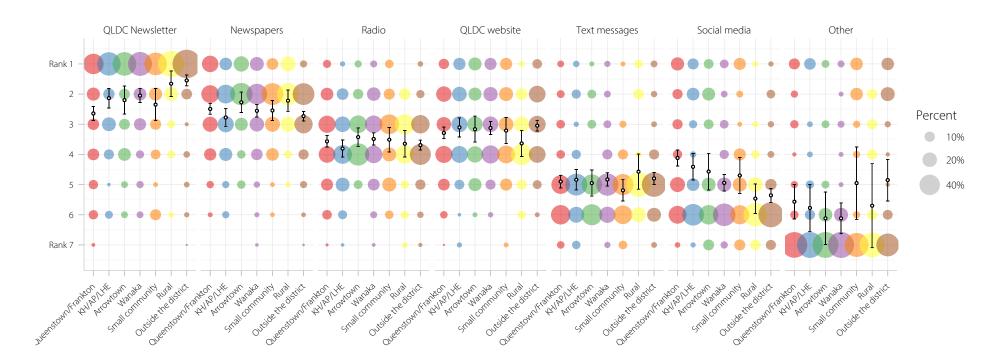




Consultation And Communication Preference By Location

Results

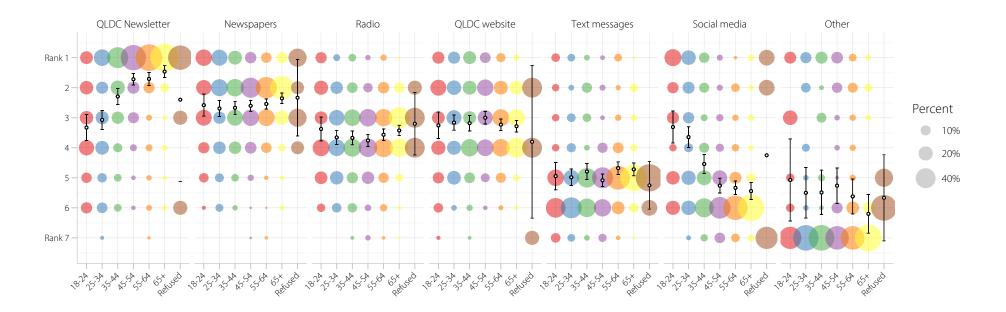
There are few variances by location. Rural respondents show a stronger preference for the newsletter and rank radio and the QLDC website in a tie for second place. Rural respondents rank social media slightly lower than those from other locations.



Consultation And Communication Preference By Age

Results

There are some strong variances by age. 18-24 year olds and 25-34 year olds have a significantly higher preference for social media than other age groups and a significantly lower preference for the QLDC Newsletter. 35-44 year olds trend in similar directions to the 18-34 year olds - their preference is not as strong.





Consultation And Communication | Preference - Other

Note: these are other methods of communication suggested by respondents

Method of communication	Count	Percent
Email	62	59.6%
Post	15	14.4%
Local papers	10	9.6%
Meeting	4	3.8%
Direct communication	3	2.9%
With rates bill	3	2.9%
Notice board	2	1.9%
Television ads	2	1.9%
Local radio	1	1.0%
Posters	1	1.0%
Smoke signals	1	1.0%





Consultation And Communication | Website

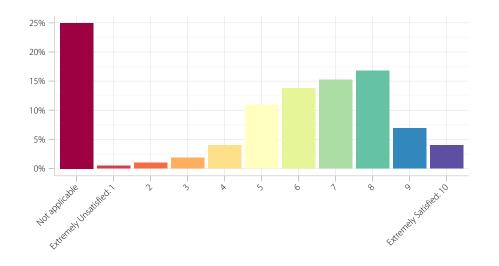
How satisfied are you with the Council's website - www.qldc.govt.nz?

Results

Nearly half (44%) of respondents are satisfied to extremely satisfied with the website and fewer than one in ten (9%) are dissatisfied.

26% are neutral and 25% answered Not Applicable.

The largest proportion of respondents (17%), excluding those who answered Not Applicable, gave the website a positive sentiment score of eight out of ten.





THE RESULTS TOURISM PROMOTION



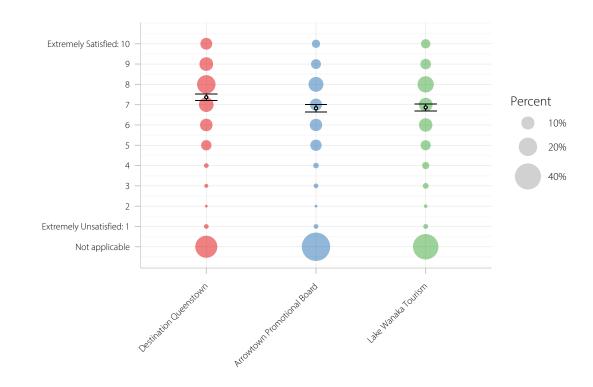
Tourism Promotion | Overall

How satisfied are you with the District's Tourism Promotion organisations?

Results

Destination Queenstown has the highest levels of satisfaction (40% satisfied; less than 10% dissatisfied). Arrowtown Promotional Board and Lake Wanaka Tourism follow very closely behind with similar results.

For every ten respondents, three to four answered Not Applicable.



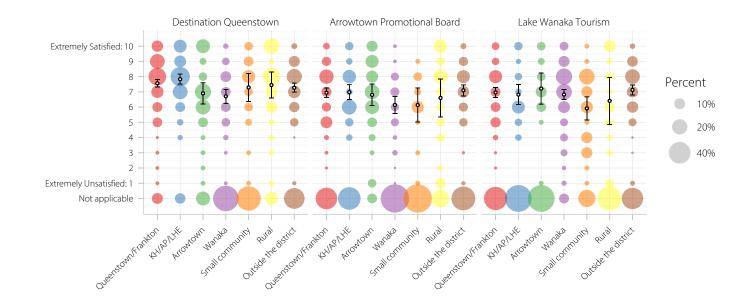


Tourism Promotion By Location

Results

Respondents from Wanaka indicate slightly lower levels of satisfaction with the three tourism promoters than respondents from other locations.

Small Communities are less satisfied with the Arrowtown Promotional Board and Lake Wanaka Tourism than other locations; this may be, in part, due to less exposure to their role and outputs.



Tourism Promotion | Historical Trends





THE RESULTS THE BIG PICTURE

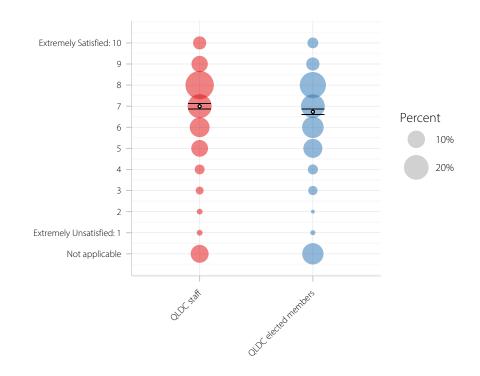


The Big Picture | Performance Of Teams

How satisfied are you with the performance of Council teams?

Results

Respondents are slightly more satisfied with QLDC (mean 7) staff than QLDC elected members (mean 6.8).





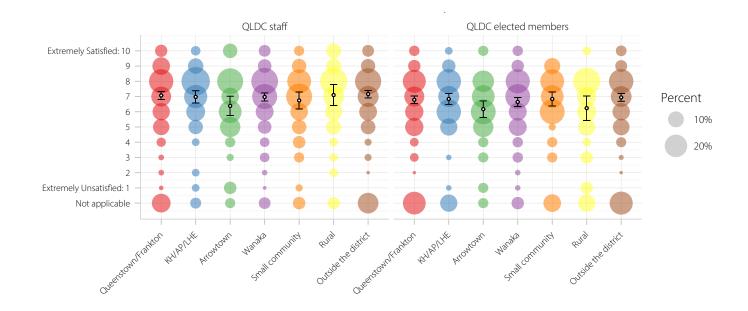
The Big Picture | Performance Of Teams By Location

Results

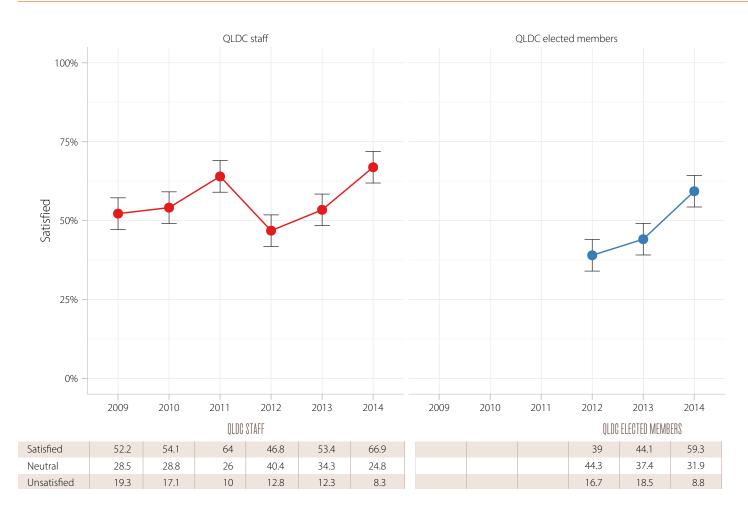
Respondents from Arrowtown are slightly less satisfied with QLDC staff and the elected members than those from other locations.

Rural respondents are slightly more satisfied with QLDC staff than those from other locations and less satisfied with elected members.

There are no report-worthy variations by age or gender.



The Big Picture | Performance Of Teams - Historical Trends





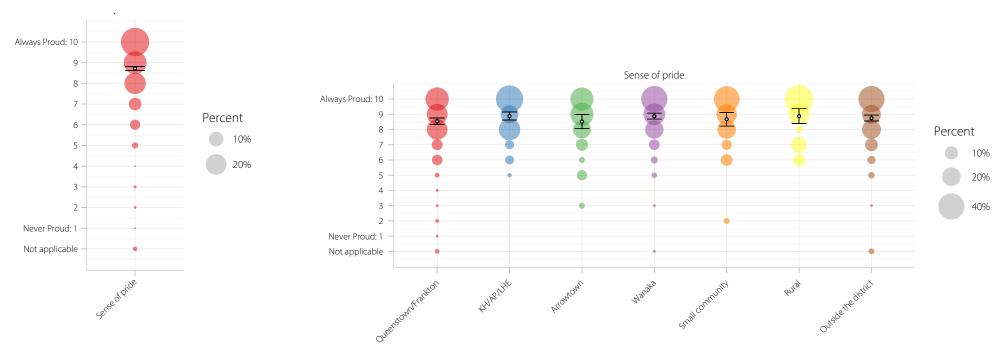
The Big Picture | Pride In Area

How proud are you of your district?

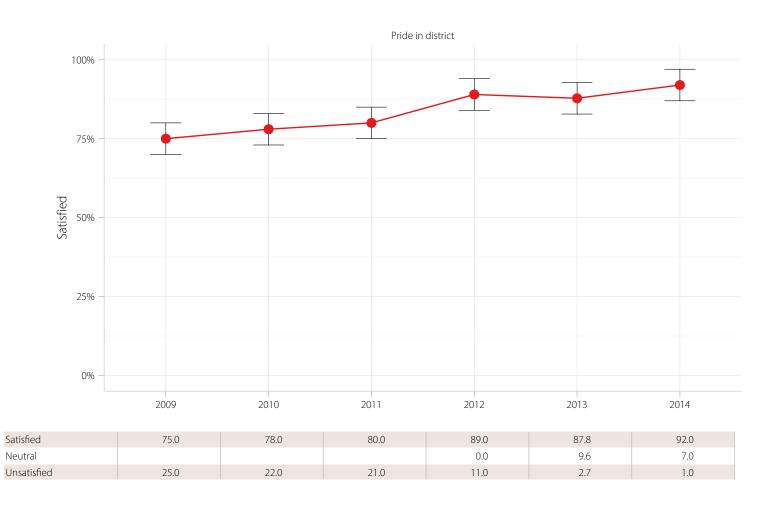
Results

Six out of ten respondents (60%) are Always Proud or very nearly Always Proud (score 9 out of 10). One in ten people are neutral and less than 5% are below neutral.

There are only slight differences between the locations. There are no differences between the genders. Respondents who are over 45 years of age are ever so slightly more proud than the younger age groups.



The Big Picture Pride In Area - Historical Trends





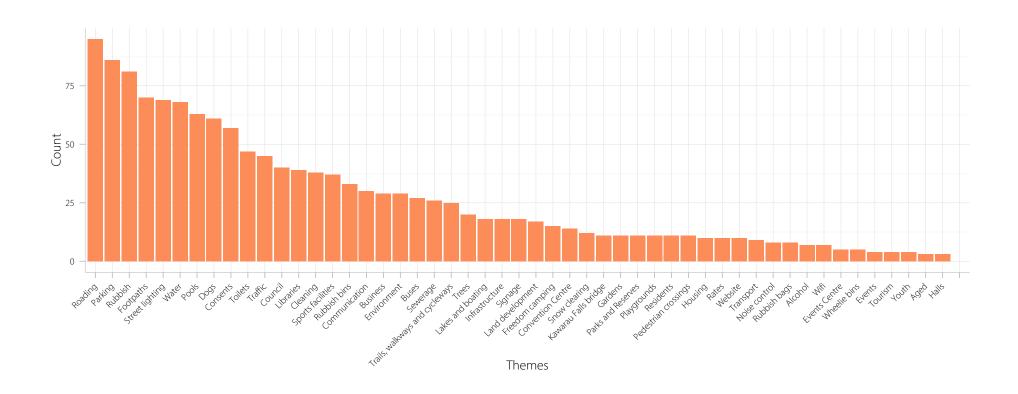
The Big Picture | Improvement Opportunities

What are three services that the Council either needs to improve on, or does not provide, but should?



The Big Picture Improvement Opportunities

What are three services that the Council either needs to improve on, or does not provide, but should?





The Big Picture | Improvement Opportunities

Roading

The thrust of many of the comments was that improvements in the general maintenance of roads including fixing potholes, smoother seal on main roads and better coordination and planning around roadworks would be valued. Some of the comments also referred to traffic and town planning (see traffic). There were a number of comments about improving the maintenance of roads in winter with gritting, sweeping and grading.

Parking

Most of the comments referred to a shortage of available parking and complaints about the cost of parking in central Queenstown. Quite a number of people from Queenstown want favoured parking locations and rates for residents who work in town, and a handful mentioned park 'n' ride options as a possible solution to the limited space. There are quite a few comments about parking issues around Queenstown airport.

In Wanaka residents had fewer comments about availability but made more references to the type of parking (angled, parallel, straight) and where it is situated (lake front, streets, off-street).

Ruhhish

There is a groundswell of interest in wheelie bins and green waste services. Residents in many of the areas would like holiday and weekend collection services added. Some Gibston residents would like the landfill removed and more regular waste collection.

Footpaths

Residents in Queenstown would like the general upkeep of footpaths to be improved, including removing slippery surfaces, cracks and potholes.

In Arrowtown and Albert Town residents would like more footpaths, preferably sealed, and better day-to-day maintenance of what paths they do have, particular during the winter months.

Street Lighting

There is a desire for more street lighting in Queenstown, Arrowtown and Wanaka, and also in a place called O'Leary's Paddock. A handful of respondents would like fewer street lights to reduce light pollution and have darker night skies.

Water

Improvement in water quality was raised by over ten people. A number of Wanaka residents mentioned algae in the town water supply. A handful of people requested drinking fountains in the main towns.

Swimming Pools

A large number of Wanaka residents are unhappy with their pool, claiming it is substandard, too cold, poorly maintained, not always cleaned to a satisfactory standard and that the town has grown sufficiently to warrant an upgrade.



The Big Picture | Improvement Opportunities

Dog Control

Dogs roaming and barking are of concern to residents in a number of areas, including small communities. Owners not picking up their dog poo was raised a number of times.

Dog owners in the two main centres would like dog parks and more dog poo bags and bins to put the used poo bags in. There is a willingness by owners to clean up after their dogs but they would like QLDC to better enable this.

Consents

There were quite a number of complaints about delays with getting resource consents, pricing of consents and the consents process. People want consents to be cheaper, faster and less restrictive.

Public Toilets

Respondents would like more public toilets, and had plenty of suggestions where to site them (Glendhu Bay, Lake Hayes, on tracks and trails, Waterfall Creek, southern end of Roy Bay). There were also a few suggestions to better cater for freedom campers with toilet facilities. A number of comments were about cleanliness and a need for improvement.

Traffic

There is frustration with traffic congestion in the CBD of Queenstown, on Frankton Road and around Frankton roundabout. A number of respondents would like more work put into town planning and a traffic management plan that includes consideration of more roundabouts, speed zones, pedestrian crossings and the risks to pedestrians and school children. There are differing opinions on speed zones, with some people wanting more 'slow zones' and other respondents wanting higher speed tolerances between Frankton and Queenstown.

Council

Comments were varied, covering subjects like better enforcement of bylaws, improved decision-making around spending, dissatisfaction with council policies and service levels of council staff (e.g., not answering phones in a timely manner). A handful of respondents from Wanaka would like more community board members.

Lihraries

A number of comments were about access to wifi and Internet services, and longer opening hours. A few people have requested a library in Frankton and some residents would like larger libraries.



The Big Picture Improvement Opportunities

Better controlling and

regard to development

(housing) in Wanaka.

Council should produce

downloadable podcasts

of news, forum

lists, etc.

schedules, contact

being more discerning with

An area office for Wanaka where one can drop in and talk over .2911221

Grit bins around hilly parts for residents to use on roads before the grit lorries get there.

Council to collect from the hotel visitors a night tax to help pay for sewage/water etc.

Clearer signposting of right direction at Glenorchy.

Frankton Road is very busy and will only get busier. Needs to be a pedestrian crossing or overhead walking bridge for children to cross safely.

Indoor play area and creative space for children. This would be awesome in winter for families.

Red tax for visitors so that rates of a few aren't supporting so many,

Stay out of the conference centre business, stats show conference centres do not make orofit.

l live in Luggate. We are

governed as if we are

Õueenstown i.e. same

rules & it is too strict

for what we want.

Install water meter in every household and business and charge for water usage.

Cycle lanes, best way to ease traffic congestion is to paint road cycle lanes on verge - encourages more motorists to cycle

More land available in some areas where there are children for skateboard parks

Cat/ rat/ stote control to

help increase native bird

and reptile populations.

Charge for use of our

one in Europe or Asia)

numerous public toilets (find

i.e. Infrastructure, out of

Better monitoring of freedom

camping especially around

the Fernhill Area.

Getting information about the

state of the Crown Range Rd

out earlier in the morning in

the winter, i.e. 6 to 6.30am.

Get back to core functions festivals etc.

Could improve with more 70ph signs on

being stuck behind

someone slow.

Frankton Rd. It's painful

Getter better sporting events. We're fine to host big concerts hut we fail on international cricket/rugby

Better or more boat ramps to provide access to lakes - especially Wanaka.

Consider establishing waste transfer stations at smaller townships e.g. Kingston, Glenorchy.

connectabus feels very expensive if you commute often.

Bus service should use the

airport as the hub rather than

the present site at Frankton.

Council needs district rangers who go around tracks, trails,

Encouragement in the way of discounted fees for consents for people building houses in an environmental manner

Bus service that's more affordable, Swimming pool in town - most people need car/expensive bus to get to Frankton.

Bus services, Rus service Wanaka/ Oueenstown/Wanaka is too expensive - could be a OLDC service?

Rowing club or water parks checking on dogs, sports centre are way dumping, smokey fires etc nver due!!

Buses. But only if it didn't

affect The Wanaka feel.

If lucky enough to cross road, hattle ensues with shubbery to get to footpath.

Improve the 8th hole at the Fankton Golf Course

Buses are late in Ouail rise.

CARTEBLANCHE

The Big Picture | Do More Of

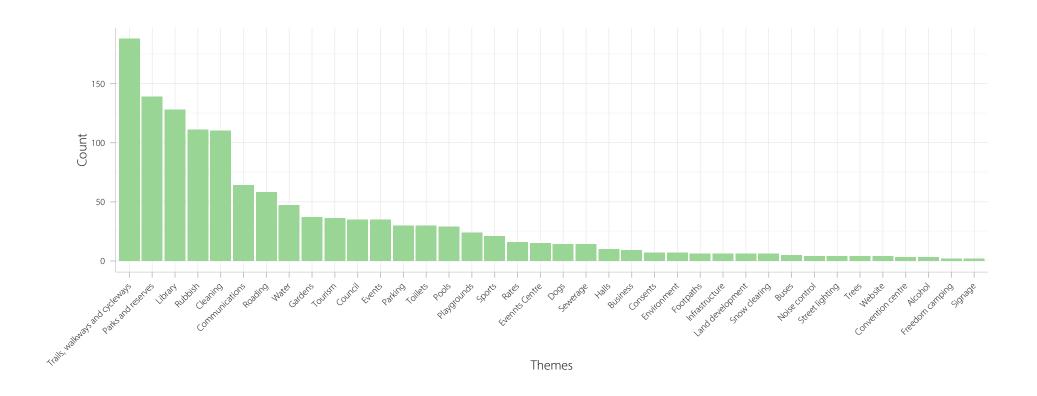
What are three services that you consider Council does well and should continue to provide?





The Big Picture | Do More Of

What are three services that you consider Council does well and should continue to provide?



The Big Picture | Doing Well; Continue Doing

The millennium cycle trail and all MTB trails in OT are top notch, great marketing for region.

The pool and event centre is well managed just need more indoor courts.

I am very happy with the number of new biking and walking tracks which link tours, please keep this going.

Online maps - The online maps were super useful when we were shifting here and buying a house. Fantastic!

Roundabouts in Wanaka big improvement and nicely done.

Like the speed bumps slows everybody down.

Crown range management in winter conditions is good.

The alpine fitness centre and pool were an excellent council initiative and continues to be well.

The sports facilities and pool at Frankton are a triumph!

The town (Oueenstown) is vibrant, looks prosperous, and is forward thinking, Who's in charge of that?

Big audience events at the Event Centre, e.g. Billy Connolly, excellent seating arrangements.

Bike and walking tracks are a huge asset and are used by a wide range of residents and visitors alike.

Fixes issues fast and efficiently e.g. Kelvin Heights Bridge,

QLDC does fairly good job all round, usually has local community well informed and reasons for bigger decisions out in the public.

Pretty good marks all round, well done!

Skate park

is fantastic

in Wanaka!

The green waste site at Hawea is well appreciated (probably not the council though).

Wanaka recycling centre and reuse store, great variety of quality goods and super friendly staff. looks great!

Cromwell and Alexandra Pools are great, make Wanaka's great!

Council performance in all Keeping street areas has considerably clean, gold star improved and has reached for leaf clean up. a useful balance.

Wanaka recycling rubbish hins, the are the hest looking ones in the country and they work well.

> We LOVE the community playgrounds - well done!

ethic.

The office front line

staff seem to be very

knowledgeable, and

have a good service

Subsidized trial cloth nappy scheme.

Street cleaning is excellent, Oueenstown always looks tidy,

Dog warden - Matt - is excellent! I hope that his Trails and cycleways replacement is as friendly Fantastic résource that and unbiased as he is. we use a lot. Thanks!

Revamped Wanaka-Ardmore Street

> Good road update info Current levels of provided online and links to reserves, their number NZTA, Twitter. and maintenance is excellent.

The weekly update on LWB is great.

Create a town look that huilds a brand.

tide, the 2 guys do a brilliant job in Wanaka.

Keeping the cob

i.carteblanche.co.nz

APPENDICES THE FINER DETAILS



Community Services

1.	How often do you use the following services?	Daily	Weekly	Monthly	A few times a year	Never
	Public toilets					
	Parks, reserves and gardens	\bigcirc	0	0	0	\bigcirc
	Trails, walkways and cycleways (district wide)					
	Queenstown trail		\bigcirc			\bigcirc
	Sports grounds					
	Playgrounds		\bigcirc			
	Swimming pools					
	Community halls	0	0	0	0	
	Libraries					

1b.	If you don't use the library would you please let us know why not?

2.	How satisfied are you with the QUALITY		emely atisfie				Satis satisf				mely sfied	Not Applicable
	of the following services?	1	2	3	4	5	6	7	8	9	10	
	Public toilets											
	Parks, reserves and gardens	\bigcirc	\bigcirc	\bigcirc		\bigcirc	\bigcirc	0	\bigcirc		\bigcirc	
	Trails, walkways and cycleways (district wide)											
	Queenstown trail	\bigcirc	0	\bigcirc	\bigcirc	\bigcirc		0	\bigcirc	\bigcirc	\bigcirc	
	Sports grounds											
	Playgrounds	\bigcirc	\bigcirc	\bigcirc		\bigcirc		\bigcirc	\bigcirc		\bigcirc	
	Swimming pools											
	Community halls	\bigcirc	\bigcirc			\bigcirc	\bigcirc		\bigcirc		\bigcirc	\bigcirc
	Libraries											



3.	How satisfied are you with the QUANTITY	Extre Unsa	emely atisfie				Satis satisf				mely sfied	Not Applicable
	of the following services?	1	2	3	4	5	6	7	8	9	10	
	Public toilets									0		
	Parks, reserves and gardens	\bigcirc	0	0		0			0	0		\circ
	Trails, walkways and cycleways (district wide)	•										
	Queenstown trail	\bigcirc	0	0		0		0	0	0		\circ
	Sports grounds											
	Playgrounds	\bigcirc		\bigcirc		0			0	0		
	Swimming pools										•	
	Community halls	\bigcirc		0		0			0	0		0
	Libraries											

Infrastructure

4.	How satisfied are you with the QUALITY of		emely atisfié			ither or Un				Extrei Sati	mely sfied	Not Applicable
	the following services?	1	2	3	4	5	6	7	8	9	10	
	Water supply											
	Wastewater (sewerage)		0		0			\bigcirc	\bigcirc		\bigcirc	\bigcirc
	Street cleaning											
	Footpaths		0				0	\bigcirc	\bigcirc		\bigcirc	\circ
	Sealed Roads											
	Unsealed Roads		0					\bigcirc	\bigcirc		\bigcirc	0
	Street lighting				•							

Council Regulatory Services

5.	How satisfied are you with the QUALITY of	Extre Unsa	emely atisfie				Satis satisf		I	Extrei Sati	mely sfied	Not
	the following services?	1	2	3	4	5	6	7	8	9	10	
	Resource consents											
	Building consents	0	0	\bigcirc		\bigcirc	0	\bigcirc	\bigcirc		\bigcirc	\circ
	Land Information Management (LIM) reports										0	
	Noise control	\bigcirc	0	\bigcirc	0	\bigcirc	0	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\circ
	Dog control											
	Food premises registration	\bigcirc	0	\bigcirc		\bigcirc		\bigcirc	\bigcirc	\bigcirc	\bigcirc	\circ
	Parking enforcement											

Consultation and Communication

6.	ow satisfied are you with the QUALITY of		Extremely Unsatisfied			ither or Un			I	Extrei Sati	mely sfied	Not Applicable
	the following services?	1	2	3	4	5	6	7	8	9	10	
	How well the Council keeps you informed											
	The range of things that Council communicates on	\bigcirc	0	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
	The means by which Council communicates (i.e. Scuttlebutt, radio, email, newspaper etc.)	•									•	•
	Council consultation											



7.	In order (1 = most preferred) rank how you would								Specify 'other' here
	most prefer to receive Council information.	1	2	3	4	5	6	7	
	QLDC newsletter (Scuttlebutt)								
	Newspapers	\bigcirc	0	0	0	0	0	\bigcirc	
	Radio								
	QLDC website	\bigcirc	0	0	0	0	0		
	Text messages								
	Social media (Twitter, Facebook)	\bigcirc	0	0	0	0	0		
	Other (please specify - use lines to the right)								

8.	How satisfied are you with the Council's website - www.qldc.govt.nz?	 emely atisfie 2		ither or Un 5		8	mely sfied 10	
	www.qldc.govt.nz							

Tourism Promotion

9.	now satisfied are you with the districts		emely atisfie				Satisi satisf			Extrei Sati	mely sfied	Not Applicable
	Tourism Promotion organisations?	1	2	3	4	5	6	7	8	9	10	
	Destination Queenstown											
	Arrowtown Promotional Board	\bigcirc	0	0	0	0	0	0	\bigcirc		\bigcirc	\circ
	Lake Wanaka Tourism	•				•		•				

The Big Picture

10. How satisfied are you with the performance of the following teams?	Uns	emely atisfié	d		either or Un	satisf	ied		Extrer Satis	fied	Not Applicable
Your overall satisfaction with QLDC staff?	1	2	3	4	5	6	7	8	9	10	
Your overall satisfaction with QLDC elected members?	0										
11. How proud are you of your district?	Nev Prou		3	4		utral	7	8	Pr	vays oud 10	Not Applicable
Your sense of pride in the District?											
12. What are three services that the Council either				•	e or	ı, or	doe	s noi	t pro	vide,	but should?
2											
3											
13. What are three services that you consider Con				ell a	nd s	houl	ld cc	ontin	nue to	o pro	ovide?
2											
3											



About You

A. Are you a ratepayer.

	Yes	No
Ratepayer		

B. Where do you live?

Queenstown / Frankton	
Kelvin Heights/Arthur's Point/Lake Hayes Estate	
Arrowtown	
Wanaka	
Small community (Hawea, Glenorchy, etc.)	
Rural	

C. How long have you lived in the district?

Less than one year	
One to five years	
Five to ten years	
10+ years	
Born and raised here	

D. What is your gender?

Female	
Male	

E. What is your employment status?

Employed full-time	
Employed part-time	
Unemployed	
Retired	
Student	
Other	

F. Which age group are you in?

Under 25	
25-34	
35-44	
45-54	
55-64	
65+	
Prefer not to say	

G. What is your household income?

Under \$40,000	
\$40 - \$60,000	
\$60 - \$80,000	
\$80 - 100,000	
\$100 - \$200,000	
\$200,000 (plus)	
Prefer not to say	

The Research Team | About

Carte Blanche

Carte Blanche provides research, data science and strategic services to enterprises and organisations across a diverse range of industries and sectors throughout New Zealand. We help our clients to better understand their market, customers and competitors. We enable them to innovate for strategic advantage, create high-value products and develop a stronger competitive position. We support our clients to solve those tricky problems that are limiting their success or hindering growth. Through services like desktop and primary research, conjoint analysis, predictive analysis, scenario planning, strategic roadmapping and decision quality, we have enabled our clients to take full advantage of market opportunities, deliver greater value through products and services, become highly competitive and build longrange and sustainable growth.

Carte Blanche has worked with organisations as diverse as global corporates like Virgin and Pfizer, national infrastructure companies like City Care, international mining companies like Newmont, manufacturing and engineering companies like Skope, high-tech exporters like ARANZ Geo, and local councils, associations and charitable trusts like VUWSA and Dogwatch. We have been involved in market development and customer and competitor research in Australia, Canada, the United States, Japan, Chile, Peru and Europe.

Carte Blanche has deeply ingrained values: we innovate, we are direct, we value the Truth (no matter how confronting it may be) and we ensure that everything that we do is relevant, meaningful and of value to our clients.

Hughan Ross (PhD)

Principal - Data Science

Hughan has worked for some of New Zealand's most successful high-tech companies including Jade Software and ARANZ Geo; he has also held positions in senior management roles for over twenty years. Hughan has considerable experience in tech-startups, market development, product innovation and data science alongside a practical background in software engineering.

Hughan played a vital role in building the tech start-up, ARANZ Geo, from concept to a multi-million-dollar global enterprise in the mining and energy sectors. In this capacity, Hughan worked with some of the world's largest mining companies - BHP Biliton, Newcrest, Newmont, SRK Consulting, Rio Tinto and Vale (to name a few) - to develop what is considered the most innovative disruptive technology the industry had ever seen.

Hughan has a PhD in Physics making him highly adept in data science and mathematics. He has extensive knowledge in statistical methods like conjoint analysis, discrete choice, regression and predictive analysis as well as machine learning and 'big data'; this makes him our resident expert in statistics, data-science and quantitative research. Hughan leads Carte Blanche's data team and innovation services.

Kate McRoherts

Principal - Research and Strategy

Kate has worked in research, strategic management and marketing for some of New Zealand's most iconic brands including House Of Travel and Macpac, as well as the multinational finance firm, Morningstar. Kate also has experience across a variety of sectors including: primary industry; pharmaceuticals; education; travel and tourism; finance; medical; high-tech; infrastructure; energy; mining; construction; manufacturing and local government.

Kate has lead large-scale international research and market development projects for high-growth export companies expanding into Australia, Canada, Chile, Fiji, Japan, New Zealand, Peru, the United States and Vanuatu.

Kate's role with Carte Blanche involves working with governance and executives to utilise research to inform scenario planning, long-range roadmaps, growth strategies and product, pricing, positioning, channel and communications strategies.

Kate is also a New Zealand Business Mentor, has developed and delivered NZQA tertiary courses in research, marketing and communications, delivers industry workshops and training and is a coach in leadership and management.

lata [eam] Brooke van Beurten | Carmen Huter | Jacqui van der Muelen | Megan Roulston | Vivienne Sangster

Thank you for the opposition

Kate McRoberts . Principal - Research & Strategy i kate@carteblanche.co.nz