

# Tō Tātou Whakatū Our Nelson



## Listening in - customer journey focus groups

Ten customer journeys reviewed in Phase 1 of the programme.

[Read more on page 3](#)



## Meet the teams driving change from within

Phase 1 had seven workstreams consisting of Council staff from across the organisation.

[Read more about the workstreams on pages 4-5](#)



## We're changing the way we work for you

Nelson City Council Chief Executive Nigel Philpott on Shaping Our Future – a programme of change with our community's evolving needs at its heart.

It's a familiar story that you've no doubt read before. A council, that could be from anywhere in New Zealand, has done something that has frustrated a resident. The resident says one thing happened, the council sees it differently. The topic hits the front cover of the local newspaper, is hotly debated on social media, and then – after a short while – it's forgotten. And no one is left happy.

Shaping Our Future, a five-year programme of change at Nelson City Council, is fundamentally about turning that relationship round. Our goal is to modernise how our organisation operates and ensure we deliver even better value for money for our community. It's about improving our customer service and community engagement, smarter use of technology to streamline our processes and organising ourselves in a way that better co-ordinates our delivery of services and infrastructure projects.

Inside this edition of Our Nelson we have outlined all the work completed during Phase 1 of the programme. A lot of what we have done so far has involved gathering information about how we currently operate and talking to staff and stakeholders about the best way forward. This is a foundation for positive change – too many initiatives fail at the first hurdle because organisations haven't done the necessary groundwork. That's not the case for Shaping Our Future, we now have a really good understanding of where our organisation is at and what we need to do.

Here are two of the highlights of the work we have done so far:

### 1. We have introduced a new organisational design

Council is currently split into five different groups. We have reduced this to four directorates.

- **Executive Director Delivery:** Leads integrated operational services and infrastructure delivery
- **Executive Director People & Customer Experience:** Leads strategic transformation, customer experience and people strategy
- **Executive Director Strategy & Planning:** Leads strategy, asset management, and long-term planning
- **Executive Director Corporate Services:** Leads centralised core corporate functions

This new structure will better integrate the various functions across Council, enhance collaboration across services and move us away from working in siloed groups into a 'one council' approach that puts the customer at the core of our business.

### 2. We have created a new operating model

The Operating Model is a blueprint that defines how our people, processes, technologies, and decision-making align with our strategic goals to deliver value for money, and was used to develop our new organisation design. The model was created with input from staff and external stakeholders and is what staff will refer to in Phase 2 when we make tangible changes to the way we operate to create a more responsive, customer-focused organisation.

But Shaping Our Future is more than an organisational redesign and new operating model. Staff have been part of seven workstreams tasked with reviewing aspects of the organisation. You can find out more about their work inside.

These changes aren't about downsizing the organisation but spending our people budget to better effect.

We've got great staff doing a lot of good work, but as Council has grown into a complex organisation managing over \$2.5 billion in assets, so have expectations.

This is about rising to those expectations and making it easier for staff to work more efficiently and collaboratively to better serve the community and maximise value for money.

For more information on how we plan to do this, please read on.

Our goal is to modernise how our organisation operates and ensure we deliver even better value for money for our community.

Nigel Philpott

# What we delivered in Phase 1

Our new operating model and structure are two key pieces of the Shaping Our Future jigsaw, but staff have also been looking at how other areas of our organisation might change.



## What's next?

Phase 1 was about setting the future direction of the organisation. Phase 2 is all about how the organisation gets there.

Bringing the Operating Model to life and embedding it throughout Council will be one area of focus. Implementing the new organisation design is a crucial first step, which will position us to make real changes that improve how we work and serve the public.

Over time, people will see the difference: an achievable LTP that prioritises care of our existing infrastructure and services, the smart co-ordination of project delivery through the PMO, and, following a technology business case put to Elected Members, more self-service options that make interacting with Council easier.

Phase 2 of Shaping Our Future officially begins 25 August 2025.

## Investment in the right technology

As we move into the next phase of Shaping Our Future, Nelson City Council is now investigating and determining the best technology investments to support a more modern, responsive, and user-friendly experience for our community.

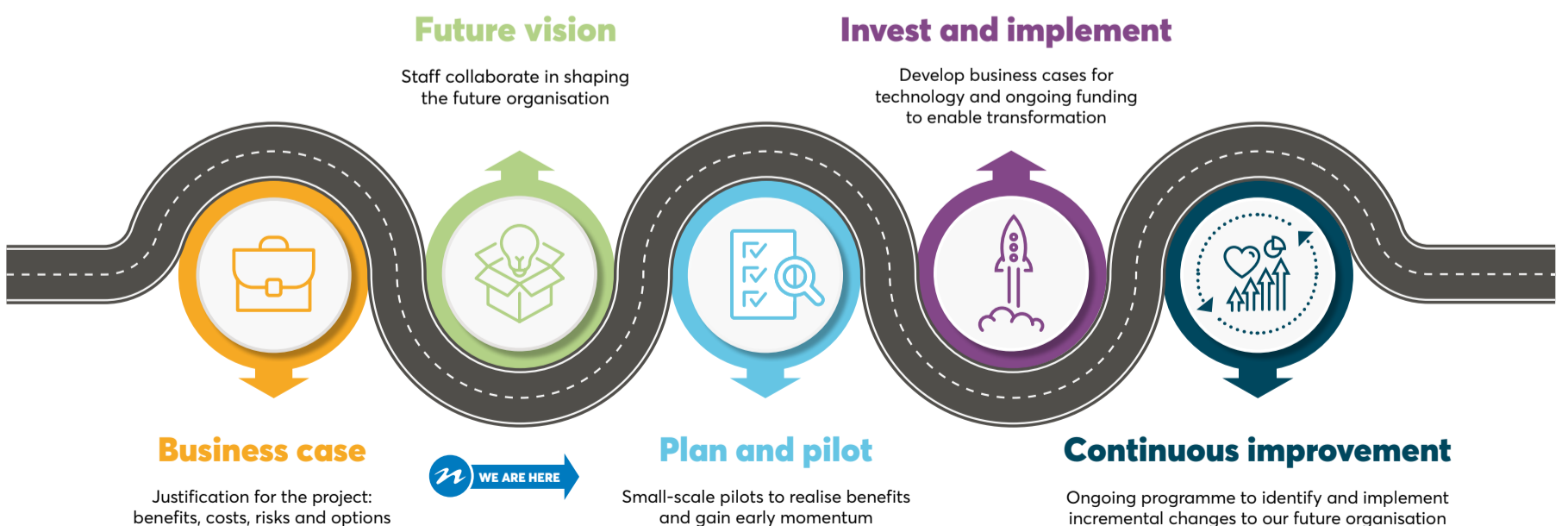
This work is guided by our new operating model. We're investigating digital workflows and integrated solutions that reduce manual workarounds, improve access to information, and make it easier for customers to interact with Council services in the way that suits them best. Whether it's applying for a resource consent, checking the status of a service request, or accessing community updates, our goal is to make these experiences seamless and intuitive.

To achieve this, we're undertaking a detailed enterprise architecture mapping exercise with an independent external advisor to better understand our current systems and design a future-ready technology roadmap that is sensible and affordable. This includes exploring new platforms such as customer relationship management tools, self-service portals, and data analytics capabilities that will allow us to tailor services to individual needs and improve decision-making across Council. These investments, that will be subject to a business case and signed off by Council, are not just about upgrading technology, they're about creating a smarter, more connected and modern Council. By focusing on what matters most and investing wisely in technology, we're building a future where Council services are easier to access, more transparent, and better aligned with the needs of Nelson residents.

And don't worry, we know how important the human touch is for some people. If new technologies might make your life a little harder there will still be many opportunities for face-to-face help.

# Shaping Our Future

Five year programme



## Listening in – customer journey focus groups

How can we make public transport easier to use? How could we simplify the process of applying for resource consent? If we treated our Environment as a customer—what would it say?

These were the questions the Customer & Community workstream asked when reviewing customer journeys for the Shaping Our Future programme.

In Phase 1 of the programme, the workstream mapped ten customer journeys.

Three of these journeys—public transport users, the building community, and even the Environment viewed as a customer—were then tested directly with customers and advocates through focus groups.

Customer & Community workstream Lead Mandy Bishop says the information gathered from the focus groups was invaluable.

“The people of Nelson are at the heart of everything we do. That’s reflected in our new operating model, so mapping customer journeys is an opportunity for us to identify what our customers’ daily interactions with us

look like. We can then consider how we can streamline our processes to create improvements, like reducing delays or improving accessibility. This results in stronger relationships and increased trust in Council.

“These focus groups have been a chance for us to go directly to our customers and ask, ‘what do you think about our services? What are your pain-points?’ and for us to take their feedback to improve our services,” says Mandy.

Public transport advocate Kate Malcolm said the focus group format was an effective way to bring a variety of viewpoints to the surface.

“I recently helped survey people about the eBuses so was keen to share some of the perspectives I heard.”

Nelson City Council Coastal and Marine Scientist Dr. Harry Allard said the feedback from advocates and external customers was helpful.

“It was good to look to the future and think about the best ways Council can provide space for environmental practitioners, making sure everyone is working together to preserve Nelson’s natural environment.”



The insights and opinions raised by the focus group attendees will help shape the final customer journey maps, which will then be used to refine and improve the services we offer to the community.

Customer & Community Workstream member Paul Shattock says the team has also set up an Engagement Community of Practice (ECOP) to align and enhance how Council staff engage with community groups. “The Community of Practice

brings together staff that engage with customers in areas ranging from customer service and the library to major capital projects so they can work together on improving engagement processes at Council.

“We’ve built a strong foundation of engagement through years of relationship-building, understanding our communities, and partnering with stakeholders to achieve meaningful outcomes, and this community of practice will help us make engagement easier both for staff and the people we serve,” says Paul.

**“**  
**Let’s make sure our buses are going right into the heart of where people want to go to and from.**  
**”**  
**Mark Rosser**  
 Former bus driver

**“**  
**Change the mindset so that most people regard the eBus with affection and pride, or at the very least tolerance. With that change in attitude, other changes—like bus lanes in rush hours—can follow more effortlessly.**  
**”**  
**Kate Malcolm**  
 Public transport advocate

**“**  
**Given our regular engagement on resource consent matters, I welcome the opportunity that Council has extended to the consultant community to assist in improving that service. Greater on-line accessibility to property information, resource consent history and associated reporting etc, as available in Marlborough, is one area that we have suggested would improve the efficiency of the resource consent process.**  
**”**  
**Jane Hilson**  
 Resource Consent Consultant

## All Staff Expo

The Shaping Our Future (SoF) All Staff Expo held in July saw more than 200 Council staff members taking the time to learn more about the programme and each of the workstreams.

The atmosphere in the Council Chamber and Rūma Waimārama was full of enthusiasm as workstream members shared their progress during Phase 1 of the programme and how their work will affect meaningful change across our organisation.

Manager Capital Projects Rebecca Dawkins says the changes being made via the Shaping Our Future work will streamline processes making them more efficient and user friendly for our customers.

“Improving how people can access the services and information they need from Council will benefit everybody in the community. This work is going to pull staff out of silos and get us working together in one direction.”



As a part of the team delivering the capital works for Council, Rebecca is most excited about the Achievable Long Term Plan workstream focused on Council’s ten-year work programme and ensuring it matches what our organisation can actually deliver.

“It’s crucial that we focus on keeping the workload both manageable for our teams and affordable for our community.”

Senior Project Manager for Capital Projects Ajith Rajmohan sees the Shaping Our Future changes and in particular the introduction of a Programme Management Office (PMO) as a real opportunity to maximise the great work we do as a Council.



“As a Project Manager, I am looking forward to seeing a change in how we prioritise our projects in the future to add value to our end customer.”

The PMO is just one of the changes under the Shaping Our Future programme being put in place to ensure Council work is well coordinated and aligned with our strategic priorities.

To hear more from Council staff about the Shaping Our Future All Staff Expo, watch our video on [shape.nelson.govt.nz/SOF](https://shape.nelson.govt.nz/SOF). For more information on Shaping Our Future including a list of FAQs and programme timelines, you can visit [shape.nelson.govt.nz/SOF](https://shape.nelson.govt.nz/SOF)

# Meet the teams driving change from within

Phase 1 had seven workstreams consisting of Council staff from across the organisation. Read more about the workstreams and their contributions to Shaping Our Future below.

## Operating Model



**This workstream focuses on ensuring our organisation is in the best shape to deliver efficient, productive and cost-effective services to our community.**

Using the Operating Model as the blueprint for how our organisation will operate in the future, it provides the direction for all Council work, ensuring a robust organisation that is aligned with Council priorities that can better respond to the ever-changing needs of our community.

Strategic Adviser Community Services Martin Croft says the workstream is hopeful this work helps staff and leadership teams to build on their strengths to further enhance service delivery and provide increased value to the community we serve.

"I believe in the power of co-design and collaboration, and this project embodies both. The Shaping Our Future work will ensure staff have the tools, resources, and direction needed to do their jobs well and deliver good value for the community."

## Transformation Management Office

**The Transformation Management Office (TMO) is the central hub for oversight, governance, and coordination of the Shaping Our Future programme. Their goal is to support each workstream to deliver measurable benefits to the organisation and our community.**

Shaping Our Future Project Manager Belinda Wheatley joined Nelson City Council specifically

to be part of a meaningful change programme that will equip staff to meet the challenges of today and tomorrow, modernise the way we work, and deliver better outcomes for our community.

"I believe the impact of the programme will be felt by our staff, through clearer priorities, better tools, and processes; by our organisation, through more efficient and effective service delivery; and most importantly by our community, through more accessible, inclusive, and responsive local services."



## Achievable Long Term Plan



**This workstream aims to ensure that our Long Term Plans are achievable for the organisation and affordable for the community.**

The workstream members have been focused on improving the process for developing Long Term Plans so that the ten-year work programme actually matches what the organisation can deliver, takes into account the Nelson community and how its needs are changing and is realistic about ratepayer ability to pay.

Group Manager Strategy and Communications and Achievable Long Term Plan workstream sponsor Nicky McDonald is excited for the organisation to deliver a ten-year plan that addresses all these issues.

"It's my hope that we will deliver a plan that addresses the challenges Nelson is facing as a community, so we don't push these problems off into the future. This work should give our community greater confidence in Council's planning as well as enable staff to focus on delivering well-prioritised and achievable work programmes."

## Purposeful Delivery

**The Purposeful Delivery workstream aims to ensure that work programmes and projects are well-coordinated across our organisation, increasing efficiencies and ensuring strategic alignment with Council priorities to deliver measurable benefits and value-for-money to our community.**

The workstream has been focused on delivering a transparent, robust, enduring and easy-to-use framework for prioritising programmes and projects,

ensuring all work is fit-for-purpose, aligned and focused.

Group Manager Infrastructure Alec Louverdis jumped at the chance to lead the workstream and be part of the solution to deliver tangible benefits to our ratepayers, our organisation and staff.

"I believe in the workstream's objectives that aim to deliver an achievable work programme, working with elected members and looking after staff to drive greater efficiencies across the organisation - a win for everyone."



# People



**This workstream is all about supporting Council's greatest asset – our people. It is about harnessing our strengths across the organisation and building a workplace culture that is skilled, engaged, diverse and aligned with Council priorities.**

The People workstream aims to build a strong and agile workforce that has the right tools and capabilities to succeed.

Capital Projects Project Coordinator Louise Morten is excited to be part of the People workstream, a group of forward-thinking and innovative people dedicated to empowering our staff in meeting the changing needs of our community.

"My passion has always been around creating environments where both individuals and organisations can thrive. Our workstream is just one part of the programme that is going to create lasting, positive outcomes for both our staff and everyone who lives in Nelson and visits here.

# Customer and Community

**This workstream is centred around improving service delivery to our customers. They have been looking closely at how Council can improve services across the organisation as well as how we can better engage with our community to respond to its changing needs.**

The workstream has been identifying how our customers interact with us every day by looking at a series of customer journeys as well as rich data that informs how we might streamline processes, reduce delays, enhance accessibility, respond better to the needs of Nelson residents and build

stronger relationships with our community. Group Manager Environmental Management and Workstream sponsor Mandy Bishop believes strongly that our community deserves a Council focused on putting them at the heart of everything they do and sees this work as an opportunity to improve how we work to deliver services more effectively.

"I want our staff to view service requests as an opportunity to improve our services, and for our customers to be able to get help and obtain the information they need more efficiently. I want to strengthen engagement with the public, and for the community to be proud of their Council."



# Service Portfolio



**This workstream aims to review the portfolio of all Council services to help us better understand and identify any gaps in our service offering and the areas we need to make improvements.**

With the needs of our customers and community at the centre of our thinking, our aim is to ensure the delivery of more efficient and better-quality services that are easier for our staff and customers to navigate.

Team Leader Information Management Sarina Barron is excited about being part of a programme of work that will bring tangible benefits to both staff and the community.

"If you want to see change, you need to be part of it. The service workstream is at the coalface of Council—it's where our actions directly impact the community. It's inspiring to see the passion our staff bring to delivering these essential services, and being involved means we can help shape more efficient, higher-quality outcomes that truly benefit both staff and the people we serve."



## Mayor's Message

Shaping Our Future, led by our Chief Executive Nigel Philpott, has a goal of redesigning Council's internal organisation to make it more effective and efficient. Our shared goal is for Nelson City Council to be the best governed, best managed, best organised and most efficient Council in the country.

A primary focus of Council's elected members is to deliver good-quality services for our city at the least cost to ratepayers. The Chief Executive has a responsibility to build a well-motivated and organised team of skilled Council staff to deliver the elected members' priorities. The ideal we strive for is to achieve high levels of satisfaction from both city residents and Council staff.

Council has made good progress over the past three years. The annual residents' survey shows satisfaction with Council has improved from 51% in 2022, to 54% in 2023 and to 60% in 2024. The 2024 overall satisfaction result of 60% was the highest of the 18 councils that used the same company, Key Research. The surveys of Council staff morale also show improvement over the past three years under Nigel's leadership.

There are three drivers for change. Council is far broader than any of the 15 different Government agencies I was responsible for as a Minister. The problem is that it is not well interconnected. Too often the right hand does not know what the left hand is doing. This is frustrating for residents, elected members and our staff. The first driver is a more

integrated and unified Council organisation.

The second driver is improved efficiency and better project delivery. We are in tight financial times and need to work harder at getting better value for money for our ratepayers. Each year, we deliver tens of millions of dollars' worth of capital projects and the opportunity here is to refine and update our project management systems, so they are as efficient as possible now and in the future.

The third driver is technology. Council is behind the times. We need to provide more services and information online to make it easier for the public to do their business with us in this way.

Change is unsettling, particularly for our staff. It would be easier for our CEO to sit on his laurels and maintain the status quo. Public sector organisations such as councils do not face the same competitive pressures as private businesses that have to continuously reform to survive. The elected Council is backing the Chief Executive to make change because we want our city to have a Council organisation shaped for the future.

Mayor  
Nick Smith



## Nelson City Council's Operating Model

Council's new operating model is a blueprint that lays out how all parts of the organisation—our people, processes, technology, and systems—work together to deliver value to our community. It will help us make more consistent, focused decisions that are better aligned with our 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 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.

### How staff input shaped our Operating Model

Our Operating Model has been shaped with the insight, experience and aspirations of our people at its core. This was not a top-down redesign, but a co-created document produced by staff grounded in real feedback, reflections and forward-thinking from across Council and community.

Have a look below at some of the strategic shifts within the model or for more information please visit [shape.nelson.govt.nz/SOF](https://shape.nelson.govt.nz/SOF)

## 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. "

" 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! "

" 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. "

" 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. "

" 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. "

" 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. "

" We deliver highly valued services and projects to the community in a fiscally responsible way. Staff are valued and have time to think. "

# Streamlining project delivery

Shaping Our Future is introducing a big change to the way Nelson City Council operates by adding a Programme Management Office (PMO) to oversee the delivery of work programmes, including projects and services.

The PMO will co-ordinate programme and project delivery across the organisation, allowing for a unified, Council-wide view of project timelines, resourcing, progress and budget so work can be delivered in a consistent and efficient way.

Purposeful Delivery Workstream Lead Alec Louverdis says the office will streamline the delivery of projects and programmes across the whole of Council.

“Introducing a PMO to our organisation will help us see how our projects interact to reduce duplication, resolve resource clashes, and improve our ability to coordinate what we deliver. It will also make it easier and more rewarding for staff to work together and prioritise work.”

The use of a PMO is becoming industry standard for organisations both large and small. “Our workstream team has spoken with councils across Aotearoa, and many already have—at varying stages of maturity—a dedicated PMO function, and those that don’t yet have one are seriously considering a PMO or plan to implement one soon.

To support the establishment of a PMO, the Purposeful Delivery workstream has been developing a transparent, easy-to-use framework for prioritising Council programmes and projects.

“We’re currently testing and refining this framework before we roll it out across the organisation during Phase 2,” says Alec.

Council began the recruitment for a new role to lead the PMO in May and hope to fill the position very soon.

The PMO Lead will build on the foundations set by the Purposeful Delivery workstream in Phase 1 of Shaping Our Future.

**PRIORITISE**  
Align projects to strategic goals

**COORDINATE**  
The right resources and budget

**DELIVER**  
On time, on budget, to scope

**OVERSEE**  
Clear project timelines and progress



## PMO in practice

Council manages \$2.5 billion dollars in assets—our roads; water, waste and stormwater pipes; buildings like Civic House and our libraries; playgrounds; and parks and trails—which all require ongoing maintenance and improvements.

A PMO will enable Council to better understand which assets or projects should be prioritised based on agreed criteria and Council expectations and strategic goals. For instance, Council is currently undertaking its Bridge to Better programme to improve the capacity and resilience of the city centre’s Three Waters infrastructure as well as changing the layout of Bridge Street so that it becomes a more people-focused, active transport corridor.

This project has many stages and moving parts and is happening alongside other projects,

like moving the bus hub to Millers Acre, getting our trails ready for the National Secondary Schools Mountain Bike Championship in September, creating a new carpark next to Trafalgar Centre, beginning construction on a new play space at Rutherford Park, commencing work on the St Vincent Street stormwater upgrade and pending work on the Paru Paru wastewater pumpstation and preparing to host the Spectacle running event in December.

A PMO will help staff coordinate resources and provide crucial oversight for projects like these.



For more information please visit [shape.nelson.govt.nz/SOF](https://shape.nelson.govt.nz/SOF)



# Frequently asked questions

## 1 What is Shaping Our Future?

**Shaping Our Future is the name of our organisation-wide transformation programme.**

It's designed to ensure Nelson City Council is efficient, adaptable, and focused on delivering high-quality services and value for our community.

The programme looks at how we work, what we do, and how we can operate better—making sure our systems, structures and culture are modern, purposeful, and resilient.



## 2 Why do we need this?

**Council staff work hard to serve our community well, but our current way of working is not sustainable.**

We're focusing on too many priorities with increasing pressure on our staff and our ratepayers.

We've seen our Council grow into a large, complex organisation, and it's clear that we need to rethink how we operate to ensure long-term sustainability.

Our priority is to shape our organisation so it can consistently deliver high quality services for our community against a backdrop of economic, social and environmental change.

We have historically taken on too much, and it is time for us to look closely at our key responsibilities and the ways in which we deliver to our community.

The Shaping Our Future programme has been backed by elected members with a significant investment to make sure we are resourced to implement necessary changes.

## 4 How is the work being carried out? Who is doing it?

**Phase 1 of the programme was organised into several interconnected workstreams made up of Council staff from across the organisation. Each workstream focused on a different area of Council operations:**

- **Operating Model:** Looks at how we function as an organisation to deliver the best value to the community.
- **Service Portfolio:** Reviewing all Council services to identify what we do, what gaps exist, and how we align with community and organisational goals.
- **Customer and Community:** Working to improve how we engage and deliver services to the community.
- **People:** Supporting staff by building the right culture, tools, and capabilities.
- **Purposeful Delivery:** Ensuring all work is prioritised and well-coordinated across the organisation.
- **Achievable Long Term Plan:** Aligning long-term plans with our capacity and priorities.
- **Transformation Management Office:** Enabling and coordinating transformation across Council, ensuring our work remains focused and community-centred.

We are now moving into Phase 2 of the programme which officially begins 25 August and this work is already underway.



## 3 What informed the business case?

**Groundwork for Shaping Our Future has been ongoing for the past two years to develop a Business Case for Change, which includes data and sentiment from:**

- Interviews and workshops with staff, Senior Leadership Team, the Mayor and Deputy Mayor and other elected members, as well as external partners;
- Staff Engagement Surveys;
- Residents' Surveys;
- City Revitalisation Summit;
- and previous customer journey mapping.

Read the business Case for Change at [shape.nelson.govt.nz/SOF](https://shape.nelson.govt.nz/SOF)



## 5 What is the Operating Model?

**The Operating Model is a blueprint that lays out how all parts of Council—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 over manual workarounds and fixes.

## 6 Why do we need an Operating Model? How is this different from how we currently operate?

**Our current way of working includes multiple points of contact and handovers for customers, and we've heard that this leaves them feeling frustrated with their experiences with us.**

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 gives us that clarity. It's a visual representation of our organisation that makes it easier to see how decisions should be made, resources used, and services delivered, so we avoid duplication, confusion, and short-term fixes.

## 8 How does the Model incorporate te ao Māori (Māori worldview)?

**The Governance aspect of the Model emphasizes collaboration, accountability, and shared decision-making, and calls for us to work with iwi as a partner, incorporating te ao Māori perspectives in decision-making and planning.**

It also firmly establishes the implementation of the Together Te Taihū Partnership Agreement, which was signed by the mayors of Nelson, Tasman, and Marlborough with the eight iwi of Te Taihū in 2023.



## 7 How was the Operating Model created?

**The Operating Model wasn't created in isolation. The Operating Model workstream started with data and insight from the Case for Change gathered over the course of two years, including:**

- Interviews and workshops with staff, Senior Leadership Team, elected members including the Mayor and Deputy Mayor, our Council Controlled Organisation, and external community stakeholders
- Staff Engagement surveys
- Residents' surveys, and
- Feedback from the 2024 City Revitalisation Summit
- Co-design with over 90 staff who participated in the Operating Model workshops
- Workstream participants feedback incorporated.