

Waimate 2020

The Vision Of The Community

What Is A Community Vision?

The citizens of Waimate choose to live in the District for a number of reasons but there are common threads that, put together, provide a vision of the type of society that the majority of its residents are seeking.

This vision leads to the development of Outcomes and their related Strategic Objectives that will support the character of the District that best suits that vision.

The diagram to the right illustrates the way each part of this plan is connected back to that Community vision.

The Waimate District Vision

What we heard as we sought the views of citizens, was that the following were these common threads;

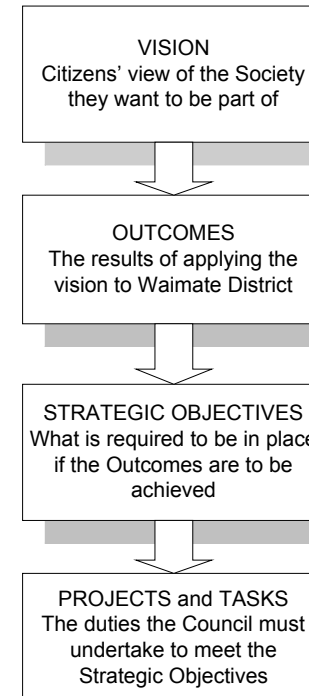
Citizens, other than those temporarily in the District, wanted ...

- **to be part of a caring society**

Such a society puts emphasis on ensuring that all its citizens have the best opportunities to enjoy a satisfactory level of well-being, regardless of age, ethnicity, education and other factors.

- **to be part of a positive and vibrant District that has access to all the latest options and technology when desired.**

Living in a rural District should not mean that communications, technology, and opportunity should be compromised. The general outlook should be that Waimate is a great place to be with a positive future.



- **to maintain high levels of personal security**

Personal security takes many forms from access to medical services through to freedom from crime. Citizens also want to be protected from the unreasonable activities of others and to be able to rely on effective emergency management such as Fire or Civil Defence response.

- **to maintain personal freedom, privacy and self-determination.**

Citizens put a high emphasis on their ability to pursue their interests and way of life without interference or obstacles other than those necessary to protect others. They are entitled to their privacy and should not need to justify their interests or way of life.

- **to be part of a community that determined its own future**

The community must be able to make decisions locally on local issues and not be at the mercy of those who wish to impose change from outside the District, whether they be driven by political dogma, politics or commercial interest, or any other driver that does not represent the consensus of local citizens.

- **to maintain the current high level of direct access to its Local Government representatives.**

Waimate enjoys an open and transparent relationship between the community and the District Council with ready access to Councillors and Council staff. The community needs this to remain as a key to communications, planning and mutual understanding.

- **to have core services and utilities that are of comparable quality to the rest of New Zealand.**

The service levels for Council Activities as well as services provided by others should match the same standards considered appropriate in the rest of New Zealand, except where the community considers that cost constraints might mandate some reduction. The key point is that the Community makes the choice rather than the District's location determining what is appropriate.

- **to provide the opportunities for young people to develop fully and, if desired, to stay living in the community.**

Education and employment opportunities are part of this but it also must include aspects of lifestyle that counteract some of the tendencies to see the city as the place to be. Safety of children as they grow is also a strong consideration.

- **To maintain and enhance their own cultural identity and its historical framework**

The District has its own unique blend of cultures including Maori and early European and this blend is continuously enhanced by the continuing development of the community. It includes the need to preserve the parts of the District's social, cultural, agricultural and industrial heritage.

- **to maintain and enhance rural communities**

The District has effectively, three types of communities.

The town of Waimate is the only true urban area, but there are also small village level centres of population such as Glenavy, St. Andrews, etc. The third group are the rural areas that have no recognisable village centre and rely on service towns some distance away. In some cases such as the Hakataramea area, the true centres of the community lie outside the Waimate District.

The Community wants to see all three levels of community continue to be effective and the facilities that serve each individual community, protected and given the opportunity to grow. Part of achieving this is to adequately protect them from destructive change such as the closure of schools and other key services.

- **to retain the access to the outdoor activities that are the special possibilities of our physical environment**

Many people live in the District because it provides them with recreational possibilities related to the likes of boating, tramping, hunting, fishing, mountain biking, etc. Others simply enjoy the rural environment, rivers, hills, etc. that provide the area's character. Protection of these surroundings is important.

- **to live in attractive surroundings**

Many citizens say that it is important to live in attractive surroundings, not solely for aesthetic reasons but also to foster positive attitudes. Aspects of District planning, roadside maintenance, nuisance avoidance, etc., all contribute in this area.

- **to maintain Waimate's traditional rural town atmosphere**

Waimate has managed to retain a traditional New Zealand rural town atmosphere and appearance which provides an identity that suits the District. Many citizens want to maintain that identity and not have the townscape mirror countless other towns that have no distinguishing features or be disfigured by inappropriate changes that don't fit the town's scale and atmosphere.

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Citizens generally did not want ..

- **to live in a city atmosphere, but they wanted easy access to those things a city could provide**

Waimate is lucky in not being isolated with the major towns of Timaru and Oamaru close by, and Christchurch and Dunedin both within easy reach by road. Public transport could, however, be more convenient. There is always an interest in the development of the two nearby towns in providing services to the District that otherwise would be more remote.

- **To be seriously disadvantaged by a lack of a series of basic services within the District**

There are many core services which need to be provided close at hand and the trend towards centralisation could lead to critical shortages closeby.

Summary

All these parts of the vision are, by their very nature, aspects of our way of life that need to be maintained indefinitely. Therefore, it is also part of the vision that the community must develop in line with the principles of sustainable development, ensuring that future generations can enjoy the same special features of Waimate's social and physical environment.

The Importance of Access

Citizens of Waimate District will often find the need to seek social, recreational and cultural contacts and experiences outside the District. It is therefore important that the vision for the future includes recognition of the need for access to these external resources as part of the full picture of Community well-being.

Sustainable Development

Underlying the plan is the need to comply with common fundamental sustainable development principles.

These principles require that the Waimate District Council must make decisions that reflect the need to ensure that future needs of the community are provided for and taken into account when those decisions are considered.

This is one reason why this plan covers an extended period and does not focus on short-term issues and needs.

When community and Council consultation takes place on issues, the Council must ensure that due consideration is given to two key players who cannot directly take part themselves. These are future generations of citizens and the environment. These elements cannot be compromised for short-term gains. Particularly important in this area are the Asset Management Plans that the Council maintains on its key services. These forecast the needs for expansion and maintenance of these services and look to share the financial load and impacts across all beneficiaries including future ratepayers. They also ensure that resources are required that can be sustained; that is; resources which will continue to be available for the foreseeable future provided their use is managed.

Also, each decision and/or agreed level of service, must be considered in light of the diverse needs of the community to ensure that the overall well-being of citizens is maintained or enhanced. This drives the consideration of issues from the four-pronged approach of social, cultural, environmental and economic impacts so that success in one area does not degrade well-being in others.

The Council, too, must ensure that other groups and organizations share the community vision so they do not work against our local goals. These include central government agencies as well as the multitude of organizations that take part in all aspects of our daily life. So that, by working together, synergies can be achieved to promote the same Community Outcomes and objectives.

Community Outcomes

The Community Outcomes are the guide to Waimate's future. They represent what is important to its citizens and what must be the focus of the Council's services and projects for this joint Community and Council long-term plan.

They fall into four groups that must be balanced to provide a sustainable community for the foreseeable future. These were described back on page x as the Social, Cultural, Environmental and Economic aspects of community well-being.

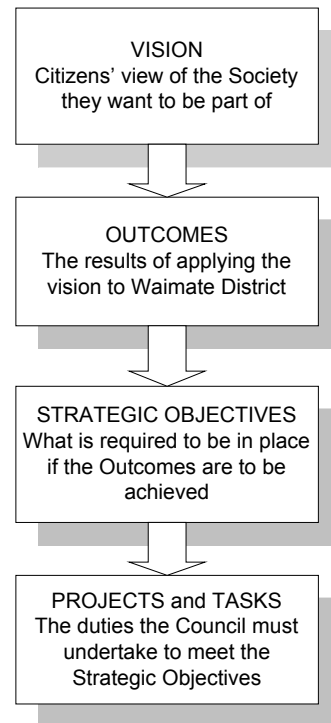
Where Did These Outcomes Come From?

A number of different consultation methods were used to generate these Outcomes and they will continue to develop over ensuing years.

Firstly, the Councillors and Council staff provided their view based on their experience of resident requests, previous community surveys, earlier strategic plans, and annual plan submissions. They also took into account the views of various focus-groups which had particular areas of interest such as economic development, tourism, etc.

They then sought the views of the general public by creating a Community Panel invited to meet together for the purpose of discussing the Vision and Outcomes that the wide community desired. This panel included as broad a cross-section of the Community as we could identify including different ages, different ethnic backgrounds, employed and self-employed, etc.

This panel met a number of times to express their own views and comment on those gathered from the other sources. Councillors and staff had an opportunity to discuss their ideas at length, making sure they clearly understood the panel's thoughts and wishes.



The process continues with this first LTCCP issued by the Council.

All citizens are encouraged to make their views known on whether they agree with the Vision and Outcomes described here, and whether there are others that should have been included.

It is stressed that these are the Outcomes that the Community itself agrees with the Council, are the direction that the Council should follow in the years ahead.

As the Council makes decisions on its services and work programs, it will review options to ensure that their actions will lead to these Outcomes

Outcomes and the Four Aspects of Well-Being

When combined, the twenty-five identified Outcomes provide the balanced maintenance and enhancement of Community well-being that this plan has set as its objective.

The four aspects, Social, Cultural, Environmental and Economic, are supported as shown in the following list. This shows the main aspect each Outcome supports although some Outcomes actually support more than one aspect.

Outcomes supporting Social Aspects

- The Health needs of the District are adequately provided for
- The Education needs of the District are adequately provided for
- The Governance provided by the Waimate District Council meets the needs of its Citizens
- The well-being of all age-groups is achieved
- The Security and Safety of the Community and its Citizens meets their needs
- The Community is positive about its continued well-being
- The population size of the District supports the achievement of Community Outcomes
- Citizens feel that their needs for Community are satisfied

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The Wealth of the District has Increased

Citizens are confident that their needs for 'communities of interest' can be met

The District has top-quality services at an affordable cost

Outcomes supporting Cultural Aspects

Citizens feel that their recreational needs are satisfied

The District is visually attractive

Citizens feel that their cultural needs are satisfied

The diverse spiritual needs of Citizens are recognised and supported

The historical and cultural heritage of all citizens is adequately protected

Our community benefits from the inclusion of citizens of diverse cultural and ethnic backgrounds

Outcomes supporting Environmental Aspects

The Natural and Rural Environment is protected

Sustainable Development is a feature of the District

Waste is not detrimental to the environment

Outcomes supporting Economic Aspects

The District has successfully fostered non-agricultural growth as part of a complete buoyant community

Economic Development has enhanced the Community

The Economic Infrastructural needs of the District are met

Council's District Planning meets the needs of the Community

Increases in quality of life, well-being and prosperity are shared and accessed by all citizens

The Outcomes

The identified Outcomes are described in detail below.

The Health needs of the District are adequately provided for

Why is this outcome important?

Good health is a core requirement for enjoying life to the fullest and must therefore, be an essential element of well-being. Citizens need to be provided with the core facilities that enable health care.

Access to services to ensure good health of the residents of our District is also essential to keep our population here, and attract new residents

What is Council's Scope of involvement?

Council will involve itself in all aspects of physical and mental health for our residents. This can include, provision of and support for, General Practitioner Services, ambulance services, district nursing, visiting specialists, access to hospital services, representation on the South Canterbury District Health Board, Relationship Services, and mental health services such as those provided by Centre Care.

The environmental health service of the Council provides an important role in preventative health measures.

What is Council's Role?

Council will take a broad view of health services and may have varying roles in those services. It may actually be the service provider itself (e.g. Waimate Medical Centre Ltd.), may consider a partnership arrangement with other providers, through to being a granter of funding, or may lobby Central Government. Council may also provide facilities for services provided by itself or others.

The Education needs of the District are adequately provided for

Why is this outcome important?

Education is a key factor in realising the full potential of all citizens and the Community as a whole.

Services to ensure quality education for our District are essential to attract and retain families with school age children, and to provide for the development of people of all ages within our community.

Education is also a way of achieving personal satisfaction.

What is Council's Scope of involvement?

Council is concerned that a full range of education services from pre school, primary and high school, through to tertiary and adult education, is available. Provision of comprehensive Library services to support extra mural studies is also vital.

What is Council's Role?

Council has not traditionally been involved directly as a provider of education, but will assert its ability as a funding provider, potentially as a partner of an existing provider and also as a lobbyist of Central Government.

However, the Council does directly support education through facilities such as the Library.

The Governance provided by the Waimate District Council meets the needs of its Citizens

Why is this outcome important?

Local Government provides the means for our community to be self determining, and to provide services and an environment that Central Government may not achieve. Local decisions can be made locally, for local people, by local people.

Our governance support must enable this self-determination.

What is Council's Scope of involvement?

As the Council is directly responsible for governing the local Community, its processes and activities must support this outcome.

Council administrative functions support the Mayor and elected representatives to

consult with the community on their desired outcomes and publish documents to inform the public of proposed means of progressing those outcomes.

What is Council's Role?

Council has a direct statutory responsibility to administer 3 yearly Council elections, and to provide for community consultation in all significant decisions taken for our District.

The well-being of all age-groups is achieved

Why is this outcome important?

The Waimate Community has a mix of people of differing ages which may be different to the NZ national average. The unique age mix of the Waimate community should be recognized in order to provide the appropriate services for our people.

The different requirements of each age group must be addressed and supported.

Communities like Waimate must offer all age groups what is needed to retain their quality of life and remain part of a well-rounded community.

What is Council's Scope of involvement?

Council's community planning functions need to continuously gather information on the age mix of our community, the services needed, and how well the services are currently conducted, with a view to planning for any necessary improvements.

Council may provide services that meet the specific needs of certain age groups.

What is Council's Role?

Council's role is firstly to be a planner, and then to assume whatever role is necessary, practical and possible to advance the outcome.

The Security and Safety of the Community and its Citizens meets their needs

Why is this outcome important?

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Safety and security, in all its forms is the most basic of human needs. For our community to thrive and prosper, we need to ensure safety and security at a high level, and in the broadest sense.

Therefore issues such as health and confidence are as important as physical protection of well-being. It is the removal of threats and unnecessary fears.

What is Council's Scope of involvement?

Council is concerned with safety and security in its broadest sense, right through from police services to roading issues such as quality of surfaces and intersections and access in and out for emergencies. Issues ranging from Civil defence to freedom of speech and right to privacy are also considered here.

What is Council's Role?

Council will seek to place itself at the highest level of involvement in safety and security. In issues such as Civil defence, Council will be the provider of the service. In issues such as policing, Council will seek a partnership with police.

The Community is positive about its continued well-being

Why is this outcome important?

This outcome is future focused. It is important that our community has confidence about the future of its well being, so that we can retain existing residents and attract new ones. Modest and balanced increases in population and business growth can trigger enhanced services and prosperity for all of our residents.

What is Council's Scope of involvement?

Council's purpose as outlined in our guiding legislation is to ensure the social, cultural, environmental and economic well being of our communities.

What is Council's Role?

Council sees its role in community well being, as core, and will seek to be the provider of the supporting infrastructure wherever possible

The Population Size of the District supports the achievement of Community Outcomes

Why is this outcome important?

Certain services are only obtainable when a level of population that can directly support them, is achieved. Examples include hospitals, schools, transport, local businesses, etc.

Waimate District needs to balance population increase to the levels required to allow the desired services, without compromising other Outcomes.

What is Council's Scope of involvement?

Council needs to identify the required Outcomes accurately and promote the District and its development accordingly.

What is Council's Role?

Council's role is to be a facilitator and leader by building the capacity of our Community to enunciate its desired outcomes and to progress and monitor the achievement of Community outcomes in a way that fits our Community.

Citizens feel that their needs for Community are satisfied

Why is this outcome important?

Humans are by nature social and gregarious, and seek to associate with others of similar views, for fellowship and support.

What is Council's Scope of involvement?

Council may grant funds to sporting, social and community groups within our community. Council may provide amenities such as public spaces for sport and recreation. Council may provide building space and administrative services for meetings of community groups.

What is Council's Role?

Council has a primary role in the social and cultural well being of its Community.

Council seeks to act as a facilitator, and in some instances as a provider. Council may also function as a funder or partner with community groups.

The Wealth of the District has Increased

Why is this outcome important?

Improved wealth can serve social and cultural objectives, and can bring more people to our district so that more services can be available for all of our residents.

What is Council's Scope of involvement?

Council has an economic development policy, which governs its involvement. It acts to support proposals which will benefit the Community financially while balancing the economic benefits against social, cultural and environmental impacts.

What is Council's Role

Council may lobby central government, may be a facilitator, funder, or even partner with private enterprise in the furtherance of economic development.

Citizens are confident that their needs for 'communities of interest' can be met

Why is this outcome important?

People seek to interact with others of similar views and interests. Citizens of Waimate should not encounter obstacles that are created by location or lack of appropriate services.

Minority interests should be as readily supported as major ones.

Access to resources is a key requirement.

What is Council's Scope of involvement?

Council is involved directly in supplying some resources such as the Library as well as supporting groups and activities.

What is Council's Role?

Council provides Library services, Community Grants, communication through advertising and its Promotions Department, and lobbies central government with respect to general provision of communications and other supporting services.

The District has top-quality services at an affordable cost

Why is this outcome important?

The Community should not have less effective services than large metropolitan areas simply because of its overall size. The key utilities and the District's roads should compare favourably with anywhere else in New Zealand or else the safety and security of residents is compromised.

But services still need to be provided at a cost that does not cripple ratepayers.

What is Council's Scope of involvement?

The Council is fully involved in the majority of the relevant services other than power and telephone.

What is Council's Role?

Council has roles as the provider of some services and as a lobbyist to the organisations providing the rest. It also must lobby central government when its decisions are likely to impact the cost and scope of the services.

Citizens feel that their recreational needs are satisfied

Why is this outcome important?

Psychological thinking identifies recreation as key and basic to the well being of all people. Central Government is currently concerned to the extent that they are undertaking a nationwide study of the balance of work and life in New Zealand.

Recreational facilities often can only be justified on a community scale rather than individual.

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What is Council's Scope of involvement?

Council currently administers spaces for public sport and recreation such as Victoria, Knottingley and Manchester Parks, the Waimate swimming pool, library, etc.

Sporting grants and Community grants are provided and facilities such as the Regent Theatre and the Waimate Stadium rely on Council support.

What is Council's Role?

Council has roles as the provider of spaces for public sport and recreation, and the funder of community sports arts and cultural groups. Council may partner groups to create facilities (eg Skate board park), and may plan and facilitate.

The District is visually attractive

Why is this outcome important?

A visually attractive environment, contributes to the well being and happiness of our own residents, and attracts visitors and new residents to our district.

Tourism has been identified as an economic development opportunity and will rely on attractive landscape.

What is Council's Scope of involvement?

Council administers the District Plan, in order to manage use of land, to provide for a range of uses. Council has a role in the management of landscape and natural areas, dilapidated houses and derelict vehicles. Council also cares for visually attractive roadsides and formal gardens.

What is Council's Role?

Council's roles are to be a regulator and a provider

Citizens feel that their cultural needs are satisfied

Why is this outcome important?

Cultural interaction serves human needs for society, recreation and the desire to reach one's full potential. A common shared basis of social interaction.

The scope includes artistic activities through other recreational pursuits to also include ethnicity and connections to one's background, lifestyle and peers.

What is Council's Scope of involvement?

Council administers grants funding which benefits arts and culture, as well as providing venues for arts and culture in some instance.

What is Council's Role?

Facilitator, funder, provider

The diverse spiritual needs of Citizens are recognised and supported

Why is this outcome important?

Satisfaction of spiritual needs are recognized by psychologists as primary to human well being. Most recent census information shows a wider spread of spiritual alignments within our District, than ever before. This is partly as a result of migration of people from other cultures to NZ, but also partly because of a move away from the more traditional faiths within NZ.

What is Council's Scope of involvement?

Council currently provides some support in the manner of rates remission for religious buildings. Otherwise, the Council sees the need to guarantee the freedoms of people to follow their own religious beliefs.

What is Council's Role?

Council is a secular organisation, therefore has no spiritual preferences of it's own, but Council will always consider supporting community groups who are spiritually based, where they advance community well being.

The historical and cultural heritage of all citizens is adequately protected

Why is this outcome important?

A sense of belonging and preservation of history is important to people's well being. Historical records for our district may also provide useful insights for future planning purposes, and are important for tourism.

The scope includes both human history and natural history.

What is Council's Scope of involvement?

Council supports the Waimate Historical Society with funding each year. Council also keeps many historical records of its own. Council's district plan identifies heritage buildings and sites, trees, and promotes their preservation and development, including the funding and management of a Heritage Fund.

What is Council's Role?

Planner, regulator, funder

Our community benefits from the inclusion of citizens of diverse cultural and ethnic backgrounds

Why is this outcome important?

Integration of peoples from diverse cultures and ethnic backgrounds provides for a broadening of opportunities for culture within our district, and can improve our links to the resources of the rest of the world. It makes it easier for us all to understand the wider world and play our part in it.

What is Council's Scope of involvement?

Council's promotions department provides new residents packs, and advice to prospective new residents. Our mayoral office conducts and publicises citizenship ceremonies for new residents.

What is Council's Role?

Supporter

The Natural and Rural Environment is protected

Why is this outcome important?

A protected natural and rural environment contributes to the happiness and sense of security of our residents, preserves our district's unique character, and attracts visitors and new residents to our district.

Elsewhere in this plan, the importance of sustainable development is emphasised.

What is Council's Scope of involvement?

Council prepares and administers a district plan to actively manage the natural environment. The Council has responsibilities drawn down from central government to administer the Resource Management Act.

What is Council's Role?

The Council's role is primarily as a Regulator.

Sustainable Development is a feature of the District

Why is this outcome important?

Sustainability is at the core of local governments' functions. It means that whatever we do today, does not compromise the ability of future generations to provide for themselves.

Elsewhere in this document is a fuller explanation.

What is Council's Scope of involvement?

Council's district plan and zoning by-laws have provisions to ensure the wise use of land, and preservation of wild spaces.

Council's economic development policies can encourage and assist sustainable development and the Council can remit rates for land dedicated to enhancing environmental values.

What is Council's Role?

Council sets policy on local development and acts as a Regulator. The Council also

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directly manages solid waste and waste water treatment and also sets an example in its own services.

Waste is not detrimental to the environment

Why is this outcome important?

To protect public health and to ensure sustainability of use of land and waterways.

Mismanagement of waste can lead to polluted water supplies, unproductive land, negative impacts on landscape and direct dangers to health.

What is Council's Scope of involvement?

Council organises and executes disposal of sewerage, stormwater and solid waste. It also runs programs to remove hazardous waste from the District and assists recycling and public education programs.

What is Council's Role?

Provider of waste disposal services. Funder of recycling agencies.

The District has successfully fostered non-agricultural growth as part of a complete buoyant community

Why is this outcome important?

A mix of industries within our district will protect employment and wealth against shocks in any one sector of the economy.

Diversification and development of industries assists other businesses and services to expand or be created.

The Community can grow as a result of new people entering the District.

What is Council's Scope of involvement?

Council may use its economic development policy to support industries meeting this outcome.

What is Council's Role?

Funder, supporter, partner

Economic Development has enhanced the Community

Why is this outcome important?

Wealth stemming from economic development should be spent and retained within our district to a high degree. Wealth in our district promotes the availability of better services for all our residents.

What is Council's Scope of involvement?

Council may use its economic development policy to support industries meeting this outcome

What is Council's Role?

Funder, supporter, partner

The Economic Infrastructural needs of the District are met

Why is this outcome important?

Providing the necessary economic infrastructure (e.g., banking services effective and efficient transport services) promotes the availability of better service for all our residents.

What is Council's Scope of involvement?

Council may use its economic development policy to support industries meeting this outcome

What is Council's Role?

Funder, supporter, partner

Council's District Planning meets the needs of the Community

Why is this outcome important?

District planning balances the land-use needs of residents and business in a consultative manner.

The plan protects residents against some forms of nuisance by allocating specific areas for specific purposes. It provides locations for all activities for which the community may see a need.

What is Council's Scope of involvement?

Council maintains an operative district plan, which is subject to an extensive review and public consultation, ten yearly.

What is Council's Role?

Leader, Planner, provider and Regulator.

Increases in Quality of Life, Well-Being and Prosperity, are Shared and Accessed By All Citizens

Why is this outcome important?

The District's citizens are all able to share in the benefits that the sustainable development of our community brings.

These benefits are the fundamental purpose of outcomes that enhance well-being.

What is Council's Scope of involvement?

Council may use approaches such as its economic development policies and community grant schemes to support activities and initiatives that meet this outcome

What is Council's Role?

Funder, supporter, partner, facilitator.

What are Strategic Objectives?

The Community's Strategic Objectives represent the physical features and services that, when in existence, identify that an Outcome has been achieved.

For example; the Community has identified "Adequate Health Services" as a required Outcome. The physical features of the Outcome will include such things as:

- Doctors being in place,
- Health facilities existing,
- Ambulance Services meeting required service levels,
- etc.

Therefore, the Outcomes generate a list of Strategic Objectives that provide the targets for all organisations and individuals who have a part to play in their provision.

How Do they Fit Into the Planning Process?

Strategic Objectives are generated to support the achievement of Outcomes. The roles of the Council and others in executing these Objectives are then identified. That will lead to those, who have such roles, defining their resulting Projects and Tasks and introducing cost and resource estimates associated with those Projects and Tasks.

Options

Community Outcomes once agreed, will change rarely and do not have options. However, there may be more than one way of achieving the same Outcome. This means that there may be options for Strategic Objectives supporting some Outcomes.

The current list may therefore, change with changes in expectations, capability, technology, legislation etc., as the plan proceeds and many future changes to the LTCCP may centre on changing from one option to another that has become more appropriate with the passage of time.

Those identified in this LTCCP represent the current best proposals agreed between the Community and the Council.

Support of Multiple Outcomes

A single Strategic Objective may support multiple Outcomes. For example; public transport strategies will be factors in achieving many Outcomes, such as access to a full range of Health services, access to Cultural Activities, etc.

Strategic Objectives

The full list of Strategic Objectives appears beginning on page 35, where they are shown together with the Outcomes they support and the Projects and Tasks that the Council has planned as part of its role in achieving the Objectives.

