

# Community Relations Activity Management Plan 2018



## Quality Assurance Statement

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# 1 Executive Summary

This activity management plan (AMP) describes the strategies and works programmes for the Community Relations activity. It outlines how Council intends to meet the objective of delivering the required level of service to existing and future users in an efficient and cost effective way.

## 1.1 What We Do

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

Our activities include:

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

## 1.2 Why we do it

This activity is charged with delivering the Council's communications and community partnership activities to build a sense of community and pride of place in Tasman. We will do this by building capacity within the community through informing, engaging with and empowering the communities we serve, enabling and supporting community groups, providing community recreation opportunities and education, and facilitating partnerships.

The Community Relations activity helps promote the wellbeing of our community so that our communities:

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

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

## 1.3 Levels of Service

Council aims to provide the following levels of service for the Community Relations activity:

Promotion and delivery of community events and recreational services	We provide a range of communication channels that enhance the Council's ability to engage and connect with the communities it serves	Leadership and coordination to schools and early childhood centres, to protect and enhance our local environment through education
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For the duration of this AMP, Council will focus on maintaining existing levels of service and is not planning to make significant investment in improvements, with the exception of additional funding to support digitising our services. For further detail, including measures and targets for the levels of service, refer to Section 5.

## 1.4 Key Issues

The most important issues relating to the Community Relations activity are listed in Table 1 below and discussed in more detail in Section 3.4.

**Table 1: Key Issues**

Key Issue	Discussion
Accessible Council	In promoting engagement and interaction with the Council, especially with regard to public submission processes, there is a need to ensure the processes, language and channels are easy to understand and accessible by as many people as possible.
Empowering communities and citizens	Enabling residents and community groups to feel they can have a say in what the future of Tasman looks like through the multiple channels open to them, either directly or through their elected representatives.
Enriching our environment and communities	Sustainable management of our environment is the responsibility of all, not just the Council. Through education, engagement and support of community groups we look to build a common responsibility and ownership to provide solutions and beneficial practices.
Growing expectations of interaction	There is a growing demand for the Council to communicate, interact and engage in ways that best meet the needs of the residents. To meet this demand the group has adopted the philosophy of 'On their terms, On their turf and In their time' to drive decision-making about the best method/s of engagement.

## 1.5 Responding to the Issues

Central to the Council's response is the recognition of the various channels people are now relying on to conduct their daily business and the time constraints they face. This recognition is driving a greater focus on the use of digital channels and opportunities to meet at places and events residents attend on a regular basis. Council also needs to change the language it uses to communicate with its residents, from the legislative based form used in the past to a style that is simpler, more informal and unambiguous. Through the development of our channels and use of appropriate language, we are looking to facilitate a higher level of engagement and desire to play a role in the decision-making processes.

In managing our environment the Council is getting closer to community groups with interests in the environment and delivering campaigns that provide clear information to residents and other groups on how they can play a role in protecting and enhancing our environment through simple changes to the way they do things.

## 1.6 Operational Programme

The operational budget for the next 10 years is presented in Appendix A.

The Community Relations Activity is managed within a three year work plan approved by the Community Development Committee. The work plan identifies the key streams of work for the communications and engagement, community partnership, environmental education, recreation and events responsibilities managed by the Community Relations group. The current three year plan is included as Appendix B.

In addition to the work plan, Community Relations is partnering with Information Services to develop and deliver the digital strategy over the next three years. The digital strategy is about putting our residents and ratepayers first in the way we deliver services online. The strategy will focus on the way we design and deliver our services in the future. Fundamental to the work is the establishment of a secure customer identity system and the means to integrate the information we hold into a form or process that meets the needs of users.

The digital strategy has been developed out of both customer demand and the increased opportunities digital technology brings. It is an approach of putting customers at the centre of changes to the services the Council delivers. It is not only technical development it will be focused on reviewing and improving processes, capabilities and information to support current and future offerings.

The demand to access online services is increasing. Website visits remain high showing demand to access services outside normal work hours exists as well. Existing and planned improvements to broadband infrastructure mean that more Tasman residents will have access to better quality Internet which will also fuel further demand.

The business case ensures our residents and ratepayers are not hindered by obsolete processes or ways of operating when more efficient methods can be created

It is an opportunity to develop a new way of delivering services improved through the digital transformation model and involving our customers, that will benefit both online and face to face offerings that will be more transparent and that will build engagement.

## 1.7 Capital Programme

The Community Relations Activity does not have a Capital Programme.

## 1.8 Key Changes

This document largely follows on from the themes developed in the 2015 AMPs. Table 2 summarises the key changes for the management of the Community Relations activity since 2015.

**Table 2: Key Changes**

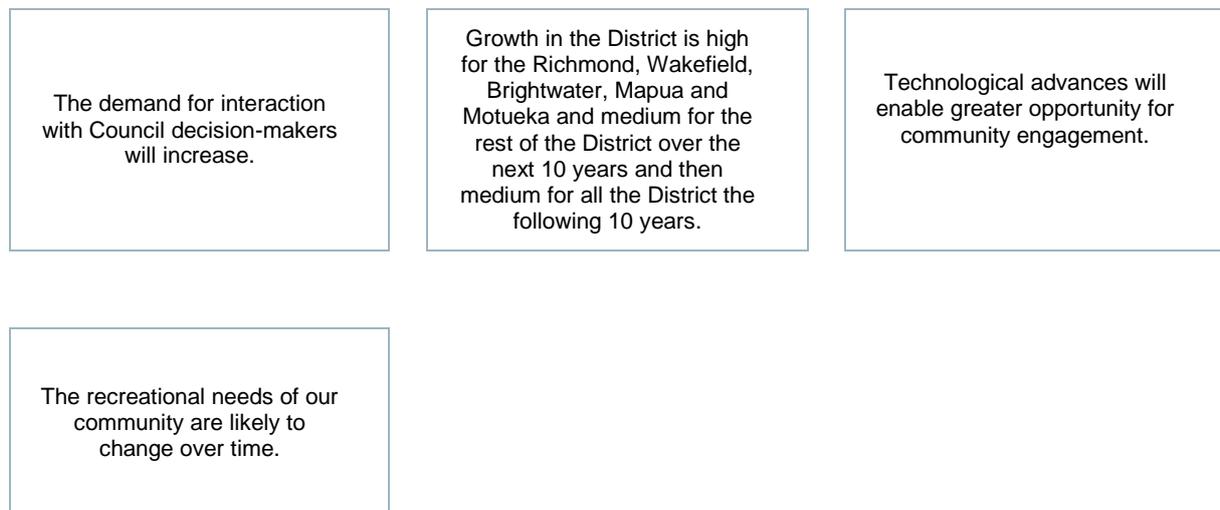
Key Change	Reason for Change
Update to online engagement via the Council's website and social media. The Community Relations group is updating the Council's website with a greater focus on end user needs. The group is already and will increasingly focus on social media as channels to communicate and engage with residents.	The growing demand for engagement and interaction with the Council by residents on their terms and at a time that suits them.
A greater focus on governance education and support for the Tasman Youth Council.	Council has supported and mandated youth council participation in decision-making at standing committees and community boards.

## 1.9 Key Risks and Assumptions

There are factors outside of Council's control that can change impacting on Council's ability to do what it planned. Sometimes the impact can be significant. There is always uncertainty in any planning process but the key to good quality planning is to make clear assumptions to help address any related uncertainty. This section sets out the key risks and assumptions that relate to this activity.



**Figure 1: Key Risks**



**Figure 2: Key Assumptions**

## 2 Introduction

The purpose of this Activity Management Plan (AMP) is to outline and to summarise in one place, the Council's strategic management and long term approach for the provision of its Community Relations activity and how it links to the overall strategic direction for the District.

### 2.1 Rationale for Council Involvement

The Council wishes to inform, engage and communicate with the communities it serves, as well as working in partnership with community groups, and providing recreation and environmental education opportunities to build a sense of community and pride of place, and to build capacity within the Tasman community. We also have legislative responsibilities to meet through our communications and community engagement activities.

### 2.2 Description of Assets & Services

The services provided by the Community Relations team include engaging with communities and groups, providing community recreation opportunities and events, providing grant funding, and educating and facilitating partnerships. Our activities include:

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

# 3 Strategic Direction

Strategic direction provides overall guidance to the Council and involves specifying the organisation's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Strategic direction for the Community Relations activity is set using a combination of District-wide and local issues and priorities.

## 3.1 Our Goal

To achieve the strategy the Community Relations Activity will lead, manage and enable effective management, planning and delivery of the Council's community engagement, communications, recreation, events, community partnerships and grants and environmental education responsibilities to support and enhance the relationship between the Council and the communities it serves.

**Table 3: Activity Goal**

Activity Goal
To build a sense of place and community in support on the Council's sought outcomes and enhance the Council's reputation and ability to deliver to its communities.

## 3.2 Contribution to Community Outcomes

Table 4 summarises how the Community Relations activity contributes to the achievement of the Council's Community Outcomes.

**Table 4: Community Outcomes**

Community Outcomes	Does Our Activity Contribute to the Community Outcome?	Discussion
Our unique natural environment is healthy, protected and sustainably managed.	Yes	Through the EnviroSchools programme, partially funded through the Ministry for the Environment, schools receive assistance to initiate activities aimed at supporting and teaching sustainability and how we can all reduce our impact on the environment. These Council and community-led initiatives deliver environmental benefits across the broader community.
Our urban and rural environments are people-friendly, well-planned, accessible and sustainably managed.	Yes	In partnership with the Council's Engineering and Environment and Planning departments, we deliver environmental, air quality and waste minimisation education to support sustainable management and lifestyles.  Assisting communities to create a unique sense of place through community group funding and advice.
Our infrastructure is efficient, cost effective and meets current and future needs.	No	
Our communities are healthy, safe, inclusive and resilient.	Yes	We provide support for residents, to enable them to enjoy a good quality of life within a supportive and diverse community.  We assist residents and businesses to cope with disasters and emergencies.

Community Outcomes	Does Our Activity Contribute to the Community Outcome?	Discussion
Our communities have opportunities to celebrate and explore their heritage, identity and creativity.	Yes	We help to promote and celebrate our history and diverse cultures, by providing funding and in-kind support to organisations that preserve and display our region's heritage and culture.
Our communities have access to a range of social, cultural, educational and recreational facilities and activities.	Yes	We promote, support and deliver recreational, educational and social services and activities that reflect the diversity of our District. We provide assistance with community-led facilities, projects and initiatives, to deliver benefits across the broader community.
Our Council provides leadership and fosters partnerships, a regional perspective and community engagement	Yes	We provide opportunities for engagement between Council and local communities through our communications activities.  By collaborating with community associations and other groups we look to build effective partnerships.  By supporting District-wide youth clusters, we provide avenues for youth participation in Council decision-making.
Our region is supported by an innovative and sustainable economy.	Yes	Through the recognition, support and enablement of innovation and new technology, we provide opportunities for youth and people of all ages to live and work in the District.

### 3.3 Financial Strategy

The Financial Strategy outlines Council's financial vision for the next 10–20 years and the impacts on rates, debt, levels of service and investments. It will guide Council's future funding decisions and, along with the infrastructure strategy, informs the capital and operational spending for the Long Term Plan 2018-2028.

Three key financial limits are established in the Financial Strategy that set Council's overall financial boundaries for its activities. These include:

- Rates Income - limited to \$51 million per annum and targeted rates to \$46 million per annum.
- Rates Increases - limited to a maximum of 3% per annum, plus an allowance for annual growth in rateable properties.
- Debt - net external debt limited to a maximum of \$200 million

Over the next 10 years, forecast rate income increases and debt levels are projected to be near Council's limits. Council has had to work hard to prioritise and plan a work programme which addresses key issues while staying within these limits. Given Council's debt is projected to peak at \$199m in Year 2021/22 there is very little scope to add further work programmes in the next five years.

As a result of the financial constraints Council has set itself, overall the Community Relations activity has been constrained in what can be delivered for the community.

### 3.4 Key Issues

Communities are registering a greater interest in the decisions being made by the Council. Therefore, Council needs to communicate in a way they understand, through easily accessible channels and at times that suit them. Better communication helps people understand the process, and sometimes the outcome, and helps create a more open and trusting relationship with Council.

The sustainable management of our environment cannot be solely managed by the Council. To achieve a real difference residents have to play a role. Decisions like what wood residents burn, what they pour into the stormwater system and what they plant in their gardens can make a marked difference to the sustainable future of their local environment.

**Table 5: Key Issues**

Key Issue	Discussion
Accessible Council	In promoting engagement and interaction with the Council, especially with regard to public submission processes, there is a need to ensure the processes, language and channels are easy to understand and accessible by as many people as possible.
Empowering communities and citizens	Enabling residents and community groups to feel they can have a say in what the future of Tasman looks like through the multiple channels open to them, either directly or through their elected representatives.
Enriching our environment and communities	Sustainable management of our environment is the responsibility of all, not just the Council. Through education, engagement and support of community groups we look to build a common responsibility and ownership to provide solutions and beneficial practices.
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### 3.5 Responding to the Issues

Central to the Council’s response is the recognition of the various channels people are now relying on to conduct their daily business and the time constraints they face. This recognition is driving a greater focus on the use of digital channels and opportunities to meet at places and events residents attend on a regular basis. Council also needs to the change language it uses to communicate with its residents, from the legislative based form used in the past to a style that is simpler, more informal and unambiguous. Through the development of our channels and use of appropriate language, we are looking to facilitate a higher level of engagement and desire to play a role in the decision-making processes.

In managing our environment the Council is getting closer to community groups with interests in the environment and delivering campaigns that provide clear information to residents and other groups on how they can play a role in protecting and enhancing our environment through simple changes to the way they do things.

### 3.6 Prioritisation

Council cannot afford to undertake all work at once due to financial and resource constraints. This means that Council needs to prioritise what work it undertakes first, and what work can wait until later.

There are multiple factors that affect the priority of individual works. These include:

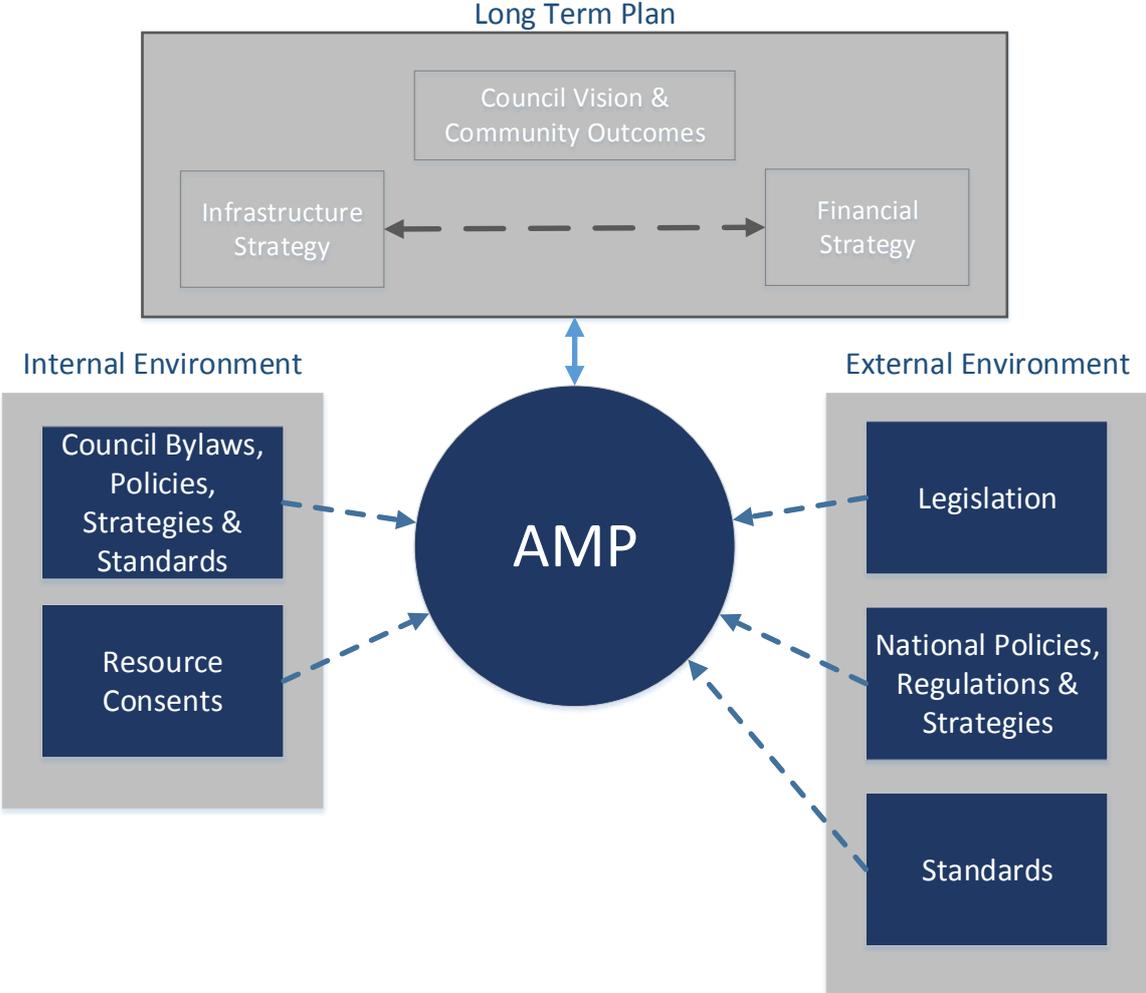
- The need to protect public health & safety
- Statutory compliance
- Meeting the needs of tomorrow’s population
- Readiness to implement works
- Co-funding opportunities
- Enabling pleasant community environments
- Benefits and risks
- District distribution
- Strategic fit

Council has taken all of the above into consideration when planning its programme of work. Generally, mandatory requirements such as statutory compliance take priority, and discretionary activities have been programmed second to this. The Community Relations activity supports Council deliver on its statutory obligations, particularly in relation to community engagement and consultation obligations.

# 4 Key Linkages

In preparing this AMP, we examined external national drivers that influence this activity including legislation, national policies, regulations, strategies, standards and guidelines. Local or internal drivers that influence the AMP include Council’s bylaws, polices, plans, strategies and standards.

## 4.1 Overview



**Figure 3: How the Community Relations Activity relates to other documents**

- Linkages – the need to ensure this AMP is consistent with all other relevant plans and policies;
- Constraints – the legal constraints and obligations Council has to comply with in undertaking this activity.

The main drivers, linkages and constraints are described in the following sections.

## 4.2 Key Legislation

This activity is guided by a range of national legislation. The Acts below are listed by their original title for simplicity, however all Amendment Acts shall be considered in conjunction with the original Act, these have not been detailed in this document. For the latest Act information refer to [www.legislation.govt.nz](http://www.legislation.govt.nz).

**Table 6: Key legislation that influences the Community Relations Activity**

Key Legislation	How it relates to the Community Relations Activity
Local Government Act 2002	<p>Sets out the obligations of Councils and Council-Controlled Organisations in regard to public services, and controls their regulatory and enforcement powers.</p> <p>Section 10 outlines the purpose of local government, which includes meeting “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”. Section 11A(e) outlines that libraries, museums, reserves, and other recreational facilities and community amenities are core services of local authorities. Other parts of the Act require Council to undertake various processes, reporting requirement, etc., relating to their activities.</p>
Resource Management Act 1991	Sets out obligations to protect New Zealand’s natural resources such as land, air, water, plants, ecology, and stream health. Resource consents draw their legal authority from the Resource Management Act 1991.
Health and Safety at Work Act 2015	Sets out the obligations to ensure the events and facilities managed by the Group do not in any way contravene the Act
Building Act 2004	Ensure the facilities used and /or managed by the group meet the legislation and regulations stipulated by the Act
Civil Defence and Emergency Management Act 2002	In playing the respective roles the group undertakes within the Council’s regional responsibilities
Bylaws Act 1910	Ensuring the community groups assisted by the Council and the Community Relations roles activities are managed within existing bylaws
Climate Change Response Act 2002	Environmental education is advised by this Act
Fire Safety and Evacuation of Buildings Regulations 1992	Ensuring community facilities and Council managed or supported events have the appropriate plans described by this Act
Historic Places Act 1993	Informs decisions and activities that support heritage activity within the District
Reserves Act 1977	Ensuring events or activities managed by Community Relations on Reserves comply with regulations within the Act
Vulnerable Children Act 2016	Ensuring events, activities and facility management involving children are managed within the obligations of this Act

### 4.3 Key Council Policies, Plans and Strategies

This AMP is a key component in the Council’s strategic planning function. Among other things, this plan supports and justifies the financial forecasts and the objectives laid out in the LTP. It also provides a guide for the preparation of each Annual Plan and other forward work programmes. Table 7 describes the key Council plans and policies with linkages to the Community Relations AMP.

**Table 7: Key Council policies, plans and strategies**

Document	How it relates to the Community Relations Activity
Long Term Plan (LTP)	The LTP is Council’s 10 year planning document. It sets out the broad strategic direction and priorities for the long term development of the District; identifies the desired community outcomes; describes the activities the Council will undertake to support those outcomes; and outlines the means of measuring progress.
Activity Management Plans (AMPs)	AMPs describe the assets and activities undertaken by the Council outlining the financial, management and technical practices required.
Annual Plan	A detailed action plan on the Council’s projects and finances for each financial year. The works identified in the AMP form the basis on which annual plans are prepared. With the adoption of the LTP, the Annual Plan mainly updates the budget and sources of funding for each of the years between the LTP.
Annual Report	The Annual Report identifies the prior year’s achievements against Long Term Plan/Annual Plan targets.
Contracts and agreements	The service levels, strategies and information requirements contained in the AMP are the basis for performance standards in current Professional Service Contracts for commercial arrangements
Council bylaws, standards and policies	These tools for asset creation and subsequent management are needed to support activity management tactics and delivery of service.
Growth Supply and Demand Model	The Growth Supply and Demand Model predicts the population increases for the district over the coming 20+ years. These predictions influence the likely demand on Council activities, infrastructure and services.
Operational plans	Plans to ensure the activity is managed in a consistent manner.
Significance and Engagement Policy	This policy informs and determines the relationship the Council and community share with regard to engagement.
Community Grants policy	To encourage and support the community to find ways to improve the delivery of services or infrastructure and to deliver services in a cost effective way to local communities
Cultural policy	To support and encourage the artistic and cultural expression of all people in Tasman District.
School Pool Swimming Policy	To support schools to allow them to open their swimming pools to the public during the summer school holiday period.
Media Policy	The media policy is to guide the relationship the Council shares with the media in all forms to ensure the maximum benefit possible is achieved by all parties concerned with the primary audience and beneficiaries being the citizens of Tasman District.

Document	How it relates to the Community Relations Activity
Advertising policy	Guiding the placement, design and frequency of legislatively determined advertising and those that advertise events or happenings
Physical Activity strategy	A strategy aimed at increasing physical activity uptake within the District
Brand Manual	The guide to the use of the Council's logo and other visual communication tools to provide a consistent identity.
Social Media policy	To define and publicise the Council's position on the use of social media

# 5 Levels of Service

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

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

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

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

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

## 5.1 Our Levels of Service

Table 8 summarises the levels of service and performance measures for this activity. Shaded grey rows are the levels of service and performance measures to be included in the Long Term Plan and reported in the Annual Plan. Unshaded white rows are technical measures that are only included in the Activity Management Plan.

**Table 8: Levels of Service and Performance Measures**

Levels of Service	Performance Measure	Current Performance	Future Performance Targets			
			Year 1	Year 2	Year 3	Year 10
			2018/19	2019/20	2020/21	2028/29
Promotion and delivery of community events and recreational services	Residents attending a range of Council-organised community events rate their satisfaction as 'fairly satisfied' or better, as measured through the annual residents' survey.	Not measured  Performance was not due to be measured in 2016/2017. It is due to be reported again in 2018. In the 2015 survey we attained 75% satisfaction.	75% of the community is very or fairly satisfied with Council activities or events	75% of the community is very or fairly satisfied with Council activities or events	75% of the community is very or fairly satisfied with Council activities or events	75% of the community is very or fairly satisfied with Council activities or events
We provide a range of communication channels that enhance the Council's ability to engage and connect with the communities it serves	Residents are informed and engage with Council:  At least 80% of residents consider the information supplied by the Council to be sufficient (i.e. enough or more than enough) as measured by the annual residents' survey.	In 2017, 80% of respondents considered the information supplied by the Council to be sufficient.	At least 80% of residents consider the information supplied by the Council to be sufficient	At least 80% of residents consider the information supplied by the Council to be sufficient	At least 80% of residents consider the information supplied by the Council to be sufficient	At least 80% of residents consider the information supplied by the Council to be sufficient
We provide a range of communication channels that enhance the Council's ability to engage and connect with the communities it serves	Residents are informed and engage with Council:  Usage of the Council's online information sources (i.e. website and social media channels) increases at a rate of 5% or more annually.	New measure	New measure	5% increase in usage of Council's online information sources, compared with previous year.	5% increase in usage of Council's online information sources, compared with previous year.	45% increase in usage of Council's online information sources, compared with usage as at mid-2019.

Levels of Service	Performance Measure	Current Performance	Future Performance Targets			
			Year 1	Year 2	Year 3	Year 10
			2018/19	2019/20	2020/21	2028/29
Leadership and coordination to schools and early childhood centres, to protect and enhance our local environment through education	<p>The number of schools and early childhood centres developing and maintaining environmental care practices is sustained.</p> <p>The achievement level of each Enviroschool improves over time, as measured by the Enviroschools stages of Bronze, Silver to Green-Gold.</p>	Currently 28 Enviroschools engage in a number of environmental practices and projects.	The number of schools and early childhood centres developing and maintaining environmental care practices is sustained.	The number of schools and early childhood centres developing and maintaining environmental care practices is sustained.	The number of schools and early childhood centres developing and maintaining environmental care practices is sustained.	The number of schools and early childhood centres developing and maintaining environmental care practices is sustained.
Support Council-owned community-managed facilities to deliver to meet local needs	<p>The use of the community facilities in Murchison, Upper Moutere, Motueka and Golden Bay increases per capita of local population.</p> <p>As measured by usage statistics gathered by facility management.</p>	New measure	Increase compared to previous year.			

### 5.1.1 Tasman Bays Heritage Trust Performance Targets

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

### 5.1.2 Our investment in the CCO

Tasman Bay Heritage Trust is proposing to redevelop the Nelson Provincial Museum to extend the facility and provide a new regional collection facility. Council supports the redevelopment of the Museum and recognises the important value the facility provides to our community. Council has contributed to this facility in the past and continues to through this LTP. In Year 1 (2018/2019) we have committed operational funding of approximately \$865,000 for the Trust, and \$63,000 (GST exclusive) for the museum storage facility at Elm Street. Council also provides the Trust with an interest free loan of \$1 million which costs Council approximately \$43,000 per annum in interest on behalf of the Trust. Council intends to revisit the request for capital funding in the next LTP 2021-2022.

The principal objectives of the Trust as detailed in the 2017/2018 Statement of Intent include:

- foster, promote and celebrate a sense of history and awareness of the importance of the Nelson and Tasman region's heritage and identity and the relationship of the Tangata Whenua as kaitiaki of taonga Māori within the rohe of Te Tau Ihu; and
- be a good employer; and
- exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and conduct all trading affairs in accordance with sound business practice.

The Performance Measures, as detailed in the 2017/2018 Statement of Intent, are:

- To develop and scope a capital works plan to optimise all Museum operations.
- To diversify funding sources and increase earned revenue.
- To provide increased outreach and support for regional museums and cultural heritage organisations.
- To review the Collection, Acquisitions and Deaccession Policy across all Collection areas.
- Implement a strong and varied Visitor Experience programme.

# 6 Our Customers and Stakeholders

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 and for public views to be considered during Council decision-making processes.

## 6.1 Stakeholders

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

- be fully informed;
- provide reasonable time for those participating to come to a view;
- listen to what they have to say with an open mind;
- acknowledge what we have been told; and
- inform contributors how their input influenced the decision the Council made or is contemplating.

Engagement or consultation:

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

The AMP recognises stakeholder interest in ensuring legislative requirements are met and sound management and operational practices are in place. Key stakeholders include:

- elected members (Councillors and Community Board members);
- iwi;
- District residents and ratepayers;
- community associations;
- community, resident and environmental groups;
- recreation centre management and committees;
- sports clubs and associations;
- Heritage New Zealand;
- Museums Aotearoa;
- Nelson Provincial Museum;
- Sport Tasman;
- Suter Art Gallery;
- Nelson City Council.

## 6.2 Customer Satisfaction

### 6.2.1 Purpose and Types of Consultation

The Council consults with the public to gain an understanding of customer expectations and preferences. This enables the Council to provide a level of service that better meets the community's needs and for public views to be considered during Council decision-making processes.

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

- feedback from residents surveys;
- other customer/user surveys;
- levels of service consultation on specific issues;
- feedback from staff customer contact in person, in print or online;
- ongoing staff liaison with community organisations, user groups and individuals;
- public meetings;
- feedback from elected members, advisory groups and working parties;
- analysis of customer service requests and complaints;
- consultation via the Annual Plan and Long Term Plan processes; and
- consultation on Council policies, plans and strategies.

The Council commissions residents surveys on a regular basis (the National Research Bureau Ltd has provided this service since 2008). These NRB Communitrak™ surveys assess the levels of satisfaction with key services, including provision of Community Relations activities, and the willingness across the community to pay to improve services. Other informal consultation is undertaken with community and stakeholder groups on an issue by issue basis, as required.

### 6.2.2 Consultation Outcomes

The most recent NRB Communitrak™ survey was undertaken in May 2017. This asked residents:

- their preference for accessing Council services and information
- their main source of information about the Council
- the readership of Council published information
- the types of published information they have seen or read
- the sufficiency of the information supplied
- their involvement in Council consultation
- whether Tasman District Council leads on matters of importance
- whether Tasman District Council makes the right decisions
- whether Tasman District Council listens and acts to the needs of residents
- do the Mayor and councillors display sound and effective leadership
- do you believe council managers and staff are competent
- do you believe Tasman District Council is effective
- does Tasman District Council provide good value for rates dollars spent
- do residents feel Tasman District Council has a good reputation?

### 6.2.3 Customer Satisfaction

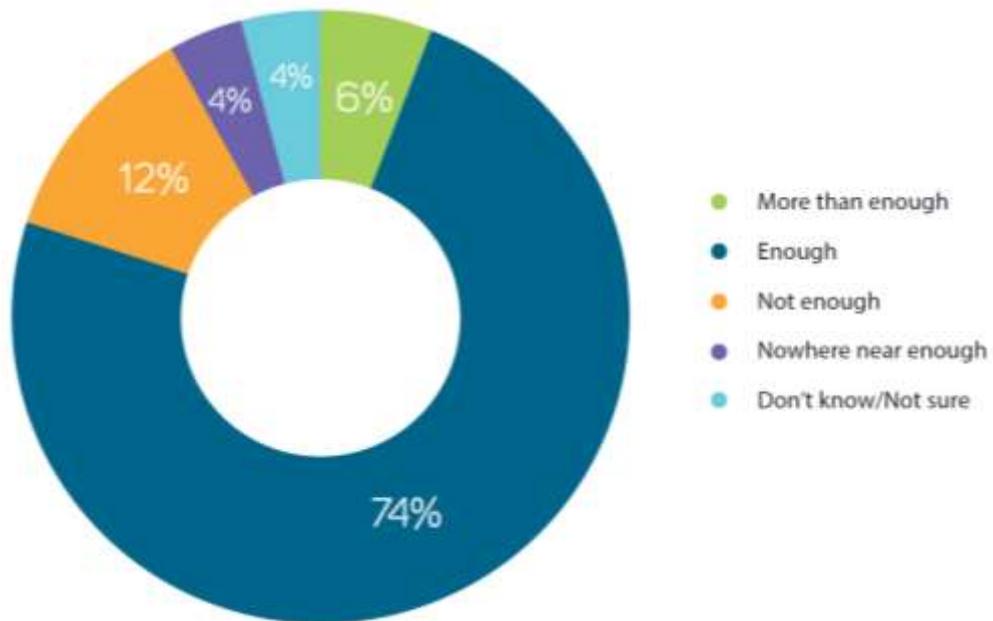


Figure 4: Satisfaction with information supplied by Council (2017)

#### *Where Or From Whom Do You Mainly Get Your Information About Council?*

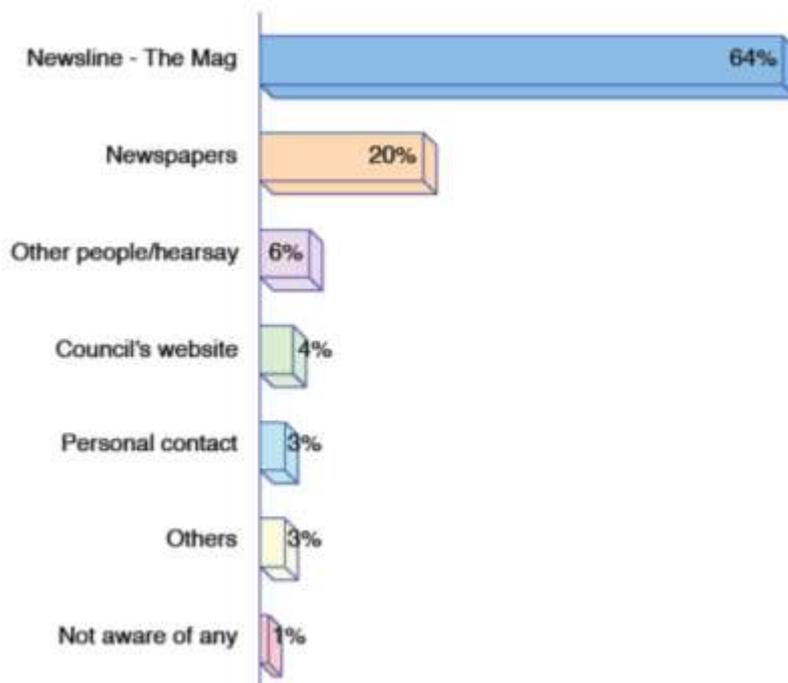


Figure 5: Main source of information sourced from Council (2017)

# 7 Current and Future Demand

The ability to predict future demand for services enables Council to plan ahead and identify the best way of meeting that demand. That may be through a combination of demand management and investing in improvements. This section provides an overview of key drivers of demand and what demand management measures Council has planned to implement.

## 7.1 Demand Drivers

With regard to how the Council communicates and engages with residents and other stakeholders is largely driven by technology and the continuing change in lifestyles. Each of these drivers are helping the shift to online solutions and the ability to conduct business through a variety of tools. This in turn is driving a growing demand to be kept informed and to provide multiple avenues for interaction.

With the continuing growth of the District the demand for community activities will grow accordingly. As well as the numerical growth there is a need to ensure we are providing the activities, services and facilities residents want.

As the District grows so does the need for communities new and old to take on individual responsibility for caring about the environment. With more people choosing to live here a greater pressure on land, air and water there is a need to educate and provide a number of recommended actions people can take themselves.

## 7.2 Assessing Demand

In assessing demand from ratepayers and residents for communications and engagement access and service we rely on three sources; Communitrak™ survey to discern content, regularity and channels; technology-based measurement to assess take-up of channel and methodology and through anecdotal reports via media or directly to the Council regarding content, timing and access to decision-making.

Regular surveys of users of the Council's community-managed facilities will provide demand information as to the services offered and the facilities themselves as used by the host community. Events and access to facilities for other groups may also face increased demands as the District's population grows.

### 7.2.1 Current Demand

Recent community surveys have not indicated that the community is seeking a change in the Council's role in the Community Relations sphere. Satisfaction levels with the Council's provision of communications and engagement are relatively high. However, as noted above we will be ensuring there is a need to remain abreast of technology opportunities and the increasing expectations for us to interact on their terms. Likewise, survey results for recreation and events have been positive with no need to adapt current programmes, however there is a recognised need to meet changing social needs. Environmental education remains a popular curriculum with the majority of pre-school, and primary and secondary schools in the District being supported by community relations staff.

### 7.2.2 Future Demand

In looking to future demands we use the Growth Demand and Supply model as a base. Beyond this model, we look to current usage, community expectations measured through surveys and anecdotal examples. An ageing population, access to technology with an increased interest in the environment will all test the services Community Relations delivers. With the current popularity and success of current channels and services experience has shown very few little services are dropped in favour of new channels. This situation can be tolerated within budgets and time constraints for the short term but inevitably channels will need to be phased out as their use declines in favour of new ones.

### 7.2.3 Demographic Change

Access to technology is going to get easier and cheaper with which the demand for online services, information and engagement is only going to grow. Due to our increasing, ageing population, there is likely to be an increased demand for indoor recreational activities. Indoor facilities have a strong role to play in the recreation and therapeutic opportunities for an ageing population.

### 7.2.4 Population Growth

The purpose of the growth model is to provide predictive information (demand and supply) for future physical development, to inform the programming of a range of services, such as network infrastructure and facilities, and district plan reviews. The model generates residential and business projections for 17 settlement areas and 5 ward remainder areas.

The key demographic assumptions affecting future growth are:

- Ongoing population growth over the next 30 years with the rate of growth slowing over time. The overall population of Tasman is expected to increase by 4,420 residents between 2018 and 2028, to reach 55,690.
- Higher growth in Richmond, Motueka, Mapua, Brightwater, and Wakefield for 2018-2028. For 2018-20208, Council has used Statistics New Zealand's high growth projections for Richmond, Brightwater, Wakefield, Motueka, and Mapua/Ruby Bay, and medium growth projections for the rest of the District. Medium growth projections have been used for the whole District for 2028-2048.
- An ageing population, with population increases in residents aged 65 years and over. The median age in the Tasman District in 2013 was 44. This is expected to increase to 53 (high projection) /54.1 (medium projection) by 2043. The proportion of the population aged 65 years and over is expected to increase from 18% in 2013 to 36% (high projection)/ 37% (medium projection) by 2043.
- A decline in average household size, mainly due to the ageing population with an increasing number of people at older ages who are more likely to live in one or two person households.

The following provides a summary of the outputs from the growth model that have been determined by using the above input assumptions and parameters.

- Residential growth is measured in the number of new dwellings. Council has estimated demand for 2,955 new dwellings over the next ten years, and a further 3,040 dwellings between 2028 and 2048. This is based on population and household size projections, and also allow for demand for dwellings for non-residents, such as holiday houses or temporary worker accommodation. The growth model projects demand for new dwellings to be an average of 365 a year for Years 1-3 (2018-2021), dropping to 266 a year for 2021-2028. In recent years, Tasman has experienced increased growth in the number of new dwellings, with an average annual increase in the last three years of 365 new dwellings. The average over the last ten years was 291 new dwellings a year.

Business growth is measured in the number of new business lots. Council has estimated demand for 243 new business lots in our settlements over the next ten years, and a further 212 new lots between 2028 and 2048. This is based on a business land forecasting model from Property Economics using medium population projections, national and regional economic trends, employment projections and employment to land ratios.

Generally, population growth leads to intensification of the use of existing facilities and services.

# 8 Lifecycle Management

Lifecycle cost is the total cost to Council of an asset or service throughout its life. Council aims to manage its services in a way that optimises the cost with the service delivery. This section summarises how Council plans to manage each part of the lifecycle for this activity.

## 8.1 Operations and Maintenance

### 8.1.1 Key Maintenance and Operational Themes

Key themes include ongoing access to external funding sources to support the provision of some of the services undertaken within this activity.

### 8.1.2 Forecast Operations & Maintenance Expenditure

The following figure shows the forecast operations and maintenance expenditure for the next 10 years (see Appendix A for more detail).

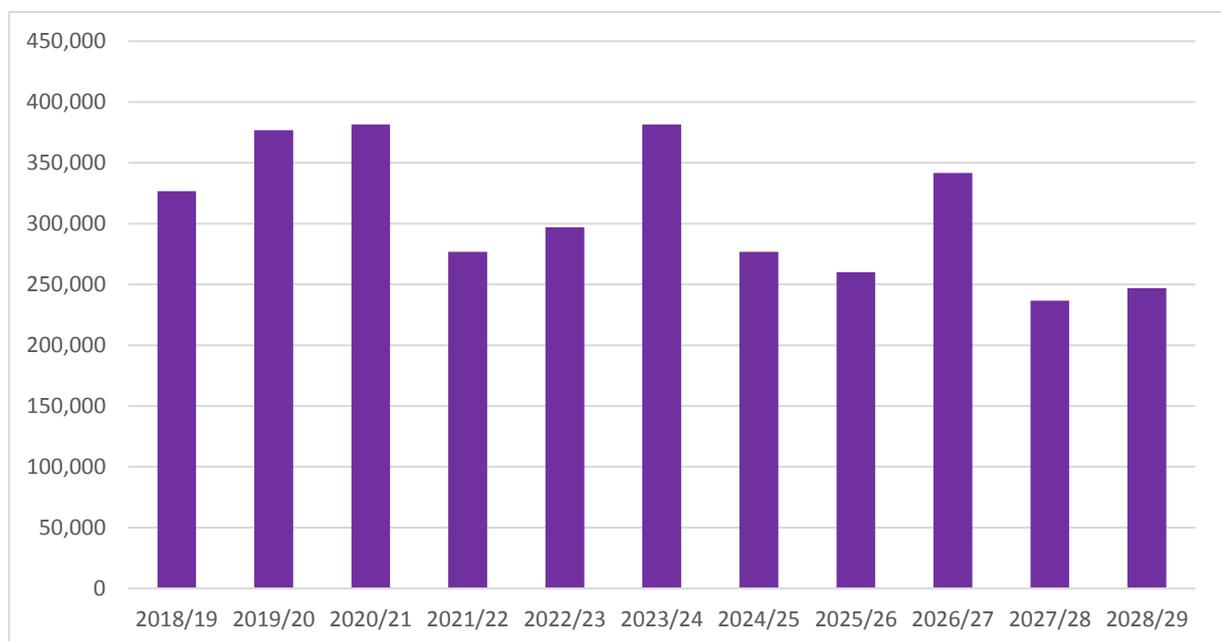


Figure 6: 2018-2028 Community Relations Forecast operations and maintenance expenditure

## 8.2 Asset Development

There is no new capital expenditure or renewals planned for the Community Relations activity.

# 9 Financials

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

## 9.1 Funding Policy, Fees and Charges

The Community Relations activity is currently funded through a mixture of the following sources:

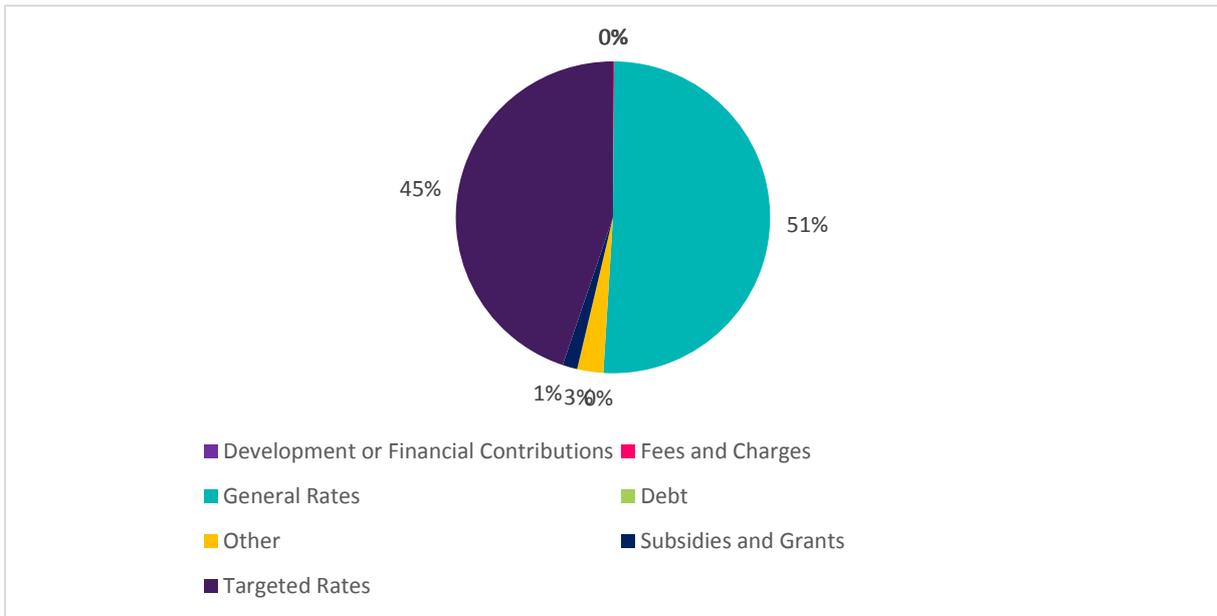


Figure 7: Funding sources for the Community Relations activity (2018-2028)

## 9.2 Financial Summary

### 9.2.1 Project Drivers

All expenditure must be allocated against at least one of the following project drivers.

- Operation and Maintenance: operational activities that do not involve the renewal or upgrade of assets, or work that is necessary in order to provide on-going services at the agreed levels.
- Renewals: significant work that restores or replaces an existing asset towards its original size, condition or capacity.
- Increase Level of Service: works to create a new asset, or to upgrade or improve an existing asset, beyond its original capacity or performance.
- Growth: works to create a new asset, or to upgrade or improve an existing asset, beyond its original capacity or performance to provide for the anticipated demands of future growth.

This is necessary for two reasons as follows.

- Schedule 13(1) (a) and section 106 of the Local Government Act require Council to identify the total costs it expects to have to meet relating to increased demand resulting from growth when intending to introduce a Development Contributions Policy.
- Schedule 10(2)(1)(d)(i)-(iv) of the Local Government Act requires Council to identify the estimated costs of the provision of additional capacity and the division of these costs between changes to demand for, or consumption of, the service, and changes to service provision levels and standards.

All new works have been assessed against these project drivers. Some projects may be driven by a combination of these factors and an assessment has been made of the proportion attributed to each driver.

9.2.2 Total Expenditure

Figure 8 shows the total expenditure for the Community Relations activity for the first 10 years.

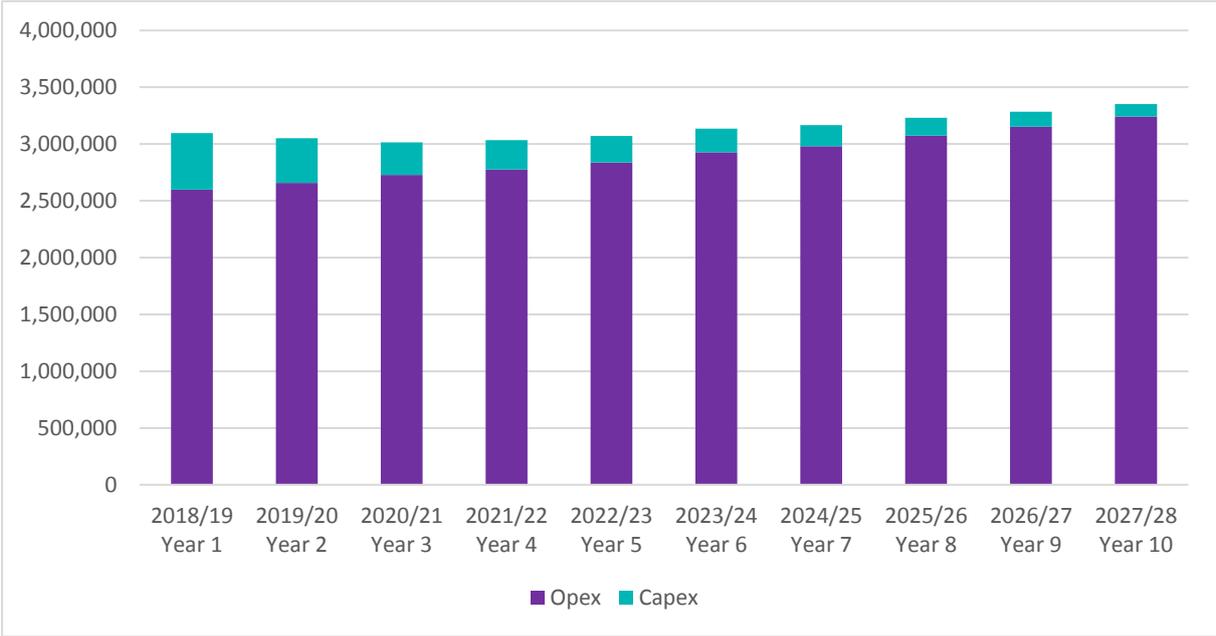


Figure 8: Total Expenditure for the Community Relations activity (2018-2028)<sup>1</sup>

9.2.3 Total Income

The estimated income for the Community Relations activity over the next 10 years is shown below.

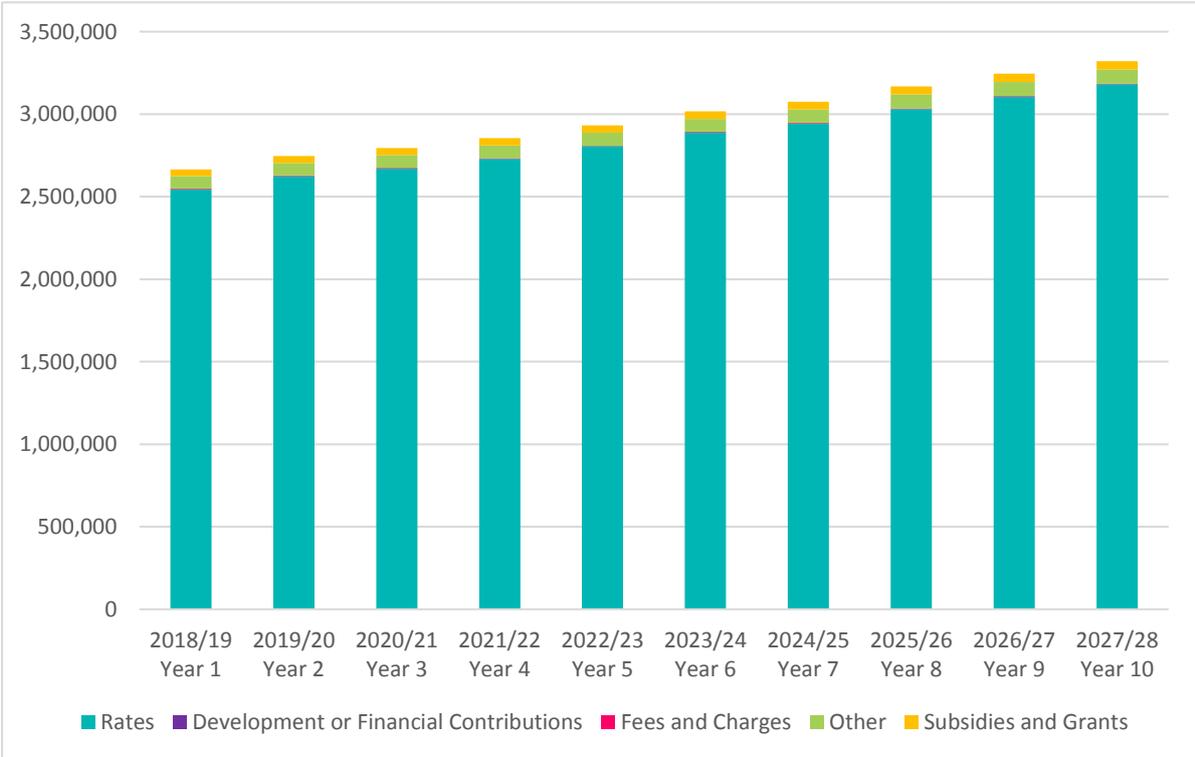


Figure 9: Total Income for the Community Relations activity (2018-2028)

<sup>1</sup> Note - the above Capex line is a property function and will be transferred to the Property Group.

9.2.4 Operational Costs

The estimated operational expenditure needs for the Community Relations activity have been prepared for the next 10 years.

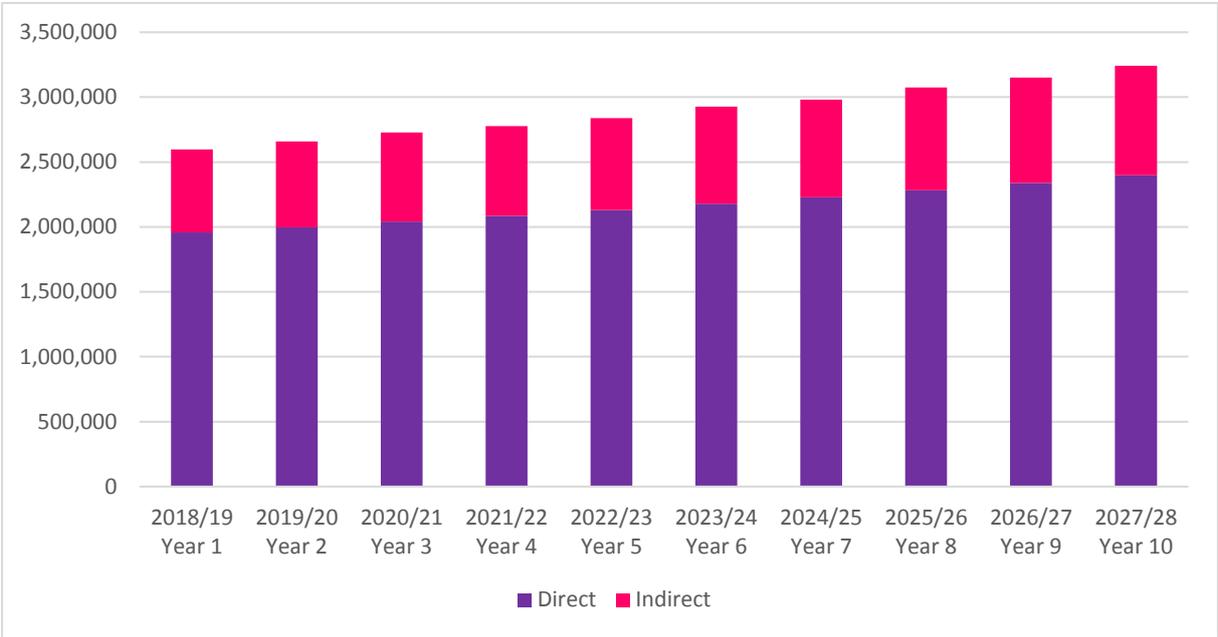


Figure 10: Total Operating Expenditure for the Community Relations activity (2018-2028)

# 10 Sustainability

Sustainability means that we effectively balance the needs of present and future communities. From an asset management perspective, sustainability is critical, as many assets have a long lifespan and must be ‘future-proofed’. Council has a responsibility to manage this activity in way that supports the environmental, social, cultural and economic well-being of current and future generations. This sections focuses on social, cultural and environmental sustainability.

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting their business, taking into account the current and future needs of communities for good-quality local infrastructure, and the efficient and effective delivery of services. Sustainable development is a fundamental philosophy that is embraced in the Council’s Vision, Mission and Objectives, and is reflected in the Council’s community outcomes. The levels of service and the performance measures that flow from these inherently incorporate the achievement of sustainable outcomes.

## 10.1 Negative Effects

Potential significant negative effects and the proposed mitigation measures are listed below in Table 9.

**Table 9: Negative Effects**

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

## 10.2 Positive Effects

Potential significant positive effects are listed below in Table 10.

**Table 10: Positive Effects**

Effect	Description
Environmental awareness	Through environmental education and support of plans and programmes managed by environmental scientists, our communities are increasingly aware of the benefits of individual and community driven sustainable actions.
Greater physical activity and wellbeing	Activities either managed by the group or contracted through community recreation facilities provide Tasman communities with recreation opportunities.
Greater youth governance experience	Youth councillors are supported to participate in Council and Community Board decision-making.
Support for individual and community	Community grants are provided to assist individual, groups and communities to support the realisation of their community-based

Effect	Description
aspirations	endeavours.
Greater access to and engagement with Council decision-making	Taking account of the opportunities provided by emerging technology and the focus of making sure we enable avenues that are 'on their turf, in their time and on their terms' the Council is looking to provide as many options as practicable to promote and enable engagement with the Council.

# 11 Risk Management and Assumptions

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

## 11.1 Our Approach to Risk Management

A risk is any event that has the potential to impact on the achievement of Council's objectives. The potential impact of a risk is measured by a combination of the likelihood it could occur, and the magnitude of its consequences on objectives.

Council adopted a Risk Management Policy in November 2017 and is in the process of improving our risk management processes. The main purpose of these improvements is to support better planning and decision-making, and to increase the chance of achieving Council's objectives.

Council's Risk Management Framework is still being developed but key components will be:

- Risk Categories:
  - Service delivery
  - Financial
  - Governance and Leadership
  - Strategic
  - Reputation
  - Legal
  - Regulatory
  - Health & Safety
  - Security
  - Business Continuity
- Table of Consequences which help set the Risk Appetite
- Enterprise Risk Register
  - identifying risks
  - measuring likelihood, consequence and severity
  - documenting controls, actions and escalation
- Monitoring and Reporting, including to Senior Management and Audit and Risk Committee as appropriate

Council has adopted an approach to risk management following the Australian/New Zealand Standard ISO 31000:2009 Risk Management – Principles and guidelines.

Refer to Council's Risk Management Policy for further information.

## 11.2 Activity Risks and Mitigation

In order to identify the key activity risks, a secondary filter has been applied to the outcomes of the risk management framework. This is necessary to overcome the limitations of the framework. To apply this secondary filter the asset management team have used their knowledge and judgement to identify the key activity risks. The key risks relevant to the Community Relations activity are summarised in Table 11 below.

**Table 11: Key Risks**

Risk Event	Mitigation Measures
Community expectations cannot be met, leading to Council's reputation deteriorating over time.	<p>Surveying our community to understand our reputation (Communitrak™ survey) and keeping a current reputational risk register.</p> <p>Media publications via Newline online through the website and social media to update our community on Council's financial and infrastructure strategies, current demands on Council.</p>
Health and safety issues, particularly for users of community facilities and events.	These risks are mitigated through compliance with standards and use of good health and safety management practices.
National and community funding agencies may change application criteria, inhibiting funding support for community initiatives.	Council maintains good working relationships with funding agencies and an awareness of their funding criteria.

### 11.3 Assumptions and Uncertainties

This AMP and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made. Table 12 documents the uncertainties and assumptions that the Council consider could have a significant effect on the financial forecasts, and discusses the potential risks that this creates.

**Table 12: Generic Assumptions and Uncertainties**

Type	Uncertainties	Assumption	Discussion
Accuracy of Cost Estimates	Project scope is often uncertain until investigation and design work has been completed, even then the scope can change due to unforeseen circumstances. Even if the scope has certainty there can be changes in the actual cost of work due to market competition or resource availability.	That project cost estimates are sufficiently accurate enough to determine the required funding level.	The risk of large underestimation is low; however, the importance is moderate as the Council may not be able to afford the true cost of the project. The Council tries to reduce this risk by undertaking reviews of all estimates and including an allowance for scope risk based on the complexity of the project.
Financial	Unless stated it can be unclear whether financial figures include inflation or not, as well as whether GST has been included or not.	That all expenditure has been stated in 1 July 2017 dollar values and no allowance has been made for inflation and all financial projections exclude GST unless specifically stated.	The LTP will incorporate inflation factors. This could have a significant impact on the affordability of each activity if inflation is higher than allowed for. The Council is using the best information practically available from Business and Economic Research Limited (BERL) to reduce this risk.

Type	Uncertainties	Assumption	Discussion
Growth Forecasts	Growth forecasts are inherently uncertain and involve many assumptions. The Council uses Stats NZ projections as the basis for its growth planning, but these will vary depending on actual birth and death rates as well as net migration.	That the District will grow or decline as forecast in its Growth Model.	Growth forecasts are used to determine infrastructure capacity and when that capacity will be required. If actual growth varies significantly from what was projected, it could have a moderate impact on the Council's plans. If higher, new or additional infrastructure may be required quicker than anticipated. If lower, Council may be able to defer the delivery of new or additional infrastructure.
Legislation Changes	Often Central Government changes legislation in response to events where the need for change is identified. It is difficult to predict what events may occur and the associated response. Election of a new Government also introduces uncertainty as to what policies they will implement.	That there will be no major changes in legislation or policy.	The risk of major change is high due to the changing nature of the Government and its policies. If major changes occur, it is likely to have an impact on the required expenditure. The Council has not planned expenditure to specifically mitigate this risk.
Project Timing	Multiple factors affect the actual timing of projects e.g.: <ul style="list-style-type: none"> <li>• Consents</li> <li>• Access to land</li> <li>• Population growth</li> <li>• Timing of private developments</li> </ul>	That projects will be undertaken when planned.	The risk of the timing of projects changing is high due to factors like resource consents, third party funding, and land acquisition and access. The Council tries to mitigate these issues by undertaking the investigation, consultation and design phases sufficiently in advance of when construction is planned. If delays occur, it could have an impact on the levels of service and the Council's financing arrangements.
Project Funding	The Council cannot be certain that it will receive the full amount of anticipated subsidy or contribution. It depends on the funder's decision making criteria and their own ability to raise funds.	That projects will receive subsidy or third party contributions at the anticipated levels.	The risk of not securing funding varies and depends on the third party involved. If the anticipated funding is not received it is likely that the project will be deferred which may impact levels of service.

In addition to the general assumptions above the Council needs to make assumptions that are specific to the Community Relations activity. These are discussed further in Table 13 below.

**Table 13: Community Relations Specific Assumptions and Uncertainties**

Type of Uncertainty	Assumption	Discussion
Community preferences	The demand for interaction with Council decision-makers will increase.	The demand for our services may be different to what we're expecting and have planned for.
Accuracy of growth modelling	Growth in the District is high for the Richmond, Wakefield, Brightwater, Mapua and Motueka and medium for the rest of the District over the next 10 years and then medium for all the District the following 10 years.	Potential impacts of population or death rates differing from that modelled could include a change in the demand for our services, different to what we're expecting and have planned for.
Opportunities for community engagement	Technological advances will enable greater opportunity for community engagement.	Some members of our community may find it difficult to adapt to new methods of community engagement. This may mean Council may need to utilise multiple channels for engagement.
Recreational trends	The recreational needs of our community are likely to change over time.	An ageing population is likely to result in a higher demand for more passive recreational opportunities and events.

# 12 Asset Management Processes and Practices

Good quality data and asset management processes are the heart of effective planning. This section outlines our approach to asset management, our processes, and provides an overview of our data management systems and strategies that underpins this activity.

## 12.1 Appropriate Practice Levels

The Office of the Auditor General (OAG) has chosen to use the International Infrastructure Management Manual (IIMM) as the benchmark against which New Zealand councils measure their activity management practices. There are five maturity levels in the IIMM; Aware, Basic, Core, Intermediate and Advanced. The IIMM sets out what the requirements are for each level against each area of the activity management system.

In 2017, the Council reviewed its Activity Management Policy and adopted an updated version. The Policy sets out the Council's activity management objectives and appropriate levels of practice. The Policy sets out the Council's activity management objectives and appropriate levels of practice. For the Community Relations activity, the Council has determined that the appropriate level of practice is Core.

## 12.2 Service Delivery Reviews

In 2014, Section 17A was inserted into the Local Government Act which requires the Council to review the cost effectiveness of its current arrangements for providing local infrastructure, services, and regulatory functions at regular intervals. Reviews must be undertaken when service levels are significantly changed, before current contracts expire, and in any case not more than six years after the last review. In addition to the regular reviews, the Act requires the Council to complete an initial review of all functions by August 2017.

Table 14 below summarises the reviews that have been completed to date and when the next review is required for this activity.

**Table 14: Summary of Reviews**

Scope of Review	Summary of Review	Review Date	Next Review
Community Relations Activity	<p>Community relations encompasses a number of core services demanding strong institutional knowledge across Council. In house knowledge and close relationships with staff ensure a consistency of approach that would be hard to replicate using only external contractors.</p> <p>The in-house option is therefore likely to be the most cost effective option, with additional resources taken on as and when required (when workload expands or where specialist help is needed).</p> <p>It is not an area of work that lends itself to being undertaken with another council, CCO, or CCTO.</p>	15 June 2017	2023
Design, production & communications advice Service Contract	<p>The review found that the continuation of the current contracted arrangement provides the most cost effective and efficient delivery of this essential service</p>	12 June 2017	March 2018 as contract expires 30 June 2018

## 12.3 Quality Management

Council has not implemented a formal Quality Management system across the organisation. Quality is ensured by audits, checks and reviews that are managed on a case by case basis. Table 15 outlines the quality management approaches that support Council's asset management processes and systems.

**Table 15: Quality Management Approaches**

Activity	Description
Asset Creation	As-built plans are reviewed on receipt for completeness and adherence to the Engineering Standards and Policies. If anomalies are discovered during data entry, these are investigated and corrected. As-built information and accompanying documentation is required to accompany maintenance contract claims.
Asset Data Integrity	Monthly reports are run to ensure data accuracy and completeness. Infrastructure assets are shown on the corporate GIS browser, Explore Tasman, and viewers are encouraged to report anomalies to relevant staff.
Levels of Service	Key performance indicators are reported annually via the Council's Annual Report. This is audited by the Office of the Auditor General.
Operations	Audits of a percentage of contract maintenance works are undertaken regularly, to ensure that performance standards are maintained. Failure to comply with standards is often linked to financial penalties for the contractor.
Planning	The Long Term Plan and associated planning process are formalised across Council. There is a LTP project team, LTP governance team, and AMP project team that undertakes internal reviews prior to Council approval stages. Following completion of the AMPs, a peer review is done, and the outcomes used to update the AMP improvement plans.
Process documentation	Council uses Promapp software to document and store process descriptions. Over time, staff are capturing organisational knowledge in an area accessible to all, to ensure business continuity and consistency. Detailed documentation, forms and templates can be linked to each activity in a process. Processes are shown in flowchart or swim lane format, and can be shared with external parties.
Programme Delivery	This strictly follows a gateway system with inbuilt checks and balances at every stage. Projects cannot proceed until all criteria of a certain stage have been completely met and formally signed off.
Reports to Council	All reports that are presented to Council by staff are reviewed and approved by the Senior Management Team prior to release.

# 13 Improvement Planning

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

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

## 13.1 Improvement Plan

We recognise the benefits and convenience that digital services can bring to residents, so we're planning to modernise our approach to service delivery over the next three years. Our goal is to provide faster and easier access to council services and processes by using digital channels.

Over the next three years we will

- review the way we currently deliver services;
- identify, prioritise and deliver services that are suitable for digital delivery; and
- simplify processes to make it easier for ratepayers to get things done.

Alongside this shift to digital delivery is a cultural change to make language and processes simpler to understand by default.

Easier processes and simple language will encourage a higher level of engagement with our community – both in transactions and in the decision-making process.

# Appendices

# Appendix A: Operating Budget

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2018-48	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028-38	2038-48
14012513	COMMUNITY & REC PROMOTION	322,500	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750	107,500	107,500
14012517	COMMUNITY & REC SUNDRY EXPS	600,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
14012526	COMMUNITY ARTS PARTNERSHIP	600,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
14042203	RECREATION MURCH RESOURCE CN	307,500	10,250	10,250	10,250	10,250	10,250	10,250	10,250	10,250	10,250	10,250	102,500	102,500
14042404	RECREATION MOT REC CENTER	630,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	210,000	210,000
1404240401	RECREATION RICHMOND	420,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	140,000	140,000
1404240406	RECREATION MOUTERE	315,000	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	105,000	105,000
1404240407	RECREATION WAKEFIELD/TAPAWERA	240,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	80,000	80,000
1404251705	G BAY COMMUNITY WORKER CONTR	630,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	210,000	210,000
1406251201	MUDCAKES AND ROSES MAGAZINE	1,650,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	550,000	550,000
1406251205	Hummin in Tasman	210,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	70,000	70,000
14062526	RECREATION FESTIVAL EVENTS	1,620,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	540,000	540,000
1406252601	RECREATION YOUTH COUNCIL	570,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	190,000	190,000
1406252603	RECREATION DATA BASE	195,000	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	65,000	65,000
1406252605	RECREATION FOUND MAGAZINE	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
1406252607	Recreation Youth Strategy	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
1406252608	REC CONNECTIONS YOUTH LINK	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
1406252609	STREET AMBASSADORS	555,000	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	18,500	185,000	185,000
14252517	POOL SUB - SECONDARY & AREA	1,500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000
1451252601	POSITIVE AGEING PROJECT	165,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	55,000	55,000
1801252601	PHYSICAL ACTIVITIES INITIATIVE	195,000	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	65,000	65,000
18032534	COUNCIL GRANTS ISSUES	6,270,000	209,000	209,000	209,000	209,000	209,000	209,000	209,000	209,000	209,000	209,000	2,090,000	2,090,000
1803253401	COUNCIL ART & CULTURE POLICY E	90,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	30,000
1803253402	COMMUNITY CONSULTATION GRANTS	750,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	250,000
1803253408	WAITANGI DAY CELEBRATIONS	75,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000	25,000
18052517	FRIENDLY TOWNS SUNDRY EXPENS	120,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000
1806252601	Migrant Support Services	15,000	500	500	500	500	500	500	500	500	500	500	5,000	5,000
18062534	CREATIVE COMM GRANTS PAID	1,125,000	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	375,000	375,000
18082534	GRANT \$200 SHIPS	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
18092534	Sport NZ Rural Travel Grant Issue	660,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	220,000	220,000
1810253401	WAY 2 GO TRAILER	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
29012401	Museums Maintenance	600,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2018-48	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028-38	2038-48
29012508	DISTRICT MUSEUM RATES	57,000	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	19,000	19,000
29012527	Nelson Provincial Museum	25,440,000	848,000	848,000	848,000	848,000	848,000	848,000	848,000	848,000	848,000	848,000	8,480,000	8,480,000
2901252706	Museum Storage Costs	1,860,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	620,000	620,000
2901253401	Local Museum Grants	4,740,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	158,000	1,580,000	1,580,000
2902253401	Suter Art Gallery Funding	2,903,799	87,813	87,813	89,569	89,569	89,569	91,360	91,360	91,360	93,188	93,188	965,870	1,033,140
36272203	Environmental Eductn Consultant	360,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	120,000	120,000
36272517	Environmental Eductn Materials	750,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	250,000
3627251702	Environmental Eductn Awards	45,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000
36272526	Enviroschools Project Funding	525,000	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	175,000	175,000

# Appendix B: Capital Budget

ID	Name	Project Driver %			Total Budget	Financial Year Budget (\$)										Total Budget	
		Growth	InclOS	Renewals	2018-48	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028-38	2038-48
29016106	Museum Building - Capital	0	0	100	115,000	12,000	27,000	2,000	2,000	12,000	2,000	2,000	2,000	2,000	12,000	20,000	20,000

The above Capex line is a property function and will be transferred to the Property Group. It is represented in the graph shown in Section 9.2.2.

# Appendix C: Three Year Workplan

Tasks	Objectives (why)	Strategic Priorities	Community Outcomes	Service Delivery (how)	Partners (who)	Examples of Deliverables 2017-20 (what)
Engagement	<p>Promote, enable and support engagement between the Council and the communities it serves. Provision of advice, planning and delivery of communications and engagement activities to other departments so that the Council:</p> <p>Maintains consistent communication processes with the public</p> <p>Maintains brand integrity</p> <p>Ensures the relationship it shares with the community has through its engagement processes are meaningful and beneficial.</p>	4,6	2,4,7	<p>Provide centre of excellence for advice and services for the rest of the organisation. Promote training and the accepted IAAP style of engagement. Provide digital and print channels to enable engagement in Council decision-making processes. Review current practices to provide best practice advice.</p> <p>Recognises the specific demographic groups and their specific channels within Tasman are identified, supported and utilised eg. Youth Council, A4A</p>	Internal and external	<p>Engagement undertaken complies with Council's Significance and Engagement Policy.</p> <p>All Community Relations activity promotes engagement with Council</p>
Advisory Service / Community Liaison	<p>Individuals and community groups can make well informed (operational) decisions</p> <p>Individuals and community groups can work together/pool resources to achieved shared outcomes, as well as Council's outcomes</p> <p>Individuals and community groups can connect and share 'best practice' knowledge with others.</p> <p>To assist in the enhancement of the community representative group's capabilities and support the achievement of their specific outcomes</p>	4,6	1,2,4,6,7,8	<p>Stakeholder management</p> <p>Advice/ Information sharing</p> <p>Research / Professional Development</p> <p>Administrative duties</p> <p>Reporting.</p> <p>Provide through mentoring and the development of a social enterprise model advice their capability to operate, govern, gain independent funding and work within the requirements and obligations of the Council.</p> <p>The development of a social enterprise model that supports purpose-driven organisations to deliver social and environmental impact within Tasman communities</p>	<p>Community Groups</p> <p>Local event organiser/ agencies</p> <p>Tasman Regional Recreation Providers</p> <p>Funding Agencies.</p>	<p>Provide the community with consistent, accurate and timely information via public and online forums, and through engagement with members of the public during Council affiliated events/activities.</p> <p>Public Forum Examples</p> <p>Positive Ageing Forum</p> <p>Found Directory</p> <p>Community Whānau</p> <p>Nelson Tasman Connections</p> <p>Nelson Tasman Youth Worker Collective.</p> <p>Online Forum Examples</p> <p>Social Media</p> <p>Council Website</p> <p>Other Examples</p> <p>Phone, email, 'in person' enquiries</p>

Tasks	Objectives (why)	Strategic Priorities	Community Outcomes	Service Delivery (how)	Partners (who)	Examples of Deliverables 2017-20 (what)
Communication	<p>Prepare and distribute information to the residents and other stakeholders of Tasman to create an understanding of the breadth and depth of the role the Council undertakes on their behalf. Promote the role and process of Council decision-making to broaden knowledge of Local Government processes</p> <p>Use communication channels to inform and engage our community to enable them to contribute to Council's decision-making processes for the district and settlements they live in. Enhance the Council's reputation thus enabling greater trust and willingness to participate in the decision-making process and to build a sense of pride in our community.</p>	4,6,7	All	<p>Build knowledge and appreciation of Council services:</p> <p>Stakeholder management</p> <p>Preparing/proofing/disseminating official Council statements (media releases)</p> <p>Council publications management</p> <p>Council website, intranet and social media management</p> <p>Publication and online media review</p> <p>Development of digital relationship through social media and other online tools</p> <p>Continued development of local engagement opportunities - IYN</p>	<p>Nelson City Council</p> <p>Community groups</p> <p>Media agencies</p>	<p>Identify and use a variety of communication channels, both Council managed and community based. The following are examples:</p> <p>Externally Managed communication channels</p> <p>Community newspapers</p> <p>Online forums</p> <p>Association meetings</p> <p>Radio Broadcast</p> <p>Council Managed communication channels</p> <p>Newsline</p> <p>Council website</p> <p>Mudcakes &amp; Roses</p> <p>Summer Events Guide</p> <p>Walk &amp; Bike Tasman</p> <p>EcoBuzz</p> <p>FreshFM Low Down</p>

Tasks	Objectives (why)	Strategic Priorities	Community Outcomes	Service Delivery (how)	Partners (who)	Examples of Deliverables 2017-20 (what)
Education	<p>Support social and environmental expectations of communities</p> <p>Support national environmental standards/guidelines and local RMA obligations</p> <p>Empower communities to be more self-sufficient and make better resource choices</p> <p>Empower young people and assist in their development so that they can lead Tasman into the future.</p>	6	All	<p>Stakeholder management</p> <p>Fundraising</p> <p>Community Engagement</p> <p>Resource planning and coordination</p> <p>Hazard Identification/Health and Safety planning</p> <p>Promotion</p> <p>Programme delivery</p> <p>Programme analysis/review</p> <p>Accountability/reporting.</p>	<p>Nelson City Council</p> <p>Toimata Foundation (Enviroschools)</p> <p>Nelson Environment Centre</p> <p>Tasman Schools &amp; Early Childhood Centres</p> <p>Smart Environmental Limited &amp; Fulton Hogan</p> <p>Community groups</p> <p>Media agencies</p> <p>Local businesses</p> <p>DOC</p> <p>Cawthron Institute.</p>	<p>Deliver, partner and support community education programmes to meet the priority of Council and the identified needs of target audiences:</p> <p>Examples:</p> <p>Enviroschools Programme</p> <p>Youth development projects</p> <p>Tasman Youth Council</p> <p>Waimaori, water quality</p> <p>Stormwater conservation</p> <p>Waste minimisation education in schools/ECEs</p> <p>Air Quality - Good Wood &amp; Clean Sweep</p> <p>Upcycling opportunities</p> <p>Coastal Clean Ups</p> <p>Composting workshops</p> <p>Edible Orchard Pathways</p> <p>School Tree Plantings</p>

Tasks	Objectives (why)	Strategic Priorities	Community Outcomes	Service Delivery (how)	Partners (who)	Examples of Deliverables 2017-20 (what)
Events	<p>Allow residents/community access to a range of healthy, safe, affordable and enjoyable events that build community wellbeing, and connections;</p> <p>Profile and utilise assets the Council has invested in;</p> <p>Support the local economy and events sector by generating work based experience, knowledge and spending;</p> <p>Are leveraged through support, funding and advice that Council would not otherwise have the capacity itself to deliver;</p> <p>Support the region to host quality events attracting tourists/visitors fostering economic opportunities.</p>	4	4, 5, 6, 7	<p>Stakeholder management;</p> <p>The delivery of appropriate Health and safety management</p> <p>Fundraising;</p> <p>Community engagement;</p> <p>Resource planning and coordination;</p> <p>Hazard Identification/Health and Safety planning;</p> <p>Promotion;</p> <p>Event delivery;</p> <p>Event analysis/review;</p> <p>Accountability/reporting.</p> <p>Special Grant management</p> <p>Development of digital channels</p>	<p>Nelson City Council;</p> <p>Local event organiser/agencies;</p> <p>Tasman Regional Recreation Providers;</p> <p>Media agencies;</p> <p>Local businesses/contractors;</p> <p>Funding agencies.</p>	<p>Deliver, partner and support 200+ events per annum to meet the priorities of Council and identified needs of target audiences:</p> <p>Examples:</p> <p>Winterruption Festival (17)</p> <p>Tasman Skatepark Tour (6)</p> <p>Choice Children's Day</p> <p>Tiny Tots Toys and Teddies</p> <p>Carols by Candlelight</p> <p>Positive Ageing Expo (4)</p> <p>Summer Movies (8)</p> <p>Walking and Cycling events (50)</p> <p>In Your Neighbourhood (8)</p> <p>Community Awards</p> <p>TrustPower Community Awards</p> <p>Project Predator &amp; Possum</p> <p>Second Hand Sunday (2)</p> <p>Community Planting (4)</p> <p>Moturoa Mission</p>
Project Support	<p>Enable understanding and appreciation of the work currently undertaken on residents' behalf.</p> <p>Inform residents about the investment Council is making in the District and the benefits that investment will provide.</p> <p>Providing a bridge between the Council and community through opportunities to contribute</p>	6,7,9	3,7,8	<p>Being part of initiatives and projects to provide the appropriate level of communications support, stakeholder management and community engagement services. Provide a 'Centre of Community Engagement' for the distribution of advice and service for all departments within the Council.</p> <p>Being the bridge between the Council and the community.</p>	Internal and external as required	<p>As required</p> <p>Examples include:</p> <p>Assisting with consultation on TRMP changes</p> <p>Major capital projects</p> <p>Changes in services</p>

Tasks	Objectives (why)	Strategic Priorities	Community Outcomes	Service Delivery (how)	Partners (who)	Examples of Deliverables 2017-20 (what)
Internal Communication	Provision of channels and services to ensure there is one consistent message throughout Council. Support for the Able Tasman programme of change and advice and tools to managers and teams to ensure consistent delivery of material. Building a common understanding of what it means to work at Council and our vision.	4, 6,7	7	Being part of Council initiatives and projects to provide the appropriate level of communications support, stakeholder management and community engagement services. Supporting culture change.	Internal as required	As required Examples include: Able Tasman project Intranet 'On the Same Page' CEO's blog
Facilities operations and contract management	Tasman District Council partners with communities to build substantial Community Recreation Facilities in Murchison, St Arnaud, Moutere, Motueka, Richmond and Golden Bay. These projects received a contribution towards their construction via a targeted rate - the Community Facilities Rate. There is a need to optimise limited resources, reduce costs, and secure the sustainability of the facilities while ensuring that the Council treat the facilities consistently and equitably.	4,6	2, 3, 4, 6,7,8	Contract and Programme Management to: Community Facilities Recreation Providers Museums School Pools Social Services (Tasman Street Ambassadors) to meet the priorities of Council Stakeholder management Event management Providing consistent and timely advice/information Auditing; (financial, Health & Safety, operational) Reporting back to Council.	Aquatic and Fitness Centre Moutere Hills Community Centre Motueka Recreation Centre Murchison Sport Recreation and Cultural Centre Golden Bay Community Workers Golden Bay Shared Community Facility Arts Councils Golden Bay, Motueka Museum Golden Bay/Motueka	Ensure service delivery outcomes are met Ensure Council owned/supported community facilities are safe and accessible Ensure the public have access to safe, affordable and accessible facilities, programmes, events and services Access is easy and encouraged Facilities are accessible to all abilities and ages A range of sport, recreation, leisure, cultural and social activities are offered Cost is not a barrier to participation Facilities are well maintained safe and fit for a range of purposes.

Tasks	Objectives (why)	Strategic Priorities	Community Outcomes	Service Delivery (how)	Partners (who)	Examples of Deliverables 2017-20 (what)
Grants	<p>Leverage funding for Council projects</p> <p>Financially support community groups to achieve Council's community outcomes</p> <p>Build capacity / local expertise</p> <p>Enable the Council to work collaboratively with communities by encouraging community-based solutions</p> <p>Support the capacity of the community to find ways to improve the delivery of services or infrastructure</p> <p>Support the work of volunteers across the District</p> <p>A cost-effective means for services to be delivered to local communities due to their value of the contribution of voluntary time. The return has been calculated as a \$3.00–\$5.00 return for every \$1.00 spent.</p>	4,6	All	<p>Stakeholder management</p> <p>Community engagement</p> <p>Advice/ Information sharing</p> <p>Promotion and administration of Council's contestable funding grants and contracts</p> <p>Fundraising: Apply for contestable funding to leverage activities</p> <p>Funding accountability/reporting.</p>	<p>Community groups</p> <p>Local event organiser/agencies</p> <p>Tasman Regional Recreation Providers</p> <p>Funding agencies</p> <p>Media agencies.</p>	<p>Provide advice and allocate contestable funding to achieve priorities of Council via:</p> <p>Grants from Rates</p> <p>Special Grants</p> <p>Sport NZ Rural Travel Fund</p> <p>Creative Communities</p> <p>Community Consultation Fund</p> <p>Tasman \$200Ships</p> <p>Apply for contestable funding to leverage Council activities via:</p> <p>External Contestable Funding Scheme</p> <p>Sport NZ Active Communities</p> <p>Rata Foundation</p> <p>Lottery Grants Board</p> <p>Gaming Trusts</p> <p>Zero Waste Fund</p> <p>Others</p>
Innovation	<p>Ongoing review of current internal and external practice alongside analysis and adoption of appropriate new communications and engagement tools. To introduce and champion more efficient and effective ways of working together.</p>	6,7,8	All	<p>Review current communication channels</p> <p>Support and enhance digital enablement regionally</p> <p>Promote community engagement expertise and opportunities.</p>	<p>Partners will be determined as new opportunities arise</p>	<p>Openness to new approaches and innovation.</p> <p>Examples could include:</p> <p>New delivery mechanisms</p> <p>Leading the development of digital innovation within the council and region, and partnering the community to take advantage of these</p>