

A Blueprint for Tasman's Digital Future

The Why, What, and How

2024-2034

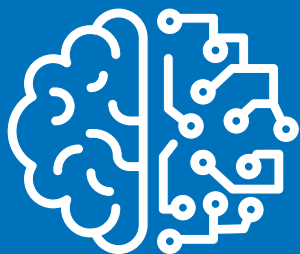


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Contents

Introduction	1	Shape	19
Why Do We Need a Blueprint?	2	Connect	20
A Vision for Our Digital Blueprint	3	Engage	21
Endorsing Our Digital Journey	4	Inspiring Innovation	22
Why Digital Innovation?	5	Collaborate and Partner	23
Need for Change	6	Simplify and Streamline	24
Resident Growth	7	Open Quality Data	25
Increased Service Demand - Residents	8	Value and Risk Based Decisions	26
Increased Service Demand - Staff	9	Enterprise Automation	27
New Ways of Working	10	Security Enabled	28
Technology Change	11	Community Centred Design	29
Historic Underinvestment	12	Cloud Fuelled	30
What Will Our Blueprint Cover?	13	Always On	31
Blueprint Scope	14	Integration	32
How Will We Make A Difference?	15	Digital Inclusion	33
Blueprint Anchors	16	Immersive Engagement	34
Lead	17	How Will We Know If We Are Successful?	35
Pioneer	18	Contact Details	36

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Digital

Digital is about more than new technologies and improving IT systems. It also means doing things differently using new mindsets, skills, data and technologies to overcome barriers and better meeting New Zealand's needs.

- Strategy for a
Digital Public Service

Introduction

The digital change that Tasman District Council will continue to experience through the twenties will radically alter our technology landscape. Here, we set out the strategic direction for applying digital in our region.

This document is a guide and will provide the context to support decision makers for Tasman District Council. We expect business cases, including those for the Digital Innovation Programme, to support this Blueprint. Our success over the next decade will be measured on how well we deliver.

What Information Supports Our Blueprint?

This Blueprint establishes the foundation for the development of key strategies, roadmaps, and service designs for the future. We will deliver to our Blueprint with the support of the following:

- Future State Enterprise Architecture & Technology Roadmap
- Cloud Strategy
- Security Strategy & Roadmap
- Integration Strategy & Roadmap
- Data & Information Strategy & Roadmap
- Community Channels Service Design
- Core Council Applications Service Design
- Data Lake Service Design
- Information Services Operating Model Change Plan
- Council Change Plan



Photo credit: www.nelsonstasman.nz

Why Do We Need a Blueprint?

A Vision for Our Digital Blueprint

Our Blueprint for Tasman's Digital Future 2024-34 builds on the direction we charted in our original Blueprint in 2021. We have refreshed the Blueprint to reflect the progress we've made towards our strategic goals and the opportunities those investments enable, but our vision to **"Deliver, Differently"** remains the same.

Over the next decade, we will continue to innovate and do things differently. We will pioneer new ways to bring technology, skills, and processes to our Council and our approach to innovation and collaboration will blaze a trail for others to follow.

Our technology will enable us to be efficient, adaptable, and meet the changing expectations of our communities. The digital services we provide will change the way people think about Tasman District Council.

Our customers will choose how they interact with Council and our services will be inclusive, accessible, and relevant. Over time, we will become increasingly effective while we deliver even more to our customers.

Our Council and communities will have easier access to complete, quality data to support value and risk-based decisions, creating better outcomes for our region and residents.

Information Services will demonstrate excellence through thought-leadership, collaboration, and delivering great service outcomes. Our enthusiasm will inspire others to share our vision.



Steve Manners

Kaiwhakahaere Rōpū – Kōrero, Pūtaiao, Hangarau | Group Manager – Information, Science & Technology



Steve Manners
Group Manager IS & T

Endorsing Our Digital Journey

Tasman is experiencing significant population growth that is placing heavy demand on our Council services. This demand is creating a higher dependence on our digital infrastructure and services.

Whilst we build for our new technology landscape we will be considering and catering for the diverse needs of all our residents.

We will be working towards addressing digital inclusion barriers to ensure access is for everybody.



Tim King - Koromatua | Mayor of Tasman

Our organisational vision is 'Tasman Inspired'. Nowhere is this more embodied than the Blueprint for Tasman's Digital Future. Technology plays a critical role in delivering value for Tasman's people and places, and a step change is required if we are to realise that for our district.

We want to take advantage of digital solutions that make what we're doing more visible to our residents, provide multiple ways to interact with the Council, and make it easier for businesses to create great services and products and take them to the world stage.



Leonie Rae - Tumu Whakarae | Chief Executive Officer



Tim King
Mayor of Tasman



Leonie Rae
Chief Executive

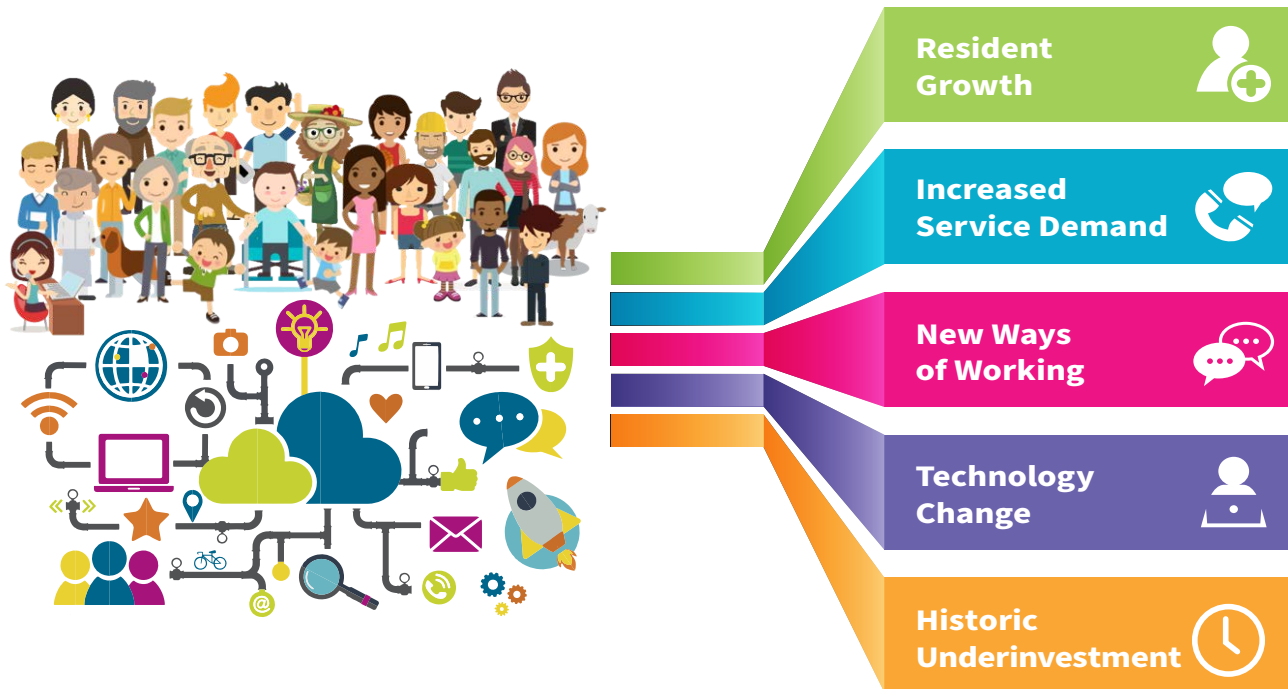


Photo credit: www.nelontasman.nz

Why Digital Innovation?

Why Digital Innovation?

The drivers for digital change are significant and come from residents, Council staff and elected officials. We outline some of the key drivers here.



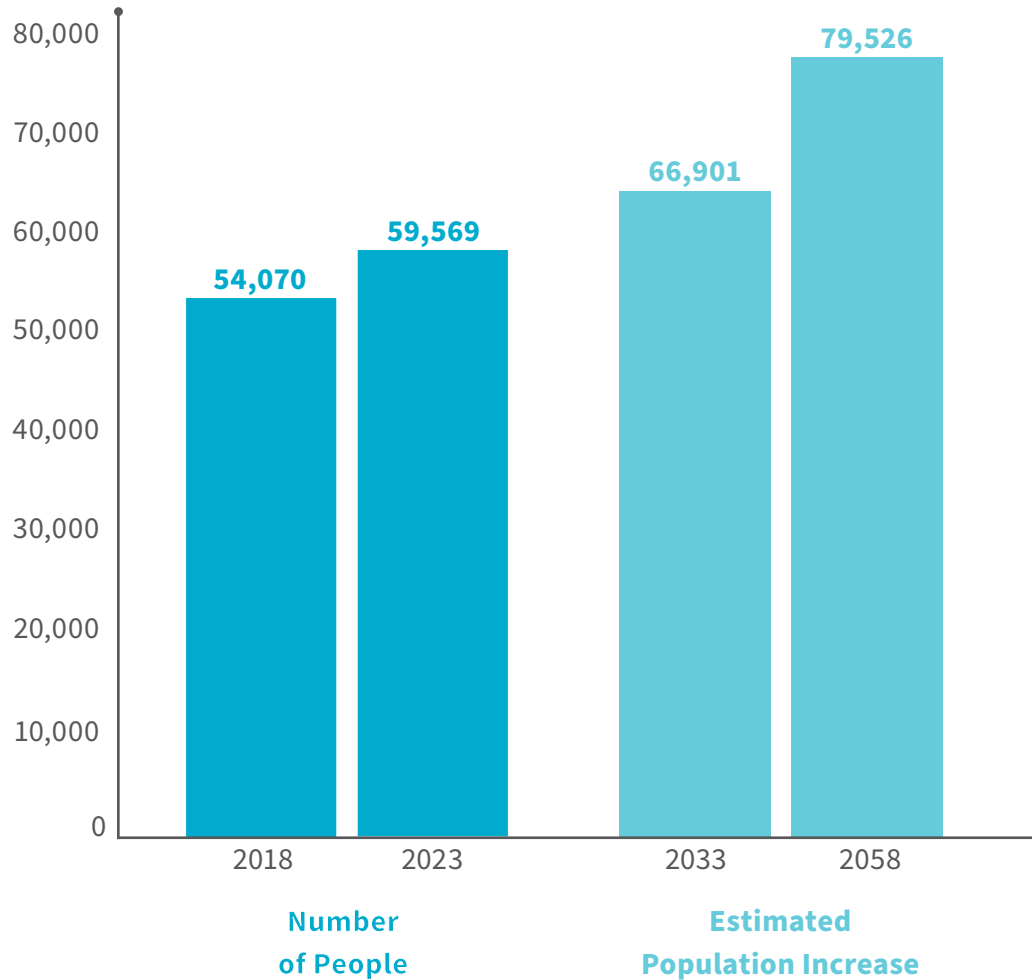
Need for Change

Since 2018, Information Services have been working on engaging the wider Council in the need for digital innovation. This has taken significant effort by a large number of people.

Successful outcomes of this work include the appointment of a Chief Information Officer, establishment of the Digital Innovation Programme 2021-2024, redesign of the IS operating model, and completion of IT improvement projects such as shifting key systems to the Cloud and the implementation of new systems for Document Management, Human Resources and Payroll.



Resident Growth



The overall population of Tasman is expected to increase by over 7,000 people over the next ten years. Based on a medium growth scenario, the number of residents is expected to reach a total of 66,901 by 2033, and 79,526 by 2058*.

46.6
Median Age

*Tasman District Council and Nelson City Council Population Projections 2018-2058 Results, March 2023



Public WiFi in the park would be cool. I could hang with friends and get my homework done.

Olivia Campbell, Student
Ruby Bay



The staff on the phone are lovely but I end up repeating myself and the advice is not always the same.

Val Clark, Retired
Wakefield



I juggle a lot everyday. I need all the Council stuff in one place to work on when it suits me.

Sophie White
Personal Trainer
Richmond



Why isn't there more Council information about what's happening in the environment right now to help us decide what we need to do together?

Brigitte Johnson, Bee Keeper
Golden Bay



We want to contribute to our region. We want all our contact with Council to be simple to access in one place.

Tom & Sue Blockhouse
Retired, Mapua



I don't want to travel miles to do things with Council. Online services are hard to use with my crap internet.

Len Wilson, Farmer
Murchison



The freedom camping info online is huge and confusing. Just show me what I can do and where.

Joesire Davis, Unemployed
Takaka (visiting)



WiFi in the local Marae and some technical training for my iwi will help the community grow and support each other.

Henare Tuati, Orchard Manager
Wakatu



Increased Service Demands From Residents

We have listened to feedback from our residents and businesses and considered the challenges they face.

We have developed resident personas (fictional residents) to help us understand the perspective of residents and business leaders so we can design solutions that better meet the community's needs.



It would be great for our systems to work more seamlessly from home and when I'm in the community. Having different places to work from around the region would be fab too!

Anna Fischer, Field Worker
Golden Bay



Apparently, IT systems could help my team work more efficiently, but I don't trust them. It's hard to see where customer requests are at.

Trish Ward, Team Manager
Richmond



IT is a bit backwards here. It holds my team back from being efficient and there's no forum to look at how to make our processes and IT better. The IS team is great, but they never seem to have enough time.

Toby Brown, Policy Manager
Richmond



I like to do things as I've always done things. Learning new things is frustrating and I can't always find information I need when I'm out onsite.

Jim Howell, Building Consents Advisor
Richmond



Why do I have to wait for IS? I've used IT tools and I know what I need to do my job wherever I'm working. Data is key to good decisions but its all over the place.

Sam Watson, Hydro Engineer
Richmond



Increased Service Demands From Staff

We have listened to feedback from our Council staff and considered the challenges they face.

We have developed Council staff personas (fictional staff) to reflect the diverse needs of our people.



New Ways of Working

Multigenerational workforce

Our Council has a multigenerational workforce which demands a way of working that aspires to meet Council, iwi, resident and visitor needs in an environment of trust, collaboration, effectiveness and flexibility. Generation Z, our digital natives, will become a significant percentage of our staff and residents in the twenties.

Workforce Strategies

New workforce strategies are needed to deliver new ways of working for leaders and staff in order to:

- Encourage new growth mindsets to facilitate collaboration and continue to build capability with cross functional teams.
- Create an effective, agile and mobile operating model which focuses on outcomes rather than level of activity.
- Introduce more work/life balance through flexible working hours.
- Use technology and data more effectively, such as ability to use own devices.
- Build greater trust and collaboration across our organisation and with other public and private sector organisations.
- Reduce dependency on office accommodation through hot-desking and enable our people to 'work from wherever'.

Removing Barriers

New ways of working will boost flexibility and retention by removing many of the barriers and management styles of the past and bringing them in line with a modern multigenerational workforce.

New ways of working will enable our services to be re-imagined using a digital model looking at end-to-end supply chains.

Outcomes Focus

Through effective use of technology and reliable data, innovation and decision making we will be aligned to outcomes that deliver an effective and relevant experience for our communities.



Technology Change

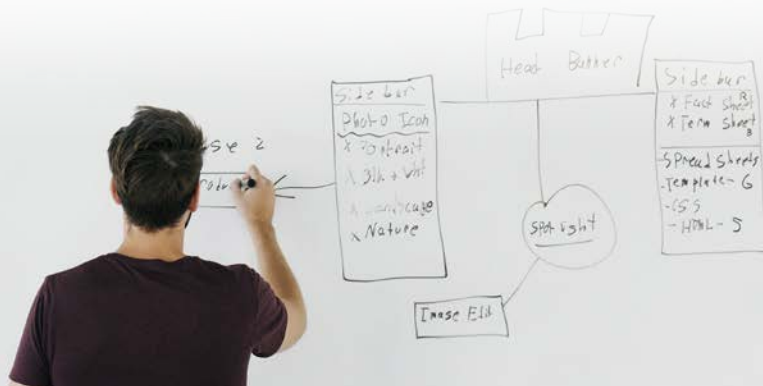
Diversity and Pace

The Tasman region is a socially diverse and, at times, remote environment, with the world around us changing at a pace never seen before. Our digital natives see ready and easy to access services and rich, accurate information, '24/7', as a given. Social media platforms are changing the way society communicates, considers, and discusses everything. Our Council must adapt to catch up and keep pace.

The Possibilities

The technologies to easily provide services and access to information are available and are advancing. Cloud-based services significantly reduce risk and the need for hygiene effort. Artificial Intelligence and data analytics combined are providing analysis of performance, development of novel insights, and increased visibility and understanding of future realities. High-speed, high-availability access to the Internet is becoming more commonplace. Technology and access improvements will provide access for our residents from even the most remote locations.

These advancements will enable our teams to focus on adding and improving services and increasing the richness of the data – that is, adding value rather than keeping the wheels turning.



Emerging trends

- **AI Trust, Risk and Security Management (AI TRISM):** Making sure AI systems are safe, fair, and protect privacy.
- **Continuous Threat Exposure Management (CTEM):** A program that helps protect businesses from different types of threats.
- **Sustainable Technology:** Technology that is good for the environment and society.
- **Platform Engineering:** A way to speed up the delivery of applications and make them more valuable to businesses.
- **AI-Augmented Development:** Using AI to help software engineers work faster and more efficiently.
- **Industry Cloud Platforms:** Platforms that provide specific solutions for different industries.
- **Intelligent Applications:** Smart apps that can learn, adapt, and make decisions.
- **Democratized Generative AI:** Making advanced AI available to everyone.
- **Augmented Connected Workforce:** Using technology to improve the abilities and productivity of employees.
- **Machine Customers:** Machines that can make purchases on their own.



Historic Underinvestment

Systems, Capability and Practices

The need to balance Council's priorities has resulted in sustained underinvestment in the Council's information systems, services capability, and capacity. These investment challenges, over a significant period of time, have slowed the progress of adopting industry best practices.

Regulatory Demands and Digital Ambitions

Due to resourcing constraints, there have been a number of unmet requirements which have resulted in a lack of delivery on the Council's digital ambitions.

Historically, Information Services have been unable to fully support the Council in its response to growing regulatory demands, assist it to gain more value from its data or address the growing IT technology and digital debt. This is significantly improving under the Digital Innovation Programme which highlights the need for further investment.

Staff Investment

To address these gaps and achieve Council's goals, it is critical to provide dedicated investment in training and support for Information Services staff. By developing their skills, competencies and establishing best practice, Council will see significant improvements in this area.



“Investment in ICT will not only address our digital deficit, it will enable us to create positive business change with a flow-on effect to our community.”

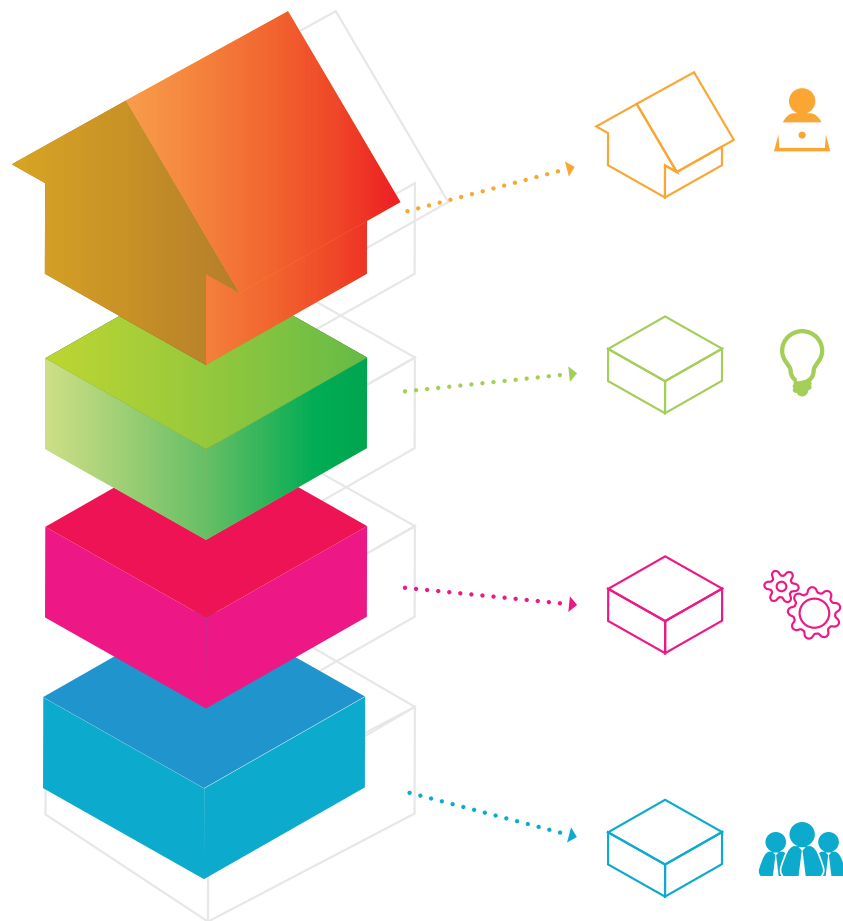
Steve Manners
Group Manager IS & T



What Does Our Blueprint Cover?

Blueprint Scope

The scope of this Blueprint is outlined below.



Digital Catalogue

The digital services used by Residents and Council staff.

Workflow and Information

The business processes and information flow to enable delivery of Council services.

Systems & Software

The networks, computing, storage, software, cyber-security used to run Council business.

Operating Model

The practices, organisation structure, culture, roles and governance.

“Being successful means embracing a broad programme of change and innovation. The digital landscape we have today will become increasingly unrecognisable as our journey toward 2034 progresses.”

Steve Manners
Group Manager IS & T



Photo credit: www.nelsonstasman.nz

How Will We Make a Difference?



Blueprint Anchors

Five key anchors have been developed to provide the foundation for our Blueprint, our approach to planning and the activity that follows. Blueprint Anchors provide critical guidance for Information Services staff and our service partners, about what approaches will be used.

Our Anchors support our **Deliver, Differently** vision, enabling the re-imagining of services and the fulfillment of our commitments.



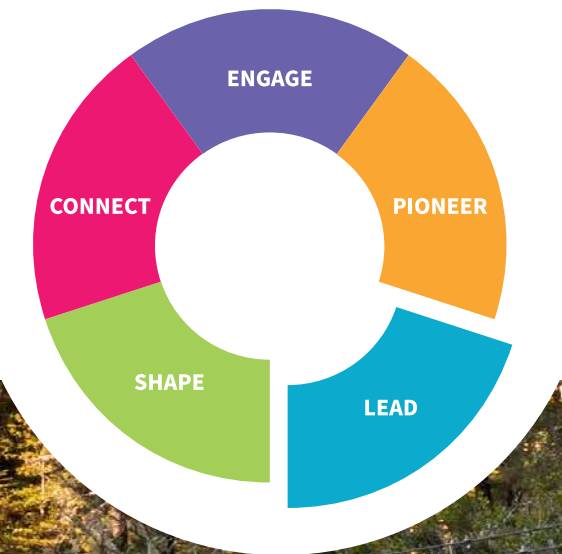
Lead

What will we do?

We will apply can-do mindset to leadership of difficult challenges and projects and lead with attitude and courage. We will collaborate and share our work with others, and we will be sought out for our actions.

How will we do this?

- **Inspiring Innovation** - Enabling business-led change.
- **Collaborate and Partner** - Finding new ways to deliver.
- **Simplify and Streamline** - Optimising our systems and processes.





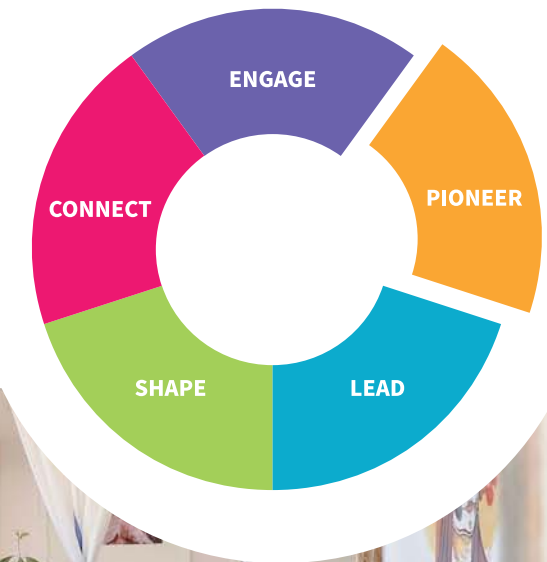
Pioneer

What will we do?

We will pioneer new business models and innovative approaches by being inventive, bold, and forward-thinking, and ensuring we stay relevant for the future needs of our region.

How will we do this?

- **Open Quality Data** - Providing trusted, accurate and available data.
- **Value and Risk Based Decisions** - Improving Council's risk position.





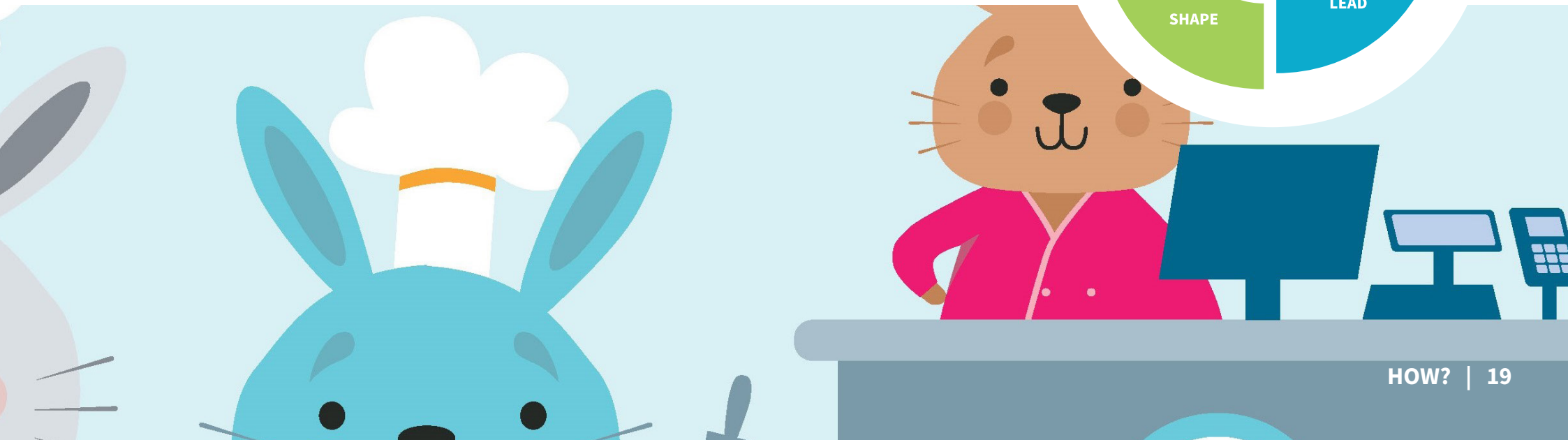
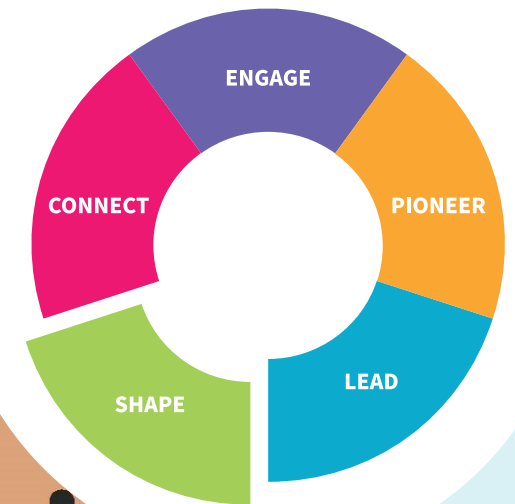
Shape

What will we do?

We will shape our service models and digital catalogue to meet the needs of our residents and businesses. We will increase capacity for Council to serve our customers and use new technologies to improve our responsiveness.

How will we do this?

- **Enterprise Automation** - Improving efficiency through automation.
- **Security Enabled** - Embedding security best practices.
- **Community Centred Design** - Reimagining customer-centric services.



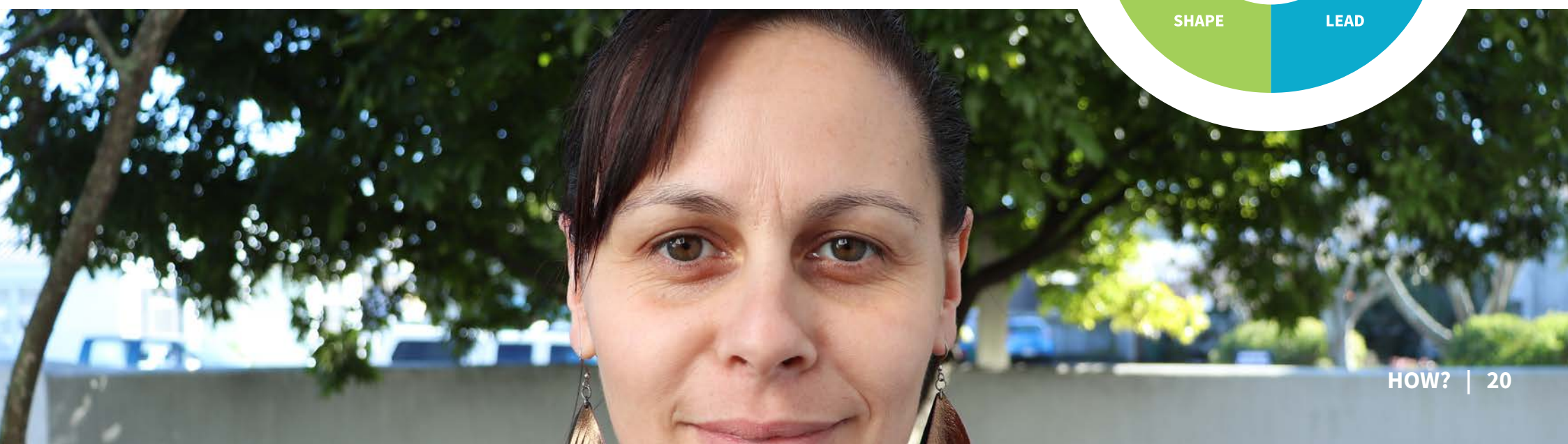
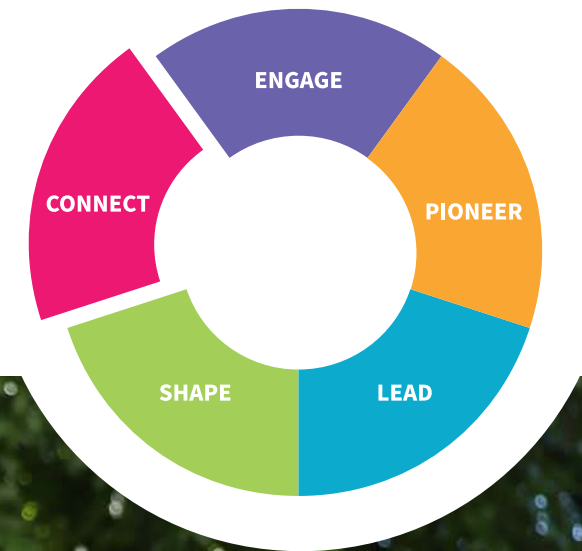


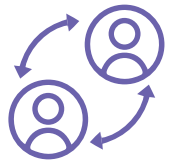
What will we do?

We will connect our systems, software and data to enable better outcomes. Residents, businesses, and partners will easily use Council's rich data to make decisions and innovate.

How will we do this?

- **Cloud Fuelled** - Prioritising cloud systems.
- **Always On** - Providing continuous connectivity to our services.
- **Integrated** - Connecting our data, systems, services and people.





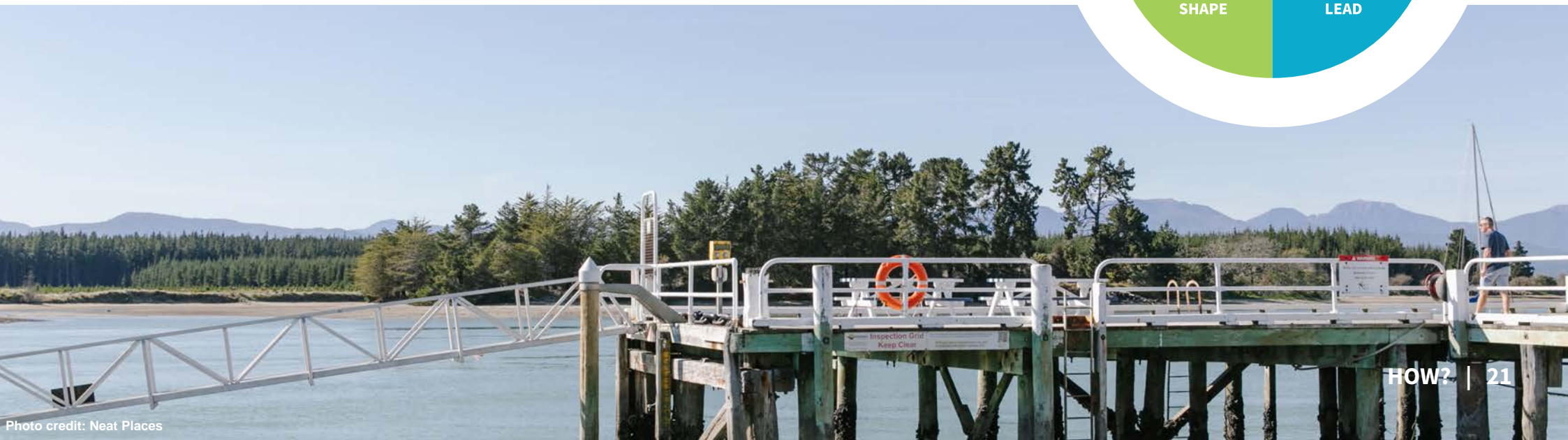
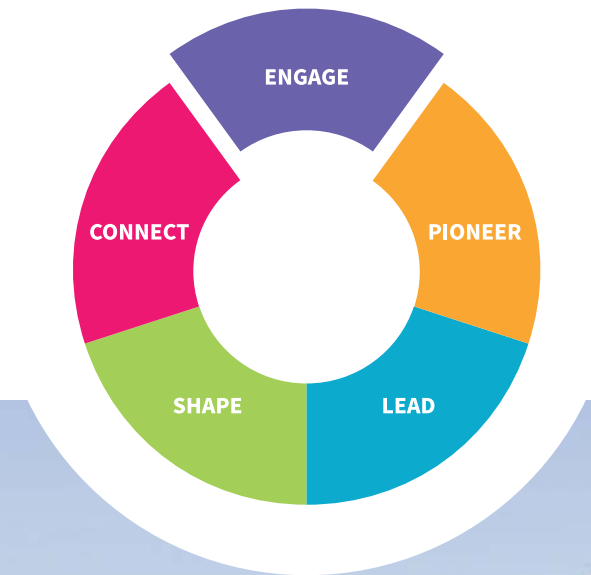
Engage

What will we do?

We will proactively engage with our community, our people, our staff, our peers, and our partners, and enable digital inclusion.

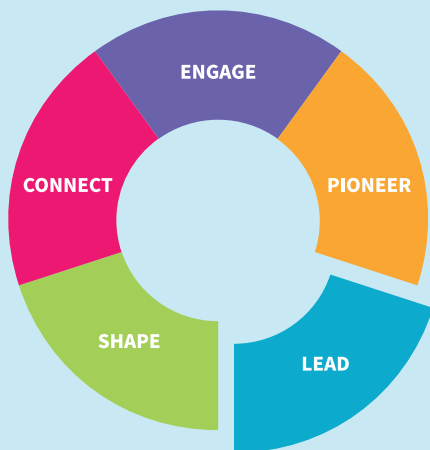
How will we do this?

- **Digital Inclusion** - Increasing digital equality in our region.
- **Immersive Engagement** - Connecting with our customers.





Inspiring Innovation



A vision, shared

Our leaders will share our vision for the digital future and will actively promote digital innovation and improvement initiatives. We will help them to communicate a vision clearly and authentically to inspire others and enable transformative change. They will champion our delivery heroes, support them through setbacks, and reward their big wins.

Business-owned improvements

Automation will release resource capacity enabling staff to focus on forward planning, continuous improvement, and improving the customer experience. We will support business units to take ownership of their processes and empower them to lead innovation in their areas, providing IT expertise as required. Staff will have the freedom to make a difference and create a positive impact in their field of work or in the community.

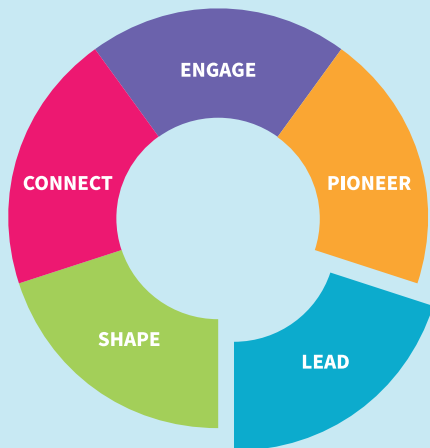
Digital confidence

Our staff will confidently use the tools and technologies they need for their work and feel prepared for the changes of the future. They will be encouraged to learn new skills and given opportunities to put these into practice.





Collaborate and Partner



Public and private partnerships

We will seek opportunities to collaborate and partner with the community, businesses, iwi, local government, and central government to improve our ability to deliver excellent services and ensure the best value is delivered. We will continue to get better at managing these arrangements and consider whole-of-life contracts to ensure there is seamless access to services.

Sharing expertise

Our success will be determined by how well we collaborate with others. We will be transparent and contribute to collaboration forums, and we will look for innovative ways to fund improvements to our public applications and services. This may be through sharing of expertise, co-funding, or developing centres of excellence for more intensive development and improvement.

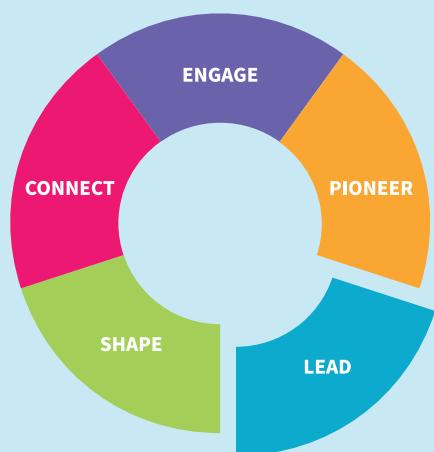
Partnering with specialists

There is strength in knowing what we're good at and what others are good at. We will create strategic partnerships with subject-matter experts to fulfil specialist roles so that we can benefit from their expert industry knowledge and deliver change efficiently.





Simplify and Streamline



Holistic approach

Technology alone cannot deliver transformation. We will apply ‘systems thinking’ and look at the Council service delivery model as a whole. We will reimagine service delivery by understanding the connection between technology, people, processes, and data, and creating improvements across these areas in parallel.

Removing complexity

Our focus will be to streamline our processes and practices, remove unnecessary complexities, and adopt common standards and frameworks that work across platforms. We will use technology to help break down departmental silos and create more transparency and synergy across Council. Staff will benefit from faster, easier, ways of working, and our customers will benefit from timely and consistent services.

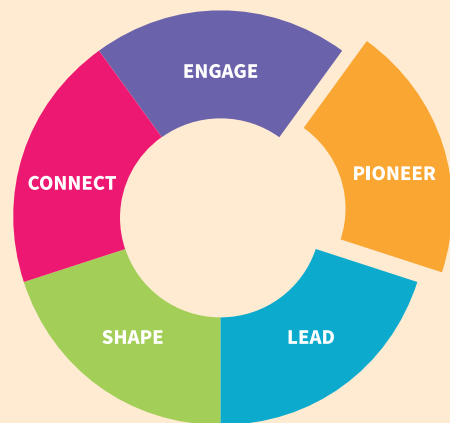
Sharing and re-use

We will look for affinity across authorities and partner with organisations where we can share and reuse technology and access rich data. We will be creative in designing solutions to problems and bring in specialists from across our region to collaborate with us.





Open Quality Data



Data quality

Our business will own our data and we will work with staff to significantly improve the quality, availability, and completeness of our data and information. We will take a consistent approach to data management and facilitate data to be integrated across systems to create a single source of truth.

Driving innovation

We will make data that is currently hard to find easily accessible across Council departments and available for re-use by businesses, iwi, community groups and individuals. We will provide open, quality data to drive innovation. This will encourage more investment in Tasman and help to build new business to make the region thrive – creating new jobs and a stronger economy.

Informed decisions

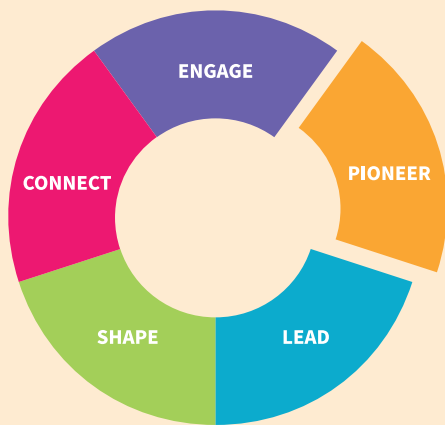
Our decisions will be increasingly driven by trusted data, enabling us to make better decisions and increasing the transparency of and confidence in Council’s decision-making process.

Respectful stewardship

We will consider the cultural context of the information we collect and implement policies and practices that protect the privacy, security, and integrity of Māori data.



Value and Risk Based Decisions



Better outcomes for residents and business

Problems are also opportunities. We will seek opportunities to innovate and leverage new technologies to address risks and issues, new and old. An informed view of our risk position will support decisions to be prioritised accordingly to provide more value and better outcomes for everyone.

Better risk identification

We will continue to optimise the way the Council collects and accesses data across a wide range of sources and mechanisms. We will leverage technology to evaluate the data we collect against pre-defined thresholds and automatically alert us to risks and issues.

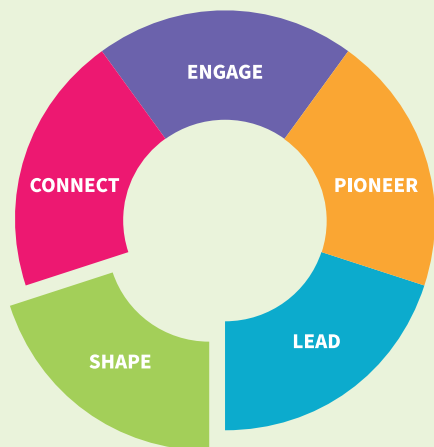
Better risk management

Risks will be managed using a common framework and we will have a comprehensive, complete view of Council's full risk profile. Risks will be continuously and proactively managed across Council and with our partners.





Enterprise Automation



Modernisation

We will modernise the Council's systems to increase efficiency and productivity. We will systematically review Council workflow to eliminate bottlenecks and ensure optimal performance by removing manual processes, reducing errors and providing better accountability and auditability.

Accelerating service delivery improvements

We will leverage AI applications and tools, machine learning, spatial computing, virtual reality, digital twins, and service orchestration to accelerate improvements in service delivery.

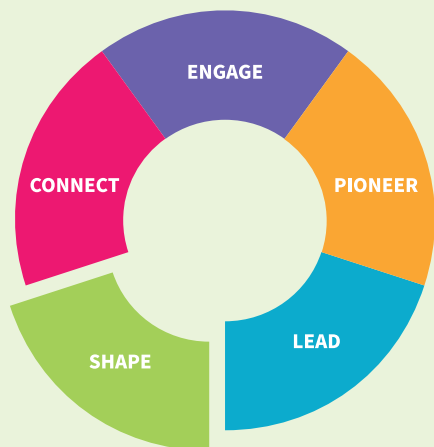
Reducing manual effort

By applying automation and AI to our workflows and operational tasks, we can significantly reduce the administrative burden on staff, freeing up their capacity to focus on service improvements.





Security Enabled



Security design principles

We will embed security design principles into our applications and systems at the beginning. This will ensure confidential data remains secure by considering technology, people, and practises.

Data privacy

Our residents have a fundamental right to data privacy. We will safeguard their valuable data in the cloud by enforcing encryption at rest and in transit, and by employing sophisticated data leak protection tools.

Community trust

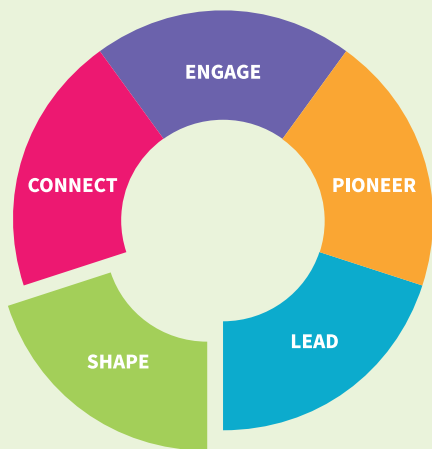
We will be open and transparent about data breaches and earn the trust of our community over time through proven good practice.

Enduring focus

We will meet the challenge of operating in a rapidly evolving threat landscape by drawing on skilled resources of subject matter experts and strategic partners. Our staff will understand the importance of our security protocols and view them as a critical necessity rather than a burden.



Community Centred Design



Resident and business first approach

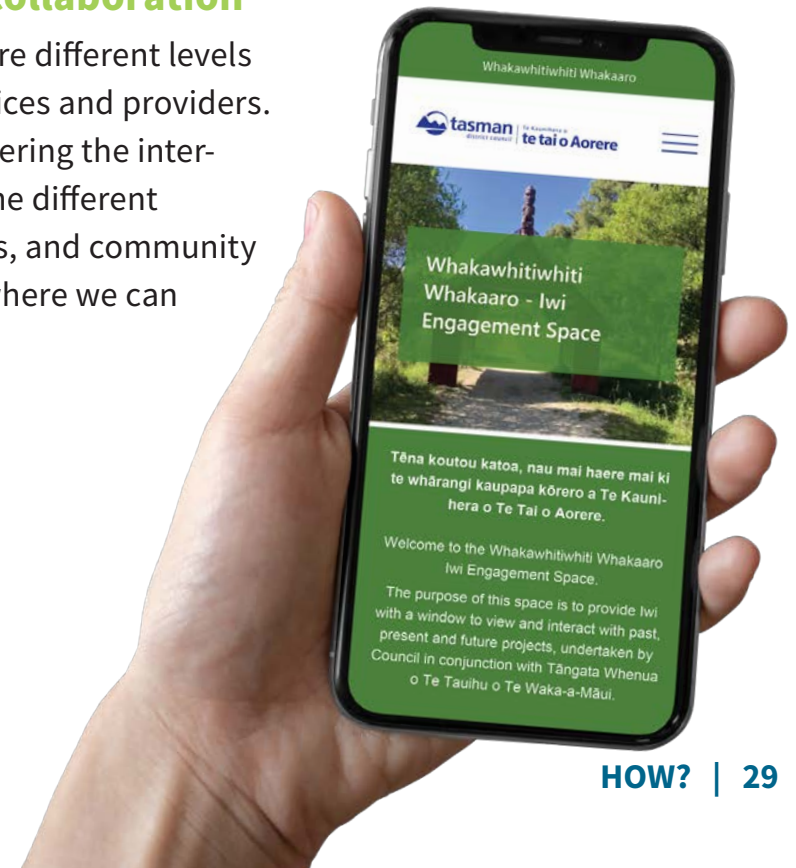
We will reconsider Council services with the needs of our customers front and centre. We will use customer insights and consultation approaches to help inform our new service designs to ensure that we meet the diverse needs of our customers.

Single portal

We will develop a MyTasman resident self-service capability that provides a one-stop shop for all Council-related services. Customers will receive a consistent experience regardless of when or where they enter the journey, or who they deal with.

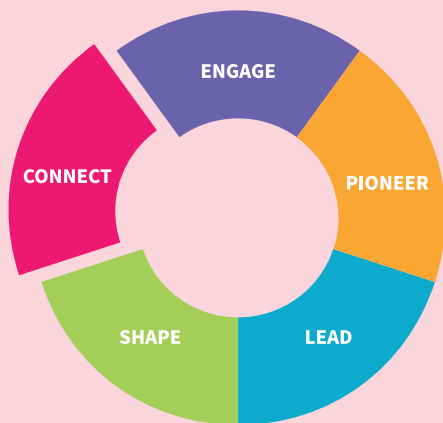
Integrated services through collaboration

A community is complex. People require different levels of support across a wide range of services and providers. We will look at the big picture – considering the inter-relationships and boundaries across the different perspectives of partners, collaborators, and community members – to identify opportunities where we can improve services, together.





Cloud Fuelled



Cloud first

We will prioritise the move to cloud services to enable access from any device, in any location, and to provide better availability, reliability, maintainability and compatibility of our systems.

Standardised approach

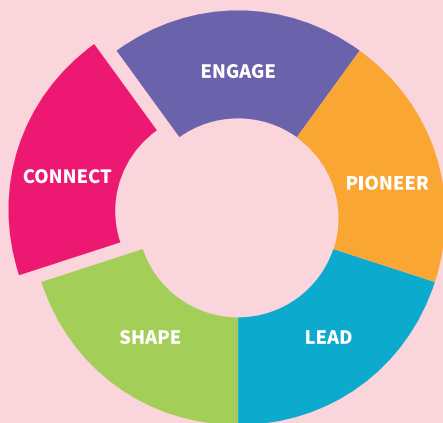
We will consolidate our cloud services and apply a standardised approach to the way we gather requirements, the service contracts that are used, and the deployment process.

Central government policy

We will adopt the government Cloud First policy and choose public cloud services in preference to traditional IT systems. Our adoption decisions will follow a risk assessment.



Always On



Anytime, anywhere, any device, any content

Our services and systems will be designed to enable universal access at any time to any content, from any location, using the preferred device of the resident, business community or Council employee.

Continuous connection

This points to an inclusive future where every Tasman resident has internet connectivity and access to a device to engage with Council services, at a time and place that suits them.

Paperless forms and records

We will continue to eliminate paper-based forms and digitise our documents and records to reduce environmental waste, significantly improve productivity, and enable our customers to transact with us digitally.

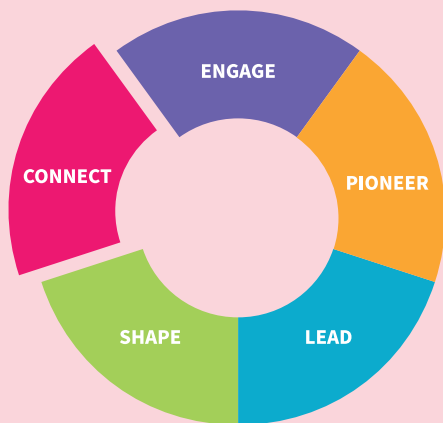
Self-service systems

We will introduce more online workflows, self-help repositories, and virtual assistance so that customers are able to find the information and services they need themselves, without the need for human assistance. We will have visibility over the entire customer journey, enabling us to provide a more consistent, reliable, and transparent experience.





Integration



Modular and manageable

Many small wins create big wins. By moving to integrated, composable architecture, we will improve our ability to break down change into manageable pieces. This reduces the risk that comes with large, complex, system implementations and allows incremental improvements to take place at a sustainable pace.

Specialist support

We will integrate our in-house capabilities and capacity with outsourced support and specialist skills. We will select specialists to work with us where their expertise provides better value for residents or they are a more cost-efficient option, which may be in the form of external service providers, centres of excellence, or community-facing partners.

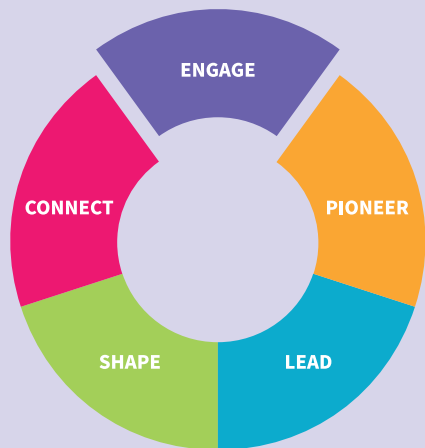
Best of breed

We will choose systems that are the best in their field and integrate them. This will enable re-imagining of service delivery and provide more efficiencies, reducing cost. It will also reduce service delivery risk and increase our agility by limiting our dependency on a few, in favour of many.





Digital Inclusion



Motivation

We will help people to understand how the internet can help them to connect, learn and access opportunities giving them a meaningful purpose to engage with the digital world.

Access

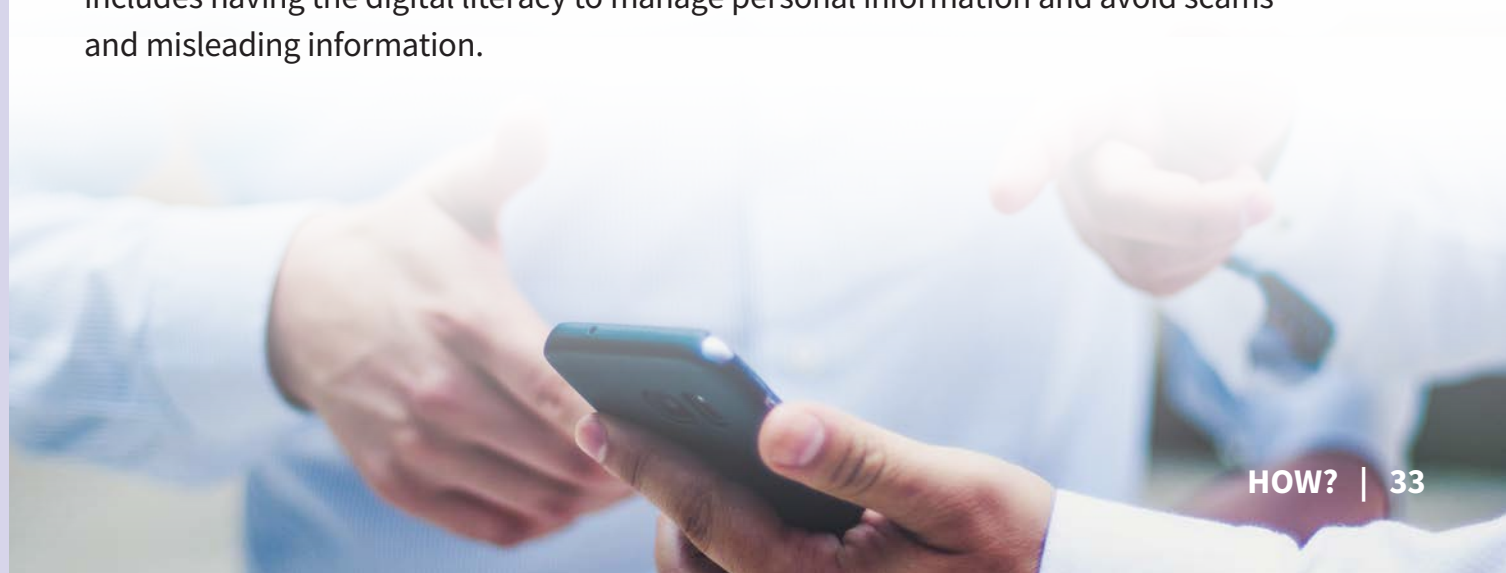
We will advocate for better access to digital devices, services, software and content, that meets peoples' needs, at a cost that they can afford. This is also about being able to connect to the internet wherever people work, live and play.

Skills

We will educate people so that they have the digital know-how to use the internet in ways that are appropriate and beneficial. They will learn skills like communicating, managing information, transacting, problem solving and staying safe online.

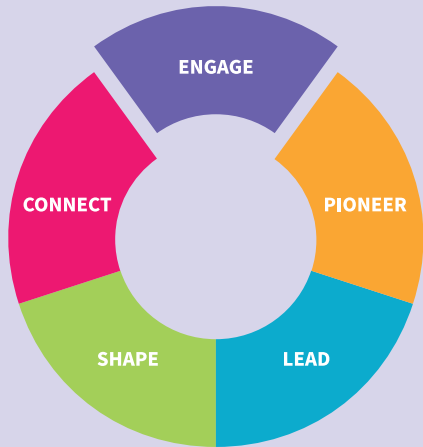
Trust

We will support people to have confidence in the internet and online services. This includes having the digital literacy to manage personal information and avoid scams and misleading information.





Immersive Engagement



Engagement platform

We will create a platform in which our community can engage with us and others on any topic, at any time. We will monitor chatter for emerging trends or hot topics and respond preemptively.

Visualisation tools

We will help residents to understand how changes will impact them through the use of visualisation technologies, such as virtual reality and responsive digital screens.

Targeted

We will enable a '365' approach to consultation and engage with our customers at opportune times, on subjects that are relevant to them.

Navigator

We will ensure that our processes are not a barrier to accessing Council services. We will use AI and machine learning to seamlessly connect residents and businesses to the services and information they need or want, including those of other agencies.



How will we know if we are Successful?



Lead

Our experience marks a pathway for others.

Our innovation is infectious and creates change across our sector and our region.

People seek us out to collaborate and work with us.

We have a reputation for delivery.

People understand our vision and join the journey.

We are consuming the services of a centre of excellence.

Council staff aim for greatness – our success is measured by their success.

We have a wide network of trusted relationships and partnerships.



Pioneer

Data platforms are smart, open and connected.

Regional identity and history are online.

Our long-term strategy is intergenerational.

Compliance and consent data is linked to policy and visible to the public.

Data is publicly available and used to increase engagement and drive decisions.

Our decisions are backed by accurate, trusted data.

Our systems and processes are optimised.

We have real-time risk monitoring systems.

We use new and innovative ways to solve old problems.



Shape

'Legacy' is no longer relevant.

The need for change is understood and novel solutions are delivered.

Automation is performing administrative tasks.

The MyTasman solution provides a one-stop portal for Council services.

Our services are customer focussed.

We deal with security threats confidently and consistently.

Technology is 'invisible' and fully integrated into our ways of working.

Staff are actively engaged with keeping Council's data and systems secure.

The right people have the right access, to the right data, at the right time.



Connect

Technology is multi-lingual, culturally sensitive, and considerate of differently-abled people.

Our dialogue with residents, ratepayers and visitors can be fully online.

Our systems talk to each other and share data seamlessly.

We have an excellent proof of concept for a reduced footprint of Council's physical spaces.

All new systems are cloud based by default.

Our forms and records are fully digitised.

Transactions are customer-driven.



Engage

It's easy for everyone to engage with Council and share perspectives.

There is a healthy dialogue between Council and residents, iwi and businesses.

Our communities are connected across and beyond the region.

Everyone has the opportunity to provide input and feel included in planning, decisions, spending, and priorities.

Customers can select their engagement channel.

We use visual ways to communicate changes.

Community feedback is continuously sought and received.

A Blueprint for Tasman's Digital Future 2024-2034

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