

Appendix 1 – 2018/28 LTP Consultation Supporting Documentation –

Part 1 including Community Outcomes



SOUTH WAIRARAPA DISTRICT COUNCIL

**CONSULTATION
SUPPORTING
DOCUMENTS
2018-2028**

Kāinga Ora

CONTENTS

MESSAGE FROM THE MAYOR	3	Revenue and Financing Policy	93
AUDIT OPINION	5	Liability and Management Policy	100
PART 1 – SETTING DIRECTION		Investment Policy	101
WORKING WITH TANGATA WHENUA	9	Development Contributions and Financial Contributions Policy	103
SNAPSHOT OF SOUTH WAIRARAPA DISTRICT	11	Remission and Postponement of Rates on Maori Freehold Land Policy	108
COMMUNITY OUTCOMES	15	Remission of Rates Policy	109
PART 2 – SIGNIFICANT ACTIVITIES		Postponement of Rates Policy	112
Governance/Leadership/Advocacy	19	Long Term Plan Disclosure Statement	115
Public Protection	23	Financial Strategy	117
Economic, Cultural and Community Development	28	PART 5 - INFRASTRUCTURE STRATEGY	124
Resource Management	31	PART 6 – APPENDICES	170
Amenities	34	2018/19 Schedule of Fees and Charges	170
Land Transport	38	Elected Member contact details	176
Water Supply	43	Non-Elected Member contact details	179
Solid Waste Management	49	Council Directory	180
Wastewater	52	Glossary	181
Stormwater Drainage	57		
PART 3 – FINANCIAL INFORMATION			
Financial Assumptions	60		
Statement of Accounting Policies	65		
Prospective Statement of Financial Performance	76		
Prospective Statement of Comprehensive Revenue and Expense	77		
Prospective Statement of Changes in Net Assets/Equity	77		
Prospective Statement of Financial Position	78		
Prospective Cash Flow Statement	79		
Schedule of Prospective Capital Expenditure	80		
Prospective Statement of Special and Separate Funds	82		
Funding Impact Statement (Rating)	83		
PART 4 – STRATEGIES AND POLICIES			
Summary of Policy Changes	89		
Significance and Engagement Policy	90		

MESSAGE FROM THE MAYOR

Welcome to the 2018/2028 Long Term Plan (LTP). This plan covers the period 1 July 2018 to 30 June 2028 .

The theme of this Long term plan is Kāinga Ora – Making South Wairarapa a great place to live.

While the statutory timeframe for this LTP is ten years, we continue to look much further out, to 30 + years. Our Infrastructure Strategy is required to cover this timeframe, however we have taken a more detailed analysis of our three waters and roading to ensure we have a stable asset base into the very long term.

Councillors, Community Board members and Council staff have put considerable time into deciding what new proposals to put into this LTP and the Consultation Document. They started meeting back in July 2017 to discuss what the future should look like for South Wairarapa. Councillors and Community Board members also met with a number of groups from the community to get their ideas and input into the LTP. The time spent discussing the future internally and with members of the community has been very valuable and important to ensure we included the right initiatives for the District for the years ahead.

We have recently completed population and growth forecasts, and the results of this have been included in our thinking.

Our population forecasts indicate steady growth over the next 30 years. Our current population is estimated to be 10,406, this is expected to increase by 1,015 during the term of this LTP to 11,421, and increase by 2,237 by 2043 to 12,733.

Our forecasts indicate our aging population demographic is not changing, with the average age at 2043 forecast to be 49, up from 45.2 currently.

The percentage increase in rates is 5.99% in the year one, and 4.99% in year two. Business and Economics Research Limited (BERL) economists have predicted an average cost increase for local authorities at 2.3%. This only covers base cost increases, and doesn't take into account one off projects like our wastewater programme, or changes in focus, like moving towards being more amenity and community focused.

The one off increase will enable the district to change focus and make our district a better place to live, work, and play. Once we have this in place, rates increases are much lower, and less than the average cost increase levels predicted by BERL.

Infrastructure is in a strong, predictable state

It is important to take a long term view of our infrastructural assets, i.e. our roading, water and wastewater networks.

We continue to assess these asset classes over the very long term, and the pleasing result of this is our analysis for water and wastewater indicates our current level of expenditure is sufficient to ensure good serviceability out to 2092. This assessment is based on modelling of asset type, CCTV review, and knowledge gained during repairs and other direct interventions.

Our assets are also required to meet future population changes, and legislative requirements. Our budgets have been prepared to ensure we have the infrastructural and financial capacity to meet these changes over the LTP period and beyond.

In terms of water quality, we anticipate legislative changes in the future as a result of the Havelock North enquiry. We have analysed the findings and have made provision for expenditure. This includes installation of plant to remove manganese from the Martinborough supply. This will have two benefits; firstly this plant will reduce or eliminate the manganese build ups in pipes and hot water elements. Secondly and more importantly the plant will allow chlorine dosing (which the Havelock North plant did not have).

In terms of wastewater, we have commenced implementation of irrigation to land at Martinborough and Greytown in line with the resource consents we have. While we do not have a resource consent for Featherston yet, we are confident one will be granted. The land we purchased included 70 hectares of land with irrigation equipment which we will be able to utilise. This will result in Featherston having more land irrigated than both Martinborough and Greytown at an earlier stage.

The biggest risk in irrigation to land is not having sufficient land to irrigate to. Land is the most expensive single element, and often the hardest to secure. We are confident we have sufficient land to complete Councils goal of 100% irrigation to land, except in exceptional circumstances.

As a result of our fundamentals being strong, we are predicting low rates increases from year three onwards.

Depreciation Funding vs Maintenance Funding

By having a clear understanding of our assets condition, and being future proofed in terms of any anticipated legislative changes (e.g. drinking water standards as a result of the Havelock North enquiry) has allowed us to move away from simply funding asset replacement based on depreciation calculations, to a model where we calculate our rate requirements on our actual maintenance needs.

We have taken this approach over the last two years and the approach has worked well. It has allowed us to accelerate our wastewater to land programme without compromising the asset base.

We are very conscious of the need to make sure any revenue that becomes available from the move to renewals funding is applied to that asset type, or applied to assets that are paid for by the same ratepayers.

A better place to live, work, and play

Our sound financial position and understanding of the condition of our assets, and future legislative requirements in relation to our assets allows us to think about making South Wairarapa a better place for our residents to live work and play.

Our local economy is strong, this was confirmed in the Sunday Star Times article during 2017:

"Outstripping the likes of economic tigers such as Queenstown and Auckland, an unassuming little corner of the North Island is posting economic statistics the envy of the rest of the country.

A dynamic mix of tourism, housing, and good old fashioned farming in South Wairarapa is lifting a district that has long been known as Wellington's playground."

.
Making places better to live in is about amenities and ensuring communities are in good heart.

We received feedback that our communities desire a structured approach to the future, to achieve this we have set aside funds to carry out a spatial planning process. Spatial planning identifies what communities should look like, where growth should occur, and how much growth is desired.

Allied to this planning we have set aside funds to promote and enhance our district. To continue to achieve accolades like that quoted by the Sunday Star Times, we need to ensure contemporary approaches to ensuring our district continues to grow in the way we want it to.

We also received feedback that we needed to support our youth, we have budgeted funds for some training and development for youth in our district.

We really look forward to hearing your feedback, we have an opportunity to grow and enhance our district which will require an initial investment. We cannot do this alone, and need your thoughts on how to make our district prosper.



Viv Napier

Mayor

To the reader

**Independent auditor's report on South Wairarapa District Council's 2018/28
Long-Term Plan**

I

WHAT IS A LONG TERM COUNCIL PLAN?

The Local Government Act 2002 requires every district council to produce, once every three years, a Long Term Council Plan (LTP) which sets out what the council will do for at least the next ten years.

The 2018/2028 Long Term Plan

- Describes the 'Community Outcomes' of the South Wairarapa district (what the community has told South Wairarapa District Council it wants achieved).
- Provides a long-term focus for the decisions and activities of Council.
- Provides a basis for Council to be accountable to the community.
- Through the consultation process has allowed the public to participate in decision-making processes on activities to be undertaken by Council.
- Describes the activities of Council, setting out what we will do in the next 10 years and beyond and what the cost of those activities will be.

The LTP is aligned with other core planning documents by which Council is accountable to the South Wairarapa community, including the Annual Plan and the Annual Report as well as the District Plan, Strategies and Policies. Please note that the information in the LTP may not be appropriate for purposes other than those described above.

Development of this LTP followed an extensive process which included consideration of a wide range of issues such as the maintenance and upgrading requirements of Council assets and feedback received from the public from various consultation exercises undertaken by Council.

WORKING WITH TANGATA WHENUA

The South Wairarapa district is rich in Maori history and culture

Some of the earliest known occupational sites exist within its boundaries, and for centuries the natural environment has provided both material and spiritual sustenance. Its place in the Maori political history of New Zealand is a matter of national record.

Lake Wairarapa and the South Wairarapa coastline are of immense cultural, spiritual and historic significance to Maori.

Relationship Building

The Resource Management Act 1991 (RMA) and more recently the Local Government Act 2002 (LGA), require Council to establish more formal, meaningful and sustainable relationships with Maori. These relationships, guided by the Treaty of Waitangi principles, are intended to foster:

- Opportunities for Maori to contribute to the decision-making process of Council.
- The development of Maori capacity to contribute to the decision-making process of Council.
- The provision of information to Maori enabling them to contribute to the decision-making processes of Council.

The Council is committed to engage in active consultation with Maori and to foster positive relationships in pursuance of the partnership envisaged under the Treaty of Waitangi, on matters that affect and concern Maori.

A Maori Standing Committee has been in operation for a number of years and representatives from the local marae and Iwi are members of this committee. Marae are located at Papawai, Martinborough (Hauriki) and Pirinoa (Kohunui) and the Wairarapa Iwi are Rangitane o Wairarapa and Ngati Kahungunu ki Wairarapa.

The role of the Maori Standing Committee is to:

- Advise on tangata whenua and Maori interest in the Council's major areas of activity.
- Establish a method of consultation, which involves tangata whenua, on all matters relating to the district's resources, and involving the district's planning processes.

- Advise on consultation processes with Maori in the district and assist in the development of consultation networks throughout the district.
- Promote the development of processes within Council, which develop policy, processes and guidelines, based on the Treaty of Waitangi principles of participation, partnership and active protection.

Working Together

Members of the Maori Standing Committee provided input from Maori on current and long term issues as well as current or potential Council projects. The input from has been incorporated into this LTP.

The table that follows incorporates the key issues as identified by Maori.

KEY ISSUES FOR MAORI

Wastewater treatment

- No sewer release to rivers and waterways
- No impact of sewer to receiving environment
- Management of farm nutrient runoff
- Mauri of water

Recognition, promotion and protection of Maori heritage and cultural assets

- Telling 'our story'
- Heritage Park – accessibility of some sites
- Protection of significant sites
- Kaitiakitanga
- Signage to support this

Maori health and care of aging population

Recognition of Marae as a community asset

- Financial and promotional assistance
- Community partnerships with marae
- Transfer of skills/resources from Marae to community

Treaty Settlements

The Crown and Rangitāne o Wairarapa Tamaki nui-ā-Rua signed a Deed of Settlement in August 2016 and settlement legislation was enacted in October 2017.

The Crown and Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua signed an Agreement in Principle in May 2016 and are working to initial a deed of settlement in the first quarter of 2018.

DISTRICT AND REGIONAL RESPONSIBILITIES

South Wairarapa District Council is one of three local authorities operating in the Wairarapa.

South Wairarapa follows the coastline from the western end of Palliser Bay in Cook Strait to Honeycomb Rock, east of Martinborough. The western boundary follows the main divide of the Rimutaka and Tararua Ranges to Mount Hector, from which the boundary runs south east across the Wairarapa plain to the coast.



Councils have a variety of roles including:

- Facilitating solutions to local needs.
- Enabling democratic local decision-making.
- Advocacy on behalf of the local community with central government, other local authorities and other agencies.
- Development of local resources.
- Management of local infrastructure including network infrastructure (e.g. roads, wastewater disposal, water, storm water, flood and river control works) and community infrastructure (e.g. libraries, parks and recreational facilities).
- Environmental management.
- Planning for future needs.
- Ensuring that there are systems in place to effectively monitor the governance of the district and its resources –including prudent financial management, balancing resources for existing and future requirements, and procedures to assess and monitor services.

Shared Services

The three Wairarapa councils have a Shared Services Working Party (SSWP) with members made up from councillors from each district as well as the Mayor and CEO of each Council who meet regularly to provide direction to Council so gains

can be made from aligning contracts for services and other efficiencies. It is our intention to keep working with our neighbours so our communities can share resources seamlessly within our region.

Achievements of the SSWP are:

- a) Wairarapa Combined District Plan
- b) Joint solid waste contract
- c) Central emergency services management.
- d) Property valuations for the Carterton district and South Wairarapa district are calculated by QV at the same time
- e) Economic Development Initiatives
- f) Library Service Joint Working Group
- g) Policies working group

Other Agencies

Other agencies also have a role within our community. Council must liaise closely with Greater Wellington Regional Council (GWRC) and New Zealand Transport Agency (NZTA) in particular as they have their own responsibilities within our region.

The **Regional Council's** responsibilities include:

- a) Sustainable regional wellbeing.
- b) Managing the effects of using freshwater, land, air and coastal waters, by developing regional policy statements and the issuing of consents.
- c) Managing rivers, mitigating soil erosion and flood control.
- d) Regional emergency management and civil defence preparedness.
- e) Regional land transport planning and contracting passenger services.

NZTA are responsible for:

- a) Planning the land transport networks.
- b) Investing in land transport.
- c) Managing the state highway network.
- d) Providing access to and use of the land transport system.

SNAPSHOT OF SOUTH WAIRARAPA DISTRICT

Area

The South Wairarapa district is situated at the southernmost corner of the North Island and has an area of approximately 248,455 hectares (2,484 square kilometres).

The district includes the towns of Featherston, Greytown and Martinborough which are the main population centres.

Natural Resources

The South Wairarapa district is rich in natural resources including soils, vegetation, wildlife, freshwater, landscapes, forest parks and minerals. These are detailed in the early sections of the District Plan.

Of particular interest are Lake Wairarapa and the Coast.

Lake Wairarapa

Lake Wairarapa is large and shallow, with a surface area of 7,800 hectares and dimensions of 18km (north/south) and 6km (east/west). Maximum depths seldom exceed 2.5 metres.

Lake Wairarapa is an example of a "lateral lake", formed when a lateral tributary valley drowned behind the levees of the Ruamahanga River. Some of the main ponds between the Ruamahanga River and southern Lake Wairarapa may also have been formed by this process.

The lake shore and hydrology have been considerably modified due to continuing natural processes such as sedimentation (resulting in "delta" formation) and wave action; natural events like the 1855 earthquake (resulting in considerable uplift); pioneer endeavours of forest clearance and over grazing; and recent farming and river control activities.

The Lower Wairarapa Development Scheme, proposed by the former Wairarapa Catchment Board, was approved in 1961. The aim was to increase agricultural production by reclaiming 5,260 hectares of the lake and wetlands and protecting 16,200 hectares of the lower Wairarapa from flooding. The Scheme is currently being reviewed by Greater Wellington Regional Council.

A National Water Conservation Order has been granted in respect to the waters of Lake Wairarapa and its contributing rivers and streams. Minimum

lake levels are imposed in order to preserve the lake in its natural state and "protect recreational wildlife habitat features".

Lake Wairarapa is of immense cultural and spiritual significance to Maori.

With the changes to the Lake Wairarapa wetlands over the past 150 years many traditional fishing sites and sources of plant materials such as flax, ti (cabbage tree) and pingao have been lost or greatly reduced. With appropriate management and plantings, some of these sites could be restored specifically for the sustainable harvest of cultural materials, which would have the additional benefit of increasing habitat diversity for wildlife.

Council keep abreast of developments in this area by being part of the Wairarapa Moana working group led by GWRC. Other members of the group are representatives from Department of Conservation, Fish and Game, Rangitāne o Wairarapa Tamaki nui-ā-Rua and Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua.

Guidelines for the management of the Lake Wairarapa wetlands have been produced and adopted by interested parties.

In 2005 both Lake Wairarapa and the Ruamahanga River were included in a list of nationally significant water bodies.

The Coast

The Coastline of the district is the longest local authority coastline in the Wellington region, covering some 124km. Of this approximately 27km is beach (25km undeveloped) and the balance (97km) is rock and cliff; 32km of the coastline is in public ownership (being marginal strips, recreation reserves or other reserves and Forest Parks); 78km is private freehold land; and 14km is Maori land.

From Palliser Bay around to Cape Palliser there are many rocky headlands restricting agricultural or forestry uses. East of Cape Palliser there are a series of important coastal flats, some of which have been developed for farming, and several river mouths. Whether flat or headland the coastline has important recreational, scenic, and historic Maori values, as well as important natural values in river estuaries.

Cape Palliser Road provides some access for the area, particularly for the Ngawi fishing village and beach settlements located along it. Otherwise the coast is only reached by road along the river valleys with no interconnecting routes near the Coast.

A Coastal Strategy was developed jointly by the combined efforts of the Greater Wellington Regional Council and the district councils of Masterton, Carterton and South Wairarapa. The coastal strategy covers the potential effects of climate change on our coastlines. Elements of the coastal strategy are included in the Wairarapa Combined District Plan.

South Wairarapa at a Glance

The following key statistics are from the 2013 census data. The projections through to 2043 are compiled by ".id Consultants' (ID), an Australian, Melbourne based company with a New Zealand presence since 2010. The forecasts from ID have allowed us to explore what is driving population change in the South Wairarapa communities.

- Forecast information predicts how the population, age structure and household types will change between now and 2043. The resident population in the district is currently around 10,406 people and is expected to increase to 11,421 by 2028 and approximately 12,733 by 2043.
- Projections used for our last LTP indicated a population of 10,250 by 2043 so the latest projections reflect the increased growth in the District over the last three years, which is expected to continue.
- The median age is currently 45.2 (compared with 38 nationally) and is projected to increase to 49 by 2043.

ID Consultants' report revealed the following information about our district:

- Maori residents make up 15% of the population which is slightly lower than the national average of 16%.
- 5.2% of residents are unemployed compared with a national average of 7.1%.
- Our average household size is 2.36 compared to the national average of 2.66.
- Low income households make up 21% of households which is only slightly higher than the national average of 19%.
- 14% of our residents were born overseas compared with a national average of 24%.

The last census in 2013 revealed the following information about the makeup of our community:

- Ethnic diversity is low, with Pacific and Asian groups significantly under NZ averages.
- Median personal income is almost the same as national rates.

INCOME 2013 CENSUS

INCOME	SWDC	NEW ZEALAND
100,001 or more	6.3%	5.4%
70,001-100,000	7.1%	7.1%
50,001-70,000	11.3%	11.7%
40,001-50,000	9.4%	8.6%
30,001-40,000	10.7%	10.7%
20,001-30,000	14.2%	12.4%
10,001-20,000	19.3%	16.4%
1-10,000	8.8%	10.4%
Nil	4.9%	7.2%
Loss	0.5%	0.5%
Not Stated	7.5%	9.7%

- Agriculture, forestry and fishing are the biggest industries employing 27% of working residents.

South Wairarapa residents over 15 years hold fewer qualifications than New Zealanders as a whole.

EDUCATION (HIGHEST QUALIFICATION) 2013 CENSUS

QUALIFICATIONS	SOUTH WAIRARAPA DISTRICT	NEW ZEALAND
No formal qualification	22.2%	20.9%
School qualifications	58.3%	59.1%
Tertiary qualifications	18.8%	20.0%

ID Consultants' projections for the future reveal the following trends:

- Populations in all three towns are predicted to grow at around 1% per annum for the next 25 years. Rural growth is about a third of this at 0.3% pa, with overall growth for the district at 0.9% p.a. for the next 25 years.

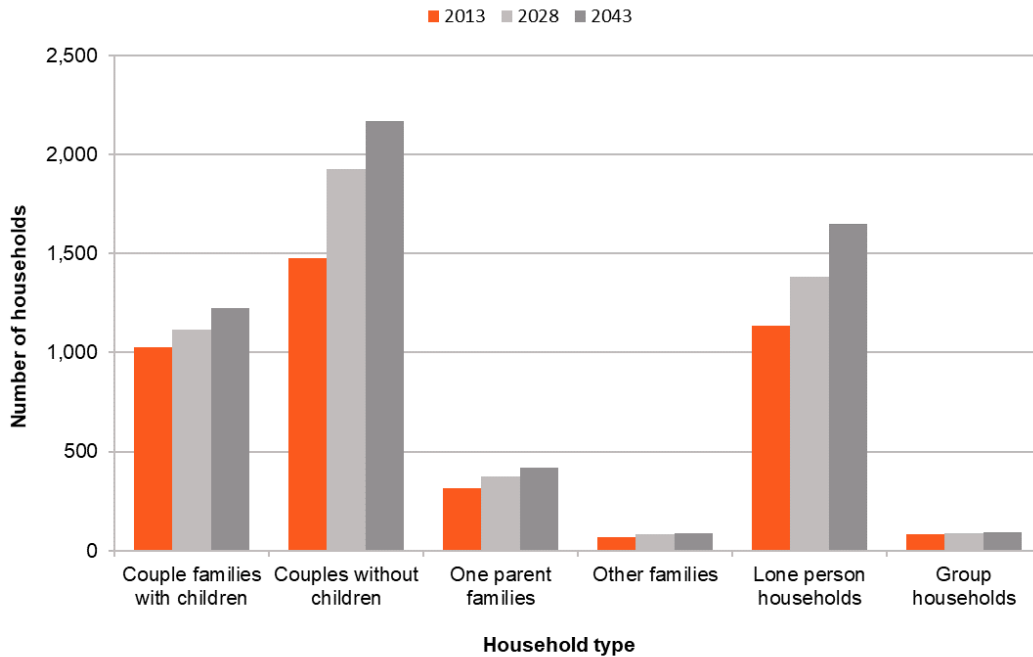
POPULATION

AREA	2013	2043	CHANGE	AVERAGE ANNUAL CHANGE (%)
Featherston	2,434	3,127	694	0.80%
Greytown	2,438	3,581	1,142	1.30%
Martinborough	1,569	2,325	757	1.30%
Rural	3,360	3,700	340	0.30%
Total Population	9,800	12,733	2,933	0.90%

- When looking at where this growth would come from, the dominant household type in the South Wairarapa district are couples without children and lone person households as second. Couples without children make up 36% of all households in 2013 and 39% in 2043. Lone person households make up 28% of all households in 2013 and 29% in 2043. Although there are more families in 2043 than

2013, they decrease in terms of share of all households.

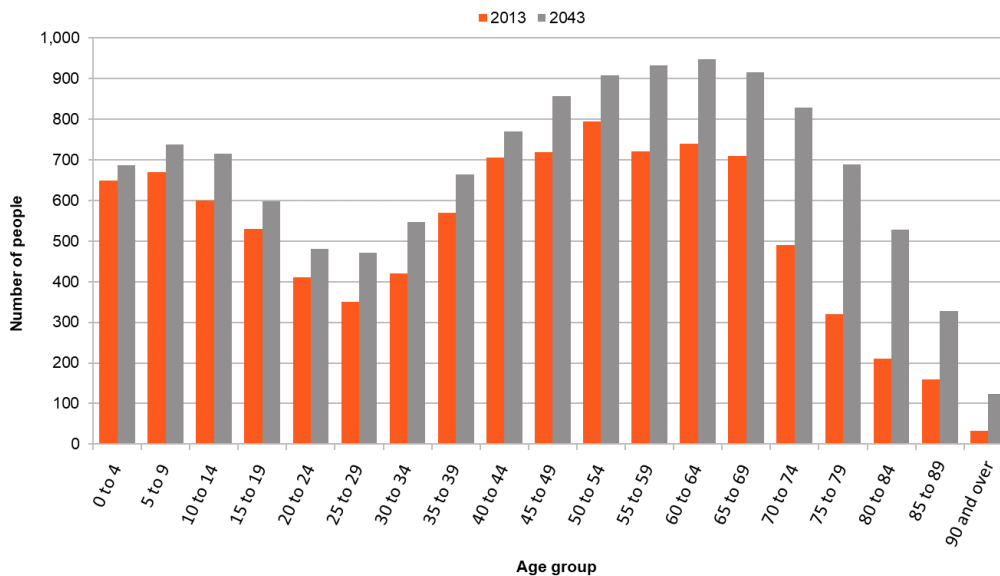
Households by type, South Wairarapa District Council – 2013, 2028 and 2043



Overall there will be population gains in all age groups. The most evident gains are of persons aged over 60 years of age. In terms of shares of total population, residents aged over 70 comprised 13% of the total population in 2013 and 20% by 2043. Persons aged under 20 years in South Wairarapa make up 25% of the 2013 population and 21% of the 2043 total population.

The movement in the percentage of the population of “working age” (up to age 65) is not as dramatic as might have been expected. In 2013 61% of the population was in the working age group, by 2043 this will be 56%. This 5% drop is not as significant as might be expected in terms of the issues created by a rapidly aging population.

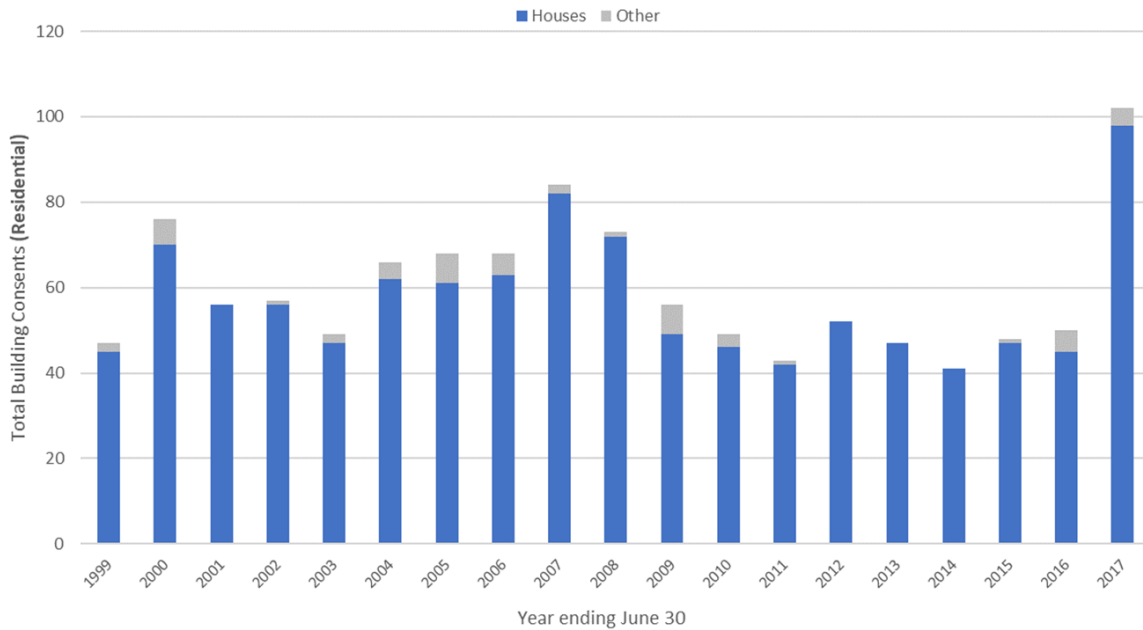
Age structure, South Wairarapa District Council – 2013 and 2043



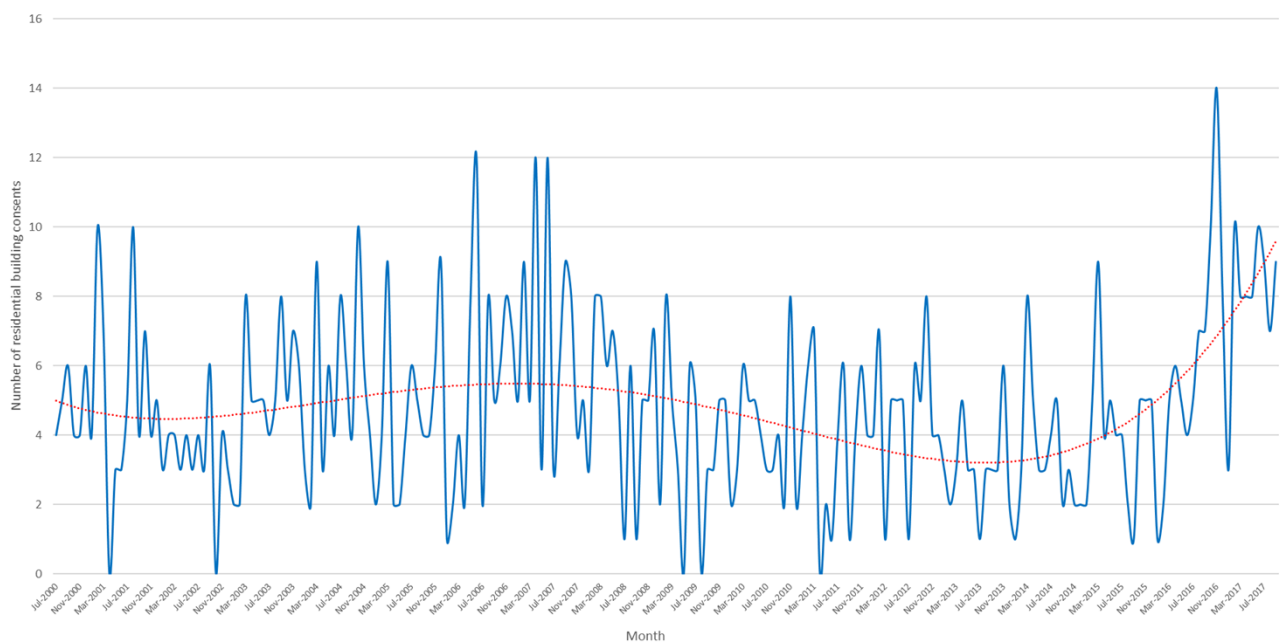
The following two graphs show the trends over recent years in the number of building consents in

the South Wairarapa District. The trends clearly back up the known growth in the district over recent years.

Annual Residential Building Consents, by type 1999 – 2017



Monthly Residential Building Consents, July 2000 – September 2017



Finally, ID have given the following predictions of ongoing new build activity in the district in five year groups through to 2043. This shows a spike in the period 2019 to 2023 to 68 new dwellings pa and then a steady number of dwellings in each of the next five year groups ranging from 58 to 66 new dwellings pa.

This confirms our assumptions that our communities will continue to grow steadily over the period of this LTP and for the following 15 years as well.

This is helpful to inform our decisions regarding future infrastructure requirements for each of our towns.

SWDC ASSUMED DEVELOPMENT RATES (FIVE YEARLY)		
YEARS	TOTAL ADDITIONAL DWELLINGS	ADDITIONAL DWELLINGS PER ANNUM
2014-2018	285	57
2019-2023	341	68
2024-2028	332	66
2029-2033	310	62
2034-2038	309	62
2039-2043	292	58
Total	1,869	62

COMMUNITY OUTCOMES

Council resolved to update the community outcomes and mission and vision for this LTP.

The new Vision, Mission and Values for SWDC are as follows:

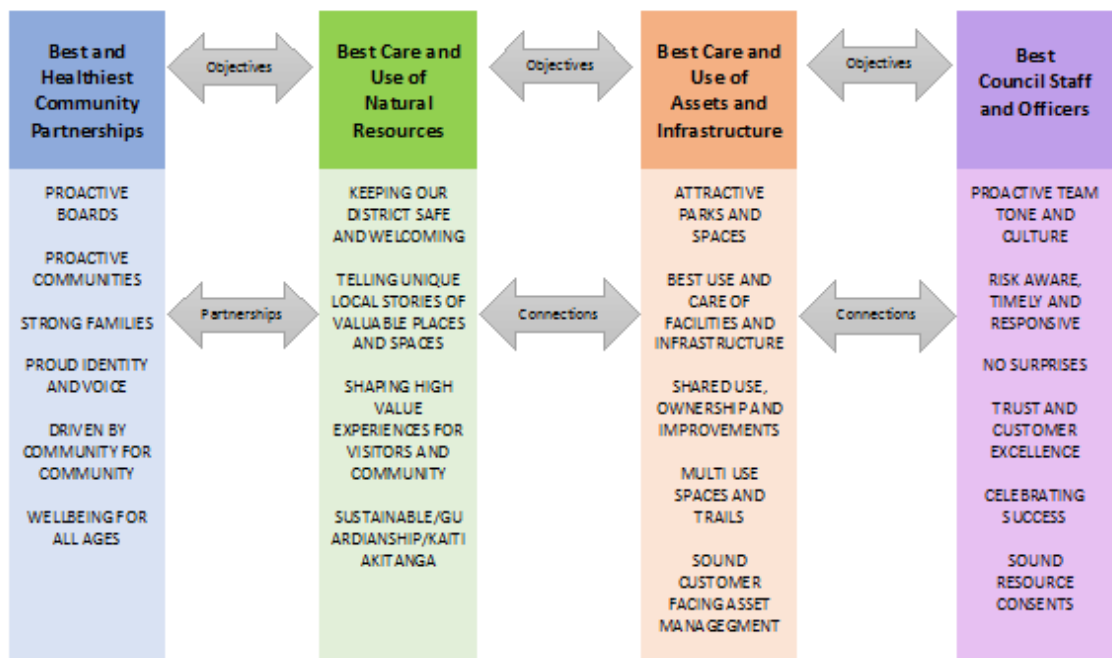
Our Vision is 'for the South Wairarapa to be an open energetic and unified community'

Our Mission is to be "future focused, growth oriented and exercise sound judgement"

Our Internal Values are:

- Rigorous
- Listening
- Learning & Respecting Teamwork
- Community Focussed
- Valuing Mana
- Uara of People and Land
- Manaakitanga /Caring Society
- Freedom & Liberty

The new Council developed the following outline of the strategic plan for the three years ahead. These four pillars have formed the basis for decisions on what to include and what to exclude from this LTP.



This strategic plan is supported by the five community outcomes identified in previous LTPs.

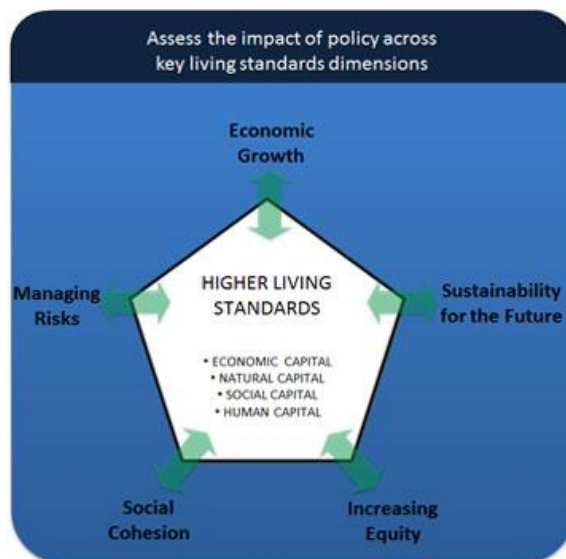
Together they will enable Council to achieve this vision. Council has a role in achieving the community outcomes via significant activities.



Along with the vision, mission, values and community outcomes above, Council recognises the importance of balancing the five living standard dimensions identified by Treasury in the table below, and the importance of maintaining the economic, natural, social and human capital in our communities.

Council will ensure that the four pillars of the strategic plan, the community outcome and the living standard dimensions are part of their decision making and prioritisation going forward.

For example, the plan to enhance and promote the district in this LTP will lead to economic growth, the continued work on understanding the condition of our infrastructure assets will enable us to manage risks and our water conservation and wastewater projects will contribute to sustainability in the future.



SIGNIFICANT ACTIVITIES

The strategic plan and community outcomes define the future shape and form of social, cultural, economic and environmental wellbeing for the district. Council, along with other key-stakeholders, has a role in promoting the sustainable wellbeing of its district communities. It achieves this through the collective application of its ten significant activities, being:

- Governance/Leadership/ Advocacy
- Public Protection
- Economic, Cultural & Community Development
- Resource Management
- Amenities
- Land Transport
- Water Supply
- Solid Waste Management
- Wastewater
- Storm water Drainage

Each significant activity comprises a number of sub-activities. The scope and cost of providing each significant activity is determined through a series of

agreed levels of service. The quantity and quality of each level of service translates into cost – generally the higher the service the higher the cost. In a number of cases, the minimum levels of service are determined by statutory and regulatory compliance rather than community requirements.

Part 2 defines the services, costs and performance indicators for each significant activity. Council is satisfied that the level of funding provided in this Long Term Plan will provide funds to complete projects up until 2028 and at least maintain the current levels of service.

MEASURING PERFORMANCE

It is very important that Council's performance in undertaking its significant activities is evaluated. For each significant activity a number of key performance indicators are given as part of the performance measures, with targets to be achieved for monitoring purposes (some of these are regulatory requirements).