
REPORT 5
(1215/52/IM)

COUNCIL OUTCOME INDICATORS FOR THE DRAFT LTCCP 2006/2016

1. Purpose of Report

This report recommends the Council outcome indicator set for the draft LTCCP 2006-16. It also details the process used to develop the indicator set, as well as an overview of the Council performance measurement framework.

The complete set of Council outcome indicators is listed in appendix 1. Appendix 2 details an overview of the Council performance measurement framework.

2. Executive Summary

A comprehensive review of the LTCCP (Annual Plan) measurement framework has been carried-out. The focus of this work has been to ensure that Council performance measurement continues to effectively monitor Council's progress to its outcomes and produces a basis for assessing levels of service over time.

The Council has established a measurement framework with three distinct levels of indicators / measures:

- 1) Community outcome indicators
- 2) Council outcome indicators
- 3) Council activity performance measures

This report details the recommended Council outcome indicator set for the draft LTCCP.

3. Recommendations

It is recommended that the Committee:

1. *Receive the information.*
2. *Note that a full review of LTCCP (Annual Plan) performance measurement framework has been carried-out.*
3. *Recommend to Council that it agree to the draft LTCCP 2006-16 Council outcome indicators as outlined in appendix 1.*

4. Note that the activity statements, including 'activity performance measures and targets' for the draft LTCCP 2006-16 will be reported to the Strategy and Policy Committee on 1-3 March 2006.

4. Background

4.1 The Local Government Act 2002

The Local Government Act 2002 (the Act) introduces new requirements for performance information stated in the LTCCP. The Act requires local authorities to monitor and report on achievement towards outcomes and to provide measures that allow meaningful assessment of levels of service.

4.2 New LTCCP measurement audit requirements

In the past, auditors have commented on the quality of measurement information in the LTCCP, but were not required to issue an opinion. New requirements now state an audit opinion is to be issued. This review process will be detailed and determine whether:

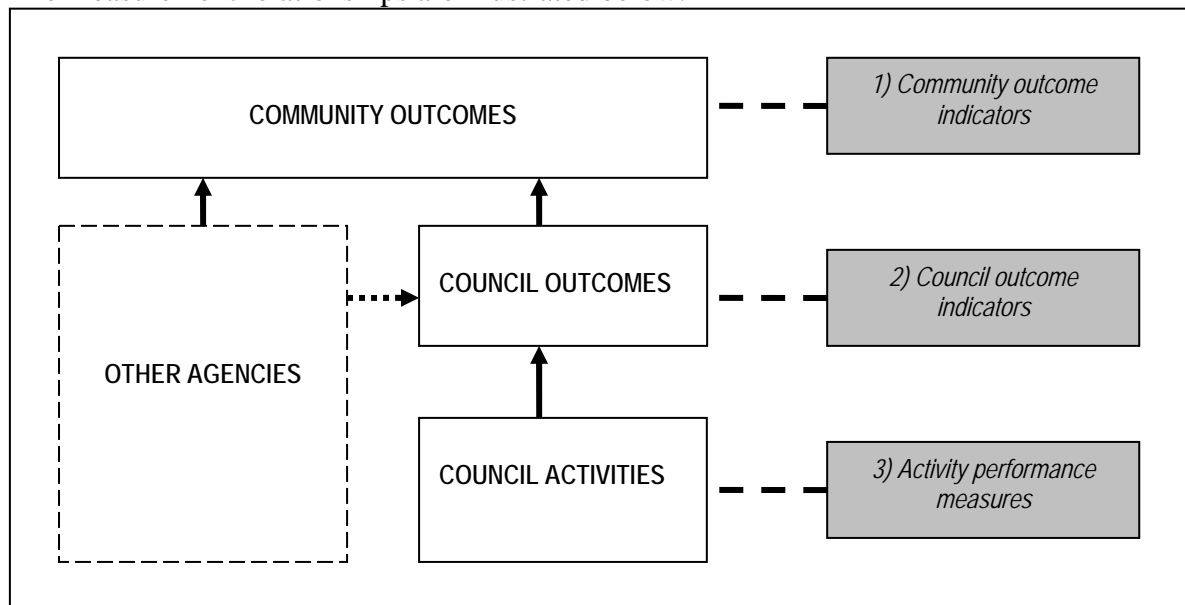
- there is a framework for the assessment of achievement of services levels;
- the service level measures themselves provide a useful way of measuring performance and understanding performance achievements; and
- the targets and estimates are reasonable and based on sound information.

4.3 Measurement framework components

The Council has established a measurement framework with three distinct levels of indicators / measures:

- 1) Community outcome indicators (long-term city-wide focus)
- 2) Council outcome indicators (mid to long-term city-wide, focussed on Council's contribution to outcomes)
- 3) Council activity performance measures (short to mid-term focussed on Council's level of service)

The measurement relationships are illustrated below:



4.3.1 Community outcome indicators (community outcome measurement)

Over the coming year the Council will be developing a set of indicators (in association with other stakeholders) to monitor Community outcomes.

4.3.2 Council outcome indicators (Council outcome measurement)

Monitoring high-level achievement toward Council outcomes is carried-out through our Council outcome indicator set.

These indicators are linked to the new Council outcomes and in many cases will be influenced by factors that are only partly within Council's control. They provide high level measurement information for the city as a whole. Until community outcome indicators have been finalised, Council outcome indicators will be used as a proxy.

4.3.3 Activity performance measures (Council activity measurement)

Monitoring Council activities and their contribution toward Council outcome achievement is carried-out through our activity performance measure set. These measures are typically influenced more strongly by Council, or are under Council control.

Activity performance targets are required under the Act, and will be stated in detail for the first three years and in outline for the following seven years.

Note – activity statements, including ‘activity performance measures and targets’ for the draft LTCCP will be reported to the Strategy and Policy Committee (1-3 March).

5. Discussion

5.1 Council outcome indicator review and development

The review and development of Council outcome indicators has focussed on ensuring all monitoring information continues to play a principal role in Council and organisational decision-making.

5.1.1 Alignment to new Council outcomes and indicator testing

The new set of indicators has been selected for the ability to reflect progress toward outcome achievement. Existing and new indicators have been tested for relevance (to new activities, strategic priorities, outcomes, and strategies), currency, comparability, robustness, information availability, and their ability to be understood.

5.1.2 Past indicator deficiencies

Where past deficiencies have been highlighted, efforts have been made to remedy problems. Problems such as poor alignment between outcomes and indicators, and inconsistent or non-existent reporting provisions have now been resolved.

5.1.3 Industry best-practice

Where possible, examples of industry best-practice have been followed. Measures have been assessed against other TLA examples, leading monitoring initiatives (e.g. *Quality of Life in NZ's Big Cities*, *The Social Report*, *The Linked Indicators Project*), as well as performance measurement guidelines provided by the Office of the Auditor General (*Reporting Public Sector Performance*).

5.1.4 Genuine Progress Indicators (GPI)

Indicators have also been developed in consideration of Genuine Progress Indicators (GPI). GPI has been agreed to as an overall measure of progress for the Wellington Region Strategy's (WRS) visions and outcomes. GPI provides a comprehensive assessment of the total well-being of a community, including social and cultural aspects, its economy, and natural environment in a standardised framework.

5.1.5 Sustainability reporting

Reporting across the four well-beings is an important part of the sustainable development approach the Act promotes. The comprehensive nature of our measurement framework that monitors across our seven strategies and approximately eighty activities ensures that the four well-beings are reflected in all Council's actions.

This approach is illustrated by individual outcomes being repeated across multiple strategies. Each strategy views a particular outcome through its own perspective. E.g. the 'safer' Council outcome appears in urban development, transport, environment, and social and recreation strategies.

5.1.6 Past draft Annual Plan submissions on Council's measurement framework

Past draft Annual Plan submissions that have made reference to Council's measurement framework, have also been reviewed. Comments and suggestions, where appropriate have contributed to the indicator development process.

5.2 Council outcome indicator assessment

Significant work has been carried-out to ensure the new Council outcomes are effectively measured by the outcome indicator set.

As a consequence, twenty-five new (or amended) indicators have been included in the Council outcome indicator set, which now incorporates 95 indicators.

5.2.1 Interpreting the indicators across the seven strategies

The Council's monitoring framework is structured around the strategy trees but has the flexibility to be applied across the strategy areas. The strategy trees demonstrate how the Council's activities contribute to the outcomes it is trying to achieve. These linkages are presented in a linear way – they highlight the 'primary' outcome to which activities contribute. For ease of reference this linear approach is repeated for our outcome indicator set. But it is important to acknowledge that a number of indicators will be useful 'secondary' measures in other areas.

This flexibility is particularly important under the new strategies as a number of the outcomes appear in more than one strategy (albeit in slightly modified forms).

The table below shows how the Council indicator set can be read across the strategies.
The example provided is for the 'better connected' outcome:

	Strategies (relevant)				
	Urban development – indicators	Transport – indicators	Economic development – indicators	Environment – indicators	Social & recreation - indicators
Outcome: Better connected	Resident perceptions that Wellington is easy to get around, pedestrian friendly and has a highly inter-connected street system.	Resident perceptions that the city's transport system allows easy access from the suburbs to the city	Broadband usage	Kilometres of maintained tracks.	Resident perceptions that they feel a sense of community with others in their local neighbourhood.
		Resident perceptions that the transport system allows easy movement around the city	Cargo loaded and unloaded at Wellington Seaport and Airport (dollar value)		
		Resident perceptions that the peak traffic volumes are acceptable.	Number of international and national airline passengers entering Wellington airport		
		Resident perceptions that there are barriers to using their preferred mode of transport.			

For ease of understanding the outcome indicators will be reported in relation to the primary outcome only. The ability to read across strategies will be of particular importance when an activity or a strategy is under review.

6. Conclusion

This report details the recommended Council outcome indicator set for the draft LTCCP 2006-16.

APPENDIX 1

New Council outcomes and indicators

1. Urban development	
Council outcome	Indicator - primary
More Liveable - Wellington will be a great place to be, offering a variety of places to live, work and play within a high quality public environment.	1. Resident perceptions that Wellington is a great place to live.
	2. Resident perceptions that Wellington offers a variety of places to live, work and play.
More Sustainable - Wellington's urban form will support an efficient and sustainable use of our natural resources and promote prosperity and social wellbeing over the long term.	3. Population density - inner-city residential, suburban residential, and along 'Growth Spine' (long-term indicator)
Better connected - Wellington will be easy to get around, pedestrian-friendly and offer quality transport choices on a highly interconnected public transport and street system	4. Resident perceptions that Wellington is easy to get around, pedestrian friendly and has a highly inter-connected street system.
More Prosperous - Wellington's urban form, and flexible approach to land use planning in the central city, centres and industrial areas, will contribute to economic growth and prosperity.	5. Value of commercial building consents (construction and alteration)
More Compact - Wellington will have a contained urban form, with intensification in appropriate areas and mixed land-use, structured around a vibrant central city, key suburban centres and major transport corridors.	6. Building density - buildings per hectare, central city, inner-city residential, suburban residential (long-term indicator)
	7. Proportion of houses within 100m of a public transport stop (long-term indicator)
Safer - Wellington will be a safe place to be, with well designed buildings, spaces and connections between them.	8. Residents' perceptions of safety (urban design focussed issues)
Stronger sense of place - Wellington will be a memorable, beautiful city, celebrating and building on its sense-of-place, capital city status, distinctive landform and landmarks, defining features, heritage and high quality buildings and spaces.	9. Resident perceptions that heritage items contribute to the city's unique character.
	10. Resident perceptions that heritage items contribute to their local community's unique character.
	11. New Zealanders perception that Wellington is an attractive destination.
	12. Residents' rating of sense of pride in the way their city looks and feels.
Note – Outcomes and indicators need to be assessed in conjunction with associated outcomes and indicators from within the strategy and from other strategies. E.g. Urban development's better connected outcome closely relates to the better connected outcomes under transport, economic development, environment and social and recreation strategies.	

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2. Transport	
Council outcome	Indicator - primary
More Liveable - Wellington will be a great place to be, offering a variety of places to live, work and play within a high quality public environment.	1. Public transport convenience – resident perceptions
	2. Public transport affordability – resident perceptions
	3. Peak travel times – suburbs to the central city and the central city to the airport.
More prosperous - Wellington will have a coherent and efficient transport system that aids economic development.	4. Cargo loaded and unloaded at Wellington Seaport and Airport (tonnage)
More sustainable - Wellington will minimise the environmental effects of transport and support the environment strategy.	5. Mode of transport used by residents to come into the CBD
	6. Total fuel used on Wellington roads, per capita
Better connected - Wellington will have a highly interconnected public transport, road and street system that supports its urban development and social strategies.	7. Resident perceptions that the transport system allows easy movement around the city
	8. Resident perceptions that the city's transport system allows easy access from the suburbs to the city
	9. Resident perceptions that the peak traffic volumes are acceptable.
	10. Resident perceptions that there are barriers to using their preferred mode of transport.
Healthier - Wellington's transport will contribute to healthy communities and social interaction.	11. Air quality – carbon monoxide (CO) and nitrogen oxides (NO _x)
Safer - Wellington will seek to improve the safety and security of its citizens as they move around the city and region	12. Resident perceptions of safety (transport focussed issues)
	13. Road crashes (and road user statistics – involved in accidents)
	14. Social cost of crashes – includes loss of life estimates
Note – Outcomes and indicators need to be assessed in conjunction with associated outcomes and indicators from within the strategy and from other strategies. E.g. Urban development's better connected outcome closely relates to the better connected outcomes under transport, economic development, environment and social and recreation strategies.	

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3. Economic development	
Council outcome	Indicator - primary
Stronger Sense of Place - Wellington will be a prime tourist and conference destination, with diverse and changing attractions that fit and highlight Wellington's best features.	1. Visitor numbers (international and domestic)
	2. Accommodation (commercial) - occupancy rates
	3. Accommodation (commercial) - guest nights
	4. Number of major conferences (international / national)
More compact - Wellington's central city will be the premier and most rapidly growing specialty retail, entertainment, service and knowledge centre for the region, and Wellington's thriving suburban and rural areas will offer enhanced services and lifestyle choices.	5. Growth in businesses and employees engaged in retail, entertainment, service and knowledge sectors, (with comparison to the region)
More eventful - Wellington will maximise the economic value from promoting and hosting high-profile events.	6. Iconic and A-level events held in the city, and their economic contribution (see Events Strategy)
Better connected - Wellington will be connected locally, nationally, and globally by offering world-class accessibility and linkages. That includes having high capacity broadband communication networks, top quality seaports and airports, and transport networks.	7. Broadband usage
	8. Cargo loaded and unloaded at Wellington Seaport and Airport (dollar value)
	9. Number of international and national airline passengers entering Wellington airport
More prosperous - Wellington will have a strong and growing economy including a high quality, innovative and diverse public sector. Wellington will offer a wide range of sustainable employment and business opportunities.	10. Gross Domestic Product growth in the city and region
	11. Regional economic activity growth
	12. Unemployment rate (and share of national unemployment)
	13. Number of job vacancies
	14. Employees by industry
More competitive - Wellington will attract and retain an increasing diversity of vibrant, internationally competitive people, targeted investment, and businesses and industries of all sizes.	15. Labour force participation rate (labour force/working-age population)
	16. New Zealand's top 200 companies based in Wellington
	17. Business – births and deaths
More entrepreneurial and innovative - Wellington will have high levels of innovation underpinned by strong education and training, research, entrepreneurship and investment.	18. Industry training - Number of people undertaking industry training
	19. Businesses and employees engaged in research and development sector (as defined by Stats NZ – ANSIC)
	20. Tertiary students enrolled in Wellington Region (with comparison to NZ)
Note – Outcomes and indicators need to be assessed in conjunction with associated outcomes and indicators from within the strategy and from other strategies. E.g. Urban development's better connected outcome closely relates to the better connected outcomes under transport, economic development, environment and social and recreation strategies.	

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4. Environment	
Council outcome	Indicator - primary
More liveable - Wellington's natural environment will be accessible to all, for a wide range of social and recreational opportunities that do not compromise environmental values.	1. Hectares of open space land owned or maintained by WCC, per capita.
	2. Resident usage of the city's open spaces (including parks, Town Belt, reserves, etc)
Stronger sense of place - Wellington will recognise and protect significant features of its coastal and terrestrial landscape and natural heritage.	3. Resident perceptions that the natural environment is appropriately managed and protected.
More actively engaged - Wellington will pursue a collaborative, participatory approach towards environmental kaitiakitanga (guardianship), by sharing information within the community and establishing partnerships to achieve environmental goals.	4. Resident actions to reduce waste from homes (including recycling, composting, etc).
	5. Hours worked by recognised environmental volunteer groups
	6. Resident actions to reduce stormwater pollution
Better connected - Wellington will have a network of green spaces and corridors linking the coastline, Town Belt and Outer Green Belt.	7. Kilometres of maintained tracks.
More sustainable - Wellington will reduce its environmental impact by making efficient use of energy, water, land and other resources; shifting towards renewable energy resources; conserving resources; and minimising waste.	8. Total waste to landfill, per capita
	9. Water-use, per capita
	10. Energy-use, per capita
	11. Ecological footprint
	12. Total recyclable material diverted from the landfill (by WCC), per capita
Safer - Wellington will have access to safe and reliable energy and water supplies, clean air, and waste disposal systems that protect public health and ecosystems.	13. Air quality – particulate matter (PM ₁₀)
	14. Energy-supply interruptions
Healthier - Wellington will protect and restore its land- and water-based ecosystems to sustain their natural processes, and to provide habitats for a range of indigenous and non-indigenous plants and animals.	15. Fresh water biological health (macroinvertebrates)
	16. Fresh water quality (six key indicators of quality)
	17. Bird counts – selected bird species
	18. Vegetation in reserve areas – composition (natives, grassland, exotics, etc)
More competitive - Wellington's high-quality natural environment will attract visitors, residents and businesses.	19. Key Wellington natural environment attractions visitor numbers (including Wellington Zoo, Karori Wildlife Sanctuary, Botanic Gardens and Otari-Wilton's bush)
Note – Outcomes and indicators need to be assessed in conjunction with associated outcomes and indicators from within the strategy and from other strategies. E.g. Urban development's better connected outcome closely relates to the better connected outcomes under transport, economic development, environment and social and recreation strategies.	

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5. Cultural Wellbeing	
Council outcome	Indicator - primary
Stronger Sense of Place - Wellington will have a strong local identity that celebrates and protects its sense of place, capital-city status, distinctive landform and landmarks, defining features, history, heritage buildings, places and spaces.	1. Resident perceptions that Wellington's local identity (sense of place) is appropriately valued and protected.-
More Eventful - Wellington will be recognised as the arts and culture capital, and known for its exciting entertainment scene and full calendar of events, festivals, exhibitions and concerts.	2. Number of events held (venues include: the Westpac Stadium, the Westpac St James Theatre, the Opera House, Wellington Convention Centre, the City Gallery, the Queens Wharf Events Centre, Te Papa and Capital E.) Note: an "event" is defined as more than 300 people, and each event is counted once regardless of the number of days/nights held
	3. Number weekends when at least one "cornerstone" cultural or arts event is held in the city (see - Events Strategy for definition)
	4. New Zealander and Wellingtonian perceptions that 'Wellington is the arts capital of New Zealand'.
	5. New Zealander and Wellingtonian perceptions that 'Wellington is the events capital of New Zealand'.
	6. Number of national arts organisations, professional and amateur theatre groups based Wellington.
More Inclusive - Wellington will celebrate its bicultural heritage and growing ethnic, religious and social diversity, and be tolerant, welcoming and inclusive of people's differences to create a sense of belonging, shared understanding and identity.	7. New Zealander and Wellingtonian perceptions that 'Wellington has a culturally rich and diverse arts scene'.
More Actively Engaged - Wellington will encourage greater engagement and participation by offering an exceptional range of arts and cultural amenities that cater to all tastes as well as a high quality environment that fosters a vibrant city life.	8. Number of businesses and employees engaged in the arts and cultural sector (sector defined by Statistics NZ)
	9. Resident frequency of engagement in cultural and arts activities (activities defined by Statistics NZ)
Note – Outcomes and indicators need to be assessed in conjunction with associated outcomes and indicators from within the strategy and from other strategies. E.g. Urban development's better connected outcome closely relates to the better connected outcomes under transport, economic development, environment and social and recreation strategies.	

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6. Social and recreation	
Council outcome	Indicator - primary
More liveable - Wellington will be a great place to live, work and play, offering a stimulating and high quality range of community amenities and services, including affordable housing.	1. Resident perceptions that Wellington offers a wide range of recreation activities.
	2. Resident perceptions of their 'quality of life' (with comparison to other cities)
	3. Local and central government housing provisions, as a proportion of all rented private dwellings
More inclusive - Wellington's diverse population will be supported and embraced by a tolerant, caring and welcoming community.	4. Resident perceptions that cultural diversity makes Wellington a better place (with comparison to other cities)
More actively engaged - Wellington residents will be actively engaged in their communities, and in recreation and leisure activities.	5. Participation in sports clubs
	6. Resident usage of WCC community and recreation facilities (as a total)
	7. Resident perceptions of barriers restricting participation in recreation activities
Better connected - Wellington will offer excellent access to a sound social infrastructure that supports high levels of social cohesion.	8. Resident perceptions that they feel a sense of community with others in their local neighbourhood.
Healthier - Wellington's population will enjoy a healthy lifestyle and high standards of public health.	9. Social deprivation – proportion of residents living each decile (1 to 10)
	10. Residents' frequency of physical activity
	11. Life expectancy (with break-down)
	12. Number of notifications of the most prevalent food and water-borne diseases
Safer - Wellington will offer a safe living environment, where people feel safe.	13. Crime – number and rate (by category)
	14. Resident perceptions of safety – central city and local neighbourhood (day and night)
	15. Emergency preparedness – residents with an emergency kit (as defined by WEMO) and home emergency plan
Note – Outcomes and indicators need to be assessed in conjunction with associated outcomes and indicators from within the strategy and from other strategies. E.g. Urban development's better connected outcome closely relates to the better connected outcomes under transport, economic development, environment and social and recreation strategies.	

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7. Governance	
Council outcome	Indicator - primary
More inclusive - Wellingtonians will be more actively involved in the future direction of their communities.	1. Voter participation in local government elections (with comparison to other TLAs and central government election participation)
More actively engaged – 1) Wellingtonians will recognise the special position of Maori in the history of this place and this will be evident in current relationships; 2) Wellington will operate an open and honest decision-making process that generates confidence and trust in the democratic system; 3) Information required by citizens and groups will be easily accessible, to enable participation in the community.	2. Residents' perceptions of their extent of influence on Council decision-making
	3. Interviews with both Treaty partners covering a range of issues relating to the Treaty Partnership.
	4. Residents' rating of agreement that decisions are made in the best interests of the city.
	5. Residents' perceptions that they understand how the Council makes decisions
	6. Residents' perceptions that information from WCC is easy to access (e.g. website, call centre, newspapers)
Note – Outcomes and indicators need to be assessed in conjunction with associated outcomes and indicators from within the strategy and from other strategies. E.g. Urban development's better connected outcome closely relates to the better connected outcomes under transport, economic development, environment and social and recreation strategies.	

Overview of the Council measurement framework

Council’s measurement framework has been developed to reflect the relationship between Council actions (projects and programmes) through to community /Council outcomes. Each component is designed to function in a complementing capacity, aligning to illustrate progress toward outcome achievement.

The below diagram describes each of the Council’s performance measurement components and their inter-relationship:

	Community outcomes report	Council’s Long-term Council Community Plan		Business unit	
	Community outcomes	Council outcomes	Activities	Projects and programmes	Projects and programmes
Component / format	1) Community outcomes report	2) LTCCP / Annual Plan	2) LTCCP / Annual Plan	3) Quarterly report	4) Business plans
Focus of measurement	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Community outcomes</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Council outcomes / strategic priorities</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Activities / strategic priorities</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Projects and programmes</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Business units</div>
Measurement tool	<i>Community outcome indicators</i>	<i>Council outcome indicators</i>	<i>Activity performance measures</i>	<i>Activity performance measures / operational performance measures</i>	<i>Activity performance measures / operational performance measures</i>
Timeframe	Long-term 3 -10 years	Mid-term 3 yearly (or annually)	Mid to short-term (annually)	3 monthly(or daily)	Daily
Source information	<u>External monitoring</u> e.g. Stats NZ, Min Environ, Quality of Life, Social Report, Linked indicators. <u>Internal monitoring</u> e.g. Resident surveys.	<u>External monitoring</u> e.g. Stats NZ, Min Environ, Quality of Life, Social Report, Linked indicators. <u>Internal monitoring</u> e.g. Resident survey.	<u>Internal monitoring</u> e.g. Resident surveys activity and business unit measures	<u>Internal monitoring</u> e.g. Resident surveys activity and business unit measures.	<u>Internal monitoring</u> e.g. Resident surveys activity and business unit measures.
Ownership	Council and stakeholders	Council	Council	Council	Council