

Environmental Management Activity Management Plan 2021-2051



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Quality Assurance Statement

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1 Executive Summary

The purpose of this Activity Management Plan is to outline and summarise in one place one group of activities, namely the Council's environmental management functions and responsibilities.

1.1 What We Do

The Council's environmental management functions and responsibilities include:

- The provision of environmental policy advice, including responses to national environmental initiatives.
- The development, review and implementation of resource management policies and plans.
- Investigating significant environmental issues affecting or likely to affect the District, and maintaining an efficient resource information base to respond to environmental hazards, and to provide advice on environmental conditions and issues affecting the District.
- Assessing and processing resource consent applications and related compliance monitoring and enforcement and processing development contributions assessments.
- Undertaking biosecurity (pest management) responsibilities and control work in the District and maintaining indigenous biological diversity.

1.2 Why we do it

The Activity Management Plan (AMP) demonstrates responsible management of the function on behalf of ratepayers and stakeholders and assists with the achievement of community outcomes and statutory compliance. The AMP combines management, financial, and technical practices to ensure that the level of service required by the law and expected by the community is provided in the most operationally effective and sustainable manner.

Activity Goal

The Environmental Management activity goal is to effectively promote the sustainable management of the District's natural and physical resources by:

- Identifying and responding to resource management policy issues and biosecurity risks in a manner that is effective, proportionate, and supported by the community generally.
- Achieving a robust and cost-effective approach to environmental monitoring and resource investigations that will provide a good understanding of the District's resources, the ability to assess environmental trends, manage risks to the environment and whether the expected environmental outcomes identified in policy statements and plans are being achieved.
- Providing a sound and appropriate policy planning framework that will protect and enhance our unique environment, promote healthy and safe communities, and support business and enterprise.
- Ensuring that plan development processes are administered in a way that is fair, lawful, timely, financially prudent and efficient.
- Improving use, development, and protection of the District's resources and minimising damage to the environment through minimising inappropriate practices or the incidence of pests and other threats to the quality of the environment we enjoy.
- Providing environmental information to enable sustainable, resilient, and productive communities within the District.

1.3 Levels of Service

The Council aims to provide the following levels of service for the Environmental Management activity area:

- Provide an appropriate policy framework that effectively promotes the sustainable management of the District's natural and physical resources by:
 - Identifying and responding to resource management policy issues, and
 - Providing a sound and appropriate policy planning framework that is responsive to our changing environment that will protect and enhance our unique environment and promote healthy and safe communities
 - Provide a responsive and efficient process for assessing resource consent applications and ensuring compliance.

For the duration of this Activity Management Plan, the Council will be focusing on maintaining existing levels of service.

There will be a significant amount of change and uncertainty in the Environmental Management activity area during the period covered by the Long Term Plan (LTP). A major review of Tasman's Resource Management documents is underway. This will include increased digitisation of our processes and products. The Government has also committed to repealing the Resource Management Act (RMA) and replacing it by the end of 2022 with three new laws:

1. Natural and Built Environments Act - this is intended to improve the natural environment and better enable urban development.
2. Strategic Planning Act - which provides for long term planning of our infrastructure needs.
3. Managed Retreat and Climate Change Adaptation Act - to deal with issues related to climate change adaptation and the managed retreat from areas threatened with inundation.

For further detail, including measures and targets for the levels of service, refer to Section 5.

1.4 Key Issues

The Council recognizes that future demands for Environmental Management will be influenced by many factors. Below is a summary of the key issues that the Council expect to face in the next 10 years.

- **Rapid population growth** – Tasman is a popular place to live in. The Council needs to ensure recreational opportunities, residential and business spaces, and productive land are provided for through our strategies, plans and consenting processes.
- **Freshwater** – Changes to the National Policy Statement for Freshwater Management and new freshwater regulations mean that processes and resources will need to be reassessed to implement the new and amended requirements.

- **Biodiversity and biosecurity** – The Council is working with tangata whenua, and the community, to develop the Tasman Bio Strategy. A new National Policy Statement for Biodiversity is expected mid 2021 which will place new obligations on the Council and landowners. Biosecurity and biodiversity will be considered in a holistic manner, and feed into the Tasman Environment Plan. The Government is currently reviewing the Biosecurity Act.
- **Climate change and natural hazards** – Our policies relating to managing land use, hazards, and the impacts of climate change will need to prepare for increasing risks associated with changing temperature or habitat-related pest incursions, sudden and severe weather events, and drought and seawater inundation of low-lying coastal land.
- **Changes in legislation and planning documents** – The Tasman’s Resource Management Plans are being reviewed over the coming six to 10 years to develop a new Tasman Environment Plan. This is set against a backdrop of large volumes of new national policy direction from Central Government, and a repeal and replacement of the Resource Management Act with three separate pieces of new legislation. This will create uncertainty and cost for our community and us.

The impact of these influencing factors on the Environmental Management activity and the effect on the current scale and mode of delivery is discussed in detail in the Environmental Management Plan.

Table 1: Key Issues

Key Issue	Response
<p>Population and economic growth and demographic change</p>	<p>Population and economic growth places demands on the services provided in the Environmental Management group of activities. Over time, the Council may need to change how it responds to these issues. Growth will also place greater demands on available resources such as water, this will put more pressure on the Council to allocate and protect such resources. The Council has further developed its growth model to forecast residential and business demands and opportunities to supply the level of demand expected.</p>
<p>Changes in community expectations</p>	<p>Increasing environmental awareness could create extra demands on the Environmental Management activities. Some members of the community want the Council to undertake more work in this area; however, others want less regulation and control.</p>
<p>Industrial demands for resources and technological change</p>	<p>Industrial demands for use of resources and technological change have the ability to impact on the scope of services and the manner of delivery of this activity. The Council is not expecting any changes to have a significant effect on the activity in the medium term.</p>

Key Issue	Response
Environmental changes such as climate change	Changing patterns of weather, long term changes in the climate or the occurrence of climate-driven natural hazards will affect this group of activities. For example, the Council's policies relating to managing land use, hazards and the impacts of climate change will need to prepare for potentially increasing risks associated with pest incursions, sudden and severe weather events, drought risk and seawater inundation of low-lying coastal land.
Changes in legislation and planning documents	These can be driven by Government legislation or policy (National Objective framework), or by changes in the Council's policy (review of the Regional Policy Statement).
Changes in the environmental risk profile and responsiveness	The Council undertakes environmental monitoring activities to increase its awareness of potential changes in environmental risks. There is an increasing requirement to tackle water quality (e.g. swim ability) and the expectation by the community of real time monitoring and reporting to the web.

1.5 Operational Programme

Much of the Environmental Management activity is demand driven and the department is resourced to be responsive, within reason. Where improvement initiatives can be incorporated within existing work programmes and budgets the Council will continue adopting improvement processes. Some provision has been made to be more proactive in both the increase in staff capacity and in the ability to secure resources and services.

1.6 Capital Programme

There is a modest budget for capital items within the budget, due to being staff based. The extensive network of fixed hydrometric stations had previously undergone targeted renewal programmes, and this work has now become a rolling program of upgrades to meet agreed national standards, along with unscheduled maintenance. There is also ongoing renewal of deployable equipment such as used for measuring flow, water quality or survey information.

1.7 Key Changes

Table 2: Key Changes

Key Change	Reason for Change
Introduction of a new initiative to provide focus on key catchments to effect improvement in water quality and land management.	To really make a difference in water quality the focus will need to be on the smaller waterways (in addition to the larger ones). Much of this improvement will come about by better integrated catchment management, principally land use improvements and targeted intervention in runoff management.
Reviewing Tasman's Resource Management Plans and transforming them from paper-based plans to a single interactive digital plan.	Current plans need updating to reflect new legislation, new timeframes and increasing policy directives and regulations. We have a changing environment, changing communities and changing issues. The review and digitisation will provide a significant improvement in service to resource management advisors and the wider community.
Completion of the Bio-Strategy and commencing its implementation.	A coordination of effort rather than increased spend to see a more effective prioritisation of effort in the Biodiversity space.
Increased funding for monitoring of wetlands and Tasman Native Habitats	A small but important lift in the effort being made to get surveys completed for both wetlands and terrestrial vegetation on private and public land.
Increased pest and weed control	An additional staff member to ensure an improvement in pest and weed control.
Increased monitoring of water	An additional Compliance officer to improve capability to respond to nationally driven legislative changes. Additional staff in the land and water area to improve catchment management as a whole.
Increased focus on forestry practices	Increased staff focus on forestry in order to respond to the increased workload arising from the National Environmental Standard for Production Forestry and to improve sediment control.

1.8 Key Risks and Assumptions

1.8.1 Key Issues

The Council recognises that future demands for Environmental Management will be influenced by:

- Population and economic growth and demographic change – population and economic growth places demands on the services provided in the Environmental Management group of activities. Over time, the Council may need to change how it responds to these issues. The Council has further developed its growth model to forecast residential and business demands and opportunities to supply the level of demand expected.

- Changes in community expectations – Increasing environmental awareness could create extra demands on the Environmental Management activities. Some members of the community want the Council to undertake more work in this area, however, others want less regulation and control.
- Industrial demands for resources (water, minerals, and land) and technological change – Industrial demands for use of resources and technological change have the ability to impact on the scope of services and the manner of delivery of this activity. The Council is not expecting any changes to have a significant effect on the activity in the medium term.
- Environmental changes such as climate change – changing patterns of weather, long term changes in the climate or the occurrence of climate-driven natural hazards will affect this group of activities. For example, the Council's policies relating to managing land use, hazards and the impacts of climate change will need to prepare for potentially increasing risks associated with pest incursions, sudden and severe weather events, drought risk and seawater inundation of low-lying coastal land.
- Changes in legislation and planning documents – These can be driven by Government legislation or policy, or by changes in the Council's policy (review of the Regional Policy Statement).
- Changes in the environmental risk profile and responsiveness – the Council undertakes environmental monitoring activities to increase its awareness of potential changes in environmental risks. There is an increasing requirement to tackle water quality (e.g. swim ability) and the expectation by the community of real time monitoring and reporting to the web. There is need to focus on the catchment scale to address insidious problems, but doing this in a coordinated way and including the community in that effort (land, riparian, water).

The most significant assumptions and uncertainties that underlie the approach taken for this group of activities are:

- A reasonable degree of reliability can be placed on the population and other growth projections that have been used as forecast assumptions for the priorities in the Environmental Management activity. However, these remain projections, and need to be carefully tracked to ensure that they remain a reliable indicator of likely future trends.
- Government regulation and other regulatory changes are capable of changing the scope, nature and processes associated with this activity. However, no allowance has been made for changes in legislation other than those already being implemented. It is anticipated that there will be further changes made to the Local Government Act, the Resource Management Act and the Biosecurity Act in the short to medium term that may impact on our service delivery until new or adapted systems are implemented. As these changes are still evolving some allowance has been made for an increase arising from them, both staff and operational cost increases and additional unforeseen cost impacts will be absorbed where possible.
- The key assumption in relation to the resource management and planning system is the Council will continue to have a system based on regional or local plans that includes an authorising (consenting) environment that requires monitoring and management of the environment and to regulate activities that people may want to carry out in the environment.

- Future budgets are based on a similar level of effort being required to respond per issue to the demands of this activity, but with growth and increasing contests over resource use and population growth, the outlook is for a slow to medium level of increase in aggregate effort over the ten-year period.
- Additional funds have been allocated to catchment management in order to address, water, soils, land use practices and biodiversity enhancement in a coordinated way.
- Additional funds have been allocated for the review and replacement of Tasman's current resource management plans including implementation of new National policy and regulation.
- Effort related to the Waimea Community Dam is expected to progress as planned however there is a level of uncertainty as to the pace of development and how that effort will be applied. If there are any delays or changes then there is likely to be a consequential impact on resourcing of the Council's management of the Waimea Plains water resource.

2 Introduction

The Environmental Management Activity Management Plan covers one of the groups of activities addressed in the Tasman District Council's Long Term Plan. This plan is therefore linked to the overall strategic direction for the district.

2.1 Rationale for Council Involvement

The Activity Management Plan (AMP) demonstrates responsible management of the function on behalf of ratepayers and stakeholders and assists with the achievement of community outcomes and statutory compliance. The AMP combines management, financial, and technical practices to ensure that the level of service required by the law and expected by the community is provided in the most operationally effective and sustainable manner.

2.2 Description of Services

2.2.1 Environmental Policy

The Council is required by the Resource Management Act (RMA) to promote the sustainable management of resources. We have responsibilities for protecting and improving our natural environments while at the same time ensuring our towns and communities are great places to live and continue to be and to provide more space for new homes and businesses. The RMA requires the Council to develop and keep current (at least) a Future Development Strategy, a regional policy statement and district and regional coastal and freshwater plans.

The Nelson Tasman Future Development Strategy (NTFDS) is a high-level plan that sets out how the Nelson City and Tasman District will accommodate the next 30 years of housing and business growth. The NTFDS shows where growth is to be located, and in what form, and what infrastructure will be needed to support that growth. The NTFDS is reviewed every three years. The next review will commence in July 2021.

The Tasman Regional Policy Statement (TRPS) and Tasman Resource Management Plan (TRMP) - which includes our district, regional and regional coastal plans are the key day-to-day planning documents. Together, they provide a blueprint for where and how our communities will grow and how our natural resources are managed. They do this by setting rules and environmental bottom lines that affect people and businesses on a regular basis.

The Tasman Resource Management Plan assists the Council in carrying out its functions in order to achieve the purpose of the Resource Management Act, which is to promote the sustainable management of natural and physical resources.

The Council has embarked on a review of the TRRPS and TRMP as required by law. The review will take at least six years to complete and will deliver a single combined, electronic plan (RPS, Regional, Coastal and District plan).

Staff will work with the community to ensure the new plan “Aorere ki uta, Aorere ki tai - Tasman Environment Plan” is developed to reflect the views and outcomes the community wants while making sure it is consistent with new legal requirements. The Government’s commitment to removing the Resource Management Act and replacing it with three new pieces of legislation means there is a considerable degree of uncertainty around what future plans will need to address. This will require Council to work closely with Central Government and remain agile and responsive to changing demands.

2.2.2 Environmental Information

The Council undertakes resource investigations and state of the environment monitoring for a variety of reasons including:

- Fulfilling legislative requirements.
- Monitoring is the only way the Council know if they are achieving the Anticipated Environmental Outcomes set in the Tasman Resource Management Plan.
- Producing information that enables the Council to provide more targeted and appropriate planning controls and resource consent conditions (tweaking where strict controls are required).
- Monitoring can identify new issues that require the Council’s attention to ensure risks and threats to Tasman’s environment are properly managed.
- To assist the Council to better target education and promotion activities to achieve greatest effect.
- Assuring sustainable resource use can lead to economic advantages for the business sector and the public generally.
- Providing information to assist economic development within the region (e.g. soil information to farmers).
- Maintaining and monitoring the hydrometric network (see section 7.3).

2.2.3 Resource Consents and Compliance

The Council is required by the Resource Management Act (RMA) and the Tasman Resource Management Plan (TRMP) to assess and process resource consent applications associated with the development and use of land (including land subdivision), as well as air, water, or coastal resources. The Council also has a legal duty to enforce observance of TRMP rules, national environmental standards, Section 360 regulations, Conservation Orders and conditions of resource consents. It is also expected to respond to nuisance complaints in order to sustainably manage the environment of Tasman District and the consequences of human activity on this environment. The Council must process consents in a timely manner or discount any charges in accordance with the Resource Management (Discount on Administrative Charges) Regulations 2010.

A related activity is the assessment of development contributions associated with subdivision and building development in accordance with the Council’s Development Contributions Policy which is reviewed on an at least three yearly basis, this is normally done alongside the review of the Long Term Plan.

2.2.4 Environmental Advocacy and Operations

The Council's involvement in soil conservation, land management, and biodiversity arises because of regulatory expectations within both the Local Government and the Resource Management Acts, community support and existing custom and practice. The Council is keen to promote good environmental outcomes by non-regulatory means where this is cost effective and particularly in those situations where active involvement in work programmes can yield both positive environmental outcomes and gain community support and participation. Of note in this space is the money available from central government to stimulate employment and undertake landscape scale biodiversity enhancement (post Covid-19 stimulus packages). Tasman has secured significant additional funding from these sources and over the next five years will achieve some significant intervention while boosting employment in the local community. Tasman has secured additional central government funding to assist a major upgrade of the Council's willow and poplar nursery to increase production of new stock.

2.2.5 Biosecurity

The Council has a Regional Pest Management Plan (RPMP 2019-2029) in place, prepared under the Biosecurity Act. At the time of writing this Activity Management Plan, the Council is in the process of developing Bylaws and several targeted Plan Changes to capitalise on recent government funded predator control work under the 'Jobs for Nature' programme, and assist with delivering the expectations of Tasman's Bio Strategy. The purpose of the RPMP is to promote the management or eradication of pests. The Council prepares annually an operational plan to implement the RPMP and reports annually on the outcome of its actions. Through this programme of work the Council works with landowners to prevent or manage plant and animal pest incursions.

The Council is a partner with the Ministry of Primary Industries and both Nelson City and Marlborough District Councils in a marine biosecurity programme running across the "top of the South Island". The programme is designed to safeguard important economic and environmental interests.

2.2.6 General

The purpose of local government, under the Local Government Act 2002 (section 10(b)) is "to enable democratic local decision-making and action by, and on behalf of, communities, and to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost effective for households and businesses." The Environmental Management activity contributes to this by:

- Better understanding the state of the environment and pressures on, and risks to, the resource base and environmental qualities of the District.
- Providing expertise to ensure that all tasks are effectively implemented.
- Applying fairness, best practice and sound professional judgement to all investigations and decisions.
- Promoting community contribution, confidence and trust in the strategic planning framework.
- Providing appropriate expertise to ensure that all tasks are effectively and efficiently implemented.

- Ensuring that the actions or inaction by people in the Tasman District are lawful, sustainable, and safe.

Much of the work done within the activity is in response to central government legislation. The Council carries out those responsibilities largely in-house where the skills needed to do the job are available. Where the skills are not available, the Council subcontracts out the work, while maintaining a project management role.

While the Council does not have a choice about carrying out the Environmental Management activity, there is some discretion over the manner and degree to which the activity is delivered. In the past, the rationale for the Council's involvement has been influenced by whether:

- a) The community has support for and confidence in the service provided historically by the Council (and so the Council continues to provide the service).
- b) The Council already provides the service and to change the mode or degree of delivery would be more costly and less effective.
- c) The community expects the Council to play a lead role in the provision of the service.
- d) The significance of the issue for community well-being and ecological health. A scientific risk-based approach is taken in this instance, especially where there are technical or information uncertainties.
- e) Current level of public concern about an issue.
- f) The need for more information on the issue to answer policy or regulatory questions.
- g) Rate of change associated with the issue.
- h) The desire by the Council to provide educational and non-regulatory responses to issues to reduce the need for regulatory controls.

3 Strategic Direction

3.1 Our Goal

The Environmental Management activity goal is to effectively promote the sustainable management of the District’s natural and physical resources by:

- Identifying and responding to resource management policy issues and biosecurity risks in a manner that is effective, proportionate, and supported by the community generally.
- Achieving a robust and cost-effective approach to environmental monitoring and resource investigations that will provide a good understanding of the District’s resources, the ability to assess environmental trends, manage risks to the environment and whether the expected environmental outcomes identified in policy statements and plans are being achieved.
- Providing a sound and appropriate policy planning framework that will protect and enhance our unique environment, promote healthy and safe communities, and support business and enterprise.
- Ensuring that plan development processes are administered in a way that is fair, lawful, timely, financially prudent and efficient.
- Improving use, development, and protection of the District’s resources and minimising damage to the environment through minimising inappropriate practices or the incidence of pests and other threats to the quality of the environment our communities enjoy.
- Providing environmental information to enable sustainable, resilient, and productive communities within the District.

3.2 Contribution to Community Outcomes

Table 3 summarises how the Environmental Management activity contributes to the achievement of the Council’s Community Outcomes.

Table 3: Community Outcomes

Does Our Activity Contribute to the Community Outcome	Does Our Activity Contribute to the Community Outcome
Our unique natural environment is healthy, protected and sustainably managed.	<p>We develop and review strategies, policies, plans and design guides that promote the sustainable management of natural and physical resources and, where necessary, regulate activities that could, over time, degrade the environment or place resources under pressure.</p> <p>We engage with iwi and the community via advocacy and interventions in local, catchment and regional scale initiatives to maintain and enhance the natural and productive landscape.</p> <p>We monitor activities that could have a negative effect on our environment and take action to prevent such effects through education and enforcement.</p>

Does Our Activity Contribute to the Community Outcome	Does Our Activity Contribute to the Community Outcome
<p>Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed.</p>	<p>By managing animal and plant pests, working with landowners and the broader community to protect biodiversity, soil and water sustainability including the use of targeted spending to ensure effective riparian and waterway management on farms, and educating to encourage responsible environmental behaviours, the Council seek to ensure Tasman remains special.</p> <p>Ensuring consent approvals for the development and use of the environment promotes sustainable management of natural and physical resources. Where necessary, conditions can be imposed (and monitored) that regulate activities, which might otherwise degrade the environment or place resources under pressure.</p> <p>We take a strategic approach to planning for and managing growth. By ensuring that our communities living environments are appropriate in location and scale, are pleasant, safe and that the activities of others do not adversely impact on them.</p> <p>Through monitoring and investigating the state of the environment and identifying trends, risks, and pressures it faces, particularly in relation to land, soils, water, air and the coast. The information the Council hold about natural hazards and contamination risk is used to make better decisions, and have in place planning for the future needs of the District.</p> <p>By educating people and providing them with information to enable them to live more sustainably and to be more resilient.</p>
<p>Our infrastructure is efficient, cost effective and meets current and future needs.</p>	<p>We support other areas of the Council to meet this outcome by having in place effective resource planning processes, which ensure infrastructure provision is appropriate, efficient, and available to meet the demands of the community.</p> <p>We provide hazard information and promote best practice design, development, and use of important utility services.</p> <p>We provide a highly valued district wide telemetry linked network that allows us to measure and understand what is happening in relation to the quality of our environment. This same network allows us to properly manage the quality of the water resources available for allocation.</p>
<p>Our communities are healthy, safe, inclusive and resilient.</p>	<p>By having in place processes that safeguard the community's health and wellbeing and which ensure resource use and human activities affecting resources do not adversely affect quality of life. Including monitoring recreational bathing water quality or toxic algae presence, surveying groundwater resources for drinking water suitability. By maintaining an effective flood warning system, monitoring air quality, and working to identify contamination risks the Council promote safety of people and community well-being now and for future residents.</p>

Does Our Activity Contribute to the Community Outcome	Does Our Activity Contribute to the Community Outcome
<p>Our communities have opportunities to celebrate and explore their heritage, identity and creativity.</p>	<p>Our planning framework identifies heritage buildings, iconic landscapes, sites important to iwi, and sites of significance to the district. Having in place a framework for protecting and enhancing these values. Ensuring that sites important to iwi are taken into consideration when planning decisions are made.</p> <p>By working with landowners to enhance biodiversity, helps to protect the natural heritage values.</p>
<p>Our communities have access to a range of social, cultural, educational and recreational facilities and activities.</p>	<p>Our plans and consenting processes ensure recreational opportunities are provided when land is subdivided. We maintain a recreational bathing water quality network and cyanobacteria monitoring programme to ensure waterbodies are suitable for use. Our plans (and consenting processes) put limitations on inappropriate development of valued spaces. Take an advocacy role to promote environmental awareness.</p>
<p>Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement</p>	<p>Public participation is provided for in the processes of developing and administering policies and plans under the Resource Management and Biosecurity Acts and the Council actively seek to work with stakeholder communities.</p> <p>We work with iwi when developing policies and plans. For example, the Kotahitanga mō te Taiao partnership with top of the south Iwi, Department of Conservation and the Councils demonstrates leadership across boundaries. We work to encourage the development of 'best management practices' in our productive landscape and have established community networks and water user groups to help us fulfil our responsibilities.</p> <p>We make information and resource data available and work with applicants, landowners and community groups to help them make sound decisions and provide advice to customers and applicants through on-duty staff.</p> <p>We advocate to central government and other public agencies where their actions will affect the interests of Tasman District.</p>

Does Our Activity Contribute to the Community Outcome	Does Our Activity Contribute to the Community Outcome
<p>Our region is supported by an innovative and sustainable economy.</p>	<p>Policies, plans, models, and information help identify opportunities for economic development and potential hazards and constraints affecting such opportunities. Our biosecurity activities on land and sea are often designed to protect primary production activities from economically damaging pest incursions.</p> <p>Our strategies and plans do not create unnecessary barriers or impediments to economic growth and prosperity.</p> <p>Resource information identifies opportunities for economic development in the use and development of resources of benefit to current and future generations, and potential hazards and constraints affecting such opportunities.</p> <p>Development approvals can facilitate economic development opportunities and compliance monitoring can ensure fair and equal opportunities for all.</p> <p>We actively encourage people to adopt best practice in relation to their use of resources such as land, water, air, and the coast.</p>

3.3 Prioritisation

The Council provides many services on behalf of Tasman's residents and there is often competing demands for the Council's investment across and within these services. The Council will decide how much, and when, to invest in these services in a way that maintains affordability for customers and ratepayers.

There are multiple factors that affect the priority of individual projects or work streams. These include:

- The need to protect public health and safety
- The need to conserve and enhance the natural environment
- Statutory compliance
- Meeting the needs of tomorrow's population
- Readiness to implement works
- Co-funding opportunities
- Creating functional and attractive public places
- Benefits and risks
- District distribution
- Strategic fit.

The Council has applied the following principles when developing its programme of works:

- To continue to meet its fiscal prudence, sustainability and environmental sustainability obligations.
- To keep the medium to long term in focus i.e. rather than being overly diverted by the shorter-term recovery from the Covid-19 pandemic.
- To understand the trade-offs or benefits across all of the well-being domains (social, environmental, economic and cultural).
- To capitalise on the economic environment (i.e. enhanced borrowing terms, and increased labour and skills availability).
- To make the most of the enhanced opportunities of Government funding, subsidies and other incentives to advance the community outcomes.
- To right size Council staffing and operational expenditure.
- The Council has taken all of the above into consideration in order to present a programme that is achievable and affordable. Generally, mandatory requirements such as statutory compliance take priority, and discretionary activities have been programmed second to this.

3.4 Financial Strategy

The Financial Strategy outlines the Council's financial vision for the next 10 to 20 years and the impacts on rates, debt, levels of service and investments. It guides the Council's future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the Long Term Plan 2021-2031.

Three key financial limits are established in the Financial Strategy that set the Council's overall financial boundaries for its activities. They are rates income, rates increases, and debt. These financial limits influence how the Council plans to manage assets and services.

Over the next 10 years, forecast rate income increases and debt levels are projected to be very near the Council's limits. The Council has had to work hard to prioritise and plan a work programme, which addresses the most pressing key issues while staying within these limits. This means there is very little scope to add further work to the programme within the next five years.

3.5 Tasman Climate Action Plan

In 2019, the Council adopted the 'Tasman Climate Action Plan' (Action Plan). The Action Plan is the Council's initial response to the urgent need to take action on climate change, to build climate resilience and reduce greenhouse gas emissions.

The Action Plan sets out goals, targets and actions relating to three key themes:

1. Mitigation – how the Council can reduce greenhouse gas emissions from the Council activities.
2. Adaptation – ways the Council can respond to our changing environment, including positive opportunities.

3. Leadership – how the Council can lead by example, advocate and encourage others to take action.

The following goals are the long term aspirations of the Council. They represent the first step towards a cohesive package of activities that address climate change issues.

- Council contributes to New Zealand’s efforts to reduce greenhouse gas emissions (including net carbon emissions).
- Tasman District becomes more resilient to the impacts of climate change.
- The Tasman Community is informed of climate change actions and options for response.
- Council shows clear leadership on climate change issues.

Environmental Management has a central role in responding to the long term impacts of climate change. How the Council plan for and manage climate change and natural hazards is being reviewed as part of developing the new Tasman Environment Plan. A key component of the work is the Coastal Management project which is looking at how can plan for and manage the effects of sea level rise. While the rate and magnitude of future sea level rise is uncertain, it is not known if rising sea levels will have increasing implications for development and infrastructure in coastal areas along with environmental, cultural and societal effects.

A map has been prepared showing various scenarios and staff have prepared a coastal risk assessment which helps us to understand Tasman Bay/Te Tai o Aorere and Golden Bay/Mohua’s vulnerability to coastal storm inundation and sea level rise. The assessment identifies assets, property, infrastructure and facilities (known as ‘elements at risk’) that may be vulnerable.

The information presented in this report will be used to help inform future phases of the Coastal Management Project including identifying issues and options for coastal management.

Table 4: Relevant targets and actions from the Tasman Climate Action Plan (2019)

Goals	Targets	Actions (short-term) 2019 - 2021	Actions (medium-term) 2021 - 2024	Actions (long term) 2024+
1. The Council contributes to New Zealand's efforts to reduce greenhouse gas emissions (including net carbon emissions).	1(a) The Council's emissions* of methane reduce by 10% below 2017 levels by 2030 and 47% by 2050 or earlier. The Council's net emissions* of all other greenhouse gases reduce to zero by 2050. *from the Council's own activities. Targets are based on Zero Carbon Bill. If necessary, revise targets once enacted.	(vi) Continue to work with communities to plant trees (e.g. riparian margin restoration, habitat enhancement, land stability, planting in the Council parks and reserves and within some roading corridors, expand the Council nursery production), to sequester carbon.	Continue to work with communities to plant trees, to increase carbon sequestration.	Continue to work with communities to plant trees, to increase carbon sequestration.
		(vii) Continue to support and facilitate landowner applications to Central Government's Billion Tree Fund (and other relevant funds).	Continue to support and facilitate landowner applications to Central Government's Billion Tree Fund (and other relevant funds).	Continue to support and facilitate landowner applications to Central Government's Billion Tree Fund (and other relevant funds).
	1(b) The Council decisions for planning and infrastructure design supports private individuals and businesses to reduce their emissions by 80% by 2050. <i>Targets are based on Zero Carbon Bill. If necessary, revise targets once enacted.</i>	(i) Investigate options for incentivising: a) low carbon footprint buildings; b) highly energy efficient buildings; c) renewable energy use in buildings; d) reductions in refrigeration emissions from air conditioning and disposal of refrigerants; e) enhanced urban/subdivision design.	Implement preferred options.	Implement preferred options.
		(ii) Implement the Nelson Tasman Future Development Strategy (NTFDS), including the housing intensification component, to reduce the need for car-travel.	Review and implement the NTFDS.	Review and implement the NTFDS.
		(iii) Investigate options for supporting the local Warmer Homes programme.	Support local Warmer Homes programme.	Support local Warmer Homes programme.
	(iv) Review renewable energy generation provisions through the Tasman Resource Management Plan review.	Planning documents enable renewable energy generation.	Planning documents enable renewable energy generation.	
	1(d) Use of active transport (e.g. walking, cycling etc) as a form of transportation increases year on year.	(ii) Implement requirements on new developments to provide for active transport through the Tasman Resource Management Plan and Nelson Tasman Land Development Manual.	Effectiveness of provisions are monitored and reviewed as necessary.	Effectiveness of provisions are monitored and reviewed as necessary.
2. Tasman District becomes more resilient to the impacts of climate change.	2(b) New coastal development and infrastructure accounts for climate change risks, including sea level rise.	(i) The Coastal Hazard mapping and plan change programme continues to completion; including consideration of the extent of the risks, options and regulatory responses for adaptation, relocation, coastal structures etc.	Implementation via the Tasman Resource Management Plan and Infrastructure Strategy/ Activity Management Plans.	Implementation via the Tasman Resource Management Plan and Infrastructure Strategy/ Activity Management Plans.
		(ii) Regulatory activities (resource and building consenting) continue to account for sea level rise based on the Ministry for the Environment Guidance 2017 and apply the TDC/NCC 'Coastal and Freshwater Inundation' guideline (2019) for setting ground and floor levels for new development.	Continue implementation. Review Guideline when new information is available.	Continue implementation. Review Guideline when new information is available.

Goals	Targets	Actions (short-term) 2019 - 2021	Actions (medium-term) 2021 - 2024	Actions (long term) 2024+
	2(c) Ecological adaptation to climate change is taken into account when making decisions.	(i) Continue to assess ecological vulnerability under climate change (Habitat zone classification prioritisation programme with NCC and MDC) and work with other agencies to identify opportunities for ecological retreat from sea level rise; including recommendations for a prioritised programme for action.	Implement prioritised programme.	Implement prioritised programme.
		(ii) Investigate options for how Council can be more agile and responsive to increased biosecurity risks (including shipping biosecurity risks) and pest management requirements, in response to the rapidly changing climate.	Implement new options for biosecurity and pest management.	Implement new options for biosecurity and pest management.
3. The Tasman Community is informed of climate change actions and options for response.	3(b) Encourage private adaptation and business adaptation to climate change to occur in Tasman District, by providing clear and applicable information.	(i) Obtain updated information from NIWA on local climate impacts for Tasman District; and collate relevant information from other sources. Publicise this information widely.	Ongoing information gathering and publication.	Ongoing information gathering and publication.
		(ii) Update the Council's website to host a 'climate change information hub'. This hub will have relevant and up-to-date information on the local impacts of climate change; options for the Council and private mitigation; and information on the Council's own responses to the climate change issue.	Website maintenance and updates.	Website maintenance and updates.

4 Key Linkages

Many of the Council's regulatory functions focus on the department, which serves to implement and enforce the law and Council policy. There are a number of statutory obligations the Council cannot avoid, although in many instances the law gives the Council wide discretion as to how it implements its obligations. The statutes (and associated regulations and bylaws) under which the Council operate include:

4.1 Key Legislation

4.1.1 Biosecurity Act 1993

The Council is responsible for the control and eradication of plant and animal pests. The Environment & Planning Department (EPD) is involved in policy formulation in this area and has a joint pest management strategy with Nelson City Council (NCC), which is about to be replaced by a new Plan. Operational control of pests is undertaken by a team within the Environment Planning Department. NCC meet our costs for control work within their boundary. In the last ten years or so there has been incursions of several potentially significant pests including didymo (rock snot), sea squirt, clover root weevil, fanworm, subterranean termites, varroa bee mite, and argentine ants.

4.1.2 Hazardous Substances and New Organisms Act 1996

While the Council is a default enforcement agency under this Act, there is confusion over roles and responsibilities nationally. We manage hazardous substances risks to the community and the environment through regional rules under the Tasman Resource Management Plan dealing with both existing and new hazardous facilities, and through general compliance monitoring. The Government has recently released a discussion paper on reforming this system.

4.1.3 Litter Act 1979

Under this Act, the Council is given the responsibility to control the release of litter into the environment. This function complements the Council's refuse, abandoned vehicle, and pollution control responsibilities. The Council staff are appointed Litter Officers with the power to serve infringement notices.

4.1.4 Local Government Act 2002

Development contribution assessments are dealt with under the Local Government Act 2002 and in accordance with the Development Contributions Policy in the Long Term Plan. Requests for reconsideration are made by a delegated staff committee, comprising at least three of the Environment and Planning Manager, Engineering Services Manager, Activity Planning Manager or Regulatory Manager. If dissatisfied applicants can also lodge an objection which would be heard by a Ministerial appointed Independent Commissioner.

4.1.5 Local Government Official Information and Meetings Act 1987

Land Information memoranda (LIMs) are issued by the Council in response to requests for information about properties, usually associated with property purchase. Customer Services staff are responsible for outputting these even though Environment & Planning Department (EPD) staff and systems provide much of the material and income and expenditure is tracked through EPD accounts.

4.1.6 Resource Management Act 1991

This Act sets up the statutory processes for sustainably managing the use, development and protection of natural and physical resources. Given our responsibilities as both a regional and territorial authority, it is the basis of much of the Department's work.

Under the Act, the Council has responsibility for land use planning, water management, river management, land subdivision control, managing the effects of contaminant discharges into the environment, and coastal management (the coastal marine area extends out to the 12-nautical mile territorial sea limit). This Act requires that the Council prepare and implement various planning documents, process resource consent applications, monitor and investigate the nature of the resources which they must manage, and undertake enforcement action as appropriate.

Since 1996 the Council has administered a single, combined district, regional and coastal plan, the Tasman Resource Management Plan (TRMP). The Council receives and decides on approximately 1,000 resource consent applications a year that are required by the TRMP or the Act. The Council also administers the Tasman Regional Policy Statement.

To assist in responding to complaints and emergencies, the Council has a 24-hour 'hotline' and staff are rostered to respond. After-hours noise complaints are contracted out to two companies depending on location.

4.2 Key National Policies

The list below identifies the National Policy Statements that are in place and have a material impact on the activities undertaken within the Environmental Management Activity:

- National Policy Statement on Urban Development (2020)
- National Policy Statement for Freshwater Management (2020)
- National Policy Statement for Renewable Electricity Generation (2011)
- National Policy Statement on Electricity Transmission (2008)
- New Zealand Coastal Policy Statement (2010).

The following National Policy Statements are expected to be in place in the short term and will also impact on Council activity:

- Proposed National Policy Statement for Indigenous Biodiversity.
- Proposed National Policy Statement on Highly Productive Land.

These are expected to be promulgated in mid-2021 and will have a material impact on this Activity.

4.3 Key National Environmental Regulations

There are many National Environmental Regulations (under the Resource Management Act) that have bearing on the Environmental Management activity. Environmental Regulations include National Environmental Standards (NES) and regulations under section 360 of the Resource Management Act. The NESs are:

- National Environmental Standards for Air Quality
- National Environmental Standard for Sources of Drinking Water
- National Environmental Standards for Telecommunication Facilities
- National Environmental Standards for Electricity Transmission Activities
- National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health
- National Environmental Standard on Plantation Forestry
- National Environmental Standards for Freshwater
- National Environmental Standards for Marine Aquaculture.

The following NESs are expected to be in place in the short term and will also impact on Council activity:

- Proposed amendments to National Environmental Standards for Air Quality.
- Proposed amendments to the National Environmental Standard for Sources of Human Drinking Water.
- Proposed National Environmental Standard for the Outdoor Storage of Tyres.

The following s360 regulations have a significant impact on Council activity:

- Resource Management Measurement and Reporting of Water Takes) Regulations 2010.
- Resource Management (Stock Exclusion) Regulations 2020.

The National Planning Standards are also regulations under the Resource Management Act. The National Planning Standards require the Councils to re-write their planning Documents (Regional Policy Statement, Regional and District plans) in a specified format set out in the regulations. The regulations also require the plans to be in a digital (E-Plan) format. This will have a significant impact on the Council activity.

4.4 Key Council Level Planning, Policies and Strategies

Along with the Long Term Plan under which this Environmental Management activity operates, the Council administers a number of plans, strategies, policies, and bylaws of relevance to Environment Planning Department. These documents specify what the Council do in broad terms to fulfil their statutory responsibilities.

Plans, strategies and bylaws within the Environment Planning Department responsibility include:

- Nelson Tasman Future Development Strategy (NTFDS)
- Tasman Resource Management Plan (TRMP)
- Tasman Regional Policy Statement (TRPS)
- Tasman-Nelson Regional Pest Management Plan (RPMP)
- Compliance Monitoring Strategy*
- Enforcement Policy
- State of the Environment Monitoring and Reporting Strategy*
- Riparian Land Management Strategy*
- Natural Areas Enhancement Strategy*
- Development Contributions Policy
- Road Naming Policy*

* Informal Policy Document

In conjunction with the Customer Services and Communications teams, numerous handouts and forms are available explaining the Environment Planning Department functions and processes. These are also available through the Council's website. Policy and research reports on a range of subject matters are also available. It is department policy that these be available for inspection at all libraries and service centres, the website, or purchase from time to time.

5 Levels of Service

A key objective of this plan is to match the levels of service provided by this activity with the agreed expectations of our customers and their willingness to pay for that level of service (LOS). These levels of service provide the basis for the life cycle management strategies and works programmes identified in this plan.

Levels of service are attributes that the Council expects of its assets to deliver the required services to stakeholders.

A key objective of this plan is to clarify and define the levels of service for the reserves and facilities assets and then identify and cost future operations, maintenance, renewal and development works required of these assets to deliver that service level. This requires converting user's needs, expectations and preferences into meaningful levels of service.

Levels of service can be strategic, tactical or operational. They should reflect the current industry standards and be based on:

- Customer Research and Expectations: Information gained from stakeholders on expected types and quality of service provided.
- Statutory Requirements: Legislation, regulations, environmental standards and Council bylaws that impact on the way assets are managed (e.g., resource consents, building regulations, health and safety legislation). These requirements set the minimum level of service to be provided.
- Strategic and Corporate Goals: Provide guidelines for the scope of current and future services offered and manner of service delivery, and define specific levels of service, which the organisation wishes to achieve.
- Best Practices and Standards: Specify the design and construction requirements to meet the levels of service and needs of stakeholders.

5.1 Our Levels of Service

Table 5: Levels of Service Summary summarises the levels of service and performance measures for this activity. Shaded grey rows are the levels of service and performance measures to be included in the Long Term Plan and reported in the Annual Plan. Unshaded white rows are technical measures that are only included in the Activity Management Plan.

Our level of service - What the Council will do and how it will measure performance over the 10 years from 2021-2031.

Table 5: Levels of Service Summary

Levels of Service (we provide)	Performance Measure (we will know we are meeting the level of service if ...)	Current Performance	Future Performance Targets			
			Year 1	Year 2	Year 3	Year 10
			2021/22	2022/23	2023/24	2030/31
<p>We provide an appropriate policy framework that effectively promotes the sustainable management of the District's natural and physical resources by:</p> <ul style="list-style-type: none"> Identifying and responding to resource management policy issues; and Providing a sound and appropriate policy planning framework that is responsive to our changing environment, will protect and enhance our unique environment and promote healthy and safe communities. 	<p>Residents' satisfaction for those residents who are aware of the Council's role in resource management policy and planning work.</p> <p>As measured by the annual residents survey.</p>	2019/2020: 69%	65%	65%	65%	65%
<p>We provide an appropriate policy framework that effectively promotes the sustainable management of the District's natural and physical resources by:</p> <ul style="list-style-type: none"> Identifying and responding to resource management policy issues; and Providing a sound and appropriate policy planning framework that is responsive to our changing environment, will protect and enhance our unique environment and promote healthy and safe communities. 	<p>Council meets the Air Quality National Environmental Standard (NES).</p> <p>As measured by designated air quality monitoring sites for the previous calendar year.</p>	For the 2020 calendar year, the Richmond Air shed did meet the NES for PM10 with three permissible exceedances (as allowed under the NES).	Meet the NES	Meet the NES	Meet the NES	Meet the NES
<p>We provide an appropriate policy framework that effectively promotes the sustainable management of the District's natural and physical resources by:</p> <ul style="list-style-type: none"> Identifying and responding to resource management policy issues; and Providing a sound and appropriate policy planning framework that is responsive to our changing environment, will protect and enhance our unique environment and promote healthy and safe communities. 	<p>Swimming beaches and rivers are suitable for contact recreation, all or most of the time.</p> <p>As measured using samples from our core sampling sites.</p>	In 2019/2020, 99% of swimming beaches and rivers for fine weather samples and 97% for all weather samples were suitable for contact recreation.	98% are suitable using fine weather samples. 92% are suitable using all weather samples.	98% are suitable using fine weather samples. 92% are suitable using all weather samples.	98% are suitable using fine weather samples. 92% are suitable using all weather samples.	98% are suitable using fine weather samples. 92% are suitable using all weather samples.
<p>We provide a responsive and efficient process for assessing resource consent applications and ensuring compliance obligations are fairly and appropriately enforced.</p>	<p>At least 80% of survey respondents rate their satisfaction with the Council's resource consent processing work as fairly satisfied or better.</p>	2020: 74.0% 2019: 76.5%	80%	80%	85%	85%
<p>We provide a responsive and efficient process for assessing resource consent applications and ensuring compliance obligations are fairly and appropriately enforced.</p>	<p>Consent applications are processed within statutory timeframes (where they exist).</p>	Notified consents 100% Non-notified consents 95.5% Limited notified consents 100%	100% 100% 100%	100% 100% 100%	100% 100% 100%	100% 100% 100%

Levels of Service (we provide)	Performance Measure (we will know we are meeting the level of service if ...)	Current Performance	Future Performance Targets			
			Year 1	Year 2	Year 3	Year 10
			2021/22	2022/23	2023/24	2030/31
We undertake monitoring of environmental trends and conditions and maintain reporting systems that protect and inform the community about progress toward community outcomes, environmental conditions, changes, and risks.	An annual report is prepared and presented to the Council or a Council committee each year. This report details the level of compliance with consent conditions or plan rules for those undertaking activities under resource consents or permitted activities, as described under tailored monitoring programmes.	Annual compliance report presented to the Council on 30 September 2020, showing we achieved our monitoring objectives and 84% of the monitored resource consents achieved full compliance.	Annual report tabled to the Council or a Council committee by 30 September, showing that all resource consents that are monitored are assigned appropriate compliance performance grades.	Annual report tabled to the Council or a Council committee by 30 September, showing that all resource consents that are monitored are assigned appropriate compliance performance grades.	Annual report tabled to the Council or a Council committee by 30 September, showing that all resource consents that are monitored are assigned appropriate compliance performance grades.	Annual report tabled to the Council or a Council committee by 30 September, showing that all resource consents that are monitored are assigned appropriate compliance performance grades.
We undertake monitoring of environmental trends and conditions and maintain reporting systems that protect and inform the community about progress toward community outcomes, environmental conditions, changes, and risks.	Where significant non-compliance is recorded, that resolution is achieved within appropriate timeframes.	Where non-compliance was detected: 100% were resolved within nine months.	80% are resolved within 9 months and 95% are resolved within twelve months.	80% are resolved within 9 months and 95% are resolved within twelve months.	80% are resolved within 9 months and 95% are resolved within twelve months.	80% are resolved within 9 months and 95% are resolved within twelve months.
We undertake monitoring of environmental trends and conditions and maintain reporting systems that protect and inform the community about progress toward community outcomes, environmental conditions, changes, and risks.	An annual report is prepared and presented to a Council committee or a Council meeting on Water Metering Compliance detailing the performance of consented and permitted activity ground and surface water abstractions requiring monitoring as defined in the Tasman Resource Management Plan.	We presented the 2019/2020 Water Metering Compliance Monitoring report to the 23 July 2020 Regulatory Committee. Compliance behaviour was reasonably high despite the challenge of drought and the Covid-19 pandemic.	Annual report tabled to the Council or a Council committee by 31 October.	Annual report tabled to the Council or a Council committee by 31 October.	Annual report tabled to the Council or a Council committee by 31 October.	Annual report tabled to the Council or a Council committee by 31 October.
We undertake monitoring of environmental trends and conditions and maintain reporting systems that protect and inform the community about progress toward community outcomes, environmental conditions, changes, and risks.	An annual Dairy Monitoring report is prepared detailing the performance of the District's dairy farms against the Council's dairy effluent discharge rules and relevant national legislation.	We presented the 2019/2020 Dairy Farm Compliance report to the 23 July 2020 Regulatory Committee. All 126 dairy farms were assessed against the discharge of treated dairy effluent. The final compliance results were: <ul style="list-style-type: none"> • 99% - Fully Compliant • 0% - Non-Compliant • 1% - Significantly Non-Compliant. 	98% fully compliant	98% fully compliant	100% fully compliant	100% fully compliant

Levels of Service (we provide)	Performance Measure (we will know we are meeting the level of service if ...)	Current Performance	Future Performance Targets			
			Year 1	Year 2	Year 3	Year 10
			2021/22	2022/23	2023/24	2030/31
We undertake monitoring of environmental trends and conditions and maintain reporting systems that protect and inform the community about progress toward community outcomes, environmental conditions, changes, and risks.	An operational plan and annual report are prepared each year, in accordance with the Regional Pest Management Plan and the requirements of the Biosecurity Act (Combined two into one measure).		Annual plan and annual report tabled to a Council or committee meeting by 30 November.	Annual plan and annual report tabled to the Council or a committee meeting by 30 November.	Annual plan and annual report tabled to the Council or a committee meeting by 30 November.	Annual plan and annual report tabled to the Council or a committee meeting by 30 November.

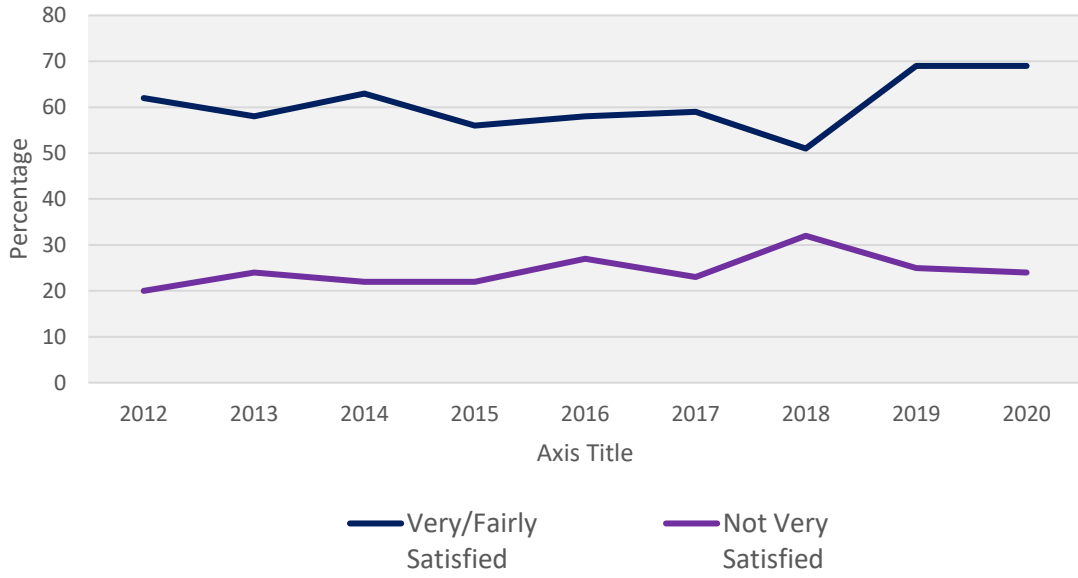


Figure 1: Residents Satisfaction with the Council's Environmental Policy and Planning Work 2012 2020

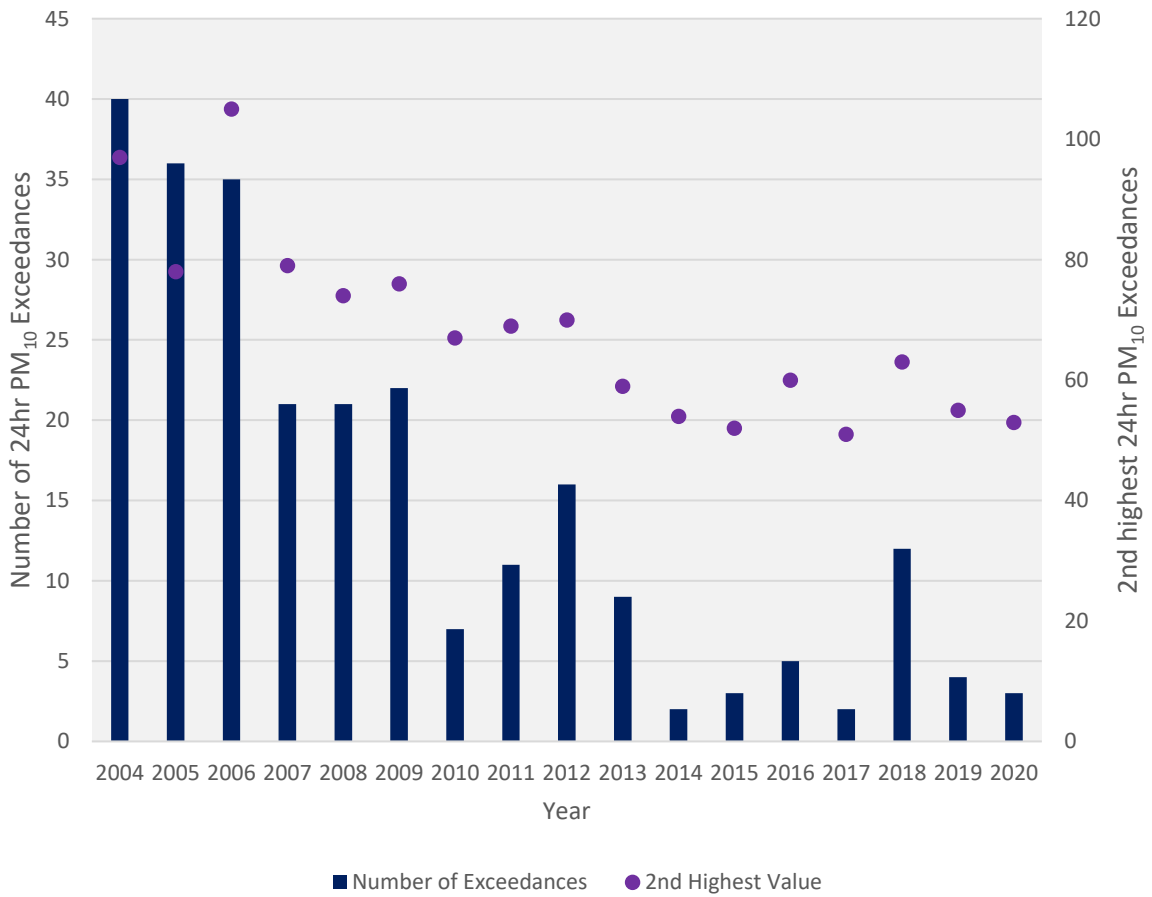


Figure 2: Number of Exceedances and 2nd Highest 24hr PM10 for Richmond Central

Figure 2 graph shows the total number of days per year that the NES levels were exceeded and second-highest exceedance (Note: no monitoring occurred in 2001/2002).

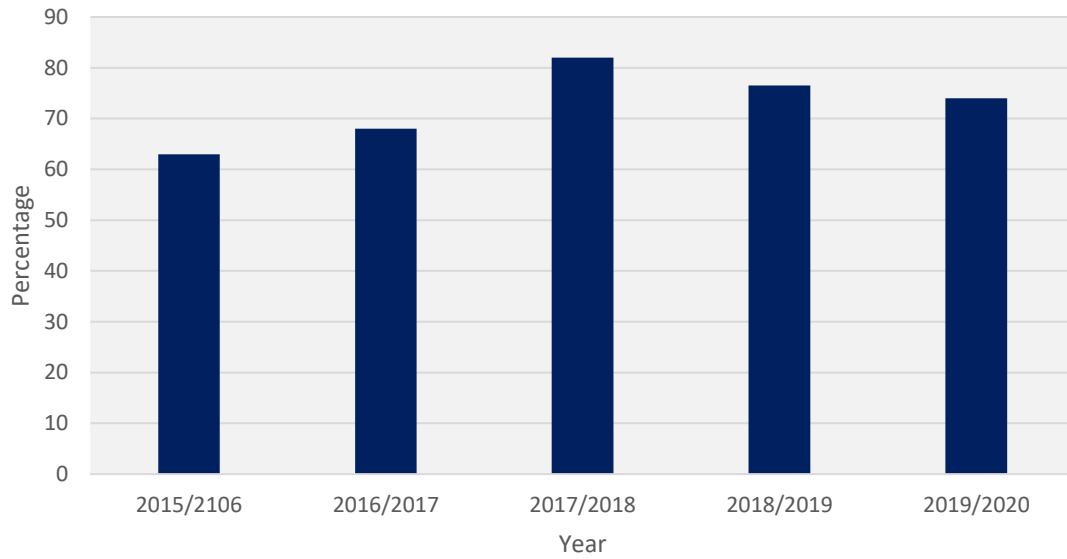


Figure 3: Resource Consent Processing Satisfaction Rate

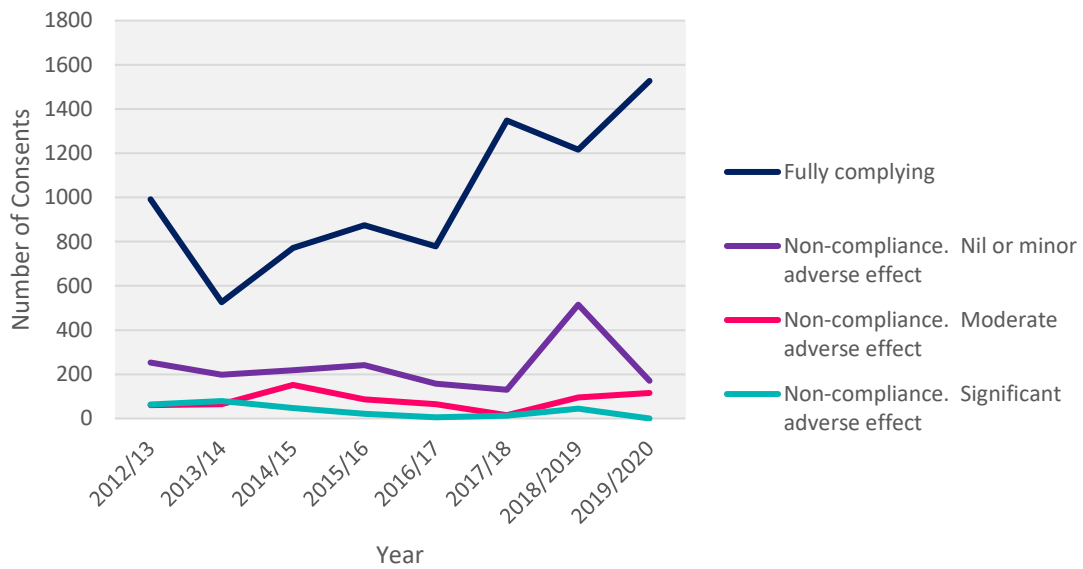


Figure 4: Resource Consent Compliance Rating

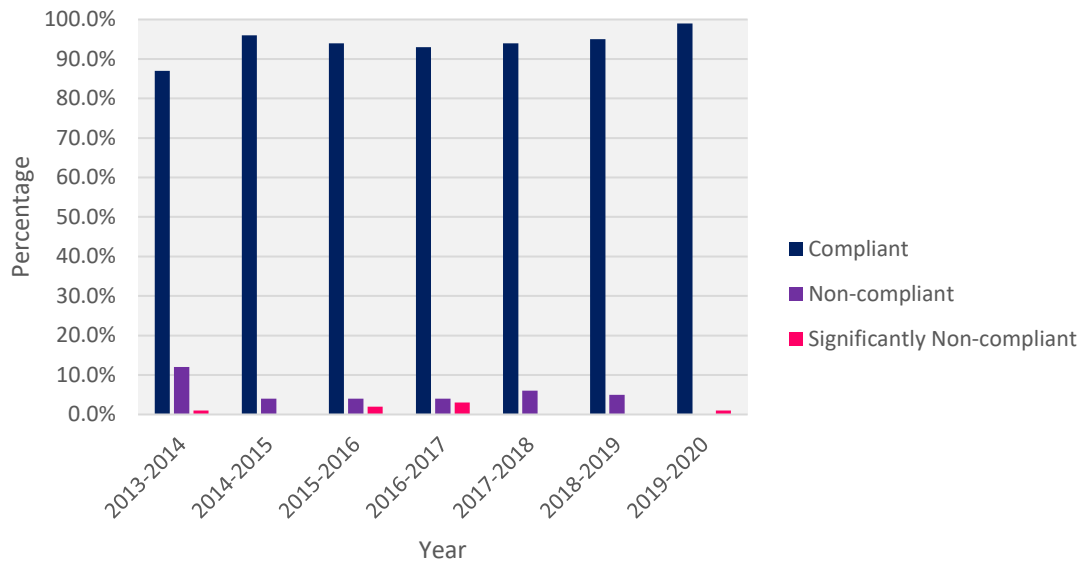


Figure 5: Dairy Farm Compliance

Regular status reports detailing progress with resource policy projects, status reports detailing work on processing consents and compliance effort within the Environmental Management activity will be provided to the Environment and Planning Committee.

Annual compliance reports on Dairy Farm Monitoring and Water Permit Meter Monitoring will also continue to be provided and from time to time other reports provided on specific activity types (e.g. wastewater management). Summary information on consent numbers and complaints received are also reported in the Annual Report.

When investigations are completed reports will be provided to the Environment and Planning Committee and disseminated through the Council website and other channels.

5.2 Principal Objectives

The principal objectives of the Environmental Management activity to advance the goal of the activity are to:

- Prepare and maintain any policies and plans required or enabled under the Resource Management Act and Biosecurity Act.
- Monitor and report on implementation and effectiveness of policies and plans.
- Provide sound and appropriate advice on growth, development and other resource use opportunities and risks, and on management methods.
- Provide accurate information and maintain appropriate records arising from the Environmental Management activity.
- Promote the sustainable management of natural and physical resources and limit the adverse effects of plant and animal pests.
- Encourage sustainable land and other resource use and management practices.

- Work with, and disseminate to, the community, information about good environmental practices and behaviours.
- Provide professional, accurate, helpful, and timely advice to customers on development opportunities and restrictions.
- Act fairly, efficiently, and consistently in processing resource consent applications and in monitoring and enforcing compliance.
- Collect and manage information about the state of the Tasman environment.
- Provide sound and rational advice on development and other resource use opportunities and provide relevant and accurate information and maintain appropriate records.

5.3 Future Planned Levels of Service and Performance Measures

The scope of the service may need to be adjusted in the future to address the new legislation the will replace the Resource Management Act, new or amended National Policy Statements or National Environmental Standards and other relevant legislation as they may arise. As the Council completes strategic development studies and refinements of natural resource allocation regimes, the outcomes from these will be implemented largely through the new Tasman Environment Plan. Improvements in the provision of this information will be realized through the migration of the current paper based Tasman Regional Policy Statement and Tasman Resource Management Plan to a fully interactive on-line (e-plan) system over the life of this Activity Management Plan.

No significant change in direction is anticipated other than continuing to build the internal capacity of staff to undertake the work required and to uptake more digital processes and products. There is also an opportunity to build the capacity of iwi to be involved in planning processes. The repeal and replacement of the Resource Management Act with three new Acts and a significantly changed resource management system will require changes in the way the Council delivers this service. It will also require the development of new systems and processes and new skills for staff and members.

The two exceptions to this will be driven by the development of the National Policy Statement for Indigenous Biodiversity and our own proposal to develop a catchment focused approach to effect improved land management and improved water quality. Both these programmes will require Levels of Service measures to be adopted, inclusion will be at a future date when the programmes are in a more developed state.

Bearing these facts in mind, the Council will monitor and report its actual performance against the following measures described. It is accepted that these measures are partial and selective and do not address well performance against the outcomes being sought. The success or acceptance of much of the policy and regulatory work covered by this activity is qualitative and subjective.

6 Our Partners, Customers and Stakeholders

Council engages and consults with iwi partners, customers, and stakeholders to gain an understanding of their needs, expectations and preferences. This enables the Council to provide outcomes that better meet the community's needs.

6.1 Iwi Partners

Māori are tangata whenua of Aotearoa / New Zealand. They have a long and rich association with Te Taihū o te Waka-a-Māui (Te Taihū) / the Top of the South Island. There are eight iwi that whakapapa and have Statutory Acknowledgements to places within Te Taihū and Tasman District. They are represented by the following post settlement governance entities:

- Ngāti Apa ki te Rā Tō
- Ngāti Koata Trust
- Te Rūnanga o Ngāti Kūia Trust
- Te Rūnanga a Rangitāne O Wairau
- Te Rūnanga o Ngāti Rārua
- Ngāti Tama ki te Waipounamu Trust
- Te Ātiawa o te Waka-a-Māui
- Te Rūnanga o Toa Rangatira

Tasman District also covers the northern-western part of the Ngāi Tahu takiwā (tribal area/territory). Murchison is within the Ngāi Tahu takiwā and Ngāti Waewae are the Papatipu Rūnanga on this northwestern side. Each iwi has their own unique history and association with places across Tasman District. These areas are not easily defined and do not match or stay entirely within the boundaries of Tasman District.

The Council expect iwi / Māori to have a strong interest in the planning and delivery of much of its work and in particular the following projects:

- The review of Tasman's resource management plans and the development of the Aorere ki uta Aorere ki tai – Tasman Resource Management Plan. In particular the implementation of the National Policy Statement for Freshwater Management via the new plan.
- Estuarine fish monitoring in the Waimea Inlet.
- Significant Natural Area monitoring, management and reporting.
- Development and implementation of the Tasman BioStrategy.
- Catchment Enhancement projects.

Council staff aim to engage with iwi / Māori on matters that are of interest and importance to them. For the above projects, extra care will be taken to consider and apply the principles of the Tiriti o Waitangi / Treaty of Waitangi. The Council acknowledges that it is important to agree the appropriate level of engagement with iwi / Māori at the outset of a project. This may range from informing through to opportunities for co-governance.

More information about iwi of Te Taihū can be found on the Council's website at <https://www.tasman.govt.nz/my-region/iwi/> and their own websites and social media channels.

6.2 Stakeholders

There are many individuals and organisations that have an interest in the management and / or operation of the Council's assets and services. The Council has a Significance and Engagement Policy which is designed to guide the expectations of the relationship between the Council and Tasman community. The Council has made a promise to seek out opportunities to ensure the communities and people it represents and provides services to have the opportunity to:

- Be fully informed
- Provide reasonable time for those participating to come to a view
- Listen to what they have to say with an open mind
- Acknowledge what the Council have been told; and
- Inform contributors how their input influenced the decision the Council made or is contemplating.

Engagement or consultation:

- Is about providing more than information or meeting a legal requirement
- Aids decision making
- Is about reaching a common understanding of issues;
- Is about the quality of contact not the amount; and
- Is an opportunity for a fully informed community to contribute to decision-making.

The key stakeholders the Council consults with about the environmental activity are:

- Elected members (Community Board members)
- NZTA – Waka Kotahi
- Public Health Service (Nelson-Marlborough District Health Board)
- Heritage New Zealand
- Primary sector organisations (e.g. Beef and Lamb NZ, Federated Farmers, Dairy NZ)
- Service providers / suppliers (Network Tasman, power companies)
- Professional bodies, including consultants who act for people using Council services
- Environmental NGOs (e.g. Forest and Bird, Friends of Nelson Haven and Tasman Bay)
- Community groups, including Community associations.

6.3 Consultation

6.3.1 Purpose and Types of Consultation

Council consults with the public to gain an understanding of customer expectations and preferences. This enables the Council to provide a level of service that better meets the community's needs.

Council's knowledge of customer expectations and preferences is based on:

- Feedback from residents' surveys
- Other customer/user surveys, such as Yardstick visitor measures
- Levels of service consultation on specific issues
- Feedback from staff customer contact
- Ongoing staff liaison with community organisations, user groups and individuals
- Public meetings
- Feedback from elected members, advisory groups and working parties
- Analysis of customer service requests and complaints
- Consultation via the Annual Plan and Long Term Plan processes.

The Council commissions residents' surveys on a regular basis to assess the levels of satisfaction with key services, including provision of community facilities, and the willingness across the community to pay to improve services. Other informal consultation is undertaken with community and stakeholder groups on an issue by issue basis, as required.

6.4 Customer Satisfaction

6.4.1 Annual Residents' Survey

Since 1996 the Council have commissioned a survey of residents' views on a range of services delivered by the Council. The survey is undertaken by an independent survey company to ensure impartiality. A total of 400 residents over 18 years of age are surveyed. The interviews were conducted across the five wards, targeting set age cohorts and genders to ensure a representative sample. The survey was conducted by telephone between May and June 2020, and had a margin of error of $\pm 5\%$.

Much of the information from the survey is being used for our annual reporting on performance measures for the Annual Reports. Staff also use the information to assist with prioritisation of system improvements.

The survey results cover community satisfaction levels with our services. They also provide data on where people find out information about the Council and which Council decisions they approve or disapprove of. The information on levels of satisfaction with our services has been compared to our peer group (similar local authorities) and the national average of all local authorities. The residents' satisfaction levels for many of our activities were reported on as performance measures in the Annual Report.

Table 6: Satisfaction with the following two activities were below the performance targets set for the 2019 and 2020 year:

Activity	2019	Target 2019	2020	Target 2020
Council’s Environmental Planning and Policy	69%	69%	69%	69%
Environmental Information	71%	*	70%	*

* – not applicable as not a monitored target

6.4.1.1 Council’s Environmental Planning and Policy

Through previous surveys, the Council had identified that some respondents were not aware of the Council’s role in Environmental Policy and Planning leading to confusion and unreliable results. From 2019 respondents were first asked if they were aware of Council's role in Environmental Policy and Planning. If respondents were aware of Council's role in Environmental Policy and Planning, they were then asked how satisfied they were with the service.

A total of 70% of respondents were aware of the Council’s role in Environmental Policy and Planning. A total of 69% of Tasman residents are satisfied with the Council performance in this area, while 24% are not very satisfied and 8% are unable to comment. These are similar to the 2019 results. There are no comparative Peer Group and National Averages for this question.

In terms of those residents not very satisfied, Waimea-Moutere residents had the highest at 36% while Golden Bay had the lowest at 13%.

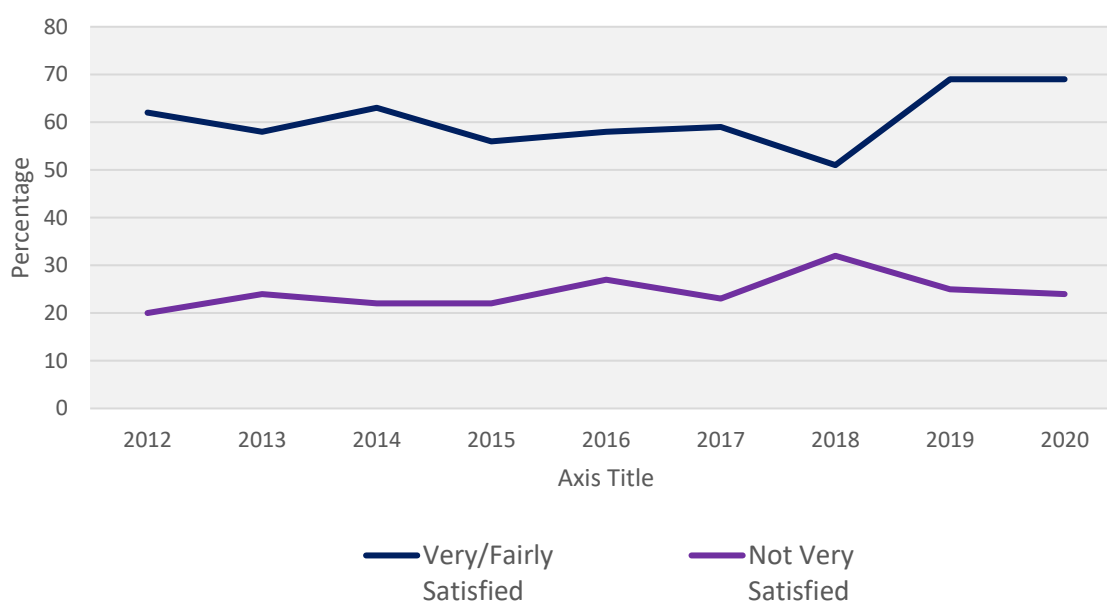


Figure 6: Trends of customer satisfaction with Environment and Planning policy services over time

6.4.1.2 Environmental Information

Environmental Information, that includes monitoring and providing information on the state of our natural resources, like water quality. Levels of satisfaction were comparable with the previous year's results. Among the reasons given by those not satisfied were concerns regarding water quality and contamination, or they want more or different information.

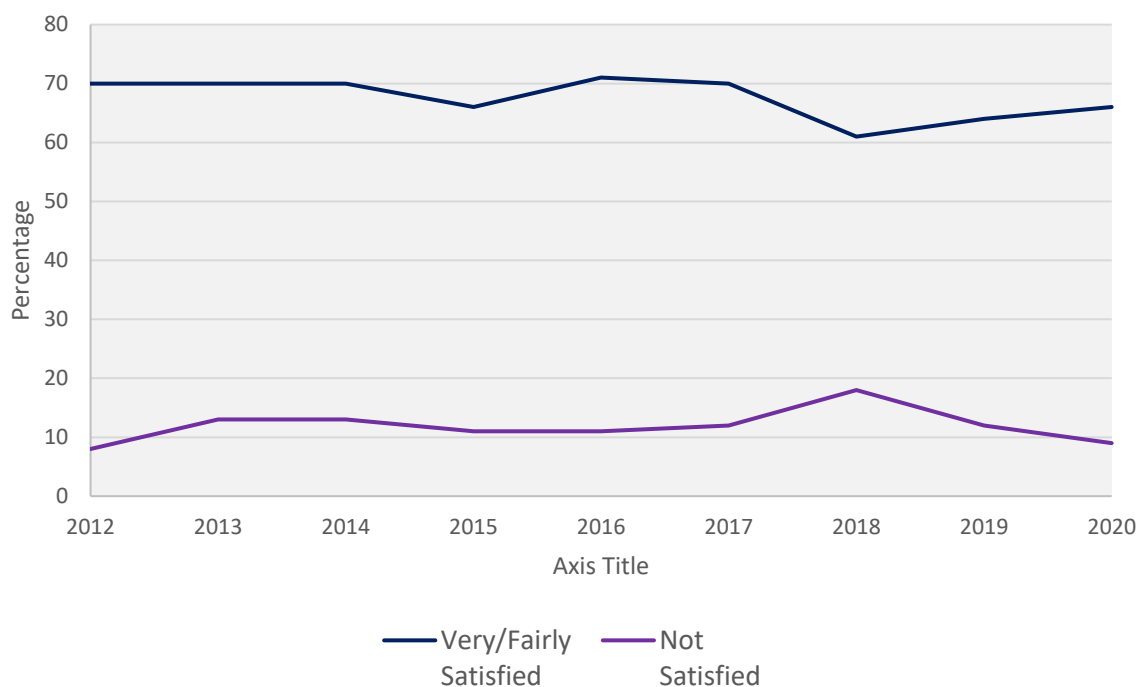


Figure 7: Trends in customer satisfaction with the provision of environmental information over time

6.4.2 Annual Customer Satisfaction survey

In addition to the Annual Residents' Survey, customers who in the previous year have sought from the Council a building or resource consent, a dog registration, or an environmental health or other regulatory permit or license, are also surveyed. Respondents are chosen from a randomised list of 400 applicants and asked questions about the helpfulness of staff, the reasonableness of costs, the time taken to obtain a decision, the usefulness and ease of council forms and brochures, and the ease of understanding an applicant's on-going obligations. Respondents are also asked to give an overall level of satisfaction with the Council service.

The summary results presented in the table below show good results. Overall satisfaction levels get dragged down by people's dissatisfaction with cost of process and timeliness for resource consents dropped. This hasn't been helped by the fact that has been a staff shortage over the last 18 months, despite trying to recruit. It should be noted that staff courtesy and helpfulness continues to be high. Historical trends are shown in Figure 8.

Table 7: Annual survey of regulatory permit or license recipients to gauge levels of satisfaction with the service.

Question	Score - showing proportion of respondents who agree or strongly agree
	Resource Consents
Staff were helpful and courteous	84.0 (80.0)
Costs were reasonable	46.0 (47.1)
Time taken was reasonable	70.0 (72.5)
Overall level of satisfaction with the Council service	74.0 (76.5)

*- Bracketed figures are those applying to the last survey in 2019

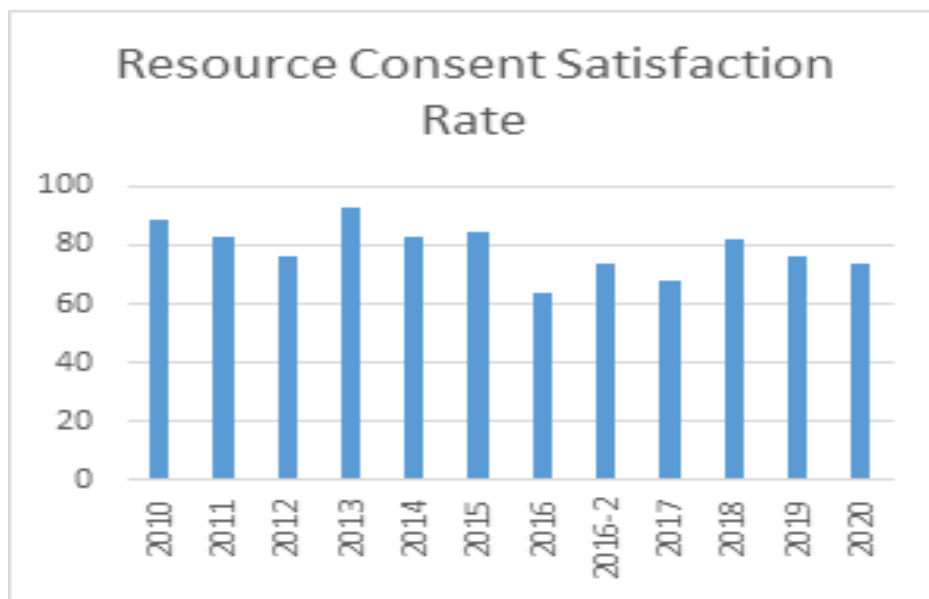


Figure 8: Overall Satisfaction with Resource Consents

7 Existing Situation Described

7.1 Policy Advice

This sub-activity covers the cost of analysing and commenting on Government resource management initiatives, such as National Policy Statements, National Environmental Standards, Water Conservation Orders, or regional policy initiatives by other agencies. It is important for the Council to be aware of prospective changes or new directives and to assess the regulatory effect on the Tasman community and the Council business of such proposals. New legislation relating to environmental management, housing supply and the Council's efforts in better understanding and responding to climate change are also considered under this sub-activity.

7.2 Resource Management Policies and Plans

The Nelson Tasman Future Development Strategy (NTFDS), Tasman Regional Policy Statement (TRPS) and the Tasman Resource Management Plan (TRMP) comprise the framework for managing Tasman's natural and built environments. The NTFDS was adopted in July 2019 and will be reviewed every three years with the first review commencing July 2021. TRPS was made operative in July 2001 and is being reviewed along with the TRMP. The TRMP has been made operative in parts due to its complexity and scope. Over the last 20 plus years it has been kept current through a programme of rolling reviews. The TRMP has been subject to well over 100 changes and variations since it was first notified in 1996. However, due to a large amount of new policy direction that needs to be incorporated and new regulations requiring the whole plan to be re-written in a different format and style, the TRMP and TRPS are being concurrently reviewed and will be combined into a single new plan.

The Tasman Resource Management Plan states objectives, policies and methods to achieve integrated management of various natural and physical resources in Tasman District. It is in six operative parts: Introductory, Land, Coastal marine area, Rivers and lakes, Water and Discharges.

The main functions addressed in the Tasman Resource Management Plan are as follows:

- Control of the effects of land use, and the development and protection of land including for the purposes of soil conservation, maintaining water quantity and quality, natural hazards and hazardous substances management.
- Control of the effects of land subdivision.
- Control of noise emissions.
- Control of the effects of activities on the surface of lakes and rivers.
- Control of the effects of activities (except for fishing) in the coastal marine area.
- Control of the taking, using, damming and diversion of water.
- Control of the discharge of contaminants.

7.3 Environmental Monitoring and Investigations

7.3.1 State of the Environment (SOE) Monitoring

State of the Environment monitoring programme is required under Section 35 of the Resource Management Act and is also based on commitments in the Regional Policy Statement and Tasman Resource Management Plan.

This sub-activity is grouped around monitoring land, coast, rivers and lakes, water, air, and people and communities. Specific examples of monitoring programmes include:

- Ambient air quality in Richmond, in line with the priorities of the National Environmental Standard for Air pan-catchment.
- Monitoring of surface and groundwater quality.
- Mapping and investigation of the districts soil resources.
- Sampling and reporting on summer coastal and freshwater recreational bathing water quality, the collection and provision of coastal and riverine hazard and processes information.

The Council commit to reporting annually on an aspect of our SOE monitoring programme. Much of this work is ongoing and long term and continues throughout the planning period. As part of this monitoring, the Council maintain an extensive, fixed in place, monitoring network comprising:

- 35 Flow sites
- 50 Groundwater sites
- 41 Rainfall sites
- Two tide sites
- Four weather stations (one shared with NIWA), and
- Two air quality-monitoring stations
- In addition, the EM team provides close support to NCC for its own monitoring network of 11 flow sites and seven rainfall sites.

The results of the monitoring are used to inform policy advice to the Council and resource consent process. Detection of trends also allows the Council to anticipate likely changes and put in place appropriate actions and programmes.

7.3.2 Water Resource Investigations

Water is a significant resource upon which our communities depend on for our physical, economic, and environmental well-being. Tasman is a large district with highly variable geology and rainfall, which requires an extensive monitoring and investigations programme to understand and manage the region wide water resources. This involves effort to quantify availability of water in order to review allocation limits, to assess in-stream and abstractive values, and to look at water augmentation options. The water data collected have multiple other uses such as engineering design, recreational use, crop suitability, environmental studies and pollution investigations.

In conjunction with the Council's Engineering Department the environment team are involved in looking at water supply and demand management options to ensure the community has on-going access to potable and secure water. Due to the large and variable nature of the Tasman District's hydrology with its unique catchments, integrated water resources investigations and monitoring is planned and carried out.

7.3.3 Flood Management

The Council is required to be prepared for civil emergencies, including reducing the risk of hazards, being prepared for hazards, and responding to hazards. The most prevalent hazard this district faces, and the one that has caused the most damage in recent times, is flooding. At present the Council provides flood warnings for 14 major rivers and tributaries, and other smaller river systems. At risk is the life and property of landowners along rivers, but more significantly the townships of Takaka, Motueka, and Brightwater are exposed to flood inundation risk. Additionally, parts of the District's roads and state highways can be damaged or closed by flooding.

The Council has a District-wide hydrometric network for the measurement, recording, and reporting of rainfall (and other climatic conditions; 41 rainfall sites and four weather stations), and river flows (35 flow sites). It also has data sharing agreements with the neighbouring Councils and with Fire and Emergency NZ to access other meteorological sites. The Council has appropriate software to operate the system and assist in flood forecasting. An Asset Inventory exists detailing the equipment associated with this activity. Note that the equipment is also used extensively by other sub-activities within the Environmental Information function.

7.3.4 Pollution Management

This sub-activity covers work involved in maintaining and updating a database of sites associated with hazardous substances, related site assessments and remediation or management by affected landowners. It also covers work associated with the identification and survey of historic sheep dips and investigation into sites not presently recorded as containing hazardous substances.

7.4 Resource Consents

7.4.1 Resource Consent Processing

The following table presents a summary of the type of consents, which are processed, and the main risks that the Council is managing when considering applications.

Table 8: Summary of Consent Types

Consent Type	Main risks being managed
Subdivision	<ul style="list-style-type: none"> • Fragmentation of land, loss of productive potential • Cross boundary effects • Density and form of built development, amenity • Adverse effects on coastal character and public access to the coast • Natural hazards • Traffic safety.
Land Use (Section 9 Resource Management Act)	<ul style="list-style-type: none"> • Loss of productive potential of rural land • Cross boundary effects • Density and form of built development, amenity • Adverse effects on coastal character • Increased stormwater runoff • Natural hazards • Hazardous substances • Effects on cultural heritage • Sedimentation (from earthworks) • Traffic safety.
Land Use (Section 13 Resource Management Act)	<ul style="list-style-type: none"> • Ecosystems • Natural hazards.
Discharge Permit	<ul style="list-style-type: none"> • Water quality • Air quality • Soil quality • Ecosystems • Human health.
Water Permit	<ul style="list-style-type: none"> • Sustainable water management • Equitable allocation • Inefficient water use • Flooding.
Coastal Permit	<ul style="list-style-type: none"> • Public safety • Marine ecosystems • Amenity • Management of public space.

Each year a number of resource consent decisions are appealed to the Environment Court, the costs of which are unable to be recovered directly. The numbers of decisions under appeal has declined in recent times but just one High Court action can add considerable pressure to the budget, not to mention workload.

Provision of advice to the public about development and resource use opportunities continues to consume a high proportion of staff time and a duty planner system operates at the Council's main office in Richmond, and the Motueka and Takaka service centres.

7.4.2 Development Contributions

The Council's Development Contribution Policy has been prepared in accordance with the Local Government Act. The Council obtains development contributions where growth requires additional infrastructure in respect of roading, water, wastewater and stormwater services. Development contributions are imposed on qualifying developments that arise as a result of Resource Consents, Building developments and new service connections from existing buildings. Drawing on information from other activity management plans and the Council's Tasman Resource Management Plan work, the Development Contribution Policy is reviewed at least every three years, normally at the same time as the Long Term Plan. This sub-activity involves review of the actual Policy and its on-going implementation. Any monies obtained as contributions are specifically directed to the respective asset accounts.

7.5 Compliance

Compliance monitoring is carried out to ensure the permitted activity rules in the Tasman Resource Management Plan and conditions of resource consents are correctly implemented. It is a regulatory activity and is underpinned by the enforcement provisions of the Resource Management Act. Unless the Council can be satisfied that its rules as set out in plans and conditions of consent are correctly implemented and enforced, it will not know whether the outcomes for the environment are being achieved. The Council has a Compliance Monitoring Strategy and an Enforcement Policy to support this sub-activity.

The Resource Management (National Environment Standard for Plantation forestry) Regulations 2017 has now come into effect and puts obligations on the Council to manage the site-specific effects of forestry within its district. In order to meet these obligations the Environment and Planning Department has employed a technical officer to undertake the various administrative and monitoring functions that the regulations have imposed on the Council as the regulatory authority.

The Council receives and responds to around 2,400 environmental and nuisance complaints annually. Every effort is made to try to resolve these to the satisfaction of all involved, but this is not any easy task. The number of reported complaints has been trending upwards in recent years reflecting various changes in the district and changes to public expectations.

The Council has around 20 specific monitoring programmes such as; ground water metering, domestic wastewater discharges, hazardous facilities, and dairy farm effluent monitoring, which are systematically monitored and reported on. Each year the Council reviews its compliance monitoring programme for relevancy and effectiveness. All subdivision consents must be signed off to the Council's satisfaction prior to issue of title.

Each year the Council is required to undertake a range of enforcement actions as a result of detected breaches of rules and resource consents either through monitoring or due to complaints. Enforcement response can vary depending on a range of factors and may take the form of written warnings through to prosecution for significant offences. The Council reports all enforcement actions it takes during the year in its annual reporting.

7.6 Biosecurity

The Council has a Regional Pest Management Plan (RPMP 2019-2029) in place, prepared under the previous Biosecurity Act. At the time of writing this Activity Plan, the Council is in the process of developing a new Bylaw for Cat management and several Plan Changes related to Wilding Conifers, Pest Vector management and Taiwan Cherry control that will update the existing RPMP. The purpose is still to promote the management or eradication of pests via effective and efficient pest management to:

- Minimise actual and potential unintended effects associated with organisms identified as pests, and
- Maximise the effectiveness of individual pest management action by way of a regionally co-ordinated response.

Under the existing Plan, the responsibility for control lies primarily with the land occupier. However, acting as the Management Agency on behalf of the two councils, Tasman District Council is responsible for implementing the Regional Pest Management Plan, ensuring that land occupiers are aware of their obligations for managing pests on their properties and that they are meeting these obligations.

The Council will undertake surveillance to identify new pests, monitor the distribution of established pests, provide advice to land occupiers on methods of controlling pests, and enforce action to control pests when rules are breached. It will provide education, advice and where reasonable limited resources to landowners and community groups. It will purchase and distribute biocontrol agents, support research into biological control of pest plants and animals, and work closely with other agencies. The Council prepares annually an Operational Plan, which identifies and outlines the nature and scope of activities that are undertaken and includes performance targets and other measures by which performance may be judged. An Annual Report detailing progress against the Operational Plan is presented to each Council by 30 October.

The Council works with other groups to effect broader pest management action also. For example, it provides limited funding support to Project De-Vine Environmental Trust and the Tasman Environmental Trust who attract additional third party funding. The Council also works closely with the Ministry for Primary Industries (MPI) on a range of national pests that has included the likes of, Didymo, Lake Snow, and Sabella.

The Council is a partner with MPI and both Nelson City and Marlborough District Councils in a marine biosecurity programme running across the "top of the South Island". The programme is designed to safeguard important economic and environmental interests. This programme employs a consultant to manage the day-to-day education and advocacy role and develop response plans for a potential biosecurity incursion. Some effort is also underway via this trial to review the usefulness and implement of Marine Biosecurity Pathway Plans.

While Bovine Tuberculosis (Tb) feral vector control is another significant pest management activity in the District. It is covered by a separate National Pest Management Strategy, where OSPRI, formally the Animal Health Board, is responsible for preparing an operational plan and reporting on the Strategy's implementation. It contracts separately with third party providers to manage the control programme. While the Council is represented on the Tb Free Tasman Committee, which oversees the programme locally, the Council is not presently a funding party.

7.7 Environmental Advocacy and Operations

7.7.1 Land Management / Soil Conservation

The Tasman District Council Riparian Land Management Strategy has a focus on:

- Improving water quality
- Improving aquatic and terrestrial habitat.

The Council works with landowners to improve water quality by managing stock access and maintaining vegetation buffers. Planting trees and shrubs can also improve Stream bank stability, consequently productive land is protected and the amount of sediment and fecal material entering water bodies is reduced. Healthy stream bank vegetation also enhances the aesthetic and amenity values of water bodies.

This activity provides for incentives to be offered to landowners (typically fencing materials) to assist with stream management projects. These incentives are allocated based on the level of public benefit achieved by the works. The public benefit may include:

- Preventing erosion
- Improving water quality
- Protecting important habitat.

The Council has a 2.75ha Nursery where plants are grown for use in the riparian land management programme located within the Waimea River Park by the Appleby Bridge. The nursery is presently undergoing an extensive refresh to expand and upgrade stock available.

The new catchment management initiative started with the 2018-2028 Long Term Plan is seeing a better-integrated approach to the management of land and water within catchments. To date the focus on riparian fencing and encouragement of planting has been of great benefit, but in order to get a step change in outcomes for the catchment the focus is on key catchments. These catchments will be ones with land use and water quality issues and where the residents and landowners are willing to address the multiple land use and discharge management issues to effect marked improvement. We expect to see improvements in both water quality and in the sustainable management of the catchment as a whole. Additional benefits are expected to accrue from improved pest management and enhanced terrestrial and aquatic biodiversity.

An update to the Riparian Management Strategy will be completed to ensure a robust method of implementation of the new programme, including how resources are directed.

7.7.2 Biodiversity

The Council runs a specific work programme working with landowners to identify and protect important natural habitats. Native Habitats Tasman uses the skill of contract ecologists to survey and report on the values and management needs for natural habitats on private land. The programme is overseen by a steering group representing a cross section of private landowners, interest groups and the Council. The Council actively promotes biodiversity values via other programmes also such as the environmental monitoring land and water work areas and land management, advocacy and operations programmes.

Additionally, the Council works with other parties being the New Zealand Fish and Game Council and Landcare Trust to gain central government funding for targeted programmes. The Council also supports the Tasman Environmental Trust by providing funds toward the Trust's administration to manage its affairs and to oversee the distribution of the Cobb Mitigation Fund to community groups undertaking ecological restoration in the Takaka catchment.

8 Future Issues

8.1 Factors Affecting Delivery and Demand for Activity

The Council recognises that future demands for Environmental Management will be influenced by:

- Population and economic growth and demographic change
- Changes in community expectations
- Industrial demand for resources and technological change
- Environmental changes such as climate change
- Changes in legislation and planning documents
- Changes in the environmental risk profile and responsiveness
- The need to focus on the catchment scale to address insidious problems in a coordinated way (land, riparian, water).

The impact of these influencing factors on the demand for Environmental Management and the effect on the current scale and mode of delivery is discussed below.

8.1.1 Population and Economic Growth and Demographic Change

The rate of population growth anticipated in the District is likely to be reflected in a proportionate increase in activity levels within this function. In addition, demographic change such as an increasing average age of the District's population, and the continuing importance of immigration and changing values and expectations of the community will require planning responses.

The Council has developed a comprehensive Growth Demand and Supply Model (GDSM or growth model) to provide predictive information for population growth and business growth, and from that, information about dwelling and building development across the district and demand for infrastructure services. The Growth Demand and Supply Model underpins the Council's long term planning through the Activity Management Plans, Long Term Plans and supporting policies (e.g. Development Contributions Policy).

While growth levels vary across the district, the effect of this growth is likely to require additional resources to cope with demand for land and services for residential and business growth. This will have impact on continued environmental policy development and the need to maintain capability to respond to monitoring and processing demands. The recently amended National Policy Statement for Urban Development requires the Council to plan for (and zone) an adequate supply of land for business and domestic purposes to ensure land supply does not constrain growth. A key component of the National Policy Statement is the requirement for a joint Future Development Strategy between Tasman District Council and Nelson City Council. The Nelson Tasman Future Development Strategy (NTFDS) takes a longer term, strategic approach to growth, particularly in the Nelson/Richmond urban area. The NTFDS identifies suitable locations for future urban growth to meet anticipated demand for the next 30 years.

Site identification is based on a number of considerations including resilience to natural hazards, transport linkages and ability to service locations. This site information is used to inform the growth model and subsequent infrastructure planning.

8.1.2 Growth Model

Tasman District Council has developed a Growth Model to inform the Council's planning to provide for growth with sufficient infrastructure and zoned land in the right location at the right time. The Growth Model is a district-wide, long term planning tool which is updated every three years to inform the Long Term Plan. The Model provides 30-year projections of new residential dwellings and new business properties, for 15 Settlement Areas and five Ward Remainder Areas.

The Long Term Plan 2021-2031 assumes that Tasman District's population is projected to grow by almost 20,000 between 2021 and 2051. This is based on the medium scenario of updated population projections, which the Council commissioned in 2019 from Natalie Jackson Demographics Ltd.

The key demographic assumptions affecting future demand are:

- Ongoing population growth over the next 30 years with the rate of growth slowing over time.
- An ageing population, with population increases in residents aged 65 years and over.
- A decline in average household size, mainly due to the ageing population with an increasing number of people at older ages who are more likely to live in one or two person households.

The overall population of Tasman is expected to increase by 7,700 residents between 2021 and 2031, to reach 64,300 (assuming the medium scenario). Most of the overall population growth will be driven by net migration gains (more people moving to Tasman District than leaving).

Under the medium scenario, all age groups in Tasman are projected to experience growth. However, the highest growth continues to be in the 65+ age group, whose proportion is projected to increase from 21% in 2018 to 34% in 2048. The ageing population is driving a change in the average household size, projected to decrease from 2.5 residents per household in 2018, to 2.4 in 2028 and 2.3 in 2038. The number of one-person households and couple-without-children households are projected to increase.

Residential growth is measured in the number of new dwellings. The Council has estimated 4,300 new dwellings over the next ten years, and a further 7,500 dwellings between 2031 and 2051. This is based on population and household size projections. It also allows for demand for dwellings for non-residents, such as holiday houses or temporary worker accommodation.

Business growth is measured in the number of new commercial properties (retail, commercial or industrial). The Council has estimated demand for 160 new business properties over the next ten years, and a further 335 new properties between 2031 and 2051. This is based on a business land forecasting model from consultants, Property Economics, using medium population projections, national and regional economic trends, employment projections and employment to land ratios.

8.1.3 Trends in Community Expectations

Community Surveys suggest that the Council should do both more and less in relation to its environmental planning responsibilities. Responding to issues will mean Council activity will focus on some issues more than others as time and resources permit. An increasing level awareness of environmental issues, pressure on land and other resources will mean the Council will have to lead and respond to such community drivers.

8.1.4 Industrial Demand for Resources and Technological Change

The structure of the present District economy places ongoing demands on land, water, sea space and other natural resources to serve a predominantly primary sector-based economy. In addition, opportunities for resource use exist that are yet to translate into intensive patterns of demand. Industrial demands for use of resources and technological change have the ability to impact on the scope of services and the manner of delivery of this activity. The Council is not expecting any changes to have a significant effect on the activity in the medium term

8.1.5 Environmental Changes such as Climate and Sea level changes

Changing patterns of weather, long term changes in the climate or the occurrence of natural hazards will affect the rate and scope of policy responsiveness required for land and water use and associated risks. These include increased pest risk exposure, sudden and severe weather systems, increasing drought risk and the increased incidence of storm driven seawater inundation of low-lying coastal land. The likelihood of new pest incursions arising for reasons other than climate change is also an issue and is not easy to anticipate.

There is an expectation that Local Government will respond proactively to the consequences of climate change. Scientists have given a strong and consistent message that climate change is likely to result in an increase in the frequency, geographical range and intensity of adverse weather events.

A study commissioned from NIWA by Tasman District Council in 2008, to be updated 2015, confirms there are implications for our own region. The latest Ministry for the Environment report on the subject gives the strongest direction yet of the need for communities to be ready and to support adaptation to this phenomena. We are expecting the latest guidance to flow through the Planning and Capital programmes sooner rather than later with the initial focus on Motueka given that it is most exposed to Climate change impacts especially sea level rise.

8.1.6 Changes in Legislation and Policies

Changes to Environmental Management Activity policies will be driven from a number of political directions. They could be internally driven through the Council initiated changes to policy (review of the Regional Policy Statement), or externally by other organisations such as the Government (Resource Management Act reform), or other agencies. The Council will continue to monitor these factors when reviewing and developing forecasts and strategies.

8.1.7 Changes in the Environmental Risk Profile

Council undertakes environmental monitoring activities to increase its awareness of potential changes in environmental risks. There is an increasing requirement to tackle water quality (e.g. swim ability) and the expectation by the community of real time monitoring and reporting to the web. We expect that through various resource management actions the risk of adverse effects from resource use activities should diminish. Where this applies, monitoring programmes or sites within monitoring programmes should be reduced. External factors such as climate change (with increased rainfall intensity and sea-level rise) may increase the risk of effects from certain activities. This may mean more monitoring to assess these effects.

8.1.8 The need to focus on the catchment scale to address insidious problems in a coordinated way (land, riparian, water)

The National Policy Statement for Freshwater Management is a priority for local and central government. Its implementation is driving the need for an integrated approach to managing freshwater. Much of the focus has been on measuring and managing water without the wider catchment linking work occurring. New initiatives are needed to get a coordinated approach to catchment management where the immediate outcomes may be measured in improved water quality, but the actions will also lead to improved land management and community ownership.

8.2 Operating and Resource Issues

Much of the work in the activity area is carried out by Council staff and where necessary external consultants. Delegations are in place to allow staff to act as the Council's agents. Reporting is through to the relevant Council Committee.

The most important operational issues include:

- Managing workload efficiently to provide timely and high-quality advice and service.
- The costs of amending and reviewing the Tasman Regional Policy Statement, Tasman Resource Management Plan and Regional Pest Management Plan are cyclical. Funding continues to be an issue, despite attempts to even out the fiscal burden through greater efficiencies.
- Having in place monitoring systems to track performance and evaluate policy effectiveness and efficiency to ensure that the activity contributes to achieving community outcomes.
- Managing on-going exposure to litigation risk.
- Maintaining sufficient capability in-house to cover the wide range of resource management responsibilities facing a unitary authority.
- Being responsive to government-initiated changes to legislation and new environmental management regulations.

8.3 Business Continuity / Emergency Management

The key area of risk is the threat of disruption to services resulting from loss of significant numbers of staff over a prolonged period or from such events as a major office block fire, the re-emergence of Covid-19 or significant earthquake damage. The Council's Business Interruption insurance covers "loss consequent upon interruption to the business as a result of damage to property insured by the Material Damage policy, resulting in losses or increased costs...". Other risks relate to litigation risks associated with challenges to the Council decision-making, loss of skill and knowledge as staff leave, and a failure to properly integrate the activity with other Council functions.

Council has a daily backup schedule in place for all information stored on the computer system and a mirror system which is updated at 10-minute intervals is located off-site at the Richmond Library. These arrangements appropriately backup all critical data, which can be retrieved if required. Hard copies of some files and reports and applications are kept within the Records System, which is fireproofed. Some files are electronically scanned, this is an on-going project. The Council's solicitor also has copies of relevant material held off-site.

In the event of a natural disaster, most of the business would cease its current mode of operation, as staff would be involved in responding to the event through our Civil Defence and Emergency Management role.

The Council's after-hours phone contractor, CallCare ensure there is continuous 24-hour coverage to react to emergency situations. The Council operates a Customer Services Request system where requests or complaints are logged and investigated and as necessary actioned and closed out. The Council also maintains a Pollution Response capability that includes equipment and materials to assist with initial response to such events. The Council has in place a Flood Response Manual, which sets in place a system for monitoring rainfall events and responding to rising water level alarms. Key hydrology staff are critical in the event of a flooding event affecting the district.

Several monitoring programmes are fully documented in-house including river water quality, bathing water quality, and air quality. Nationally agreed standards are in place for the collection, storage and management of data collected from the hydrometric network. As further nationally agreed standard methods for the collection and management of data are developed, they are being adopted by the Council.

9 Financials

Council has planned a prudent financial approach to managing its assets and services. This section provides a summary of the total value of the activity and the investment that the Council has planned to make over the next 10 years.

9.1 Funding Sources

The Environmental Management activity is currently funded through a mixture of sources:

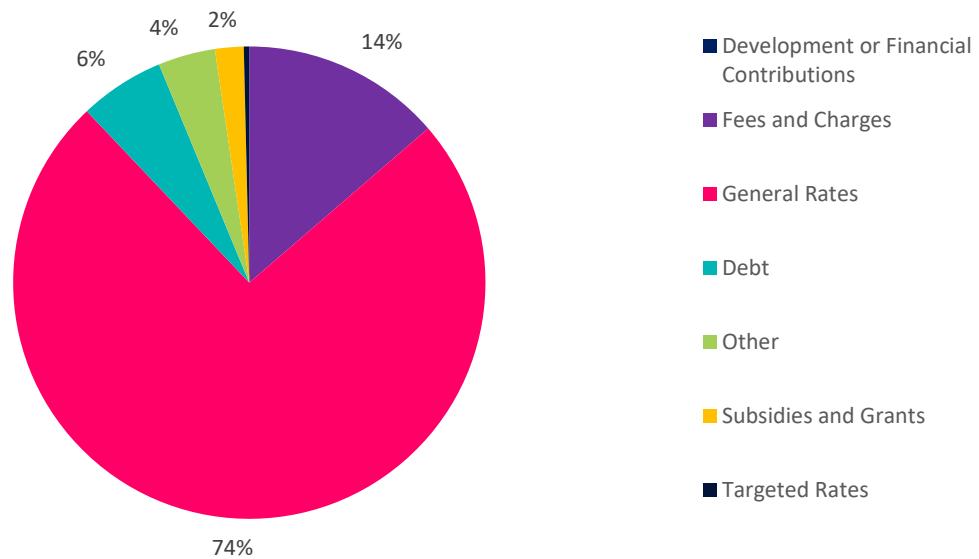


Figure 9: Funding sources for the Environmental Management activity 2021-2031

9.2 Funding Issues

9.2.1 Policy Advice

The public generally benefits from the Council having an ability and willingness to respond to national initiatives, which might otherwise impact on the Council’s business. This sub-activity receives funding from the general rate. Opportunities for recoveries are limited. Currently the ratio is a Public 100%, Private 0% split.

9.2.2 Resource Management Policies and Plans

Council considers that the community as a whole benefits through having in place a policy planning framework for promoting sustainable management of natural and physical resources and minimising biosecurity risk. It receives a small contribution through plan sales and application fees for private plan changes are another source of income for those bits of the Tasman Resource Management Plan that are operative. The balance coming from general rate. Currently, the funding ratio is a Public 90%, Private 10% split.

9.2.3 Environmental information

The public generally benefits from the Council having a good understanding of environmental pressures and trends and the state of resources in the District, the information about which can go towards making good policy and consent decisions. The public also benefits from having in place a system for monitoring and responding to flood events. However, having good knowledge about public resources like water, air and the coast, also benefits those people who have permission to use these resources. In recognition of this the Council has in place a system of annual charges under section 36 of the Resource Management Act, which obtains funds from consent holders for monitoring purpose. The annual charge also covers "supervision and administration costs" which fund a proportion of the Council's compliance activity also. Currently the ratio is a Public 70%, Private 30% split.

9.2.4 Resource Consents

The Council considers that the administration of resource consents primarily benefits the person who will obtain the consent. The costs of processing resource consent applications are therefore met, largely, by applicants. Non-chargeable activities such as responding to public enquiries, the cost of defending appeals, and general administration (including decisions on development contributions) are funded by the General Rate. Currently the funding ratio within this function is a Public 50%, Private 50% split.

9.2.5 Development Contributions

The Local Government Act does not allow the cost of developing and administering the Development Contributions Policy to be offset against monies collected for future capital works. There is a charge permissible where applicants seek a review of their DC charges. The balance of funding comes from the general rate. Currently the ratio is a Public 97%, Private 3% split.

9.2.6 Compliance

In relation to compliance activities, the cost of monitoring consents is partially recovered from consent holders through section 36 Resource Management Act charges. Some income is secured through recoveries, fines, and sales (of uncollected, impounded equipment). However, the Council does not budget for income from penalties as it could be seen to create a perverse incentive. While consent-monitoring programmes have a target of 100% recovery through fees and charges e.g. water metering database, dairy consent monitoring, generally the public and future residents are the beneficiaries of the surveillance and monitoring associated with the compliance sub-activity. Currently the funding ratio is a Public 70%, Private 30% split.

9.2.7 Biosecurity

The public generally benefits from the Council undertaking pest management responsibilities with attendant reduction in risks to primary production, biodiversity, and the environment. If work is undertaken for Nelson City Council in accordance with the Regional Pest Management Plan recoveries will be obtained. Currently the funding ratio is a Public 90%, Private 10% split.

9.2.8 Environmental Advocacy and Operations

Council considers that the community generally benefits from having in place a system for promoting an awareness of environmental issues and responsible behaviours towards the environment and appreciation of sustainable management objectives. Operational activities such as riparian planting and soil conservation programmes are funded on a 50/50 split. Any changes to how funds are used within the new Catchment Management programme (if different to the 50:50 split) will be identified via the revised Riparian Land Management Strategy. Some non-rate funding for this activity comes from sponsorship, grants, and landowner contributions. Currently the ratio overall is a Public 90%, Private 10% split.

9.3 Schedule of Fees and Charges

The fees and charges are reviewed annually and increased at least by the CPI. Environmental monitoring activities are funded in part by annual charges set under section 36(1)(c) of the Resource Management Act. These are generally based on size of take or discharge as a proxy measure for effects on, or interest in, the ongoing sustainability of the resource. It is recognised by stakeholders and governors that this may be perceived as an imprecise method, but it has been applied for more than 20 years and has general support from resource users. Alternative methods are overly bureaucratic and achieve little additional benefit.

9.4 Maintenance and Operating

The operation and maintenance expenditure over the next 10 years is summarised in Appendix 2. Costs are principally labour, legal, contract and laboratory costs. Ensuring the hydrology, meteorology, water quality and air quality monitoring systems continue to operate reliably, efficiently, and accurately involves maintenance expenditure and planned capital renewals (Appendix 3). The annual direct cost over the 10 years is predicted to remain relatively consistent. The level of service will also be consistent to that now, or improve over time as older less capable equipment is replaced by newer and more capable equipment.

9.5 Renewals, Capital Expenditure and Depreciation

This activity uses Council buildings, office equipment and vehicles, which are managed as part of business overheads. The only other capital cost is involved in providing and maintaining a reliable environmental monitoring system, or where computer model development is capitalized (e.g. flood models). Assets are included in the Hydrology Asset Management database. Equipment replacement is a rate funded capital expense.

Council data (hydrological and other time-series environmental data) is of immense, unquantified value. This is not accounted for in a financial accounting manner.

9.6 Future Programme

Unless the Government or the Council introduce new legislation or regulations, no new categories of business costs are expected except those likely to arise because of increased activity levels.

9.7 Financial Summary

9.7.1 Funding Impact Statement

The estimated expenditure needs for the Environmental Management activity, have been prepared for the next 10 years as shown in Table 9. Individual plots of total expenditure, total income, operating costs and capital expenditure are included. For additional granularity please refer to Appendix A and Appendix B attached at the end of this document.

Table 9: 10 Year Financial Summary

	2021/22 BUDGET \$000	2022/23 BUDGET \$000	2023/24 BUDGET \$000	2024/25 BUDGET \$000	2025/26 BUDGET \$000	2026/27 BUDGET \$000	2027/28 BUDGET \$000	2028/29 BUDGET \$000	2029/30 BUDGET \$000	2030/31 BUDGET \$000
SOURCES OF OPERATING FUNDING										
General rates, uniform annual general charges, rates penalties	11,454	12,752	13,740	14,366	15,095	16,113	16,837	17,478	18,418	19,503
Targeted rates	136	122	113	109	105	91	53	18	18	19
Subsidies and grants for operating purposes	1,256	1,277	993	287	47	48	50	51	53	55
Fees and charges	2,467	2,652	2,718	2,789	2,867	2,950	3,039	3,133	3,233	3,337
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	740	791	716	722	729	736	744	753	882	891
Total operating funding	16,053	17,594	18,280	18,273	18,843	19,938	20,723	21,433	22,604	23,805
APPLICATIONS OF OPERATING FUNDING										
Payments to staff and suppliers	10,520	11,265	11,083	10,586	10,958	11,420	11,303	11,453	11,839	12,246
Finance costs	58	85	109	133	144	154	164	169	175	172
Internal charges and overheads applied	6,149	6,848	7,144	7,560	7,914	8,474	8,889	9,440	10,117	10,889
Other operating funding applications	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding	16,727	18,198	18,336	18,279	19,016	20,048	20,356	21,062	22,131	23,307
Surplus/(deficit) of operating funding	(674)	(604)	(56)	(6)	(173)	(110)	367	371	473	498
SOURCES OF CAPITAL FUNDING										
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	923	1,252	573	410	728	796	515	74	11	153
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding	923	1,252	573	410	728	796	515	74	11	153
APPLICATIONS OF CAPITAL FUNDING										
Capital expenditure										
- to meet additional demand	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	123	190	187	111	433	421	457	303	337	437
- to replace existing assets	127	533	330	293	122	265	424	141	145	211
Increase (decrease) in reserves	(1)	(75)	0	0	0	0	1	1	2	3
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding	249	648	517	404	555	686	882	445	484	651
Surplus/(deficit) of capital funding	674	604	56	6	173	110	(367)	(371)	(473)	(498)
Funding balance	0	0	0	0	0	0	0	0	0	0

9.7.2 Total Expenditure

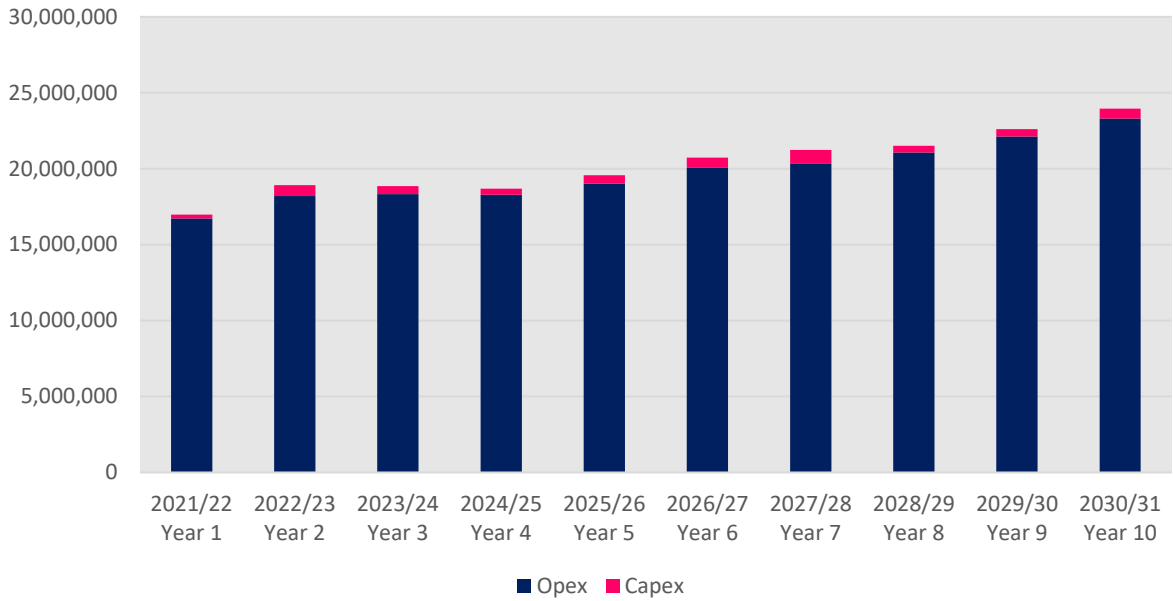


Figure 10: Total Annual Expenditure Years 1 to 10 (includes inflation)

9.7.3 Total Income

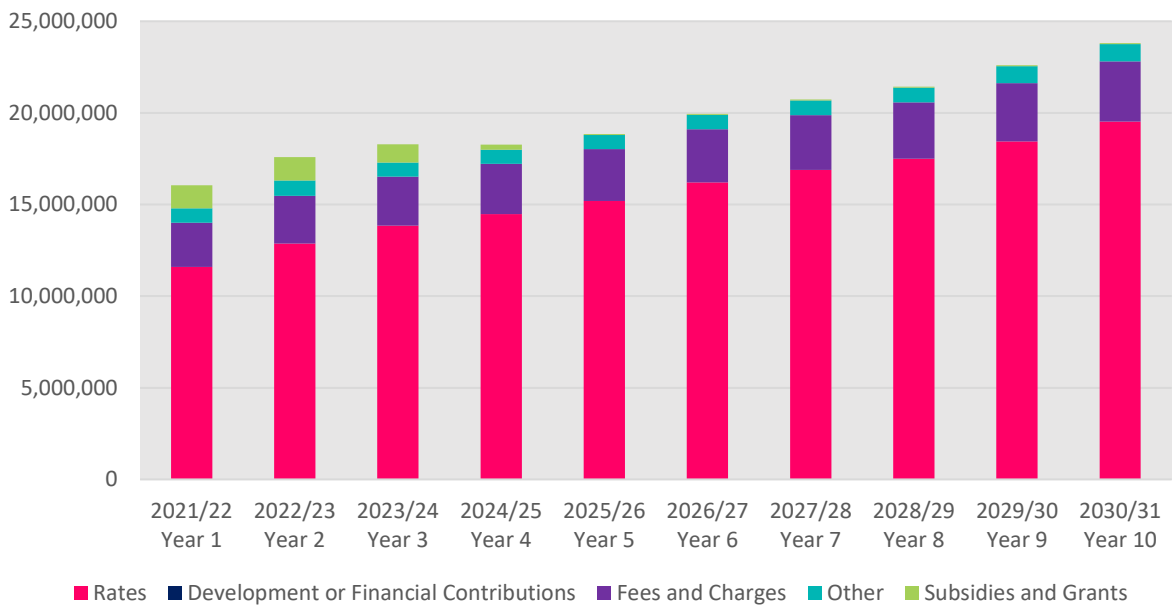


Figure 11: Total Annual Income Years 10 (includes inflation)

9.7.4 Operational Costs

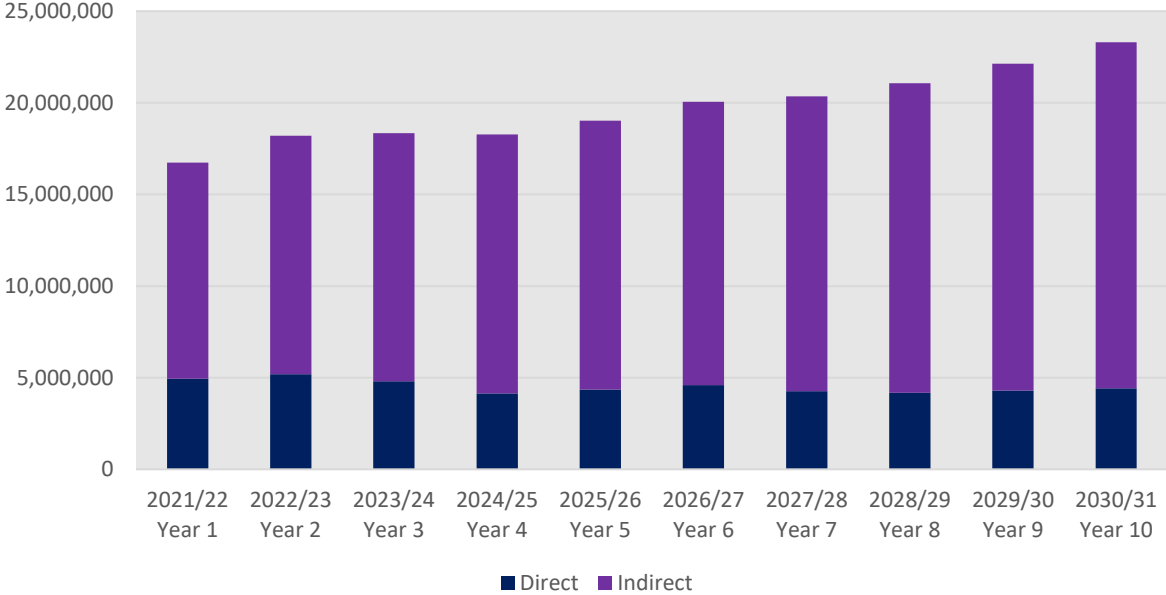


Figure 12: Annual Operating Costs Years 1 to 10

9.7.5 Capital Expenditure

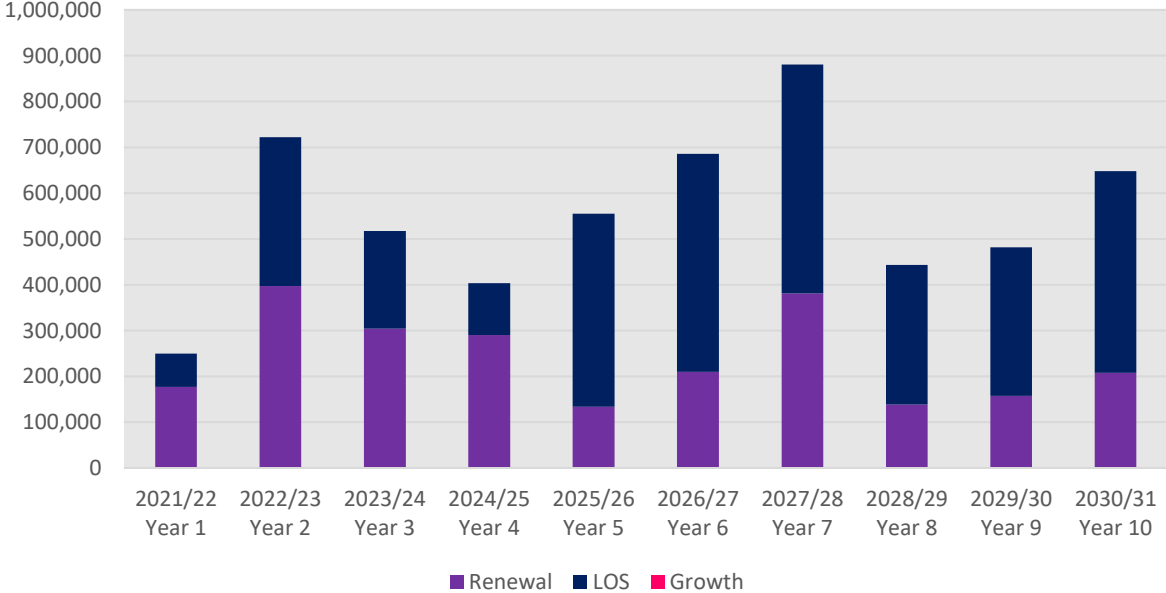


Figure 13: Capital expenditure forecast over the next 10 years

10 Sustainability

Sustainability means that the Council effectively balance the needs of present and future communities. From an asset management perspective, sustainability is critical, as many assets have a long lifespan and must be 'future-proofed'. The Council has a responsibility to manage this activity in way that supports the environmental, social, cultural and economic well-being of current and future generations. This section focuses on social, cultural and environmental sustainability. The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting their business, taking into account the current and future needs of communities for good-quality local infrastructure, and the efficient and effective delivery of services. Sustainable development is a fundamental philosophy that is embraced in the Council's Vision, Mission and Objectives, and is reflected in the Council's community outcomes. The levels of service and the performance measures that flow from these inherently incorporate the achievement of sustainable outcomes.

10.1 Negative Effects

There are no significant negative effects from the group of activities other than the costs of providing the services. However, particular actions and decisions may result in adverse media coverage that may be regarded as being a negative effect. In such cases, the Council will manage this risk by properly assessing options and the implications of its decisions and clearly justifying decisions. In balancing the needs and wants of many people, there may be some decisions which will impact negatively on some individuals or groups. Compliance and enforcement activities can generate both positive and negative responses within the community. Some landowners may perceive the cost of pest control or the mapping of wetlands as significant and the need to obtain resource consents as unnecessary.

10.2 Positive Effects

There are many positive effects from this group of activities, which help reduce the impacts of human activity on the environment and on other people and through encouraging behaviour change to reduce impacts on the environment. For example, an effective policy and plan framework to manage our natural resources enables current and future generations to enjoy Tasman's unique environment. Biosecurity functions that are efficient and effective can enable a timely response to biosecurity incursions that can threaten the environment and those parts of the Tasman economy that rely on it.

10.3 Significant Effects

There are no significant effects from the activity, other than the costs of providing the services, however, particular actions and decisions may result in adverse media coverage that may be regarded as being representative of a negative effect. In such cases, the Council will manage this prospect by properly assessing options and implications and clearly justifying decisions. Some landowners may perceive the cost of pest control or the mapping of wetlands as significant.

11 Risk Management and Assumptions

This Activity Management Plan and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made. This section documents the uncertainties and assumptions that the Council considers could have a significant effect on the financial forecasts, and discusses the potential risks that this creates.

11.1 Our Approach to Risk Management

A risk is any event that has the potential to impact on the achievement of the Council's objectives. The potential impact of a risk is measured by a combination of the likelihood of the risk occurring, and the magnitude of its consequences on objectives if it does. The Council has adopted both a [Risk Management Policy](#) that aligns with the Australian/New Zealand Standard AS/, and a [Risk Management Framework](#) which provides guidance and tools to apply to ensure a consistent approach to analysing and managing risks across the organisation. All risks described and managed in this Activity Management Plan comply with the principles and requirements of the policy and framework.

11.2 Activity Risks and Mitigation

- A reasonable degree of reliability can be placed on the population and other growth projections that have been used as forecast assumptions for the priorities in the Environmental Management activity. However, these remain projections, and need to be carefully tracked to ensure that they remain a reliable indicator of likely future trends.
- Government regulation and other regulatory changes are capable of changing the scope, nature and processes associated with this activity. However, no allowance has been made for changes in legislation. Anticipated changes to the Local Government Act and the repeal and replacement of the Resource Management Act are likely to impact on our service delivery until new or adapted systems are implemented.
- Future budgets are based on a similar level of effort being required to respond per issue to the demands of this activity, but with growth and increasing contests over resource use, the outlook is for a slow level of increase in aggregate effort over the ten year period.
- Effort related to the Waimea Community Dam is expected to progress as planned however there is a level of uncertainty as to the pace of development and how that effort will be applied. If there are any delays or changes then there is likely to be a consequential impact on resourcing of the Council's management of the Waimea Plains water resource.
- The ongoing effects of climate change are difficult to quantify; however, it is likely that additional effort will be required to sustain a suitable level of service in this activity.

11.3 Significant Assumptions and Uncertainties

The key area of risk is the threat of disruption to services resulting from loss of significant numbers of staff over a prolonged period or from such events as a major office block fire or significant earthquake damage. The Council's Business Interruption insurance covers "loss consequent upon interruption to the business as a result of damage to property insured by the Material Damage policy, resulting in losses or increased costs...". Other risks relate to litigation risks associated with challenges to the Council decision-making, loss of skill and knowledge as staff leave, and a failure to properly integrate the activity with other Council functions. Generally, the risks are listed below, the assumption is that the Council will be able to manage the risk.

- Managing workload efficiently to provide timely and high quality advice and service.
- The costs of amending and reviewing the Tasman Regional Policy Statement, Tasman Resource Management Plan and Regional Pest Management Plan are cyclical. Funding continues to be an issue, despite attempts to even out the fiscal burden through greater efficiencies.
- Having in place monitoring systems to track performance and evaluate policy effectiveness and efficiency to ensure that the activity contributes to achieving community outcomes.
- Managing on-going exposure to litigation risk.
- Maintaining sufficient capability in-house to cover the wide range of resource management responsibilities facing a unitary authority.
- Being responsive to government-initiated changes to legislation and new environmental management regulations.

In the event of a natural disaster, most of the business would cease its current mode of operation as staff would be involved in responding to the event through our Civil Defence and Emergency Management role.

This Asset Management Plan and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made.

Table 10: Generic Assumptions and Uncertainties documents the uncertainties and assumptions that the Council consider could have a significant effect on the financial forecasts, and discusses the potential risks that this creates.

Table 10: Generic Assumptions and Uncertainties

Type	Uncertainties	Assumption	Discussion
Accuracy of Cost Estimates	Project scope is often uncertain until investigation and design work has been completed, even then the scope can change due to unforeseen circumstances. Even if the scope has certainty there can be changes in the actual cost of work due to market competition or resource availability.	That project cost estimates are sufficiently accurate enough to determine the required funding level.	The risk of large underestimation is low; however, the importance is moderate as the Council may not be able to afford the true cost of the project. The Council tries to reduce this risk by undertaking reviews of all estimates and including an allowance for scope risk based on the complexity of the project.
Asset Data Knowledge	The Council has inspection and data collection regimes in place for assets. These regimes do not allow for entire network coverage at all times. The Council's aim is to strike the right balance between adequate knowledge and what is practical.	That the Council has adequate knowledge of the assets and their condition so that planned renewal works will allow the Council to meet the levels of service.	There are several areas where the Council needs to improve its knowledge and assessments, but there is a low risk that the improved knowledge will cause a significant change to the level of expenditure required.
Emergency Reserves	It is impossible to accurately predict when and where a natural hazard event will occur. Using historic trends to predict the future provides an indication but is not comprehensive.	That the level of funding reserves combined with insurance cover will be adequate to cover reinstatement following emergency events.	Funding levels are based on historic requirements. The risk of requiring additional funding is moderate and may have a moderate effect on planned works due to reprioritization of funds.
Financial	Unless stated it can be unclear whether financial figures include inflation or not, as well as whether GST has been included or not.	That all expenditure has been stated in 1 July 2020 dollar values and no allowance has been made for inflation and all financial projections exclude GST unless specifically stated.	The Long Term Plan will incorporate inflation factors. This could have a significant impact on the affordability of each activity if inflation is higher than allowed for. The Council is using the best information practically available from Business and Economic Research Limited (BERL) to reduce this risk.

Type	Uncertainties	Assumption	Discussion
Growth Forecasts	Growth forecasts are inherently uncertain and involve many assumptions. The Council uses Stats NZ projections as the basis for its growth planning, but these will vary depending on actual birth and death rates as well as net migration.	That the district will grow or decline as forecast in its Growth Model.	Growth forecasts are used to determine infrastructure capacity and when that capacity will be required. If actual growth varies significantly from what was projected, it could have a moderate impact on the Council's plans. If higher, new or additional infrastructure may be required quicker than anticipated. If lower, Council may be able to defer the delivery of new or additional infrastructure.
Land Access and Acquisition	Land access and acquisition is inherently uncertain. Until negotiations commence, it is difficult to predict how an owner will respond to the request for access or transfer.	That the Council will be able to secure land and/or access to enable completion of projects.	The risk of delays to projects or changes in scope is high due to the possibility of delays in obtaining access. Where possible, the Council undertakes land negotiations well in advance of construction to minimise delays and scope change. If delays do occur, they may affect the level of service that the Council provides.
Legislation Changes	Often Central Government changes legislation in response to events where the need for change is identified. It is difficult to predict what events may occur and the associated response. Election of a new Government also introduces uncertainty as to what policies they will implement.	That there will be no major changes in legislation or policy.	The risk of major change is high due to the changing nature of the Government and its policies. If major changes occur, it is likely to have an impact on the required expenditure. The Council has not planned expenditure to specifically mitigate this risk.

Type	Uncertainties	Assumption	Discussion
Natural hazards and climate change	Continued emissions of greenhouse gases will cause further warming and changes in all parts of the climate system. The International Panel on Climate Change (IPCC) has developed four scenarios named RCPs (Representative Concentration Pathways). They represent different climate change mitigation scenarios with varying levels of CO2 emission (low – medium – high). The likelihood of any of the scenarios occurring as predicted is uncertain and depends on many different factors.	<p>Council uses the latest climate predictions that have been prepared by NIWA for New Zealand and more specifically for the Tasman District.</p> <p>The anticipated effects from climate change in Tasman District include:</p> <ul style="list-style-type: none"> • An increase in seasonal mean temperature and high temperature extremes • An increase in rainfall in winter for the entire district and varying increases of rainfall in other seasons in different areas. • Rising sea levels, increased wave height and storm surges • Floods, landslides, droughts and storm surges are likely to become more frequent and intense. 	<p>It is likely that risk of low-lying land being inundated from the sea, and damage to Council property and infrastructure from severe weather events, will increase.</p> <p>Council will need to monitor the level of sea level rise and other impacts of climate change over time and review its budgets, programme or work and levels of service accordingly.</p>

Type	Uncertainties	Assumption	Discussion
Network Capacity	The Council uses a combination of as built data, network modelling and performance information to assess network capacity. The accuracy of the capacity assessment is based on the accuracy of asset and performance data.	That the Council's knowledge of network capacity is sufficient enough to accurately programme works.	If the network capacity is higher than assumed, the Council may be able to defer works. The risk of this occurring is low; however, it should have a positive impact on the community because the level of service can be provided for longer before requiring additional capital expenditure. If the network capacity is lower than assumed, the Council may be required to advance capital works projects to provide the additional capacity sooner than anticipated. The risk of this occurring is low; however, it could have a significant impact on expenditure.
Project Timing	Multiple factors affect the actual timing of projects e.g.: <ul style="list-style-type: none"> • Consents • Access to land • Population growth • Timing of private developments 	That projects will be undertaken when planned.	The risk of the timing of projects changing is high due to factors like resource consents, third party funding, and land acquisition and access. The Council tries to mitigate these issues by undertaking the investigation, consultation and design phases sufficiently in advance of when construction is planned. If delays occur, it could have an impact on the levels of service and the Council's financing arrangements.
Project Funding	The Council cannot be certain that it will receive the full amount of anticipated subsidy or contribution. It depends on the funder's decision making criteria and their own ability to raise funds.	That projects will receive subsidy or third party contributions at the anticipated levels.	The risk of not securing funding varies and depends on the third party involved. If the anticipated funding is not received it is likely that the project will be deferred which may impact levels of service.

11.4 Risk Management Profile

The Integrated Risk Assessment undertaken has identified corporate and organisational risk, the significance and impact, and identified treatment measures to reduce the risk where that is possible.

Because the majority of expenditure under the Environmental Management Activity is staff related, our greatest risk lies in not having sufficient competent and trained resources to undertake the responsibilities at the agreed level of service. Failing to monitor and address these risks could lead to litigation and loss of public confidence and reputation. Treatment measures are diverse and wide ranging and include staff recruitment and retention policies, staff training, quality assurance and audit processes, and professional indemnity and public liability insurance.

The current risks around loss of information were assessed as high with a reasonable target risk being moderate. While the Council have in place fireproof storage, GIS and electronic archives that are appropriately backed up, the need for an integrated document management system, including electronic scanning of documents and files has been identified as an area of improvement. Some advancement has been made in this area recently but much more improvement is needed.

Inadequate / ineffective communication with key stakeholders (e.g. iwi) resulting in inappropriate policy was identified as a high risk, with a realistic target of moderate risk. Treatment measures identified the need for more or better consultation plans and use of community reference groups.

The risk assessment noted issues around internal co-ordination across the Council. Because staff are reliant on advice and assistance from each other, including in other departments who have their own work priorities, the potential for breakdown was identified as very high. The target should be lowered to high through more use of agreed project briefs, a centralised information database and possibly service level agreements.

Undue reliance on a single member of staff with limited knowledge from other staff for support on a number of technical specialty area or key technology support systems (e.g. Tasman Resource Management Plan, SQL process support and document management database/system) was identified as another area of moderate risk. The use of Standard Operating Procedures, succession planning, and work allocation were identified as treatment measures.

12 Activity Management Processes and Practices

This section outlines the appropriate level of activity management for the Environmental Management activity, and summarises our management systems and data.

12.1 Accounting / Financial Systems

Council Accounting and Financial systems are based on Napier Computer Systems (NCS) software and Generally Accepted Accounting Principles Guidelines. Long-term financial decisions are based on the development of 10-year financial plans. These 10-year plans are updated every three years on a cycle driven by the Long Term Plan.

The development of the Asset Management Plan is therefore subject to the policies contained in the Long Term Plan, which is available under separate cover.

12.2 Information Management Systems

Council is one of a number of local authorities that uses the NCS computer system as a proprietary information management package that stores information generated by the various environmental management functions.

New requirements to have an entire electronic plan that has both text and spatial analytical functions means the Council will need to procure a suitable platform for hosting and developing the plan, including submission management.

The Council has had a specific Microsoft Access database to manage submissions, decisions and appeal in respect of plan provisions. However, this database is no longer fit for purpose. The Council also uses a range of proprietary packages to store and manage environmental data (e.g. Hill Top, Hydrotel, Mike 11, ESRI, MS Excel, WaterRide and SQL). Hard copy information is stored on subject or appeal files and held in the Council's Records Room.

12.3 Geographical Information System

The Council operates an integrated GIS system, which can spatially display data and is used in carrying out the Environmental Management activity.

12.4 Delegations and Appointment Register

Council has a Delegations Register, which codifies delegations to Council committees, Councillors and staff. The Council also has an Appointment Register detailing the warrants of authority held by staff.

12.5 Service Delivery Review

In 2014, Section 17A was inserted into the Local Government Act, which requires the Council to review the cost effectiveness of its current arrangements for providing local infrastructure, services, and regulatory functions at regular intervals. Reviews must be undertaken when service levels are significantly changed, before current contracts expire, and in any case not more than six years after the last review.

Table 11 summarises the review that has been completed to date and when the next review is required for this activity.

Table 11: Summary of Review

Scope of Review	Summary of Review	Review Date	Next Review
Plant and (Animal) Pest Management (Biosecurity)	An initial review found that governance and funding of Biosecurity services by Tasman District Council with delivery by Council staff is the preferred option as there are no viable alternatives for the provision of the services. The activity area is largely governed by legislation that prescribes the steps and ultimately the timeframe for its development. Staff recommended that a full s.17A review not be undertaken at this time.	May 2017	Consider a review in 2019 and have one completed by 2023 at least
Resource Consents	This is a key regulatory function directed and controlled by the Resource Management Act. The recommendation is to retain the status quo for delivery and not undertake a more detailed review at this time. No further analysis required.	May 2017	2023
Environmental Policy	This is a key regulatory function directed and controlled by the Resource Management Act. The recommendation is to retain the status quo for delivery and not undertake a more detailed review at this time. No further analysis required.	May 2017	2023
Environmental Information	<p>The underlying need of the activity area is governed by legislation (Sec 35 Resource Management Act). However, the degree to which that function is delivered is subject to some latitude. Tasman presently offers a very efficient service and is recognised for its existing capability given a relatively limited staff complement. Some changes could occur, but they would have a direct impact on the levels of service the Council could provide and would have an impact on the level of legislative risk would be exposing the Council to (e.g. LIM, PIM, TAN). Presently the impact of frequent and expansive legislative change is increasingly influencing our ability to deliver; this is being addressed through the present Long Term Plan process.</p> <p>There is no need to undertake a fuller review unless there is further legislative change that immediately influences our ability to deliver.</p>	May 2017	2023

In addition to the s.17A review, the Council reviews how it procures and delivers its services at the time of renewing individual agreements with suppliers. These reviews include consideration of the cost and value of the individual services and products and the potential for cost savings through the use of alternative suppliers.

13 Plan Improvement and Review

This Asset Management Plan (AMP) is a living document that is relevant and integral to daily management of the activity. To ensure the plan remains useful and relevant, an on-going process of AMP monitoring and review will be undertaken, including a review at intervals of not less than three years, and each review will be completed to coincide with the next review of the Long Term Plan.

Service level improvements envisaged will be achieved through process refinements, productivity gains, and the application of resource effort as required.

Appendix A: Operating Budget

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
01012203	R/P Consultants	606,600	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	202,200	202,200
01012526	Iwi policy working group	505,990	30,330	30,330	50,330	10,000	10,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
01112203	R/P Plan Changes Consultancy	2,100,000	155,000	155,000	200,000	150,000	50,000	50,000	120,000	120,000	50,000	50,000	500,000	500,000
0111220301	Plan hearings and admin.	1,120,000	0	0	0	120,000	500,000	500,000	0	0	0	0	0	0
01112516	R/P Plan Changes Information	148,701	3,168	3,168	50,000	10,000	3,168	3,168	3,168	3,168	3,168	3,168	31,679	31,679
01112517	R/P Plan Changes Materials	63,358	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	21,119	21,119
01122515	R/P Policy Advice Travel	163,448	5,000	5,000	5,000	8,448	10,000	10,000	5,000	5,000	5,000	5,000	50,000	50,000
01122518	R/P Policy Advice Accom & Meal	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
01122519	R/P Policy Advice Training	257,805	8,594	8,594	8,594	8,594	8,594	8,594	8,594	8,594	8,594	8,594	85,935	85,935
01142203	R/P Strategy Review	606,600	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	202,200	202,200
0114220301	Marine Biosecurity Strategy	909,900	30,330	30,330	30,330	30,330	30,330	30,330	30,330	30,330	30,330	30,330	303,300	303,300
01152202	R/P Trmp Land Legal Fees	709,104	21,119	21,119	30,000	30,000	21,119	50,000	50,000	21,119	21,119	21,119	211,194	211,194
01152203	R/P Trmp Land Consultancy	3,567,908	305,597	305,597	105,597	105,597	105,597	105,597	105,597	105,597	105,597	105,597	1,055,969	1,055,969
0115220301	Consulting Fees Special Housing Areas	489,341	30,000	15,839	15,839	15,839	15,839	15,839	15,839	15,839	15,839	15,839	158,393	158,393
01152501	Printing & Stationery	633,582	21,119	21,119	21,119	21,119	21,119	21,119	21,119	21,119	21,119	21,119	211,194	211,194
01152513	R/P Trmp Publicity	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
01162202	R/P Trmp Coastal Legal Fees	256,679	10,000	10,000	10,000	15,840	15,840	30,000	30,000	25,000	5,000	5,000	50,000	50,000
01162203	R/P Trmp Coastal Consultancy	1,187,014	150,000	150,000	31,679	31,679	31,679	31,679	31,679	31,679	31,679	31,679	316,791	316,791
01182202	R/P Trmp Water Legal Fees	453,992	10,560	10,560	30,000	30,000	30,000	50,000	50,000	10,560	10,560	10,560	105,597	105,597
0118220201	Legal Fees Pupu Springs WCO	30,000	20,000	10,000	0	0	0	0	0	0	0	0	0	0
01182203	R/P Trmp Water Consultancy	6,500,000	250,000	250,000	220,000	200,000	150,000	150,000	220,000	220,000	220,000	220,000	2,200,000	2,200,000
0118220302	Consulting Fees Pupu Springs WCO	10,000	10,000	0	0	0	0	0	0	0	0	0	0	0
0200220308	Feasibility Studies	0	0	0	0	0	0	0	0	0	0	0	0	0
02042203	R/I Flood Mgmt Consultancy	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
02042504	Flood Mgmt Telephone/Broadband	60,660	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	20,220	20,220
02042515	Travel	15,000	500	500	500	500	500	500	500	500	500	500	5,000	5,000
02042517	R/I Flood Mgmt Materials	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
02042518	Flood Mgmt Meals & Accommodat	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02042520	R/I HYDROLOGY CELL PHONE	60,660	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	20,220	20,220
02062203	R/I Pollu Invest Consultancy	606,600	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	202,200	202,200
02062515	R/I Pollu Invest Travel	15,000	500	500	500	500	500	500	500	500	500	500	5,000	5,000
02062518	R/I Pollution Accomod & Meals	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02062521	R/I Pollut Invest Lab Costs	454,950	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	151,650	151,650
0206252101	Mapua Remediation Monitoring	454,950	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	151,650	151,650
02102203	R/I Enviro Mtg Land Consultanc	1,925,000	70,000	63,000	70,000	63,000	70,000	63,000	70,000	63,000	70,000	63,000	630,000	630,000
0210220301	R/I Enviro Mtg Land Natural Hazards	465,000	45,000	15,000	15,000	15,000	15,000	15,000	15,000	10,000	10,000	10,000	150,000	150,000
02102405	R/I Enviro Mtg Land Equip Mtce	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02102515	R/I Enviro Mtg Land Travel	45,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000
02102516	R/I Enviro Mtg Land Informatio	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02102517	R/I Environ Mtg Land Materials	60,660	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	2,022	20,220	20,220
02102518	R/I Environ Mtg Land Accommoda	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
02102519	R/I Environ Mtg Land Training	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02102521	R/I Enviro Mtg Land Lab Costs	148,000	3,500	3,500	3,500	3,500	25,000	3,500	3,500	3,500	3,500	25,000	35,000	35,000

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
02112203	R/I Enviro Mtg Coast Consultan	735,500	40,000	35,000	20,220	20,220	35,000	60,000	60,000	20,220	20,220	20,220	202,200	202,200
0211220303	Estuarine & Near Shore Consult	1,950,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	650,000	650,000
0211220305	Hazards and X-sections	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
02112515	R/I Enviro Mtg Coast Travel	22,748	758	758	758	758	758	758	758	758	758	758	7,583	7,583
02112516	R/I Enviro Mtg Coast Info	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
0211251601	Marine data platforms	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
02112517	R/I Enviro Mtg Coast Materials	30,330	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	10,110	10,110
02112518	R/I Accomodation	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02112521	R/I Enviro Mtg Coast Lab Costs	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
0211252101	Rec Bathing Water Sample Analysis	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
02122203	R/I Enviro Mtg R&L Consultants	758,250	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	252,750	252,750
02122515	R/I Travel	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02122518	R/I Accommodation	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02132203	R/I Enviro Mtg Water Consultan Water Resources	2,395,625	75,825	100,000	100,000	100,000	75,825	100,000	100,000	75,825	75,825	75,825	758,250	758,250
0213220303	Consult Surface Water Quality	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
0213220316	Moutere Water Consultancy	900,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000	300,000
0213220317	Motueka Water Consultancy	1,600,000	80,000	80,000	90,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000
0213220318	Golden Bay Water Consultancy	3,280,000	90,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	1,100,000	1,100,000
0213220319	Waimea Water Consultancy	2,400,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	800,000	800,000
0213220320	Buller Water Consultancy	890,000	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000	300,000
02132405	R/I Enviro Mtg Water Equip Mtc	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
02132503	Postage & Freight	1,500	50	50	50	50	50	50	50	50	50	50	500	500
02132504	R/I Env Mtg Wat Telephone	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
02132505	Electricity	8,414	280	280	280	280	280	280	280	280	280	280	2,805	2,805
02132507	Hydrology rental for workshop space	290,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
02132515	R/I Enviro Mtg Water Travel	192,000	5,000	5,000	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	65,000	65,000
02132516	R/I Enviro Mtg Water Informati	227,475	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	75,825	75,825
02132517	R/I Enviro Mtg Water Materials	2,250,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000	750,000
02132518	R/I Enviro Mtg Wter Accomodat	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
02132519	R/I Enviro Mtg Water Training	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
02132520	Cellphone/Telemetry/GPRS	900,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000	300,000
02132521	Groundwater general & quarterly GW SOE	606,600	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	202,200	202,200
0213252101	Surface Water Laboratory	4,275,000	75,000	100,000	110,000	120,000	130,000	140,000	150,000	150,000	150,000	150,000	1,500,000	1,500,000
0213252102	Macro Invertebrate Laboratory	390,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	130,000	130,000
0213252103	Groundwater Nitrate survey & follow up	454,950	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	151,650	151,650
0213252104	Groundwater Pesticide Laboratory	50,000	0	0	25,000	0	0	0	25,000	0	0	0	0	0
0213254401	Fish survey	1,180,000	35,000	35,000	35,000	35,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000	400,000
0213254402	LAWA, EMaR & National Standards	530,775	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	17,693	176,925	176,925
02142203	R/I Enviro Mtg Air Consultancy	795,000	85,000	65,000	45,000	15,000	42,500	67,500	15,000	20,000	20,000	20,000	200,000	200,000
02142405	Equipment Maintenance	802,000	25,000	31,000	41,000	35,000	35,000	35,000	25,000	25,000	25,000	25,000	250,000	250,000
02142505	Electricity-Broadband Costs	148,500	3,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
02142507	Site Rental	45,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
02142515	R/I Enviro Travel	22,748	758	758	758	758	758	758	758	758	758	758	7,583	7,583
02142516	R/I Enviro Mtg Air Information	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02142517	R/I Enviro Mtg Materials	15,000	500	500	500	500	500	500	500	500	500	500	5,000	5,000
02142518	R/I Enviro Accomodation	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
02142521	R/I Enviro Mtg Air Lab Costs	660,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	220,000	220,000
02152203	R/I Enviro Mtg P & C Consultan	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
02152516	R/I Enviro Mtg P & C Informati	333,630	11,121	11,121	11,121	11,121	11,121	11,121	11,121	11,121	11,121	11,121	111,210	111,210
0215251701	Heritage Support	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
02212203	CHALLIES CONSULTANTS	1,450,000	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000
0221220308	Feasibility Studies	0	0	0	0	0	0	0	0	0	0	0	0	0
03032202	PI Subdivision Legal Fees	454,950	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	151,650	151,650
03032203	PI Subdivision Consultancy Fee	1,800,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000	600,000
03032515	PI Subdivision Travel	63,358	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	21,119	21,119
03032517	PI Subdivision Materials	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03032518	PI Subdivison Accom & Meals	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03032519	PI Subdivision Trainings	90,990	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	30,330	30,330
03042202	PI Coastal Permit Legal Fees	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
03042203	PI Coastal Permit Consultancy	600,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
03042515	PI Coastal Permit Travel	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03042518	PI Coastal Permit Accom & Meal	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03042519	PI Coastal Permit Training	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03052202	PI Water Permits Legal Fees	454,950	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	151,650	151,650
03052203	PI Water Permits Consultancy	633,582	21,119	21,119	21,119	21,119	21,119	21,119	21,119	21,119	21,119	21,119	211,194	211,194
03052515	PI Water Permits Travel	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03052518	PI Water Permits Accommodation	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03052519	PI Water Permits Training Fe	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03062202	PI Discharge Legal Fees	158,396	5,280	5,280	5,280	5,280	5,280	5,280	5,280	5,280	5,280	5,280	52,799	52,799
03062203	PI Discharge Consultancy	606,600	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	202,200	202,200
03062515	PI Discharge Travel	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03062518	PI Discharge Accommodation	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03062519	PI Discharge Training Fees	90,990	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	30,330	30,330
03092202	PI Land Use Consent Legal Fees	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
03092203	PI Land Use Consultancy Fees	1,200,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000	400,000
0309220301	Land Use Professional Services Urban Design Panel	190,075	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	63,358	63,358
03092515	PI Land Use Consents Travel	84,590	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	28,197	28,197
03092517	PI Land Use Materials	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03092518	PI Land Use Consents Acommodat	31,679	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	1,056	10,560	10,560
03092519	PI Land Use Training Fees	126,689	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	42,230	42,230
03102202	PI Comp Mntg Land Legal Fees	1,610,948	53,698	53,698	53,698	53,698	53,698	53,698	53,698	53,698	53,698	53,698	536,983	536,983
03102203	PI Comp Mntg Consultancy(Noise	1,187,966	39,599	39,599	39,599	39,599	39,599	39,599	39,599	39,599	39,599	39,599	395,989	395,989
0310220301	PI Comp Mon Consult Staff Supp	237,593	7,920	7,920	7,920	7,920	7,920	7,920	7,920	7,920	7,920	7,920	79,198	79,198
0310220308	Feasibility Studies	0	0	0	0	0	0	0	0	0	0	0	0	0
03102515	PI Comp Mntg Land Travel	63,358	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112	21,119	21,119
03102516	PI Comp Mntg Land Information	15,839	528	528	528	528	528	528	528	528	528	528	5,280	5,280

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		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
03102517	PI Comp Mntg Materials	79,198	2,640	2,640	2,640	2,640	2,640	2,640	2,640	2,640	2,640	2,640	26,399	26,399
03102518	PI Comp Mntg Land Accommodatio	95,037	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	3,168	31,679	31,679
03102519	PI Comp Mntg Land Trainings	238,000	6,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	80,000	80,000
03102520	Comp Mon Land Cell Phones	190,075	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	63,358	63,358
03102521	Laboratory	126,716	4,224	4,224	4,224	4,224	4,224	4,224	4,224	4,224	4,224	4,224	42,239	42,239
34032401	Property Maintenance	190,075	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	6,336	63,358	63,358
34032508	Rates	242,345	8,078	8,078	8,078	8,078	8,078	8,078	8,078	8,078	8,078	8,078	80,782	80,782
3600220308	Feasibility Studies	0	0	0	0	0	0	0	0	0	0	0	0	0
36122203	Pest Consultancy	1,948,590	60,000	60,000	60,000	60,000	65,715	65,715	65,715	65,715	65,715	65,715	657,150	657,150
3612220303	PEST IMPORTANT SITES	750,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	250,000
3612220306	PEST BIOLOGICAL CONTROL	606,000	15,000	15,000	15,000	15,000	21,000	21,000	21,000	21,000	21,000	21,000	210,000	210,000
3612220310	PEST DIDYMO	606,600	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	20,220	202,200	202,200
36122405	Pest Mgmt Equip Mtce	30,330	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	10,110	10,110
36122507	Biosecurity rental for workshop space	290,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
3612251350	Communications	90,990	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	3,033	30,330	30,330
36122515	Pest Travel	106,155	3,539	3,539	3,539	3,539	3,539	3,539	3,539	3,539	3,539	3,539	35,385	35,385
36122517	Pest Materials Purchased	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
36122518	Pest Accom/Meals	30,330	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	10,110	10,110
36122519	Pest Training Fees	22,649	506	3,000	506	506	3,000	506	506	3,000	506	506	5,055	5,055
36122520	Pest Cellphones	75,825	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	25,275	25,275
36122526	Mediterranean Fan Worm	600,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
36122534	DeWine operations grant	750,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	250,000
36122544	Pest Mgmt Monitoring & Reporting	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
3612254401	National projects	260,000	0	0	0	0	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
36132203	Regional Pest Mgmt Initiatives Consulting	780,000	0	0	0	0	30,000	30,000	30,000	30,000	30,000	30,000	300,000	300,000
3613252601	Asian Knotweed	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
3613252603	Taiwan Cherry	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
36162203	TOTS MARINE BIODIV CONTRACT	2,880,000	120,000	120,000	0	0	0	0	0	0	120,000	120,000	1,200,000	1,200,000
36222203	Consultancy	730,000	20,000	20,000	20,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	250,000
36222512	Biodiversity publications & info	121,320	4,044	4,044	4,044	4,044	4,044	4,044	4,044	4,044	4,044	4,044	40,440	40,440
36222515	Biodiversity travel	30,330	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	10,110	10,110
36222517	Biodiversity materials	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
36222518	Accomodation & meals	30,330	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	10,110	10,110
36222534	Bio-alliances	966,000	27,000	27,000	27,000	27,000	33,000	33,000	33,000	33,000	33,000	33,000	330,000	330,000
3622253401	TET Administration Offset	900,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	250,000	250,000
3622253402	Mohua Administration Offset	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
3622253403	Volunteer group info grant	580,000	15,000	15,000	15,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
36222605	Monitoring & reporting	1,790,000	25,000	25,000	25,000	25,000	65,000	65,000	65,000	65,000	65,000	65,000	650,000	650,000
3622260501	Tasman Native Habitats survey	2,407,610	80,254	80,254	80,254	80,254	80,254	80,254	80,254	80,254	80,254	80,254	802,537	802,537
3622260502	Wetland survey	2,684,000	86,000	86,000	86,000	86,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000	900,000
3623220301	Waimea Inlet Enhancement Project exp	413,360	129,200	117,040	76,000	91,120	0	0	0	0	0	0	0	0
3623220302	Waimea Inlet Billion Trees Phase 2 exp	975,750	250,800	313,800	260,750	150,400	0	0	0	0	0	0	0	0

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
3623220303	Mt Richmond Forest Park Wilding conifer programme exp	1,842,228	652,826	652,826	536,576	0	0	0	0	0	0	0	0	0
36232560	Jobs for nature overheads	584,000	146,000	146,000	146,000	146,000	0	0	0	0	0	0	0	0
36302203	Land Mgmt Contracting/Operations	276,000	4,000	4,000	4,000	4,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
36302401	Land Mgmt Nursery Expenses	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
3630240102	LAND MGMT NURSERY TREE PROTECT	75,825	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	25,275	25,275
3630240104	WAIMEA NURSERY HARVESTING	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
3630240108	WAIMEA NURSERY MAINT/DEVELOPMT	257,393	37,500	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	75,825	75,825
36302505	Electricity	26,924	897	897	897	897	897	897	897	897	897	897	8,975	8,975
36302515	Staff Travel	22,748	758	758	758	758	758	758	758	758	758	758	7,583	7,583
36302517	Land Mgmt Materials	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
36302518	Accommodation & Meals	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055
3630254401	Land Mgmt Contract Waimea/ Wia-iti	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
3630254402	Land Mgmt Contract Moutere	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
3630254403	Land Mgmt Contract Mot/Riwaka	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
3630254404	Land Mgmt Contract Up Mot/Motupiko	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
3630254405	Land Mgmt Contract Dove/Orinoco	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
3630254406	Land Mgmt Contract Buller	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
3630254407	Land Mgmt Contract Golden Bay	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
3630254408	Land Mgmt - Riparian Advocacy	262,860	0	0	0	0	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
3630254409	Catchment focused programme	7,150,000	100,000	150,000	200,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000	2,500,000
36312203	Forest Mgmt - Consultants	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
36312515	Forest Mgmt - Travel	30,330	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	1,011	10,110	10,110
36312518	Forest Mgmt - Accomodation & Meals	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
36312519	Forest Mgmt - Training & Conferences	45,495	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	15,165	15,165
36312520	Forest Mgmt - Cellphones	15,165	506	506	506	506	506	506	506	506	506	506	5,055	5,055

Appendix B: Capital Budget

ID	Name	Project Driver %			Total Budget	Financial Year Budget (\$)											Total Budget	
		Growth	IncLOS	Renewals	2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51	
02046101	Technical Equipment	0	0	100	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000	
02046107	Software & Modelling	0	40	60	2,430,279	100,000	140,000	110,000	80,000	100,000	80,000	100,000	80,000	100,000	80,000	858,988	601,291	
02066107	HAIL database	0	100	0	80,000	0	80,000	0	0	0	0	0	0	0	0	0	0	
02136101	Technical Equipment	0	0	100	1,486,407	70,000	95,000	90,000	95,000	45,000	45,000	90,000	45,000	45,000	45,000	483,181	338,226	
02136103	Upgrade & maintenance of monitoring sites & equipment	0	100	0	1,035,000	20,000	20,000	20,000	20,000	135,000	135,000	135,000	20,000	20,000	110,000	200,000	200,000	
02136106	New monitoring site structures & equipment	0	100	0	3,396,895	0	20,000	42,949	0	144,954	144,954	144,954	144,954	144,954	144,954	1,449,542	1,014,679	
02136107	Software & Modelling	0	40	60	494,000	20,000	146,000	100,000	0	0	114,000	114,000	0	0	0	0	0	
0213610701	Computer Hardware	0	0	100	100,000	0	0	0	100,000	0	0	0	0	0	0	0	0	
02146101	Equipment Replacement	0	0	100	1,125,000	0	0	47,500	0	0	0	80,000	0	0	47,500	475,000	475,000	
02146103	Env Mntrg -Air - Cap - Equipment	0	20	80	1,140,942	15,000	122,000	0	0	0	0	0	0	0	0	590,554	413,388	
02216105	Challies Road Upgrade	0	100	0	1,450,000	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000	
03106109	Compl Mntg - Equipment	0	0	100	158,913	6,442	0	5,369	6,442	0	5,369	6,442	6,442	6,442	6,442	64,424	45,097	
36126103R	Pest - Cap - Equipment	0	0	100	75,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000	25,000	