



# Solid Waste

Asset Management Plan 2021-2031



TE KAUNIHERA Ā ROHE O  
WHAKAAHURANGI  
**STRATFORD**  
DISTRICT COUNCIL

Long Term Plan 2021-31

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# THE SOLID WASTE ACTIVITY MANAGEMENT PLAN (SWAMP)

## 2021-2031

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# EXECUTIVE SUMMARY

## The Stratford District

The Stratford District is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

- The alpine and bush environment of Egmont National Park;
- The ring plain around Mt Taranaki;
- Hill country located between the ring plain and the eastern hill country; and
- Eastern hill country to the boundary with Ruapehu District Council.

The rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford is a growing tourist destination owing to key attractions such as the Egmont National Park, the Manganui Ski Field, Forgotten World Highway (SH43), Whangamomona, Dawson and Mt Damper Falls. Three main townships make up the Stratford District. They are: Stratford; Midhirst and Toko.

## The Solid Waste Activity Management Plan

The purpose of the Solid Waste Asset Management Plan (SWAMP) is to describe the strategies and practices that Stratford District Council uses to meet its strategic obligations to provide a level of service for solid waste service users in a way that is cost effective for households.

Based on forecasted growth and demand for the service, the SWAMP sets out how the provision of the services will be managed over its lifecycle to ensure the optimal delivery within the financial constraints set by the Council in its Long Term Plan (LTP) 2021-2031 and the Infrastructure Strategy (IS) 2021-2051. The levels of service to be delivered are as per the priorities and performance measures set by both the Council priorities; Regional Council resource consent conditions and Central Government initiatives and performance measures.

The SWAMP is a living document reflecting Council's practice, central and local government requirements, policies and guidance. This SWAMP is used to inform the Council's Long Term Plan and the Infrastructure Strategy. The AMP details Council services and is used for communicating complex activity management information/strategies with stakeholders, elected members, service managers and other interested parties.

## The Strategic and Legislative Context

The Strategic and Legislative Context for the SWAMP is as per the framework below.

The key central, regional and local government drivers include the:

- The Local Government Act 2002 (and amendments);
- Waste Minimisation Act 2008;
- The New Zealand Waste Strategy 2010;
- The Resource Management Act;
- Health and Safety at Work Act 2015;
- The Regional Economic Development Strategy;
- Waste Management and Minimisation Plan 2018
- Waste Levy Consultation 2020

## Our Community Outcomes

The Council's vision for the 2021-2031 Long Term Plan (LTP) is 'a *progressive, prosperous district where communities are celebrated*'. The Council's identified *Community Outcomes* to achieve the vision are:

- Vibrant community;
- Sustainable environment;
- Connected communities; and
- Enabling economy.

The delivery of good quality infrastructure and the provision of services in a cost-effective manner via effective activity management planning will ensure the achievement of Council's Community Outcomes.

## Our Problem and Benefit Statements

The Council has identified key problems to be addressed in the coming years. Projects have also been highlighted alongside statements of their benefits, which outline how identified problems will be solved.

A summary of our *Problem and Benefit Statements* along with projects identified to deliver the benefits, are provided in the Table below.

**Table 1 - Problem and Benefit Statements**

Problem Statements	Identified Projects	Benefit Statements
<p><b>Problem Statement 1</b></p> <ul style="list-style-type: none"> <li>• Improving Waste diversion from landfill via the introduction of an organic waste collection</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement of a <i>Resource Educator</i> for community education on the efficient management and minimisation of waste.</li> <li>•</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>• Reduction of waste to the landfill by improved education for the district's communities.</li> <li>• Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> </ul>
<p><b>Problem Statement 2</b></p> <ul style="list-style-type: none"> <li>• Reduce the volume of kerbside collection waste per household going to landfill. Stratford is the highest out of the 3 Councils in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement of a <i>Resource Educator</i> for community education on the efficient management and minimisation of waste</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>• Reduction of waste to the landfill by improved education for the district's communities.</li> <li>• Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> </ul>
<p><b>Problem Statement 3</b></p> <ul style="list-style-type: none"> <li>• Increase the amount of kerbside collection waste diverted to recycling in the district</li> </ul>	<ul style="list-style-type: none"> <li>• More education and communication to the residents regarding what can be recycled</li> <li>• Provide another kerbside collection service to enable another option for people to divert waste from the landfill</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>• Reduction of waste to the landfill by improved education for the district's communities.</li> <li>• Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> </ul>
<p><b>Problem Statement 4</b></p> <ul style="list-style-type: none"> <li>• Reduce the contamination of kerbside recycling delivered to the MRF</li> </ul>	<ul style="list-style-type: none"> <li>• More education and communication to the residents regarding correct recycling</li> <li>• Recycling bin audits and if three strikes of contamination, the service is suspended for 3 months</li> </ul>	<p>The main benefit is:</p> <ul style="list-style-type: none"> <li>• More efficient handling of the recycling at the MRF and better end product for selling</li> </ul>

## Our Levels of Service Performance Measures

In 2013, the central government introduced a range of mandatory, non-financial performance measures (DIA measures) to provide for a national standardisation of key performance indicators. The Council monitors its performance through the use of these DIA measures, in addition to 'Internal' performance measures set by the Council. The targets for these measures have been developed by the Council and they measure how well the Council is delivering on Levels of Service (LoS) and the performance of each activity / asset. A summary of the LoS performance measures is provided below. A snapshot of Council's performance trends and targets is detailed in Section 6 of this SWAMP.

**Table 2 - Our Level of Service Performance Measures**

	Level of Service	Performance Measure	Outcome Category
1.	The levels of waste generated are reducing	Waste to landfill per household (municipal kerbside collection only) <700kg	Council Measure
2.		Percentage (by weight) of council controlled waste stream that is recycled (municipal kerbside collection only) >25%	Council Measure
3.	The waste collection service meets the needs of the community	Percentage of customers satisfied with the service provided >90%	Council Measure

## Our Programme Business Case

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in the Table below and shows how our identified projects address the identified problems and achieve the Council performance measures.

**Table 3 - Identified Projects and Performance Measures**

Work Category	Identified Projects	Performance Measures	
		Quantity	Customer Satisfaction
Operations	Procurement of a Resource Educator, an 0.5 FTE in-house resource, to provide additional community education of the efficient management and minimisation of waste, particularly around diversion of organic waste from landfill and recycling waste for the overall benefit of reducing total waste to landfill.	√	√
Level of Service Improvements	Increase level of service with the introduction of food waste and Greenwaste collections or:	√	√
	Invest in a new regional composting facility in South Taranaki	√	√

## Funding Our Investment Strategy

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets. Capital projects and activities carried out to maintain the solid waste service for the next 10 years - including Renewal/ Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

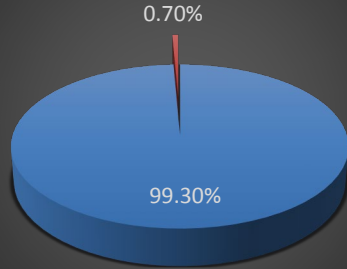
Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

**Table 4 - 10-Year Capital and Operational Solid Waste Expenditure Projection**

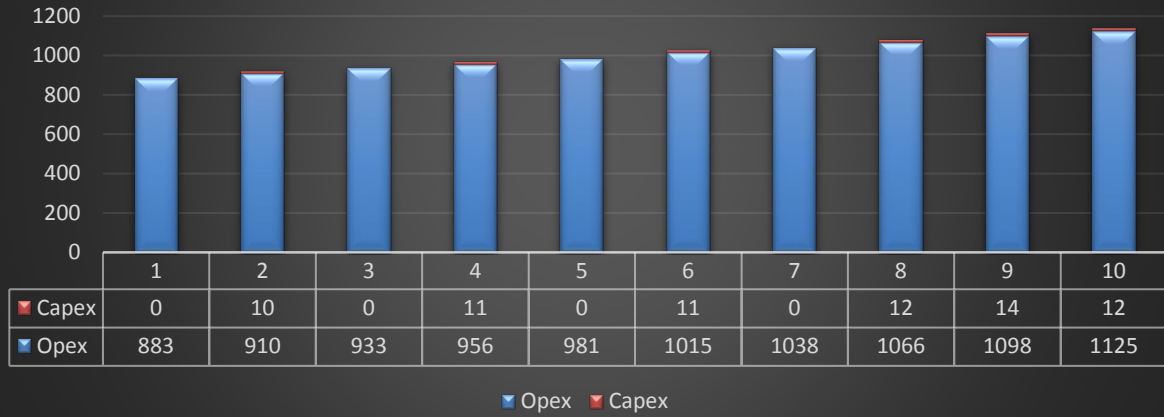
Budget 2020/21 \$000	SOLID WASTE	Forecast	Projection								
		2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
<b>858</b>	<b>Operating Expenditure</b>	<b>883</b>	<b>910</b>	<b>933</b>	<b>956</b>	<b>981</b>	<b>1,015</b>	<b>1,038</b>	<b>1,066</b>	<b>1,098</b>	<b>1,125</b>
<b>83</b>	<b>Revenue</b>	<b>108</b>	<b>110</b>	<b>111</b>	<b>113</b>	<b>115</b>	<b>117</b>	<b>119</b>	<b>121</b>	<b>123</b>	<b>125</b>
<b>776</b>	<b>Net Cost of Service</b>	<b>776</b>	<b>800</b>	<b>822</b>	<b>843</b>	<b>866</b>	<b>898</b>	<b>919</b>	<b>945</b>	<b>975</b>	<b>1,000</b>
<b>EXPENDITURE</b>											
671	Operating Costs	682	704	722	741	761	789	809	831	857	883
25	Interest	20	19	18	20	19	18	21	20	20	19
31	Depreciation	30	31	31	31	33	33	33	35	35	35
132	Allocated Overheads	152	156	162	164	168	175	176	179	186	188
<b>858</b>	<b>Total Operating Expenditure</b>	<b>883</b>	<b>910</b>	<b>933</b>	<b>956</b>	<b>981</b>	<b>1,015</b>	<b>1,038</b>	<b>1,066</b>	<b>1,098</b>	<b>1,125</b>
12	Landfill Aftercare Expenditure	7	7	7	7	7	7	3	0	0	0
38	Principal Loan Repayments	36	35	33	32	31	30	28	27	26	25
21	Capital Expenditure	0	10	0	11	0	11	0	12	14	12
<b>928</b>	<b>Total Expenditure</b>	<b>926</b>	<b>962</b>	<b>974</b>	<b>1,006</b>	<b>1,019</b>	<b>1,063</b>	<b>1,070</b>	<b>1,105</b>	<b>1,138</b>	<b>1,162</b>
<b>FUNDED BY:</b>											
83	Charges for Services	108	110	111	113	115	117	119	121	123	125
<b>83</b>	<b>Revenue</b>	<b>108</b>	<b>110</b>	<b>111</b>	<b>113</b>	<b>115</b>	<b>117</b>	<b>119</b>	<b>121</b>	<b>123</b>	<b>125</b>
696	Targeted Rates	756	780	801	820	844	875	891	913	943	968
19	UAGC	19	20	20	21	22	22	23	24	24	25
0	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
129	Transfer from Reserves	36	45	33	43	31	41	28	39	41	37
2	Other Funding	8	8	7	8	8	8	8	8	7	6
<b>928</b>	<b>Total Funding</b>	<b>926</b>	<b>962</b>	<b>974</b>	<b>1,006</b>	<b>1,019</b>	<b>1,063</b>	<b>1,070</b>	<b>1,105</b>	<b>1,138</b>	<b>1,162</b>

### Solid Waste Expenditure



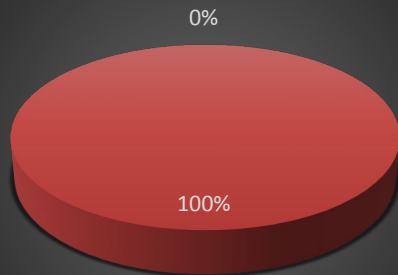
■ Operating Expenditure ■ Capital Expenditure

### Annual Solid Waste Budget - Capex vs Opex 2021-2031



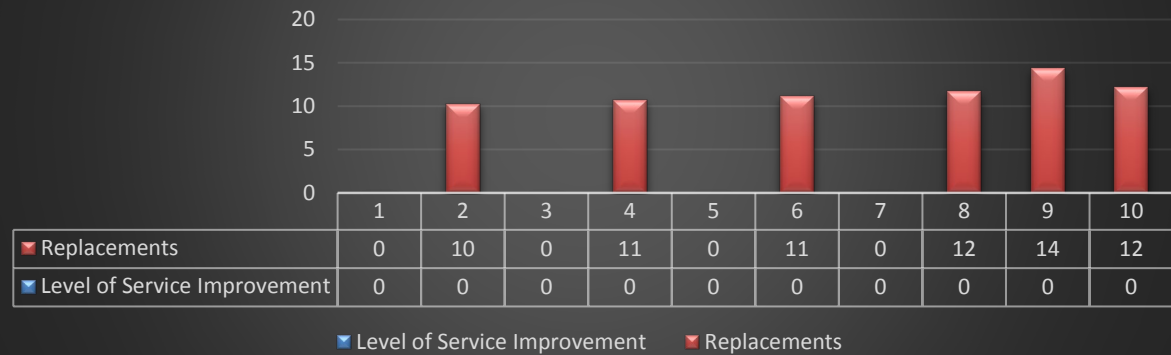
■ Opex ■ Capex

### Solid Waste Capex



■ Level of Service Improvement ■ Replacements

### Annual Solid Waste Budget - LoS vs Replacements 2021-2031



■ Level of Service Improvement ■ Replacements

# 1.0 Introduction

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**1.0: INTRODUCTION**

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## 1.1 PURPOSE OF THIS PLAN

The Solid Waste Asset Management Plan 2021-2031 ('the SWAMP') is a 10 Year Strategic Plan for the Stratford District Council ('the Council'). It details how the Council will manage the Solid Waste activity and services in an efficient, safe, reliable and sustainable manner to provide value for money our customers and investors.

The plan informs the development of the Council 2021-2031 Long Term Plan ('the LTP'). It shows how the Council will prioritise and address key solid waste issues, in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS) and also meet legislative objectives and requirements. The SWAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times, for the right price and in the right ways.

The audience for this plan includes our Investment Partners, Customers and Stakeholders, the Council representatives, Council staff, contractors, consultants, developers and members of the public who will take an interest in the future of levels of service the Council will be offering.

The SWAMP is reviewed every three years in line with the long term planning process and in compliance with the Council's Asset Management Policy.

The Stratford District Council's Asset Management Policy requires the Asset Management Plans to be peer reviewed by an external reviewer, before the document is formally presented to Council for adoption.

## 1.2 THE STRATFORD DISTRICT

### 1.2.1 DISTRICT HISTORY

Initial settlements in the Stratford District were small Maori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities.

While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely-forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the land of Stratford District was both compulsorily purchased and freely sold.

The site for Stratford Township on the north bank of the Patea River was cleared in 1877 and was originally named Stratford-on-Patea. It was named after Stratford-Upon-Avon, Shakespeare's birthplace, and the streets were named after Shakespearean characters including Oberon, Cordelia, Juliet and Hamlet. By 1906 the population of Stratford numbered almost 6,000. Other towns throughout the district sprung up as the bush was cleared and new farming districts developed. Schools, hotels, stores and other community facilities were established, however, the Stratford Township remained the hub of the area.

From early on in the twentieth century there was rapid development of the dairy industry, with most communities having their own factory. Roads through the district were still relatively basic, which meant travelling any distance was difficult. As roads improved throughout the 20th century, communities in the district gradually began to lose their facilities. It was cheaper and easier to travel to larger towns for services than to maintain those services in smaller settlements.

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamomona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, a handful of historic buildings and the odd goat.

## 1.2.2 DISTRICT GEOGRAPHY

The Stratford District is one of three territorial authorities ('TA') in the Taranaki region, overlying of which is the administrative area of the Taranaki Regional Council. The far eastern portion of the Stratford District is also overlain by the administrative area of the Horizons (Manawatu/Wanganui) Regional Council. The political division between the two regional councils lies along the Whangamomona Saddle.

Mount Taranaki or Mount Egmont, and Egmont National Park, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)

## 1.2.3 DISTRICT COMMUNITIES

The Stratford District is home to many settlements, with the four main centres being Stratford, Midhirst, Toko and Whangamomona.

### **Stratford**

Stratford (Māori: Whakaahurangi) is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District with an estimated population of 6,690. The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

### **Midhirst**

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. An estimated 234 people live in Midhirst. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

### **The Toko Township**

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. It is situated on a railway, the Stratford–Okahukura Line, the western portion of which was operated as a branch line known as the "Toko Branch" prior to the line's completion. The Toko Stream flows through the area to join the Patea River. An estimated 1,188 people live in or around Toko. This includes people living in the settlement and those living in the surrounding rural areas.

### **Whangamomona**

Whangamomona is a rural settlement 65 km North East of Stratford on State Highway 43. Once quite a thriving settlement and the headquarters of the Whangamomona County Council with a hotel, a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 150 people live in and around Whangamomona (Statistics NZ 2013).

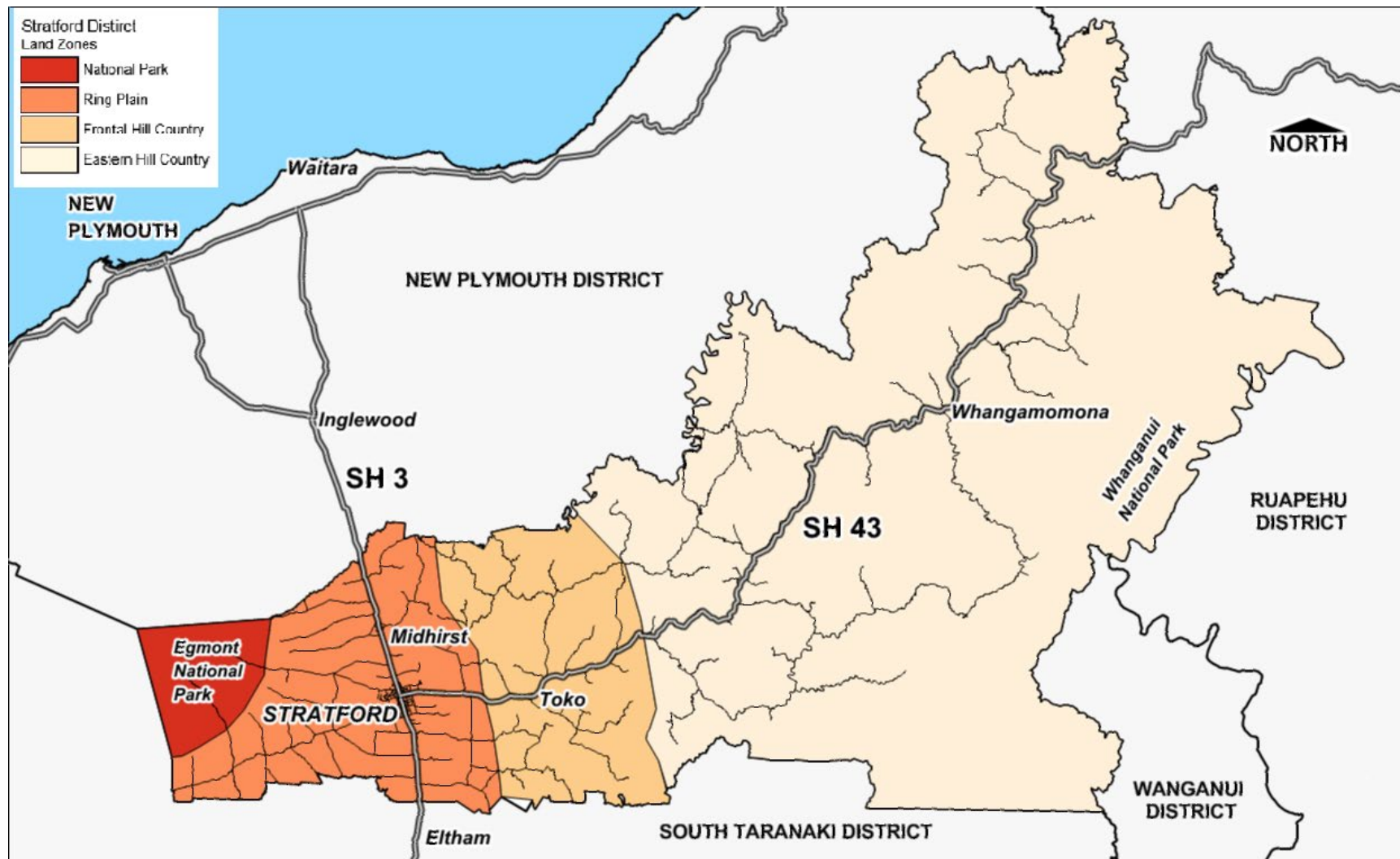


Figure 1 - The Stratford District 2020

### 1.3 OUR MISSION, VISION AND VALUES

Stratford District Council is local territorial authority for the Stratford District. Council's role in accordance with the Local Government Act 2002 (LGA) is to:

- Enable democratic local decision-making and action by, and on behalf of, communities; and
- Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future

**The Stratford District Council's Mission Statement is**

*'To serve the district and its communities through advocacy, promotion, services, facilities and positive leadership'*

The Stratford District Council's **Vision Statement is**

*'A progressive, prosperous district where communities are celebrated'*

The Stratford District Council's **Values** are:

**Integrity:** *Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.*

**Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*

**Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.*

**Pride:** *Take pride in our performance and our organisation.*

**Commitment:** *Have commitment and respect for each other, our business and our customers.*

**Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

The Stratford District Council carries out its duties under the LGA (2002) through two key Management Teams:

- The *Executive Management Team*, comprising the Senior Leaders of the Council and headed by the Chief Executive. This team sets the overall direction for delivery of Solid waste activities and services; and
- The *Assets Management Team*, comprising the operational and maintenance staff who carry out the direction set by the *Executive Management Team*.

The structure for each Management Team is provided in Figures 2 and 3.

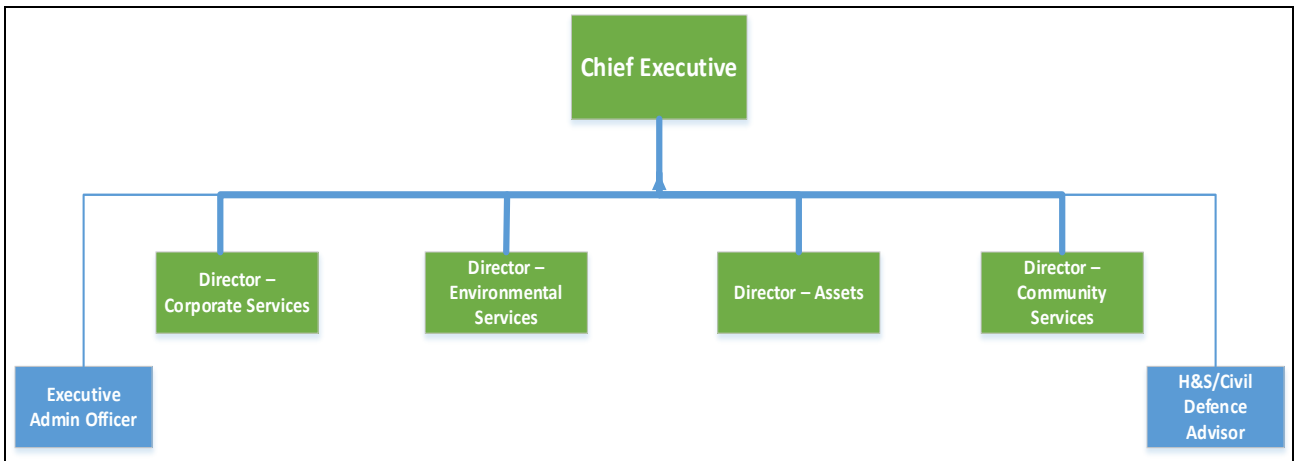


Figure 2 - The Executive Management Team

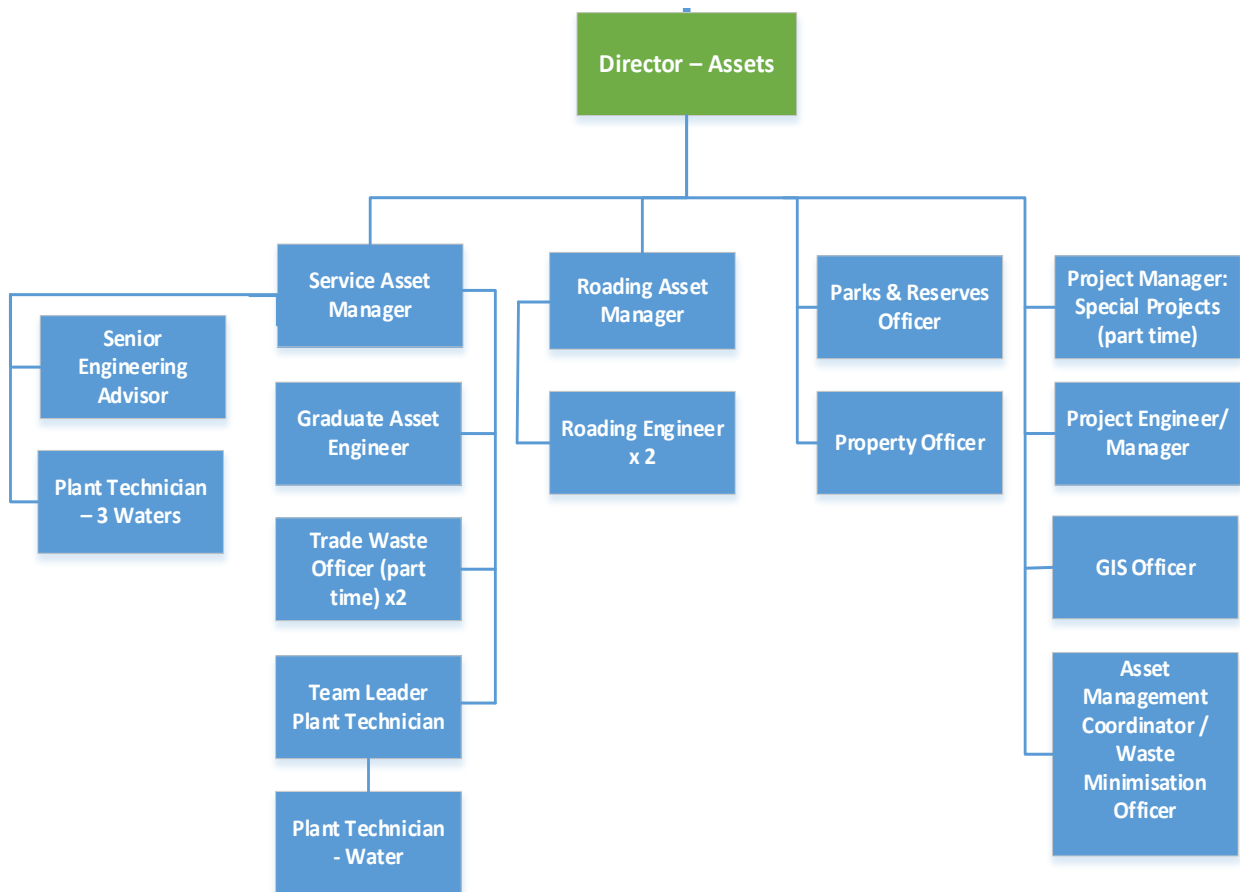


Figure 3 - Assets Department

## 1.4 THE SOLID WASTE ACTIVITY

The Solid Waste activity encompasses the planning and provision of solid waste services and the operation, maintenance and renewal of all associated infrastructure.

The Council provides domestic refuse and recycling services to the households in the urban area of Stratford and Midhirst. In addition, it contracts out the operations of a transfer station in Stratford which allows for the disposal of general waste, recycling and green waste. All services are provided by a contractor with all recycling transported to the Materials Recovery Facility in New Plymouth, the general waste transported to the Hawera Transfer Station, consolidated with South Taranaki Districts general waste, then taken to the Bonny Glen landfill in the Rangitikei and the green waste transported to a composting facility in New Plymouth.

## 1.5 THE IMPORTANCE OF THE SOLID WASTE ACTIVITY

The Council provides the Solid Waste service to meet the needs and requirements of its customers and stakeholders. The goals and objectives of the Solid Waste Activity as per the LTP are to ensure that the:

- levels of waste generated are reducing; and
- waste collection services meet the needs of the community.

By meeting its goals and objectives, the Solid Waste activity contributes to the achievement of national, regional and district goals and objectives. The Solid Waste activity goals and objectives contribute to the community outcomes presented in Table 5.

**Table 5 - Solid Waste Contribution to Community Outcomes**

Community Outcomes		Solid Waste Activity Contribution
Vibrant community	<p>We celebrate and embrace our community's cultures and traditions.</p> <p>We tell our unique story.</p> <p>We will develop strong relationships with iwi, hapu and marae.</p>	<ul style="list-style-type: none"> <li>• Minimise residual waste disposed of to landfill by providing kerbside collection of refuse and recyclable products within urban areas.</li> <li>• Promote and provide methods of separating recycling from general waste.</li> <li>• To manage the refuse transfer station and recycling centre at Stratford in an environmentally and economically sustainable manner.</li> <li>• To ensure the environmental disposal of residual solid waste is in accordance with Ministry for the Environment guidelines.</li> <li>• To manage the closure and re-instatement of closed sites to a state suitable for appropriate alternative land use.</li> </ul>
Sustainable environment	<p>Our natural resources can be enjoyed now and by future generations.</p> <p>We are committed to working towards zero waste.</p> <p>We have well planned and resilient infrastructure that meets the current and future needs of the district.</p> <p>We strive to understand and support Te Ao Māori values and principles.</p>	
Connected communities	<p>Our neighbourhoods are safe and supported</p> <p>We enable positive healthy lifestyles, through access to health, social and recreation services</p> <p>We have a strong sense of belonging</p> <p>We value opportunities to be involved and work together as a community</p>	
Enabling economy	<p>We are a welcoming and business friendly District</p> <p>We encourage a strong and diverse local economy</p> <p>We promote opportunities to visit, live and invest in the district</p> <p>We support economic opportunities for Māori</p>	

## 1.6 OUR CUSTOMERS, PARTNERS AND KEY STAKEHOLDERS

The Solid Waste activity exists to meet the needs and requirements of our customers, partners and key stakeholders. These groups help us focus our strategic planning on the right things. They have information and knowledge that helps us make more informed decisions. Table 6 shows how our partners, customers and key stakeholders are involved in our planning activity.

**Table 6 - List of Partners, Customers and Stakeholders**

<b>Customers</b>	<b>Involvement</b>
Home Owners and Occupiers; Education facilities and community groups; Tourists and Visitors; etc	These customers use services provided by the Solid Waste activity to manage their general waste and recycling.
<b>Partners and Stakeholders</b>	<b>Involvement</b>
South Taranaki District Council New Plymouth District Council	Neighbouring District Councils that we work closely with to align regional education campaigns.  Current contract with South Taranaki District Council for consolidation of general waste at Hawera Transfer Station.  Regional Collaboration on the Solid Waste Contract.
Taranaki Regional Council	Administers and enforces effective resource management in the Taranaki region. Applications from SDC are processed through TRC.
Audit New Zealand	Carries out annual audits of Council on the Auditor-General's behalf to give ratepayers assurance that Council is appropriately reporting on how they spend public money and on the services they have provided.
Other Government agencies; Associations; Iwi groups	Ratepayers These groups liaise with Council in relation to solid waste services.
TEMO/Civil Defence	In the event of a Civil Defence emergency they provide advice and work alongside emergency services, lifeline utilities and government departments.
Local Iwi; Environmental groups	Affected parties to Council's resource consent applications.
Emergency services (fire service)	Provides information to Council of callouts required municipal water supply usage. Allows Council to monitor water usage more accurately.
Elected Members; Management and Staff	Committees; CEO, Key internal stakeholders responsible for the management and operation of the solid waste activity.

### **1.6.1 THE CUSTOMER CHARTER**

Following an internal review, an organisation-wide *Customer Charter* was developed and introduced in 2015. The Customer Charter states that Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

Our Customer Service Charter establishes a consistent customer service standard across all Council business, regardless of whether our customer is borrowing a book, going to the pool, or lodging a building consent. Our philosophy is to provide quality service to all our customers in line with the Service Standards stated in the Customer Charter.

### **1.6.2 SIGNIFICANCE AND ENGAGEMENT POLICY**

The Council's Significance and Engagement Policy is used to determine what level of community engagement is needed for each issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council.



## **2.0**

# **Legislative and Strategic Context**

## 2.0: LEGISLATIVE AND STRATEGIC CONTEXT

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## 2.1 OVERVIEW

This section describes the legislative and strategic context of the SWAMP at the national, regional and district levels. The legislative and strategic framework for the SWAMP is presented in Figure 5.

## 2.2 NATIONAL CONTEXT

There are a number of national legislative requirements that drive the Solid Waste level of service and (LoS) and influence the operation and management of the Solid Waste Assets. The relevant legislations are listed below; the key drivers are described in detail in the following section.

- The Local Government Act 2002 and Local Government (Rating) Act 2002
- Waste Minimisation Act 2008;
- The New Zealand Waste Strategy 2010;
- The Resource Management Act 1991;
- Health and Safety at Work Act 2015;
- Waste Levy Consultation 2021

### 2.2.1 THE LOCAL GOVERNMENT ACT 2002

The Local Government Act 2002 defines the purpose of local government to be:

*“to meet the current and future needs of communities for good quality local infrastructure, local public services, and the performance of regulatory functions in a way that is most cost-effective for households and businesses.”* The LGA outlines the responsibilities of local authorities and the decision-making process for activities undertaken on behalf of their community, primarily through the requirement to adopt a Long Term Plan. The LGA includes the principles that require Council to:

- make itself aware of community views;
- provide opportunities for Māori to participate in decision-making processes;
- collaborate and cooperate with other local authorities as appropriate; ensuring prudent stewardship of resources; and
- and take a sustainable development approach.

The purpose of the LGA Rating Act 2002 is to promote the purpose of local government set out in the Local Government Act 2002 by:

- providing local authorities with flexible powers to set, assess, and collect rates to fund local government activities;
- ensuring that rates are set in accordance with decisions that are made in a transparent and consultative manner;
- providing for processes and information to enable ratepayers to identify and understand their liability for rates.

The LGA in Section 125 requires the Council to *‘from time to time’* complete assessments of water and sanitary services for communities throughout their districts. The purpose of the assessment is to determine, from a public health perspective, the adequacy of water and sanitary services available to communities. In making such an assessment the following matters need to be considered:

- (a) the health risks arising from any absence or deficiency in water or other sanitary services;
- (b) the quality of services available to communities within the district;
- (c) the current and estimated future demands for such services;
- (d) the extent to which drinking solid waste meets applicable regulatory standards; and
- (e) the actual or potential consequences of stormwater, waste or sewage discharges within the district.

### 2.2.2 WASTE MINIMISATION ACT 2008

The *Waste Minimisation Act (WMA) 2008* came into force in two stages. Part 3 of the Act (except section 41) and section 62 came into force on 1 July 2009. The WMA requires that the Council encourages waste minimisation and decrease waste disposal in order to;

- Protect the environment from harm; and
- Provide environmental, social, economic, and cultural benefits

The *Climate Change (Waste) Regulations 2010* came into force on 1 January 2011. Under the regulations, emissions from the gross tonnage and diverted tonnage of each class of waste disposed of at each disposal facility must be calculated and recorded annually. The regulations detail the formula that must be used to calculate annual emissions for each class of waste disposed.

Although the Council provides refuse and recycling transfer rather than disposal, the regulations requires the Council to increase its recycling efforts and reduce emission generating waste such as, green waste going into wheelie bins and ending up in the regional landfill.

### 2.2.3 THE NEW ZEALAND WASTE STRATEGY 2010

The New Zealand Waste Strategy: Reducing Harm, improving efficiency sets out the Government's high-level strategic direction for waste management and minimisation in New Zealand. This has two goals which provide direction to central and local government, businesses (including the waste industry) and communities on where to focus their efforts to manage waste. These goals are:

- reduce the harmful effects of waste
- improve the efficiency of resource use.

### 2.2.4 THE RESOURCE MANAGEMENT ACT 1991

The Resource Management Act 1991 (RMA) promotes the sustainable management of natural and physical resources such as land, air and water and is considered New Zealand's principal legislation for environmental management.

The disposal of solid waste in the regional landfills, and associated effects, are regulated by the RMA. These effected, if not avoided, remedied or mitigated, have implications on both ground and surface water.

### 2.2.5 HEALTH AND SAFETY AT WORK 2015

The main purpose of the Health and Safety at Work 2015 is to provide a balanced framework to secure the health and safety of workers and workplaces by:

- protecting workers and other persons against harm to their health, safety and welfare by eliminating or minimising risks arising from work or from prescribed high-risk plant; and
- providing for fair and effective workplace representation, consultation, co-operation and resolution of issues in relation to work health and safety; and
- encouraging unions and employer organisations to take a constructive role in promoting improvements in work health and safety practices, and assisting PCBUs and workers to achieve a healthier and safer working environment; and
- promoting the provision of advice, information, education and training in relation to work health and safety; and
- securing compliance with this Act through effective and appropriate compliance and enforcement measures; and
- ensuring appropriate scrutiny and review of actions taken by persons performing functions or exercising powers under this Act; and
- providing a framework for continuous improvement and progressively higher standards of work health and safety.

## 2.2.6 WASTE LEVY CONSULTATION 2021

The Government has confirmed its plans to increase and expand the national waste disposal levy to divert more material from landfill. It will use the revenue gathered from the waste disposal levy for resource recovery and waste minimisation.

The plan includes the following:

- Progressively increasing over four years the levy rate for landfills that take household waste from the current \$10 per tonne – set in 2009 – to \$60 per tonne.
- Expanding the waste levy to cover additional landfill types, including construction and demolition fills. At present the waste levy only applies to municipal landfills that take household waste, with no levy on the remaining almost 90 percent of landfills throughout the country.
- Collecting better data about the waste we are creating, and how we are disposing of it, so our waste can be better managed.
- Investing the additional revenue from the waste levy in initiatives that support waste reduction, such as building New Zealand-based recycling infrastructure. This includes helping businesses such as Green Gorilla, which takes construction, commercial and industrial waste materials and re-purposes them so they are not thrown away.

The current plan is to phase in the changes over four years as outlined in the table below.

**Figure 4 - Government Planned increase on the Waste Disposal Levy**

LANDFILL CLASS	1 JULY 2021	1 JULY 2022	1 JULY 2023	1 JULY 2024
Municipal landfill (class 1)	\$20	\$30	\$50	\$60
Construction and demolition fill (class 2)		\$20	\$20	\$30
Managed fill (class 3)			\$10	\$10
Controlled fill (class 4)			\$10	\$10

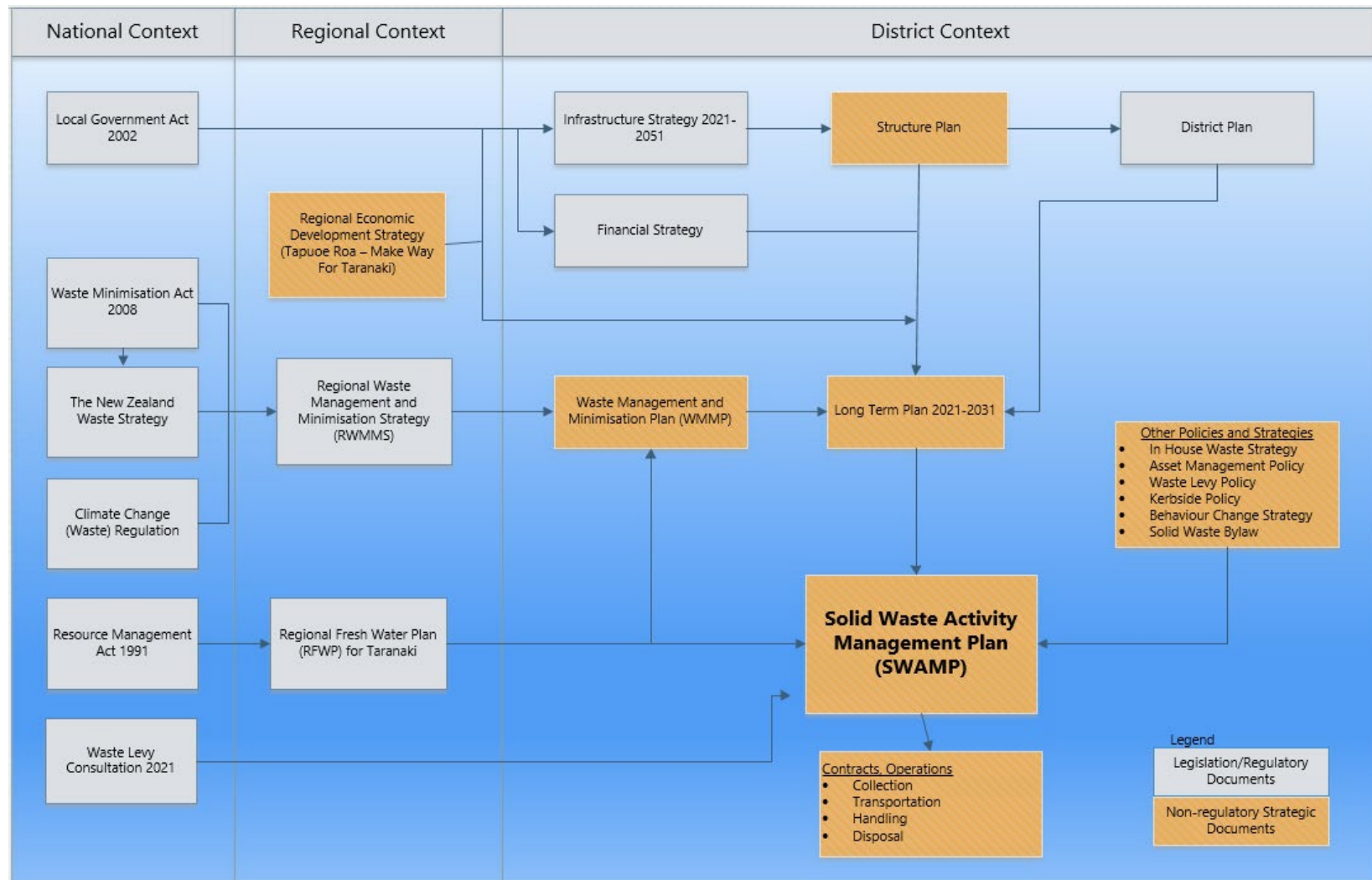


Figure 5 - Strategic and Legislative Framework (SWAMP)

## 2.3 REGIONAL CONTEXT

There are a 2 regional strategies that drive the Solid Waste level of service and (LoS) and influence the operation and management of the Solid Waste Assets. The relevant strategies are listed below;

### 2.3.1 WASTE MANAGEMENT AND MINIMISATION STRATEGY FOR TARANAKI 2016

The *Waste Management and Minimisation Strategy for Taranaki 2016* was adopted by the Taranaki Solid Waste Committee in 2011 and an interim review undertaken in August 2016.

The strategy sets out the strategic framework for effective management of wastes in the Taranaki region over the next 10 years. Under the Strategy, Council is required to;

- Minimise inefficient use of resources
- Avoid, remedy or mitigate the harmful environmental and health effects of waste disposal
- Ensure compliance with the Waste Minimisation Act with regard to the various obligations and functions of the region's three territorial authorities and the Regional Council
- Promote the hierarchy of reducing the generation, enhancing the recovery, reuse and recycling, and ensuring the safe ultimate disposal of wastes
- Give effect to the two national goals set out in the New Zealand Waste Strategy.

### 2.3.2 REGIONAL ECONOMIC DEVELOPMENT STRATEGY - TAPUAE ROA - MAKE WAY FOR TARANAKI

The main regional strategy that drives the provision of solid waste in Stratford is the Regional Economic Development Strategy – Tapuae Roa. The Strategy was developed by the four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE). The strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable, Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure. Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the solid waste activity and infrastructure are expected to include.

## 2.4 DISTRICT CONTEXT

The SWAMP feeds, and in turn is fed into, a number of district strategies. The SWAMP forms a critical part of the planning framework, as shown in Figure 5. Table 7 provides a description of the District Strategic Drivers for the SWAMP, and how they influence or relate to the SWAMP. The key district drivers are provided in more detail below.

### 2.4.1 THE LONG TERM PLAN (LTP) 2021-2031

The Long Term Plan (LTP) 2021-2031 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2014 that:

- Describes the activities of Stratford District Council;
- Outlines Council's contribution to the community outcomes and describes how we will manage activities we are responsible for;
- Provides integrated decision making and co-ordination of resources; and
- Provides a long-term focus for Stratford District Council's decisions and activities

The LTP provides the direction and strategies that drive the SWAMP. Programmes for Capital, Maintenance, and Renewal works are linked to the LTP along with essential budgeting requirements. The LTP covers a planning period of 10 years and is reviewed every three years.

## **2.4.2 THE ANNUAL PLAN**

The Annual Plan is a regulatory document that follows Section 95 of the Local Government Act 2002 Amendment Act 2014. The Annual Plan is developed in compliance with section 95 of the LGA 2002 and updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure. The Annual Plan shows how that year of the LTP will be funded.

The relationship between the Annual Plan and the SWAMP is similar to that of the LTP, with the exception of it only applying to the year of the LTP being prepared for.

## **2.4.3 THE WASTE MANAGEMENT AND MINIMISATION PLAN 2018 (WMMP)**

This plan addresses all waste and diverted material in the Stratford District, with the exception of some liquid and gas wastes that are more effectively managed through other polices. The WMMP presents a plan of action for 5 years for the management and minimisation of waste in the Stratford District and the Council's vision, objectives and targets and details how the Council will fund and deliver the action plan.

## **2.4.4 KERBSIDE COLLECTION POLICY**

This policy provides a framework that enables a fair and consistent approach to the collection of kerbside bins, which include general waste and recycling bins as well as glass crates. It specifies the roles and responsibilities of Council and residents and encourages correct recycling behaviour in the district towards reducing contamination in our waste stream.

## **2.4.5 WASTE LEVY ALLOCATION POLICY (DRAFT)**

This policy will apply to the portion of spending under section 5.3 of the Waste Management and Minimisation Plan that is funded by our waste levy allocation, received under Section 31 of the Waste Minimisation Act 2008.

## **2.4.6 SOLID WASTE MANAGEMENT AND MINIMISATION BYLAW 2020**

This bylaw came into force on 1 June 2020 and its purpose is to regulate the management and minimisation of solid waste in the Stratford District by contributing to:

- a) The promotion of effective and efficient waste management, reduction and minimisation practices in the Stratford District
- b) The implementation of the Council's Waste Management and Minimisation Plan
- c) The implementation of the purpose of the Waste Minimisation Act
- d) The regulation of refuse collection and disposal, including recycling, ownership of the waste stream, refuse storage and waste management.
- e) The definition of rules governing waste collection and the responsibilities of customers who use the council's solid waste services.
- f) The protection of the health and safety of waste collectors, waste operators and the public.
- g) The regulation of litter and nuisance in public places.



**Table 7 - District Strategic Drivers**

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Infrastructure Strategy	Presents an overview of how the Council will manage its core infrastructure assets over the 30 year planning horizon.	Three yearly	Support asset management planning and good practice.
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
District Plan	Developed in compliance with the requirements of the Resource Management Act 1991(RMA).	Ten yearly	Specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments.
Regional Economic Development Strategy	Sets the direction for economic development and identifies priorities and measurable goals.	Three yearly	Support asset management planning and good practice.
Structure Plan	Provide a long term planning framework for the future development and redevelopment of the Stratford District. The plan will set out in broad terms, the layout of land uses, key infrastructure and transport links.	Unknown at this stage	Support asset management planning.
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Provides annual KPI targets that are reported in the Annual Report.
Assessment of Solid waste and Sanitary Services	Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.	Ten yearly	Identified issues and required actions feed into the relevant AMP
Other Council Policies, By-laws.	The tools that guide and direct Council activities. (See <a href="#">Appendix 2</a> )	As applicable	Support asset management planning and good practice.

# **3.0**

## **Asset Information**

**3.0: ASSET INFORMATION**

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### 3.1 OUR SOLID WASTE INFRASTRUCTURE

The Stratford District Council operates a weekly general waste collection and alternating fortnightly co-mingled recycling and glass bottle collection for the Stratford and Midhirst urban areas.

For the recycling collection, the town is separated into two areas, A and B, as in Figure 6. The Council also owns a refuse transfer station situated at Cordelia Street in Stratford.

This transfer station is managed under the Property Portfolio.

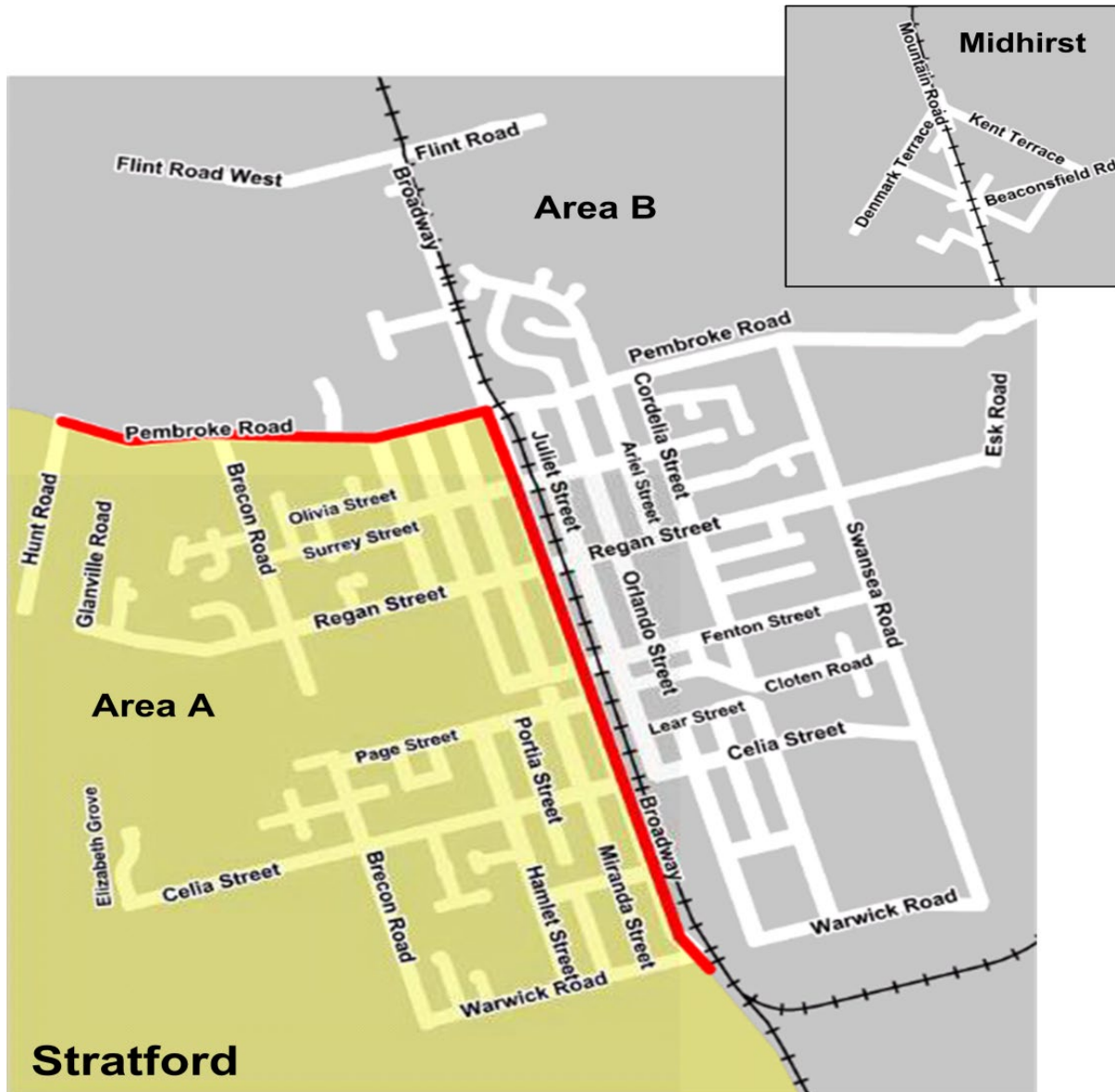


Figure 6 - Map of Stratford District Solid Waste Infrastructure and Services

This section details the SWAMP activity, the current asset valuation summary and provides details about infrastructure asset components. It identifies the general condition of assets and any issues/opportunities Council will need to consider. It highlights how asset condition is identified and Council's level of confidence in asset data.

### 3.2 ASSET VALUATION

Section 111 of the Local Government Act 2002 requires that local authorities comply with “generally accepted accounting practice” which is taken to mean the principles of the General Accepted Accounting Practice that is prepared by the New Zealand Society of Accountants (ICANZ) and included in the New Zealand Accounting Standards.

Section 6 of the Local Government (Financial Reporting and Prudence) Regulations 2014 requires Local Authorities to disclose information about core assets in its annual report, including the local authority’s most recent estimate of the replacement cost. The concept of intergenerational equity in the funding of infrastructure asset is included as one of the principles of financial management. Without accurate knowledge of serviceability of assets, local authorities will only be guessing when they attempt to spread the costs of infrastructure across present and future ratepayers.

The Solid Waste infrastructure has been re-valued by Telfer Young (Taranaki) Limited, Independent Valuers as at 1 January 2020. The Council does not depreciate the collection receptacles (Wheelie bins and crates). These are replaced as and when required using the operations budget. Note that:

- **Replacement Cost (RC)** is the cost of the modern equivalent asset that replicates the existing asset most efficiently
- **Optimised Depreciated Replacement Cost (ODRC)** is the optimised replacement cost after deducting an allowance for wear or consumption to reflect the remaining or economic service life of an asset
- **Annual Depreciation (AD)** is the systematic allocation of an amount over an asset over its useful life
- They do not include land value that is not depreciated

Asset information and asset registers used for the re-valuation undertaken by Telfer Young (Taranaki) included:

- Land
- Buildings

Financial Reporting Standards (PBE IPSAS 17) apply to all SDC solid waste infrastructure assets considered in the Telfer Young (Taranaki) Limited valuation for the general purpose of financial reports.

### 3.3 USEFUL LIFE

Useful life (or Base Life) refers to either;

- The period over which an asset or component is expected to be available for use by an entity, or
- The number of production or similar units expected to be obtained from the asset or component by the entity.

The asset **Useful lives** are expressed as years. The asset **Age** is based on construction dates. The *Remaining useful life* is based on age and useful life of the assets.

### 3.4 ASSET INFORMATION SYSTEM

The Stratford District Council uses spreadsheets held by the Asset Manager to support management of the Solid Waste Activity.

Data on infrastructure assets (only the Transfer Station) is collected during inspections and monitoring using both paper based and electronic methods. All data collected in relation to the Solid activity infrastructure is stored in TRIM.

### 3.5 THE SOLID WASTE ACTIVITY

The solid waste activity assets comprise:

- Wheelie Bins and crates;
- Landfills

Asset details are provided below.

#### 3.5.1 WHEELIE BINS

The Council provides domestic refuse and recycling services to all designated urban collection areas in the Stratford District. The bins provided by the Council are:

- 120 litre red lid general waste bin
- 240 litre yellow or green lid recycling bin
- 60 litre blue glass crate

All bins are collected on Mondays;

- General rubbish weekly;
- Recycling and glass fortnightly –one week glass, one week recycling.

When the wheelie bins have exceeded their useful life expectations the Council's annual replacement programme ensures to maintain the bins at an excellent level.

#### 3.5.2 LANDFILLS

The Council manages 3 closed landfills in the district:

- The Stratford Closed Landfill;
- The Huiroa Closed Landfill; and
- The Pukengahu Closed Landfill.

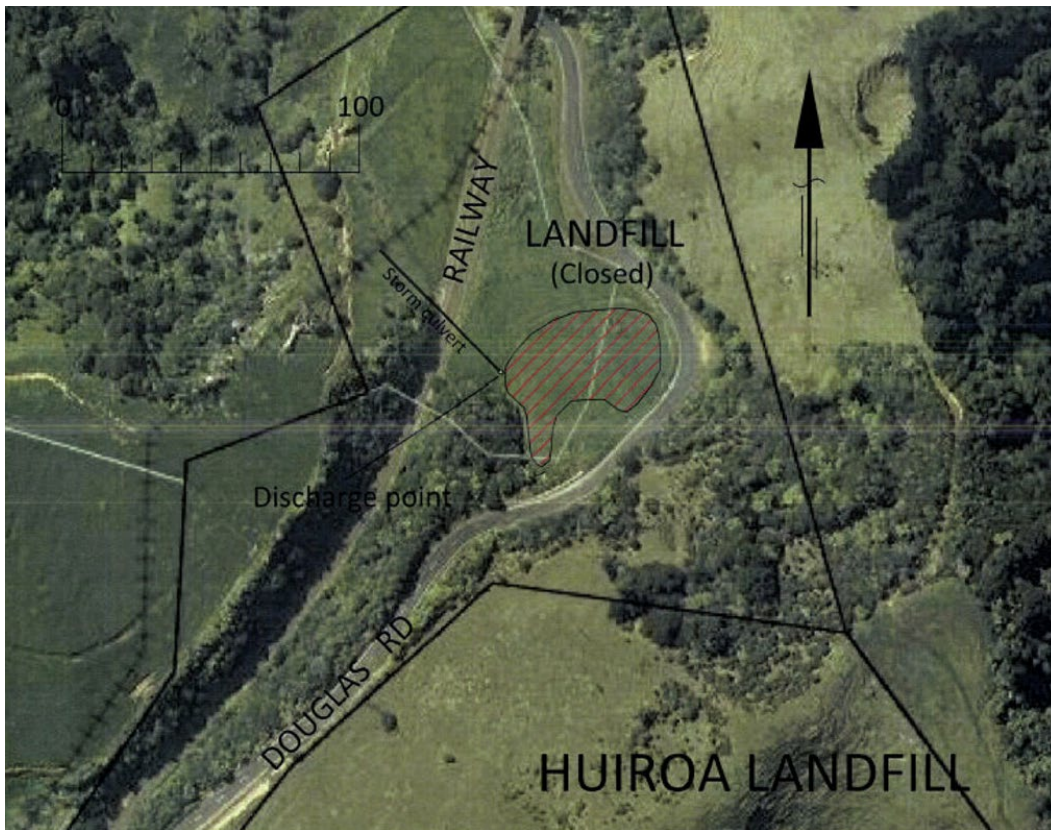
The Stratford Closed Landfill, located on Victoria Road in Stratford, was closed to the public and commercial disposers in 2002. Contaminants from this closed landfill are treated in the adjacent wastewater oxidation ponds. In March 2004 Council cleared a site on top of the landfill and created a 'bund' area for the purpose of oxidation pond sludge de-watering. This de-watering process continued through to early 2006 and the sludge was then covered and capped and the site reinstated. There has been no discharge of refuse to the landfill since 2006.

**Figure 7 - Location of the Stratford Closed Landfill**



The Huiroa Closed Landfill is sited within an elbow of the Douglas Road. The dump was an uncontrolled roadside landfill used by local residents to dispose of domestic waste. The site was closed in 1991 and reinstated by Council.

**Figure 8 - Location of Huiroa Closed Landfill**



The **Pukengahu Closed Landfill** site is situated in a small gully off Wingrove Road. At the base of the gully is a small wetland area which is fed by a spring which is culverted beneath the road and into a small unnamed stream. The dump site was unmanaged but was mostly used for the discharge of domestic waste by local residents. It was closed in 1991 and the site was reinstated by the Council.

**Figure 9 - Location of the Pukengahu Closed Landfill**



### 3.5.3 EMERGENCY TEMPORARY DISPOSAL SITE

In the event of an emergency and the solid waste is not able to be removed from the district, Stratford has sites available for the temporary disposal of general waste. These sites are able to be set up within 2 days. All rubbish will need to be removed once transportation is available and the site returned to its original state.

### 3.6 ASSET MATURITY INDEX ASSESSMENT

The Council has assessed its Asset Management maturity across 5 key disciplines of asset management practice including:

- Setting the Strategic Direction;
- Establishing Levels of services;
- Forecasting Future Demand;
- Collecting Asset Information; and
- Monitoring Asset Performance and Condition.

The Asset Management Maturity Index assessment in Table 8 below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

**Table 8 - Asset Maturity Index Assessment**

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1	Strategic Direction	Intermediate	<ul style="list-style-type: none"> <li>• AM System scope is defined and documented.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has adopted an <b>Asset Management Policy</b> to provide the overall direction for asset management in the district.</li> <li>• Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic Direction for the Council.</li> </ul>
2	Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> <li>• Level of service and cost relationship understood.</li> <li>• Customers are consulted on significant service levels and options.</li> <li>• Customer communication s plan in place.</li> <li>• Levels of service are integral to decision making and business planning.</li> </ul>	<ul style="list-style-type: none"> <li>• As part of the LTP process if there are significant changes to the LOS provided or stated in the AMP, these will be captured as part of the LTP planning.</li> <li>• Existing levels of service are generally maintained, however, can be re-defined as a result of either legislative requirements; customer feedback or in response to new technology. Re-definition is done as an outcome of our discussions with Elected Members, either prior to the LTP year or as and when required during the year.</li> <li>• The LOS are defined in the AMPs for each work activity.</li> <li>• There have been no changes to the LOS in the previous 3 years.</li> </ul>
3	Forecasting future demands	Core to Intermediate	<ul style="list-style-type: none"> <li>• Risk associated with demand change</li> </ul>	<ul style="list-style-type: none"> <li>• We have a broad understanding of the issues for each work activity and these are documented in the AMP as "Problem Statements".</li> </ul>



	Asset Management Disciplines	Asset	Maturity Index	Maturity Description	What we do
				<p>broadly understood and documented.</p> <ul style="list-style-type: none"> <li>• Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>• Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level.</li> <li>• Demand Management has been used in the solid waste activities, enforced by the Solid Waste Management and Minimisation Bylaw and the SDC Waste Management and Minimisation Plan. Our resource consents also support our demand management initiatives. DM initiatives employed include: <ul style="list-style-type: none"> <li>• Kerbside collection for general waste, recycling and glass.</li> <li>• Regular monitoring of the closed landfills.</li> <li>• Education programmes on correct recycling and reducing waste to landfill.</li> <li>• Event Waste Minimisation Plans.</li> </ul> </li> </ul>
4	Collecting Information	Asset	Intermediate	<ul style="list-style-type: none"> <li>• A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.</li> </ul>	<ul style="list-style-type: none"> <li>• The Stratford District Council uses spreadsheets held by the Asset Manager to support management of the Solid Waste Activity.</li> <li>• Data on infrastructure assets (only the Transfer Station) is collected during inspections and monitored using both paper based and electronic methods. All data collected in relation to the Solid activity infrastructure is stored in TRIM.</li> <li>• The closed landfills are monitored 6 monthly with onsite inspections as required by the resource consents.</li> </ul>
5	Monitoring Performance and Condition	Asset and	Core	<ul style="list-style-type: none"> <li>• Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>• The condition - physical integrity - of an asset is deduced based on the age, material type and analysis of collected statistical data.</li> <li>• The performance, being a measure of whether the asset is delivering level of service requirements – is monitored during routine inspections and asset upgrade.</li> </ul>

### 3.7 ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset’s physical integrity. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements. The Stratford District Council identifies the condition of solid waste infrastructure assets by age and through visual targeted inspections, analysis of collected data, and through maintenance monitoring.

**Targeted inspections** are carried out on asset components that are considered critical to Council and the community, have the potential to impact on public health and safety; or where there is a specific

requirement, for example to meet regulatory requirements or for asset acquisition, disposal, or justification.

Targeted inspections of solid waste infrastructure assets are carried out by Council staff, the Operations Contractor, or a specialist consultant to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its assets Stratford District Council undertakes the following targeted inspections:

- Closed landfills – 6 monthly by staff or contractors, annual environmental monitoring by TRC

**Maintenance monitoring** is carried out by the contractor at intervals specified in the Maintenance Contract. Maintenance monitoring is carried out to identify the condition of infrastructure and any item(s) that needs attention or could affect the integrity of the asset and the service it provides.

### **3.8 DATA ACCURACY AND CONFIDENCE**

The accuracy and currency of data is critical to effective asset and activity management. Accurate data enables Council and the community to have confidence in decisions made about asset development, maintenance, and renewal/replacement.

Given the limited asset portfolio of the Solid Waste Infrastructure, a simple system is sufficient to ensure that the state of the activity is in an acceptable condition, to deliver the required level of service. Therefore, the Council does not require any sophisticated grading system, as developed for other asset groups, to ensure data accuracy and confidence.

## **4.0**

# **Future Growth and Demand**

**4.0: FUTURE GROWTH AND DEMAND**

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## 4.1 OVERVIEW

This section provides a description of population; economic growth trends forecasts and the demand drivers for the provision; development and sustainability of the solid waste services to the community. It identifies the demand forecasting model used by the Council and highlights the factors that influence the demand for infrastructure and services and the associated impacts of each driver on the demand for the Solid Waste Services.

The demand for the provision of solid waste services is generally determined by the degree to which customers use the service. The forecasting of future demand for services enables Stratford District Council to plan ahead and identify the best way to meet that demand.

Section 14 of the Local Government Act 2002 requires local authorities to take a sustainable development approach in conducting business. In doing this, Stratford District Council must take into account;

- I. the social, economic, and cultural interests of people and communities; and
- II. the need to maintain and enhance the quality of the environment; and
- III. the reasonably foreseeable needs of future generations.

Stratford District Council is committed to planning for the changing needs of its community. As part of this commitment Council utilises demand forecasting in all asset management planning.

## 4.2 DEMAND FORECASTING

Demand forecasting enables Stratford District Council to identify areas that are likely to experience significant pressures, and plan accordingly. Currently, the Stratford District Council uses a “basic” model for demand forecasting. It is a combination of formal and informal techniques. Central to this is an understanding of how growth and future demand trends will impact on Levels of Service and desired community outcomes.

As part of the planning process Council considers:

- the Asset use, demand, and capacity;
- the implementation and planning for quality and process improvements; and
- environmental impacts.

Key Information gathered during the forecasting process includes:

- Historical data;
- Observed patterns and trends – use, demand, and popularity;
- Statistical estimates and projections;
- Commercial activity and anticipated business migration;
- Pending legislative changes.

From this, assumptions are formed about what could happen, enabling Council to better plan for the future needs of the community.

## 4.3 DEMAND DRIVERS AND IMPACTS

Demand drivers are the factors that influence demand for services or the infrastructure that provides those services. Future growth in the Stratford community can be attributed to a number of factors described in detail below, including:

- Population;
- Economic Development;
- Tourism;
- Regulatory Changes;
- Land Use Changes (via the Structure Plan);
- Changing Customer Needs and Expectations.

**4.3.1 POPULATION**

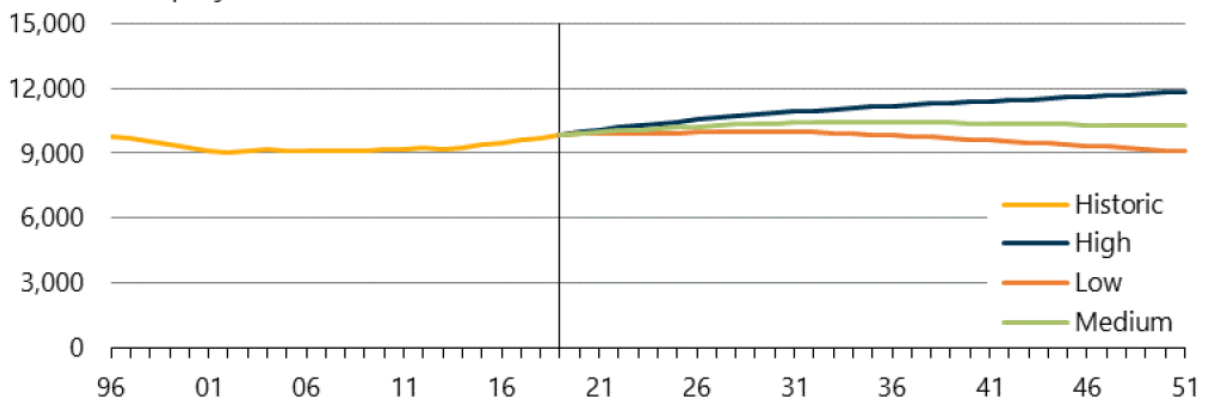
Under the medium population growth scenario projected by the Infometrics Model, the Taranaki region’s population is expected to grow to over 145,100 by 2051. Under a high growth scenario, higher levels of net migration would lead to a regional population of 163,100 by 2051, while the low growth scenario results in the population growing to approximately 129,000 residents by 2035, and then remaining relatively static at that level until 2051.

For the Stratford District, the forecast under the High growth scenario is to increase from above 10,000 in 2021 to just under 12,000 in 2051. This is equivalent to just under 0.7% increase per annum, an estimated total increase of approximately 18% over these 30 years. Under the low growth scenario, the forecast is to decline from above 10,000 in 2030, to just above 9,000 in 2051

**Population**

Stratford District

Infometrics projection



**Figure 10 - Stratford District Infometrics projection of population change**

**Population distribution**

Currently, there are 1,250 Maori population – 48% are under 20. Maori make up 13% of district population. Population growth has averaged 0.2% in the last 20 years, and averaged 0.7% in the last 10 years, however, in the last 3 years population growth has increased annually by 0.8% on average.

Population 2019 Infometrics data shows that Stratford district is approximately 9,860 – a growth of 1.3% from previous year. The source of growth was 78% due to natural increase and 22% due to net migration. We are anticipating an annual average population growth of 0.5% over the next eight years, centered around the urban area and mostly as a result of births.

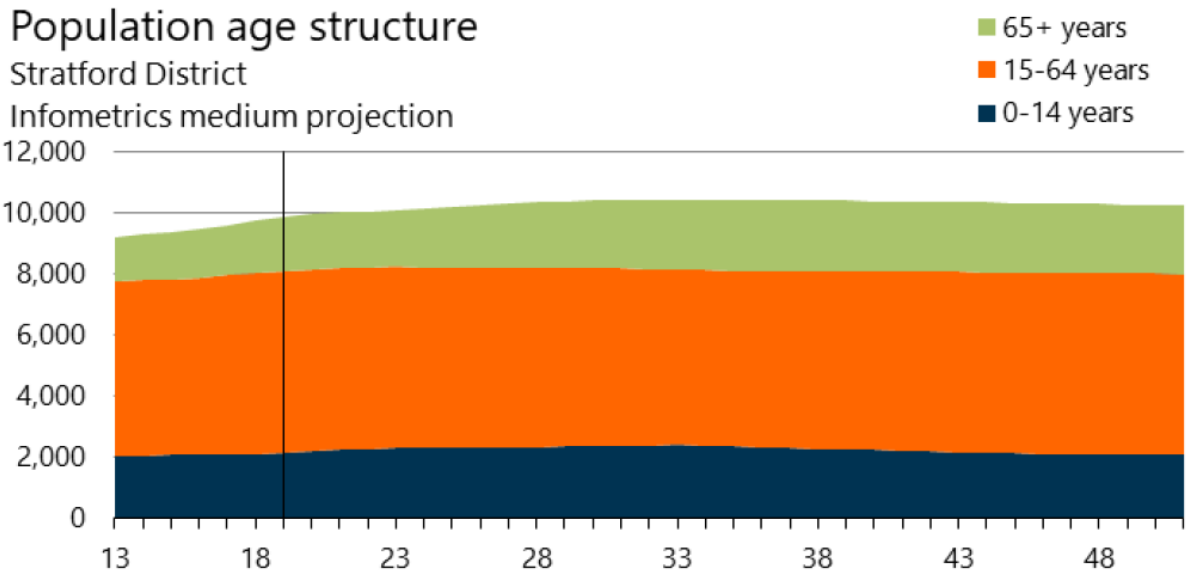
The district’s Population Age Structure and Projection is shown in Figure 11; Components of Population Change in Figure 12 and the Population Geographic Distribution in Figure 13.

**Elderly Population**

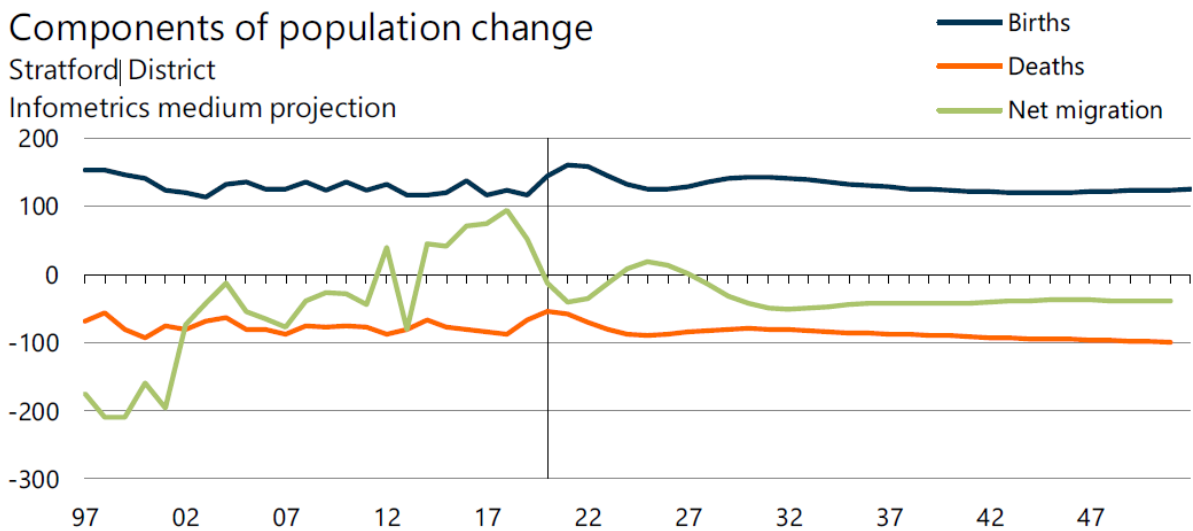
The average age of Stratford residents is expected to increase over the next 30 years from 40 to 42 years. 580 residents (5% of the district population) are aged 80+.

With a rising older population and a potentially declining older working population Stratford District Council and the Water Supply Activity will need to consider the services it delivers and the infrastructure required to deliver these services.

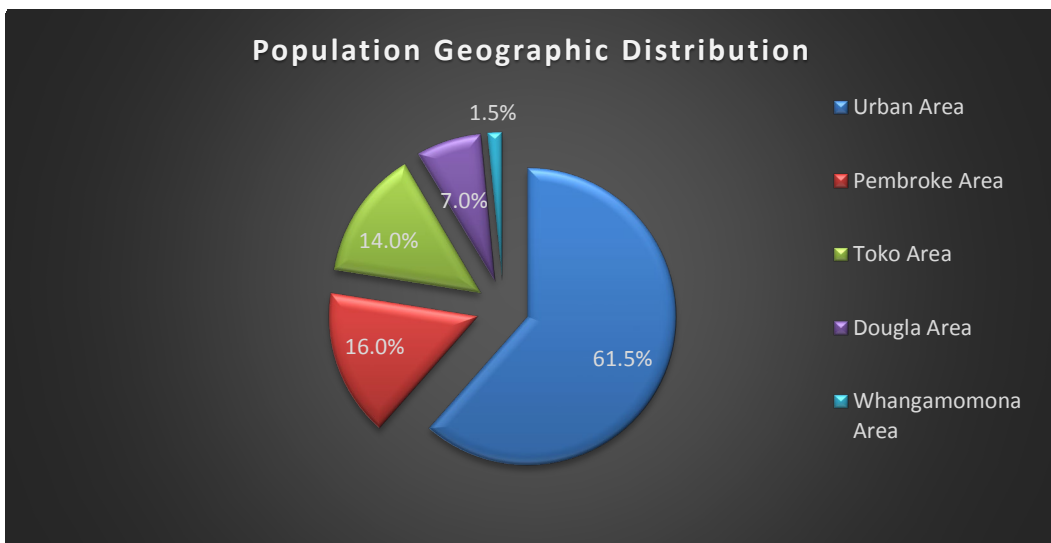
For a clearer picture of the impacts on infrastructure and the demand for services, further assessment is necessary. The cost of this assessment will need to be weighed against the benefits of embarking on the project.



**Figure 11 - Stratford District's Population Age Structure**



**Figure 12 - Components of Population Change**



**Figure 13 - Current Population Geographic Distribution**

### 4.3.2 ECONOMIC DEVELOPMENT

The four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE) have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as “Tapuoe Roa - Make Way for Taranaki”.

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the Water Supply activity and infrastructure are expected to include:

- Increased demand for water services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.

#### **Economic History and Forecast**

According to the Infometrics Model, GDP growth is static to low, and generally under the national average – except for 2009 and 2012 where there were spikes in the district’s GDP compared to the rest of the country.

The two biggest contributing industries in Stratford are the Agriculture and Forestry sector contributing 27% (Dairy Farming making up 16% of this) of district GDP, and the Electricity and Gas Supply contributing 16%. Stratford has the region’s largest electricity generation site at Contact’s 575MW gas powered plant – it is considered a nationally significant generation site.

In 2019, there were 3,462 filled jobs in the Stratford District. The district unemployment rate was 4.4%, compared to the regional unemployment rate of 5.0% and national unemployment rate of 4.3%. Employment growth lags behind the rest of the country (2018 Stratford: 1.5%, National: 3.0%), although it did spike above the national average in 2009.

In terms of industry employment the top five employing industries in 2019 were:

- Education and Training 11%
- Dairy farming 9%
- Health Care and Social Assistance 7%
- Accommodation and Food Services 6%
- Supermarket and Specialised Food Retailing 6%

The biggest increase in jobs in Stratford since 2017 has been in the house construction (building) sector, and in primary education. Stratford generally has a higher rate of self-employment than the national average at 19%, compared to 17% nationally. Stratford also has a higher productivity rating per employee. In 2018, GDP per employee came to \$120,631, compared to the national average of \$97,174.

The 10-year and 30-year GDP and Employment forecast are provided in Figures 14 – 16.



	GDP level (\$m, 2010 prices)			Annual % change	
	2005	2018	2031	05-18	18-31
New Plymouth	3,908	5,349	6,074	2.4%	1.0%
South Taranaki	1,869	1,948	2,080	0.3%	0.5%
Stratford	415	414	459	0.0%	0.8%
Taranaki	6,192	7,712	8,613	1.7%	0.9%

Figure 14 - GDP Growth 2005-2031

The Infometrics data above shows minimal change in GDP growth from 2018 to 2031

	Employment level			Annual % change	
	2005	2018	2031	05-18	18-31
New Plymouth	33,926	40,748	47,261	1.4%	1.1%
South Taranaki	13,959	13,952	15,256	0.0%	0.7%
Stratford	3,637	3,434	3,639	-0.4%	0.4%
Taranaki	51,522	58,134	66,157	0.9%	1.0%

Figure 15 - Regional Employment Levels

Employment was expected to increase over the period to 2031, however the impact of Covid-19 has changed these figures

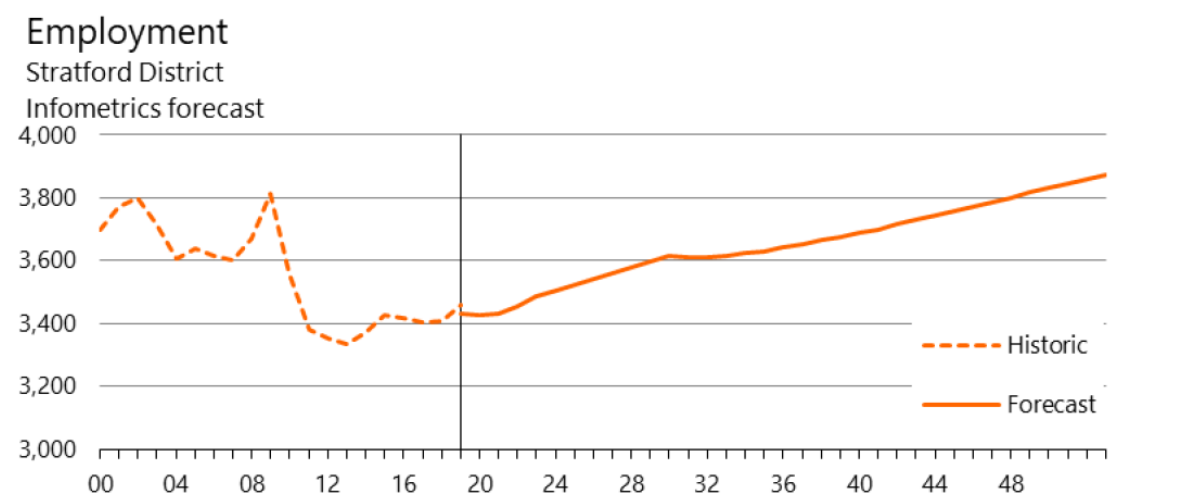


Figure 16 - Employment Forecast for Stratford

Employment is expected to increase slightly over the next 10-30 years

### 4.3.3 CLIMATE CHANGE

Scientific evidence indicates the earth's climate is changing because of increases in greenhouse gases caused by human activities.

Anticipated impacts for New Zealand over the next 100 years include:

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

At the regional and district level research indicates Taranaki could experience more extreme and varied rainfall patterns and severe weather events.

Extreme weather events and heavy rainfall would see increases in flooding, landslides, avalanches and mudslides during heavy rainfall events while on the flip side a lack of rain during summer months could see prolonged periods of drought. Both extremes place increased pressure on government, private flood insurance schemes, and disaster relief.

The Government's principal policy response to climate change is the New Zealand Emissions Trading Scheme (ETS). In various sectors (such as energy), the Government is also undertaking a range of other policies and measures that are contributing to reducing greenhouse gas emissions while achieving other policy goals.

Council responds to and plans for impacts of climate change as part of asset management practices by monitoring NIWA data in order to plan for and make adjustments to infrastructure where and when needed. Where adjustments are needed they are undertaken through New Works and/or Renewal/Replacement.

### 4.3.4 TOURISM

The Visitor Sector Action Plan is one of six action plans developed as part of the "Make Way for Taranaki" Regional Development Strategy.

The action plan describes the current regional sector dynamic, growth objectives, challenges, opportunities and the actions required to achieve sector growth. It is anticipated that the Visitor Sector Action Plan will enable and support growth in the Stratford District Visitor Sector.

Council welcomes the Stratford District being seen as a visitor destination but is mindful that increases in visitor numbers may have an impact on infrastructure and the services it provides.

### 4.3.5 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

The SDC is currently undertaking a Structure Plan of the Stratford District, which is in response to an increased demand for residential development sites in Stratford. This 30 year long term strategy plan will feed into the District Plan review and the Infrastructure Strategy, to ensure that the growth areas identified herein are duly catered for as and when required.

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filling. Roding, Solid Waste Services, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the town. To facilitate this strategy, the Stratford District Council has led the creation of a quality and affordable subdivision to jumpstart the growth process and facilitate the development of quality affordable homes to the community. The uptake of

the newly created lots was quick and has attracted homeowners from all parts of the Taranaki region as well as nationally.

### 4.3.6 REGULATORY CHANGES

The SDC regularly reviews regulatory changes that may or will affect the SDC solid waste service. This primarily includes updates to resource consents and there are no immediate concerns of regulatory changes at the time of writing this AMP.

### 4.3.7 CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions with sections serviced by municipal solid waste services, water supply and wastewater schemes. Inherently, this will have an effect on the Stratford solid waste services whereby the demand for disposal and recycling of waste in these areas will increase. The increase to the services is easily managed within the existing solid waste contract with a small increase in the number of kerbside collections required. There will be minimal impact on the transfer station service.

## 4.4 IMPROVEMENT PLAN

Table 9 - Future Growth Improvement Plan

Sub Section	Task	Due Date
4.3.1	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing solid waste services.	On-going

## **5.0**

# **Strategic Assessment**

**5.0: STRATEGIC ASSESSMENT**

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## 5.1 OVERVIEW

The '*Strategic Assessment*' section presents an assessment of the need for investment against strategic outcomes. It defines the problems facing the Stratford District Council; highlights the investment projects necessary to address these problems and the benefits of each identified investment project.

## 5.2 BUSINESS CASE

Section 17A of the Local Government Act (LGA) 2002 requires the local authority to '*review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good quality local infrastructure, local public services and performance of regulatory functions*'.

## 5.3 PROBLEM STATEMENTS

Between June and September 2020, Council staff prepared and presented *Early Conversation papers*<sup>1</sup> for discussion with the Elected Members as part of the Long Term Plan (LTP) process. The purpose of these early conversations was to ask elected members for direction regarding some capital projects being proposed in the 2021-2031 LTP.

The Early Conversations with the Elected Members identified:

- Problems and items for improvement in the delivery of our Solid Waste Activity;
- Future proofing Objectives in addition to Council Community Outcomes;
- Options for addressing the identified problems;
- An assessment of each option against Council Outcomes and the identified future proofing objectives;
- Risks and Opportunities associated with each option; and
- Preferred Options to address each Problem Area.

Our Elected Members considered the information and provided the necessary direction - in some cases modifying the preferred option. The outcomes of these conversations provided a 10-year plan for implementation of the Preferred Options for each Problem area identified. The main Problem Statement identified and *workshopped* as part of the Early Conversation was:

- Improving Waste diversion from landfill via the introduction of an organic waste collection. This project was to essentially introduce a fortnightly kerbside combined food and greenwaste collection service for all current waste and recycling service users.

While this initiative was one of the key projects in the Long Term Plan (LTP) Consultation document, the outcome of the LTP submissions and Hearing was to defer it. A key reason was the lack of clarity around the final destination on of the diverted wasted. In its place, the Council has opted to increase education an advocacy around waste minimisation and individual waste diversion, i.e., composting, etc.

Other key problems are:

- Reduce the volume of kerbside collection waste per household going to landfill;
- Increase the amount of kerbside collection waste diverted to recycling in the district; and
- Reduce the contamination of kerbside recycling delivered to the MRF.

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<sup>1</sup> *Early Conversation Papers D20/9918 and D20/33527*

## 5.4 OUR BENEFIT STATEMENTS

A summary of our Problems and key Benefit Statements are described in Table 10 below.

**Table 10 - Problems, Projects and Benefit Statements**

Problem Statements	Identified Projects	Benefit Statements
<p><b>Problem Statement 1</b></p> <ul style="list-style-type: none"> <li>Improving Waste diversion from landfill via the introduction of an organic waste collection</li> </ul>	<ul style="list-style-type: none"> <li>Procurement of a <i>Resource Educator</i> for community education on the efficient management and minimisation of waste.</li> <li></li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>Reduction of waste to the landfill by improved education for the district's communities.</li> <li>Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> </ul>
<p><b>Problem Statement 2</b></p> <ul style="list-style-type: none"> <li>Reduce the volume of kerbside collection waste per household going to landfill. Stratford is the highest out of the 3 Councils in the region</li> </ul>	<ul style="list-style-type: none"> <li>Procurement of a <i>Resource Educator</i> for community education on the efficient management and minimisation of waste</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>Reduction of waste to the landfill by improved education for the district's communities.</li> <li>Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> </ul>
<p><b>Problem Statement 3</b></p> <ul style="list-style-type: none"> <li>Increase the amount of kerbside collection waste diverted to recycling in the district</li> </ul>	<ul style="list-style-type: none"> <li>More education and communication to the residents regarding what can be recycled</li> <li>Provide another kerbside collection service to enable another option for people to divert waste from the landfill</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>Reduction of waste to the landfill by improved education for the district's communities.</li> <li>Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> </ul>
<p><b>Problem Statement 4</b></p> <ul style="list-style-type: none"> <li>Reduce the contamination of kerbside recycling delivered to the MRF</li> </ul>	<ul style="list-style-type: none"> <li>More education and communication to the residents regarding correct recycling</li> <li>Recycling bin audits and if three strikes of contamination, the service is suspended for 3 months</li> </ul>	<p>The main benefit is:</p> <ul style="list-style-type: none"> <li>More efficient handling of the recycling at the MRF and better end product for selling</li> </ul>

## **6.0**

# **Levels of Service Performance**



**6.0 LEVELS OF SERVICE PERFORMANCE**

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## 6.1 OVERVIEW

Levels of Service (LoS) define the form and quality of service that the Stratford District Council provides to the community. They are the balance between what the community wants and what the community is willing to pay for.

Through activity management planning, the relationship between the LoS and the cost of service is determined. Once determined, the relationship is evaluated in consultation with the community to define the agreed LoS, which are then used to:

- Inform customers of the proposed LoS;
- Develop Activity Management strategies to deliver the LoS;
- Develop targets to measure performance;
- Identify and evaluate the costs and benefits of services offered; and
- Enable customers to assess customer values such as accessibility, quality, safety, and sustainability.

The Levels of Service section details legislative and regulatory requirements affecting the operation, management and Levels of Service for the solid waste activity.

This section:

- Highlights the current LoS provided by the Stratford District Council;
- Defines the desired LoS for the futures; and
- Outlines performance measures that will be used to monitor the delivery of the agreed LoS.

## 6.2 LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an on-going process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 17 (*Source: IIMM (2015)*).

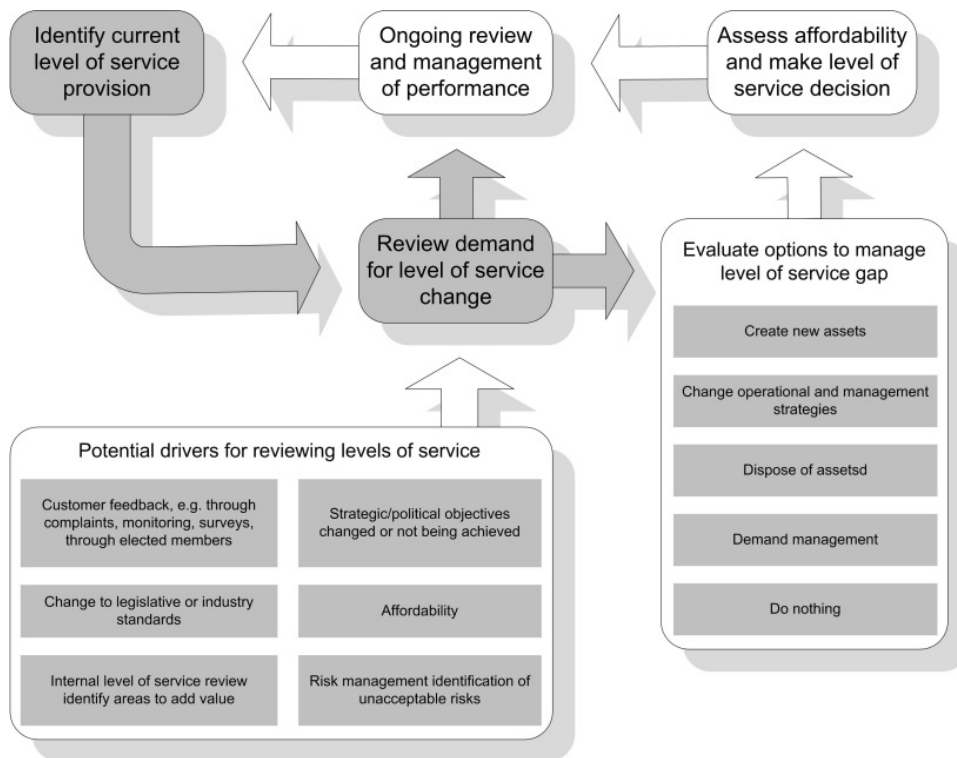


Figure 17 - Level of Service Review Process

## 6.3 PERFORMANCE MONITORING AND REPORTING

The Stratford District Council has committed to provide a solid waste service that meets LoS expectations and regulatory requirements. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of solid waste activities and infrastructure through the use of performance measures and key performance indicators (KPIs).

Performance measures and reporting enable Stratford District Council to identify how well it is delivering on the agreed LoS. KPIs enable Council to regularly measure actual performance against projected targets. By doing this we are able to identify trends, areas of achievement and areas for improvement to be identified.

The results of the performance monitoring are reported internally and externally through:

- Monthly reports to Elected Members, also accessible to the public via the Council website; and
- The Long Term Plan, Annual Plan and Annual Report to our customers, key stakeholders and partners.

## 6.4 CURRENT PERFORMANCE

Stratford District Council provides services for the benefit of the community. To ensure these expectations and requirements are met, Stratford District Council undertakes performance monitoring of the solid waste activity and services it provides.

Performance monitoring is undertaken through the use of performance measures and key performance indicators (KPIs). Our current performance is monitored through the internal performance measures presented in Table 10 below. These performance measures were determined by Council to inform the community about how well the Council is delivering on Levels of Service and the performance of the activity assets.

**Table 11 - Internal Performance Measures**

	Level of Service Category	Performance Measure
1.	<b>Quantity</b>	Waste to landfill per household (municipal kerbside collection only). Target - <700kg
2.		Percentage (by weight) of council controlled waste stream that is recycled (municipal kerbside collection only). Target - >20%
3.	<b>Customer Satisfaction</b>	Percentage of customers satisfied with the service provided. Target - >90%

### 6.4.1 WASTE TO LANDFILL

The performance measure target for the amount of waste to landfill per household (municipal kerbside collection only) for 2021/2022 (as stated in the 2021-2031 Long Term Plan) is <700kg.

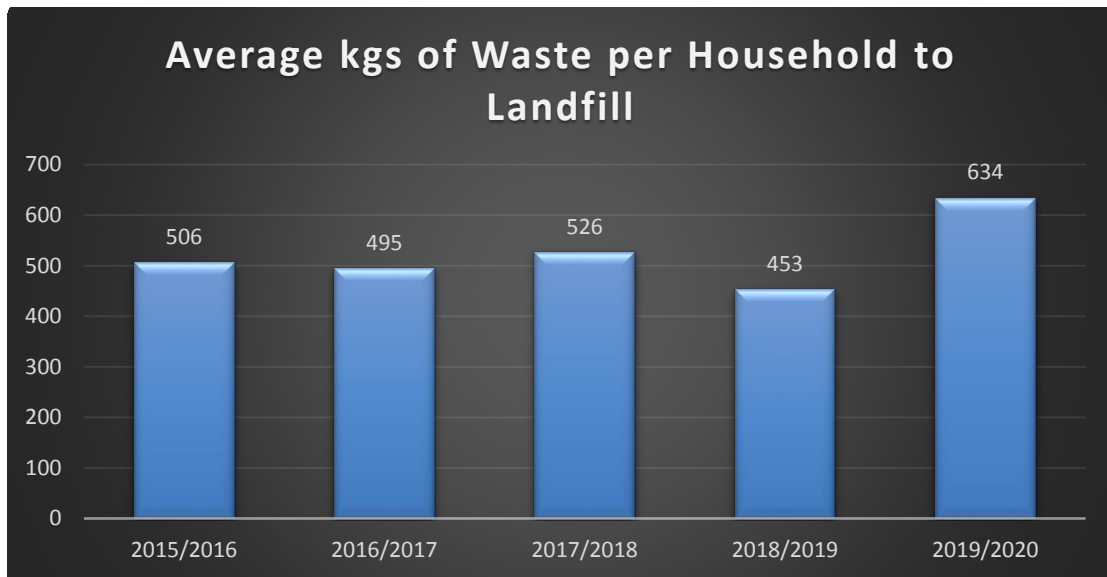


Figure 18 - Waste to Landfill - Annual Report

In 2019/20 there was an average of 634kg of waste per household collected by kerbside collection and transferred to landfill. Overall the waste generated is reducing, however the 2019/2020 result is significantly greater than the previous year due to the Materials Recovery Facility not operating through Covid-19 Alert Levels 4 and 3. Albeit the result still meets the target.

#### 6.4.2 RECYCLING

The performance measure target for the percentage (by weight) of the council controlled waste stream that is recycled (municipal kerbside collection only) for 2021/2022 (as stated in the 2021-2031 Long Term Plan) is now >20 %. This level was reduced due to the change in plastics in August 2020 meaning there was a reduction in what plastics can be recycled. Prior to August 2020 plastics with the number 1 through to 7 could be sent for recycling. There is no market for plastics 3, 4, 6 & 7 so as at August 2020 these plastics must be landfill translating to a reduction in what can be sent to the Materials Recovery Facility and increasing what is sent to landfill.

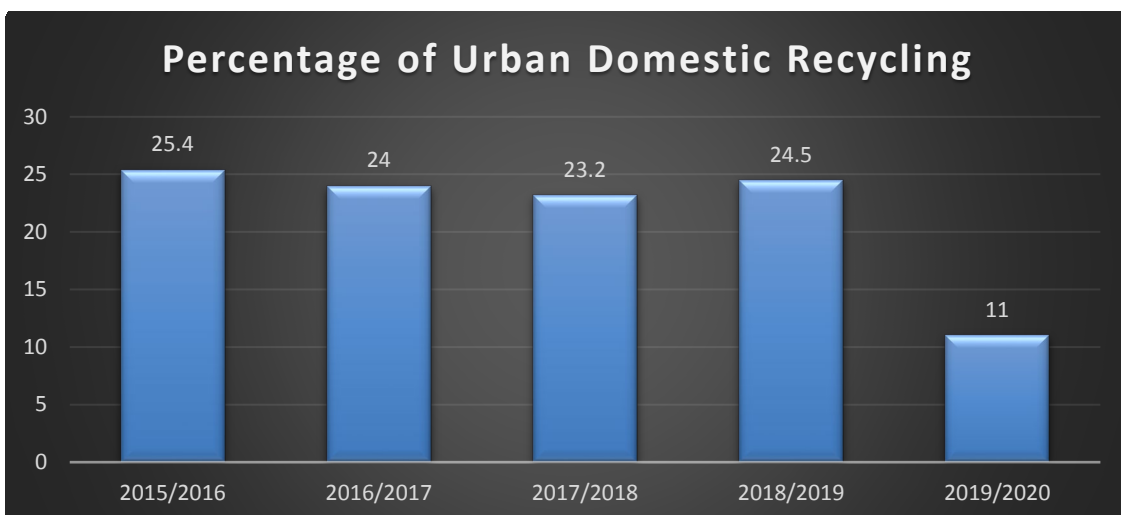


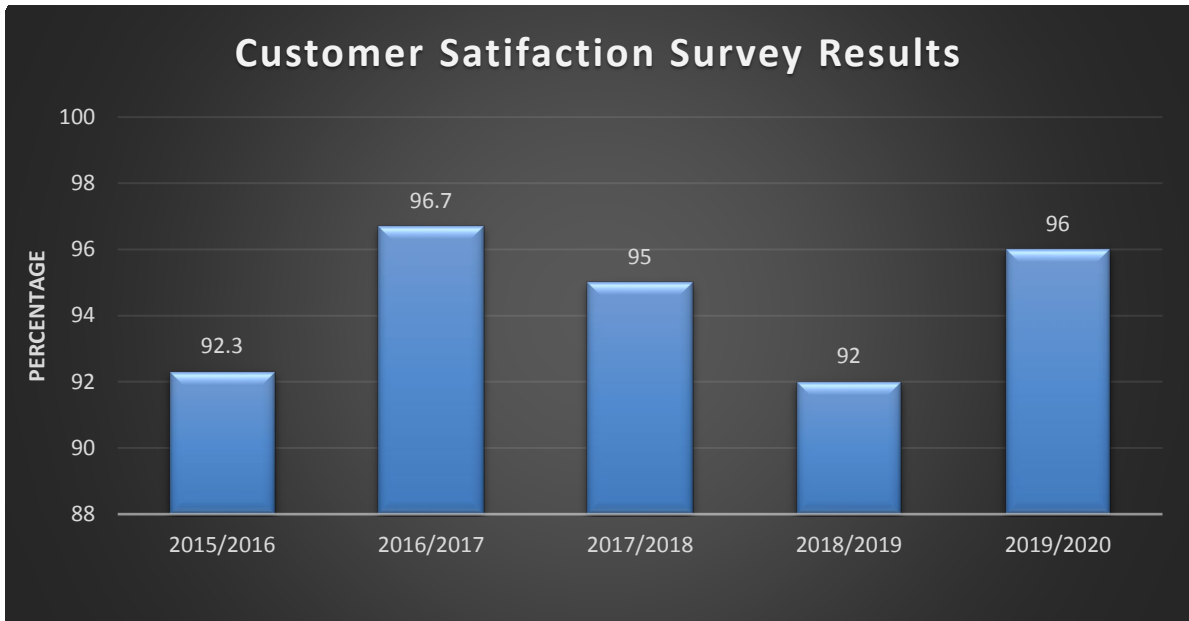
Figure 19 - Recycling - Annual Report

In 2019/20 the percentage (by weight) of council controlled waste stream that is recycled (municipal kerbside collection only) was 11%. This was a significant decrease due to the Materials Recovery Facility closing for 2 months during Covid-19 Alert Levels 4 and 3 and all recycling that was presented at kerbside or the transfer station was sent to landfill.

Since 2016/2017, every year the total amount of recyclables collected at the kerbside fell short of the desired 25% by weight. This is largely due to the lighter nature of most recyclables as well as many ratepayers still using the free recycling drop-off for larger items (particularly cardboard) at the transfer station.

### 6.4.3 CUSTOMER SATISFACTION

The performance target for the percentage of customers satisfied with the service provided for 2021/2022 (as stated in the 2021-2031 Long Term Plan) is >90%.



**Figure 20 - Customer Satisfaction - Annual Report**

In 2019/2020 the percentage of customers satisfied with the service provided was 96%. The solid waste activity has consistently achieved Level of Service requirements for customer satisfaction.

## 6.5 DESIRED PERFORMANCE

A summary of the Council's targets/desired performance levels are presented in Table 14. This desire stems from the Council's resolve to improve on its agreed level of service delivery and strengthen the community's confidence in the Council's ability to deliver excellent services to the community.

### 6.5.1 PERFORMANCE MEASURES AND KPIs

The rating of our performance against the key performance indicators (KPI's) or targets is as per Table 12 below.

**Table 12 - Performance Rating Index**

Rating	Description
<b>Achieved</b>	Required actions have been completed and the intended level of service has been achieved; or Where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service.
<b>Not Achieved</b>	None of the required actions have been undertaken, or The result for the year is less than half of the intended level of service, or Where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service.
<b>Not Applicable</b>	No action was required during the year.

## 6.6 ACTIVITY MANAGEMENT IMPROVEMENT PLAN

Actions identified in this Section for improving management of the activity are as follows:

**Table 13 - Levels of Service Improvement Plan**

Sub Section	Task	Due Date
6.4	Create and provide effective initiatives and an education plan around reducing waste to landfill by getting the community to “think before they buy” certain products in packaging that is not recyclable or compostable.	Ongoing
6.4	Review and select suitable information sources to accurately calculate the demand management performance measure for future years.	2024

Table 14 - Performance Measures as at 01 July 2021

Performance Measure		Outcome Category	Trend		Current	Target					How Measured
			2017/18	2018/19	2019/20	2020/2021	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024-2031	
<b>Quantity</b>	Waste to landfill per household (municipal kerbside collection only).	Council Measure	526kg	453kg	634kg	<700kg	<600kg	<600kg	<600kg	<600kg	Landfill invoices & transactions.
	Percentage (by weight) of council controlled waste stream that is recycled (municipal kerbside collection only).	Council Measure	23.2%	24.5%	11%	>25%	>20%	>20%	>20%	>20%	Recycling facility invoices & transactions.
<b>Customer Satisfaction</b>	Percentage of customers satisfied with the service provided.	Council Measure	96.7%%	96.7%	96%	>90%	>80%	>80%	>80%	>80%	Annual Residents Survey

# **7.0**

## **Lifecycle Management**



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## 7.1 OVERVIEW

Lifecycle Asset Management focuses on management options and strategies to minimise risks to assets, and any potential risk of assets.

It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets.

Lifecycle Asset Management acknowledges that assets are always in a state of decay and their useful life is primarily influenced by;

- Physical characteristics;
- Operating environment;
- Customer requirements.

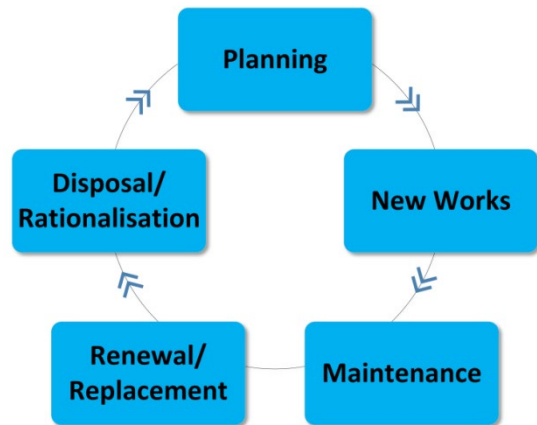


Figure 21 - Lifecycle Asset Management

Lifecycle Asset Management enables Stratford District Council to identify issues, determine appropriate response options, and identify strategies and programmes for responses to identified issues/opportunities in order to deliver Levels of Service and achieve both asset and organisational goals and objectives.

The Lifecycle Asset Management section contains current Stratford District Council procurement and contractual arrangements and the prioritisation of works:

- That meets the short and long term needs of our community;
- That offers value for money; and
- In a sustainable manner to the least whole-of-life cost.

This section presents a detailed plan of prioritised work over a 10-year planning period. It presents Council's practices and projects to maintain the solid waste assets over its lifecycle through Council's:

- Procurement Policy;
- Management Strategies;
- Contractual Arrangements;
- Programme Business Case for the next 10 years;
- Disposal Strategy; and
- Planning for Improvement

At the time of writing this SWAMP, the costs and financial projections were accurate, however changes are expected upon finalisation of the LTP 2021/2031.

## 7.2 PROCUREMENT POLICY

Procurement for the purpose of implementing projects identified in the work programmes are undertaken in accordance with the Council's Procurement Policy. The Council's Procurement Policy for the purpose of procuring goods, works and services is aimed at ensuring that Council:

- Achieves the right outcomes and value for money;
- Manages risk effectively;
- Allows council officers to exercise business judgement by enabling flexibility and fluid, innovative approaches to procurement;
- Demonstrates fairness; and
- Has health and safety risk management at the forefront.

All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

### 7.3 MANAGEMENT STRATEGIES

The overall management of infrastructure will be driven through strategies aimed at:

- Complying with the legislative and strategic requirements;
- Meeting customer expectations and agreed levels of service; and
- Delivering value for money for ratepayers, funding partners and the Council.



Figure 22 – Solid Waste Management Strategies

### 7.4 CONTRACTUAL ARRANGEMENTS

Stratford District Council holds 5 contracts in the solid waste space. They are as follows:

	Contractor	Contract
1	EnviroWaste Limited (Regional Contract)	Kerbside Collection
2	EnviroWaste Limited (Regional Contract)	Transfer Station Operations
3	South Taranaki District Council	Consolidation of Waste
4	EnviroWaste Limited (Regional Contract)	Transportation to Bonny Glen
5	Mid-West Disposals (Regional Contract)	Waste Disposal to Landfill at Bonny Glen

Stratford District Council does not have any ongoing contracts to supply repairs/maintenance services for the solid waste infrastructure, however there is a contractual arrangement with CityCare to deliver replacement bins when required.

Stratford has a contractual arrangement with EnviroWaste NZ to deliver refuse services to the Stratford and Midhirst communities.

The services delivered are limited to the following:

- Weekly Refuse collection, transportation and disposal
- Fortnightly recycling collection, transportation and disposal
- Supply operator for transfer station
- Collection, transportation and disposal of materials from the transfer station

## 7.5 PROGRAMME BUSINESS CASE

The prioritisation of planned maintenance, renewal/replacement and capital projects, is based on:

- Level of Service requirements;
- Criticality and risk assessment associated with investment levels that potentially change the level of service;
- Age and condition of the infrastructure; and
- Budgetary constraints.

These key outcomes have been considered for each activity at an asset group level.

**Table 15 – Identified Projects and Performance Measures**

Work Category	Identified Projects	Performance Measures	
		Quantity	Customer Satisfaction
Levels of Service Improvements	Increase level of service with the introduction of food waste and Greenwaste collections or:	√	√
	Invest in a new regional composting facility in South Taranaki	√	√
Operations	Procurement of a Resource Educator, an 0.5 FTE in-house resource, to provide additional community education of the efficient management and minimisation of waste, particularly around diversion of organic waste from landfill and recycling waste for the overall benefit of reducing total waste to landfill.	√	√

**Please note that all figures are not inflated**

### 7.5.1 OPERATION AND MAINTENANCE

Operation and Maintenance strategies cover policies that determine how the activity will be operated and maintained on a day-to-day basis to consistently achieve optimum use. A key element of activity management planning is determining the most cost-effective blend of planned and unplanned maintenance (ready response). Operating budgets are detailed in the Financial Forecasts Section of this document.

The operation and maintenance of activities is undertaken through:

- **Routine Maintenance** - The day-to-day maintenance which is required on an ongoing basis and is budgeted for under the Services Maintenance Contracts as “key tasks” ;
- **Planned Maintenance** - Non day-to-day maintenance, which is identified in advance and is incorporated into a maintenance budget for a certain time period; and
- **Ready Response** - Maintenance that is unexpected and necessary to continue operation of the service.

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 23.



Figure 23 - Operation and Maintenance Expenditure Trends

### 7.5.2 RENEWAL/REPLACEMENT

Renewal is major work which does not increase the activity's design capacity but restores, rehabilitates, replaces or renews an existing activity to its original capacity. Work over and above restoring an asset to its original capacity is new asset expenditure. Assets identified for renewal are typically:

- Near or beyond the end of their expected life
- Have known condition and/or performance deficiencies
- Have both known deficiencies and are of a critical nature

The previous expenditure figures for assets renewal/replacement, as detailed in the Annual Plan, are presented in Figure 24.

The Transfer Station building is now being managed under the Property portfolio however budget has been allowed for maintenance under the Solid Waste Activity. See Table 15.

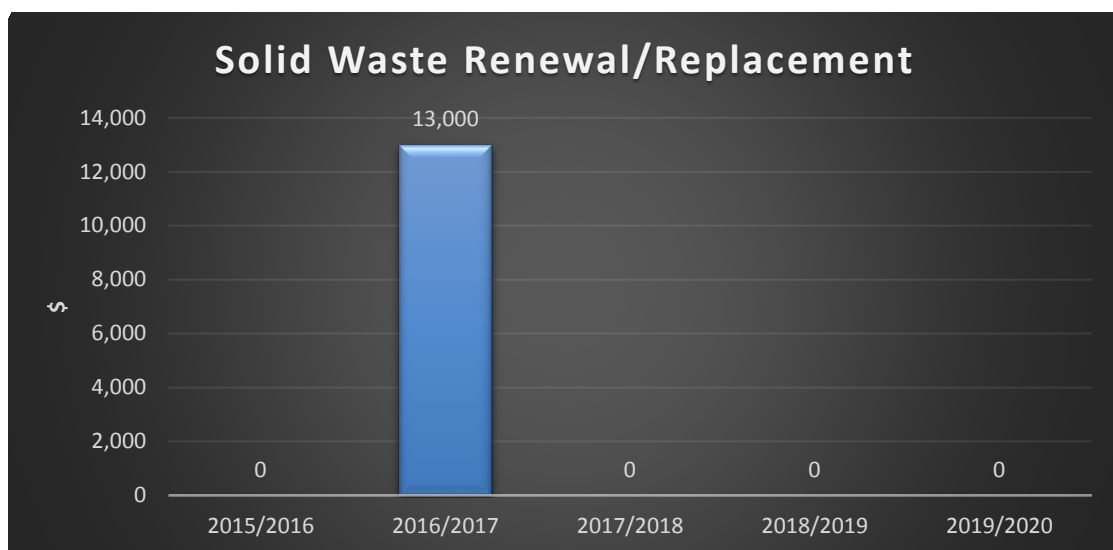


Figure 24 - Solid Waste Replacement/Renewals Expenditure

**Table 16 - Renewal/Replacement**

Project	2021/22	2022/23	2023/24	2024-31
<b>Transfer Station Building and Reseal Renewals</b>		<b>\$10,000</b>		<b>\$52,000</b>

Problem Statement      Building falls below an acceptable standard.

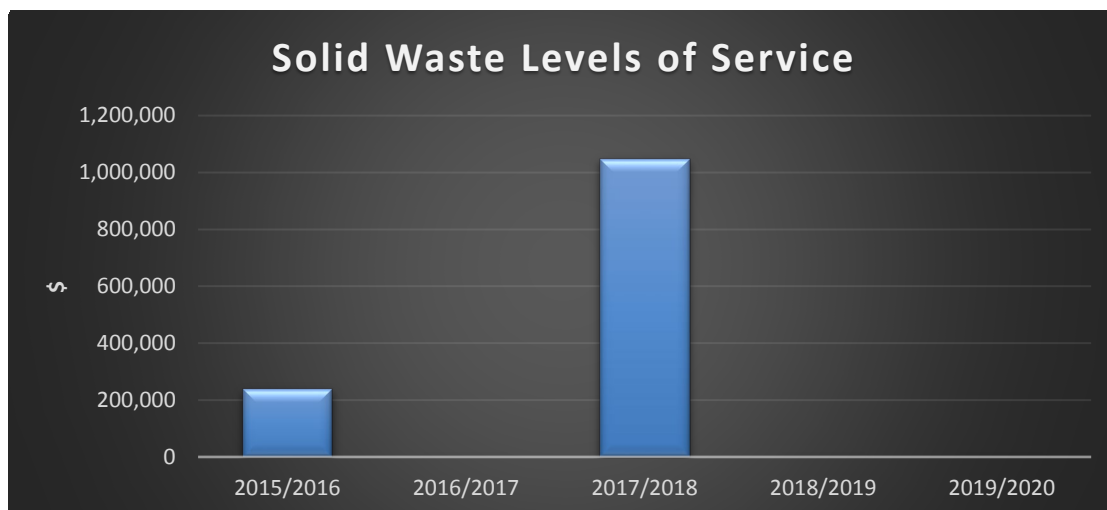
Benefits of investment      Project will assist the Council providing an adequate service to the community.

Consequences of non-investment      Levels of Service will reduce in time resulting in higher maintenance costs.

## 7.6 LEVEL OF SERVICE IMPROVEMENTS

The Stratford District Council is having early conversations around services to enable further waste diversion from landfill. The LTP 2021-2031 projects are:

- Introduction of Food and Greenwaste Collection; and/or
- Investment into a regional composting facility in South Taranaki



**Figure 25 - Levels of Service Improvements Expenditure**

## 7.7 DISPOSAL STRATEGY

Disposal is the retirement of sale of assets whether surplus or replaced by new or improved systems. Assets may need to be disposed of for a number of reasons, particularly if they fall under some criteria, including those identified below:

- Underutilisation;
- Obsolescence;
- Cost inefficiency;
- Policy change;
- Provision exceeds required Levels of Service;
- Service provided by other means (e.g. private sector involvement); and
- Potential risk of ownership (financial, environmental, legal, social).

As part of the lifecycle asset management process, Council considers the costs of asset disposal in the long-term financial forecasts. These costs are generally incorporated in the capital cost of Level of Service increases or asset renewals.

While there are assets that fit under one or more of the above criteria, the Local Government Act provides clear instances when assets can be disposed of. At this time, the Stratford District Council has no plans to dispose of any solid waste assets other than those that become obsolete as a result of renewal or upgrading works.

## 7.8 LIFECYCLE MANAGEMENT IMPROVEMENT PLAN

Sub Section	Task	Due Date
7.6	<b>Introduction of a food and greenwaste collection in Stratford's Kerbside</b> <ul style="list-style-type: none"><li>• Increase levels of service in kerbside collection service of food and greenwaste collections to reduce the waste to landfill.</li></ul>	From 2025

## **8.0 RISK MANAGEMENT**



**8.0: RISK MANAGEMENT**

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## 8.1 OVERVIEW

Risk is the effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

The main risk to asset management planning is the inability to deliver on agreed Levels of Service due to unplanned events and situations.

The Risk Management section highlights the Stratford District Council's risk management framework and process. It identifies significant negative effects and hazards linked to the activity and infrastructure assets. The section also identifies critical assets and our approach to emergency response and health and safety.

## 8.2 RISK MANAGEMENT FRAMEWORK

The Stratford District Council has prepared a *Corporate Risk Management Framework June 2018* which includes processes that identify, evaluate and manage all risks that may impact on the agreed Levels of Service to the Community. The purpose of this framework is to promote consistency and to describe the components of Stratford District Council's risk management system. The Council wide risk register allocates all council risks into the following 6 categories:

- Compliance and Legislation Risks;
- Data Information Risks;
- Financial
- Health and Safety Wellbeing
- Operational Risks
- Reputational and Conduct Risks;

The potential risks identified for the Solid Waste activity under these six categories are described in detail in this report.

The Council's risk management approach is underpinned by principles that will ensure the minimisation of risks for the principal asset systems through the non-achievement of critical business objectives and impact of system failure. The risk management principles:

- Adds value by contributing to the achievement of Stratford District Council's objectives and improving performance;
- An integral part of the Stratford District Council's planning, processes, and decision making;
- Structured approach that is well-defined, transparent, and aligned with good practice;
- Responsive to change by monitoring, reviewing, and responding to the changing environment;
- Pragmatic by focusing on the most important risks and allowing informed risk taking;
- Explicitly addresses uncertainty based on best available information; and
- Continuous improvement as we get better at identifying and managing risks and opportunities.

The objectives of the Council's Risk Management framework are to establish a systematic and structured approach to managing risks across the Stratford District Council and to embed risk management practices into business strategy, planning and core operations to ensure that key risks are proactively identified, managed and communicated. Benefits from applying effective risk management include:

- Improved achievement of the Council's strategic direction, objectives and priorities;
- Reduced risks – significant risks are identified and managed and early warning of problems and emerging risks are addressed, with appropriate design and operation of internal controls;
- Improved decisions – decisions are made after analysis of risk;
- Improved planning and resource allocation – risks are prioritised and included in business planning so that resources are better managed; and
- Increased accountability and transparency – clarity of key risks and the responsibility and accountability for their management.

### 8.3 RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 26 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

- All significant operational and organisational risks are understood and identified;
- The highest risks that should be addressed within a ten year planning horizon are identified;
- Risk reduction treatments which best meet business needs are applied; and
- Responsibilities for managing risks are allocated to specific staff and reporting regimes are specified.

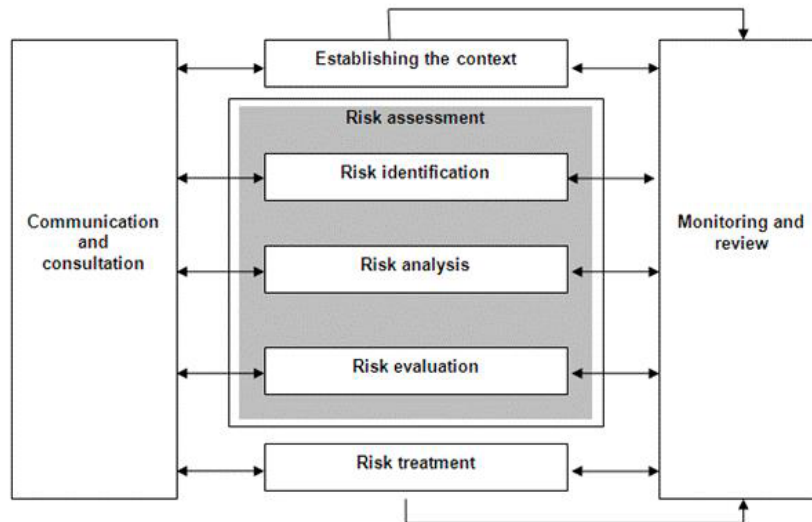


Figure 26 - Risk Management Process

A Risk Matrix allows for easy identification for the highest risks in the Council enabling appropriate resources to be allocated.

		Consequences				
		Minor	Important	Serious	Major	Catastrophic
Likelihood	Almost Certain	2- Moderate	5- High	7- High	20-Extreme	25-Extreme
	Likely	2- Moderate	4- Moderate	6- High	16-Very High	20-Extreme
	Possible	1-Low	3- Moderate	4- High	12-Very High	15-Very High
	Unlikely	1-Low	2- Moderate	3- Moderate	8- High	10-Very High
	Rare	1-Low	1-Low	1-Low	4- Moderate	5- High

Figure 27 - The Risk Matrix, sourced from the Council's Vault system

### 8.4 POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>2</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#).

<sup>2</sup> statements that are presumed to be true without concrete evidence to support them

## 8.5 TOP TEN RISKS FOR THE SOLID WASTE ACTIVITY

The Stratford District Council has identified the following top ten Solid Waste risks from the 6 categories in the Risk Management Framework ([#Appendix1](#)) in Table 16.

While *Compliance and Legislation, Financial and Reputation and Conduct Risks* impact on the achievement of the Organisation's high-level objectives and actions in the Long Term Plan, *Operational Risks* impact people, processes and technologies that support the business-as usual delivery of activities. The *Control Description* is a set of management intervention/ mitigation measures applied in response to risks, while *Residual Risk* is the resulting risk following the application of the mitigation measures.

**Table 17 – Top Ten Identified Solid Waste Risks**

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
1.	<b>Activity Management Plans</b>	If AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised	6 High	AMPs are reviewed every 3 years to address current problems and issues at the time in order to develop work programmes for the next 3 years	4 High
2.	<b>Significant Population Reduction</b>	If there is a significant population reduction, resulting in loss of ratepayer base and reduction in property values - then this could result in higher rates for others and significant cost reductions may be required.	5 High	Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.	4 Moderate
3.	<b>New Regulations require Significant Investment</b>	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
4.	<b>Natural Disaster - Response preparedness</b>	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities.	12 Very High
5.	<b>Disease Outbreak</b>	If there is a human disease outbreak in the district, then this could impact staff and contractors' staff and the community access to healthcare is limited so it could result in population decline.	5 High	Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks. Ensure there is a plan to respond to any notifications. Civil Defence covers infectious human disease pandemics	4 High

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
				and will take responsibility for local management. Follow Ministry of Health's NZ Influenza Pandemic Action Plan.	
6.	<b>Critical Asset Failure</b>	If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	4 High
7.	<b>Government Policy Impacting on Local Government</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	Where a policy change may have a significant impact Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically, This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High
8.	<b>Solvency of Contractor</b>	If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	Conduct the due diligence process for all contractors.	8 High
9.	<b>Elected Members - Decision Making</b>	Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Property Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	Relies on the accuracy and quality of the advice given by staff to elected members -	4 Moderate
10.	<b>Council employees abuse members of the public</b>	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	4 Moderate

## 8.6 RISK RESPONSE

The Stratford District Council has a suite of response strategies for the potential risks identified in [Appendix 1](#). They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 17 below.

**Table 18 - Risk Response Strategies and Definitions**

Response	Definitions
Avoid	To terminate exposure to a potential risk, generally the organisation needs to exit the activity which gives rise to the risk, or not start an activity which would give rise to the risk
Exploit	For risks which present an opportunity for Stratford District Council, a legitimate approach is to increase Stratford District Council's exposure to the risk; generally this would represent a situation where Stratford District Council can gain an advantage through their management of this risk.
Transfer/ Share	Risk transfer is getting another party to undertake the activity generating the risk, or getting another party to take on all or part of the risk itself.
Reduce	For risks which present a threat to Stratford District Council, but which cannot be avoided, the development of additional controls or mitigation strategies will reduce the likelihood or impact of the risk.
Accept	Accepting the risk by informed decision. This means continuing with the business activity/project as currently defined, aware of how much risk is being carried, monitoring changes in overall risk, and ensuring appropriate levels of contingency at the Stratford District Council level.

## 8.7 SIGNIFICANT ADVERSE EFFECTS

Solid waste, if not managed appropriately, i.e. through non-collection of waste bins, can have significant adverse effects on public health. These effects are appropriately mitigated through the enforcement of the efficient delivery of our contract services to the public.

## 8.8 CRITICALITY

Critical assets are defined as those assets that are likely to have more significant consequences than other assets if they fail. Failure of critical assets has the potential to have significant economic, social and environmental impacts for the community and Council.

Solid waste assets are considered critical by Stratford District Council.

### 8.8.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. **Activity level criticality** is based on the criticality criteria shown in Table 18; Table 19 provides the activity level criticality rating with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 20 below.

**Table 19 - Activity Level Criticality Criteria**

Customers affected	Number of customers affected by asset failure.
Redundancy	Ability to replace or circumvent the failed asset.

Health and Safety	Direct or indirect impact of asset failure on the health of safety of individuals or the community.
Cost of failure	Cost to repair/ replace the asset including cost of temporary service provision.

**Table 20 - Activity Level Criticality Rating**

Rating ID	Rating	Description
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k

**Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated below in Table 14.

**Table 21 - Corporate Level Criticality**

Rating	Description
1	Roading, Water assets.
2	Cemeteries. Wastewater
3	Solid Waste and Stormwater
4	Property
5	Parks and Reserves

## 8.8.2 CRITICAL ASSETS

The AssetFinda database holds a record of the critical solid waste assets. The assets are shown in Table 21. The identified critical assets are ranked according to their functional criticality.

**Functional Criticality** is a product of the Activity Criticality and Corporate Criticality (i.e. Functional Criticality = Activity Criticality x Corporate Criticality). The functional criticality ranking ranks assets from 1 to 5, with 1 being the highest score (the most critical) and 5 being the lowest (least critical).

In 2017, Stratford District Council undertook an internal review of its critical assets. The review identified that there was a need to:

- Document the formula used for identifying criticality in the Activity Management Plans;
- Link criticality and critical assets to incident response; and
- Prioritise critical assets at the Activity level.

Following the review we have undertaken the following:

- Identified the formula used for identifying functional criticality. This formula is shown in the above paragraph in brackets.
- The linking of criticality and critical assets to incident response is currently being considered as part of reviewing our Incident Response Plans.

Critical assets have been prioritised at the activity level and added to the asset register (AssetFinda).

Table 22 - List of Critical Solid Waste Assets

Criticality Rating				Asset Description	Criticality Description
Activity Priority	Functional Criticality	Activity Level	Corporate Level		
1	3	1	3	Landfill Encasement	Breach of closed landfill encasement resulting in buried waste escaping into a waterway causing downstream health and environmental issues
2	6	2	3	Kerbside Collection	Prolonged disruption to collection service resulting in significant costs and environmental issue due to refuse in the street.
3	9	3	3	Regional Landfill	Lack of access to a regional landfill resulting in the need to use out of region site, resulting in severe service disruptions and significant transport costs.
4	9	3	3	Transfer Station	Prolonged Transfer Station closure resulting in significant public complaint, a marked increase in fly tipping. Small commercial users disproportionately affected.
5	15	5	3	Wheelie Bins	Large scale failure of wheelie bins resulting in alternative receptacles being used, causing significant additional costs and public complaints

## 8.9 EMERGENCY RESPONSE

### 8.9.1 CIVIL DEFENCE

The Taranaki Region operates a CDEM (Civil Defence Emergency Management) Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki. In 2017 The Taranaki CDEM group agreed to a constituting agreement that outlined the separate roles of the Group Office (TEMO), Taranaki Regional Council, and the three district councils. Funding for this arrangement comes from the *'Uniform Annual General Charge; (UAGC) Rates*.

The Stratford District Council has plans and resources in place to ensure it can;

- Reduce the risk of emergencies occurring;
- Be ready for an emergency;
- Respond to any emergency; and
- Recover from any emergency.



## 8.9.2 LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as solid waste, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services.

The solid waste activity is a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act (CDEMA) 2002.

## 8.9.3 INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan for the solid waste activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level.

Level	Action
Level 1	<ul style="list-style-type: none"> <li>Contractor actions and informs Stratford District Council after event</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>Contractor actions and accepts direction from Stratford District Council</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>Decision making by Stratford District Council, Asset Services Manager</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>Decision making solely by Stratford District Council, Asset Services Manager and Director Assets</li> </ul>
Level 5	<ul style="list-style-type: none"> <li>Decision making in consultation with Group Controller Civil Defence</li> <li>Emergency Management Group (CDEM)</li> </ul>

## 8.10 RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the following table. Insurance arrangements as at 30 June 2020 are as follows:

**Figure 28 - Asset Insurance Valuations**

	<b>CARRYING VALUE</b> (as at 30 June 2020) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	328,554
Investment property	168
<b>Total</b>	<b>328,722</b>
<b>LESS</b>	
Land component of operational assets	-8,998
Land under roads	-54,384
Land – restricted assets	-8912
<b>Total</b>	<b>-72,294</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>256,428</b>

	<b>INSURED VALUE</b> (as at 30 June 2020) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-51,317	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-183	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-22,100	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>73,600</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>182,828</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$33.1m.

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Roding Network, \$202m, which NZTA may assist with in the event of an emergency.

## 8.11 PUBLIC HEALTH

In 2021 Stratford District Council undertook an assessment of its solid waste and sanitary services.

The purpose of the assessment is to determine, from a public health perspective, the adequacy of solid waste and sanitary services available to communities.

For the solid waste activity the assessment focused on:

- a) the health risks arising from any absence or deficiency;
- b) the quality of services available to communities within the district;
- c) the current and estimated future demands for such services.

In relation to solid waste services currently provided by Stratford District Council the assessment concluded:

- Stratford District Council is prepared to adequately meet increased demand for its service.
- No public health issues have been identified at this time.

No new actions were identified, however, the following Actions from the 2018 Assessment still apply:

- Review Council's Solid Waste By-law to allow data collection from private contractors.
- Review refuse/recycling needs for the Whangamomona community.

In relation to areas of the District where Council does not provide solid waste services the assessment concluded:

- There are no public health issues to address at this time;
- Council has no knowledge of any demand for a refuse service to rural halls;
- There is a lack of data in relation to the quality or composition of solid waste generated in this area;
- There is a lack of data in relation to the quantities of solid waste generated in this area.

Actions identified through the assessment in relation to solid waste services are a review of Council's Solid Waste By-law to allow data collection from private contractors.

## 8.12 HEALTH AND SAFETY

### 8.12.1 HEALTH AND SAFETY ADVISOR

Stratford District Council employs a Human Resource/Health and Safety Advisor. The Advisor is responsible for the ongoing development and management of our HSE environment and ensuring staff are adequately trained in all aspects of health and safety.

### 8.12.2 HEALTH AND SAFETY POLICY

In 2016 Stratford District Council reviewed and updated its Health and Safety Policy to better reflect legislative requirements, reinforcing its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

### 8.12.3 INCIDENT/ACCIDENT REPORTING

In accordance with the Stratford District Council Health and Safety Policy all Council staff are required to report any accidents/incidents. Accidents/incidents are reported via the Vault incident reporting system. Vault was integrated into Stratford District Council in 2016 as part of a joint initiative between Stratford District Council and South Taranaki District Council.

# 9.0 Investment Funding Strategy

**9.0: INVESTMENT FUNDING STRATEGY**

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## 9.1 OVERVIEW

Our Investment Funding Strategy (IFS) incorporates our *Funding Impact Statement* and sets out how the Stratford District Council plans to finance its overall operations to meet its objectives now and in the future. A key objective of the strategy is the future-proofing of delivery of the solid waste activities.

This IFS provides the long term financial forecasting for all solid waste activities and projects described in this SWAMP. The IFS presents the funding sources determined for each of these to ensure a sustainable long-term approach to planning and asset management.

The historical cost for the activity by asset group is described in detail in the *Lifecycle Management* Section. This section presents the Council's Capital Investment Strategy for the solid waste activity for the next ten years and the financial standards and policies used in developing the strategy.

## 9.2 FINANCIAL STANDARDS

All prospective financial statements within this plan comply with the requirements of FRS 42 issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB), and the New Zealand equivalent of International Reporting Standard for Public Benefit Entities (NZ IFRS PEB), with Council designating itself as a Tier 2 public benefit entity for the purposes of compliance with these standards.

## 9.3 FUNDING AND FINANCIAL POLICIES

The Local Government Act in Section 102 requires that the Stratford District Council '*must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed*' below:

- A *Revenue and Financing Policy*; and
- A *Liability Management Policy*; and
- An *Investment Policy*; and
- A policy on *Development Contributions (CD) or Financial Contributions (FC)*; and
- A policy on the *Remission and Postponement of Rates on Maori freehold land*.

The Council may also adopt either or both of the *Rates Remission Policy* and *Rates Postponement Policy*.

The Council has adopted all the relevant funding and financial policies described below. These policies guide the funding and financial decisions relating to the management of the Council's solid waste assets.

### 9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2021-2031 and include general and targeted rates, borrowing, grants and subsidies, etc.

### 9.3.2 TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers. The current policy was reviewed in 2019.

### 9.3.3 DEVELOPMENT AND FINANCIAL POLICY

The Council's *Development and Financial Contribution Policy* is consistent with the purpose as set out in Section 106 of the LGA. The Council does not require *Development Contributions*, however, the *Financial Contributions Policy* meets the requirement as set out in Section 108 (9) of the *Resource Management Act (RMA) 1991*.

### 9.4 FUNDING OUR INVESTMENT STRATEGY

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

Capital projects and activities carried out to maintain the solid waste service for the next 10 years - including Renewal/ Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

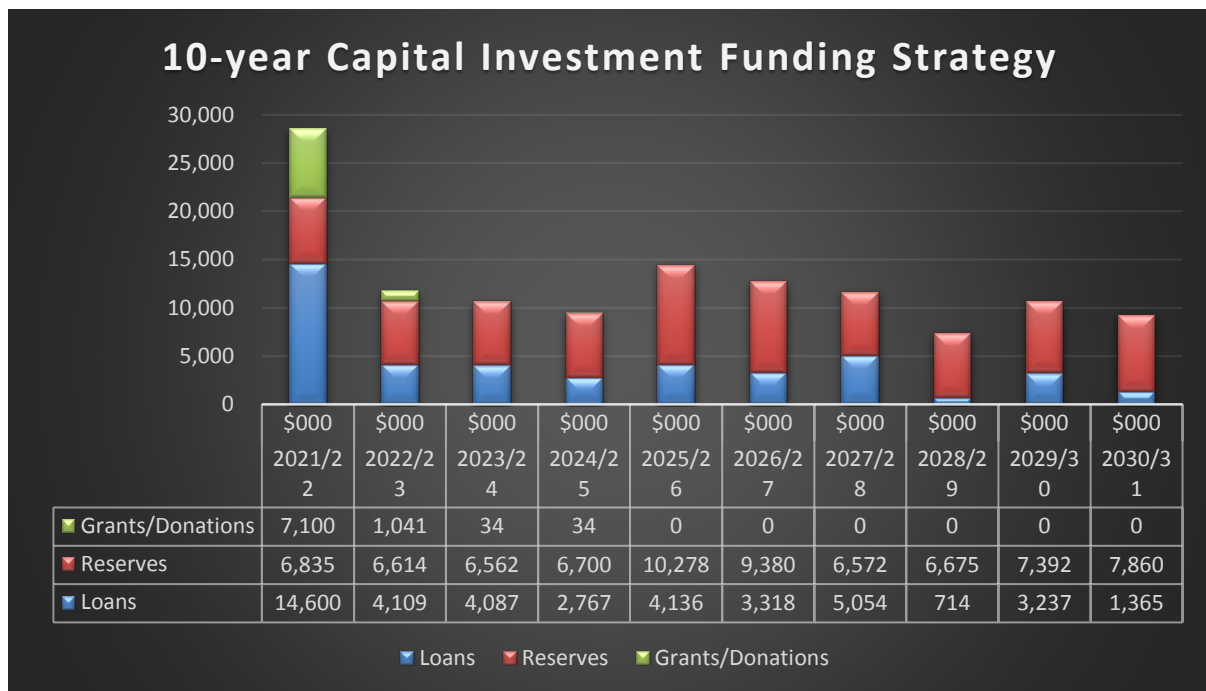
- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

The Council is very pro-active in seeking alternate funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*.

A summary of Council's Capital Investment Funding Strategy is shown in Figures 29 - 31 and Tables 24 - 25.



**Figure 29 – All Assets Capital Investment Funding Strategy**

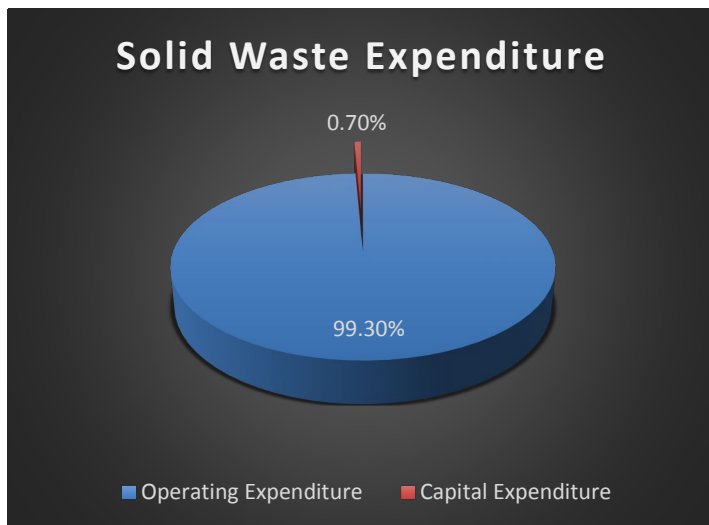


Figure 30- Total Expenditure - Capital vs Operating

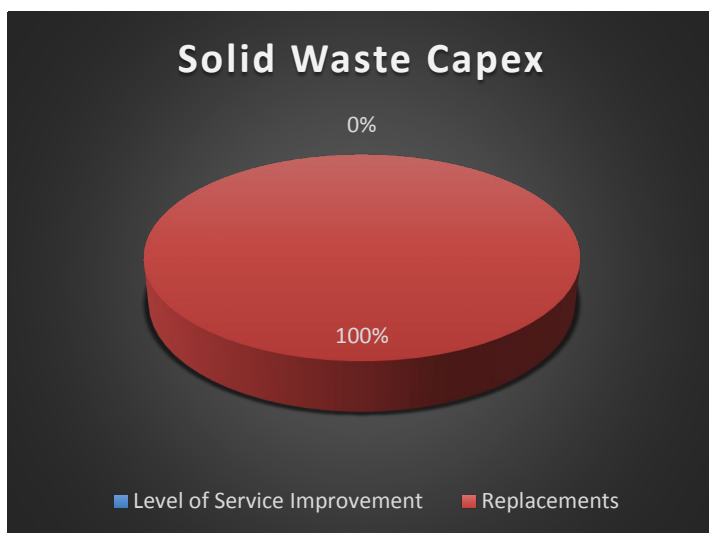


Figure 31 - Solid Waste Capital Investment Split - Los vs Replacement

### 9.5 RELIABILITY OF OUR INVESTMENT STRATEGY

The Council provides an assessment of the reliability of its Investment Funding Strategy below – overall, the forecast is considered a reliable estimate of the financial investment in the solid waste activity:

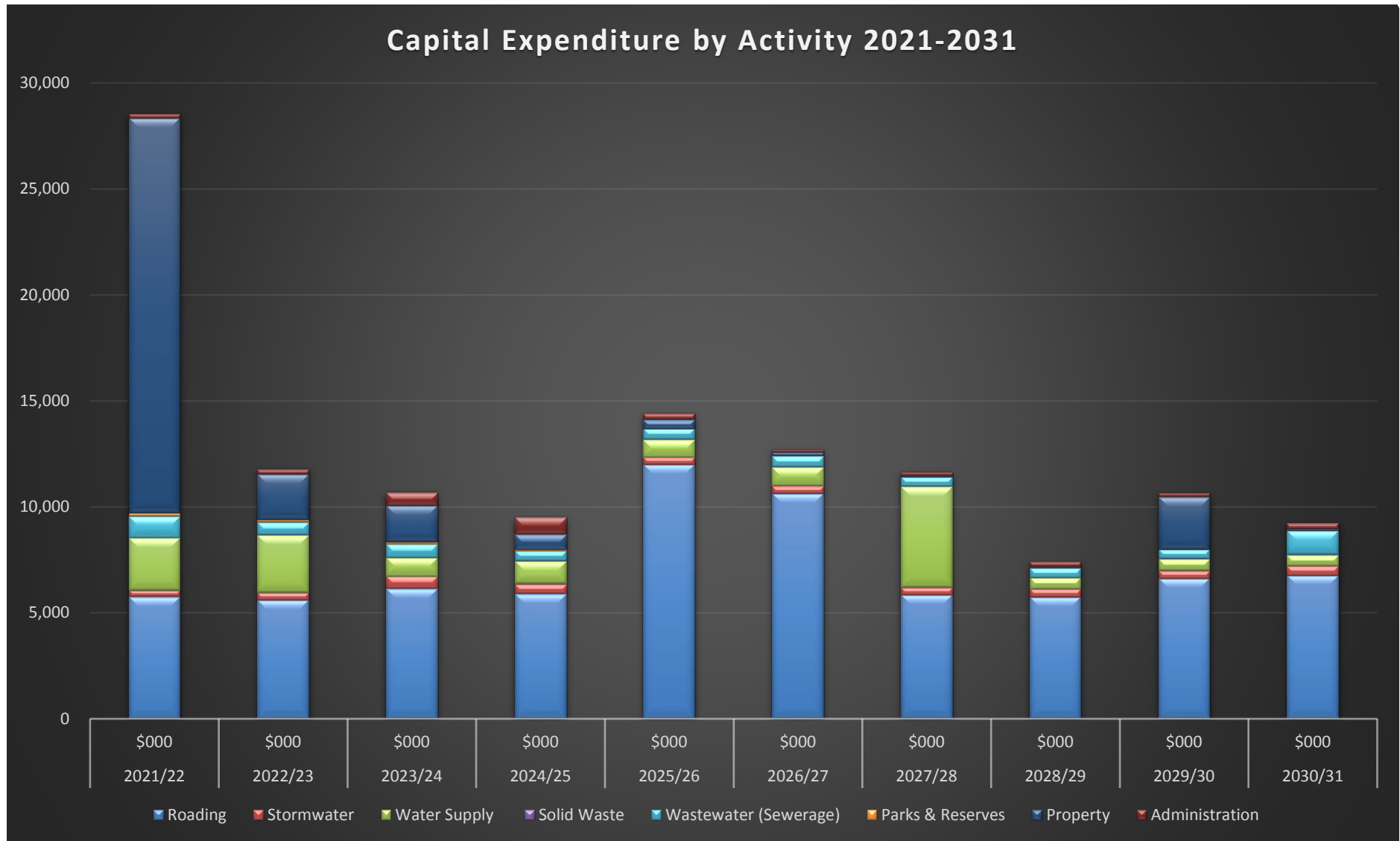
- The Council’s funding source is largely from rates. Rates will be confirmed for the 2021-2024 period via the appropriate processes for inclusion in the LTP 2021-2031. Once adopted, the rates in the LTP 2021-2031 will constitute a reliable funding source for the delivery of solid waste activities;
- The Council is confident in its ability to raise funds within our financial strategy limits, and is reasonably certain that it would secure loans at an affordable interest rates throughout this period.
- The Council relies on *Fees and Charges* or *Development Contributions* to deliver solid waste services. Any new demand for new assets or services to be vested to Council will generally be funded by the direct beneficiary of the assets/service.



## 9.6 FINANCIAL STATEMENTS AND PROJECTIONS

Table 23 - Capital Expenditure Projection

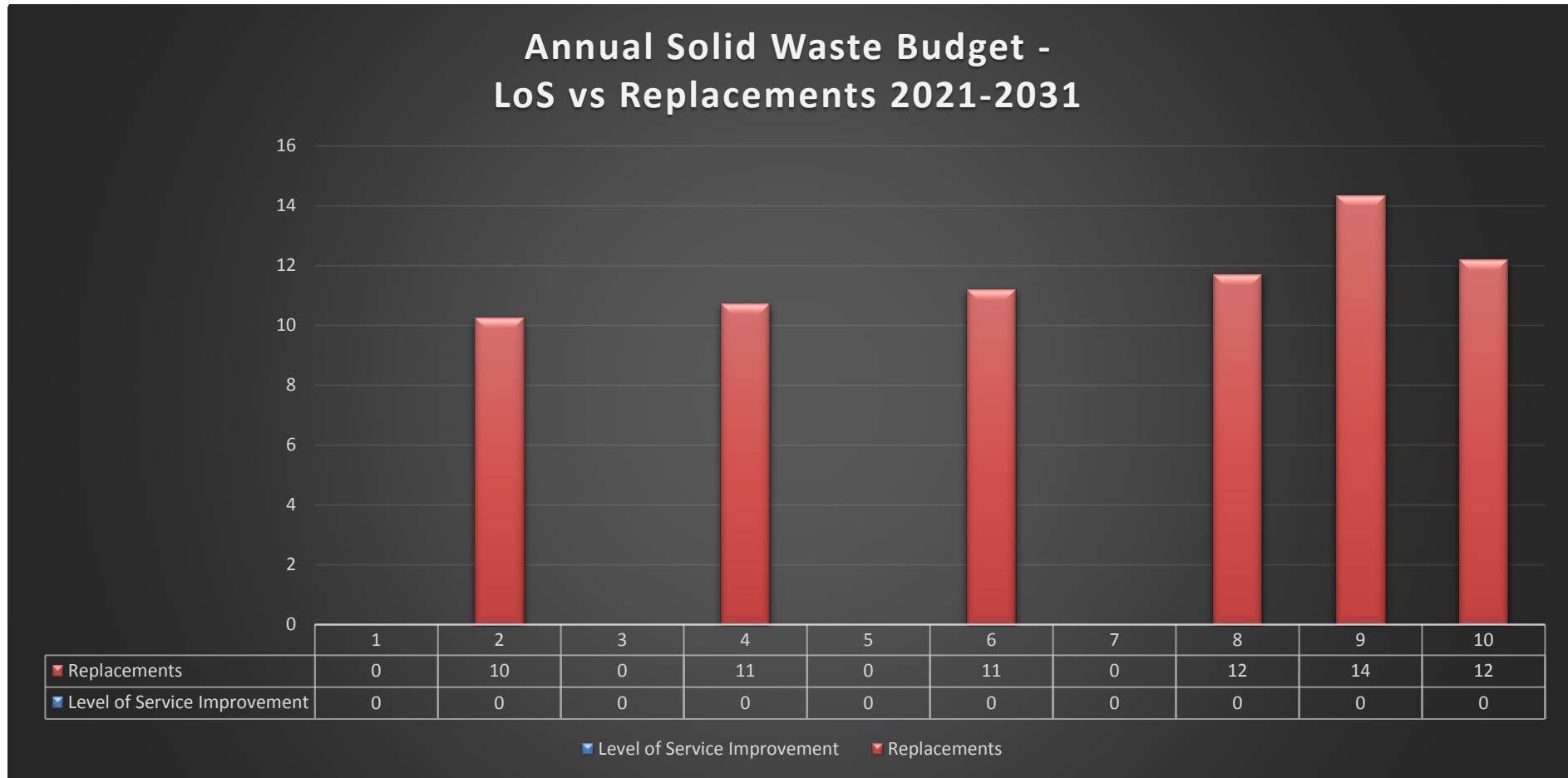
	Forecast	Projection								
	2021/22 \$000	2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
<b><u>Roading</u></b>										
Level of Service Improvement	350	619	1,221	929	7,028	5,554	417	306	630	324
Replacements	5,413	4,983	4,920	4,983	4,977	5,085	5,436	5,446	5,983	6,452
<b><u>Stormwater</u></b>										
Level of Service Improvement	252	292	533	275	283	291	300	310	321	331
Replacements	53	55	56	167	59	61	63	65	67	122
<b><u>Water Supply</u></b>										
Level of Service Improvement	1,780	1,904	369	673	390	401	4,289	37	38	0
Replacements	695	812	510	414	443	496	452	486	502	498
<b><u>Solid Waste</u></b>										
Level of Service Improvement	0	0	0	0	0	0	0	0	0	0
Replacements	0	10	0	11	0	11	0	12	14	12
<b><u>Wastewater (Sewerage)</u></b>										
Level of Service Improvement	800	362	380	273	281	288	238	184	178	839
Replacements	213	252	258	200	228	211	218	262	271	305
<b><u>Parks &amp; Reserves</u></b>										
Level of Service Improvement	97	110	99	69	0	0	0	0	0	0
Replacements	47	0	0	0	0	0	0	0	0	0
<b><u>Property</u></b>										
Meet Additional Demand	1,200	1,025	1,049	0	0	0	0	0	0	0
Level of Service Improvement	17,335	1,112	609	607	442	171	64	63	2,454	68
Replacements	114	6	59	114	7	7	7	7	17	8
<b><u>Administration</u></b>										
Replacements	186	222	621	788	276	121	142	210	153	266
<b><u>TOTAL PROJECTS (excl GST)</u></b>	<b><u>28,535</u></b>	<b><u>11,764</u></b>	<b><u>10,683</u></b>	<b><u>9,501</u></b>	<b><u>14,414</u></b>	<b><u>12,698</u></b>	<b><u>11,626</u></b>	<b><u>7,389</u></b>	<b><u>10,629</u></b>	<b><u>9,225</u></b>
<b><u>FUNDING</u></b>										
Loans	14,600	4,109	4,087	2,767	4,136	3,318	5,054	714	3,237	1,365
Section sales	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	6,835	6,614	6,562	6,700	10,278	9,380	6,572	6,675	7,392	7,860
Grants/Donations	7,100	1,041	34	34	0	0	0	0	0	0
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b><u>TOTAL (excl GST)</u></b>	<b><u>28,535</u></b>	<b><u>11,764</u></b>	<b><u>10,682</u></b>	<b><u>9,501</u></b>	<b><u>14,414</u></b>	<b><u>12,698</u></b>	<b><u>11,626</u></b>	<b><u>7,389</u></b>	<b><u>10,629</u></b>	<b><u>9,225</u></b>



**Figure 32 - Capital Expenditure by Activity - All Assets**

Table 24 - Solid Waste Activity Expenditure and Funding Projection

Budget 2020/21 \$000	SOLID WASTE	Forecast 2021/22 \$000	Projection								
			2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
<b>858</b>	<b>Operating Expenditure</b>	<b>883</b>	<b>910</b>	<b>933</b>	<b>956</b>	<b>981</b>	<b>1,015</b>	<b>1,038</b>	<b>1,066</b>	<b>1,098</b>	<b>1,125</b>
<b>83</b>	<b>Revenue</b>	<b>108</b>	<b>110</b>	<b>111</b>	<b>113</b>	<b>115</b>	<b>117</b>	<b>119</b>	<b>121</b>	<b>123</b>	<b>125</b>
<b>776</b>	<b>Net Cost of Service</b>	<b>776</b>	<b>800</b>	<b>822</b>	<b>843</b>	<b>866</b>	<b>898</b>	<b>919</b>	<b>945</b>	<b>975</b>	<b>1,000</b>
<b><u>EXPENDITURE</u></b>											
671	Operating Costs	682	704	722	741	761	789	809	831	857	883
25	Interest	20	19	18	20	19	18	21	20	20	19
31	Depreciation	30	31	31	31	33	33	33	35	35	35
132	Allocated Overheads	152	156	162	164	168	175	176	179	186	188
<b>858</b>	<b>Total Operating Expenditure</b>	<b>883</b>	<b>910</b>	<b>933</b>	<b>956</b>	<b>981</b>	<b>1,015</b>	<b>1,038</b>	<b>1,066</b>	<b>1,098</b>	<b>1,125</b>
12	Landfill Aftercare Expenditure	7	7	7	7	7	7	3	0	0	0
38	Principal Loan Repayments	36	35	33	32	31	30	28	27	26	25
21	Capital Expenditure	0	10	0	11	0	11	0	12	14	12
<b>928</b>	<b>Total Expenditure</b>	<b>926</b>	<b>962</b>	<b>974</b>	<b>1,006</b>	<b>1,019</b>	<b>1,063</b>	<b>1,070</b>	<b>1,105</b>	<b>1,138</b>	<b>1,162</b>
<b><u>FUNDED BY:</u></b>											
83	Charges for Services	108	110	111	113	115	117	119	121	123	125
<b>83</b>	<b>Revenue</b>	<b>108</b>	<b>110</b>	<b>111</b>	<b>113</b>	<b>115</b>	<b>117</b>	<b>119</b>	<b>121</b>	<b>123</b>	<b>125</b>
696	Targeted Rates	756	780	801	820	844	875	891	913	943	968
19	UAGC	19	20	20	21	22	22	23	24	24	25
0	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
129	Transfer from Reserves	36	45	33	43	31	41	28	39	41	37
2	Other Funding	8	8	7	8	8	8	8	8	7	6
<b>928</b>	<b>Total Funding</b>	<b>926</b>	<b>962</b>	<b>974</b>	<b>1,006</b>	<b>1,019</b>	<b>1,063</b>	<b>1,070</b>	<b>1,105</b>	<b>1,138</b>	<b>1,162</b>



**Figure 33 - 10-year Capital Expenditure Budget - Solid Waste**

**10.0**  
**Asset Management Practices and  
Improvement Plan**

**10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN**

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## 10.1 OVERVIEW

Asset and activity management improvement planning is a process. It enables Council to improve the way it manages infrastructure assets and the services they provide.

The Asset Management Practices and Improvement Plan section identifies the maturity of Stratford District Council's asset management practices, improvements made since the last Activity Management Plan review and a plan for future asset management improvements resulting from areas for improvement identified in earlier Sections of this plan

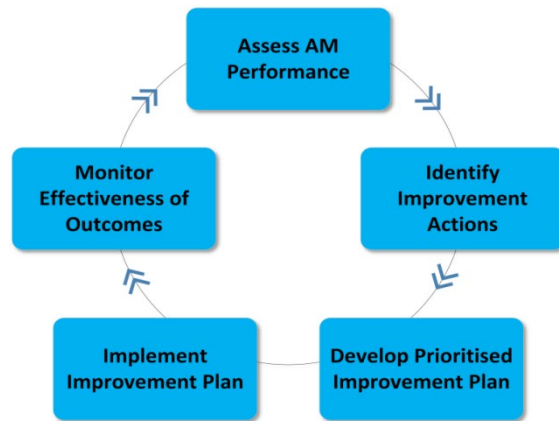


Figure 34 - Asset Management Improvement Process

## 10.2 ASSET MANAGEMENT PRACTICES

### 10.2.1 ASSET MANAGEMENT POLICY

The Stratford District Council developed and adopted its inaugural Asset Management Policy in 2016 and completed a review in 2020. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner. The objectives of this Policy are to:

- Provide for a consistent approach to asset management planning within Council and ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council will manage the District's assets and related activities in a safe, cost-effective and sustainable manner to deliver agreed Levels of Service to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the Community Outcomes with specific Levels of Service performance requirements and desired improvement priorities and strategies.

The Council's Asset Management Policy can be viewed on the Stratford District Council website.

### 10.2.2 ASSET MANAGEMENT GOALS AND OBJECTIVES

The Council's Asset Management goals and objectives are guided by the Asset Management Policy to drive best practice.

The Council's overarching principles for sound asset management are:

- Asset management goals and objectives are aligned with corporate objectives and community outcomes.
- Affordable and financially sustainable AMPs are developed to industry standard appropriate for the scale of assets and associated risks being managed.
- AMPs reflect the priorities of the Council and are used to drive the day to day management of assets and the associated services;
- Capital, operation and maintenance, and renewal/replacement works are aligned with asset management objectives.
- Sustainability and sustainable development are considered in the selection of options for asset development and service delivery.
- Asset management strategies are established through the use of optimised lifecycle management and costing principles.
- Funding is allocated for the appropriate level of maintenance for assets to deliver the required LoS.

- Accurate, up to date asset data is collected for analysis and use throughout asset management planning processes.
- A strategic management approach is taken to improvement planning, asset management plan development and implementing improvement practices.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- Risk management will be integrated as part of all asset management planning to recognise the risks associated with the delivery of agreed LoS and manage them appropriately;
- Design, construction and maintenance of assets, so far as reasonably practical, are without risk to the health or safety of any person.

The Asset Management goals and objectives for Stratford District Council are to:

- Provide for a consistent approach to asset management planning to ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council will manage the District's assets and related activities in a safe, cost-effective and sustainable manner to deliver agreed LoS to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the Community Outcomes with specific LoS performance requirements and desired improvement priorities and strategies.

### **10.2.3 ACTIVITY MANAGEMENT PLAN DEVELOPMENT**

Planning processes tend to be circular with built in reviews. The Activity Management Plan (AMP) and Long Term Plan (LTP) need to have regular review cycles so that they remain current and deal with issues at the time. An important function of the review cycle is to monitor performance against the goal levels of service and KPIs that were set some years before.

The Activity Management Plans are reviewed every three years in line with the 10 year long term planning cycle, but work programmes can change annually. These changes can be brought about by outside pressure, weather events, budget constraints and new projects becoming apparent.

The ability to become responsive each year is through the annual planning process. The Activity Management Plan details goals, levels of service, KPIs and targets which contribute to Stratford's organisational vision for the district and community.

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the ongoing development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 33 below shows a graphical display of the AMP development process.

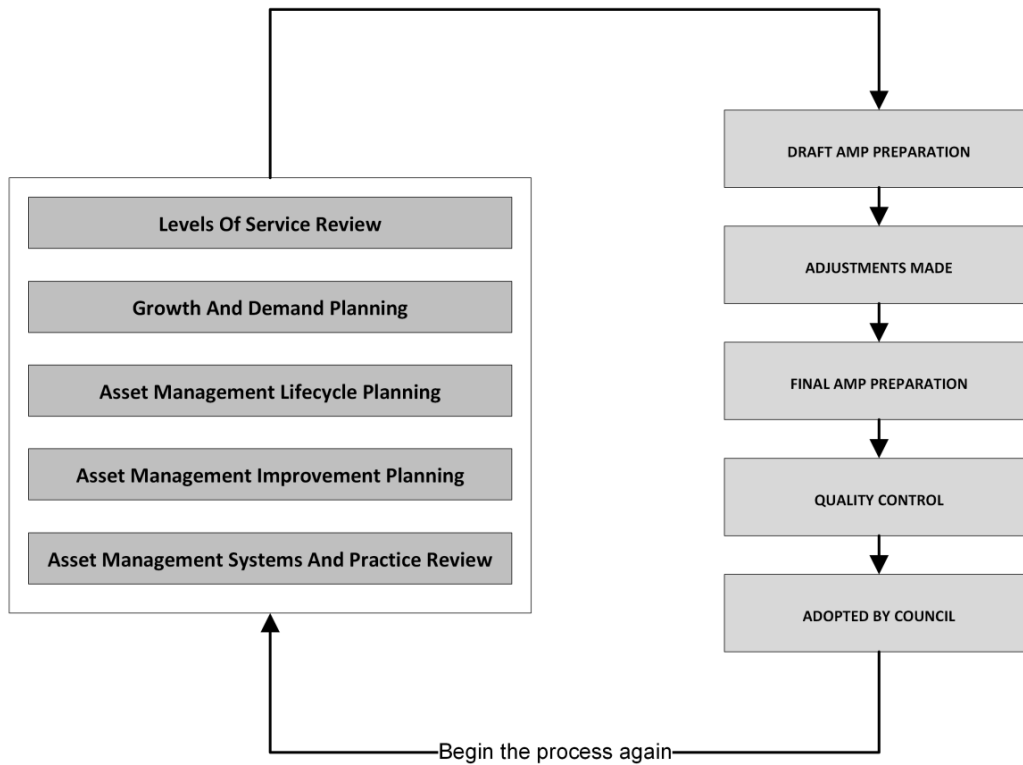
### **10.2.4 ASSET MANAGEMENT MATURITY**

We have assessed that our asset management system maturity is predominantly at the core level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

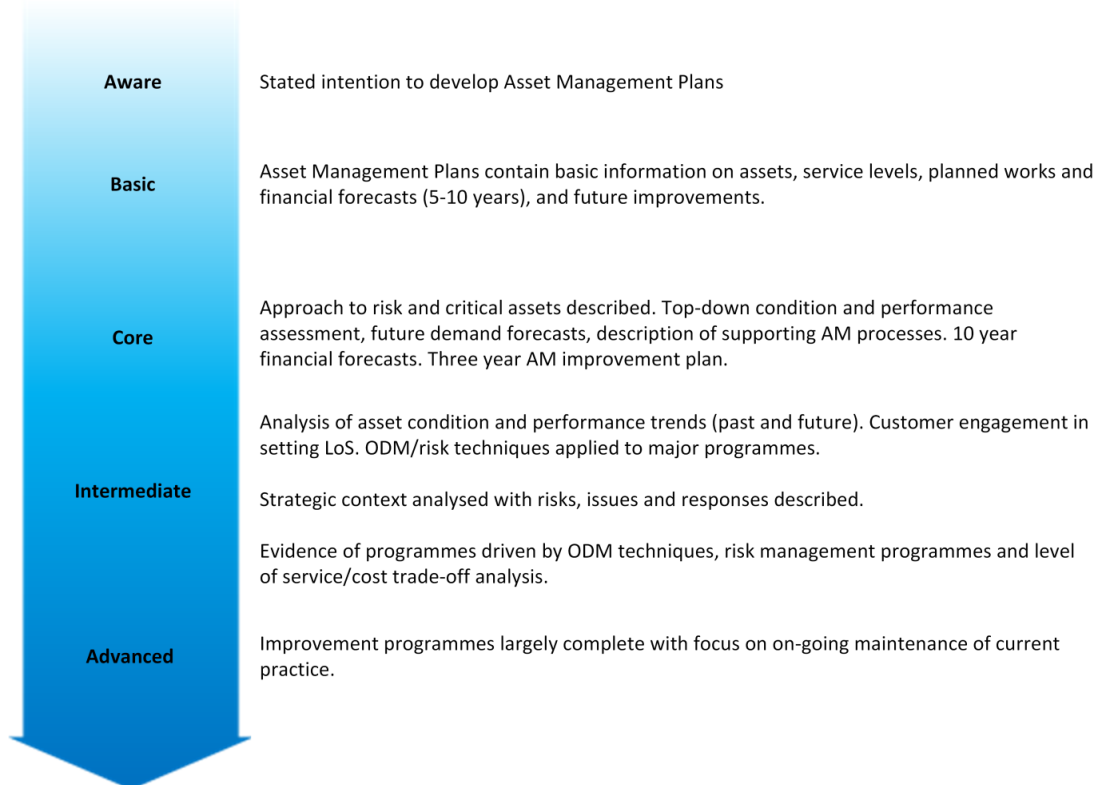
Through continual improvement and development of asset management practices and processes it is our intention that the activity management plans progressively improve.

Our target is to develop our asset management practices and processes to an intermediate level of maturity where appropriate. The Council is in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity. The five levels of activity management plan maturity are shown in Figure 34 and are: Aware, Basic, Core, Intermediate, and Advanced.





**Figure 35 - Activity Management Plan Development Process**



**Figure 36 - Asset Management System Maturity Index**

## 10.3 CURRENT AND FUTURE IMPROVEMENTS

**Table 25 - Current and Future Improvement Plans**

Asset Management Practice Area	Improvement/s Made	Date in Place	Future Improvements	Section Identified	Responsibility	Due Date
Future demand and growth	Consideration around future demand on the solid waste infrastructure	2016	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing solid waste services	4.3.1	Services Asset Manager Director, Assets	ongoing
Levels of Service and Performance Management	Education initiatives being considered and put in place for behaviour change	2016	Create and provide effective initiatives and an education plan around reducing waste to landfill by getting the community to “think before they buy” certain products in packaging that is not recyclable or compostable	6.4	Asset Management Coordinator	Ongoing
Levels of Service and Performance Management	Mandatory Performance Measures in place.	2015-2017	Review and select suitable information sources to accurately calculate the demand management performance measure for future years	6.4	Services Asset Manager Director, Assets	2024
Lifecycle Management		2024	Introduction of a food and greenwaste collection in Stratford’s Kerbside  Increase levels of service in kerbside collection service of food and greenwaste collections to reduce the waste to landfill	7.6	Services Asset Manager  Director, Assets Asset Management Coordinator	2024
Risk Management – Public Health	New Solid Waste Management and Minimisation Bylaw created	2019	Review Council’s Solid Waste By-law to allow data collection from private contractors.  Review refuse/recycling needs for the	8.11	Services Asset Manager  Director, Assets	

## Asset Management Practices and Improvement Plan

Asset Management Practice Area	Improvement/s Made	Date in Place	Future Improvements	Section Identified	Responsibility	Due Date
			Whangamomona community.		Asset Management Coordinator	
AM Policy Development	Asset Management Policy developed and adopted by Council on 26/01/2016	2016	Review completed May 2020	10.2.1	Services Asset Manager Director, Assets	2024
AM Teams	Document template updated to better reflect IIMM, Audit.  Draft documents saved to TRIM to enable direct contribution from Asset Managers.	2020			Services Asset Manager Director, Assets	Ongoing

# APPENDICES

- Appendix 1 - Solid Waste Risk Assessment**
- Appendix 2 - Solid Waste Operational Documents**

## APPENDIX 1 - SOLID WASTE RISK ASSESSMENT

### COMPLIANCE AND LEGISLATION RISKS

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	If changes to legislation or Government Policy occur and are not implemented by staff, then council may be acting illegally and in breach of legislation.	4 High	<ul style="list-style-type: none"> <li>Regular review and update Legislative Compliance Register</li> <li>Staff training and attending relevant industry conferences</li> <li>Regular policy review to ensure policies and procedures are in line with legislation changes.</li> </ul>	2 Moderate
Incorrect Planning Advice	If Council provides wrong advice on licences or projects/programmes, then it could be subject to a judicial review or similar form of dispute process involving legal costs, possible fines, and reputational damage.	3 Moderate	<ul style="list-style-type: none"> <li>Complete quality assurance</li> <li>Resourcing and ongoing training of competent staff</li> <li>Low tolerance for poor quality documentation from licence applicants</li> <li>Good quality legal counsel</li> <li>Council has professional indemnity, public liability, and statutory liability insurance</li> <li>Review of Bylaw, Waste Management and Minimisation Plan and Policies</li> </ul>	1 Low
Statutory Reporting Commitment	If Council does not meet statutory commitments (eg for reporting to Ministry for the Environment) then it may be acting illegally and receive attention from the Ministry which could result in financial penalty and Council functions being removed, or elected members being replaced	3 Moderate	<ul style="list-style-type: none"> <li>Complete quality assurance</li> <li>Resourcing levels maintained</li> <li>Schedule of dates and commitments is regularly maintained and updated</li> <li>Regular review and update of Legislative Compliance Register</li> </ul>	1 Low
Bylaws and Policies <b>TOP 10 RISK</b>	If Council fails to keep Policies and Bylaws up to date, then the Policies will become irrelevant and Bylaws may become unenforceable and council could be acting illegally.	8 High	<ul style="list-style-type: none"> <li>Complete quality assurance</li> <li>Resourcing levels maintained</li> <li>Regular Policy Schedule review by CEO</li> <li>Regular review of Bylaw timetable maintained in Content Manager</li> </ul>	3 Moderate
Issue Regulatory Licence or Decision	If Council issues a licence for the collection or disposal of solid waste or makes a decision that is not consistent with legislation, policy or bylaws, then Council may be subject to a judicial review or a similar form of dispute process.	3 Moderate	<ul style="list-style-type: none"> <li>Complete quality assurance</li> <li>Ongoing training around the changes in legislation</li> <li>Keep bylaws and policies up to date with legislation</li> </ul>	1 Low

Activity Management Plans	If AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	<ul style="list-style-type: none"> <li>Review the AMP every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years.</li> </ul>	4 High
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**DATA AND INFORMATION RISKS**

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Systems Down – Natural Disaster	If there was a natural disaster then systems may be down temporarily, reduction in worker productivity, unable to respond to customers, data unavailable, potential loss of data	8 High	<ul style="list-style-type: none"> <li>Backups done daily and stored off-site. Most critical data is in the cloud, data centre is overseas so workers can access system remotely from anywhere. Civil Defence will make hardware available for emergency response</li> </ul>	3 Moderate
Server Failure <b>TOP 10 RISK</b>	If the server failed then systems down, data unavailable, potential data loss	12 Very High	<ul style="list-style-type: none"> <li>Restore from backup, backups stored off-site. Fail-over for Melbourne data centre replicates to Sydney data centre.</li> </ul>	3 Moderate

**FINANCIAL RISKS**

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal.	1 Low	<ul style="list-style-type: none"> <li>Officers will require approval from Council for disposal/acquisition of assets.</li> </ul>	1 Low
Accessing Funding	If the AMP is incorrect or not developed, then the maintenance funding will be insufficient to provide the levels of service.	3 Moderate	<ul style="list-style-type: none"> <li>Ensure funding assessments are carried out by sufficiently experienced personnel and strong business cases are made for funding</li> <li>A system should be established to regularly monitor all available funding for Council projects.</li> </ul>	1 Low
Internal Financial Controls	If internal financial controls are compromised and ineffective, then possible fraud, budget blowout, delayed service	6 High	<ul style="list-style-type: none"> <li>Good quality controls</li> <li>Implement annual external and internal audit recommendations</li> <li>Adhere to Procurement and Delegations Policy</li> <li>Communications of internal controls to all staff</li> <li>Recommend internal audit programme every year by independent contractor.</li> </ul>	1 Low
Procurement contracts	If procurement contracts entered into are not cost-effective and do not comply with Council's	6 High	<ul style="list-style-type: none"> <li>Ensure Procurement Strategy, the procurement policy and procurement manual are appropriate, comply with</li> </ul>	1 Low

	Procurement Policies then Council projects could go over budget and Council procurement could be subject to industry, media or legal scrutiny.		<p>legislation and good practice, and followed by all staff and significant contracts are reviewed by a tender evaluation team.</p> <ul style="list-style-type: none"> <li>• Ensure the staff follow the Contract and Procurement Process in PROMAPP</li> </ul>	
New Regulations require Significant Investment	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then depending on what the regulations are could mean we would need to adjust the programme of works in order to meet the new regulations.	6 High	<ul style="list-style-type: none"> <li>• Work within approved budgetary constraints</li> <li>• Achieve cost efficiencies regularly so that Council can weather any necessary investment in order to be compliant with changing legislative environment</li> </ul>	4 High
Theft by Contractors	If Contractors have unrestricted access to Council property and/or information, then there is the opportunity for theft and consequently loss of Council assets.	4 Moderate	<ul style="list-style-type: none"> <li>• All Contractors must go through a pre-qualification process. Visitors to Council buildings must sign in.</li> </ul>	2 Moderate
Inadequate financial provision to fund asset replacement	If there is inadequate financial provision in reserves to fund the replacement of assets, then the Council may have to borrow more than expected, or asset replacement may need to be delayed which may affect service level performance.	3 Moderate	<ul style="list-style-type: none"> <li>• Ensure annual depreciation is based on accurate fixed asset values (replacement cost) and accurate useful lives</li> <li>• Assets should not, unless necessary, be replaced before the end of their useful life.</li> </ul>	1 Low
Bribery and Corruption	Perceived Bribery or Corruption from Solid Waste contractors,	4 High	<ul style="list-style-type: none"> <li>• Ensure Staff code of conduct is current and regularly reviewed.</li> </ul>	3 Moderate
Management override of internal controls	If a Manager uses their unique position to override internal controls, then the financial statements may be incorrect and potential fraud may result	4 High	<ul style="list-style-type: none"> <li>• Audit and Risk Committee oversight</li> <li>• Annual internal and external audits</li> <li>• Fraud Policy awareness</li> <li>• Regular reviews of policies to ensure in line with best practice</li> <li>• SLT to undergo ethics training</li> <li>• Full reference checking</li> <li>• Zero tolerance for bullying type behaviour</li> </ul>	3 Moderate

**HEALTH AND SAFETY WELLBEING RISKS**

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Public Events	If health and safety accidents or incidents occur during events then increased costs can occur to the events, reputation is damaged	4 High	<ul style="list-style-type: none"> <li>Health and Safety plans are established well in advance to an event being planned</li> <li>Physical hazards and risks are eliminated Hazard Identification records are kept</li> <li>Events do not proceed without correct Health and Safety sign off</li> <li>Good communication to all staff</li> </ul>	2 Moderate
Abusive Customers	If abusive customers come into any of the Council's service centres, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	<ul style="list-style-type: none"> <li>Staff have personal alert alarms if in danger, customer service training and policies on how to deal with situations so they do not escalate</li> </ul>	2 Moderate
Lone Worker <b>TOP 10 RISK</b>	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death or serious injury.	12 Very High	<ul style="list-style-type: none"> <li>Complete quality assurance, Ongoing training/awareness of HSE requirements and responsibilities</li> <li>Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site</li> <li>Use of GPS tracking, mobile phone tracking</li> </ul>	3 Moderate
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High	<ul style="list-style-type: none"> <li>All staff must have a full drivers licence and all staff are aware of procedures if there is an accident</li> <li>Staff driver training to be provided to regular drivers</li> <li>GPS and mobile phone tracking.</li> </ul>	3 Moderate
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High	<ul style="list-style-type: none"> <li>Managers are responsible for being aware of the wellbeing of their direct reports</li> <li>There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work</li> <li>Ensure access to EAP service is widely known and communicated to all staff</li> <li>Ensure all staff have a backup option available so they can take annual leave for at least a week at a time</li> </ul>	3 Moderate
Environmental Liability	Noncompliance with Resource Consent Conditions	2 Moderate	<ul style="list-style-type: none"> <li>Contractors to produce an environmental management plan as part of their contract conditions</li> </ul>	2 Moderate



**OPERATIONAL RISKS**

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	4 High	<ul style="list-style-type: none"> <li>Careful assessment of tender to ensure contract price viable for contractor to deliver level of service</li> <li>Regular liaison with contractor to monitor performance and ensure compliance</li> <li>Contractor pre-approval process must not be bypassed</li> </ul>	3 Moderate
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect Council's ability to perform core functions and duties.	4 High	<ul style="list-style-type: none"> <li>Ensure PROMAPP is up to date with all staff day to day processes</li> <li>If known absence ahead of time ensure an appropriate training plan in place</li> <li>Make use of local consultants where appropriate</li> <li>Connect with colleagues from neighbouring three councils to share resource if needed</li> </ul>	2 Moderate
Natural Disaster - Response preparedness <b>TOP 10 RISK</b>	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions	15 Very High	<ul style="list-style-type: none"> <li>Civil Defence Emergency Management plans are in place</li> <li>Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff</li> <li>Business Continuity Plans need to be in place and practiced regularly for all activities</li> </ul>	12 Very High
Disease Outbreak/ Pandemic	If there is a human disease outbreak in the district, then this could impact staff and contractors staff available to deliver service	5 High	<ul style="list-style-type: none"> <li>Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks</li> <li>Ensure there is a plan to respond to any notifications</li> <li>Civil Defence covers infectious human disease pandemics and will take responsibility for local management</li> </ul>	4 Moderate
Government Policy Impacting on Local Government <b>TOP 10 RISK</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	<ul style="list-style-type: none"> <li>Where a policy change may have a significant impact Council can make a submission regarding the change</li> <li>Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically</li> <li>This could include joint collaboration with business and</li> </ul>	8 High

			other councils, accessing alternative funding sources, or obtaining legal or professional advice	
Levels of Service	There are significant increases in customer expectations regarding demand for services and/or the level of service provided	1 Low	<ul style="list-style-type: none"> <li>To manage expectations around the levels of service which could include being transparent about the levels of service that we can afford</li> </ul>	1 Low
Programming of Works	The approved programme of works is not carried out within agreed timeframes.	1 Low	<ul style="list-style-type: none"> <li>Hold regular meetings to discuss contractors performance and ability to deliver the agreed programme</li> <li>Increasing resources via sub-contractors or additional staff</li> </ul>	1 Low
Consents	The Council does not undertake the work in accordance with the resource consent conditions. Council can be fined by the Regional Council for breach of conditions.	1 Low	<ul style="list-style-type: none"> <li>Not negotiable - Consent conditions must be abided by otherwise the consent will be breached</li> <li>Council needs to submit to the Regional Council a methodology about how they are going to undertake the works.</li> </ul>	1 Low

**REPUTATIONAL AND CONDUCT RISKS**

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Release of incorrect or confidential information <b>TOP 10 RISK</b>	If incorrect or confidential information was given out through social media, media releases, staff actions at the services desks, LGOIMA requests, council meetings, and/or functions then risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.	12 Very High	<ul style="list-style-type: none"> <li>All Media releases are to be checked off by Dir – Community Services, and signed off by CEO or Mayor</li> <li>Social Media Policy in place for clear guidance of social media use</li> </ul>	2 Moderate
Solvency of Contractor <b>TOP 10 RISK</b>	If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	<ul style="list-style-type: none"> <li>Conduct the due diligence process for all contractors</li> </ul>	3 Moderate
Contractor Damage or Breach <b>TOP 10 RISK</b>	If Council and/or Council contractors are found to be liable for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.	12 Very High	<ul style="list-style-type: none"> <li>Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's</li> <li>The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work</li> <li>All relevant staff are kept up to date with pre-approved contractors register</li> </ul>	3 Moderate

			<ul style="list-style-type: none"> <li>• Mini audits and random checks should be built into contracts</li> <li>• Contractor public liability insurance required for all major contracts.</li> </ul>	
Elected Members - Decision Making <b>TOP 10 RISK</b>	Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Solid Waste Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	<ul style="list-style-type: none"> <li>• Relies on the accuracy and quality of the advice given by staff to elected members.</li> <li>• Council has a Professional Indemnity insurance policy for all elected members and independent committee members.</li> </ul>	4 Moderate
Council employees/ contractors abuse members of the public <b>TOP 10 RISK</b>	If Council employees, during the course of their Council duties abuse members of the public,, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	<ul style="list-style-type: none"> <li>• Refer to the Staff Code of Conduct.</li> </ul>	4 Moderate

**APPENDIX 2 - SOLID WASTE OPERATIONAL DOCUMENTS**

<b>Consents</b>	<b>Commencement Date</b>	<b>Expiry Date</b>	<b>CM Reference</b>
<b>3890-3</b> Discharge to land (closed Huiroa landfill)	16/06/2016	1/06/2034	D17/20441
<b>3889-3</b> Discharge into Land and groundwater (closed Stratford landfill)	6/12/2010	1/06/2028	D17/20467
<b>3891-3.0</b> Discharge into unnamed tributary of the Waihapa Stream (closed Pukengahu landfill)	14/06/2016	1/06/2034	D17/20472
<b>Policies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Asset Management	26/05/2020	2023/2024	D20/4330
Kerbside Collection Policy	12/03/2019	2021/2022	D19/6770
Trade Waste Policy	11/06/2019	2021/2022	D19/13626
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
<b>Bylaws</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Solid Waste Management and Minimisation Bylaw	1/07/2020	2029/2030	D20/4166
Trade Waste Bylaw	1/07/2020	2029/2030	D20/33683
<b>Strategies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Infrastructure Strategy 2021-2051	1/02/2021	2050/2051	D21/2700
Regional Behavioural Strategy (Draft)			
<b>Contracts</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Regional Kerbside Refuse Collection (Contract 15/SW01)	5/08/2019	1/07/2024	D19/5124
Regional Waste Transport Services (Contract No 1444)	1/08/2019	1/07/2024	D19/23635
Solid Waste Disposal Agreement (Bonny Glen) (Contract No 1443)	1/08/2019	1/07/2024	D19/4637
Solid Waste Consolidation Agreement with STDC (1450)	1/08/2019	1/09/2024	D19/31774