# Community Relations

Activity Management Plan

## 2015-2025

**Final**

July 2015

*Lee Nuttall, frontside air, Tasman Skatepark Tour - Takaka Heat, January 2015*

| Quality Assurance Statement | | |
|---|---|---|
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For full Quality Assurance Statement, Refer Appendix Z

# TABLE OF CONTENTS

## LIST OF TABLES

**EXECUTIVE SUMMARY**

This activity management plan (AMP) describes the strategies and works programmes for the Community Relations group of activities so as to meet the objective of delivering the required level of service to existing and future users in an efficient and cost effective way. It reflects the improvements that have been made to the Council's planning processes since the 2012 AMP and the formation of the Community Relations team.

This AMP informs the Council's Long Term Plan (LTP) and contributes to the goals and objectives Council aims to achieve in order to achieve community outcomes. The AMP covers:

- A description of the activity, including the rationale for Council involvement and any significant negative effects of the activity.

- The strategic environment (Council's vision and goals and future demand drivers) for the activity, the key activity management policies and strategies adopted within this environment and the main risk issues identified for the activity.

- A statement of the intended levels of service and performance targets.

- Information on the scope of assets involved in delivering services, and statements on:

  - the estimated cost for achieving and maintaining the target levels of service;

  - how Council will assess and manage the implications of demand and service levels and standards, the estimated costs of the provision of additional asset capacity and how these costs will be met; and

  - how expenses will be met and the estimated revenue levels and other source of funds.


**1      KEY ISSUES FOR THE COMMUNITY RELATIONS ACTIVITY**

The most important issues relating to the Community Relations activity are shown below in Table 1-1.


**Table 1-1:  Key Issues for the Community Relations Activity**

| Key Issue | Council Approach |
|---|---|
| Funding from external agencies is subject to external review and there is a risk that funding we currently receive may no longer be provided in the future or reduced. | External agencies that assist the Council in community funding require Council to report on how their funding is spent.  Compliance and reporting systems are well in hand. Council prepares detailed applications to our funder to increase our chances of receiving funding and we ensure we meet the reporting requirements of our funders. |
| The voluntary sector is facing challenges of a reduction in volunteer hours being available, compliance with health and safety requirements, and reduced sponsorship and grant money being available. This is likely to increase the demand for Council grant funding. It may be difficult to meet community expectations on the amount of grant funding available. | The Community Relations team provides advice and direction to applicants and actively supports applications to other external funding sources. |
| Council needs to ensure we continue to get value for money from grants dispersed. It is estimated by the NZ Federation of Voluntary Welfare Organisations that for every dollar an organisation receives they return up to $5 worth of services to the community. | All grant recipients must provide Council with a report to show that they spent our funding to them in accordance with Council's requirements. |
| There are requests from the community to provide further funding to organisations. | Council funding for this activity comes mainly from general rates and the Council has to balance these requests against the need to maintain rates at an affordable level. |

| Key Issue | Council Approach |
|---|---|
| Amendments to the Local Government Act (LGA) have changed the Long Term Plan consultation process and Council is now required to prepare a consultation document instead of a Draft Long Term Plan. The smaller Consultation Document could create negative perceptions about the Council's willingness to engage with residents. | The Council will meet the LGA requirements for the Long Term Plan. The Council's Significance and Engagement Policy will guide engagement with residents beyond the requirements of the LGA. |
| Raised expectation within the community of the level of engagement the Council will undertake. | The level of engagement is determined by Council's Significance and Engagement Policy, which states when, how and who Council will engage with provides a clear approach for staff to meet resident expectations. |
| Level of service cuts imposed by the Council to fund other activities deemed of higher importance. | Council regularly reviews its funding priorities and levels of service for the activities it provides the community. Staff are continually looking for improved and more cost effective ways of delivering our activities. Community partnerships and new technology provide opportunities for improving our activities and our engagement practices. |

## 2 ACTIVITY DESCRIPTION

### 2.1 What We Do

The Community Relations activity delivers Council's communications and community relations responsibilities in order to build a sense of community and pride of place in Tasman and to build capacity within the Tasman community. We achieve this through engaging with community groups, providing community recreation opportunities, providing grant funding, and educating and facilitating partnerships between Council and its communities.

Our activities include:
- the provision of funding and advice for community initiatives and community organisations to enable them to achieve their objectives. Grants are predominately for 'not for profit' community and voluntary groups working for the benefit of Tasman District communities;
- community engagement - where we provide information to our community and seek their views on Council's proposals;
- the promotion and celebration of our history and diverse cultures through the support of organisations that preserve and display our region's heritage;
- delivery of community and recreation activities which will be funded either through rates or external sources, to promote a pride of place and community wellbeing; and
- providing an awareness of environmental and sustainability opportunities through environmental education programmes, to influence community behaviours and to meet the Council's RMA obligations in this field.

## 2.2 Why We Do It

This activity is charged with delivering the Council's communications and community relations activities in order to build a sense of community and pride and place in Tasman. It will do this by building capacity within the community through engaging with and empowering community groups, providing community recreation opportunities and education, and facilitating partnerships.

The Community Relations activity helps promote the wellbeing of our community so that our communities:
- are informed about Council's activities and have the opportunity to express their views on Council's proposals. The decisions local authorities make affect their communities on a daily basis. Effective community engagement builds trust and understanding in the Council's decision making, while also increasing the Council's awareness of issues in the community;
- are aware of what actions they can undertake to reduce their impact on the environment and to live in a more sustainable manner;
- are fit and healthy through the provision of recreation activities and programmes;
- have access to and support the protection of the District's culture and heritage values and artefacts for the education and enjoyment of current and future generations; and
- receive funding and advice to assist and support the development of communities and the work voluntary organisations undertake within our communities.

## 3 COMMUNITY OUTCOMES AND OUR GOAL

The community outcomes that the Community Relations activity contributes to most are shown in Table 3-1.

**Table 3-1:  Community Outcomes**

| Community Outcomes | How Our Activity Contributes to the Community Outcome |
|---|---|
| Our unique natural environment is healthy and protected. | Through the Enviroschools programme, partially funded through the Ministry for the Environment, schools have assistance to initiate activities supporting and teaching sustainability and how we can all reduce our impact on the environment. Assists Council and community-led initiatives to deliver environmental benefits across the broader community. |
| Our urban and rural environments are people-friendly, well-planned and sustainably managed. | In partnership with the Council's Engineering and Environment and Planning departments delivering environmental, air quality and waste minimisation education to support sustainable management and lifestyles. Assisting communities to create a unique sense of place through community group funding and advice. |
| Our communities are healthy, safe, inclusive and resilient. | Providing and supporting quality recreational services and facilities which enable participation in community-based activities that are inclusive, healthy and enjoyable. |
| Our communities have opportunities to celebrate and explore their heritage, identity and creativity. | Promoting and celebrating our history and diverse cultures. Supporting organisations that preserve and display our region's heritage and culture. |
| Our communities have access to a range of social, educational and recreational facilities and activities. | Promoting, supporting and delivering recreational, educational and social services and activities that reflect the diversity of the Tasman District. Assisting community-led facilities, projects and initiatives to deliver benefits across the broader community. |
| Our Council provides leadership and fosters partnerships, a regional perspective and community engagement. | Providing opportunities for engagement between Council and its communities through our communications activities. |

### 3.1 Our Goal

To lead, manage and facilitate the effective management, planning and delivery of the Council's community engagement , communications, recreation, events, community grants and environmental education responsibilities to build a sense of place and community wellbeing in support of the community outcomes and enhancement of the Council's reputation and role within the community it serves.

## 4 EFFECTS OF GROWTH, DEMAND AND SUSTAINABILITY

### 4.1 Population Growth and Demographic Change

A comprehensive Growth Demand and Supply Model (GDSM or growth model) has been developed for Tasman District. The growth model is a long term planning tool, providing population and economic projections District wide. The supply potential is assessed as well as demand, and a development rollout for each settlement is then examined. The development rollout from the Growth Model informs capital budgets (new growth causes a demand for network services) which feed into the AMPs and, in turn, strengthens the Long Term Plan and supporting policies e.g. Development Contributions Policy. The 2014 growth model is a fourth generation growth model with previous versions being completed in 2005, 2008 and 2011.

The link between population growth and the demand for community relations services is not as direct as it is for water supply or transportation; hence the Growth Demand and Supply Model outputs are not directly relevant to this activity. However, population growth generally leads to intensification of the use of existing facilities for recreation, and further commercial development opportunities within existing facilities (e.g. ASB Aquatic and Fitness Centre and Motueka Recreation Centre). There is likely to be a greater demand for environmental education and knowledge of sustainable options, to offset the demand on resources through growth and intensification.

Population growth will lead to an increased need for engagement and communication. This growth will lead to infrastructure development enabling technology solutions to enable a greater level of online engagement. However, greater growth could also mean a greater variety of means for communication and engagement as per the principles within the Significance and Engagement Policy.

As a community grows so does the expectation of community interaction, often initiated through Council events. As the need for a sense of place grows so does the demand for community interaction. We envisage that there will be a greater demand for Council funding support.

We anticipate that there is sufficient capacity within the existing Community Relations activities to cater for the population growth over the coming years. There are no growth related projects included in the 20 year forecast.

### 4.2 Implications of Legislative Change

The Council aims to meet all of the relevant legislative standards when providing Community Relations services. Expenditure is required to ensure compliance with the Health and Safety in Employment Act, Building Act, Local Government Official Information and Meetings Act and the Local Government Act.

Changes to Community Relations activity policies may be driven from a number of directions. They could be internally driven with a greater emphasis on the need for self-supporting or externally funded activities to meet the aim of cost effective delivery within current or raised levels of service expectations. Externally the expectation of greater engagement and partnership decision making will create a focus on technology opportunities and the need for greater value from current communication channels and decision-making.

### 4.3 Sustainability

Sustainability is about ensuring that all resources are wisely used and managed to achieve balanced long-term environmental, social, cultural and economic outcomes. Sustainable development is an essential philosophy that is embraced in Council's Vision, Mission and Objectives, and that shapes the community

outcomes.  The levels of service and the performance measures that flow from these incorporate the achievement of sustainable outcomes.

Many of the Council's cross-organisational initiatives are shaped around community wellbeing (economic, social, cultural and environmental) and take into consideration the wellbeing of future generations.  This is demonstrated in:

- the Council's Integrated Risk Management approach which analyses risks and particularly risk consequences in terms of community wellbeing;

- the Council's Growth Demand and Supply Model which seeks to forecast how and where urban growth should occur taking into account opportunities and risks associated with community wellbeing.

- the Council adopting a 20 year forecast in the Activity Management Plans to ensure the long term financial implications of decisions made now are considered.

At the Community Relations activity level, a sustainable development approach is demonstrated by the following:

- ensuring minimal impact on the environment by the activity; and

- ensuring that the District's likely future Community Relations requirements are identified at an early stage and that they, and the financial risks and shocks, are competently managed over the long term without the Council having to resort to disruptive revenue or expenditure measures.
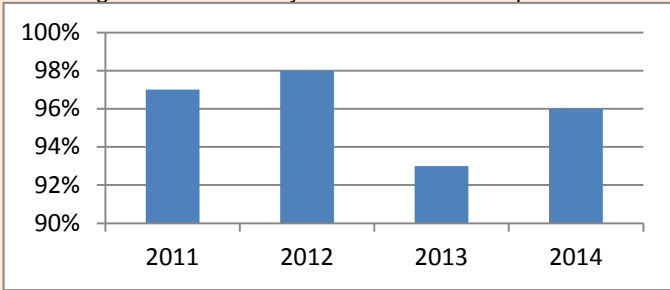


*Golden Bay home schooled students learning about stream fauna in Onekaka Stream with Claire Webster*
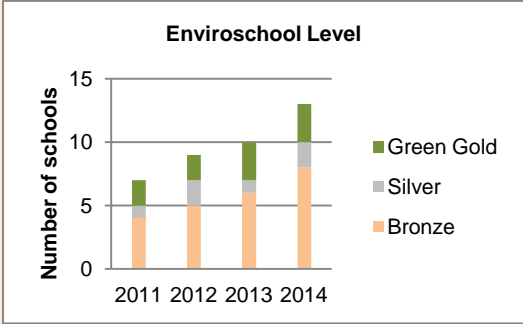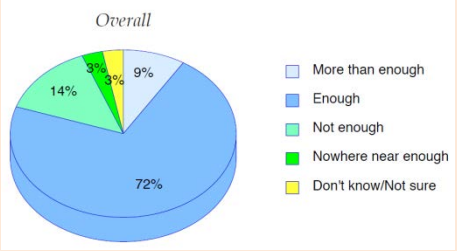
## 5 LEVEL OF SERVICE AND PERFORMANCE MEASURES

The following table summarises the levels of service and performance measures for the Community Relations activity. Development of the levels of service is discussed in detail in Appendix R. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan.

**Table 5-1: Levels of Service**

| ID | Levels of Service (we provide) | Performance Measure (We will know we are meeting the level of service if…) | Current Performance (as at end Yr 2 2013/14) | Future Performance | | | |
|----|----|----|----|----|----|----|----|
| | | | | **Year 1** | **Year 2** | **Year 3** | **Years 4 - 10** |
| 1 | Promotion and delivery of community events and recreational services. | Residents attending a range of Council-organised community events rate their satisfaction as "fairly satisfied" or better, as measured through the residents' survey every three years. | 80% of the community is very or fairly satisfied with Council activities or events. | Not measured | Not measured | 80% of the community is very or fairly satisfied with Council activities or events. | 80% of the community is very or fairly satisfied with Council activities or events (only measured in 2021 and 2024). |
| 2 | | People who attend Council-organised community events rate their satisfaction as "fairly satisfied" or better (as measured by surveys of people attending three events). | New measure | 75% of people surveyed during the Skatepark Tour, Children's Day and Positive Aging Expo are very/fairly satisfied with these events. | 75% of people surveyed during the Skatepark Tour, Children's Day and Positive Aging Expo are very/fairly satisfied with these events. | 75% of people surveyed during the Skatepark Tour, Children's Day and Positive Aging Expo are very/fairly satisfied with these events. | 75% of people surveyed during Council-organised community events are very/fairly satisfied (surveys are undertaken during three community events each year). |

| ID | Levels of Service (we provide) | Performance Measure (We will know we are meeting the level of service if…) | Current Performance (as at end Yr 2 2013/14) | Future Performance | | | |
|---|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Year 3 | Years 4 - 10 |
| 3 | Grants to community groups to deliver services and facilities that enhance community wellbeing. | Groups are delivering the services outlined in their applications and that they receive grant money to provide services to the community. | 96% of accountability forms are returned completed.<br><br>Percentage of accountability forms returned completed<br> | 100% of accountability forms are returned completed. | 100% of accountability forms are returned completed. | 100% of accountability forms are returned completed. | 100% of accountability forms are returned completed. |

| ID | Levels of Service (we provide) | Performance Measure (We will know we are meeting the level of service if…) | Current Performance (as at end Yr 2 2013/14) | Future Performance | | | |
|---|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Year 3 | Years 4 - 10 |
| 4 | Leadership and coordination to schools and early childhood centres, to protect and enhance our local environment through education. | The number of schools and early childhood centres developing and maintaining environmental care practices is sustained.<br><br>The achievement level of each enviroschool improves over time, as measured by the Enviroschools stages of Bronze, Silver to Green-Gold. | Currently 24 enviroschools engage in a number of environmental practices and projects.<br>The District's enviroschools achievement levels as at 2014:<br><br> | 25 schools are engaged in Enviroschools programme.<br><br><br>Enviroschools achievement levels improve over time. | 26 schools are engaged in Enviroschools programme.<br><br><br>Enviroschools achievement levels improve over time. | 26 schools are engaged in Enviroschools programme.<br><br><br>Enviroschools achievement levels improve over time. | 26 schools are engaged in Enviroschools programme.<br><br><br>Enviroschools achievement levels improve over time. |

| ID | Levels of Service (we provide) | Performance Measure (We will know we are meeting the level of service if…) | Current Performance (as at end Yr 2 2013/14) | Future Performance | | | |
|---|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Year 3 | Years 4 - 10 |
| 5 | We provide a range of communication channels that enhance the Council's ability to engage and connect with the communities it serves. | Residents are informed and actively engage with the Council:<br><br>At least 80% of residents consider the information supplied by the Council to be sufficient (i.e. enough or more than enough), as measured by the annual residents' survey.<br><br>Usage of Council's website (i.e. sessions, users and page views) increases at a rate of 5% or more per year. | 2014 result: 81% of respondents consider the information supplied by the Council to be sufficient<br><br><br><br>Usage of the Council's website during the year ending 30 June 2014, compared to the previous year:<br>- the number of website users increased by 13.5%;<br>- the number of page views increased by 5%; and<br>- website sessions increased by 10%.<br><br><br><br>Total number of website users in 2013/2014 was 156,002 (vs 137,422 in 2012/2013). | 80% of residents consider the information supplied by the Council to be sufficient<br><br><br>Website usage has increased by 5% or more, compared to the previous year. | 80% of residents consider the information supplied by the Council to be sufficient<br><br><br>Website usage has increased by 5% or more, compared to the previous year. | 80% of residents consider the information supplied by the Council to be sufficient<br><br><br>Website usage has increased by 5% or more, compared to the previous year. | 80% of residents consider the information supplied by the Council to be sufficient<br><br><br>Website usage has increased by 5% or more, compared to the previous year. |

**Tasman Bays Heritage Trust Performance Targets**

The Tasman Bays Heritage Trust (TBHT) is a Council Controlled Organisation and has separate performance targets which are set as part of the development of an annual Statement of Intent. It provides for a high-quality exhibition, preservation, educational, and research facility, emphasising the history of our region. The Nelson Provincial Museum is located in Trafalgar Street, Nelson.

**Our investment in the CCO**

This financial year Council will make a grant to the TBHT of approximately $974,287 to assist with the operation of the Nelson Provincial Museum. This contribution will also support the retention of storage facilities at the current museum site in Isel Park, Stoke. The Council provides storage facilities at Wakatu Estate for the museum's use at no cost to the Trust, but which cost the Council an additional $94,699 in 2013/2014. In addition to the grant described above the Council will contribute $28,640 towards a strategic review in 2014/2015. Total loans to the Trust from the Tasman District Council are $1.15 million. The Council has budgeted for a repayment of just over $25,000 per annum of these loans. The value of the Council's investment in TBHT as at 30 June 2014 was $9.336 million.

**Performance Targets - from the 2014/2015 Statement of Intent**

The principal objectives of the Trust as detailed in its Statement of Intent include:

- Foster, promote and celebrate a sense of history and awareness of the importance of the Nelson and Tasman regions heritage and identity and the relationship of the Tangata Whenua as kaitiaki of taonga Maori within the role of Te Tau Ihu.
- Be a good employer.
- Exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so.
- Conduct all trading affairs in accordance with sound business practice.

## 6    CHANGES MADE TO ACTIVITY OR SERVICE

Table 6-1 summarises the key changes for the management of the Community Relations activity since the 2012 AMP.

**Table 6-1:  Key Changes**

| Key Change | Reason for Change |
|---|---|
| The development of the Community Relations Section, within the Community Development Department, brings together the functions of Communications, Community Recreation and Education and Partnerships. | The Council considers this section is better placed to meet the demands of providing leadership on organisational community engagement, communications activities, recreation activities, facilities management, grants processes, community partnerships, events and environmental education. |
| Large reductions in budgets for all current activities, including a reduction of a full time staff member, the reduction in events, the rationalisation of a number of publications and a change in external service provider and contractual terms. | To reduce the impact on rates made by these activities, as well as the identification of value driven changes to service delivery methods. |
| Council has decided to stop funding the Nelson School of Music. In the past Council has provided funding of $25,000 to $30,000 per annum to the School. | This funding was provided for a set period of time which has now passed. Council has decided to reduce the funding to achieve savings in this activity and to reduce the rate requirement for the activity. |

## 7 KEY PROJECTS

Table 7-1 details the key projects for years 2015 to 2025.

**Table 7-1: Key Projects**

| Project Name | Description |
|---|---|
| **New capital expenditure** | There are no assets held in this activity or proposed capital expenditure during the 20 year period. |
| **Major Activities** | The continued delivery of the Council's communications and engagement, environmental education, recreation and community partnership activities |
| | Three yearly reviews of the activities to ensure the activities are delivering what the community needs cost effectively. |
| | Review the Communications Provider contract within the 2015-2016 year. |
| | Continual review of Council's publications and online media (e.g. Mudcakes and Roses, Boredom Busters, JAM website, Newsline, Newsline Updates, Found Directory, Bike/Walk Tasman) to ensure they are efficient and effective means of keeping the community informed. |
| | Review the facility management contracts governing delivery of services on behalf other Council to residents through recreation centres and community facilities. |
| **Additional funding for grants** | During the latter half of 2015, Council will consider a report recommending that up to an additional unforecast $50,000 per annum for special grants be made available in the year following a cash surplus arising from growth in general rates revenue. The intention is that special grants would be available at any time throughout the year, to provide more flexibility than the current grants scheme. Special grants may be made available from the 2016/2017 financial year onwards (i.e. whenever a cash surplus arises in the previous year from additional growth above expected levels). |

## 8 MANAGEMENT OF THE ACTIVITY

### 8.1 Management

The management of the community relations function is undertaken internally by the Tasman District Council through Council staff and Council agents as required.

The reports and recommendations to the Council are made through the Community Development Committee, the Community Grants Subcommittee and Creative Communities Subcommittee. These include but are not restricted to:

- funding and allocation of community grants;
- funding, delivery and management of recreation, cultural and heritage facilities and programmes;
- management and delivery of the Council's environmental and sustainability education programmes; and
- communication and engagement between the Council and the communities it serves.

### 8.2 Significant Effects

The significant negative and significant positive effects are listed below in Table 8-1 and Table 8-2 respectively.

**Table 8-1: Significant Negative Effects**

| Effect | Council's Mitigation Measure |
|---|---|
| The only negative effect being the costs associated with delivering the activities. | Council seeks funding for several of the Community Relations activities from external sources to reduce the cost to ratepayers. Council is continually reviewing the way it delivers these activities to ensure they are delivered cost effectively. |

| Effect | Council's Mitigation Measure |
|---|---|
| The community do not support Council decision-making | The Council through implementing the Significant and Engagement Policy identifies the audiences and key stakeholders and provides adequate information |

**Table 8-2: Significant Positive Effects**

| Effect | Description |
|---|---|
| Environmental awareness | Through Education and Partnerships programmes there is a growing awareness of the value in protecting and enhancing natural environments. Council supports people engaging in learning about and looking after the environment in all its forms. |
| Greater physical activity and wellbeing | Through provision of recreational opportunities and through the use of recreation and community centres the health and wellbeing of Tasman residents and visitors is improved. |
| Greater youth governance experience | Management and support of the District's youth councils achieves a greater experience of local governance for youth. |
| Individual and community support | Through grants from rates and other community funding avenues individuals and groups receive support from Council to enable them to deliver local public services and to contribute to community wellbeing. |
| Greater awareness and engagement with Council decision-making | Through online and general communication management the citizens of Tasman have the information required to play an informed role in Council decision-making. |

## 8.3    Assumptions

The Council has made a number of assumptions in preparing the AMP.  Table 8-3 lists the most significant assumptions and briefly outlines the impact of the assumption.

**Table 8-3:  Significant Assumptions**

| Assumption Type | Assumption | Discussion |
|---|---|---|
| Security of funding | Council will continue to deliver current activities and programmes and will continue to receive contestable funding for some of these activities from external organisations. | The Council also supports community groups to attain a higher level of self sufficiency and enhance their ability to seek funds from sources other than rates. |
| Trends in community expectations | There has been no indication by the community for a change in the Council's role in the Community Relations services. | Council is, however, continually reviewing how it delivers these services as new approaches and technology becomes available (e.g. greater use of online and social media for communicating with the public). |
| Changes in legislation and policies | There are no further significant changes to legislation or policy expected. | The risk of major change is moderate due to the changing nature of the government and politics.  If major changes occur it is likely to have an impact on the required expenditure or on levels of service.  The Council has not anticipated the possible effect of this on the Community Relations activity. |
| Financial assumptions | That all expenditure has been stated in 1 July 2014 dollar values and no allowance has been made for inflation. | The LTP will incorporate inflation factors on the budgets for these activities. |

| Assumption Type | Assumption | Discussion |
|---|---|---|
| Community data knowledge | That Council has sufficient knowledge of the demands and expectations of the communities it serves to allow the Council to meet its levels of service. | There is a low risk that changes in expectations will cause changes to the level of expenditure required. |
| Funding sources | That the functions delivered by the Community Relations section will be assisted by external funding sources. | The Community Relations section provides an opportunity for the Council and the organisations it advises to obtain third party support from external sources (including Government, Canterbury Community Trust, Get Moving) |

## 8.4    Risk Management

The Council's risk management approach is described in detail in Appendix 3.

This approach includes risk management at an organisational level (Level 1).  The treatment measures and outcomes of the organisational level risk management are included within the Long Term Plan.

The asset group level (Level 2) risk assessment was carried out at the same time as the Level 1 assessment due to the small number of assets managed within the activity.

The Council has also identified and assessed critical assets (Level 3), the physical risks to these assets and the measures in place to address the risks to the asset.  There are no specific risk management related projects required for the Community Relations activity.

## 8.5    Improvement Plan

This Activity Management Plan document was subject to a peer review in its draft format by local government peers in January 2015.  The document was reviewed for compliance with the requirements of the Local Government Act 2002.  The findings and suggestions were assessed and prioritised by the asset management team and either implemented or included in the improvement plan.

This is the first Activity Management Plan for the Community Relations Activity bringing together the activities of Communications, Community Recreation and Environmental Education.

## 9    SUMMARY OF COST FOR ACTIVITY

For ease of reporting, Council has combined Environmental Education, Communications, Community Recreation and Grants budgets to reflect the budgets within the Community Relations activity. Table 9-1 shows the funding impact statement and funding sources for the Community Relations activity.

**Table 9-1: Funding Impact Statement and Funding Sources for the Community Relations Group of Activities**

| Funding Impact Statement - Community Relations | 2014/15 Budget $000 | 2015/16 Budget $000 | 2016/17 Budget $000 | 2017/18 Budget $000 | 2018/19 Budget $000 | 2019/20 Budget $000 | 2020/21 Budget $000 | 2021/22 Budget $000 | 2022/23 Budget $000 | 2023/24 Budget $000 | 2024/25 Budget $000 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **SOURCES OF OPERATING FUNDING** | | | | | | | | | | | |
| General rates, uniform annual general charges, rates penalties | 1,138 | 1,184 | 1,199 | 1,252 | 1,287 | 1,315 | 1,361 | 1,395 | 1,426 | 1,485 | 1,546 |
| Targeted rates | 1,192 | 1,205 | 1,209 | 1,213 | 1,217 | 1,229 | 1,238 | 1,248 | 1,260 | 1,270 | 1,280 |
| Subsidies and grants for operating purposes | 198 | 78 | 80 | 83 | 85 | 87 | 90 | 93 | 96 | 99 | 103 |
| Fees and charges | 0 | 174 | 176 | 178 | 106 | 108 | 111 | 134 | 137 | 141 | 144 |
| Internal charges and overheads recovered | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 109 | 5 | 5 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL OPERATING FUNDING** | **2,637** | **2,646** | **2,669** | **2,729** | **2,695** | **2,739** | **2,800** | **2,870** | **2,919** | **2,995** | **3,073** |
| **APPLICATIONS OF OPERATING FUNDING** | | | | | | | | | | | |
| Payments to staff and suppliers | 2,195 | 2,029 | 2,051 | 2,082 | 2,120 | 2,155 | 2,186 | 2,231 | 2,271 | 2,315 | 2,418 |
| Finance costs | 120 | 107 | 99 | 90 | 81 | 80 | 74 | 68 | 63 | 55 | 48 |
| Internal charges and overheads applied | 311 | 359 | 368 | 406 | 412 | 417 | 447 | 453 | 461 | 502 | 500 |
| Other operating funding applications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL APPLICATIONS OF OPERATING FUNDING** | **2,626** | **2,495** | **2,518** | **2,578** | **2,613** | **2,652** | **2,707** | **2,752** | **2,795** | **2,872** | **2,966** |
| **SURPLUS (DEFICIT) OF OPERATING FUNDING** | **11** | **151** | **151** | **151** | **82** | **87** | **93** | **118** | **124** | **123** | **107** |
| **SOURCES OF CAPITAL FUNDING** | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Development and financial contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Increase (decrease) in debt | (11) | (151) | (151) | (151) | (82) | (87) | (93) | (118) | (124) | (123) | (107) |
| Gross proceeds from sale of assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lump sum contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other dedicated capital funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL SOURCES OF CAPITAL FUNDING** | **(11)** | **(151)** | **(151)** | **(151)** | **(82)** | **(87)** | **(93)** | **(118)** | **(124)** | **(123)** | **(107)** |

| Funding Impact Statement - Community Relations | 2014/15 Budget $000 | 2015/16 Budget $000 | 2016/17 Budget $000 | 2017/18 Budget $000 | 2018/19 Budget $000 | 2019/20 Budget $000 | 2020/21 Budget $000 | 2021/22 Budget $000 | 2022/23 Budget $000 | 2023/24 Budget $000 | 2024/25 Budget $000 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **APPLICATIONS OF CAPITAL FUNDING** | | | | | | | | | | | |
| Capital expenditure | | | | | | | | | | | |
|   - to meet additional demand | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|   - to improve the level of service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|   - to replace existing assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Increase (decrease) in reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Increase (decrease) in investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | |
| **TOTAL APPLICATIONS OF CAPITAL FUNDING** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |
| **SURPLUS (DEFICIT) OF CAPITAL FUNDING** | **(11)** | **(151)** | **(151)** | **(151)** | **(82)** | **(87)** | **(93)** | **(118)** | **(124)** | **(123)** | **(107)** |
| | | | | | | | | | | | |
| **FUNDING BALANCE** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |

*The Annual Plan 2014/2015 information is as per the published document and has not been reclassified to reflect legislation changes which became effective on July 1st 2015.*

*The FIS statements also reflect changes resulting from internal restructures and revenue reclassification. The Annual Plan 2014/2015 has not been restated to reflect these changes.*

## APPENDICES

*Carols by Candlelight, Washbourn Gardens, December 2014*

**APPENDIX A.    LEGISLATIVE AND OTHER REQUIREMENTS AND RELATIONSHIPS WITH OTHER PLANNING DOCUMENTS**

**A.1    Introduction**

The purpose of this Activity Management Plan (AMP) is to outline the Council's strategic long-term approach to the provision and maintenance of the activities managed and delivered by the Community Relations section of Council.

The AMP demonstrates responsible management of the District's Community Relations activity on behalf of customers and stakeholders.  It assists with the achievement of strategic goals, Council's Community Outcomes and statutory compliance, and ensures that the levels of service required by customers are provided in a cost effective manner.

The target audience of the front section of this AMP document is Council staff, Councillors and the community.  The appendices provide more in-depth information for the management of the activity and are therefore targeted at the Activity Managers. The entire document is available within the public domain.

In preparing this AMP the project team has taken account of:

- national drivers – for example the drivers for improving AMPs through the Local Government Act 2002
- regional and local drivers – community desire for increased level of service balanced against the affordability
- linkages – the need to ensure this AMP is consistent with all other relevant plans and policies
- constraints – the legal constraints and obligations the Council has to comply with in undertaking this activity.

Key activity drivers include the following factors:

- population growth
- ageing population
- engagement expectations
- access to technology
- community resilience.

**A.2    Key Legislation and Industry Standards**

Key statutes relating to the management of Community Relations include:

Examples:
- Building Act 2004
- Bylaws Act 1910
- Civil Defence and Emergency Management Act 2002
- Climate Change Response Act 2002
- Fire Safety and Evacuation of Buildings Regulations 1992
- Health and Safety in Employment Act 1992
- Historic Places Act 1993
- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Occupiers Liability Act 1962
- Public Body Leases Act 1969
- Public Works Act 1981
- Reserves Act 1977
- Resource Management Act 1991

**A.3     Legislative Changes**

Government's amendments to the Local Government Act 2002 (LGA) made in 2010 and 2014 have come into effect in recent years. During the preparation of this AMP and the LTP Council has considered and met the new legislative requirements.  Examples of the changes include: changes to the LTP consultation process; the requirement to prepare a 30-year Infrastructure Strategy; and a new purpose of local government.  The new purpose is outlined below:

*(1) The purpose of Local Government is -*
> *(a) to enable democratic local decision-making and action by, and on behalf of, communities; and*
> *(b) 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.*

*(2) In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—*
> *(a) efficient; and*
> *(b) effective; and*
> *(c) appropriate to present and anticipated future circumstances.*

During the preparation of the LTP Council developed a new financial strategy which proposed reducing projected debt and rates levels to make them more affordable for our community over the longer term.  In order to deliver on the new financial strategy Council considered what services were being delivered to the community within the activity, the levels of service and budgets for each activity, what services were needed to meet projected growth levels (through the Growth Model), what the needs of current and future generations were for that activity and in some cases whether services could be delivered more efficiently and effectively.

We consider that Council has met the requirements of the LGA in developing the AMPs and LTP. We amended our consultation process to comply with the changes consultation provisions in the Act.

Council aims to meet all of the relevant legislative standards when managing Community Relations activities.  Increased expenditure may be required to ensure compliance with the health and safety legislation, particularly in relation to community events and management of volunteers (amendments to the existing legislation are expected to come into force during 2016).

During the term of this AMP, the Community Relations work programme may need to be reviewed due to updated or new legislation.

**A.4     Links with Strategic Plans and Policies**

This AMP is a key component in the Council's strategic planning function.  Among other things, this plan supports and justifies the financial forecasts and the objectives laid out in the LTP.  It also provides a guide for the preparation of each Annual Plan and other forward work programmes.  Table A-1 describes the key Council plans and policies with linkages to the community relations activity.

**Table A-1: Council plans and policies affecting the community relations AMP**

| Long Term Plan (LTP) | The LTP is Council's 10 year planning document.  It sets out the broad strategic direction and priorities for the long term development of the District; identifies the desired community outcomes; describes the activities the Council will undertake to support those outcomes; and outlines the means of measuring progress. |
|---|---|
| Annual Plan | A detailed action plan on the Council's projects and finances for each financial year. The works identified in the AMP form the basis on which annual plans are prepared. With the adoption of the LTP, the Annual Plan mainly updates the budget and sources of funding for each of the years between the LTP. |
| Annual Report | The Annual Report identifies the prior year's achievements against Long Term Plan/Annual Plan targets. |
| Annual work programme | The expenditure projections for the annual work programme will be taken directly from the financial forecasts in the AMP. |

| Contracts and agreements | The service levels, strategies and information requirements contained in the AMP are the basis for performance standards in the current Maintenance and Professional Service Contracts for commercial arrangements and in less formal "agreements" for community or voluntary groups. |
|---|---|
| Corporate information | Quality asset management is dependent on suitable information and data and the availability of sophisticated asset management systems which are fully integrated with the wider corporate information systems (e.g. financial, property, GIS, customer service, etc). Council's goal is to work towards such a fully integrated system. |
| Council bylaws, standards and policies | These tools for asset creation and subsequent management are needed to support activity management tactics and delivery of service. |
| Council Grants Policy | Defines how the Council administers community grants and how it manages applications. |
| Growth Supply and Demand Model | The Growth Supply and Demand Model predicts the population increases for the district over the coming 20+ years. These predictions influence the likely demand on Council activities, infrastructure and services. |
| Media Policy | The media policy is to guide the relationship the Council shares with the media in all forms |
| Tasman Regional Policy Statement | A regulatory document produced under the Resource Management Act 1991 which sets the high level policy for environmental management of the region, with which Council activities have to comply. |
| Tasman Resource Management Plan | This plan sets objectives, policies and methods for addressing the District's resource management issues. |
| Significance and Engagement Policy | This policy informs and determines the relationship the Council and community share with regard to engagement. |

## A.5      Community Outcomes

**The community outcomes that the community relations activity contributes to most are shown in**

| Community Outcomes | How Our Activity Contributes to the Community Outcome |
|---|---|
| Our unique natural environment is healthy and protected. | Through the Enviroschools programme, partially funded through the Ministry for the Environment, schools have assistance to initiate activities supporting and teaching sustainability and how we can all reduce our impact on the environment. Assists the Council and community-led initiatives to deliver environmental benefits across the broader community. |
| Our urban and rural environments are people friendly, well planned and sustainably managed | In partnership with the Council's Engineering and Environment and Planning departments delivering environmental, air quality and waste minimisation education to support sustainable management and lifestyles.<br><br>Assisting communities to create a unique sense of place through community group funding and advice. |
| Our communities are healthy, safe, inclusive and resilient. | Providing and supporting quality recreational services and facilities which enable participation in community-based activities that are inclusive, healthy and enjoyable. |
| Our communities have opportunities to celebrate and explore their heritage, identity and creativity. | Promoting and celebrating our history and diverse cultures. Supporting organisations that preserve and display our region's heritage and culture. |
| Our communities have access to a range of social, educational and recreational facilities and activities. | Promoting, supporting and delivering recreational, educational and social services and activities that reflect the diversity of the Tasman District. Assisting community-led facilities, projects and initiatives to deliver benefits across the broader community. |
| Our Council provides leadership and fosters partnerships, a regional perspective and community engagement. | Providing opportunities for engagement between the Council and its communities through our communications activities. |

## APPENDIX B.        SIGNIFICANT EFFECTS OF THE ACTIVITY

**Table B-1: Potential negative effects**

| Effect | Mitigation Measures |
|---|---|
| The only negative effect being the costs associated with delivering the activities. | Council seeks funding for several of the Community Relations activities from external sources to reduce the cost to ratepayers. Council is continually reviewing the way it delivers these activities to ensure they are delivered cost effectively. |
| The community do not support Council decision-making | The Council through implementing the Significant and Engagement Policy identifies the audiences and key stakeholders and provides adequate information |

**Table B-2: Potential positive effects**

| Effect | Description |
|---|---|
| Environmental awareness | Through environmental education there is a growing awareness of the value of the environment and the opportunities for people to reduce their negative impact on the environment. |
| Greater physical activity and wellbeing | Through provision of recreational opportunities and through the use of recreation and community centres the health and wellbeing of Tasman residents and visitors is improved. |
| Greater youth governance experience | Management and support of the District's youth councils achieves a greater experience of local governance for youth. |
| Individual and community support | Through grants from rates and other community funding avenues individuals and groups have support to enable them to contribute to community wellbeing. |
| Greater awareness and engagement with Council decision-making | Through online and general communication management the citizens of Tasman have the information required to play an informed role in Council decision-making. |

**APPENDIX C.        SIGNIFICANT ASSUMPTIONS, UNCERTAINTIES, AND RISK MANAGEMENT**

### C.1        Assumptions and Uncertainties

The Council has made a number of assumptions in preparing the AMP.  The following table lists the most significant assumptions and briefly outlines the impact of the assumption.

**Table C-1:  Significant Assumptions**

| Assumption Type | Assumption | Discussion |
|---|---|---|
| Key assumptions and uncertainties | | |
| Security of funding | The Council will continue to deliver current activities and programmes and to receive contestable funding for some of these activities from external organisations. | The Council also supports community groups to attain a higher level of self sufficiency and enhance their ability to seek funds from sources other than rates. |
| Trends in community expectations | There has been no indication by the Community for a change in the Council's role in the Community Relations services. | Council is, however, continually reviewing how it delivers these services as new approaches and technology becomes available (e.g. greater use of online and social media for communicating with the public). |
| Changes in legislation and policies | There are no further significant changes to legislation or policy expected | The risk of major change is moderate due to the changing nature of the government and politics.  If major changes occur it is likely to have an impact on the required expenditure or levels of service. Council has not anticipated the possible effect of this on the Community Relations activity. |
| Financial assumptions. | That all expenditure has been stated in 1 July 2014 dollar values and no allowance has been made for inflation. | The LTP will incorporate inflation factors on the budgets for these activities. |
| Community data knowledge. | That Council has sufficient knowledge of the demands and expectations of the communities it serves to allow Council to meet its levels of service. | There is a low risk that changes in expectations will cause changes to the level of expenditure required. |
| Funding sources. | That the functions delivered by the Community Relations Section will be assisted by external funding sources. | The Community Relations Section provides an opportunity for the Council and the organisations it advises to obtain third party support from external sources (including Government, Canterbury Community Trust, Get Moving). |

### C.2        Why do we do Risk Management

Risk management is the systematic process of identifying, analysing, evaluating, treating and monitoring risk events so that they are mitigated as far as possible:
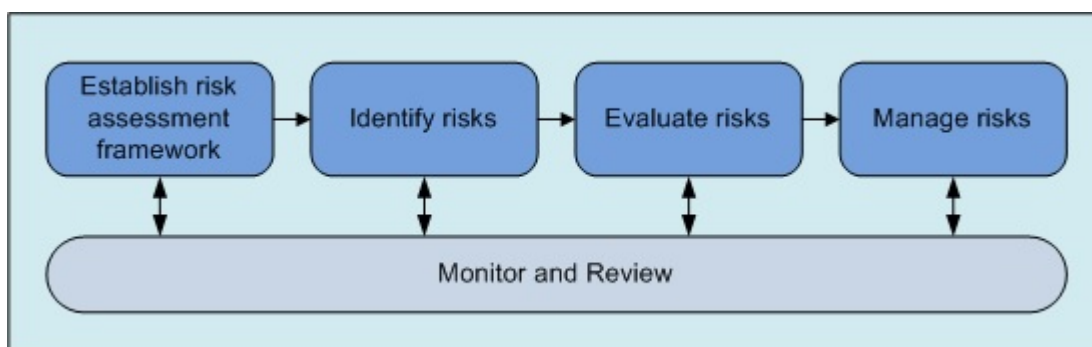
**Figure C-1: Risk Management Process**

Risk management involves assessing each risk event and identifying an appropriate treatment. Treatments are identified to try and manage or reduce the risk. There are some risk events for which it is near impossible or not feasible to reduce the likelihood of the event occurring, or to mitigate the effects of the risk event if it occurs (e.g. extreme natural hazards). In this situation the most appropriate response may be to accept the risk as is, or prepare response plans and consider system resilience. If risks are well managed it can reduce:

- disruption to infrastructure assets and services
- financial loss
- damage to the environment
- injury and harm
- legal obligation failures.

### C.3 Our Approach to Risk Management

The Council's risk assessment framework was developed in 2011 to be consistent with *AS/NZS IS 4360:2004 Risk Management*. It assesses risk exposure by considering the consequence and likelihood of each risk event. Risk exposure is managed at three levels within the Council organisation:

- Level 1 – Corporate Risks
- Level 2 – Activity Risks
- Level 3 – Operational Risks.

### C.4 Community Relations Risks

In order to identify the key activity risk the asset management team has applied a secondary filter to the risk management framework outcomes. To apply this secondary filter the community relations team has used their professional knowledge of the activity to identify the key activity risks. The key risks relevant to the community relations activity are summarised below:

| Risk Event | Mitigation Measures | Gaps/Projects |
|---|---|---|
| Inadequate funding allocation | • Staff are continually improving the way they undertake activities looking for ways to deliver them more cost effectively.<br>• Review all contracts to identify cost savings.<br>• Staff regularly seek external funding to assist with the delivery of these activities, | Work plan assessment every three years.<br>Single supplier Communication Contract renewal process 2015.<br>Develop benefit analysis. |
| Insufficient external funding available to deliver to and support community projects | • Maintain expectations of community groups to become relatively self sufficient.<br>• Identify a range of funders to minimise the reliance on current funders. | Ongoing engagement with residents on funding sources and affordability.<br>Ongoing work to identify new funding sources and |

| Risk Event | Mitigation Measures | Gaps/Projects |
|---|---|---|
| | | opportunities. |
| Lack of knowledge of service limitations | • Increase residents understanding of the link between levels of service and rates affordability, through improved communication. | Identify level of service with associated cost/benefit analysis. |
| Ineffective stakeholder engagement | • The Council works to agreed consultation policy with reliance on clear stakeholder identification.<br>• Project management processes and Council's consultation guidelines are followed. | Stakeholder mapping to be instilled as a discipline within the Council. |
| Inadequate contract management | • Contract reviews with monthly meetings to review performance targets. | Ongoing contract management and reviews. |



*Mapua Spring Fling, Mapua Domain, September 2014*

**APPENDIX D.     LEVELS OF SERVICE, PERFORMANCE MEASURES, AND RELATIONSHIP TO COMMUNITY OUTCOMES**

**D.1     Introduction**

A key objective of this AMP is to match the level of service provided by the Community Relations activity with agreed expectations of customers and their willingness to pay for that level of service.  The levels of service provide the basis for the works programmes identified in the AMP.

The levels of service for Community Relations have been developed to contribute to the achievement of the Council's Community Outcomes, by taking into account:

• the Council's statutory and legal obligations;
• the Council's policies and objectives; and
• the Council's understanding of what the community is able to fund.
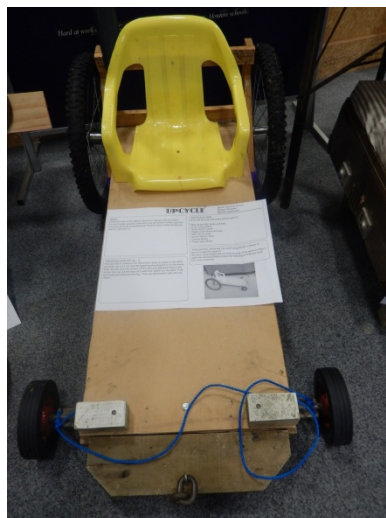
**D.2     Levels of Service**

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

A key objective of this plan is to clarify and define the levels of service for the Community Relations Activity, and then identify and cost future works required of this activity to deliver that service level.  This requires converting users' needs, expectations and preferences into meaningful levels of service.

Levels of service can be strategic, tactical or operational, should reflect the current industry standards, and should 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 by-laws that impact on the way assets are managed (i.e. 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 that 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.
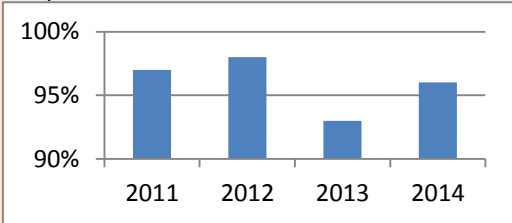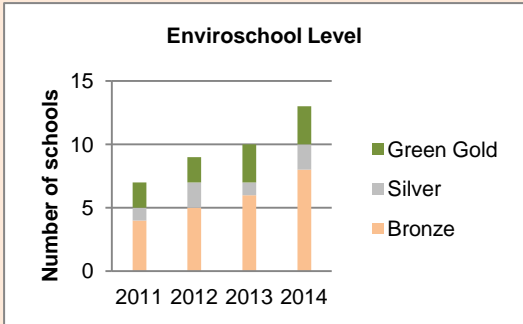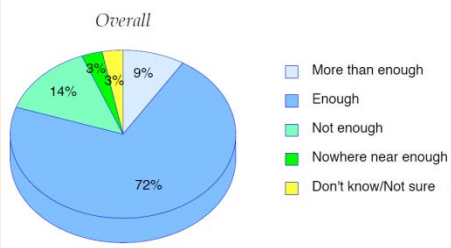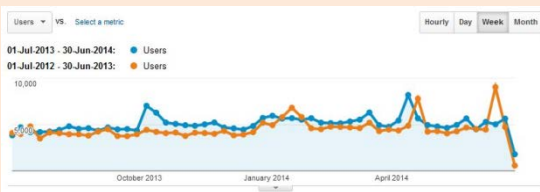


*Student creativity through upcycling*

The following table summarises the levels of service and performance measures for the Community Relations activity.

**Table D-1: Levels of Service**

| ID | Levels of Service (we provide) | Performance Measure (We will know we are meeting the level of service if…) | Current Performance (as at end Yr 2 2013/14) | Future Performance | | | |
|---|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Year 3 | Years 4 - 10 |
| 1 | Promotion and delivery of community events and recreational services. | Residents attending a range of Council-organised community events rate their satisfaction as "fairly satisfied" or better, as measured through the residents' survey every three years. | 80% of the community is very or fairly satisfied with Council activities or events. | Not measured. | Not measured. | 80% of the community is very or fairly satisfied with Council activities or events. | 80% of the community is very or fairly satisfied with Council activities or events (only measured in 2021 and 2024). |
| 2 | | People who attend Council-organised community events rate their satisfaction as "fairly satisfied" or better (as measured by surveys of people attending three events). | New measure | 75% of people surveyed during the Skatepark Tour, Children's Day and Positive Aging Expo are very/fairly satisfied with these events. | 75% of people surveyed during the Skatepark Tour, Children's Day and Positive Aging Expo are very/fairly satisfied with these events. | 75% of people surveyed during the Skatepark Tour, Children's Day and Positive Aging Expoare very/fairly satisfied with these events. | 75% of people surveyed during Council-organised community events are very/fairly satisfied (surveys are undertaken during three community events each year). |

| ID | Levels of Service (we provide) | Performance Measure (We will know we are meeting the level of service if…) | Current Performance (as at end Yr 2 2013/14) | Future Performance | | | |
|---|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Year 3 | Years 4 - 10 |
| 3 | Grants to community groups to deliver services and facilities that enhance community well-being. | Groups are delivering the services outlined in their applications and that they receive grant money to provide services to the community. | 96% of accountability forms are returned completed.<br><br>Percentage of accountability forms returned completed<br> | 90% of accountability forms are returned completed. | 90% of accountability forms are returned completed. | 90% of accountability forms are returned completed. | 90% of accountability forms are returned completed. |
| 4 | Leadership and coordination to schools and early childhood centres, to protect and enhance our local environment through education. | The number of schools and early childhood centres developing and maintaining environmental care practices is sustained.<br><br>The achievement level of each enviroschool improves over time, as measured by the Enviroschools stages of Bronze, Silver to Green-Gold. | Currently 24 enviroschools engage in a number of environmental practices and projects.<br>The District's enviroschools achievement levels as at 2014:<br> | 25 schools are engaged in Enviroschools programme.<br><br>Enviroschools achievement levels improve over time. | 26 schools are engaged in Enviroschools programme.<br><br>Enviroschools achievement levels improve over time. | 26 schools are engaged in Enviroschools programme.<br><br>Enviroschools achievement levels improve over time. | 26 schools are engaged in Enviroschools programme.<br><br>Enviroschools achievement levels improve over time. |

| ID | Levels of Service (we provide) | Performance Measure (We will know we are meeting the level of service if…) | Current Performance (as at end Yr 2 2013/14) | Future Performance | | | |
|---|---|---|---|---|---|---|---|
| | | | | Year 1 | Year 2 | Year 3 | Years 4 - 10 |
| 5 | We provide a range of communication channels that enhance the Council's ability to engage and connect with the communities it serves. | Residents are informed and actively engage with Council:<br><br>At least 80% of residents consider the information supplied by Council to be sufficient (i.e. enough or more than enough), as measured by the annual residents' survey.<br><br>Usage of Council's website (i.e. sessions, users and page views) increases at a rate of 5% or more per year. | 2014 result: 81% of respondents consider the information supplied by Council to be sufficient<br><br><br><br>Usage of Council's website during the year ending 30 June 2014, compared to the previous year:<br>- the number of website users increased by 13.5%;<br>- the number of page views increased by 5%; and<br>- website sessions increased by 10%.<br><br><br><br>Total number of website users in 2013/2014 was 156,002 (vs. 137,422 in 2012/2013). | 80% of residents consider the information supplied by Council to be sufficient<br><br><br>Website usage has increased by 5% or more, compared to the previous year. | 80% of residents consider the information supplied by Council to be sufficient<br><br><br>Website usage has increased by 5% or more, compared to the previous year. | 80% of residents consider the information supplied by Council to be sufficient<br><br><br>Website usage has increased by 5% or more, compared to the previous year. | 80% of residents consider the information supplied by Council to be sufficient<br><br><br>Website usage has increased by 5% or more, compared to the previous year. |

## APPENDIX E.        STAKEHOLDERS AND CONSULTATION

### E.1        Stakeholders

There are many individuals and organisations that have an interest in the management of Council's Community Relations activities.  Council has a Significance and Engagement Policy which is designed to guide the expectations with the relationship between the Council and the 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 we 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 AMP recognises stakeholder interest in ensuring legislative requirements are met and sound management and operational practices are in place.  Key stakeholders include:

- iwi;
- District residents and ratepayers;
- community associations;
- community and resident groups;
- reserve and hall management committees;
- lessees and tenants of Council facilities;
- sports clubs and associations;
- Museums Aotearoa;
- Nelson Provincial Museum;
- Suter Art Gallery;
- Schools;
- Enviroschools Foundation;
- Sport Tasman;
- Department of Conservation;
- Community Arts Councils;
- Funding agencies (i.e. Canterbury Community Trust, Lottery Grants Board, Sport NZ Active Communities Funding, Creative New Zealand, Ministry of Youth Development, and Ministry for the Environment); and
- Council's external communications provider.

### E.2        Consultation

*E2.1        Purpose of Consultation and Types of Consultation*

The 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.

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

- feedback from residents' surveys;
- other customer/user surveys, such as surveys of event participants;

- 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; and
- consultation on Strategies and Policies.

The Council commissions residents' surveys on a regular basis, usually every year. These surveys 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.

*E2.2    Consultation Outcomes*

Residents' Survey

Council has previously undertaken general residents' surveys (NRB Communitrak^TM), comprising random household selection/telephone surveys, to determine the level of satisfaction residents have with various services the Council provides. While the residents' survey is generally undertaken annually, some questions are only asked on a three-yearly basis (e.g. satisfaction with recreation publications, community assistance and grants, and recreation programmes and events).

In 2014 the residents' survey collected information on the levels of satisfaction with the way the Council consults the public in the decisions it makes. 49% of residents are very satisfied/satisfied with the way Council consults the public in the decisions it makes (42% in 2013), while 16% are dissatisfied/very dissatisfied. 32% are neither satisfied nor dissatisfied (40% in 2013) and 3% are unable to comment. The very satisfied/satisfied reading (49%) is above the national average for residents being consulted by their councils.

*Satisfaction With The Way Council Consults The Public In The Decisions It Makes:*

*Overall*
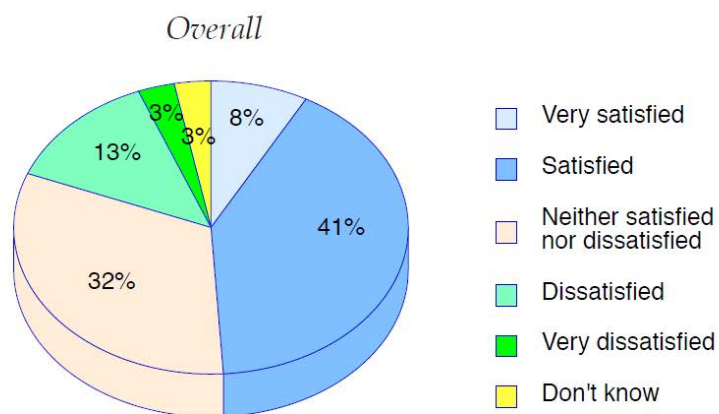


In 2015 Council's residents' survey asked about levels of satisfaction with recreation publications, community assistance and grants, and recreation programmes and events. The following results were obtained:

## Satisfaction With Recreation Publications

| | Very Satisfied % | Fairly Satisfied % | Very/Fairly Satisfied % | Not Very Satisfied % | Don't Know % |
|---|---|---|---|---|---|
| Other community publications[†] | 45 | 25 | **70** | 2 | 27 |
| Walking and cycling pathways maps / Great Taste Trail maps | 46 | 20 | **66** | 3 | 31 |

[†] does not add to 100% due to rounding

### Community Assistance
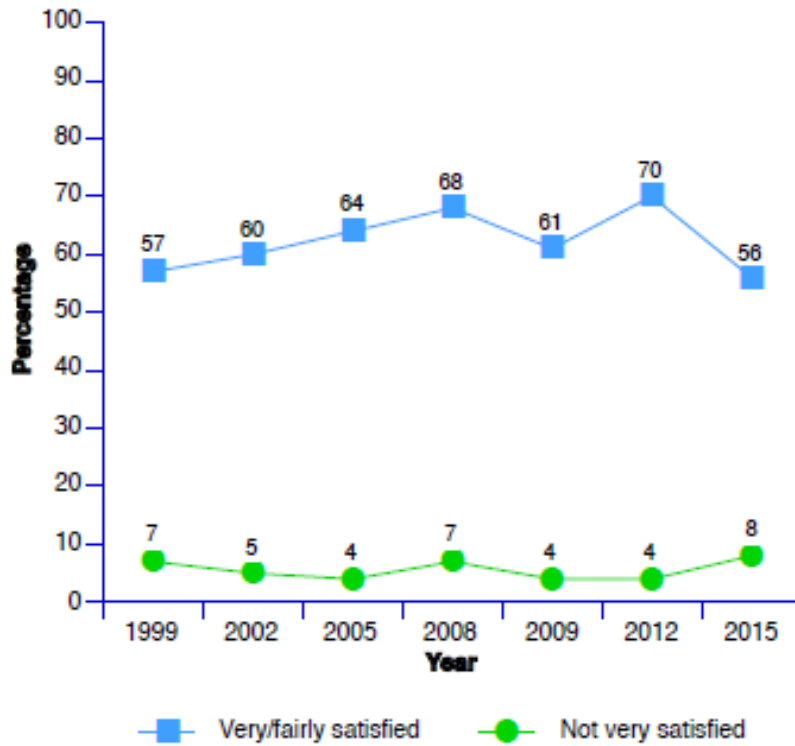


### Overall
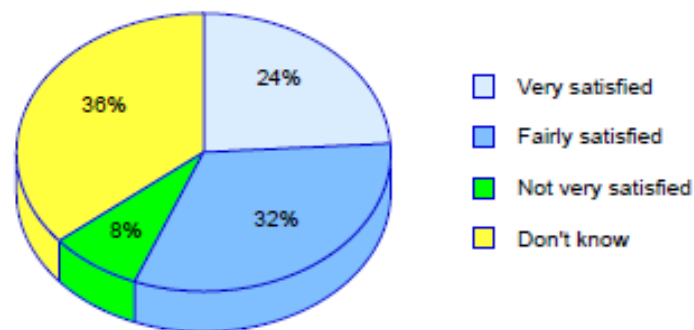
## Community Programmes And Events
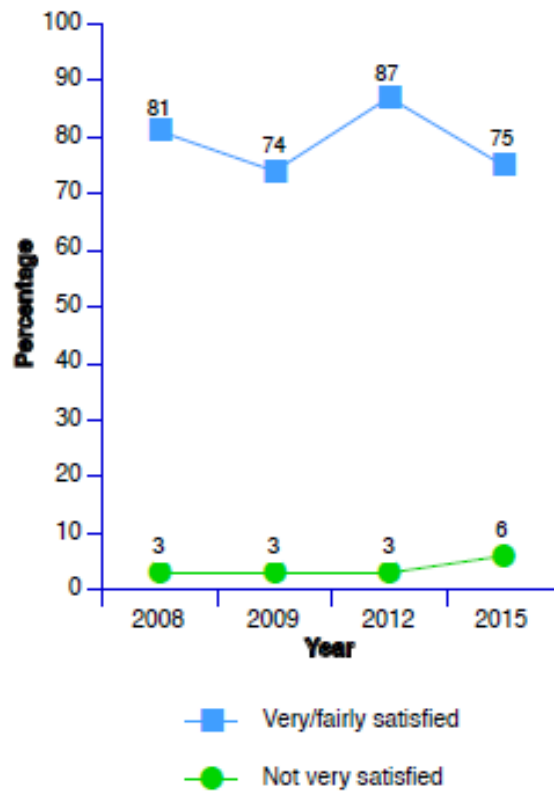


## Overall
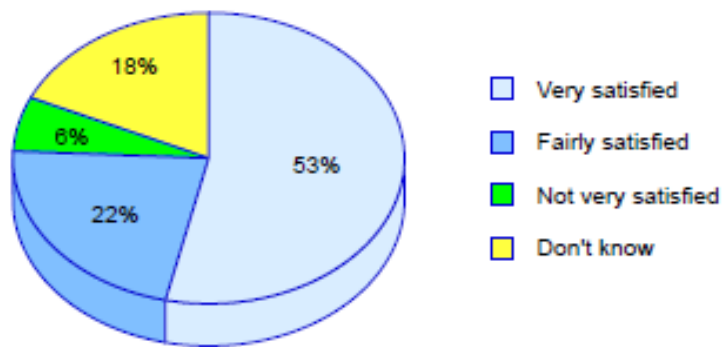


*Seen, read or heard information from Council*

94% of residents say they have seen, read or heard information from Council in the last 12 months in the form of:

|  | 2014 | 2015 |
|---|---|---|
| Newsline | 94% | 95% |
| Council adverts in newspapers | 72% | 66% |
| Council adverts on radio | 36% | 36% |
| Council website | 37% | 37% |

*Sufficiency of information supplied by Council*

In 2015, 79% of residents felt that there was 'enough' or 'more than enough' information supplied by Council, while 17% felt there was 'not enough' or 'nowhere enough' information supplied.

Tasman District residents are more likely to feel there is enough/more than enough information supplied to the community, than like residents and residents nationwide.

## Sufficiency Of Information Supplied By Council
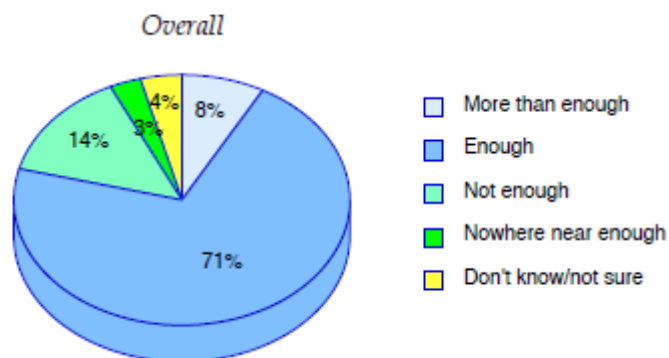


*Education for Sustainability (includes Enviroschools and events like Arbor Day and Secondhand Sunday)*

In 2015, 51% of residents were satisfied with education for sustainability, while 7% were not very satisfied and 41% were unable to comment.
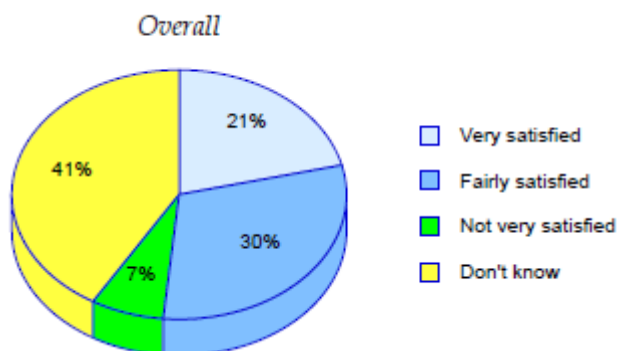
**APPENDIX F.        IMPROVEMENT PROGRAMME**

**F.1        Process Overview**

The AMPs have been developed as a tool to help Council manage their activities, deliver the levels of service and identify the expenditure and funding requirements of the activity.  Continuous improvements are necessary to ensure Council continues to achieve the appropriate (and desired) level of activity management practice; delivering services in the most sustainable way while meeting the community's needs.

Establishment of a robust, continuous improvement process ensures Council is making the cost effective use of resources to achieve an appropriate level of asset management practice.  The continuous improvement process includes:

- identification of improvements;
- prioritisation of improvements;
- establishment of an improvement programme;
- delivery of improvements; and
- ongoing review and monitoring of the programme.

The development of this AMP has been based on existing levels of service and activity management practices, the best available information and knowledge of Community Development staff.  The AMP is a living document that is relevant and integral to daily asset management practice.  To ensure the plan remains useful and relevant, it will be subject to ongoing monitoring, review and updating to improve its quality and the accuracy of the activity information and financial projections.

**F.2        Strategic Improvements**

Council identified the key cross activity improvement actions for implementation prior to development of the AMPs for the 2015 to 2025 LTP period.  These were:

- update the growth strategy for the changed economic climate;
- review levels of service to ensure they adequately cover core customer values; and
- review and update Council's risk register for each activity.

These actions were all completed and have fed into the development of the current AMP.

Ongoing improvement actions that apply to all AMPs include:

- risk assessments will be periodically reviewed, to enhance optimised decision-making capability;
- changes in Council direction, legislation and Government policy will be taken into account during AMP reviews; and
- recruitment, retention and development of sufficient and suitably qualified staff.

**F.3        Training**

Council does not have a formal schedule of required training, however, Council staff participate in training on a regular basis to ensure that best practice is maintained. This also helps to maintain a good activity management culture.

Council is structured in a way that encompasses succession planning to prevent the loss of knowledge in the event of staff turnover.  This AMP document also prevents loss of knowledge by documenting practices and process associated with this activity.

**F.4        Peer Review**

This AMP document was subject to a peer review in its draft format by the Communications Manager at Queenstown Lakes District Council in January 2015.

## F.5 Improvement Programme Status

The status of all improvement items related to this activity is shown in Table V-1 below.

The Improvement Programme will be adopted in line with the adoption of the LTP and this AMP. It will be continuously monitored with a full review on an annual basis and the status of the improvement items assessed and reported.

## F.6 Current Improvement Actions

**Table F-1: Current Improvement Actions**

| Improvement Action | Further Information | Priority | Status | Forecast completion date | Procurement / delivery strategy | Staff member responsible for managing to close |
|---|---|---|---|---|---|---|
| Community Grants - Grants from Rates review | Review effectiveness of first round of Community Grants and determine need for a policy on assessment of new development projects and grant requests. | Medium | Not started | June 2015 | In-house | Mike Tasman-Jones/ Beryl Wilkes |



*Tasman Skatepark Tour - Takaka Heat, January 2014*

## APPENDIX G.        GLOSSARY OF ACTIVITY MANAGEMENT TERMS

The following acronyms and terms are used in this AMP:

| Acronyms | Name |
|----------|------|
| AMP | Activity Management Plan |
| AMS | Asset Management System |
| AR | Asset Register |
| BMP | Building Maintenance Plan |
| Confirm | Software programme on which Council holds its reserves and property asset information |
| DoC | Department of Conservation |
| DRV | Depreciated Replacement Value |
| TDC | Tasman District Council |
| LOS | Level of Service |
| LTP | Long Term Plan |
| LV/CV | Land Value / Capital Value |
| ODM | Optimised Decision Making |
| OSH | Occupational Safety and Health |
| PRAMS | Parks and Recreation Asset Management System |
| RMP | Reserve Management Plan |
| TRMP | Tasman Resource Management Plan |
| Building WoF | Building Warrant of Fitness |

| Term | Meaning |
|------|---------|
| Activity | An activity is the work undertaken on an asset or group of assets to achieve a desired outcome. |
| Activity Management Plan (AMP) | Activity Management Plans are key strategic documents that describe all aspects of the management of assets and services for an activity. The documents feed information directly in the Council's LTP, and place an emphasis on long term financial planning, community consultation, and a clear definition of service levels and performance standards. |
| Annual Plan | The Annual Plan provides a statement of the direction of Council and ensures consistency and co-ordination in both making policies and decisions concerning the use of Council resources. It is a reference document for monitoring and measuring performance for the community as well as the Council itself. |
| Asset | A physical component of a facility which has value enables services to be provided and has an economic life of greater than 12 months. |
| Asset Management (AM) | The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner. |
| Asset Management System (AMS) | A system (usually computerised) for collecting analysing and reporting data on the utilisation, performance, lifecycle management and funding of existing assets. |
| Asset Management Strategy | A strategy for asset management covering, the development and implementation of plans and programmes for asset creation, operation, maintenance, renewal, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved at optimum cost. |
| Asset Register | A record of asset information considered worthy of separate identification including inventory, historical, financial, condition, construction, technical and financial information about each. |
| Basic Asset Management | Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, inventory |

| Term | Meaning |
|---|---|
| | control, condition assessment and defined levels of service, in order to establish alternative treatment options and long term cash flow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than risk analysis and optimised renewal decision making). |
| Benefit Cost Ratio (B/C) | The sum of the present values of all benefits (including residual value, if any) over a specified period, or the life cycle of the asset or facility, divided by the sum of the present value of all costs. |
| Business Plan | A plan produced by an organisation (or business units within it) which translate the objectives contained in an Annual Plan into detailed work plans for a particular, or range of, business activities. Activities may include marketing, development, operations, management, personnel, technology and financial planning |
| Capital Expenditure (CAPEX) | Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset. |
| Condition Monitoring | Continuous or periodic inspection, assessment, measurement and interpretation of resulting data, to indicate the condition of a specific component so as to determine the need for some preventive or remedial action. |
| Critical Assets | Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets. |
| Current Replacement Cost | The cost of replacing the service potential of an existing asset, by reference to some measure of capacity, with an appropriate modern equivalent asset. |
| Deferred Maintenance | The shortfall in rehabilitation work required to maintain the service potential of an asset. |
| Demand Management | The active intervention in the market to influence demand for services and assets with forecast consequences, usually to avoid or defer CAPEX expenditure. Demand management is based on the notion that as needs are satisfied expectations rise automatically and almost every action taken to satisfy demand will stimulate further demand. |
| Depreciated Replacement Cost (DRC) | The replacement cost of an existing asset after deducting an allowance for wear or consumption to reflect the remaining economic life of the existing asset. |
| Depreciation | The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted for by the allocation of the historical cost (or revalued amount) of the asset less its residual value over its useful life. Disposal Activities necessary to dispose of decommissioned assets. |
| Economic Life | The period from the acquisition of the asset to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to the physical life however obsolescence will often ensure that the economic life is less than the physical life. |
| Facility | A complex comprising many assets (e.g. swimming pool complex, etc.) which represents a single management unit for financial, operational, maintenance or other purposes. |
| Geographic Information System (GIS) | Software which provides a means of spatially viewing, searching, manipulating, and analysing an electronic database. |
| Infrastructure Assets | Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components. The network may include normally recognised 'ordinary' assets as components. |
| I.M.S. | Infrastructure Management System - Computer Database |
| Level of Service | The defined service quality for a particular activity (i.e. water) or service area (i.e. water quality) against which service performance may be measured. Service |

| Term | Meaning |
|---|---|
| | levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost. |
| Life | A measure of the anticipated life of an asset or component; such as time, number of cycles, distance intervals etc. |
| Life Cycle | Life cycle has two meanings:<br>• the cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal<br>• the period of time between a selected date and the last year over which the criteria (e.g. costs) relating to a decision or alternative under study will be assessed. |
| Life Cycle Cost | The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs. |
| Life Cycle Maintenance | All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal. |
| Long Term Plan | The Long Term Plan (LTP) is the primary strategic document through which Council communicates its intentions over the next 10 years for meeting the community service expectations and how it intends to fund this work. The LTP is a key output required of Local Authorities under the Local Government Act 2002. |
| Maintenance Plan | Collated information, policies and procedures for the optimum maintenance of an asset, or group of assets. |
| Net Present Value (NPV) | Net Present Value – Standard method for evaluating long-term projects in capital budgeting. |
| Objective | An objective is a general statement of intention relating to a specific output or activity. They are generally longer-term aims and are not necessarily outcomes that managers can control. |
| Operation | The active process of utilising an asset which will consume resources such as manpower, energy, chemicals and materials. Operation costs are part of the life cycle costs of an asset. |
| Decision Making (ORDM) | An optimisation process for considering and prioritising all options to rectify performance failures of assets. The process encompasses NPV analysis and risk assessment. |
| Performance Indicator (PI) | A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction. |
| Performance Monitoring | Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards. |
| Planned Maintenance | Planned maintenance activities fall into three categories:<br>• Periodic – necessary to ensure the reliability or sustain the design life of an asset.<br>• Predictive – condition monitoring activities used to predict failure.<br>• Preventive – maintenance that can be initiated without routine or continuous checking (e.g. using information contained in maintenance manuals or manufacturers' recommendations) and is not condition-based. |
| Recreation | Means voluntary non-work activities for the attainment of personal and social benefits, including restoration (recreation) and social cohesion. |
| Rehabilitation | Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally involves repairing the asset using available techniques and standards to deliver its original level of service without resorting to significant upgrading or replacement. |
| Renewal | Works to upgrade, refurbish, rehabilitate or replace existing facilities with facilities of equivalent capacity or performance capability. |
| Renewal | A method of infrastructure asset accounting which recognises that infrastructure |

| Term | Meaning |
|---|---|
| Accounting | assets are maintained at an agreed service level through regular planned maintenance, rehabilitation and renewal programmes contained in an AMP. The system as a whole is maintained in perpetuity and therefore does not need to be depreciated. The relevant rehabilitation and renewal costs are treated as operational rather than capital expenditure and any loss in service potential is recognised as deferred maintenance. |
| Repair | Action to restore an item to its previous condition after failure or damage. |
| Replacement | The complete replacement of an asset that has reached the end of its life, so as to provide a similar, or agreed alternative, level of service. |
| Remaining Economic Life | The time remaining until an asset ceases to provide service level or economic usefulness. |
| Risk Cost | The assessed annual cost or benefit relating to the consequence of an event. Risk cost equals the costs relating to the event multiplied by the probability of the event occurring. |
| Risk Management | The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence. |
| Routine Maintenance | Day to day operational activities to keep the asset operating (replacement of light bulbs, cleaning of drains, repairing leaks, etc.) and which form part of the annual operating budget, including preventative maintenance. |
| Service Potential | The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. |
| Strategic Plan | Strategic planning involves making decisions about the long term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long term survival, value and growth of the organisation. |
| Unplanned Maintenance | Corrective work required in the short term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity. |
| Upgrading | The replacement of an asset or addition/ replacement of an asset component which materially improves the original service potential of the asset. |
| Valuation | Estimated asset value that may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels or market value for life cycle costing. |



*Waimea Intermediate School visit to Eve's Valley Landfill*

## APPENDIX H. AMP STATUS AND DEVELOPMENT PROCESS

### H.1 Quality Assurance

| Quality Assurance Statement | | | |
|---|---|---|---|
| **Tasman District Council**<br>189 Queen Street<br>Private Bag 4<br>Richmond 7050<br>Telephone: (03) 543 8400<br>Fax: (03) 543 9524 | **Version:** | V5 July 2015 | |
| | **Status:** | Final | |
| | **Prepared by: AMP Authors**<br>Chris Choat | | |
| | **Approved for issue by:**<br>**Community Development Manager**<br>Susan Edwards | | |

### H.2 Quality Requirements and Issues

| | Issues and Requirements | Description |
|---|---|---|
| 1 | Fitness for Purpose | The AMP has to be "fit for purpose". It has to comply with Audit NZ expectations of what an AMP should be to provide them the confidence that the Council is adequately managing the Council activities. |
| 2 | AMP Document Consistency | Council want a high level of consistency between AMPs so that a reader can comfortably switch between plans. |
| 3 | AMP Document Format | The documents need to be prepared to a consistent and robust format so that the electronic documents are not corrupted (as happens to large documents that have been put together with a lot of cutting and pasting) and can be made available digitally over the internet. |
| 4 | AMP Text Accuracy and Currency | The AMPs are large and include a lot of detail. Errors or outdated statements reduce confidence in the document. The AMPs need to be updated to current information and statistics. |
| 5 | AMP Readability | The AMPs in their current form have duplication – where text is repeated in the "front" section and the Appendices. This needs to be rationalised so that the front section is slim and readable and the Appendix contains the detail without unnecessary duplication. |
| 6 | Completeness of Required Upgrades/Expenditure Elements | The capital expenditure forecasts and the operations and maintenance forecasts need to be complete. All projects and cost elements need to be included. |
| 7 | Accuracy of Cost Estimates | Cost estimates need to be as accurate as the data and present knowledge allows, consistently prepared and decisions made about timing of implementation, drivers for the project and level of accuracy the estimate is prepared to. |
| 8 | Correctness of Spreadsheet Templates | The templates prepared for use need to be correct and fit for purpose. |
| 9 | Assumptions and Uncertainties | Assumptions and uncertainties need to be explicitly stated on the estimates. |

| | Issues and Requirements | Description |
|---|---|---|
| 10 | Changes Made After Submission to Financial Model | If Council makes decisions on expenditure after they have been submitted into the financial model, the implications of the decisions must be reflected in the financial information and other relevant places in the AMP – eg. Levels of service and performance measures, improvement plans etc. |
| 11 | Improvement Plan Adequate | Improvements identified, costed, planned and financially provided for in financial forecasts. |



*Choice Children's Day, Rabbit Island, March 2014*