

Notice is given that Council Workshop will be held on:

**Date:** Wednesday 29 April 2026  
**Time:** 10:00 am - LTP Resource Mgmt Reform &  
**Meeting Room:** Regional Spatial Planning & Asset Mgmt  
**Venue:** Policy  
Tasman Council Chamber  
189 Queen Street, Richmond

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## Workshop

### WORKSHOP PROGRAMME

**The public is welcome to attend and observe open workshops**

Workshops are not meetings and **cannot be used to either make decisions or come to agreements** that are then confirmed without the opportunity for meaningful debate at a formal meeting. An outcome of a workshop is likely to be a report to Council or a committee.

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#### ATTENDEES

<b>Chairperson</b>	Mayor T King	
<b>Deputy Chairperson</b>	Deputy Mayor B Maru	
<b>Members</b>	Cr C Butler	Cr D McNamara
	Cr J Ellis	Cr P Morgan
	Cr K Ferneyhough	Cr K Maling
	Cr M Greening	Cr T Neubauer
	Cr J Gully	Cr T Walker
	Cr M Hume	Cr D Woods
	Cr M Kininmonth	

No quorum for workshops

Contact Telephone: 03 543 8400  
Email: [tdc.governance@tasman.govt.nz](mailto:tdc.governance@tasman.govt.nz)  
Website: [www.tasman.govt.nz](http://www.tasman.govt.nz)

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## **PROGRAMME**

- 1 WELCOME**
- 2 APOLOGIES**
- 3 WORKSHOP MATERIAL**
  - 3.1 Asset Management Policy Review ..... 4
  - 3.2 Resource Management Reform and Regional Spatial Planning ..... 21

### 3 WORKSHOP MATERIAL

#### 3.1 ASSET MANAGEMENT POLICY REVIEW

<b>Report To:</b>	Workshop
<b>Meeting Date:</b>	29 April 2026
<b>Report Author:</b>	Michael Goldingham, Team Leader – Infrastructure Planning
<b>Report Authorisers:</b>	Dwayne Fletcher, Strategic Planning & Enterprise Manager; Sue McLean, Kaiwhakahaere ā Rōpū – Te Pae Rautaki Ahumoni   Group Manager - Strategy & Finance
<b>Report Number:</b>	RCW26-04-7

#### 1. Workshop

<b>Workshop Organiser:</b>	Michael Goldingham
<b>Workshop Topic:</b>	Asset Management Policy - Review
<b>Workshop Objective:</b>	Seek feedback from Elected Members on the 2026 Asset Management Policy





#### 2. Workshop Material

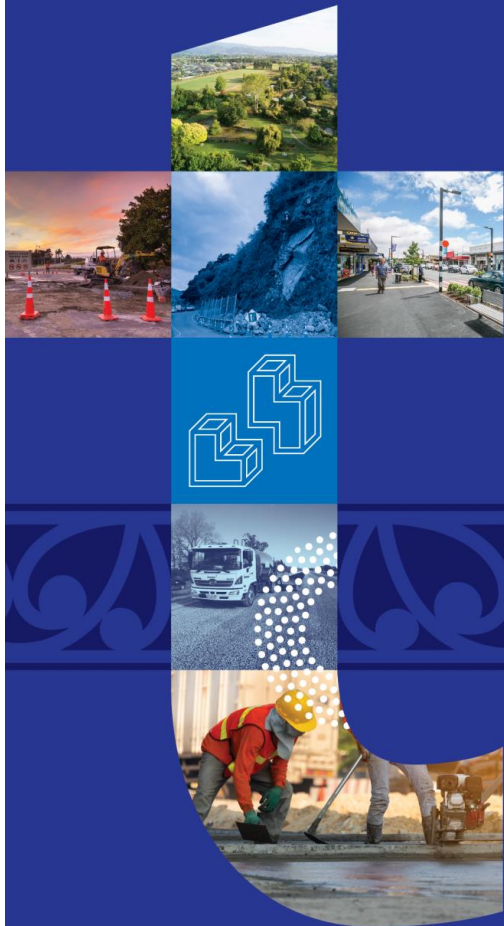
This workshop will:

- Discuss and review the purpose of the Asset Management Policy (AM Policy)
- Discuss and review the scope, objective, principles, objectives, roles & responsibilities of asset management planning
- Discuss and review the levels of asset management maturity set in the AMP Policy

Workshop material is attached.

#### 3. Attachments / Tuhinga tāpiri

1.  	Asset Management Policy 2026 - Workshop Presentation	5
2.  	Asset Management Policy 2026	17



# Asset Management Policy

April 2026



# Purpose of today

## ACTIVITY

To provide insight into the asset management system and seek feedback on the Asset Management Policy for adoption in May 2026

## OUTCOMES

Elected members will have an understanding of:

- What is an Asset Management(AM) Policy
- Why we have one.
- Where it fits in the bigger picture
- A bit on Asset Management Maturity
- What is included (Feedback throughout)

# The Asset Management System

Working on the business, not in it...

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# What is an Asset Management Policy

## THE POLICY

Establishes the principles, requirements, and responsibilities for asset management

Provides the framework within which the Strategic Asset Management Plan and Asset Management Plans are developed and implemented

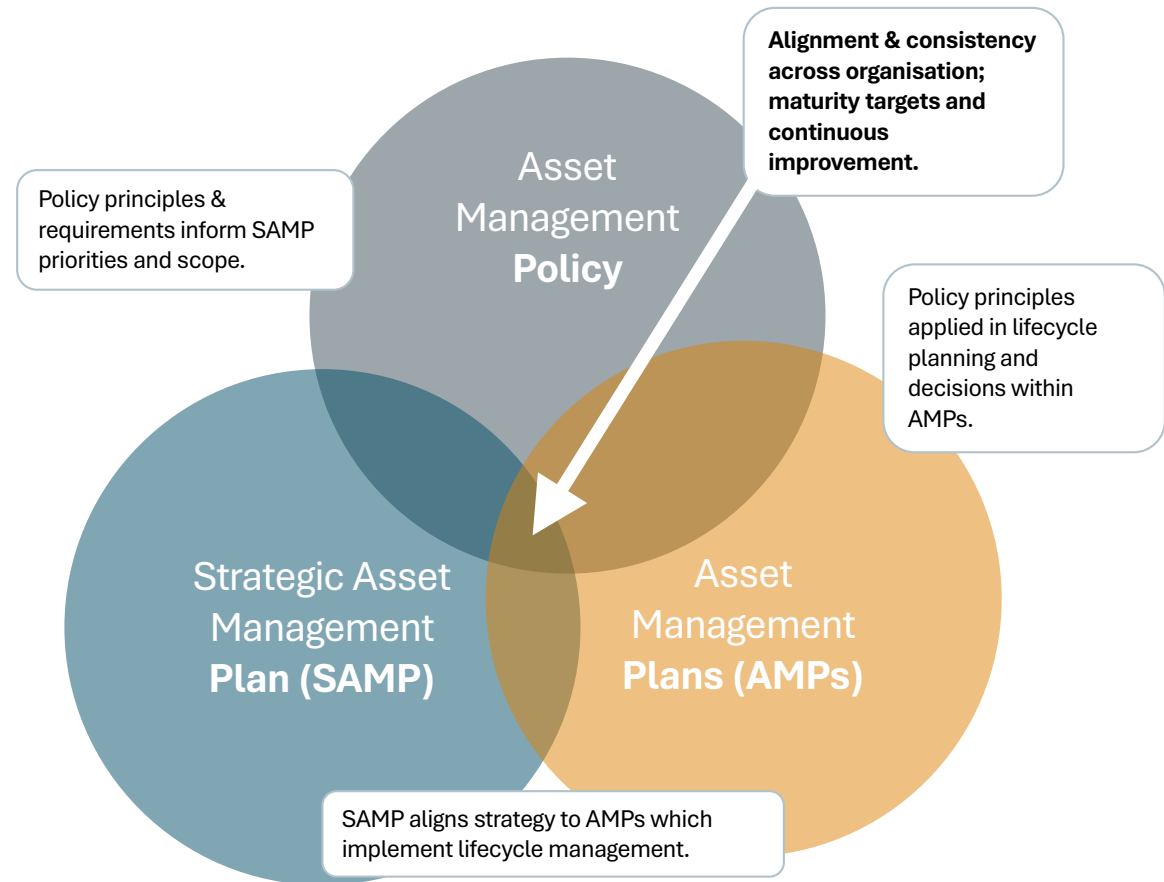
Does this by confirming appropriate levels of Asset Maturity

# \$2.2b

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# Why we have a Policy



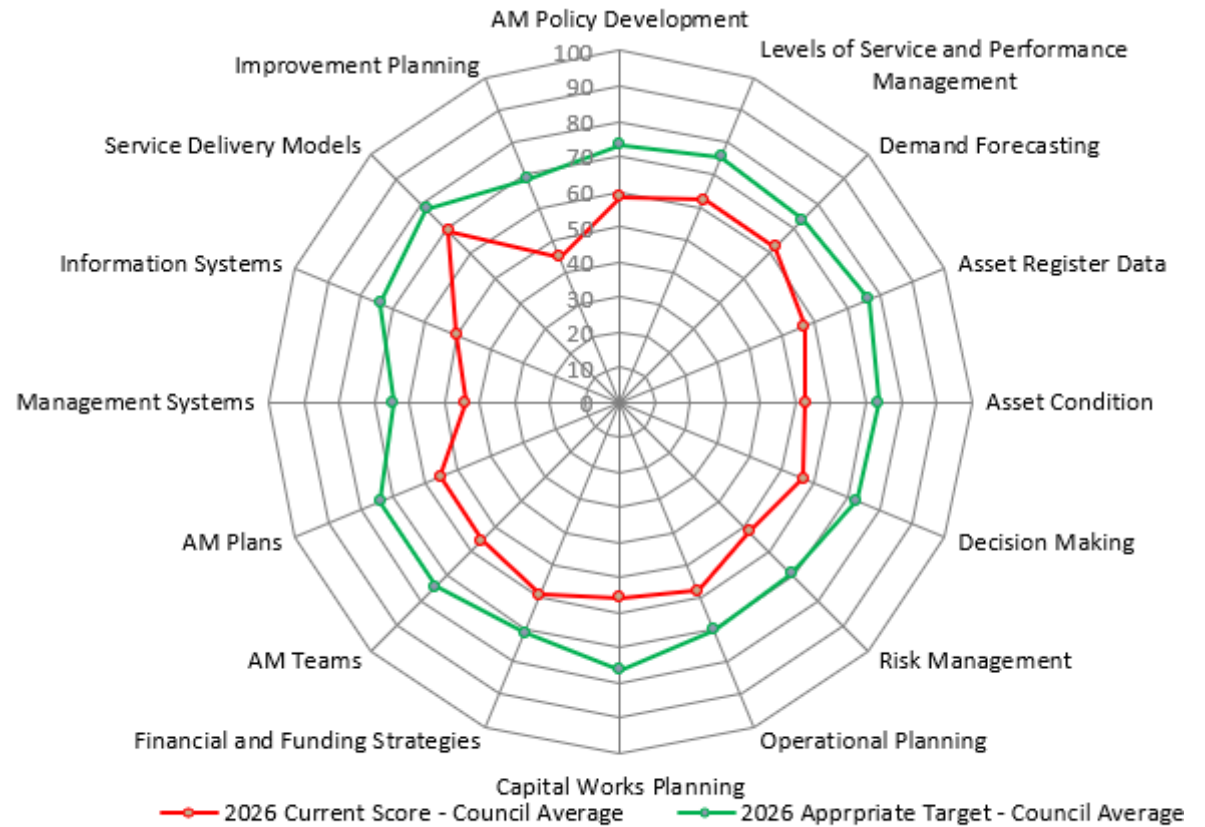
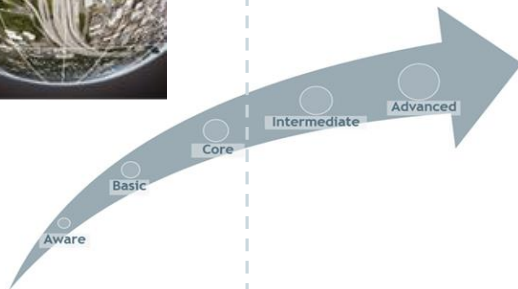
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Where it fits



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# Asset Management Maturity



**Collective Council Maturity (by Asset Management Practice)** 7

# Asset Management Maturity

## WHAT DOES IT GIVE YOU WHEN AN ASSESSMENT OF MATURITY IS DONE?

**Desired state**  
(that aligns with organisational goals and objectives)



**Actual state**  
(Self assessed or independently assessed)



**Gap for improvement**  
Resources and capacity required to lift AM practices to desired level

## What options or choices do we have?

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But what  
does it  
mean?



**INVESTMENT**



**VALUE**

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# The Review

## APPROACH

- Carried out internally
- Essentially a light review based on 2023 policy
- Maturity assessment carried out internally

# Key Changes

Change	Why	Implication
<b>Added Water Services back in</b>	It was taken out last time (due to timing of previous Governments water reforms.	Puts water services back under the umbrella of Council activities
<b>Tweak to roles and responsibilities</b>	To better reflect governance role of Elected Members. To not formally adopt the Asset Management Plans where there is no legislative requirement.	Less bureaucracy and better reflection of roles
<b>Reduction in the number of Principles</b>	Roll them up to be under more easily understood key principles	Improvement in clarity and reduction of repetition
<b>Change to the Appropriate Maturity Levels</b>	The assessment of appropriate maturity resulted in some activities moving from 'Core' to 'Intermediate' mainly due to what is deemed appropriate to manage our assets lifting and the appetite of risk on the Council being reduced.	An improvement in AM practice may require additional resources over time which would result in a reduction in risk for Council and a lift in the performance of the organisation. It is noted that overall current asset management practices have declined since the last assessment six years ago.

? Pātai ?

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## Asset Management Policy

### ORGANISATIONAL POLICY

#### POLICY REFERENCES

- Sponsor: Dwayne Fletcher
- Effective date: 1 June 2026
- Internal review due: June 2029 (once every three years)
- Approved by Council:

#### Background

The Council has an obligation to deliver its services by implementing cost-effective and efficient management of its infrastructural assets. It is a requirement of The Local Government Act 2002 (and Local Government (Water Services) Act 2025 for Water Services) that Councils provide for prudent and long-term stewardship of community resources. Our infrastructure asset management planning processes are fundamental in how we give effect to this requirement.

#### Asset Management Purpose

Infrastructure Asset Management is the coordinated management of infrastructure assets across their lifecycle to deliver agreed levels of service to current and future customers in the most cost-effective way, by prioritising the lowest long-term environmental, social, cultural and economic cost rather than short-term savings when making decisions.

#### Policy Purpose

The purpose of this policy is to confirm the objectives and responsibilities of infrastructure asset management to appropriate levels of maturity. It forms a statement of high-level commitment to the asset management principles by which the organisation will operate.

#### Scope

This policy applies to Council's management and delivery of services associated with the following activities:

- Transportation
- Flood Protection and River Control Works
- Waste management and minimisation
- Coastal Structures
- Reserves & Community Facilities (including Richmond Aquatic Centre)
- Greenspace

- Council Enterprises
- Property
- Water Supply
- Wastewater
- Stormwater

### Definitions

- **Asset Management:** the coordinated and systematic activities through which a Council manages its assets to support the delivery of agreed levels of service in the most cost-effective manner for present and future customers
- **Asset Management Plan (AMP):** a plan developed for the cost-effective management of one or more services that sets out how assets will be managed over their lifecycle to deliver agreed levels of service, informed by adopted strategies and delivery plans
- **Strategic Asset Management Plan (SAMP):** a long-term, organisation-wide plan that establishes how asset management will support Council's strategic objectives, service outcomes, and statutory strategies, including the Water Services.
- **Investment and Delivery Plan (I&DP) (Water Services Activities only):** A plan that gives effect to adopted strategies and asset management plans by defining prioritised programmes of work, timing, and funding required to deliver agreed levels of service.

### Policy Statement

The Council will manage its infrastructure assets to deliver services in an effective, cost efficient, sustainable, well planned and co-ordinated manner to provide agreed service levels. The Council will use asset planning documents as the primary means to fulfil its statutory obligations for compliance with the Local Government Act 2002, Local Government (Water Services) Act 2025 and Commerce Commission Information Disclosure (for Water Services) where required.

Asset planning documents in this context are a SAMP, AMPs, and I&DPs. Non-water services activities that are infrastructure based, will require AMPs as a minimum and the three waters services activities will require all of these documents to meet statutory requirements.

### Objectives of Infrastructure Asset Management Planning

1. Provide for a consistent and systematic approach to infrastructure asset management planning to ensure its practices reflect the Council's strategic direction and Government requirements.
2. Demonstrate to the community that the Council recognises the critical importance of managing its infrastructure assets and activities in an effective and sustainable manner to deliver agreed levels of service to current and future generations.
3. Confirm a coordinated asset planning process for each significant activity area that links specific levels of service with desired improvement priorities and strategies.
4. Ensure the Council's service delivery is optimised to provide core services at an appropriate and affordable level in the present and for the future.

### Principles

The Council will adhere to the following principles in its infrastructure asset management planning:

1. Service-driven asset management; Infrastructure assets will be managed to deliver agreed levels of service to the community, with service outcomes forming the basis for asset management planning and decision making.
2. Fit-for-purpose asset planning; Asset planning documents will be developed at a level appropriate to the scale, complexity and risk of each activity, and will guide the day-to-day management of assets and services.
3. Integrated planning and decision-making; Asset management will be integrated with corporate, financial, and business planning, with key information reflected in the Long Term Plan, Water Services Strategy, and other Council strategies.
4. Sustainable and lifecycle-based management; Assets will be managed using a lifecycle approach that considers long-term costs, demand, environmental sustainability, and the impacts of climate change to meet the needs of current and future generations.
5. Evidence-based and risk-informed management; Council will maintain reliable asset information and use appropriate analytical tools to support informed decision-making, manage risks (including public safety), and optimise investment in maintenance, renewal and new assets.
6. Collaboration and community partnership; Asset management planning will involve effective engagement with the community, iwi partners and incorporate the values of the Together Te Taihū Partnership Agreement, and support collaboration with neighbouring councils and partner agencies.

### Roles & Responsibilities

Councillors and staff are the stewards of the Council's assets and services on behalf of the community.

Councillors have a responsibility to:	Council staff have a responsibility to:
<ul style="list-style-type: none"> <li>• Ensure the Council meets its statutory and legal obligations.</li> <li>• Represent the interests of ratepayers as asset owners and the community, including residents and visitors, as customers of Council services.</li> <li>• Determine the levels of service to be delivered to the community.</li> <li>• Monitor the organisation's delivery of agreed levels of service to ensure they are cost-effective and sustainable for current and future generations.</li> <li>• Monitor delivery of services to ensure alignment with Council priorities as set out in the Long Term Plan, Infrastructure Strategy, Financial Strategy and Water Services Strategy.</li> <li>• Approve sufficient funding to deliver agreed levels of service, while recognising the risks associated with insufficient investment in asset management.</li> <li>• Approve asset planning documents where required by legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure legal &amp; regulatory obligations are met.</li> <li>• Provide technical and professional advice to the Councillors to enable well informed decisions to be made for the management of assets/activities.</li> <li>• Effectively manage and maintain assets to deliver agreed levels of service in accordance with the guidance provided in asset planning documents.</li> <li>• Ensure practical systems are in place to collect data necessary to inform future planning.</li> <li>• Prepare the asset planning documents for the Council's approval where required</li> </ul>

### Level of Asset Management

The Council has undertaken an internal asset management maturity assessment of the level of asset management (aware, basic, core, intermediate or advanced) in accordance with the Asset Management Maturity Framework guidelines provided in the *International Infrastructure Management Manual 2015, Section 4.2*. It has been based on the previous assessment that was completed in 2020.

The table below sets out the level of asset planning considered appropriate for each Council activity.

Asset Management Activity	Maturity Level	Additional Practice Comment
Transportation, Roads and Footpaths	Intermediate	Advanced practice identified for Demand Forecasting, Asset Register Data and Asset Condition
Waste Management and Minimisation	Core	Intermediate practice identified for Asset Register Data
Flood Protection and River Control Management	Core	
Coastal Structures	Core	
Reserves & Community Facilities	Intermediate	Advanced practice identified for Service Delivery Models for Reserves
Property	Intermediate	
Council Enterprises	Intermediate	
Water Supply	Intermediate	Advanced practice identified for Demand forecasting, Capital Works Planning, Asset Register Data, Decision Making
Wastewater	Intermediate	Advanced practice identified for Demand forecasting, Capital Works Planning, Asset Register Data, Decision Making
Stormwater	Intermediate	Advanced practice identified for Demand forecasting, Capital Works Planning, Asset Register Data, Decision Making

### Policy Review

This Asset Management Policy will be implemented in conjunction with the 2027 asset planning documents and 2027 Long Term Plan. The next full review of this Asset Management Policy shall be completed in June 2029 prior to completing asset planning document updates to support the 2030 Long Term Plan and 2030 Water Services Strategy.

### 3.2 RESOURCE MANAGEMENT REFORM AND REGIONAL SPATIAL PLANNING

<b>Report To:</b>	Workshop
<b>Meeting Date:</b>	29 April 2026
<b>Report Author:</b>	Barry Johnson, Environmental Policy Manager
<b>Report Authorisers:</b>	Sue McLean, Kaiwhakahaere ā Rōpū – Te Pae Rautaki Ahumoni   Group Manager - Strategy & Finance
<b>Report Number:</b>	RCW26-04-8





#### 1. Workshop

<b>Workshop Organiser:</b>	Barry Johnson
<b>Workshop Topic:</b>	Resource management reform and regional spatial planning
<b>Workshop Objective:</b>	Provide an introduction to the implications of resource management reform and seek initial direction on regional spatial planning

#### 2. Workshop Material

Workshop material is attached.

#### 3. Attachments / Tuhinga tāpiri

1.  	Spatial planning requirements in Planning Bill	22
2.  	20260429 RM Reform and RSP Introduction	43



# Introduction to Resource Management Reform, & Regional Spatial Planning

April 2026

# Agenda | purpose

**Part 1:** *provide an overview of the current resource management reforms, implications and challenges for Tasman*

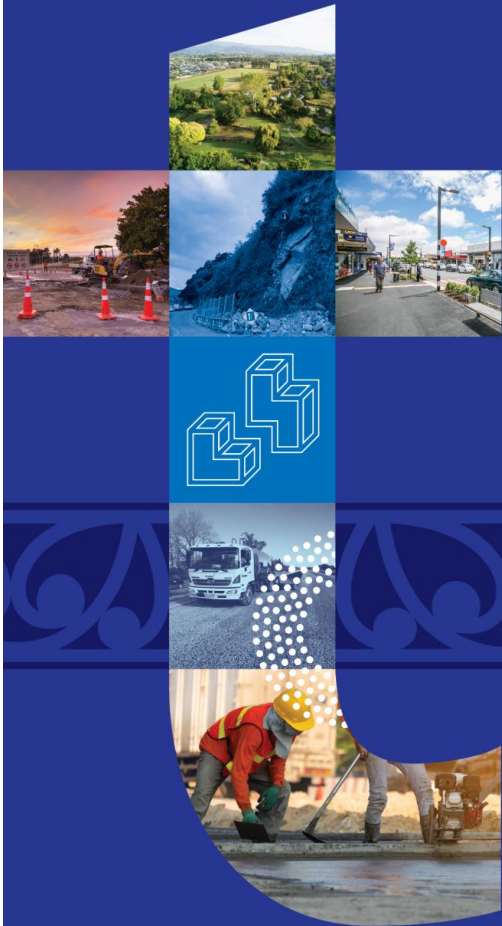


**Part 2:** *discuss regional spatial plans and the implications of a joint Nelson Tasman Regional Spatial Plan*

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# Resource Management Reform



# Resource Management (RM) Reform | Explainer

RM reform is the Government's Programme to replace the Resource Management Act 1991 (RMA).

The RMA will be replaced by two new Acts:

- **Planning Act** – land use, development and growth
- **Natural Environment Act** – environmental protection and effects management

The reforms aim to:

- simplify planning and consenting,
- reduce duplication and inconsistency across councils,
- enable housing and infrastructure delivery; and
- manage environmental effects within defined environmental limits.

# System

## New Planning System: One plan per region with multiple 'Chapters'



 National Electronic Plan Viewer

# Timing



6

# Implications | Policy and Plan Development



## **Significant workload**

Overlapping workstreams



## **Uncertainty**

National direction and environmental limits due 2027

Drafting is rushed (both national direction and plan making) so likely to be unintended consequences

New plans are resource intensive to prepare



## **Short timeframes**

Resourcing constraints – limited pool of experts nationally

Joint planning has unique challenges

Small pool of hearing commissioners; FastTrack is already stretching availability.



# Implications | Consenting



- Consenting under new plans 3-5 years away
- Details of the transition to the new acts is currently being determined
- Fewer consents - many low-impact activities become permitted
- More time managing permitted activities
- Implementing a new system will require significant resources
- New information systems and processes
- Possibly national e-planning – legacy issues



- Narrow scope of effects likely to upset neighbours of new developments

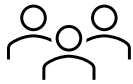


# Implications | Compliance



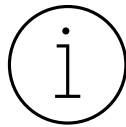
- New rule framework
- Unclear how the transition will work
- Legacy issues
- How will Permitted Activities be monitored?
- Information systems change
- Emphasis on compliance will require more resourcing

# Staffing Risks



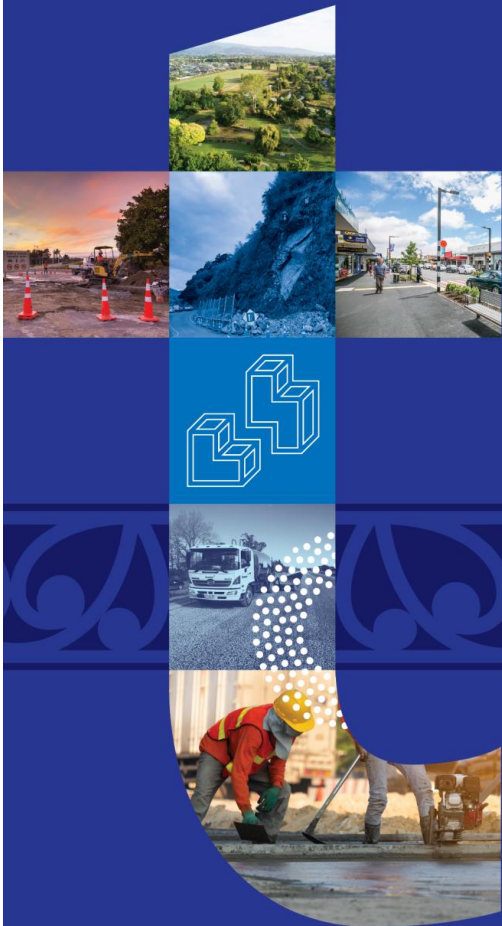
- Keeping experienced staff both in Policy and Consents in a resource short market
- Consultants pay significantly more than Council
- MfE/MCERT will need staff
- Stress trying to meet timelines
- Uneven staff resource levels between councils
- Differences in culture between the councils
- Very experienced staff may choose to become commissioners

# Information management



- None of our current systems are likely to be fit for purpose
- Government may mandate information systems
- Our legacy systems will have to keep going for an extended period
- The timelines are very tight to develop plans
- National e-planning platform may not be ready in time

# Regional Spatial Planning



# Spatial Planning | Explainer

Spatial planning is long-term, region-wide planning that decides where growth, infrastructure and protection should occur.

Delivered through 30-year Regional Spatial Plans (RSP).

Spatial plans:

- identify future growth areas and infrastructure corridors,
- manage environmental and hazard constraints upfront
- Implement National Direction within environmental limits
- Implemented through Natural and Built Environment plans
- Informs LTP, Regional Land Transport Plan and Infrastructure strategy.

## **It's not new.**

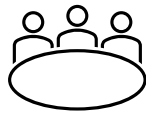
Tasman and Nelson have a second generation Future Development Strategy (FDS).

An RSP will be an expanded version covering the whole region.

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# Spatial Planning | What Councils must do



Local authorities in each region\* must jointly establish a spatial plan committee

- First, they must develop an agreement on how they will work together and expectations
- Councils must agree and set terms of reference for the committee
- Establish committee and appoint members
- It must operate on behalf of all councils in the region, not individual interests
- The committee is required to have a chair and appoint a secretariat

\*As a Unitary this step is only required if Nelson and Tasman choose to plan jointly

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# Spatial Plan Committee (SPC)

The SPC is the statutory body responsible for delivery the Regional Spatial Plan (RSP).



## Establishment Options :

- Appointed in accordance with the Local Government Act 2002.
- Utilisation of an existing committee established under legislation.

## Committee Membership:

- Membership is not limited to elected members.
- Allows for specialised skills and wider regional representation.

## Central Government Involvement :

- The Minister may appoint one or more members to the SPC.
- Ministerial appointees hold full voting rights unless directed otherwise.

## Key Responsibility:

- Overseeing the development, implementation, monitoring and review of the RSP while ensuring multi-agency alignment.

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# Role of the Spatial Plan Committee

The SPC leads the development of the region's long-term spatial plan.



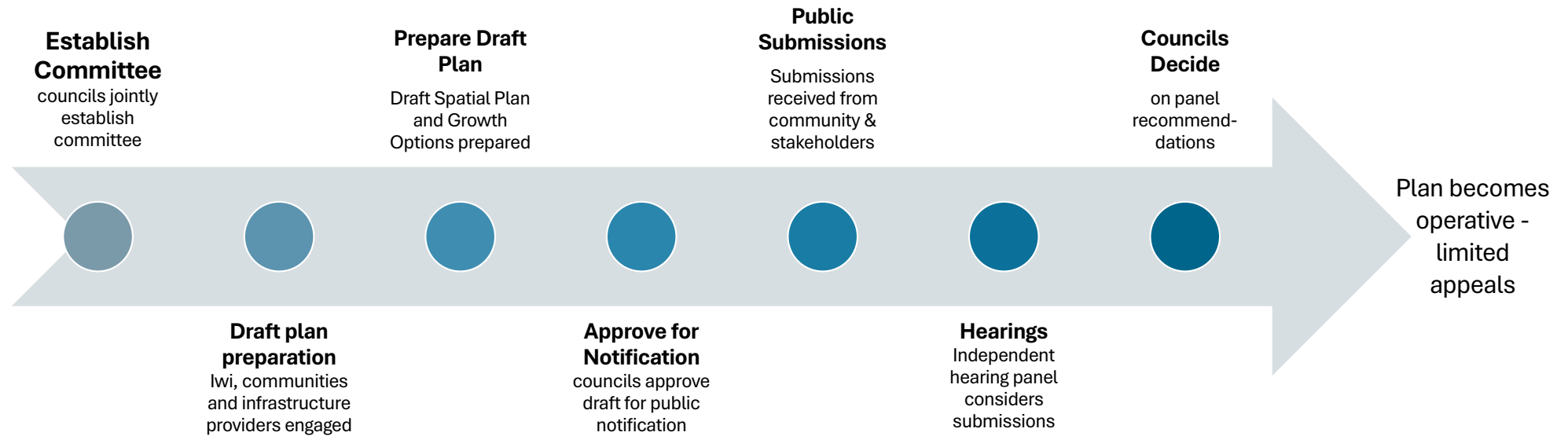
- Appoints a secretariat
- Prepares and consults on a draft spatial plan and options for future growth
- Brings together councils and iwi to take a joined-up, region-wide view
- Recommends the spatial plan for public notification and formal consideration
- Advises councils after hearings on whether and how the plan should change
- Keeps the spatial plan under review and updates it as circumstances change
- Oversees coordination with infrastructure providers and reports on delivery

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# Regional Spatial Plan (RSP)

## From establishment to operative



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# Resourcing\*

## Secretariat

- Standalone team to support the SPC
- Approximately 15 people across multiple disciplines
- Sourced from councils or contracted
- links to SMEs in councils (process agreement important)

## Budget

Estimate: \$600,000 per council over 2-3 years.

### Covers :

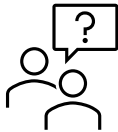
- Technical and professional advice and information
- Communication/consultation/information dissemination
- Administration and hearings
- Legal advice
- Iwi

\*Estimates based on past Future Development strategy processes

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# Considerations for Governance



## **Joint with Nelson?**

- Likely to be a requirement at least for the urban area
- Should that extend to the whole region?

## **Contents of process agreement**

- Roles and expectations of each council
- Council's expectations for RSP committee

## **Committee establishment**

- Via existing joint committee? – FDS done this way

## **Committee membership**

- EMs or appointees?
- Number from each council?
- Iwi representation on committee?

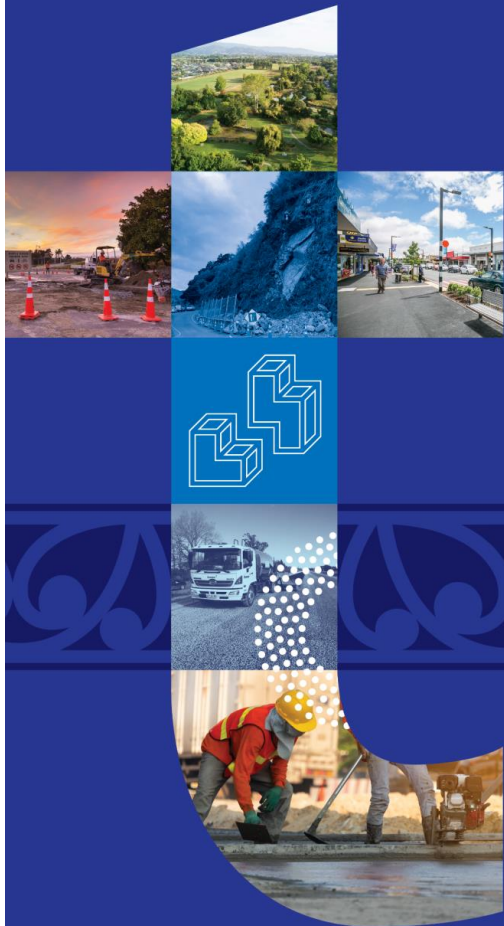
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# Next steps

1. Paper to Council for in principle decisions?
  
2. Further workshop to tease out:
  - Contents of process agreement
  - Committee establishment
  - Committee membership





# Introduction to Resource Management Reform, & Regional Spatial Planning

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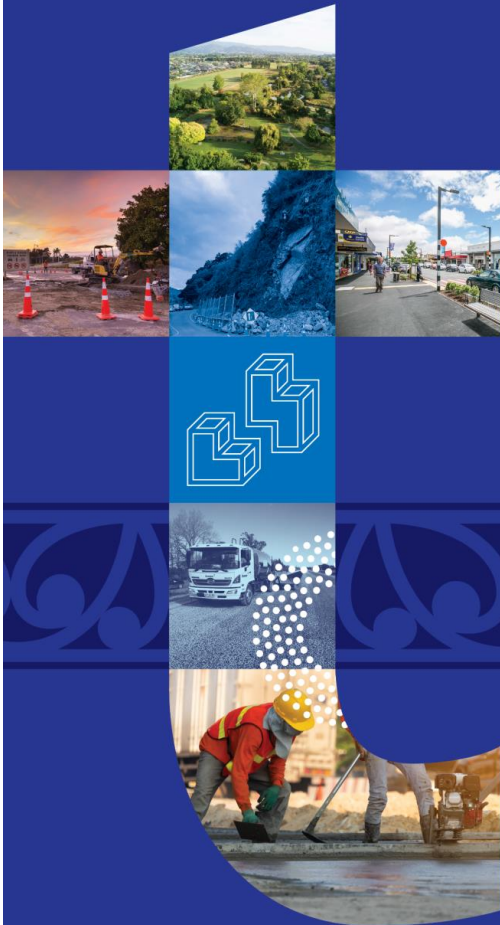


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# System

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# Timing

	2026	2027	2028	2029	2030	2031
Legislation 	Acts National Directions					
<b>New Plans</b>						
Spatial Planning 		Plan Development	Notify/Hearings /Decision/appeals			
Built Environment Plan 			Plan Development	Notify/Hearings /Decision/appeals		
Natural Environment Plan 			Plan Development	Notify/Hearings /Decision/appeals		
<b>Consenting</b> 						
Existing consent framework	Current plans			Consider both plans		
New Consents					New Plan	

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# Implications | Policy and Plan Development



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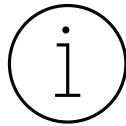
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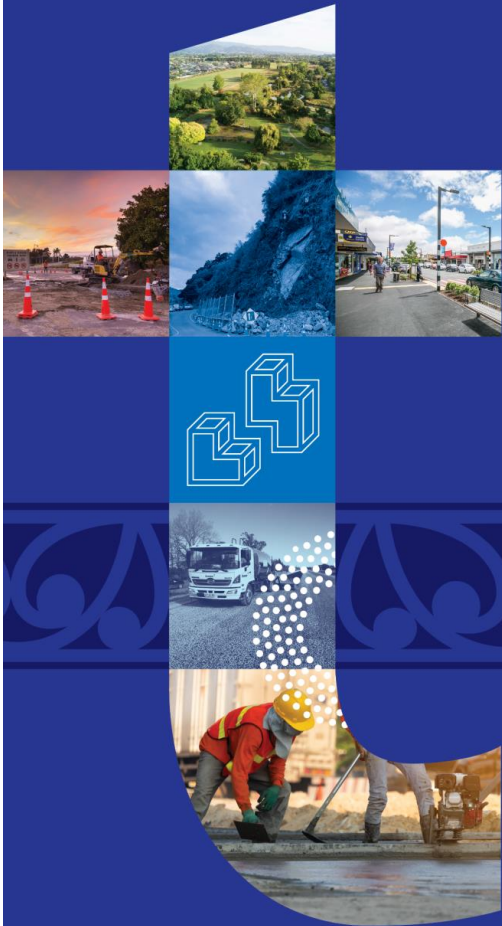
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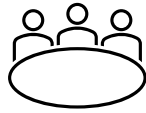
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- Allows for specialised skills and wider regional representation.

## Central Government Involvement :

- The Minister may appoint one or more members to the SPC.
- Ministerial appointees hold full voting rights unless directed otherwise.

## Key Responsibility:

- Overseeing the development, implementation, monitoring and review of the RSP while ensuring multi-agency alignment.

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# Role of the Spatial Plan Committee

The SPC leads the development of the region's long-term spatial plan.



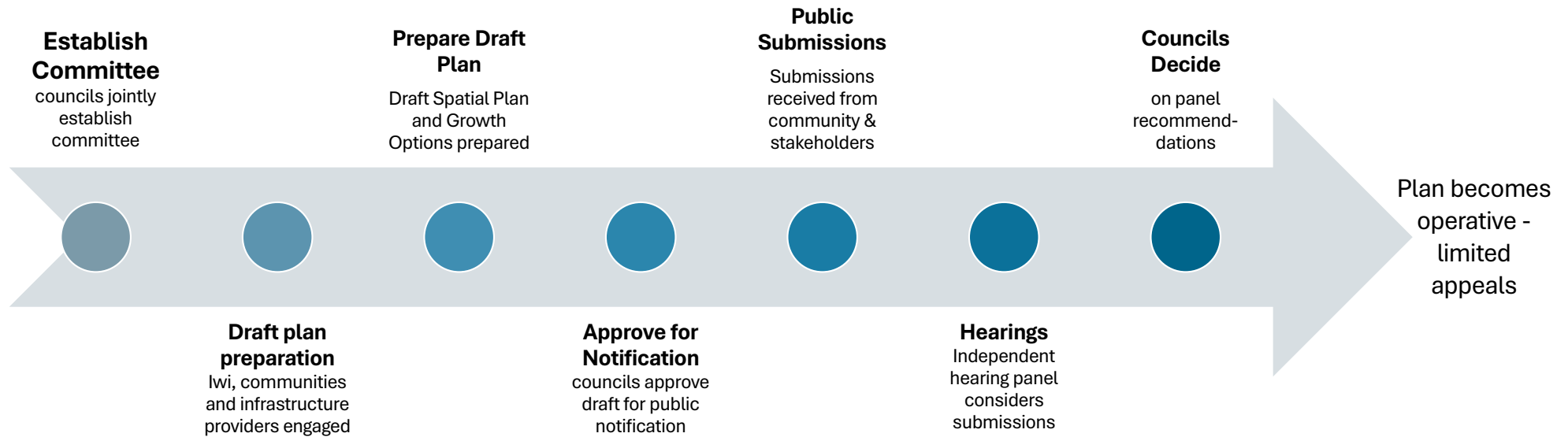
- Appoints a secretariat
- Prepares and consults on a draft spatial plan and options for future growth
- Brings together councils and iwi to take a joined-up, region-wide view
- Recommends the spatial plan for public notification and formal consideration
- Advises councils after hearings on whether and how the plan should change
- Keeps the spatial plan under review and updates it as circumstances change
- Oversees coordination with infrastructure providers and reports on delivery

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# Regional Spatial Plan (RSP)

## From establishment to operative



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# Resourcing\*

## Secretariat

- Standalone team to support the SPC
- Approximately 15 people across multiple disciplines
- Sourced from councils or contracted
- links to SMEs in councils (process agreement important)

## Budget

Estimate: \$600,000 per council over 2-3 years.

### Covers :

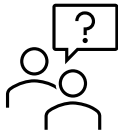
- Technical and professional advice and information
- Communication/consultation/information dissemination
- Administration and hearings
- Legal advice
- Iwi

\*Estimates based on past Future Development strategy processes

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# Considerations for Governance



## **Joint with Nelson?**

- Likely to be a requirement at least for the urban area
- Should that extend to the whole region?

## **Contents of process agreement**

- Roles and expectations of each council
- Council's expectations for RSP committee

## **Committee establishment**

- Via existing joint committee? – FDS done this way

## **Committee membership**

- EMs or appointees?
- Number from each council?
- Iwi representation on committee?

# Next steps

1. Paper to Council for in principle decisions?
  
2. Further workshop to tease out:
  - Contents of process agreement
  - Committee establishment
  - Committee membership

