



Environmental Management

Activity Management Plan

2015 - 2025

July 2015

Quality Assurance Statement

Tasman District Council 189 Queen Street Private Bag 4 Richmond 7050 Telephone: (03) 543 8400 Fax: (03) 543 9524	Version:	V4 July 2015
	Status:	Final
	Prepared by: Activity Managers Rob Smith Phil Doole Steve Markham	
	Approved for issue by: Dennis Bush-King Environment and Planning Manager	

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1. INTRODUCTION

1.1 The Environmental Management Activity Management Plan: What is it and why is it produced?

The Environmental Management Activity Management Plan (AMP) covers one of the groups of activities addressed in the Tasman District Council Long Term Plan (LTP). This plan is, therefore, strongly linked to the overall strategic direction for the district.

The purpose of this activity management plan is to outline, and to summarise in one place and one group of activities, the Council's environmental management functions and responsibilities. These include:

- the provision of environmental policy advice, including responses to national environmental initiatives
- the development and implementation of resource management policies and plans
- investigating significant environmental issues affecting or likely to affect the District, and maintaining an efficient resource information base to respond to environmental hazards, and to provide advice on environmental conditions and issues affecting the District
- assessing and processing resource consent applications and related compliance monitoring and enforcement and processing development contributions assessments.
- undertaking biosecurity (pest management) responsibilities including contributing to the National Bovine Tb vector control work in the District

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

This plan has been prepared in line with the requirements of the Local Government Act 2002 and in accordance with the general principles of Minimum/Core Asset Management recommended in the International Infrastructure Management Manual.

1.2 Rationale For The Council's Involvement in Environmental Management

1.2.1 Resource Policy

Council is required by the Resource Management Act to promote the sustainable management of resources and to develop at least a regional policy statement and district and regional coastal plans that are to assist in sustainably managing the environment of Tasman District and the consequences of human activity on this environment. This requires sound situation analysis and robust policy development and the capability to respond to emerging issues and changing obligations.

The Tasman Resource Management Plan (TRMP) is the main environmental planning document used by Council. It is comprised of six parts dealing with land,

coastal marine area, water, rivers and lakes, and discharges matters. The TRMP is a combined district and regional plan prepared in accordance with the Resource Management Act 1991 (RMA). The purpose of the Plan is to assist Council in carrying out its functions in order to achieve the purpose of the RMA which is to promote the sustainable management of natural and physical resources. The Council also is required to have the Tasman Regional Policy Statement (TRPS) to which the TRMP must give effect. Council has a project in its Resource Policy programme to enquire into the combining of the TRPS with the TRMP (see Appendix 3 of this AMP). The law requires planning instruments to be reviewed every 10 years and the Council achieves this on a rolling review basis.

1.2.2 Environmental Information

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

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

1.2.3 Resource Consents and Compliance

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

A related activity is the assessment of development contributions associated with subdivision and building development in accordance with the Council's Development Contributions Policy which is reviewed on a three yearly basis.

1.2.4 Environmental Advocacy and Operations

Council's involvement in soil conservation, land management, and biodiversity arises because of community support and "custom and practice". Council is keen to promote good environmental outcomes by non-regulatory means where this is cost effective and in those situations where active involvement in work programmes can yield positive environmental outcomes and gain community support and participation.

1.2.5 Biosecurity

Council has prepared a Regional Pest Management Strategy (RPMS 2012-2017) under the Biosecurity Act and is presently required to review this every five years. The purpose is to promote the management or eradication of pests. The present pest management strategy will be superseded in 2015/2016 by a Regional Pest Management Plan following amendments to the Biosecurity Act (which provides that in the future major reviews will only be required every 10 years). The Council prepares annually an operational plan to implement the RPMS/P. Through this programme of work Council works with landowners to prevent plant and animal pest incursions. Council is a partner with Ministry of Primary Industries and both Nelson City and Marlborough District Councils in a marine biosecurity programme running across the "top of the South Island". Additionally Council will fund for the 2015/2016 year only the Bovine Tb vector control work carried out in the District by OSPRI New Zealand. Both programmes are designed to safeguard important economic and environmental interests.

1.2.6 General

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

- better understanding the state of the environment and pressures on, and risks to, the resource base and environmental qualities of the District
- providing expertise to ensure that all tasks are effectively implemented
- applying fairness, best practice and sound professional judgement to all investigations and decisions
- promoting community confidence and trust in the strategic planning framework in place
- providing appropriate expertise to ensure that all tasks are effectively and efficiently implemented
- ensuring that the actions or inaction by people in the Tasman District are lawful, sustainable, and safe

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

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

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

1.3 Council’s Principal Objectives

The Council’s stated vision statement is for ***“Thriving communities enjoying the Tasman lifestyle”***.

This is supported by the Council’s Mission statement ***“To enhance community wellbeing and quality of life”***.

Eight Community Outcomes have been identified by the Council. The way in which the Environmental Management activity contributes to community outcomes is shown in Table 1.

Table 1: Community Outcomes to which the Activity primarily contributes

Community Outcomes	How the Activity Contributes
1. Our unique environment is healthy and protected.	By having in place policies and plans that promote sustainable management of natural and physical resources and, where necessary, regulating activities which would over time degrade the environment or place resources under pressure, keeps Tasman District special.
2. Our urban and rural environments are people friendly, well-planned, and sustainably managed.	By monitoring and investigating the state of the environment and the trends, risks, and pressures it faces, we can make better decisions and have in place policies and plans that promote sustainable management of natural and physical resources, and where necessary, that regulate activities which overtime would degrade the environment or

Community Outcomes	How the Activity Contributes
<p>4. Our communities healthy, safe, inclusive, and resilient.</p>	<p>place resources under pressure, keeps Tasman special.</p> <p>By managing animal and plant pests, working with landowners and others to protect biodiversity, soil and water sustainability, and educating to encourage responsible environmental behaviours, we seek to ensure Tasman remains special.</p> <p>By ensuring consent approvals for the development and use of the environment promote sustainable management of natural and physical resources. Where necessary, conditions can be imposed (and monitored) that regulate activities which overtime would degrade the environment or place resources under pressure.</p> <p>By ensuring that living environments are pleasant, safe, and that the activities of others do not adversely impact on citizens' lives and are appropriate in location and scale.</p> <p>By monitoring and investigating the state of the environment and the trends, risks, and pressures it faces, we can make better decisions and have in place policies and plans that contribute to this outcome.</p> <p>By educating people and providing them with information to enable them to live more sustainably and to be more resilient.</p> <p>By having in place effective resource planning processes which ensure infrastructure provision is appropriate, efficient, and available to meet the demands of the community.</p> <p>By promoting best practice and efficiency measures in the design and use of important utility services.</p> <p>By having in place processes which safeguard the community's health and wellbeing and which ensure resource use and human activities affecting resources do not adversely affect quality of life or community well-being.</p> <p>By maintaining an effective flood warning system and working to identify contamination risks which are designed to promote safety of people and community well-being</p>

Community Outcomes	How the Activity Contributes
5. Our communities have opportunities to celebrate and explore their heritage, identity, and creativity.	By identifying heritage values of significance to the district and having in place a framework for protecting and enhancing these values, including sites which are important to iwi.
6. Our communities have access to a range of social, educational and recreational facilities and activities.	N/A.
7. Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement.	Public participation is provided for in the processes of developing and administering policies and plans under the Resource Management and Biosecurity Acts. We make environmental information available and work with groups in the community to help them make environmentally sound decisions
8. Our region is supported by an innovative and sustainable economy.	Policies, plans and information help identify opportunities for economic development and potential hazards and constraints affecting such opportunities. Resource information identifies opportunities for economic development in the use and development of resources of benefit to current and future generations, and potential hazards and constraints affecting such opportunities. Resource consents can facilitate economic development opportunities and compliance monitoring can ensure fair and equal opportunities for all. We encourage people to adopt best practice in relation to their use of resources such as land, water, air, and the coast.

2. LEVELS OF SERVICE, PERFORMANCE MEASURES

2.1 Introduction

A key objective of this AMP is to match what we do in providing the service as required by law and in accordance with expectations of the community and their willingness to pay for the service. Activity management planning requires a clear understanding of why we do what we do, and to specify the levels of service delivered. The levels of service are intended:

- to inform people of the proposed type and level of service to be offered (now and in the future),

- as a focus for the work required to deliver the agreed level of service,
- to enable people to assess suitability, affordability and equity of the services offered.

There are many factors that need to be considered when deciding what level of service the Council will aim to provide. These factors include:

1. Council needs to aim to understand and meet the needs and expectations of the community.
2. Council must meet its statutory obligations as outlined in Section 1.2
3. The services must be operated within Council policy and objectives as outlined in Section 1.
4. The community must be able to fund the level of service provided.
5. Council accepts that it has been given by parliament a range of functions and the expectation of Council is that we will perform these regulatory powers and duties exceedingly well and that people who apply for authorisations will get consistent, timely, and correct advice and decisions at a fair cost.

2.2 Customer Research and Expectations

The Council's knowledge of customer and stakeholder expectations and preferences is based on a variety of consultation activities. These are summarised in Appendix 2 and include:

- Public meetings
- Community satisfaction surveys
- Feedback from elected members, advisory groups and working parties
- Analysis of customer service requests and complaints
- Consultation with interested communities on issues and policy planning proposals
- Consultation via the Long Term Plan and Annual Plan processes.

2.3 The Activity Goal and Principal Objectives

2.3.1 Activity Goal

The Environmental Management activity goal is:

To effectively promote the sustainable management of the District's natural and physical resources by:

1. Identifying and responding to resource management policy issues and biosecurity risks in a manner that is effective, proportionate, and supported by the community generally
2. Achieving a robust and cost effective approach to environmental monitoring and resource investigations that will provide a good understanding of the District's resources and the ability to assess environmental trends and manage risks to the environment

3. Providing a sound and appropriate policy planning framework that will protect and enhance our unique environment, promote healthy and safe communities, and support business and enterprise.
4. Ensuring that plan development systems are administered in a way which meets the expected environmental outcomes identified in policy statements and plans
5. Managing the statutory processes involved in a way that is fair, lawful, timely, efficient and which meets the expected environmental outcomes identified in policy statements and plans
6. Improving use, development, and protection of the District's resources and minimising damage to the environment through minimising inappropriate practices or the incidence of pests and other threats to the quality of the environment we enjoy
7. Providing environmental information to enable sustainable, resilient, and productive communities within the District.

2.3.2 Principal Objectives

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

- Prepare and maintain any policies and plans required or enabled under the Resource Management Act and Biosecurity Act
- Provide sound and appropriate advice on development and other resource use opportunities and risks, and on management methods
- Provide accurate information and maintain appropriate records arising from the Environmental Management activity
- Promote the sustainable management of natural and physical resources and limit the adverse effects of plant and animal pests
- Encourage sustainable land and other resource use and management practices
- Work with, and disseminate to, the community, information about good environmental practices and behaviours.
- Provide professional, accurate, helpful, and timely advice to customers on development opportunities and restrictions
- Act fairly, efficiently, and consistently in processing resource consent applications and in monitoring and enforcing compliance
- Collect and manage information about the state of the Tasman environment
- Provide sound and rational advice on development and other resource use opportunities and provide relevant and accurate information and maintain appropriate records.

2.4 Future Planned Levels of Service and Performance Measures

The scope of the service may need to be adjusted in the future to address amendments to the RMA and other relevant legislation as they may arise. As the Council completes strategic development studies and refinements of natural resource allocation regimes, the outcomes from these will be implemented largely through changes to the TRMP.

No significant change in direction is anticipated other than continuing to build the internal capacity of staff to undertake the work required. There will also be an

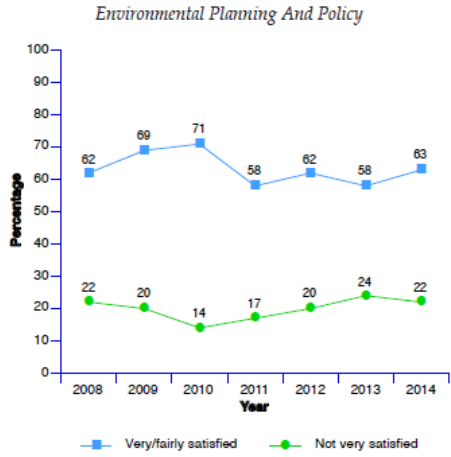
opportunity to build the capacity of Maori to be involved in the planning processes, especially through assistance in preparing an Iwi Management Plan. As policy elements of the TRMP mature, there will be an accompanying shift of work to ensure on-going monitoring and review of the Plan and responding to plan change requests.

The one exception is the proposal to move away from being a funder of the OSPRI Tb vector control programme from the 2016/17 financial year. OSPRI has conducted a funding review raises serious doubts about the robustness of regional councils' rationale for funding in the future.

Bearing these facts in mind, the Council will monitor and report its actual performance against the following measures described in Table 2. It is accepted these measure are partial and selective and do not address well performance against the outcomes being sought. The success or acceptance of much of the policy and regulatory work covered by this activity is qualitative and subjective.

Table 2: Performance Measures

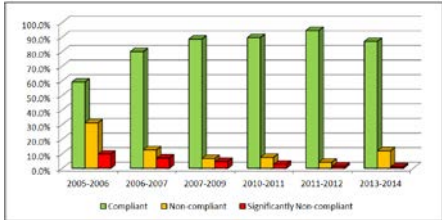
Our level of service – What the Council will do and how it will measure performance over the 10 years from 2015-2025

Levels of Service (We provide)	We will know we are meeting the Level of Service if...	Current Performance	Forecast Performance			
			Year 1	Year 2	Year 3	By Year 10
<p>An appropriate policy framework that effectively promotes the sustainable management of the District's natural and physical resources by:</p> <ul style="list-style-type: none"> identifying and responding to resource management policy issues; and providing a sound and appropriate policy planning framework that will protect and enhance our unique environment and promote healthy and safe communities. 	<p>At least 65% of respondents are fairly or very satisfied with Council's resource management policy and planning work, as measured via the annual resident's survey.</p>	<p>The 2014 residents' survey showed 63% of residents were either satisfied or very satisfied with the activity</p> 	65%	68%	70%	75%
<p>Monitoring of environmental trends and conditions and reporting systems that protect and inform the community about environmental conditions, changes and risks.</p>	<p>Council meets the Air Quality National Environmental Standard (NES) by 2020 (i.e. no more than one day per year when air quality is > 50 µg/m³ PM10).</p> <p>Air quality at the Richmond Central monitoring site will be reported on Council's website, including any air quality breaches.</p>	<p>Number of exceedances in 2013 was 9 (compared with 16 in 2012).</p> <p>The graph shows the total number of days per year that the NES levels were exceeded and second-highest exceedance (note: no monitoring occurred in 2001/2002):</p>	PM10 concentrations at Richmond Central monitoring site (BAM) continue to reduce (as corrected for meteorology).	Number of exceedances of the Air Quality National Environmental Standard is no more than three.	Number of exceedances of the Air Quality National Environmental Standard is no more than three.	Number of exceedances of the Air Quality National Environmental Standard is no more than three in years 4 and 5, and no more than one by 2020.

Levels of Service (We provide)	We will know we are meeting the Level of Service if...	Current Performance	Forecast Performance			
			Year 1	Year 2	Year 3	By Year 10
		<p>Figure 1: Total number of days per year that the NES was exceeded and second-highest exceedence (Note: no monitoring occurred in 2001-02)</p> <p>Graph shows the total number of days per year that the NES levels were exceeded and second-highest exceedence (Note: no monitoring occurred in 2001/2002)</p>				
	One issue based State of the Environment report to be released each year.	Two reports in 2013/2014	One report released by 30 June	One report released by 30 June	One report released by 30 June	One report released by 30 June
	An annual Recreational Bathing Water summary report is drafted and reported to Council or a Committee by 31 July each year.	Report presented to and adopted at the 22 May 2014 Environment & Planning Committee meeting (REP14-05-10)	Report prepared and reported to Council or a Committee by 31 July.	Report prepared and reported to Council or a Committee by 31 July.	Report prepared and reported to Council or a Committee by 31 July.	Report prepared and reported to Council or a Committee by 31 July.
	Swimming beaches and rivers are suitable for contact recreation, all or most of the time.	98.6% of swimming beaches and rivers for fine weather samples and 92.4% for all weather samples are suitable for contact recreation	98% of swimming beaches and rivers are suitable for contact recreation using fine weather samples and 92% of swimming beaches and rivers are suitable for contact recreation using all weather samples.	98% of swimming beaches and rivers are suitable for contact recreation using fine weather samples and 92% of swimming beaches and rivers are suitable for contact recreation using all weather samples.	98% of swimming beaches and rivers are suitable for contact recreation using fine weather samples and 92% of swimming beaches and rivers are suitable for contact recreation using all weather samples.	98% of swimming beaches and rivers are suitable for contact recreation using fine weather samples and 92% of swimming beaches and rivers are suitable for contact recreation using all weather samples.

Levels of Service (We provide)	We will know we are meeting the Level of Service if...	Current Performance	Forecast Performance																			
			Year 1	Year 2	Year 3	By Year 10																
We provide a responsive and efficient process for assessing resource consent applications and ensuring compliance obligations are fairly and appropriately enforced	At least 80% of survey respondents rate their satisfaction with Council's resource consent processing work as fairly satisfied or better	<p>82% of respondents who participated in the 2014 survey of resource consent applicants were fairly or very satisfied with resource consent processing work:</p> <table border="1"> <caption>Satisfaction Rate</caption> <thead> <tr> <th>Year</th> <th>Satisfaction Rate</th> </tr> </thead> <tbody> <tr><td>2008</td><td>70</td></tr> <tr><td>2009</td><td>65</td></tr> <tr><td>2010</td><td>85</td></tr> <tr><td>2011</td><td>80</td></tr> <tr><td>2012</td><td>75</td></tr> <tr><td>2013</td><td>90</td></tr> <tr><td>2014</td><td>82</td></tr> </tbody> </table>	Year	Satisfaction Rate	2008	70	2009	65	2010	85	2011	80	2012	75	2013	90	2014	82	80%	80%	85%	85%
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2014	82																					
Consent applications are processed within statutory timeframes (where they exist)	Notified consents 100% Non-notified consents 99.3% Limited notified consents 100%	100% 100% 100%	100% 100% 100%	100% 100% 100%	100% 100% 100%																	
An annual report is prepared and presented to Council or a Council committee each year. This report details the level of compliance with consent conditions or plan rules for those undertaking activities under resource consents or permitted activities, as described under tailored monitoring programmes.	<p>Annual compliance report presented to Council on 21 August 2014 (REP13-08-06), showing that all resource consents monitored were assigned an appropriate compliance performance grade.</p> <table border="1"> <thead> <tr> <th colspan="2">Compliance rating</th> </tr> </thead> <tbody> <tr> <td>1. Fully complying</td> <td>526</td> </tr> <tr> <td>2. Non – compliance. Nil or minor adverse effect</td> <td>198</td> </tr> <tr> <td>3. Non – compliance. Moderate adverse effect</td> <td>65</td> </tr> <tr> <td>4. Non – compliance. Significant adverse effect</td> <td>79</td> </tr> </tbody> </table>	Compliance rating		1. Fully complying	526	2. Non – compliance. Nil or minor adverse effect	198	3. Non – compliance. Moderate adverse effect	65	4. Non – compliance. Significant adverse effect	79	Annual report tabled to Council or a Council committee by 31 October, showing that all resource consents that are monitored are assigned appropriate compliance performance grades.	Annual report tabled to Council or a Council committee by 31 October, showing that all resource consents that are monitored are assigned appropriate compliance performance grades.	Annual report tabled to Council or a Council committee by 31 October, showing that all resource consents that are monitored are assigned appropriate compliance performance grades.	Annual report tabled to Council or a Council committee by 31 October, showing that all resource consents that are monitored are assigned appropriate compliance performance grades.							
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		<table border="1"> <caption>Compliance Data from Graph</caption> <thead> <tr> <th>Year</th> <th>Fully Complying (%)</th> <th>Non-compliance, nil/minor effect (%)</th> <th>Non-compliance, moderate effect (%)</th> </tr> </thead> <tbody> <tr> <td>2008/2009</td> <td>82</td> <td>12</td> <td>5</td> </tr> <tr> <td>2009/2010</td> <td>75</td> <td>18</td> <td>8</td> </tr> <tr> <td>2010/2011</td> <td>55</td> <td>32</td> <td>8</td> </tr> <tr> <td>2011/2012</td> <td>78</td> <td>18</td> <td>5</td> </tr> <tr> <td>2012/2013</td> <td>72</td> <td>18</td> <td>5</td> </tr> <tr> <td>2013/2014</td> <td>62</td> <td>22</td> <td>8</td> </tr> </tbody> </table>	Year	Fully Complying (%)	Non-compliance, nil/minor effect (%)	Non-compliance, moderate effect (%)	2008/2009	82	12	5	2009/2010	75	18	8	2010/2011	55	32	8	2011/2012	78	18	5	2012/2013	72	18	5	2013/2014	62	22	8				
Year	Fully Complying (%)	Non-compliance, nil/minor effect (%)	Non-compliance, moderate effect (%)																															
2008/2009	82	12	5																															
2009/2010	75	18	8																															
2010/2011	55	32	8																															
2011/2012	78	18	5																															
2012/2013	72	18	5																															
2013/2014	62	22	8																															
	Where significant non-compliance is recorded, that resolution is achieved within appropriate timeframes.	<table border="1"> <thead> <tr> <th></th> <th>Number</th> <th>Resolved (9 months)</th> <th>Resolved (12 months)</th> </tr> </thead> <tbody> <tr> <td>Formal actions such as warning, directions,</td> <td>35</td> <td>27</td> <td>0</td> </tr> <tr> <td>Formal action such as abatement notices and fines</td> <td>3</td> <td>3</td> <td>N/A</td> </tr> <tr> <td>Prosecution</td> <td>0</td> <td>0</td> <td>N/A</td> </tr> <tr> <td>Total</td> <td>38</td> <td>79%</td> <td>79%</td> </tr> </tbody> </table>		Number	Resolved (9 months)	Resolved (12 months)	Formal actions such as warning, directions,	35	27	0	Formal action such as abatement notices and fines	3	3	N/A	Prosecution	0	0	N/A	Total	38	79%	79%	80% are resolved within 9 months and 95% are resolved within twelve months	80% are resolved within 9 months and 95% are resolved within twelve months	80% are resolved within 9 months and 95% are resolved within twelve months	80% are resolved within 9 months and 95% are resolved within twelve months								
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	An annual report is prepared and presented to Council committee or a Council meeting on Water Metering Compliance detailing the performance of consented and permitted activity ground and surface water abstractions requiring monitoring as defined in the Tasman Resource Management Plan.	Report presented to Council at the 21 August 2014 meeting (REP14-08-07)	Annual report tabled to Council or a Council committee by 31 October	Annual report tabled to Council or a Council committee by 31 October	Annual report tabled to Council or a Council committee by 31 October	Annual report tabled to Council or a Council committee by 31 October																												

Levels of Service (We provide)	We will know we are meeting the Level of Service if...	Current Performance	Forecast Performance																															
			Year 1	Year 2	Year 3	By Year 10																												
	An annual Dairy Monitoring report is prepared detailing the performance of the District's dairy farms against the Council's dairy effluent discharge rules and Clean Streams Accord targets.	<p>Report presented to Council at the 10 July 2014 meeting which detailed that 87% of the dairy farms were fully compliant (REP14-07-04)</p>  <table border="1"> <caption>Dairy Farm Compliance Data (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Compliant (%)</th> <th>Non-compliant (%)</th> <th>Significantly Non-compliant (%)</th> </tr> </thead> <tbody> <tr> <td>2005-2006</td> <td>65</td> <td>30</td> <td>5</td> </tr> <tr> <td>2006-2007</td> <td>85</td> <td>10</td> <td>5</td> </tr> <tr> <td>2007-2009</td> <td>90</td> <td>5</td> <td>5</td> </tr> <tr> <td>2010-2011</td> <td>90</td> <td>5</td> <td>5</td> </tr> <tr> <td>2011-2012</td> <td>95</td> <td>5</td> <td>0</td> </tr> <tr> <td>2013-2014</td> <td>87</td> <td>10</td> <td>3</td> </tr> </tbody> </table>	Year	Compliant (%)	Non-compliant (%)	Significantly Non-compliant (%)	2005-2006	65	30	5	2006-2007	85	10	5	2007-2009	90	5	5	2010-2011	90	5	5	2011-2012	95	5	0	2013-2014	87	10	3	95% fully compliant	95% fully compliant	100% fully compliant	100% fully compliant
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We implement the provisions of the Regional Pest Management Strategy in Tasman and in Nelson, to ensure that pests included in the Strategy are managed to minimise their impact on our productive sector and our natural areas.	Timely reporting of pest management operations, in accordance with requirements of the Biosecurity Act.	Annual report prepared and reported to 23 September 2013 meeting (REP13-09-05)	Annual reports tabled to Council or a Council committee by 30 November	Annual reports tabled to Council or a Council committee by 30 November	Annual reports tabled to Council or a Council committee by 30 November	Annual reports tabled to Council or a Council committee by 30 November																												

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

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

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

3. EXISTING SITUATION DESCRIBED

3.1 Policy Advice

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

3.2 Resource Management Policies and Plans

The Tasman Regional Policy Statement (TRPS) was made operative 31 July 2001 and a review was required to commence by 31 July 2011. At the time of preparation, the Council was required by the RMA to have a separate RPS. Since that time, the law has been changed and allows unitary authorities to combine their planning documents. Council has agreed to investigate the combining of the TRPS with the TRMP. Over time therefore, this sub-activity will disappear.

The Tasman Resource Management Plan (TRMP) was first notified 26 May 1996 and is the principal resource management plan covering the Council's responsibilities under the RMA. The TRMP has been subject to 114 amendments by variations and changes to operative parts over the period to the present. The main functions addressed in the TRMP are as follows:

- a) control of the effects of land use, and the development and protection of land including for the purposes of soil conservation, maintaining water quantity and quality, natural hazards and hazardous substances management
- b) control of the effects of land subdivision
- c) control of noise emissions
- d) control of the effects of activities on the surface of lakes and rivers

- e) control of the effects of activities (except for fishing) in the coastal marine area
- f) control of the taking, using, damming and diversion of water
- g) control of the discharge of contaminants

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

Appendix 3 details the work programme as at January 2015 of investigations and other policy projects, some of which involve existing statutory processes, and others which may lead to First Schedule (RMA) changes.

3.3 Environmental Monitoring and Investigations

3.3.1 State of the Environment (SOE) Monitoring

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

This sub-activity is grouped around monitoring land, coast, rivers and lakes, water, air, and people and communities. Specific examples of monitoring programmes include ambient air quality in Richmond in line with the priorities of the National Environmental Standard for Air, pan-catchment monitoring of surface and groundwater quality, mapping and investigation of the districts soil resources, sampling and reporting on summer coastal and freshwater recreational bathing water quality, the collection and provision of coastal and riverine hazard and processes information. We commit to reporting annually on at least one SOE monitoring programme. Much of this work is ongoing and long term and continues throughout the planning period.

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

3.3.2 Water Resource Investigations

Water is a significant resource upon which we depend for our physical, economic, and environmental well-being. Tasman is a large district with highly variable geology and rainfall, which requires an extensive monitoring and investigations programme to understand and manage the region wide water resources. Council has in place a programme to investigate region wide water resources, in order to better understand and manage the water resource by catchment.¹ This involves effort to quantify availability of water in order to review allocation limits, to assess in-stream and abstractive values, and to look at water augmentation options. In conjunction with Council's Engineering Department we are involved in looking at water supply and demand management options to ensure the community has on-going access to

¹ Catchments are defined in the Tasman Resource Management Plan and cover Buller, Waimea, Moutere, Motueka, Abel Tasman/Marahau and Takaka/Aorere/West Coast.

potable and secure water. Due to the large and variable nature of the Tasman District's hydrology with its unique catchments, integrated water resources investigations and monitoring is planned and carried out.

The water data collected have multiple other uses such as engineering design, recreational use, crop suitability, environmental studies and pollution investigations,

3.3.3 Flood Management

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

Council has a District-wide hydrometric network for the measurement, recording, and reporting of rainfall (and other climatic conditions), river and groundwater flows. The Council has appropriate software to operate the system and assist in flood forecasting. An Asset Inventory exists detailing the equipment associated with this activity. Note that the equipment is also used extensively by other sub-activities within the Environmental Information function.

3.3.4 Pollution Management

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

3.4 Resource Consents

3.4.1 Resource Consent Processing

During the 2013-2014 financial year, 21 notified (public and limited notified) resource consents, and 847 non-notified resource consents were issued by the Council. The number of resource consent applications received and processed per annum appears to be remaining relatively steady (in the order of 900-1,000 applications). The following table presents a summary of the type of consents which are processed and the main risks that the Council is managing when considering applications.

Consent Type	Main risks being managed
Subdivision	<ul style="list-style-type: none"> • Fragmentation of land, loss of productive potential • Cross boundary effects • Density and form of built development, amenity • Adverse effects on coastal character and public

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

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

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

3.4.2 Development Contributions

The Council's Development Contribution Policy has been prepared in accordance with the Local Government Act 2002. The Council obtains development contributions in respect of roading, water, wastewater and stormwater services. Development contributions are imposed on qualifying developments that arise as a result of land subdivision or building developments. Drawing on information from other activity management plans and Council's TRMP work, the Development Contribution Policy is reviewed every three years. This sub-activity involves review of the actual Policy

and its on-going implementation. Any monies obtained as contributions are specifically directed to the respective asset accounts.

3.5 Compliance

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

The Council receives and responds to around 1600 environmental and nuisance complaints annually. Every effort is made to try and resolve these to the satisfaction of all involved but this is not any easy task. The number of reported complaints has been trending upwards in recent years reflecting various changes in the district and changes to public expectations.

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

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

3.6 Biosecurity

The Biosecurity Act requires the Council to prepare a Regional Pest Management Strategy (RPMS) setting out a framework for effective and efficient pest management including eradication so as to:

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

The current RPMS is a joint strategy, prepared in conjunction with Nelson City Council, and remains in force until 30 June 2017. By this date a new Regional Pest Management Plan will be implemented to replace the current RPMS. The Strategy covers a number of pests that could adversely affect indigenous biodiversity and the region's primary industries. Under the Strategy, the responsibility for control lies primarily with the land occupier. However acting as the Management Agency on behalf of the two councils, Tasman District Council is responsible for implementing

the Strategy, ensuring that land occupiers are aware of their obligations for managing pests on their properties and that they are meeting these obligations.

TDC will undertake surveillance to identify new pests, monitor the distribution of established pests, provide advice to land occupiers on methods of controlling pests, and enforce action to control pests when rules are breached. It will provide education and advice to landowners and community groups, purchase and distribute biocontrol agents, support research into biological control of pest plants and animals, and work closely with other agencies.

The Council prepares annually an Operational Plan in accordance with Section 85 of the Biosecurity Act 1993 which identifies and outlines the nature and scope of activities that are undertaken and includes performance targets and other measures by which performance may be judged. An Annual Report detailing progress against the Operational Plan is presented to each Council by 30 October.

Council has a Memorandum of Understanding with the Department of Conservation who will undertake surveillance for pest fish, inspect properties that may have pest fish, undertake operations to control them, and advise the public on identification and methods of control. The Council also works closely with the Ministry for Primary Industries (MPI) on a range of national pests that has included the likes of Varroa, Termites, Didymo, Styela, Great White Butterfly and Didemnum.

Bovine tuberculosis (Tb) feral vector control is another significant pest management activity in the District. It is covered by a National Pest Management Strategy, where the OSPRI, formally the Animal Health Board, is responsible for preparing an operational plan and reporting on the Strategy's implementation. It contracts separately with third party providers to manage the control programme but Tasman District Council has been a significant funder of this programme. The Council is also represented on the Tb Free Tasman Committee which oversees the programme locally. Direct funding will cease from 2016/2017.

Tasman is taking part in a co-management trial, in partnership with MPI and both Nelson City and the Marlborough District Council in a marine biosecurity programme running across the 'top of the South Island'. This programme employs a consultant to manage the day to day education and advocacy role and develop response plans for a potential biosecurity incursion. Some effort is also underway via this trial to review the usefulness and implement of Marine Biosecurity Pathway Plans.

3.7 Environmental Advocacy and Operations

3.7.1 Land Management / Soil Conservation

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

1. Improving water quality.
2. Improving aquatic and terrestrial habitat,

Council works with landowners to improve water quality by managing stock access and maintaining vegetation buffers. Stream bank stability can also be improved by

planting trees and shrubs, consequently productive land is protected and the amount of sediment and faecal material entering water bodies is reduced. Healthy stream bank vegetation also enhances the aesthetic and amenity values of water bodies. This activity provides for incentives to be offered to landowners or groups to assist with stream management projects. These incentives are allocated on the basis of the level of public benefit achieved by the works. The public benefit may include:

1. preventing erosion,
2. improving water quality,
3. protecting important habitat.

The Council has a 2.75ha Nursery where plants are grown for use in the riparian land management programme located within the Waimea River Park by the Appleby Bridge.

3.7.2 Biodiversity

Council runs a specific work programme working with land owners to identify and protect important natural habitats. Native Habitats Tasman uses the skill of a contract ecologist to survey and report on the values and management needs for natural habitats on private land. The programme is overseen by a steering group representing a cross section of private landowners, interest groups and Council. Some funding is sourced from the Department of Conservation via a contestable fund set up to promote identification and enhancement of natural habitats. Council actively promotes biodiversity values via other programmes also such as the environmental monitoring land and water work areas and land management, advocacy and operations programmes. Additionally Council works with other parties to gain central government funding for targeted programmes such as the New Zealand Fish and Game Council and the Landcare Trust. The Council also supports the Tasman Environmental Trust by providing a Trust Administrator to manage its affairs and to oversee the distribution of the Cobb Mitigation Fund to community groups undertaking ecological restoration in the Takaka catchment.

4. FUTURE ISSUES

4.1 Factors Affecting Delivery and Demand for Activity

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

- Population and economic growth and demographic change
- Changes in community expectations
- Industrial demand for resources and technological change
- Environmental changes such as climate change
- Changes in legislation and planning documents
- Changes in the environmental risk profile.

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

4.1.1 Population and Economic Growth and Demographic Change

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

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

The 2014 Growth Demand and Supply Model is a fourth generation growth model with previous versions being completed in 2005, 2008 and 2011.

While growth levels will vary across the district the effect of this growth is likely to require additional resources to cope with demand for land and services for residential and business growth. This will impact on continued resource policy development and the need to maintain capability to respond to monitoring and processing demands.

4.1.2 Trends in Community Expectations

In the 2014 Community Survey there has been suggestions that Council should do both more and less in relation to its environmental planning responsibilities. Responding to issues will mean Council activity will focus on some issues more than others as time and resources permit. An increasing level awareness of environmental issues, pressure on land and other resources will mean Council will have to lead and respond to such community drivers.

4.1.3 Industrial Demand for Resources and Technological Change

The structure of the present District economy places ongoing demands on land, water, sea space and other natural resources to serve a predominantly primary sector-based economy. In addition, opportunities for resource use exist that are yet to translate into intensive patterns of demand. This requires some anticipatory capacity in policy development. Both industrial demand and technology change have the ability to impact on the scope of service and the manner of delivery but there are no predicted changes that will have a significant effect on the activity in the medium term.

4.1.4 Environmental Changes such as Climate and Sea level changes

Changing patterns of weather, long term changes in the climate or the occurrence of natural hazards will affect the rate and scope of policy responsiveness that is required concerning land and water use and associated risks such as increased pest risk exposure, sudden and severe weather systems, increasing drought risk and the increased incidence of storm driven seawater inundation of low-lying coastal land. The likelihood of new pest incursions arising for reasons other than climate change is

also an issue we are starting to see which is not easy to anticipate. There is an expectation that Local Government will respond proactively to the consequences of climate change. Government scientists have given a strong and consistent message that climate change is likely to result in an increase in the frequency, geographical range and intensity of adverse weather events. A study commissioned from NIWA by Tasman District Council in 2008, to be updated 2015, confirms there are implications for our own region.

4.1.5 Changes in Legislation and Policies

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

4.1.6 Changes in the Environmental Risk Profile

Through various resource management actions the risk of adverse effects from resource use activities should diminish. Where this applies, monitoring programmes or sites within monitoring programmes should be reduced. External factors such as climate change (with increased rainfall intensity and sea-level rise) may increase the risk of effects from certain activities. This may mean more monitoring to assess these effects.

5. MANAGEMENT OF THE ACTIVITY

5.1 Operating and Resource Issues

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

The most important operational issues include:

1. Managing workload efficiently to provide timely and high quality advice and service.
2. The costs of amending and reviewing the TRPS, TRMP and RPMS are cyclical. Funding continues to be an issue, despite attempts to even out the fiscal burden through greater efficiencies.
3. Having in place monitoring systems to track performance and evaluate policy effectiveness and efficiency to ensure that the activity contributes to achieving community outcomes.
4. Managing on-going exposure to litigation risk.
5. Maintaining sufficient capability in-house to cover the wide range of resource management responsibilities facing a unitary authority.

6. Being responsive to government-initiated changes to legislation and new environmental management regulations.

5.2 Business Continuity / Emergency Management

A formal Integrated Risk Assessment has been undertaken and the results applicable to the Environmental Management Activity are summarised in Appendix 6. The key area of risk is the threat of disruption to services resulting from loss of significant numbers of staff over a prolonged period or from such events as a major office block fire or significant earthquake damage. Council's Business Interruption insurance covers "loss consequent upon interruption to the business as a result of damage to property insured by the Material Damage policy, resulting in losses or increased costs...". Other risks relate to litigation risks associated with challenges to Council decision-making, loss of skill and knowledge as staff leave, and a failure to properly integrate the activity with other Council functions.

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

In the event of a natural disaster, most of the business would cease its current mode of operation as staff would be involved in responding to the event.

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

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

5.3 Significant Effects

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

5.4 Significant Assumptions and Uncertainties

The most significant assumptions and uncertainties that underlie the approach that has been outlined herein are:

- a) A reasonable degree of reliability can be placed on the population and other growth projections that have been used as forecast assumptions for the priorities in the Environmental Management activity. However, these remain projections, and need to be carefully tracked to ensure that they remain a reliable indicator of likely future trends.
- b) Government regulation and other regulatory changes are capable of changing the scope, nature and processes associated with this activity. However, no allowance has been made for changes in legislation. There are anticipated to be further changes made to both the RMA and the Local Government Acts in the medium term that may impact on our service delivery until new or adapted systems are implemented. By way of example the Government is introducing new monitoring obligations through section 360 (RMA) Regulations. No allowance has been made for any increase arising from these and cost, if any, will be absorbed where possible.
- c) Future budgets are based on a similar level of effort being required to respond per issue to the demands of this activity, but with growth and increasing contests over resource use, the outlook is for a slow level of increase in aggregate effort over the ten year period.

6. FUNDING THE ANNUAL NET COST

The current funding sources available for Environmental Management include:

- general rate
- targeted rate
- grants
- sponsorship
- sales
- sundry income
- fees and charges recovery

6.1 Funding Issues

6.1.1 Policy Advice

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

6.1.2 Resource Management Policies and Plans

Council considers that the community as a whole benefits through having in place a policy planning framework for promoting sustainable management of natural and

physical resources and minimising biosecurity risk. It receives a small contribution through plan sales and application fees for private plan changes are another source of income for those bits of the TRMP that are operative. The balance coming from general rate. Currently, the funding ratio is a Public 98%, Private 2% split.

6.1.3 Environmental information

The public generally benefits from Council having a good understanding of environmental pressures and trends and the state of resources in the District, the information about which can go towards making good policy and consent decisions. The public also benefits from having in place a system for monitoring and responding to flood events. However, having good knowledge about public resources like water, air and the coast, also benefits those people who have permission to use these resources. In recognition of this Council has in place a system of annual charges under section 36 of the Resource Management Act which obtains funds from consent holders for monitoring purpose.² Currently the ratio is a Public 70%, Private 30% split.

6.1.4 Resource Consents

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

6.1.5 Development Contributions

The Local Government Act does not allow the cost of developing and administering the Development Contributions Policy to be offset against monies collected for future capital works. However using general powers under section 150 of the local Government Act the Council seeks to recover a nominal administrative charge from applicants whose development triggers the need for a development contribution assessment. There is also a charge where applicants seek a review. The balance of funding comes from the general rate. Currently the ratio is a Public 95%, Private 5% split.

6.1.6 Compliance

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

² The annual charge also covers "supervision and administration costs" which fund a proportion of Council's compliance activity.

6.1.7 Biosecurity

The public generally benefits from Council undertaking pest management responsibilities with attendant reduction in risks to primary production, biodiversity, and the environment. Recoveries from Nelson City Council for work done in accordance with the Regional Pest Management Strategy are also obtained. The Council's contribution to the National Bovine Tb Vector Control programme comes directly from general rate in recognition of the fact that there are economic and ecological benefits to the district from controlling the spread of Tb. Direct beneficiaries (Stock owners) also pay separately through industry levies with the Government also contributing to programme costs. The Council will discontinue its contribution in 2016/2017 but this will not change to overall funding split for this activity. Public 75%, Private 25% split.

6.1.8 Environmental Advocacy and Operations

Council considers that the community generally benefits from having in place a system for promoting an awareness of environmental issues and responsible behaviour towards the environment and appreciation of sustainable management objectives. Operational activities such as riparian planting and soil conservation programmes are funded on a 50/50 split. Some non-rate funding for this activity comes from sponsorship, grants, and land owner contributions. Currently the ratio overall is a Public 80%, Private 20% split.

6.2 Schedule of Fees and Charges

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

6.3 Maintenance and Operating

The operation and maintenance expenditure over the next 10 years is summarised in Appendix 5. Costs are principally labour, legal, contract and laboratory costs. Ensuring the hydrology, meteorology, water quality and air quality monitoring systems continue to operate reliably, efficiently, and accurately involves maintenance expenditure and planned capital renewals. The annual direct cost over the 10 years is predicted to remain relatively consistent. The level of service will also be consistent to that now, or improve over time as older less capable equipment is replaced by newer and more capable equipment.

6.4 Renewals, Capital Expenditure and Depreciation

This activity uses Council buildings and office equipment and vehicles which are managed as part of business overheads. The only other capital cost is involved in

providing and maintaining a reliable environmental monitoring system. Assets are included in the Hydrology Asset Management database (HAMs).

6.5 Future Programme

Unless the Government or Council introduce new legislation or regulations, no new categories of business costs are expected except those likely to arise as a result of increased activity levels. The Government and the Regional Council sector have reviewed funding to OSPRI and as a result Council will withdraw support in 2016/2017.

7. PLAN IMPROVEMENT AND REVIEW

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

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

8. CONCLUSION

The Council will undertake its Environmental Management activities in accordance with its legal obligations and in a manner that ensures community outcomes are achieved.

APPENDIX 1: An Overview of the Council's Management Practices, Data Systems and Decision-Making Processes

Accounting / Financial Systems

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

The development of the AMP is therefore subject to the policies contained in the LTP which is available under separate cover.

Information Management Systems

Council is one of a number of local authorities that uses the NCS computer system as a proprietary information management package that stores information generated by the various environmental management functions. A specific Microsoft Access database exists to manage submissions, decisions and appeal in respect of plan provisions. Council uses a range of proprietary packages to store and manage environmental data (e.g. Hill Top, Hydrotel, Mike 11, ESRI, MS Excel, WaterRide and SQL). Hard copy information is stored on subject or appeal files and held in the Council's Records Room.

Geographical Information System

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

Delegations and Appointment Register

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

APPENDIX 2: Stakeholders and Consultation

1. Consultation

1.1 Purpose of Consultation and Types of Consultation

Council consults with the public to gain an understanding of customer expectations and preferences. This enables 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 surveys, discussion papers, draft plan amendments
- public meetings and open days
- feedback from elected members, advisory groups and working parties,
- consultation via the Annual Plan and LTP process.

Council commissions customer surveys on a regular basis. These surveys assess the levels of satisfaction with key services. Council at times will undertake focused surveys to get information on specific subjects.

1.2 Stakeholders

Stakeholders are those individuals and organisations that have interest in the management and / or operation of the activities. Stakeholders include, but are not limited to:

- Consent Applicants
- Relevant Government Departments
- Adjoining local authorities
- iwi
- Industry groups
- Recreational and other community groups

APPENDIX 3: Resource Policy Work Programme

2015 ENVIRONMENTAL POLICY PROGRAMME as at 13 January 2015

Project No	Priority No.	Project Description	Project Status	Process Steps and Current Situation	Staff	Next Steps and Timeframes (Q1 – Q4 are quarters of 2015)
1.	1	Urban stormwater management - Project Stormwater (interdept)	Ongoing	<p>Steps Review of across-council stormwater management outcomes; systems and process issues; tasks; and review of planning documents and arrangements and other actions as required.</p> <p>Situation Review of outcomes for stormwater management, systems and processes 2007 - present. Priority workstreams identified; project is progressing as interdepartmental project. Workstreams include formalisation of key findings and management actions via council protocol , onsite industrial stormwater management TRMP change, urban catchment management plans, Borck Creek greenway programme, process management to apply principles across spatial and services planning, consenting and services delivery, and liaison and advice to development community.</p>	LM, and network services planning, community development staff	Confirmation of priority workstreams with management and funding via LTP. Adoption of formal findings and implementation of management systems improvements.
2.	1	Richmond greenway: Change 37	Live	<p>Steps Rezoning greenway network for urban open space.</p>	SM, LM	Hearing Q1 2015

				<p>Situation Valuation assessment; reporting on submissions. Change to be heard.</p>		
3.	1	Rural subdivision & land use policy review	Live	<p>Steps Investigations and reporting on priority rural policy issues within rural subdivision and land use; TRMP change processes of draft, proposed notification, hearing, decisions, appeals, approval.</p> <p>Situation Development of rural land use monitoring system. Review of policy effectiveness 2013. Investigation into issues and options. Community engagement on issues and options 2013. Review of issues and options by EPC; preparation of draft change and evaluation report 2014.</p>	MH, AB, SM, and others and consultants	Community engagement with draft change Q1 2015; notification proposed change Q2 2015.
4.	1	Natural hazards strategic policy review: coastal & other hazard risk assessments and responses (interdept.)	Live	<p>Steps Review of District approach: Specific investigations into floodplain, coastal, ground instability hazard risks; review of policy issues and options; TRMP change processes.</p> <p>Situation An interdepartmental project is redefined to assess coastal hazard risk management as the first priority. The project is to resolve protection with regulatory accommodation responses in the face of increasing risk exposures in key locations. Arising from Change 22 decisions, a review of options to</p>	MD, LM, EV, GS, RS, GC, SM, others	Risk analysis across District. Options for responses. Community engagement.

				control coastal protection structures was deferred until project further advanced. Investigations for datasets on coastal processes and features under Envirolink funding current. Coastal protection structures asset policy developed 2014. Technical tools for defining MHWS, coastal inundation levels, ground/floor levels in progress 2014.		
5.	1	Waimea Plains water management: Changes 45 – 48	Live	Plan changes for Lee Valley community dam and water management regimes for with and without dam notified April 2013. Hearing in November 2013, decisions on changes notified March 2014. Three appeals, mediation 2014. Community engagement on water quality issues and options using freshwater and land advisory group (FLAG) 2014.	MAB, JT, TJ, LM	Resolution of appeals and operative changes. Completion of FLAG assessment and advice on management regime for TRMP change.
6.	2	Review and combination of Tasman Regional Policy Statement and TRMP	Not started	Steps Review content and consistency of TRMP with TRPS; define system for effectiveness evaluation and reporting on current TRPS using available monitoring data; scoping of likely content of combining TRPS with TRMP and process involved; review of essential TRPS content to combine with TRMP (Maori policy issues of significance) in collaboration with iwi; process management to yield one or more changes to TRMP to confirm RPS		Scoped project, process resolved. Approval to start.

				<p>provisions.</p> <p>Situation Support for Tasman iwi management plan to provide basis for review of Maori policy issues. Support EPC July 2010 for combining TRPS with TRMP. TRPS due for review July 2011. Need for RPS, review process, and national plan template are possible influences under RMA reform flagged since 2013. Project on hold pending government reforms of RMA.</p>		
7.	2	Tasman Resource Management Plan useability review	Paused	<p>Steps Identify and assess with user feedback, the opportunities and options for improving the accessibility, readability and general useability of the Plan. Look to reducing bulk, simplifying and rationalising structure, consistency of content and format.</p> <p>Situation Project scoping and user survey. Results reported to EPC Jan 2013. Opportunities and options report November 2013. Project on hold while government reforms of RMA clarified for plan template and e-plans.</p>		
8.	2	Implementation of national policy statements: NPSET 2008, NZCPS 2010, NPSREG 2011, NPSFM 2011	Live	<p>Steps Reporting on implementation programme across operative national instruments; staged programmes of investigations and policy reviews to implement as</p>	SM, MAB, TB, MH, SN and others	NPSET on hold; possible change Q2 2015. NZCPS ongoing with other live projects; implementation status reporting 2015. NPSREG report Q2 2015.

				<p>separate projects</p> <p>Situation Work under way in separate projects to define and carry out tasks for implementing the NPSET 2008, NZCPS 2010, NPSREG 2011, NPSFM 2014. NPSET at hold; NZCPS ongoing with other live projects; NPSFM programme notified Nov 2012; revision of programme for 2015 required. NPSREG report Dec 2012.</p>		<p>NPSFM programme ongoing, reporting annually with investigations, community processes and plan changes; revised programme Q4 2015.</p>
9.	2	Richmond residential density investigation	Live	<p>Steps Investigations into Richmond urban residential intensification; assessment of options for responding to opportunities and issues such as locations, design, market dynamics; plan changes and infrastructure programming.</p> <p>Situation Current since 2009 (briefing reports July 2010; Feb 2013). Community engagement process with feedback, community symposium in 2013; Richmond residential density advisory group (RRAG) setup and inquiry into issues and options 2014.</p>	MH, JD, RB, SN, SM	<p>RRAG assessment of residential intensification opportunities barriers, and pathways, including draft Plan change and other actions.</p>
10.	2	Richmond town centre development plan (interdept)	Live	<p>Steps As part of interdepartmental project, investigations (retail and commercial demand and supply), urban design structure plan, issues and options, plan change for CBZ, design guidance, along with services upgrading programme.</p>	RB, SM, SN, GC, DF, SD.	<p>Council approval of discussion paper on town centre issues, proposals for development design regulation and services upgrade programme. Community engagement process. Feedback to inform draft plan change for CBZ</p>

				<p>Situation The CBD development plan commenced as an interdepartmental project in early 2011. A workshop on CBD issues was held in Jan 2013; a framework structure plan was developed; and an action plan adopted by Council April 2013. Council directions on how this is to inform draft discussion paper for community engagement 2014.</p>		<p>review, design guidance. Expected timeframe by Q3 2015.</p>
11.	2	Development design guidance consolidation and review of TRMP urban design and network services provisions (incorporates Change 4 (Transport)) (interdept.)	Live	<p>Steps Change 4 notified; review of issues in light of Richmond, Motueka urban planning, Engineering Standards & Policies review and Project Stormwater; review of urban design guidance and linked policies and network services provisions; further change.</p> <p>Situation Change 4 notified 2005. Hearing of submissions on Change 4 deferred pending resolution of content in Plan arising from reviewed ESP. Further principles-based research on urban stormwater management in Project Stormwater 2009 - 2011. Limited review of ESP 2013. Further combined review Tasman and Nelson ESPs started late 2014.</p>	JD, SN, RB, LM, DL, GC, others	<p>Investigations into guidance needs; development of scope and principles for urban design and methods (acceptable solutions) Q3 2015. Collaboration in ESP review and scoping of draft Plan change for both guidance and policies and rules Q3 2015.</p>
12.	2	Review of planning framework for deferred urban development: Change 51	Live	<p>Steps Assessment of policies, rules applicable to deferred urban locations. Consultation with landowners; notification, hearing,</p>	SM	<p>Notification, submissions, hearing, decisions.</p>

				decisions, appeals on proposed change. Situation Draft change and engagement with landowners late 2014. Adoption of proposed change end 2014.		
13.	2	Brightwater strategic development planning	Live	Steps Review of urban development strategy for Brightwater: issues paper; structure planning; TRMP change process (EP07-12-04, EP12-03-05 for description). Modelled assessment of flood hazard risk a technical work before full community engagement. Situation Flood modelling results discussed with community early 2014. Preliminary engagement with community late 2014.	RB, DL, RS and others	Issues and options paper and structure plan for further engagement, draft change Q2 2015.
14.	2	Wakefield strategic development planning	Live	Steps Review of urban development strategy for Wakefield: investigations; issues paper; structure planning; TRMP change process (EP07-12-04, 12-03-05 for description). Situation Flood modelling results discussed with community early 2014. Preliminary engagement with community late 2014.	SN, DL, RS and others	Issues and options paper and structure plan for further community engagement, draft change Q2 2015.
15.	2	Land disturbance areas review	Live	Steps Investigation into current issues with sediment and erosion risks in targeted situations eg. urban earthworks; rural earthworks;	MAB, LM, AB, LP, DS, WG, TJ, LV, SM	Scoping of issues and options. Findings on sediment and erosion control guidance research basis. Engagement with stakeholders; draft plan

				<p>review of plan provisions; plan change.</p> <p>Situation</p> <p>Priority programme of land disturbance management measures derived from workshops on erosion and sediment control in late 2009. Practice guidance for sediment and erosion control in development 2011-12. Project scope of regulatory review and EPC approval to commence May 2012. Project to include issues paused under Change 3 Coastal environment land disturbance. Investigations and assessment of issues and options. Completion of erosion & sediment control guidance 2014. Govt funding for research on effectiveness of control measures with steering group end 2014.</p>		change.
16.	2	Takaka catchment water management	Live	<p>Steps</p> <p>Takaka resource statement circulated; freshwater & land advisory group (FLAG) set up, TRMP change process</p> <p>Situation</p> <p>Community engagement on water and land issues and options using freshwater and land advisory group, mid 2014.</p>	MAB, LM, JT, TJ	Completion of FLAG assessment and advice on management regime for TRMP change.
17.	2	Upper Motueka water allocation review: Change 52	Live	<p>Steps</p> <p>Define issues and options; consult with stakeholders; draft change; notification; submissions; decisions; appeals.</p>	MAB, JT	Notification, submissions, hearing, decisions.

				<p>Situation Investigations reported September 2013. Reporting on resource situation, issues and options and draft change with community feedback mid 2014. Proposed change 52 adopted for notification late 2014.</p>		
18.	2	Onsite wastewater management:	Not started	<p>Steps Review of district approach: Risk assessment of settlement pattern re domestic wastewater contamination following CTA wastewater management area. Investigations with policy review; TRMP change process</p>		Issues and options paper
19.	2	Indigenous biodiversity management and action plan for advocacy (Native Habitats Tasman)	Ongoing	<p>Steps Situation report; SNA investigation. Situation Situation reports to EPC May, June 2007 on biodiversity management and SNA investigation agreement. Reporting to EPC December 2007. Commencement of SNA investigation tasks as agreed. Launch of Tasman Native Habitats project early 2008. Ongoing liaison in priority area of district with reporting and landowner assistance actions. Governance through oversight group.</p>	LV, SM, external stakeholders	Ongoing advocacy with landowners across priority parts of district. Review of biodiversity management achievements, risks and responses following ecological district reporting.
20.	2	TRMP administration issues requiring review	Ongoing	<p>Steps Series of reports on specific issues arising from administration; Plan change processes for priority issues. Situation</p>	RB and team	Ongoing assessment of priority issues.

				Ongoing reporting on issues or assignment to live projects.		
21.	2	Advice on policy issues raised by central government or other agencies including iwi: legislation, policy statements, management plans, water conservation order processes	Ongoing	<p>Steps Ongoing reporting in response to government or iwi proposals</p>	All of section and others	Responses as required.
22.	2	Golden Bay landscapes & features protection	Live	<p>Steps Strategic issues investigations; Issues and options paper; engagement process leading to TRMP changes. Work is to address landscape management and the protection of outstanding natural features and landscapes (ONFLs) in Golden Bay (Kahurangi Point to Separation Point), integrated with reviews of settlement areas on GB east and west, and rural policy review projects.</p> <p>Situation Project commenced December 2007; investigations and targeted stakeholder engagement in 2008; preparatory to issues and options assessment and community engagement. Work recontinued from July 2010 to achieve comprehensive information base, to use in findings for ONFLs, and planning options assessment, community collaboration through working group and its small group,</p>	SN, SM	Further development of ONFL findings by small group; policy options assessment, development of draft plan change and further engagement with stakeholders. Adoption of draft change for notification Q2 2015.

				leading to notified change for whole of GB landscape management supported by collaborative group (refer EP11.01.06 and EP 11.07.04). Presentation to community working group of draft ONFL findings December 2012. Further assessment of options by small group with completion of draft report on ONFLs late 2014.		
23.	2	Mooring management review	Live	<p>Steps Review of mooring issues and options; community engagement, draft TRMP change, notification.</p> <p>Situation Community engagement with discussion paper early 2014. Draft bylaw notified mid 2014. Further assessment of locations and implementation issues, and targeted engagement.</p>	TB, DC, RS	Draft plan change Q2 2015. Adopt and notify Plan change Q3 2015.
24.	3	Golden Bay settlement strategy: Takaka	Paused	<p>Steps Takaka zoning review to avoid flood risk exposure of further land; and south Takaka (Park Avenue) structure planning to provide for first stage of concept additional township (refer EP07-09-06 for description)</p> <p>Situation Takaka floodplain modelling and risk assessment and community engagement completed 2011. Consideration May 2012 of planning options and decision to not continue; and referral to ESC options for structural or physical</p>		If recontinued; targeted assessment of urban development options in context of flood risk responses.

				mitigation of flood risk.		
25.	3	Golden Bay settlement strategy: Pohara-Tarakohe-Ligar-Tata	Not started	<p>Steps Investigations, structure planning and plan change to provide for shape and extent of settlement development in the area integrated with rural land management (refer EP07-09-06 for description).</p> <p>Situation Change 8 setting out settlement pattern principles operative Oct 2010.</p>		Approval to start, investigations, issues and options, draft structure plan; plan change
26.	3	Riparian land management strategy	Not started	Situation report; possible review of RLMS; plan change.		Situation report.
27.	3	Tasman (village) strategic development review. Refer EP07-12-04 for description	Not started	<p>Steps Investigations; issues paper; structure plan for Tasman; TRMP change process</p>		Investigations report and issues paper
28.	3	Tasman Bay landscapes	Not started	<p>Steps Investigations; issues paper, settlement and rural land management issues and options; TRMP change process (refer EP08-04-13 for description).</p> <p>Situation Awaiting outcome of Golden Bay landscapes project.</p>		Investigations report and issues paper

APPENDIX 4: 10 Year Financial Summary

Funding Impact Statement - Environmental Management	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	6,696	6,618	6,585	6,729	6,808	7,092	7,239	7,422	7,656	7,901	8,198
Targeted rates	339	281	274	266	256	251	233	210	185	168	158
Subsidies and grants for operating purposes	120	123	126	130	134	139	143	148	154	159	165
Fees and charges	0	2,341	2,413	2,490	2,572	2,663	2,759	2,861	2,971	3,089	3,214
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	2,695	49	51	52	54	55	57	59	61	64	66
TOTAL OPERATING FUNDING	9,850	9,412	9,449	9,667	9,824	10,200	10,431	10,700	11,027	11,381	11,801
APPLICATIONS OF OPERATING FUNDING											
Payments to staff and suppliers	5,872	5,555	5,443	5,545	5,701	5,926	6,063	6,250	6,463	6,683	7,005
Finance costs	114	105	97	88	78	72	63	54	47	37	28
Internal charges and overheads applied	3,584	3,411	3,494	3,633	3,686	3,809	3,971	4,075	4,238	4,413	4,532
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	9,570	9,071	9,034	9,266	9,465	9,807	10,097	10,379	10,748	11,133	11,565
SURPLUS (DEFICIT) OF OPERATING FUNDING	280	341	415	401	359	393	334	321	279	248	236
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	(146)	(146)	(146)	(146)	(146)	(148)	(149)	(149)	(151)	(152)	(152)
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	(146)	(146)	(146)	(146)	(146)	(148)	(149)	(149)	(151)	(152)	(152)
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	33	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	96	185	259	245	203	236	186	189	165	145	137
Increase (decrease) in reserves	5	10	10	10	10	9	(1)	(17)	(37)	(49)	(53)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF CAPITAL FUNDING	134	195	269	255	213	245	185	172	128	96	84
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(280)	(341)	(415)	(401)	(359)	(393)	(334)	(321)	(279)	(248)	(236)
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 from 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.

APPENDIX 5: Risks Management Profile

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

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

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

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

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

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

The full assessment is located at [P:\LTCCP\RISK MANAGEMENT](#).

APPENDIX 6: Glossary of Activity Management Terms

Activity	An activity means the good or service provided by Council to achieve a desired outcome. cf Section 5, LGA
Activity Management Plan	Activity Management Plans are key strategic documents that describe all aspects of the management of 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.
AM Plan	See Activity Management Plan.
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.
Level of service	The defined service quality for a particular activity (eg. Water supply) or service area (eg. supply water quality) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, social acceptability, cost And environmental risk.
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 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.
LTP	See Long Term Plan.
LGA	Local Government Act 2002
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.
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.
Risk Management	The application of a process for realising possible values or opportunities whilst managing potential adverse effects including the ranges of outcomes and their probabilities of occurrence.