

2.0 What We Aim to Deliver

2.1 Introduction

This section sets out the Levels of Service (LoS) for the Wastewater activity and the basis for their selection.

Defining the activity and the associated service standards enables:

- The community to understand the wastewater services they can expect and the standards that the SDC is working to achieve.
- The community to assess the value (being a combination of quality and cost) of the wastewater services they receive.
- Service standards that are more responsive to customer needs, and more closely aligned with customer expectations to be identified.
- The SDC to identify any service gaps between what the community expects and what is currently delivered.
- The effectiveness of management strategies in closing service gaps to be monitored and requirements for new strategies to be identified.
- Monitoring of the performance of SDC contractors involved delivering services.
- Planning asset management strategies to deliver the required service standards.

2.2 Reason for Providing a Wastewater Service

Wastewater services contribute to healthy people as sewerage systems prevent the spread of disease. They also contribute to treasured environment by treating sewage to reduce harmful nutrients, bacteria, viruses and odours as well as disposing of it in a managed, controlled and monitored way which reduces the likelihood of negative environmental effects. Wastewater services also form part of quality infrastructure which supports a diverse economy, as sewerage systems are essential for business development, including tourism, a reticulated systems provide economies of scale.

The rationale for continued Council involvement in the wastewater activity and ownership of assets is contained in the;

- Local Government Act 2002 (section 130) which requires Council to continue to provide wastewater services and maintain its capacity to do so, and
- Health Act 1956, (section 25) which requires Council to provide 'sanitary works', the definition of which includes "waterworks".

The activity makes an important contribution to the social, economic and environmental wellbeing's of the community.

2.3 Our Customers

Users of the Wastewater Activity have been segmented by broad customer type. For each of these customer types the services provided are set out in the following table.

Table 2 – Our Customers

Type	Current services provided
Residents	<ul style="list-style-type: none"> • Reticulated domestic wastewater disposal
Commercial properties	<ul style="list-style-type: none"> • Reticulated wastewater disposal • Commercial (trade waste) wastewater disposal
Industries	<ul style="list-style-type: none"> • Reticulated wastewater disposal • Industrial (trade waste) wastewater disposal
Developers	<ul style="list-style-type: none"> • Advice on servicing of developments

2.4 Customer Research and Expectations

2.4.1 Customer Research

SDC engage an independent firm to undertake an annual customer survey as it is considered very important that the survey is executed in an objective and credible manner.

The objectives of the survey are to:

- Identify the communities' perception of Council services and activities.
- Provide a cost-effective means of performance measurement for some activities where other performance measures would be expensive or impractical.
- Identify areas where improvements in service delivery may be required.
- Allow comparison with performance of other Councils.

The 2008 Survey⁷ was carried out by Polson Higgs. One question was asked regarding satisfaction with the Wastewater Activity with results displayed in the figure below:

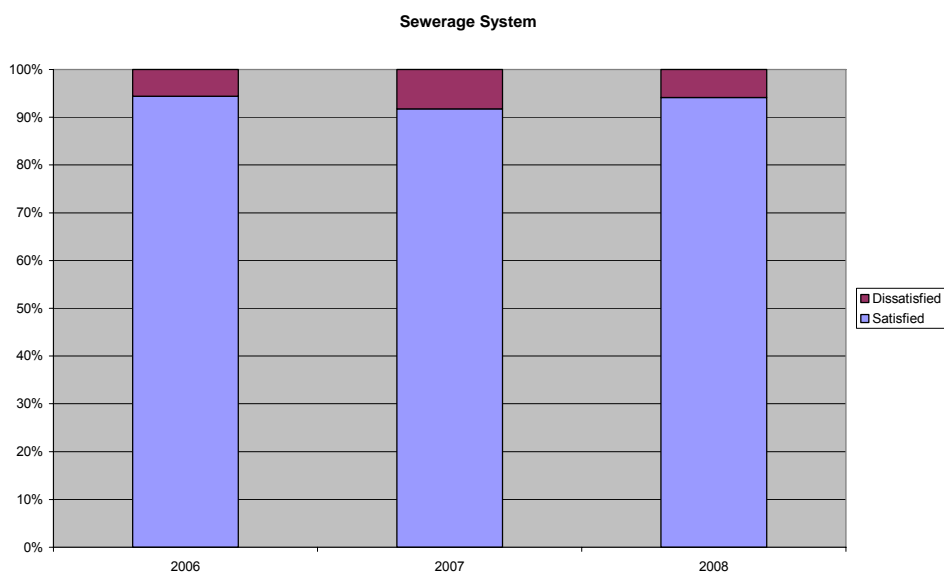


Figure 2- Satisfaction with Sewerage System

Source: Residents' Opinion Survey 2008

The results showed that residents surveyed from the Toetoes (Tokanui scheme), Tuatapere (Monowai scheme⁸), Stewart Island (Oban) and Waihopai (Gorge Road scheme) wards were the most dissatisfied with the sewerage system.

⁷ Residents' Opinion and Satisfaction Survey – Results - March 2008 – Polson Higgs

⁸ Tuatapere Sewerage Scheme was not commissioned until after this survey was completed.

2.4.2 Customer Expectations

There is an increasing public awareness of environmental issues and intolerance of pollution. This is reflected in increasingly stringent discharge consents imposed for the quality effluent from the sewage treatment plants, including requirements for land disposal.

2.5 Key Relationships

SDC has overall responsibility for public wastewater services in the District. This includes setting policy, service standards, ensuring the required outcomes are achieved as efficiently as possible and quality assurance. In providing the wastewater service the Council works with a number of key business partners including contractors, consulting engineers and specialist service providers.

Key stakeholders include:

- The Ministry of Health has statutory responsibility for public health issues in New Zealand including health related aspects of wastewater services. The Act specifically requires consultation with the Medical Officer of Health over the content of Water Services Assessments.
- Environment Southland, the operating name of the Southland Regional Council, has an environmental regulatory and monitoring role under the Resource Management Act that includes the management of resource consents issued for the discharge of wastewater to land or receiving waters.
- Te Ao Marama Incorporated is the management organisation representing the interests of four Maori councils in Southland: Te Rūnanga o Awarua, Te Rūnanga o Oraka/Aparima, Te Rūnanga o Hokonui and, Te Rūnaka o Waihōpai. The collective, Ngāi Tahu ki Murihiku, recently produced a Natural Resource and Environmental Iwi Management Plan in 2008 “Te Tangi a Taurira”. The kaupapa is From the Mountains to the Sea.

Other stakeholders in the water supply activity are:

- Southland communities, including residents and ratepayers
- Residential and commercial property owners
- Community and cultural groups
- Local industry
- Meridian Energy (Te Anau and Manapouri)
- Guardians of Lakes Manapouri, Monowai, and Te Anau
- Visitors to Southland District
- The Council’s Councillors, senior managers and staff.

Southland District Council adjoins areas administered by Queensland Lakes District, Gore District District, Clutha District, Central Otago District and Invercargill City Councils. Although there are no wastewater services provided to or received from other Councils, the Council maintains relationships with wastewater staff of the other Councils to facilitate the exchange of information, management practices and to facilitate a joint approach to wastewater issues where this is beneficial.

2.6 Strategic and Corporate Goals

2.6.1 Strategic Framework

The SDC has developed a vision, a mission, and guiding principles that steer its actions and decisions. The vision provides inspiration and direction to both those within and outside the organisation and aligns and energises people to achieve a common purpose. The mission statement is designed to convey why the SDC exists and guiding principles are developed to help define best practice and provide clear benchmarks.

Vision: Thriving, healthy communities whose economic, cultural, and social wellbeing and opportunities are supported by excellent infrastructure, services and amenities within a high quality environment.

Mission: Working together for a better Southland.

Guiding principle: People First - Serving Communities Together.
Promote social, economic, environmental and cultural wellbeing
Effective representation
Open and accessible
Progressive and innovative
Local involvement
Exceeding expectations

2.6.2 Planning Framework

The following diagram shows the linkages between the various plans the SDC produces, and in particular, the Community Outcomes Report and Activity Management Plans which are the key components for the development of the Long Term Council Community Plan.

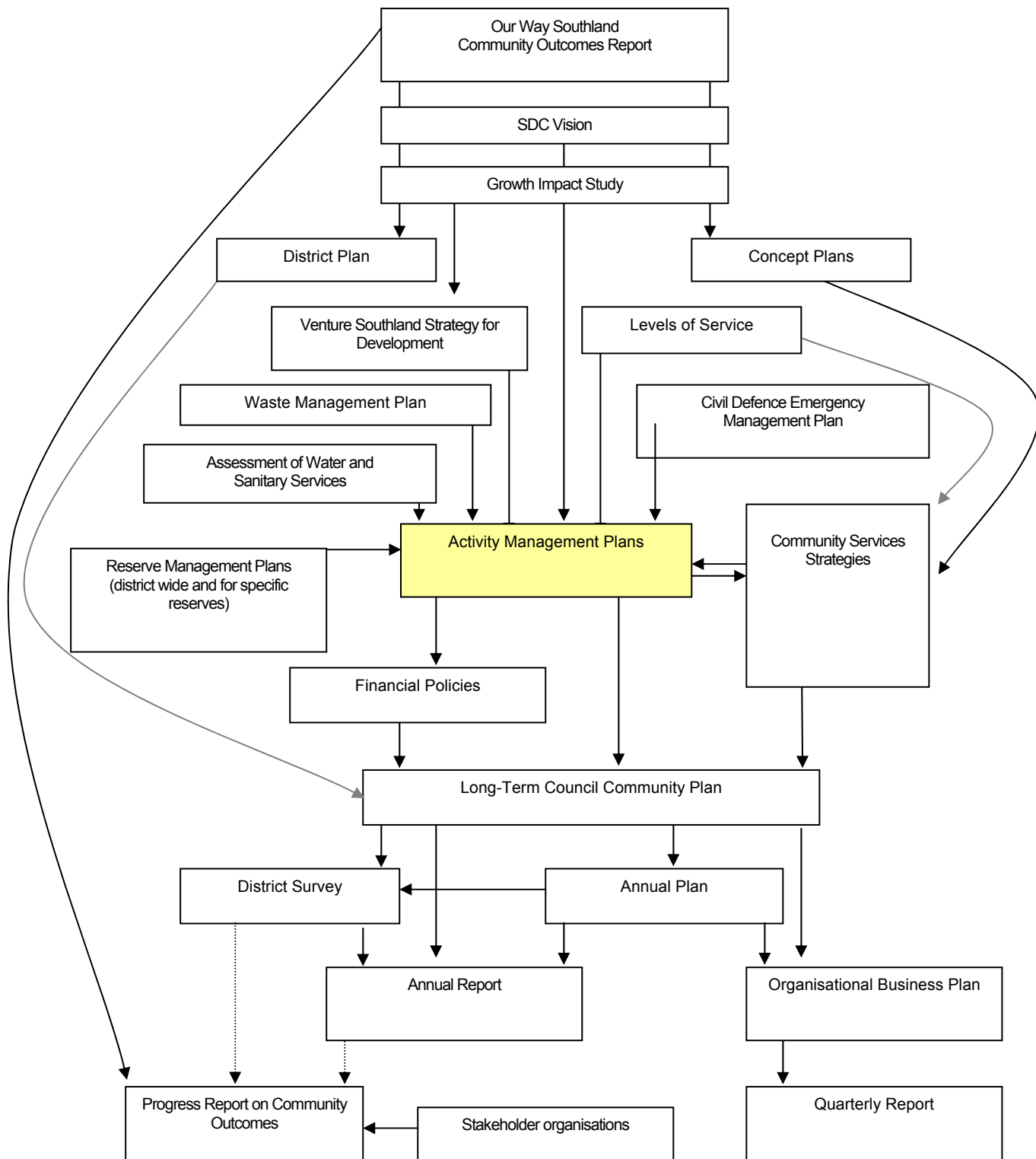


Figure 3 – Planning Framework

Source: SDC

2.6.3 A Vision for Southland - Community Outcomes

Southland residents have identified their priorities and goals for the community. These outcomes were developed through Our Way Southland, a regional consultation process. The outcomes have been categorised into seven themes with specific outcomes and intermediate outcomes. These are:

Table 3 – Our Way Southland Outcomes

Outcome 1	Southland is a great place to live (<i>Lifestyle and Culture</i>)
Intermediate Outcomes 1 (IO1)	<ul style="list-style-type: none"> 1.1 We value our history and heritage 1.2 We have a choice of quality places to go and things to do 1.3 We embrace and respect a diverse community 1.4 We are proud to be Southlanders 1.5 We live in a creative place
Outcome 2	A diverse economy built from our strengths growth and prosperity for growth and prosperity (<i>Economy & Employment</i>)
Intermediate Outcomes 2 (IO2)	<ul style="list-style-type: none"> 2.1 We have a quality infrastructure with potential for growth 2.2 We have an innovative and vibrant culture that supports business 2.3 We have a business friendly environment in which to operate 2.4 We have an economy built on our competitive advantage 2.5 We have full employment and rewarding careers 2.6 We retain and build on our skills base 2.7 We keep the things about living here that we value
Outcome 3	Safe places in a caring society that is free from crime (<i>Law and Order</i>)
Intermediate Outcomes 3 (IO3)	<ul style="list-style-type: none"> 3.1 We have safe roads 3.2 We have safe homes 3.3 We have public places safe for children and families 3.4 We apprehend and hold law breakers appropriately accountable 3.5 We support the victims of crime
Outcome 4	We are healthy people (<i>Health & Wellbeing</i>)
Intermediate Outcomes 4 (IO4)	<ul style="list-style-type: none"> 4.1 We are able to live healthy lifestyles 4.2 We have good quality affordable housing 4.3 We live in a compassionate caring community 4.4 We have equity of access to health services
Outcome 5	Strong, effective leadership taking us into the future (<i>Leadership</i>)
Intermediate Outcomes 5 (IO5)	<ul style="list-style-type: none"> 5.1 Citizens and communities are inspired, motivated and empowered 5.2 Decisions are progressive, forward looking and robust 5.3 The community has confidence in its leaders
Outcome 6	A treasured environment which we care for and into the future and which supports us now (<i>Environment</i>)
Intermediate Outcomes 6 (IO6)	<ul style="list-style-type: none"> 6.1 We have an informed community 6.2 We have a healthy, safe and accessible built environment 6.3 We have an environment protected from the negative effects of human activities
Outcome 7	A well-educated and skilled community continually seeking further opportunities to learn (<i>Education and Training</i>)
Intermediate Outcomes 7 (IO7)	<ul style="list-style-type: none"> 7.1 We have accessible learning opportunities 7.2 We have high quality learning opportunities available to meet community needs and demands 7.3 We deliver innovative, integrated and effective learning programmes 7.4 We have a culture of continuous learning

Source: Our Way Southland Project

2.6.4 Southland District Council Strategic Goals

SDC manage the wastewater activity to produce outputs that support the achievement of strategic goals. Outputs from the wastewater activity contribute to the achievement of the following Community Outcomes, see table below. Outcome 4: “We are healthy people” is the primary outcome.

Table 4 – Contribution to Community Outcomes

Outcome	Intermediate Outcome (IO)	Activity's Contribution
1. Southland is a great place to live (Lifestyle and Culture)		
	1.3 We embrace and respect a diverse community	The disposal of wastewater is an important cultural issue for Maori in particular. As such, utilising culturally sensitive methods of disposal is an important part of the activity.
2. A diverse economy built from our strengths for growth and prosperity		
	2.1 We have a quality infrastructure with potential for growth	The potential for growth of an area is strongly linked to the availability of reticulated sewerage. Without such systems in place, there is a limit to the level of residential, industrial and commercial development which can be accommodated using individual sewerage systems, due to the potential impact of these on the environment. In addition, by providing a wastewater service which meets the needs of businesses and industry at the lowest sustainable cost, the activity contributes towards building a strong economy in the district. This is largely possible as reticulated wastewater systems in urban areas allow the costs associated with maintaining high standards and efficient infrastructure to be spread over a wider rating base.
	2.3 We have a business friendly environment in which to operate	By providing a wastewater service which meets the needs of businesses and industry at the lowest sustainable cost, the activity contributes towards building a strong economy in the district. This is largely possible as reticulated wastewater systems in urban areas allow the costs associated with maintaining high standards and efficient infrastructure to be spread over a wider rating base.
4. We are healthy people		
	4.1 We are able to live healthy lifestyles	Wastewater collection, treatment and disposal helps to protect public health by providing a sanitary service which helps to prevent the spread of disease and odours. Through treatment, disposal and ongoing monitoring, the activity also works towards improving ground water quality as well as the quality of water in streams, rivers and coastal areas, which may be used for recreation or food gathering.
6. A treasured environment which we care for and which supports us now and into the future		
	6.2 We have a healthy, safe and accessible built environment	The health and safety of urban built areas is strongly influenced by the sanitary systems available and the reliability of those services. Reliable reticulated sewerage systems enable a high intensity of residential, industrial and commercial development. Without a combined reticulated system in these areas, the built up area would likely to be affected by odours and

	6.3 We have an environment protected from the negative effects of human activities	a number of problems related to the operation of many individual sewerage systems. Wastewater treatment helps to protect the environment by treating human sewage to reduce harmful nutrients, bacteria, odours and viruses. The treatment, disposal and ongoing monitoring, also works towards improving ground water quality as well as the quality of water in streams, rivers and costal areas.
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2.7 The Legislative Environment

2.7.1 Current Legislation

The following tables outline the statutory, regional and local requirements relating to the provision of wastewater services.

Table 5 – Acts of Parliament

Acts	Relevance
Biosecurity Act 1993	<ul style="list-style-type: none"> Compliance with national or regional pest management strategies
Building Act 2004	<ul style="list-style-type: none"> Sets standards for building construction including requirements for wastewater disposal. Compliance with building consents and warrant of fitness issued under the act and relevant regulations and standards
Civil Defence Emergency Management Act 2002	<ul style="list-style-type: none"> A local authority must plan and provide for civil defence emergency management within its district and maintain services to the fullest extent possible
Construction Contracts Act 2002	<ul style="list-style-type: none"> Set out requirements relating to payment provisions for construction contracts and dispute resolution.
Fencing Act 1978	<ul style="list-style-type: none"> Responsibilities in relation to mutual boundary fences
Hazardous Substances and New Organisms Act 1996	<ul style="list-style-type: none"> The purpose of this Act is to protect the environment, and the health and safety of people and communities, by preventing or managing the adverse effects of hazardous substances and new organisms.
Health Act 1956	<ul style="list-style-type: none"> Sets out general responsibility of local authorities to improve, promote and protect public health including identification and management of potential health risks associated with wastewater disposal. Regulation and protection of public health in the district Requirement to provide sanitary works Requirement to meet DWS2005.
Health and Safety in Employment Act	<ul style="list-style-type: none"> Requirements for managing health and safety in workplaces. Allows employees an opportunity to participate in the improvement of health and safety at work
Local Government Act 1974	<ul style="list-style-type: none"> Deals with the organisational structure of Councils and responsibilities at local and regional level for matters relating to roads and water races.
Local Government Act 2002	<ul style="list-style-type: none"> Provisions to maintain public ownership and control of public wastewater services Requirement to make Wastewater Assessments Levels of Service and Performance Targets in LTCCP

Acts	Relevance
	<ul style="list-style-type: none"> • Consultation requirements • Development Contributions
Local Government (Rating) Act 2002	<ul style="list-style-type: none"> • The funding companion to the LGA 2002 • Permits councils to strike a rate or charge for any activity they choose to get involved in
The Local Government Official Information & Meetings Act 1987	<ul style="list-style-type: none"> • Sets out requirements concerning disclosure of information.
Public Works Act 1981	<ul style="list-style-type: none"> • Acquisition or disposal of land required for public works
Resource Management Act 1991	<ul style="list-style-type: none"> • Promotes the sustainable management of natural and physical resources. • Regulates land use and subdivisional activity. • Regulates discharges to land, air and water. • Recognises the principles of the Treaty of Waitangi • Compliance with district and regional plans

Table 6 – Regional Planning Documents

Regional Planning	Relevance
Regional Policy Statement 1997 (RPS)	<ul style="list-style-type: none"> • This document provides an overview of the resource management issues of Southland. It sets out how natural and physical resources are to be managed in an integrated way with the aim of sustainable management. This means providing for the needs of current and future generations, aiming to improve the quality of the environment.
Transitional Southland Regional Plan 1991	<ul style="list-style-type: none"> • This plan addresses sustainable management of natural resources in the Southland Region.
Proposed Regional Water Plan for Southland 2008	<ul style="list-style-type: none"> • The purpose of this Plan is to promote the sustainable management of Southland's rivers, lakes, groundwater and wetland resources. The plan is aimed at enabling the use and development of fresh water where this can be undertaken in a sustainable way, providing a framework for activities such as discharges to water, taking and using water, and structures and bed disturbance activities in river beds.
Regional Coastal Plan for Southland 2007	<ul style="list-style-type: none"> • Fundamental principles in the management of the CMA are set out and then sections of the plan deal with specific matters including estuaries, coastal water, air, occupation, the seabed and foreshore, structures in the coast, coastal processes and protection works, cruise ships and other ships in internal waters, recreational activities, marine farming, surface water activities, financial contributions and bonds to be made.
Regional Effluent Land Application Plan for Southland	<ul style="list-style-type: none"> • Document outlining the issues and associated policies to better manage the application of effluent and sludge onto land.
He Huarahi mō Ngā Uri Whakatupu (A Pathway for the Generations Coming Through) 2003	<ul style="list-style-type: none"> • Charter of Understanding between Environment Southland, Invercargill City Council, Southland District Council, Gore District Council and Te Ao Marama Incorporated.
Te Tangi a Tauira (Cry of the People) 2008	<ul style="list-style-type: none"> • Ngāi Tahu ki Murihiku Natural Resource and Environmental Iwi Management Plan based on the Charter of Understanding

Regional Planning	Relevance
	(above).

Table 7 – Local Planning Documents

Local Planning	Relevance
District Plan 2001	<ul style="list-style-type: none"> • Requirement of RMA 1991 • Sets out the Council's resource management strategy, including how the Council will control the effects of activities and development on natural and physical resources.
LTCCP 2006-16	<ul style="list-style-type: none"> • Requirement of LGA 2002 • Identifies community outcomes and how they will be achieved • Provides information and performance measurement criteria for activities, services and assets • Sets out long term financial projections (10 years)
Annual Plans	<ul style="list-style-type: none"> • Requirement of LGA 2002 • Identifies the annual works and financial programmes for the years between the LTCCP cycle.

The following bylaws enacted by Council are relevant to wastewater management:

Table 8 – Relevant SDC bylaws and Local Acts

SDC Bylaws	Relevance
Subdivision & Land Development Standards Bylaws 2005	<ul style="list-style-type: none"> • Specifies Councils minimum requirements for subdivision and land development while promoting sustainable development.
Trenching Bylaw 2002	<ul style="list-style-type: none"> • Prescribes the conditions and specification requirements for excavation and reinstatement works undertaken within the road corridors controlled and managed by the SDC.
Trade Waste Bylaw 2008	<ul style="list-style-type: none"> • Requires persons on trade premises to apply for a permit to discharge to the sewer network and allows conditions to be placed on the wastewater parameters before discharge.
Wastewater Drainage Bylaw 2008	<ul style="list-style-type: none"> • Requires all persons to make application before connecting to the wastewater network and outlines conditions for accepting wastewater.

Table 9 – Other Relevant Documentation

Standards and Guidelines	Relevance
New Zealand Water Industry National Asset Grading Standards	<ul style="list-style-type: none"> • Provides guidelines on asset grading.
Pipe Inspection Manual	<ul style="list-style-type: none"> • Provides guidelines on pipe asset grading.
SNZ HB 2002:2003 Code of Practice for Working in the Road	<ul style="list-style-type: none"> • Provides roles and responsibilities of Road Controlling Authorities, principal providers, utility operators and contractors; consents and work approvals; and details of construction requirements; for the purpose of installation and maintenance of utilities within the road corridor.
AS/NZS 4360:2004 - Risk Management	<ul style="list-style-type: none"> • This standard promotes the use and benefits of good risk management practices across all stages in the life of an activity, function, project, product or asset.

Standards and Guidelines	Relevance
NZS 3910:2003 - Conditions of contract for building and civil engineering construction	<ul style="list-style-type: none"> Provides a standard form of general conditions of contract written in plain English for incorporation into construction contract documents
National Environmental Standard for sources of human drinking water 2007 (MFE)	<ul style="list-style-type: none"> It requires regional councils to ensure that effects on drinking water sources are considered in decisions on resource consents and regional plans. Specifically, councils will be required to: <ul style="list-style-type: none"> decline discharge or water permits that are likely to result in community drinking water becoming unsafe for human consumption following existing treatment be satisfied that permitted activities in regional plans will not result in community drinking water supplies being unsafe for human consumption following existing treatment place conditions on relevant resource consents requiring notification of drinking water suppliers if significant unintended events occur (e.g. spills) that may adversely affect sources of human drinking water.
Proposed national environmental standard for on-site wastewater systems (MFE)	<ul style="list-style-type: none"> Regional councils will need to identify the hot-spot locations where owners of properties would be required to hold a current warrant of fitness that confirms their on-site system is functioning properly and is being maintained to an appropriate standard.

2.7.2 Changing Regulatory Requirements

There have been no major changes since the last AcMP.

2.8 The Standards We Aim to Achieve

2.8.1 Service Level Development

Levels of Service are described as “the defined quality for a particular activity or service area against which performance may be measured. ‘Levels of Service’ usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost”.

In 2004/05 SDC, assisted by MWH, reviewed the LoS and sought SDC staff and community input regarding desired LoS and relevant performance monitoring criteria. Legislative and policy requirements in terms of LoS have also been identified and considered.

Proposed Levels of Service are displayed in the following table.

Table 10 – Full Levels of Service

Level of Service Category	Level of Service (Customer LoS)	KPI (Technical LoS)	Source Information
Access	<ul style="list-style-type: none"> Provide a communal sewage system to communities who want and will pay the costs of that service. 	<ul style="list-style-type: none"> Service is available as identified in the annual plan. 	<ul style="list-style-type: none"> Report from in TRIM (correspondence records)
	<ul style="list-style-type: none"> Provide communities with technical and administrative support to 	<ul style="list-style-type: none"> Budgets and resources assigned through the Annual Plan process 	<ul style="list-style-type: none"> Report from in TRIM (correspondence records)

Level of Service Category	Level of Service (Customer LoS)	KPI (Technical LoS)	Source Information
	<p>assess new sewerage schemes and upgrades.</p> <ul style="list-style-type: none"> • Manage sewerage systems to the best current practice. 	<p>when applicable.</p> <ul style="list-style-type: none"> • 100% compliance with statutory requirements for assessment of sanitary services, asset management planning, and reporting. This will include unserved communities. • Maintain 90% customer satisfaction rating of not less than satisfactory. 	<ul style="list-style-type: none"> • Check compliance with LGA, completion of Activity plan. • Annual customer survey.
	<ul style="list-style-type: none"> • Meet all legal obligations for treated and untreated sewage discharges and for system operation, to maintain the legal validity of sewage disposal methods. 	<ul style="list-style-type: none"> • All work is undertaken in accordance with discharge or permitted activity rules and associated conditions. 	<ul style="list-style-type: none"> • SCADA records and plant sheets. Report from in TRIM (correspondence records)
Quality	<ul style="list-style-type: none"> • Provide a sewerage reticulation and treatment system that is safe and promotes public health. 	<ul style="list-style-type: none"> • Health statistics and reports are monitored where these may indicate problems with the sewage systems. This will include unserved communities. • No instance of reported disease that is contributed to by the poor performance of Council sewerage systems. 	<ul style="list-style-type: none"> • SCADA records and physical monitoring results. • Report from in TRIM (correspondence records)
Cont ... Quality	<ul style="list-style-type: none"> • Minimise effects on the environment by complying with discharge permits and resource consents. • Control odour from sewerage systems to avoid any nuisance to customers. 	<ul style="list-style-type: none"> • 100% of monitoring results show compliance with consent condition. • Less than 5 complaints per year about odour from sewerage reticulation and treatment systems throughout the District. 	<ul style="list-style-type: none"> • SCADA records and physical monitoring results. • Report from HANSEN (odour complaints)
Quantity	<ul style="list-style-type: none"> • Provide a sewerage reticulation and treatment system that has sufficient capacity for the reasonable flows from the serviced area. 	<ul style="list-style-type: none"> • The sewerage system will handle a minimum of 220 l/person/day of sewage from residential areas, and 40 litres/sec/hectare of sewage from commercial and industrial areas. • Monitoring of sewage flows and treatment plant performance shows that flow and sewage strength is within the limits able to 	<ul style="list-style-type: none"> • Report from HANSEN (overflows) • SCADA records and physical monitoring results.

Level of Service Category	Level of Service (Customer LoS)	KPI (Technical LoS)	Source Information
		be passed and treated by the system.	
Reliability	<ul style="list-style-type: none"> Provide a daily sewage disposal for all serviced properties. 	<ul style="list-style-type: none"> No property affected by temporary loss of service or overflows more than 2 times in 5 years. Complete new connection within 10 days of granting application. Less than 10 system failures per year, across all schemes. Less than 10 overflows per year, across all schemes. 	<ul style="list-style-type: none"> Report from in TRIM (correspondence records) Report from HANSEN (new connections). Physical monitoring results Report from HANSEN (overflow).
Responsiveness	<ul style="list-style-type: none"> Prompt response to complaints. 	<ul style="list-style-type: none"> Advice expected response and resolution time. Respond to and resolve complaint within time set in Asset Management Plan for type of problem. 	<ul style="list-style-type: none"> Report from HANSEN (complaints). Report from HANSEN (complaints).
	<ul style="list-style-type: none"> Prompt action on applications for connection. 	<ul style="list-style-type: none"> Issue decision on application within 10 days of application. Complete new connection within 20 days of granting application. 	<ul style="list-style-type: none"> Report from in TRIM (correspondence) Report from HANSEN (new connections).

As part of the preparation of the Activity Management Plans, staff have reviewed the MWH work and prioritised the Levels of Service in terms of those considered to be most important to the community. It was considered that it was not in Council's or the readers best interest to include all KPI's identified by MWH in the Long Term Council Community Plan because of the sheer number of measures and the resources that would be required to gather data to measure and monitor all indicators.

As a result Council has identified those service levels and targets most important from a community perspective and undertaken some work to re-format these into clear key performance indicators with targets and a source of measurement as shown in the following section.

2.8.2 Proposed Levels of Service

Outlined in Table 11 are the proposed Levels of Service to be recommended to Council for adoption during the LTCCP2009-19 process.

Table 11 – Proposed Levels of Service

Primary Outcome: “We are healthy people”									
Intermediate Outcome: “We are able to live healthy lifestyles”									
What Council will provide		How Council will measure the service provided							
Category	Level of Service	Key Performance Indicator	Actual	Target	Plan Targets				Source
			07/08	08/09	09/10	10/11	11/12	2012-19	
Reliability	Provide a reliable wastewater service	Percentage of customers satisfied with the service.	94.1%	90%	90%	90%	90%	90%	Survey - Resident
Quality & Safety	Provide a sewerage reticulation and treatment system that is safe and promotes public health.	Percentage of effluent tests which comply with relevant resource consent conditions.	87.9%	100%	100%	100%	100%	100%	Quarterly Report
Responsiveness	Prompt response to complaints.	Percentage of complaints responded to within required timeframes. ²	76.5%	90%	90%	90%	90%	90%	Quarterly Report
Quantity	Provide a sewerage reticulation and treatment system that has sufficient capacity for the reasonable flows from the serviced area.	Number of system failures and pollution incidents (overflows) per year across all schemes.	29	Less than 20	Less than 20	Less than 20	Less than 20	Less than 20	Hansen IMS
		Percentage of scheme improvement projects completed in order to maintain safe and adequate collection and disposal of wastewater.	5.4%	90%	90%	90%	90%	90%	Quarterly Report

1) Response times are set out in contract conditions and vary according to the type of problem.

Gaps between current performance and the adopted KPIs are intended to be addressed in each scheme in the management, operations, maintenance, renewal and capital development programmes set out in Section 5.0. The financial statements in Section 6.0 show how expenditure will be funded.

2.9 Past Performance

Performance measured in the Annual Report for the last three years is detailed in the table below where 😊 means the target was achieved, 😞 means the target was not achieved, 😐 means the indicator was not measured.

Table 12 – Past performance

Category	Level of Service	Key Performance Indicator	Actual		
			05/06	06/07	07/08
Access	Manage sewerage systems to the best current practice.	Percentage of customers satisfied with the service.	😐	😊 91.8%	😊 94.1%
Quality & Safety	Provide a sewerage reticulation and treatment system that is safe and promotes public health.	Percentage of effluent tests which comply with relevant resource consent conditions.	😞 90.8% (ave)	😞 86% (208/243)	😞 87.9% (240/273)
Responsiveness	Prompt response to complaints.	Percentage of complaints responded to within required timeframe. ¹	😐	😞 42% (27/64)	😞 76.5% (26/34)
Quantity	Provide a sewerage reticulation and treatment system that has sufficient capacity for the reasonable flows from the serviced area.	Number of system failures and pollution incidents (overflows) per year across all schemes.	😐 28	😊 8	😞 29
		Percentage of scheme improvement projects completed in order to maintain safe and adequate collection and disposal of wastewater.	😐	😞 2.9% (1/34)	😞 5.4% (3/56)

2.10 District-Wide Issues

In order to meet the proposed levels of service SDC need to improve performance in the following service areas:

- Resource consent compliance
- System failures and overflows
- Project completion
- Response times

Additional issues not represented in these service levels are:

- Protecting public health in unserved areas.
- Protecting the environment.

Solutions have been developed and are outline below in general terms. Scheme specific issues and solutions are detailed in Section 5.0.

2.10.1 Resource Consent Compliance

Tightening environmental standards, greater community awareness, and higher community expectations are likely to require continued reductions in the adverse environmental effects of the operation of wastewater systems. These matters are expected to necessitate continued increases in expenditure on improving treatment processes and maintaining existing infrastructure to a higher standards. Projects have been programmed to renew aging infrastructure or upgrade existing infrastructure to improve system performance.

2.10.2 Project completion

Project completion has been addressed in by prioritising renewal and new projects based on availability of MOH funding and risk. This has reduced the number of projects to be completed each year while still meeting the agreed levels of service.

The W&WS team has also expanded in numbers based on a Morrison Low review⁹. The team has also built strong relationships with local engineering consultants and contractors to assist in completing work programmes.

2.10.3 Response times

Response time is governed by specifications in the Operations and Maintenance Contract currently held by Fulton Hogan Ltd. A designated Operations and Maintenance Engineer has been employed to focus on the contract and ensure (among other things) the response and resolution times are met.

2.10.4 Protecting Public Health in Unserviced Areas

Several townships were identified in the Assessment of Water and Sanitary Services¹⁰ as having medium to high risk to public health due to poorly performing onsite wastewater treatment systems, they were:

- Colac Bay
- Edendale
- Gorge Road
- Limehills
- Mossburn
- Stewart Island
- Thornbury
- Tuatapere
- Waikaia
- Wallacetown
- Woodlands
- Wyndham

Over the past four years SDC has taken advantage of the Ministry of Health's Sanitary Works Subsidy Scheme (SWSS) to gain maximum funding assistance (50%) for a scheme extension on Stewart Island and new schemes in Gorge Road, Wallacetown, and Tuatapere. At the time of writing SDC were constructing their final schemes under SWSS in Edendale and Wyndham.

The SWSS has now allocated all available funding. The following estimates for remaining townships were included in the LTCCP2006-16. It is uncertain whether these schemes will go ahead without the government subsidy.

Township	Estimated current cost	Year
Waikaia	\$5,814,630*	2013/14
Woodlands	\$3,048,903*	2013/14
Thornbury	\$1,715,616*	2013/14
Limehills	\$3,751,674*	2013/14

* These figures have been updated from the LTCCP 2006-2016 to reflect market rates.

⁹ Morrison Low report 2008

¹⁰ SDC Assessment of Water & Sanitary Services 2005

2.10.5 Protecting the Environment

2.10.5.1 Water conservation orders

The orders aim to recognise the outstanding amenity or intrinsic values that waters provide, in either natural or modified states. Water conservation orders can be used to preserve that natural state or protect characteristics such as:

- the water body's value as a habitat or fishery
- its wild and scenic nature
- its value for recreational, historic, spiritual, cultural or scenic purposes.
- A water body may also be particularly significant to Māori.

Orders may be applied over rivers, lakes, streams, ponds, wetlands, or aquifers, and can cover freshwater or geothermal water. If granted by the Minister, a water conservation order can restrict or prohibit water 'takes', discharges and other uses of the water.

An order can prohibit or restrict a regional council issuing new water and discharge permits, although it can not affect existing permits. Regional policy statements, regional plans and district plans can not be inconsistent with the provisions of a water conservation order.

Current conservation orders exist on the Mataura River (1997/126) and an application has been made by Fish and Game for an order on the Oreti River.

2.10.5.2 Statutory Acknowledgements

Statutory Acknowledgements (Ngai Tahu Claims Settlement Act 1998) recognise Ngai Tahu's mana in relation to a range of sites and areas in the South Island, and provide for this to be reflected in the management of those areas. Statutory Acknowledgements impact upon Resource Management Act 1991 (RMA) processes concerning these areas. Statutory Acknowledgements are in place in the following SDC areas:

- Manawapopore / Hikuraki (Mavora Lakes)
- Te Ana-au (Lake Te Anau)
- Motorau (Lake Manapōuri)
- Waiau River
- Lake Hauroko
- Aparima River
- Ururewa (Lake George)
- Oreti River
- Waituna Wetland
- Mataura River
- Kuramea (Lake Catlins)
- Tokata (The Nuggets)

2.10.6 Summary Table

The following table summarises the key issues outlined above. Specific projects allowing each township required to meet the agreed levels of service are detailed in the relevant chapter of Section 5.0.

Table 13 – Summary of Key Issues

Key Issue	Scheme	Description	Status
Resource consent compliance	Browns	WWTP does not currently comply with the conditions of the discharge permit	Options have been assessed. SDC to proceed with project to pump septic tank effluent to Winton, see Section 5.3.
	Te Anau	New consent was granted requiring a strategy for Te Anau and Manapouri. Includes purchase of new site for combined WWTP.	Strategy is underway see Section 5.8 and 5.16.
	Various	Upgrades to meet conditions	Programmed, see Section 5.0
Poor project completion	Various	The quantity of projects was vast compared to the number of SDC staff members and local engineering consultants available to resource the work.	Projects have been reprioritised, see Section 7.3.7.
Poor response times	Various	Response to complaints has been poor.	New position has been established and filled with a focus on the O&M contract.
System failures and overflows	Various	Upgrades and renewals of pumping and electrical equipment and reticulation renewals. Inflow and infiltration inspections.	Programmed, see Section 5.0
Risk to public health	Limehills Thornbury Waikaia Woodlands	Construct reticulated sewerage scheme including centralised treatment and disposal systems.	Programmed, see Sections 5.6, 5.17, 5.20, 5.23,
	Colac Bay Mossburn	Construct reticulated sewerage scheme including centralised treatment and disposal systems.	On hold – subject to further subsidy being announced.
Risk to the environment	Various	Many schemes have discharge consents expiring in this planning period. Projects have been programmed to ensure consent applications are made on time as well as any potential improvements to the schemes to meet higher disposal standards.	Programmed, see Section 5.0