

# **Tasman District Council**

## **Environmental Education, Advocacy, and Operations Activity Management Plan**

**2009-2019**

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## **1. INTRODUCTION**

### **1.1 The Environmental Education, Advocacy, and Operations Activity Management Plan: What is it and why is it produced?**

The Environmental Education, Advocacy, and Operations 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 efforts in promoting good environmental outcomes through means other than regulation. This includes environmental education and advocacy programmes and operational programmes designed to manage particular environmental risks and issues. This involves provision of works and services in conjunction with landowners involving catchment stabilisation, riparian protection, pest management, and habitat enhancement. Also included in the activity is Council's Civil Defence and Emergency Management responsibilities and residual responsibilities associated with the clean-up of the former Fruitgrowers Chemical Company site at Mapua.

The AMP demonstrates responsible management of the function on behalf of ratepayers and stakeholders and assists with the achievement of strategic goals 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/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 Environmental Education, Advocacy, and Operations**

Apart from our legal obligations in relation to pest management and civil defence, Council's involvement in environmental education, land management, and bovine Tb vector control arises because of community support and "custom and practice". Council is keen to promote good environmental outcomes by non-regulatory means where this is cost effective and in those situations where active involvement in work programmes yields community support and participation.

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 Environmental Education, Advocacy, and Operations activity contributes to this well-being of the community, and the sustainable development of the district, by:

- better understanding the state of the environment and pressures on, and risks to, the resource base of the District
- providing expertise to ensure that all tasks are effectively implemented, and
- applying best practice and professional judgement to all investigations and decisions.

The Council carries out this activity 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 the Council is required to have in place a Civil Defence system and implement the regional Pest Management Strategy, there is some discretion over the manner and degree to which the Environmental Education, Advocacy, and Operations functions are delivered. In the past, the rationale for Council's involvement has been influenced by whether:

1. The community has 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 of delivery would be more costly and less effective.
3. The community expects the Council to play a 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
<b>Environmental wellbeing</b>	<ol style="list-style-type: none"> <li>1. Our unique and special natural environment is bountiful, healthy, clean and protected.</li> <li>2. Our built urban and rural environments are functional, pleasant, safe and sustainably managed.</li> <li>3. Our transport and essential services are sufficient, efficient and sustainably managed.</li> </ol>	<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 &amp; Planning</p> <p>Transportation Sanitation, drainage and water supply</p>	<p>Resource Policy Environmental Information Resource Consents and Compliance Environmental Education, Advocacy and Operations Regulatory Services Mapua Rehabilitation Regional Cycling and Walking Strategy.</p> <p>Land Transportation Coastal Structures, Aerodromes Refuse Wastewater Stormwater management Rivers Water Supply</p>
<b>Social and Cultural Wellbeing</b>	<ol style="list-style-type: none"> <li>4. Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs.</li> <li>5. Our community understands regional history, heritage and culture.</li> <li>6. Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services.</li> <li>7. Our participatory community contributes to district-decision making and development.</li> </ol>	<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>
<b>Economic Wellbeing</b>	<ol style="list-style-type: none"> <li>8. Our growing and sustainable economy provides opportunities for us all.</li> </ol>	<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 Environmental Education, Advocacy, and Operations 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.	By managing animal and plant pests, working with landowners and others to protect biodiversity, soil and water sustainability, and encouraging responsible environmental behaviours, we seek to ensure Tasman remains special.
2. Our built urban and rural environments are functional, pleasant, safe and sustainably managed.	By encouraging and working with industries, community groups, and the public we seek to manage risks to, and effects on, Tasman's urban and rural environments.
3. Our transport and essential services are sufficient, efficient and sustainably managed.	By promoting best practice and efficiency measures in the design and use of important utility services
4. Our vibrant community is safe, well, enjoys an excellent quality of life and supports those with special needs.	Our civil defence and emergency management system is designed to promote safety of people and a resilient community.
5. Our community understands regional history, heritage and culture.	By promoting an appreciation of culture and heritage through the annual Environmental Awards and targeted funding to heritage and waimaori projects.
6. Our diverse community enjoys access to a range of spiritual, cultural, social, educational and recreational services.	Participation in headline activities like Sea Week, Environschools, and Ecofest allows different sections of the community to participate, learn and teach each other about matters relating to community well-being.
7. Our participatory community contributes to district-decision making and development.	We encourage people to be involved in making preparations in the event of a civil emergency and work with landowners to take responsibility for their actions that might have negative environmental consequences.
8. Our growing and sustainable economy provides opportunities for us all.	We encourage people to adopt best practice in relation to their use of resources such as land, water, air, and the coast.



## **2. LEVELS OF SERVICE, PERFORMANCE MEASURES, AND RELATIONSHIP TO COMMUNITY OUTCOMES**

### **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 expectations and preferences is based on a variety of consultation activities. These are summarised in Appendix 2 and include:

- Customer surveys
- Public meetings
- Feedback from elected members, advisory groups and working parties
- Analysis of customer service requests and complaints
- Consultation via the LTCCP and Annual Plan processes.

### **2.3 The Activity Goal and Principal Objectives**

#### **2.3.1 Activity Goal**

The Environmental Education, Advocacy, and Operations activity goals are to:

1. See improved practices in the use, development, and protection of the District's resources and to minimise damage to the environment through inappropriate practices or the incidence of pests and other threats to the quality of the environment we enjoy.

2. 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.

### **2.3.2 Principal Objectives**

The principle objectives of the Environmental Education, Advocacy, and Operations activity are to:

- Promote the sustainable management of natural and physical resources and limit the adverse effects of plant and animal pests.
- Encourage sustainable land use and management practices.
- Work with, and disseminate to, the community, information about good environmental practices and behaviours.
- Build a self-reliant community that has reduced vulnerabilities to emergency events and has the ability to respond and recover.

### **2.4 Future Planned Levels of Service, Performance Measures**

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).

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

**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>Our diverse</p>	<p>We will work with resource users, stakeholder groups and the public to promote environmentally responsible behaviour, to encourage soil conservation and riparian planting, to maintain and enhance biodiversity</p> <p>We will contribute the regional share of funding to support the efforts of the Animal Health Board in managing the spread of Bovine Tb in the district</p> <p>We will provide pest management services in Tasman, and under contract to Nelson City, to ensure the incidence of pests does not threaten the economic performance of our productive sector or place at risk the quality of the environment we enjoy</p> <p>We will have in place civil</p>	<p>The level of community support for Council's environmental education projects and events is rated as fairly satisfied or better through community survey</p> <p>That the number of cattle and deer herds infected with bovine Tb or on movement control reduces each successive year.</p> <p>Timely reporting of pest management operations in accordance with requirements of the Biosecurity Act</p> <p>The level of community</p>	<p>72%</p> <p>Number of infected herds is 3 as at 30 June 2008 compared to six in 2007.</p> <p>Annual report prepared November 2008</p>	<p>75%</p> <p>Annual reduction from previous year</p> <p>Annual report</p> <p>75%</p>

<b>Community Outcomes</b>	<b>What we will provide</b>	<b>We will know we are meeting the Level of Service when ...</b>	<b>Current Performance</b>	<b>Future Performance Target</b>
<p>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>	<p>defence and emergency management system that is designed to promote safety of people and a resilient community in the event that emergencies may occur</p>	<p>support for Council's civil defense emergency management system is rated as fairly satisfied or better through community survey</p>	<p>50%</p>	

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

### **3. EXISTING SITUATION DESCRIBED**

#### **3.1 Promotion of Good Practice**

Promotion of Good Practice seeks to encourage good environmental outcomes through education and advocacy and other non-regulatory methods where this is cost effective and in those situations where active involvement in work programmes yields community support and involvement. With the aim to see improved practices in the use, development, and protection of the District's resources and minimise damage to the environment through inappropriate practices or the incidence of pests and other threats to the environment. We seek to identify and promote opportunities for achieving sustainable management of natural and physical resources through implementing Council's Environmental Education Strategy including sector codes of compliance, and education and advocacy for sustainable environmental management practices.

Activities include:

- Promotion of the Ecofest programme that showcases good environmental behaviours and the latest eco-friendly technologies and practices.
- Work in schools and run environmental education programmes to promote best practice behaviour via the Enviroschools programme.
- Run a variety of exercises focusing on soil health, riparian management, and responsible nutrient management.
- Involvement in the waimaori programme to teach water and cultural values.
- Regular promotion and awareness in Council's fortnightly newsletter, Tasman Newslines.
- Promotion of good environmental practice by coordinating the annual TDC Environmental Awards.

#### **3.2 Riparian Land Management**

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

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

Council works with landowners to improve water quality by managing stock access and maintaining vegetation buffers. Stream bank stability can also be improved by planting trees and shrubs, consequently productive land is protected and the amount of sediment and faecal material entering water bodies is reduced. Healthy stream bank vegetation also enhances the aesthetic and amenity values of water bodies.

This activity provides for incentives to be offered to landowners or groups to assist with stream management projects. These incentives are allocated on the basis of the level of public benefit achieved by the works. The public benefit may include:

1. preventing erosion,

2. improving water quality,
3. protecting important habitat.

The Council has a Nursery where plants are grown for use in the riparian land management programme. It is held as a Soil Conservation Reserve under the Soil Conservation and Rivers Control Act 1941, is 2.75 hectares in size, and capital value of \$50,000 (as at 1 September 2005)

### **3.3 Pest Management**

Under the Biosecurity Act 1993, Tasman District Council and Nelson City Council operate a joint Regional Pest Management Strategy (which will be reviewed in 2012). This Strategy covers 55 pests that could adversely affect indigenous biodiversity and the region's primary industries. Under the Strategy, the responsibility for control lies primarily with the land occupier. However acting as the Management Agency on behalf of the two councils, Tasman District Council is responsible for implementing the Strategy, ensuring that land occupiers are aware of their obligations for managing pests on their properties and that they are meeting these obligations.

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

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

Council has a Memorandum of Understanding with the Department of Conservation who will undertake surveillance for pest fish, inspect properties that may have pest fish, undertake operations to control them, and advise the public on identification and methods of control. The Council also works closely with MAF Biosecurity NZ on a range of national pests that has included Varroa, Termites, Didymo, Styela, and Didemnum.

### **3.4 Bovine TB vector Control**

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

Tasman is one of the few regions where the presence of Tb is still a concern. The AHB has foreshadowed a change in its Strategy and this may expose TDC to fluctuating funding requirements.

### 3.5 Civil Defence Emergency Management (CDEM)

Under the Civil Defence Emergency Management (CDEM) Act 2002 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 2005*), which is next due for review in 2010. 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, the District Health Board and lifeline utilities (eg, power, telcos).

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

### 3.6 Mapua Rehabilitation

Since the former Fruitgrowers Chemical Company closed operations in Mapua in 1988 Council has been involved in site clean-up. From 2004 to 2007 the Ministry for the Environment managed the clean up project. The Council had agreed to contribute funds towards the clean-up cost, loan financed at \$2M. In addition to paying off the loan the Council is committed to site monitoring up until 2010. Some of the land may be subdivided and any monies will go towards repaying the loan after remitting \$734,000 to the Crown.

### 3.7 Maintenance and Operating

The operation and maintenance expenditure over the next 10 years is summarised in Figure 1 below and detailed in Appendix 3. Costs are principally labour and contract costs with some material costs associated with the soil conservation nursery. 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**

### **3.8 Operating and Resource Issues**

The most important issues include:

1. Managing workload efficiently to provide timely and high quality advice and service
2. Having in place monitoring systems to track performance and that the activity contributes to achieving community outcomes.
3. Managing on-going exposure to risks
4. Maintaining sufficient capability in-house to cover the wide range of responsibilities facing a unitary authority.

### **3.9 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 such events as fire in buildings. 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 all applications and 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.



Council has an Emergency Procedures Manual which relies on Council staff to respond when called upon.

## **4. FUTURE ISSUES**

### **4.1 Factors Affecting Delivery and Demand for Activity**

Council recognises that future demands on the Environmental Education, Advocacy, and Operations activity will be influenced by:

- Population growth and demographics
- Changes in community expectations
- Industrial demand
- Technological change
- Changes in legislation and planning documents
- Climate Change

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

#### **4.1.1 Population Growth and Demographics**

The scale of population growth anticipated in the District is likely to be reflected in a proportionate increase in activity levels within this function. Council has used a growth model which projects forward expected growth in population and dwellings. The effect of this growth is likely over time to require additional resources to cope with demand for services:

#### **4.1.2 Changes in Community Expectations**

In the 2005 Community Survey there was support for on-going environmental initiatives. In 2008 the question was not specifically asked although responses to the questions associated with recycling and environmental information activity generally shows a growing environmental awareness and a strong desire to maintain and improve the quality of Tasman's environment that we currently enjoy.

#### **4.1.3 Technological Change**

Technology change has the ability to impact on the scope of service and the manner of delivery but there are no predicted technological changes that will have a significant effect on the activity in the medium term.

#### **4.1.4 Changes in Legislation and Planning Documents**

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

#### **4.1.5 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. There is an expectation that Local Government will respond proactively to the consequences of climate change. Government scientists have given a strong and consistent message to the Civil Defence Emergency Management sector that climate change is likely to result in an increase in the frequency, geographical range and intensity of adverse weather events. A study commissioned from NIWA by Tasman District Council confirms there are implications for our own region.

### **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 rules and regulations, no new business costs are expected. The issue of a purpose built emergency management centre has been discussed but no decision has been made about such a commitment.

### **7. FUNDING THE ANNUAL NET COST**

The current funding sources available for Environmental Education, Advocacy, and Operations include:

- general rate
- targeted rate
- grants
- sponsorship
- sales
- sundry income

#### **7.1 Funding Issues**

The Revenue and Financing Policy in the LTCCP holds the planned funding approach to these activities. Generally, the following applies:

##### **7.1.1 Promotion of Good Practice**

Council considers that the community generally benefits from having in place a system for promoting an awareness of environmental issues and responsible behaviour towards the environment. Some non-rate funding for this activity comes from sponsorship and grants. Currently the ratio is a Public 80%, Private 20% split.

### **7.1.2 Riparian Land Mangement**

The public and land owners benefit from Council contributing to sustainable land management practices which reduce erosion risks and improve water quality. The Council's River Rate is applied in part towards works adjoining waterways. Currently the ratio is a Public 50%, Private 50% split.

### **7.1.3 Pest Management**

The public generally benefits from Council undertaking pest management responsibilities with attendant reduction in risks to primary production, biodiversity, and the environment. Recoveries from Nelson City Council for work done in accordance with the Regional Pest Management Strategy are also obtained. Public 70%, Private 30% split.

### **7.1.4 Bovine TB Control**

The Council's contribution to the Animal Health Board Bovine Tb Vector Control programme comes directly from general rate in recognition of the fact that there are economic and ecological benefits to the district from controlling the spread of Tb. Stock owners pay through industry levies and the Government also contributes to the programme costs. Public 100%, Private 0% split.

### **7.1.5 Civil Defence Emergency Management**

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

### **7.1.6 Mapua Rehabilitation**

The public generally has benefited from the removal of this contaminated site legacy. The loan repayment for Council's contribution is being met through a targeted general rate across the District and will be partially offset through land sales, if and when they occur. Currently the ratio is a Public 100%, Private 0% split.

## **8. SIGNIFICANT NEGATIVE EFFECTS**

There are no significant effects from undertaking the activity although some landowners may perceive the cost of plant pest control as significant.

## **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 in this plan. However, these remain

projections, and need to be carefully tracked to ensure that they remain true to what is actually happening.

- 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 to the demands of this activity.
- d) There will be a growing challenge to maintain the volunteer/community involvement in Council's civil defence and environmental education initiatives as volunteerism is in decline.
- e) The importance of public education, its message, delivery and review should never be underestimated.

## 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 Environmental Education, Advocacy, and Operations Activity has not been assessed. Risks are likely to centre on changes in resource availability or quality arising from unforeseen events, loss of knowledge as staff leave, and catastrophic failure of our monitoring systems.

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 the Nelson Tasman Civil Defence Emergency Management Plan 2005, and Council's own Emergency Procedures Manual and Flood Manual.

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 Environmental Education, Advocacy, and Operations 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

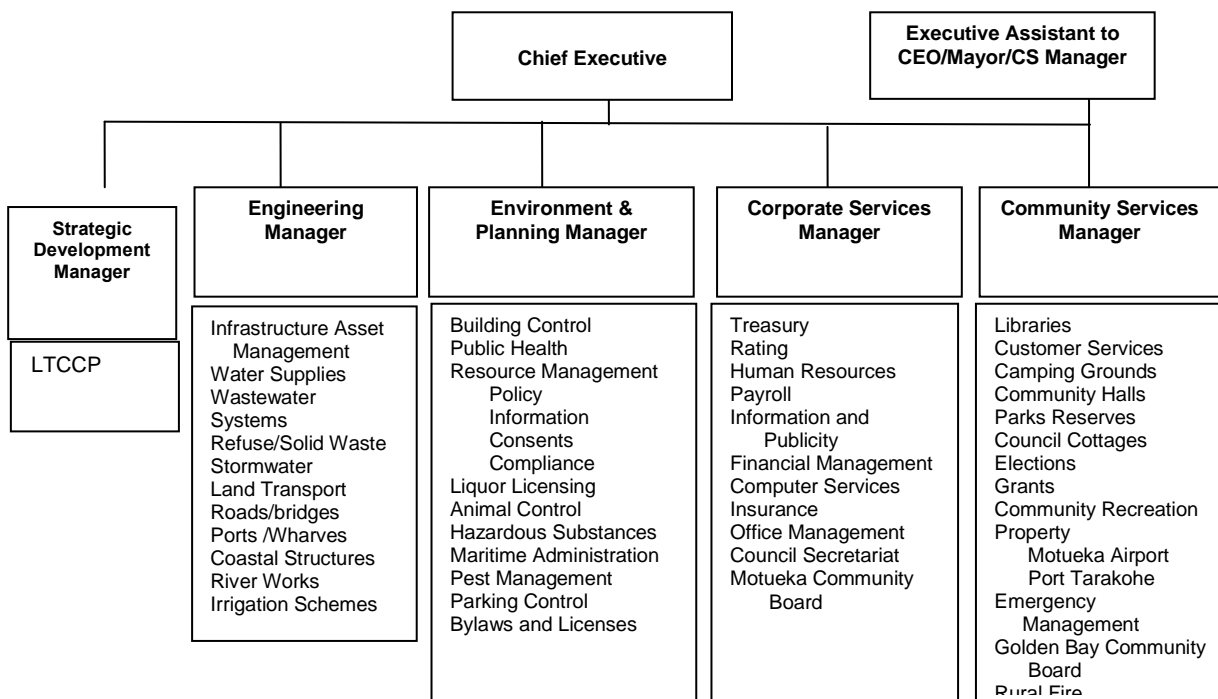
For the purpose of completeness, this Appendix gives a broad overview of the Council's organisational structure and the systems and processes that it uses to manage the activity.

### 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 Environmental Education, Advocacy, and Operations functions.

The Tasman District Council organisational structure is shown in 2. As the chart shows, the Environmental Education, Advocacy, and Operations falls under the Environment & Planning Manager.

Figure 2: 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 Environmental Education, Advocacy, and Operations 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 Environmental Education, Advocacy, and Operations activity.

## **2.4 Delegations and Appointment Register**

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

## APPENDIX 2: STAKEHOLDERS AND CONSULTATION

### 1. Consultation

#### 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 Ltd<sup>1</sup>. These Communitrak<sup>TM</sup> surveys assess the levels of satisfaction with key services. Council at times will undertake focussed surveys to get information on specific subjects.

### 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

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



## APPENDIX 3: 10 YEAR FINANCIAL SUMMARY

## APPENDIX 4: GLOSSARY OF ACTIVITY MANAGEMENT TERMS

<b>Activity</b>	An activity means the good or service provided by Council to achieve a desired outcome. Cf Section 5, LGA
<b>Activity Management Plan</b>	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.
<b>AM Plan</b>	See Activity Management Plan.
<b>Annual Plan</b>	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.
<b>Level of service</b>	The defined service quality for a particular activity (i.e. water) or service area (i.e. Water quality) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
<b>Long Term Council Community Plan</b>	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.
<b>LTCCP</b>	See Long Term Council Community Plan.
<b>LGA</b>	Local Government Act 2002
<b>Objective</b>	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.
<b>Performance Indicator (PI)</b>	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.
<b>Performance Monitoring</b>	Continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.
<b>Risk Management</b>	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.