

Public Health and Safety Activity Management Plan 2024-2054



Quality Assurance Statement

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1 Executive Summary

This Activity Management Plan (AMP) provides an overview of how the Council manages the Public Health and Safety activity and associated assets in an effective, cost efficient and sustainable manner.

The plan outlines key issues, goals, objectives, and the levels of service that Council will provide to it's communities. The plan provides information on any new projects and expenditure that are required to meet future demand as well as detail about life cycle management and maintenance. It provides an overview of costs and how the Public Health and Safety activity is funded. The risks and uncertainties involved in undertaking the activity and how we manage those are also outlined in the plan.

1.1 What We Do

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

The purpose of this plan is to outline and to summarise in one place, the Council's strategic approach for the delivery of regulatory services under a number of statutes, which require local government to implement various administrative responsibilities relating to public health and safety.

1.2 Why We Do It

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

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

Table 1: Activity Goals

Activity Goal
The Council's vision statement is for "Tasman Inspired" Whakangiha Te Tai o Aorere. This is supported by the Council's Mission statement "Driving Value for Tasman's people and places". Whakamana tatou ki nga wahi katoa o Te Tai o Aorere. The Council also has the following strategic priorities :

Activity Goal

1. A healthy and sustainable natural environment. The Public Health & Safety (PHS) AMP supports this priority by regulating activities such as recreational boating and dogs.
2. Strong, resilient and inclusive communities. The PHS AMP supports this by regulating food premises and the sale of alcohol. It also ensures that buildings are constructed to the required standard and that the Civil Defence function provides communities with resilience when required.
3. Enabling positive and sustainable development. The PHS AMP supports this priority by ensuring buildings are suitable for purpose and that food premises operate at a required standard.
4. Contributing to a diverse society and celebrating our culture and heritage. This activity supports community events such as 'Waka ama' and Classic boats.
5. A high standard of service. The level of service provided has always scored highly in the areas that are measured.

1.3 Contribution to Community Outcomes

The Council has also identified eight Community Outcomes. The way in which the Public Health and Safety activity contributes to community, outcomes are outlined in the table below.

Table 2: Community Outcomes

Community Outcomes	How the Activity Contributes
1. Our unique environment is healthy and protected.	Ensuring recreational boating is safe keeps Tasman special. Effective education and dog control limits negative effects on native fauna.
2. Our urban and rural environments are people friendly, well-planned, and sustainably managed.	The activity ensures that living environments are safe, and that the activities of others do not negatively impact on citizen's lives.
3. Our infrastructure is efficient, cost-effective, and meets current and future needs.	Through ensuring buildings are well constructed, safe and weathertight, the activity contributes to the development of the district, and protection of assets in the community.
	Parking control ensures parking facilities are available to ensure public access to urban retailers and services.

Community Outcomes	How the Activity Contributes
4. Our communities are healthy, safe, inclusive, and resilient.	This activity safeguards the community's health and wellbeing by ensuring standards of construction, food safety, and registered premises operation are met. Alcohol sale and consumption, nuisances from dogs and stock do not adversely affect quality of life. Our civil defence and emergency management system is designed to promote safety of people and a resilient community.
5. Our communities have opportunities to celebrate and explore their heritage, identity, and creativity.	Support to 'Waka ama' and Classic boats events are an example.
6. Our communities have access to a range of social, educational and recreational facilities and activities.	Safe boating and providing such things as ski lanes ensure appropriate community access to the coastal waters of Tasman. Public buildings are inspected to ensure they have systems that keep occupants safe.
7. Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement.	We encourage people to be involved in preparing for and participating in the event of a civil emergency and have in place arrangements to cope in the face of climatic or natural hazard events.
8. Our region is supported by an innovative and sustainable economy.	Good regulatory practices contribute to economic well-being in the community.

1.4 Key Issues and response

The Council recognises that future demands for the Public Health and Safety group of activities will be influenced by:

Table 3: Key Issues

Key Issue	Response
Population and economic growth and demographic change	Population growth places demands on the services provided in the Public Health and Safety group of activities. Over time, the Council may require extra resources or change systems to cope with additional activity and demand for these services. The predicted increase in the median age of residents will result in more people being at their residences during the day.

Key Issue	Response
	This will likely result in more complaints about issues such as noise and other nuisance from neighbours. The Council has developed a robust growth model to forecast residential and business demands and opportunities to supply the level of demand expected.
Changes in community expectations	Some members of the community want the Council to undertake more work in this area, however others want less regulation and control. Changing expectations may lead to a need to increase or decrease levels of service. Movement of urban populations into rural areas may have a significant effect on service expectations e.g., reduced tolerance and reverse sensitivities.
Changes in legislation and policies	These are driven by Government legislation or policy or by changes in Council policy.
Changes in the environmental risk profile	Changing weather patterns or the occurrence of natural hazards will affect the work of the Council, particularly in the civil defence and building assurance activities. Climate change, causing sea level rise, which in turn can raise the groundwater table affecting subdivisions and existing properties.
Industrial practices and technological change	Both industrial practices and technological change have the ability to impact on the scope of services and the manner of delivery of this activity. The Council is not expecting any changes to have a significant effect on the activity in the medium term, although new construction methods may have some impact on building assurance activities.
Inability to recruit suitably qualified staff in technical roles	Particularly in Building Assurance staff turnover has resulted in the need for fully qualified replacements. Unfortunately, we have been unsuccessful in recruiting fully and now have had to employ trainees with limited capability due to inexperience. This results in reliance on contractors which results in significant cost.
Litigation risk relating to Swimming Pool barriers	Training has been undertaken by the Processors and Inspectors. Final inspection will be undertaken by the inspector and be accompanied by the pool inspector. Therefore, future three yearly audits will be complying.

The key to responding to these issues is to ensure that resources are available and appropriately allocated. Staff continuously review the requirement for service in these activities and allocate resources as necessary. Where flexibility exists, resources are allocated according to agreed priorities. Depending on the activity, the priorities may be set with political input, direct community input through consultation or through consulting with staff and other technical experts. Where staff have identified shortfalls in available resources, they have requested additional resourcing. Some efficiency gains can be achieved with improvements in training and technological support, this is ongoing.

Education of the public assists in reducing some of the work for this activity. By informing the public of what the Council can and cannot do and by recognizing them as stakeholders and, to some degree contributors, assists in our performance and rationalizes customer expectations. It also allows the public to make informed choices as to whether they will risk enforcement action e.g., ignoring regulatory signage or not.

Staff have taken an active role in informing Central Government of the consequences of changes to legislation. Where appropriate staff will continue to submit feedback to lawmakers.

1.5 Financial summary

1.5.1 Operational Programme

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

1.5.2 Capital Programme

There is a very limited capital programme. This primarily revolves around maintenance and upgrades of the Harbourmasters boats and maintenance of the Dog Pound and Harbourmaster Shed.

What we cannot do:

There are no operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years, as long as we have sufficient trained staff resources.

1.6 Key Changes

As stated previously, this activity is primarily demand and legislation driven, as such not all changes are obvious to us until the need arises. Table 4 below includes one of our key changes and table 5 includes our key risks and assumptions.

Table 4: Key Changes

Key Changes	Reason for Change
<p>Increased maritime policing of the district's waters</p>	<p>The introduction of a large ship monitoring system to improve safety around such vessels anchoring in our waters is now possible. The marine Automatic Identification System, which tells us what ships over 500 tonnes are in our waters is being accessed. Seabed surveys in three anchoring areas have been carried out and the areas set up. Fees and charges for this service currently only apply to harbour limits but may need to be expanded.</p> <p>We are working with Nelson City Council to get a consistent "Top of the South" approach. Once we have the position of NCC clarified we will carry out a Section 82 Consultation with affected parties.</p>

1.7 Key Risks and Assumptions

Table 5: Key Risks

Key Risks	Assumptions
<p>Population Growth Exceeds expectations</p>	<p>Most of the District's population growth is driven by net migration, which is the least predictable component of population change.</p> <p>The growth strategy provides for a sufficient development capacity in strategic locations to meet or exceed demand across the Tasman District for the ten years of the Long-Term Plan, as well as for future demand in later years.</p> <p>Should the need arise for additional resourcing, staff will request such support.</p>
<p>Significant changes in Legislation put additional responsibilities on the Council which cannot be met</p>	<p>There is normally a reasonable amount of warning before this happens, however, if it does occur, additional resourcing will be sought as required.</p>

Key Risks	Assumptions
<p>Changes in customer expectations. For example, urban populations moving into formerly rural areas increases complaints</p>	<p>Any time the public faces change, e.g., new legislation or new environments, there are some who will struggle to adapt and expect the Council to address their concerns. Through a process of education using media both social (Facebook, twitter etc.) and paper based (Newsline, local newspapers), the Council will endeavour to keep people suitably informed. Our actions will also reflect the realities of dealing with any complaints as they raise.</p>
<p>Significant unexpected staff turnover</p>	<p>Most staff in this activity are technical specialists and are difficult to replace at short notice. In some areas gaps can be covered by use of contractors, however, this is not always possible and can be expensive. If this were to occur and gaps could not be covered, staff would deal with work on a priority basis.</p>

2 Introduction

The purpose of this Activity Management Plan is to outline and to summarise in one place, the Council's strategic management and long-term approach for the provision and maintenance of its Public Health and Safety activity. This is achieved through the planned management of assets, compliance with regulatory requirements, and the funding needed to provide the appropriate levels of service.

2.1 Rationale for Council Involvement

Public Health and Safety is a term that encompasses a large number of the Council's activities, which give effect to various local regulations (bylaws) and central government legislation.

Public Health and Safety comprises the following activities:

- Building Control;
- Environmental Health which includes Alcohol Licensing, Food Safety, and Bylaw Administration;
- Animal Control – Dogs and Stock;
- Civil Defence Emergency Management;
- Maritime Safety;
- Parking Control – includes abandoned vehicles;
- Associated Bylaw enforcement;
- Development Contribution Administration.

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

- Ensuring that buildings are constructed in a manner that complies with the relevant legislation, thus creating a safe environment for people to live and work in.
- Inspecting and auditing food premises and premises serving alcohol to enforce legal standards to prevent illness and any negative effects of alcohol use. Also, by ensuring premises and dwellings are clean and fit for purpose.
- Where possible, protecting the public from dangers and nuisances posed by animals and the actions of others.
- Promoting community confidence and trust in the regulatory procedures and decisions.
- Providing expertise to ensure that all tasks are effectively implemented, and
- Applying fairness and sound judgement to all decisions.

As such, the activity contributes to the sustainable development of the district and the wellbeing of the community by ensuring that actions, or non-actions, taken by people in the Tasman district are lawful, sustainable, and safe.

Much of the work done within the activity is carried out in-house where the skills needed to do the job are available. Where the skills are not available or where it has been decided to be more cost effective, the Council subcontracts out the work, while maintaining legal responsibility and a project management role.

While the Council does not have a choice about providing most of the regulatory services, there is some discretion over the manner and degree to which the functions are delivered. In the past, the rationale for the Council's involvement has been influenced by whether:

- a) The community has confidence in the service provided historically by the Council (and so the Council continues to provide the service).
- b) The Council already provides the service and to change the mode of delivery would be more costly and less effective.
- c) The community expects the Council to play a role in the provision of the service.
- d) The Council considers that it can contribute to and/or enhance community well-being by providing the service.

2.2 Description of Assets and Services

2.2.1 Building Assurance

The Building Act 2004, which includes the New Zealand Building Code, sets the statutory framework for controlling building development, including plumbing and drainage. Every person who intends to construct a building - unless exempt, requires a building consent from the Council. Most additions or structural changes to buildings also require a building consent. The Council is a Building Consent Authority under the Building Act 2004 and is responsible for processing applications for building consents, certificates of acceptance, Discretionary exemptions, issuing code compliance certificates, and carrying out associated inspections. Further information is included in the Building Control Quality Manual.

As a territorial authority, the Council is responsible for enforcing compliance with the Building Act, which imposes obligations on the Council to administer annual warrants of fitness for buildings that are accessed by the public. Many of these buildings have particular safety and system attributes (e.g., emergency warning systems for fire, riser mains, lifts, mechanical ventilation and air conditioning, etc.). The Council is also obligated to ensure that areas of natural hazard are identified if this is a location where a building is proposed. As a Regional Council, it processes building consents in respect of dams.

The Council's responsibilities are, in the main, delegated to the Council's Building Assurance staff. There are currently approximately 1300 consents issued each year and each building consent is assessed with regard to any information around servicing, natural hazard risk, and other design or locational constraints.

Building Warrant of Fitness (BWOFF) audits are also carried out to ensure buildings to which the public have access have systems that function correctly and are safe to use.

The Building Act obliges the Council to ensure that all swimming pool owners adequately fence swimming pools. This function is principally exercised in relation to processing general building consent applications but there is also a requirement to conduct three yearly pool inspections.

Inspection of amusement devices is an additional responsibility.

Also covered under this activity is the processing of applications for Land Information Memoranda provided for under the Local Government Official Information and Meetings Act 1987.

The Council is exposed to considerable liability in the exercise of its building assurance functions. The Building Act, however, provides that civil proceedings may not be brought against the Council 10 years or more after the date on which any proceedings would be based. The Council is currently dealing with litigation relating to historical pool fencing compliance issues that have been identified. The Council also has around 500 historic building consents that do not have a Code Compliance Certificate (CCC). Although there is no legal way to force people to apply for a CCC, as resources have permitted, the Council has sought to reduce this backlog by encouraging people to apply.

Electronic processing of consents was introduced in April 2014. This has since developed further and will continue to do so. Digitization using the "Alpha One system" has been seen to improve efficiency and customer satisfaction.

External assistance is used when workload peaks and when internal staff are absent to try and maintain timeliness. The operation of this activity is relatively large in terms of staff numbers and budgetary considerations and is crucial in terms of the contribution it makes to the sustainable development of the district. In addition to reporting the number of building consent applications processed, this activity is also monitored against the length of time it may take to process applications. A Building Consent Authority has 20 working days from the date of when the application for a building consent was received to decide whether to refuse or grant the application (sections 40-52 of the Building Act).

2.2.2 Overall Results

Total number of consents from the 1 July 2022 to 30 June 2023 are shown in Table 6.

Table 6: Building Assurance Results

Description	Total
Building Consent Applications Accepted	1386
Average Processing Days	10
Building consents processed by external contractors	44%

Description	Total
Building Consents Issued	1376
New Dwellings Consented	642
Building Consents Processed within time %	98%
CCC Issued	1077
CCC Issued within time %	99%
Inspections	8127
Failed Inspections %	72%

2.2.3 Environmental Health

2.2.3.1 Sale and Consumption of Alcohol

In New Zealand the sale of alcohol is controlled by the Sale and Supply of Alcohol Act 2012. The aim of the Sale and Supply of Alcohol Act 2012 is to ensure that “the sale, supply, and consumption of alcohol should be undertaken safely and responsibly”, and that “the harm caused by the excessive or inappropriate consumption of alcohol should be minimised”.

The Council oversees the administration of the Sale and Supply of Alcohol Act 2012 through its District Licensing Committee (DLC). The Council’s staff process license applications for consideration by the DLC, carry out associated inspections, and enforcement of the Act.

The Council has a Local Alcohol Policy (reviewed in 2020) used by staff and the DLC in administering the Council’s responsibilities under the Act. It also has a Control of Alcohol in Public Places Bylaw, this was reviewed in 2018 – due review in 2028. The Bylaw primarily sets up areas where consumption of alcohol is prohibited.

This activity has no assets. There are links between this activity and the planning and building activities that require co-operation. This co-operation factor makes it unlikely that contracting out of this activity would be cost-effective and the fact that the activity is conducted in house ensures a quick response for applicants.

2.2.3.2 Food Safety, Other Registered Premises and Public Health Services

The Council is obliged to ensure that premises that prepare and sell food meet the requirements of the Food Act 2014 and are inspected or audited. All premises previously monitored under the Health Act have now transitioned to controls under the Food Act 2014. The Council registers all food businesses under the Food Act and monitors some of the food outlets under the same Act. Other premises are monitored such as camping grounds, mortuaries and hairdressers, to ensure they meet health standards under specific health regulations.

The Council has a Gambling Venue Policy (reviewed in 2019) as required under the Gambling Act 2003 but has chosen not to pass a bylaw controlling prostitution. In relation to the latter and to the extent that the Council can rely on general powers under the RMA. The Council also has a Local Approved Products Policy prepared under the Psychoactive Substances Act 2012.

The activity uses internal staff. Annually over 400 licences are issued following compliance inspections.

2.2.4 Bylaw Administration

The Local Government Act 2002 requires that all of the Council's bylaws be reviewed or otherwise they expire. The Council is constantly reviewing its bylaws and debating what new bylaws may be required to improve our service. The Chapters which the Regulatory section is responsible for administering and which have recently been reviewed are:

- Dog Control Bylaw (Partial review in 2020)
- Control of Alcohol in Public Places Bylaw (reviewed in 2018)
- Freedom Camping Bylaw (Partial review in 2020)
- Navigation Safety Bylaw (reviewed in 2015)
- Trading in Public Places Bylaw (was due Review in 2021) Is being completely revised in 2023.

This activity is responsible for enforcing the provisions of the Traffic Control Bylaw, which is administered by the Community Infrastructure Team.

2.2.5 Traffic Control Bylaw

This activity has no assets. This service is currently provided in-house with enforcement assistance from external contractors for parking enforcement and to help monitor freedom camping activity. This balance is considered the best option given as a small-scale nature and the need for cooperation and communication with relevant Council staff.

2.2.6 Animal Control

The Council administers the Dog Control Act 1996 and the relevant bylaw, which requires that dogs are registered, cared for, and kept under proper control. Dog Control responsibilities mostly entail investigation of complaints about unregistered dogs, nuisances caused by dogs e.g., barking and aggressive behavior by dogs towards persons, stock, and other animals, and resolving those complaints through education and where necessary enforcement. The Council is also responsible for the administration of the Impounding Act 1955 to ensure that wandering stock is controlled.

Registration records are included on a National Dog database to which the Council is required to subscribe. There are also provisions governing the classification and the microchipping of dogs.

The Council has in place a Dog Control Bylaw and Policy. The Council operates a Dog Pound in Richmond. The animal control service, except for the administration support, has been contracted out to Control Services (Tasman) Limited.

2.2.7 Civil Defence Emergency Management (CDEM)

Under the Civil Defence Emergency Management (CDEM) Act 2002 the Council is responsible for the effective delivery of civil defence emergency management in its area. This is a wide-ranging obligation that requires work to reduce the risk of hazards, to be prepared for emergencies, and to respond and recover from emergency events.

Tasman District Council and Nelson City Council have combined to form a joint "CDEM Group" which has the aim of creating a community that is more resilient to emergency events. As required by legislation, the CDEM Group has prepared a joint plan (Nelson Tasman CDEM Group Plan 2012), which has been reviewed in 2017 and is currently under review again. Regular training exercises are held and programmes are in place to develop community capability to respond to an emergency event. This involves working closely with other organisations such as emergency services, Health New Zealand Te Whatu Ora's Public Health Service and lifeline utilities e.g., power, telecommunicationsetc.

The Council contributes funding to a joint Emergency Management Office (EMO), administered through Nelson City Council. The EMO, housed in a purpose designed building in Richmond, is responsible for providing CDEM advice, planning, and training. In addition to contributing to the joint costs, there are internal costs to the Council in staff involvement and training.

2.2.8 Maritime Safety

Under the Maritime Transport Act 1994, the Tasman District Council has responsibility for navigation and safety within harbour waters, which in Tasman's case corresponds to the 12 nautical mile outer limit of the territorial sea. This involves the control and monitoring of such things as ski-lanes, moorings, launching ramps and channels throughout the District. The Council also have responsibility for navigable rivers and lakes.

The Council is also legally responsible for the control of activities within harbour limits as defined under our Navigation Safety Bylaw. The Council employs a Harbourmaster and a Deputy Harbourmaster, it also has a number of launch wardens to promote safe boating behavior. The Council has withdrawn from the national Port and Harbour Safety Code as it awaits development of a new code that suits our purposes. The code is designed to have a consistent approach nationally to safety matters affecting ports and harbours, however, it does not fit our seascape which is predominantly recreational boating. The Harbourmaster and Regulatory Manager are actively engaged with Maritime NZ to reach a solution.

The Council licenses commercial operations and currently issues about 30 certificates annually. Under the Maritime Transport Act 1994, the Council must plan for, and have in place, contingency measures to deal with oil spills in the coastal areas of Tasman, within the territorial sea. The Council has an Oil Spill Contingency Plan that has been prepared as a joint plan with Nelson City and the Council have the required number of staff with current training certificates. This work is largely cost recovered from MNZ.

2.2.9 Mooring Bylaw

The Council has enacted a Mooring Bylaw. This will enable appropriate use of moorings around the District to be monitored and in some cases allocated by the Harbourmaster. The Bylaw will be rolled out over the summer of 2023/24.

2.2.10 Parking Control

The Council provides services for Parking Warden duties in the control of parking restrictions throughout the district to ensure compliance with parking bylaws mandated under the Land Transport Act 1998. This activity has been contracted out to Control Services (Tasman) Ltd, except that all administration work in processing infringement notices, reminder notices, and lodgment of unpaid notices with the court is carried out by in-house staff. The activity has no assets. The Council is also responsible under the section 356 of the Local Government Act 1974 for the removal of abandoned vehicles.

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.

3.1 Our Goal

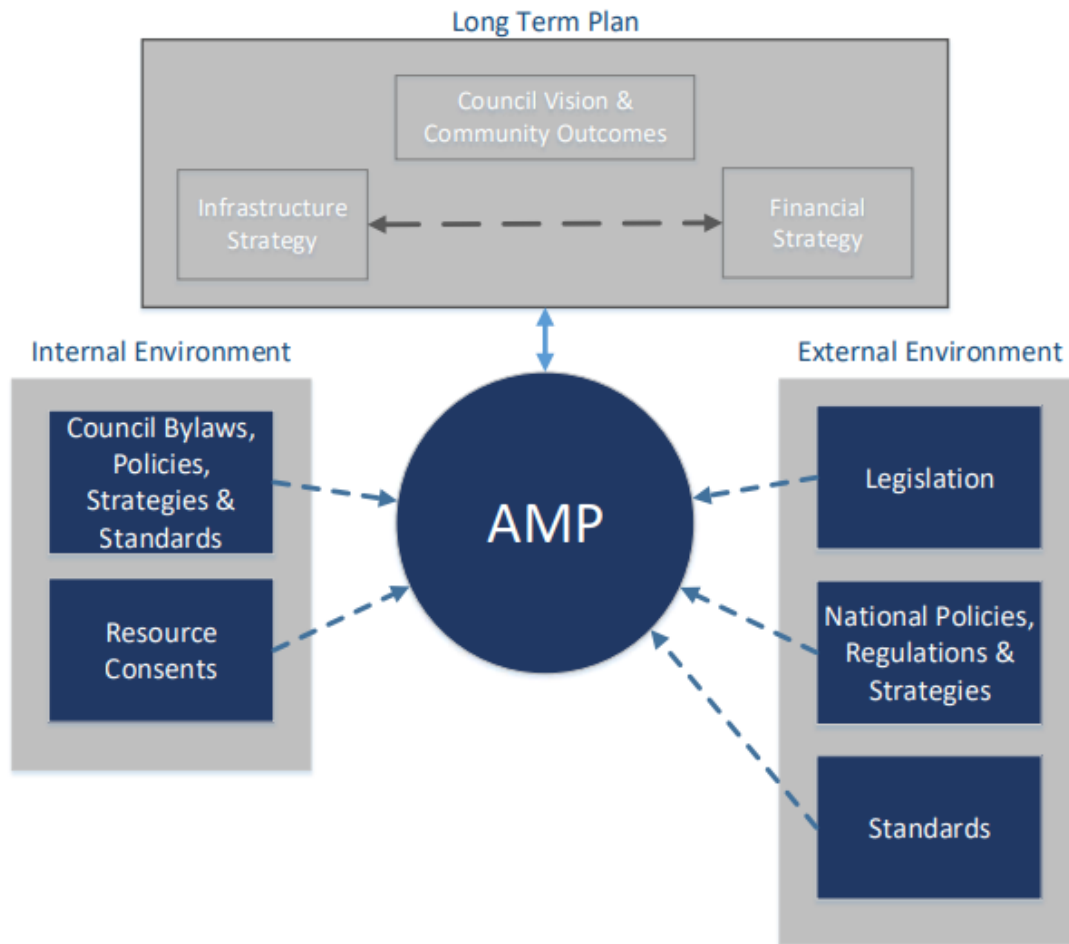
Table 7: Activity Goals

Activity Goal
<ul style="list-style-type: none">• We aim to provide cost effective and sustainable Public Health and Safety that meets a high standards of safety, design, and operation with minimum negative impact and public nuisance.• Excellent customer service in providing information on development and other opportunities.• Good regulatory service to ensure permit and licensing systems are administered fairly and efficiently and, in a way, that will protect and enhance our unique environment, promote healthy and safe communities, and support business and enterprise.

3.2 Strategic Alignment

This Activity Management Plan (AMP) is a key part of Council’s strategic planning process. This plan supports and underpins the financial forecasts and work programmes contained in planning documents like Council’s Long Term and Annual Plans.

The constraints that influence how the Council manages its activities can be internal or external and include legislation, policies, strategies and standards:



Appendix C Table 22 describes the key Council plans and policies with linkages to the Public Health and Safety Activity.

3.2.1 Financial Strategy

The Financial Strategy outlines the Council’s financial vision for the next 10 to 20 years and the impacts on rates, debt, levels of service and investments. It guides the Council’s future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the Long Term Plan 2024-2034.

3.2.2 Infrastructure Strategy

The purpose of the Infrastructure Strategy is to identify the significant infrastructure issues for Tasman into the future and identify the principal options for managing those issues and implications of those options.

The key priorities in the strategy include:

- Providing services that meet the needs of our changing population
- Planning, developing and maintaining resilient communities
- Providing safe and secure infrastructure
- Prudent management of existing assets and environment.

3.3 Key Legislation and Regulations

This activity is guided by Council Bylaws, Policy Statements and national legislation. Council Bylaws, Legislated Acts and the key National Policies and Standards that apply to the Public Health and Safety Activity are listed in Appendix C by their original title for simplicity and they include any subsequent Amendments Acts.

Legislation is continually being amended and replaced, so for the current Act information, refer to <https://www.legislation.govt.nz/>

3.4 Our Partners and Stakeholders

3.4.1 Partnerships with Te Tauihu iwi

The Council is committed to strengthening partnerships with iwi and Māori of Te Tauihu and providing opportunities for Māori involvement in Council decision-making processes in a meaningful way. There are eight iwi that whakapapa and have Statutory Acknowledgements to places within Te Tau Ihu (Top of the South Island) and Te tai o Aorere (Tasman District). They include representation by the following entities:

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

Tasman District also covers the northern-western part of the Ngāi Tahu takiwā (tribal area/territory). Murchison is within the Ngāi Tahu takiwā and Ngāti Waewae iwi also have interests in this area.

Iwi Management Plans are lodged by iwi authorities and received by Council under the Resource Management Act 1991. Once lodged with Council, they are planning documents that Council is required to take into account when preparing or changing Resource Management Act Plans.

Iwi Management Plans document iwi worldview and aspirations for the management of resources, and help Council and staff to better understand those factors.

The Te Tauihu Intergenerational Strategy is also a key strategic document that is influential in determining our community outcomes.

3.5 Stakeholder engagement

There are many individuals and organisations that have an interest in the management and operation of the Council's assets and services. The Council works alongside a variety of stakeholders and partners to share knowledge and views, make the most of resources, and achieve shared goals. The Council has a Significance and Engagement Policy which is designed to guide the expectations of the relationship between the Council and the Tasman community.

The stakeholders the Council consults with about this activity include:

- Elected members (Council and Community Board members)
- Regulatory (consent compliance, national regulatory bodies)
- Fisheries organisations
- Public Health Service (Nelson-Marlborough Health NZ Te Whatu Ora)
- Heritage New Zealand
- Civil Contractors New Zealand (Nelson - Marlborough)
- Utility service providers (Electricity and Telecommunications)
- Affected or interested parties (when applying for resource consents)
- Other territorial authorities.

3.6 Key Linkages

This Plan is to be read with consideration of other Tasman District Council planning documents, including the Activity Management Policy and Infrastructure Strategy, along with the following key planning documents:

- Long Term Financial Plan 2024-34
- Annual Plan 2023/24
- Risk Management Policy
- Infrastructure Strategy.

3.7 Contribution to Community Outcomes

The table below summarises how the Public Health and Safety activity contributes to the achievement of the Council's Community Outcomes.

Table 8: Community Outcomes

Community Outcomes	How Our Activity Contributes to the Community Outcomes
Our unique natural environment is healthy and protected.	Ensuring recreational boating is safe keeps Tasman special. Effective education and dog control limits negative effects on native fauna. Abandoned vehicles are removed thus preventing damage to our environment.
Our urban and rural environments are people-friendly, well planned and sustainably managed.	The activity ensures that living environments are safe, and that the activities of others do not negatively impact on citizen’s lives. Through ensuring buildings are constructed in accordance with the New Zealand Building Code, the activity contributes to the development of the district, and protection of assets in the community.
Our infrastructure is efficient, cost effective and meets current and future needs.	Parking control ensures parking facilities are available to ensure public access to urban retailers and services.
Our communities are healthy, safe, inclusive, and resilient.	This activity safeguards the community’s health and wellbeing by ensuring standards of construction, food safety, and registered premises operation are met and that alcohol sale and consumption and nuisances from dogs and stock do not adversely affect quality of life. Our civil defence and emergency management system is designed to promote safety of people and a resilient community.
Our communities have opportunities to celebrate and explore their heritage, identity, and creativity.	Safety support to events such as waka racing and classic boats assists the community in conducting heritage events.
Our communities have access to a range of social, educational and recreational facilities and activities.	Safe boating and providing such things as ski lanes ensure appropriate community access to the coastal waters, rivers and lakes of Tasman. Areas are established where our community can exercise their dogs.

Community Outcomes	How Our Activity Contributes to the Community Outcomes
Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement.	We encourage people to be involved in making preparations in the event of a civil emergency and have in place arrangements to cope in the face of climatic or natural hazard events. The Council staff work with Maritime NZ to provide a maritime oil response service.
Our region is supported by an innovative and sustainable economy.	Good regulatory practices contribute to economic well-being in the community.

With respect to each regulatory services activity, our operating intentions with respect to level of service are listed in Table 9.

Table 9: Community Outcomes in relation to Regulatory Services

Community Outcomes	How Our Activity Contributes to the Community Outcomes
Building Assurance	To ensure buildings are constructed in accordance with the New Zealand building code, dangerous or insanitary building work is either brought up to standard or removed, and that building control activities are delivered in a timely, helpful, and proficient manner.
Environmental Health	To ensure that food provided for sale is safe, free from contamination and prepared in suitable premises, that other public health risks are managed through the appropriate licensing of premises and operations, to reduce and where possible prevent the occurrence and spread of communicable diseases. To ensure the safe and responsible sale and consumption of alcohol in the district by managing all applications in a timely, helpful, and proficient manner, and to ensure that bylaws regulating activities are administered with the aim of safeguarding public health and safety.
Animal Control	To minimise the danger, distress, and nuisance caused by dogs and wandering stock and ensure all known dogs are recorded and registered.

Community Outcomes	How Our Activity Contributes to the Community Outcomes
Civil Defence Emergency Management	To build a resilient community where the potential effects of “all hazards” have been minimised and the community is ready to respond in the face of natural hazard events and emergencies.
Maritime Safety	To ensure Tasman’s coastal waters are safe and accessible and that all known commercial operators are registered.
Parking Management	To facilitate the public's access to urban retailers and services, respond to any misuse of disabled parking, and remove reported abandoned vehicles.

Table 10: Relevant targets and actions from the Tasman Climate Action Plan (2019)

Goal	Targets	Actions (short-term) 2019 - 2021	Actions (medium-term) 2021 - 2024	Actions (long-term) 2024+
Tasman District becomes more resilient to the impacts of climate change.	2(b) New coastal development and infrastructure accounts for climate change risks, including sea level rise.	(ii) Regulatory activities (resource and building consenting) continue to account for sea level rise based on the MfE Guidance 2017 and apply the Tasman District Council/Nelson City Council 'Coastal and Freshwater Inundation' guideline (2019) for setting ground and floor levels for new development.	Continue implementation. Review Guideline when new information is available.	Continue implementation. Review Guideline when new information is available.
The Council shows clear leadership on climate change issues.	4(a) Council's elected representatives demonstrate regional leadership.	(i) Promotion of innovations, changes and initiatives that individuals and businesses can take to reduce emissions, benefit from climate changes and improve resilience.	Promotion of innovations, changes and initiatives that individuals and businesses can take to reduce emissions, benefit from climate changes and improve resilience.	Promotion of innovations, changes and initiatives that individuals and businesses can take to reduce emissions, benefit from climate changes and improve resilience.

4 Key Issues and Response

This activity performs many of the Council's regulatory functions and serves to implement and enforce the law and Council policy. There are a number of statutory obligations the Council cannot avoid, in many instances the law gives the Council wide discretion as to how it implements its obligations. In performing this activity there are a number of statutes (and associated regulations and bylaws) under which the Council operates. These are included in Appendix C.

4.1 Key Issues

The Council has identified key issues specific to the Public Health and Safety activity, which are discussed in Section 1.3 Key Issues Table 3. Key issues are interrelated and often, investing in solutions will likely help address other issues to varying degrees.

The key issue for this activity is being adequately resourced to deal with the requirements. This is particularly relevant as sustained growth is a significant factor in our ability to respond appropriately in the district.

5 Levels of Service

Activity Management Plans set out the levels of service the Council seeks to provide the community. Stakeholder groups can often have different and sometimes conflicting expectations of these levels of service and these expectations need to be managed to achieve the best value overall outcomes for communities.

The levels of service set the standards the Council aims to meet when providing a service in support of community outcomes. They are the measurable effect or result of a Council service, and can be described in terms of quality, quantity, reliability, timelines, cost or other variables.

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 the Council's 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

Regular reports detailing activity levels within the Public Health and Safety activity, including compliance with the performance targets, will be provided to the Regulatory Committee. An annual summary will be provided as part of the Annual Report and trends monitored when reviewing this activity management plan. The Council is also required to furnish government agencies with annual reports relating to sale and supply of alcohol and dog control and the Department of Statistics gets monthly reports on building activity.

Table 11 summarises the levels of service and performance measures for this activity. The light blue shaded rows show those that are included in the Long-Term Plan and reported in the Annual Plan. Unshaded white rows are technical measures that are only included in the AMP.

Table 11: Levels of Service

Levels of Service	Performance Measure	Current performance	Forecast Performance Targets			
			Year 1	Year 2	Year 3	By year 10
We provide building control services in a professional and timely manner, to ensure buildings are constructed in accordance with the New Zealand Building Code and therefore safe and healthy.	98% of applications for building consent (BC) are processed within statutory timeframes.	Currently achieved as of 99% 30 June 2023	98%	98%	98%	98%
	98% of applications for Code of Compliance Certificates (CCC) are processed within statutory timeframes.	Achieved at 99% as of 30 June 2023	98%	98%	98%	98%
	The average time taken to process a Building Consent is less than 20 working days.	Fully achieved. The average processing time for processing Building Consents was achieved at the level of service target at 9 days on average 30 June 2023	20 working days	20 working days	20 working days	20 working days
We provide building control services in a professional and timely manner, to ensure buildings are constructed in accordance with the New Zealand Building Code and therefore safe and healthy	We maintain Building Consent Authority Accreditation	Achieved. All Building Consenting Authorities are audited biannually against a rigorous set of legislated requirements. This is a critical part of our on-going commitment to quality improvement. Reaccreditation as a Building Consenting Authority was achieved 2022. Our latest Audit was carried out in October 2023. We received 5 GNC's we need to clear by 22 March 2024 for continued accreditation.	Accreditation maintained	Accreditation maintained	Accreditation maintained	Accreditation maintained
	At least 80% of survey respondents rate their satisfaction with the Council's building control work as fairly satisfied or better.	Not achieved 72% is the 'overall level of satisfaction with the Council service result' (building), 4% decrease than in 2021. The score was driven down mainly due to dissatisfaction with costs of the process. 85% of respondents agreed that staff are courteous and helpful. 66% of respondents agreed that the time taken was reasonable, this is a 6% decrease 53% of respondents agreed that the costs were reasonable, This is up 3%.	80%	85%	85%	85%
Protect the health and safety of the community by licensing and monitoring medium and high risk alcohol premises.	Compliance monitoring visits of all medium and high-risk premises will be undertaken annually. (Target 100%)	New Measure No baseline data available.	100%	100%	100%	100%

Levels of Service	Performance Measure	Current performance	Forecast Performance Targets			
			Year 1	Year 2	Year 3	By year 10
Customer experience: Measure total time elapsed of Building Consents from acceptance to issue of consent.	Building Consents to be issued within a total of 40 working days (no inclusion of statutory time clock adjustments) Monthly analytics undertaken to review a reasonable sample of consents falling outside of this measure. On-going improvements to customer experience achieved through audit recommendations.	Not yet measured. No baseline data available.	85%	85%	85%	85%
We will provide an environmental health service that ensures that food provided for sale is safe, free from contamination and prepared in suitable premises.	All food premises that are the responsibility of the Council to audit will be visited at the frequency required by the Ministry of Primary Industries (MPI). (Target: 100%)	Achieved. All audits are up to date.	All food premises that are the responsibility of the Council to audit will be visited at the required frequency. (Target: 100%).	All food premises that are the responsibility of the Council to audit will be visited at the required frequency. (Target: 100%).	All food premises that are the responsibility of the Council to audit will be visited at the required frequency. (Target: 100%).	All food premises that are the responsibility of the Council to audit will be visited at the required frequency. (Target: 100%).
We will provide animal control services to minimize the danger, distress, and nuisance caused by dogs and wandering stock and to ensure all known dogs are recorded and registered.	All known dogs are registered or otherwise accounted for annually by 30 June. (Target: 100%)	Fully achieved. The Council effectively met targets with 100% of the 12,000 + known dogs registered as at 30 June 2023. (cf 100% of known dogs were registered in 2022)	All known dogs are registered or otherwise accounted for annually by 30 June. (Target: 100%).	All known dogs are registered or otherwise accounted for annually by 30 June. (Target: 100%).	All known dogs are registered or otherwise accounted for annually by 30 June. (Target: 100%).	All known dogs are registered or otherwise accounted for annually by 30 June. (Target: 100%).
	We respond to high priority dog complaints within 60 minutes, 24 hours a day, seven days a week. (Target: 100%)	Our target was fully achieved (100%) with responses via phone calls or onsite presence. (cf 100% in 2022).	We respond to high priority dog complaints within 60 minutes, 24 hours a day, seven days a week. (Target: 100%)	We respond to high priority dog complaints within 60 minutes, 24 hours a day, seven days a week. (Target: 100%)	We respond to high priority dog complaints within 60 minutes, 24 hours a day, seven days a week. (Target: 100%)	We respond to high priority dog complaints within 60 minutes, 24 hours a day, seven days a week. (Target: 100%)

Levels of Service	Performance Measure	Current performance	Forecast Performance Targets			
			Year 1	Year 2	Year 3	By year 10
A civil defence and emergency management system that is designed to promote the safety of people and a resilient community in the event that emergencies occur.	We will maintain a set number of ITF* intermediate level staff trained and available for emergency event management. *Integrated Training Framework	New Measure No baseline data available.	110	110	110	110
We maintain our navigation aids.	Percentage of malfunctioning or missing navigation aids (including seasonal floats) that are replaced within 3 days of the Harbour master's office being notified.	New Measure No baseline data available.	80%	80%	80%	80%

5.2 Level of Service Changes

The Council reviews its levels of service every three years, as part of the Long Term Plan process. The Levels of Service from the previous Long Term Plan have been retained without any significant changes. Levels of performance for this activity have been met and expected levels of service have been achieved.

5.3 Customer Satisfaction

5.3.1 Customer Research and Expectations

The Council's knowledge of customer expectations and preferences is based on a variety of consultation activities.

- Public meetings
- Community and customer satisfaction surveys
- Feedback from elected members, advisory groups and working parties
- Analysis of customer service requests and complaints
- Consultation with interested communities on issues and policy planning proposals
- Consultation via the LTP and Annual Plan processes
- Consultation on proposed Bylaws and relevant policies
- Public submissions on bylaws and key policies.

The Council commissions customer surveys on a regular basis. These surveys assess the levels of satisfaction with key services. The Council, at times will undertake focused surveys to get information on specific subjects. An example of this is the National Research Bureau (NRB) annual survey, they survey customers who, in the previous year have sought a building or resource consent, a dog registration, or an environmental health permit or license from the Council. Respondents are chosen from a randomised list of 400 applicants and asked questions about the helpfulness of staff, the reasonableness of costs, the time taken to obtain a decision, the usefulness and ease of Council forms and brochures, and the ease of understanding an applicant's on-going obligations. Respondents are also asked to give an overall level of satisfaction of the Council's service.

Table 12: NRB Survey Results 2022

Question	Score - showing proportion of respondents who agree or strongly agree			
	Total	Building	Dogs	Environmental Health
Staff were helpful and courteous	85.0(86.0)	85.0(85.0)	83.0 (74.00)	96.0 (90.0)
Costs were reasonable	65.0(61.0)	53.0(53.0)	83.0 (72.0)	79.0 (80.0)
Time taken was reasonable	75.0(74.0)	66.0(62.0)	93.0 (94.0)	91.0 (94.0)
Overall level of satisfaction with the Council's service	76.0(76.0)	72.0(72.0)	92.0 (84.0)	88.0 (90.0)

The 2023 survey was conducted with 400 residents of the Tasman District, these were selected as follows:

Lakes-Murchison	41
Golden Bay	40
Motueka	101
Moutere-Waimea	98
Richmond	120
Total	400

5.3.2 Principal Objectives

The principal objectives of the Public Health and Safety activity are to:

- Keeping people and their properties safe and to protect them from nuisance.
- Enable people to carry out activities in a manner that does not affect their safety or the safety of others.
- Regulate people's activities so that the use of public areas is available in a fair and equitable manner.
- Process consent applications and undertake associated inspections in accordance with, and to ensure compliance with, the various statutory requirements.

- Prepare and administer any policies required under the various statutory requirements.
- Undertake enforcement where necessary to ensure compliance with statutory obligations.
- Provide accurate information and maintain appropriate records arising from the regulatory service activity.
- Build a self-reliant community that has reduced vulnerabilities to emergency events and has the ability to respond and recover.

5.4 Consultation

Purpose of Consultation and Types of Consultation

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

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

- Feedback from surveys
- Public meetings
- Feedback from elected members, advisory groups and working parties
- Analysis of customer service requests and complaints and
- Consultation via the Annual Plan and LTP process
- Consultation via Bylaw and Policy reviews.

5.5 Factors Affecting Delivery and Demand for Activity

5.5.1 Current and Future Demand

As indicated previously the key issue for this activity to operate at an appropriate level is the availability of resources, primarily suitably qualified and skilled staff. Changes in demand will impact on the ability for the activity to achieve its levels of service unless it is suitably resourced or able to improve efficiency by some other means e.g. better information capture and management, stakeholder feedback on consent conditions direct to the Council etc. The full implementation of the DORIS (Digital Office and Record Information System) system will assist greatly with information capture and more importantly sharing. The Council continue to encourage customers to provide relevant information and enable digitised communication.

The Council recognises that future demands for regulatory services will be influenced by:

- Population growth and demographics
- Changes in community expectations
- Technological change
- Changes in legislation and policies

- Unexpected staff turnover
- Environmental changes such as climate change
- Disruption caused by potential restructuring.

The impact of these influencing factors on the demand for regulatory services and the effect on the current mode of delivery is discussed below.

5.5.2 Population Growth

Under the updated medium population scenario and the recommended growth strategy, Tasman's population is projected to increase by 7,400 between 2024 and 2034, to reach 67,900. Across the 30 years from 2024 to 2054, Tasman's population is projected to increase by 19,500, to reach 76,100.

Dwelling numbers are projected to increase from 24,600 to 28,900 over the next 10 years (+4,300), and to 36,500 over the 30 years (+11,900 or 50%). Tasman is expected to see an additional 160 new business lots developed over the next 10 years, and a further 335 between 2034 and 2054.

The rate of population growth anticipated in the District is likely to be reflected in a proportionate increase in activity levels within this function. The Council has used a growth model which projects forward expected growth in population and dwellings. The effect of this growth is likely to require additional resources over time to cope with additional activity levels and demand for services. Creation of urban areas in what were formally rural areas is an additional factor which will affect our activities in that the likelihood of complaints will increase.

5.5.3 Trends in Community Expectations

In the community surveys there has been no indication by the community for a change in the Council's role in the Public Health and Safety Activity, except that timelier processing of building consents would require better process or more resources. Feedback on our regulatory services is mixed; at one extreme asking for more and better regulation and enforcement and at the other end for less intervention and 'red tape'. Changes in community expectations over time may lead to an increase or decrease in levels of service. An increasing area of land is now dedicated to parking, much of which time-controlled parking and controlled and enforced by private enterprise. Many perceive this as "free" parking, but vigorous enforcement has pushed many "all day" parkers out into residential areas on the periphery of the CBD. The Parking Strategy presented to the Council late in 2017 indicated less all-day parks being available. It is anticipated that the need for enforcement will increase exponentially unless some other form of all day parking is made available or alternate travel options made easier to access.

5.5.4 Technological Change and Industry Practice

Technological change has the ability to impact on the scope of service and the manner of delivery but other than the DORIS the Council's EDRMS in SharePoint, there are no predicted technological changes that will have a significant effect on the activity in the medium term. The Council are already moving to capture information using improved devices and storage technology, but these are regarded as marginal changes. New building methods or products may influence how the service is managed.

5.5.5 Changes in Legislation and Policies

Changes to Public Health and Safety Activity policies may be driven from a number of directions. They could be internally driven through greater emphasis on better and more efficient service or externally by other organisations such as the Government. The Council will continue to monitor these factors when reviewing and developing forecasts and strategies.

5.5.6 Significant Unexpected Staff Turnover

Most staff in this activity are technical specialists and are difficult to replace at short notice. In some areas gaps can be covered by use of contractors, however, this is not always possible and can be expensive. If this were to occur and gaps could not be covered staff would deal with work on a priority basis.

5.5.7 Disruption Caused by Potential Restructuring due to Central Government Policies

As well as the potential for amalgamation with other local government bodies, there are always a number of proposed changes to the way in which regulatory activities are performed being debated in Parliament. The final shape of the Water Services Reform programme will be decided by Government soon, this will have an effect on how the Council do business, however, no one knows for sure what the impact will be. The Council will respond to any new obligations and adopt any new procedures required and will seek to minimise any cost to ratepayers.

5.6 Risk Management and Assumptions

This Plan and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy, creating some inherent uncertainties and assumptions with the potential to impact on the achievement of the Council's objectives.

5.7 Our Approach to Risk Management

The potential impact of a risk is measured by a combination of the likelihood it will occur, and the magnitude of its consequences on a Council objective. Significant risks for Council are managed through Council's risk management strategy, policy and registers.

The Council's Risk Management Framework is under ongoing development and spans the following areas of activity:

- service delivery
- financial

- governance and leadership
- strategic
- reputation
- legal
- regulatory
- health and safety
- security
- business continuity

Some features of the strategy include:

- table of consequences to help determine the risk appetite
- Enterprise Risk Register
- identifying risks
- assessing likelihood and consequence
- documenting controls, actions and escalation
- monitoring and reporting.

The Council has adopted an approach to risk management that generally follows the Australian/New Zealand Standard ISO 31000:2009 Risk Management – Principles and Guidelines.

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

At the sub-activity level there, operational risks associated with implementation. For instance, building inspectors are subjected daily to potential hazards through site inspections; the primary capital-related risk is a loss or breakdown of the Harbourmaster's vessel. In such cases, systems and procedures are in place to mitigate and manage such risks.

5.7.1 Activity Risks and Mitigation Measures

A risk is any event that has the potential to impact on the achievement of the Council's objectives. The potential impact of a risk is measured by a combination of the likelihood of the risk occurring, and the magnitude of its consequences on objectives if it does. The Council has adopted both a [Risk Management Policy](#) that aligns with the Australian/New Zealand Standard AS/NZ ISO 31000:2009, and a [Risk Management Framework](#) which provides guidance and tools to apply to ensure a consistent approach to analysing and managing risks across the organisation. All risks described and managed in this Activity Management Plan comply with the principles and requirements of the policy and framework.

5.7.2 Significant Effects

Failure to perform this activity correctly could result in health risks to the public either acute (e.g. food poisoning) or chronic (e.g. leaky homes). There are also financial risks in that poorly constructed building can lead to litigation against the Council and also financial loss to the owners.

5.7.3 Significant Assumptions and Uncertainties

It is assumed that this activity will be appropriately resourced with competent and suitably trained staff. A possibility exists that staff could leave at short notice and the Council would be unable to recruit suitable replacements for a significant period of time.

5.7.4 Activity Risks and Mitigation

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

At the sub-activity level there, operational risks associated with implementation. For instance, building inspectors are daily subjected to potential hazards through site inspections; the primary capital-related risk is a loss or breakdown of the Harbourmaster's vessel. In such cases systems and procedures are in place to mitigate and manage such risks.

Table 13: Key Risks

Risk Event	Mitigation Measures
<p>Forecast growth in the Region significantly overestimates actual demand, meaning investment in infrastructure may not be needed in the short to medium term, creating a large fiscal risk to the Council and ratepayers.</p>	<p>As are currently in a period of high growth in the District, monitoring of subdivisions and building consents show that actual development has significantly outstripped growth prediction. The infrastructure and financial implications of this growth and providing for future growth are discussed through the Growth Model and are part of the AMP development process.</p> <p>We will be carrying out real time monitoring of growth in the Region and monitoring our ability to service growth demand (plus a number of other measures such as property values etc. as required by the NPS-UDC). This monitoring will help us to plan for and provide the necessary resources to deliver the required services in order to meet the demand.</p>
<p>Natural hazards, disasters, and risks from climate change place demands on the Council for services and policy regulation that they cannot satisfy.</p>	<p>Civil Defence Emergency Management planning, exercises and implementation, lifelines planning and implementation, Tasman Resource Management Plan (TRMP) hazard planning and zoning, Activity Management Plans for infrastructure assets, regular reviews of Engineering Standards and TRMP all take into account natural hazards and disasters. This includes our changing hazard risk, flood modelling, seismic assessment and future upgrade of the Council owned buildings, pandemic plan, capacity planning, multiskilling amongst staff and contractors, climate change research (NIWA Report). The Council hold critical spares, particularly for key infrastructure assets, and have in place alternative supplier arrangements and contracts to ensure additional human resources are available, etc.</p>

Risk Event	Mitigation Measures
<p>Loss of staff knowledge/institutional knowledge, (especially through retirement), poor record keeping and systems, and loss of stored information (hard copy and electronic), including loss from cyber-attacks.</p>	<p>The Council's Strategic Challenge 5 - Valuing our People. The Council want employees to have a stronger sense of common purpose and belief in what the Council is trying to achieve. The Council have in place succession planning for staff, new staff inductions, training, attending conferences, industry and professional membership, networking, multiskilling, standard operating procedures, design standards, engineering standards, developing a Document Management System, electronic scanning of files, back up storage for electronic information, back-ups stored off-site. IT systems in place to reduce probability of cyber-attacks – firewalls and staff awareness of risk.</p>
<p>Rapidly changing legislative and regulatory environment results in demands on staff resources and budgets.</p>	<p>Networking, training, webinars, conferences, industry and professional membership, involvement with Local Government New Zealand and Society of Local Government Managers (SOLGM) submission processes on legislation/regulation changes, attendance at LGNZ Regional Sector, Rural/Provincial Sector and Zone 5 meetings, research, and use of consultants. Relevant staff receive daily emails on legislative changes through "Inside Wellington: medialinks". Building legislation updates are sent through by subscribing to the MBIE website. These updates are forwarded onto buildings staff. SOLGM operates "List Serves" for various professional groups, which provide the opportunity for staff across New Zealand councils to share information, ask questions of each other and SOLGM distributes material on legislative changes through this system. Most Council staff are on their relevant List Serve.</p>

5.7.5 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 14 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 14: Generic Assumptions and Uncertainties

Type	Uncertainties	Assumption	Discussion
Financial	Income level through fees and charges.	That growth will continue as predicted.	A sharp drop or increase in growth will affect our ability to perform this function.
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.
Emergency Reserves	It is impossible to accurately predict when and where a natural hazard event will occur. Using historic trends to predict the future provides an indication but is not comprehensive.	That the level of funding reserves combined with insurance cover will be adequate to cover reinstatement following emergency events.	Funding levels are based on historic requirements. The risk of requiring additional funding is moderate and may have a moderate effect on planned works due to reprioritization of funds.

Table 15: Public Health and Safety Specific Assumptions and Uncertainties

Type of Uncertainty	Description
Fees and charges	It is possible that the income from fees and charges may not be as great (or may be greater) than what has been projected. Any variation from the forecast in that area may indicate that development is occurring faster (or slower) than what was expected, and this may force a re-think of the timing of any changes in the delivery of the service.
Regional Regulatory activities	Regional Regulatory activities, because of the associated compliance costs, are always likely to be a target for Government review. No allowance has been made for changes in legislation.
Volunteer/Community involvement	There will be a growing challenge to maintain the volunteer/community involvement in the Council’s civil defence as volunteerism is in decline.

6 Current and Future Demand

The ability to predict future demand for services enables the Council to plan ahead and identify the best way of meeting that demand. That may be through a combination of demand management, acquiring new assets, and investing in improvements.

This section provides an overview of key drivers of demand and what demand management measures the Council has planned to implement.

6.1 Demand Drivers

The future demand for Public Health and Safety services will change over time in response to a wide range of influences, including:

- population growth
- changes in demographics
- climate change
- local economic factors including industrial and commercial demand
- seasonal factors (tourism)
- land use change
- changing technologies
- changing legislative requirements
- changing regional and District planning requirement
- environmental awareness.

6.2 Assessing demand

The key demographic assumptions affecting future demand 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 7,400 residents between 2024 and 2034, to reach 67,900.
- An ageing population, with population increases in residents aged 65 years and over. The proportion of the population aged 65 years and over is expected to increase from 23% in 2023 to 28% by 2033.
- 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.

6.3 Demand Management

Demand management includes both asset and non-asset strategies to manage demand across the Public Health and Safety activity. The objective of demand management is to actively seek to modify customer demands for services in order to:

- optimise utilisation/performance of existing assets;
- reduce or defer the need for new assets;
- meet the Council's strategic objectives;

- deliver a more resilient and sustainable service; and
- respond to customer needs.

7 Lifecycle Management

Lifecycle cost is the total cost to the Council of an asset throughout the phase of its useful life including; creation, operation and maintenance, renewal, and disposal. The Council aims to manage its assets in a way that optimises the balance of these costs. This section summarises how the Council plans to manage each phase of the lifecycle for assets within this activity.

7.1 Asset Condition and Performance

As mentioned previously the ability of this activity to operate effectively is resource driven. Demand is constant as there are legislative imperatives that must be met and continuous customer service requests, which must be dealt with.

7.2 Operating and Resource Issues

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

The most important issues include:

- Setting priorities appropriately to ensure the Council deal with the most critical elements of our roles.
- Managing workload efficiently to provide quality customer service.
- Recruiting and retaining competent staff.
- Enforcing fairly and appropriately, as non-compliance can cause future problems and inconsistent administration can be unfair to those who do comply.
- Having in place monitoring systems to track performance and that the activity contributes to achieving community outcomes.
- Managing on-going exposure to litigation risk.
- Maintaining capability including when having to respond to new government regulatory initiatives.
- Responding to occupational safety and health requirements.
- Rising public expectations about improved service and coverage.

8 Financials

The Council has planned a prudent financial approach to managing its assets and services. This section provides a summary of the total asset value of the activity and the investment that the Council has planned to make over the next 30 years.

8.1 Funding Sources

The Public Health and Safety activity is currently funded through a mixture of the following sources:

- Fees and Charges
- General Rates
- Infringement fines and other recoveries
- Subsidies/Grants

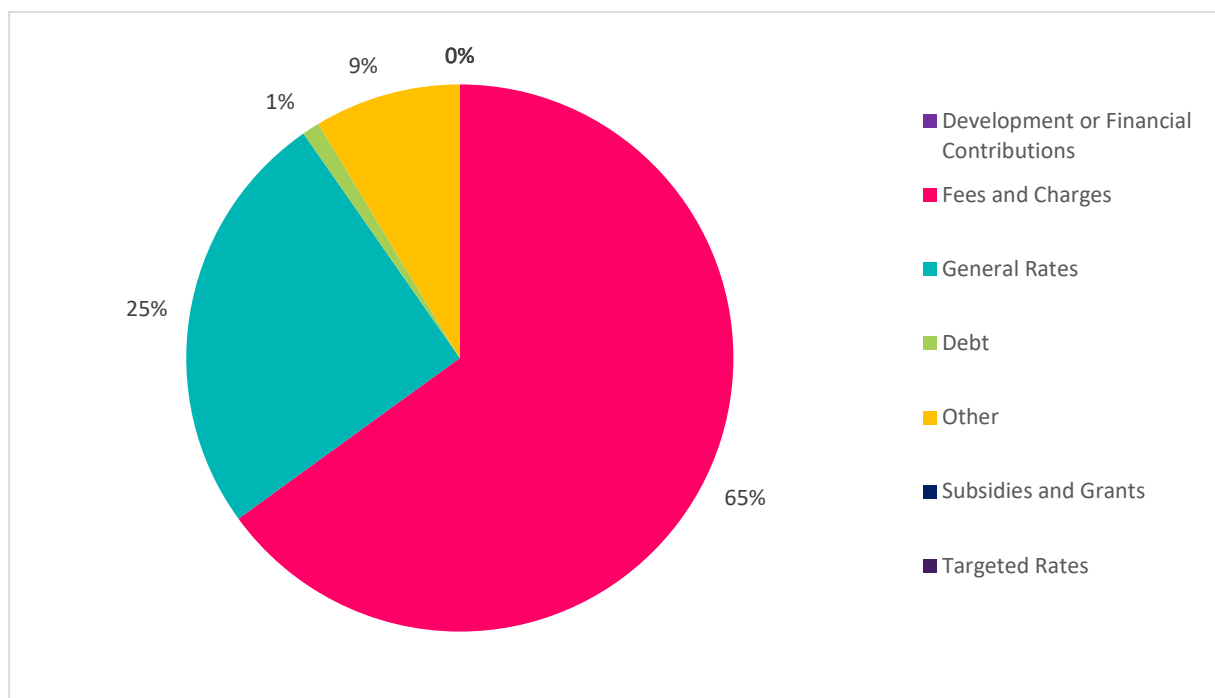


Figure 1: Funding Sources

8.1.1 Funding Issues

8.1.1.1 Building Control

The Council considers that the administration of the Building Act solely benefits the individual consent holder. This activity is therefore to be funded by way of fees and charges payable by the applicants for building approvals. Currently the ratio is - Years 1-3 13% public 87% private. There are costs which cannot always be attributable to a consent holder, e.g. enforcement and insurance claims and these costs are absorbed as best they can as costs of doing business. Any shortfall in recoveries means the difference will have to be from rates. There are some territorial authority functions, which are not easily recovered from consent holders such as general compliance and enforcement work.

8.1.1.2 Environmental Health

The Council considers that while the prime beneficiaries from the provision of public health services are the individual or user groups, this activity does provide protection for the community as a whole. It has therefore determined that the funding of the activity of Environmental Health will be by way of fees and charges to those applying for health licenses for food and other premises, together with a contribution from the rates to fund those activities that cannot be recovered from an individual. In relation to the sale of alcohol, the Council considers that the administration of the Sale and Supply of Alcohol Act 2012 solely benefits the individual and user groups. This component of the activity is therefore to be funded by way of fees and charges payable by the applicants for licenses. There are also other general policy and monitoring costs, which are not attributable to any one person. Currently the ratio is a Public 50%, Private 50% funding split.

8.1.1.3 Animal Control

The main beneficiary of the provision of animal control is the individual; however, it is also acknowledged that the community as a whole is also a significant beneficiary. The Council has determined that the funding of dog control should be by way of fees to those registering dogs and recoveries from offending owners. Stock control will be funded by recoveries where possible but unrecovered costs will be funded from general rates. Currently the ratio is a 5%:95% (Public: Private) funding split.

8.1.1.4 Civil Defence Emergency Management

The public benefits from the Council undertaking civil defence emergency management responsibilities: staff work to reduce risks, community preparedness is enhanced, and our ability to respond and recover is maintained 24/7. Public 100%, Private 0% split.

8.1.1.5 Maritime Administration

The Council considers that the Harbourmaster function is of benefit to the community as a whole through promoting safe navigation and boating activity. It receives a small contribution from commercial operators through license fees and some recovery from Maritime New Zealand for enforcement activities, oil-spill training and administration. Some funding also comes as a recovery from the Council's involvement with the Abel Tasman Foreshore Reserves Committee. The balance of funding comes from rates. Currently the ratio is a Public 75%, Private 25% split. This split will change if the large ship management system is adopted.

8.1.1.6 Parking Management

The Council considers that this activity is undertaken to ensure that individuals adhere to parking regulations; therefore, it should be funded by those individuals who are in breach of regulations and bylaws through the use of fines and penalties. Where appropriate, users of parking facilities should be charged directly.

The removal of abandoned vehicles is funded from general rates - while recoveries from owners are desirable it is mostly not possible or practicable to find those responsible. Overall, the ratio is a Public 15%, Private 85% funding split.

8.2 Asset Valuation

8.2.1 Background

The Local Government Act 1974 and subsequent amendments contain a general requirement for local authorities to comply with Generally Accepted Accounting Practice ("GAAP").

The Financial Reporting Act 1993 sets out a process by which GAAP is established for all reporting entities and groups, the Crown and all departments, Offices of Parliament and Crown entities and all local authorities. Compliance with the New Zealand International Public Sector Accounting Standard 17; Property, Plant and Equipment (PBE IPSAS 17) and PBE IPSAS 21 (Impairment of Non-Cash Generating Assets) is the one of the current requirements of meeting GAAP.

The purpose of the valuations is for reporting asset values in the financial statements of Tasman District Council.

The Council requires its asset register and valuation to be updated in accordance with Financial Reporting Standards.

The valuations summarised below have been completed in accordance with the required standards and are suitable for inclusion in the financial statements for the year ending June 2021.

Table 16: Asset Valuation Summary

Asset	Type	Year Acquired	Valuation \$()	Planned Replacement
Harbour Master Vessel - Sentinel	White pointer	June 2016	\$181,000 (January 2021)	As required but not anticipated within this LTP period
Dog pound	Building	June 2010	\$375,000 (January 2021)	As required but not anticipated within this LTP period

Harbour Master Shed	Building	August 2020	\$440,000 (August 2020)	As required but not anticipated within this LTP period
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8.3 Depreciation

Depreciation of assets must be charged over their useful life. However, the plant equipment identified is nearly always held on for periods well beyond its depreciated life. There is a replacement cycle which is based on suitability, age, and maintenance costs.

8.4 Financial Summary

The Public Health and Safety Funding Impact Statement (FIS) in Table 17 presents a summary of the overall future financial requirements for the public health and safety activity in the Tasman.

Table 17: 10 Year Financial Summary

**Public Health and Safety
Funding Impact Statement**

Actual 2023 \$000		Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING											
2,106	General rates, uniform annual general charges, rates penalties	4,439	4,010	3,797	3,604	3,282	3,166	3,934	4,816	5,003	5,177
0	Targeted rates	0	0	0	0	0	0	0	0	0	0
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
5,844	Fees and charges	6,087	6,899	7,441	8,102	8,820	9,050	8,777	9,009	9,247	9,490
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
812	Local authorities fuel tax, fines, infringement fees, and other rec	942	1,066	1,087	1,109	1,132	1,151	1,166	1,185	1,205	1,225
8,762	Total operating funding	11,468	11,975	12,325	12,815	13,234	13,367	13,877	15,010	15,455	15,892
APPLICATIONS OF OPERATING FUNDING											
5,993	Payments to staff and suppliers	5,980	6,153	6,315	6,585	6,759	6,900	7,090	7,298	7,450	7,663
23	Finance costs	9	17	17	18	21	23	33	32	29	32
4,285	Internal charges and overheads applied	5,216	5,431	5,561	5,739	5,932	6,186	6,475	7,408	7,692	7,894
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
10,301	Total applications of operating funding	11,205	11,601	11,893	12,342	12,712	13,109	13,598	14,738	15,171	15,589
(1,539)	Surplus/(deficit) of operating funding	263	374	432	473	522	258	279	272	284	303
SOURCES OF CAPITAL FUNDING											
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
(410)	Increase (decrease) in debt	222	(4)	(24)	48	(43)	226	(34)	(58)	(58)	559
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
(410)	Total sources of capital funding	222	(4)	(24)	48	(43)	226	(34)	(58)	(58)	559
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- to improve the level of service	0	0	0	0	0	0	0	0	0	0
45	- to replace existing assets	256	41	19	92	3	275	27	4	4	626
(1,994)	Increase (decrease) in reserves	229	329	389	429	476	209	218	210	222	236
0	Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
(1,949)	Total applications of capital funding	485	370	408	521	479	484	245	214	226	862
1,539	Surplus/(deficit) of capital funding	(263)	(374)	(432)	(473)	(522)	(258)	(279)	(272)	(284)	(303)
0	Funding balance	0	0	0	0	0	0	0	0	0	0

8.5 Total Expenditure

The total expenditure over the next 10 years is approximately \$125.4 Million.

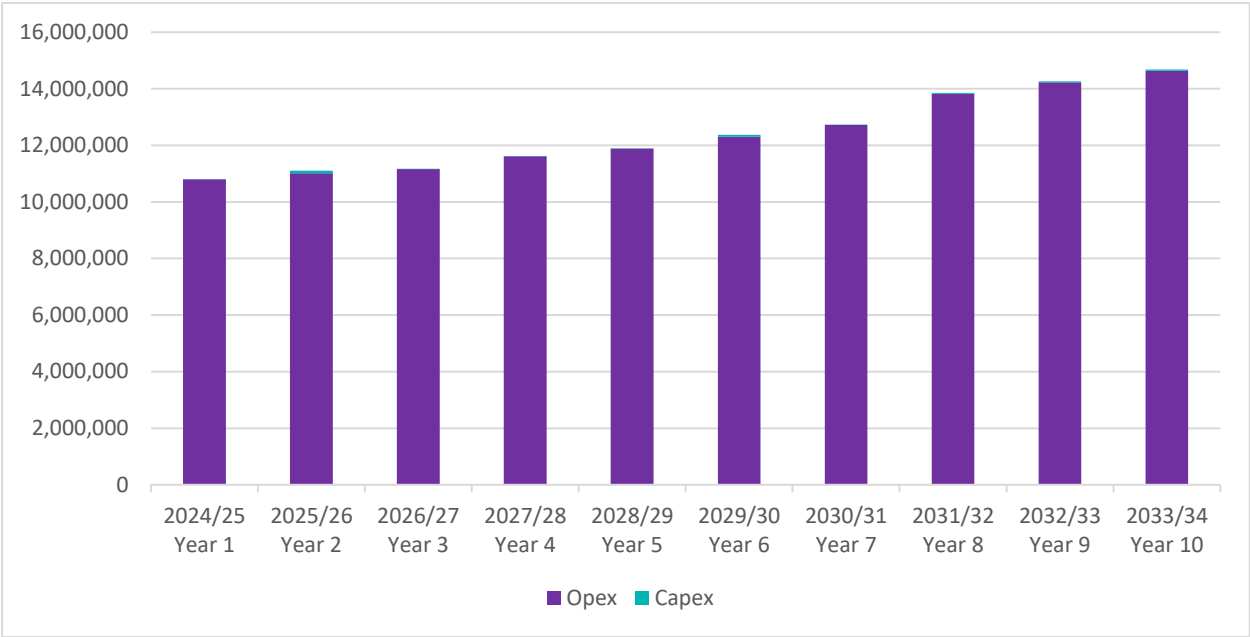


Figure 2: Total Expenditure for Years 1 to 10 (including inflation)

8.6 Total Income

The total income over the next 10 years is approximately \$127.6 Million.

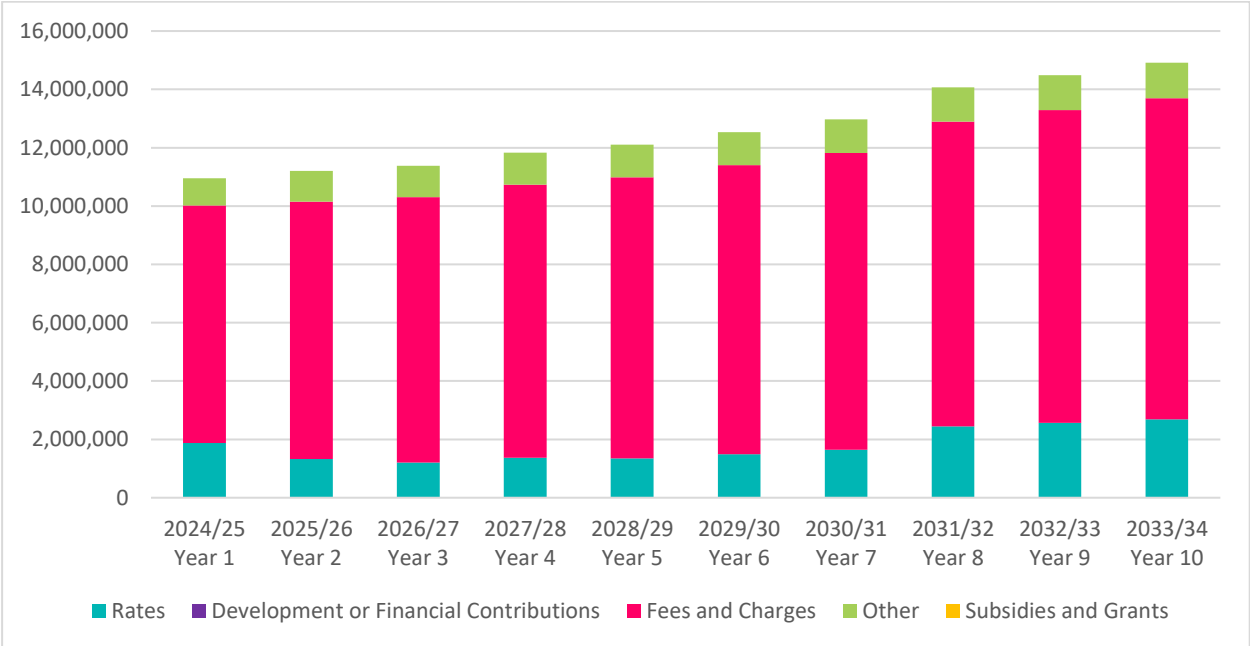


Figure 3: Total income for years 1 to 10 (including inflation)

8.7 Operational Costs

The operation and maintenance expenditure for the next 10 years is \$122.9 million. Costs are principally labour and contract costs, associated with what is essentially an administrative, policy, and regulatory functions. The annual direct cost over the 10 years is predicted to remain relatively consistent, as is the level of service.

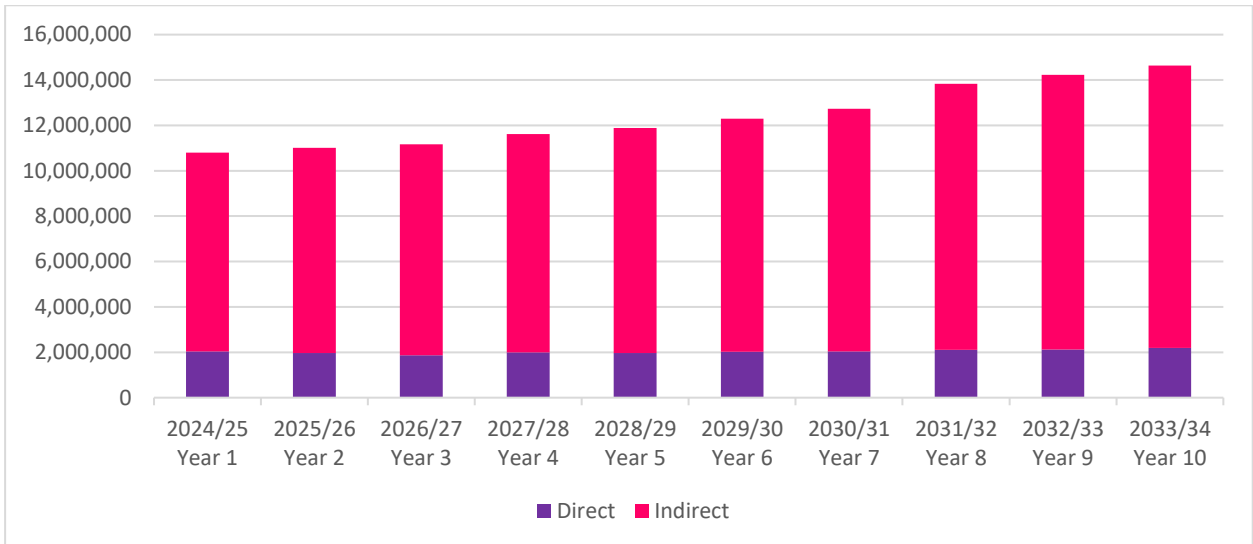


Figure 4: Annual Operating Costs Years 1 to 10 (including inflation)

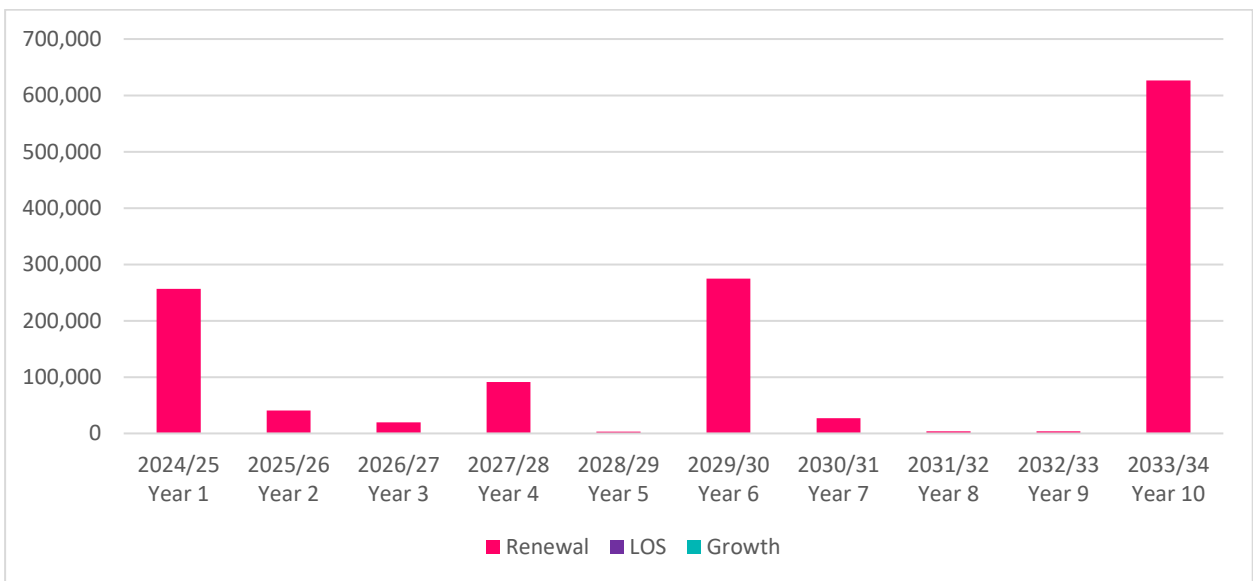


Figure 5: Capital expenditure forecast over the next 10 years (including inflation)

9 Climate Change, Natural Hazards and Environment

The Tasman region is susceptible to a wide range of natural hazards, some exacerbated by climate change, and the Council needs to plan for these hazards and determine whether adaptation, mitigation, or retreat is appropriate.

The Council needs to ensure it has robust planning in place and provides infrastructure that is resilient. The Council is taking a long term strategic approach by undertaking risk, resilience and recovery planning to provide better information on infrastructure resilience requirements.

The Council will also continue to focus on planning and managing its critical assets and lifelines networks to ensure that the appropriate level of effort is being made to better manage, maintain and renew critical assets.

As well as ensuring its assets are resilient, the Council has a range of financial provisions to assist with response to and recovery from major damaging events. These include:

- annual emergency funding;
- an established Emergency Fund;
- ability to reprioritise the Council's capital programme;
- insurance cover for recovery of a portion of costs of a catastrophic disaster event;
- Central Government support of up to 60% through the Local Authority Protection Programme; and
- NZ Transport Agency subsidy of at least 51% for subsidies transportation asset reinstatement

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.

Sustainability is measured against the triple bottom line framework that aims to create a balance between the three dimensions of performance, often referred to as people, planet and profit (3P's).

The Council operates, maintains and improves the Public Health and Safety Activity on behalf of its ratepayers. The Council uses its Financial Strategy to guide the development of an affordable work programme. The Council's finances are managed within the set debt limits and rates income rises to ensure economic viability for current and future generations.

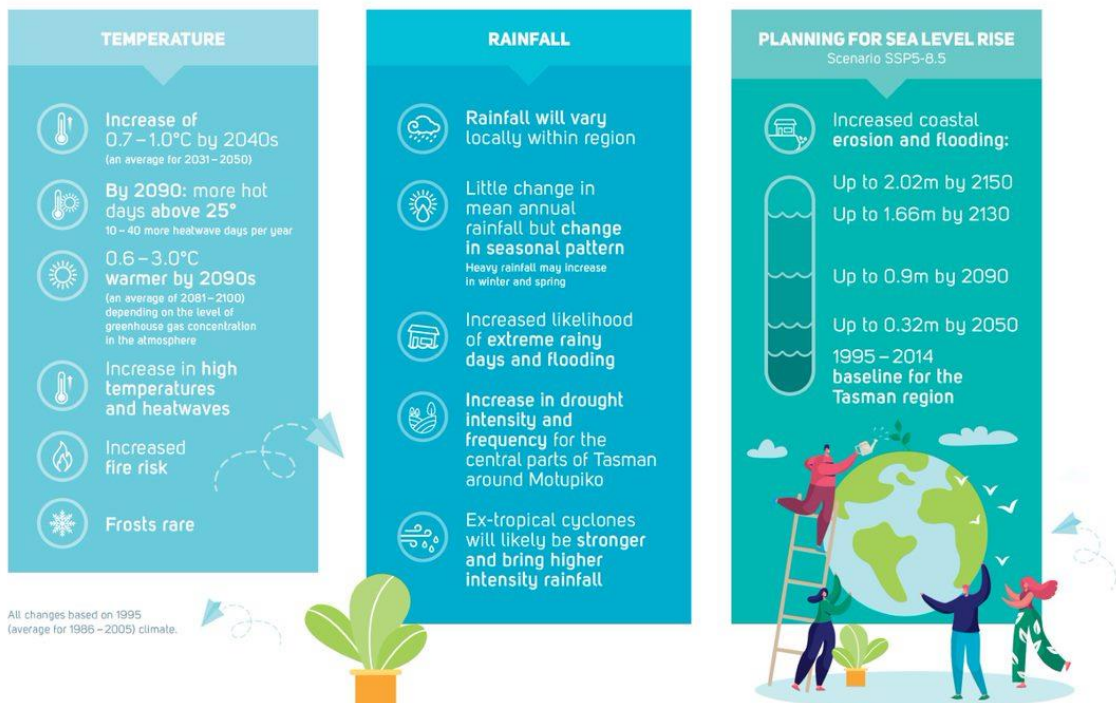
9.1 Climate Change

Embedding climate change, natural hazards and building risk analysis and resilience into core business is an important focus across Council infrastructural activities.

Council has a key role to play in reducing its own corporate emissions, supporting and providing leadership on mitigation actions across the community, including understanding and accounting for risks and resilience-building associated with climate change and natural hazards, including in the following areas:

- **Sea level rise:** sea level rise is a significant climate challenge for Tasman as a large proportion of its urban infrastructure is coastal or low lying. These areas are likely to become more vulnerable to coastal erosion and inundation over time.
- **Heavy rainfall and flooding events:** higher intensity rainfall events mean Tasman is likely to experience more regular and extensive flooding from streams, rivers and stormwater overflows, with an associated increase in land instability.
- **Droughts and high temperatures:** with a warmer climate, the temperature of the water within our rivers and streams is likely to increase and affect habitats. More frequent and sustained periods of drought will result in a greater risk of fires.

CLIMATE CHANGE IMPACTS FOR THE TASMAN DISTRICT



9.1.1 Responding to Climate Change

9.1.1.1 Tasman Climate Response Strategy and Action Plan

In 2019, the Council adopted the 'Tasman Climate Action Plan' (Action Plan). The Action Plan is the Council's initial response to the urgent need to take action on climate change, to build climate resilience and reduce greenhouse gas emissions. This document is under review, and is expected to be replaced with the 'Tasman Climate Response Strategy and Action Plan' in mid-2024.

The Council's Tasman Climate Response Strategy and Action Plan will guide our transition to a low-carbon, resilient, and innovative Tasman District. It outlines the key areas of focus for our efforts, including reducing greenhouse gas emissions, building climate resilience, leading by example and empowering communities to act. The updated Climate Action Plan provides more detailed actions and initiatives to achieve these goals. It includes strategies for reducing emissions in the transport, energy, and waste sectors, as well as measures to enhance the resilience of our communities and ecosystems.

9.1.1.2 Mitigation

Mitigation includes reducing greenhouse gas (GHG) emissions and enhancing carbon sinks and Council is committed to emissions reduction targets for its own activities in line with government targets.

9.1.1.3 Adaptation

Adaptation is the process of responding to current and future climate related impacts and risks. To manage these impacts and risks, Council is following the Ministry for the Environment guidance and is using the Dynamic Adaptive Pathways Planning (DAPP) approach. This means managing our assets in a way that makes them more resilient, or in some instances, it may mean relocating or abandoning those assets.

How the Council delivers its services will play a key role in meeting emissions reduction targets and building community resilience.

Council is working with Nelson City Council on a regional climate change risk assessment, which will build a comprehensive picture of how climate change will impact the region.

How climate change impacts our assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts. As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

The way in which we construct new assets should recognise that there are opportunities to build in resilience to climate change impacts. Building resilience can have the following benefits:

- assets will withstand the impacts of climate change;
- services can be sustained; and
- assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

The impact of climate change on assets is complex and further opportunities will be developed in future revisions of this AMP to assess the vulnerability of water supply assets to natural hazards and taking into account the impacts of climate change. Note that some work has been undertaken to assess the vulnerability of critical utility lifelines to natural hazards through the Nelson Tasman Engineering Lifelines group. The need to continue and build on this work will be noted in the table of improvements in section 11 of this plan.

9.2 Environmental Management

9.2.1 Resource Consents

The statutory framework defining what activities require resource consent is the Resource Management Act (RMA) 1991 and subsequent amendments. The RMA is administered locally by the Council, as a unitary authority, through the Tasman Resource Management Plan.

9.2.1.1 Resource Consent Reporting and Monitoring

An ongoing programme is required of “consent renewals” for those components of the Council’s activities, as well as a monitoring programme for compliance with the conditions of permitted activities or resource consents. Consent renewals have been programmed in the Capital programme. Use of the Council’s monitoring databases allows the programming for consent renewal including renewal prior to expiry.

9.2.2 Auditing

Regular inspections of key sites are completed and recorded to ensure the Council’s maintenance contractor is operating in accordance with a number of key performance indicators including performance measures required under any consent conditions or other legislative requirements.

9.2.3 Environmental Reporting and Monitoring

In addition to audit assessments, non-compliance incidents are recorded, notified to the Council’s Compliance Monitoring team and mitigation measures put in place to minimise any potential impacts.

9.2.4 Council’s Annual Report

The extent to which the Council has been able to meet all of the conditions of each permit is reported in its Annual Report.

9.2.5 Property Designations

Designations are a way provided by the RMA of identifying and protecting land for future public works. The Council has designated three areas in the Richmond urban area to ensure that improvements can be made to existing stormwater systems.

10 Asset Management Process and Practices

Good quality data and asset management processes are at 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 underpin the Public Health and Safety activity.

10.1 Appropriate Practice Levels

The Office of Auditor General (OAG) uses the International Infrastructure Management Manual (IIMM) as the benchmark against which councils measure their activity management practices. The five levels of activity management maturity in the IIMM are: Aware, Basic, Core, Intermediate and Advanced. The IIMM sets out the requirements for each level against each area of management of the activity.

In 2020, 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 'Core' level of practice for demand forecasting, asset register data and asset condition.

10.2 Service Delivery Reviews

10.2.1 Activity and Asset Management teams

The Council has an organisational structure and capability that supports effective asset management planning. Multiple teams across the Council have responsibility for the different aspects of activity and asset management. The focus of the teams ranges from a strategic focus at a Long Term Plan/Infrastructure Strategy level, which involves a cross-Council team, delivery of the capital projects programme and a detailed, operational focus at the Operational level.

The activity management planning function is managed by the Strategic Planning team, Operations are the responsibility of the Utilities and Transportation teams, while Projects and Contracts are managed by the Programme Delivery team.

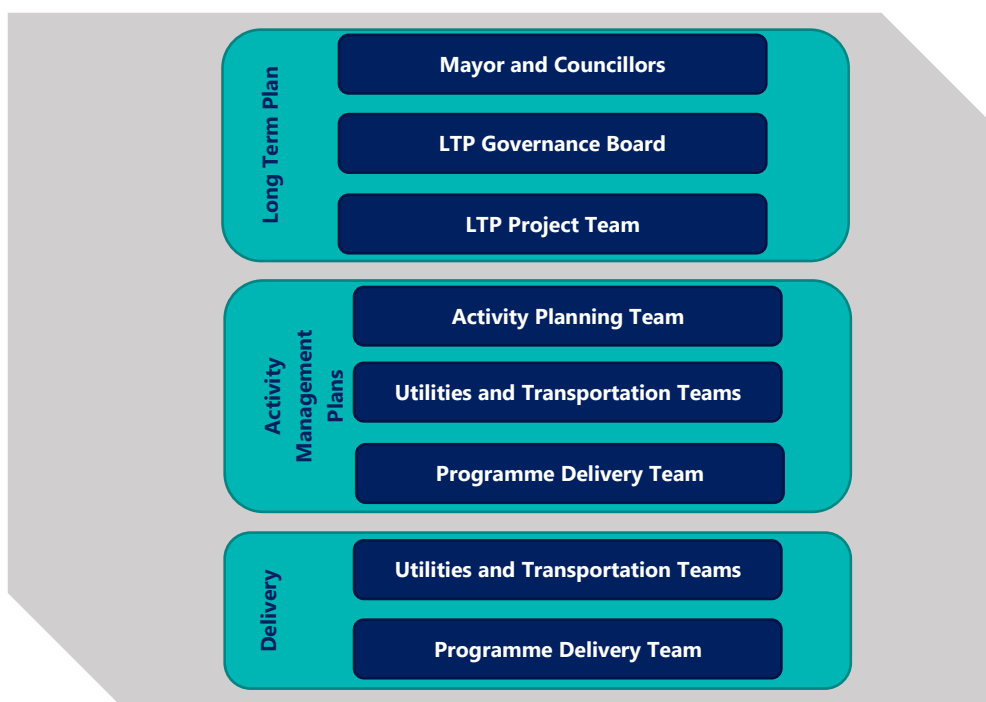


Figure 6: Teams Involved in Activity and Asset Management

The Infrastructure Planning team prepares the update of the activity management plans and oversees implementation of the improvement plan. The draft plans are reviewed internally and released for consultation, amended as required, and adopted by the Council for implementation.

10.2.2 Staff Training

Council allows for continued development and training of staff to ensure that best practice is maintained and that the Council retains staff with the appropriate skills needed to make improvements in asset management practices.

10.2.3 Professional Support

The Council has a need to access a broad range of professional service capabilities to undertake investigation, design and procurement management in support of its capital works programme, as well as support with activity management practice. There is also a necessity on an as-needed basis to access specialist skills for design, planning and policy to support the in-house management of the Council's networks, operations and maintenance.

10.2.4 Procurement Strategy

The Council has a Procurement Strategy that it follows in order to engage contractors and consultants to assist the Council in delivering best value outcomes for Tasman's communities. This strategy also is designed to meet the Waka Kotahi New Zealand Transport Agency requirements for expenditure from the National Land Transport Fund. The strategy primarily focuses on Community Infrastructure activities and is framed in the Agency's procurement plan format and is consistent with whole-of-government procurement initiatives.

10.2.5 Service Delivery Reviews

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

Table 18 below summarises the reviews that have been completed to date and when the next review is required for this activity.

Table 18: Summary of Reviews

Scope of Review	Summary of Review	Review Date	Next Review
Public Health & Safety	The Council has a number of external contracts in the area of animal control, building assurance, parking control, freedom camping enforcement and noise control. These contracts are monitored and reviewed on a regular basis. Any review will consider the efficacy and cost of maintaining the contract arrangement.	2022	2027

In addition to the Section 17A reviews, the Council is reviewing its current capability and capacity against the requirements of the future programmes of work set out in its activity management plans. To enhance Council's ability to deliver the capital and operational works programme the following actions are to be undertaken:

- A review of the capital programme for the next five years to better understand project complexities and delivery requirements;
- Investigate a new project management system to track and report project delivery progress;
- Increase the number of Project Managers to enable the project delivery requirements.

10.3 Asset Management Systems and Data

10.3.1 Information Systems and Tools

The Council has a variety of systems and tools that support effective operation and maintenance, record asset data, and enable that data to be analysed to support optimised life-cycle management. These are detailed below. There is an ongoing preference to incorporate all asset data into core asset management systems where possible. Council is currently undertaking an organisation-wide project to optimise its digital processes across the functions and activities throughout the organisation. This project is the Digital Innovation Project (DIP).

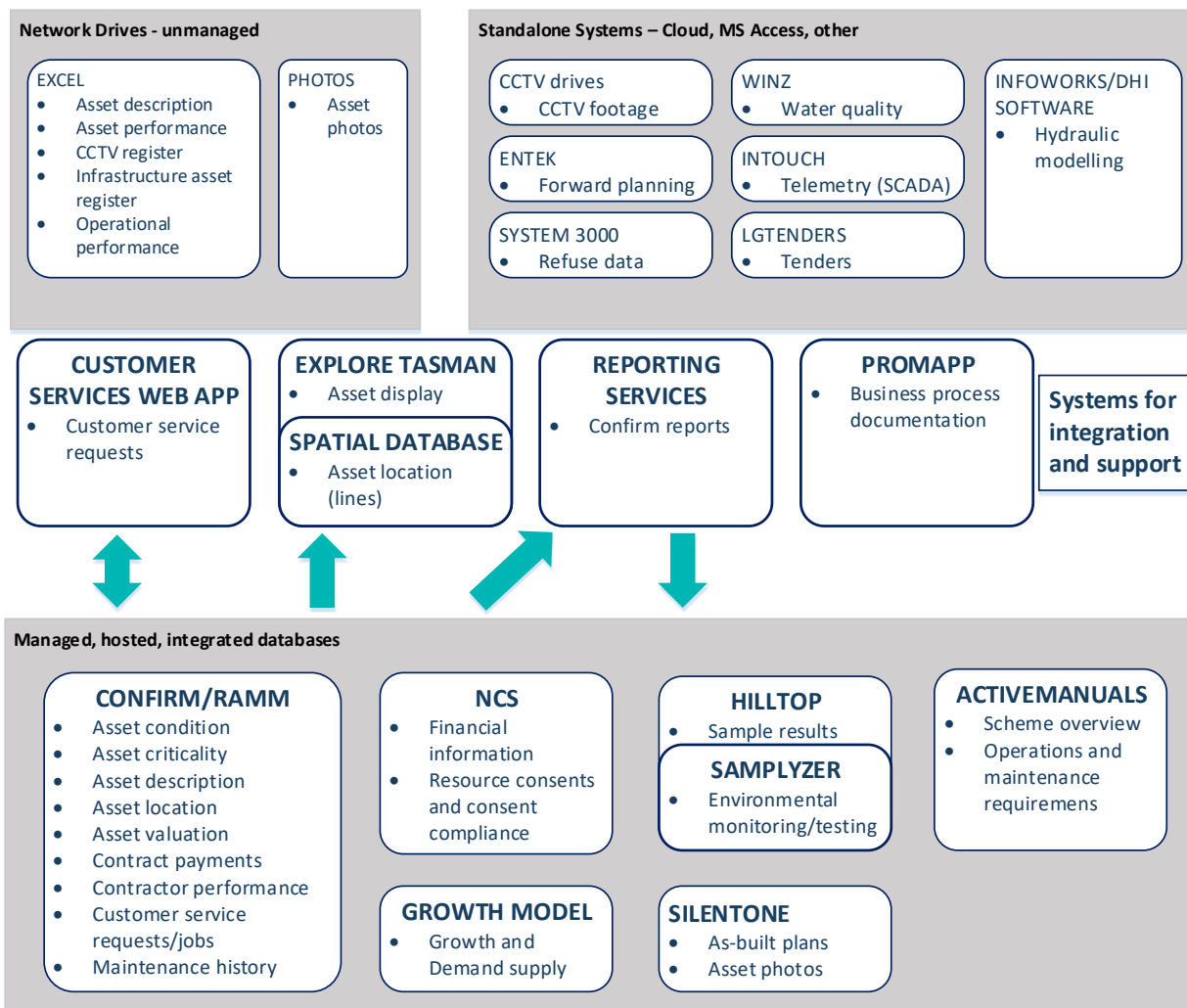


Figure 7: The Council's Information Systems and Tools

(Note the current Digital Improvement Programme is updating this information)

10.4 Quality Management

The 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 19 below outlines the quality management approaches that support the Council's asset management processes and systems.

Table 19: Quality Management Approaches

Activity	Description
Process documentation	The 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
Planning	The Long Term Plan (LTP) and associated planning process are formalised across the Council. There is a LTP project team, LTP governance team, and Asset Management Plan (AMP) project team that undertakes internal reviews prior to the Council approval stages. Following completion of the AMPs, a peer review is done, and the outcomes used to update the AMP improvement plans.
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.
Subdivision Works	Subdivision sites are audited for accuracy of data against the plans submitted. CCTV is performed on all subdivision stormwater and wastewater assets at completion of works and again before the assets are vested in the Council. If defects are found, the Council requires that they are repaired before it will accept the assets.
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. Stormwater, water, wastewater, coastal structures, solid waste and streetlight assets are shown on the corporate GIS browser, Explore Tasman, and viewers are encouraged to report anomalies to the Activity Planning Data Management team.
Operations	Audits of a percentage of contract maintenance works are done every month to ensure that performance standards are maintained. Failure to comply with standards is often linked to financial penalties for the contractor.

Activity	Description
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.
Reports to the Council	All reports that are presented to the Council by staff are reviewed and approved by the Senior Management Team prior to release.

11 Improvement Planning

The activity management plans have been developed as a tool to help the 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. Assessment of our Activity Management Practices.

11.1 Assessment of our Activity Management Practices

In 2021 the Council undertook an asset management maturity review and targets were developed in consultation with Waugh Infrastructure Management Ltd.

The maturity levels were based on the International Infrastructure Management Manual descriptions to maturity.

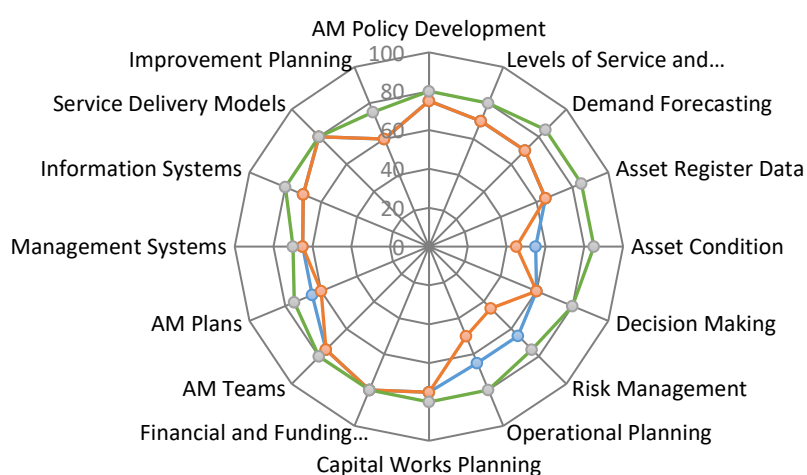


Figure 8: Maturity Levels

Figure 8 shows that focus areas for improvements were Asset Register Data, Asset Condition, Decision Making, Risk Management, and Operational Planning. Improvements have been incorporated and previously identified gaps have been addressed. Further improvements will be needed to be implemented over the next couple of years to meet the target and actions have been included in the Improvement Plan.

11.2 Peer Reviews

The Council staff reviews and prioritises the feedback received in the peer review reports and incorporates improvements in the activity management plan where possible.

11.3 Improvement Plan

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

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

All improvements identified are included in a single improvement programme encompassing all activities. In this way opportunities to identify and deliver cross-activity or generic improvements can be managed more efficiently, and overall delivery of the improvement programme can be monitored easily.

11.3.1 Summary of Recent Improvements

Based on the peer review and internal evaluations and reviews, the Council has made improvements to its activity management plan and specific asset management processes.

Some of the Council's key achievements in the asset management processes over the previous three years include:

- asset criticality framework has been implemented for the critical infrastructure;
- developers and Council officers are operating in accordance with the Nelson Tasman Land Development Manual.

11.3.2 Summary of Planned Improvements

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

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

A list of general across activity improvement items is given in Table 20 below.

Table 20: General Activity Management Improvement Items

Improvement Item	Further Information	Need for Improvement	Priority	Status	Expected Completion Date	Cost/Resource Type
Provide data confidence ratings for groups of assets within the valuation for each activity.		In the valuation reports data confidence is only assessed across the activity and not for the different types of asset groups. It is likely that data confidence varies considerably between buried assets and above ground assets and this is not reflected in the reports.	Medium	Not started	June 2025	Consultants and staff time

Improvement Item	Further Information	Need for Improvement	Priority	Status	Expected Completion Date	Cost/Resource Type
Consider how levels of service options are presented to the community	Consider how to better engage the community in agreeing appropriate levels of service through specific work streams (e.g. Risk, Resilience, and Recovery Planning).	Engagement is required to determine an appropriate level of service	Medium	Not started	2025	Staff time
Capture and track maintenance data	Historical costs should be analysed to calculate forward budgets	Improve the consistency and confidence when planning operations and maintenance budgets	Medium	Not started	Ongoing	Staff Time

Appendix A: Operating Budget

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2024-54	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	3030/31	2031/32	2032/33	2033/34	2034-44
32012110	BUILDING SUBSCRIPTIONS	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
32012202	Reg Building Legal Fees	-48,634	-1,674	-1,676	-1,623	-1,617	-1,618	-1,617	-1,617	-1,618	-1,617	-1,617	-16,170	-16,170
32012203	Reg Building Consultancy	25,600,000	900,000	900,000	900,000	850,000	850,000	800,000	850,000	850,000	850,000	850,000	8,500,000	8,500,000
3201220301	Reg Bldg Dbh Accreditation	751,220	244	30,000	244	30,000	244	30,000	244	30,000	244	30,000	300,000	300,000
32012511	Alpha 1 subscriptions	6,019,940	170,589	179,118	189,479	202,601	216,733	216,300	201,880	201,880	201,880	201,880	2,018,800	2,018,800
32012515	Reg Building Travel	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
32012516	Reg Building Information Cos	34,890	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	1,163	11,630	11,630
32012517	Reg Building Materials	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
32012519	Reg Building Training Fees	1,495,000	45,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000
32012520	Reg Building Cell Phone	201,120	6,704	6,704	6,704	6,704	6,704	6,704	6,704	6,704	6,704	6,704	67,040	67,040
3202200101	DLC WAGES	203,880	6,796	6,796	6,796	6,796	6,796	6,796	6,796	6,796	6,796	6,796	67,960	67,960
32022203	ALCOHOL ARLA Fees	420,360	14,012	14,012	14,012	14,012	14,012	14,012	14,012	14,012	14,012	14,012	140,120	140,120
3202251702	ALCOHOL LIQUOR BYLAW COSTS	12,000	12,000	0	0	0	0	0	0	0	0	0	0	0
3206220301	Freedom Camping Enforcement	1,491,870	49,729	49,729	49,729	49,729	49,729	49,729	49,729	49,729	49,729	49,729	497,290	497,290
3206251701	Freedom Camping Signage	11,805	2,000	215	215	215	2,000	215	215	215	2,000	215	2,150	2,150
32072203	Reg Maritime Consultancy	596,597	40,000	19,193	19,193	19,193	19,193	19,193	19,193	19,193	19,193	19,193	191,930	191,930
32072401	HM Building Maintenance	49,050	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	16,350	16,350
32072409	Reg-Maritime - Boat Mntce/Repa	362,700	12,090	12,090	12,090	12,090	12,090	12,090	12,090	12,090	12,090	12,090	120,900	120,900
3207240988	Boat Fuel	491,820	16,394	16,394	16,394	16,394	16,394	16,394	16,394	16,394	16,394	16,394	163,940	163,940
32072501	Printing & Stationery	7,410	247	247	247	247	247	247	247	247	247	247	2,470	2,470
32072505	HM Building Motueka Electricity	48,450	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	1,615	16,150	16,150
32072507	HM Building Motueka Rent	348,720	11,624	11,624	11,624	11,624	11,624	11,624	11,624	11,624	11,624	11,624	116,240	116,240
32072517	Reg Maritime Materials	684,960	22,832	22,832	22,832	22,832	22,832	22,832	22,832	22,832	22,832	22,832	228,320	228,320
32072520	MARITIME TELEPHONE	1,395,000	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500	465,000	465,000
32082202	Reg Public Health Legal Fees	22,048	759	760	736	733	734	733	733	734	733	733	7,330	7,330
32082203	Reg Public Health Consultanc	1,890	63	63	63	63	63	63	63	63	63	63	630	630
32082517	Reg Public Health Materials	15,840	528	528	528	528	528	528	528	528	528	528	5,280	5,280
32082519	Reg Public Health Training	60,900	2,030	2,030	2,030	2,030	2,030	2,030	2,030	2,030	2,030	2,030	20,300	20,300
32082520	REG LIQUOR TELEPHONE	75,300	2,510	2,510	2,510	2,510	2,510	2,510	2,510	2,510	2,510	2,510	25,100	25,100
32102202	Park Cntrl Legal Fees	1,125,294	38,742	38,784	37,568	37,412	37,450	37,412	37,412	37,450	37,412	37,412	374,120	374,120
32102203	Park Cntrl Consultancy	9,000,000	210,000	210,000	210,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	3,100,000	3,100,000
32102517	Park Control - sundry/misc.	25,000	5,000	0	5,000	0	5,000	0	5,000	0	5,000	0	0	0
3210251701	NZ Police - Land Transport Act payments	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
32102543	Abandoned vehicles	530,160	17,672	17,672	17,672	17,672	17,672	17,672	17,672	17,672	17,672	17,672	176,720	176,720
32112202	Animal Control Legal Fees	220,507	7,592	7,600	7,362	7,331	7,339	7,331	7,331	7,339	7,331	7,331	73,310	73,310
32112203	Animal Control Consultancy	7,350,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	2,450,000	2,450,000
3211220301	Animal Control Database Levies	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
32112306	Pound Eftpos	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
32112401	New Pound Maintenance	33,000	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	11,000	11,000
32112501	Printing & Stationery	15,120	504	504	504	504	504	504	504	504	504	504	5,040	5,040

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
		2024-54	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	3030/31	2031/32	2032/33	2033/34	2034-44	2044-54
32112504	Dog Pound Phone	42,150	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	14,050	14,050
3211250505	Electricity	81,930	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	2,731	27,310	27,310
32112508	Richmond Pound Rates	6,180	206	206	206	206	206	206	206	206	206	206	2,060	2,060
32112516	ANIMAL CONTROL INFORMATION	121,470	4,049	4,049	4,049	4,049	4,049	4,049	4,049	4,049	4,049	4,049	40,490	40,490
32112517	Animal Control Materials	295,110	9,837	9,837	9,837	9,837	9,837	9,837	9,837	9,837	9,837	9,837	98,370	98,370
3211251706	Dog Control Signage	106,101	3,263	6,000	3,263	3,263	6,000	3,263	3,263	6,000	3,263	3,263	32,630	32,630
32112518	Dog Control Accom & Meals	9,000	300	300	300	300	300	300	300	300	300	300	3,000	3,000
32112519	Animal Control Training Fees	15,000	500	500	500	500	500	500	500	500	500	500	5,000	5,000
32122203	Stock Control-Consultancy	393,240	13,108	13,108	13,108	13,108	13,108	13,108	13,108	13,108	13,108	13,108	131,080	131,080

Appendix B: Capital Budget

ID	Name	Project Driver %			Total Budget	Financial Year Budget (\$)											Total Budget	
		Growth	IncLOS	Renewals		2024-54	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	3030/31	2031/32	2032/33	2033/34	2034-44	2044-54
3207610301	Reg-Maritime - Harbourmstr Vessel	0	0	100	1,496,147	246,000	35,000	15,000	80,000	0	236,000	20,000	0	0	500,000	260,105	104,042	
32116103	Reg-Animal Cntrl - Cap - Equipmnt	0	0	100	90,547	3,000	3,547	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	30,000	

Appendix C: Key Legislation and Regulations

Table 21: Key Legislation and Bylaws

Legislation	How it Relates to Public Health and Safety
<p>The Health Act 1956</p>	<p>Health Act 1956 aims to protect public health. It was amended by the Health (Drinking Water) Amendment Act in October 2007 to enable improvement of the quality of drinking water provided to communities. Regulations under the Act require the Council to inspect and register premises such as hairdressers, mortuaries and camping grounds.</p>
<p>The Food Act 2014</p>	<p>This Act places certain duties on the Council – advice, enforcement, registration, audit and verification. Not all food businesses are audited by the Council and have opted out of this role for some types of businesses.</p>
<p>The Building Act 2004</p>	<p>This Act is enforced by the Building Assurance team and aims to ensure that buildings are safely constructed. It also gives some powers to the Council to ensure that buildings built without consent which are unsafe or insanitary, are either brought up to a suitable standard or removed. Systems installed in public buildings are also assessed under this legislation to ensure that they are safe and fit for purpose. Fire evacuation system’s, lifts, and backflow prevention devices are examples of such systems.</p>
<p>The Freedom Camping Act 2011</p>	<p>This Act puts a duty on the Council to allow freedom camping in our district unless reasons can be identified not to allow it in a specific area. It gives the Council infringement powers under any bylaw made under the Act. The Responsible Camping Strategy gives direction on how the Council can deal locally with freedom camping going forward. New legislation in 2023 resulted in changes to what is considered a self-contained vehicle and increase the level of fines.</p>
<p>The Dog Control Act 1996</p>	<p>This legislation and the associated Bylaw and Policy give the Council powers to control dogs in the district. The Council provides an administrative support officer who assists a contractor.</p>

Legislation	How it Relates to Public Health and Safety
The Maritime Transport Act 1994	Section 33 of this Act relates specifically to local regulation of maritime activities. The Council employs a Harbourmaster and a Deputy Harbourmaster to enhance maritime safety in our region. Part 23 of the same Act puts responsibilities on the Council regarding oil spill response.
The Land Transport Act 1998	The Council employs a contractor to carry out parking enforcement. Administration support is provided by staff. In the last 18 months extreme pressure has been placed upon this activity due to increases in work populations and retail outlets in Richmond, plus a reduction in the availability of all-day parking. To deal with severe difficulties experienced with non-compliance, an additional 25 hours per week was provided in the contract renewal of our service provider. This is funded through infringement income. The net result is that compliance has improved, however, more tickets were issued (as more time was spent on enforcement).
The Sale and Supply of Alcohol Act 2012	The Council Environmental Health Staff provide inspection, licensing and advice to alcohol suppliers. They also provide administration and technical support to the District Licensing Committee.
The Civil Defence Emergency Management Act 2002	This Act requires the Council to adequately identify, assess and manage risks to its community. This legislation is overseen by dedicated Emergency Management Staff employed in conjunction with Nelson City Council.
Resource Management Act 1991	Staff are responsible for noise control duties under this Act. External contractors are employed out of hours to assist in this function.

Legislation	How it Relates to Public Health and Safety
Council Bylaws	<p>This activity administers the following Bylaws:</p> <ul style="list-style-type: none"> • Dog Control Bylaw (Part review in 2020) • Control of Liquor in Public Places Bylaw (Reviewed in 2019) • Freedom Camping Bylaw (Part review in 2020) • Navigation Safety Bylaw (Reviewed in 2015) • Trading in Public Places Bylaw (Due Review in 2021) • The section also enforces the provisions of the Traffic Control Bylaw, which is administered by the Community Infrastructure Team.

11.4 Key Planning, Policies and Strategies

Table 22: Key Policies

Planning, Policies and Strategies	How it Relates to Public Health and Safety
Enforcement Policy	<p>This Policy was last reviewed in 2023. It dictates how staff will apply the enforcement powers allocated to the Council and endeavours to create a consistent, fair and appropriate enforcement regime.</p>
Dog Control Policy	<p>This Policy is made under the Dog Control Act and explains how the Council will discharge its duties under that Act and its associated Bylaw. It was partially reviewed in 2020 and will be fully reviewed at the same time as any review of the Dog Control Bylaw (currently 2024).</p>

Planning, Policies and Strategies	How it Relates to Public Health and Safety
<p>Local Alcohol Policy</p>	<p>This Policy is made under the sale and Supply of Alcohol Act 2012. Through a LAP the community is able to:</p> <ul style="list-style-type: none"> • Limit the location of licensed premises in particular areas or near certain types of facilities, such as in specific neighbourhoods or near schools or churches. • Limit the density of licensed premises by specifying whether new licenses or types of licenses should be issued in a particular area. • Impose conditions on groups of licenses, such as a “one-way door” condition that would allow patrons to leave premises but not enter or re-enter after a certain time. • Recommend discretionary conditions for licenses. • Restrict or extend the default maximum trading hours set in the Act. <p>This Policy was reviewed in 2020.</p>
<p>Local Approved Psychoactive Products Policy</p>	<p>This Policy is made under the Psychoactive Substances Act 2013. The purposes of this Policy are:</p> <ul style="list-style-type: none"> • To minimise the harm to the community caused by psychoactive substances by limiting the location and density of the retailers of approved products. • To ensure that the Council and the community have influence over the location and density of retailers of approved products in the District. • To minimise the potential for adverse effects from the sale of psychoactive products in residential areas, near recreational facilities and other inappropriate locations. • To minimise the exposure and potential for harm to sensitive communities, such as children and families, from the sale of psychoactive products.

Planning, Policies and Strategies	How it Relates to Public Health and Safety
<p>Gambling Venues Policy</p>	<p>This Policy is made under The Gambling Act 2003 and the Racing Act 2003. Its purpose is:</p> <ul style="list-style-type: none"> • To minimise the harm to the community caused by gambling. • To allow those who wish to participate in gaming machine or New Zealand Racing Board racing or sports betting to do so safely and responsibly within the District. • To ensure that the Council and the community have influence over the provision of new gambling in the District. • To control the growth of gaming machine gambling in the Tasman District by limiting the maximum number of non-casino gaming machines permitted in the Tasman District. <p>This Policy was reviewed in December 2019.</p>