



# Local government planning and reporting on performance

## Guidance and examples of good practice

### Introduction

This guidance is designed to help councils provide appropriate and meaningful performance information in their accountability documents (for example, long-term plans and annual reports). Doing so helps communities and ratepayers better understand what councils are doing for them in the short and longer terms.

The guidance provides a range of individual examples of good practice, where different councils have done more than simply meet minimum statutory requirements.

This guidance is in three parts:

- **Part 1: A well-integrated long-term plan.** This section focuses on how the long-term plan should tell a single overall integrated story. This is important because it helps ratepayers to understand what the council is aiming to deliver and achieve across its groups of activities, given the council's broad operating environment, key strategies (such as the infrastructure strategy and financial strategy) and the council's consultation with the community.
- **Part 2: Community consultation reflected in the long-term plan.** This section focuses on how transparent the council has been with the outcomes of its community consultation processes. This is important because it helps communities to understand how their input has flowed into the council's decisions about what it intends to achieve and its levels of service, which is then reflected in its performance reporting.
- **Part 3: Meaningful performance measures and reporting.** This section focuses on councils presenting appropriate measures for assessing their service delivery and providing meaningful reporting on what has been achieved.



We focused on these three areas because they are important to effective accountability, giving the public a clear understanding of what councils seek to achieve and report on. In these areas, we saw examples of good practice that other councils could learn from.

## Performance information in the long-term plan and annual reports

Councils are primarily accountable to their communities for decisions made and outcomes achieved through their long-term plans and annual reports.

Councils' **long-term plans** set out what they intend to achieve for their communities. Long-term plans outline a council's activities and how these activities fit together. They cover the activities that will be completed over the long-term plan's 10-year period, why the council chose those activities, and the costs of those activities to the community.

Councils are also required to produce **consultation documents** for their long-term plans. The purpose of a consultation document is to provide an effective basis for public participation in a council's decision-making processes about the content of its long-term plan.

A council's **annual report** should give its community a clear understanding of the council's achievements and results against its long-term plan. There should be a particular emphasis on comparing forecast financial and service performance for the past year.

## What is required under the legislation?

The Local Government Act 2002 states that councils are accountable to their communities. The performance information in the long-term plan is an important part of how councils demonstrate their accountability.

The Local Government Act 2022 provides a framework for councils to decide what activities they will carry out and how they will carry them out. The framework requires councils to present information on community outcomes, groups of activities, and a statement of service provision and to clearly and logically link these together.

The statement of service provision must, for each group of activities, include a statement of the intended levels of service provision that specifies:

- any performance measures and groups of activities specified by the Secretary for Local Government;<sup>1</sup>
- the performance measures that the council considers will allow the community to assess the level of service for major aspects of groups of activities for which performance measures have not been specified;
- the performance target(s) set by the council for each performance measure;
- any intended changes to the level of service that was provided for in the year before the first year covered by the long-term plan and the reasons for the changes; and
- the reason for any material change to the cost of a service.

1 From 2014, councils were required to incorporate mandatory service performance measures in their long-term plans and report in the annual reports on the following groups of activities: water supply, sewerage and the treatment and disposal of sewage, stormwater drainage, flood protection and control works, and the provision of roads and footpaths.

## Reporting standard and the annual report

There is an accounting standard, PBE FRS 48, that sets high-level requirements for public sector entities to report on their service performance in their annual report. Although PBE FRS 48 applies to only annual reports, councils should consider applying the requirements of PBE FRS 48 when preparing their long-term plans as these plans serve as the basis for how councils report on their performance in their annual reports.

PBE FRS 48 requires public organisations to present their service performance information in the context of why the organisation exists, what it intends to achieve in broad terms, and what was done during the reporting period to achieve its broader aims and objectives.

PBE FRS 48 sets out principles in relation to service performance information. In particular, it requires public organisations to apply certain qualitative characteristics and certain constraints.

The qualitative characteristics are:

- relevance;
- faithful representation;
- understandability;
- timeliness;
- comparability; and
- verifiability.

The constraints are:

- materiality;
- cost-benefit; and
- balance between the qualitative characteristics.

## About the examples in this guidance

We looked at more than 100 council long-term plans for 2021-2031 and annual reports for 2021/22 to identify examples of good practice.

Recognising the councils' different sizes, roles, capacities, and obligations, we tried to identify examples of good practice from a range of councils as well as examples that we thought other councils could learn from, irrespective of these differences.

The examples in this guidance are what we consider to be good practice in performance reporting. We make no judgements on the actual performance of councils.

We excluded council-controlled organisations because they are more diverse and have different performance reporting obligations.

The examples in this guidance illustrate good practice of specific aspects of *performance reporting*. However, that doesn't mean they meet good practice standards for accessibility. We didn't assess these examples against web accessibility standards. Given that most accountability documents are read online, we recommend that preparers of long-term plans and annual reports consult the World Wide Web Consortium (W3C) guidelines on how to ensure that their content meets accessibility requirements.

# Part 1: A well-integrated long-term plan

An effective long-term plan should provide an *integrated* account of its key components:

- The operating environment and key assumptions (that is, the key external environmental issues that could affect the council and the communities it serves, and the assumptions the council has made on their impact).
- Community outcomes and links to well-being that are presented in a way that is understandable and meaningful to communities.
- Forecast performance measures and targets that provide a meaningful picture of a council's activities and levels of service, focusing on aspects of service and performance that are of greatest importance to its community.
- Financial and infrastructure strategies that are consistent with the planned levels of service and what the council is aiming to provide for its community.

In general, we found many lengthy long-term plans where it was difficult to track and understand how components of the plan related to each other. In many instances, the structure of a council's long-term plan made it difficult to understand how the council had considered the interconnections and trade-offs of the different components.

However, we did find examples of good practice.

## What to aim for and what to avoid

### What to aim for:

A long-term plan that the community can easily understand and allows meaningful reporting on performance in the annual report.

Striking the right balance in being comprehensive and concise – an effective long-term plan should cover the key issues, outcomes, investment decisions, and activities of the council without overwhelming readers with information.

Clear logical connections and alignment between the different components of a long-term plan (such as community outcomes, groups of activities, funding impact statement, financial strategy, and infrastructure strategy).

Robust analysis and clear descriptions of key challenges, risks, and assumptions in the council's operating environment and how these affect other components of the long-term plan.

Infrastructure and financial strategies that are clear about current and future needs, goals, and trade-offs.

Time horizons in the infrastructure strategy that go beyond minimum requirements and are aligned to the lifecycle of the critical assets.

### What to avoid:

Repeating what was done in previous long-term plans without fresh consideration of its appropriateness.

A long and complex long-term plan that some will not want to read.

Not enough focus on what matters to communities.

Treating the long-term plan as a compliance exercise rather than using it to describe the value the council provides to the community.

## Examples of good practice

### Waimakariri District Council



#### What we liked in Waimakariri District Council's 2021-2031 long-term plan

The long-term plan tells an integrated story that presents the key issues facing the Council (such as growth) and the impact of these issues on its infrastructure and financial strategies, what it is aiming to deliver, and the levels of service.

The long-term plan:

- sets the scene well with an early section “Meeting levels of service and community expectations”, which includes commentary on matters such as the main issue facing the Council, balancing community expectations and affordability, and the impact on levels of service (see pages 58-61);

- has robust analysis and clear descriptions of the main challenges, risks, and assumptions in the Council’s operating environment and how these affect the infrastructure and financial strategies;
- has infrastructure and financial strategies that are clear about current and future needs, goals, and trade-offs; and
- includes specific informative sections on its significant infrastructure projects for groups of activities.



## Ashburton District Council



### What we liked in Ashburton District Council's 2021-2031 long-term plan

The long-term plan is concise, easy to understand, and outwardly focused, with clear logical flow and connections between the key components.

The long-term plan has:

- a clear, concise, and comprehensive overview of outcomes, strategic direction, consultation with communities, main challenges, and decisions. There is also a timeline of the major projects that are planned for the next 10 years;
- activities and services that are clearly presented with concise and comprehensive descriptions of how these are related to outcomes, issues, projects, and intended levels of service;
- a clear and well-written infrastructure strategy that takes an effective long-term view of the district's future infrastructure needs and what is needed to address the major issues facing the district in the next 30 years; and
- clear links between the infrastructure and financial strategies.



## Selwyn District Council



### What we liked in Selwyn District Council's 2021-2031 long-term plan

The long-term plan is well-integrated and provides concise and rich contextual information. The long-term plan is accessible and is clearly presented and written.

The long-term plan:

- is accessible and presented in a manner that is focused on the reader;
- provides succinct and clear background information on progress made since the last long-term plan;

- has significant decisions and projects that are displayed clearly and provide the reader with clarity about what is important for the council; and
- has contextual information that supports the description of the measures with background information and is aligned to the groups of activities.





## Auckland Council

Auckland Council is a unitary council. It has wider responsibilities and is not structured like other councils.

Auckland Council's size means its preparation and adoption of the long-term plan is different from smaller councils. Nevertheless, we have selected examples from Auckland Council's long-term plan to illustrate what it is doing well.



### What we liked in Auckland Council's 10-year Budget (2021-2031 long-term plan)

The long-term plan is comprehensive and integrated. It consists of three volumes with good information describing the council, what's important to its community, the challenges and issues it faces, and the strategies it will implement.

The long-term plan has:

- a comprehensive snapshot that focuses on the challenges the Council faces, as well as its focus areas, issues, priorities, and funding levers (see page 5, volume 1);

- a well-constructed diagram that shows the relationships between Auckland Plan outcomes and the groups of activities (see page 148, volume 2);
- a well-presented 30-year infrastructure strategy that has two simple diagrams showing contents, components, issues, responses, and an implementation plan (see pages 11-12, volume 2); and
- issues in the infrastructure strategy that are thoroughly described and focus on emerging issues, what the Council is working on, and what the Council already knows.

The Council uses diagrams and a concise narrative to tell its story.



# Part 2: Community consultation reflected in the long-term plan

Consulting with the community on the long-term plan is critical to building and maintaining trust and confidence and to ensure that community concerns and views are fully considered in the final long-term plan.

The Local Government Act requires councils to prepare consultation documents. The purpose of a consultation document is to provide an effective basis for public participation in local authority decision-making processes about the content of a council's long-term plan.

We consider it good practice for the long-term plan to include a concise summary of the issues presented in the consultation document, the community feedback on the options provided, the council's final decisions, and the rationale for those decisions (where it is not clearly aligned to the community feedback).

## What to aim for and what to avoid

### What to aim for:

The long-term plan demonstrates that the council has listened (but not necessarily agreed) to the feedback that it has received from the community on the options through the consultation process.

The summary of the consultation process is concise, easily accessible, and understandable. The summary also clearly describes the feedback (for example, using statistics, graphs, and charts) and the impact on decision-making, including on levels of service.

### What to avoid:

An incomplete summary of key aspects of the community feedback from the consultation process and of how consultation affected decision-making.

## Examples of good practice

### Tararua District Council

#### What we liked in Tararua District Council's 2021-2031 long-term plan



The Council describes each topic concisely and outlines the options consulted on, the support provided by the community, and decisions made by the Council after consulting with the community.

### Right Debate topics

#### Community development

Council proposed introducing a new activity called Community Development. This activity will include the services of the current Community Support activity as well as launching new services for our communities. Two new Community Development positions will allow Council to focus on:

- Facilitating community-led development activities towards the development of formal plans for each community to achieve the outcomes they want for themselves.

- Supporting community projects with regulatory matters to achieve faster outcomes.
- Supporting significant community projects to raise external funding.
- Raising external funding for Council projects in our communities.

The key to this activity is to better understand the needs and wants of our communities to better inform Council decision-making as well as providing support to achieve positive outcomes for larger community projects.

#### 39 submissions received

##### Option 1

Council to meet the community development objectives from existing budgets.

12

**SUBMISSIONS IN SUPPORT**

##### Option 2

Council to establish a new Community Development activity and invest in two new roles with a community development focus at an additional cost of \$140,000 per year.

25

**SUBMISSIONS IN SUPPORT**

##### Option 3

Council introduces Option 2 plus increase the investment by a further \$60,000 in community development to deliver additional community outcomes.

2

**SUBMISSIONS IN SUPPORT**

Council decided that with the reinstatement of the four aspects of wellbeing (social, economic, environmental and cultural wellbeing of the district's communities) into legislation, Council will introduce option 2 of a new activity called Community Development and invest in two new roles from 1 July 2021.

## Ashburton District Council



### What we liked in Ashburton District Council’s 2021-2031 long-term plan

In Ashburton District Council’s long-term plan:

- Engaging with the community is connected to one of its outcomes (“Residents are included and have a voice”) to identify the public’s priorities and matters of interest for the long term. This informs the focus of the long-term plan.
- There is a concise and clear summary of feedback from the community.
- The timeline of the different engagements the council had with its community is shown in a simple and effective way and lists the key topics that the community decided, ranking them in order of importance.

## ENGAGING WITH OUR COMMUNITY

### EARLY FEEDBACK

In 2017 we ran a campaign called ‘Our Place’ to identify your priorities for our district over the next ten years. Three years later, in August 2020, we asked you if these were still your priorities for our district. We received 1,121 responses.

The following eight topics are ranked in order of most importance to you. The main change from three years prior is the second bridge development moving from fifth place to third.

1. Roading
2. Community safety
3. Second bridge development in Ashburton
4. Environment
5. Business development
6. Town centre development
7. EA Networks Centre development
8. Recreation and entertainment

We also received feedback that you would like us to focus more on **roading** and **second bridge development in Ashburton**. Feedback was split on whether to do more or the same in the areas of **community safety**, **environment** and **business development**. On the whole, our community was happy with our work in **town centre development** and **EA Networks Centre development**.

This feedback and all the written comments that were provided helped us prioritise the key work areas while developing our draft 10 Year Plan.



## Napier City Council



### What we liked in Napier City Council's 2021-2031 long-term plan

The Council engaged the community early to understand public interest and seek community views on what was important to them. This helped inform the focus of the consultation document and the long-term plan. The feedback from the consultation process was summarised clearly and at a high level. The Council clearly and simply described the consultation process, breakdown of responses, and decisions.



Our Long Term Plan sets out Council's intentions for the next 10 years and out to 30 years when it comes to our infrastructure. This plan details what we're going to invest in, what services and facilities our community can expect, and how we're going to pay for everything. For that reason, it's important we talk with our community as we develop this plan to ensure it reflects what our people need and want from the city and from Council.

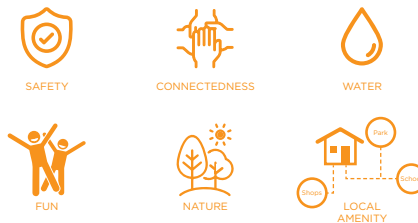
This section briefly outlines our engagement approach in developing this Long Term Plan and sets out the decisions and changes made by Council during deliberations.

#### How Council engaged and consulted

##### Pre-engagement

It is good practice to find opportunities for early engagement prior to formal consultation to 'check in' with the community on its priorities. Council conducted a period of pre-engagement over August and September 2020 which involved empathy interviews, online and physical blackboards, and focus groups to understand what the community needs.

##### Key themes included:



In December 2020 the pre-engagement was followed by a socialisation campaign to again test our understanding of what is important to the people of Napier, particularly after the COVID-19 lockdowns and November 2020 flood event. Respondents ranked drinking water as their most important priority, followed closely by waste and stormwater. Local and accessible amenities and safe communities were ranked as third most important and city vibrancy and green/open spaces came in fourth and fifth respectively.

##### Special consultative procedure

The Local Government Act 2002 requires Council to use a special consultative procedure in adopting its Long Term Plan. The procedure means we have to prepare a consultation document which concisely summarises the key issues facing Council, options for addressing those issues, and implications of the options for rates, debt, and levels of service.

A consultation document was adopted by Council in early April 2021 following an independent audit. Consultation opened on 12 April and closed on 12 May 2021.

There were eight substantive consultation items:

- The timing of water supply projects;
- Council's proposed approach to chlorine-free water supply;
- Investment in a Regional Park in Ahuriri;
- Development of Te Pihinga, a community centre in Maraenui;
- Council's approach to funding a shortfall for the provision of affordable housing;
- Interim operation of the Faraday Centre pending decisions about its long-term future;
- A proposed ambassadorial approach to street management, and
- A proposal to increase the number of Local Area Traffic Safety Plans completed each year.

An average rates increase of 8% was proposed with further rates rises over the 10-year period, and the consultation document set out how Council plans on using loans.

A range of engagement and promotional tools were created to support the consultation, including:

- Facebook Live sessions;
- Community meetings;
- 'Pop-up' stalls;
- Book-a-chat with Councillors, and
- Multimedia advertising (print, radio, online, social media).

#### Submissions

Overall:

- 710 submissions were received (including two late submissions);
- 69 of which were made on behalf of an organisation or group;
- 35 submissions were received on the hard copy form, with the rest being lodged online;
- 64 submitters spoke to their submission in person at the hearings held at Pettigrew Green Arena on 8 and 9 June 2021, and
- 11 groups sought Council funding for various initiatives.

A high-level summary of the feedback and comments received through the formal consultation process is as follows:

| Consultation Item                   | Options provided  | Breakdown of responses                   | Key themes  |
|-------------------------------------|---|--|---|
| Water Supply Projects               | Option One: <b>Begin the work now</b><br>Option Two: <b>Begin the work later</b>            | 523 (93.1%)<br>93.1% agreed<br>23 (6.9%) | <ul style="list-style-type: none"> <li>• Should be an urgent priority</li> <li>• Chlorine and associated concerns</li> <li>• More information needed</li> <li>• Unhappy about the personal costs of filters</li> <li>• Concern about aquifer supply</li> </ul>  |
| Council's Approach to Chlorine-free | Option One: <b>Agree with the approach</b><br>Option Two: <b>Disagree with the approach</b> | 450 (76%)<br>76% agreed<br>142 (24%)     | <ul style="list-style-type: none"> <li>In support of chlorine-free:                             <ul style="list-style-type: none"> <li>• General dislike for chlorine</li> <li>• Health concerns</li> <li>• Support the Guardians of the Aquifer submission</li> <li>• Frustration with having to pay for filters</li> <li>• Would prefer alternative approaches</li> </ul> </li> <li>Opposing chlorine-free:                             <ul style="list-style-type: none"> <li>• Too high a cost</li> <li>• Safety should be the priority</li> <li>• Not 'essential'</li> </ul> </li> </ul> |

# Part 3: Meaningful performance measures and reporting

A **long-term plan** should provide a clear basis for assessing a council's performance. The service performance information in a council's annual report should allow communities to effectively assess the council's performance and hold it to account.

An effective long-term plan should include a **performance reporting framework** that describes to communities:

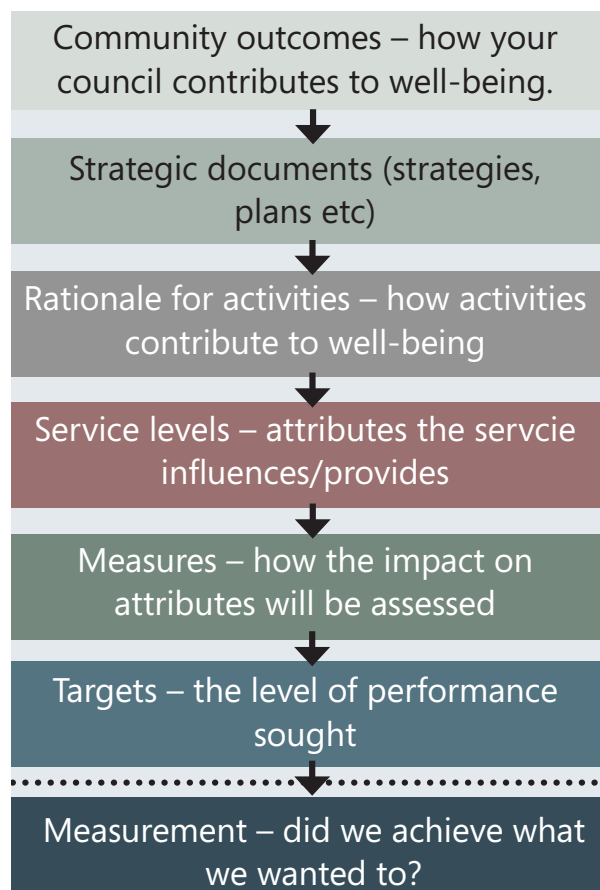
- what the council intends to achieve;
- the services the council intends to deliver; and
- how performance will be assessed.

The performance reporting framework should reflect the council's intended direction, both overall and for each group of activities. It should provide clarity about what the council plans to achieve in the short term and an indication of its plans and performance in the longer term.

The performance reporting framework is the main mechanism for the council to inform its community about:

- the range, quality, quantity, timeliness, and effect of the services it intends to provide; and
- the choices made by the local authority for its services.

A well-designed, cohesive performance reporting framework will clearly reflect the links between the following elements (right).



Source: Taituarā | SOLGM (2020), *Your Side of the deal 2021: Performance Management in the Long Term Plan*.

The framework should include comprehensive, meaningful, and appropriate measures that provide an adequate basis for reporting on the council's performance in the annual report and for determining whether a level of service has been delivered.

Accordingly, when selecting measures, councils should consider:

- the aspects of service and performance that are most important to the community;
- whether the measures are relevant, understandable, and verifiable;
- whether the measures and targets will enable readers to assess the effectiveness of a council's main policy and investment decisions;
- whether the measures and targets reflect the financial significance of the activity; and
- the most important dimensions of performance in delivering services, such as quantity, responsiveness, quality, reliability, timeliness, and accessibility.

Although most councils' performance measures relate to service delivery and core services, their broader service performance objectives should also be clear for each group of activities. These objectives may be encompassed in the rationale statement for a group of activities, the levels of service statements, or other narrative on the group of activities. It will often

be appropriate to have achievement (or impact) measures in relation to those broader objectives to assess how the council is promoting improved well-being outcomes for the community (as well as the measures of service delivery).

The annual report must provide an honest account of how the council performed during the year. It should provide meaningful and relevant information that allows readers to understand how well the council has performed against its planned levels of service.

## Examples of good practice

Our good practice examples draw on both 2021-2031 long-term plans and 2021/22 annual reports.

We have categorised the examples under four themes:

- appropriate and meaningful mix of measures;
- balanced reporting on what went well and what didn't go well;
- comparability; and
- commentary and analysis.

## What to aim for and what to avoid

### What to aim for:

#### *Measures*

Starting the process of developing the performance reporting framework for the new long-term plan by first performing a structured review of the framework in the existing long-term plan.

A clear and logical rationale for the council's activities so that selected levels of service with their associated performance measures and targets can be assessed and well understood by the public.

Relevant performance measures that focus on the important aspects of the services that the council provides within the context of its broader service performance objectives and community outcomes.

A mix of performance measures that are important to communities and cover different aspects of performance, such as quality, quantity, timeliness, and location, where appropriate.

The selection of measures is aligned with planned changes in levels of service and any changes in investment.

Service quality measures cover both the ratepayer/customer perspective and more technical assessments (for example, compliance of drinking water supplies with standards).

Meaningful measures for community outcomes, where appropriate.

#### *Balanced reporting*

Open and honest reporting in the annual report on what went well and what didn't go well, and a clear and concise explanation of how performance will be improved.

#### *Comparability*

Using trends and prior year comparatives to help readers understand targets in the long-term plan and actual performance in the annual report.

#### *Commentary and analysis*

Concise and understandable performance overviews and summaries in the annual report.

A degree of focus in the annual report on performance improvements within the context of the commentary and analysis of the current year results.



**What to avoid:**

*Measures*

Repeating what has been reported in past long-term plans and/or continually adding performance measures without considering what measures are most relevant to the council's objectives, priorities, and planned levels of service.

Including measures that are important to council managers but less important to the community.

Including information simply because it is what the council has on hand.

Including technical measures without explaining what they mean and their relevance.

Using, and reporting against, only the mandatory measures set by the Department of Internal Affairs for the relevant groups of activities when there are other important levels of service planned that are not covered by the mandatory measures.

Not focusing enough on the quality of service delivery.

Relying only on surveys for assessing the quality of the council's service delivery.

Lacking a systematic process for recording relevant information at source.

*Balanced reporting*

Over-emphasis and reporting on only what went well.

*Comparability*

Not including prior year comparators in the long-term plan when setting targets.

*Commentary and analysis*

Focusing in the annual report only on what happened, without explaining the underlying reasons for any performance issues.

## Appropriate and meaningful mix of measures

Relevant and appropriate performance measures covering different dimensions of performance for the major aspects of the council's activities are a core component of good performance reporting.

### Otago Regional Council



#### What we liked in Otago Regional Council's 2021-2031 long-term plan and 2021/22 annual report

Public transport patronage measures are common for regional councils. Otago Regional Council's long-term plan supports these measures with meaningful performance information that enhances their relevance.

The next 10 years will be a challenging but exciting period for our public transport system as it responds to changes from population growth and movement to uncertain economic conditions. Technology is improving and more accessible, at the same time we have national goals to lower carbon emissions. Public transport will need to become the preferred mode of travel for more people more often to support broader societal, economic and environmental outcomes.

Importantly this LTP signals, during this 10-year planning horizon, significant decisions on public transport infrastructure, particularly in Queenstown. At this stage Council is working with its partners to bring this vision to life for future community consideration.

This programme faces challenges including:

- COVID impact on patronage numbers for Queenstown. These are not expected to return to pre-COVID levels in the short-term.
- Private motor vehicle use – a large number of urban residents are opting to use alternative modes of travel, largely single occupancy private car trips. This means the Otago region, particularly the areas paying the targeted transport rate, is not fully benefiting from public transport. Higher patronage provides more funding for more public transport service improvement – a virtuous cycle that reduces traffic volumes, reduces greenhouse emissions, reduces the need for infrastructure to accommodate private vehicles (e.g. car parking, roading), improves safety, and encourages more active lifestyles.
- Financial sustainability delivering a service that attracts desired levels of patronage whilst remaining financially sustainable for our customers, ratepayers and our funding partners is an important issue. Expenditure on public transport needs to be at a level our communities can afford. To date the service has been operating with a shortfall, even with the Waka Kotahi 51% contribution. This shortfall has been supported by reserve funds and additional one-off grants. The transport reserves are in deficit, reflecting this situation. Without the transport services making a positive contribution (via fares), there are reduced funds to keep making desired changes and improvements. The Dunedin Public Transport Joint Committee – consisting of Otago Regional Council and Dunedin City Council and NZTA will consider funding, including fares over this LTP cycle.

In its annual report, it then usefully refers to specific initiatives during the year, such as allowing pets on buses during off-peak times and enclosed in carriers, and continuing a \$2 fare trial.

Public transport services were delivered in Dunedin and Queenstown throughout the year, along with customer experience initiatives such as free travel to key events, allowing pets on buses (off-peak and enclosed in carriers), continuation of the \$2-fare trial, improvements to our Transit app which shows bus movements, and installing an e-stop at Arthurs Point, Queenstown. The Council also continued to contract a ferry service on Lake Whakatipu. Ferry service patronage for the 2021-22 year topped 60,000 users, a 12% increase on 2020-21.

## Selwyn District Council



### What we liked in Selwyn District Council's 2021-2031 long-term plan

The Council uses a mix of measures that cover different aspects of performance – how well the community centres and halls are used, the extent to which costs are covered, and the satisfaction of those using these facilities.

| Objective  | Current Service  | Planned Service 2021-24  | Indicative Service 2024-31  | Performance Measure   | Current Performance  | 2021/22                                  | 2022/23                                  | 2023/24                                  | 2024-31                                  |
|--|--|--|---|---|--|--|--|--|--|
| <b>Community Centres and Halls</b>   |  |  |   |   |  |  |  |  |  |
| To support social connections and active lifestyles by providing venues for social, cultural, creative, recreational and education purposes as well as encouraging corporate and private use | Community centres and halls are promoted and utilised by Selwyn residents  | Community centres and halls are operated on a network basis and are well promoted and utilised by Selwyn residents                               | Community centres and halls are operated on a network basis with new Leeston Community Centre and Library Complex, and are well promoted and utilised by Selwyn residents | The total bookings (community, corporate and private) of Council community centres and halls, by Ward, increase per annum   | New measure  | ≥5%                                      | ≥5%                                      | ≥5%                                      | ≥5%                                      |
|  | Community centres & Halls are affordable; providing transparent and straightforward access to private and corporate hires and generating revenue | Community centres & Halls are affordable; providing transparent and straightforward access to private and corporate hires and generating revenue | Community centres & Halls are affordable; providing transparent and straightforward access to private and corporate hires and generating revenue                          | The percentage of Council owned community centres / halls, by Ward, continue to generate revenue meeting or exceeding 20% of operating costs (excluding capital project costs) per annum  | New measure  | 75%                                      | ≥75%                                     | ≥75%                                     | ≥75%                                     |
|  | The standard of community centre/hall facilities and level of activation reflects the community & user expectations                              | The standard of community centre/hall facilities and level of activation reflects the community & user expectations                              | The standard of community centre/hall facilities and level of activation reflects the community & user expectations   | The % satisfaction from annual user surveys for:<br>a) Lincoln Event Centre (LEC)<br>b) Rolleston Community Centre (RCC)<br>c) West Melton Community Centre (WMCC)<br>d) Selwyn Sports Centre (SSC)   | 99.3% = LEC<br>95.6% = RCC<br>100% = WMCC<br>New Measure = SSC                         | a) ≥90%<br>b) ≥90%<br>c) ≥90%<br>d) ≥90% | a) ≥90%<br>b) ≥90%<br>c) ≥90%<br>d) ≥90% | a) ≥90%<br>b) ≥90%<br>c) ≥90%<br>d) ≥90% | a) ≥90%<br>b) ≥90%<br>c) ≥90%<br>d) ≥90% |
|  | Community centres and halls provide venues for a range of different activities and events and are accessible to, and well used by, the community | Community centres and halls provide venues for a range of different activities and events and are accessible to, and well used by, the community | Community centres and halls provide venues for a range of different activities and events and are accessible to, and well used by, the community                          | Total number of visits at LEC, RCC, WMCC, and SSC<br>a) Lincoln Event Centre (LEC) = 60,000 pa<br>b) Rolleston Community Centre (RCC) = 30,000 pa<br>c) West Melton Community Centre (WMCC) = 30,000 pa<br>d) Selwyn Sports Centre (SSC) = 250,000 pa | 167,682 = LEC<br>64,819 = RCC<br>44,074 = WMCC<br>New Measure = SSC<br>Total = 276,575 | ≥350,000                                 | ≥350,000                                 | ≥350,000                                 | ≥350,000                                 |

## Hawke’s Bay Regional Council



### What we liked in Hawke’s Bay Regional Council’s 2021/22 annual report

The Council has meaningful measures that are linked to community outcomes describing the difference the Council is making.

These are well described, with rich commentary about progress and actions needed for the next reporting period.

## NGĀ HUA Ā-HAPORI COMMUNITY OUTCOMES

| Community outcome measures (whenua   land)  | Status  |
|---|---|
| <p><b>By 2025, all farms, orchards and vineyards operate under a Farm Environment Management Plan (FEMP) or an independently audited industry best practice framework</b></p>   | <p><b>On track</b><br/>(Tukituki)</p> <p><b>Off track</b><br/>(other catchments)</p>  |
| <p><b>Progress over 2021-2022:</b> All farms over 4 hectares in the Tukituki catchment are required to have a FEMP. An extended deadline from 31 May 2021 to 31 May 2022 was given, and 94.5% of all eligible land in the Tukituki has been covered through a re-submitted FEMP. Compliance action is being undertaken on 21 properties who have not engaged with a provider. Existing plans are still operative across the Tukituki.</p>   | <p><b>Actions underway to achieve the target:</b> A work programme is underway to plan for the 2024 Tukituki FEMP deadline (a three-yearly cycle) to effectively manage applications due on the same date (31 May 2024). Properties outside of the Tukituki catchment currently have no requirement to submit a FEMP to HBRC. A national framework for Freshwater Farm Plans is currently proposed through the Ministry for the Environment, with draft legislation due in late 2022. The National Farm Plan Framework will inform the rollout of further farm planning across the rest of the region and help us achieve this outcome target, however a scale up of resources to manage this is likely to be required.</p> |
| <p><b>By 2030, all land-users in critical source areas have phosphorus management plans being implemented, with at least 50% of highly erodible land treated with soil conservation plantings</b></p>   | <p><b>On track</b><br/>(Tukituki)</p> <p><b>Off track</b><br/>(other catchments)</p>  |
| <p><b>Progress over 2021-2022:</b> All properties over 4 hectares within the Tukituki catchment require a FEMP that must include a comprehensive phosphorus management plan. To date, 94.5% of eligible land in the Tukituki has been covered through a re-submitted FEMP. Compliance action is being undertaken for 21 properties for failing to update their FEMP. The Erosion Control Scheme outputs on erodible land are reported in the next outcome measure.</p>  | <p><b>Actions underway to achieve the target:</b> The next FEMP update to HBRC (and review of phosphorus management) on Tukituki properties is not due until 31 May 2024. The national requirement for Freshwater Farm Plans (currently in development) is expected to require identification and management of critical source areas for phosphorus loss on-farm.</p>  |
| <p><b>By 2025, catchment management plans are established to target improvements on land that lead to water quality improvements</b></p>  | <p><b>On track</b></p>  |
| <p><b>Progress over 2021-2022:</b> Our Catchment Delivery teams have been developing catchment snapshots across the region. These catchment snapshots outline, within a catchment, the biophysical attributes and issues, such as catchment groups, tangata whenua, funding, significant sites, Land Use Capability, land use and soil description, forestry, community demographics, and economic value. Furthermore, the snapshots identify all current work programmes being delivered by the various agencies and stakeholders.</p> | <p><b>Actions underway to achieve the target:</b> Two new Urban Catchment Advisor roles were approved through the Long Term Plan 2021-2031 for Karamū and Ahuriri. They will connect work across HBRC and the region in those catchments. The catchment snapshots will form the foundation for future catchment management plans, and inform the Kotahi Plan.</p>   |

## Christchurch City Council



### What we liked in Christchurch City Council's 2021-2031 long-term plan

The Council has included measures that directly respond to concerns raised by residents about its libraries during its consultation process.

The section in the long-term plan called “Changes from the draft to the final plan” states that the Council has agreed to “maintain the current opening hours of Tūranga and many of our other libraries. Tūranga will also be open on five public holidays a year” and “maintain the Mobile Library Service for now, with users to be consulted on alternative service arrangements.”

The Council includes measures on library opening hours and supports these measures with a detailed footnote (see the example below). Setting measures on the library opening hours makes sense in this case because this clearly matters to the community.

The Council's long-term plan has additional measures that cover a range of aspects of its service delivery – access, user satisfaction, and collections maintenance.

### Libraries

| Levels of Service Performance Measures  | Actual Results |               | LTP 2018-28 target 2020/21               | LTP 2021-31 Proposed Performance Targets  |         |         |                 |
|---|----------------|---------------|--|---|---------|---------|-----------------|
|   | 2018/19        | 2019/20       |  | 2021/22   | 2022/23 | 2023/24 | Year 10 2030/31 |
| <b>Community spaces through a comprehensive network of libraries, and digital channels</b>                  |                |               |  |   |         |         |                 |
| 3.1.2.1 Residents have access to a physical and digital library relevant to local community need or profile | 52 to 74hrs    | 52 to 74hrs   | Metropolitan and Suburban                | Provide weekly opening hours for existing libraries: 23-74 hours per week (as appropriate for metropolitan, suburban, and neighbourhood) <sup>1</sup> |         |         |                 |
|   | 48 to 57 hrs   | 48 to 51 hrs* | 52 to 74hrs Suburban Medium 48 to 57 hrs |   |         |         |                 |
|   | 36 to 57 hrs   | 36 to 46 hrs* | Neighbourhood 36 to 57 hrs               |   |         |         |                 |

\* Result affected by impact of COVID-19 lockdown.

<sup>1</sup> Post-consultation, the Council resolved to reinstate some Library opening hours, retaining the target of 23-74 hours, rather than 23-69 hours proposed in the draft LTP. These are the resolutions:

1. Close Fendalton and Upper Riccarton libraries at 7 pm, rather than 6 pm as was proposed (2020/21 closing time 8pm).
2. Retain South and Te Hāpua libraries' weekday closure at 7 pm.
3. Open Fingertip Library 1 day in the weekend.
4. Close Sumner on Sundays, Open Aranui on Sundays.
5. Linwood to stay open late on Thursdays.
6. No change to Tūranga hours for public holidays as it is a central city anchor.
7. Retain current 8pm closing at Tūranga.

Three provision measures from 2018 LTP have been merged into this one, as a result of a governance steer to reduce the volume of levels of service. The three levels of service for metropolitan, suburban and neighbourhood libraries have been merged into this single measure. In the 2018 LTP, the targets for these measures were as follows:

- 3.1.2.1 Metropolitan and Suburban 52 to 74 hrs
- 3.1.2.2 Suburban medium 48 to 57 hrs
- 3.1.2.3 Neighbourhood 36 to 57 hrs

The lower end of the range (23 hours) represents the inclusion of the Diamond Harbour Library which was not referenced in LTP 2018.

## Horowhenua District Council



### What we liked in Horowhenua District Council’s 2021-2041 long-term plan

The performance measures about the aquatic centres cover different dimensions of performance and relate to what has changed since Horowhenua District Council’s previous long-term plan.

The Council is also clear on the purpose of the measures with its “What does this tell me?” explanations, which give readers a better understanding of the measure’s relevance.

## Aquatic Centres and Recreation

**The Aquatic Centres and Recreation Activity aims to provide public access to swimming pools, fitness, rehabilitation, and swimming programmes to enhance wellbeing through providing healthy recreational and social opportunities.**

### What Aquatic Centres and Recreation involves:

- Horowhenua Aquatics provide public access to swimming pools, fitness, rehabilitation, and swimming programmes to enhance community wellbeing through providing healthy recreational and social opportunities by:
- Providing opportunities for recreation to improve physical fitness and wellbeing including off site and outreach services.
- Providing a focal point for local communities where they can meet and participate in leisure and recreational activities.
- Providing swimming pools for general use including assisting clubs and organisations to host and run events.
- Providing a certified Swim School Programme in Levin and Foxton.
- Providing safe venues for fun activities and social interaction.
- Providing a venue for Aquatic Sports and competitive activity.
- Providing land and water based fitness and rehabilitation classes both on and off-site.
- Managing Shannon School Swimming Pool during the summer school holidays.
- Facilitating a targeted swimming programme for the rural community within Horowhenua.

### What has changed since the 2018-38 LTP?

- An Aquatic Strategy has been developed that will assist in shaping the future of Aquatic Facilities within Horowhenua and provide direction in respect to future facility investment.
- Community demand for lane space, fitness offerings, and recreation programmes continue to grow resulting in the limited availability of water space during peak times.
- Learn to Swim numbers have continued to grow at both Foxton Pool and Levin Aquatic Centre and income has increased because of this.
- A number of outreach programmes have been developed and continue to be popular with communities.

### Challenges Council faces for this Activity

- A major challenge facing Council for this Activity is the change in demand and Community expectations as well as the ongoing increases in operational costs, coupled with the desire to make fees and charges affordable for our Community. Council is continuing to actively investigate areas for increasing revenue to subsidise other areas of public access.
- Another challenge is the current condition of the Foxton Swimming Pool. This is something that needs to be addressed in the short term. Interest in this facility continues to be strong but in general usage remains low.

### Levels of Service and how we will measure our performance:

| Service  | Community Outcomes                                | How will we measure our performance  | Target 21/22      | Target 22/23      | Target 23/24      | Target 24/41      |
|--|---|--|-------------------|-------------------|-------------------|-------------------|
| Safe aquatic facilities are operating in the District.   | Strong communities Fit for purpose infrastructure | Compliance with relevant standards including PoolSafe Accreditation.                                       | Achieve           | Achieve           | Achieve           | Achieve           |
| <b>What does this tell me?</b>   |   |  |                   |                   |                   |                   |
| This measure is to ensure the safety and enjoyment of aquatic centres for all customers.   |   |  |                   |                   |                   |                   |
| Aquatic centres meet customer needs.   | Strong communities                                | Percent of customers satisfied, based on the Annual Customer Satisfaction Survey.                          | ≥ 90%             | ≥ 90%             | ≥ 90%             | ≥ 90%             |
| <b>What does this tell me?</b>   |   |  |                   |                   |                   |                   |
| The percentage of satisfied customers gives us an indication of the quality of service we are providing.   |   |  |                   |                   |                   |                   |
| A high quality Swim School operates at the Levin and Foxton Aquatic Centres.   | Strong communities                                | Number of participants in Learn to Swim classes.   | ≥ 400 per term    | ≥ 400 per term    | ≥ 400 per term    | ≥ 400 per term    |
| <b>What does this tell me?</b>   |   |  |                   |                   |                   |                   |
| Our pools offer curriculum based water safety and aquatic education programmes to local schools that do not have their own pools. We also offer swimming lessons for people of all ages and abilities to improve their swimming technique and overall skill level. |   |  |                   |                   |                   |                   |
| Local clubs are supported to deliver their own events.   | Strong communities                                | Number of events per year held by clubs-clubs growing and taking ownership of their own events and future. | ≥ 5 per year      | ≥ 5 per year      | ≥ 5 per year      | ≥ 5 per year      |
| <b>What does this tell me?</b>   |   |  |                   |                   |                   |                   |
| Council makes available its facilities for local aquatic clubs and organisations to deliver their own events.  |   |  |                   |                   |                   |                   |
| Growing existing events and developing new ones for the following areas; children, general public, and retirees.   | Strong communities                                | Number of events per year for:<br><br>Children;<br>General public; and<br>Retirees.                        | ≥ 3<br>≥ 3<br>≥ 3 | ≥ 3<br>≥ 3<br>≥ 3 | ≥ 3<br>≥ 3<br>≥ 3 | ≥ 3<br>≥ 3<br>≥ 3 |
| <b>What does this tell me?</b>   |   |  |                   |                   |                   |                   |
| Council supports local sports/recreation clubs and organisations to host and run events on and off site.   |   |  |                   |                   |                   |                   |


## Ashburton District Council



### What we liked in Ashburton District Council's 2021-2031 long-term plan and 2021/22 annual report

The community outcomes are clearly defined, with high-level meaningful success measures for each outcome in the long-term plan.

The Council presents the current and previous year results and trend relating to the community outcomes in its annual report (extracts below). This information contributes to the Council's broader story of performance.




**A prosperous economy based on innovation and opportunity**  
**He ōhaka whai rawa i ruka i te aroka hou me te whai āheika**

We are a welcoming, enabling and business friendly district that encourages local economic development. We provide opportunities for people of all ages and at all phases of life to enjoy a quality of living within our district that is economically sustainable and affordable. We recognise and manage the effects of population growth and actively promote the district as a destination of choice. We value the role our district's natural, cultural and social assets play in supporting economic development.

| HOW WE MEASURE SUCCESS                   | 2020/21  | 2021/22  | Trend |
|--|----------|----------|-------|
| Housing affordability index <sup>3</sup> | 4.9      | 5.8      | ↗     |
| Rental affordability index <sup>3</sup>  | 20%      | 21.2%    | ↗     |
| District GDP                             | \$2,733m | \$2,736m | ↗     |
| Unemployment rate                        | 3.2%     | 2.4%     | ↘     |
| Tourism spend                            | \$93m    | \$101m   | ↗     |

<sup>2</sup> Local Body Elections are held once every three years, with the next election held in the 2022/23 financial year.  
<sup>3</sup> The housing (rental) affordability index is the ratio of the average house value (weekly rent) to average household income. A higher ratio suggests average house prices (rent) are a greater multiple of typical income – indicating lower housing (rental) affordability.



**A balanced & sustainable environment**  
**He taiao toitū**

We are proud of our natural and built environments. We sustainably manage our environment and natural resource to ensure they can be enjoyed now and by future generations and recognise the vital role these play in sustaining our district. We actively support improving the health of our district's rivers, lakes and waterways. Our unique landscapes and indigenous biodiversity are valued. Waste reduction, recycling, energy conservation and efficiency, and water conservation are a part of how we all live.

| HOW WE MEASURE SUCCESS  | 2020/21 | 2021/22 | Trend |
|---|---------|---------|-------|
| Resident satisfaction with the state of the district's environment and biodiversity                             | 87%     | 85%     | ↘     |
| Resident satisfaction with Council's activity to care for the district's environment and biodiversity           | 88%     | 84%     | ↘     |
| Council meets its resource consent conditions for consents held (e.g. water abstraction, wastewater discharges) | 94%     | 91%     | ↘     |

## Balanced reporting on what went well and what didn't go well

When Councils are transparent and open about their overall performance, including what didn't go well, and present this information with due prominence in their annual report, this will likely enable more trust in the performance information in the annual report.

### Whangārei District Council



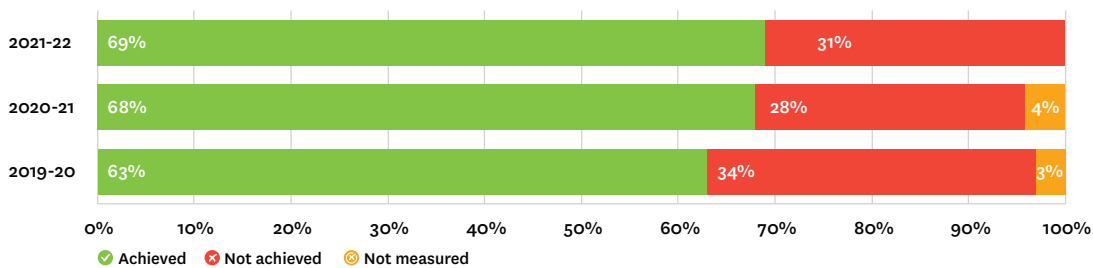
#### What we liked in Whangārei District Council's 2021/22 annual report

The annual report had an effective visual representation of the Council's overall performance for the current year and the two previous years, which enables the community to clearly see when performance objectives have and have not been achieved. The breakdown by activity for the current year further enhanced the performance information.

### OVERALL NON-FINANCIAL PERFORMANCE

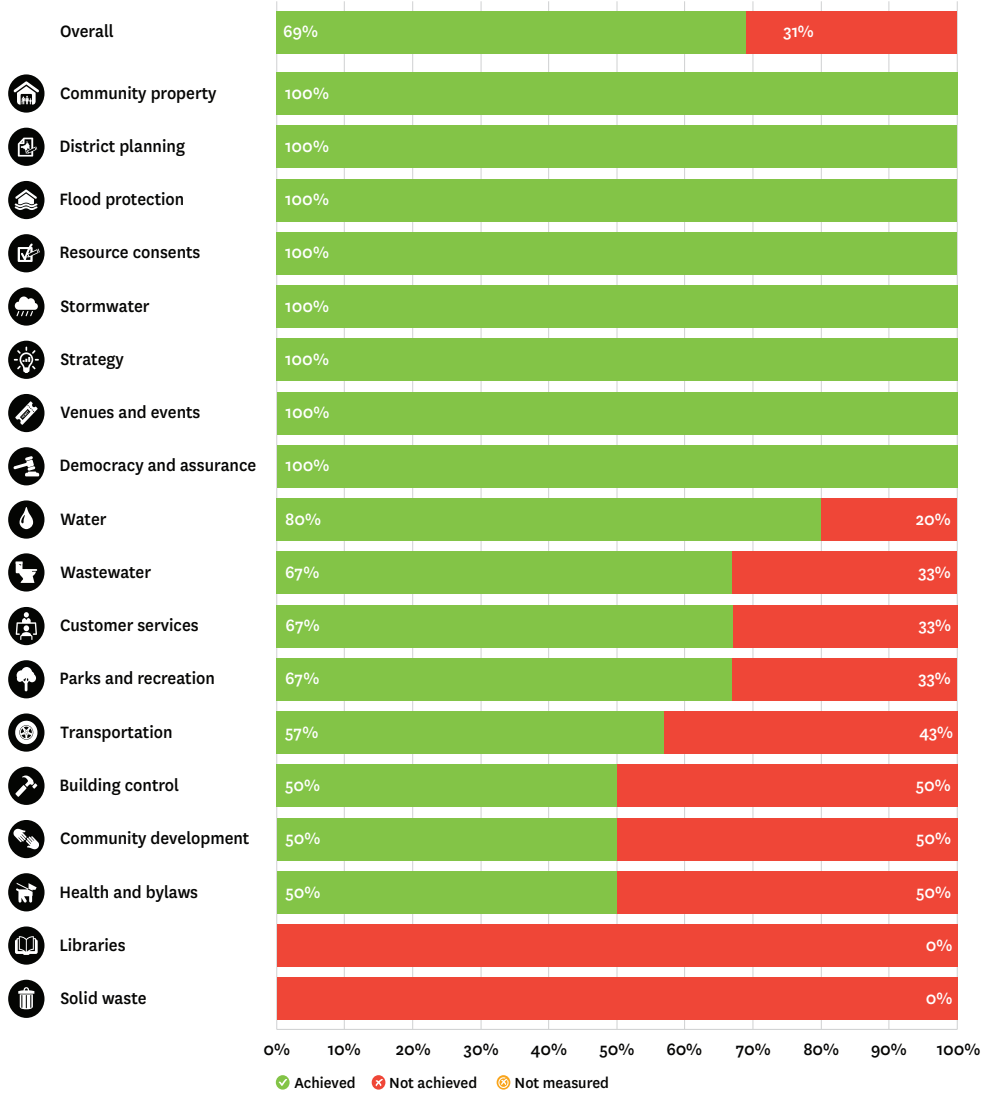
The following graphs summarise our overall performance.

#### Overall service performance by year





### Overall service performance by activity



In reporting on its resident satisfaction survey results, the Council noted that it also asked residents for their views on its forward-planning priorities. Publishing the results of the survey provided transparency about those views. We note that the results can also act as a check for the Council on whether its performance reporting framework is covering the issues that are most important to the community.

In sharing residents' views that making Whangārei safer is the most important community outcome, the Council has openly highlighted the downturn in its results on safety in the district.

The survey asks residents for their opinions on the forward planning priorities for Council. These provide guidance on focus areas and this year the items that gained the most support included:

- Transportation was again considered the most important priority with 48% of respondents choosing this. The three key reasons for this were the quality of repairs, congestion on the roads and the safety of pedestrians and other road users.
- Promoting the District, tourism and economic development rose from 7% to 10%, perhaps not surprising in the post-COVID-19 world.
- Solid waste rounded out the top three with 7%.

The majority of respondents (91%) believe making Whangārei safer is the most important community outcome. Unsurprisingly this is reinforced by responses to the Safety in the District questions where significantly less respondents (72%, down from 78%) felt safe in the District while 35%, down from 43%, expressed overall satisfaction with Council initiatives to promote safety.

## Mackenzie District Council



### What we liked in Mackenzie District Council’s 2021/22 annual report

The Council presents its activity performance information using three headings: “What we did”, “Challenges/issues we experienced”, and “Looking ahead”.

These set it up well to provide clear contextual information in a consistent way, including on the challenges the Council faced in achieving its planned performance. The Council also concisely describes its commitment to achieving the targets.

#### 3.5 Transportation Measure 4: The percentage of road users satisfied with the roading network

|         | 2019/20 | 2020/21 | 2021/22 |
|---------|---------|---------|---------|
| Target: | ≥85%    | ≥85%    | ≥85%    |
| Result: | 79%     | 76%*    | 43%     |

\*This figure includes a 37% ‘neutral’ response which was included in the ‘Achieved’ result in 2020/21. In 2021/22 a ‘neutral’ response of 26% excluded from the ‘Achieved’ result.

**What we did:** Of those surveyed, 56% stated that they were satisfied with our urban roading network, 31% were satisfied with our rural road network and 43% stated they were satisfied with our footpaths. This is an average satisfaction of 43%. This did not meet our target for 2021/22. The neutral tally from our respondents was 26%.

**Challenges/issues we experienced:** At the end of May 2021, we experienced a significant flooding event that affected sections of the rural network. With approximately \$2 million worth of damage and limits to how much Council could fund, remediation work was prioritised and incorporated into our maintenance programme. However, we were able to bring our roads back to an appropriate level of service and build some resilience to the network.

**Looking ahead:** We will continue to focus on improving the experience for our road users and remain committed to ensuring we undertake effective maintenance and improvements to our roading network in a timely manner with minimum disruption. We will also continue to look for new innovative ways of undertaking works and maintenance.

Council sees the need to improve the capacity of our infrastructure through future renewal and improvement programmes to improve the resilience of the roading network, mitigate the effect of the expected increased frequency of larger scale weather events, support local growth and development, and ensure maintenance is cost effective. This is especially important given the reliance on our network by local families and businesses, rural sector seasonal peaks and visitors to our District; and the modern prevalence of a just-in-time supply chain sector.

#### 3.6 Regulatory Services Measure 6: IANZ accreditation is retained

**Target:** Accreditation is retained (our next accreditation assessment is due in July 2023).

| 2019/20 | 2020/21 | 2021/22 |
|---------|---------|---------|
| ✓       | ✓       | ✓       |

**What we did:** We continued to process building consents and code compliance certificates in accordance with our International Accreditation New Zealand (IANZ) accreditation requirements and ensured our documentation and processes remained relevant and current.

**Challenges/issues we experienced:** A full assessment of Council’s Building Consents Authority (BCA) policies, processes and procedures was performed by IANZ during July 2021 to ensure the requirements of our BCA accreditation were met. The final assessment report issued by IANZ dated 21 September 2021 categorised Council’s BCA as low risk. The assessment only identified six non-compliances in total of which none were serious and two were cleared during the assessment process. There were four remaining outstanding non-compliances. IANZ was satisfied Council’s BCA had a suitable plan and sufficient resources to address all non-compliances identified.

**Looking ahead:** Council’s next accreditation assessment is due in July 2023. In the interim we will continue to monitor the requirements in relation to the Building (Accreditation of Building Consent Authorities) Regulations 2006 to ensure Accreditation is retained at all times and prepare for our next audit.

## Comparability

It is good practice for long-term plans to present the latest result available for each performance measure. Setting targets within the context of current performance allows readers to see whether a council is planning to maintain, decrease, or increase its levels of service.

We liked annual reports that used trends and benchmarks to give a clear picture of service delivery and progress against broader achievements over time.

### Christchurch City Council



#### What we liked in Christchurch City Council’s 2021-2031 long-term plan

The Council presents two years of prior year comparatives, which provides good context for its planned levels of service for the new long-term plan.

It also provides its year 3 target from the previous long-term plan (as the actual result would not have been available at that time).

#### Parks and Foreshore

| Levels of Service Performance Measures   | Actual Results |         | LTP 2018-28 target 2020/21   | LTP 2021-31 Proposed Performance Targets   |         |         |                 |
|--|----------------|---------|--|--|---------|---------|-----------------|
|  | 2018/19        | 2019/20 |  | 2021/22  | 2022/23 | 2023/24 | Year 10 2030/31 |
| <b>All Parks – Provision, Maintenance, Asset Condition and Performance</b>   |                |         |  |  |         |         |                 |
| 6.8.2.3 Parks are managed and maintained in a clean, tidy, safe, functional and equitable manner (Asset Performance)     | 84%            | 91%     | Sports fields - condition average or better: 70%   | At least 90% of parks and associated public recreational assets are available for safe public use during opening hours. <sup>1</sup> |         |         |                 |
| 6.8.5 Satisfaction with the overall availability of recreation facilities within the city’s parks and foreshore network. | 74%            | 75%     | Resident satisfaction with range and quality of recreation facilities within Parks: ≥ 85%. | Resident satisfaction with the availability of recreation facilities across the parks and foreshore network: ≥ 70% <sup>2</sup>      |         |         |                 |

<sup>1</sup> Target revised from a condition rating, to reflect availability of use instead, and is expanded to all recreational assets not just sports fields

<sup>2</sup> Previous target “Range and quality of recreation opportunities” replaced by “Availability of recreation facilities”. Target revised from 85% satisfaction to 70% satisfaction to reflect budget levels.

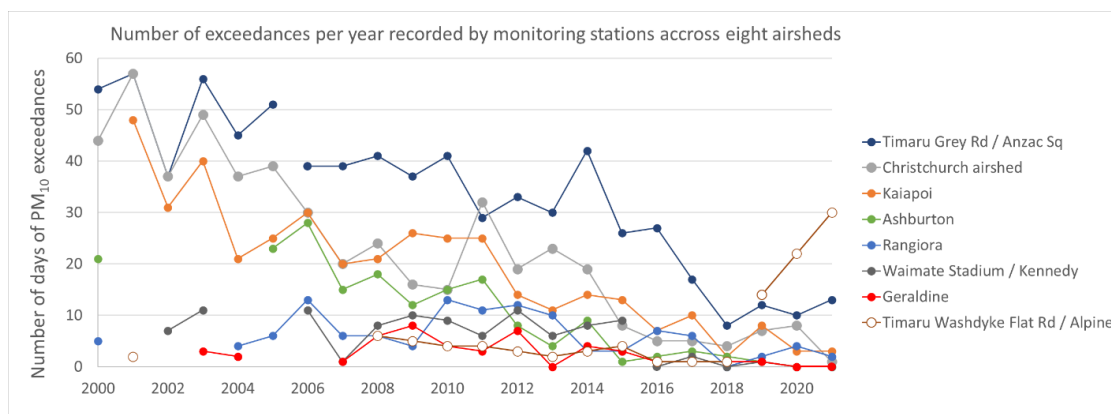
## Environment Canterbury Regional Council



### What we liked in Environment Canterbury’s 2021/22 annual report

The Council shows long-term trends over 20 years to show progress in relation to air quality across its region.

The Council provides thorough commentary on the performance of air quality against the national standard, explaining the trends over time.



### PM10 exceedances in Canterbury in 2021

In 2021, four out of the eight airsheds in Canterbury complied with the national standard. These airsheds were in Ashburton, Christchurch, Geraldine and Waimate.

Kaiapoi, Rangiora and Timaru all had more than one PM10 exceedance in 2021. We are continuing to work with households in these urban centres to install better forms of home heating and reduce emissions from wood burning.

The Washdyke airshed has continued to see the number of PM10 exceedances increasing year-on-year since the monitoring site was moved to a new location in 2019, with 30 exceedances recorded for 2021.

In this airshed, there are more coarse particles which indicate that it is likely these are coming from industry activities in the area such as road dust, unpaved areas, industrial wood and coal fuelled boilers and sea salt given the proximity of Washdyke to the sea. We are continuing to work with Timaru District Council and industry to find ways to address this issue.

## Hawke’s Bay Regional Council

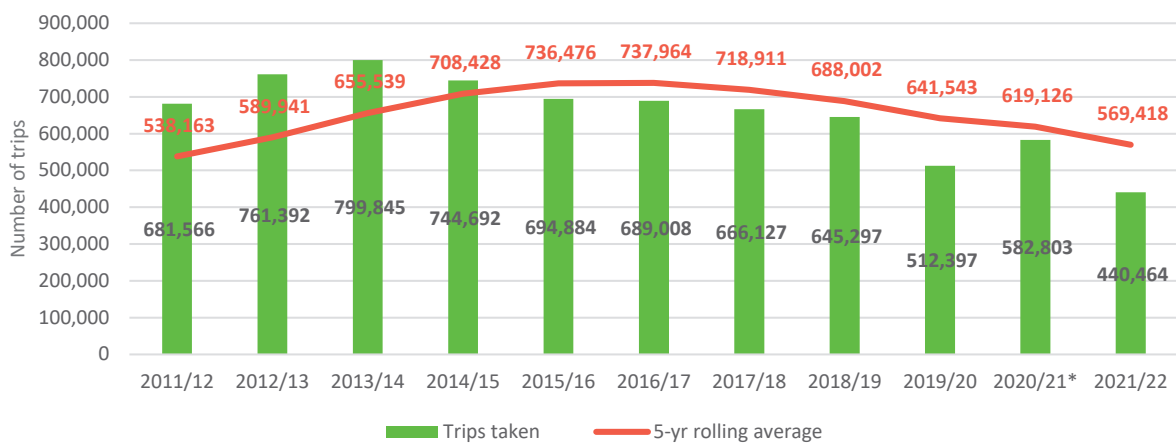


### What we liked in Hawke’s Bay Regional Council’s 2021/22 annual report

The Council uses trends to effectively show progress over time for measures such as annual patronage of bus services for the past 10 years and incidence of deaths and serious injury crashes for the past seven years. This gives a clear picture of impact/effectiveness over time.

#### Trends used to show patronage on bus services:

| Performance measure   | Result Year 1 | Result 2021-22      | Comments   |
|---|---------------|---------------------|--|
| Annual patronage on the Hawke’s Bay bus services<br><b>Target Year 1: Maintain or increasing trend*</b><br><i>(*5-year rolling average)</i> | 619,126<br>●  | <b>569,418</b><br>● | Service disruptions leading to reduced services/cancellations (caused by bus driver resignations and illnesses), ongoing Covid-19 impacts (including health restrictions, people working from home), and implementation of half price fares all affected public transport and bus patronage this year. |

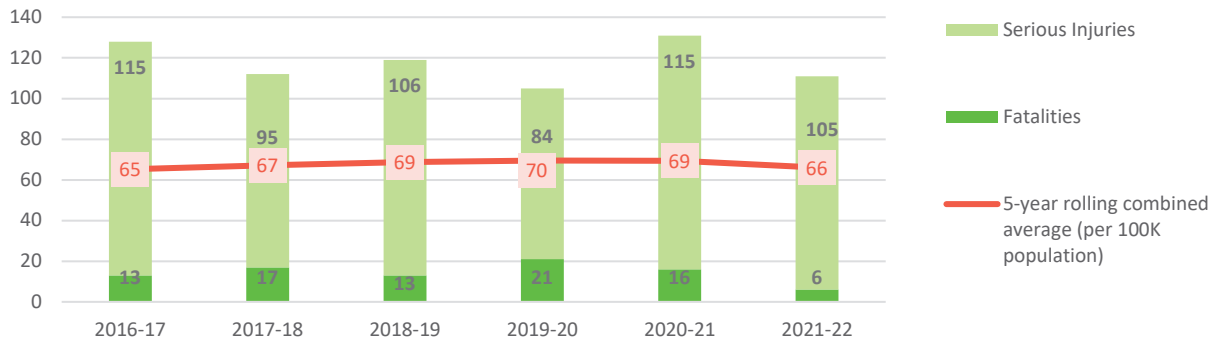


\* data from 1 July- 24 August 2020 had no patronage data due to a transition period in ticketing systems. Patronage numbers from the same period in 2019 was used

Trends used to show the incidence of death and serious injury crashes over a five-year period:

**Level of service:** HBRC will coordinate and implement sustainable regional road safety initiatives so that Hawke’s Bay’s transport network is safe and accessible, and the emotional and financial costs of road traffic crashes are reduced

| Performance measure   | Result Year 1 | Result 2021-22 | Comments   |
|---|---------------|----------------|--|
| Incidence of deaths and serious injury crashes in our region (per 100,000 people)<br>(mandatory measure)<br><br>Target Year 1: Decreasing trend*<br>(*5-year rolling average) | 69<br>●       | 66<br>●        | A Road Safety section 17A review with recommendations was presented in March 2022. |



| 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | Sub-national population estimates for Hawke’s Bay (source: Stats.NZ) |
|---------|---------|---------|---------|---------|---------|--|
| 164,276 | 166,368 | 172,400 | 174,900 | 179,700 | 181,500 |  |

## Taranaki Regional Council



### What we liked in Taranaki Regional Council's 2021/22 annual report

The Council embeds trends in the measures and its reporting. The reporting provides a useful breakdown of the results from the trend analysis.

#### 1 Protection of the life-supporting capacity of water, in-stream uses and values \*

| PROGRAMMED LEVEL OF SERVICE  | REPORTED LEVEL OF SERVICE  |
|--|--|
| <p><b>Measure:</b> Macroinvertebrate Community Index (MCI) values (a measure of freshwater community richness and composition) at least 50 regionally representative sites.</p> <p><b>Target (Years 1-10):</b> The proportion of sites showing a trend (whether significant or indicative) of improvement in MCI against a base year of 1995 to exceed the proportion showing decline over the same period.</p> <p><b>Baseline:</b> There is a continuing regional trend of improvement in the quality of freshwater ecology across the region. MCI values were determined for 59 regionally significant sites. Trend analysis to June 2019 (from 1995) shows 25 sites of 59 with statistically significant trends of improvement, and one with a significant decline.</p> | <p>MCI values have been determined for 63 regionally significant sites. Trend analysis has been undertaken for the period to June 2021 (from 1995) for 56 sites with sufficient data. Results show 36 sites (64%) with an improving trend and 12 sites (21%) degrading. There were 8 sites (14%) where trends were indeterminate. There is a decreasing downstream gradient of macroinvertebrate health from 'A' band to 'D' band (based on the NPS-FM grading criteria) in ring plain streams. The MCI state of the environment monitoring programme continued during the 2021/2022 year.</p> |

\* Adapted from the original Taranaki Regional Council table.



## Hutt City Council



### What we liked in Hutt City Council's 2021/22 annual report

This Council gives three years of previous comparatives. This gives useful context to understand the current year's results and enables readers to get a picture of trends over time.

The Council then supports the results with an explanation for why the current year target was not achieved and why there was a decline in the trend.

#### Key performance indicators

Open spaces, parks and reserves

| Measure  | Target    | Achieved            | Achieved            | Achieved            | Achieved | Year End vs Target | Variance reason  |
|--|-----------|---------------------|---------------------|---------------------|----------|--------------------|--|
|  | 2021-22   | 2018-19             | 2019-20             | 2020-21             | 2021-22  | 2021-22            |  |
| <b>We provide leisure and recreational opportunities to our community</b>  |           |                     |                     |                     |          |                    |  |
| Number of days Council owned/maintained grass sport fields are closed (due to maintenance or drainage issues)            | ≤ 20 days | New measure 2021-22 | New measure 2021-22 | New measure 2021-22 | 15       | ✓                  |  |
| Number of days Council owned/maintained artificial turf sports fields are closed (due to maintenance or drainage issues) | ≤ 10 days | New measure 2021-22 | New measure 2021-22 | New measure 2021-22 | 0        | ✓                  |  |
| Resident satisfaction with sports fields   | ≥ 80%     | 95%                 | 94%                 | 96%                 | 75%      | ✗                  | Residents would have experienced a lower level of service in some activities at times due to COVID-19 restrictions and limitations. For example, during the COVID-19 restrictions in August 2021 the only services were mowing and some bin emptying, playgrounds and toilets were shut and gardening work ceased. |
| Resident satisfaction with parks and reserves  | ≥ 80%     | 96%                 | 97%                 | 96%                 | 77%      | ✗                  |  |
| Resident satisfaction with playgrounds   | ≥ 80%     | Not available       | 97%                 | 95%                 | 71%      | ✗                  |  |

## Commentary and analysis

Good performance reporting will include meaningful analysis and commentary on the reported results for the performance measures, where relevant and needed.

### Hamilton City Council



#### What we liked in Hamilton City Council's 2021/22 annual report

The Council provides rich information and analysis for measures (such as the road crashes measure) by describing in detail “what’s behind the results”. For example, it identifies the disproportionate share of crashes for cyclists and pedestrians, and comments on how it is responding to that issue.

#### Fatal road crashes

| You can expect The transport network to be safe to use.  |                             | KEY: Achieved   Not achieved  |  |
|--|-----------------------------|---|--|
| Measure  | 2021-22 target              | 2021-22 result  | 2020-21 result   |
| The change from the previous financial year in the number of fatal and serious injury crashes on the local road network.   | Decrease from previous year | <b>Increase of 5 (51) fatal or serious injury crashes than 2020-21*</b> | 2 or more fatal or serious injury crashes than 2019-20 |
| What's behind the results  |                             |   |  |
| <p>Council is working towards a safer transport network with a vision of a decreasing trend for both deaths and serious injuries on Hamilton Kirikiriroa roads. We aim to achieve this by delivering projects that are targeted to improve the safety of all road users with a focus on pedestrian, biking facilities, and intersections in order to reduce these crashes. The measure indicates the impact of safety improvements on reducing death and serious harm on Hamilton Kirikiriroa roads.</p> <p>Data is collected from the Crash Analysis System (CAS) managed by Waka Kotahi NZ Transport Agency from data entered by New Zealand Police. This data is live and being continuously updated when investigations and audits are completed. The interim total of fatal and serious injury crashes on Hamilton's local road network (including crashes at intersections with state highways where Waka Kotahi is the controlling authority) is 51 (45 crashes on local roads and six crashes on state highways). The total crashes are above previous years result of 46 crashes, of which 41 crashes were on local roads and five crashes on state highways.</p> <p>Cyclists and pedestrians (including micro-mobility and mobility users) continue to account for a disproportionate share of crashes when compared to mode share of total trips in Hamilton Kirikiriroa. 35% of fatal and serious injuries involved these road user groups despite comprising of only 12% of total estimated trips. We continue targeting funding towards safety improvements in high-risk locations, zones with significant traffic volumes with high mix of other users and areas where there is a community need.</p> <p><small>*Data is at 21 August 2022.</small></p> |                             |   |  |

## Mackenzie District Council



### What we liked in Mackenzie District Council's 2021/22 annual report

The Council gives relevant and meaningful contextual information on its performance. In this example, the Council describes the trade-offs it has made in service delivery. The reporting includes meaningful commentary on why performance significantly exceeded the target.

### 3.5 Transportation Measure 3:

#### The percentage of the unsealed road network renewed using wearing course and stabilisation techniques

|         | 2019/20 | 2020/21 | 2021/22 |
|---------|---------|---------|---------|
| Target: | ≥2%     | ≥2%     | ≥2%     |
| Result: | 6%      | 8%      | 30%     |

**What we did:** During the 2021/22 year Council applied 22,093 m<sup>3</sup> of granular material on our unsealed roads; 156.6 km of maintenance metalling at about 20mm average depth. This exceeded our target for 2021/22.

The total area covered has increased from previous years as we have focussed on applying more meterage of thin gravel layers rather than deeper lift treatment.

We also applied additional patch maintenance gravel to specific areas of our lower volume roads to aid in grader maintenance.

**Challenges/issues we experienced:** The loss of gravel from our unsealed roads can be caused by a number of factors including changes to the use of the road and environmental conditions (e.g. weather conditions and events). Sourcing maintenance materials is also challenging. On average, we lose approximately 17mm of gravel from our unsealed roads every year with some of our higher volume roads losing up to 42mm per year. To help minimise gravel loss, we add clay to our maintenance gravel to bind the surface. This extends the longevity and reduces the frequency of maintenance. Whilst this wearing course treatment increases longevity of our unsealed roading assets, the cost is slightly higher than maintenance metal treatments. We prioritise the use of this on our higher volume roads. Balancing our maintenance methods and costs is a continual challenge for us.

**Looking ahead:** We will continue to monitor and maintain our unsealed road network. When needed, we will plan renewals and/or improvements. We are continually reviewing our roads and innovating ways to maintain our current levels of service while minimising the cost of maintenance. We have a number of weathered rock sites in raw source which we have successfully blended with our crushed river aggregate source to improve its performance and achieve longer life this material.

## Horizons Regional Council



### What we liked in Horizons Regional Council's 2021/22 annual report

The Council provides rich analysis for resource consents and uses a good balance of statistics and narrative in reporting on its monitoring performance. (Note that "HAIL" is defined as Hazardous Activities and Industries List.)

#### Resource Consent and Pollution Management

Over this reporting year, staff focussed their monitoring activity on the resource consents that have the potential to have the greatest environmental risk. A total of 2068 consents were assessed during the year, of which 63 percent were fully compliant with their conditions. 16 percent of assessed consents received Low non-compliance grading, 9 percent received Medium and, 13 percent received Significantly Non Compliant gradings. Consent holders are generally more aware of potential consequences of non-compliances and are proactive in notifying problems to Horizons along with their actions to remedy or mitigate potential effects on the environment. Information continues to be provided to consent holders, and staff are available to undertake additional inspections when requested. Additionally, staff continue to take appropriate enforcement action in the event non-compliance is identified. This has resulted in 13 Formal Warnings, 52 Infringement Notices and 46 Abatement Notices being issued. Six matters were brought before the Courts.

The year has also seen Horizons continue to either process or receive a significant number of complex and high-profile consent applications. For example, Council has continued to progress a number of wastewater treatment plants which has seen both the Eketahuna and Pahiatua plants now operating under a new consent regime. Approximately 261 resource consent applications were granted, resulting in 806 activities being authorised, of which 79 percent were processed within statutory timeframes.

The reporting year saw 1265 incidents received and responded to. This is a slight increase from 2020-2021 year, that saw 1226 incidents received.

Three hundred and twenty one (321) HAIL requests were received and responded to. Most requests relate to purchasers undertaking due diligence as part of a sale and purchase process.

In addition to the above, staff have continued to be involved in the implementation of national regulations such as the National Environmental Standard - Freshwater, National Environmental Standard – Plantation Forestry and National Environmental Standard – End of Life Tyres, and proposals for Resource Management Act reform. Regulatory advice has been provided to significant infrastructure projects such as Otaki to North Levin highway re-alignment and repowering of the Te Rere Hau Windfarm.

A number of performance measures were not met this year as a result of:

- On-going staff vacancies, particularly senior positions;
- The impact of COVID 19, which has been two-fold. First it has resulted in approximately 2,200 hours of lost staff time due to illness; and second, has at times impacted on the ability to undertake site visits, particularly during lock downs and/or being in the red alert level;
- COVID 19 has also impacted both consultants and internal technical staff's ability to assist with providing consent advice in a timely manner.

## Otago Regional Council



### What we liked in Otago Regional Council's 2021/22 annual report

In its commentary and analysis in the annual report, the Council is transparent about its decision for services to run on a reduced timetable if reliability rates drop below 90% for three consecutive workdays.

The Council notes that this threshold was not required in 2021/22 but was triggered in July 2022.

#### Challenges

Bus services were punctual and reliable for most of the year, with increasing challenges in quarter four as cancelled services escalated following driver illness and driver shortages. Just 92% of trips operated in April- June. In March, Council approved services to run on a reduced timetable if reliability rates dropped below 90% for three consecutive weekdays. Although this wasn't required in the 2021-22 financial year, this threshold was triggered in July 2022, the new financial year.

The higher level of missed services has had a minor impact on patronage rates. However, in the first half of the year major factors hit patronage, mostly related to the Covid-19 pandemic. Despite some recovery, the network and the region remain impacted with annual patronage rates below target. Queenstown patronage was down by 9% to 806,820 compared to 2020-21; and Dunedin patronage was down by 13% to 2,367,099 compared to 2020-21. Half-price fares from central government in April led to a slight increase in patronage, but not sufficient to counteract the patronage shortfall from earlier in the year.

This was the first year of the Council's 2021-31 Regional Land Transport Plan (RLTP). The RLTP enables Waka Kotahi NZ Transport Agency to provide financial assistance to regional and district councils for qualifying transport activities, such as public transport. Throughout the year, the Otago and Southland Regional Transport Committees continued to meet productively.

It also gives a detailed breakdown of customer satisfaction. Although presented simply as data, it provides interesting and useful additional performance information at a glance. The example below relates to the Dunedin public transport system.

## Survey taken from 7 July to 10 July 2022

### Overall satisfaction

**89 %**

The overall level of satisfaction with the Dunedin public transport system has decreased from 2021.



▼ 94 % in 2021 ▲ 88 % in 2019

### Participants

**22 %** aged 18-24  
aged 45 - 59

22% of participants were aged 18-24 and 45-59 followed by 13% aged 35-44 years.



**19 %** supergold cardholders

19% of participants were supergold card holders.



**45 %** travelling to work

45% of participants used the bus to get to work. 19% used the bus for shopping and 15% used for other.



**86 %** would recommend using bus

86% of participants would likely or very likely recommend public transport to friends or colleagues



**28 %** use the bus for 2 to 4 trips per week

28% of participants use the bus for 2 to 4 trips per week. 27% use the bus for 2 or more trips per day.



### Passenger satisfaction

**89 %** exterior of the bus  
▼ 92 % in 2021 / 91 % in 2019

**91 %** interior of the bus  
▼ 93 % in 2021 / 92 % in 2019

**73 %** bus is on time  
▼ 89 % in 2021 / 79 % in 2019

**82 %** how often the services run  
▼ 85 % in 2021 / 86 % in 2019

**97 %** value for money of fare  
▲ 94 % in 2021 / 82 % in 2019

**93 %** having enough seats available  
▼ 97 % in 2021 / 94 % in 2019

**95 %** ease of getting on and off the bus  
▲▲ 95 % in 2021 / 94 % in 2019

**94 %** comfort of inside temperature  
▲▶ 92 % in 2021 / 94 % in 2019

**91 %** helpfulness and attitude of driver  
▼▶ 92 % in 2021 / 91 % in 2019

**96 %** personal security during trip  
▲ 95 % in 2021 / 95 % in 2019

**96 %** satisfaction with current trip  
▼▲ 98 % in 2021 / 95 % in 2019

**70 %** information about services and delays  
▼▶ 81 % in 2021 / 70 % in 2019

**90 %** travel time  
▼▲ 92 % in 2021 / 85 % in 2019

**95 %** convenience of paying  
▲▲ 95 % in 2021 / 84 % in 2019

**86 %** ease of getting route information  
▼▲ 90 % in 2021 / 85 % in 2019