Nelson City Council | Te Kaunihera o Whakatū

Shaping our future
Kōmiria te anamata

FUTURE OPERATING MODEL

BLUEPRINT 2025-2040

3 June 2025 v2

Our **Future Operating Model** is a blueprint that lays out how all parts of Council—our people, processes, technology, and systems—work together to deliver value to our community. It will help make our decisions more consistent, focused, and aligned to long-term strategic goals.

The Model includes a set of **Design Principles** that will guide the way we work moving forward. For example, prioritising the use of digital workflows and processes for efficiency (Efficient way of work) over manual workarounds and fixes.

These **Design Principles** will help us achieve our **Strategic Shifts—**a move from where we are now to a future desired state.

We've always had systems and processes for the way we work, but until now, there hasn't been a single model that shows how the whole organisation fits together.

The **Operating Model** makes it easier to see how decisions should be made, resources used, and services delivered, so we avoid duplication, confusion, and short-term fixes.

Nelson City Council
Te Kaunihera o Whakatū

NELSON CITY COUNCIL STRATEGIC SHIFTS

	CURRENT STATE		FUTURE STATE
OUR CUSTOMERS	*"I DON'T KNOW WHERE TO START TO GET THE INFORMATION I NEED FROM NELSON CITY COUNCIL"*	Transformation	*"THE INFORMATION I WANT FROM NELSON CITY COUNCIL IS EASY TO GET THE WAY I WANT TO GET IT"*
	"I GET HANDED OFF FROM DEPARTMENT TO DEPARTMENT, IT'S SO FRUSTRATING!"	Transformation	*"THE KNOWLEDGEABLE PERSON I TALKED TO KEPT ME INFORMED THROUGHOUT AND HELPED ME SOLVE THE ISSUE. I'M STOKED!"*
	"I HAVE A HEALTHY DOSE OF SCEPTICISM ABOUT THE SERVICE I CAN EXPECT FROM MY COUNCIL AND THAT RATES ARE NOT ALWAYS SPENT IN THE BEST WAY"	Transformation	*"I HAVE CONFIDENCE THAT THE COUNCIL IS OPEN FOR BUSINESS, WILL DEAL WITH ME PROFESSIONALLY AND MANAGE RATEPAYERS' MONEY COMPETENTLY AND WISELY!"*
OUR STAFF	*"IT'S UNCLEAR WHAT WE ARE TRYING TO BUILD FOR THE COMMUNITY AND SO I JUST FOCUS ON DELIVERING MY PART, EVEN IF IT MEANS I FIGHT FOR BUDGET."*	Transformation	*"I CAN SEE WHAT WE ARE DELIVERING AND WHERE THE COLLECTIVE PRIORITIES ARE. I SEE WHERE I FIT IN, THE PLANS AND BUDGET ARE CLEAR AND I FEEL EMPOWERED"*
	"WE HAVE LIMITED STRATEGIC COMMERCIAL AND CONTRACT MANAGEMENT CAPABILITY; WITH UNCOORDINATED AND AD HOC WAYS WE DEAL WITH PARTNERS"	Transformation	*"STRONG COMMERCIAL AND CONTRACT CAPABILITY IS INTEGRATED THROUGHOUT THE ORGANISATION OVERSEEN AND DEVELOPED BY AN EFFECTIVE PROGRAMME MANAGEMENT OFFICE"*
	"WE ARE TOO STRETCHED. I DON'T FEEL WE HAVE ENOUGH PEOPLE OR FUNDS TO DELIVER SUFFICIENTLY WELL TO MEET THE COMMUNITY NEEDS"	Transformation	*"WE DELIVER HIGHLY VALUED SERVICES AND PROJECTS TO THE COMMUNITY IN A FISCALLY RESPONSIBLE WAY. STAFF ARE VALUED AND HAVE TIME TO THINK"*

OUR DESIGN SHIFTS IN SUMMARY

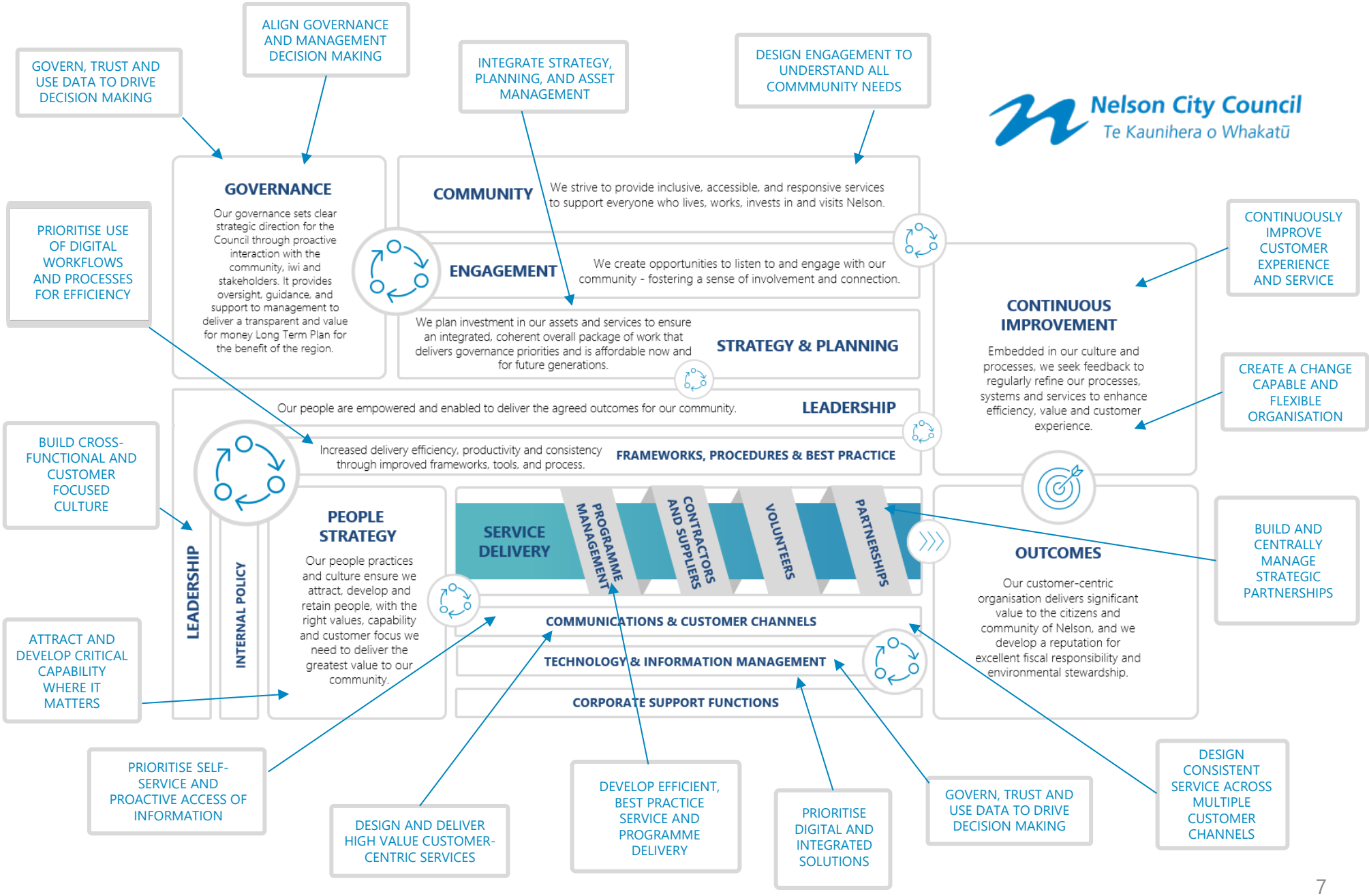
MULTIPLE POINTS OF CONTACT AND HANDOVERS, customer left feeling frustrated by their experience.	Transformation	**'ONE STOP SHOP',** responsive and reliable customer service with a single point of contact.
LIMITED CUSTOMER AND COMMUNITY ENGAGEMENT CHANNELS, prioritising process rather than customer needs.	Transformation	**MULTIPLE COMMUNITY AND CUSTOMER ENGAGEMENT CHANNELS**, with self-service as a priority.
CUSTOMER ACCESS TO INFORMATION IS LIMITED, process is difficult to navigate.	Transformation	**REMOVAL OF BARRIERS**, information and data are available proactively with fewer and easier-to-understand processes.
SILOED, SHORT-TERM AND REACTIVE PLANNING, creating competition for resources across council functions.	Transformation	**INTEGRATED PLANNING OF ASSET AND SERVICE MANAGEMENT**, within a single, affordable and coherent overall package.
LIMITED STRATEGIC COMMERCIAL AND CONTRACT MANAGEMENT CAPABILITY, with uncoordinated and tactical relationships.	Transformation	**CROSS-SECTOR COLLABORATION,** with strategic partnerships and supplier arrangements delivered and managed by functional experts.
A REACTIVE AND OVERSTRETCHED ORGANISATION, that promises more than it can deliver.	Transformation	**FISCALLY RESPONSIBLE**, planned and transparent approach to prioritising agreed work that adds value to the community.
A WORKPLACE WHERE I FEEL DISCONNECTED OR EXCLUDED, where stated values are not reflected in practice.	Transformation	**A WORKPLACE WHERE I FEEL I BELONG**, that lives its values, provides opportunity to grow, that puts its people at its heart.

OUR FUTURE OPERATING MODEL



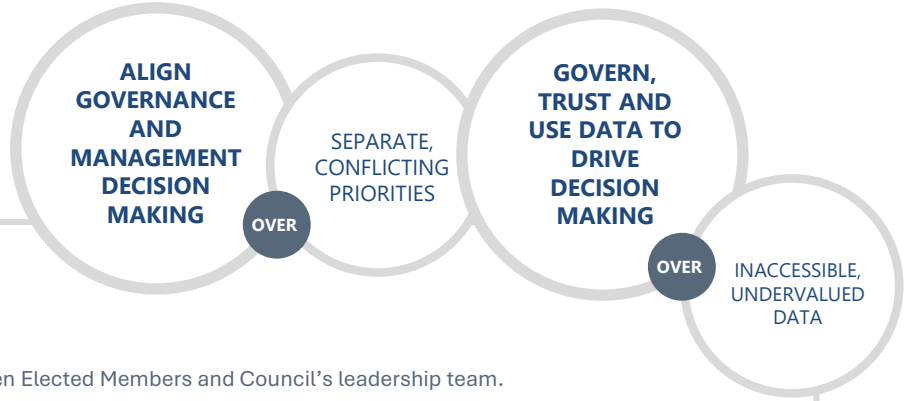
OUR DESIGN PRINCIPLES

EFFICIENT WAY OF WORK	**PRIORITISE USE OF DIGITAL WORKFLOWS AND PROCESSES FOR EFFICIENCY**	OVER	MANUAL WORKAROUNDS AND FIXES
CUSTOMER AND COMMUNITY FOCUSED	**DESIGN ENGAGEMENT TO UNDERSTAND COMMMUNITY NEEDS**		SPECIFIC ENGAGEMENT BASED ON DELIVERABLES
	CONTINUOUSLY IMPROVE CUSTOMER EXPERIENCE AND SERVICE		REACTIVE DISPUTE RESOLUTION
	DESIGN CONSISTENT SERVICE ACROSS MULTIPLE CUSTOMER CHANNELS		HANDOVERS, LIMITED CHANNELS
DIGITAL AND TECHNOLOGY ENABLED	**PRIORITISE DIGITAL AND INTEGRATED SOLUTIONS**		SEPARATE SYSTEMS AND TOOLS
	GOVERN, TRUST AND USE DATA TO DRIVE DECISION MAKING		INACCESSIBLE, UNDERVALUED DATA
	PRIORITISE SELF-SERVICE AND PROACTIVE ACCESS TO INFORMATION		INFORMATION RELEASED AS REQUIRED
INTEGRATED GOVERNANCE AND PLANNING	**INTEGRATE STRATEGY, PLANNING AND ASSET MANAGEMENT**		SILOED, SHORT TERM PLANNING
	ALIGN GOVERNANCE AND MANAGEMENT DECISION-MAKING		SEPARATE, CONFLICTING PRIORITIES
FOCUSED LEADERSHIP AND CAPABILITY	**BUILD A CROSS-FUNCTIONAL AND CUSTOMER FOCUSED CULTURE**		FUNCTION FOCUSED AND SILOED ORGANISATION
	CREATE A CHANGE CAPABLE AND FLEXIBLE ORGANISATION		ADAPTING CURRENT STATE TO SUIT
	ATTRACT AND DEVELOP CRITICAL CAPABILITY WHERE IT MATTERS		TACTICAL RECRUITMENT AND SKILLS DEVELOPMENT
STRATEGIC PARTNERSHIPS	**BUILD AND CENTRALLY MANAGE STRATEGIC PARTNERSHIPS**		TACTICAL RELATIONSHIPS
CONSISTENT SERVICE DELIVERY	**DESIGN AND DELIVER HIGH VALUE CUSTOMER-CENTRIC SERVICES**		FUNCTIONALLY DESIGNED SERVICES BASED ON STRUCTURE
	DEVELOP EFFICIENT, BEST PRACTICE SERVICE AND PROGRAMME DELIVERY		RESOURCE PRESSURES, REWORK AND DUPLICATION


GOVERN, TRUST AND USE DATA TO DRIVE DECISION MAKING
ALIGN GOVERNANCE AND MANAGEMENT DECISION MAKING
INTEGRATE STRATEGY, PLANNING, AND ASSET MANAGEMENT
DESIGN ENGAGEMENT TO UNDERSTAND ALL COMMMUNITY NEEDS
Nelson City Council
Te Kaunihera o Whakatū
GOVERNANCE
Our governance sets clear strategic direction for the Council through proactive interaction with the community, iwi and stakeholders. It provides oversight, guidance, and support to management to deliver a transparent and value for money Long Term Plan for the benefit of the region.
COMMUNITY
We strive to provide inclusive, accessible, and responsive services to support everyone who lives, works, invests in and visits Nelson.
ENGAGEMENT
We create opportunities to listen to and engage with our community - fostering a sense of involvement and connection.
We plan investment in our assets and services to ensure an integrated, coherent overall package of work that delivers governance priorities and is affordable now and for future generations.
STRATEGY & PLANNING
PRIORITISE USE OF DIGITAL WORKFLOWS AND PROCESSES FOR EFFICIENCY
CONTINUOUSLY IMPROVE CUSTOMER EXPERIENCE AND SERVICE
CONTINUOUS IMPROVEMENT
Embedded in our culture and processes, we seek feedback to regularly refine our processes, systems and services to enhance efficiency, value and customer experience.
CREATE A CHANGE CAPABLE AND FLEXIBLE ORGANISATION
Our people are empowered and enabled to deliver the agreed outcomes for our community.
LEADERSHIP
Increased delivery efficiency, productivity and consistency through improved frameworks, tools, and process.
FRAMEWORKS, PROCEDURES & BEST PRACTICE
BUILD CROSS-FUNCTIONAL AND CUSTOMER FOCUSED CULTURE
LEADERSHIP
INTERNAL POLICY
PEOPLE STRATEGY
Our people practices and culture ensure we attract, develop and retain people, with the right values, capability and customer focus we need to deliver the greatest value to our community.
SERVICE DELIVERY
PROGRAMME MANAGEMENT
CONTRACTORS AND SUPPLIERS
VOLUNTEERS
PARTNERSHIPS
COMMUNICATIONS & CUSTOMER CHANNELS
TECHNOLOGY & INFORMATION MANAGEMENT
CORPORATE SUPPORT FUNCTIONS
OUTCOMES
Our customer-centric organisation delivers significant value to the citizens and community of Nelson, and we develop a reputation for excellent fiscal responsibility and environmental stewardship.
BUILD AND CENTRALLY MANAGE STRATEGIC PARTNERSHIPS
ATTRACT AND DEVELOP CRITICAL CAPABILITY WHERE IT MATTERS
PRIORITISE SELF-SERVICE AND PROACTIVE ACCESS OF INFORMATION
DESIGN AND DELIVER HIGH VALUE CUSTOMER-CENTRIC SERVICES
DEVELOP EFFICIENT, BEST PRACTICE SERVICE AND PROGRAMME DELIVERY
PRIORITISE DIGITAL AND INTEGRATED SOLUTIONS
GOVERN, TRUST AND USE DATA TO DRIVE DECISION MAKING
DESIGN CONSISTENT SERVICE ACROSS MULTIPLE CUSTOMER CHANNELS

GOVERNANCE

The governance model of Nelson City Council emphasizes collaboration, accountability, and shared decision-making. Elected and appointed officials, including the Mayor and Councillors, lead strategically to align decisions with the community's vision. We work with iwi as a partner, incorporating te ao Māori perspectives in decision-making and planning, and implementing the Together Te Tauihu Partnership Agreement throughout the organisation. Joint governance with other councils facilitates coordinated-planning on important issues, ensuring transparent fiscally responsible and inclusive decision-making for the community and the environment.

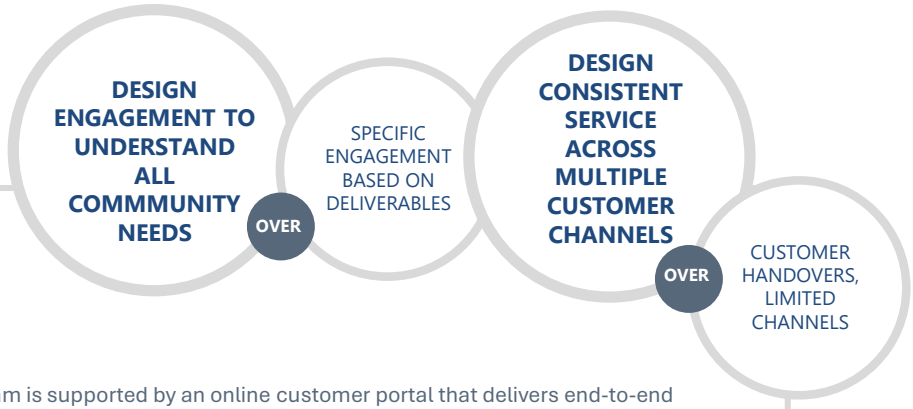


FUTURE ATTRIBUTES

- We enhance governance skills and clarify responsibilities, fostering collaboration and trust between Elected Members and Council's leadership team.
- Supported by staff, Elected Members provide the strategic direction and key policy settings for Council, while leadership is responsible for implementing that direction and for the day-to-day operational management of running the Council.
- Joint governance arrangements are effectively managed with other councils and shared services, providing appropriate fiscal oversight within approved budgets.
- Our Community Engagement Model ensures ongoing, proactive interaction with the community and stakeholders, understanding their needs and enabling them to influence decisions in the way that suits them.
- The Organisation Performance Management Framework aligns the Council's vision, priorities and community outcomes for effective planning and decision-making.
- The Prioritisation and Decision-Making Frameworks and Programme Management Office dashboard guides transparent, data driven and collaborative decision making for Elected Members and Council's leadership team providing oversight of agreed service and programme priorities and in maximising outcomes for community needs.
- The Long Term Plan is affordable and shaped by agreed priorities. In particular, we develop an authentic approach to incorporate agreed outcomes with iwi through the Together Te Te Tauihu Partnership Agreement.
- Services, programmes and agreed projects are prioritised in a way to maximise value from investments for the community and are initiated appropriately at time of need.
- Our Risk Management Framework integrates risk management across council for proactive handling of potential risks.

COMMUNITY AND CUSTOMER ENGAGEMENT

Nelson City Council's Community Engagement Model aims to build strong relationships and facilitate meaningful communication with our diverse community. We use a structured approach to identify community groups and key issues, allowing for effective and inclusive engagement. We understand our customers needs through quality data and community developed insights. Our Community Engagement Model ensures convenient spaces for people to connect with the Council, give feedback, and access services. We provide essential information proactively, promoting trust and transparency.



FUTURE ATTRIBUTES

- Our customer service function is led and delivered in a consistent and coherent way.
- There is a customer service ethos throughout Council. Our 'one stop shop' customer service team is supported by an online customer portal that delivers end-to-end solutions that are refined by feedback loops, to enhance efficiency, value and customer experience.
- The Community Engagement Model helps us identify and connect with community groups to understand their needs, while fostering lasting relationships with stakeholders.
- We seek continuous feedback and possess valuable data regarding the diverse needs and interests of our community and customers, allowing us to tailor and improve our services.
- We listen to community's perspectives and provide them with opportunities to influence decisions in the way that suits them.
- We create opportunities to listen to and engage with our community - fostering a sense of involvement and connection
- We enable access to Council in accessible and convenient locations.
- We can quickly address significant community issues, ensuring minimal disruption through a blend of generalists and specialists.
- We proactively provide timely information to help communities access the services they need and reduce the workload related to information requests.

STRATEGY, PLANNING AND ALIGNMENT TO OUTCOMES

Nelson City Council combines strategy and planning with asset and service management to align initiatives for optimal community outcomes in a single coherent plan. This approach allows strategic priorities and policies to work together, promoting sustainability, growth, and infrastructure management. An Organisational Performance Management Framework uses data to track progress and guide decisions, improving coordination and resource efficiency in response to Nelson's changing needs.

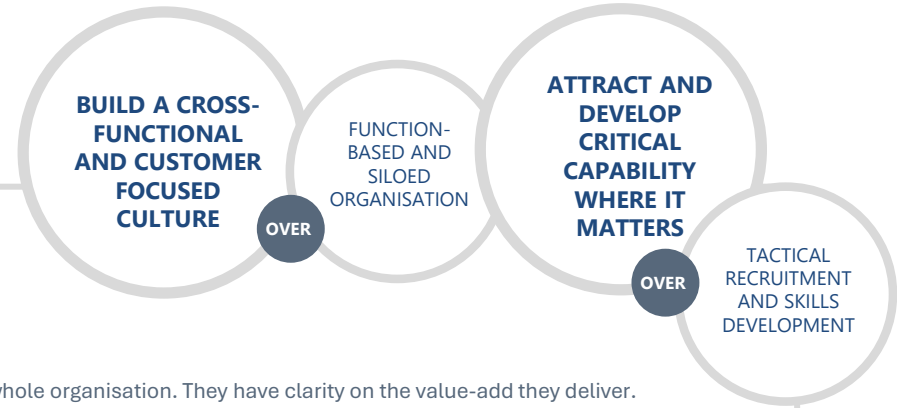


FUTURE ATTRIBUTES

- Our strategy, planning and asset management function is led and delivered in a consistent and coherent way.
- Integrated planning of asset and service management, within a single, affordable and coherent overall package to ensure strategies and plans are aligned for optimal delivery and achieving the community outcomes.
- The Organisation Performance Management Framework ensures that strategy, planning, and goals are consistently aligned with assigned responsibilities.
- The Prioritisation and Decision-Making Frameworks align investment decisions and resource allocation, while allowing for quick adjustments to meet changing needs.
- Maintenance and renewals of existing assets are prioritised over new initiatives unless there is a clear business case for change.
- Integrated asset and activity management informs investment choices for council and community assets and services, ensuring optimal management throughout their life cycle, enabled with integrated asset management systems, processes and capabilities.
- We maintain strong fiscal responsibility and transparency regarding costs and revenues, actively seeking funding sources to enable effective and valued service delivery to the community.
- We embrace innovative funding models to ensure intergenerational equity and resilience in the face of economic and demographic change.

LEADERSHIP AND PEOPLE

Nelson City Council thrives on effective leadership and a collaborative "one team" culture that emphasises customer service, teamwork and support. We create an empowered workforce that encourages support and contribution to the community. Our People Strategy focuses on clear expectations and shared values, fostering continuous improvement and accountability, ultimately enabling consistent and valued service delivery for the citizens and community of Nelson.



FUTURE ATTRIBUTES

- Our people and capability function is led and delivered in a consistent and coherent way.
- Staff roles are clear; they understand the expectations of them and their responsibilities to the whole organisation. They have clarity on the value-add they deliver.
- We enhance our collective culture to ensure we work well together with respect and dignity. We take individual responsibility and accountability to own the collective outcomes we seek.
- Our Council staff, elected members and senior leaders are encouraged and supported in developing their cultural competency.
- Our multi-disciplinary teams combine generalists and specialists to deliver integrated services tailored to customer needs.
- We develop and employ subject matter experts, including those with strong commercial experience.
- Customer-facing roles possess in-depth knowledge of Council services, ensuring personalised care for complex cases, reducing handovers.
- We grow, develop and strengthen a diverse workforce capable of engaging effectively with our community and customer needs.
- Our organisational structure prioritises customer and community service delivery, aligning personnel and skills with their needs, rather than functional focus.
- Our organisation demonstrates strong customer service skills across all levels.
- Our staff clearly understand and uphold our fiscal responsibility to ensure every dollar is spent with care.
- Our People Strategy maximises our investment in critical skill development such as financial, contract and risk management and computer competency.
- Our organisation is equipped with the necessary skills and frameworks for effective adoption of change.
- Our Performance Management Framework aligns individual and team objectives with organisational strategic goals.
- Our Learning and Development Strategy empowers staff to excel in their roles while building future workforce capability.
- New staff receive comprehensive support and reach productivity quickly, through an effective and relevant onboarding and induction process.
- Our employer brand attracts, develops and retains the right mix of talent we require to reach our future ambitions.

PARTNERSHIPS AND SUPPLIERS

We follow a clear framework for partnerships and suppliers that aligns everyone with our high standards. Emphasising collaboration and transparency, we build trust-based relationships. Our centrally managed processes ensure consistency and efficiency, helping us select suppliers who meet our community's needs and strategic goals.

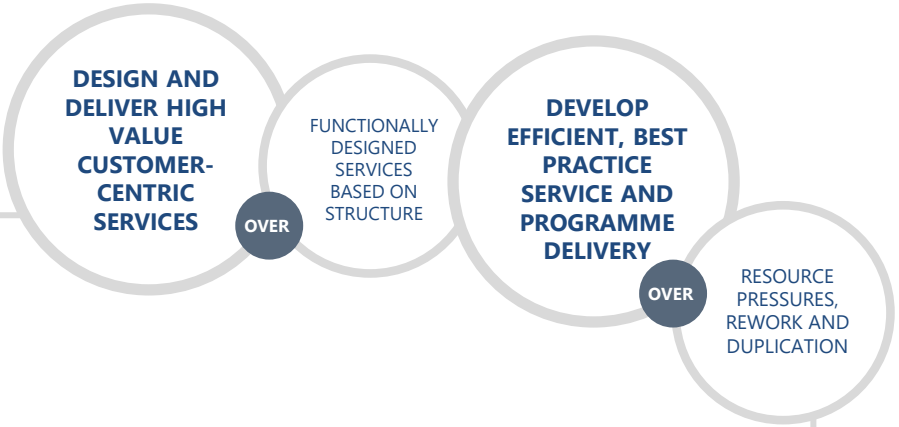


FUTURE ATTRIBUTES

- Our Partnership and Contract Management Framework and capabilities ensures effective commercial management of business relationships, aligning with our culture and strategy for maximum community value.
- We utilise partnerships and supplier relationships to enhance and extend the Council’s resources and capabilities, allowing us to focus internally on our strengths, while benefiting our customers and communities.
- We maintain efficient, fair, and transparent systems and processes for supplier procurement and pro-active contract management.
- Service partnerships are centrally managed to maximize value for customers and communities, through high-trust and effective contract oversight, utilizing local suppliers where practicable and affordable.
- We work with iwi as a partner, incorporating te ao Māori perspectives in decision-making and planning, and implementing the Together Te Tauihu Partnership Agreement throughout the organisation.
- We work with our partners and suppliers to share information and ensure they align with our high standards to deliver on council’s vision, priorities and community outcomes.
- We look to collaborate with Government, other Councils and partners in leveraging people, process or technology where practical, to increase efficiency of delivery for our Communities.

SERVICE DELIVERY

Our service and delivery model focuses on the customer, making services accessible, transparent, and customised to their needs. We provide various communication channels for customer interaction. Transparency is key, as we aim to keep customers informed throughout their experience to build trust.



FUTURE ATTRIBUTES

- Our service delivery function is led and delivered in a consistent and coherent way.
- Our services are tailored to meet the varying and evolving needs and demographics of our customers, ensuring accessibility and ease of understanding.
- We uphold consistent quality and efficiency in service delivery across all channels and partnerships, while removing unnecessary roadblocks.
- We transparently measure and report on our service delivery standards and achievements, while seeking feedback to regularly refine our processes, systems and services to enhance efficiency, value and customer experience.
- We focus and prioritise delivering services and programmes that align with customer needs and regulations to provide maximum value.
- Our services utilise platforms and technology that meet community expectations, allowing flexible access, offering self-service options as the standard.
- We offer multiple channels for customer interaction, accommodating preferred methods of communication.
- Consistency across all services and customer channels via effective customer relationship software creating a seamless experience for the user.
- Our services can be customised to meet specific customer needs and situations.
- We apply best practice in programme management across the entire organisation, ensuring all programmes and projects are initiated, prioritised, affordable and delivered according to our vision, priorities and community outcomes.
- By understanding and focusing on our strengths, we utilise our partnerships and supplier relationships to enhance and extend the Council's resources and capabilities.

CORPORATE SUPPORT FUNCTIONS

Our corporate support functions are essential for an effective organisation. They are designed to be responsive and align with our priorities, standardising processes to boost efficiency. We ensure our teams have the necessary tools and capability to deliver proactive solutions. Nelson City Council upholds strong frameworks that promote excellence, with documented processes that aid staff effectiveness. We focus on continuous improvement and innovation to adapt to evolving needs and enhance service delivery, enabling our team to achieve high-quality outcomes for the community.



FUTURE ATTRIBUTES

- Our corporate support functions are led and delivered in a consistent and coherent way.
- Our processes are efficient, standardised, well-documented and deliver value for money services.
- We implement best practices in project, procurement and contract management through an empowered Programme Management Office.
- We encourage collaboration within our organisation and with external partners.
- We have strong data and analytical skills for better decision-making.
- Embedded in our culture and processes, we seek feedback to regularly refine our processes, systems and services to enhance efficiency, value and customer experience.
- Our internal services functions focus on staff and user needs, using digitisation and automation to improve productivity.
- We ensure strong communication across various channels to engage our communities.
- We effectively use technology to enhance connectivity and collaboration within the organisation, supporting modern work practices.
- Our Change Management practice effectively handles change within the Council.
- We seek opportunities to generate funding and income streams and encourage investment that support the delivery of Council services.
- Early warning flags on emerging financial risks or pressures are identified to support informed decision making and maintain council's financial health.

TECHNOLOGY AND INFORMATION MANAGEMENT

Our information management and technology systems are integrated, secure, and transparent, ensuring timely access to the right information for the right people. We focus on connectivity to enhance efficiency, collaboration, and informed decision-making with accurate data. Transparency supports accountability and customer trust, while modern technology, supported and enhanced by artificial intelligence where practical, and best practice information governance ensures that data is secure, reliable, and used to improve service delivery and community needs.



FUTURE ATTRIBUTES

- We will responsibly harness artificial intelligence to support innovation, enhance service delivery and provide value to our community.
- Our processes and information systems are designed with our users in mind, prioritising a personalised experience through standard interfaces, robust integration, and comprehensive internal training.
- We aim to digitise and automate procedures to allow our staff to concentrate on high-value tasks.
- Our human resource technology allows us to make decisions based on accurate data, while increasing our efficiency and productivity in our processes.
- Our integrated information management and technology strategies, processes and systems improve accuracy, maintain consistency, and minimise manual work.
- We have solid business continuity and security measures to protect our information assets and systems.
- Our Digital Strategy is funded, affordable and designed around our operating model to ensure best practices and value for our investments in integrated technology.
- We actively invest in information management governance, systems and capability to provide an integrated data source we trust, offering greater value to our customers and community, and to enable our organisation.
- We take our data Privacy responsibilities seriously and protect private information appropriately.
- We strive to offer information openly and proactively to all our customers in a clear and consistent manner via all our platforms including our website and online customer portal.
- We prioritise digital solutions, offering self-service options as the standard.
- We maintain a customer relationship management system to enable a digital integrated view of our customers to effectively tailor our services.