

# **Tasman District Council**

## **Resource Consents and Compliance Activity Management Plan**

**2009-2019**

## **Table of Contents**

<b>1. INTRODUCTION .....</b>	<b>4</b>
1.1 The Resource Consents and Compliance Activity Management Plan: What is it and why is it produced? .....	4
1.2 Rationale For The Council’s Involvement in Resource Consents and Compliance .....	4
1.3 Council’s Principal Objectives .....	5
1.4 Community Outcomes.....	6
<b>2. LEVELS OF SERVICE, PERFORMANCE MEASURES, AND RELATIONSHIP TO COMMUNITY OUTCOMES .....</b>	<b>10</b>
2.1 Introduction .....	10
2.2 Customer Research and Expectations .....	10
2.3 The Activity Goal and Principal Objectives .....	10
2.4 Future Planned Levels of Service, Performance Measures, and Linkage with .....	11
<b>3. EXISTING SITUATION DESCRIBED .....</b>	<b>12</b>
3.2 Compliance .....	13
3.5 Maintenance and Operating.....	13
3.6 Operating and Resource Issues .....	14
3.7 Business Continuity / Emergency Management .....	14
<b>4. FUTURE ISSUES .....</b>	<b>15</b>
4.1 Factors Affecting Delivery and Demand for Activity.....	15
4.1.1 Population Growth.....	15
4.1.2 Trends in Community Expectations .....	15
4.1.3 Technological Change .....	15
4.1.4 Changes in Legislation and planning documents .....	15
<b>5. RENEWALS CAPITAL EXPENDITURE AND DEPRECIATION.....</b>	<b>16</b>
<b>6. FUTURE PROGRAMME .....</b>	<b>16</b>
<b>7. FUNDING THE ANNUAL NET COST.....</b>	<b>16</b>
7.1 Funding Issues.....	16
7.2 Schedule of Fees and Charges .....	16
<b>8. SIGNIFICANT NEGATIVE EFFECTS.....</b>	<b>16</b>
<b>9. SIGNIFICANT FORECASTING ASSUMPTIONS, UNCERTAINTIES, AND RISK MANAGEMENT.....</b>	<b>17</b>
9.1 Assumptions and Uncertainties .....	17
9.2 Risk Management .....	17
<b>10. PLAN REVIEW .....</b>	<b>18</b>
<b>11. CONCLUSION.....</b>	<b>18</b>
<b>APPENDIX 1: AN OVERVIEW OF THE COUNCIL’S ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESSES .....</b>	<b>19</b>
1. Organisational Structure .....	19

1.2	Management Practices, Data Systems and Decision-Making Processes .....	20
1.2.1	<b>Accounting / Financial Systems</b> .....	20
1.2.2	<b>Information Management Systems</b> .....	20
1.2.3	<b>Geographical Information System</b> .....	20
1.2.4	<b>Delegations and Appointment Register</b> .....	20

**APPENDIX 2: STAKEHOLDERS AND CONSULTATION.....21**

1.	Consultation .....	21
1.1	Purpose of Consultation and Types of Consultation.....	21
1.2	Stakeholders .....	21

**APPENDIX 3: GLOSSARY OF ACTIVITY MANAGEMENT TERMS .....22**

**List of Tables**

Table 1: The Four Wellbeings, Community Outcomes, Council Objectives, Group and Activities .....	7
Table 2: Community Outcomes to which the Activity primarily contributes.....	9
Table 3: Performance Measures .....	11

**List of Figures**

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## **1. INTRODUCTION**

### **1.1 The Resource Consents and Compliance Activity Management Plan: What is it and why is it produced?**

The Resource Consents and Compliance 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 AMG is to outline and to summarise in one place, the Council's strategic and management long-term approach for the assessment and processing of resource consent applications and related compliance monitoring and enforcement.

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 AMP 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 Consents and Compliance**

The Council is required by the Resource Management Act and the Tasman Resource Management Plan (TRMP) to assess and process resource consent applications associated with the development and use of land (including land subdivision), as well as air, water, or coastal resources. The Council also has a legal duty to enforce observance of TRMP rules and conditions of resource consents and is expected to respond to nuisance complaints in order to sustainably manage the environment of Tasman district and the consequences of human activity on this environment.

The TRMP is the main environmental planning document used by the Council. It currently comprises land, coastal, water, and discharge chapters. Work on the rivers and lakes part is currently under development and it is anticipated that this chapter 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 TRMP is to assist the 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 TRMP contains rules pertaining to the use of land and resources and these, along with the provisions of the RMA, dictate whether a resource consent is required or whether

the proposed activity is permitted (i.e. can be done “as of right”). In issuing resource consents the Council needs to be sure that the activity achieves the purpose of the RMA, which is to promote the sustainable management of natural and physical resources.

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 Consents and Compliance 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 implemented; and
- applying fairness and sound judgement to all decisions.

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

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

While the Council does not have a choice about providing the Resource Consents and Compliance activity, there is some discretion over the manner and degree to which the functions are delivered. In the past, the rationale for the Council’s involvement has been influenced by whether:

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; and
3. The community expects the Council to play a role in the provision of the service.

### 1.3 The 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 wellbeings and the 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 Resource 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</p>	<p>Council Enterprises.</p>	<p>Forestry Property Council controlled organisations.</p>

		District.		
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The way in which the Resource Consents and Compliance 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.	The consent process seeks to ensure that the development and use of the environment promotes sustainable management of natural and physical resources. Where necessary, conditions can be imposed (and monitored) that regulate activities which overtime would degrade the environment or place resources under pressure.
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 negatively impact on citizens' lives. Through ensuring resources are well managed and adverse effects of resource use properly considered, 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 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 can identify and protect heritage values of significance to the district, 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 consent process under the Resource Management. This can be either by way of consultation by resource consent applicants or full public notification of applications whereby the public have the opportunity to lodge submissions and appear in front of hearings committees.
8. Our growing and sustainable economy provides opportunities for us all.	Resource consents can facilitate economic development opportunities and compliance

monitoring can ensure fair and equal opportunities for all.

## **2. LEVELS OF SERVICE AND 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; and
- 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. The Council needs to aim to understand and meet the needs and expectations of the community;
2. The Council must meet its statutory obligations as outlined in Section 1.2;
3. The services must be operated within the Council's policies and objectives as outlined in Section 1.3; and
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 Resource Consents and Compliance activity goal is to manage the statutory processes involved in a way that is fair, lawful, timely, efficient and provides a sound

planning framework which promotes the sustainable management of the district’s natural and physical resources and which meets the expected environmental outcomes identified in policy statements and plans.

### 2.3.2 Principal Objectives

The principle objectives of the Resource Consents and Compliance activity are to:

- Promote the sustainable management of natural and physical resources;
- Provide professional, accurate, helpful, and timely advice to customers on development opportunities and restrictions; and
- Act fairly, efficiently, and consistently in processing resource consent applications and in monitoring and enforcing compliance.

### 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 possible changes to the TRMP. As the Council introduces changes to the TRMP there will be consequential impacts on consent processing and compliance activity.

No significant change in direction is anticipated other than building the internal capacity of staff to undertake the work rather than using consultants (except where appropriate). There will also be an opportunity to build the capacity of Maori to be involved in the planning processes.

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

**Table 3: Performance Measures**

<b>We will know we are meeting the Level of Service when ...</b>	<b>Current Performance Target</b>	<b>Forecast Performance Target</b>
The level of community support for Council’s resource management consent and compliance work is rated as fairly satisfied or better through community survey	40%	75%
Consent applications are processed within statutory timeframes (where they exist)	90%	100%

Quarterly status reports detailing work on processing consents and compliance effort will continue to be provided to the Environment & Planning Committee. Annual compliance reports on Dairy Farm Monitoring and Water Permit Meter Monitoring will also continue to be provided and from time to time other reports provided on specific activity types (e.g. marine farming). Summary information on consent numbers and complaints received are also reported in the Annual Report.

### 3. EXISTING SITUATION DESCRIBED

#### 3.1 Resource Consents

During the 2007-2008 financial year, 213 notified (public and limited notified) resource consents, and 922 non-notified resource consents were issued by the Council. The number of resource consent applications received and processed per annum appears to be remaining relatively steady (in the order of 900-1,200 applications). The following table presents a summary of the type of consents which are processed and the main risks that the Council is managing when considering applications.

Consent Type	Main risks being managed
Subdivision	<ul style="list-style-type: none"> <li>• Fragmentation of land, loss of productive potential</li> <li>• Cross boundary effects</li> <li>• Density and form of built development, amenity</li> <li>• Adverse effects on coastal character and public access to the coast</li> <li>• Natural hazards</li> <li>• Traffic safety</li> </ul>
Land Use (Section 9 RMA)	<ul style="list-style-type: none"> <li>• Loss of productive potential of rural land</li> <li>• Cross boundary effects</li> <li>• Density and form of built development, amenity</li> <li>• Adverse effects on coastal character</li> <li>• Increased stormwater runoff</li> <li>• Natural hazards</li> <li>• Hazardous substances</li> <li>• Effects on cultural heritage</li> <li>• Sedimentation (from earthworks)</li> <li>• Traffic safety</li> </ul>
Land Use (Section 13 RMA)	<ul style="list-style-type: none"> <li>• Ecosystems</li> <li>• Natural hazards</li> </ul>
Discharge Permit	<ul style="list-style-type: none"> <li>• Water quality</li> <li>• Air quality</li> <li>• Soil quality</li> <li>• Ecosystems</li> <li>• Human health</li> </ul>
Water Permit	<ul style="list-style-type: none"> <li>• Sustainable water management</li> <li>• Equitable allocation</li> <li>• Inefficient water use</li> <li>• Flooding</li> </ul>
Coastal Permit	<ul style="list-style-type: none"> <li>• Public safety</li> <li>• Marine ecosystems</li> <li>• Amenity</li> <li>• Management of public space</li> </ul>

Each year a number of resource consent decisions are appealed to the Environment Court, the costs of which are unable to be recovered directly. The numbers of decisions under appeal has declined slightly in recent times but just one High Court action can add considerable pressure to the budget, not to mention workload.

Provision of advice to the public about development and resource use opportunities continues to consume a high proportion of staff time and a duty planner system operates at the Council's main office in Richmond and Motueka and Takaka service centres.

### **3.2 Compliance**

Compliance monitoring is carried out to ensure the permitted activity rules in the TRMP and conditions of resource consents are correctly implemented. It is a regulatory activity and is underpinned by the enforcement provisions of the RMA. Unless the Council can be satisfied that its rules as set out in plans and conditions of consent are correctly implemented and enforced, it will not know whether the outcomes for the environment are being achieved. Council has a Compliance Monitoring Strategy and an Enforcement Protocol to support this sub-activity.

The Council receives and responds to around 1600 environmental and nuisance complaints annually. Every effort is made to try and resolve these to the satisfaction of all involved but this is not any easy task. The number of reported complaints has been trending upwards in recent years reflecting various changes in the district.

Council has around 20 specific monitoring programmes such as; ground water metering, domestic wastewater discharges, hazardous facilities, and dairy farm effluent monitoring, which are systematically monitored and reported on. Each year Council reviews its compliance monitoring programme for relevancy and effectiveness. All subdivision consents must be signed off to Council's satisfaction prior to issue of title.

Each year Council is required to undertake a range of enforcement actions as a result of detected breaches of rules and resource consents either through monitoring or as a result of complaints. Enforcement response can vary depending on a range of factors and may take the form of written warnings through to prosecution for significant offences. Council reports all enforcement actions it takes during the year in its annual reporting.

### **3.5 Maintenance and Operating**

The operation and maintenance expenditure over the next 10 years is detailed in Figure 1 below. Costs are principally labour, legal, and contract costs associated with what is essentially a regulatory 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. Having in place monitoring systems to track performance and that the activity contributes to achieving community outcomes.
3. Managing on-going exposure to litigation risk.
4. Maintaining sufficient capability in-house to cover the wide range of resource management responsibilities facing a unitary authority.
5. Being responsive to government initiated changes to the legislation.

### **3.7 Business Continuity / Emergency Management**

The activity has no formal Business Continuity Plan. Staff are located at Richmond, Motueka and Takaka service centres. 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. The 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..."

The 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. There is some risk

associated with hard copy files being worked on by staff that are kept at their work stations. Some files are electronically scanned but this is an on-going project. The 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 in its current mode of operation as staff would be involved in responding to the event.

The Council maintains a Pollution Response capability which includes equipment and materials to assist with initial response to such events.

## **4. FUTURE ISSUES**

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

The Council recognises that future demands for Resource Consents and Compliance will be influenced by:

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

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

#### **4.1.1 Population Growth**

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

#### **4.1.2 Trends in Community Expectations**

In the 2005 Community surveys there has been no indication by the Community for a change in the Council's role in the Resource Consents and Compliance Activity.

#### **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 Resource Consents and Compliance Activity policies may be driven from a number of directions. They could be internally driven through Council initiated changes to planning documents or externally by other organisations such as the



Government. The Council will continue to monitor these factors when reviewing and developing forecasts and strategies.

## **5. RENEWALS CAPITAL EXPENDITURE AND DEPRECIATION**

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

## **6. FUTURE PROGRAMME**

Unless the Government or the Council introduce new rules and regulations, no new business costs are expected except those likely to arise as a result in increased activity levels.

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

The current funding sources available for Resource Consents and Compliance include:

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

### **7.1 Funding Issues**

The Council considers that the administration of resource consents primarily benefits the person who will obtain the consent. The costs of processing resource consent applications are therefore met, in part, by applicants. The non-chargeable activities such as responding to public enquiries, the cost of defending appeals, and general administration are funded by the General Rate. Currently the funding ratio is a Public 40%, Private 60% split

In relation to compliance activities, the cost of monitoring consents is partially recovered from consent holders through section 36 RMA charges. Some income is secured through recoveries, fines, and sales (of uncollected, impounded equipment. However, the Council does not budget for income from penalties as it creates perverse incentives. While consent monitoring programmes have a target of 100% recovery through fees and charges e.g. water metering database, dairy consent monitoring, generally the public and future residents are the beneficiaries of the surveillance and monitoring associated with the compliance sub-activity. Currently the funding ratio is a Public 65%, Private 35% 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 negative effects from the activity unless adverse media coverage about the Council's planning, or delays in responding, are regarded as



being representative of a negative effect. In such cases the Council will manage this prospect by properly justifying decisions and securing additional resources to comply with statutory deadlines.

## **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 AMP. 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.

### **9.2 Risk Management**

An Integrated Risk Management Assessment programme has been introduced into the Council and will continue to be developed and improved. As yet the Resource Consents and Compliance Activity have not been assessed. Risks are likely to centre on litigation risks associated with challenges to the Council's decision-making or if "damage" arises because of a Council decision (or advice) or inaction or loss of knowledge as staff leave.

The 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
- The Council's main professional services consultant (MWH) operates under a Quality Assurance manual and has ISO 9001 and ISO 14001 certification
- The Council and its agents have Health and Safety Plans in place.
- There are a number of Emergency Procedures response manuals in place including the 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 Consents and Compliance 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

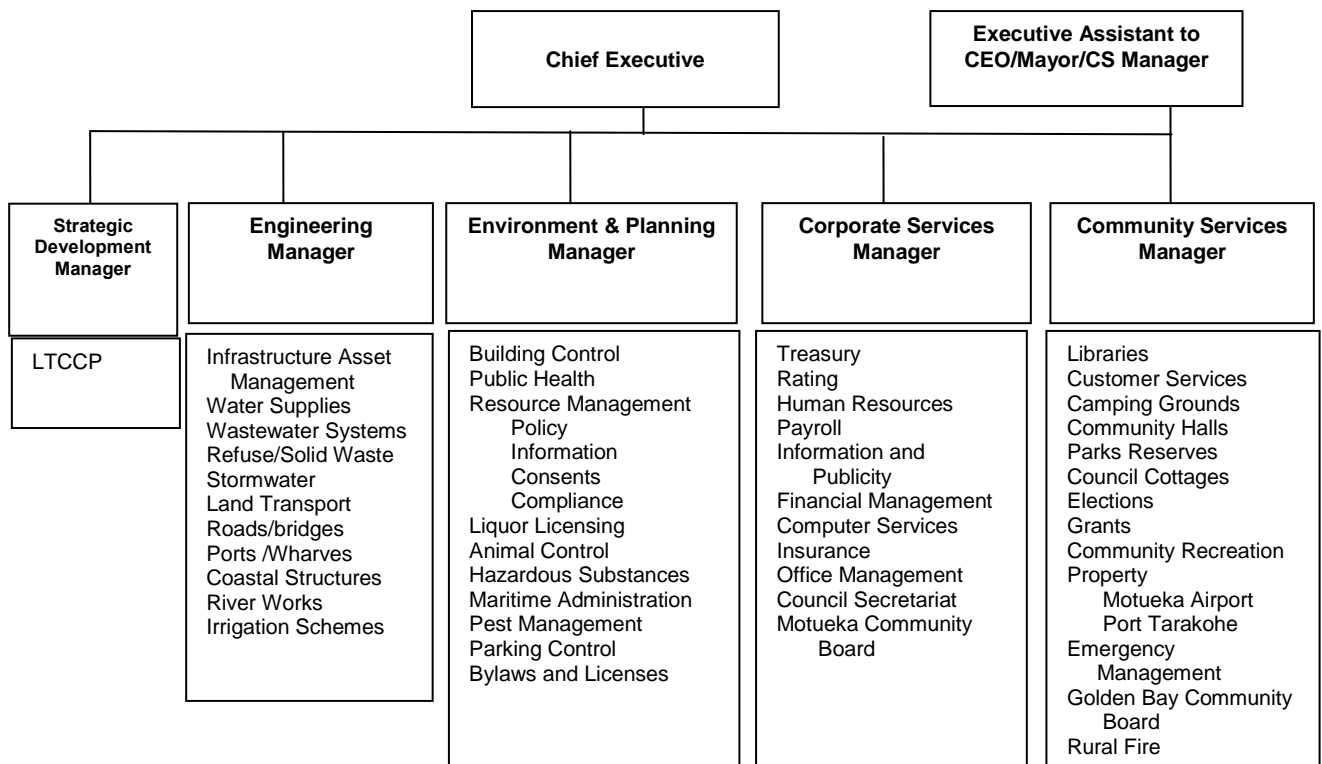
For the purpose of completeness, this Appendix gives a broad overview of the Council’s organisational structure and the systems and processes that it uses to manage the whole aerodromes activity.

### 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 Consents and Compliance functions.

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

Figure 2: Tasman District Council Organisation Structure



## **1.2 Management Practices, Data Systems and Decision-Making Processes**

### **1.2.1 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.

### **1.2.2 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 Consents and Compliance 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.

### **1.2.3 Geographical Information System**

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

### **1.2.4 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**

#### **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 Ltd<sup>1</sup>. These Communitrak™ surveys assess the levels of satisfaction with key services. Council at times will undertake focussed 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 assets. 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™: Public Perceptions and Interpretations of Council Services / Facilities and Representation, NRB Ltd October 2005.

## APPENDIX 3: 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>AMP or 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.