6.0   LEVELS OF SERVICE

The Levels of Service (LoS) for the Transportation Activity and the performance measures against which they are assessed are outlined in this section. The LoS are aimed at supporting the Community Outcomes, and meeting strategic goals.

Contents

6.1 Community Outcomes & Activity Objectives

Level of Service (LoS) targets have been developed to reflect community expectations and regulatory requirements. Targets are established which indicate the standard that should be met. Objectives are relevant across the Transportation activity while Levels of Service statement are more specific. The following diagram details the structure and linkage via legislation, strategies, sustainability and Community Outcomes.
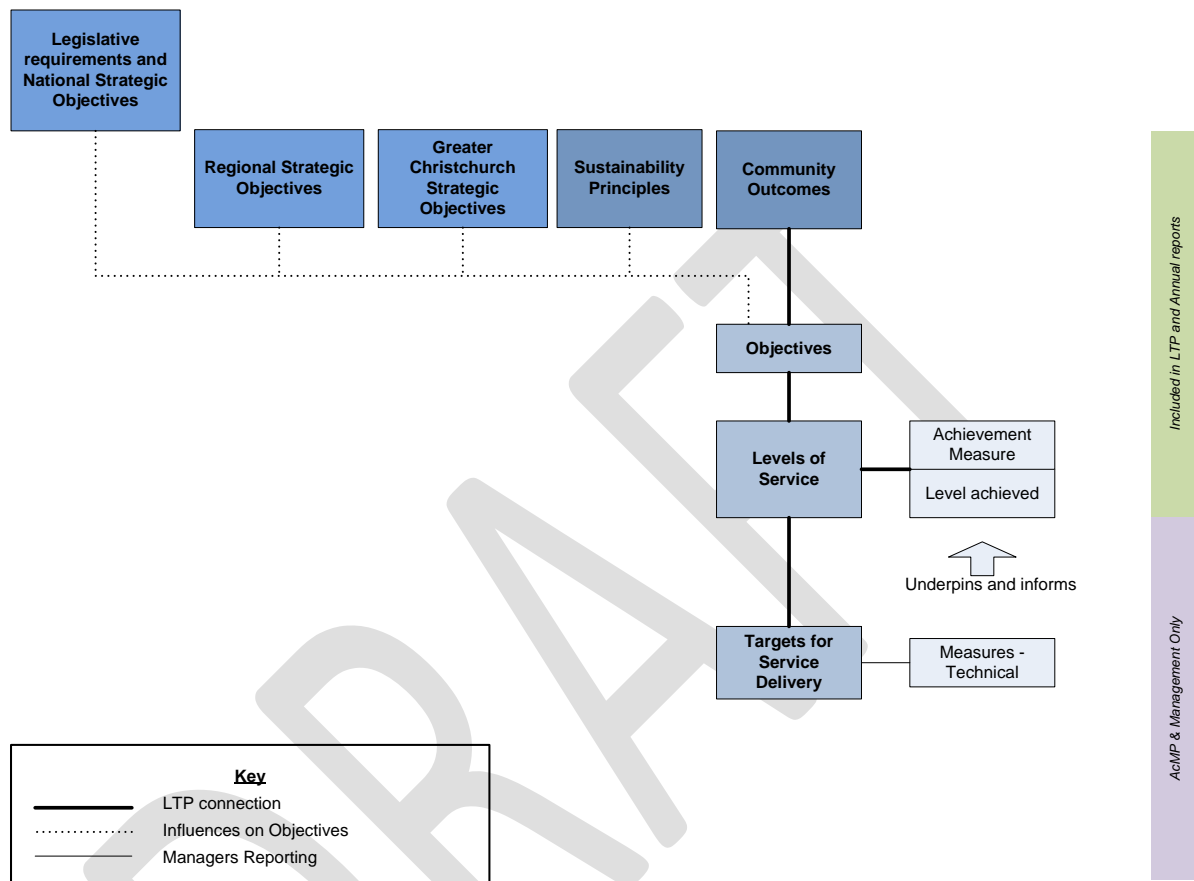
Figure 6-1: *Legislative, Strategy, Sustainability and Community Outcome Linkages*

Figure 6-2: *Level of Service Establishment Pyramid*

The Local Government Act requires all Territorial Authorities to have a Long Term Plan (LTP) which sets out Council's long-term goals, work programmes and services for the next decade. These goals must aim to promote community well-being as defined by the Community Outcomes.

Community Outcomes are at the heart of the LTP. They are the overarching goals that the community considers important for the economic, social, environmental and cultural well-being of the area.

Activity goals and objectives are set to direct the community outcomes as they apply to each of the activity areas. Levels of Service are established

to define what Council intends to deliver to the customers; what the minimum standard the road user will experience will be. Service targets and performance measures are established to measure and report on the progress of the activity in achieving the outcomes established in the Long Term Plan and measure how the customer experiences the service.

6.1.1 Community Outcomes

The Community Outcomes identified in the 2021-31 LTP as relating specifically to the Transportation Activity are detailed below.

Table 6-1: *2020/21 Annual Plan Community Outcomes*

Well-Being	Key Community Outcomes
Environment	A clean environment
	A rural district
Social	A healthy community
	A safe place in which to live, work and play
	An educated community
Economic	A prosperous community
	An accessible district
Culture	A community which values its culture and heritage

Table 6-2: *Community Outcomes Relating to the Transportation Activity*

Well-Being	Key Community Outcomes	Community Outcomes	Council Role	Key Performance Indicators
Social	A safe place in which to live, work and play	Pedestrians, cyclists and motor vehicle users can safely move around Selwyn District	Maintain, operate and upgrade the transportation network and work with key stakeholders and the community to reduce fatal and injury crashes	Progressively reduce the number of fatal and serious crashes per year on Selwyn roads (shared indicator)
Economic	An accessible district	Effective and accessible transport system	Provide a well maintained, operated and affordable land transport system	Condition and Maintenance of Sealed and Unsealed Road Networks
			Advocate for improvements to state highways (NZ Transport Agency) and public transport services (ECan) where community concerns are raised	Attendance at relevant Regional Transport Committee (RTC) and Regional Transport Officers Group (TOG) meetings and forums.

The achievement of Community Outcomes can be assisted through the delivery of required LoS. The LoS have been reviewed to ensure they adequately align with the intention of the Community

Outcomes. The Community Outcomes in Table 6-3 have a more direct link to Council's objectives and service targets and are referred to in the LTP.

Table 6-3: *Transportation Network Contribution to Community Outcomes*

Community outcome	How the transportation system contributes:
A healthy community	Provide facilities to enable residents to select active transport options Deliver a safe transportation network by working to meet objectives set out under the Road to Zero Strategy
A safe place in which to live, work and play	Maintain, operate, and upgrade the transportation network to ensure the overall safety of the network and reduce fatal and injury crashes
An educated community	Provide road, cycle, and pedestrian links to the education hub at Lincoln University, and to Christchurch City tertiary institutions
An accessible district	Provide a well-maintained, operated, and affordable land transport system. Advocate for improvements to state highways operated by Waka Kotahi NZ Transport Agency and public transport services operated by ECan. Promote walking and cycling as a safe, viable mode of transport and recreation.

Actions contributing to the broader Community Wellbeing that the Community Outcomes aspire to can be defined more specifically to assist in the definition of levels of service and establishment of performance targets.

The community wellbeings and expectations are tied into the service outcomes and levels of service in Council's Roading Maintenance contract, and are used to inform the project specifications for capital project contracts.

The following points can be used as guidance for specific actions to enhance community outcomes and wellbeing:

Table 6-4: *Recommended actions contributing to community outcomes and wellbeing*

Environmental:
By providing dust-free surfaces on roads where economically viable. *By providing an efficient and sustainable transportation system, including non-polluting transport options, that contributes to the reduction of exhaust emissions.* *By providing efficient and appropriate urban road stormwater collection and treatment systems (in conjunction with Utility Stormwater Activity Management practices).* *By installing and providing bridges and culverts in environmentally sensitive ways.* *By controlling the contamination of drainage and other adjoining waterways from inappropriate activities occurring in the road corridor.* *By allowing, in environmentally sensitive ways that do not create a hazard, areas of native and other vegetation of significance to remain on roadsides and unformed roads.*

By reinstating or providing vegetation to be established where practical in conjunction with specific roading, bridge and other significant projects.

By designing, constructing, maintaining and upgrading roads, intersections, and other transport facilities to industry standards were hazards have been identified.

By constructing bridges, culverts and stormwater structures in a manner that minimises hazards to road users.

Warning, advisory and regulatory signs on the road and transportation network advising of hazards. By planning, designing, constructing, maintaining and upgrading the road and transport network in a manner that considers future needs, alongside those of existing users.

By designing, constructing, maintaining and upgrading township and village streetscapes in a manner that balances the needs of transport users with the amenity values sought by those settlements.

By appropriately landscaped and functioning urban streets.

Economic:

By designing, constructing, maintaining and upgrading the road and transport network to achieve a robust and flexible system for the movement of people and freight, including facilities for pedestrians, cyclists, public transport and other non-motor-vehicle-based road users.

By designing, constructing, maintaining and upgrading the road and transport network in a manner such that:

The full social and economic costs and benefits of significant projects are taken into consideration.

The transport network is reliable and affordable.

The utilisation of demand management techniques to reduce the dependence on new roads and the upgrading of existing roads resulting from growth.

Social and Cultural

By consulting on all known and potential matters of interest to the tangata whenua.

By undertaking road and transport activities in a manner that is sensitive to the heritage of the District.

By ensuring that people are:

Advised of, and have the opportunity to be heard on, matters that affect them.

Are provided adequate information to enable informed views on matters that affect them.

By designing, constructing, maintaining and upgrading roads, and transport facilities in a manner that minimises hazards and improves safety.

By designing, constructing, maintaining and upgrading roads, and transport facilities in a manner that minimises hazards and improves safety.

By undertaking and promoting educational and behaviour change initiatives to raise awareness and reduce the risk to people.

By providing network connections that ensure access is available to recreational opportunities and facilities

6.1.2   Activity Objectives

The following objectives have been developed with reference to Council's existing Community Outcomes and Sustainability Principles. They are designed to protect the wellbeing of existing and future generations, and performance indicators are in place to measure and report against these objectives.

Table 6-5: *Transportation Activity Objectives*

	Objectives
1	Provide a well maintained, operated and affordable land transport system
2	Cater for any significant projected traffic increases in a sustainable manner
3	Pedestrians, cyclists and motor vehicle users can safely move around the Selwyn district
4	Contribute to an integrated and responsive local and regional transportation system

In some instances the community outcomes cannot be achieved through a certain activity, and there is never full overlap between the outcomes and the activity-specific objectives. This may be due to physical limitations of the activity or the unavoidable negative effects of the activity. The overlap between the transportation activity objectives and the council-wide community objectives are shown in the following table.

Table 6-6: *Relationship between Objectives and Community Outcome Achievement Actions*

Objectives	Environment			Social							An educated community	Economic		Culture	
	A clean environment	A rural district	A healthy community	A safe place in which to live, work and play								A prosperous community	An accessible district	A community which values its culture and heritage	
	Air, land, water and general environment to be kept in a healthy condition	A living environment where the rural theme of Selwyn is maintained	Selwyn people have access to appropriate health, social and community services	We are safe at home and in the community	We know & help our Neighbours	We maintain a coordinated and effective response to, and recover from, emergency and disaster events	Pedestrians, cyclists and motor vehicle users can safely move around Selwyn district	Our young people have access to safe entertainment and recreation activities	Our district provides a range of quality, lifelong education and training opportunities		Selwyn has a strong economy which fits within and complements the environmental social and cultural environment of the district	Effective and accessible transport system	Our district provides a range of arts and cultural experiences and facilities	Our heritage is preserved and shared
Provide a well maintained, operated and affordable land transport system	Secondary Link	Secondary Link		Secondary Link		Secondary Link	Key Link				Secondary Link	Key Link		
Cater for any significant projected traffic increases in a sustainable manner		Secondary Link		Secondary Link			Key Link				Secondary Link	Key Link		
Pedestrians, cyclists and motor vehicle users can safely move around the Selwyn district				Secondary Link			Key Link				Secondary Link	Key Link		

Objectives	Environment			Social								Economic		Culture	
	A clean environment	A rural district	A healthy community	A safe place in which to live, work and play							An educated community	A prosperous community	An accessible district	A community which values its culture and heritage	
	Air, land, water and general environment to be kept in a healthy condition	A living environment where the rural theme of Selwyn is maintained	Selwyn people have access to appropriate health, social and community services	We are safe at home and in the community	We know & help our Neighbours	We maintain a coordinated and effective response to, and recover from, emergency and disaster events	Pedestrians, cyclists and motor vehicle users can safely move around Selwyn district	Our young people have access to safe entertainment and recreation activities	Our district provides a range of quality, lifelong education and training opportunities	Selwyn has a strong economy which fits within and complements the environmental social and cultural environment of the district	Effective and accessible transport system	Our district provides a range of arts and cultural experiences and facilities	Our heritage is preserved and shared
Contribute to an integrated and responsive local and regional transportation system.		Secondary Link		Secondary Link			Key Link			Secondary Link	Key Link		

6.2   Sustainability Principles

The sustainability principles adopted by Council are inherent in the LoS developed for the Transportation Activity.

Table 6-7: *Indications of particularly strong links between sustainability principles and transportation activity objectives*

		Objectives			
		Provide a well maintained, operated and affordable land transport system	Cater for any significant projected traffic increases in a sustainable manner	Pedestrians, cyclists and motor vehicle users can safely move around the Selwyn district	Contribute to an integrated and responsive local and regional transportation system
Sustainability Principles	Make decisions based on the four aspects of well-being	Strong Link	Strong Link	Strong Link	Strong Link
	Observe the Precautionary Principle to provide contingency and enable adaptability of our community		Strong Link		Strong Link
	Seek "intra-generational" and "inter-generational" equity	Strong Link	Strong Link		Strong Link
	Internalise environ-mental and social costs				Strong Link
	Foster community welfare				
	Act to halt the decline of our indigenous biodiversity and maintain and restore remaining ecosystems				
	Consider, and promote the sustainability of our neighbouring communities and work with governing bodies for sustainable outcomes		Strong Link		Strong Link

6.3 Customer Expectations

6.3.1 Service Requests

Customer service requests are logged at Selwyn through a financial and administration management system called Magiq. Service requests are directed to the relevant areas of council for action by Customer Service staff, and are actioned and closed by department staff. The DIA requires reporting on service requests as a mandatory non-financial performance measure, so robust records of service requests, their nature, and resolution timeframes are kept by Council.
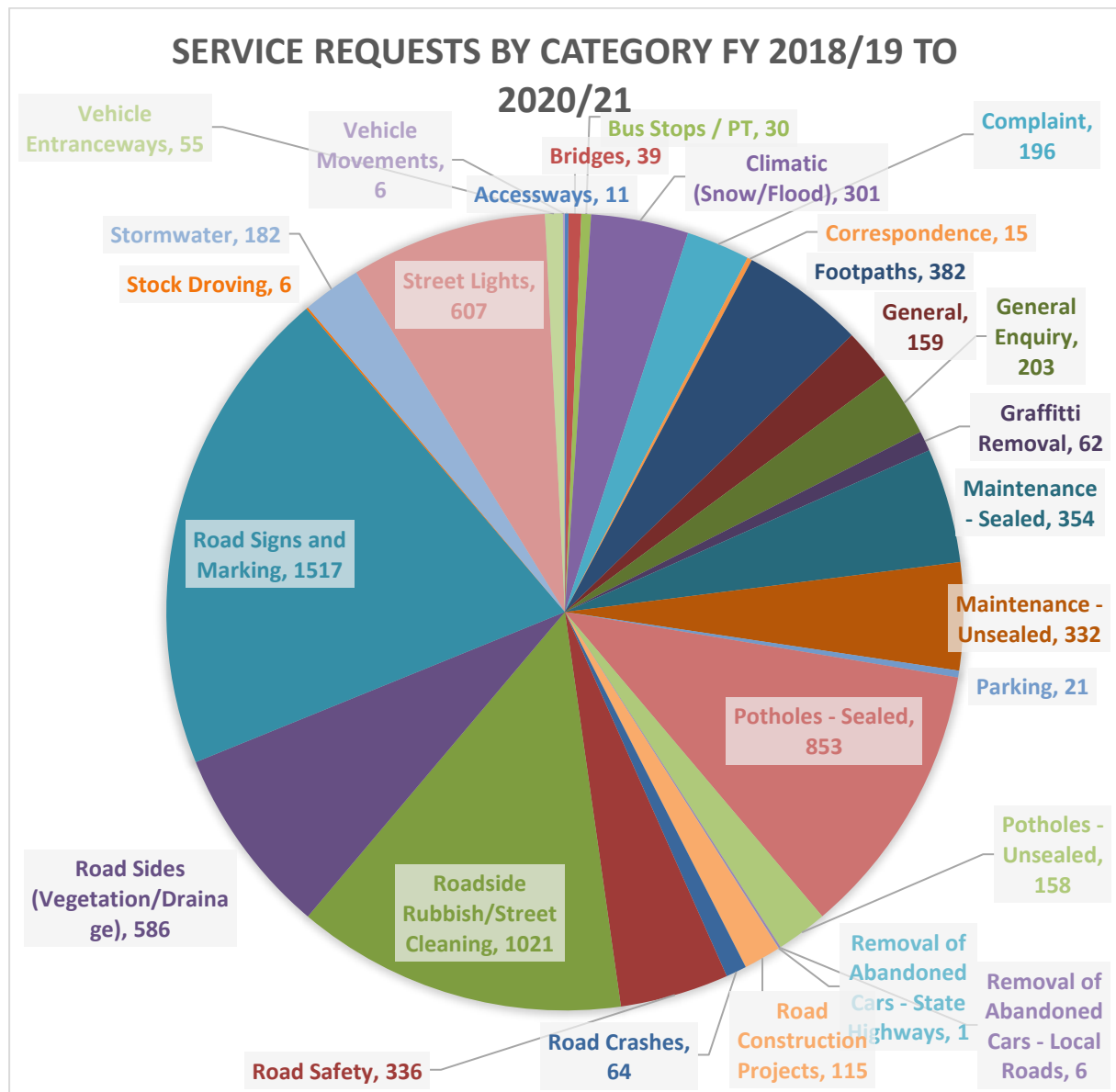

SERVICE REQUESTS BY CATEGORY FY 2018/19 TO 2020/21

Vehicle Entranceways, 55 — Vehicle Movements, 6 — Accessways, 11 — Bridges, 39 — Bus Stops / PT, 30 — Climatic (Snow/Flood), 301 — Complaint, 196 — Correspondence, 15 — Footpaths, 382 — General, 159 — General Enquiry, 203 — Graffitti Removal, 62 — Maintenance - Sealed, 354 — Maintenance - Unsealed, 332 — Parking, 21 — Potholes - Sealed, 853 — Potholes - Unsealed, 158 — Removal of Abandoned Cars - State Highways, 1 — Removal of Abandoned Cars - Local Roads, 6 — Road Construction Projects, 115 — Road Crashes, 64 — Road Safety, 336 — Roadside Rubbish/Street Cleaning, 1021 — Road Sides (Vegetation/Drainage), 586 — Road Signs and Marking, 1517 — Stock Droving, 6 — Stormwater, 182 — Street Lights, 607

Figure 6-3: *Service Request Composition Breakdown FY 2018/19 - 2020/21 (to 23 March 2021)*

The service request trends have changed in the most recent 3-year window. Where requests relating to maintenance was traditionally the dominant category, this has been eclipsed by requests relating to the upkeep of signs and road markings. Roadside rubbish and street cleaning requests have also increased past the volume of general maintenance requests. The categorisation on service requests has increased in detail as time as passed, and over time extra categories have been established as

themes have emerged, and some umbrella categories appear to have reduced in volume as a consequence of this.

Table 6-8: *3 Financial Year Summary of Customer Contacts – Transportation Network (Updated 23 march 2021)*

Request Category	FY 18/19	FY 19/20	FY 20/21*	Total	Average
Accessways	4	2	5	11	4
Bridges	14	18	7	39	13
Bus Stops / PT	10	15	5	30	10
Climatic (Snow/Flood)	174	101	26	301	100
Complaint	52	88	56	196	65
Correspondence	7	7	1	15	5
Footpaths	150	117	115	382	127
General	48	74	37	159	53
General Enquiry	67	81	55	203	68
Graffitti Removal	12	29	21	62	21
Maintenance - Sealed	113	132	109	354	118
Maintenance - Unsealed	119	132	81	332	111
Parking	7	10	4	21	7
Potholes - Sealed	318	338	197	853	284
Potholes - Unsealed	67	44	47	158	53
Removal of Abandoned Cars - Local Roads	6			6	6
Removal of Abandoned Cars - State Highways	1			1	1
Road Construction Projects	50	43	22	115	38
Road Crashes	29	22	13	64	21
Road Safety	84	113	139	336	112
Roadside Rubbish/Street Cleaning	399	372	250	1021	340
Road Sides (Vegetation/Drainage)	281	214	91	586	195
Road Signs and Marking	482	576	459	1517	506
Stock Droving	1	4	1	6	2
Stormwater	69	66	47	182	61
Street Lights	244	213	150	607	202
Vehicle Entranceways	27	15	13	55	18
Vehicle Movements	4	2		6	3
Total	2839	2828	1951	7618	2539

Source: Transportation Service Request Analysis Summary

As the District population and distance travelled (VKT) increase, an increase in service requests should be expected. Council actively encourages residents to contact Council and use the use service request system to report faults, but recently the number of Service Request per head of population has dropped despite the increase in VKT and encouragement.
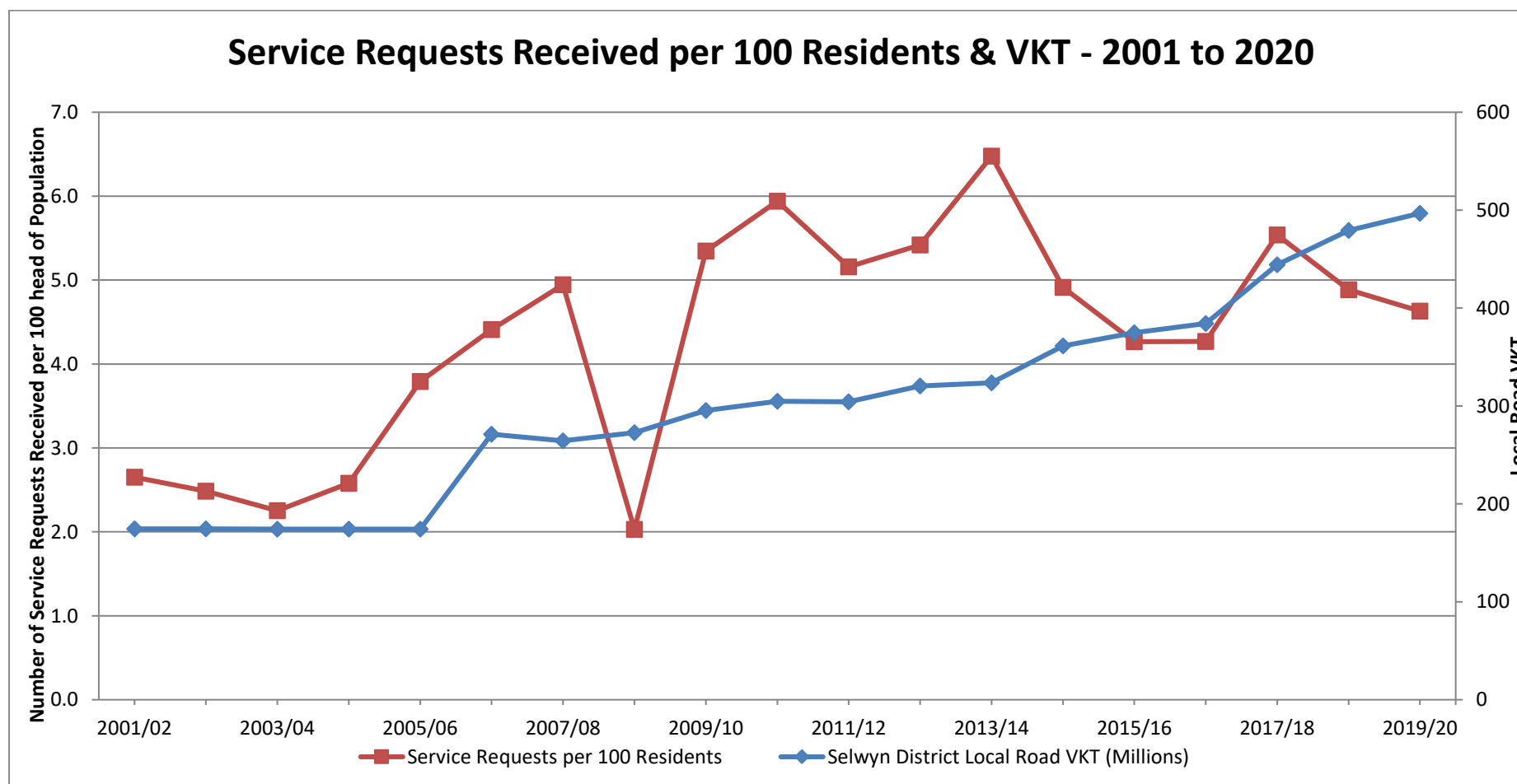
Figure 6-4: *Service Requests adjusted for Population and compared with VKT growth*

(Source: Transportation Service Request Analysis Summary

6.3.2   Residents Survey

Council gains knowledge of customer expectations and concerns using information and feedback from its annual Resident Surveys. The Resident Surveys are undertaken on behalf of Selwyn by Research First. The surveys consider demographic and geographic location splits and track the trends of the responses over time.

Researchers found that the trends in resident satisfaction with Land Transport are generally stable over time.
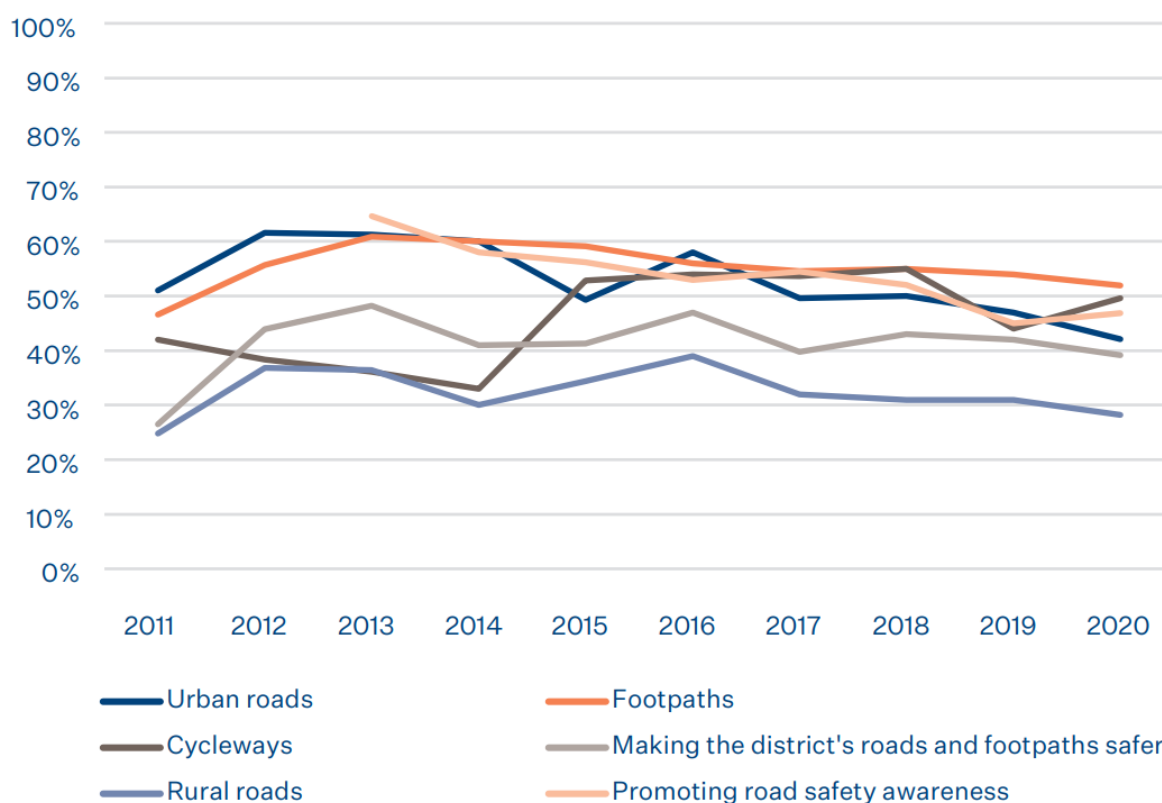

Figure 6-5: *Resident Satisfaction of the Transportation Activity 2011-2020 (Research First)*

Respondents were asked to rate the Council's performance across the following services:
- Urban roads;
- Footpaths;
- Cycleways;
- Making the district's roads and intersections safer;
- Rural roads; and
- Promoting road safety awareness.

Respondents were most satisfied with footpaths (52%) and cycleways (50%). Residents were least satisfied with rural roads (28%). There are no significant differences when compared with the 2019 results.[1]

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[1] Research First (2020), Selwyn District Council Residents' Survey 2020

Surveyors also ask residents for the reasons which lead to their dissatisfaction with services, which are grouped under general themes, and compared with the numbers of similar responses in previous years. Council keeps an internal time series record of resident survey responses over time, aggregating the responses into bands which are assigned letter grades.

Overall Trend – B

Combining the scores of the categories provides an overall trend, showing how the general perception of the transportation network is tracking over time. To target improvements in perception the trends in the scores of the specific areas are considered, to help prioritised forward work plans.

| Attribute Area	Grade	Discussion
Urban Roads	B	Urban Road (formerly "Town streets" in historical surveys) ranked highly in early surveys. The decline in ranking is a combination of the physical manifestations of accelerated wear from rapidly increasing populations, and higher resident expectations in later years. There was marked increase in performance rating from 2001 that reflected the Council's emphasis on funding a street upgrading programme. This programme has been in decline in recent years and may be reflected by the way this measure fluctuates a little at the upper end of the B category. A decline in performance may also reflect residents' dissatisfaction with the state of older streets in the District when compared to the new streets constructed by private developers.
Rural Road	C	This is undoubtedly one of the largest regular transport activities provided by the Council; the lower performance rating reflects the varied expectations road users have towards this activity
Cycleways	B	The "Cycleways and safe cycling routes" activities have been combined for this commentary, and the level of satisfaction has increased over time. This reflects the higher level of investmen tin dedicated cycle facilities in recent Long Term Plan cycles.
Footpaths	B	Footpaths are most often the highest rated component of the transportation network. The relative young age of most of Selwyn's peri-urban townships results in footpaths that are largely undisturbed, as the services buried beneath are well within their initial service lives and access has not been required for repairs or upgrades, resulting in a network of footpaths still in pristine condition.
Road Safety	B	Road safety is a combination of promotional activity and physical interventions on the transportation network itself. In 2005 the "Road Safety coordinator" position was re-established and in 2016, "Schools Road Safety coordinator" was established in the Roading Department. This has allowed an improved coordination and input into engineering solutions which has assisted in improving road safety and is in addition to education and enforcement functions. The outcomes from the position also became more goal and objective orientated and is associated with on-going projects such as intersection behaviour, drink driving, seat belts, fatigue etc.
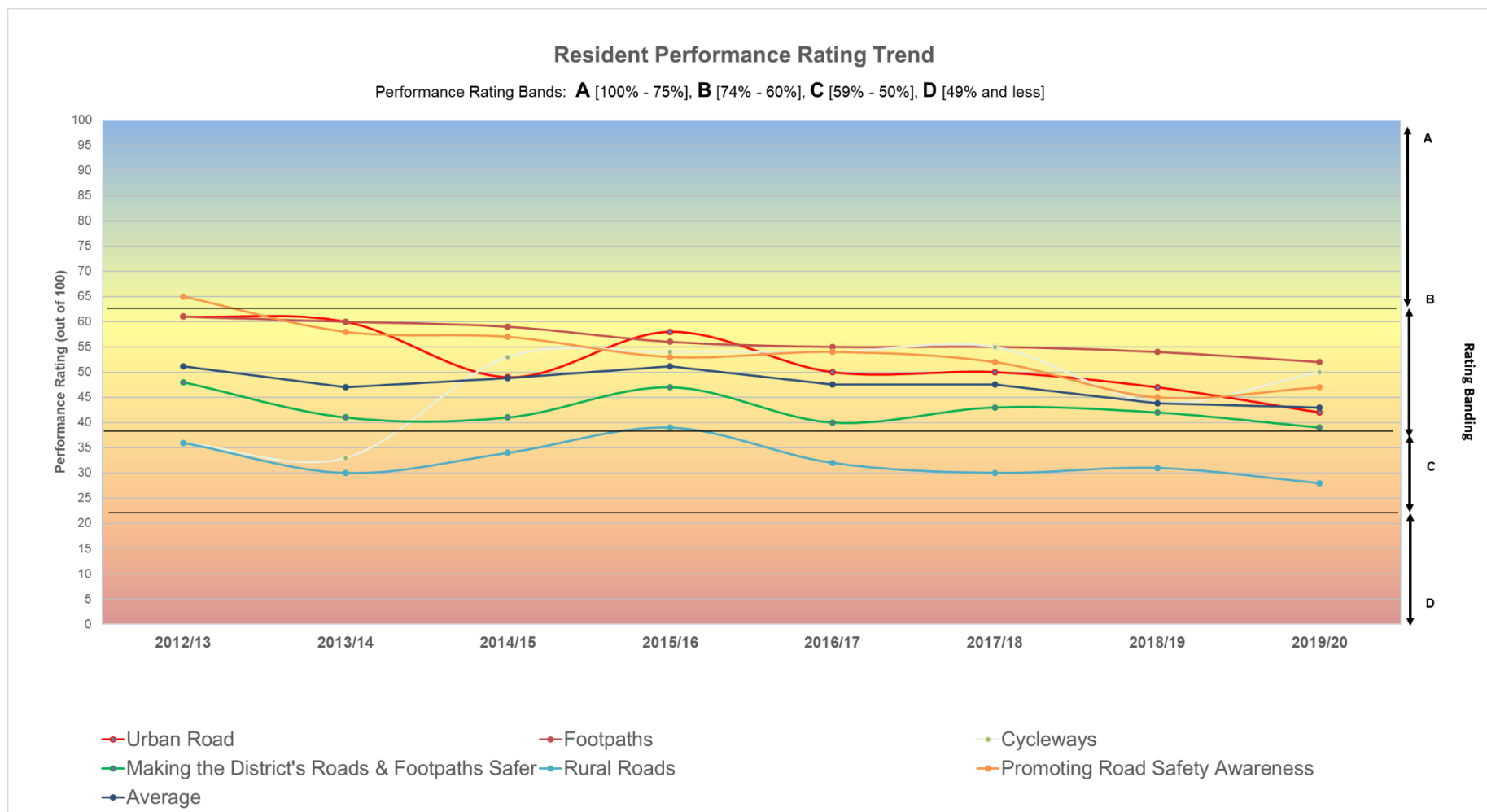
Figure 6-6: *Resident Performance Rating Trends 2012 to 2020 (Research First)*

6.3.3 Service Life of Facilities and Network

The service life of transportation assets is a key attribute used to inform maintenance, operations, renewals, and replacement programmes. Service life is influenced by factors outside the actual expected lives of the individual assets within the Transportation Activity, and can change as the conditions of operation change. These changes are taken into account in each of the planning cycles and service life estimates are continuously updated to ensure accuracy.

Table 6-9: *Service Lives and Planning Windows of Networks, Facilities, and Documents*

Planning Document	Planning Window or Expected Life				
LTP – Committed Budgets	3 years				
Community Outcomes		6 years			
LTP		10 years			
Road Pavement Surfacing			11-19 years		
AMP			10-20 years		
Regional Land Transport Strategy				30 years	
Urban Development Strategy				30 years	
Road Pavement Structure					70 years +
Other Assets				50-100 years	

6.4 Consultation Processes

6.4.1 Community Outcomes for the Long Term Plan

Council has carried out significant consultation to establish the Community Outcomes for the LTP. These were reviewed in 2011 following the changes to the Local Government Act in 2010. For the 2018 LTP the Community Outcomes retains the essence of those included in previous LTP's. Changes to any service delivery levels of service are also considered as part of the Long Term Plan process.

6.4.2 Statutes that Include Consultation

Statutes that require Council to undertake consultation for Transportation include:
- Local Government Act (LGA) 2002.
- Resource Management Act 1991.
- Land Transport Management Act 2003.
- Ngai Tahu Settlement Claims Act 1998.

6.4.3 Significance Policy

Under the LGA 2002, each Council is required to have a Policy of Significance. The requirements for this policy is to ensure that in making decisions the Council is:
- Clear about why it is addressing a matter.
- Has considered and evaluated different options and alternatives.
- Has understood the community view on the matter and the options for addressing it.
- Has understood the views and preferences of the affected party.

A Significant Activity is one that has a high degree of significance in terms of its impact on either:
- The well-being of the people and environment of Selwyn District and/or
- Persons likely to be affected by or with an interest in that activity and/or
- Capacity of Council to provide for the well-being of the District

Transportation is considered by Council as a significant activity and therefore consultation with the community is required.

6.4.4 Consultation Policy

Council's Public Consultation Policy (C301) states that Council will:
- Clarify its expectations through public consultation.
- Allow sufficient time for effective response to its proposals.
- Report on public proposals and follow up when necessary.
- Maintain the consultative process.
- Have regard to its consultative statement.

6.4.5 The Special Consultative Procedure

There are a number of instances where Council will undertake consultation at a District wide or comprehensive level. This generally occurs when there is a requirement to use the Special Consultative Procedure as prescribed in the LGA 2002. This occurs in the following situations:
- Adopting or amending the LTP. The LTP is reviewed every three years with the Annual Plan giving effect to that Plan in the intervening years.

- Adopting the Annual Budget.
- Adopting, amending or reviewing a Bylaw.
- Proposing a change in the way a significant activity is undertaken.
- Significant decisions not already provided for in the LTP.
- Termination of a service.

Council may decide that some decisions are significant and therefore require a more rigorous assessment of options and a more robust consultative process. These decisions are treated as amendments to the LTP and can be dealt with either separately or as part of the Annual Plan process.

6.4.6   Community Consultation

Council has undertaken a range of consultation processes over the past few years specifically targeted at gathering information on the extent of infrastructure it will provide or how a service is managed.

Table 6-10: *Transportation Activity Consultation Processes*

Council Plans and Processes	Key Stakeholders Involved	Frequency	Reasons for Consultation	Extent of Consultation
LTP process (from 2015)	Community, Key Stakeholders	3-yearly	Legislative requirement criteria of LGA 2002	In accordance with the LGA 2002 consultation requirements
Bylaws	Community	5-yearly	Legislative Requirement LGA 2002 s158	Public and Industry submissions requested
Residents Survey (from 1999)	Community	Annually	Rate satisfaction with services provided by Council	1,036 residents surveyed by telephone
Development Contributions Policy	Key Stakeholders	3-yearly	Identification of projects associated with policy	Discussion with stakeholders
District Plan changes	Community, Key Stakeholders	10 -yearly	In accordance with the RMA 1991 consultation requirements	In accordance with the RMA 1991 consultation requirements
Regional Land Transport Plan	Community	3-yearly	Legislative requirement of LTMA 2003	Consultation undertaken by Environment Canterbury
Walking and Cycling Strategy	Community	TBC	Seek community aspirations for Walking and Cycling, inform forward works and NLTP programmes	Township Committee meetings
Road Safety Strategy	Community	TBC	Seek community and stakeholder impressions of future safety work	TBC

6.4.7   Maori Contribution

The Local Government Act requires Council to establish processes that provide opportunities for Maori to contribute to Council's decision-making. Council acknowledges there are a number of partners involved in this planning process and delivering for the community. A strong relationship with Ngāi Tahu Whanui represented by Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu. Council has established open lines of communication and meets regularly with Ngā Rūnanga to discuss planning, management and specific issues such as Te Waihora. Council has included local Iwi representation on community project teams and the District Plan Committee

6.5   Performance Levels of Service

LoS statements are more specific than objectives and may apply to one or more of the asset groups and programmes within the activity. These statements are written in a manner that can be understood by non-technical readers but are often linked with more technical definition. LoS must be measurable. The performance measures that have been attributed to each LoS are specified to ensure:

- They can be benchmarked wherever possible and desirable.
- They are mutually independent of each other.

6.5.1   Current and Target Levels of Service

Primary or Customer LoS relate to how the customer receives the service in terms of both tangible and intangible measures/criteria. Secondary or Technical LoS are developed to ensure the Primary LoS are met.

Table 6-11: *Four Transportation Objectives Link Community Outcomes and Service Targets*

Transportation Objectives	Service Statement	Implementation Measures
Provide a well maintained, operated and affordable land transport system.	Undertake maintenance and renewal programmes to ensure the safe and efficient on-going operation of the roading network and related transport facilities to the satisfaction of ratepayers, road users and the NZ Transport Agency.	- Customer service requests - Road roughness and condition measures - Resealing targets - Footpath condition rating
Cater for any significant projected traffic increases in a sustainable manner.	Assess, plan and implement new roading projects to upgrade the network in conjunction with non-road based solutions to manage demand in an integrated and sustainable manner.	- Project completion record - Walking and Cycling Projects Implemented - Changing travel behaviour schemes
Pedestrians, cyclists & motor vehicle users can safely move around the Selwyn District.	Fully utilise available funding opportunities to carry out safety improvement works in conjunction with community-based road safety, education and enforcement programmes.	- Causality and crash statistics - Success of Road Safety Promotions - Utilisation of Safety Funding
	Use travel demand management and implement infrastructure to encourage modeshift to public and active transport modes	- Public transportation utilisation - New infrastructure construction targets - Uptake of education programmes
Contribute to an integrated and responsive local and regional transportation system.	Allocate the appropriate staff and resources to represent the interests of the Council and the community in Greater Christchurch and regional transportation planning, funding and implementation initiatives.	Participation in Regional Transportation Coordination activities and initiatives

Objectives specific to each different asset class have also been developed; these are included in the technical specification for those individual assets.

6.5.2   Mandatory Performance Measures

Established by the Department of Internal Affairs in 2013 the Non-Financial Performance Measures Rules 2013 are to be reported by Council on an annual basis. These measures are integrated into Council's suite of reported measures.

- Performance Measure One: **Road Safety**

The change from the previous financial year in the number of fatal and serious injury crashes on the local road network, expressed as a number.

- Performance Measure Two: **Condition of the Sealed Road Network**

The average quality of ride on a sealed local road network, measured by smooth travel exposure (NAASRA).

- Performance Measure Three: **Maintenance of the Sealed Road Network**

The percentage of the sealed local road network that is resurfaced.

- Performance Measure Four: **Condition of Footpaths Within the Local Road Network**

The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan).

- Performance Measure Five: **Response to Service Requests**

The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan.

Selwyn also report on a number of non-mandatory measures further to the Audit New Zealand measures. These are included in Table 6-12

6.5.3   Performance Goals

Short and medium-term performance goals have been set for each performance measure. Those requiring an increase in performance will be achieved by implementing improvement actions. Short term goals should be achieved within the first three years of the AMP period while medium-term goals signal the improvement planned over a ten year period.

The performance goals are aligned with the prioritised expenditure programme such that the targets reflect the actual improvement in performance expected if the expenditure programme is implemented.

The proposed measures integrate the Mandatory Performance Measures, and consider performance issues to date and the One Network Road Classification system. Further integration of technical measures and the ONRC will occur.
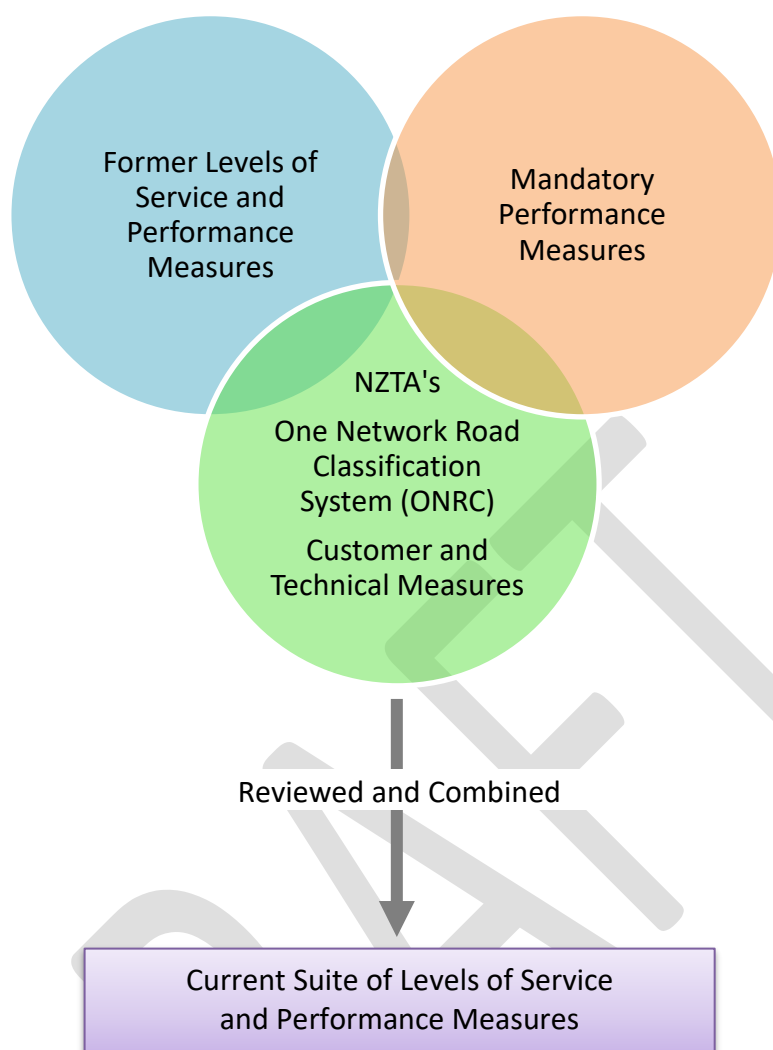
Former Levels of Service and Performance Measures

Mandatory Performance Measures

NZTA's

One Network Road Classification System (ONRC)

Customer and Technical Measures

Reviewed and Combined

Current Suite of Levels of Service and Performance Measures

Figure 6-7: *Four Transportation Objectives Link Community Outcomes and Service Targets*

Table 6-12: *Proposed Levels of Service and Performance Goals*

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Service area	Current Performance	2021/22	2022/23	2023/24	2024-31
To provide a well maintained, operated and affordable land transport system	Undertake maintenance and renewal programmes to ensure the safe and efficient operation of the roading network and related transport facilities to the satisfaction of ratepayers, road users and the NZ Transport Agency	Likely external funding constraints may require programmes to be reassessed		Response to service requests: The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan. (Mandatory Performance Measure) .	All	85%	>75% resolution within the timeframe specified	>75% resolution within the timeframe specified	>75% resolution within the timeframe specified	>75% resolution within the timeframe specified
				Condition of the sealed road network: The average quality of ride on a sealed local road network, measured by smooth travel exposure. (This Mandatory Performance Measure indicates the percentage of the network that complies with a maximum roughness target for a particular level of road.)	Urban	89%	≥90%	≥90%	≥90%	≥90%
					Rural	98%	≥95%	≥95%	≥95%	≥95%
					All roads	96%	≥95%	≥95%	≥95%	≥95%
				Maintenance of a sealed local road network: The distance of the sealed local road network that is resurfaced. (Mandatory Performance Measure)	Sealed roads	66.2km	≥75km	≥75km	≥75km	≥75km
				Maintenance of the Unsealed Road network: The percentage of roads to achieve "good" or "very good" grades in both of the previous biannual visual condition surveys.	Unsealed Roads	New measure	70%	70%	70%	70%
				Condition of footpaths within the local road network: The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan). (Mandatory Performance Measure)	Footpaths	89%	≥80%	≥80%	≥80%	≥80%
To cater for any significant projected traffic increases in a sustainable manner	Complete upgrade and capital projects on an annual basis as identified mostly through strategies and forward work programmes (major projects are greater than $100,000)	Assess, plan and implement new roading projects to upgrade the network in conjunction with non-road based solutions to manage demand in an integrated and sustainable manner		The percentage of individual large capital projects generally completed in the year that they were programmed to occur	Roading Improvements	50%	≥75%	≥75%	≥75%	≥75%
To allow pedestrians, cyclists and motor vehicle users move safely around the Selwyn District	Fully utilise available funding opportunities to carry out safety improvement works in conjunction with community-based road safety, education and enforcement programmes			Road Safety: The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number. (Mandatory Performance Measure)	Road Safety	4 fatal and 14 serious	Progressively reducing number of fatal and serious crashes.			

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Service area	Current Performance	2021/22	2022/23	2023/24	2024-31
	Use travel demand management and implement infrastructure to encourage modeshift to public and active transport modes			Public Transport: The change from the previous financial year in the number of passenger utilising public transport to, from, or within the district	Public Transport Utilisation	New measure	Progressive increase in patronage numbers			
				Active Transport (Walking): The length of new footpaths constructed	Active Transport	New measure	2,800m	2,800m	2,800m	2,800m
				Active Transport (Cycling): The number of schools participating in the School Cycle Skills Education Programme		New measure	3 schools	3 schools	3 schools	3 schools
To contribute to an integrated and responsive local and regional transportation system				Allocate the appropriate staff and resources to represent the interests of the Council and the community in Greater Christchurch and regional transportation planning, earthquake recovery, funding and implementation initiatives	Attendance at relevant Regional Transport Committee (RTC) and Regional Transport Officers Group (TOG) meetings and forums.	88%	≥80%	≥80%	≥80%	≥80%

| Section 6: Levels of Service |

6.6 Technical Levels of Service

Technical LoS are developed from the agreed customer LoS. These technical standards do not require specific adoption by Council, as they are interpretations of Council's expectations and decisions. The technical LoS are important to demonstrate to Waka Kotahi that Council is maintaining, operating and improving the transport activity in a manner that provides the Agency with sufficient confidence to continue to provide investment funding from the Councils Land Transport Programme. Indeed, in many cases the technical LoS utilised directly relate to published NZTA technical requirements or guidelines.

6.6.1 Monitoring and Reporting

The technical levels of service are monitored through Council's Customer Satisfaction Surveys, RAMM, and dTIMS outputs. Road rating and roughness surveys are undertaken every three years to assess the condition of the sealed network. From this a Treatment Selection Report is produced which provides an assessment of the condition of the network and details specific faults and defects found in the survey.

These faults include:
- Road roughness,
- Shoving of the pavement,
- Cracking of the sealed surface,
- Flushing of the surface with bitumen,
- Pot holes,
- Scabbing through the loss of the chip surface, and
- Edge break.

These faults directly impact customer perception of the transportation network, though being visibile indicators on deterioration or from the physical impact that have on users. Roughness has been adopted as the key Service Target for the sealed and unsealed network as it is a concept that can be understood by the Community and has measurability, repeatability, relevance and consistency. Smooth Travel Exposure is a proxy measurement of roughness that is a mandatory performance meansure required by the DIA, it standardises roughness measurements across different road classifications and can be used to directly compare roads within a territorial authority and externally against other Road Controlling Authorities for national comparisons.

A robust system for measuring, recording and reporting performance is essential for tracking whether Council is achieving objectives and delivering the agreed levels of service. Commitment from internal staff and external suppliers, consultants, and contractors is essential for successful performance reporting.

Regular performance reviews of targeted improvement areas are required and time-series reporting to track trends and adjust approaches is vital to ensure the outputs of the reporting retain their relevance and value.

6.6.2 Maintenance Contract Key Performance Indicators

A suite of KPIs has been developed in collaboration with the road maintenance contractor to reflect the high level objectives and level of service targets. Reporting is undertaken on a monthly basis and discussed at partnering meetings. HEB Construction currently holds the Selwyn District Roading Maintenance contract.

A number of performance targets have been set for the contract to measure and report against to identify areas where achievement is satisfactory and areas where improvement is needed. An overall target performance rate of 85% has been agreed for this contract.

| High Level (40%) | KPI 1 | H&S Notifiable Events |
	KPI 2	H&S Non- Notifiable Events
	KPI 3	H&S Site Check Compliance
	KPI 4	Regulatory Compliance
	KPI 5	Customer Opinion Survey
	KPI 6	Potholes
	KPI 7	P1 Urgent Unscheduled
Service Delivery (40%)	KPI 8	Unscheduled
	KPI 9	Response to Quotes & Info
	KPI 10	Op Inspection Report
	KPI 11	Scheduled Wks. Programme
	KPI 12	Unsealed Maintenance
	KPI 13	Technical Compliance (in Job)
	KPI 14	Asset protection - instances of damage by Contractor
Managerial Processes (20%)	KPI 15	Complete and accurate contract management plans
	KPI 16	Provision of improvements (innovation)
	KPI 17	Timely and Accurate claim
	KPI 18	Work Management and Asset Management
	KPI 19	Resolution of issues

The agreed KPIs cover the high level, service delivery, and managerial aspects of the contract and ensure that all of the delivery aspects of the contract are being monitored.

The performance is summarised, and a full report is prepared discussing performance highlights and any factors that may have contributed to areas of deficiency. A performance score is calculated for each monthly report, and these are compared in every report to performance scores across the previous 12 months.

SDC 1234 - MONTHLY PARTNERING REPORT
SELWYN ROAD MAINTENANCE

December 2020

High Level   Service Delivery   Managerial Processes
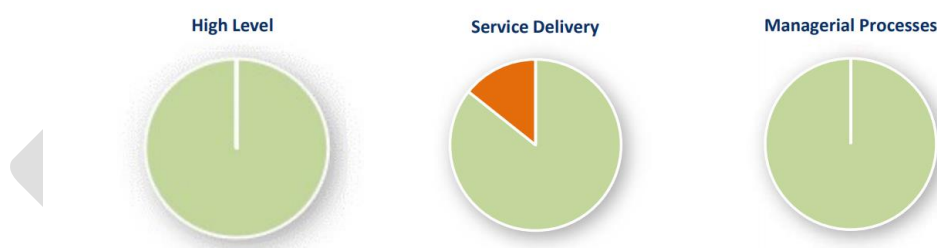
Key Statistics

KPI 6 Potholes	**95.0%**	Total Score	**97.5%**		
				This month	**Year to Date**
Number of Maintenance related Service Requests Received				**95** ea.	**775** ea.
Number of Emergency callouts/events attended				**4** ea.	**33** ea.
Sealed Pavement Potholes filled				**226** ea.	**2276** ea.
Planned Sealed Pavement Repairs completed				**3443** m2	**26484** m2
Km of Unsealed Road Graded				**426** Km	**5028.17** Km
Number of Signs Fixed				**135** ea.	**1748** ea.
Km of Road Resurfacing				**3.65** Km	**18.06** Km
Km of Sealed Pavement Rehabilitated				**0.00** Km	**0** Km
Km of Unselaed Pavement Rehabilitated				**0.00** Km	**26.303** Km

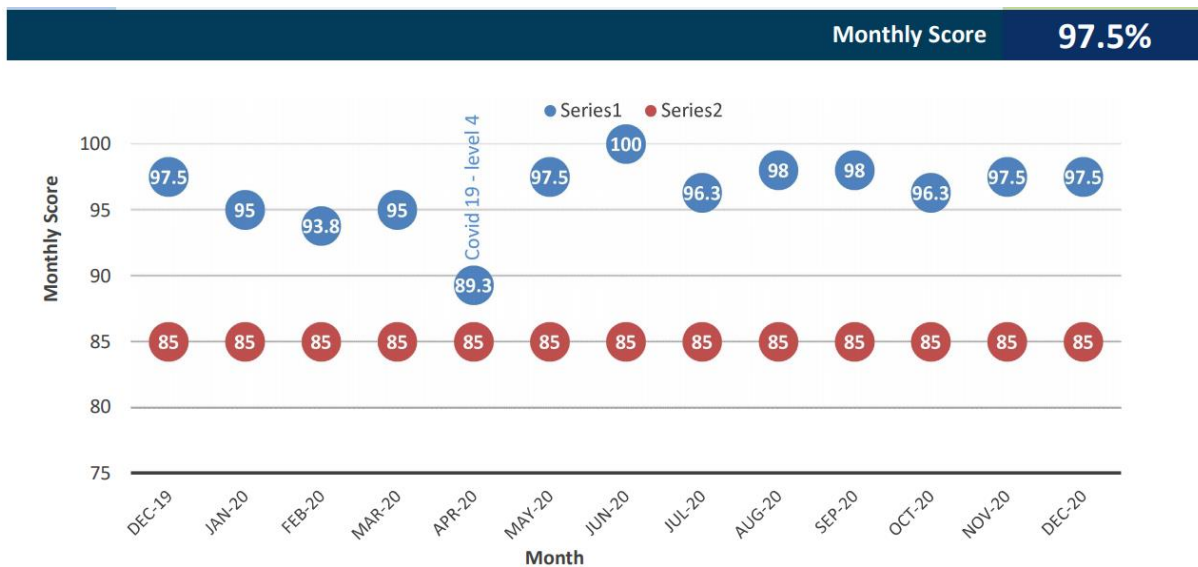**Figure 6-8:** *Monthly Partner Report Summary (HEB Construction)*

Figure 6-9: *Performance scores (blue) for the year December 2019 to December 2020 (HEB). Red series is the 85% performance target.*

6.6.3   ONRC Technical Levels of Service

In 2014, the Road Efficiency Group released a comprehensive suite of customer and technical LoS that had to be reported on as part of ONRC implementation. The suite of KPI's were condensed in 2016 to allow the sector time to adjust to the new requirements. An online performance measure reporting tool was also developed that allowed most of the KPI results to be automatically retrieved from the RAMM system.

SECTION TO BE COMPLETED

6.7　　Transportation Negative Effects

The economic, environmental and social benefits from transportation do not come without cost. Carrying out transport activities of a large scale has the potential to be damaging. Council recognises these possible negative effects and takes the following measures to address them.

Table 6-13: *Transportation Negative Effects*

Well-being	Possible negative effect	The Council's response
Social	Poorly designed, operated or located transport infrastructure may cause noise, dust, visual or other impacts which have adverse effects on quality of life and the environment	Design and locate new infrastructure and use buffer zones and plantings in a way that reduces the effects of potentially disruptive assets such as new roads near residential areas
	Transport routes can separate communities.	Integrate walking and cycling links with vehicle and public transport routes to connect communities with each other and with other amenities and shopping precincts. By walking and cycling, residents can interact with their neighbourhood and environment resulting in a sense of safety and belonging while being engaged in a healthy activity
		Link up amenities such as schools, community centres, reserves and libraries with safe and efficient transport routes
	The use of roads can be hazardous	Identify hazards and risks and attempt to reduce these through a combined effort of engineering improvements, education, behaviour change and enforcement. Ensure speed limits are appropriate and carry out repairs and renewals in a timely manner
Economic	Rates have to be levied to cover the cost of providing services that contribute to the Council's goals and its Statutory obligations, while remaining sustainable and affordable	Responsibly provide efficient and effective levels of service that the community can afford. Provide a range of transport services so people and businesses can make informed travel choices on what is appropriate and affordable for them
	Failure to levy rates at the appropriate time may result in an excessive burden for future generations	Consider 'whole of life' costs and apportion capital costs equitably over time. Ensure that charges are realistic and do not result in accumulated costs later. Plan ahead for economic growth and population expansion. Carry out renewals and new works in a timely manner
	Failure to make adequate service provision, together with unreliable services, may limit growth and impact on economic prosperity	Work with other Local and Regional Authorities to coordinate major transport planning and funding initiatives as a joint enterprise. This is likely to be more successful compared to if the Council acted in isolation

Well-being	Possible negative effect	The Council's response
	Expanding transport routes can increase vehicle movements and subsequently the use of fossil fuels	Put in place 'an integrated, safe, responsive, sustainable and affordable land transport system'. Utilising integrated transport packages, the Council can encourage other choices through public transport planning and walking and cycling routes to reduce the dependence on motor vehicles and fossil fuels. The Council supports the 'Park and Ride' concept in future town planning
Environmental	Transport routes can affect rural amenity and landscape values	Consider all aspects of community well-being, not just economic outcomes. Work with the topography of the land to integrate transport corridors with the landscape. Use design techniques, which minimise adverse environmental effects
	Transport routes add hard surfacing to formerly permeable land, exacerbating stormwater run-off, glare and noise. Run-off can cause pollution if it flows directly into streams	Integrate soft stormwater treatment features into roading design e.g. the use of grassed and planted swales and retention basins to capture run-off, treat it and release it slowly into streams and water courses
	Vehicles produce exhaust emissions that are potentially harmful while growth will introduce more vehicles onto the road	Provide other transport choices such as walking and cycling and public transport in an attempt to at least halt or preferably reduce the amount of emissions by a reduction in motor vehicle usage. To be effective, this also has to be combined with wider efforts and incentives such as achieving a more modern and efficient national vehicle fleet
	Street lighting in new urban subdivisions can add to light pollution that affects people's enjoyment of the environment. This has to be balanced against personal safety and property protection	Follow specific standards for any new street light installations to reduce light spill and glare while remaining effective. Some smaller more rural townships may elect to have a reduced level of lighting to meet their concerns
Cultural	Road maintenance, improvement works and new transport routes have the potential to damage heritage sites, mature vegetation and remnants of the District's culture and history	Assess the impact on cultural well-being as a normal part of the decision-making process. Consult with local communities of interest to identify sites that are of importance to them and design routes accordingly. Consult with Tangata Whenua and the Historic Places Trust

6.8   Improvement Plan Items

TO BE UPDATED TO REFLECT PROGRESS AND NEW 2021 IMPROVEMENT ITEMS AT COMPLETION