



3: Levels of Service

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3 Levels of Service

3.1 Introduction

Levels of service are developed in order to demonstrate a clear understanding of customer needs and expectations and show how these needs and expectations will be met. They are moderated and guided by statutory requirements and the organisation's strategic and corporate goals as well as community outcomes. Schedule 10 of the LGA requires the description of intended levels of service to include performance targets and other measures by which the actual levels of service may be meaningfully assessed. Monitoring these targets over time allows SDC to measure performance and be more accountable to stakeholders and community.

This section provides an overview of stakeholders in the Community Facilities Activity, the role of council, and how community services contribute to the community outcomes. Key service drivers, customer needs, and past performance is discussed. Specific information, including the present and future levels of service for each service area, is displayed in Sections 7 to 16.

3.2 Stakeholders and Community

In order to promote excellence in the management of resources and the provision of services for the people of Selwyn District stakeholders need to work together. It is important to identify stakeholders to better understand their values and what aspects of the Community Facilities Activity are important to them.

Information was initially compiled during the development of the community outcomes from questionnaires posted in local newspapers, submissions, referenda, workshops, surveys and commissioned research. This process not only identified the outcomes but also identified organisations and groups capable of influencing the promotion of those outcomes. Further to this work a revision of existing asset planning documents has facilitated further development of the list of stakeholders, see Table 3-1 and Table 3-2. Note that more specific information on stakeholders for each service area is included in Sections 7 to 16.

Key Internal Stakeholders	Community Service									
	Recreation Reserves	Township Reserves and Streetscapes	Cemeteries	Public Toilets	Community Centres and Halls	Swimming Pools	Properties and Buildings	Rental Housing	Gravel Reserves	Forestry
Councillors	●	●	●	●	●	●	●	○	●	●
Malvern Community Board	●	●	●	●	●	●	●	○	○	○
Community Services & Facilities Group Staff	●	○	○	○	●	●	●	○	○	○
Infrastructure & Property Group Staff	●	●	●	●	●	●	●	●	●	●
Enabling Services Group Staff	○	○	●	○	○	○	●	●	○	○
Development & Growth Group Staff	○	○	○	○	○	○	○	○	○	○
● Primary Interest ○ Secondary Interest										

Table 3-1: Key Internal Stakeholders

Key External Stakeholders	Community Service									
	Recreation Reserves	Township Reserves and Streetscapes	Cemeteries	Public Toilets	Community Centres and Halls	Swimming Pools	Properties and Buildings	Rental Housing	Gravel Reserves	Forestry
Selwyn community including citizens and ratepayers	●	●	●	●	●	●	●	●	●	●
Individual user of service	●	●	●	●	●	●	●	●	●	
Tourists & visitors to the District	●	●	●	●	●	●	●			○
Sporting and recreation groups/clubs	●	○			●	●				
Environment Canterbury	○		●	●	○	○	○		●	●
Ministry for the Environment	●	●	●	●					●	●
Department of Conservation	●	●	●	○			○		●	○
Ministry of Health			●	●		●				
Neighbouring TLAs (CCC, WDC, ADC)	○		○	○	○	○	○			○
Ministry of Primary Industries										●
NZ Transport Agency		○							○	
Ministry of Education/Schools	○						○			
Sport Canterbury	●	○			○	●				
Funeral Directors			○							
Disabilities Community	●	●	○	●	●	●	●	○		
Ngai Tahu & Iwi	●	○	●	●			●		○	○
Heritage NZ	○		●		○		●			
Fish and Game	○	○							○	○
Forest and Bird	○	○							○	○
Community groups	●	●	●	●	●	●	●	●		○
Tenants (housing)								●		
Commercial lessees							●			
Lessees (grazing)	●						●		●	●
Contractors, Consultants & Suppliers	●	●	●	●	●	●	●	●	●	●
● Primary interest ○ Secondary interest										

Table 3-2: Key External Stakeholders

3.3 Key Service Drivers

The key drivers affecting the Community Facilities Activity include changing legislation and regulation, council's policy and strategic direction, and increasing customer expectation. A full range of service drivers relating to individual services is explained in the Level of Service parts in Sections 7 to 16.

Legislation

Key statutory, regional, and local legislative requirements that impact on the levels of service are outlined in Section 2.10. In addition, detailed information on legislation, regulations and standards relating to service areas is covered in Sections 7 to 16.

Strategy and Policy

Key strategic documents with potential to influence customer expectations are set out in Section 2.10.3 and more detailed information is included in each of the service area sections (Sections 7 to 16).

Urbanisation

Resident expectations of a higher standard of service commensurate with a city environment are increasing as some townships become more "urbanised". This has been particularly evident in the high growth townships of Rolleston, Prebbleton, West Melton and Lincoln where there are community expectations for service standards above what has previously been provided.

3.4 Engaging with the Community

Existing service level descriptions and performance measures have been reviewed in order to evaluate their adequacy in terms of useful reporting. The analysis included information collected from the LTP and Annual Plan consultation, earlier asset management plan versions, and other strategic documents. An exercise was undertaken by a combined Councillor and Staff working group to review the current performance measures included in the LTP with a view to ensuring they are producing useful reporting information and to reduce reliance on Annual Residents Surveys. This work was carried out in late 2020 with the final measures signed off at a Council Workshop in December 2020. Further work has been undertaken over 2023/24 to review levels of service and performance targets leading into the current LTP cycle. This has focused on reducing the number of key measures and targets for inclusion in the LTP and ensuring they provide meaningful performance measurement of levels of service.

Service level descriptions and performance measures have been developed over time based on:

- Analysis of results and trends from the previous annual Selwyn Residents Survey up until 2020.
- Development and consultation on strategic documents e.g. Play, Active Recreation and Sports Spaces and Places Plan
- Preparation and consultation on Reserve Management Plans
- Formal focus group workshops on level of service standards for Community Facilities in 2008, 2013 and 2017
- Consideration of national levels of service developed by NZRA for parks and reserves
- Consideration of Selwyn District's provision and service levels compared with similar local authorities as described in the Yardstick benchmarking project for parks
- Analysis of consultation on various iterations of the LTP and subsequent Annual Plans
- Feedback from the community via formal processes such as presentations to Council
- Analysis of service request information collected over the last three years
- Council Working Party review of levels of service and performance measures leading in to the preparation of the 2021-31 LTP
- Secondary Research Analysis report undertaken in 2023 which involved a comprehensive secondary source review, using a variety of existing resource material
- Pre-engagement survey and charettes carried out in 2023
- Greater Christchurch 2050 survey and workshops
- Emerging themes from 'Future Selwyn' plan development

Secondary Research Analysis Findings 2023

Research for this project was conducted in the form of a comprehensive secondary source review, using resources provided by the Selwyn District Council, commissioned studies conducted by independent research firms related to the Selwyn District Council, and additional publicly accessible material. These sources were critically evaluated to identify dominant themes, concerns, opportunities, and trends to provide relevant Council members with an overview of:

- Why do people choose to live or work in the district?
- What challenges do they face; and
- How they want the district to grow in the future.

Upon examination of sources to understand why residents choose to live or work within the Selwyn District, three primary themes emerged:

		
1 Good facilities/ amenities and overall council performance.	2 Desire for and appreciation of a rural lifestyle and culture.	3 A strong sense of community, the people, and the neighbourhood spirit.

Examination of surveys and reports demonstrates that many respondents are satisfied with their experiences at council facilities. Council facilities mentioned including pools, parks, and buildings, all of which have high satisfaction.

Challenges faced by residents in relate directly to current or perceived threats to the aspects that they have reported attracted them to the area and particularly the growing population and its impact on the district. Of specific relevance to Community Facilities services is impact the area's natural environment from increasing development and the need to preserve and have access to greenspace.

The major elements of future growth that residents have highlighted through research include:

- Maintaining Community-centric Development: Preservation of the community spirit and high-quality council facilities.
- Balancing Land Development and Lifestyle: Residents value their current lifestyle, which the introduction of high-density living and extensive land development could disrupt. There's a clear emphasis on careful planning that can balance growth with the preservation of the district's characteristic lifestyle.

Further secondary elements of future growth included:

- Access to Green Spaces: As the population expands and land development progresses, maintaining and increasing access to green spaces, including dog parks, playgrounds, and recreational areas, remain vital to residents.
- Accommodating Diverse Populations: There's a strong urge from residents for the council to ensure the availability of various housing options to cater to different living arrangements - including extended families, young people, and the aging population.
- Environmental Conservation: Residents' future-proofing vision for the district encompasses environmental stewardship. They desire strategies aimed at climate change mitigation and emissions reduction.
- Transportation and Mobility: Improved public transportation, walkable communities, and safe pedestrian environments are also part of the residents' vision for the future Selwyn District.
- Affordable Housing: Selwyn is known for affordable living, and residents wish to maintain this as the district grows to ensure the community is accessible to young families, aging populations and a wider demographic. Emphasising the importance of affordable housing in future planning and development strategies is therefore critical.

Pre-engagement Survey and Charrette 2023

As well as the above Secondary Research Analysis, Council undertook early consultation with the community as an input to the development of the 2024-34 LTP. This involved a mixed-mode approach, where residents could engage with the future long-term plan in a way that suited their everyday lives while also ensuring a diverse range of residents throughout the district participated. This included a number of community charrettes and an on-line survey. In total nearly 800 people participated in the engagement process.

This engagement indicated the following main themes for living in Selwyn which showed a marked change from the earlier literature review process noted above:

		
	Literature Review Reasons	2023 LTP Reasons
1	Good Facilities	Rural Atmosphere
2	Rural lifestyle and culture and	Proximity to family and Job
3	A strong sense of community, the people and the neighbourhood spirit.	Lifestyle

The pre-engagement process identified some key themes that were important to residents that can provide direction for the development of the LTP:

			
Environmental Wellbeing	Social Wellbeing	Economic Wellbeing	Cultural Wellbeing
including	including	including	including
Climate Change Access to Green Spaces Balancing Land Development and Lifestyle	Community-Centric Development Facilities and Services Community Engagement	Transportation and Mobility Working in Selwyn	Accommodating Diverse Populations

In breaking down the key themes and, more specifically, those that relate Community Facilities the priorities for residents emerge:

The overall health and sustainability of our environment in Selwyn, including issues related to climate change, access to green spaces, and housing.

94% of residents prioritise the inclusion of greenspaces in development. With 61% ranking it of Very High Importance. What residents wanted to see prioritised in green space development is indicated in the table below:

Qualitative:		Quantitative Priorities:	
1	Comprehensive Greenspace plan	1	Natural spaces included in development
2	Access to natural spaces for hiking, cycling etc.	2	Planting a range of natives
3	Biodiversity	3	Community initiatives in sustainable food production
4	Sustainable food development	4	More parks and sports fields

A sense of community, belonging and mutual support in Selwyn. It encompasses the quality of community spaces and events and how they foster social connection.

Facilities: Residents feel that Selwyn's infrastructure development is primarily centred on Rolleston and doesn't cater to the youth or ageing population, emphasising the need for proactive planning that addresses the district's growing and future needs.

In terms of future priorities the pre-engagement noted that:

Residents prioritise a "sustainable Selwyn" that meets all their needs allowing them to be born, live, work, play, and complete life's journey without needing to leave the region.

This emphasis on Sustainable Selwyn encompasses that within several layers, including:

Vision of self-sufficiency: many residents aspire for a Selwyn where they can live, work, play, and complete life's journey.

Infrastructure, facilities, and amenities: services, healthcare, and community spaces/environment

Environmental sustainability: land use, land protection, and environmental impacts

Developmental sustainability: housing development, urban spread, and green spaces.

As Selwyn evolves, certain changes become inevitable. To gauge receptivity to these, the pre-engagement explored residents' willingness to accept various potential changes. Some results relevant to Community Facilities are recorded below:

- Significant resistance was observed against reducing green spaces (85%), losing local businesses (93%), and compromising the town's ambiance (57%).
- Around 69% of residents indicated less focus on community facility development was possibly acceptable with a "maybe" response.

The engagement report noted that residents can be open to accepting a range of trade-offs; however, achieving buy-in necessitates genuine dialogue to comprehend residents' concerns, addressing obstacles, and transparently communicating proposals and how they benefit the broader Selwyn District in line with a shared vision for the future before they are finalised.

Feedback related to community facilities services is summarised in the information set out below.

Pre-consultation undertaken in 2020

Pre-consultation carried out in 2020 leading into the 2021-31 LTP assessed willingness to pay which continues to have relevance in developing the current Activity Management Plan.

Willingness to pay more for the various community services and facilities-related activities is set out in the following figure. The scoring is based on use of net score to differentiate priorities (spend more minus spend less). This shows that there is, in particular, a preference for spending more on activities for teenagers.

Facilities and services for teenagers	16
Parks, sports fields, and playgrounds	3
Local community centres and halls	-5
Swimming pools	-7
Libraries	-20

Figure 3-1: Community Facilities Willingness to Pay

All the listed Selwyn District Council (SDC) activities are considered important for Selwyn's future development by respondents in pre-consultation undertaken in 2020. However, maintaining drinking water quality and ensuring adequate water supply receive the strongest endorsement along with providing green spaces, parks and reserves through the district. The importance of various Council activities is shown in the figure below.



Figure 3-2: Importance of Council Activities

Greater Christchurch Partnership - Greater Christchurch 2050

The Greater Christchurch Partnership (comprised of SDC, CCC, WDC, NZTA, CDHB, Te Rūnanga o Ngāi Tahu, ECan, Department of the Prime Minister and Cabinet) has been engaging with communities to hear what's most important to people for Greater Christchurch. This includes a survey of 3,000 people (10%

from Selwyn District), workshops with 400 young people and workshops with stakeholders undertaken in October/November 2020. In terms of Selwyn District the following findings are relevant:

What's most important:

- People feel safe (57%)
- Nature, including waterbodies are protected and respected (52%)
- Public transport, walking and cycling are easy and affordable (51%)
- There is lots of green space and trees (47%)
- Waste is minimised, with good options to reuse and recycle (45%)

Biggest issues:

- Traffic congestion is getting worse (62%)
- There are pollution and waste management issues (58%)
- We are not doing enough to offset the impacts of climate change (48%)
- We are losing our natural ecosystems and indigenous biodiversity (45%)
- It's costly and difficult to access health services (44%)

This information helps to provide a focus for service levels and expenditure priorities for the Community Facilities Activity and indicates preferences for looking after the natural environment and ensuring there are plenty of green spaces.

Focus Group Feedback

In 2017, focus groups were invited to comment on the level of service for recreation reserves, township reserves and streetscapes; cemeteries; public toilets; community centres and halls; and swimming pools. Feedback was collated on "H forms", (refer Annexes attached to relevant service areas in Sections 7 and 8, 9, 10, 11 and 12). Each service was scored out of 10 (10 being most satisfied with service) with justification for the score, opinion on adequacy of current expenditure level, and suggested improvements. Although this information is older it continues to help support defining levels of service. Findings from this exercise have been included in the relevant service area sections and a summary is shown below.

Service	Average Satisfaction Rating Out of 10	Current level of spending	Main issues identified
Reserves	6.9	Even support for about right and spending more	Loss of volunteers, some assets lacking maintenance, wider public use services but paid for by local communities, support and communication from Council
Community Centres & Halls	7.3	About right, some support for spending more	Most need upgrading, focus on smaller facilities as well not just hub ones, need to maintain a district wide service.
Swimming Pools	6.7	About right	Need sufficient facilities close to populations, more support for local pools – lifeguards, some community pools need repairs.
Cemeteries	8.2	About right	Mowing standard, sunken graves not attended to quickly enough, water availability at some cemeteries.
Public Toilets	4.2	High support for spending more	Cleaning standard, not enough toilets, poor signage, some not well located, some poor quality (Lincoln).

Table 3-3: Level of Service Focus Group Scores

3.5 Customer Wants and Needs

Customer values have been identified by SDC in order to address the wants and needs that different stakeholders' demand from the Customer Facilities Activity. These values link the levels of service with the

community outcomes and are considered to be important for the economic, social, environmental and cultural well-being of the area. Customer values have been grouped into the following core values:

- . Accessibility
 - . Affordability
 - . Availability
 - . Cultural Sensitivity
 - . Environmental Protection
 - . Health & Hygiene
 - . Heritage Protection
- . Legal Compliance
 - . Provision/Distribution (Quantity)
 - . Quality
 - . Reliability/Responsiveness
 - . Safety & Security
 - . Sustainability
 - . Utilisation

3.6 Past Performance

Performance of Community Facilities activities has been measured and reported in three ways, each described below.

3.6.1 Performance – Customer Ratings

The annual Selwyn Residents Survey has been carried out over a number of years but has been discontinued since 2021. However, this information still gives a trend in customer perception on performance for certain services. Results from this survey are shown in the graph below. The performance rating information extracted from the Residents Surveys shown in the graph below is based on the respondents that were a user of the service as this provides a more focused assessment of performance. As the Council has discontinued an annual survey of residents in the current form this information will not be available for future iterations of this Activity Management Plan.

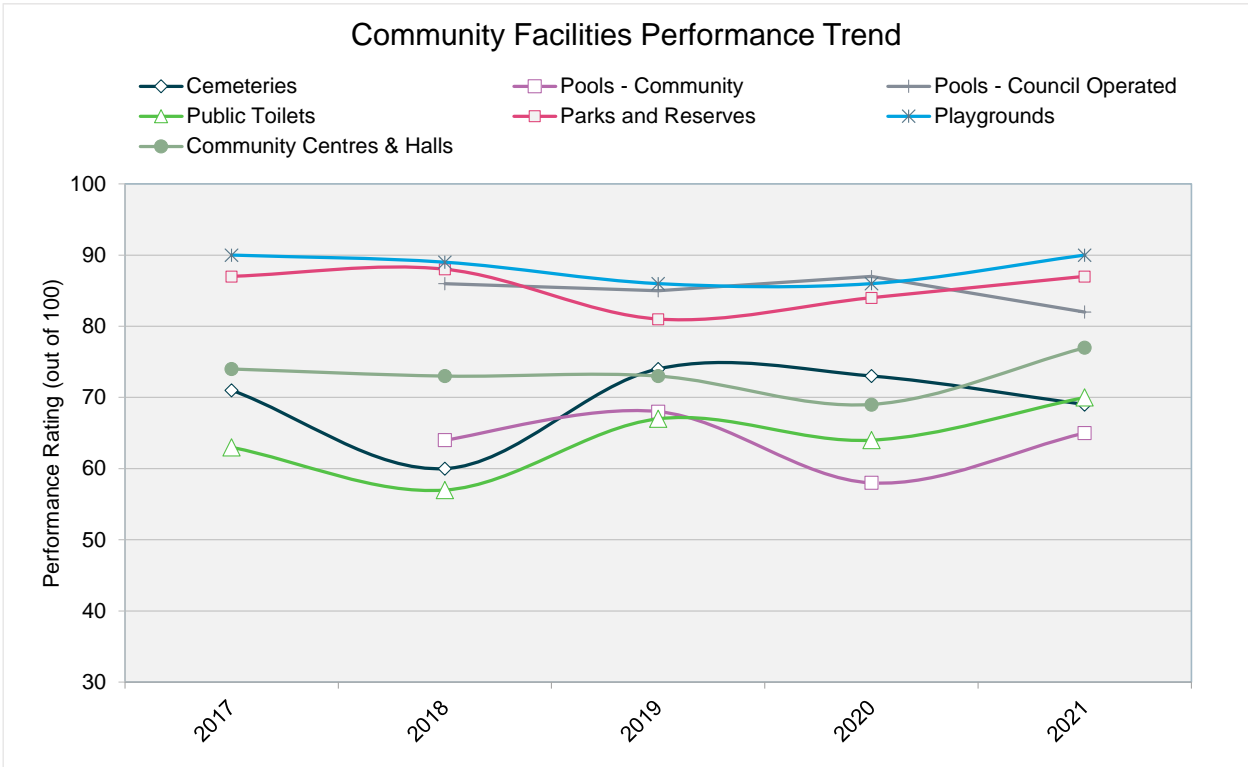


Figure 3-3: Performance Trend (Source: SDC Residents' Opinion Surveys 2017-2020)

The level of customer satisfaction with Council's performance in most of the service areas shown in Figure 33 has tended to maintain a relatively consistent level over the survey period. Council's programmes over recent years to improve performance in identified areas and address service gaps has contributed to the consistent ratings and improvements in some areas. This includes:

- Renewal, upgrading and new facility programme for public toilets (with support from TIF funding).
- Review of maintenance and operations standards for public toilets.
- Provision of new play areas including community parks and upgrading play equipment following independent playground assessments.
- Provision of new and extended sports parks for active recreation and improving facilities on them.
- Upgrading the quality of environments and facilities provided at rural recreation reserves.
- Investment in extending the Selwyn Aquatic Centre.
- Provision of a number of new community centres - Lakeside, Dunsandel, West Melton, Rhodes Park
- Increasing maintenance levels at cemeteries.

3.6.2 *Performance – Level of Service Targets*

Council has adopted Levels of Service and associated performance measures for each of the ten service areas. These have been reviewed as part of developing the 2024-34 LTP with an emphasis on reducing the total number and producing 'SMART' performance goals:

- Specific
- Measureable
- Attainable
- Realistic
- Time-bound.

In reviewing levels of service and performance standards Council has considered the "Parks Categories and Levels of Service Guidelines" developed by the New Zealand Recreation Association (NZRA). This document provides a framework for levels of service applicable to parks and recreation assets/services and to enable comparison on a national basis.

The review has resulted in some of the performance measures being removed, adjusted or some new measures being put in place. This has focused on:

- Ensuring there are a range of measures that cover the various customer value areas while reducing the overall number to be included in the LTP;
- Reducing reliance on Annual Residents' Survey information;
- More targeted measures based on user intercept surveys;
- Reflecting the strategic direction of Council for the service;
- Ensuring the measures are meaningful in gauging the service performance and can be readily assessed.

3.6.3 *Performance – Infrastructure Quality Standards*

The service standard provided by the infrastructure is recorded using specific, measureable methods which can be repeated as required. For assets such as buildings, this is an extensive exercise and is not repeated frequently. Buildings are rated according to a Property Quality Standard, and changes to the building will trigger a review of its performance rating. The assets for which performance is currently documented are:

- Playgrounds (Play value, play environment, number of activities)
- Toilets (Comfort, appearance, servicing, accessibility, safety, compliance, availability etc.)
- Swimming Pools (Assessment against "Poolsafe" criteria.)
- Halls (PQS – accessibility, safety, functionality, compliance, availability, affordability etc.)
- Sports fields (Independent quality and performance assessment)

Non-asset aspects of the infrastructure, such as opening hours, staffing and responsiveness to fault repairs may also be measured and monitored as part of a performance assessment.

3.7 The Present and Future Levels of Service and Performance

Information on present and future levels of service is covered in Sections 7 to 16 of this plan. These provide statements on current and future levels of service along with performance measures for each of the ten service areas.

3.8 Improving Level of Service Performance

Analysis of service gaps has been carried out for all service areas. As part of this process, SDC's response to addressing the performance gaps has been stated and translated to projects. This information is incorporated into the specific level of service information in Sections 7 to 16.

3.9 Changes in Levels of Service

The Council has been generally satisfied that the current levels of service determined for each service area are appropriate. This has been supported by feedback from the community through formal consultation processes. Performance against targets to measure level of service performance as recorded in the 2021-31 LTP and subsequent Annual Plans have, in the most part, been achieved.

In developing the 2018 version of the Community Facilities Activity Management Plan, information was provided to focus groups on the cost of current services and the cost to ratepayers for increasing the level of service in order for them to make informed decisions on level of service changes and the cost implications of doing so.

The focus group exercise generally confirms that the levels of service are appropriate but indicated some areas where gaps are evident. This specifically related to public toilets where there was a desire to increase expenditure to improve the service. Over the last five years Council has made significant investment in public toilets with additional financial support from the Tourism Infrastructure Fund (TIF).

The pre-consultation survey and charrettes carried out in 2020 leading into the preparation of the 2021-31 LTP also confirmed the levels of service and expenditure levels were about right for Community Facilities but did indicate a moderate preference for more expenditure on parks, reserves, sports field and playgrounds as well as providing facilities for youth.

The pre-engagement work carried out in 2023 leading into the 2024-34 LTP has indicated a strong preference for the preservation and provision of green space for recreation, amenity and biodiversity purposes. There is also a strong message to continue to provide community facilities to service the wider district and to future proof these for growth. However, community facilities were considered to be a possibility for reduced services as a trade-off (but this was not a firm preference). Creating a sustainable future was a paramount theme and this included the response to carbon emissions and climate change.

In general terms for the services comprising the Community Facilities Activity, it is intended that no significant changes to levels of service are necessary. This view is formed on the basis that:

- Focus group consultations and the previous Residents Surveys undertaken did not raise any significant issues in terms of the current levels of service.
- Analysis of service requests over the last three years is not showing any specific trends that would indicate dissatisfaction with levels of service.
- Consultation undertaken with the community as part of developing reserve management plans for various reserves.
- Community consultation carried out as part of developing the Play, Active Recreation and Sports Spaces and Places Plan.
- Pre-engagement undertaken leading into the preparation of the 2024-34 LTP did not signal the need for any significant changes in levels of service.

- Submissions received on the 2021-31 LTP and subsequent Annual Plans have not raised issues that indicate current levels of service require significant review.

However, some minor and/or incremental changes to levels of service have been identified partly as a result of the district transitioning from a rural focus to high-growth urbanised environments with associated level of service expectations from the predominantly new communities. Other level of service adjustments include responses to legislative changes, service delivery reviews or changes in recreation trends. Specific changes to levels of service and the identification mechanism, which have been introduced or continue to be applied through this version of the plan are set out below:

- Legislative requirements - Council has considered legislative requirements especially related to the Health and Safety at Work Act when developing the Community Facilities Activity Management Plan and identified additional hazards that required further controls. This related to play equipment safety, community pool supervision and gravel pit management. This resulted in new processes being put in place for inspecting play equipment, additional supervision at community pools, regular inspections and reporting at active gravel pits and health and safety remedial works being carried out a number of pits. The NZ Drinking Water Standards have placed additional requirements on small water supplies to ensure they provide safe drinking water. This has implications for some supplies that service hall and reserves (mainly from on-site bores) and requires extra expenditure to install filters and carry out testing to meet compliance standards. These requirements have generally been embedded in the earlier (2021) version of this Activity Management Plan.
- Provision of new or upgraded community centres - New and improved community and recreation centres have been provided in a number of localities. In some cases these have resulted from earthquake rebuild work but have involved improving the service standards as part of that. Over the 10-year planning period new facilities are also planned for Leeston (an existing gap in service - this facility will be a combined library/service centre/community centre) and Prebbleton (to improve the level of service and meet the needs of this growing community). It is also planned to repurpose Rolleston Community Centre for an alternative use which is likely to have an arts focus. The Community Centres, Halls and Libraries Network Plan that was adopted in 2021 provides a new direction for this service in moving towards a more sustainable network of facilities with a focus on quality, fit-for-purpose, specialisation and high levels of activation as opposed to a larger quantity of facilities where some have very low utilisation. Ultimately this may mean fewer facilities over time as it may not be prudent to continue to support facilities that are low use, not valued by communities and require significant on-going investment. From an operational perspective, Council has already moved to a centralised booking system and expansion of programming to more facilities and will continue to implement actions that promote use of facilities.
- Development of major sports parks - The development of Foster Park has an element of level of service improvement as well as addressing demand from growth. The provision of artificial turfs for both hockey and football has raised the level of service at this park. The park is now largely developed but has a number projects for final completion including a youth play facility, car parking and amenity area. The youth play facility will help to address the expressed need to provide additional facilities for this age group. Foster Recreation Park went through an extensive planning process which involved a notice of requirement for designation and a master planning exercise with associated public and stakeholder consultation. A new major park (Kakaha Park) is being developed in Prebbleton to meet growth demands in this locality. Stage 1 is completed, and stage 2 will follow during this planning period. This park also has elements, in terms of natural area provision and specialist play facilities for youth that help to address service level gaps. Community consultation and a notice of requirement process for designating the park has been followed that has provided for a high level of public input.
- Rolleston Town Centre development - A number of level of service changes have been indicated as part of implementing the Rolleston Town Centre Master Plan. This plan was prepared with a high level of public input prior to adoption by Council. The level of service improvements includes the creation of a high-quality town square and high amenity park on Rolleston Reserve including a sensory garden and youth park. This project is partly completed with the completion of the town square and some park elements to occur during the 10-year planning period. The development has also included Te Ara Ātea, the new community, cultural and library complex that opened in 2021. This is a leading-edge facility that creates an enhanced standard with the range and quality of spaces and service available.
- District Park development - A large scale park (100 hectares) has been purchased on the edge of Rolleston with development of the initial stage of around 30ha planned to commence from 2025. The need for this park was initially identified in the Rolleston Structure Plan and further supported with

the preparation of the Open Spaces Plan. Planning for this park is currently underway and it is envisaged the park will provide for a range of activities that cannot be accommodated on existing sites which includes events space, community gardens, re-creation of indigenous plains planting, farm park and sports hub.

- Public toilet provision - Council will continue with the programme to improve the quality of public toilets in the district. Although this programme is, in part, a renewal plan it also has a component of level of service improvement. Public toilets are planned to be installed at high-use cemeteries. With use increasing and requests from Funeral Directors the need to provide public conveniences has been identified. Improved standards of provision and servicing of public toilets are also required to meet expectations from an increasing visitor base.
- Sports park provision standards - Council has relied on national levels of service guidance for park provision (NZRA Parks Categories and Levels of Service). This indicates a ha per 1,000 population ratio for various park types. The Council has previously adopted a standard of 3 ha/1,000 population for sports park provision which is at the high end of the recommended scale (1.5 to 3.0 ha). Although this has been achievable to attain across the district because of historical levels of provision it is not sustainable going forward in terms of land, development and maintenance requirements. Therefore, it is planned to introduce a lower level of provision at 2.5 ha per 1,000 population for the district although this may vary depending on specific localities. This amended level is still well within the recommended range and the national median reported in Yardstick of 1.9 ha. In terms of neighbourhood parks the current adopted standard of 1.2 ha per 1,000 population will be retained as, even with higher density developments it continues to provide an adequate and sustainable level of urban greenspace.
- Community pools provision – Council has recently completed an extension and additional pool at Selwyn Aquatic Centre (SAC) to meet capacity requirements and has also completed a major upgrade of Darfield Pool in 2023. This work followed on from a demand study carried out in 2020 as well as a feasibility study for future aquatic facility provision in Darfield. The work at Darfield Pool potentially enables this facility to have a longer operating season. The key thrust of this planning work identified the need to concentrate on providing good quality facilities at a district and sub-district level (SAC, Southbridge and Darfield) while supporting some of the other facilities where a safe environment for users can be achieved. The current condition of Sheffield Pool indicates that significant upgrading work are required. The cost/benefit of undertaking the upgrade works is not viable and the pool will be considered for closure. Closure will create a reduced level of service for the Sheffield/Waddington community, but this is ameliorated to some degree by the proximity to Darfield Pool. A review of the Aquatic Facilities Strategy is planned over the next three years, and this will provide direction on aquatic facilities across the district including the option for a new indoor facility in Darfield when the current pool reaches the end of its economic life (in around 10 years).
- Transition of work from committees to contract - With the final disestablishment of community committees over 2022/23 Council has moved from a partial volunteer-based service delivery model via community committees (Reserve Committees and Hall Committees) to managing this work either in-house or via contractors. Although this has cost implications as work shifts from volunteers it provides the opportunity for delivering more consistent levels of service especially in regard to turf maintenance, toilet cleaning and playground upkeep. This process has also identified the need to upgrade some assets such as sports lighting that are not fit for purpose and a prioritised programme has been developed and included in this Activity Plan. This work is primarily renewal of aging equipment but has a level of service element with improved lighting for some parks to at least meet minimum sports lighting standards.
- Darfield Indoor Courts – A feasibility study was carried out in 2023 to assess the need for an indoor court facility to service Darfield and the wider catchment. This work indicated that there was a current deficit in provision based on current supply of around 1 equivalent court and, with population growth over the next 20 years, 2 courts would be required. The provision of an indoor court facility to service the Darfield/West Malvern area has been included in the 10-year plan. This facility would have 2 courts to future proof capacity and will be considered through the LTP consultation process. The project will provide an additional level of service in this locality where there is currently a gap and has a growth component in meeting the needs of the future population.
- Biodiversity Strategy – A Biodiversity Strategy has been prepared in draft form. This Strategy provides direction for Council on biodiversity initiatives. In anticipation of the Strategy being adopted by Council some programmes aimed at increasing biodiversity plantings in Council owned reserves and land have been built into the 10-year budgets providing an overall increase and additional focus on biodiversity planting.

- Carbon Reduction – Council has set an interim emission reduction target of 30% by 2030 from the 2021 baseline and an ultimate target of net zero emissions by 2040. This is to meet the goal in accordance with the Climate Change Response (Zero Carbon) Amendment Act of net zero carbon by 2050. Previously there have been budget programmes for the Community Facilities Activity to undertake energy efficiency projects. These new targets present a significant step up in reducing energy consumption and carbon emissions. New programmes have been included over the 10-year budget period with a focus on survey and investigation in years 1 to 3 to identify opportunities and develop work schedules followed by capital budgets from years 4 to 10 to undertake works
- Climate Change response - A report has been prepared *Impact of Climate Cycles and Trends on Council Assets (Aqualinc 2023)* which defines risks and likelihoods for different climate change scenarios on Council assets. This includes identifying key risks for community facilities, built open space areas and natural open space areas. With risks identified the next step is to determine the likely impact on specific assets and localities. Therefore, it is planned to undertake survey and scoping work in years 1 to 3 of the 10-year plan with project delivery to follow in years 4 to 10. This is largely a new programme of work to meet obligations under the Climate Change Response Act.
- Active recreation spaces – The Council adopted the Play, Active Recreation and Sports Places and Places Plan in 2023. One of the key findings from this plan was the need to provide more spaces and facilities for active recreation as this has much higher levels of participation than organised sports but has not been supported to an equivalent level in terms of spaces and assets. Therefore, some new programmes have been introduced to improve the balance of support over the next 10 years. This includes partnership funding with other providers, purchase/development of additional land and extra funding for tracks and natural area parks.
- Accessibility – Council was signatory to the Accessibility Charter in 2019 and, as part of the commitment to the charter, has carried out independent audits of facilities and public spaces to understand the barriers to access for people of all abilities. Findings from the audits have been used to inform upgrade programmes to improve accessibility. Some further survey and scoping work are also planned to fully understand requirements. Some work will occur as part of renewal projects and new developments alongside a significant upgrade programme for existing assets such as path networks, playgrounds, public toilets and buildings.
- Gravel pit operation - The Council has decided to incrementally withdraw from the gravel supply market as a result of diminishing resources and the on-going viability of the operation. Actions to implement withdrawal will continue through the period of this plan. This is essentially a reduction in the level of service for that activity which has, in the past, supplied gravel principally for road maintenance contracts. In the future gravel supply will be sourced from alternative suppliers. This direction is outlined in the Gravel Management Strategy.
- Rental housing - The Council has indicated that it does not wish to be a significant provider of community (rental) housing and has embarked on a programme to reduce involvement in this activity. Actions have already been implemented or are in train to reduce the number of rental houses held by Council. It is likely that some new houses may be purchased from time to time for strategic development purposes and may be rented for a period until site development occurs. Council may also consider options (demolition, removal) for some existing houses where they cannot be readily sold and where it is not economically viable to retain them for rental purposes.

3.10 Adoption of Levels of Service by Council

Council carried out a review of levels of service for all activities as part of the lead-in work to the development of the 2023-34 LTP. This included a reassessment of the existing levels of service and performance measures with a focus on ensuring they were meaningful and measurable going forward. This process resulted in a number of changes and especially a reduction in the total number of measures. The review work was presented to and signed off by Council at a Long-Term Plan Workshop on 20 March 2024. The revised level of service targets and measures have been incorporated into this Activity Management Plan.

Levels of service will be formally adopted as part of the adoption of this Activity Management Plan.

The primary levels of service and performance measures have been confirmed by Council and will be included in the Community Services and Facilities Significant Activity section of the Long-Term Plan for 2024 – 2034. This includes some modifications compared with the 2021-31 Long-Term Plan.

Actual performance will be reported on an annual basis in the Council's Annual Report.

Performance for other technical and customer levels of service identified in this plan will be reported on an annual basis to Council following the end of the financial year.