Activity groups with activity service levels, performance measures and targets

The following is a summary of our activity groups and the service levels, performance measures and targets of our activities. We undertake these activities in order to achieve our vision of being a leading edge district. Our activities fall into twelve groups:

1. Water supply
2. Stormwater drainage
3. Sewerage and the treatment and disposal of sewage
4. Provision of roads and footpaths
5. Parks and recreation
6. Community and cultural
7. Economic development
8. Community facilities and services
9. Transportation
10. Investments
11. Corporate

Water supply
Safe drinking water is a fundamental requirement for public health. Water systems play a vital role in ensuring the health and safety of communities, a productive economy and a healthy environment. The activities included in the group are:
- Water supply

Stormwater drainage
Stormwater collection and its disposal are necessary in order to protect the health and safety of people and their land and property. By managing the stormwater piped network, and waterways and natural drainage systems from point source, to discharge, to natural environment, a degree of protection is applied to land, property, the receiving environment and life. The activities included in the group are:
- Stormwater
- Waterways and natural drainage

Sewerage and the treatment and disposal of sewage
As well as providing a convenience to households by enabling easy sewage disposal, the collection, treatment and disposal of wastewater is also important to maintain public and environmental health, as well as the quality of our natural environment, e.g. waterways. The activities included in the group are:
- Wastewater

Provision of roads and footpaths

This group manages the district's roads, bridges, traffic management and control systems and streetlights and contributes to our economic and social wellbeing. The activities included in the group are:

- Roading
- Footpaths and berms

Parks and recreation

This group of activities includes services and facilities that underpin the maintenance of a district that works for everyone. It ranges from the provision of parks, open spaces, reserves and sportsgrounds, which contribute to the health and social fabric of the community, to swimming pools which, although not essential services, are important facilities for the social connectivity and wellbeing of our district. The activities included in the group are:

- Parks and reserves
- Swimming pools
- Cooks Gardens

Community and cultural

This group of activities oversees the management of key cultural facilities; ensures the appropriate stewardship of nationally-important collections; works closely with central government departments and supports achievement of strategic outcomes through a combination of direct delivery models and collaboration with community agencies and organisations.

This strategic development and operational implementation stretches across the following:

- Community
- Libraries
- Sarjeant Gallery
- Royal Wanganui Opera House
- War Memorial Centre
- New Zealand Glassworks

We also provide support for the Whanganui Regional Museum.

Economic development

This group of activities aims to promote the district as a tourism destination and facilitate the growth and development of the district's economy. These functions are provided by the council-controlled organisation Whanganui & Partners, with support provided by the Council. The activities included in the group are:

- Whanganui & Partners – Economic development
- I-site

Community facilities and services

This group of activities includes services and facilities that help to sustain the safety and welfare of our community, preserve our exceptional heritage and infrastructure and protect our environment and awa. The activities included in the group are:

- Cemeteries
- CBD maintenance
- Waste minimisation
- Pensioner housing
- Community buildings
- Emergency management
- Animal management
- Building control
- Environmental health
- Parking services
- Resource management
- Environmental policy

Transportation

Transport provides and maintains connections both within the district and beyond and is essential for economic prosperity and social connectedness. The activities included in the group are:

- Airport
- Port and river
- Durie Hill elevator

Investments

This group intends to enhance the development of our district and provide an acceptable financial return to the community. The activities included in the group are:

- Investments – including:
    - Whanganui District Council Holdings Limited
    - Harbour Endowment property portfolio
    - City Endowment property portfolio
    - Quarry

Corporate

This group of activities provides support for Council staff and elected members to work together for the benefit of the community. The activities included in the group are:

- Governance
- Corporate management
- Community and operational property

Water Supply

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[1]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Works for everyone / Deeply united	A continuous supply of water is provided at the right quantity, quality and pressure so that residents and industry can do what they need to do (for example, irrigation, showering and recreation)	Responsiveness / Quality	The total number of complaints received about the water (per 1000 connections to the networked reticulation system) Complaints may include: drinking water clarity; drinking water taste; drinking water odour; drinking water pressure or flow; continuity of supply; or Council's response to any of these issues.	63	< 100	<100	< 90	< 90	Council CRM system	Operation of a Customer Help Desk during working hours and provision of an after hours service for handling complaints; operation of a 24 hour on-call maintenance service; provision of information on Council's website explaining key aspects of the water supply service.
		Quality	The percentage of time Horizons Regional Council consent conditions are complied with (or mitigation undertaken if issues occur).	100%	100%	100%	100%	100%	Horizons Regional Council reporting	Set points in the bores to control the volume (newer consents can also be monitored remotely by Horizons Regional Council); all reports sent to Horizons Regional Council by the due date.
		Responsiveness	The percentage of hydrants tested by the Fire and Emergency New Zealand that comply with the New Zealand Fire Service's code of practice for water supply and pressure	95%	95%	95%	95%	95%	Report from the Fire and Emergency New Zealand [2]	Any faulty hydrants reported by the Fire and Emergency New Zealand New Zealand Fire Service are repaired or replaced.
			Median response time for attending urgent call-outs	24 minutes	1 hour	1 hour	1 hour	1 hour	Council CRM system	Continue to maintain high levels of service from

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[1] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

2 This is a programme of review generated by the Fire and Emergency New Zealand (FENZ) . FENZ test 20% of hydrants per year on a five-year cycle. Council receives a report every year on these results. FENZ has not provided Council with a report for either the FY 2015/16 or 2016/17.

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[1]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
			(measured from the time that notification is received to the time that the service personnel reach the site)							contractor and report on response times within the monthly contract meetings. Update current CRM process.
			Median response time for resolution of urgent call outs (measured from the time that notification is received to the time that the service personnel confirm resolution of the fault or interruption)	1 hour 14 minutes	22 hours	22 hours	22 hours	22 hours	Council CRM system	Continue to maintain high levels of service from contractor and report on response times within the monthly contract meetings. . Update current CRM process.
			Median response time for attending non-urgent call-outs (measured from the time that notification is received to the time that the service personnel reach the site)	1 hours 32 minutes	24 hours	24 hours	24 hours	24 hours	Council CRM system	Continue to maintain high levels of service from contractor and report on response times within the monthly contract meetings. Update current CRM process.
			Median response time for resolution of non-urgent call outs (measured from the time that notification is received to the time that the service personnel confirm resolution of the fault or interruption)	1 days 18 minutes	4 days	4 days	4 days	4 days	Council CRM system	Continue to maintain high levels of service from contractor and report on response times within the monthly contract meetings. . Update current CRM process.
			The percentage of real water loss from the network reticulation system[3]	35%	< 40%	< 40%	< 40%	< 40%	Modelled based on minimum night flows to the average water consumption in combination the water model.	Flow modelling and capital work and upgrades.
			The average amount of water consumed per resident per day	330 litres	350 litres	350 litres	350 litres	350 litres	Total consumption – industry consumption	Installation of flow meters on domestic connections.

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[3] Due to absence of water meters in the reticulation system this is calculated by comparing minimum night flows to the average water consumption in combination with the water model.

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[1]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
									divided by 365 days divided by total population.	
	Water is safe to drink	Quality	The extent to which the water supply will comply with part 4 of the New Zealand drinking water standards (bacteria compliance criteria)	100%	100% compliance	100% compliance	100% compliance	100% compliance	Register of Community drinking Water Supplies (Ministry of Health).	Following the sampling and testing requirements in the Drinking-water Standards of New Zealand (DWSNZ) 2005 (Revised 2008)
		Quality	The extent to which the water supply will comply with part 5 of the New Zealand drinking water standards (protozoal compliance criteria)	100%	100% compliance	100% compliance	100% compliance	100% compliance	Annual independent survey conducted by the Ministry of Health.	As above

Stormwater

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[4]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Environment	Monitor flood warnings and respond promptly during emergency management flooding events	Responsiveness	The median response time to attend a flooding event (measured from the time notification is received to the time that the service personnel reach the site)	0[5]	4 hours	4 hours	4 hours	4 hours	Monthly reports from maintenance contractor	Operation of a Customer Help Desk during working hours and provision of an after-hours service for handling complaints; operation of a 24 hour on-call maintenance service
	Ensure a safe and operational stormwater drainage network for design events	Health and safety	Number of flooding events[6]	0[7]	< 5	< 5	< 5	< 5	WDC CRM system	Adherence to schedule of preventative maintenance; investigation of high water levels in critical waterways during rain events; compliance with NZS: 4404 and Council's companion document; use of electronic measurement and alarm systems; quality audits of contractors
		Health and safety	The number of complaints received about the performance of the stormwater system (expressed per 1000 properties connected to the stormwater system)	2.40	5.5	5.5	5.5	5.5	WDC CRM system	Operation of a Customer Help Desk during working hours and provision of an after hours service for handling complaints; operation of a 24 hour on-call maintenance service
		Health and safety	For each flooding event, the number of habitable floors affected	0	0.5	0.5	0.5	0.5	WDC CRM system	Adherence to schedule of preventative maintenance; investigation of high water levels in critical waterways during rain events;

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[4] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

[5] No flooding event has triggered this measure

[6] To be reported with assumptions as per the DIA's guidance documentation.

[7] No flooding event has triggered this measure

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[4]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
			(Expressed per 1000 properties connected to storm water system)							compliance with NZS: 4404 and Council's companion document; use of electronic measurement and alarm systems; quality audits of contractors
		Health and safety	Compliance with all resource consents for discharge from the stormwater system. Measured by the number of:	0					WDC CRM system	As above
			abatement notices		0	0	0	0		
			infringement notices		0	0	0	0		
			enforcement orders		0	0	0	0		
			convictions		0	0	0	0		
			Received by Council in relation to those resource consents							
	Network System Performance	Works for everyone	Number of urban floor-levels at risk, during the flood design-event.[8]	2,250	2,200	2,120	2,040	1,607	WDC CRM system	Planned capital upgrades to the stormwater network.

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[8] As defined by the Horizons One Plan, the Building Act and the Whanganui District Council District Plan rules

Waterways and natural drainage

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[9]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Environment	Effective warnings and responses are given to protect people and property from the Whanganui River's rising flood waters	Reliability	Compliance with the Whanganui River Flood Action plan	100%	100%	100%	100%	100%	Emergency event post-event debrief reports	Annual review of the action plan in conjunction with Horizons Regional Council

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[9] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report.

Wastewater

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[10]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Environment	The sewerage system is convenient, safe and reliable	Responsiveness	The number of dry weather sewerage overflows from the system (expressed per 1000 sewerage connections)	0.83	<5	<4	<3	<3	Council CRM system	Operating the Customer Help Desk during working hours and an after hours service for handling complaints. 24 hour on-call maintenance staff. Providing information on Council's website explaining aspects of the Wastewater service.
		Responsiveness	Median response time for attending sewerage overflows resulting from blockages or other faults (measured from the time that notification is received to the time that the service personnel reach the site)	26 minutes	6 hours	6 hours	6 hours	6 hours	Council CRM system	Delivery of regular maintenance programmes; investigation of intensive inflow and infiltration over the next three years to create less flow when it rains and reduce the amount of time we have to pump out to sea; operation of CCTV programmes to check the wastewater network
		Responsiveness	Median response time for resolution of blockages or other faults (measured from the time that notification is received to the time that the service personnel confirm resolution of the blockage or fault)	1 hour 31 minutes	5 days	5 days	5 days	5 days	Council CRM system	Operating the Customer Help Desk during working hours and an after hours service for handling complaints. 24 hour on-call maintenance staff. Providing information on Council's website explaining aspects of the Wastewater service.
	The environment (including waterways and beaches) is protected from the	Quality	Compliance with all resource consents for discharge from the wastewater system. Measured by:	0					Measured by the number of: Abatement Notices	Changing the existing configuration of the treatment plant to correct process inefficiencies.

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[10] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[10]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
	adverse effects of wastewater								Infringement Notices Enforcement Orders, and Convictions	Continuous sampling and monitoring of the new process. Maintaining all electrical and mechanical equipment to a high standard.
			abatement notices		0	0	0	0		
			infringement notices		0	0	0	0		
			enforcement orders		0	0	0	0		
			convictions		0	0	0	0		
			in relation to the resource consents.							
		Reliability	The total number of complaints received (expressed per 1000 connections) Complaints may include sewage odour; sewerage system faults; sewerage system blockages and Council's response to any of these issues.	16.2	< 5	< 5	< 5	< 5	CRM system	Operation of a Customer Help Desk during working hours and provision of an after-hours service for handling complaints; operation of a 24 hour on-call maintenance service. Providing information on Council's website explaining aspects of the Wastewater service

Roading

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[11]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy Connectivity, Community	The provisions of a safe and secure local roading network	Safety	The change from the previous financial year in the number of fatalities or serious injury crashes on the local road network	20	-1	-1	-1	-1	New Zealand Police Crash Assessment System (CAS) and regular site safety audits	Continuing to work on road safety issues with the NZ Police, Horizons Regional Council, NZTA and ACC through a Road Safety Action Plan (RSAP) group; Using Low Cost/Low Risk work category to undertake safety improvement works; carrying out a formal Crash Reduction Study (CRS) every three years; following regular maintenance programmes for key components of the infrastructure; ensuring corridor design and construction for new subdivisions complies with NZS:4404 and Council's Companion Document
	A local roading network that provides a smooth travel experience	Quality	The average quality ride on a sealed local road network, measured by smooth traffic exposure	79.9%	88-92%	88-92%	88-92%	88-92%	NZTA Achievement report	Programming work that targets rough roads and maintains investment levels that achieve appropriate levels of service.
		Quality	The percentage of the sealed road network that is resurfaced	4.49%	> 4%	> 4%	> 4%	> 4%	NZTA Achievement report	Identifying and producing the resealing works programme a year in advance.
	A local road corridor network that meets the needs of the users	Responsiveness	The percentage of customer service requests that are actioned within five working days	83.9%	>90%	> 90%	> 90%	> 90%	CRM system	Investigation of customer complaints; Intervention Strategy Plans that allow solutions to customer issues that are linked to long-term asset management strategies;

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[11] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. . Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

| | | | | | | | | | | ensuring Council's 'Road Asset Maintenance Management' (RAMM) system is current and linked to the roading programme; undertaking 'All Fault' asset surveys which identify network degradation and its effect on customers' health and safety |

Footpaths & Berms

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[12]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy, Connectivity, Community	Footpaths help people move about safely and comfortably and get them where they need to go	Responsiveness	The percentage of footpath requests actioned within five working days of notification[13]	74%	>90%	> 90%	> 90%	> 90%	CRM system	Investigation of customer complaints; Intervention Strategy Plans that allow solutions to customer issues that are linked to long-term asset management strategies; ensuring Council's 'Road Asset Maintenance Management' (RAMM) system is current and linked to the roading programme; undertaking 'All Fault' asset surveys which identify network degradation and its effect on customers' health and safety.
		Quality	The percentage of footpaths that meet Council's standard of a defect[14] score of <50	99%[15]	>90%	>90%	>90%	>90%	Footpath condition rating survey undertaken every 5 years.	By continuing to monitor footpath condition through rating surveys.
		Quality	The total number of footpath faults (includes berms)	26,945	<30,000	<30,000	<30,000	<30,000	Footpath condition rating survey undertaken every 5 years.	By continuing to monitor footpath condition through rating surveys.

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[12] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

[13] This includes any requests relating to the footpath and berms activity, for example trip hazards and breakages.

[14] This is calculated by the number of bumps, depressions, cracks and scabs on footpaths

[15] This is from the 2019 footpath condition rating survey.

Parks and Reserves

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[16]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy /Connectivity / Creativity	Parks and Reserves are well maintained and presented.	Quality	The percentage of the community satisfied with the maintenance and presentation of our open spaces	73%	75%	80%	85%	85%	Independent Community Views Survey	Ongoing monthly monitoring of contract areas against the specific contract specifications –(mowing height, weeds, litter); investigate and remedy issues raised through the CRM system; programme maintenance within the Annual plan process; investigate customer complaints and undertake maintenance as required and within budgeted monies; encourage use of volunteer workforce where appropriate.
	Shared pathways are well connected and provide links throughout our communities	Accessibility	Percentage increase in users of river shared pathway and Te Tuaiwi shared pathway.	New	>5% increase on previous year	>5% increase on previous year	>5% increase on previous year	>5% increase on previous year	Permanently installed trip counter.	Implementation of the Active Transport Strategy; undertaking regular inspections on the walkways and programme maintenance as required.
	Open Space areas are well distributed throughout the city to ensure reasonable access for all residents.		The percentage of households within 800m walking distance of an open space area (premier or passive park)	--	90%	90%	90%	90%	Identify percentage of houses within 800m walking distance of greenspace areas with mapping.	Identify where need for greenspace is required to meet targets through provision analysis

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[16] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Community/ Economy / Environment	Public toilet facilities are clean, fit for purpose and meet the needs of users.	Health and safety/ Quality/ Accessibility/ Availability	The percentage of people who are satisfied that there are adequate toilet facilities to meet user needs.	50%	70%	70%	70%	70%	Independent Community Views Survey	Ongoing monthly monitoring of contract areas against the specific contract specifications; reactive maintenance to be undertaken in a timely manner; planned maintenance and capital expenditure to be undertaken within the annual plan process and in response to condition rating process in Asset Register; investigate and remedy issues raised through the CRM system; assess need for new facilities against known demand.
		Health and safety/ Quality	The percentage of people who are satisfied with the standard of toilet facilities.	54%	70%	70%	70%	70%	Independent Community Views Survey	As above
Community / Economy	Sportsgrounds within the district meet community need.	Reliability/Availability	The percentage of the community satisfied with the district's sportsgrounds	63%	80%	80%	80%	80%	Independent Community Views Survey	Investigate and remedy issues raised through the CRM system; planned maintenance and capital expenditure to be undertaken within the annual plan process and in response to condition rating process in Asset Register; implement Sports and Recreation Strategy; work with the Sport and Recreation Advisory Group

Cooks Gardens

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline [17]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy	Cooks Gardens is recognised as a premier sporting and event facility, available for use or hire.	Accessibility	The number of functions held each year at Cooks Gardens Function Centre.	New	70	75	80	80	Internal Monthly Records	Improvements to pricing structures, contracts and terms and conditions of hire
		Accessibility	The number of days each year that Cooks Gardens track and grounds are used [18].	New	110	115	120	120	Internal Monthly Records	Marketing and communications strategy to promote the Cooks Gardens.
		Quality	The percentage of the community who have used, visited, or attended an event at Cooks Gardens.	30%	40%	45%	50%	50%	Annual Community Views Survey	Client feedback to identify areas of focus to improve service delivery.
		Quality	The percentage of hirers that are satisfied with their experience at Cooks Gardens.	New	85%	90	90	90	Internal Survey	Hirers feedback to identify areas of focus to improve service delivery.

[17] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

[18] Includes events, games and organised practices for organisations with MOUs to utilise Cooks Gardens track and grounds.

Swimming pools

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[19]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy, Community, Environment, Connectivity	Aquatic facilities provide a good visitor experience	Reliability/Availability/ Health and Safety / Affordability	The percentage of users satisfied with the Splash Centre	87%	90%	90%	90%	90%	Internally delivered survey of swimming pool customers	Delivery of intercept surveys to keep up to date with customer issues and needs; operation of a revolving schedule of programmes; encouraging contractors to better engage with schools; hosting a variety of events with widespread appeal
			The percentage of users satisfied with the Whanganui East Pool	87%	90%	90%	90%	90%	Internally delivered survey of swimming pool customers	As above
			The percentage of pool users satisfied that aquatic facilities provide value for money.	87%	80%	80%	80%	80%	Internally delivered survey of swimming pool customers	Obtaining and responding to feedback from customers in relation to their experiences and ideas for future services and programmes where these can be delivered within budget.

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[19] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Community

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[20]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community, Connectivity	Effective relationships are developed in a mutually appropriate way to support Māori participation in the decision making process.	Support	The percentage of resource consent applications received by Council are provided to mana whenua within seven workings days.	New	100%	100%	100%	100%	Council records	Continuing to work collaboratively with our Iwi partners; continue to provide mana whenua opportunities to engage on council strategies/policies.
Creativity, Economy	Whanganui is a fun, creative and vibrant place to be.	Quality	Perception of Whanganui to be a creative place.	New	70%	75%	80%	80%	Independent Community Views survey	Implementation of Whanganui Arts Strategy; engage and include local artists; makes Whanganui a creative arts hub; work with arts learning centres.
		Accessibility/ Quantity	The percentage of residents participating[21] in creative activities	77%[22]	70%	77%	85%	85%	Independent Community Views survey	As above; delivering targeted promotional campaigns; facilitates the participation of toi Māori
		Effectiveness	Contribution that creative arts and industries makes to the Whanganui District economy.	New	> previous year	> previous year	> previous year	> previous year	Infometrics Creative arts industries sector GDP[23]; and Economic impact assessment for events and film.	As above.

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[20] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

[21] This includes participating as a performer or artist in any arts events or activities, as well as more passive involvement as an audience member or visitor to cultural institutions or performances, which includes shows; events; concerts; screenings; or school, amateur/club and professional performances. Arts includes craft and object art, visual arts, Ngā toi Māori, Pacific arts, Asian arts, Theatre, Dance, Literature, Music, Museums and Film.

[22] Audience Atlas 2017 – The audience atlas has an extended definition of what participation in 'cultural performance' from the 2018-2028 Long Term Plan.

[23] Architecture, graphic design, animation, film production and cinemas, video game development, TV and radio production, galleries, artists, craftspeople (including glass artists, potters, jewellers, carvers and weavers), fashion, music including musicians, bars and performance venues, theatre and dance venues and performers, tattoo and ta moko artists, writers & journalists and interior designers.

Libraries

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[24]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy, Community, Environment	Our libraries are inclusive places and the library's services are well used by the people of Whanganui.	Quality	The number of items issued per annum	476,592	500,000	520,000	540,000	560,000	Library management system database	Analysis of users' revealed preferences to improve targeting of collection procurement.
		Quality	The rate of collection 'turn over' each year[25]	5.125	6	6.5	6.5	7	Library management system database	Continued refreshment of the library's spaces; extension of the Davis Library; development of additional community hubs
		Accessibility	The number of people visiting our libraries, measured by physical visits.	Physical visits: 290,689	Physical visits: 320,000	Physical visits: 340,000	Physical visits: 360,000	Physical visits: 380,000+	Door counter	Continuing to offer a diverse programme of services with broad appeal; extending the Davis Library; providing community library hubs
		Quality	The percentage of library users satisfied with the service provided	84%	90%	90%	90%	90%	Independent Community Views Survey	Continually engaging our community, offering diverse programmes of services, extending the Davis Library, providing community library hubs
		Accessibility	The percentage of the Whanganui population that uses the library	52%	60%	63%	66%	70%	Independent Community Views Survey	Continually engaging our community, offering diverse programmes of services, providing community library hubs
Creativity	The community's digital capability and access is supported and improved	Accessibility	The number of public internet sessions.	76,547	80,000	85,000	90,000	90,000	Library management system	Improves to connectivity and equipment to match changing user expectations.

[24] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

[25] The 'turn over' rate shows the demand placed on stock and the durability of resources. The higher the rate, the higher the demand that is placed on that resource.

Sarjeant Gallery Te Whare o Rehua Whanganui

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[26]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Creativity, Economy, Community, Connectivity, Environment	The Gallery is used, supported and valued by diverse communities.	Accessibility	The Number of users of the Gallery	54,348	57,000	57,000	88,900	90,000+	Data collected and recorded daily via door counting devices and website statistics.	Active promotion of the exhibition programmes; responsiveness to customer feedback
		Accessibility	The percentage of the Whanganui population that uses the Gallery	26%	30%	30%	35%	35-40%	Independent Community Views Survey	As above
		Quality	The percentage of visitors satisfied with the Gallery's exhibitions	96%	90%	90%	90%	90%	Regular visitor surveys	Regular reviews of visitor feedback
		Quality	The percentage of visitors satisfied with their Gallery experience	96%	90%	90%	90%	90%	Regular visitor surveys	Regular reviews of visitor feedback
	The Gallery preserves its significant collections for future generations	Quality	The total number of items in the collection catalogued to best practice international standards	3,460	3,750	4,000	4,250	4,500	Recorded on the Vernon database	Items are cared for in accordance the Sarjeant Gallery Collections Policy.

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Royal Wanganui Opera House

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline [27]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Creativity, Connectivity, Environment, Economy	The Royal Wanganui Opera House is recognised as a special and unique cultural facility, available for community and professional hire.	Accessibility	The number of events each year that the Royal Wanganui Opera House hosts	50	85	90	90	90	Internal Monthly Records	Improvements to pricing structures, contracts and terms and conditions of hire.
		Accessibility	The number of locally produced, community events at the Royal Wanganui Opera House.	20	30	35	35	35	Internal Monthly Records	Marketing and communications strategy to promote the Royal Wanganui Opera House.
		Accessibility	The percentage of the Whanganui population that attends one or more events at the Royal Wanganui Opera House	30%	35%	35%	35%	40%	Annual Community Views Survey	Collaborating with regional theatres to support marketing of events to the community Improvements to seating, especially for those with restricted access.
		Quality	The percentage of the community satisfied with their experience at the Royal Wanganui Opera House.	62%	65%	65%	65%	70%	Annual Community Views Survey	Investment into ticketing and improvements to added value services offered. Investment and improvement of technical equipment. Client feedback to identify areas of focus to improve service delivery. Development of added value services to generate additional income.

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[27] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

		Quality	The percentage of hirers that are satisfied with the Royal Wanganui Opera House.	95%[28]	90%	90%	90%	90%	Internal survey	Hirers feedback to identify areas of focus to improve service delivery.

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[28] Baseline is from 2017/18 Annual Report where a similar performance measure was used.

War Memorial Centre

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline [29]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy	The Whanganui War Memorial Centre is recognised as a special and unique conference and convention facility, available for community and professional hire.	Accessibility	The number of events days each year that the Whanganui War Memorial Centre hosts.	92	120	130	140	140	Internal Monthly Records	Marketing and communications strategy to promote the Whanganui War Memorial Centre as a venue Investment into ticketing and improvements to added value services offered Improvements in customer service through internal processes, guest feedback, and staff training.
		Accessibility	The number of locally produced, community events at the Whanganui War Memorial Centre.	29	30	35	40	40	Internal Monthly Records	
		Quality	The percentage of the community satisfied with the Whanganui War Memorial Centre.	53%	55%	60%	65%	70%	Annual Community Views Survey	Client feedback to identify areas of focus to improve service delivery. Development of added value services to generate additional income.
		Quality	The percentage of hirers that are satisfied with their experience at the War memorial Centre.	95%[30]	90%	90%	90%	90%	Internal Survey	Customer feedback to identify areas of focus to improve service delivery.

[29] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report.

[30] Baseline is from 2017/18 Annual Report where a similar performance measure was used.

Whanganui Regional Museum

Service levels, performance measures and targets

The Council will continue to monitor and report on actual performance against the deliverables set out in the Service Level Agreement.

The Whanganui Regional Museum plays an important role in our community and its collections represent a significant and irreplaceable public inheritance. We fund the Whanganui Regional Museum Trust to operate the Museum activity.

We have a service level agreement with the Museum Trust. This sets out what will be purchased and provided by way of Museum services and establishes clear performance measures for monitoring service outcomes. The priority areas addressed in the service level agreement are stewardship, access and standards.

NZ Glassworks

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[31]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community, Connectivity	New Zealand Glassworks was established to enrich the arts and build on Whanganui's existing reputation as a centre of glass art excellence.	Quality	The percentage of Glassworks customers satisfied with their experience	97%	90%	90%	90%	90%	Internal survey	Becoming the leading place for all the community to access and experience all aspects of glass art.
			The percentage of Glassworks users satisfied or very satisfied with the services and facilities provided	87%	85%	85%	85%	85%	Internal survey	Providing a glass centre of excellence.
			Number of hours booked by working glass artists per annum	1167	1251	1288	1326	1365	Financial reporting	Promotion of facility; implement business plan
Creativity, Economy	Provide a national centre for community glass in Whanganui, benefitting the community through reducing reliance on rate payers.	Sustainability	The number of visitors to NZ Glassworks	27,592	28,140	28,700	29,280	29,860	Visitor counter	Becoming the leading place for community to access and experience all aspects of glass art; implement business plan.

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[31] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Whanganui & Partners - Economic development

Service levels, performance measures and targets

The Council will continue to monitor and report on actual performance against the deliverables set out in the Statement of Intent for Whanganui and Partners.

The Whanganui and Partners plays an important role in our community to undertake economic development and marketing of Whanganui. We fund Whanganui and Partners to undertake the economic development activity.

The priority areas addressed in the Statement of Intent include:

- A thriving business community – Our businesses and sectors are adapting, innovating, growing and operating sustainably.
- Our capability unlocked – Our workforce is skilled, engaged in lifelong learning and connected to opportunities.
- An aspirational brand – A distinguished, differentiated brand contributes to a strong reputation and experience, particularly for first-time visitors
- A creative identity – A strong and vibrant creative sector generates employment, grows innovation and enhances Whanganui's attractiveness

i-SITE Visitor Information Centre

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[32]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Connectivity	The i-Site provides an attractive and engaging space for locals and visitors – encouraging people to visit, spend time and do business with us	Effectiveness	The number of visitors served by the i-SITE	20,536	25,000	25,250	25,500	25,750	Internal Monthly Records using electronic door counters and manual records.	Continued i-Site membership and tourism product training. Collaboration with tourism product providers to enhance service.
	The i-Site provides excellent customer service with the right information delivered to locals and visitors	Quality	Customer satisfaction with service received at the i-SITE	4.5	4.5	4.5	4.5	4.5	Trip Advisor, Facebook, Google or other online rating service: Aggregate score	

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Cemeteries

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline [33]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community, Environment	There is adequate capacity to meet future burial and cremation needs of the community.	Availability/ Reliability	There is adequate capacity to meet 5 years capacity for future burial and cremation needs.	New 2186	2500	2500	2500	2750	Data base maintained, recording number of available plots	Maintaining records on the number of plots available; investigate and remedy issues raised through the CRM system
Connectivity, creativity	Cemetery grounds provide a special place of remembrance for loved ones amongst attractive and well maintained grounds	Quality	The percentage of people satisfied with cemetery facilities	--%	90%	90%	90%	90%	Independent Park Check Survey	Regular auditing and scoring against the contract specification using the pre-defined performance scoring criteria in the contract specification (eg timeliness of work, quality of physical works, administration, health and safety, Presentation and public liaison, quality plan etc).
	Heritage records are maintained to help people to connect with the past	Accessibility	The number of official cemetery records available on the Council website	30,883	45,000	Complete	Complete	Complete	Database report quarterly	Implement a reliable data base system that allows the public to find information about the deceased from the website.

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Central Business District maintenance

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[34]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community / Economy / Environment	The CBD is safe, vibrant and contributes to the positive image of Whanganui	Quality	The percentage of residents satisfied with the contribution the town centre makes to the image of Whanganui	71%	75%	80%	80%	80%	Independent Community Views Survey	Continue to maintain the high levels of service our community receives.
		Safety	The percentage of residents that feel safe in the CBD during the evening	58%	70%	70%	70%	70%	Independent Community Views Survey	Maintain a strong working relationship with Mainstreet and the Police.
Community / Environment	The CBD is clean and attractive	Quality	The percentage of residents satisfied with the standard of the presentation in the town centre	78%	90%	90%	90%	90%	Independent Community Views Survey	Maintain current levels of service.
	Public toilets in the CBD are clean, hygienic and available	Quality	The number of complaints about the cleanliness or hygiene of public toilets reported to Council	3	<12	<12	<12	<12	CRM system	Maintaining the opening times at 24/7.

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Waste minimisation

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline [35]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Environment	Waste minimisation and waste collection services are accessible and effective	Quality	The percentage of users of the Resource Recovery Centre that are satisfied with the overall service provided	99%	95%	95%	95%	95%	Survey of Resource Recovery Centre users conducted throughout the year	Continuing investigation of further product lines for waste minimisation through the centre. Providing opportunities for customers to provide feedback and responding to initiatives for improvement
		Effectiveness	Iconic events [36] held in public parks and reserves will have an appropriate waste minimisation plan	100%	100%	100%	100%	100%	Parks and reserves usage application form	Increase resources and knowledge for event waste minimisation plans to assist event organisers. Ensure that waste minimisation planning is a condition of use for events licence to occupy.
	Council supports and provides incentives for waste reduction, reuse and recycling in line with its Waste Management & Minimisation Plan	Effectiveness	The amount of product recycled through the centre each year	4128 tonnes	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year	Maintain or improve from previous year	Recycling Centre daily records	Continuing investigation of further product lines for waste minimisation through the centre. Investigate opportunities to increase waste services in the community and waste product received through the Centre
		Accessibility	The number of educational visits to schools on waste minimisation	9	>5	>5	>5	>5	Resource Recovery Centre records	Increase delivery of educational visits through all schools and institutions. Adherence to customer care and expectations.

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[36] Iconic events are large scale events that expect to attract crowds of 100+, and do not include smaller scale one-off events. Measurement is that a waste minimisation plan is received - we do not monitor the achievements within it.

Pensioner housing

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[37]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community	Pensioner housing is healthy, safe, warm and well maintained	Quality	Tenants' overall satisfaction with Council's Pensioner Housing service	93%	90%	90%	90%	90%	Internally delivered survey to a random sample of pensioner housing tenants	Implementation of outcomes from the pensioner housing review; tendering of the welfare services contract to ensure delivery of the best service possible
	Tenant wellbeing is maintained through welfare and connectivity services	Responsiveness	The percentage of tenants who are satisfied with welfare services	66%	70%	70%	70%	70%	Internally delivered survey of pensioner housing tenants	As above
	Provision is based on the needs of our community	Responsiveness	The percentage of pensioner housing units that are occupied	97%	90%	90%	90%	90%	Management report	Council reviewing long-term sustainability of portfolio to assist with improving the occupancy levels.

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Emergency management

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[38]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community	The community is properly prepared for and educated about emergency events	Responsiveness	The percentage of the community indicating they are prepared to be self-sufficient for at least three days during an emergency event	86%	>80%	>80%	>80%	>80%	Independent Community Views Survey	Continuing to deliver public awareness campaigns and targeted advertising
		Responsiveness	The number of community engagement meetings or community focused exercises conducted	20	20	20	20	20	Council records	Working with partner organisation and community groups to increase awareness, public profile and availability.
	A continuous 24-hour emergency management response service is provided	Responsiveness	The percentage of emergency management calls responded to within 15 minutes	100%	100%	100%	100%	100%	MCDEM contractor records and duty officer event logs	Maintenance of a roster of experienced staff on duty officer call-out. On call duty officer includes vehicle with siren and lights as well as tsunami warning capabilities.
	The functional roles required for an effective EOC (CIMS3) capability in response to emergency events are able to be covered by appropriately trained staff.	Quality	Number of EOC activations, for events or exercises, with all function desks necessary for responding to the event or exercise appropriately staffed.	2	2	2	2	2	Council records	Ongoing staff training and capability development.

Engagement with NEMA in the Capability Development space in order to emphasise and shape local level training |
| | Civil Defence sirens operate when tested and are rapidly repaired if faults are identified | Responsiveness | Any fault identified through monthly testing of the tsunami sirens is rectified within 10 working days and any gaps are covered by alternate means. | 100% | 100% | 100% | 100% | 100% | Council records | Monthly monitoring of the siren network with maintenance work as required. Siren upgrade initiative includes environmental hardening. |
| | Pandemic Readiness | Responsiveness | That Council's pandemic response resurgence plan is | 100% | 100% | 100% | 100% | 100% | Council records | Regular review of the Council's pandemic response |

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			reviewed at least quarterly to maintain alignment with the Regional and National Pandemic Response Plan and the WDHB.						plan to make sure that it maintains flexibility and usability while aligning with the latest guidance along with compatibility with the All of Government approach at regional and national levels.

Animal control

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[39]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community, Economy	A dog registration service and system is delivered	Responsiveness	The percentage of known dogs that are registered	98%	97%	97%	97%	97%	Property & Rating database	Provision of proactive education with the community
		Effectiveness	Percentage of responsible dog owners	New	65%	68%	70%	80%	Property & Rating database	Provision of proactive education with the community
	Excellent customer service is provided to our customers and the animal control activity minimises nuisance and makes Whanganui a safer place to live	Quality	The percentage of the community satisfied with the animal control services provided	49%	50%	51%	52%	53%	Independent Community Views Survey	Provision of a greater public profile. Extra patrols under taken so the community see us a proactive not reactive.
		Responsiveness	The percentage of Priority 1 (Urgent)[40] call outs that are responded to within 1 hours	96%	98%	98%	98%	98%	CRM system	Reduce Officer administration to increase mobility and response time. Prevention initiatives to reduce P1 type incidents.

[39] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.
40 Priority 1 includes: dog attack (bite), dog rushing, police/agency request, secured dog or wandering stock (if state highway).

Building control

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[41]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community, Economy, Environment	Whanganui's building integrity is protected so that buildings are safe and fit for use	Safety	The maintenance of building consent authority accreditation status	Achieved	Achieve	Achieve	Achieve	Achieve	Annual internal audit plus a two-yearly external audit	Delivery of internal quality audits; operational management team reviews; strategic management team reviews
	The building consent process is compliant, efficient and user friendly	Timeliness	The percentage of building consents processed within statutory timeframes.	93%	100%	100%	100%	100%	Property & Rating database and results of building consent audits	Utilisation of improved technologies, (e.g. phone apps) and continuing to improve timeliness by enhancing our online services such as the ability to complete Code Compliance Certificate application forms online.
	Building consent services are professional and meet the needs of customers	Quality	The percentage of customers satisfied with the building consent services provided	87%	90%	90%	90%	90%	Internally delivered survey of building control customers from the previous 12 months	Adherence to the Customer Care Strategy; providing more opportunities for customers to engage and feedback

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[41] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Environmental health

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[42]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community	Premises are assisted to improve hygiene standards and minimise risks to customers	Health and safety	The maintenance of Notice of Recognition pursuant to Section 135, Food Act 2014	Achieved	Achieved	Achieved	Achieved	Achieved	Annual internal audit plus a two-yearly external audit	Delivery of internal quality audits; operational management team reviews; strategic management team reviews
			Percentage of health licenced premises[43] inspected at least once in the last 12 months.	New 100%	100%	100%	100%	100%	Property & Rating database report	Preparation of an inspection schedule
			The percentage of Alcohol Licensing applications processed[44] within 20 working days	New	100%	100%	100%	100%	Property & Rating database report	Improve internal processes and adherence to the Customer Care Strategy
			Percentage of alcohol licenced premises[45] inspected at least once in the last 12 months.	New 100%	100%	100%	100%	100%	Property & Rating database report	Preparation of an inspection schedule
	Nuisances are managed or eliminated so that our community is a better place to live	Responsiveness	The percentage of excessive noise complaints attended within 30 minutes	92%	95%	95%	95%	95%	Property & Rating database report	Continuous improvement of noise procedures; review of after-hours contract; weekly team discussions to review develop new strategies.
	Exceptional customer service is delivered	Quality	The percentage of customers satisfied with the environmental health services delivered	68%	70%	70%	70%	70%	Internally delivered survey of environmental health customers from the previous 12 months	Review of customer feedback and refinement of practices accordingly; adherence to the Customer Care Strategy

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[43] Open at least 12 months.

[44] Processed means that all Council actions on the application have been completed prior to the application being passed to the District Licencing Committee for a decision.

[45] Open at least 12 months.

Parking services

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[46]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy, Environment	Parking is well connected and convenient to meet the needs of retailers, shoppers and visitors	Quality	The percentage of the community satisfied with the availability of on-street parking	61%	53%	55%	60%s	70%	Independent Community Views Survey	Adhere to parking management plan

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[46] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Resource management

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[47]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy	Applications are assessed within the statutory timeframes	Responsiveness	The percentage of applications for resource consent (non-notified) issued within statutory timeframes	100%	100%	100%	100%	100%	Property & Rating database	Implementation of 'Continuous Improvement' initiatives (for example by ensuring that we have the right resources to complete core activities); Greater resourcing of services in-house
	Planning services are professional and meet the needs of customers, with clear plainly-worded communication	Quality	The percentage of customers satisfied with the planning services provided	100%	90%	90%	90%	90%	Internally delivered survey of resource consent customers from the previous 12 months	Introduction of publicly accessible interactive planning map service. Process improvement initiatives, such as streamlining report templates, reducing processing times. Review and upgrade of planning webpages, providing relevant information in easy to use format
Environment	A sustainable approach to planning is delivered in line with the agreed community goals of the District Plan	Quality	The percentage of resource consents monitored within five years of being issued	0%	75%	85%	100%	100%	Property & Rating database	Implementation of a quality monitoring program.

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[47] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Airport

Service levels, performance measures and targets

The Council will continue to monitor and report on actual performance against the deliverables set out in the Statement of Intent for Whanganui Airport Joint Venture.

The Whanganui Airport plays an important role in our community to maintain transportation links and aviation activities. Council funds 50% of Whanganui Airport Joint Venture capital and operating expenditure, the other 50% is paid by the Crown as Joint Venture partner.

The priority areas addressed in the Statement of Intent include:
- To provide a Civil Aviation Authority Part 139 certified airport.
- To maintain and improve the assets of the Whanganui Airport in order to present and operate it as a modern and efficient facility and enterprise.
- To maximise commercial opportunities to achieve financial independence (operational and capital).
- To encourage aviation and other service industries and associated enterprises.

Whanganui Port & River

Service levels, performance measures and targets

A newly created Council Controlled organisation will monitor and report on actual performance against the deliverables set out in the Statement of Intent for Whanganui District Council Holdings Limited. The Whanganui Port plays an important role in our community to maintain transportation links and support a viable marine industry.

The priority areas addressed in the Statement of Intent include:

- Operation and maintenance of the port and associated infrastructure;
- Revitalisation of the port; and
- Optimisation of the net income from the Harbour Endowment for port maintenance and capital replacements.

Durie Hill elevator

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[48]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Connectivity / Community / Environment	The Durie Hill elevator is a convenient form of public transport for locals	Quality	The percentage of users satisfied with the Durie Hill elevator experience.	89%[49]	90%	90%	90%	90%	Internally delivered survey	Working with Whanganui & Partners to promote our vintage transport options and iconic attractions.

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[48] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

[49] The 'baseline' is the actual achievement from 2018/19 Annual Report.

Investments

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline [50]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Economy	Investments are effectively managed to enhance development, build prosperity, provide a financial return and repay debt as required	Effectiveness	The forecast net income from Council's City Endowment property portfolio[51]	5.75%	5%	5%	5%	5%	Council's activity financial reports	Active management of the portfolio

[50] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

[51] Returns cover investment properties only and exclude Council overheads.

Governance

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[52]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community	Community involvement in Council activities and decision-making processes is fostered and the Council is responsive to the needs and issues of our community	Responsiveness	The percentage of people who consider that the Mayor and Councillors have responded well to community needs and issues.	New	50%	50%	50%	50%	Independent Community Views Survey	Councillors are contactable and available to the community, governance support is provided and professional development programmes in place. Consultation is undertaken on key issues, media releases are regularly published and a weekly 'Community Link' page is provided in the newspaper.
	The views of the rural community are successfully represented by the Rural Community Board	Quality	The percentage of rural people who consider that the Rural Community Board has responded well to rural community needs and issues.	New	30%	40%	50%	50%	Independent Community Views Survey	Enhanced communication efforts; implementation of the Rural Directions 2020-30 strategic plan and greater advocacy through making submissions to the Long Term Plan, Annual Plan and other consultations.
	Meetings are held and agendas are made available to the public in advance	Timeliness	The percentage of Council and committee agendas made available to the public two working days before the meeting	100%	100%	100%	100%	100%	Exception reporting	Implementation of new online tools for enhanced efficiency and adherence to legislative requirements

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[52] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Corporate management

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[53]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Customer services										
Community / Economy	Council issues and queries are resolved quickly and effectively and Council is recognised as a provider of consistently outstanding customer service	Quality	Overall satisfaction with experience visiting Council	92%	90%	90%	90%	90%	Internally delivered survey.	Implementation of a Customer Care Strategy; implementation of customer service training (for all staff); integration of customer service components into the performance development framework
		Quality	The percentage of the community rating the performance of Council staff as good or very good	72%	65%	70%	75%	80%	Independent Community Views Survey	As above
Health, Safety and Wellbeing										
Community	The Council is a safe and healthy workplace of choice	Health, safety and wellbeing	The number of reported workplace incidents for Council employees	*New*	<100	<100	<100	<100	HSMS Reporting System	Employee wellbeing programme initiatives; health and safety induction for all new staff; ease of access to health, safety and wellbeing information.
Communications										
Community / Economy	Communication is informative,	Quality	The percentage of users who agree that	*New*	60%	65%	70%	70%	Internal survey	Improving the navigation

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[53] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[53]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
	engaging, helpful and understandable		the Council website is easy to navigate and find what they are looking for.							architecture, design and accessibility of the Council website. Updating and improving website content.
Finance										
Community	Council's finances are prudently managed	Quality	The documents we have audited receive an unmodified audit opinion	100%	100%	100%	100%	100%	Audit opinion letters	Continuing to build on staff knowledge and skills
Information services										
Community	Council information is looked after for future generations and is consistently available	Responsiveness/Connectivity	The percentage of archives requests responded to within 24 hours	100%	100%	100%	100%	100%	Hardcopy and electronic records of customer interactions	Maintenance of detailed records; adherence to the Customer Care Strategy; ensuring that customers are provided with clear timeframes (appointments are made if the request is going to take longer to respond to)
Strategy and policy										
Community	The people of Whanganui are empowered to have their say and we provide good quality long-term advice that articulates the vision of our district	Responsiveness	The percentage of people satisfied that they have had opportunity to have their say.	New	40%	50%	60%	70%	Targeted survey	Delivery of a variety of inclusive consultation and engagement methods and greater use of online tools.

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline[53]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
	Bylaws are kept up to date to protect community safety, health and amenity	Responsiveness	The percentage of bylaws reviewed five years after they are made (and then 10 years after that)	100%	100%	100%	100%	100%	Council meeting records	Undertaking a systematic approach to review. Adherence to a review programme.

Community and operational property

Community Outcomes	Customer levels of service	Customer value	Customer service performance measures						Performance level procedure	Initiatives to improve levels of service
			Performance measure	Baseline [54]	Year 1 Target (2021-2022)	Year 2 Target (2022-2023)	Year 3 Target (2023-2024)	Years 4-10 Target (2024-2031)		
Community / Creativity	The Community and Operational portfolio is effectively managed meaning that it is efficient, offers economic benefit and supports community organisations	Responsiveness	The percentage of our community organisation tenants on the maximum subsidy (this means that the services they deliver provide maximum benefit to the community) [55]	77%	75%	75%	75%	75%	Property report	Working with organisations to improve their performance against the six criteria of the Community Organisation Leases Policy [56]

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[54] The 'baseline' reflects actual achievement from the last year as reported in the 2019/20 Annual Report. Where this differs from the Annual Report a footnote is used and an explanation given. If it has not been measured in the Annual Report before then it will say 'New'. However, if it is a new measure and data is available then a baseline has been added. It is important that we track progress over the period of the Long Term Plan from a beginning point or 'baseline'.

[55] The maximum subsidy is 90%.

[56] This policy can be accessed on the Council website: www.whanganui.govt.nz