Solid Waste Activity Management Plan

Westland District Council

2025 - 2034

WESTLAND
District Council | Te Kahui o Poutini

Document Control

The following revisions have been made to this document since its initial publication.

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Cover photo: Butlers Landfill Cell 2 Construction.

Table of Contents

1. Introduction

Westland District Council (Council) provides a waste collection service to its ratepayers. This forms part of our solid waste activity which involves collecting, treating, and disposing of solid waste generated by households and businesses in an environmentally and socially satisfactory manner, using the most economical means available. Waste management and minimisation services have been provided by Westland District Council (Council) and its predecessors for a substantial period as a core function of Council operations. Council is responsible for encouraging efficient and sustainable management of solid waste.

Council undertakes the activity to:

- Benefit the district, to ensure waste is being disposed of conveniently and correctly within the statutory requirements set by the New Zealand Government. The public also benefits from Council taking care of illegal waste disposal; and
- To comply with Councils legislative obligations including provisions of the Waste Minimisation Act 2008, Local Government Act 2002, Resource Management Act 1991, and Hazardous Substances and New Organisms Act 1996. Obligation also exists from various resource consents granted for facilities by the West Coast Regional Council.

This document sets out the purpose of the Activity Management Plan (AcMP), indicates the intended level of service, summarises the districts assets and recognises the key challenges the district will face over the next nine years.

1.1. Purpose of the Plan

The purpose of this AcMP is to outline and summarise the Council's long-term asset management approach for the provision and intergenerational management of Solid Waste throughout the District. This may also be considered the overall objective of asset management.

The AcMP is intended to be read in conjunction with the Long-Term Plan and fulfils requirements of the Local Government Act 2002 (and amendments), - Schedule 10.

The purpose of the plan is to outline:

- The services provided now and in the future;
- The linkages between agreed community outcomes and levels of service;
- Acquisition, operation, maintenance, renewal and disposal of assets;
- Assessment and mitigation of risk;
- Funding of services; and
- Proactive knowledge improvement.

1.2. Structure and Format

The AcMP document structure is summarised below in Table 1-1.

Table 1-1. AcMP Structure

AcMP Section	Description
Section 1 Introduction	Sets out the purpose of the activity management plan, indicates the key stakeholders and shows the plans framework.
Section 2 Strategies, Objectives and Legislation	Illustrates the linkages between Councils strategic documents and objectives and the legislation that is relevant to the activity.
Section 3 Activity Areas	Describes the separate service areas within the activity and describes the assets managed in this plan.
Section 4 Management and Organisational Structure	Sets out the organisational structure of district assets, the consultation procedures that are adhered to and relationships with key stakeholders of the Council.
Section 5 Levels of Service	Defines the level of services for the activities and the performance measures by which the service levels are assessed,
Section 6 Growth and Demand	Provides details of growth forecasts which affect the management and use of the assets.
Section 7 Lifecycle Management	Outlines what is planned to manage and operate the assets at the agreed level of service while optimising lifecycle costs.
Section 8 Infrastructure Sustainability	Details the management of sustainability and the impacts of climate cycles and trends on the district.
Section 9 Risk Management	Details the risk management process utilised for assessing and managing risk as well as highlighting critical assets.
Section 10 Asset Management Process and Practices	Outlines the information available and the systems used to make decisions on how these assets will be managed.
Section 11 Financial Summary	Identified the financial requirements resulting from all the information provided in the sections prior.
Section 12 Improvement Plan	Details the improvement to asset management and the activity management plans which are planned over the next three years.

1.3. Summary of Assets

The Solid Waste activity is a core function of Council. The infrastructure assets for this activity include open & closed landfills, rubbish transfer station and town litter bins as shown below in Table 1-2.

Table 1-2: Types of Solid Waste Assets.

Asset Type	Measure
Open Landfills	2
Closed Landfills	11
Rubbish Transfer Stations	5
Town Litter and Recycling Bins	36
Properties serviced by kerbside collection and recycling	3,082

Council owns and operates five rubbish transfer stations throughout Westland towns including a larger refuse centre located in Hokitika. Many of the transfer stations are situated on the sites of the original landfill. The rubbish collected from these transfer stations is then transported to Butlers Landfill.

Butler's Landfill is situated on a 42.5-hectare site, 19km south of Hokitika. The landfill consists of two cells, with the first cell now nearing full capacity. The cells are fully lined, and the leachate is collected, treated and disposed of onsite through pumped mains and treatment ponds.

The infrastructure assets included in this plan have a total optimised replacement value (replacement value)[1] of $5,531,964 as valued at 30 June 2024[2].

1.4. Levels of Service

There is one objective for the Solid Waste activity that has been developed to reflect the expectations of the community and regulators.

- To protect the environment by minimising waste to landfill and provide a quality kerbside collection service for the community.

The objective is applied to the activity to ensure there is correct focus of resources and to ensure that a high level of service is delivered.

[1] Optimised Replacement Cost (ORC) is a method of calculating the cost of replacing an asset with a modern equivalent.
[2] All Replacement costs referenced in this document are to 30 June 2024.

1.5. Key Challenges

The key challenges facing Councils infrastructure have been identified as the following.

Rates Affordability

Renewal of Aging Infrastructure

Responding to Legislative Reform

Resilience of Infrastructure

Collaboration across the Region

Providing for Tourism

The key challenges relating to the delivery of the Solid Waste Activity have been assessed in relation to the above key challenges and are listed below in Table 1-3.

Table 1-3: Key Challenges for the Solid Waste Activity.

Theme	Key Issues	Discussion/Response
	Implementation of new contract for waste, recycling and kerbside services.	For the new contract Council is using joint procurement with Grey District to achieve economy of scale.
	Retendering of the contract for waste cartage to Butlers Landfill and associated operational activities onsite.	Current contract has been extended to June 2028.
	Lack of fees and charges for tourism and construction related waste.	Tourism has the biggest impact on waste volumes.
	No existing sorting or processing facilities on the West Coast	Requires recycling to be transported to Christchurch for sorting.
	Changes to kerbside collection to include glass and kitchen waste.	Management of additional cost of collection and processing
	Five high risk landfills (susceptible to natural hazards and climate change)	Prioritisation of the most at risk landfill and looking for funding.

1.6. Current Asset Management and Performance

The Councils Asset Management Policy sets the appropriate level of asset management practice for delivery of infrastructure services. Council has adopted a 'core' level of asset management practice.

An Asset Management Maturity Assessment was undertaken internally by staff in February 2025. This assessment was completed for the Solid Waste activity. A summary of the results is show below in Figure 1-1.

The improvement plan across all AcMPs will address the gaps in asset management maturity.

Figure 1-1: Asset Management Maturity Rating.

2. Strategies, Objectives and Legislation

The Councils operation and delivery of all activities is constrained and shaped by legislation, statutory plans, processes and other documents. This section describes the combination of directives in place and their impact on the activity.

This section details:

- Legislation;
- National Policies, Regional Policies and Plans;
- Councils Policies, Bylaws and Standards; and
- Councils Strategies and Plans.

2.1. Role of Strategies and Plans

Central government provide a high level of direction and regulation in the Solid Waste industry through Strategies, Plans, Policy Statements and Legislation.

Council has developed a broad range of documents including strategies to define the broad scope and direction of its activities. Once adopted by Council, no process or action should be inconsistent with it.

2.2. Government and Industry Direction

In providing services to the community, Council needs to be cognisant of Central Government and industry direction for infrastructure assets and public service provision. This is done through attending webinars, conferences, receiving reports from Central Government Agencies and membership of industry organisations. The key documents that are followed are outlined in Table 2-1 below.

Table 2-1: Industry Standards & Strategic Studies.

Industry Standard / Guidelines	Relevance/Implication
International Infrastructure Management Manual (IIMM)	Builds on previous versions of the IIMM and integrates with ISO 55000 standards to provide guidance on asset management.
ISO 55000: 2014	Provides an overview of asset management, its principles and terminology, and the expected benefits from adopting asset management. It can be applied to all types of assets and by all types and sizes of organisations.
New Zealand Infrastructure Asset Valuation and Depreciation Guidelines	Provides an agreed and consistent approach for the valuation and depreciation of infrastructure assets including roads, water supply, sewerage, storm water, parks and recreation, land drainage, property, cultural and heritage assets. While specifically written to New Zealand conditions and legislative requirements the manual does provide a framework and methodology that is applicable worldwide.
A Guide for the Management of Closing and Closed Landfills in New Zealand 2001	Increases awareness of the risks associated with closed landfills and outlines the best practical methods to manage closed landfill sites effectively, so that adverse environmental effects are minimised.

Industry Standard / Guidelines	Relevance/Implication
Guide to Landfill Consent Conditions 2001	Provides assistance for consent authorities and those applying for resource consents (or changes to resource consents) for the development, operation or aftercare of landfill sites.
Health and Safety Guidelines: for Solid Waste and Resource Recovery Sector	Provides guidelines to develop and promote relevant good practise standards for the sector.
National Climate Change Risk Assessment for New Zealand 2020	Provides and risk assessment for a national picture of how New Zealand may be affected by climate change-related hazards.
User's Guide: National Environmental Standard for Assessing and Managing Contaminants in Soil to Protect Human Health (2012)	Explains the regulations and provides guidance to territorial and unitary authorities on implementing the National Environmental Standard.

2.3. Legislation

Legislation is established by Central Government and must be complied with at a Local Government Level. Significant legislation and regulations affecting this activity are listed in Table 2-2. For brevity, only the original version of currently enacted legislation is listed, however, all subsequent Amendment Acts should be considered in conjunction. Different legislation has differing levels of impact on this activity which indicated under impact range (Broad, Moderate or Limited).

Table 2-2: Legislative Requirements.

Legislation	Requirement	Impact
Local Government Act 2002	This Act requires local authorities to: • Describe the activities of the local authority, • Provide a long-term focus for the decisions and activities, • Prepare an LTP, at least every three years. A key purpose of LGA is the role of local authorities in meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost effective for households and businesses. AMPs are the main method of demonstrating Schedule 10 requirements.	Broad
Resource Management Act 1991	Describes Councils responsibility to protect natural resources, including land, air water, plants, ecology, and stream health. This involves avoiding, remedying, or mitigating any adverse effect on the environment.	Broad
Health and Safety Act 2015	Health and Safety legislation and associated regulations require that the PCBU has an obligation to ensure that staff and contractors are kept safe at work. This responsibility is shared as staff and contractors have a duty of care. Ongoing changes the Act and associated new regulations means that health and safety measures will need continual improvement and monitoring.	Moderate

Legislation	Requirement	Impact
Te Tiriti o Waitangi – Treaty of Waitangi	The agreement between Māori and Crown signed in 1840. Section 4 of the Local Government Act 2022 requires local authorities to 'recognise and respect…the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes.' Sections 77 and 81 outline in more detail the expectations in seeking contribution and involvement for Māori in consultation and decision-making processes.	Moderate
Waste Minimisation Act 2008	Sets out responsibilities of territorial authorities in relate to waste management and minimisation. Section 42 states that Council "must promote effective and efficient management and minimisation within its district." It mandates the following activities: that Council must: • adopt a Waste Management and Minimisation Plan (WMMP), • review the WMMP at least every six years, • prepare a Waste Assessment prior to the review of the WMMP.	Broad
Litter Act 1979	This Act gives Councils ability to create Litter Control Officers who have powers to issue infringement notices and fines for those who have committed a littering offence.	Limited
Health and Safety Act 2015	Health and Safety legislation and associated regulations require that the PCBU has an obligation to ensure that staff and contractors are kept safe at work. This responsibility is shared as staff and contractors have a duty of care. Ongoing changes the Act and associated new regulations means that health and safety measures will need continual improvement and monitoring.	Broad
Civil Defence Emergency Management Act 2002	Sets the expectation that Council services must continue to function at the fullest extent possible, during and after an emergency, while noting that this may represent a reduced level of service for a period of time.	
Public Works Act 1981	Gives Council the statutory mandate to acquire necessary land for public infrastructure.	Limited
National Policy Statement for Freshwater Management 2020	The National Policy Statement (NPS) for Freshwater Management 2020 directs local authorities how to carry out their responsibilities under the RMA for managing freshwater. Specifically, it requires regional councils to set objectives for the state of freshwater bodies in their regions and to set limits to meet these objectives. The Government is proposing a suite of legislative and regulation changes to improve the current management of freshwater. It is proposing amendments to the RMA, an updated NPS for Freshwater Management, an updated National Environmental Standard (NES) for Sources of Human Drinking Water, and new NES for Freshwater and Wastewater. This may mean that environmental protection will have priority over water intakes for public drinking water purposes. The potential reduction in water intakes may impact the existing treatment plant capacity.	Moderate

Legislation	Requirement	Impact
Climate Change Response 1996 (Zero Carbon Amendment Act)	This Act allows the Minister to require specific central and local government organisations and 'lifeline utility providers' to produce an adaptation report covering climate change responses for essential services to the community, such as water, wastewater, transport, energy and telecommunications. The Climate Change Response (Zero Carbon) Amendment Act includes a target of reducing methane emissions by 24 to 74% below 2017 levels by 2050, and an interim target of 10% by 2030. It also has a target of reducing net emissions of all other greenhouse gases to zero by 2050.	Broad
Hazardous Substances and New Organisms Act 1996 & (Hazardous Substances) Regulations 2017	The Hazardous Substances and New Organisms Act is an environmental health and safety law that replaces laws such as the Explosives, Dangerous Goods, Toxic Substances and Pesticides Acts and pulls them into one combined Act. It also includes new organisms such as new species of animals, plants, bacteria, viruses and genetically modified organisms. Note: it does not cover radioactive, ozone-depleting and infectious substances. The Act also provides a basis for the public to have input into decision-making/approvals of hazardous substances and new organisms and provides a mandate to take Māori concerns and international agreements into account. The Act establishes a consistent process for assessing the risks of hazardous substances and setting national controls to manage effects of these risks.	Moderate

2.4. National Strategies and Plans

National policy statements are issued by the government to provide direction to regional and local government about matters of national significant which contribute to meeting the purposes of the Resource Management Act 1991.

2.4.1. National Infrastructure Plan

A National Infrastructure Plan is being developed by New Zealand Infrastructure Commission. The plan will help guide decision-making by both central and local government and give the infrastructure industry more confidence to invest in the people, technology and equipment they need to build more efficiently. It can also give all New Zealanders greater confidence that the infrastructure they rely on is well planned, provides value for money, and meets the needs of today and tomorrow.

The plan will address three questions:

- What's needed and what should we be spending over the next 30 years?
- What's our planned investment over the next 9 years?
- What's the gap between long-term infrastructure need and planned investment? How do we address that gap?

The key components underway that will inform the plan are:

- **Policy and System Reforms Review.** Looking at institutional and policy settings that need to change or be better calibrated to improve infrastructure system over the next 5-30 years. Some of the areas including road transport investment, accurate project costing, asset management, and digital technology.
- **Infrastructure Needs Analysis.** This will identify long-term needs, the factors that will affect the demand for infrastructure over the next 5-30 years, and the ability to pay. It will help identify changes needed to make to deliver New Zealand's infrastructure well.

- **Continuing to build the National Infrastructure Pipeline.** The Pipeline already provides information on current or planned infrastructure projects, but this will be enhanced to create a more complete picture and give greater insight into how achievable these projects are in their current timeframes and budgets, as well as the factors that mark successful projects.
- **Infrastructure Priorities Programme (IPP).** The IPP uses a standardised criteria to make sure proposals are of national importance, offers value for money and can realistically be delivered. This will then give decision-makers a menu of high-quality projects that can be considered for investment.

2.4.2. Te Rautaki Para Waste Strategy

Te Rautaki Para Waste Strategy (2023) is the Government's core policy document concerning the future direction of waste management and minimisation in New Zealand. The vision of the Waste Strategy commits New Zealand to a low-emissions, low waste, circular economy by 2050.

The strategy includes three national targets to achieve by 2030.

1. **Waste Generation**

   Reduce the amount of material entering the waste management system by 10 per cent per person.

2. **Waste Disposal**

   Reduce the amount of material that needs final disposal by 30 per cent per person.

3. **Waste Emissions**

   Reduce the biogenic methane emissions from waste by at least 30 per cent.

Alongside the targets, key parts of the strategy that the West Coast may need to plan for include:

- Implications from regulated product stewardship schemes,
- Data collection and reporting requirements,
- Resource recovery infrastructure network (local and national),
- Behaviour change programmes (local and national),
- Contaminated land and remediation.

2.5. Regional Strategies and Plans

Regional strategies and plans provide direction to local government about matters of regional significance which contribute to meeting the purposes of the Resource Management Act 1991. The regional documents are provided below in Table 2-3.

Table 2-3: Regional Strategies and Plans.

Plan	Description
West Coast Regional Policy Statement 2000	An overview of significant regional resource management issues with general policies and methods to address these.
West Coast Regional Waste Minimisation and Management Plan (WMMP)	The WMMP, currently under review, sets out how Council will progress efficient and effective waste management and minimisation in the West Coast Region. It fulfils Buller, Grey and Westland Councils obligations under the Waste Minimisations Act to guide and standardise Waste Minimisation and Management activities on the West Coast.
West Coast Regional Air Quality Plan 2001	The Regional Air Quality Plan provides a framework for managing adverse effects of discharges of contaminants to air, such as odour, dust, smoke, and other particulate matter. It permits discharges to air that are unlikely to have significant adverse effects on the environment and requires a resource consent for discharges that may have more than minor adverse effects.
West Coast Regional Land and Water Plan 2014	The Regional Land and Water Plan promotes the sustainable management of the West Coast's natural and physical resources as they apply in the context of land and water by applying rules and conditions to various activities. These resources include the Region's lakes, rivers, groundwater, wetlands, geothermal water, and land including river and lake beds.

2.6. Council Strategies, Plans and Bylaws

Planning within this activity is completed within the planning framework in Figure 2-1. The strategy drives the work in the Long-Term Plan work programme. This 10-year plan process is described in this activity management plan. Any infrastructure constructed within the Long-Term Plan is done so in accordance with the strategies 50-100 year vision.

Figure 2-1: Planning Framework.

The plan requirements that impact the delivery of this activity are outlined in Table 2-4.

Table 2-4: Council Key Planning Documents

Plan	Description
WDC District Plan (Operative)	Section 73 of the Resource Management Act 1991 requires the Council to have a District Plan. The plan sets out in a systematic way the manner in which the Council intends to deal with its function under the Act. It specifies objectives, policies, methods, in relation to resource management issues in the District to achieve the integrated and sustainable management of the District's resources. To achieve the objectives and policies of the plan, rules are included which prohibit, regulate or allow activities. The Council has adopted the principle of zoning. This technique recognises that different areas of the District will have difference resources, character and levels of amenity and that the community will seek different environmental results for these areas. The Westland District Plan was made operative in 2002 and will remain so until the process for implementing the Proposed TTPP has been completed.
Proposed Te Tai o Poutini Plan (TTPP)	The TTPP is the proposed combined District Plan for the Buller, Grey and Westland District Councils. It will replace the current individual district plans. TTPP sets out the objectives, policies, rules and method to manage land use activity and subdivision across the district. The plan is expected to be operative in 2025.
WDC Asset Management Policy	Provides a clear direction as to the appropriate focus and level of asset management practice expected. The current policy sets the appropriate level of asset management practice for Council as 'core' across all activities.
WDC Long Term Plan	Required under the Local Government Act 2002, this sets Councils intentions over a ten year period. The plan provides information on all Council activities, how these will be delivered, how much they will cost and how they will be paid for. The LTP is reviewed by Council every three years. The first year of the plan is also an Annual Plan for the and as a result there is no separate Annual Plan process for that year.
WDC Annual Plan	Required under the Local Government Act 2002, local authorities must prepare and adopt an Annual Plan for each financial year. The plan must support the Long Term Plan in providing integrated decision making and coordination. The Annual Plan process provides an opportunity to adjust the direction of Council and the community for the following twelve months. It also provides an opportunity for Council to highlight the key issues it faces and update the community on achievements and plans for the following year.
WDC Infrastructure Strategy	Required under the Local Government Act 2002, following a change in 2014, a local authority must prepare and adopt an infrastructure strategy for a period of 30 consecutive financial years. This discusses current and expected key infrastructure issues and significant projects and expenditure for the next 30 years.

Plan	Description
Delivery of Services Review	Section 17A of the Local Government Amendment Act 2014 requires that a local authority must review the cost-effectiveness of the current arrangements for meeting the needs of communities within its districts for good quality infrastructure, local public services, and performance of regulatory functions. This review is integral to demonstration efficient, effective services that represent value for money.
Butler's Landfill Management Plan	Developed as part of the resource consent and designation applications. The plan covers the operation of the landfill and sets out the intentions of the operator as per the conditions of the resource consent.

Over time Council has established a broad suite of policies. These state Council's position on specific issues and detail the management approach to be implemented by staff. The plan requirements that impact the delivery of this activity are outlined in Table 2-5.

Table 2-5. Key Policies Documents

Policy	Description
WDC Significance and Engagement Policy	Lists Councils strategic assets and contains a framework for defining what decisions are 'significant' so the appropriate level of community engagement and/or consultation can be undertaken.
WDC Consultation and Engagement Policy	Ensure a consistent approach to consultation and engagement with the community.
WDC Risk Management Policy	Establishes the process for the management of risks.
WDC Procurement Policy and Procurement Strategy	Defines the approach to the procurement of good and services to support the community in an affordable and efficient manner and provides a standardised approach to procurement for all departments. Developed to meet the requirements of NZTA, this strategy details the approach to procurement across transportation, 3Waters, parks and reserves, cemeteries and waste management.
WDC Asset Capitalisation Policy	Defines whether the purchase of an asset or component of an asset should be capitalised or expensed.
Land Acquisition and Disposal Policy	Outlines the approach for Council to acquire and dispose of land.
Revenue and Financing Policy	Outlines the choices Council has made about the appropriate funding of operational and capital expenditure form the sources of funds listed in the LGA.

2.6.1. Bylaws

Section 155 of the Local Government Act 2002 requires every local authority, before making a bylaw, to determine whether a bylaw is the most appropriate way of addressing the perceived problem. A new bylaw must be reviewed every five years and following that bylaws can be reviewed every ten years.

When reviewing a bylaw consideration is given to whether:

- A bylaw is the most appropriate way of addressing the particular problem or issue
- The bylaw is in the most appropriate form, and
- The bylaw has implications under the New Zealand Bill of Rights Act 2002.

Table 2-6 lists the bylaws and their impacts on this activity which indicated under impact range (Broad, Moderate or Limited).

Table 2-6. Council Bylaws

Bylaw	Description	Impact
Refuse and Recycling Bylaw 2018	This Bylaw is now overdue for review. The Refuse and Recycling Bylaw sets out conditions for management of transfer stations and kerbside collection.	Broad

2.7. Improvement Planning

The improvement tasks and actions that have been identified for the Strategies, Objectives and Legislation Section of the AcMP are listed below in Table 2-7.

Table 2-7: Strategies, Objectives and Legislation Improvement Actions.

Task No	Task	Description	Priority	Timeline
2.1	Review Refuse and Recycling Bylaw.	Required to set out conditions for management of transfer station and kerbside collection	High	2025/26
2.2	Monitor Government Legislation	Monitor changing government legislation.	Medium	Ongoing

3. Activity Areas

The Solid Waste Activity comprises of four main activities including management of landfills and transfer stations, kerbside collection and public litter bins.

3.1. Landfills

Council owns two operating landfills and 11 closed landfills throughout the district.

Figure 3-1 shows a map of the open and closed landfills throughout the Westland District.

3.1.1. Butler's Landfill

Butlers Landfill is the primary landfill in Westland, pictured in Figure 3-2. It is located 19km south of Hokitika on a 42.5-hectare site. The landfill is managed in accordance with the Butler's Landfill Management Plan which outlines the processes and procedures to ensure the resource consent requirements are met.

The Landfill consists of two cells, the first cell was constructed in 2011, and the second cell was constructed in 2022. Both cells were constructed with a liner with groundwater drainage and leachate collection system.

Figure 3-1: Map of Westland District Landfills.

Leachate is collected from the base of the landfill via a leachate drainage blanket and pipe collection system. It is then pumped into the active treatment system which consists of two lined ponds. The first pond has an aerator which was installed in 2022 to assist with leachate treatment.

The Leachate disposal field consists of two irrigation cells where leachate is pumped from the secondary pond into the disposal field where it is emitted into native forest. A second set of irrigation cells are currently being constructed adjacent to the existing cell. This will allow leachate to be disposed of between the two sets of irrigation cells, allowing one to be rested. Following land treatment, the treated leachate collects into an unlined pond and is discharged into Stenhouse Creek.

Figure 3-2: Butler's Landfill looking towards SH6 (Jul 2024).

The landfill is open for authorised deliveries on a weekly basis and accepts most types of waste including asbestos. Monitoring is carried out in accordance with the resource consent. All waste entering Butlers is weighed at the Hokitika Transfer Station prior to arriving at Butlers.

3.1.2. Haast Landfill

The Haast Landfill is located on the Haast-Jackson Bay Road and is known locally as Denis Road as shown in Figure 3-3. The landfill is not lined and does not have any leachate collection. During operation, the Haast Landfill is open twice weekly for limited hours.

The landfill is due to close in 2025 and will then be monitored as a closed landfill. The current site will be converted into a Transfer Station and all waste will be diverted to Butlers Landfill.

Figure 3-3: Haast Landfill.

3.1.3. Closed Landfills

Council manages eleven closed landfills throughout the district. The landfills are monitored in accordance with resource consent conditions where a resource consent exists.

In March 2019, the closed Fox Glacier landfill was exposed during an erosion event where the river cut through approximately 40m of bush. Rubbish from the landfill littered the Cook and Fox riverbeds and was found as far north as Ōkārito, a distance of 85km. The landfill was subsequently armoured and reinforced, but from expert advice and in consultation with the West Coast Regional Council (WCRC), it was decided to uplift the remaining material and re-deposit at Butlers Landfill.

In 2020, Council secured a $3.3 million shovel-ready grant from Central Government. This grant allowed Council to:

- Remove approximately 15,750 tonnes of waste from the effected Fox Glacier landfill and redeposit at Butlers Landfill at a cost of $1.7M,
- Construct a new landfill cell at Butlers Landfill (cover image), extending the capacity for approximately 15 years, at a cost of $1.35M,
- Fund additional clean up in the Cook and Fox river basins, removing 3-4 truckloads of waste,
- Construct two new implement sheds at Butlers Landfill.

This funding removed a significant burden on the ratepayer and allowed this expensive and urgent project to go ahead. This Fox Glacier Landfill erosion event highlighted the need to protect many of our closed landfills that are subject to erosion or incursion from the sea or adjacent rivers. This event sparked a nationwide review from Councils to identify high risk sites which could face similar events. As a result, more Councils are considering the resilience of their waste management infrastructure and its impact on the environment.

Figure 3-4: Fox Glacier Landfill Removal (Feb 2021).

A list of the closed landfills is provided below in Table 3-1. The closed landfills have had their erosion risk assessed and many of the landfills that have been rated as high risk have since had rock armouring installed to further reduce the risk of erosion. However, the long-term view is that the high-risk landfills will need to be extracted as was completed for Fox Glacier Landfill in 2021.

Figure 3-5: Rock Armouring Harihari Landfill.

Table 3-1: List of Closed Landfills.

	Approximate Volume (1000 m³)	Years Closed[3]	Capped	Lined	Potentially contains hazardous waste	Grassed / re-vegetated	Coastal Environment	River Flood Plain	Earthquake Fault Zone	Erosion Risk	Management	Landowner
Otira	~ ≤1.5	15-40			☑	?		☑	☑	Moderate	Passive	KiwiRail
Kumara	≤10	5-15	☑		☑	☑				Low	Passive	WDC
Old Hokitika	180	5-15	☑	☑	☑	☑				Low	Active	WDC
Hokitika Spit		40-60	☑		☑	☑	☑			High	Passive	WDC
Ross	≤10	15-40	☑		☑	☑				Low	Passive	WDC
Hari Hari	10	5-15	☑		☑	☑		☑		High	Passive	WDC
Whataroa	≤10	5-15	☑		☑	☑				Low	Passive	DOC
Okarito		15-40			☑	☑	☑			High	Passive	DOC
Franz Josef	15	5-15	☑		☑					Moderate	Passive	WDC
Hannahs Clearing	2	15-40	☑		☑	☑	☑			High	Active	DOC
Neil's Beach	2	15-40			☑	?	☑			High	Passive	Private Land

[3] Years since closure: Based on MfE guidelines ranges regarding monitoring requirements

3.2. Transfer Stations

Council owns and operates five transfer station which run on, or adjacent to, the original landfill site. These sites include Kumara, Hokitika, Ross, Harihari and Whataroa. Previously, the Fox Glacier transfer station was located on the closed landfill; however, it has since been replaced with a mobile transfer station on Cook Flat Road following the landfill disaster. The transfer stations are operated and maintained by the area's maintenance contractor. The Hokitika Transfer Station is the only Transfer Station that operates daily, the remaining are open limited hours twice weekly.

The transfer stations accept residential waste and recycling including:

- Waste,
- Plastics (Numbers 1,2 and 5),
- Paper/cardboard,
- Cans,
- Green Waste,
- Glass (Hokitika Transfer Station only).

Landfill waste is sent to Butlers Landfill. Recycling from the rural transfer stations is sent to the Hokitika Transfer Station where it is stockpiled and transported to EnviroNZ in Canterbury to run through an automated sorting facility. Glass at Hokitika is sorted into 1.5m^3 bins then sent to Visy in Auckland (via Canterbury).

3.3. Kerbside Collection

Council provides Kerbside Collection in Kumara, Hokitika and Ross and the rural areas between the townships. The total number of charges for kerbside collection is 3,082 with approximately 2,801 properties serviced. A 120L Mobile Garbage Bin (MGB) for refuse and a 240L yellow MGB for recycling (excluding glass) are provided to households and businesses.

Landfill waste and recycling (excluding glass) are collected in compactor trucks on alternating weeks and transported to Butlers Landfill for disposal. Ratepayers may opt to receive a second set of bins for an additional rating charge, however, there is a maximum of 2 bin sets per household. Glass can be dropped off at transfer station and sorted by colour.

Council offers the same landfill waste and recycling kerbside collection service as households. This service is tailored to households. If organisations generate waste above their bin allowance the following options are offered:

- Request an additional set of bins,
- Drop-off any excess landfill waste and recycling that does not fit in their bin sets at a local transfer station,
- Arrange a collection service with a private contractor.

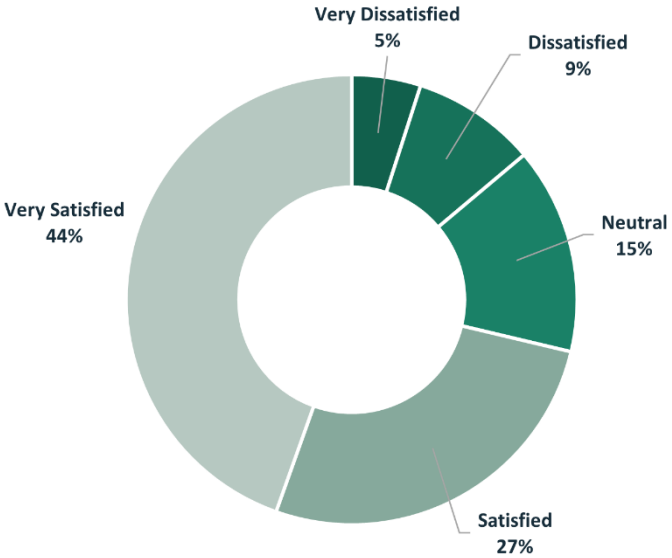

Figure 3-6: Customer Satisfaction Results for Kerbside Collection.

The most recent resident satisfaction survey was completed in March 2022. The survey generated a sample of 365 residents across the Westland District. Of those surveyed, 72% received Councils kerbside refuse and recycling collection. The results of this survey are shown in Figure 3-6.

The implications of the Te Rautaki Para Waste Strategy on Westland's Kerbside Collection are detailed further in Section 6.3.4.

3.4. Public Litter Bins

Figure 3-7: Franz Josef Kea Proof Litter Bin.

Town litter bins are provided in the urban centres. Litter bin emptying is undertaken regularly by contractors and an increased frequency during the summer months.

Council has been in the process of replacing town litter bins with bin enclosures which fit the MGB bins. The new litter bins have functionality for signage to be installed and this has been completed in Hokitika with Westland imagery in place. If any other signage were to be installed it would require a resource consent under the current district plan.

In Franz Josef, Council worked in conjunction with Tilley Group supplier to install Kea Proof Bins with a magnetic catch as shown in Figure 3-7.

Council currently contracts out the day-to-day operation and maintenance of waste management assets and services with the aim of maintaining agreed levels of service in a cost-effective manner. Contracts outline the service standard, frequency, and maintenance response times for certain reactive maintenance activities.

3.5. Fly-tipping

Council receives periodic service requests reporting incidents of illegally dumped waste (fly-tipping) in public places. Council's contractors deal with the clean-up of these sites. This is typically paid through Councils roading or reserves budgets (depending on where the fly-tipping occurs). The compliance team will typically attend and check the material or any identifying information that can be used for prosecution and recovery of costs. Annually, approximately 15 incidents are reported to Council.

3.6. Key Issues

The key issues for the Solid Waste Activity are outlined below in Table 3-2

Table 3-2: Solid Waste Key Issues.

Common Issues	Response
Risk of Erosion of Closed Landfills.	Identification of at-risk landfills has been completed. Council has the opportunity to apply for funding from the Ministry for the Environment (MfE) for remediation and plans to when co-funding is available.
Increasing cost of Waste Levy and Emissions Trading Scheme	This is driving up costs of waste to landfill which is being passed onto the user.

3.7. Improvement Planning

The improvement tasks and actions that have been identified for the Activity Areas Section of the AcMP are listed below in Table 3-3.

Table 3-3: Activity Areas Improvement Actions.

Task No	Task	Description	Priority	Timeline
No improvement actions have been identified for this section.				

4. Management and Organisational Structure

This section of the document sets out the organisational structure of the asset department, the consultation procedures that are adhered to and relationships with key stakeholders of the Council and the Solid Waste activity.

4.1. Organisational Structure

The organisational structure relating to the delivery of services for 3 Waters is shown below in Figure 4-1.

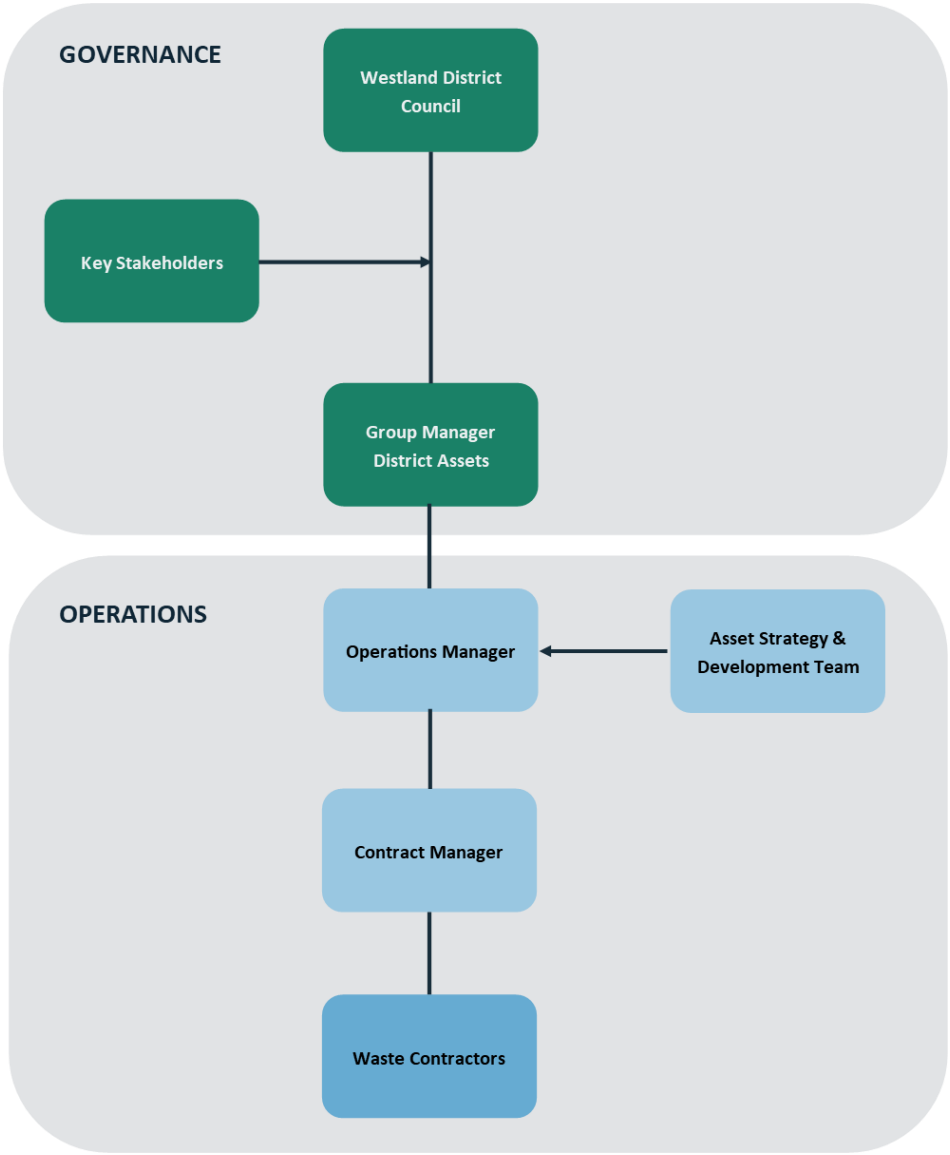

Figure 4-1: Organisational Structure.

The current organisational structure separates the asset management team from the service delivery team. The key responsibilities of the two teams are outlined below in Table 4-1.

Table 4-1: Key Responsibilities of Teams.

Team	Responsibility
Asset Management Team	Sets strategic direction, Determines and prepares policy, Decides level of service, Prepares AcMPs.
Service Delivery Team	Manages maintenance and development works, Collect AM information, Responsible for contractor performance, Ensure compliance.
Operator/Contractor	Maintains and operates assets.

The asset management function of Council is managed by the Asset Management Team who are responsible for the following:

- Adhering to Asset Management practices,
- Budgeting and long-term forecasting,
- Identifying and managing asset and service level related risks,

The Operations Team manages the day-to-day operations of Solid Waste and are responsible for the following:

- Management of the maintenance and operations contractors,
- Associated liaison with the public,
- Ensuring assets are adequately maintained,
- Asset data collection, Condition monitoring,
- Project and Contract Management.

Council also utilises external consultants to provide additional expertise where there is no in-house capability. These consultants may provide support for services such as engineering design, remediation advice and asset valuation.

4.2. Human Resources Management

Currently the District Assets department has approximately 13 full-time equivalent employees. Two of these staff members are partially dedicated to the operations of the Solid Waste activity. The asset management team works across the entire department and work alongside each team as required.

Significant changes in legislation for this activity is currently occurring. Because of this, an assessment of staff requirements will be required on an annual basis to ascertain the appropriate requirements for the increasing workload. The assessment needs to consider the level of staffs required to implement all the functions including internal management, information systems management, project management, design, construction, operations and maintenance. In addition to staff numbers, an assessment of staffing levels needs to consider the skill requirements to meet the demands of the infrastructure that Council does and will own and operation.

Training of staff is presently on an ad-hoc basis with no structured long term development plans for individual staff members. The link between asset life, and the ability to deliver levels of service with the skills of the people who plan, design, install, operate and maintain the assets is inevitable. It is crucial that the skill gaps of staff, contractors and service providers are identified and there are structured training programmes to close these gaps. The impact of the training provided should also be evaluated.

Succession planning is considered necessary to reduce the risk associated with staff leaving the organisation leaving resource gaps and 'taking' knowledge with them. Succession planning allows institutional knowledge to be passed on and assists in ensuring continuity within the organisational culture. Succession planning is something that the Council needs to prioritise.

External consultant and contractor services are procured where Council expertise or resources are not available, either in the required time or to the required degree. Procurement of consultants is via a professional services brief. Procurement of contractors is by contract conditions of engagement.

4.3. Procurement

A Procurement Strategy is a plan that outlines how a Council buys goods and services. Council's Procurement Strategy was adopted by Council in May 2021. It was extended in 2024 and is now due for renewal in July 2025. The purpose of the extension was to align Council's procurement strategy with Grey and Buller District Council's strategies. This was to allow the West Coast Councils to create a joint procurement strategy which has the potential to create significant cost savings through the power of joint procurement for maintenance, renewal and capital projects. Council already has approved joint procurement within the Transportation and Waste activities.

The objectives of the 2021 procurement strategy are:

- To ensure purchasing decisions are consistent, transparent, fair and lawful;
- To deliver procurement outcomes that meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses;
- To ensure products, services and works are fit for purpose and are bought using commercially astute and appropriate processes;
- Support sound environmental procurement and sustainability where feasible to do so.

The procurement policy sits alongside the procurement strategy and was updated in September 2024. The policy outlines the approach Council will take for planning, sourcing and managing its procurement activities.

4.4. Consultation Procedures and Processes

The Council carries out the majority of its consultation through the LTP. This includes establishing community outcomes which are reviewed during the LTP process. Other statutes that include consultation are: Local Government Act, Resource Management Act, Land Transport Management Act and Reserves Act.

Under the LGA 2002, each Council is required to have a Policy of Significance. The requirements for the policy can be seen as being a means for ensuring that in making decisions that Council is:

- Clear about why it is addressing a matter;
- Has considered and evaluated the options and alternatives; and
- Has information on the community views about the matter and the options for addressing it. Particularly, it has an understanding of the views and preferences of those persons likely to be affected by, or have an interest in the matter.

A significant activity is one that has a high degree of significance in terms of its impact on either:

- The well-being of the people and environment of Westland District; and/or
- Persons likely to be affected by or with an interest in that activity; and/or
- Capacity of the Westland District Council to provide for the well-being of the district.

Infrastructure is considered Westland District Council as a “Significant Activity” therefore, some decisions require consultation.

There are several instances where the Council will undertake consultation at a District wide or comprehensive level. This generally occurs when there is a requirement to use the Special Consultative Procedure as prescribed in the LGA2002 section 83. This occurs in the following situations:

- Adopting or amending the Activity Management Plan. The long-term plan is reviewed every three years with the Annual Plan giving effect to that Plan in the intervening years;
- Adopting the Annual Budget;
- Adopting, amending or reviewing a Bylaw;
- Proposing a change in the way a significant activity is undertaken;
- Significant decisions not already provided for in the Activity Management Plan; and
- Termination of a service.

The Council will decide that some decisions are significant and will therefore require a more rigorous assessment of options and a more robust consultative process. Those decisions are treated as amendments to the LTP and can be dealt with either separately or as part of the Annual Plan process. The level of consultation required will be determined in-line with the Policy on Significance and Policy on Engagement and Consultation.

4.5. Key Stakeholders

The Solid Waste activity has many key stakeholders both internal and external. The key stakeholders for this activity are listed below in Table 4-2. The impact of these stakeholders on the activity differs depending on the situation and consultation required, however, the stakeholder’s interest has been identified as broad, moderate or limited.

Table 4-2: Key Stakeholders

Type	Key Stakeholder	Range	Interest in Activity
External	**WDC Community, residents, local businesses**	Broad	Users of facilities, Contribute rates towards the cost of services.
	Te Rūnanga o Makaawhio	Moderate	Special status as mana whenua and kaitiaki of the natural environment, Consultation on matters relating to land, waterways and cultural or environmental impacts and issues, Co-governance role as members of Council and its committees (no voting rights).
	Te Rūnanga o Ngāti Waewae		
	West Coast Regional Council	Broad	Compliance with statutory obligations under the RMA and resource consents, Site sampling, monitoring and filing of annual reports, Co-operation and sharing of information.
	Department of Conservation	Moderate	Landowner of site of some closed landfills.
	Grey District Council	Limited	Partner for joint procurement.
	Butlers Landfill Liaison Management Group	Broad	Responsible for reviewing Butlers Landfill operations including leachate and stormwater issues, site contingency and nuisance controls and any other relevant concerns.
	Service providers and contractors	Broad	Provide maintenance and management of contract services.
Internal	**Elected Members**	Broad	Owner of Council assets. Responsible for sustainable service levels and decision making.
	Council Executives	Broad	Ensure compliance with regulations, service reliability, quality, economy and risk management.
	Council Committees	Limited	Specific to the TOR of the committee.
	Asset Managers	Limited	Ensure compliance with regulations, service reliability, quality, economy and risk management. Policy, Planning and implementation of infrastructure and service management activities.
	Contract Managers	Moderate	Responsible for implementation of infrastructure and service management activities. Day-to-day maintenance and operations.
	Finance	Limited	Accounting for assets and for services consumed by asset management activities.
	Customer Services	Limited	Systems which minimise and resolve complaints/enquiries about service.
	Information Services	Limited	Clarity of technical and budget requirements for systems and support.

4.5.1. Engagement with Mana Whenua

Te Rūnanga o Makaawhio and Te Rūnanga o Ngāti Waewae, known together as Poutini Ngāi Tahu, are the mana whenua of Westland District. Poutini Ngāi Tahu represent the first inhabitants of the lands several hundred years ago and, as such, have a deep connection and commitment to the environment, economy, people and communities of the district.

The Manatu Whakaaetanga Partnership Agreement fosters Māori contribution to local decision-making processes and is embedded in the way Council works. Major infrastructure projects require significant input from mana whenua to ensure that cultural considerations are understood and provided for, alongside other factors. Council's aim is to collectively agree what and how our new infrastructure is constructed to ensure our growth is sustainable and we protect the values and taonga that make our district special. The Chairs of Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio are full members of Council Committees and participate without voting rights in Council meetings.

The effective handling and disposal of solid waste is of importance and spiritual significance to Māori. This is because of the ability of leachate to affect the quality of nearby waterways. Traditionally the sea, lakes and rivers have been a key source of kai moana and regarded as their pataka. As a result, maintaining the mauri of the receiving waters is of utmost importance.

As a requirement of the Butlers Landfill resource consent, Council is required to facilitate the establishment of a Landfill Liaison Group. Membership of this group is to be open to both Rūnanga as well as representatives from Council, contracted operators of the landfill, West Coast Regional Council, neighbouring landowners, Department of Conservation, and the Royal Forest and Bird Protection Society of New Zealand.

4.6. Other Committees

Council may establish committees or Project Working Groups for specific tasks. There are no active committees or working groups associated with the Solid Waste Activity.

4.7. Access to Councils Infrastructure

Councils' infrastructure access is primarily controlled by the LGA. However, Council may enter private land to inspect, alter, renew, repair or clean provided that the infrastructure was constructed with the landowners' permissions.

4.8. Improvement Planning

The improvement tasks and actions that have been identified for the Management and Organisational Structure Section of the AcMP are listed below in Table 4-3.

Table 4-3: Management and Organisational Structure Improvement Actions.

Task No	Task	Rationale & Actions	Priority	Timeline
4.1	Update Procurement Strategy	Joint Procurement Strategy with Grey and Buller which has the potential to create cost savings through joint procurement.	High	2025/26

5. Levels of Service

The Levels of Service for the Solid Waste activity is defined in this section and the performance measures by which the service levels will be addressed. The levels of service statements are aimed to support the community outcomes and councils' strategic goals. The current linkages between current legislation, community outcomes, Solid Waste objectives and key performance indicators are below in Figure 5-1.

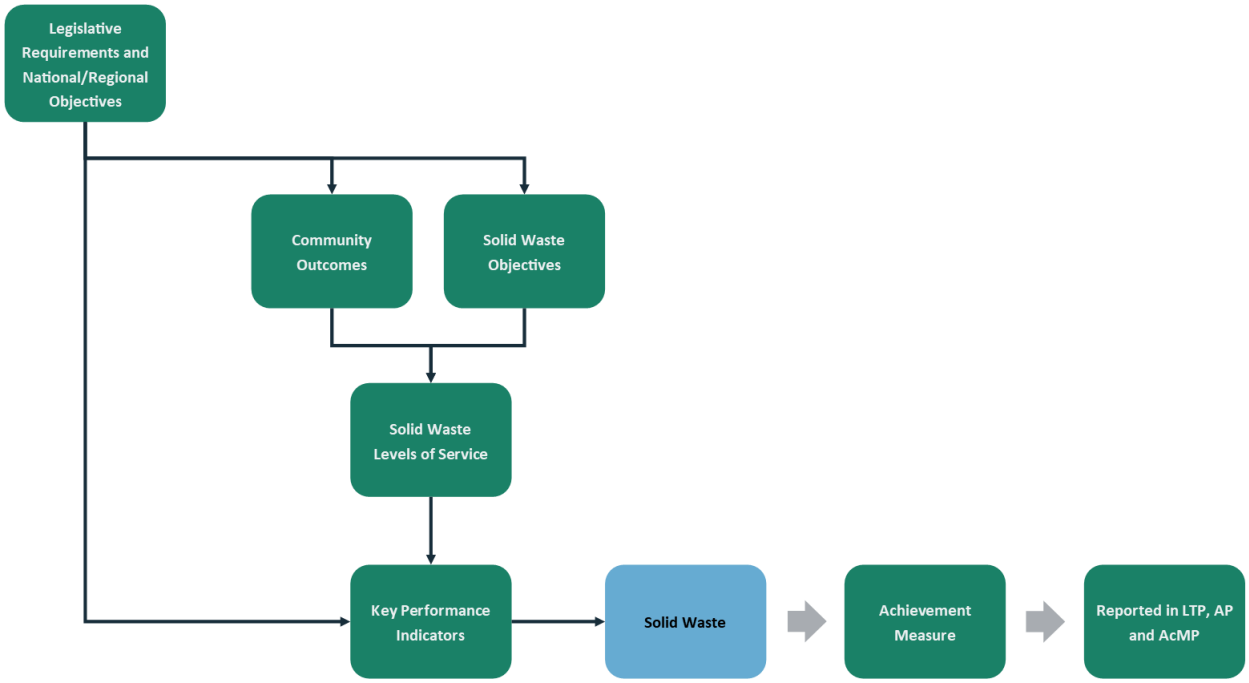

Figure 5-1: Level of Service Linkages.

5.1. Objectives

Objectives and levels of service are developed to reflect the expectations of the community and regulators. The objectives are broad and apply to all activities within the solid waste activity, while the Level of Service statements are specific to each activity.

The objectives for the Solid Waste activity are:

- To protect the environment by minimising waste to landfill and provide a quality kerbside collection service for the community.

5.2. Community Outcomes

This plan is prepared under the direction of Council's vision, mission, goals and objectives.

Our vision is:

By investing in our people, caring for the environment, respecting the Mana Whenua cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here.

Our community outcomes are:

Sustainable Environment, Diverse Economy, Embracing our Culture, Live and Play, Resilient Infrastructure.

Strategic goals have been set by Council. The relevant goals and objectives and how these are addressed in this AcMP are summarised in Table 5-1.

Table 5-1: How the activity addresses the Community Outcomes.

Outcome	Objective	How the activity addresses the Outcomes and Objectives
Sustainable Environment	Reduce the human impact on the environment, while enhancing and protecting the unique natural environment of the Westland District. This outcome seeks to improve environmental outcomes and support the community to embrace a culture of sustainability.	All material that is collected by the Council's operators or delivered to Council-owned facilities is processed or disposed of in an appropriate and sustainable manner. These activities are managed to minimise the impact on the receiving environment. Our kerbside collections ensure the environment is functional, pleasant, and safe by receiving materials from members of the public for recycling with minimal public nuisance or complaint.
Diverse Economy	Enable a prosperous economy that supports and celebrates local businesses success, encouraging both traditional and innovative businesses so that our community thrives. This outcome seeks to support a thriving community and economy for the security of future generations.	Solid waste activities are planned with the needs of future growth in mind, therefore, waste and recycling services enable our District's economy.
Embracing our Culture	Enabling a rich cultural life for our citizens where people feel welcomed and have civic engagement. This outcome seeks to ensure that all voices are enabled and heard, power is more evenly distributed and, and the community can share its strengths.	Collaboration with iwi as part of Butlers Landfill Liaison Group. To ensure the importance and spiritual significance on the area is maintained.
Live and Play	Westland is a place where community are safe and healthy; a unique and enjoyable place to live with affordable, accessible social and cultural facilities. This outcome seeks to ensure that we provide the infrastructure and opportunities that support our communities and enhance people's health and wellbeing.	Ensure that there are sufficient township litter bins to ensure Westland can live and play healthily and safely.
Resilient Infrastructure	Investing in the future with careful, considered planning of projects which support the growth, development and wellbeing of our communities and environment. This outcome seeks to ensure that communities are less vulnerable to natural hazards and climate change and critical transitions are considered for longevity.	Protect Landfill sites to ensure that they are resilient to natural hazards. Local transfer stations exist in most community areas, enabling our smaller townships to be independent and supported whether a local landfill site exists in their area. Waste minimisation education in local Westland schools helps empower the communities to be proactive and informed on waste minimisation.

5.3. Levels of Service

Council's community outcomes are achieved by providing an agreed level of service to the community. The Levels of Service are driven by:

- Customer expectation,
- Legislative requirements,
- Council strategic objectives.

The Levels of Service statements for Solid Waste are provided below in Table 5-2.

Table 5-2: Solid Waste Levels of Service.

Activity Area	Objectives	Levels of Service
 Solid Waste	To protect the environment by minimising waste to landfill and provide a quality kerbside collection service for the community.	**Environmental Impact** The quantity of solid waste disposed of is static or decreasing.
		Legislative Compliance Solid Waste activities are managed in accordance with resource consent conditions.
		Customer Satisfaction Waste collection is managed to give a good quality service.

5.3.1. Key Performance Indicators

The key performance indicators for solid waste have been derived from mandatory non-financial performance measures and new measures.

Table 5-3: Solid Waste Key Performance Indicators.

Activity Area	Objective	Levels of Service	Key Performance Indicator	Implemented
 Solid Waste	To protect the environment by minimising waste to landfill and provide a quality kerbside collection service for the community.	**Environmental Impact** The quantity of solid waste disposed of is static or decreasing.	*Total kilograms of residual waste per capita remains static or decreases year on year.*	LTP 2025 -2034 Year 1
			Kilograms of household kerbside residual waste per capita decreases year on year.	LTP 2025 -2034 Year 1
			Percentage of contamination in household kerbside recycling decreases year on year.	LTP 2025 -2034 Year 1

Activity Area	Objective	Levels of Service	Key Performance Indicator	Implemented
 Solid Waste	To protect the environment by minimising waste to landfill and provide a quality kerbside collection service for the community.	**Legislative Compliance** Solid Waste activities are managed in accordance with resource consent conditions.	Compliance with the territorial authority's resource consents for management of solid waste as measured by the number of: a. Abatement notices, b. Infringement notices, c. Enforcement orders, and, d. Convictions Received by the territorial authority in relation to those resource consents.	LTP 2025 -2034 Year 1
		Customer Satisfaction Waste collection is managed to give a good quality service.	Completed kerbside collection as a percentage of bins in service.	LTP 2025 -2034 Year 1
			Proportion of residents rating the kerbside collection good or very good.	*LTP 2025 -2034 Year 2*

5.4. Improvement Planning

The improvement tasks and actions that have been identified for the Levels of Service Section of the AcMP are listed below in Table 5-4.

Table 5-4: Levels of Service Improvement Actions.

Task No	Task	Description	Priority	Timeline
5.1	Improve capture of KPI information.	Capture of KPI information through AMIS.	High	2025/26
5.2	Implement Satisfaction recording	Record satisfaction of residents and users.	Medium	2025/26

6. Growth and Demand

This section provides details of growth forecasts and demand drivers, which affect the management and utilisation of the Solid Waste assets.

The future demand for services changes over time in response to a wide range of influences including:

- Population Trends,
- Economic Trends,
- Tourism,
- Land use change,
- Changing legislative requirements and,
- Climate change.

Increasing demand for services over time generates a requirement for an increase in scope of services and for the development of additional infrastructure. Expenditure programmes need to be planned to fund the capital works and associated on-going operational expenditure. Alternatively, it may be possible to manage demand within the existing system capacity or through the use of non-asset solutions.

6.1. Population Projections

The district's resident population (2022) is estimated at 8,810 with 6,573 ratepayers (rateable assessments as at 30 June 2023). The district's population (2001 to 2022) has experienced slow but steady growth with an overall increase of 10.4%.

Based on Stats NZ's medium population growth forecast, Westland's population is expected to decline by 500 people between 2023 and 2048. The median age is expected to increase to 52.2 years, with 30% of Westland's population aged over 65 by 2048. The medium growth scenario and resulting age breakdown is shown below in Figure 6-1.

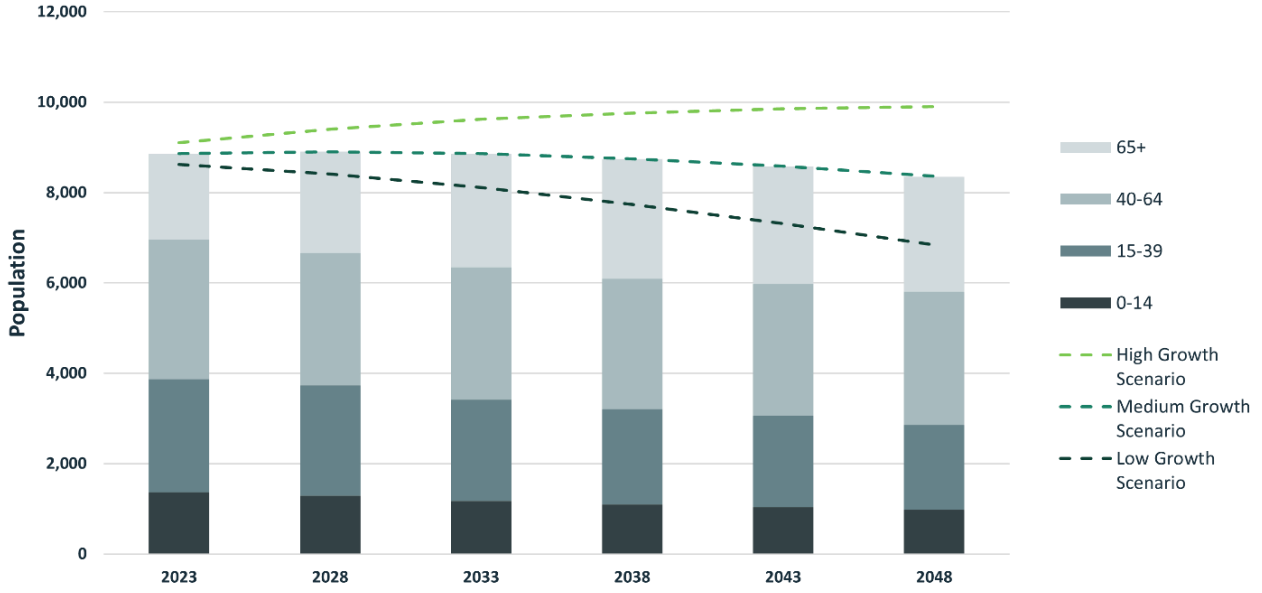

Figure 6-1: Population projects (2023 to 2048), Statistics New Zealand.

Population projection scenarios are defined as:

- The low projection uses low fertility, high mortality, and low net migration for each area.
- The high projection uses high fertility, low mortality, and high net migration for each area.
- The low and high projections are independent of the national population projections as they represent plausible alternative scenarios for each area.

Significant shortages in rental stock, particularly due to seasonal workers and short-stay rentals, has provided challenges for those wanting to move to the district. Due to the migration of domestic and international residents, the district's population is diversifying, with an expected increase in Māori, Asian and Pasifika populations.

Residents have been attracted to the district for the lifestyle change, the tourism and diary industries and low house prices. There has been a significant shortage in rental properties within the district which provides challenges for those who want to move to the district.

The number of new dwelling consents had increased by 50% in the last two years, where it had previously stayed constant at around 40 new dwellings per year.

Within the last three years, there have been 24 consent applications for subdivisions totalling approximately 260 new residential lots, though not all applications have come to fruition. Majority of these applications are for subdivisions located in Hokitika or the northern ward area between Ross and Kumara. Council is currently in the process of installing trunkline infrastructure for a 100+ lot subdivision on Hokitika Racecourse land through Kāinga Ora Acceleration Funding.

6.2. District Plan Review

In 2015 some members of the West Coast community asked the Local Government Commission to look at options for streamlining the local councils. In 2018 the Local Government Commission released its proposal for local government reorganisation on the West Coast. The Local Government Commission recommended:

- Transferring the statutory obligations for preparing district plans from the three West Coast district councils to the West Coast Regional Council,
- Delegating these obligations to a joint committee comprising all four councils and local iwi, with an independent chair.

The Te Tai o Poutini Plan (TTPP) is the combined District Plan for the Buller, Grey and Westland District Councils. It replaces the current individual district plans. The TTPP sets out the objectives, policies, rules and methods to manage land use activities and subdivision across the districts. The plan is expected to be operative in late 2025.

6.3. Influences on Growth and Demand

There are a range of drivers that mean methods and priorities for waste management are likely to continue to evolve, with an increasing emphasis on diversion of waste from landfill and recovery of material value. These drivers include:

- Increasing costs of waste disposal to landfill resulting from the waste levy expansion and emissions trading scheme.
- Changes resulting from Te Rautaki Para including potential changes to the WMA, and requirements for territorial authorities.
- The introduction of product stewardship schemes.
- Activities and policy resulting from the second emissions reduction plan.
- Changes to forestry slash removal requirements resulting from Cyclone Gabrielle.
- Increased private sector capacity to recycle and reprocess materials.
- Changes to markets for materials.
- Economic development in the region.

6.3.1. Usage Patterns

The waste tonnage received at Butler's landfill greatly reflects seasonal tourists demand, with higher volumes experienced over the summer period. Current annual quantities to Butler's Landfill remain stable at around 3,000 tonnes. The net tonnage of waste to Westland's landfills over the last 10-years is shown below in Figure 6-2. The amount of waste diverted (recycled) from Butler's Landfill averaged 18% over the last two years.

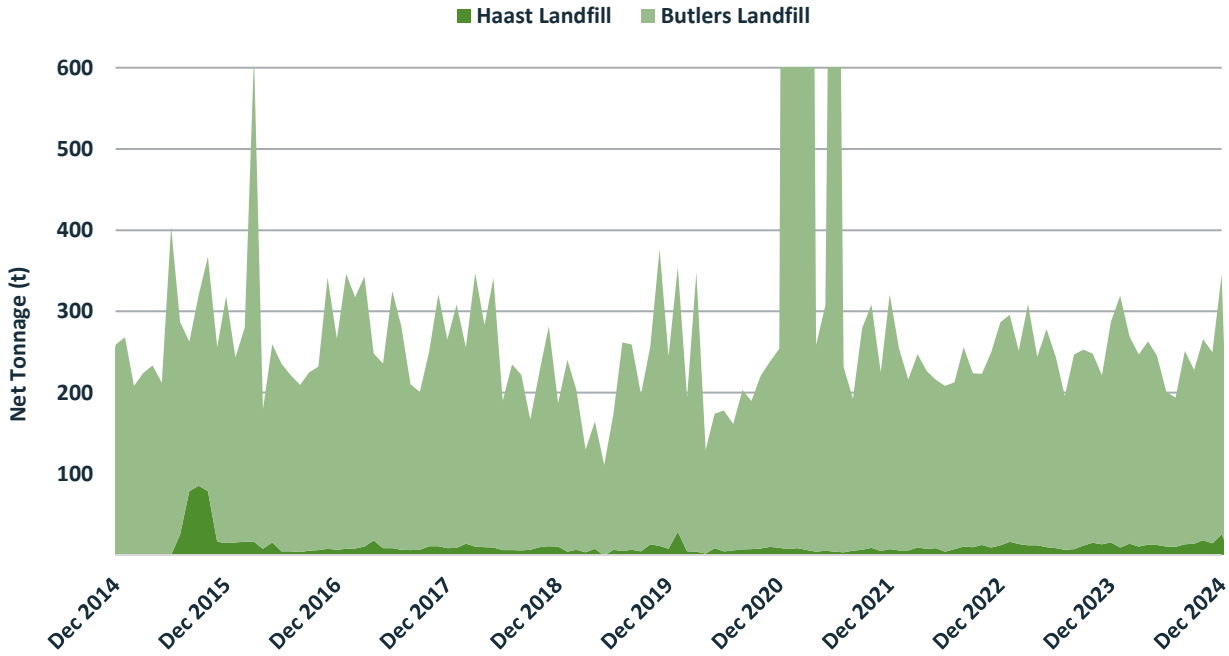

Figure 6-2: Landfill Net Waste Tonnage.

The large peak in data in 2021 was due to the extraction of the Fox Glacier landfill (as discussed in Section 0). The extraction peaked in February 2021 with around 11,000 tonnes of waste deposited at Butlers Landfill.

There were two notable drops in waste to Butler's landfill which were due to a sudden decrease in tourist numbers. In March 2019 the SH6 Waiho River Bridge in Franz Josef was washed out during Cyclone Trevor

which also caused the Fox Glacier landfill breach, causing significant disruption in the typical busy period. The second in drop in 2020 was caused by the initial Covid-19 lockdown and the closure of borders to international travellers.

Haast Landfill waste volumes were reported annually until July 2015, however, the annual volumes remain constant at around 95 tonnes. The Landfill is expected to be capped and formally closed in 2025 which will see all waste diverted to Butlers Landfill.

6.3.2. Tourism

The Westland District is heavily reliant on the tourism sector, with 25% of the District's employment directly related to the tourism sector. Employment within the tourism sector in Westland increased 56.8%.

In the first quarter of 2023, the sector contributed $95.6m or 12.2% towards the District's GDP, which had previously peaked at 23.3% in 2018. This is compared to the West Coast region where tourism contributed only 5.4% to the GDP[4].

The New Zealand borders reopened in July 2022 following the pandemic. Tourism spending and international visitor arrivals in the year ending September 2024 were approximately 87% of pre-pandemic levels. The total annual guest nights to September 2024 in Westland was 733,700. These changes compared to the national figures are shown below in Figure 6-3.

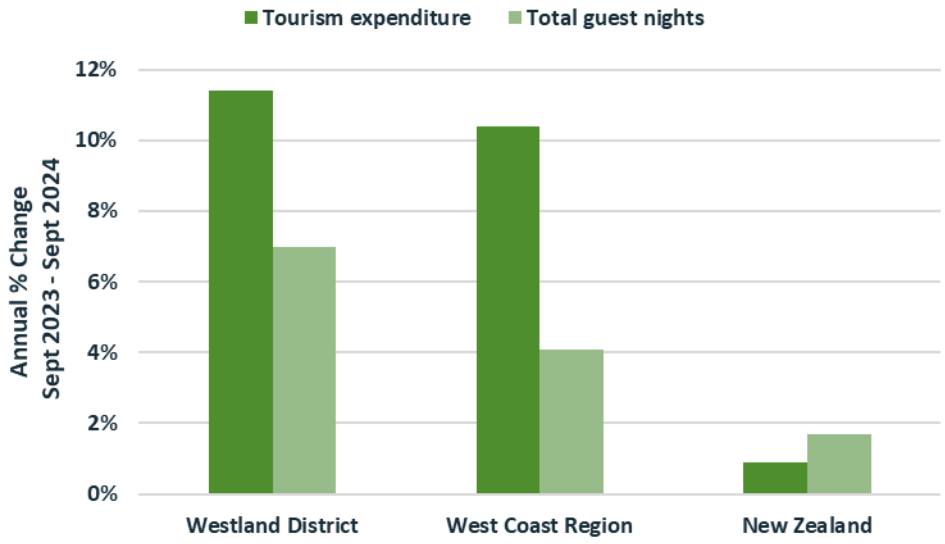

Figure 6-3: Tourism Trends[5].

Although there is limited data regarding waste from tourism in New Zealand, a study on the implications of increasing demand on infrastructure in Westland as a result of tourism was conducted in 2001 by Lincoln University. The study found that 3 tonnes of solid waste is generated per 1,000 visitor nights in Westland (3kg of waste per visitor per night). It is assumed that this is a combination of food waste within the hospitality sector and general waste from consumption of goods and services whilst travelling.

Due to greater general awareness of waste management through education and communication campaigns in New Zealand, we have reduced this value to 2 tonnes of solid waste per 1,000 nights (2 kg of waste per visitor per night). Applying this theory, it is estimated that visitors contribute to ~26% of total waste per year.

[4] Infometrics Regional Economic Profile (to March 2023)
[5] Infometrics Quarterly Economic Monitor (September 2024)

As tourism within the region significantly contributes to the consumption of goods and services it is important to account for the waste generation from visitors in the region alongside residents.

6.3.3. Waste Streams

Outside of the waste streams which are typically generated by residents and small commercial organisations there are specific waste streams which Council must also consider how to manage. The district's top industries are shown below in Figure 6-4.

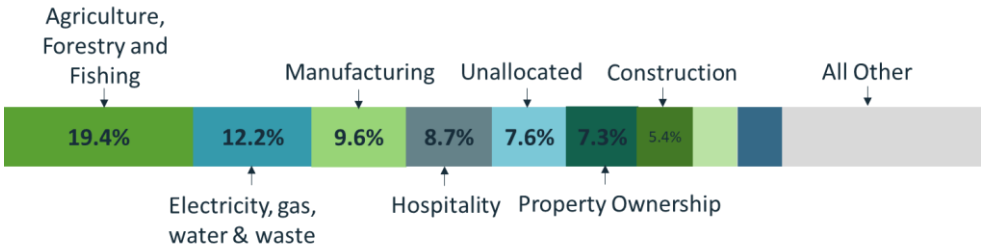

Figure 6-4: Main Industries as GDP.

The districts GDP structure provides Council some guidance of the main sources of waste and different type of waste streams that may be encountered. The following waste streams have been identified:

- **Disaster Waste**

  Extreme weather events are becoming increasingly common throughout Westland, so more attention may need to given to how disaster waste is managed. Currently, it is common practice for disaster waste to be sent to Butlers Landfill, but continuing this will decrease the lifespan of these facilities.

- **Construction and Demolition Waste**

  Reducing construction and demolition (C&D) waste is a growing focus area in resource recovery, as it makes up an estimated 40-50% of Aotearoa's total waste to landfill.24 In lieu of recovery systems, the region must build awareness of what types of C&D waste emerges from this sector.

  Earthquake prone buildings are also an important consideration as this has potential to create significant amounts of demolition waste. The Westland District has 55 earthquake-prone buildings on the natural hazards register.

- **Farm/rural waste**

  There has been little research conducted on the quantities of waste generated on farms and disposed of on-site across New Zealand. A Canterbury study found that 92% of farms surveyed practised one of the following methods (burn, bury or bulk store indefinitely) for on-site disposal of waste. Hokitika Transfer Station offers a local drop-off point for agrichemical container recycling. However, Agrecovery services have had minimal uptake in the region.

- **Medical Waste**

  In Westland, medical waste is predominantly disposed of through local medical centres and aged care homes. Council receives small quantities of medical waste that has been incorrectly disposed of at its facilities. A significant portion of in-home medical waste is currently disposed of through general waste systems, which has the potential to have health and safety risks for collection and processing staff.

- **Hazardous Materials**

  Large quantities of hazardous waste are not permitted to be disposed of in Council landfills. However, certain material such as asbestos are accepted at Butlers Landfill within the restrictions of the resource consent.

- **E-Waste**

  Council has trialled multiple different schemes for solid waste including E-waste and small appliance recycling. The free drop-off E-waste trial was started in partnership with TechCollect NZ Ltd. Following its success, the trail has been extended indefinitely. The small appliance recycling ensures that there is the option for a second-hand market of electrical appliances. The items must be electrical tagged and tested to be on sold at the Hokitika Transfer Station.

6.3.4. Te Rautaki Para Waste Strategy

As part of the Te Rautaki Para Waste strategy the Ministry for the Environment (MfE) announced a move to standardise kerbside recycling across the country as part of the prioritises laid out in the Te Rautaki Para. The announcement in November 2022 signalled:

- A standardised set of recyclable materials will be collected from households in urban areas, this was implemented 1st February 2024.
- Household recycling be available to households in all urban areas,
- Kerbside organics collection be available to households in all urban areas by 2030,
- Minimum standards for diverting waste from landfill would apply to councils, with reporting requirements for private waste companies,
- Businesses would be required to separate food scraps from general waste 2030.

However, the coalition government decided only standardising materials for household recycling will come into force, having decided that the remaining four policies will not go ahead at this time.

6.3.5. Waste Disposal Levy Expansion

For every tonne of waste disposed to landfill, a levy is applied and collected by the MfE. The Government announced changes to the way the waste disposal level can be spent. Previously the funding was required to be spent of promoting or achieving the waste minimisation activities set out in the Council's waste management and minimisation plans.

The scope of projects which can now be funded through the Waste Disposal Levy will be expanded to include a wider range of projects supporting the environment and climate change mitigation and adaptation in addition to minimising waste. These projects can include costs associated with disposal of waste generated by an emergency such as cyclones, and to clean up contaminated sites and landfills vulnerable to severe weather events – before they cause a problem.

6.3.6. Container Return Scheme

Alongside kerbside standardisation announcements in early 2023, the Government deferred the introduction of a national beverage container return scheme (CRS). Container return schemes encourage consumers and businesses to return beverage containers (e.g., bottles, cans etc) for recycling and/or re-use. They can do this by including a refundable deposit in the price of purchase. The scheme has since been deferred. However, depending on design, any CRS may have an impact on the quantity of containers collected through kerbside recycling services and drop-off locations including transfer stations and may significantly increase the value of some collected materials.

6.4. Development Contributions

Currently Council has no development contributions policy. Instead, Council collects financial contributions as detailed in the Operative District Plan. Historically this was due to the limited growth occurring on the West Coast. However recent population estimates and housing developments in Hokitika suggest that Westland District is growing incrementally each year. Council is looking to implement a development contributions policy to ensure that future developments costs are not borne by ratepayers.

6.5. Demand Management

Demand for new services will be manged through a combination of managing existing assets, upgrading of existing assets and providing of new assets to meet demand and demand management. If increased demand cannot be accommodated, a decline in level of service will be experienced. Demand management practises can include non-asset solutions, insuring against risks and managing

Employing demand management strategies to mitigate risk caused by increased/decreased demand has many benefits, including the following:

- Deferral of capital investment,
- Maintaining levels of service,
- Complying with consenting authorities' requirements,
- Reducing operational and maintenance costs,
- Conserving resources and
- Minimising adverse impacts.

Opportunities identified to date for demand management are shown below in Table 6-1. Council has no formal Demand Management Plan for the activity, further opportunities will be developed in future revisions.

Table 6-1: Demand Management Plan.

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Population	Population remains stagnant. Approximately 21% of the population is aged 65+.	Minimal change in population. Population continues to age.	Likely change to usage patterns.	Monitor demand.
Township Growth	Subdivision and housing consents increasing.	Limited new subdivision consents, housing consents continue to increase for the planning period.	Increase on the number of kerbside bins serviced. Increased demand for expanded catchment zone boundaries for kerbside collection.	Continue applications for kerbside bins. Monitor demand for increase service area.
Usage Patterns	Haast Landfill nearing capacity.	Haast Landfill to be closed.	No Landfill Services in Haast.	Budget allocated to build RTS at Haast for transfer of waste to Butlers Landfill.

Demand Driver	Current Position	Projection	Impact on Services	Demand Management Plan
Tourism	Below pre-covid levels.	Recover to pre-covid levels	Increased seasonal demand for township litter bins and volume of waste to landfill.	Increase clearance frequency of litter bins. Demand expected to be similar to pre-covid.
Consumer Trends	Demand for alternative kerbside collection services.	Continued demand for glass kerbside collection.	Increased demand for new services.	Continue to investigate, glass collection to be implemented 1 July 2025.
Legislation	Legislation enacted as currently expected.	Higher standards may be imposed by regulators	Council may need to upgrade assets to meet new standards.	Budget for changes resulting from Legislation in LTP. Investigate Regional practices to improve economy of scale.

6.6. Improvement Planning

The improvement tasks and actions that have been identified for the Growth and Demand Section of the AcMP are listed below in Table 6-2.

Table 6-2: Growth and Demand Improvement Actions.

Task No	Task	Description	Priority	Timeline
6.1	Development Contributions Policy	Allow Council to charge for growth to provide further fundings for schemes.	High	2026/27
6.2	Demand Management Plan	To include trigger points for further investment.	Medium	2027/28

7. Lifecycle Management

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 5) while minimising risk and managing lifecycle costs. This process is conceptually shown below in Figure 7-1. The five main stages of the lifecycle process are Acquire, Operate, Maintain, Renew and Dispose. These stages are covered in detail throughout this section of the document.

Figure 7-1: Asset lifecycle Planning Process.

Lifecycle asset management focuses on management options and strategies considering all relevant economic and physical consequences. A well-structured lifecycle management plan will reduce the long-term costs of ownership and therefore, reduce the service cost.

7.1. Asset Types

The Solid Waste infrastructure assets include open & closed landfills, rubbish transfer stations, town litter bins and associated assets. These assets are located throughout the district in eight major townships.

7.1.1. Landfills

As discussed in Section 3.1, the landfill cells at Butlers were constructed in 2011 and 2022. The various types of assets that are located at the landfill are included below in Table 7-1.

Table 7-1: Landfill Assets.

Landfill Cell	Leachate Treatment	Leachate Disposal	Landfill Site
Geosynthetic Clay Liner Flexible Membrane Liner Pipework	Leachate Pond with Liner Aerator Pipework Manholes	Pipework Emitters	Outbuildings Water tanks Fire Pump Open Drains Fencing & Gates

7.1.2. Transfer Stations

There were minimal records kept regarding the assets installed at Transfer Stations many were existing while they were operated as Landfills. There was some investment at Ross and Harihari in 2009 for installation of concrete pads and carports. A list of assets at each rural transfer station is shown below in Table 7-2.

Table 7-2: Assets at Rural Transfer Stations.

Transfer Station	Landfill closed	Types of Assets
Kumara	~2008	Hardstanding (from capping), Fencing, Gates, Retaining Walls
Ross	~2006	Hardstanding (from capping), Fencing, Gates, Concrete Pad and Carport
Harihari	~2008	Hardstanding (from capping), Fencing, Gates, Concrete Pad and Carport, Green waste bin and garden shed.
Whataroa	~2011	Hardstanding (from capping), Fencing, Gates.

The Hokitika Transfer Station has been further developed following the Hokitika Landfill closure in 2011. It is the base location for operation by the contractor within the northern Westland area. Major infrastructure on the site includes a 30T Weighbridge and outbuildings. The recent capital programme has allowed the high use areas of the sites roadways to be sealed in order to reduce dust.

7.1.3. Public Litter Bins

In recent years, Council has invested in renewing public litterbins throughout the district. These litterbins are located both as street furniture and within reserves. The distribution of Litter Bins through the district is shown below in Figure 7-2.

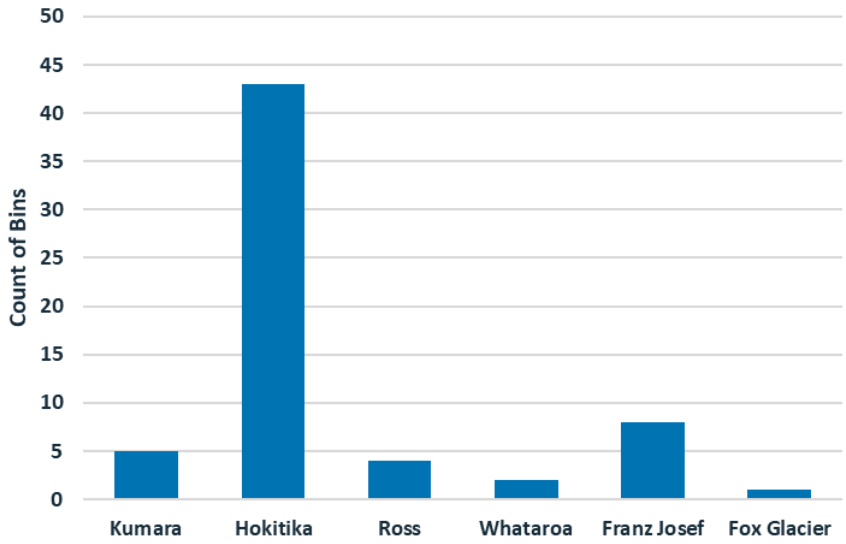

Figure 7-2: Distribution of Litter Bins in Westland.

The age profile of the Litter Bins is provided below in Figure 7-3.

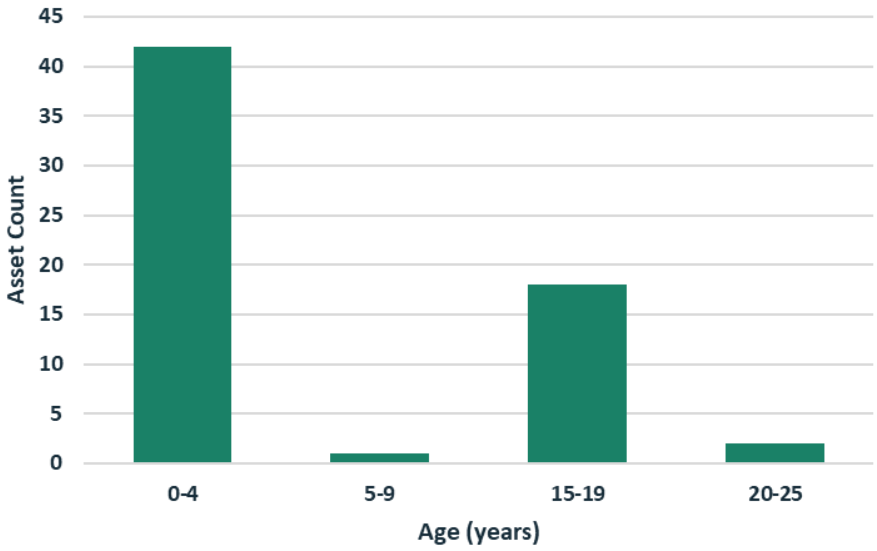

Figure 7-3: Public Litter Bins Age.

7.2. Asset Capacity and Performance

The Landfill cells at Butlers Landfill have approximately 15 years of capacity. Capacity of the cells depends on compaction and how high the cell is filled. The first cell is expected to reach capacity at the end 2025, 14 years after opening, however, this includes the unexpected waste from the extracted Fox Glacier Landfill. Contractors will then move onto filling the second cell.

7.3. Asset Condition

The asset database for Solid Waste has been updated within the last financial year to capture assets that were previously not included.

There have been no formal condition assessments completed on the Solid Waste asset portfolio. Asset condition assessments have been listed as an improvement action.

7.4. Asset Criticality

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified along with their typical failure mode, and the impact on service delivery, are summarised in Table 7-3. Failure modes may include physical failure, collapse or essential service interruption.

Table 7-3: Solid Waste Critical Assets.

Critical Asset(s)	Failure Mode	Impact
Operational Landfills	Essential Service Interruption	Public Health
Transfer Stations	Essential Service Interruption	Public Health
Closed Landfills	Physical Failure	Environmental Disaster

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

7.5. Asset Valuations

The Solid Waste assets are revalued every three years using the Optimised Replacement Cost methodology to determine the fair value of the assets. This methodology is used to value specialised assets which are deemed to be seldom traded on an open market or have a restricted market for the use of the asset. Depreciation is provided on a straight-line basis to the value of the asset with adjusted remaining useful life. The valuations are completed through the asset information system Univerus Assets (previously Assetfinda).

The last re-valuation was completed internally in July 2024 and was peer reviewed by Beca. The Asset Valuation Summary as at 30 June 2024 is shown below in Table 7-4.

Table 7-4: Solid Waste Valuation Summary.

Activity	Optimised Replacement Cost (ORC)	Depreciated Replacement Cost (DRC)	Annual Financial Depreciation (AFD)
Landfill	$4,617,932	$3,731,317	$107,218
Transfer Station	$693,636	$377,619	$34,151
Town Litter Bins	$220,396	$155,398	$14,214
TOTAL	**$5,531,964**	**$4,264,334**	**$155,583**

7.6. Complying with Resource Consents

An important aspect of the Solid Waste activity is to ensure that any discharge of contaminants is managed responsibly. Under the RMA and West Coast Regional Policy Statement, resource consents are required for disposal of solid waste and any associated odours and discharges.

A summary of current resource consents held for the Councils waste management and minimisation activities are detailed below in Table 7-5.

Table 7-5: Schedule of Current Resource Consents.

Location	Consent Number	Consent Type	Effective Date	Expiry Date
Butlers	RC06244/1-14	Land Use x3 Discharge x7 Water x3	30/01/2009	30/01/2044
Hokitika – Hau Hau Rd	RC95021/2 & RC95021/3	Discharge Permit to Water Discharge Permit to Land	27/06/2003	27/06/2038
Kumara	RC95020/2 & RC95020/3	Discharge Permit to Water Discharge Permit to Land	27/06/2003	27/06/2038
Franz Josef	RC95025/2	Discharge Permit to Land	27/06/2003	27/06/2038
Haast – Denis Rd	RC00327/1 & RC00327/2	Discharge Permit to Air Discharge Permit to Land	27/06/2003	27/06/2038
	RC08084	Discharge Solid Waste	04/01/2010	27/06/2038
Hannah's Clearing	RC-2018-0106	Earthworks/Rock Protection	12/11/2019	12/11/2029

The only consent set to expire within the next 10 years is for the rockwork protection of the historic Hannahs Clearing landfill. The landfill is capped with rock protection works but due to its location there are concerns that it may not be secure in the event of a natural disaster. For the 25-34 long-term plan, Council consulted on $8 million allocated for remediation of the Hannahs Clearing landfill. Council was to use 25% ($2 million) of the budget as co-funding to support an application to the Ministry for the Environment's Contaminated Sites and Vulnerable Landfills Fund with a total project cost of $8 million. However, Council removed this project from the long-term plan following plan hearings. The Hannahs Clearing landfill will remain insitu with the completed rock protection works and the resource consent will be surrendered upon expiry.

Council aims to achieve minimum compliance with all consents and/or operating conditions. Annual monitoring reports are required for the open landfills, Butlers and Haast, and the Hokitika, Franz Josef and Kumara closed landfills. Currently all consents are compliant with resource consent requirements.

7.7. Operations and Maintenance Plan

Council currently contracts out the day-to-day operation and maintenance of waste management assets and services with the aim of maintaining agreed levels of service in a cost-effective manner. Contracts outline the service standard, frequency, and maintenance response times for certain reactive maintenance activities. A list of the current and contractor responsible for delivering each service is detailed below in Table 7-6.

Table 7-6: Current Solid Waste Contracts.

Contract No.	Contractor	Description of Contract	Expiration Date
18/19/06	Westroads Ltd	Butlers landfill operation and cartage of materials from transfer stations to Butlers.	30 June 2028
12/13/06	South Westland Rubbish Removals	Haast landfill operation and Whataroa, Franz Josef and Fox Glacier transfer stations (or mobile recycling station) operation.	30 June 2025
10/11/25	EnviroWaste	Kerbside Collection and Kumara, Hokitika, Ross & Harihari transfer stations operation.	30 June 2025
20/21/01	MT Drums	Emptying of township rubbish and recycling bins.	30 August 2025

The new contract for South Westland will be tendered in March 2025, it is likely that there will be a small extension on the current contract due to delays with the procurement process.

Council has completed procurement of a joint service delivery contract between Westland and Grey Councils. The new contract, which replaces the current contract for kerbside collection and operation of transfer stations in Kumara, Hokitika, Ross & Harihari, will begin 1st July 2025. This will ensure there is a standardised approach to kerbside collection and transfer station operation across the two districts.

7.7.1. Transfer Station

Of the 10 closed landfills, five currently have transfer stations running on, or adjacent to, the original landfill site. Those sites are at Kumara, Hokitika, Ross, Hari Hari and Whataroa. Previously, the Fox Glacier transfer station was located on the closed landfill; however, it has since been replaced with a mobile transfer station on Cook Flat Road following the landfill disaster. The transfer stations accept residential and green waste and are operated and maintained by the area's maintenance contractor as shown below in Table 7-7. The Hokitika

Transfer Station is the only Transfer Station that operates daily, the remaining are open limited hours twice weekly.

Table 7-7: Transfer Station Maintenance Contractor.

Contractor	Transfer Station
Envirowaste	Hokitika, Kumara, Hari Hari, Ross
South Westland Rubbish Removal	Fox Glacier, Whataroa, Franz Josef

7.7.2. Kerbside Refuse and Recycling

Kerbside refuse and recycling are collected in compactor trucks and disposed of at Butlers Landfill. Kerbside collection is only provided at Hokitika, Kumara and Ross. A 120L Mobile Garbage Bin (MGB) for refuse and a 240L yellow MGB for recycling (excluding glass) are provided to households and businesses and are collected on alternating weeks. Ratepayers, may, at their discretion, opt to receive a second sets of bins but are required to pay an additional rating charge.

Council does not provide trade solid waste collection services. Businesses can take limited types of trade waste to the transfer station or contract a suitable refuse collection operator. Private waste operators are key providers of refuse and recycling collection services for both residential and commercial customers.

Green waste can be dropped off at transfer stations where it is handled by the site operator who mulches it and uses it for site remediation. Glass can also be dropped off at transfer stations and is required to by sorted by colour, however, kerbside collection for glass will be implemented on 1 July 2025.

7.8. Renewal Replacement Plan

Asset are considered to need replacement when:

- There are Health and Safety concerns,
- The asset is near the end of its effective useful life,
- Cost of maintenance becomes economic, and it would cost less to the renew the asset and,
- Risk of failure of critical assets is unacceptable.

Councils' current renewal strategy is based on:

- Asset failures,
- Improving resilience (LOS driven) and,
- Operational knowledge based on inhouse staff and contractor feedback.

Council is in the process of making a stepped change from ad-hoc to proactive renewals and is continuing to improve its asset data practices allowing for better information to drive the renewals forecasts. This new approach requires internal capability and better information to make decisions. It is recognised that this step up in maturity will take time and additional resources. Council's intention to use Thinkproject's Asset and Work Management for management and monitoring of the maintenance contract is the first step towards this improvement in data practices. It will allow all work completed on the assets including asset failures and expenditure to be recorded against the asset record and allow for more informed decisions.

7.8.1. Renewal Profile

The renewal profile is generated by the AMIS for all assets within the valuation period. Those assets that are due to expire within three years or have expired but are still being utilised are given an extended life of 3 years. The renewal profile is based on an asset's expiry date and valuation and is shown below Figure 7-4.

Council does not currently account for criticality and condition in the renewal profiles.

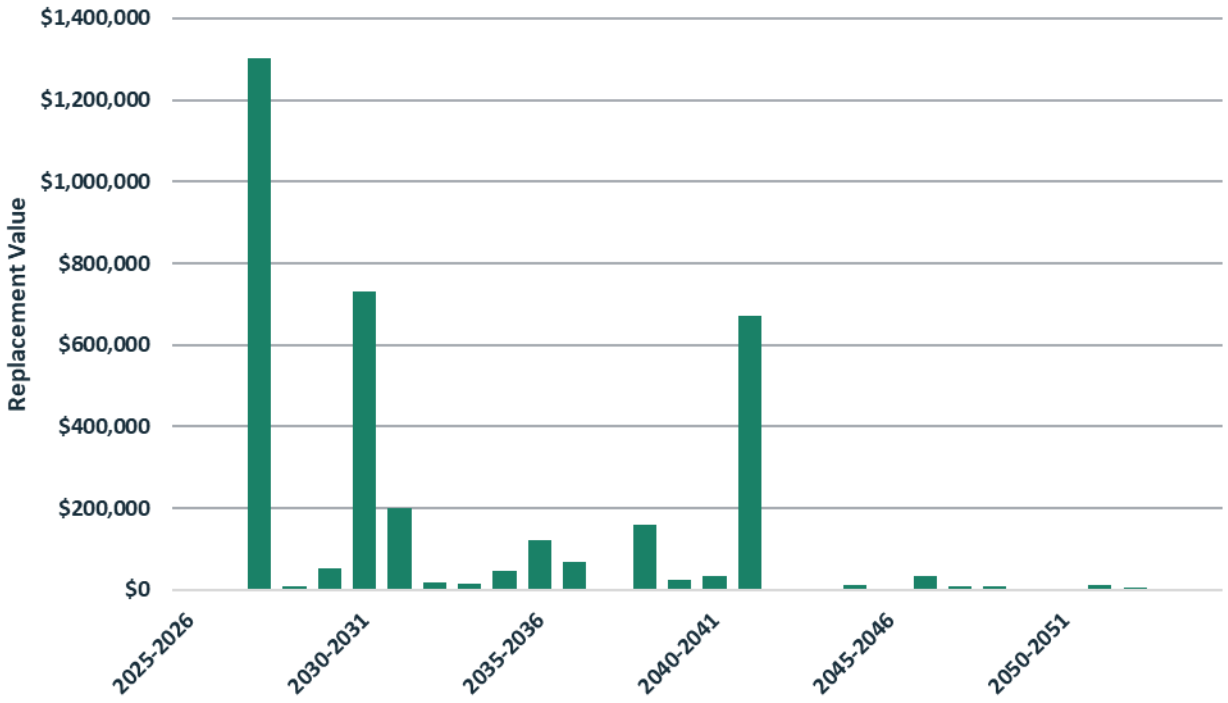

Figure 7-4: Renewal Profile Solid Waste.

7.9. Asset Acquisition and Development Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to Council.

As discussed in Section 6, the district is not experiencing any significant growth. Council plans to predominantly accommodate growth within the existing infrastructure.

7.9.1. Selection Criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works are reviewed to verify that they are essential to the Council's needs. Proposed upgrade and new work analysis is also to include the development of a preliminary renewal estimate and operational/maintenance costs to ensure that the services are sustainable over the longer term. Proposals can then be ranked by priority and scheduled in future works programmes as funds become available.

Council does not have a formal priority ranking criteria or weighting for acquisitions; however, planning considers factors relating to the asset such as:

- Benefits & Risks,
- Compliance with Best Practice,
- Co-funding opportunities,
- Public Health & Safety and,
- Demand.

The development of a formal priority ranking criteria will be included in further iterations of the AcMP.

7.10. Asset Disposal Plan

Assets within the networks that are replaced or made redundant following renewal or upgrade projects are either abandoned, disposed of, or held in stock as spare.

Council has no plans to abandon any of the Solid Waste assets in totality.

7.11. Funding Renewals

It is critical that equity of funding for renewals between current and future users occurs. Council funds depreciation to ensure that funding for renewal occurs between current and future users. Higher cost and long-life assets would be renewal funded through depreciation.

7.12. Improvement Planning

The improvement tasks and actions that have been identified for the Lifecycle Management Section of the AcMP are listed below in Table 7-8.

Table 7-8: Lifecycle Management Improvement Actions.

Task No	Task	Description	Priority	Timeline
7.1	Renewal Profiling	Account for criticality and condition in renewal profiling.	High	Ongoing
7.2	Performance Monitoring	Monitor performance of supplies and assets to identify service deficiencies and prioritisation of renewals.	Medium	Ongoing
7.3	Asset Valuation Improvements	The new AMIS allows further automation of the Valuation module and more flexibility assigning unit rates and base lives.	High	2025/26
7.4	Asset Criticality	Defining the asset criticality within the AMIS so it is automatically updated.	Medium	2026/27

8. Infrastructure Sustainability

This section describes the processes used by Council for assessing and managing sustainability for Solid Waste Activity. This section also addressed the possible implications of climate change and energy requirements relating to the Solid Waste Activity.

8.1. Sustainable Development

Sustainable development focuses on the concept of intergenerational equity whereby the decisions and actions of an entity need to balance the needs of present and future generations. Consideration of four well-beings (economic, social, environmental and cultural) is essential in a sustainable development approach. From an asset management perspective, taking a sustainable approach is critical as many assets have long service life, therefore, maintaining or future proofing these assets to meet the needs of current and future generations is necessary.

Sustainability will be incorporated in strategic planning by both aligning strategic goals with sustainability concepts. Currently the Councils asset management policy reflects this approach through two of the policy principles:

- Incorporate lifecycle management, from planning to disposal, in decision making and,
- Making decisions with a long term, inter-generational approach.

Sustainable concepts will also need to be incorporated into operational processes.

8.2. Natural Hazards and Climate Change

8.2.1. Natural Hazards

Natural Hazards impact on amenities and impose a significant threat to buildings and infrastructure. Westland District is subject to a range of natural hazards including coastal, flooding, earthquake and land instability. The District's topography and climate accentuates the flood and erosion risk with rivers rising and falling rapidly.

Earthquakes are potentially the most devastating natural hazard to Westland District. The Alpine Fault Line, one of the largest faults in the world, runs through the Westland Districts entire length. While scientific research cannot predict when earthquakes will occur, there is a 75% probability of an Alpine Fault earthquake occurring in the next 50 years with a 4 out of 5 chance that it will be a magnitude 8+ event[6]. Perhaps the most damaging features of the earthquake hazard is the potential secondary hazards, such as landslides and tsunami, which could potentially destroy Westland's communities and transport access routes.

Council is preparing and adapting for the impact of natural hazards with a multi-faceted approach. This includes building knowledge through scientific modelling and natural hazard mapping to inform investment decisions. Council participates in the Alpine Fault magnitude 8 (AF8) Programme through the Emergency Management Group to build and coordinate readiness and response capability. Natural hazards are mapped through overlays in the proposed Te Tai o Poutini Plan (combined District Plan for the West Coast) to assist Council planning.

Council's principles for building resilience are summarised below in Table 8-1.

[6] Alpine Fault magnitude 8

Table 8-1: Building Asset Resilience to Natural Hazards.

Natural Hazard	Principles of Building Resilience
Coastal Hazards	Closed Landfills have been assessed for hazard risks. These hazard risks inform whether passive or active management is suitable. This may involve increased rock protection or full remediation of landfill material. Refer to Table 3-1 for current assessments.
Flooding Hazards	
Landslide Hazards	No assets currently directly exposed to this hazard. Implications of road closure of SH6 is not as severe as other activities, transfer stations are run locally but will eventually require transport to Butler's Landfill.
Earthquake Hazards	Impact from secondary hazards – response as above.

8.2.2. Climate Change

In the context of Asset Management Planning, climate change can be considered as both a future demand and a risk. Climate change is expected to exacerbate the District's natural hazards as we expect to experience increases in temperature, rainfall, wind, and storm frequency and intensity.[7] How climate change impacts on assets will vary depending on the location and type of services provided. The proposed Te Tai Poutini Plan hazard overlays provide some context as to which locations are likely to be affected by flooding and coastal hazards which will be impacted by climate change.

Implications of road closures on SH6 for the Solid Waste activity are much lower than other Council activities as transfer stations and the Haast Landfill are run by local contractors living in each township. However, materials received at transfer station eventually need to be transported by road to Butlers Landfill.

How Council plans to manage the impact of climate change on Westland's solid waste assets is outlined in Table 8-2.

[7] Ministry for the Environment Climate Change projects for the West Coast region.

Table 8-2: Managing the Impact of Climate Change on Assets and Services.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
 RAINFALL	Increase in rainfall (particularly in winter and spring) with more frequent extreme rainy days.	Insufficient on-site stormwater management.	Development of robust stormwater management within Landfill. May require additional volume for leachate.
 RIVERS	Mean annual flood occurrence slightly increases.	Closed Landfills could be susceptible to erosion and inundation.	Refer to Table 8-1.
 COASTAL	Increased mean Sea-level rise and storms may see increase of coastal erosion and inundation.	Closed Landfills could be susceptible to erosion and inundation.	Refer to Table 8-1.
 TEMPERATURE	Higher mean temperatures in air and water.	May effect resource consent compliance for discharge to air permits.	Work with WCRC to ensure consents are suitable for the changing situation.
 WIND	Increase in extreme windy days, particularly westerly winds.		

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

Table 8-3 summarises some asset climate change resilience opportunities.

Table 8-3: Building Asset Resilience to Climate Change.

New Asset Description	Climate Change Impact	Built Resilience in New Works
Closed Landfill protection works	Increased risk of erosion and inundation of identified landfills in Section 0.	Removal of landfill material or increased rock armouring.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AcMP.

8.3. Improvement Planning

The improvement tasks and actions that have been identified for the Infrastructure Sustainability Section of the AcMP are listed below in Table 8-4.

Table 8-4: Infrastructure Sustainability Improvement Actions.

Task No	Task	Description	Priority	Timeline
8.1	Develop Climate Change Policy	Allow Council to determine the focus on investment actions to help mitigate the effects of climate change.	High	2027/28
8.2	Develop Climate Change Strategy		High	2027/28
8.3	Natural Hazard & Climate Change assessment	Use Hazard overlays from TTPP to determine risk to assets	Medium	2027/28

9. Risk Management

This section outlines the risks and process of identifying risks that may affect the on-going delivery of services from infrastructure. It covers business risk, the risk management approach and emergency management and civil defence.

9.1. Business Risk Management Processes

A corporate Risk Management Policy aligned with AS/NZS 4360:2004 was formally adopted by Council in September 2011.

In general, there are four broad categories of risk:

- Strategic – Risks associated with the high-level goals that align to Councils strategic direction and Long-Term Plan
- Operational – Risks associated with departmental functions and daily operations
- Project – Risks associated with project management
- Compliance – Risks associated with regulatory/legislative requirements.

This framework has been applied to all infrastructure activities.

Application of a systematic and consistent approach to risk assessment improves Council's ability to manage its assets within resource limitations and to prioritise expenditure and actions that can avoid or mitigate the effects of any event. The risks identified might be relevant to many activities and be of concern at corporate level, or they might be localised, at an asset specific level.

9.2. Risk Management Approach

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

9.2.1. Consequences

Consequences are the potential outcomes of a risk occurring. Council has classified the consequences as:

- Safety,
- Environmental,
- Financial,
- Reputation.

The risk consequences are detailed below in Table 9-1.

Table 9-1: Risk Consequence.

	Consequence				
Impact Type	**Insignificant**	**Minor**	**Moderate**	**Major**	**Catastrophic**
Safety	First Aid Injury (FA); Injury requiring first aid treatment or less	Medical Aid Injury (MA); Injury requiring medical treatment	Lost Time Injury (LT)/Serious Harm; Injury requiring hospitalisation; or a lost time injury	Single Fatality (SF); or serious permanent disability	Multiple Fatality (MF)
Environment	Small amount of environmental damage controlled within the site	Limited environmental damage to significant area without permanent effect; or exceed statutory or prescribed limit	Limited environmental damage recoverable within one year; or exceed statutory or prescribed limit	Severe environmental damage requiring extensive rehabilitation; or exceeded a statutory or prescribed limit over 2-5 years.	Persistent severe environmental damage; the damage will require >5years to rehabilitate; or damage cannot be rehabilitated.
Financial	Less than $5,000 loss; or less than 4 hours lost production	$5,000 - $50,000 loss; or 4 hours - 2 days lost production	$50,000 - $500,000 loss; or 2 days - 1-week lost production	$500,000 - $2M loss; or 1 week - 2 weeks lost production	Greater than $2 million loss; or 2 weeks - 1 month lost production
Reputation	Little internal or external attention; or customer issue raised	Workforce attention; limited external attention; or a customer complaint	Repeated complaints; Regulatory notification; or negative stakeholder, media or customer attention	Negative national media coverage; significant negative perception by shareholder or key stakeholder; or a customer disruption	Negative international media coverage; shareholder or key shareholder outage; loss of a key customer

9.2.2. Likelihood

Likelihood is the probability of occurrence of an event occurring ranging from rare to almost certain. The risk likelihood is detailed below in Table 9-2.

Table 9-2: Risk Likelihood.

Descriptor	Rating	Likelihood
Rare	1	- May occur at any time or at least once per year - Expected to occur under normal circumstances - Over 90% chance of happening under these conditions
Unlikely	2	- Could occur several times in 5-10 years - Likely to occur under normal circumstances - Over 75% chance of happening under these conditions
Possible	3	- Could occur once in 10 years - Could reasonably be expected to occur under normal circumstances - Around 50% chance of happening under these conditions
Likely	4	- Could occur in your working life (1 in 33) - Unlikely to occur under normal circumstances - Around 10% chance of happening under these conditions
Almost Certain	5	- May occur at any time or at least once per year - Expected to occur under normal circumstances - Over 90% chance of happening under these conditions

9.2.3. Risk Matrix

Consequences and likelihood scores are multiplied together to arrive at a combine risk score relative to the risk matrix as shown in Table 9-3.

Table 9-3: Risk Matrix.

	Consequence				
Likelihood	**Insignificant**	**Minor**	**Moderate**	**Major**	**Catastrophic**
Almost Certain	Medium	Medium	High	Very High	Very High
Likely	Medium	Medium	High	High	Very High
Possible	Low	Medium	Medium	High	High
Unlikely	Very Low	Low	Medium	Medium	High
Rare	Very Low	Very Low	Low	Medium	Medium

9.3. Resilience Infrastructure to Natural Disasters

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience of Councils infrastructure has been detailed in Section 8.2.

9.4. Summary of Key Risks

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks are those assessed with 'Very High' or 'High' risk ratings identified in risk assessment. The inherent and residual risks specific to the Solid Waste Activity are shown below in Table 9-4.

Table 9-4: Solid Waste Critical Risks.

Description of Risk	Consequence or Outcome	Inherent Risk Rating	Controls	Residual Risk Rating
Climate Change Impacts	Sea level rise, temperature changes and extreme rainfall effecting usability of assets and spaces or complete loss of assets. May lead to breach of resource consent conditions.	VH	Full review of existing landfills potential for environmental impacts i.e. protection from erosion. Consider extracting landfills in high-risk zones. Ensure all landfills have a resource consent as part of closure and are monitored to ensure compliance.	H
Lack of proper aftercare for closed Landfills	Leachate and other unconsented discharges causing risk to public health and the environment.	H	Identify and fund any remediation. Comply with consent conditions which specify this.	M
Recycling receiving services no longer require materials.	Council would no longer have a buyer for recycled products which may result in more waste to landfill.	H	Develop alternative uses for products, investigate new markets, WMMP actions.	M
Fire in transfer station or landfill.	May result in complete loss of facility leading to a long-term reduction in level of service. Risk to public and environmental health.	H	Health & Safety system and processes implemented to ensure all risks are managed.	M

9.5. Risk Management Strategy

The risk evaluation process provides a mechanism to derive projects for potential inclusion in the works programme. Council is working towards having a more comprehensive risk approach which would include actions, treatment costs and prioritisation of projects from the risk assessment.

Lifecycle Management considerations relating to critical assets were discussed in Section 7.4. Typically, assets are replaced when there is an unacceptable risk to levels of service because of:

- Asset condition,
- Operational issues,
- Vulnerability to natural hazards.

Priority for expenditure decisions needs to be given for risks affecting critical assets, therefore, considering the risk of disruption or loss of service delivery.

9.6. Civil Defence Emergency Management

The Civil Defence Emergency Management (CDEM) Act 2002 requires local authorities to coordinate plans, programmes and activities related to CDEM across the area of risk reduction, readiness, response and recovery.

Council is a member of the West Coast Lifelines Group along the other West Coast local authorise and other service providers. In the event of an emergency, all Lifelines utilities providers, emergency services and welfare agencies work together to ensure essential services are restored as soon as possible. Organisations may call upon resources from within our outside of the region.

The 2017 report on improving resilience to natural disasters, title the “West Coast Lifelines Vulnerability and Interdependency Assessment” outlines the risks and vulnerabilities to many of Councils Transportation and 3 Waters assets. However, it does not include Solid Waste.

Council does not have a current Lifelines Response Plan.

9.7. Monitoring, Review and Improvement

The improvement tasks and actions that have been identified for the Risk Management Section of the AcMP are listed below in Table 9-5.

Table 9-5: Risk Management Improvement Actions.

Task No	Task	Description	Priority	Timeline
9.1	Lifelines Response Plan	A set of procedures that help Council maintain services during emergencies.	High	2027/28
9.2	Risk Management Strategy	Develop comprehensive risk plan which details actions, treatment costs and prioritisation from the risk assessment.	High	2027/28

10. Asset Management Process and Practices

This section outlines the information available, and the systems and processes used to make decisions on how the assets are managed. It also provides details on planning for monitoring the performance of the AcMP.

10.1. Information and Data Systems

The information and data systems available to Council staff are shown below in Figure 10-1 and discussed in greater detail within this section.

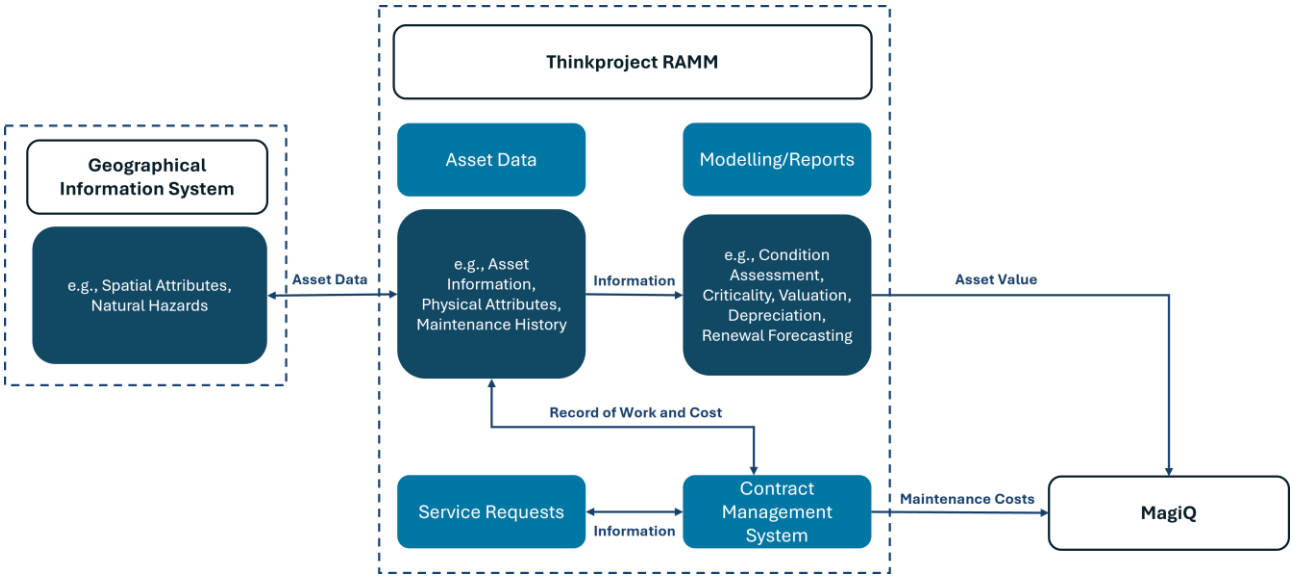

Figure 10-1: Council Data Systems.

10.1.1. Asset Management Data Sources

The Asset Management Information System (AMIS) provides Council staff with the ability to obtain, store, analyse and report on data for all activities.

Council currently uses **Asset & Work Manager (RAMM)** by Thinkproject as its AMIS. RAMM has been recently implemented across all activities. The AMIS is currently used for the asset register and asset valuation.

The use of AMIS will increase significantly over the coming years as Council staff become more familiar with its capabilities and processes through training and practical use. As part of the migration process practises and process associated with data management are being documented and will continue to evolve.

In 2025 the AMIS will be implemented for the following:

- Key performance indicator measurement;
- Maintenance contract reporting;
- Cost claim processing;
- Service requests; and
- Resource consent monitoring.

10.1.2. Accounting and Financial Data Sources

This AcMP utilises accounting and financial data, this data is sourced from:

- **MAGIQ** software contains financial transaction information such as payment to creditors and debtors.
- **IBIS** software for financial budgeting and reporting. This imports transactional information from the MAGIQ ERP system and makes sense of figures to produce various reports.
- **Quantate** software is used for Councils organisational risk register including governance and compliance risks.

10.1.3. Geographic Information Systems

Council uses QGIS as its GIS system. GIS is an important tool for asset management and used for spatial mapping and analysis. GIS is not fully integrated with RAMM. Implementation of ArcGIS has been proposed and scheduled for 2025.

10.2. Data Management and Quality

Accurate asset information is central to asset management. However, maintaining asset information is a constant task.

The valuation report rated the integrity of asset data as A. Where A is defined as 'Highly Reliable and Accurate'.

An improvement programme to update data quality will be established in 2025 to:

- Update historical asset information;
- Establish business rules for data entry; and
- Create processes to update asset records as maintenance occurs.

In 2024 a restructure of asset data, in particular asset classes, occurred when the migration from Assetfinda to RAMM occurred. This has improved data management. Standardisation of asset data within these asset classes is now being worked on.

10.3. IT Responsibility

The responsibility for asset information security rests with the IT department. The data is backed up at regular intervals.

10.4. AcMP Preparation

This AcMP was prepared by the Asset Strategy and Development Team.

Council staff from District Assets were involved in providing information for this AcMP.

10.5. Quality Assurance and Audit

The Local Government Act requires that independent annual financial audits be undertaken on the operations of Council – such audits may include all significant activities such as asset management planning. Audits are undertaken by Ernst and Young as part of the Long-Term Plan process.

Peer reviews will be undertaken at regular intervals to access and identity compliance with statutory requirements. These will include:

- The quality of the plan in terms of completeness, technical content and presentation;
- Perceived strengths and weaknesses for plan improvement; and
- Recommended specific areas for plan improvement.

This will be undertaken internally.

Performance audits will establish whether the objectives of this activity have been achieved. This will be assessed using the results of:

- Customer satisfaction surveys;
- Residents surveys; and
- Benchmarking surveys.

These measurements will determine the public view of how well the levels of service have been achieved. They will also be used in on-going customer consultation regarding future standards and requirements of the customers in the provision of service.

10.6. Improvement Planning

The improvement tasks and actions that have been identified for the Asset Management Process and Practices Section of the AcMP are listed below in Table 10-1.

Table 10-1: Asset Management Process and Practices Improvement Actions.

Task No	Task	Description	Priority	Timeline
10.1	Continuous Data Improvement	Develop and maintain improvement programme to update asset data	High	2025/26
10.2	Resource Consent Information	Recording of Resource Consents and monitoring through AMIS	Medium	2025/26
10.3	Implementation of ArcGIS	Allow for spatial planning and analysis	Medium	2025/26

11. Financial Summary

This section outlines the financial projections and funding requirements for managing the Solid Waste activity for the next 9 years. Managing and allocating funding determines the provision of infrastructure within the Solid Waste activity. This section also addresses the key assumptions and asset insurance.

11.1. Financial Trends

The financial trends for the previous six financial years are shown below in Figure 11-1.

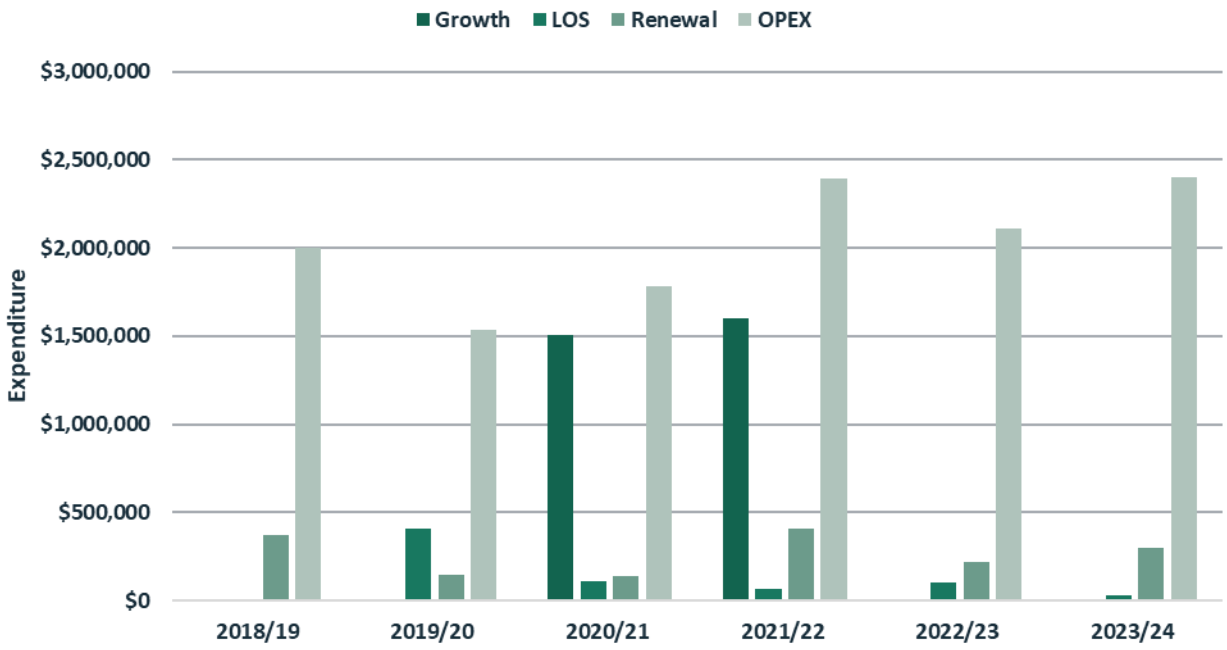

Figure 11-1: Financial Trends for Solid Waste.

11.2. Financial Statements and Projections

The financial summaries presented should be viewed noting that:

- **Allowance for CPI** – Consumer price index adjustments 'inflation' has not been included; and
- **All data is held in IBIS** – the database which Council conducts the majority of its financial rates storage and reporting.

The 9-year financial programme for Solid Waste activity is divided into the following categories

- Operations and Maintenance
- Renewals – Replacement of assets on a like for like basis
- Level of Service – Projects resulting in new assets that improve the LOS
- Growth – Projects resulting in new assets in response to increased demand.

The 9-year funding program for the Solid Waste activity is shown below in Figure 11-2.

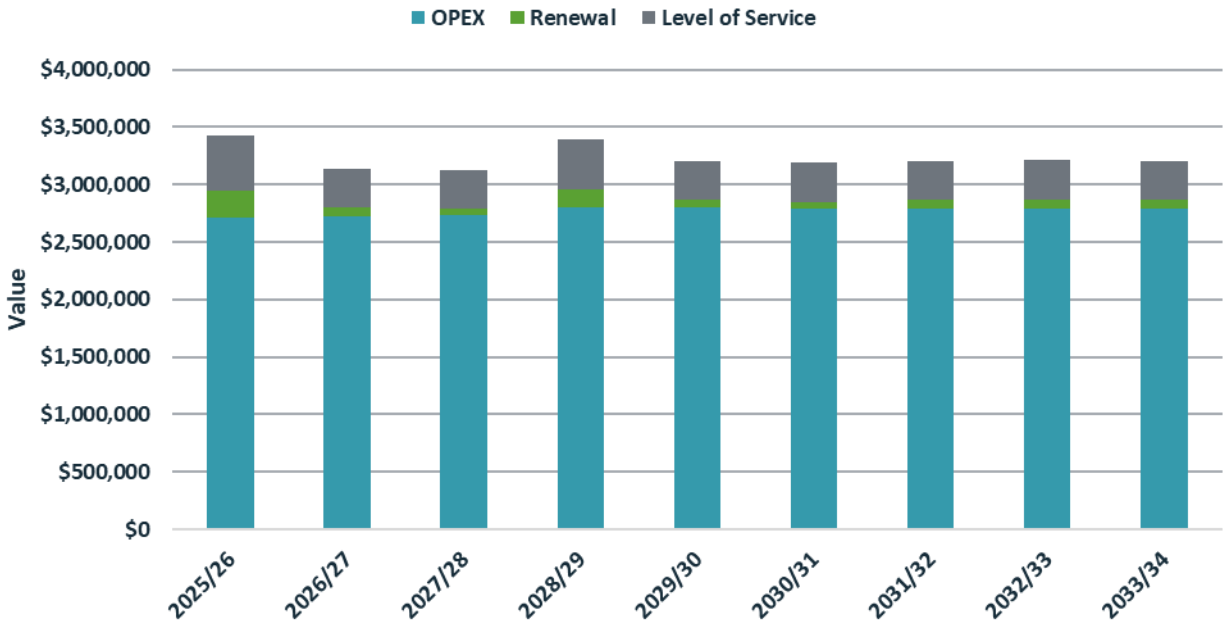

Figure 11-2: Funding Program for Solid Waste.

11.2.1. Summary of Operations & Maintenance Expenditure

The majority of Operations & Maintenance expenditure is related to reactive and scheduled works undertaken under the Waste Contracts. Other operating expenditure relates to Contractors, advertising, monitoring and levies.

A summary of the forecast expenditure for operations and maintenance is provided below in Figure 11-3.

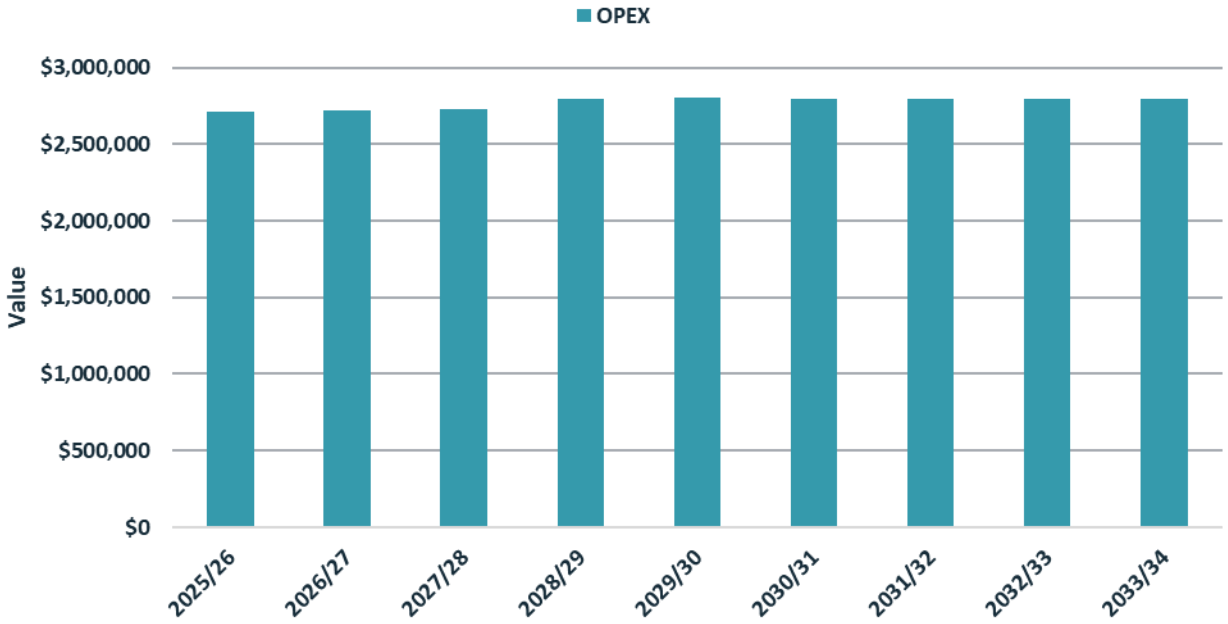

Figure 11-3: Operations and Maintenance Program for Solid Waste.

11.2.2. Summary of Renewals

Renewals are the replacement of assets which are nearing or have exceeded their useful life as detailed in Section 7.8. Renewals accounts for 21% of capital expenditure within the LTP period. A summary of the forecast expenditure for renewals is provided below Figure 11-4.

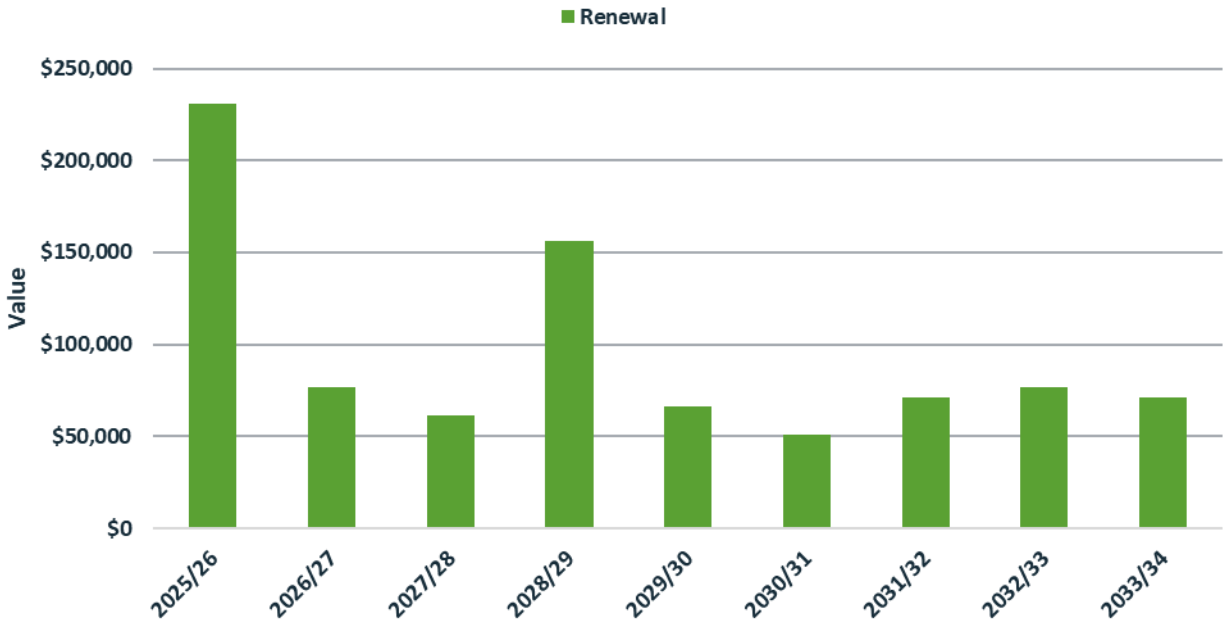

Figure 11-4: Renewal Program for Solid Waste.

11.2.3. Summary of LOS and Growth Expenditure

Capital works are divided into growth and levels of service categories. There are no growth projects planned for the 9-year planning cycle. These can involve physical works or investigations and planning for infrastructure. A summary of the forecast expenditure for LOS projects is provided below Figure 11-5.

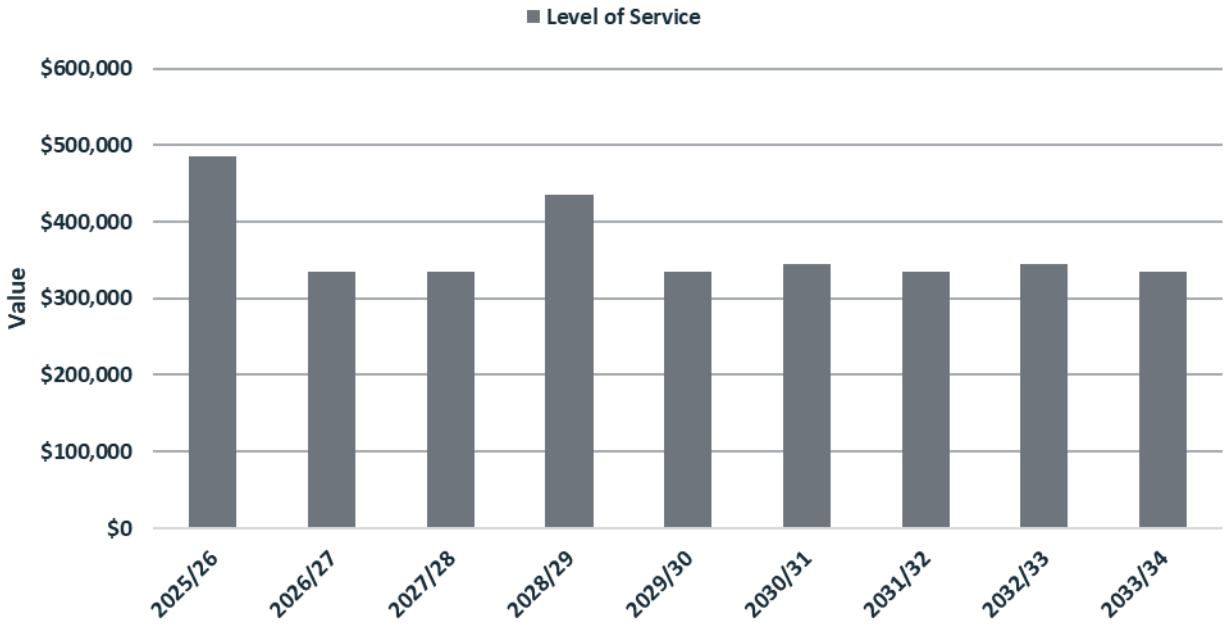

Figure 11-5: LOS Program for Solid Waste.

11.2.4. Summary of Capital Projects

The projects included in the LTP for Solid Waste are listed below in Table 11-1.

Table 11-1: Solid Waste Projects

Project Name	Project Description	Criticality	Funding	Y1	Y2	Y3	Y4-9	Total
Butlers Landfill - Intermediate capping	This project is for all ongoing renewal works at the landfill (excluding the new cell). This includes capping of the landfill each year. And replacement of pumps in 2028 and leachate field components replacements in 2032.	High	Renewal	$30,000	$30,000	$30,000	$250,000	**$340,000**
Butlers Landfill - Pump and infrastructure refurbishments	Installation of assets for the new cell at the landfill. Replacement of components is ongoing.	High	Renewal	$10,000	$5,000		$60,000	**$75,000**
Carbon Credits	Carbon credits are purchased for the waste activity as part of the emissions trading scheme.	High	LOS	$280,000	$280,000	$280,000	$1,680,000	**$2,520,000**
Fox Glacier - Rubbish bin replacements	Replacement of rubbish bins in Fox Glacier.	High	Renewal		$5,500		$11,000	**$16,500**
Haast - Capping	Funding to complete the capping of landfill. The landfill will be closed once it is full and the capping is complete. The site will then be turned into transfer station and all waste will be taken to Butlers Landfill.	High	Renewal	$150,000			$0	**$150,000**
Haast - Develop transfer station	Funding in 2025/26 to install a ramp for a transfer station. The remaining budget is for minor works to the site.	High	LOS	$50,000			$20,000	**$70,000**
Haast - Rubbish bin replacements	Replacement of rubbish bins in Haast.	High	Renewal	$0	$10,000		$0	**$10,000**

Project Name	Project Description	Criticality	Funding	Y1	Y2	Y3	Y4-9	Total
Hari Hari - Landfill protection	Funding to build a rockwall at Harihari landfill. This will protect the landfill from the river.	High	Renewal		$20,000		$0	**$20,000**
Hokitika - Refuse General Upgrade	The introduction of the Waste Minimisation Plan means we will be collecting glass as part of our kerbside collection. This funding is to build a glass bunker and sheds for the new recycling facility.	High	Renewal	$20,000	$5,000	$10,000	$100,000	**$135,000**
Hokitika - Rubbish bin replacements	Replacement of rubbish bins in the Hokitika CBD.	High	Renewal	$20,000		$20,000	$60,000	**$100,000**
Hokitika - Waste minimisation	To purchase glass bins for kerbside recycling. External funding is available for this project and will be applied for.	High	LOS	$155,000	$55,000	$55,000	$430,000	**$695,000**
Hokitika - Wheelie bin replacements	Replacement of kerbside wheelie bins in Hokitika.	High	Renewal	$1,039	$1,039	$1,039	$6,234	**$9,351**
Kumara - Rubbish bin replacements	Replacement of rubbish bins in Kumara.	High	Renewal				$5,500	**$5,500**

11.3. Funding Strategy

Provision of new infrastructure and operations and maintenance of existing assets is funded by a mixture of rates, development contributions and external revenue streams. The funding strategy is outlined in the Revenue and Financing Policy.

During the 9-year plan, Council intends to ensure the financial position is neutral at a minimum. The funding mechanisms for Solid Waste are provided below in Table 11-2.

Table 11-2: Funding Mechanisms for Solid Waste.

Funding Mechanism	Description	Waste Activity
Targeted Rates	Eligible properties pay rates to be provided specific services that benefit the people in those eligible properties, but which also contribute to wider public benefits.	Kerbside collection service. Operational cost of landfills.
General Rates	All properties pay a charge which contributes to the council's wider waste management activities and provide public good benefits. Where it is difficult to identify who/what may benefit from an activity, or who/what may cause a problem for which a council activity is required, the costs are funded from the general rates.	Transfer Stations, Contractors and internal charge
Waste Levy	Councils receive an allocation of nation waste levy funds, allocated by the MfE.	Activities specified in Section 23 of the Waste Minimisation Act 2008. • Education, • Product stewardship programmes, • Enviroschools, • Support waste infrastructure and assets projects, • Feasibility studies.
External Revenue Streams	Revenue generated from waste management and minimisation activities.	Transfer Stations
Other funding	External funding such as: • Central government funding, • Contestable funds, • Regional Infrastructure Fund, • Private sector co-financing.	Capital intensive projects

Council has limited depreciation reserves due to a depreciation austerity policy which was in place from 2013-2018 which removed any depreciating funding for solid waste over the period of the Butlers Landfill Loan This policy was removed for the 2018-28 LTP. However, this means Council is still building its depreciation reserves.

11.4. Key Assumptions

Table 11-3 below documents the general assumptions and uncertainties that Council considers could have a significant effect on financial forecasts and discusses the potential risks this creates.

Table 11-3: Significant Assumptions and Uncertainties.

Activity Area	Assumption Area	Stated Assumption	Risk	Level of Uncertainty	Potential Impact/Consequence if assumption wrong	Consequence Rating
All	**Natural Hazards and Major Adverse Events**	It is assumed that there will be no major impact from an adverse event, should one occur during the period covered by the Long-Term Plan, for example, earthquake, pandemic or significant flood. While events may occur at any time, Council's planning will focus on operational resilience and Emergency Management.	There is a risk that a major adverse event will occur and result in damage to assets and additional costs to the Council.	High	The Council will assess the availability of funds as part of the budget process and may revise its programme that is set out in the Long-Term Plan. This may include deciding to defer activities or include caveats for projects to proceed only if external funding is pursued and awarded.	High
	Climate Change	Changes in the climate will generally follow the published Ministry for the Environment projections which were downscaled from the Intergovernmental Panel for Climate Change Sixth Assessment Report by the National Institute of Water and Atmospheric Research.	Despite forecasts, adaption and mitigation strategies there is risk of extreme events which cannot be predicted.	Moderate	If projects do not occur as planned, expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.	Moderate

Activity Area	Assumption Area	Stated Assumption	Risk	Level of Uncertainty	Potential Impact/Consequence if assumption wrong	Consequence Rating
All	**Asset Lives and Depreciation**	It is assumed that asset lives will follow those set out in the asset valuation and statement of accounting policies.	There is a risk that assets will wear out more quickly than forecast and require replacement earlier than planned.	Moderate	Any increase or decrease in costs will need to be resourced differently to the planned approach.	Moderate
	Asset Values	The Council revalue its assets so that carrying values are maintained at fair value. It is assumed that revaluations will take place a minimum of every three years and that replacement value of the assets will reflect construction costs.	There is a risk that price level changes will be greater or lower than those assumed and that revaluation movements will be higher or lower than forecast.	Moderate	Projects will cost more if compliance requirements change or may not proceed as planned if consents are not obtained. Environmental and technological advancements may also require significant upgrades to plant and equipment further increasing costs to Council.	Moderate
	Timing and Level of Capital Expenditure	The Long Term Plan assumes that the timing and cost of capital projects and associated operating costs are determined through the Councils activity management planning process.	There is a risk that capital projects may not occur as planned. This may have an impact on the costs of the project especially in periods of high inflation and cost escalations.	High	If projects do not occur as planned, capital expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.	High
	External Funding	Council will continue to receive external funding to top up infrastructure activities.	There is a risk that Council may receive less external funding than the previous LTP period.	High	The Council will assess the availability of funds as part of the budget process and may revise its programme that is set out in the Long-Term Plan. This may include deciding to defer activities or include caveats for projects to proceed only if external funding is pursued and awarded.	High
	Availability of Contractors	It is assumed that contractors and materials will be available to undertaken operations and capital projects agreed in the Long-Term Plan.	There is a risk that resources may not be available to complete budgeted works. This may have an impact on project timeframes and costs.	Moderate	If projects do not occur as planned, expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.	Moderate

Activity Area	Assumption Area	Stated Assumption	Risk	Level of Uncertainty	Potential Impact/Consequence if assumption wrong	Consequence Rating
All	**Availability of Staff**	It is assumed that staff will be able to complete all operations and capital projects agreed in the Long-Term Plan.	There is a risk that staff workloads may be too high, and not all work will be completed.	High	If projects do not occur as planned, expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.	High
	Emissions Trading Scheme	It is assumed that any costs or actions required in regard to the Emissions Trading Scheme are adequately incorporated into the relevant AcMPs and Long-Term Plan.	There is a risk that costs may change and/or targets may not be met.	Low	Any increase or decrease in costs will need to be resourced differently to the planned approach.	Low
	Resource Consents	It is assumed that the conditions of resource consents held by Council will not be changed significantly and that Council will be able to renew and obtain necessary resource consents for its planned projects.	There is a risk that resource consent conditions are changed through review or renewal.	Moderate	Projects will cost more if compliance requirements change or may not proceed as planned if consents are not obtained. Environmental and technological advancements may also require significant upgrades to plant and equipment further increasing costs to Council.	Moderate
Solid Waste	**NZ Waste Strategy**	Industry and consumers will increasingly bear the costs of waste disposal in order to encourage greater waste minimisation, linked to the recent threefold cost increase and expansion of the waste disposal levy.	There is a risk that Council be unable to meet the targets or will increased costs and experience community pushback.	Moderate	Communities may not be prepared for the new collection schemes and increased waste disposal costs, leading to less buy-in for waste minimisation.	Moderate
	Waste Disposal Levy	The Waste Disposal Levy continues to increase each year.	The Waste Disposal Levy will increase.	Low	Communities will face an increase in user charges at transfer stations.	Low

11.5. Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AcMP have been based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale in accordance with Table 11-4.

Table 11-4: Data Confidence Grading System[8].

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AcMP is shown in Table 11-5.

Table 11-5: Data Confidence Assessment for Data used in AcMP.

Data	Confidence Assessment	Comment
Demand drivers	B	Data based on evidence and reports.
Growth projections	C	Minimal investigation or past evidence to determine accuracy of demand projections.
Acquisition forecast	B	Forecasts are based on staff judgement and previous expenditure.
Operation forecast	B	
Maintenance forecast	C	Forecasts are based on staff judgement and previous expenditure – maintenance is often underinvested in.
Renewal forecast - Asset values	D	Forecasts are based purely on staff judgement. Valuation and Asset data is out of date – no valuation or fair value assessment since 2016.
- Asset useful lives	D	
- Condition modelling	E	No condition data kept.
Disposal forecast	N/A	No disposals planned for the planning period.

The estimated confidence level for and reliability of data used in this AcMP is considered at a C level.

[8] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

11.6. Improvement Planning

The improvement tasks and actions that have been identified for the Financial Summary Section of the AcMP are listed below in Table 11-6.

Table 11-6: Financial Summary Improvement Actions.

Task No	Task	Description	Priority	Timeline
11.1	Implement a form of budget editing software.	Allow for editing and tracking of budget changes	Medium	2025/26

12. Improvement Plan

There is continuous improvement being made towards better Asset Management and the AcMPs. This section outlines current and future asset management practises and provides the details of future improvements to be made over the next two years. These improvements will increase the confidence level of the Activity Management Plan.

Asset Management in New Zealand has developed over the last 20-years in response to the requirement to justify and improve the level of investment in and management of community focussed infrastructure. Asset Management international standards are considered to be a key driver for change.

The objectives of this improvement plan are:

- Alignment to asset management policy;
- Adherence to government legislation;
- An adequate program to match funding budgeted;
- Prioritisation of improvement; and,
- Achievable program to improvement infrastructure planning overall.

The development of this Plan is based on existing levels of service, the best available most current information and the knowledge of Council Staff. This AcMP will be the subject of annual updating and incremental improvement over time.

12.1. AcMP Compliance Status

Activity Management Plans must comply with the Local Government Act. Asset management guidance is followed in the development of these plans. The guidance includes the International Infrastructure Management Manual (IIMM), Āpōpō Guide and ISO 55000 series of asset management standards.

In 2025, a self-assessment of the AcMP using the asset management maturity assessment matrix produced by the treasury was undertaken. This matrix forms part of the Treasury Investor Confidence Rating system for asset intensive government agencies. The matrix, which is based on the International Infrastructure Management Manual (IIMM), was first produced by Treasury in 2011 and is being continually refreshed. The results of this are shown below in Figure 12-1.

Figure 12-1: Solid Waste Asset Management Maturity Assessment Results.

External reviews have not been undertaken but will be completed once this LTP process is completed. These reviews will help inform our improvement plan for the next activity management plans. Council will continue to aim to achieve a 'core' level of asset management maturity (rating 41-60) during this LTP.

12.2. Improvement Programme

This AcMP has been prepared using the information contained in the 2021 Asset Management Plans for Solid Waste, 2024 asset valuation and knowledge of current asset management practices. Throughout this AcMP a number of specific actions to improve the way in which Council identifies and manages assets were identified for the Solid Waste Activity. These actions have been summarised below in Table 12-1.

Table 12-1: Improvement Plan.

AcMP Section	Task No	Task	Rationale & Actions	Priority	Timeline	Responsibility
Section 2: Strategies, Objectives & Legislation	2.1	Review Refuse and Recycling Bylaw.	Required to set out conditions for management of transfer station and kerbside collection	High	2025/26	AM
	2.2	Monitor Government Legislation	Monitor changing government legislation.	Medium	Ongoing	AM
Section 4: Management & Organisational Structure	4.1	Update Procurement Strategy	Joint Procurement Strategy with Grey and Buller which has the potential to create cost savings through joint procurement.	High	2025/26	DA
Section 5: Levels of Service	5.1	Improve Capture of KPI information.	Capture of KPI information through AMIS.	High	2025/26	AM
	5.2	Implement Satisfaction recording	Record satisfaction of residents and users.	Medium	2025/26	AM
Section 6: Growth and Demand	6.1	Development Contributions Policy	Allow Council to charge for growth to provide further fundings for schemes.	High	2026/27	AM
	6.2	Demand Management Plan	To include trigger points for further investment.	Medium	2027/28	AM
Section 7: Lifecycle Management	7.1	Renewal Profiling	Account for criticality and condition in renewal profiling.	High	Ongoing	AM
	7.2	Performance Monitoring	Monitor performance of supplies and assets to identify service deficiencies and prioritisation of renewals.	Medium	Ongoing	Operations
	7.3	Asset Valuation Improvements	The new AMIS allows further automation of the valuation module and more flexibility assigning unit rates and base lives.	High	2025/26	AM
	7.4	Asset Criticality	Defining the asset criticality within the AMIS so it is automatically updated.	Medium	2026/27	AM

AcMP Section	Task No	Task	Rationale & Actions	Priority	Timeline	Responsibility
Section 8: Infrastructure Sustainability	8.1	Develop Climate Change Policy	Allow Council to determine the focus on investment actions to help mitigate the effects of climate change.	High	2027/28	GM DA
	8.2	Develop Climate Change Strategy		High	2027/28	GM DA
	8.3	Natural Hazard & Climate Change assessment	Use Hazard overlays from TTPP to determine risk to assets	Medium	2027/28	AM
Section 9: Risk Management	9.1	Lifelines Response Plan	A set of procedures that help Council maintain services during emergencies.	High	2027/28	DA / EMO
	9.2	Risk Management Strategy	Develop comprehensive risk plan which details actions, treatment costs and prioritisation from the risk assessment.	High	2027/28	AM
Section 10: Asset Management Process & Practices	10.1	Continuous Data Improvement	Develop and maintain improvement programme to update asset data	High	2025/26	AM / Operations
	10.2	Resource Consent Information	Recording of Resource Consents and monitoring through AMIS	Medium	2025/26	AM
	10.3	Implementation of ArcGIS	Allow for spatial planning and analysis	Medium	2025/26	AM / IT
Section 11: Financial Summary	11.1	Implement a form of budget editing software.	Allow for editing and tracking of budget changes	Medium	2025/26	AM / Finance

12.3. Funding Asset Management Improvements

The improvements identified in the Section relate to practises and processes used within Council. While many improvements will occur through improvements to the delivery of services, for example improved data collection within maintenance contracts, others are specific to asset management.

The Solid Waste AcMP is mainly implemented through projects. These projects have been gathered during the plans development and approved from 1 July 2025.

12.4. AcMP Review and Monitoring

This AcMP will continue to be developed over time to incorporate further advanced asset management technique, make use of improved data collection and management systems, respond to legislative and policy changes and address evolving issues.

This Plan will be reviewed periodically as circumstances change and will be comprehensive review at three-year intervals in line with the Long-Term Plan.