

Tasman District Council

Resource Policy Activity Management Plan

2009-2019

Table of Contents

1. INTRODUCTION	1
1.1 The Resource Policy Activity Management Plan: What is it and why is it produced?	1
1.2 Rationale For The Council’s Involvement in Resource Policy	1
1.3 Council’s Principal Objectives	3
1.4 Community Outcomes.....	3
2. LEVELS OF SERVICE, PERFORMANCE MEASURES	6
2.1 Introduction	6
2.2 Customer Research and Expectations	6
2.3 The Activity Goal and Principal Objectives	6
2.4 Future Planned Levels of Service and Performance Measures	7
3. EXISTING SITUATION DESCRIBED	10
3.5 Maintenance and Operating.....	11
3.6 Operating and Resource Issues	12
3.7 Business Continuity / Emergency Management.....	12
4. FUTURE ISSUES	12
4.1 Factors Affecting Delivery and Demand for Activity.....	12
5. RENEWALS CAPITAL EXPENDITURE AND DEPRECIATION.....	14
6. FUTURE PROGRAMME	14
7. FUNDING THE ANNUAL NET COST.....	14
7.1 Funding Issues.....	14
7.2 Schedule of Fees and Charges	14
8. SIGNIFICANT NEGATIVE EFFECTS.....	14
9. SIGNIFICANT FORECASTING ASSUMPTIONS, UNCERTAINTIES, AND RISK MANAGEMENT.....	15
9.1 Assumptions and Uncertainties	15
9.2 Risk Management	15
10. PLAN REVIEW	16
11. CONCLUSION.....	16
APPENDIX 1: AN OVERVIEW OF THE COUNCIL’S ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESSES	17
1. Organisational Structure	17
2. Management Practices, Data Systems and Decision-Making Processes	18
APPENDIX 2: STAKEHOLDERS AND CONSULTATION.....	19
1. Consultation	19
1.1 Purpose of Consultation and Types of Consultation.....	19
1.2 Stakeholders	19

APPENDIX 3: RESOURCE POLICY WORK PROGRAMME.....	20
APPENDIX 4: 10 YEAR FINANCIAL SUMMARY	30
APPENDIX 5: GLOSSARY OF ACTIVITY MANAGEMENT TERMS	31

List of Tables

Table 1: The Four Wellbeings, Community Outcomes, Council Objectives, Group and Activities	4
Table 2: Community Outcomes to which the Activity primarily contributes.....	5
Table 3: Performance Measures	8

List of Figures

Figure 1: Tasman District Council Organisation Structure	17
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1. INTRODUCTION

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

The Resource Policy Activity Management Plan (AMP) covers one of 26 activities addressed in the Tasman District Council Long Term Council Community Plan (LTCCP). This plan is, therefore, strongly linked to the overall strategic direction for the district. The LTCCP is the document and process that alerts the community to the key issues and strategies contained in this document.

The purpose of this plan is to outline, and to summarise in one place, the Council's strategic approach for the analysis of sustainable resource management issues and development of policy and planning provisions required under the Resource Management Act and Biosecurity Act.

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 AMP is based on existing levels of service, currently available information, and the existing knowledge and judgement of the Council staff.

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

1.2 Rationale For The Council's Involvement in Resource Policy

Council is required by both the Resource Management Act and the Biosecurity Act to promote the sustainable management of resources including the effective management or eradication of pests and to develop at least a regional policy statement and district and regional coastal plans and a pest management strategy, that are to assist in sustainably managing the environment of Tasman District and the consequences of human activity on this environment. This requires sound situation analysis and robust policy development.

The Tasman Resource Management Plan (TRMP) is the main environmental planning document used by Council. It is currently comprised of parts dealing with land, coastal marine, water, and discharges matters. Work on the rivers and lakes part is currently under development and it is anticipated that this part will be adopted by June 2009. The TRMP is a combined district and regional plan prepared in accordance with the Resource Management Act 1991 (RMA). The purpose of the Plan is to assist Council in carrying out its functions in order to achieve the purpose of the RMA which is to promote the sustainable management of natural and physical resources. The Council also is required to have the Tasman Regional Policy Statement (TRPS) to which the TRMP must give effect. Council has a project in its Resource Policy programme to inquire into the combining of the TRPS with the TRMP (see Appendix 3 of this AMP).

Council has prepared a Regional Pest Management Strategy (RPMS) under the Biosecurity Act and the reviewed strategy was adopted in July 2007.

All the resource policy planning Council is involved in is aimed at the sustainable management of the natural and physical resources in Tasman District and this includes identifying and managing the values and risks of all areas, sites and resource qualities that are important to the people of Tasman District and to future generations.

A purpose of local government, under the Local Government Act 2002 (section 10(b)) is “to promote the social, economic, environmental, and cultural well-being of communities, in the present and for the future.” The Resource Policy activity contributes to this well-being of the community, and the sustainable development of the district, by:

- promoting community confidence and trust in the strategic planning framework in place
- providing unique expertise to ensure that all tasks are effectively and efficiently 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 the actions or inaction by people in the Tasman District are lawful, sustainable, and safe.

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

While Council does not have a choice about carrying out the Resource Policy activity, there are strategic environmental management benefits from resource policy provision and there is some discretion over the manner and degree to which the activity is delivered. In the past, the rationale for Council’s involvement has been influenced by whether:

1. The community has support for and confidence in the service provided historically by the Council (and so the Council continues to provide the service).
2. The Council already provides the service and to change the mode or degree of delivery would be more costly and less effective.
3. The community expects the Council to play a lead role in the provision of the service

1.3 Council's Principal Objectives

The Council's stated vision statement is for "***An interactive community living safely in the garden that is Tasman District***".

This is supported by the Council's Mission statement to "***Enhance community wellbeing and quality of life***".

A number of corporate objectives directly relate to the Activity Management process:

- (a) *To implement policies and financial management strategies that advance the Tasman District.*
- (b) *To ensure sustainable management of natural and physical resources, and security of environmental standards.*
- (c) *To sustainably manage infrastructural assets relating to Tasman District.*
- (d) *To enhance community development and the social, natural, cultural and recreational assets relating to Tasman District.*
- (e) *To promote sustainable economic development in the Tasman District.*

1.4 Community Outcomes

Through consultation, eight Community Outcomes have been identified. These community outcomes are linked to the four well beings and Council's objectives as shown in Table 1.

Table 1: The Four Wellbeings, Community Outcomes, Council Objectives, Group and Activities

Community Wellbeing	Community Outcomes	Council Objectives	Council Groups and Activities	Council Activities
Environmental wellbeing	<ol style="list-style-type: none"> Our unique and special natural environment is bountiful, healthy, clean and protected. Our built urban and rural environments are functional, pleasant, safe and sustainably managed. Our transport and essential services are sufficient, efficient and sustainably managed. 	<p>To ensure sustainable management of natural and physical resources and security of environmental standards.</p> <p>To sustainably manage infrastructural assets relating to Tasman District.</p>	<p>Environment & Planning</p> <p>Transportation Sanitation, drainage and water supply</p>	<p>Resource Policy Resource Information Resource Consents and Compliance Environmental Education, Advocacy and Operations Regulatory Services Mapua Rehabilitation</p> <p>Regional Cycling and Walking Strategy. Land Transportation Coastal Structures, Aerodromes Refuse Wastewater Stormwater management Rivers Water Supply</p>
Social and Cultural Wellbeing	<ol style="list-style-type: none"> Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs. Our community understands regional history, heritage and culture. Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services. Our participatory community contributes to district-decision making and development. 	<p>To enhance community development and the social, natural, cultural and recreational assets relating to Tasman District.</p>	<p>Cultural services and grants.</p> <p>Recreation and leisure.</p> <p>Community support services.</p>	<p>Libraries Cultural services and community grants</p> <p>Community recreation Camping grounds Parks and Reserves Development impact levies</p> <p>Community facilities Emergency management Community housing Governance</p>
Economic Wellbeing	<ol style="list-style-type: none"> Our growing and sustainable economy provides opportunities for us all. 	<p>To implement policies and financial management strategies that advance. To promote sustainable development in the Tasman District.</p>	<p>Council Enterprises.</p>	<p>Forestry Property Council controlled organisations.</p>

The way in which the Resource Policy activity contributes to community outcomes is shown in Table 2.

Table 2: Community Outcomes to which the Activity primarily contributes

Community Outcomes	How the Activity Contributes
1. Our unique and special natural environment is bountiful, healthy, clean and protected.	Having in place policies and plans that promote sustainable management of natural and physical resources and, where necessary, regulating activities which would over time degrade the environment or place resources under pressure, keeps Tasman District special
2. Our built urban and rural environments are functional, pleasant, safe and sustainably managed.	The activity ensures that living environments are pleasant, safe, and that the activities of others do not adversely impact on citizens' lives. Through ensuring resources are well managed, the activity contributes to the development of the district in appropriate locations and scale.
3. Our transport and essential services are sufficient, efficient and sustainably managed.	Effective resource policy planning ensures infrastructure needs are appropriate, efficient, and available to meet the demands of the community.
4. Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs.	This activity safeguards the community's health and wellbeing by ensuring resource use and human activities affecting resources do not adversely affect quality of life or community well-being.
5. Our community understands regional history, heritage and culture.	This activity identifies heritage values of significance to the district and has in place a framework for protecting and enhancing these values, including sites which are important to iwi.
6. Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services.	NA
7. Our participatory community contributes to district-decision making and development.	Public participation is provided for in the processes of development of policies and plans under the Resource Management and Biosecurity Acts
8. Our growing and sustainable economy provides opportunities for us all.	Policies and plans identify opportunities for economic development and potential hazards and constraints affecting such opportunities.

2. LEVELS OF SERVICE, PERFORMANCE MEASURES

2.1 Introduction

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

- to inform people of the proposed type and level of service to be offered (now and in the future),
- as a focus for the work required to deliver the agreed level of service,
- to enable people to assess suitability, affordability and equity of the services offered.

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

1. Council needs to aim to understand and meet the needs and expectations of the community.
2. Council must meet its statutory obligations as outlined in Section 1.2
3. The services must be operated within Council policy and objectives as outlined in Section 1.
4. The community must be able to fund the level of service provided.

2.2 Customer Research and Expectations

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

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

2.3 The Activity Goal and Principal Objectives

2.3.1 Activity Goal

The Resource Policy activity goal is to:

Achieve an appropriate policy framework which effectively promotes the sustainable management of the District's natural and physical resources by:

1. identifying and responding to resource management policy issues and biosecurity risks; and
2. Providing a sound and appropriate policy planning framework that will protect and enhance our unique environment and promote healthy and safe communities; and
3. Ensuring that plan development systems are administered in a way which meets the expected environmental outcomes identified in policy statements and plans.

2.3.2 Principal Objectives

The principal objectives of the Resource Policy activity to advance the goal of the activity are to:

- Prepare and maintain any policies and plans required or enabled under the Resource Management Act and Biosecurity Act
- Provide sound and appropriate advice on development and other resource use opportunities and risks, and on management methods
- Provide accurate information and maintain appropriate records arising from the Resource Policy activity

2.4 Future Planned Levels of Service and Performance Measures

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

No significant change in direction is anticipated other than building the internal capacity of staff to undertake the work rather than using consultants (where appropriate). There will also be an opportunity to build the capacity of Maori to be involved in the planning processes. As elements of the TRMP become operative, there will be an accompanying shift to respond to plan change requests and ensure on-going monitoring and review of the Plan.

Bearing these facts in mind, the Council will monitor and report its actual performance against the following measures described in Table 3:

Table 3: Performance Measures

Community Outcomes	What we will provide	We will know we are meeting the Level of Service when ...	Current Performance	Future Performance Target
<p>Our unique and special natural environment is bountiful, healthy, clean and protected.</p> <p>Our built urban and rural environments are functional, pleasant, safe and sustainably managed.</p> <p>Our transport and essential services are sufficient, efficient and sustainably managed.</p> <p>Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs.</p> <p>Our community understands regional history, heritage and culture.</p>	<p>We will develop and maintain an appropriate policy framework which effectively promotes the sustainable management of the District's natural and physical resources by:</p> <ul style="list-style-type: none"> - identifying and responding to resource management policy issues and biosecurity risks; and - providing a sound and appropriate policy planning framework that will protect and enhance our unique environment and promote healthy and safe communities; and - ensuring that plan development systems are administered in a way which meets the expected environmental outcomes identified in policy statements and plans. 	<p>The level of community support for Council's resource management policy and planning work is rated as fairly satisfied or better through community survey</p>	<p>62%</p>	<p>75%</p>

Community Outcomes	What we will provide	We will know we are meeting the Level of Service when ...	Current Performance	Future Performance Target
<p>Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services.</p> <p>Our participatory community contributes to district-decision making and development.</p> <p>Our growing and sustainable economy provides opportunities for us all.</p>				

Half yearly status reports detailing progress with resource policy projects within the Resource Policy activity will be provided to the Environment & Planning Committee.

3. EXISTING SITUATION DESCRIBED

3.1 Regional Policy Statement

The Tasman Regional Policy Statement (TRPS) was made operative 1 July 2001 and is to be reviewed by 1 July 2011. At the time of preparation, the Council was required by the RMA to have an RPS. Since that time, the law has been changed and allows Unitary Authorities to combine their planning documents. Council has agreed to investigate the combining of the TRPS in with the TRMP. Over time therefore, this sub-activity will disappear.

3.2 Tasman Resource Management Plan

The Tasman Resource Management Plan was notified 26 May 1996 and is the principal resource management plan covering the Council's responsibilities under the RMA. The main functions addressed in the TRMP are as follows:

- a) control of the effects of land use, and the development and protection of land including for the purposes of soil conservation, maintaining water quantity and quality, natural hazards and hazardous substances management
- b) control of the effects of land subdivision
- c) control of noise emissions
- d) control of the effects of activities on the surface lakes and rivers
- e) control of the effects of activities (except for fishing) in the coastal marine area
- f) control of the taking, using, damming and diversion of water
- g) control of the discharge of contaminants

The TRMP states objectives, policies and methods to achieve integrated management of various natural and physical resources in Tasman District.

Appendix 3 details the work programme as at May 2008 of investigations and other policy projects, some of which involve existing statutory processes, and others which may lead to First Schedule (RMA) changes. Over the life of the TRMP, Council has made 65 publicly notified amendments (as at July 2008).

3.3 Policy Advice

This sub-activity covers the cost of analysing and commenting on Government resource management initiatives, such as National Policy Statements, National Environmental Standards, Water Conservation Orders, or regional policy initiatives by other agencies. It is important for Council to be aware of prospective changes and to assess the regulatory effect on the Tasman community and Council business

of such proposals. New legislation relating to environmental management and Council's efforts in better understanding and responding to climate change are also considered under this sub-activity.

3.4 Biosecurity Policy

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

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

The current RPMS is a joint strategy, prepared in conjunction with Nelson City Council, and remains in force until 30 June 2012. The costs associated with implementing the RPMS are covered under a separate activity (Environmental Education, Advocacy, and Operations).

The costs associated with responding to any national pest management strategies (eg Bovine Tb Vector Control) are also dealt with under this sub-activity.

3.5 Maintenance and Operating

The operation and maintenance expenditure over the next 10 years is summarised in Figure 1 below and detailed in Appendix 4. Costs are principally labour, legal, and contract costs associated with what is essentially a policy advice and implementation function. The annual direct cost over the 10 years is predicted to remain relatively consistent, as is the level of service.

Figure 1: Estimated Expenditure 2009-2019

3.6 Operating and Resource Issues

The most important issues include:

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

3.7 Business Continuity / Emergency Management

The activity has no formal Business Continuity Plan. The key area of risk is the threat of disruption to services resulting from loss of significant numbers of staff over a prolonged period or from such events as fire in buildings or earthquake damage. Council's Business Interruption insurance covers "loss consequent upon interruption to the business as a result of damage to property insured by the Material Damage policy, resulting in losses or increased costs..."

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

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

4. FUTURE ISSUES

4.1 Factors Affecting Delivery and Demand for Activity

Council recognises that future demands for Resource Policy will be influenced by:

- Population and economic growth and demographic change
- Changes in community expectations
- Industrial demand for resources and technological change

- Environmental changes such as climate change
- Changes in legislation

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

4.1.1 Population and Economic Growth and Demographic Change

The rate of population growth anticipated in the District is likely to be reflected in a proportionate increase in activity levels within this function. In addition, demographic change such as an increasing average age of the District's population, and the continuing importance of immigration and changing values and expectations of the community, will require planning responses. Council has developed a growth demand and supply model which projects forward expected growth in population, and so demand for household and business sites. The effect of this growth is likely to require additional resources to cope with demand for land and services for residential and business growth. The model also provides a supply forecast for these resources applying assumptions concerning supply capacity and policy appropriateness, and this forecast forms a basis for significant areas of resource policy development.

4.1.2 Trends in Community Expectations

In the 2008 Community survey, there has been suggestions that Council should do both more and less in relation to its environmental planning responsibilities. Responding to issues will mean Council activity will focus on some issues more than others as time and resources permit. An increasing level awareness of environmental issues, pressure on land and other resources will mean Council will have to lead and respond to such community drivers.

4.1.3 Industrial Demand for Resources and Technological Change

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

4.1.4 Environmental Changes such as Climate Change

Changing patterns of weather and through long term climate change or the occurrence of natural hazards will affect the rate and scope of policy responsiveness that is required concerning land and water use and associated risks such as increased pest risk exposure. The likelihood of new pest incursions arising for reason other than climate change is also a possible future issue which is not easy to anticipate.

4.1.5 Changes in Legislation and Policies

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

5. RENEWALS CAPITAL EXPENDITURE AND DEPRECIATION

This activity only uses Council buildings and office equipment and vehicles which are managed as part of the business overheads.

6. FUTURE PROGRAMME

Unless the Government or Council introduce new legislation or regulations, no new categories of business costs are expected.

7. FUNDING THE ANNUAL NET COST

The current funding sources available for Resource Policy include:

- general rate
- fees and charges recovery
- sales
- sundry income

7.1 Funding Issues

The Revenue and Financing Policy in the LTCCP holds the planned funding approach to the Resource Policy activity. Council considers that the community as a whole benefits through having in place a policy planning framework for promoting sustainable management of natural and physical resources and minimising biosecurity risk. It receives a small contribution through plan sales (application fees for private plan changes will be possible when the TRMP achieves operative status) with the balance coming from general rate. Currently, the funding ratio is a Public 98%, Private 2% split.

7.2 Schedule of Fees and Charges

The fees and charges are reviewed annually and increased at least by the CPI.

8. SIGNIFICANT NEGATIVE EFFECTS

There are no significant effects from the activity however particular policy decisions or approaches to policy development may result in adverse media coverage that may be regarded as being representative of a negative effect. In such cases, Council will manage this prospect by properly identifying the risks associated with policy choices and ensuring staff consider these matters.

9. SIGNIFICANT FORECASTING ASSUMPTIONS, UNCERTAINTIES, AND RISK MANAGEMENT

9.1 Assumptions and Uncertainties

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

- a) A reasonable degree of reliability can be placed on the population and other growth projections that have been used as forecast assumptions for the priorities in the resource policy activity. However, these remain projections, and need to be carefully tracked to ensure that they remain a reliable indicator of likely future trends.
- b) Government regulation and other regulatory changes are capable of changing the scope, nature and processes associated with this activity. However, no allowance has been made for changes in legislation.
- c) Future budgets are based on a similar level of effort being required to respond per issue to the demands of this activity, but with growth and increasing contests over resource use, the outlook is for a slow level of increase in aggregate effort over the ten year period.

9.2 Risk Management

An Integrated Risk Management Assessment programme has been introduced into Council and will continue to be developed and improved. As yet, the Resource Policy Activity has not been assessed. Risks are likely to centre on litigation risks associated with challenges to Council decision-making, loss of skill and knowledge as staff leave, and a failure to properly integrate the activity with other Council functions.

Council is conscious of the need, and has the following in place, to mitigate business risk:

- YK2000 report. This is a comprehensive document that identified potential failure mechanisms – the majority of which did not eventuate – but was nevertheless a worthwhile exercise.
- Council's main professional services consultant operates under a Quality Assurance manual and has ISO 9001 and ISO 14001 certification.
- Council and its agents have Health and Safety Plans in place.
- There are a number of Emergency Procedures response manuals in place including Council's Flood Response Plan

Through CallCare, Council's after-hours phone contractor, there is continuous 24-hour coverage to react to emergency situations. Council operates a Customer Services Request system where requests or complaints are logged and investigated and as necessary actioned and closed out.

10. PLAN REVIEW

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

11. CONCLUSION

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

APPENDIX 1: AN OVERVIEW OF THE COUNCIL’S ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESSES

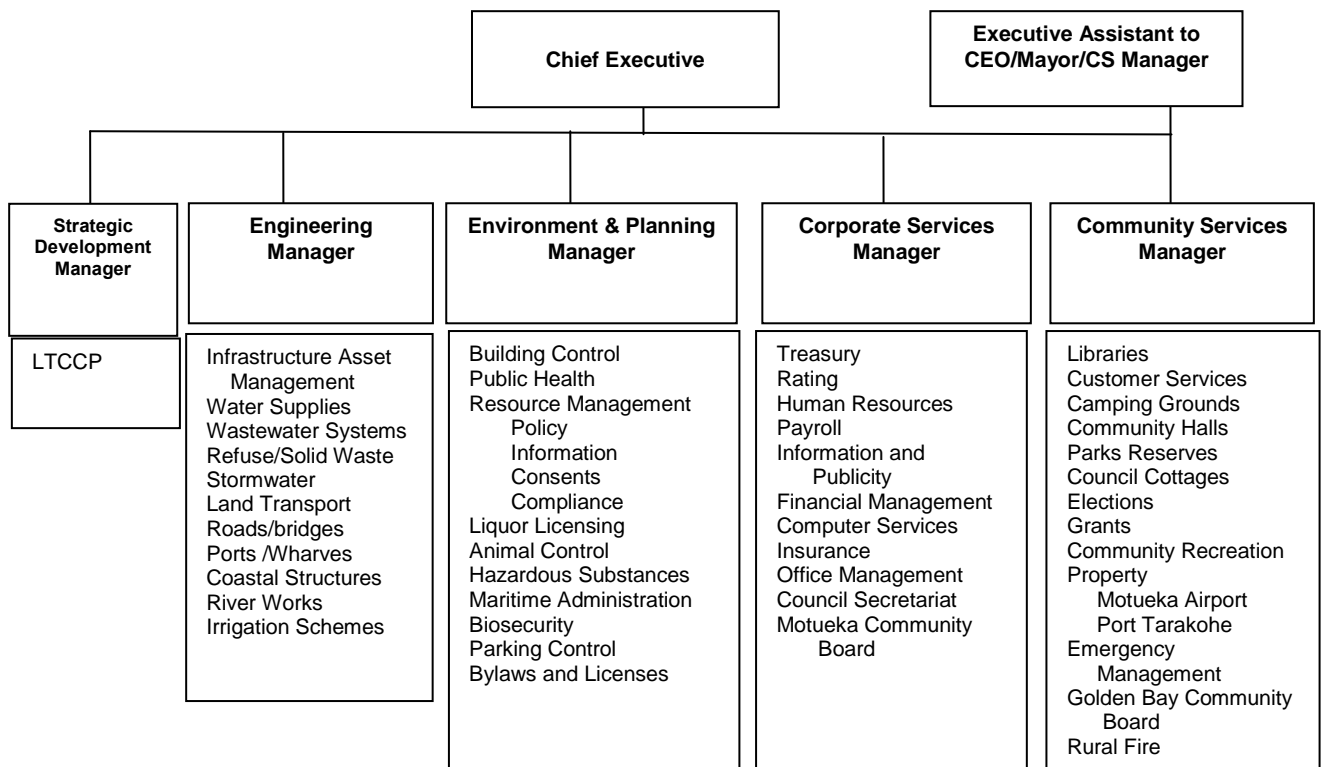
For the purpose of completeness, this Appendix gives a broad overview of the Council’s organisational structure and the systems and processes that it uses to manage the whole aerodromes activity.

1. Organisational Structure

The Environment & Planning Manager reports to the Environment & Planning Committee which has delegated powers from the Council. The Environment & Planning Committee has overall responsibility for all Resource Policy functions.

The Tasman District Council organisational structure is shown in 2. As the chart shows, the Resource Policy falls under the Environment & Planning Manager.

Figure 1: Tasman District Council Organisation Structure



2. Management Practices, Data Systems and Decision-Making Processes

2.1 Accounting / Financial Systems

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

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

2.2 Information Management Systems

Council is one of a number of local authorities that uses the NCS computer system as a proprietary information management package that stores information generated by the resource policy function. A specific Microsoft Access database exists to manage submissions, decisions and appeal in respect of plan provisions. Hard copy information is stored on subject or appeal files and held in the Council's Records Room.

2.3 Geographical Information System

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

2.4 Delegations and Appointment Register

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

APPENDIX 2: STAKEHOLDERS AND CONSULTATION

1. Consultation

1.1 Purpose of Consultation and Types of Consultation

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

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

- feedback from surveys, discussion papers, draft plan amendments
- public meetings and open days
- feedback from elected members, advisory groups and working parties,
- consultation via the Annual Plan and LTCCP process.

Council commissions customer surveys on a regular basis from the National Research Bureau Ltd¹. These Communitrak™ surveys assess the levels of satisfaction with key services. Council at times will undertake focused surveys to get information on specific subjects.

1.2 Stakeholders

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

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

¹ Communitrak™: Public Perceptions and Interpretations of Council Services / Facilities and Representation, NRB Ltd October 2005.

APPENDIX 3: RESOURCE POLICY WORK PROGRAMME

2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME AS AT 13 October 2008					
Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
1.	1	Live appeals resolution	Steps Resolution by consent order to EC, hearing by EC or withdrawal, of live appeals (5): Archaeological sites (3); Richmond south (2)	SM, ST, SL	Court hearings or consideration of consent memoranda.
2.	1	Richmond west development plan	Steps Planning investigations and structure planning to support plan change: Transportation modelling study; Economic and demand and supply assessment for business and residential space; Contamination risk management performance regime; Structure plan; Draft and notified variation; Submissions, hearing and decisions Situation Notification on 6 October of Variations 61 – 63 for Richmond West Development Area with supporting documents following EPC directions June - September 2007. Final Stage 1 report on transportation modelling received January 2008, with Stage 2 commencing May 2008. Submissions summary notified May 2008, closing date for submissions 30 June 2008. Designation requirements for roads, water wastewater facilities notified April 2008.	SM, MH, DH, DL	Hearings set to commence 31 October 2008.
3.	1	Variations 49, 50 Richmond South DA	Appeals resolution. Decisions on submissions notified 28 July 2007.	MH, SM, DL, SL	Evidence to be exchanged October for

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
			Three appeals received and mediation and EC decision under way.		hearing.
4.	1	Richmond CBD/central area development plan	<p>Steps Joint council project with three stages inquiring into Nelson-Richmond urban intensification:</p> <ol style="list-style-type: none"> 1. feasibility and pathways 2. locations and actions 3. Implementation. <p>Situation Approved as joint project February 2007. Stage 1 pathways report considered 12 September 2007. Implementation programme across stages 2 and 3 in development.</p>	RB, SM, with MW, RP NCC	Public launch of stage 1 report 14 November 07. Implementation pathways reporting via Working Group.
5.	1	Richmond east development	<p>Steps Report on services and intensification options; draft plan change; consultation; notification; submissions; decisions; appeals.</p> <p>Situation Consolidation as joint council project for draft structure plan for Nelson south – Richmond East. Approved as joint project February 2007. Draft structure plan report considered 12 September 2007. Draft structure plan and services implementation programme notified for community feedback April 2008, closure 15 May 2008.</p>	MH, SM, DL	Reporting on feedback issues with structure plan via Working Group.
6.	1	Mapua-Ruby development: Bay	<p>Steps Reporting on situation re services, and scope for rezoning; plan changes and infrastructure provision in LTCCP</p> <p>Situation Reports to EPC June 2006, March 2007, and</p>	RB; JC	Revised structure planning and draft variation to EPC mid 2008.

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
			draft structure plan approved for community feedback March 2008, closure 30 April 2008.		
7.	1	Variation 55 CTA Design Guide	<p>Steps Variation notified 28 July 2007. Submissions, decisions, appeals.</p> <p>Situation Submissions closed February 2008, Hearing 54 March 2008.</p>	SL	Decisions to be notified mid 2008.
8.	1	Golden Bay East settlement strategy Variation 57 etc.	<p>Steps Urban settlement options reporting to formulate an EGB preferred settlement pattern; community feedback; TRMP variation; follow up structure planning for preferred development locations; Further consultation and TRMP changes.</p> <p>Situation Draft settlement pattern variation circulated for feedback March 2007; notification of variation 28 July 2007. Submissions closed February 2008, Hearing 54 March 2008.</p>	SL, DL, etc.	Decisions to be notified mid 2008.
9.	1	Golden Bay East settlement strategy: Takaka and south Takaka Refer EP07-09-06 for description	<p>Steps Takaka rezoning to avoid flood risk exposure of further land and south Takaka (Park Avenue) structure planning to provide for first stages of concept additional township</p> <p>Situation Project approved as priority implementation step September 2007 and confirmed at deliberation April 2008</p>	SL, DL, etc.	Investigations and draft structure plan
10.	1	Golden Bay East settlement strategy: Pohara-Tarakohe-Ligar-Tata Refer EP07-09-06 for description	<p>Steps Investigations and structure planning to provide for shape and extent of settlement development in the area integrated with rural land management (non-settlement protection)</p>		Investigations and draft structure plan

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
			<p>Situation Project approved as priority implementation step September 2007 and confirmed at deliberation April 2008</p>		
11.	1	Golden Bay west strategic planning Refer EP07-12-04 for description	<p>Steps Strategic issues investigations; Issues and options paper; consultative process leading to TRMP changes 2008 onwards. This work is to include the addressing of rural land management (non-settlement values and their protection) in Golden Bay (Kahurangi Point to Separation Point) integrated with GB East settlement and rural policy review projects.</p> <p>Situation Briefing of EPC on scope and process and approval to commence project December 2007. Investigations and targeted stakeholder engagement early 2008; preparatory to issues and options discussion paper and community feedback.</p>	DH, NJ, DL	Settlement issues and options paper mid 2008.
12.	1	Motueka west central development plan Refer EP08-03-04 for description	<p>Steps Update on services; Demand estimates for urban land (business; residential); Structure plan options; Liaison with iwi landowners; Plan change and services programming.</p> <p>Situation Investigations for demand estimations and outline services plan to support concept structure plan. Liaison with iwi landowners. Report to EPC outlining demand and supply information and planning process March 2008</p>	RB, DL, JC, MB, SM	Further development of draft structure plan and discussion paper with iwi landowners for Council/landowner meeting followed by community feedback.

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
13.	1	Stormwater management Variation 56	<p>Steps Draft variation for consultation; Feedback and notification of variation. Submissions, decisions, appeals.</p> <p>Situation Draft variation circulation in 2006; report on feedback March 2007. Variation notified 28 July 2007. Submissions closed February 2008; Hearing 54 March 2008.</p>	SL et al.	Decisions to be notified mid 2008.
14.	1	TRMP land use administration issues requiring review; Variation 58 etc.	<p>Steps Series of reports on specific issues arising from administration; Plan change processes for priority issues.</p> <p>Situation Reported on issues and priorities February 2007; variation notified 28 July 2007. One submission, reported March 2008.</p>	RB and team	Decision to be notified mid 2008. Further assessment of priority issues.
15.	1	Brightwater strategic development planning Refer EP07-12-04 for description	<p>Steps Review of urban development strategy for Brightwater: issues paper; structure planning; TRMP change process</p>	RB, MB and others	Investigations report and issues paper in 2009
16.	1	Wakefield strategic development planning Refer EP07-12-04 for description	<p>Steps Review of urban development strategy for Wakefield: investigations; issues paper; structure planning; TRMP change process</p>	RB, MB, DL and others	Investigations report and issues paper in 2009
17.	1	Richmond air quality (PM ₁₀) plan Variation 51 and education package	<p>Steps Discussion paper and draft variation; community feedback; variation notified; submissions; decisions. Education and funding methods re PM₁₀ delivered.</p> <p>Situation Notification of variation on air discharges provisions 13 January 2007; submissions heard</p>	MAB, TJ, CW	

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
			20 June, 12 July 2007; decisions notified 28 July 2007; no appeals.		
18.	1	Waimea estuary and catchments integrated management strategy Refer EP07-12-04 for description	<p>Steps Stocktake of resource values, issues; review of options; formulation of new actions for integration into informal strategy</p> <p>Situation Approval to commence project December 2007.</p>	NJ, TJ, RS, SM, BW	Inception meeting with key stakeholders to confirm scope, process, tasks, expectations.
19.	1	Deep Moutere groundwater allocation review and waiting lists	<p>Steps Resource statement and issues and options paper, consult with users; draft variation; notification; submissions; decisions; appeals</p> <p>Situation Reported to EPC on situation following investigations August 2006; reported 12 July 2007 on issues and preferred option; 23 August 2007 draft variation adopted for notification subject to staff management of waiting lists. Further reporting April 2008. This work is to integrate with resolution of nine iwi appeals.</p>	MAB, JT	Completion of staff management of waiting lists before notification of variation; and approval of package of amendments mid 2008.
20.	1	Report on indigenous biodiversity management situation and action plan	<p>Steps Situation report; possible review of TNAES; SNA investigation; possible plan change.</p> <p>Situation Situation reports to EPC May, June 2007 on biodiversity management and SNA investigation agreement. Reporting to EPC December 2007. Commencement of SNA investigation tasks as agreed. Launch of SNA investigation early 2008.</p>	LV, SM	
21.	1	Advice on policy issues raised by central government	Reporting ongoing through 2007/2008 and beyond	Policy team, Manager	Responses as required.

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
		or other agencies: legislation, policy statements, management plans, water conservation order processes		and others	
22.	1	Operative Plan package: preparation, approval, date for operative status, plan change request opportunity and cessation of Transitional DP.	<p>Steps Preparation of TRMP package: Identification of Parts I and II as package (March 2006); resolution of key live appeal (Rural 1 subdivision); cross-referencing system; text processing; maps processing; package approval; operative date; opportunity for any person to request change to operative provisions.</p> <p>Situation Package drafting continues; EC decision received April 2008 maintaining status quo. Legal advice on the form of the operative version.</p>	SM, PM	Completion of package; legal audit and submittal for approval as soon as practicable; setting of operative date.
23.	1	TRMP Part IV: Rivers and Lakes	<p>Steps Draft policy paper for consultation; policy decisions; consultation with draft Part IV; TRMP variation notified; submissions; decisions; appeals.</p> <p>Situation Briefings on issues and draft policy options on 19 July and 23 August 2006; further drafting of regulatory means of implementing preferred policy options in paper ongoing through 2007 and into 2008.</p>	MAB, EV, TJ, PD, CM	Draft Part IV with options assessment to go out for stakeholder feedback. Likely to be after June 2008.
24..	1	Waimea water allocation review: Variation 52	<p>Steps Review results from running low flow allocation options through model; assess process re WWAS process; consult users; TRMP variation; hearing of variation and deferred</p>	MAB, JT	Decisions to be notified mid 2008.

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
			<p>submissions; decisions; appeals.</p> <p>Situation Variation notified 13 January 2007; submissions reporting. Hearing of submissions on variation together with outstanding submissions on Var 15, in February, May 2008.</p>		
25.	1	Variation 44 transport and ESP	<p>Steps Variation notified; review of issues under Variation in light of Richmond planning, ESP review and Project Stormwater (corporate); further advice; further variation; notification; submissions; decisions; appeals.</p> <p>Situation Reporting on issues and options for ESC, EPC. Hearing of submissions on Var 44 deferred pending resolution of content in Plan and reviewed Engineering Standards and Policies.</p>	NJ, SL, DL	Advice on issues and options and further variation in mid 2008.
26.	1	Variations 25/33 CE land disturbance	<p>Steps Hearings; decisions; appeals.</p> <p>Situation Reporting on submissions.</p>	LV, SM	Reporting; and hearing of submissions.
27.	1	Rural futures: rural policy review	<p>Steps Investigations and reporting on programmed rural policy issues arising from Rural Futures feedback; series of reports arising from priority issues, followed by TRMP change processes.</p> <p>Situation Review of issues commencing in priority order, after TRMP Part II and zone maps operative.</p>	MH, SM and others	Reporting to run from later in 2008.
28.	1	Motueka CPZ allocation review	<p>Steps Review of allocation limit following modelling results; plan variation process.</p>	MAB, JT	Report to EPC in mid 2008.

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
			Situation Variation preparation.		
29.	2	Coastal craft issues (incl. Abel Tasman coastline)	Steps Advice on craft management under foreshore reserve MP and TRMP. Situation Policy advice on managing effects of coastal craft following establishment of foreshore reserve management plan.	NJ	Policy advice 2008.
30.	2	Riparian land management strategy	Situation report; possible review of RLMS; plan change.	LV et al.	Situation report for EPC 2008.
31.	2	Fate of Tasman Regional Policy Statement	Steps Review content and consistency of TRMP with TRPS; assess options of retaining separate TRPS or combining with TRMP and process involved; review of essential TRPS content for merging with TRMP (Maori policy issues of significance); process management.	SM and team	Report on options to EPC 2008.
32.	2	Upper Motueka water allocation development	Steps Complete investigations; define issues and options; consult with stakeholders; draft variation; notification; submissions; decisions; appeals. Situation Investigations reported 28 August 2006.	MAB, JT	Reporting to EPC in 2008.
33.	2	Natural hazards strategic policy review	Steps Review of District approach: Investigations into floodplain, coastal, ground instability hazard risks; review of policy issues and options; TRMP change processes.	NJ, EV, GS, PD, SM	Project scope and process to be briefed.
34.	3	Takaka catchment water management	Steps Issues and options with resource statement; TRMP change process	MAB, JT, GS	Resource investigations summary and issues paper in 2008

**2007 - 2008 AND BEYOND RESOURCE POLICY PROGRAMME
AS AT 13 October 2008**

Project No. and Budget	Priority No.	Project Description	Process Steps and Current Situation	Staff	Next Steps
35.	3	Onsite wastewater management:	Steps Review of district approach: Risk assessment of settlement pattern re domestic wastewater contamination; Investigations with policy review; TRMP change process	SL, MAB, DL, JB	Issues and options paper for community in 2008
36.	3	Tasman (village) strategic development review Refer EP07-12-04 for description	Steps Investigations; issues paper; structure plan for Tasman; TRMP change process	RB, DL and others	Investigations report and issues paper in 2009
37.	3	Marahau to Kina strategic development review Refer EP08-04-13 for description	Steps Investigations; issues paper, settlement and rural land management issues and options; TRMP change process.		
38.	3	Plan implementation monitoring, evaluation and reporting system development:	Steps RMA requires five yearly reporting on operative plans: Database and monitoring process development in conjunction with EMRS and website reporting	SM and team	2008 and ongoing



APPENDIX 4: 10 YEAR FINANCIAL SUMMARY

APPENDIX 5: GLOSSARY OF ACTIVITY MANAGEMENT TERMS

Activity	An activity means the good or service provided by Council to achieve a desired outcome. cf Section 5, LGA
Activity Management Plan	Activity Management Plans are key strategic documents that describe all aspects of the management of an activity. The documents feed information directly in the Council's LTCCP, and place an emphasis on long term financial planning, community consultation, and a clear definition of service levels and performance standards.
AM Plan	See Activity Management Plan.
Annual Plan	The Annual Plan provides a statement of the direction of Council and ensures consistency and co-ordination in both making policies and decisions concerning the use of Council resources. It is a reference document for monitoring and measuring performance for the community as well as the Council itself.
Level of service	The defined service quality for a particular activity (eg. Water supply) or service area (eg. supply water quality) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, social acceptability, cost And environmental risk.
Long Term Council Community Plan	The Long Term Council Community Plan (LTCCP) is the primary strategic document through which Council communicates its intentions over the next 10 years for meeting community service expectations and how it intends to fund this work. The LTCCP is a key output required of Local Authorities under the Local Government Act 2002.
LTCCP	See Long Term Council Community Plan.
LGA	Local Government Act 2002
Objective	An objective is a general statement of intention relating to a specific output or activity. They are generally longer-term aims and are not necessarily outcomes that managers can control.
Performance Indicator (PI)	A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.
Performance Monitoring	Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.
Risk Management	The application of a process for realising possible values or opportunities whilst managing potential adverse effects including the ranges of outcomes and their probabilities of occurrence.