

# Komiti o te Kaporeihana me ngā Whakahaere | Corporate and Operations Committee



## Kaupapataka Wātea | Open Agenda



Notice is hereby given that an ordinary meeting of the Corporate and Operations Committee will be held on:

**Ko te rā | Date:** Wednesday 24 November 2021  
**Wā | Time:** 9.00am  
**Wāhi | Venue:** Council Chambers  
35 Kenrick Street  
TE AROHA

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### Ngā Mema | Membership

**Koromatua | Mayor**

Ash Tanner

**Koromatua Tautoko | Deputy Mayor**

Neil Goodger

**Kaunihera ā-Rohe | District Councillors**

Donna Arnold

Caitlin Casey

Teena Cornes

Bruce Dewhurst

James Sainsbury

Russell Smith

Kevin Tappin (Chair)

James Thomas

Adrienne Wilcock

Sue Whiting

**Waea | Phone:** 07-884-0060  
**Wāhitau | Address:** PO Box 266, Te Aroha 3342  
**Īmēra | Email:** [secretary@mpdc.govt.nz](mailto:secretary@mpdc.govt.nz)  
**Kāinga Ipuranga | Website:** [www.mpdc.govt.nz](http://www.mpdc.govt.nz)



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**1 Whakatūwheratanga o te hui | Meeting Opening**

**2 Ngā whakapāha/Tono whakawātea | Apologies/Leave of Absence**

At the close of the agenda no apologies had been received.

**3 Pānui i Ngā Take Ohore Anō | Notification of Urgent/Additional Business**

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

- (a) The local authority by resolution so decides; and
- (b) The presiding member explains at the meeting, at a time when it is open to the public,-
  - (i) The reason why the item is not on the agenda; and
  - (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-

- (a) That item may be discussed at that meeting if-
  - (i) That item is a minor matter relating to the general business of the local authority; and
  - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
  - (iii) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”

**4 Whākī pānga | Declaration of Interest**

Members are reminded of their obligation to declare any conflicts of interest they might have in respect of the items on this Agenda.

**5 Whakaaetanga mēneti | Confirmation of Minutes**

Minutes, as circulated, of the ordinary meeting of the Corporate and Operations Committee, held on 27 October 2021

**6 Papa ā-iwi whānui | Public Forum**

7 Pūrongo me whakatau | Decision Reports

## Dog Control Annual Report 2020/21

CM No.: 2517761

### Rāpopotonga Matua | Executive Summary

The Dog Control Act 1996 requires a territorial authority to report annually on its dog control operations.

The attached report includes all the information required under section 10A(2) of the Act for the 2020/21 financial year.

### Tūtohunga | Recommendation

That:

1. The Annual Dog Control Report for 2020/21 be adopted and publically notified.

### Horopaki | Background

Section 10A of the Dog Control Act 1996 requires a territorial authority to report annually on the administration of:

- a) Its dog control policy adopted under section 10, and
- b) Its dog control practices.

The Act sets out the information that must be included in the report and further requires the authority to give public notice of where the report can be obtained. The attached report includes all of the required information as well as other information about the animal control operation that may be of interest to the public. A copy of the report will be placed on Council's website and will be available at each office.

A copy of the report must also be sent to the secretary for Local Government within one month of it being adopted by Council.

### Ngā Whiringa | Options

- 1 that the attached report be adopted and publically notified
- 2 that the report be further considered or amended before being adopted and publically notified.

### Ngā take ā-ture, ā-Kaupapahere hoki | Legal and policy considerations

The attached report is required by section 10A of the Dog Control Act 1996.

### Ngā Pāpāhonga me ngā Wātaka | Communications and timeframes

The Act requires public notice to be given of where the report can be viewed or obtained.

### Pānga ki te pūtea, me te puna pūtea | Financial Cost and Funding Source

This report has no financial impacts.



## Ngā Tāpiritanga | Attachments

[A↓](#). Dog Control Annual Report 2020/21



## Ngā waitohu | Signatories

Author(s)	Dennis Bellamy <b>Group Manager Community Development</b>	
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Approved by	Dennis Bellamy <b>Group Manager Community Development</b>	
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Item 7.1



## Dog Control Policy and Practices 2020/21



Attachment A

## 2020/21 Annual Report

### 1. The Dog Control Act

Section 10A of the Dog Control Act 1996 requires territorial authorities to report annually on:

- the administration of its dog control policy and its dog control practices; and
- a variety of dog control related statistics.

Section 10A(3) and (4) requires Council to give public notice of the report and to send a copy of the report to the Secretary for Local Government within 1 month after it has been formally adopted by Council.

### 2. Policy and Bylaw

Council's Dog Control Policy and Bylaw was reviewed and adopted during the 2009/10 year and came into force on 1 July 2010. The Bylaw was further reviewed during the 2015/16 and 16/17 years, with amendments adopted by Council on 14 September 2016. The Dog Control Bylaw 2010 (Amended 2016) came into force on 28 November 2016.

The following objectives and policies form part of this bylaw.

Objectives (Outcomes Sought)		Policies (Solution)	
2.1	<b>Danger, Distress and Nuisance</b> To minimise danger, distress and nuisance caused by dogs to the community.	2.1.1	Dogs in public places must be under the direct control of their owners at all times.
		2.1.2	Dogs will be prohibited from specified areas under the Bylaw based on the following criteria: <ol style="list-style-type: none"> <li>the intensity, type and frequency of public use;</li> <li>whether the presence of dogs may create a danger to the health and safety of users of any area;</li> <li>whether the ecological values of an area have been identified and established as needing protection from animals (including dogs) in any reserve management plan; and</li> <li>the attitudes of reserve users.</li> </ol>
		2.1.3	In preparing and reviewing any reserve management plan, Council will consider the appropriateness of prohibiting dogs from any reserve, taking into account the criteria for assessment of suitable prohibited areas set out in clause 2.1.2 (above).
		2.1.4	Amendments to the list of prohibited areas may occur outside the reserve management plan process necessary. In this event Council will follow the procedure set out in the Bylaw.
2.2	<b>Dog Fouling</b> To minimise the nuisance created	2.2.1	Dog owners must remove faeces deposited in any public place by any dog under their

	by dogs fouling in public places.		control.
		2.2.2	Dog owners will be encouraged to carry disposal bags, and to use and dispose of these responsibly.
2.3	<b>Dog Exercise Areas</b> To provide opportunities to fulfil the exercise and recreational needs of dogs and their owners	2.3.1	Areas will be available where owners can exercise dogs without a restraint (e.g. leash or harness), provided that the owner remains present and keeps the dog under control.
		2.3.2	Exclusive dog exercise areas will not be provided.
2.4	<b>Education and Information Programmes</b> To promote and enhance community awareness of dog control issues and owner responsibility.	2.4.1	Education programmes will be promoted to enhance responsible dog ownership and to assist in community awareness and the prevention of dog attacks.
		2.4.2	Media publicity will be used to promote public awareness of: a. dog registration; b. Council's Policy on Dogs; c. Council's Bylaw; d. the use of infringement notices; and e. educational programmes about dogs.
2.5	<b>Responsible Owner Rebate</b> To encourage responsible dog ownership.	2.5.1	Dog owners will be encouraged to attend an approved dog training course and to apply for a Council Responsible Owner Licence.
2.6	<b>Funding</b> To fund the cost of dog control activities from fees and charges levied on dog owners in accordance with Council's funding policy.	2.6.1	Fees will be set annually by Council resolution.
		2.6.2	Levels of service will be set out in the Long-Term Council Community Plan.
		2.6.3	All income from fines and infringement fees will be allocated to funding dog control activities.
2.7	<b>Kuri</b>	2.7.1	Council acknowledges the significance of Kuri (dog) to our Maori community. While the requirements of the Policy and Council's Bylaw will apply to Kuri (dog) Council acknowledges their importance.

### 3. Operational Functions

The Council employs 1.75 fulltime Animal Control Officers with the officers being stationed at the Morrinsville and Matamata offices. Administrative support of 2 hours per day assists the officers in following up on calls and managing reporting requirements.

A part-time person is also employed to attend the Dog Pound during weekends and public holidays, when dogs are in the pound, to clean the cages and feed the dogs.

Council provides a 24 hour 7 day a week service using external contractors to cover the after-hour duties. Hamilton City Council is contracted to act as the after-hours call centre. First Security Guard Services Ltd were contracted until 31 August 2020 and Allied Security New Zealand from 1 September 2020 to respond when an onsite response is required between 5pm and 8am weekdays, all weekends and Public Holidays.

Council has a dog pound and stock yards at its Waihou depot. The pound and yards were built in 2010 to replace its old pounds in Matamata and Morrinsville.

Council quality system and Long Term Plan performance measures requires the officers to respond to the various types of complaint within set timeframes. Those timeframes are set out below.

Expected response times				
Complaint type	Incident type	0800–1700 hrs	1700-0800 hrs	Weekend/holiday
Dog bite person	*Current	1 hour	1 hour	1 hour
	*Reported	4 Hours	NWD*	NWD
*Aggressive dog	Current	1 hour	1 hour	1 hour
	Reported	4 hours	NWD	NWD
Attacked stock	Current	1 hour	1 hour	1 hour
	Reported	4 hours	NWD	NWD
Attacked other animal/bird	Current	1 hour	1 hour	1 hour
	Reported	4 hours	NWD	NWD
Barking dog	Current	1 hour	1 hour	1 Hour
	Reported	4 hours	NWD	NWD
Wandering dog	Current	1 hour	1 hour	1 hour
	Caught in trap	1 hour	1 hour	1 hour
	Reported	NWD	NWD	NWD
Unregistered	Current/reported	24 hours	NWD	NWD
Animal welfare	Current/reported	4 hours	NWD	NWD
Wandering stock	Current	1 hour	1 hour	1 hour
	Reported	NWD	NWD	NWD

\***Aggressive** means rushed person/vehicle or displayed threatening behaviour.

\***Current incident** means the incident is happening now and the dog is an immediate danger to the public.

\***Reported incident** is when someone reports an incident that happened sometime in the past, but is not a current threat to the public.



#### 4. Performance Measures

The performance measures adopted by Council are set out in the 2018 – 28 Long Term Plan and the results reported in this year's Annual Report are listed below.

Performance Measure	Target Level	Result	Comments
Complaints will be investigated within set timeframes (See 3.0 above)	95% within adopted timeframes	<p>✓</p> <p>98.39% (550 out of 559)</p>	One of our main responsibilities is following up on complaints made about animals, from wandering stock to barking or attacking dogs. We aim to investigate the complaint and let the complainant know what action (if any) we have taken or intend to take within adopted timeframes. Some complaints can be resolved quickly; others can take time to work through with animal owners and may involve court action. This is measured by our customer request management system. These figures also include complaints responded to by our After Hours contractors. Some complaints, such as barking dogs or wandering dogs are not practical to attend at the time and are followed up the next working day.
Number of property visits per year	600 property visits per year	<p>✓</p> <p>621</p>	<p>Property visits let us check that dogs are appropriately housed and secured on their property. This helps to reduce the number of problems caused by animals in our community. This is measured by our customer request management system.</p> <p>We undertook 621 property visits across the district. These are as follows: Matamata 164 Morrinsville 302 and Te Aroha 155.</p>
Number of street patrols undertaken in each of the three main towns	Average of 10 per month, per town	<p>✓</p> <p>Average per town 27.3/mth</p>	<p>Street patrols allow our staff to check if there are wandering animals that could pose a risk to our community. This helps to reduce the number of problems caused by animals in our community. This is measured by our customer request management system.</p> <p>Street Patrols: Matamata 320, Morrinsville 424, Te Aroha 238.</p>

#### 5. Funding

Section 2.6 of the Dog Control Policy requires the dog control operation to be funded from fees and charges and in accordance with Council's Financial Policy. That policy

states that 80% of the operation is to be funded from user pays with the remaining 20 percent from rates.

The cost of the total animal control function, including dog control, for the 2020/21 financial year is shown below as reported in Council's Annual Report.

	2020/21		2019/20
	Budget	Actual	Actual
Operating cost	\$438,704	\$416,701	\$439,146
Income	\$296,000	\$306,396	\$291,227
<b>Net cost of service</b>	<b>\$142,704</b>	<b>\$110,305</b>	<b>\$147,919</b>

Approximately 10% of the operating cost is used for the control of other animals such as stock and various bylaw inspections.

### 6. Registration and Impounding

The registration fee is made up of a base fee and rebates are used to reward responsible dog owners.



The base registration fee for 2020/21 was \$118, therefore the registration fee for dog owners that qualify for all of the rebates was \$38.

Rebates for the year were:

- No Complaints Rebate (\$35) - Every owner was automatically eligible for this rebate unless Council had received a genuine complaint about their dog, impounded their dog or they paid their previous year's registration late. This rebate reflects Council's aim of reducing costs for owners of dogs which cause the least problems.



- De-sexed, Working or Dogs New Zealand registered owners (\$30) - This rebate reflects Council's aim of reducing the unplanned litters in the District.
- Responsible Owner Rebate (\$15) - Owners who hold a responsible owner licence are automatically eligible for this rebate provided there have been no complaints registered against their dog and/or their dog has not been impounded during the previous registration year. This rebate reflects Council's aim of rewarding responsible dog ownership.

A penalty fee of 50% of the registration fee due before 31 July 2020 was charged for late payments.

The impounding fees adopted by Council were:	(GST inclusive)
• First Impounding	\$50.00
• 2nd Impounding	\$80.00
• 3rd and subsequent impounding in the same registration year	\$125.00
• Daily sustenance	\$12.50

## 7. Statistical Information

The statistical information required by s10A is listed below.

Category	*For the period 1 July 2020 to 30 June 2021	As at 30 June 2021
Number of registered dogs	6331	5540
Number of probationary owners	0	0
Number of disqualified owners	0	0
Number of dogs classified as dangerous (s31)	5	5
Number of dogs classified as menacing	92	78
▪ Under section 33A (Menacing behaviour)	55	45
▪ Under section 33C (Breed or type)	37	33
Number of infringement notices issued	86	n/a
Number of notice of complaints issued	111	n/a
Number of prosecutions under the Act	0	0

Complaints received				
Complaint	Matamata	Morrinsville	Te Aroha	District
Dog bite person	5	9	2	16
Aggressive dog	17	5	21	43
Attacked stock	4	4	1	9
Attacked other animal/bird	2	5	6	13
Barking dog	33	52	20	145

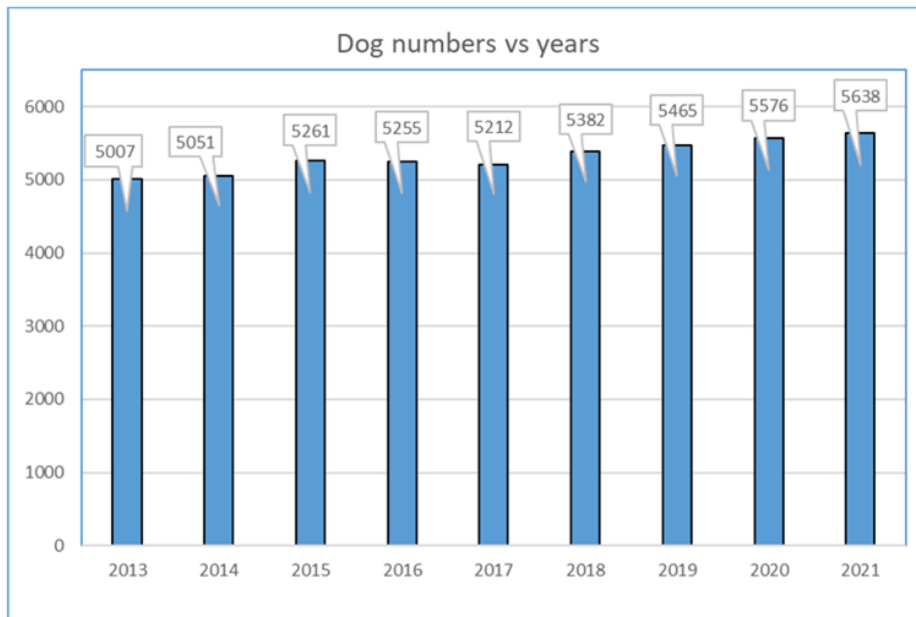
Wandering dog	104	147	77	328
Unregistered	2	0	0	2
Animal welfare	11	6	7	24
Dog fouling	2	0	1	3
Breach of the Bylaw	0	4	12	16
<b>Totals</b>	<b>180</b>	<b>232</b>	<b>147</b>	<b>559</b>

Pound register				
	Impounded	Returned	Re-homed	Destroyed
Matamata	36	16	4	15
Morrinsville	36	22	5	11
Te Aroha	27	16	1	8
<b>District</b>	<b>99</b>	<b>54</b>	<b>10</b>	<b>34</b>

One goat was impounded and re-homed during the 2020/21 year and has been included in the above statistics.

#### Dogs registered versus year

The following graph shows the number of dogs registered in Matamata-Piako District Council per year since 2012/13. The graph shows that registered dog numbers have generally increased through the years coinciding with property and population growth in the District. (National Dog Database as at 31 May each year)



7 Pūrongo me whakatau | Decision Reports

## National Waste Strategy Consultation

CM No.: 2521521

### Rāpopotonga Matua | Executive Summary

Central Government are consulting on a new Aotearoa New Zealand Waste Strategy. The national waste strategy presents a proposed vision and aspirations for a low-waste Aotearoa, a plan to get there, and guidance towards a circular economy out to 2050.

The first stage to 2030 includes proposed priority areas, headline actions, and specific targets to help assess progress in reducing waste and making better use of resources.

The Government is also proposing new and more comprehensive legislation on waste to replace the Waste Minimisation Act 2008 and the Litter Act 1979.

A copy of the 'Snapshot summary' and Council's Waste Management & Minimisation Plan (WMMP) is attached. A copy Consultation Document is circulated separately. Consultation closes on 26 November 2021.

The Solid Waste Working Party has recommended the proposed strategy be referred to Council for consideration on a submission. It is proposed that Council endorses the submission of the TA Waste Liaison Group which is circulated separately to this report.

### Tūtohunga | Recommendation

That:

1. **The information be received.**
2. **The Committee submits in support of the submission by the TA Waste Liaison Group (local government from Waikato & Bay of Plenty regions, Gisborne, Taranaki & Ruapehu).**

### Horopaki | Background

Central Government are consulting on a new Aotearoa New Zealand Waste Strategy. The national waste strategy presents a proposed vision and aspirations for a low-waste Aotearoa, a plan to get there, and guidance towards a circular economy out to 2050. Details are available on the Ministry for Environment Website: <https://environment.govt.nz/what-government-is-doing/areas-of-work/waste/waste-legislation-review/>

The Ministry for the Environment are seeking feedback on:

- overall direction and detail of the strategy
- potential scope and content for new legislation.

The first stage to 2030 includes proposed priority areas, headline actions, and specific targets to help assess progress reducing waste and making better use of resources.

The Government is also proposing new and more comprehensive legislation on waste to replace the Waste Minimisation Act 2008 and the Litter Act 1979.

New legislation will create the tools to deliver the waste strategy and ensure we make good use of funds generated by the expanded waste disposal levy. It will also reset the purposes, governance arrangements, and roles and responsibilities in legislation and strengthen and clarify regulatory and enforcement powers.

## **Ngā Take/Kōrerorero | Issues/Discussion**

Circulated separately to this report is a submission by the TA Waste Liaison Group (local government from Waikato & Bay of Plenty regions, Gisborne, Taranaki & Ruapehu).


Council staff have not had the resource to develop a formal submission so it is suggested Council may wish to respond with a brief submission in support of the TA Waste Liaison Group. Discussion with the Solid Waste Working Party indicated this would be a mechanism for Council's voice to be put forward on these issues.

Some matters Council may wish to reflect on:


- The impact it will have on future obligations that may be passed to Council including the cost and resources required to meet these.
- Has the proposal captured the opportunity to drive the transition to a circular economy discussed in Council's WMMP? The draft Emissions Reduction Plan and draft Infrastructure Strategy both look to the new Waste Strategy to lead the way in the transition to the circular economy
- The strategy focuses on improving current recycling and waste management systems, and could put more emphasis on the big strategic moves needed to shift decision making and investment to the top of the waste hierarchy.
- Staff consider it will not be possible to build a Circular Economy by making minor adjustments to our current waste trajectory. While standardising kerbside recycling could be seen as appropriate, it is arguably not the big strategic move needed to set the country up for the next 30 years. There is a need for a bold strategic direction from the new waste strategy, with the circular economy as our collective goal.
- Everyone needs to be on board if we are going to solve our waste problems. The draft Waste Strategy could tell a more coherent plan or story about how the Government will link up with those who are already implementing the circular economy on the ground. There is very little about partnership with Mana Whenua, social procurement with local communities and SME to increase circularity.
- The Māori perspective on waste, zero waste and the circular economy could be developed further in the strategy. The legislation section mentions the need for the purpose and principles of the new act to include a 'Te Tiriti clause' and reference to "Te Tiriti o Waitangi" and te ao Māori, pointing out that this is a notable gap in the 2008 Waste Minimisation Act. Further inclusion of te ao Māori within the draft waste strategy, to bring matāuranga Māori to the fore could be appropriate.
- It will be important to establish the appropriate regulatory framework needed to guide the transition to a circular economy.

- The Waste Strategy should give clear direction on how levers such as product stewardship can be used to change the way that companies do business and make products. Ideally the regulatory and legislative support for this needs to come through the new waste strategy and the new waste act.
- It is noted the right to repair and durability is raised in the legislation section of the consultation paper. Legislating for repair and durability of products would ensure resources were kept in use for longer as part of the circular economy.
- Other proposed changes include regulatory tools to require separation of recyclables and organic waste, a proposed right to return packaging, putting a levy on waste-to-energy and requiring waste operators to be licensed. The proposed rethink of the Waste Minimisation Fund and the way waste data is collected would be of value.

### Ngā Tāpiritanga | Attachments

[A](#)  National Waste Strategy Snapshot



[B](#)  Final WMMP with Te Reo Headings, adopted 30 June 2021



### Ngā waitohu | Signatories

Author(s)	Niall Baker <b>Policy and Legal Team Leader</b>	
	Louisa Palmer <b>Solid Waste Officer</b>	

Approved by	Erin Bates <b>Strategic Partnerships and Governance Manager</b>	
	Fiona Vessey <b>Group Manager Service Delivery</b>	





# Te kawe i te haepapa para Taking responsibility for our waste

Proposals for a new waste strategy and issues and options  
for new waste legislation: A snapshot



Te Kāwanatanga o Aotearoa  
New Zealand Government

## New Zealanders care about waste

Waste is one of the greatest challenges of our time. We use too much, waste too much and pollute too much – and this has negative impacts on the environment. It means there will be fewer resources available to future generations. Aotearoa New Zealand is one of the highest generators of waste per person in the world, and the amount of waste we create is increasing. New Zealanders want to do better.

### Have your say on our new national waste strategy and waste legislation

These two projects are the foundations for a transformed waste system. Together with a long-term infrastructure plan, the emissions reduction plan, and improved waste data systems, these projects will help achieve our vision for 2050: a sustainable, low-carbon, circular economy for Aotearoa New Zealand.

This consultation sets out issues and options for your feedback and we invite you to share your ideas. Your feedback will help shape our final proposals.

1

#### *Proposals for a new national waste strategy*

**Our proposed vision and aspirations for a low-waste Aotearoa, and how we plan to get there.**

The national waste strategy will guide and direct our collective journey towards a circular economy. The strategy sets our course to 2050 with three broad stages. The first stage, to 2030, includes proposed priority areas, headline actions, and specific targets to help assess our progress.

2

#### *Issues and options for new waste legislation*

**New and more comprehensive legislation to replace the Waste Minimisation Act 2008 and the Litter Act 1979.**

New waste legislation will create the tools to deliver the waste strategy and ensure we make good use of funds from the expanded waste disposal levy. It will also reset the purpose, governance arrangements, and roles and responsibilities within the legislation, and strengthen and clarify regulatory powers.



## Proposals for a new national waste strategy

Tackling waste means deep-seated changes to how we live and consume, and everyone has a role to play. We need to shift from our current 'take-make-dispose' system and moving towards a low-waste, more circular economy.

This will require sustained commitment over many years, and choices about what to prioritise at different points. A new, long-term waste strategy will increase our ambition as a country, signal direction and priorities, and inspire action.

Together with the proposed long-term waste infrastructure plan and the action and investment plans, the strategy will shape how central and local government use the increased funds to create meaningful change.



### *Proposed vision*

*A circular economy for Aotearoa New Zealand in 2050*

- ▶ We look after the planet's resources with care and responsibility.
- ▶ We respect and understand our inseparable connection with the environment.
- ▶ A land where nothing is wasted.



### *Principles*

- ▶ Design out waste, pollution and emissions, and unnecessary use of materials.
- ▶ Keep products and materials in use at their highest value.
- ▶ Regenerate natural systems, so the environment is healthy for future generations.
- ▶ Take responsibility for the past, present and future condition of our natural environment.
- ▶ Think in systems, where everything is interconnected.
- ▶ Deliver equitable and inclusive outcomes.

## Proposed course: the three stages of the journey

Proposed course: the three stages of the journey

<p style="text-align: center; font-size: 24px; font-weight: bold; border: 1px solid white; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">1</p> <p style="font-size: 12px; margin: 5px 0;">2022-30</p> <p style="font-size: 16px; font-weight: bold; margin: 0;"><i>Catching up</i></p> <p>Get the basics in place and working to:</p> <ul style="list-style-type: none"> <li>▶ sow the seeds for transformational change</li> <li>▶ bring our resource recovery systems up to global standards</li> <li>▶ reduce emissions from waste.</li> </ul>	<p style="text-align: center; font-size: 24px; font-weight: bold; border: 1px solid white; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">2</p> <p style="font-size: 12px; margin: 5px 0;">2030-40</p> <p style="font-size: 16px; font-weight: bold; margin: 0;"><i>Pushing ahead</i></p> <p>Increase support and pressure for:</p> <ul style="list-style-type: none"> <li>▶ widespread changes in mindset, systems and behaviour</li> <li>▶ optimising resource recovery for growing circular systems</li> <li>▶ major efforts to remediate and regenerate.</li> </ul>	<p style="text-align: center; font-size: 24px; font-weight: bold; border: 1px solid white; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">3</p> <p style="font-size: 12px; margin: 5px 0;">2040-50</p> <p style="font-size: 16px; font-weight: bold; margin: 0;"><i>Embedding a new normal</i></p> <p>Embed and integrate:</p> <ul style="list-style-type: none"> <li>▶ circular systems and behaviours across society</li> <li>▶ resource recovery systems into closed circular loops</li> <li>▶ regeneration into systems of production and use.</li> </ul>
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## Our targets for 2030

*Waste*

<p><b>Whole country:</b> Reduce waste generation by 5-10% per person</p>	<p><b>Public sector:</b> Reduce waste generation by 30-50%</p>
<p><b>Businesses:</b> Reduce waste disposal by 30-50%</p>	<p><b>Households:</b> Reduce waste disposal by 60-70%</p>

*Emissions*

**Whole country:**  
Reduce biogenic waste methane emissions by at least 30%

*Litter*

**Whole country:**  
Reduce litter by 60%

## Issues and options for new waste legislation

New and improved waste legislation is the foundation for transforming how we manage waste.

We plan to phase in changes over time, rather than immediately implementing all parts of the proposals. This will enable central and local government, industry and society to prepare and adapt.

The consultation sets out the potential scope and content of new waste legislation for feedback – some of which are highlighted below.

### A long-term, strategic approach to reducing waste

- ▶ New and more ambitious purpose.
- ▶ Statutory requirement for a long-term strategy.
- ▶ Clear allocation of roles and responsibilities.

### Role and participation of Māori

- ▶ Māori expertise in any new advisory bodies.
- ▶ Increased Māori participation in decision-making at different levels.

### Responsibility at the heart of the new system

- ▶ People and organisations have duties to manage waste appropriately.
- ▶ National licensing system for the waste management system.
- ▶ Reframing how we think about litter.

### Legislative support for product stewardship schemes

- ▶ Improved processes for developing schemes.
- ▶ Improved monitoring, reporting and enforcing of schemes.

### Enhanced regulatory tools

- ▶ Existing powers that are clearer and stronger, and possible new powers.
- ▶ Legal obligations to support a right to repair and encourage product durability.
- ▶ Legislative framework to support deposit return schemes.
- ▶ Possible changes to import and export controls.

### Maximising the waste levy


- ▶ Changes to how the levy is imposed, set, reviewed and collected.
- ▶ Possible broadening of how the levy is used.
- ▶ More equitable distribution of levy funds.

### Improving compliance, monitoring and enforcement

- ▶ A comprehensive set of offences, penalties and enforcement powers.
- ▶ Expanded tools and penalties to manage non-compliant behaviour.
- ▶ Use of the full range of potential evidence sources.

## Make your voice count

Join the kōrero and have your say:

 @nzenvironment

 @mfe\_news

 facebook.com/ministryfortheenvironment

 linkedin.cn/company/ministryfortheenvironment

## Help shape the new waste strategy and legislation

For full details on the proposals, the problems we are trying to solve and the options we have considered, please read the full consultation document: [environment.govt.nz/publications/taking-responsibility-for-our-waste-consultation-document](https://environment.govt.nz/publications/taking-responsibility-for-our-waste-consultation-document).

You can provide a submission through [Citizen Space](#), our consultation hub, by either following the feedback form or by uploading your own written submission.

We request that you don't email or post submissions as this makes analysis more difficult. However, if you need to, please send written submissions to Waste Strategy and Legislation, Ministry for the Environment, PO Box 10362, Wellington 6143.

If you are emailing your feedback, send it to [wastelegislation@mfe.govt.nz](mailto:wastelegislation@mfe.govt.nz).

**Submissions close at 11.59pm,  
26 November 2021.**

## What happens next

**This consultation starts on 15 October 2021 and closes on 26 November 2021.**

### *Proposals for a new waste strategy*

The Ministry will revise the proposals for a new waste strategy in light of the comments we receive, working with our advisory groups and engaging with others as needed.

We aim to present a final waste strategy to Cabinet in the first half of 2022 and release it by mid-2022. More specific actions will be set out in action and investment plans every three years.

### *Issues and options for new, more comprehensive waste legislation*

The detail of the waste legislative proposals will be developed in light of the comments we receive, working as needed with interested parties.

Following consultation and further policy development, a bill is expected to be developed and introduced to Parliament later in 2022.





Pātara wai  
Water bottle



## RAUTAKI WHAKAHAERE, WHAKAITI HOKI I TE PARANGA

### WASTE MANAGEMENT & MINIMISATION PLAN 2021 -2027

PARA KORE; ZERO WASTE 2038

TE WHAKAHEKE PARANGA HAUKINO HOKI, MŌ ĀPŌPŌ  
A LOW WASTE- LOW CARBON FUTURE

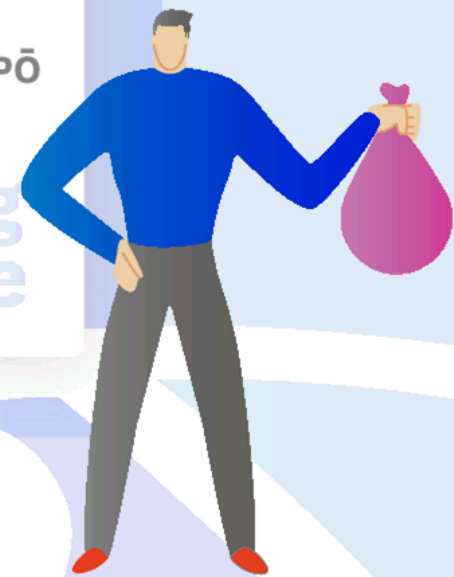
Adopted on 30 June 2021

Reducing  
Our Waste



COFFEE TO GO  
In my own glass

Kapu kawhe mahirau  
Reusable coffee cup



Let's save  
the planet!



Pēke mahirau  
Reusable bag

Say NO  
to plastic bags!



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**WE  
CARE.**

## He kupu whakataki Introduction

Council is required to develop and adopt a Waste Management and Minimisation Plan (WMMP) under s44 of the Waste Minimisation Act 2008. Our last Waste Management and Minimisation Plan (the Plan) was adopted in 2017 in partnership with our neighbours Thames-Coromandel District Council (TCDC) and Hauraki District Council (HDC). While our Plan covered the period 2017 to 2023 significant changes in Central Government policies, and in the waste industry sector have resulted in reviewing our Plan in 2020 to ensure it is 'fit for purpose'.

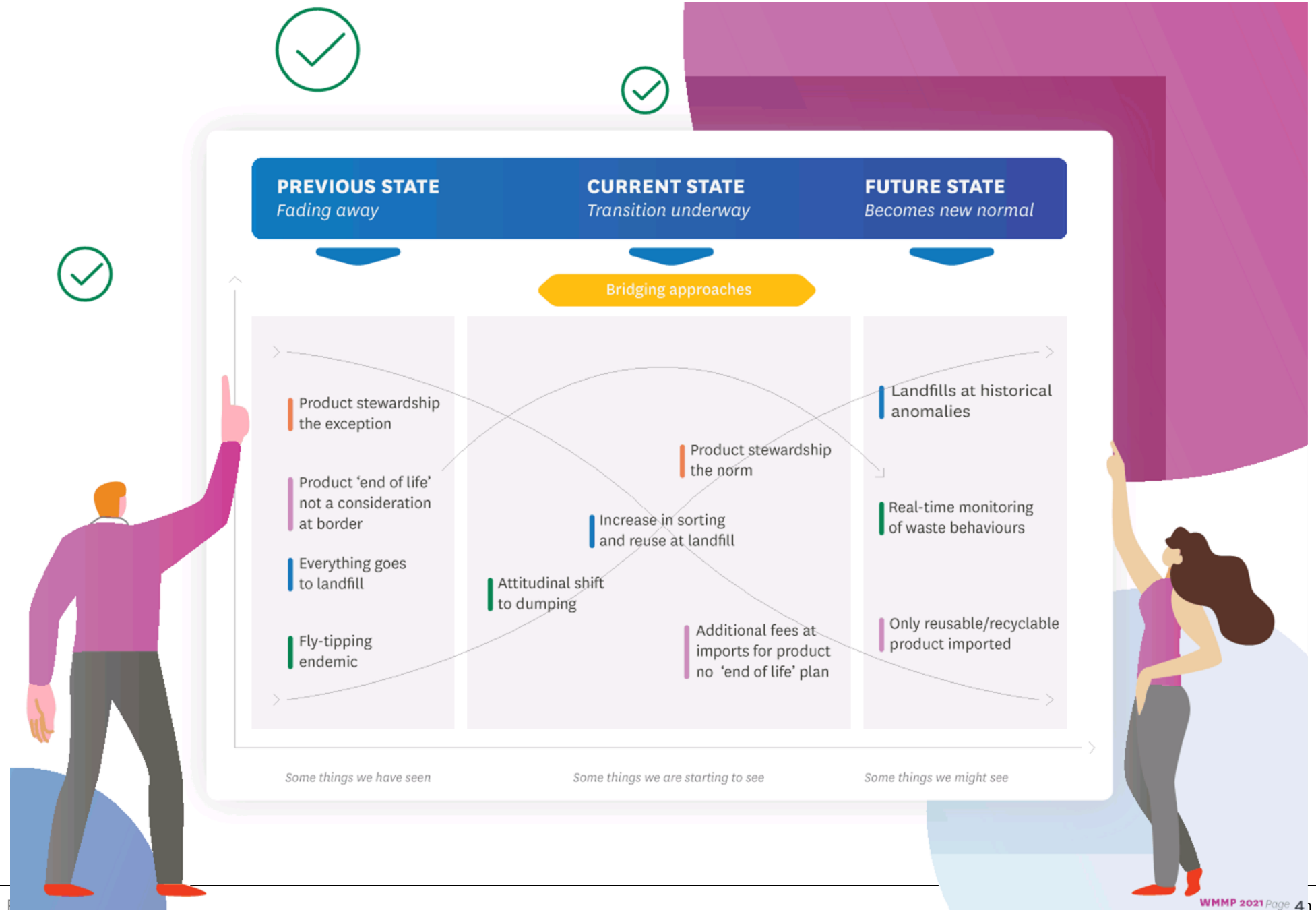
In addition, Tirohia Landfill, where we currently dispose of our waste, is due to close no later than 2038 and that means our waste will need to be transported a greater distance increasing our costs. This new plan has been developed for the Matamata-Piako District, to initiate activities within our district to meet our own communities' needs. It will allow us to incorporate new waste minimisation services that are 'fit for the future'. It will also allow us to continue to collaborate with TCDC/HDC and other like-minded organisations on waste minimisation initiatives.

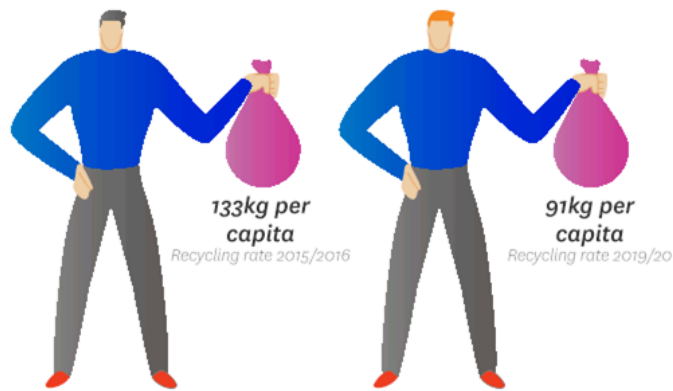
It is based on a collaborative model where, Council, business, Iwi, community groups and householders can all work together to build new waste minimisation services and grow local economic development, ultimately building community resilience at the same time.

We will ensure everyone has access to recycling, resource recovery and waste management services, that businesses and individuals understand that reducing and minimising waste is their responsibility, and that valuable resources are reused or recycled and don't go to landfill.









### *Ka pēwhea te nui o ā tātou paranga? How much waste do we have?*

Unlike the majority of New Zealand, Council's volume of waste to landfill has not increased dramatically over the previous 10-year period. While the volume of waste to landfill remains steady, our recycling rates are declining which follows a nationwide, and global, trend.

We do not have data on waste that is burned or buried so the actual volume of waste being disposed of within our District is unknown.

Central government has signalled a range of proposals to move towards a 'low-waste, low-carbon' future including regulated product stewardship and a progressive increase in the cost of landfill disposal over the next four years. The rising costs make it important to act now to implement systems that provide for the minimisation of wastes and for greater recovery of resources currently sent to landfill.

We propose to do this by progressively converting our Refuse Transfer Stations into Community Resource Recovery Centres (CRRC) to provide for greater separation of wastes and provide for collaborative enterprises that allow for community and business input.

We will bring the management of our CRRC's in-house. This means there is a responsibility for Council to at least consider all waste in our district, although the Council may not have direct involvement in the management of all wastes. This will include suggesting areas where other groups, such as businesses or householders, could take action themselves. Where Council, Iwi, business and the community can work together collaboratively to enhance local economic development and build community resilience.

Our new kerbside recycling and collection contract that is due to commence in 2023 may mean reviewing our current services to ensure they support reducing waste, which may mean a change to our current services. We will consider the recent report 'Recommendations for Standardisation of kerbside Collections in Aotearoa as part of this review.

All of these changes will require a change in behaviour and this has been considered while developing this plan. The actions in this plan will be carried forward into our long term and annual plans to ensure we have the resources to deliver the plan's goals and objectives. Our Plan needs to be reviewed at least every six years and new goals set. This proposed Plan covers the period 2021-2027.

<https://www.mfe.govt.nz/waste/product-stewardship-responsible-product-management/regulated-product-stewardship>

<https://www.mfe.govt.nz/sites/default/files/media/Waste/recommendations-for-standardisation-of-kerbside-collections-in-Aotearoa.pdf>

## TE WHAKAKITENGA - PARA KORE 2038

NGĀ WHĀINGA - e whakaahu ana tātou ki whea

*Working towards a low-waste future and a circular economy*

## VISION: ZERO WASTE 2038

GOALS & OBJECTIVES: What we want to achieve

G1

A community that considers, and where appropriate implements, new initiatives and innovative ways to assist in reducing, reusing and recycling wastes minimising waste sent to landfill.

- Provide sustainable waste minimisation services that are cost-effective to the community.
- View waste as a resource, improving and modifying collections and facilities so that more materials and products can be diverted from landfill.
- Prioritise waste reduction, reuse and recovery initiatives that align with other council objectives.
- Remove or reduce barriers that are preventing the community of make best use of existing services and any potential new services.
- Investigate and implement new services, facilities, or other initiatives that will increase the amount of waste reduced, reused, or recycled.
- Investigate the feasibility of developing community resource recovery centres for bulky goods, e-waste, rural waste and other waste streams to 'future-proof' our Refuse Transfer Stations.
- Process and manage waste , or within the district wherever feasible and cost-effective.



G2

Minimise environmental harm and protect public health

- Ensure the reduction of environmental harm is understood from a holistic perspective that incorporates tikanga and mātauranga Māori (indigenous knowledge) as an important component of sustainable practices.
- Consider the environmental impact and public health implications of all waste management options and choose those that are cost-effective to the community, while also protecting environmental and public health.

*Zero Waste is a call to action that aims to end the current take, make, and dispose mentality of human society. Zero Waste is a policy, a path, a target. It is a process, a new way of thinking. Most of all it is a vision. It's a new planning approach which closes the loop, so that all waste is a resource for another process.*

*In a circular economy the lifecycles of materials are maximised. Their use is optimised. At the end of life all materials are reutilised. A circular economy is restorative by design. It is underpinned by the use of renewable energy. It is a sustainable, viable and low carbon alternative to the dominant 'take-make-waste' linear model.*



## Mō te aha te rautaki? Why do we need a plan?

Council has a statutory requirement under the Waste Minimisation Act 2008 (the Act) to promote effective and efficient waste management and minimisation within our district. We do this by adopting a Waste Management and Minimisation Plan (Plan). We also have obligations under the Health Act 1956 to ensure that our waste management systems protect public health.

Our Plan sets the priorities and strategic framework for managing waste in the district. As well as aligning to the New Zealand Waste Strategy, the waste hierarchy, Council's LTP and Annual Plans; the Plan should also support or align with other strategies and plans such as:

- Central government direction in waste management (reflecting the much greater interest in waste management issues)

## He aha ōna pūtaketanga? What informs the plan?

The plan must meet requirements set out in the Waste Minimisation Act, including to:

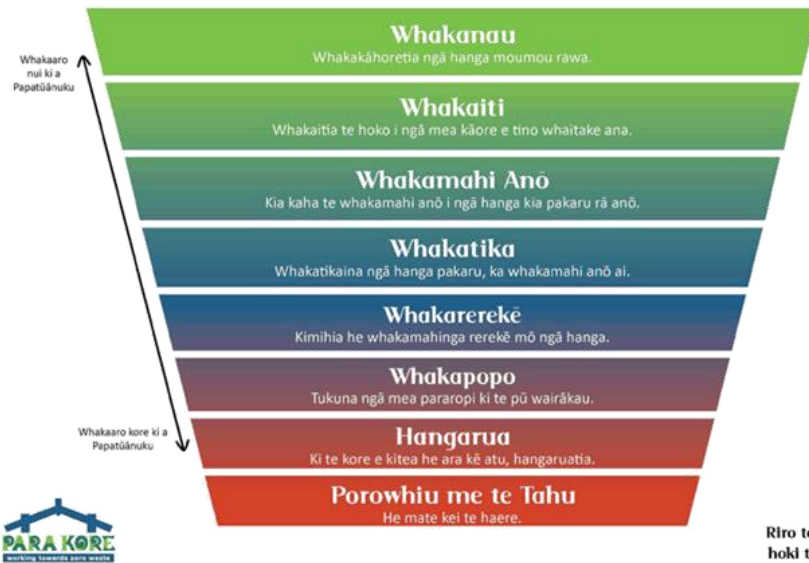
- Consider the 'Waste Hierarchy', which sets priorities for how we should manage waste
- Ensure waste does not create a 'nuisance'
- 'Have regard to' the New Zealand Waste Strategy and other key government policies, including the recently released guidelines by central government that signal changes to the way we will need to manage waste.
- Consider the outcomes of the 'Waste Assessment'
- Follow the Special Consultative Procedure set out in the Local Government Act (2002).



*Te raupapa paranga*  
*The waste hierarchy*

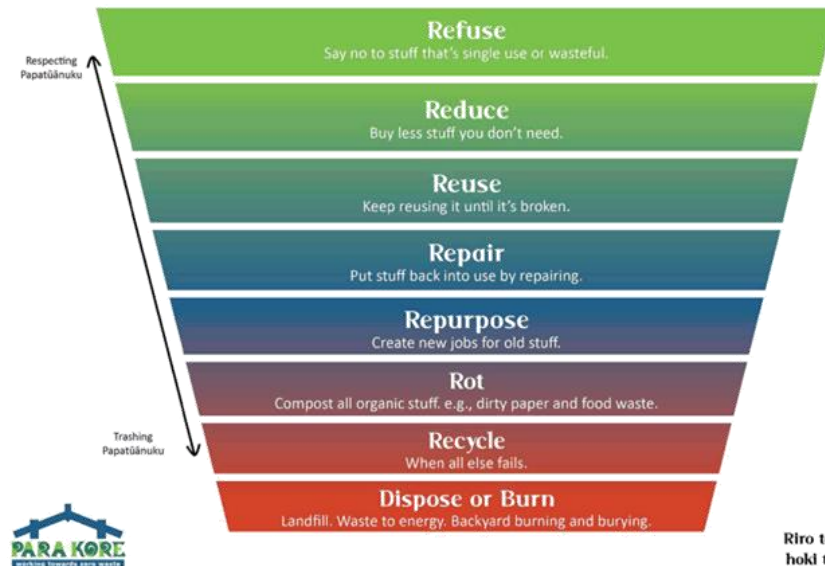
The 'waste hierarchy' is a common approach to ways we can think about waste. Essentially it says that reducing, reusing and recycling is preferable to disposal.

**Te Pūnaha Whakarōpū Para**



Riro taonga mai,  
hoki taonga atu.

**The Waste Hierarchy**



Riro taonga mai,  
hoki taonga atu.



### Para Kore - Zero Waste

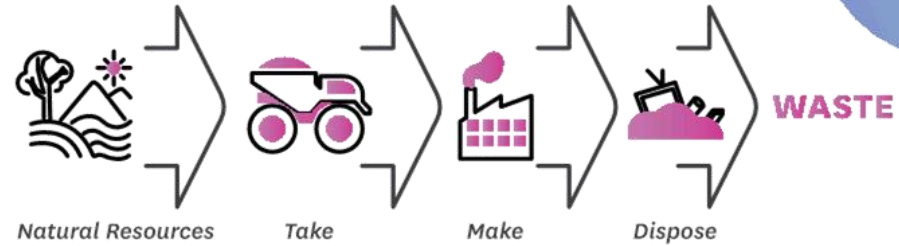
Our vision aligns with tangata whenua principles such as kaitiakitanga, taking an integrated view of the environment and aiming to protect land, air and water from the possible negative impacts resulting from the inappropriate management of waste.

Para Kore means Zero Waste. Humans are the only species on the planet that do not live by zero waste principles. The natural world does not create waste. Everything at the end of its life, whether it is a plant or animal, becomes part of another system. A dead insect becomes kai for another insect, a tree that falls in the bush rots and provides nutrients to the earth for new growth. Everything in nature is part of a closed, continuous, endless cycle. This is called the ‘Circular Economy’ Ōhanga āmiomio .

Traditionally, tangata whenua societies produced only organic wastes, which could be managed by returning these to the land. In modern times, this is no longer possible due to the increase in volumes and a shift to nonorganic and potentially hazardous waste types. Kaitiakitanga, mauri, and the waste hierarchy are seen as an aligned set of principles that support our vision of zero waste Para Kore and the circular economy; Ōhanga āmiomio

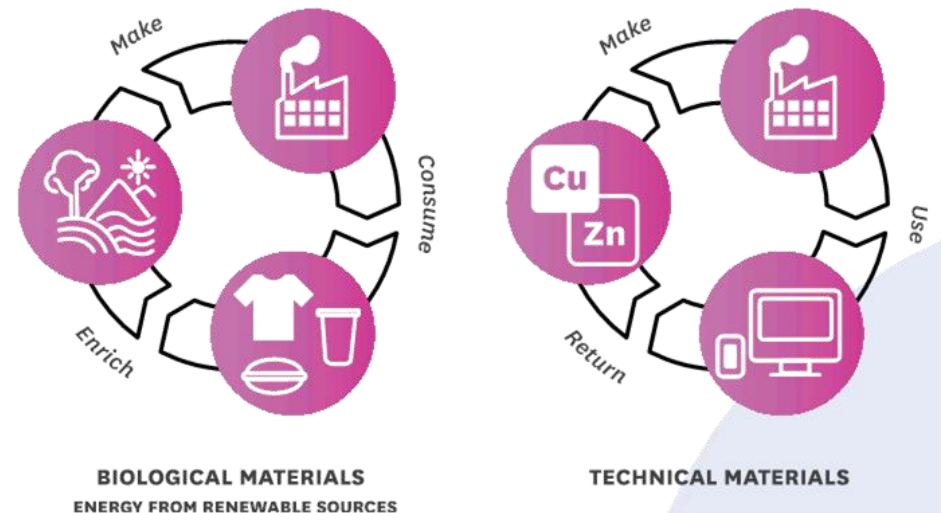
*The circular economy is a global concept that represents a big change in thinking. The idea is that products are designed from the start to last a long time and be easily repaired, or to be “unmade” after use and the materials either made into something new or returned to nature – all without creating pollution or greenhouse gas emissions.*

### LINEAR ECONOMY



**TECHNICAL & BIOLOGICAL MATERIALS MIXED UP**  
ENERGY FROM FINITE SOURCES

### CIRCULAR ECONOMY



**BIOLOGICAL MATERIALS**  
ENERGY FROM RENEWABLE SOURCES

**TECHNICAL MATERIALS**



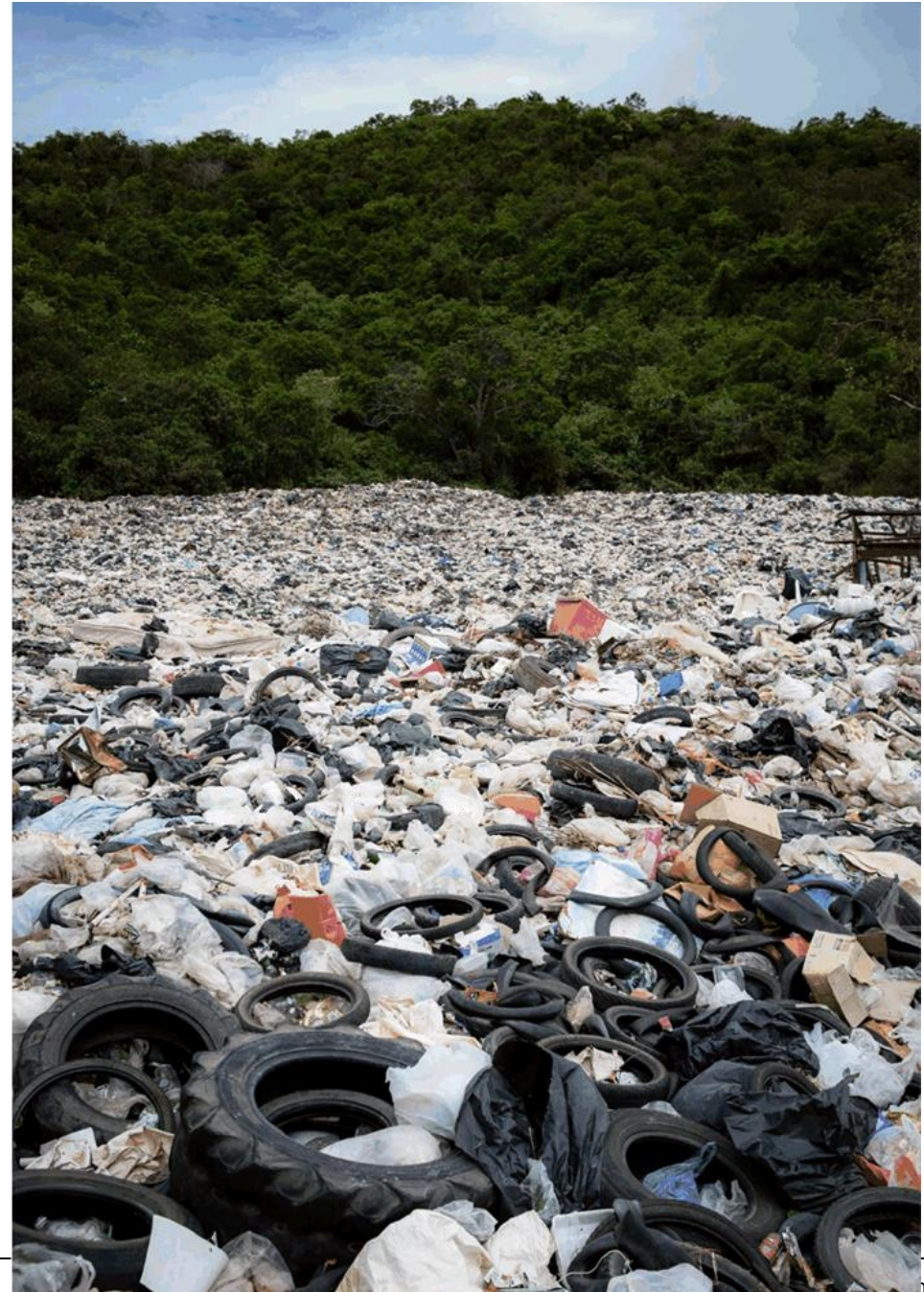
## He aha te paranga, ā, he aha tōna raruraru?

### What is waste and why is it a problem?

We need to move from our current high waste society to a low waste society. This requires us to rethink every aspect of our approach. We need to not only recover resources at the end of their use rather than disposing of them, but also to only use resources in the first place in ways that will ensure they do not generate waste.

Most of the things we do, buy, and consume generates some form of waste. This not only costs money when we throw things away but, if we do not manage the waste properly, it can cause problems with the environment and with people's health. Our Plan covers all solid waste and diverted material in the district whether council manages it or not.

This does not necessarily mean that the Council is going to have direct involvement in the management of all waste, but there is a responsibility for the Council to at least consider all waste in our district, and to suggest areas where other groups, such as businesses or householders, could take action themselves.







**Ngā tūāhuatanga puta noa i te motu**  
**The NZ situation**

Central government has a renewed focus on waste minimisation and management and has released a large number of cabinet papers and consultation documents over the past year. Previously, most of our recyclables went to China, who now have restricted what they will accept, which means we need to find new markets and uses for these products, particularly onshore. Awareness amongst the public about a number of waste issues, notably plastic bags and single-use plastics, has increased dramatically and led to petitions calling on government to ban single-use packaging and other similar items.

There has been an increased investment into onshore facilities so we can process (recycle) more materials onshore. However, we need to clean up the recycling we put out for collection by presenting only acceptable and clean recyclables so this investment in infrastructure does not go to waste. We need to consider adopting a procurement policy that provides for the use of recycled products. Buying recycled is not just about reducing the amount of waste that goes into landfill, but also reducing the amount of 'virgin' materials that are extracted from the earth for manufacturing. It makes sense to reuse the materials we already have available through recycling, rather than throwing items away after a short time and extracting more raw materials.

## Tō Tātou Rohe

*Ka pēwhea te nui o te paranga, nō whea hoki ia?*

### Our District

*How much waste is there and where does it come from?*

In 2019/20, Matamata Piako District sent 12,710 tonnes of waste to landfill. This waste comes from household kerbside waste collections (bags and bins), industrial or commercial activities, and includes commercial, residential and rural residents taking loads to our three transfer stations and, waste taken directly to landfill by private operators. It also includes the tonnage taken out of the district for disposal.

Currently those living and working in the Matamata Piako District have access to a range of options to manage their waste including:



*Council weekly user pays rubbish bags and private company wheelie bin services*



*Green waste drop-off at Refuse Transfer stations*



*Council fortnightly kerbside collection of recyclables*

#### Refuse Transfer Stations accept:

- general refuse
- household recyclables, paper and cardboard, plastics 1&2, steel cans, aluminium cans
- green waste
- scrap steel
- tyres
- household hazardous waste

Due to perceived convenience, the household wheelie bin market is highly competitive nationally. This has led to a number of councils losing significant market share and even reviewing their role in providing waste collections. Currently many households already use wheeled-bin services provided by private companies, with approximately only 9% of the waste collected in our district using Council rubbish bags. The remaining waste going to landfill includes waste from wheelie bin collections, and industrial and commercial sources and waste taken directly to the Tirohia Landfill, or to one of our three Refuse Transfer Stations.

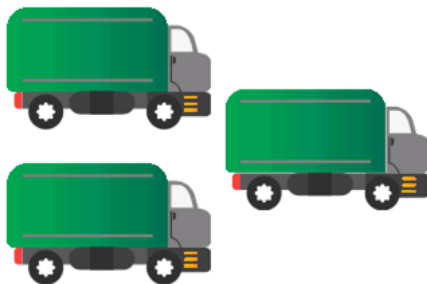
## Ka ahatia ā tātou paranga? What happens with our waste?

Council kerbside collection of bags accounts for 29% of the district's waste. Waste and recycling is also taken to councils three Refuse Transfer Stations in Te Aroha, Morrinsville and Matamata by residents and business. Commercial operators (waste companies) provide household and business collections that account for the rest.

Recycling collected at the kerbside and at our Refuse Transfer Stations is managed by our contractor who sort and bale materials that are then on-sold.

An audit of our bags and wheelie bins estimates 66 tonnes of organic waste (kitchen and green waste) are put out for collection each week or over 3,400 tonnes per annum. It also showed residents who use wheelie bins send far more material to landfill that could have been repurposed, or recycled, than those who use bags and/or smaller bins.

### All waste to landfill from Refuse Transfer Stations, kerbside and commercial collections:



Food waste= 2,121 tonnes  
Green waste = 1,794 tonnes = 3,915 per annum

While Council provides a user-pays rubbish bag collection, many households use a private wheelie bin company. A key issue is the different way households use the council rubbish collection to manage their waste, compared with households that use wheelie bins provided by private collection companies. The bigger the bin, the more food and green waste they are throwing out.

The top three items in official council bags and private wheelie bins that could be diverted are:

### MPDC Bags



1. **Kitchen waste**  
15.5 tonnes per week



2. **Compostable green waste**  
1.9 tonnes per week



3. **Recyclable paper** 1.9 tonnes per week

### Private Wheelie bins



1. **Compostable green waste**  
29.1 tonnes per week



2. **Kitchen waste**  
19.5 tonnes per week



3. **Glass bottles and jars** 5.2 tonnes per week

Including commercial collection if organics were recycled, and not disposed of in kerbside collections, we could divert over 50% of our waste from landfill every year and compost this instead. This is important, particularly as Tirohia Landfill will have close by 2038. The closest landfill will then be 75kms away and any waste created will need to be transported out of the district for disposal.

### He pai ā tātou mahi? How well are we doing?

While Council has completed a number of the actions from the last Plan, it is difficult to measure what impact this has had on our performance due to changes in the way we collect and store information.

To determine how well we are doing in terms of waste minimisation it is useful to compare ourselves with other parts of New Zealand.

- When we look at how much waste from households we send to landfill from kerbside collections, we generate about 183kg per person, per year. This is mid-range when compared to other councils but has increased from 164kg when we last surveyed this in 2010.
- When we consider all waste sent to landfill the per capita waste per population is .369kg, which is down from .419kg when surveyed in 2010.
- When it comes to household recycling, we recycle about .372kg per capita at the kerbside, which is on the low side. Those using Council’s rubbish bags recycle more than those that have large wheelie bins.

Some councils have opted to impose licensing conditions on waste operators as a way to influence increased diversion. At present there is nothing to prevent an established waste operator expanding a wheelie bin collection to compete directly with council’s rubbish bag methodology. This issue raises the question of whether the current council rubbish bag service is meeting the needs of the majority of the community and whether it will continue to do so.

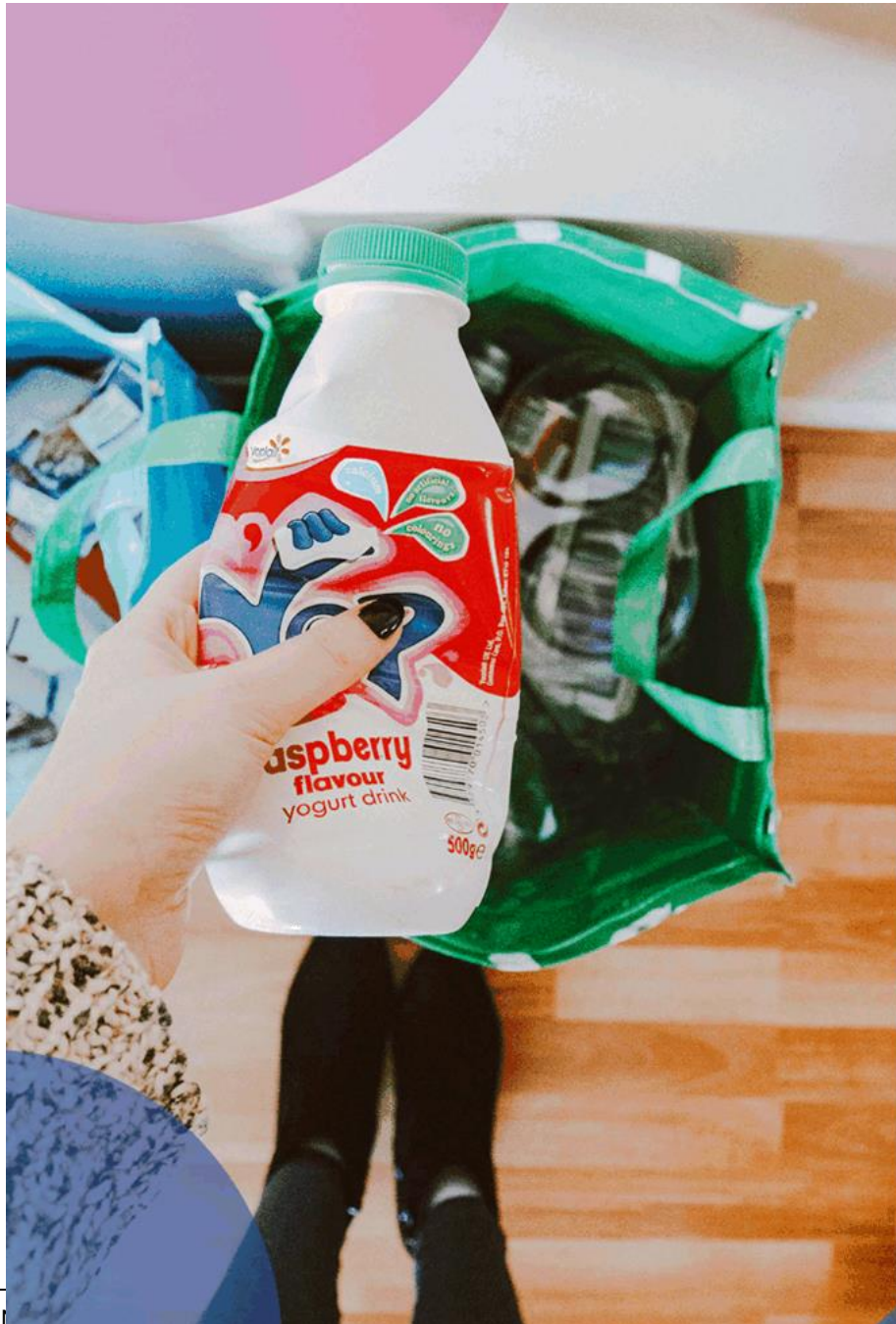
### Me pēwhea e pai ake ai? How much better could we do?

Surveys of the rubbish picked up at the kerbside, and the rubbish sent to landfill, show that there is a large percentage that does not need to go to landfill and could instead be recycled, composted or be recovered in some other way such as reuse.

### Me pēwhea te haukotī? What could be diverted?

Recoverable materials in all waste to Class 1 landfills - August 2019 - July 2020	Overall waste (includes kerbside rubbish)	
	% of total	Tonnes per week
<b>Paper - Recyclable</b>	3.6%	8.7 T/week
<b>Paper - Cardboard</b>	2.8%	6.7 T/week
<b>Plastic - Recyclable</b>	1.3%	3.2 T/week
<b>Ferrous metals</b>	3.0%	7.2 T/week
<b>Non-ferrous metals</b>	0.8%	2.0 T/week
<b>Glass - Recyclable</b>	2.9%	7.1 T/week
<b>Textiles - Clothing</b>	1.8%	4.5 T/week
<b>Rubble - Cleanfill</b>	2.0%	4.8 T/week
<b>Timber - Reusable</b>	0.6%	1.6 T/week
<b>Subtotal</b>	<b>18.8%</b>	<b>45.8 T/week</b>
<b>Compostable materials</b>		
<b>Kitchen waste</b>	16.7%	40.8 T/week
<b>Compostable greenwaste</b>	14.2%	34.5 T/week
<b>New plasterboard</b>	1.4%	3.3 T/week
<b>Untreated/unpainted timber</b>	2.1%	5.1 T/week
<b>Subtotal</b>	<b>34.3%</b>	<b>83.7 T/week</b>
<b>TOTAL - POTENTIALLY DIVERTABLE</b>	<b>53.1%</b>	<b>129.5 T/week</b>





## Ngā take matua Key Issues

The 2020 Waste Assessment looked across all aspects of waste management in the Matamata Piako District and identified the main areas where we could improve our effectiveness and efficiencies.

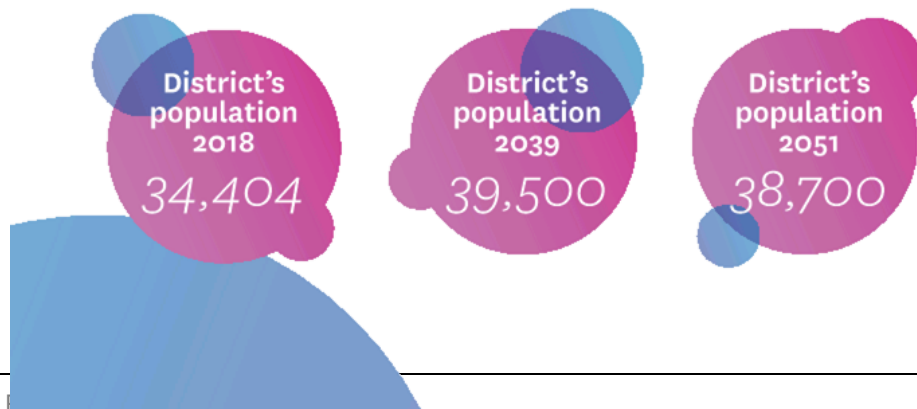
- A significant proportion of waste going to landfill is organic waste, with food waste present across all kerbside rubbish collection systems.
- There is a significantly higher proportion of material that should not be going to landfill in rubbish from households with private wheelie bin collections (particularly those with large bins), including organic waste and glass bottles and jars.
- Many households use a wheelie bin service for rubbish rather than use the Council-provided bagged service and send far more material to landfill that could have been recycled, recovered and repurposed.
- There is a lack of facilities to recycle or otherwise divert a range of materials other than household recyclables, green waste, scrap metal and waste for disposal.
- Licensing provisions in the Council waste bylaw are not yet implemented, so there is little data available on private operator activities and non-Council waste streams in general.
- While there are services to manage household hazardous waste, there are no other services.
- Community engagement, understanding and awareness of waste issues could be improved.
- More recyclables could be diverted from both domestic and commercial properties.
- There are no permanent services to recover materials including bulky items, E-waste, rural waste (silage wrap and containers) and there is room for improvement, including collaboration.
- Industrial and commercial waste generally presents scope for increased diversion, with paper/card the main material type currently diverted.

## Ngā pānga o āpōpō Future Demand

The factors that will impact future demand for waste services is difficult to predict, particularly given the change in the waste sector and the shift towards Product Stewardship where producers take responsibility for their own waste. Factors include:

- Economic growth or decline.
- Construction and demolition activity.
- Changes in consumption. e.g. an increased use of electronics.
- An aging population. e.g., more home based medical assistance and wastes that require specialised recovery.
- Changes in collection services and/ or change in recovery of waste streams including rural wastes.

Population growth in the district has been steady over the past 15 years. 2018, it was 34,404 and is expected to continue growing to peak at 39,500 in 2039, before gently easing to 38,700 in 2051.



The population aged 0-14 and 15-64 is expected to ease slightly while the population aged 65 years and over will grow strongly. The number of households is projected to grow steadily from 14,300 in 2019 to 16,400 in 2051. This suggests no dramatic shifts are expected over this period of time.

## Te hanganga o tā tātou rautaki The structure of our plan

### This plan is in three parts:

**Part A:** The Strategy: contains core elements vision, goals, objectives, and targets. It sets out what we are aiming to achieve and the broad framework for working towards the vision.

**Part B:** Action Plan: sets out the proposed actions to be taken to achieve the goals, objectives, and targets set out in Part A. Part B also shows how we will monitor and report on our actions and how they will be funded.

**Part C:** Supporting Information: contains the background information that has informed the development of our WMMP. Most of this information is contained in the Waste Assessment.



## WĀHANGA A: TE RAUTAKI - PART A: THE STRATEGY

*Tō tātou matakite mō āpōpō - Our Vision for the Future*

*Parakore 2038: Te ahu ki te whakaheke paranga, haukino hoki*

*Zero Waste 2038; Towards a low-waste, low carbon future*



Our vision reflects the intended direction for the district in putting maximum effort into diversion and using landfill disposal as a last resort. This aligns with the waste hierarchy and reflects the New Zealand Waste Strategy acknowledging our responsibility to manage waste responsibly and minimise the impact on our environment.

It embraces Zero Waste (Para Kore) and the Circular Economy (Ōhanga āmiomio) as an alternative to the traditional linear economy in which we keep resources in use for as long as possible, extracts the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life where possible.

When a product is designed for the longest use possible, and can be easily repaired, remanufactured or recycled (or used, composted and nutrients returned) we consider it to have a circular life cycle.

G1

A community that considers, and where appropriate implements, new initiatives and innovative ways to assist in reducing, reusing and recycling wastes minimising waste sent to landfill

- Provide sustainable services that are cost-effective to the community as a whole.
- View waste as a resource, improving and modifying collections and facilities so that more materials and products are diverted from landfill.
- Prioritise waste reduction, reuse, recovery and recycling initiatives that align with other council objectives.
- Promote, encourage, and emphasise reduction, reuse and recycling.
- Remove or reduce barriers that are preventing the community of make best use of existing services and any potential new services.
- Process and manage waste locally, or within the district wherever feasible and cost-effective.
- Investigate and implement new services, facilities, or other initiatives that will increase the amount of waste reduced, reused, or recycled.
- Investigate the feasibility of developing community resource recovery centres for bulky goods, e-waste, rural waste and other waste streams to 'future-proof' our Refuse Transfer Stations.
- Consider the Circular Economy in making any decisions.

## G2

- Minimise environmental harm and protect public health
- Ensure the reduction of environmental harm is understood from a holistic perspective that incorporates tikanga and mātauranga Māori (indigenous knowledge) as an important component of sustainable practices.
  - Consider the environmental impact and public health implications of all waste management options and choose those that are cost-effective to the community, while also protecting environmental and public health.

## WĀHANGA B: TE MAHERE RAUTAKI:

*He aha hei mahi mā tātou?*

### PART B: ACTION PLAN:

*What are we going to do?*

#### Ngā Whāinga - Targets

- |          |   |  |
|----------|---|--|
| <b>1</b> | Decrease the volume of kerbside household waste to landfill   | Reduction of 1% per person per year (from previous year)*  |
| <b>2</b> | Increase the recovery of organic materials (food and green waste) by assessing the most appropriate and cost effective services to recover these resources and introduce services to achieve this | A 30% decrease in organic waste going to landfill by 2025  |
| <b>3</b> | Work collaboratively within our community developing relationships to increase the range of, and options for, an increased range of products and materials, particularly in the rural sector      | A minimum of five new waste minimisation services are implemented before 2025 (i.e. e-waste, batteries etc.) |

## Te tirohanga Whānui o te Mahere Rautaki Action Plan Overview

The Action Plan aims to set out clear, practical initiatives for Matamata Piako District Council to implement, either on our own or jointly. While the action plan forms part of the Plan, it is intended to be a 'living' document that can be regularly updated to reflect current plans and progress.

## Ko ā tātou mahinga matua rāpea Our proposed key action areas

Our action plan includes activities we believe will enable us to achieve our vision for a low-waste future for Matamata Piako. They can be summarised into key action areas shown in the table below:

1. Leadership and Management
2. Collections
3. Infrastructure
4. Education, Engagement and communication
5. Data, regulation and reporting





Action Area	Key Actions	Issues addressed and what it will do
Leadership and Management	Engage with central government, and work more closely with the community	Various issues such as extended producer responsibility cannot be addressed at a council level; Council can engage with central government. Working more closely with our community will ensure understanding and support for Council's plans.
Collections	Maintain kerbside rubbish and recycling, investigate a kerbside food waste collection, encourage garden waste diversion	Diverting household food waste and green waste from landfill is the single biggest opportunity to increase diversion rates.
Infrastructure	Retro-fit our Refuse Transfer Stations to become resource recovery parks, and investigate other waste minimisation services that could operate from these sites	Maintains existing diversion, and potentially provide services for sectors that are currently not well served. i.e. the rural sector
Community Engagement, Communication and Education	Increase community engagement and involvement. Carry out one-off campaigns where necessary such as for a new service, or significant service changes	Ensure community is engaged and understands service decisions; and are able to make the most of existing and any new or altered services
Data, Regulation and Reporting	Implement the Waste Management and Minimisation Bylaw 2016, and consider introducing maximum limits for certain materials in household kerbside rubbish collection.  Collect data externally through licensing (enabled by the bylaw) and regular surveys. Improve recording and analysis of internal data to enable performance monitoring over time.	This will help council set standards and gather data so we can plan and manage waste better.  Consistent, high quality data will help us track and report on progress and will support effective decision making

### *Hei whakaaro mā tātou Considerations*

The action plan outlines high-level intentions for actions to meet our obligations under the WMA 2008. In some cases, further research might be required to work out the costs and feasibility of some projects. This might change how, when, or if they are implemented.

Completing some other actions might depend on changing contractual arrangements with providers, or setting up new contracts. These type of contracts can be unpredictable, and this might impact the nature, timing, or costs of these projects.

### *Te tūrangā a Te Kaunihera Council's intended role*

The Council intends to oversee, facilitate and manage a range of programmes and interventions to achieve effective and efficient waste management and minimisation within the district. The Council will do this through our internal structures responsible for waste management. We are responsible for a range of contracts, facilities and programmes to provide waste management and minimisation services to the residents and ratepayers of Matamata Piako District.

## MAHERE RAUTAKI - ACTION PLAN



### Te Hautūtanga me te Whakahaeretanga - Leadership and Management

Reference	Description	New or existing	Timeframe and funding options	Objective
1.	Advocate to central government for more extended producer responsibility; addressing problem waste streams at the source for difficult waste streams such as e-waste, packaging and rural waste.	Existing	Ongoing Staff time	More government action centrally will support many initiatives at regional and local levels and help Council provide management options for waste streams.
2.	Work closely with mana whenua, community groups, and the private sector to progress opportunities for increased waste diversion	Existing	Ongoing Waste Levy Staff time	Seek opportunities for collaboration by working with business and the community to develop local initiatives; i.e. AgRecovery, Transition Matamata, Para Kore
3.	We will adopt a circular economy approach during procurement by specifying products with recycled content, where possible, to avoid emissions associated with raw material extraction and production and to support the circular economy	New	Ongoing Staff time	We will lead by example and encourage the use of recycled products by others through leading by example, lowering our own carbon footprint at the same time.

Ngā Kohikohinga - Collections				
Reference	Description	New or existing	Timeframe and funding options	Objective
4.	Continue to deliver and optimise household recycling services to urban ratepayers	Existing	2021-2023 Targeted rate	Reduce the quantity of waste sent to landfill and increase recycling
5.	Continue to deliver and optimise household waste collection services to urban rate payers	Existing	2021-2023 User pays Targeted rate (new services)	Provide a safe and efficient service to ratepayers
6.	Review waste collection services to rural communities, private roads and the business sector	New	2021-2022 Staff time	What services should be provided by council assessing the cost, suitability and liability
7.	Implement new rubbish and recycling services when new contract commences and support this with a comprehensive education and information campaign before and after implementation	New and expanded services	2023 onwards  General rates Targeted rate User pays	Ensure all ratepayers and residents are fully informed of new services and know how to participate.
8.	Investigate the introduction of food waste collections services, kerbside collections vs services at Refuse Transfer Stations including the cost	New	2022-2023 General rates	Explore options to manage food waste to reduce greenhouse gas emissions including managing locally using new technology
9.	Undertake a review of the existing waste team resources and capability to ensure there are adequate resources to both implement the new services and implement this plan	New	2022 -2023 General rates Waste levy	Ensure waste team have enough staff to deliver the new Plan and new services; 3:officer, contract manager and 'out reach' officer

Te Hanganga Pū - Infrastructure				
Reference	Description	New or existing	Timeframe and funding options	Objective
10.	Prepare a plan for a new 'fit for purpose' Community Resource Recovery Centre that provides for an expanded range of waste recovery services	New	2021-2023 CAPEX General rates User pays	Develop a new site that provides for an increased range of waste minimisation services; e-waste, beverage containers, rural waste
11.	Continue to enhance our Refuse Transfer Stations by upgrading each site	Existing	Ongoing General rates User pays	Improve site safety, equipment and signage to provide for a better and safer environment for site visitors
12.	Develop a Business Plan to develop a 'green field' community resource recovery park to act as a hub for the District that provides indicative CAPEX and OPEX costs	New	2020-2021 Waste Levy	Understand the development and ongoing costs for a community based resource recovery centre to act as a 'hub'.
13.	Investigate and where feasible, develop region-wide relationships to increase resource recovery including with social enterprise to extract value from waste and to provide employment	New	Ongoing Staff time Waste levy	Continue to work with colleagues throughout the region including the Waikato Region Waste Liaison group and other NGO's



Ngā tūhononga, ngā whakawhitiwhitinga, ngā whakaakoranga ki te hapori - Community Engagement, Communication and Education				
Reference	Description	New or existing	Timeframe and funding options	Objective
14.	Develop and deliver a comprehensive waste minimisation programme promoting the waste hierarchy and the circular economy	Existing	Ongoing General rates Staff time Waste levy	Ensure residents are actively informed regarding existing services and any new services that may be introduced.
15.	Work collaboratively with central government, local government organisations and other key stakeholders to undertake research and actions to advance solutions to waste issues such as packaging, rural waste, e-waste and advocate for increased or mandatory producer responsibility for problematic waste	Existing	Ongoing Staff time	Continue to monitor changes signalled by central government and implement any new initiatives that may be required
16.	Support Iwi and marae to promote and undertake waste minimisation by the provision of (but not limited to) support for the Para Kore programme	Existing	Ongoing Waste levy	Actively consult with local Iwi and support programmes that assist in the recovery and management of wastes
17.	Support education programmes that raise awareness and promote waste minimisation including targeted programmes	Existing	Ongoing	To actively engage the community by providing information and resources to support our community that include but are not limited to: EnviroSchools, Zero Waste Education, Para Kore, Paper4trees
18.	Introduce a contestable community grant	New	2021 ongoing Waste levy	Implement an annual contestable fund utilising waste levy funds for community and business to apply for waste minimisation grants to encourage local innovation



Ngā raraunga, ngā waeture, me ngā pūrongo - Data, Regulation and Reporting

Reference	Description	New or existing	Timeframe and funding options	Objective
19.	Collect and manage data in accordance with the National Waste Data Framework	Existing	Ongoing General rates	To improve the collection of waste data locally, district wide and nationally and to meet reporting requirements of central government and improve the decision making process
20.	Review and implement MPDC Solid Waste By Law that includes Waste Operator Licensing	Existing	Ongoing User pays Staff time	Implement our existing Solid Waste By Law in collaboration with other councils throughout the district to provide uniformity, clarity and certainty.
21.	Actively enforce control and reduce Littering and illegal dumping	Existing	Ongoing Staff time General rates	Ensure systems and resource are in place to actively enforce, control and reduce littering and illegal dumping
22.	New Developments and Multi-Development Units (MUD's)	Existing	Ongoing Staff time	Work with key internal and external stakeholders to ensure new multi-unit residential and commercial buildings allocate space for appropriate waste facilities and servicing

## TE PŪTEA MŌ TE RAUTAKI FUNDING THE PLAN

The Waste Minimisation Act 2008 (s43) (WMA) requires that Councils include information about how the implementation of this Plan will be funded, as well as information about any grants made and expenditure of waste levy funds.

### *Te pūtea mō ngā mahinga ki te takiwā* *Funding local actions*

There is a range of options available to local councils to fund the activities set out in this plan. These include:

- **Uniform Annual General Charge (UAGC)** - a charge that is paid by all ratepayers
- **User Charges** - includes charges for user-pays collections as well as transfer station gate fees
- **Targeted rates** - a charge applied to those properties receiving a particular council service
- **Waste levy funding** - The Government redistributes funds from the \$10 per tonne waste levy to local authorities on a per capita basis. By law, 50% of the money collected through the levy must be returned to councils. This money must be applied to waste minimisation activities
- **Waste Minimisation Fund** - Most of the remaining 50% of the levy money collected is redistributed to specific projects approved by the Ministry for the Environment. Anyone can apply to the WMF for funding for projects
- **Private sector funding** - The private sector may undertake to fund/supply certain waste minimisation activities, for example in order to look to generate income from the sale of recovered materials etc. Council may work with private sector service providers where this will assist in achieving the WMMP goals.

### **Funding considerations take into account a number of factors including:**

- Prioritising harmful wastes;
- Waste minimisation and reduction of residual waste to landfill;
- Full-cost pricing - 'polluter pays';
- Public good vs. private good component of a particular service;
- That the environmental effects of production, distribution, consumption and disposal of goods and services should be consistently costed, and charged as closely as possible to the point they occur to ensure that price incentives cover all costs;
- Protection of public health;
- Affordability; and
- Cost effectiveness.

The potential sources of funding for each of the actions are noted in the tables in Part B of the Plan. Budgets to deliver the activities set out in this plan will be carefully developed through our Annual Plan and Long Term Plan processes. The approach taken will be to implement as many of the activities as possible while controlling costs and, where possible, taking advantage of cost savings and efficiencies. It is anticipated that by setting appropriate user charges, reducing costs through avoided disposal, more efficient service delivery from joint working, and targeted application of waste levy money, the increased levels of waste minimisation as set out in this Plan will be able to be achieved without overall additional increases to the average household cost.

### *Te pūtea o te utu i Ngā Paranga a Ngā Mana ā-Rohe Territorial Authorities Waste levy funding*

Council receives, based on population, a share of national waste levy funds from the Ministry for the Environment. It is estimated that at the current rate of \$10 per tonne our council's total share of waste levy funding will be approximately \$120k per annum.

The WMA requires that all waste levy funding received by Councils must be "spent on matters to promote waste minimisation and in accordance with their WMMP".

Waste levy funds can be spent on ongoing waste minimisation services, new services, or an expansion of existing services. The funding can be used for education and communication, policy research and reporting, to provide grants, or as infrastructure capital, and other activities in our Plan.

We intend to use our waste levy funds for a range of waste minimisation activities and services as set out in the Action Plan.

In addition, we may make an application for contestable waste levy funds from the Waste Minimisation Fund, either separately, with other Councils, or with another party. The Waste Minimisation Fund provides additional waste levy funds for waste minimisation activities.

### *Te pūtea mō ngā mahinga ā-pikihi, ā-hapori hoki Funding business and community actions*

Councils have the ability under the WMA (s47) to provide grants and advances of money to any person, organisation or group for the purposes of promoting or achieving waste management and minimisation, as long as this is authorised by the WMMP.

Council will investigate the development of a grants programme where Matamata Piako District businesses, community groups, and other organisations can apply for funding from council for projects which align with, and further, the objectives of this Plan on an annual basis.

## **TE AROTURUKI, TE AROTAKE ME NGĀ PŪRONGO O TE NGĀ AHUNGA WHAKAMUA**

### **MONITORING EVALUATING AND REPORTING PROGRESS**

This Plan contains a number of actions with timeframes (refer to Part B), as well as a set of waste minimisation targets. Progress on each of these actions and targets will be reported annually to Council.



## PAPAKUPU - GLOSSARY

<b>Bulky items</b>	large and small household appliances, furniture, carpets, mattresses, bric-a-brac etc
<b>Circular Economy</b>	A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.
<b>CRRC</b>	Community Resource Recovery Centre
<b>E-waste</b>	E-waste (electronic waste) refers to any item with a plug, battery or cord that is no longer working or wanted.
<b>Food waste</b>	Any food scraps – from preparing meals, leftovers, scraps, tea bags, coffee grounds.
<b>Green waste</b>	Waste largely from the garden – including hedge and/or tree clippings, and/or lawn clippings.
<b>HDC</b>	Hauraki District Council
<b>Household hazardous waste</b>	Waste that can cause harm or damage to people or the environment like strong chemicals.
<b>Kaitiakitanga</b>	Kaitiakitanga means guardianship and protection. It is a way of managing the environment, based on the Māori world view
<b>Mana whenua</b>	Territorial rights, power from the land, authority over land or territory, jurisdiction over land or territory - power associated with possession and occupation of tribal land.
<b>Mātauranga Maori</b>	Mātauranga Māori is about a Māori way of being and engaging in the world – in its simplest form, it uses kawa (cultural practices) and tikanga (cultural principles) to critique, examine, analyse and understand the world.
<b>Organic waste</b>	Plant-based material and other bio-degradable material that can be recovered through composting, digestion or other similar processes.
<b>Para Kore</b>	A call to action that aims to end the current take, make, and dispose mentality of human society.
<b>Polluter pays</b>	The commonly accepted practice that those who produce pollution should bear the costs of managing it to prevent damage to human health or the environment
<b>Product stewardship</b>	Product stewardship is the responsible management of the environmental impact of a product including the cost. It aims to reduce the impact of manufactured products at all stages of the product life cycle.
<b>RTS</b>	Refuse Transfer Station

<b>Rural waste</b>	In rural areas, examples of solid waste include wastes from kitchens, gardens, cattle sheds, agriculture, and materials such as metal, paper, plastic, cloth, and so on. They are organic and inorganic materials with no remaining economic value to the owner produced by homes, commercial and industrial establishments.
<b>TCDC</b>	Thames Coromandel District Council
<b>Waste Minimisation Act 2008</b>	The Waste Minimisation Act 2008 Act (the Act) encourages a reduction in the amount of waste we generate and dispose of in New Zealand. The aim is to reduce the environmental harm of waste and provide economic, social and cultural benefits for New Zealand.
<b>WMMP</b>	A Waste Management and Minimisation Plan as defined by s43 of the Waste Minimisation Act 2008.
<b>Zero Waste</b>	A philosophy for waste management, focusing on council/ community partnerships, local economic development, and viewing waste as a resource. Zero waste may also be a target.

## WĀHANGA C - MŌHIOHIO TAUTOKO PART C - SUPPORTING INFORMATION

### Ngā Para Arotake - Waste Assessment

(Refer to separate attachment – report available on the MPDC website)



7 Pūrongo me whakatau | Decision Reports

## Solid Waste Working Party - minutes of 8 November meeting

CM No.: 2521983

### Rāpopotonga Matua | Executive Summary

The establishment of a Solid Waste Working Party was approved by Council in 2020; with its inaugural meeting held on 7 May 2020. The Working Party operates under a Terms of Reference approved by Council.

The purpose of this report is to provide COC with minutes of the Solid Waste Working Party meeting held on 8 November 2021.

### Tūtohunga | Recommendation

That:

1. The information be received.

### Horopaki | Background

To ensure that the Matamata-Piako District Community has the best opportunity to set a new direction for solid waste, Council established a Solid Waste Working Party to assess and respond to a range of initiatives and opportunities to improve our solid waste services and reduce waste to landfill. The purpose of the working party is to:

- Identify, promote and assess opportunities to support the National, Regional and local Waste strategies to improve the Social, Cultural, Economic and Environmental wellbeing of the Matamata-Piako District community, through local solid waste activities
- Work with Council staff on issues concerning solid waste including development of new plans, policies etc.
- Make recommendations to Council and/or its committees
- Work collaboratively with external partners and stakeholders

The Working Party membership is comprised of Councillors Adrienne Wilcock, Caitlin Casey, Bruce Dewhurst, James Sainsbury and Te Manawhenua Forum representatives Rangitionga Kaukau and Jill Taylor. Councillor Wilcock is the Chairperson. The Working Party operates under a Terms of Reference approved by Council.

The intention is that the minutes of the working party meetings will be reported to the Council or Corporate & Operations Committee with the Chairperson or their delegate providing a verbal update. Council can then make decisions on issues considered and recommended by the working party.

The intent was for Working Party to cease once the Waste Management and Minimization Plan (WMMP) was developed. This was adopted by Council in June 2021. Council has approved continuation of the Working Party until the October 2022 elections in order to work with staff on the new contestable waste innovation grant and other matters.



### Mōrearea | Risk

There are no risks at this stage.

### Ngā Whiringa | Options

There are no relevant options.

### Ngā take ā-ture, ā-Kaupapahere hoki | Legal and policy considerations

This not a significant issue in terms of the Significance and Engagement Policy.  
There are no legal or policy considerations.

### Ngā Pāpāhonga me ngā Wātaka | Communications and timeframes

Consultation on waste issues was undertaken as part of the Long-Term Plan and WMMP development.

### Ngā take ā-lhinga | Consent issues

There are no consent issues.

### Pānga ki te pūtea, me te puna pūtea | Financial Cost and Funding Source

There are governance costs for the external members. Funding of specific initiatives will be from existing budgets.

The Ministry for the Environment is also providing funding for initiatives such as Transfer Station weighbridges. Waste Levy funding is available to implement projects identified in the in the WMMP, such as a contestable grant.

### Ngā Tāpiritanga | Attachments

[A↓](#). Solid Waste Working Party - 8 November 2021



### Ngā waitohu | Signatories

Author(s)	Niall Baker <b>Policy and Legal Team Leader</b>	
Approved by	Erin Bates <b>Strategic Partnerships and Governance Manager</b>	
	Fiona Vessey <b>Group Manager Service Delivery</b>	

Agenda/Minutes

<b>Meeting</b>	<b>Solid Waste Working Party</b>
<b>Date</b>	8 November 2021
<b>Time</b>	1.33pm
<b>Venue</b>	Zoom
<b>Members / staff in attendance</b>	<p><b>Chairperson</b> – Councillor Adrienne Wilcock</p> <p><b>Members</b> – Councillor Caitlin Casey, Councillor Bruce Dewhurst, Councillor James Sainsbury, Jill Taylor - Ngāti Rāhiri-Tumutumu Representative</p> <p><b>Support staff</b> - Fiona Vessey – Group Manager Service Delivery, Louisa Palmer - Solid Waste Officer, Ronnie Tuiavii- Solid Waste Support, Erin Bates – Strategic Partnerships and Governance Manager, Niall Baker - Policy &amp; Legal Team Leader, Stephanie Hutchins &amp; Lesley Wilson - Governance Support Officers</p>
<b>Apologies</b>	Rangitonga Kaukau
<b>External Presenters</b>	
<b>CM folder</b>	20/2772
<b>Purpose</b>	12 <sup>th</sup> meeting of Solid Waste Working Party

Issue	Description	Next Action	Assignee
<b>Minutes from previous meeting</b>	<p>Welcome.</p> <p>There were no outstanding matters from the previous meeting on 20 September 2021.</p> <p>The minutes have been presented to Council for information.</p>		Chair Wilcock

Issue	Description	Next Action	Assignee
	<p>Minutes are to be approved by the working party.</p> <p><b>Moved:</b> James Sainsbury <b>Seconded:</b> Caitlin Casey</p>		
<b>Welcome to Lesley</b>	<p>Adrienne introduced Lesley Wilson as the new Governance Support Officer.</p>		
<b>MyNoke</b>	<p>MyNoke <a href="https://www.mynoke.co.nz/">https://www.mynoke.co.nz/</a> has indicated they will be seeking resource consent for a facility in the Matamata District to accept food waste for worm farming.</p> <p>They have a 120 litre wheelie bin option for food waste &amp; dirty paper – such as serviettes, hand towels &amp; McDonalds packaging.</p> <p>It MAY be a good option for MPDC to consider during procurement for its new collection service.</p> <p>They accept packaging. MyNoke are considering a site just out of Matamata.</p> <p>It was noted that Hamilton City under estimated the volume of food collection when they started their current collection contract.</p> <p>Jill Taylor noted she had previously raised discussion regarding food waste being handled through Marae etc. It was important to understand MyNoke in Matamata and what they are planning to do in the surrounds – are they looking into sludging? Or a Worm farm facility? Iwi partnerships are of interest, in terms of future services.</p> <p>It was discussed that the working party should look to find a time to</p>		

Issue	Description	Next Action	Assignee
	<p>arrange and go visit MyNoke’s existing operations.</p> <p>Louisa noted that MyNoke operate like a landfill, they are not collectors – will receive waste and process it.</p> <p>Cr James Sainsbury discussed the need to do due diligence and prioritise accordingly – what waste do they accept as it won’t be the same as a compost bin?</p> <p>Chair Adrienne Wilcock raised that the working party had talked about council’s own composting system – this is another opportunity going forward.</p> <p>Cr Caitlin Casey was pleased to see that we encourage these business into our district.</p> <p>Cr Bruce Dewhurst commented that MyNoke are looking to be the end user, and we need be careful where we place ourselves in that circle, as they don’t do collections.</p> <p>Louisa noted that Tauranga City and Hamilton City kerbside collections only collect food waste and take it to Hampton Downs for processing.</p> <p>Chair Adrienne Wilcock is looking forward to hearing from them and meet them at their sites to go through their process.</p> <p>Jill Taylor noted that there isn’t time to go and visit every idea that people come up with, need to be mindful of this.</p> <p>What are the key goals/outcomes that the council is focused on? If they are improvements to current infrastructure, are we looking to others to provide these services or are we doing it ourselves?</p>		



Issue	Description	Next Action	Assignee
	<p>Need to structure the view/outcome of what council wants.</p> <p>Louisa pointed out the need to move to a new collection contract and the intention to bring the management of the RTS sites back in-house. This cannot be done until the end of the current contract, until that point we are limited as to what we can do. It was noted that MPDC has been given a \$100,000 grant from the ministry to fund a project, and the intention is to use this funding to install new weighbridges at the Transfer Stations.</p> <p>Cr James Sainsbury noted the core vision/position that council took on moving RTS to in house. Do we want to wait another 10 years etc, or do we develop a position?</p> <p>It was also noted that with Resource Recovery, MPDC is looking to modularise a facility then to add on as we progress. The overall aim is to divert waste from landfill.</p> <p>It was discussed how kerbside standardisation and carbon standards (<i>controls on methane generated from landfills</i>) will likely lead to MPDC having to provide a food waste collection. We will continue to introduce Waste minimisation services as they come to light. We need to start developing these sites, so we have the infrastructure in place.</p> <p>If we can dispose of waste in our district that will reduce our carbon footprint.</p> <p>Industry has to take that lead first – if we can add value to those spaces. How we as a council, support industry in those communities in these spaces?</p> <p>Challenges for retail sectors in town – selling a multitude of items and they</p>		

Issue	Description	Next Action	Assignee
	<p>need the space to gather all the items</p> <p>The idea is to make a RTS a destination.</p> <p><b>Summary</b> MyNoke-</p> <ul style="list-style-type: none"> <li>• We will gather further information on what MyNoke does and get some dates for a site visit to see what they do.</li> <li>• Iwi involvement is essential in this space.</li> <li>• Need to see what pops up and meets our needs.</li> <li>• People still consider our transfer stations as a dump and not a transfer station – need an improved system to what they are today.</li> <li>• MPDC is looking to recruit a Waste Community Outreach/Education role to keep people informed of changes and promote behaviour change in the lead up the new contract etc.</li> </ul>		
<p><b>Contestable fund</b></p>	<p>Staff shared a screen view of the proposed Contestable Grant Policy.</p> <p>The Policy was approved in principle back in mid-2020 as part of the LTP grants review. It was now timely to review the policy before applications are invited.</p> <p>Niall talked through the changes proposed. Would like to put it forward to Council at the December meeting - before the end of the year.</p> <p><b>Feedback:</b> It was noted there will be significant waste levy money coming through which will need to be spent on waste minimisation in line with the WMMP.</p>	<p>Jill Taylor to provide feedback on the policy.</p> <p>Updated Policy to be reported to Council</p>	

Issue	Description	Next Action	Assignee
	<p>There was discussion around who decides on the grant funding - Solid waste working group or council?</p> <p>Usual practice is to refer grants to elected body e.g. ward councillors with single-year grants. The Working party or council may have a role.</p> <p>Staff recommendation was for the grant applications be put through to Solid Waste working party.</p> <p>It was noted the District Event support grant is up to \$5000 per applicant and decided on internally by Staff, who prepare a report for Don for sign off.</p> <p>Erin Bates, strongly recommended that a formal process (<i>i.e. via working group or Council</i>) be enabled for the distribution of these grants to ensure both Council and staff are protected (and for auditing purposes) and in line with best practice.</p> <p>Need to understand the delegated authority that would apply in this case.</p> <p>There was discussion around whether applications should be open all year round or have a set funding round.</p> <p>The Working Party felt they didn't need to be involved in this part of this process - deciding on applications.</p> <p>An amount needs to be decided on - how much will be available per year.</p> <p>It was noted that this funding is made available from the waste levy, it is not MPDC funds.</p>		

Issue	Description	Next Action	Assignee
	<p>Jill Taylor raised that the Policy needs details – otherwise there is the potential for ambiguity and error. There was a question about whose role it is to delegate the policy? Jill Taylor to provide feedback on policy.</p> <p><b>Decision:</b> Both Cr James Sainsbury and Cr Bruce Dewhurst expressed that the Solid Waste Officer should make decisions/recommendations then report to Don for sign off, with information to come back to council what applications were approved/declined and following year’s funding amount.</p> <p>Jill Taylor wanted to know the delegation available. It should be a set amount of money and cap on what people can apply for.</p> <p>It was decided Council reserves the right to review the funding available annually (aligned to the waste levy available and other commitments for the levy). It is recommended there is no requirement to review the amounts each year but Council retains the ability to do so.</p> <p>This is to follow the same established process that is used for district events funding (managed by the Events and Promotions Co-ordinator, Rachael Singh).</p> <p><b>Recommendation to Council:</b></p> <ul style="list-style-type: none"> <li>• Funding of \$50,000 per year be provided as the initial amount with a maximum of \$10,000 available per applicant.</li> <li>• Council reserves the right to review the funding available annually.</li> <li>• An annual application round will be set.</li> </ul>		



Issue	Description	Next Action	Assignee
	<p><b>Moved:</b> Cr James Sainsbury <b>Seconded:</b> Cr Jill Taylor</p>		
<p><b>Ministry for the Environment (MFE) waste strategy consultation</b></p>	<p><a href="https://environment.govt.nz/what-government-is-doing/areas-of-work/waste/waste-legislation-review/">https://environment.govt.nz/what-government-is-doing/areas-of-work/waste/waste-legislation-review/</a></p> <p>National Waste Strategy consultation closes on 26 November 2021. The Working Party was asked if it wished to provide feedback.</p> <p>Louisa ran through a screen share presentation on the key elements of the proposed Waste Strategy.</p> <p>Currently staff resource in the solid waste area is stretched and the ability to prepare submission is limited. It was discussed how we can endorse submissions from other councils and the TA Waste Liaison Group.</p> <p>A report is to be prepared for the November COC meeting on this issue.</p>	<p>Report on the waste strategy to be prepared for the November COC meeting.</p>	
<p><b>E-waste</b></p>	<p>One-off collection – to be funded through the waste levy is being considered.</p> <p>An e-waste collection is being considered but this will be unlikely to occur in the short term due to other priorities - the current contract, procurement time frames and compliance.</p>		
<p><b>Update on fees &amp; charges</b></p>	<p>Council has scheduled workshops in November to discuss budgets and fees &amp; charges. It was noted that solid waste costs are rising (<i>for example due to the government waste levy increase</i>) and we need to pass these costs on.</p>		

Issue	Description	Next Action	Assignee
<b>Tiroha Landfill</b>	<p>Chair Adrienne Wilcock questioned, Are there implications we may need to consider with the Tirohia Landfill consent application being declined? Is there an end date - for its closure?</p> <p>It was discussed how it is important to keep an eye on the future of our landfills, and capacity there. It was noted that there are only two landfills in the Waikato region – Hampton Downs and Tirohia. Waste is being brought into the Waikato from other regions as well.</p>		
<b>Incoming correspondence</b>	No correspondence received.		
<b>Any other business</b>	Tendering Process for 2022 was discussed.		
<b>Next meeting</b>	<p>1.30pm, Monday 14<sup>th</sup> February 2022.</p> <p>The Working Party noted the date can be changed closer to the time if needed.</p>	Calendar invite to be sent, as a placeholder for now.	

7 Pūrongo me whakatau | Decision Reports

## Review of Population Projections

CM No.: 2520557

### Rāpopotonga Matua | Executive Summary

As part of the 2021-31 Long Term Plan, Council engaged Infometrics Limited to undertake a review of the population projections for our district. The review was completed between September 2019 and March 2020. The report MPDC Population Projections approved by Council in April 2020 was based on the 2018 StatsNZ population estimates (which were based on the 2013 Census data). Due to the uncertainty of COVID-19 at the time, Council adopted the medium growth projections.

Since then the District has experienced strong growth, particularly in Matamata and Morrinsville. Infometrics was engaged to undertake a review of its projections in June 2021, to confirm or update its recommended growth scenario. The 2021 report included a wider review of the Waikato Regional Council/University of Waikato population projections as well as looking at the growth strategies for our neighbouring councils including the Future Proof Councils. The report, as attached, recommends that Council adopt the High Growth Scenario, based on recent trends across the wider Waikato and New Zealand.

It is noted the decision to adopt revised projections will be inconsistent with the assumptions set out in the Long-Term Plan. Council therefore needs to give consideration to Section 80 of the Local Government Act 2002 which requires consideration of the reasons for the inconsistency and any intentions to amend the Long-Term Plan to accommodate that decision.

The purpose of this report is for Council to formally consider the 2021 report and recommendation, and confirm its adopted growth projections.

## Tūtohunga | Recommendation

That:

1. The report is received
2. The Committee considers the revised recommendation as set out in the 2021 Infometrics report (as attached to this report), and confirms its adopted Growth Scenario;
  - A) Maintain the *Medium* growth projections as adopted in the 2021-31 Long Term Plan;

OR

  - B) Adopt the *High* growth projections.

For the District Plan, Development Contributions Policy, Annual Plan 2022/23 and future Long-Term Plan purposes.
3. If Option B - the Committee confirms that it has considered the requirements of Sections 80 of the Local Government Act 2002, and no amendment to the Long-Term Plan 2021-31 is required.

## Horopaki | Background

Every three years we review our growth projections for population, rating units and dwellings. The projections form the underlying assumption for our Long Term Plan and its associated policies, Infrastructure Strategy (including timing of capital projects), Financial Strategy and matters considered under the Resource Management Act and District Plan.

The previous review was completed by Infometrics Limited in April 2020 ([Infometrics Limited 2020](#)). Council adopted the Medium projections at its meeting of the Corporate and Operations Committee 23 April 2020. These projections were based on the 2018 StatsNZ Estimate Residential population, which again was based on the 2013 Census data. This was due to the delay in the release of the 2018 Census data.

The next review of the population projections is scheduled in 2022/23, in time for the 2024 Long Term Plan.

However, since the 2020 projections were adopted in April 2020, our District has experienced strong growth. In the year to June 2020 a record 285 dwelling consents were processed, followed by 373 consents in the year to June 2021. Both years exceeded the District's previous record of 282 dwelling consents set in 2006. Council has also been working with developers on various Private Plan changes across the district.

In light of this recent strong growth, it was requested that we review our growth projections in 2021 to confirm or otherwise see how they varies from what we are seeing on the ground. The 2018 Census data is also now available, as well as the 2020 StatsNZ estimated resident population.



## Ngā Take/Kōrerorero | Issues/Discussion

### Analysis of the Medium vs High Growth projections

Attachment A illustrates the difference between medium and high growth projections for the District as a whole, as well as for our three towns of Matamata, Morrinsville and Te Aroha. This can also be reviewed on our interactive dashboard online <https://portal.infometrics.co.nz/Matamata-Piako-Population-Projection>

Staff consider this doesn't equate to a significant change in people, dwellings or rating units over the 10 years of the LTP. The Stats NZ Estimated Population for our district as of 30 June 2021 is 36,700 which is in line with our medium projections.

The Growth projections for both medium and high growth assume business and industrial use to remain constant

### What is the impact and flow on from changing the projections?

As illustrated above, the year on year difference between medium and high projections is relatively low for each of our three main towns.

#### Infrastructure Planning

Planning capital works for infrastructure includes a long lead-time to complete demand analysis, options analysis, and detailed design and procurement before construction can commence. Changing the population projections now will not result in a significant shift in capital works programme. The capital works programme will be reviewed as part of the Infrastructure Strategy and 2024 Long Term Plan.

#### Financial Planning

The Financial Strategy uses the rating unit projections to forecast the ten year rating revenue. However, as the budgets are revised every year, the budgets are always based on the most recent count of rating units at the time of striking the rates (1 July each year). Therefore, changing the adopted growth projections will not significantly impact on our financial planning.

#### District Planning

When assessing the feasibility of resource consents and private plan changes, the applicants are required to provide their economic assessment and demonstrate that there is a demand for what they are proposing. Our District Planning team refers to the adopted population projections when considering the demand.

Due to the high growth currently experienced across the district, it is considered appropriate for Council to formally adopt the High growth projections as recommended in the Infometrics 2021 report. This is also more in line with the Waikato Regional Council/University of Waikato Projections as well as better aligned with current trends seen on the ground.

## Mōrearea | Risk

### What are the risks of changing?

The population projections form part of the underlying and significant forecasting assumptions for the long Term Plan. Any change to these assumptions could potentially trigger a requirement for a Long Term Plan Amendment. Staff have sought legal advice with regards to the review of the population projections, which has been circulated separately.

In considering whether an amendment will be required, Council must look to Section 103 of the Local Government Act to determine what is deemed a significant amendment, and Section 80 which sets out the requirements for disclosure when making a decision that is inconsistent with adopted policy or plan. Refer Legal and Policy Considerations below for details.

What are the risks of not changing?

If adopting option A – Medium Growth projections, there is a risk that external parties may challenge Council’s position on growth when assessing demand in relation to resource consent or private plan change matters. Council has a responsibility to act in good faith, and use the most up to date information available when assessing demand.

**Ngā Whiringa | Options**

Council is asked to consider the attached 2021 Infometrics report and its recommendations, and confirm which growth scenario it will adopt as its Council policy;

A – Maintain the *Medium* growth projections

OR

B – Adopt the *High* growth projections

**Ngā take ā-ture, ā-Kaupapahere hoki | Legal and policy considerations**

Local Government Act 2002

The Medium Growth Projections were adopted as part of the underlying assumptions for the 2021-31 Long Term Plan. If adopting a different growth scenario (Option B), Council must acknowledge that this decision is inconsistent with the LTP as adopted 30 June 2021. Council has sought legal advice on whether a decision to adopt new growth projections will trigger an LTP amendment. The initial advice we have received is that adoption of Option B would not create an immediate issue for Council nor trigger an LTP amendment. It would not in itself commit Council to particular decisions or actions. Written advice has been circulated separately.

For any decision that is “*significantly inconsistent with, or is anticipated to have consequences that will be significantly inconsistent with, any policy adopted by the local authority or any plan required by this Act or any other enactment (such as the Long Term Plan), Section 80 of the Local Government Act 2002 requires that*

*the local authority must, when making the decision, clearly identify –*

- a) The inconsistency; and*
- b) The reasons for the inconsistency; and*
- c) Any intention of the local authority to amend the policy or plan to accommodate the decision.”*

In relation to the decision to adopt a different growth scenario than what was adopted as part of the LTP, the inconsistency is set out under the Issues/Discussion section of this report. The difference between the medium and high projections does not impact on the capital works programme, levels of service or financial planning.

The reasons for the inconsistency are;

- The 2020 growth projections were based on 2018 StatsNZ estimate population, which was based on 2013 Census data. This was because the 2018 Census data was not yet available at the time of preparing the population projections in 2019/20.

- The Medium projections were recommended in 2020 due to the uncertainty surrounding the COVID-19 Lockdown and closed borders.
- The 2021 review of the projections also included a review of the 2018 Census data and the 2020 Stats NZ estimated resident populations.
- The 2021 review also included up to date review of consenting data, reflecting the activity on the ground over the past 18 months.

At this time it is not intended to amend the LTP 2021-31 to accommodate the higher projections. Council reviews its population projections every three years to inform the Long Term Plan. The next review is scheduled for 2022/23. At that time, a full review of the capital works programme, Infrastructure and Financial Strategies and the Development Contributions Policy will also be undertaken, using the 2022/23 population projections as underlying information.

While certain decisions can only be made if provided for in the Long Term Plan (as set out in S97 of the LGA) this does not apply to the decision to adopt a different growth scenario, as it does not impact on Levels of Service or Transfer ownership or control of strategic assets.

### **Te Tākoha ki ngā Hua mō te Hapori me te here ki te whakakitenga o te Kaunihera | Contribution to Community Outcomes and consistency with Council Vision**

**Theme:** Economic Opportunities

**Community Outcome:** Our future planning enables sustainable growth in our District.

### **Pānga ki te pūtea, me te puna pūtea | Financial Cost and Funding Source**

This work is funded from the Strategies and Plans operating budgets.

### **Ngā Tāpiritanga | Attachments**

A  Infometrics population review



B  Population projections Analysis Medium v High

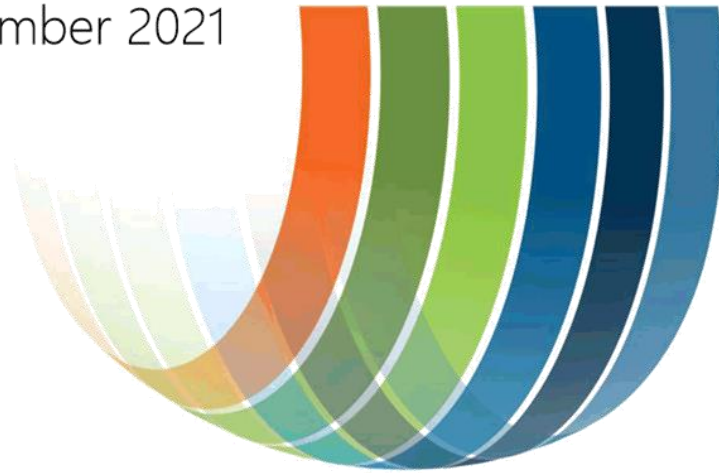


### **Ngā waitohu | Signatories**

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Approved by	Niall Baker <b>Policy and Legal Team Leader</b>	
	Don McLeod <b>Chief Executive Officer</b>	

# Population growth review for Matamata-Piako District Council

September 2021





## Authorship

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## Key findings and recommendations

### Surging growth in recent years prompts a review

Matamata-Piako District has recently experienced strong population and dwelling growth. MPDC commissioned this report to explore the long-term implications for the District's population if this strong growth were to be sustained. This report assesses recent growth in light of historic trends and explores drivers and constraints of growth, with a particular focus on the towns of Matamata and Morrinsville.

### Strong growth recently, but historically volatile

Matamata-Piako has experienced historically strong growth in the past decade, including particularly strong growth in Matamata's population and districtwide consents for new dwellings. However, Matamata's population has historically been volatile, and recent peaks are consistent with this historic pattern of volatility. Dwelling consents have been particularly strong in the past three years, but remain consistent with the level of previous peaks. Strong dwelling consents at present are likely to enable a boost in population growth over 2021 and 2022, but in and of themselves do not indicate a drastic change in the District's future unless they are sustained in coming years.

### Old projections still relevant, high scenario recommended

Recent strength in Matamata-Piako's growth does raise the case for employing a high scenario projection in planning for the future. In early 2020, Infometrics recommended that the council adopted a medium scenario for long term planning, reflecting a short-term risk of lower growth due to COVID-19, balanced with a need to continue planning in long-term growth. While COVID-19 has led to lower net migration into New Zealand as initially expected, this hasn't affected Matamata-Piako's population growth as expected. Given this, we would recommend the use of the high scenario in planning and investing for the future, as the district now sits on a medium-high growth trajectory over the short to medium term. We typically recommend planning for slightly higher growth than expected to allow for uncertainty around the timing and location of development and to contribute to strong housing supply to help address housing affordability. Based on the information collated and analysed in this report, we don't see compelling evidence that Matamata-Piako, Greater Matamata or Greater Morrinsville's population is likely to exceed the Infometrics or Waikato University high population projections over the long term.

The upcoming Long Term Plan (LTP) process in 2022/23 represents a good opportunity to update Matamata-Piako's population projection, as population estimates will be available for 2021 and 2022. At this point, it will become clearer whether recent strong growth is a temporary blip or not.

### Growing Greater Hamilton is good for Matamata-Piako

Matamata-Piako sits within a growing region and adjoining to a strongly growing extended urban area. Concerted regional efforts to grow the Greater Hamilton area don't directly influence Matamata-Piako; but have a variety of mainly positive effects on the District's growth. Improvements to transport connectivity and provision of accessible



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business land will provide employment opportunities for Matamata-Piako residents which are readily accessible. A growing population across Greater Hamilton provides an opportunity for Matamata-Piako to attract residents, although this does risk a degree of competition from a strong supply of relatively affordable higher-density housing.

### Protecting highly productive land may affect urban form

It would be useful to explore the impact of the National Policy Statement on Highly Productive Land (NPS-HPL) on Matamata-Piako's urban growth once it is published. If the NPS-HPL is expected to require higher density development in Morrinsville and Matamata, then it would be useful to study the dynamics of the District's housing market and preferences of those moving to the District. Shifting to higher housing densities may adversely affect the appeal of the District, particularly if higher construction costs associated with building at greater density reduce the housing cost advantage of Matamata-Piako's relative to Greater Hamilton.

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## Introduction

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Matamata-Piako District has recently experienced strong population and dwelling growth, and MPDC wants to explore the long-term implications for the District's population if this strong growth were to be sustained. MPDC proposed a three-stage process, to which this proposal addresses the first stage – understanding growth drivers and constraints, and revisiting growth trends. MPDC are particularly interested in the implications of recent strong growth in the towns of Matamata and Morrinsville.

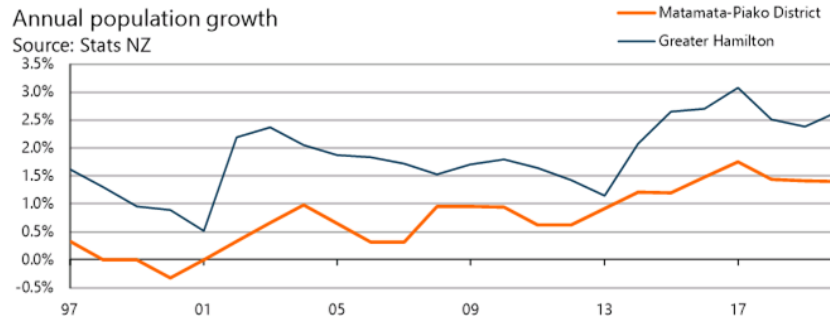
In this report, we consider the District's recent growth, contextualises it regionally and historically, and reviews projections by Infometrics and Waikato University. We consider what the bounds of growth might be for Matamata and Morrinsville in terms of infrastructure and zoned land supply. We assess how regional strategies and plans may influence growth within Matamata-Piako. We consider what Matamata-Piako's population could grow to in some upper-end scenarios, and conclude by recommending whether the District's population projections should be updated.

## Reviewing recent growth

### Matamata-Piako's population growth has accelerated

Matamata-Piako's population growth has accelerated over the past 20 years, from a slight decline in 2001 to 1.5% annual growth over the past five years. Matamata-Piako consistently follows a similar growth trend to Greater Hamilton (Hamilton City, Waipa District and Waikato District), but typically grows around 1% slower. Greater Hamilton and Matamata-Piako's growth has changed since 2014 as international net migration reached record levels and housing pressures dispersed growth out of Auckland.

Graph 1



### Casting a wide net around Matamata and Morrinsville

In analysing the population of the Matamata and Morrinsville, we have included both the town itself and neighbouring rural areas. This is because urban growth in Matamata and Morrinsville has started to spill over their urban boundaries as defined by Stats NZ. For example, Lockerbie Estate on the edge of Morrinsville is defined as being in the rural area of Tahuroa. Including these surrounding rural areas does risk overstating the urban population of the towns, however it is important to capture the areas where these towns are expected to grow in future. In this report, any reference to Greater Matamata and Greater Morrinsville refers to these broader areas identified in Figure 1 of Appendix 1. The rest of the District's population includes rural areas further away from the three towns detailed in Table 1 of Appendix 1.

### Matamata and Morrinsville maintain similar size

Greater Morrinsville and Greater Matamata have consistently grown at a similar rate for much of the past 25 years, although growth has been slightly stronger in Greater Matamata in the past decade leading to a slightly larger population in Greater Matamata (Graph 2).

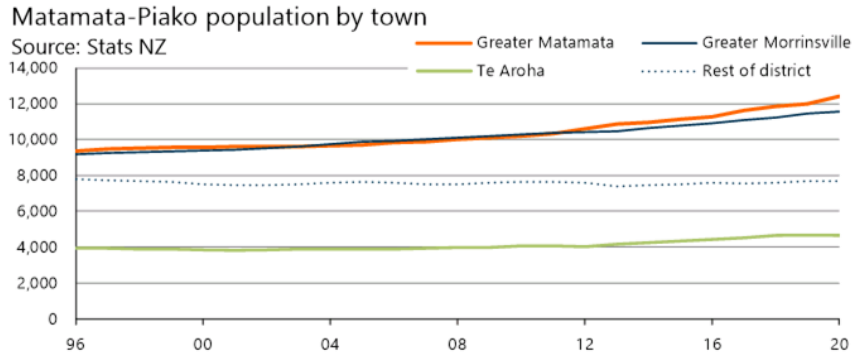
Greater Matamata's population was 12,390 in 2020, compared to Greater Morrinsville's 11,560. The Greater Matamata area included 3,340 residents in rural areas in 2000, which given ongoing rural-residential growth, suggests that Greater Matamata's urban population is under 9,050 as of 2020. The Greater Morrinsville area included 3,060

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residents in rural areas in 2000, which suggests that Greater Morrinsville’s urban population is under 8,500 as of 2020.

Te Aroha has remained less than half the size of Greater Morrinsville or Greater Matamata, and the rest of the district has held steady at just under 8,000 residents for the past 25 years.

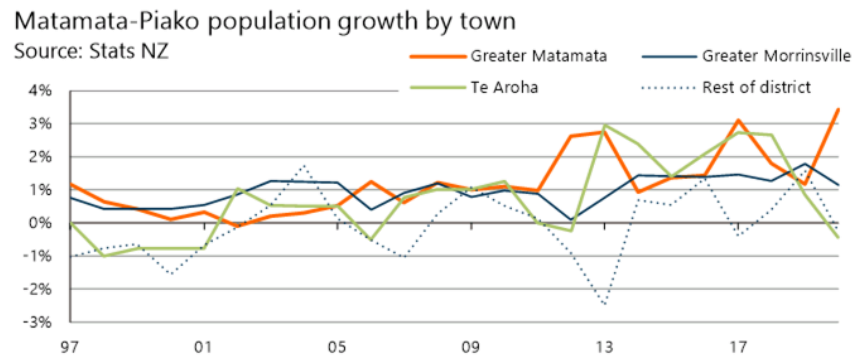
Graph 2



Growth stronger in and around urban centres

Across the past 25 years, the three towns in Matamata-Piako have grown at a similar rate, with population growth in the rest of the District lagging over the past decade. This highlights that growth has tended to be stronger in and around the District’s urban centres.

Graph 3



Matamata and Morrinsville growth follows Greater Hamilton

Population growth across Matamata-Piako follows the trend of Greater Hamilton, but at a slightly lower level, and this pattern is replicated in Greater Matamata and Greater Morrinsville. Over the past decade, Greater Matamata’s population growth has averaged 1.7% per annum, followed by 1.1% in Greater Morrinsville. By comparison, Greater



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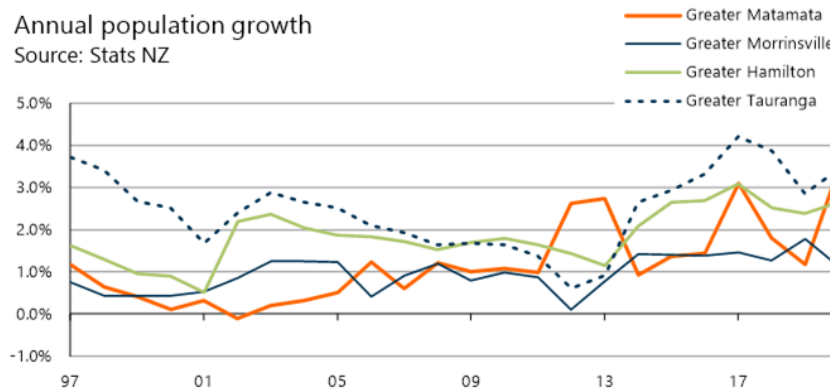
Hamilton grew 2.2%. This highlights that growth in Greater Matamata and Greater Morrinsville tends to be lower than Greater Hamilton on average, although peaks in Greater Matamata's growth have occasionally reached Hamilton's growth rate. There is, however, a strong correlation over time between growth in Hamilton, and Greater Matamata and Greater Morrinsville, indicating that they have similar drivers.

Greater Tauranga (Tauranga City and Western Bay of Plenty District) exhibit similar peaks and troughs to Greater Hamilton and Matamata-Piako, which correlates with periods of higher or lower international net migration into New Zealand. However, it appears that the trend for Matamata-Piako follows Greater Hamilton more closely.

Graph 4

Annual population growth

Source: Stats NZ

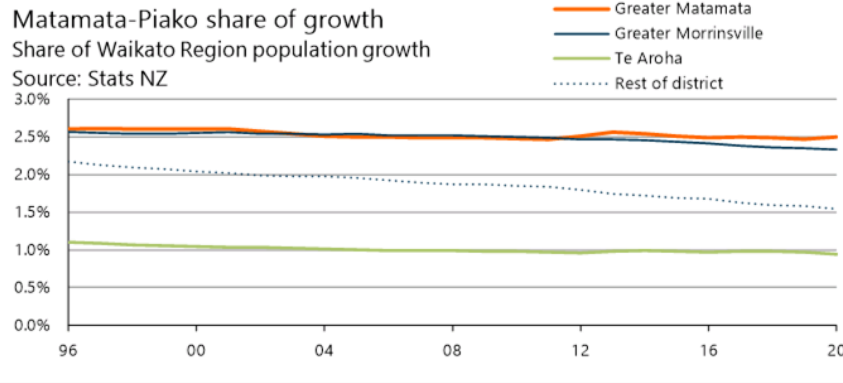


Declining share of regional population growth

Matamata-Piako's share of regional population growth has declined over time, from 8.4% in 1996 to 7.3% in 2020. This has occurred despite accelerating growth in Matamata-Piako, because Greater Hamilton has grown faster than the regional average, therefore growing their share of the region's population. Greater Matamata's share of regional growth has eased from 2.6% to 2.5%, and Greater Morrinsville from 2.6% to 2.3%. Under the Waikato University projections, Matamata-Piako's share of regional population growth is forecast to continue easing over time.

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Graph 5



**Most residents work within the District**

According to the 2018 Census, 95% of working Matamata-Piako residents worked within the District. This figure includes those that work from home or who work and live on a farm. Within Matamata-Piako’s three urban areas, 14% of working residents worked from home, 78% worked at workplaces within the District, 7% commuted to Hamilton City, 1% commuted to Waikato District and 1% commuted to South Waikato District. There were very small numbers of people commuting to Auckland, Tauranga, Hauraki, Thames-Coromandel and Waipa Districts.

Between 2013 and 2018, the strongest growth in employment for Matamata-Piako residents has been from within the District itself, meaning that fewer residents are commuting outside of the District for work. This highlights that economic activity and growth within the District is sufficient to drive some population growth on its own, in other words, the District isn’t wholly reliant on Greater Hamilton to drive growth.

**House prices follow same trajectory**

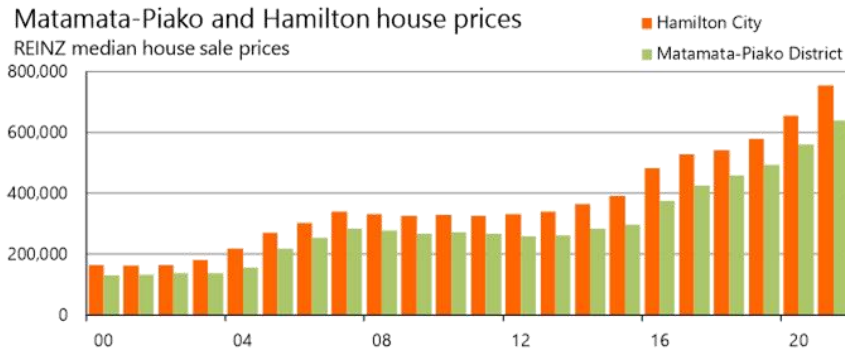
House prices across Matamata-Piako and Hamilton City have followed a similar trajectory over the past 20 years, with Hamilton City prices being consistently higher than Matamata-Piako (Graph 6). House sale prices in Matamata-Piako have grown by 7.8% per annum on average since 2000, and Hamilton City prices grown 7.5%.

Within the District, Matamata and Morrinsville house prices have led the districtwide growth trend and tend to follow the districtwide median price very closely. Matamata Ward’s median sale price was \$567,500 in 2020, compared to \$587,000 in Morrinsville Ward and \$561,200 across the District.

Similarly, prices across Greater Hamilton follow the Hamilton City growth trend very closely and are at a similar level, with a median sale price in Hamilton in 2020 of \$655,800, compared to \$648,200 across Greater Hamilton.

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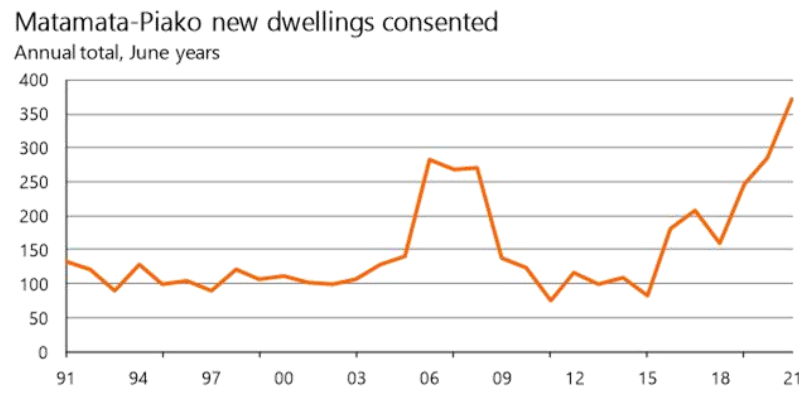
Graph 6



**Dwelling consents have grown strongly in recent years**

Matamata-Piako has experienced strong growth in new dwelling consents since 2015, with a record 285 consents in the year to June 2020, followed by 373 consents in the year to June 2021. Both years exceeded the District's previous record of 282 dwelling consents set in 2006.

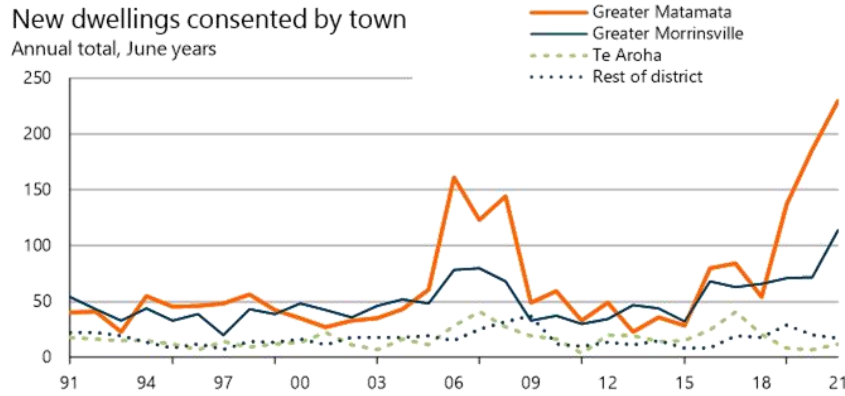
Graph 7



At a township level, new dwelling consents broke new records in Greater Matamata and Greater Morrinsville in the year to June 2021. Graph 8 shows that new dwellings are being built at a similar rate in Greater Matamata and Greater Morrinsville, although Greater Matamata has experienced several higher peaks associated with large lifestyle and retirement village projects.

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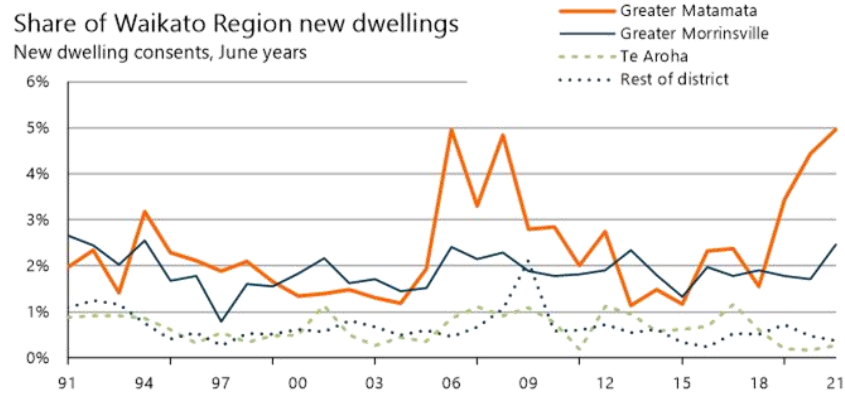
Graph 8



**Steady share of regional consents over long term**

Matamata-Piako has held a relatively steady share of Waikato Region new dwelling consents over the past 30 years. New dwelling consents in Greater Morrinsville have averaged of 1.9% of total consents across the region over the past 30 years and the past 10 years, with a slight uptick in 2021. Greater Matamata's consents have averaged 2.4% of the region's consents over the past 30 years, and 2.6% over the past decade, with an uptick over the past three years to reach 8.1% of the region's consents in 2021. Te Aroha and the rest of the district's share of regional consents has eased slightly.

Graph 9

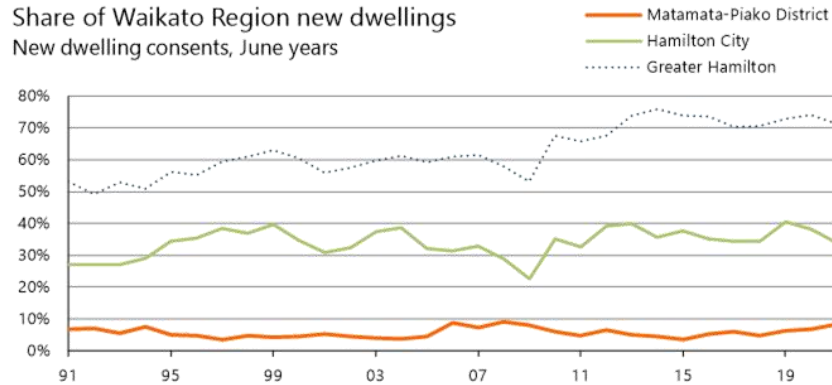


Looking across the region, Greater Hamilton's share of regional consents grew from 63% in the past 30 years to 72% in the past ten years. Most of this growth has come from Waipa and Waikato Districts, as Hamilton City's share has only grown slightly, growing from an average of 34% over the past 30 years to 37% over the past ten years. Matamata-Piako's share has held steady, at 5.6% of regional consents over the past 10 and 30 years, although it is more volatile, showing the influence of spikes in consents in Matamata.



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Graph 10



Consents running ahead of household growth

Strength in building consents issued since 2019 is yet to translate into household and population growth. Graph 11 shows indicative estimates of household growth, based on population growth and estimated average household size from the 2001, 2006 and 2013 Census. Over much of the 2010s, the number of households has broadly grown in-line with new dwelling consents. Some minor differences are to be expected due to the lag time between consents being issued and the dwellings being occupied, and the effect of house demolitions. The uptick in building consents over 2019 to 2020 appears unmatched by increases in population recorded in 2020. This suggests that population estimates for 2021 and 2022 will show a significant uptick in population for Matamata-Piako, as the wave of new dwellings become occupied. These estimates will become available in October of the year following, so the 2022 population estimate will be available in time to inform updated population projections for the 2024 Long Term Plan (LTP).

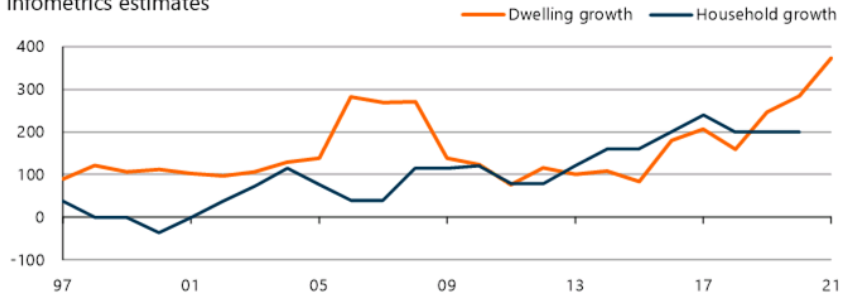
Matamata-Piako’s dwelling growth ran ahead of estimated household growth in the late 2000s, potentially because of a spike in lifestyle and retirement village consents in Greater Matamata, which would have been occupied by one or two person households, which are smaller than average. Greater Matamata has experienced a similar spike in lifestyle village dwelling consents over the past year, which may lead to smaller than expected growth in population once the dwellings are occupied, as the occupying households are likely to be smaller than average.

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Graph 11

Matamata-Piako household and dwelling growth

Infometrics estimates



## Reviewing projections

### Too soon to tell if growth has exceeded projections

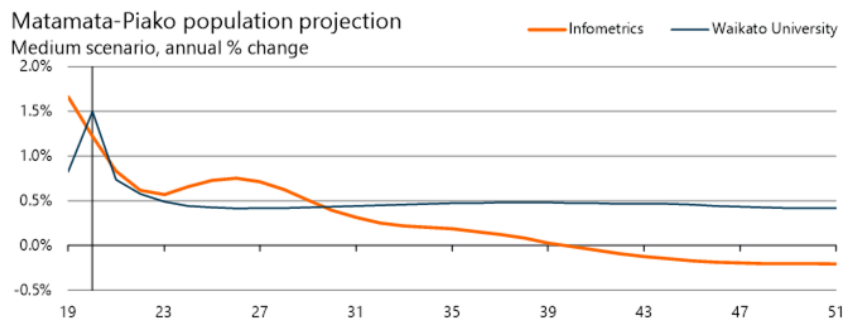
Matamata-Piako has experienced strong growth in recent years, but it is too soon to tell if this represents a different growth trajectory to projections prepared in 2020. Population projections represent an expected path for the future, but a degree of deviation above and below that path is to be expected over time, so small differences in individual years don't result in a change in trajectory.

### Projections suggest similar path in near term, then diverge

Waikato University and Infometrics project a similar rate of population growth for Matamata-Piako in the near term but start to diverge around 2033 as the differences in modelling methodology become apparent. Waikato University's approach lends towards a more stable growth rate of around 0.5% per annum between 2023 and 2051. Infometrics approach is heavily driven by employment forecasts and labour force shortfalls, which drives a period of stronger growth in the mid to late 2020s as a large cohort of workers are projected to retire. Infometrics employment forecasts show a softer outlook for agriculture and agricultural product manufacturing in the 2030s onwards as a result of increased environmental regulation, and this softer employment outlook drives lower population growth, through lower net migration.

Subtle differences exist in the population over 2018 to 2020 due to revisions in Stats NZ subnational population estimates, which were published after the Infometrics projection.

Graph 12



### Similar population level until 2040

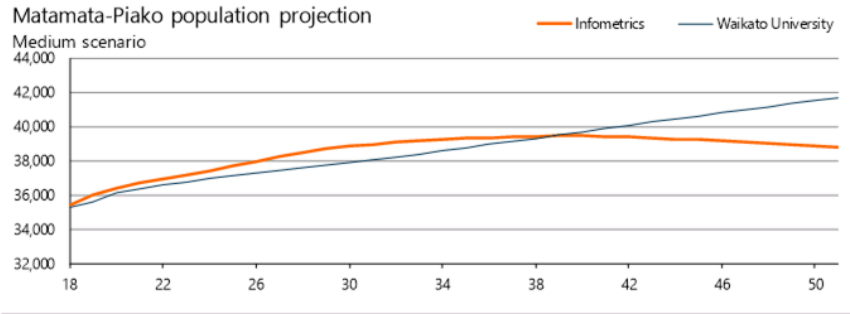
Both population projection approaches indicate a broadly similar population level between now and 2040, then start to diverge more substantially. Infometrics projects a slight population decline between 2040 and 2051, compared to weak population growth under the Waikato University projection. Infometrics projection indicates a population of 38,800 in 2051, compared to 41,700 under the Waikato University projection.

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Item 7.4

Attachment A

Graph 13

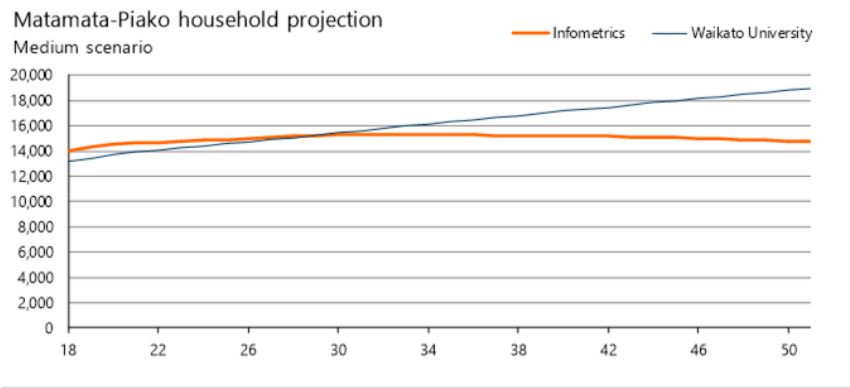


Greater differences in household projections

The Waikato University and Infometrics household projections differ slightly in their starting point and projection. While the two projections use the same source data, Waikato University additionally makes an adjustment to account for differences between the projection approach and Census estimates for several household types<sup>1</sup>. This means that Waikato University projects a lower overall number of households than Infometrics, after accounting for differences in the population between the two projections.

The net effect of these differences is minimal in terms of planning for growth, as both Infometrics and Waikato University project similar growth in the number of households, after accounting for differences in the population between the two projections. We will look to make a similar adjustment to our household forecasts in future, which would reduce the difference between the Infometrics and Waikato University household projections.

Graph 14



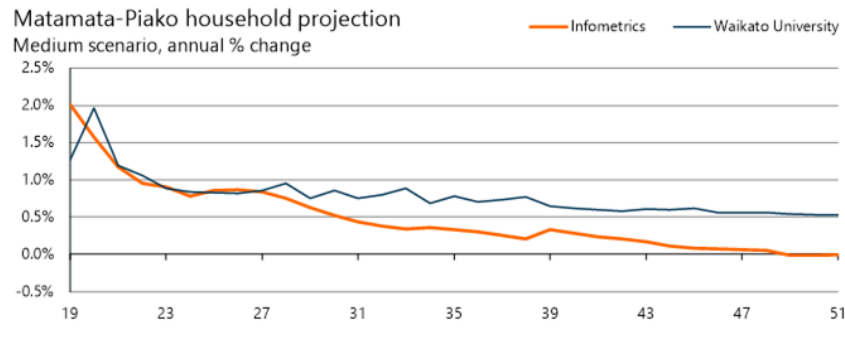
<sup>1</sup> Stats NZ provides estimated rates of household formation for each age-gender group, for example, the proportion of 30-34 year old females who live in 'couple with children' household type. This can be used to estimate the number of households of each type, given the size and age-gender structure of the population. Waikato University noted that this approach over-estimated the number of households in Matamata-Piako compared to the 2018 Census, and adjusted their household projections to correct for this.



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Graph 15 shows that the difference in the base number of households has little effect in the first ten years of the projection. Differences in 2019 and 2020 arise due to aforementioned revisions in the Stats NZ subnational population estimates. Differences in projected household growth arise in later periods due to differing projections for population growth.

**Graph 15**





## Future range

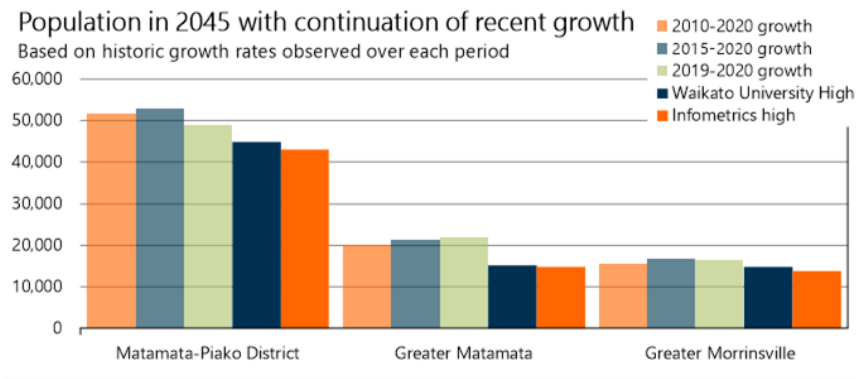
We explore several different scenarios for population growth in Matamata-Piako and compare these to projections from Infometrics and Waikato University to assess whether there is evidence for a stronger growth trajectory for the District. These scenarios consider what it would take for population growth to exceed the high projections from Waikato University and Infometrics. They should not be considered representations of a likely outcome, but rather represent several extremely strong growth scenarios.

We have compared the different projection approaches in 2045 as this represents a point in the long-term future which is covered by detailed outputs from the Infometrics and Waikato University projections.

### Recent high growth maintained over long term

Matamata-Piako, particularly Greater Matamata and Greater Morrinsville, have experienced relatively strong growth over the past ten years, and further elevated growth in the past two years. In Graph 16, we explore what it would mean if this growth were to be sustained until 2045. This leads to a population for Matamata-Piako District and Greater Matamata that is significantly higher than both the Infometrics and Waikato University high projections. Continuation of the past ten years' growth rate would lead to population of 51,500 across Matamata-Piako District, 20,100 in Greater Matamata and 15,400 in Greater Morrinsville. This approach leads to a population for Greater Morrinsville that is only slightly higher than Infometrics and Waikato University high projections. Greater Matamata's recent growth has been particularly strong, so projecting forward recent growth in Greater Matamata leads to a notably higher population than the Infometrics and Waikato University high projections.

Graph 16



### Maintaining share of regional growth

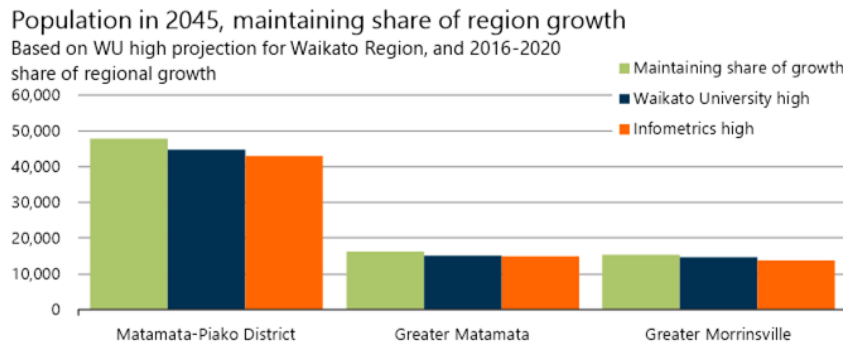
Matamata-Piako's share of Waikato Region's population growth has been easing over time, as strong growth in Greater Hamilton takes a larger share of regional growth (Graph 5). In Graph 17 we explore what would happen to Matamata-Piako's population

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if it maintained its share of regional population growth as observed over 2016 to 2020, instead of a further easing share of regional growth.

This approach suggests that if the Waikato Region’s population grew at a high rate, and Matamata-Piako maintained its current share of regional growth, then the population of Matamata-Piako, Greater Matamata and Greater Morrinsville would all be slightly larger than indicated by the Waikato University high scenario projection. This approach indicates a population of 47,800 in Matamata-Piako in 2045, including 16,259 in Greater Matamata and 15,242 in Greater Morrinsville.

Graph 17



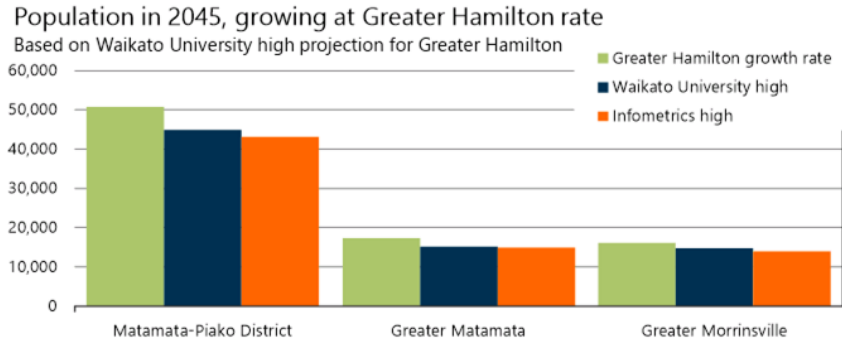
Following regional trends

Historically, Matamata-Piako has grown slower than the Greater Hamilton area, although recent growth, particularly in Greater Matamata, has been similar to Greater Hamilton growth. Graph 18 shows the Matamata-Piako, Greater Matamata and Greater Morrinsville population in 2045 if these areas all grew at the projected growth rate for Greater Hamilton, according to the Waikato University projections. This shows that if Matamata-Piako grew at the same rate as Greater Hamilton under the Waikato University high projection, the districtwide population would reach 50,700 in 2045, ahead of the 44,800 Waikato University projection and 43,100 Infometrics projection.

Given that Greater Hamilton is directly influenced by a broader range of growth factors than Matamata-Piako, it is hard to conceive Matamata-Piako consistently growing faster than Greater Hamilton over the long term. Taking the Waikato University population projection for Greater Hamilton as read, this suggests that the Waikato University and Infometrics high scenario projections for Matamata-Piako are unlikely to be exceeded, except in the extreme case that Matamata-Piako consistently grows at the same rate as Greater Hamilton.

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Graph 18



Exceeding high projections is unlikely

Across the three scenarios tested, all indicate a slightly larger population for Matamata-Piako in 2045 than the Infometrics and Waikato University high projections. However, the magnitude of this difference is small, and these scenarios all require aggressive growth to be sustained over the long term, running counter to established trends.

## Bounds of growth

The potential for Matamata-Piako District and its towns to grow is limited by a variety of constraints including wastewater processing, potable water supply, and zoned land supply. The District's short-term growth appears to be well provided for, however, sustained strong growth may need additional planning and investment. Greater levels of growth can be accommodated as long as they are anticipated, accepted and planned for.

### Wastewater processing

Wastewater processing is limited in the medium to long term by the physical capacity of the District's treatment plants and trunk pipelines. Ongoing investment is provided for within the MPDC Long Term Plan, and work is underway to ensure the wastewater infrastructure continues to provide sufficient capacity to cater for growth.

The National Freshwater Policy Statement 2020 will likely introduce tighter consent conditions for future discharge consents. Both Matamata and Morrinsville consents are due to be renewed in 2023, and it is anticipated that substantial investment will be required to meet new consent conditions to meet the new treatment requirements. Work is also underway to increase the capacity at the plants and increase some of our pipe network to get the waste to the plants. This is provided for within Council's Long Term Plan 2021-31 and Infrastructure Strategy 2021-51

### Potable water supply

Water supply, much like wastewater processing, faces physical infrastructure limits in the short term and resource consent limits over the longer term. Council's Long Term Plan includes funding to ensure that the water supply infrastructure continues to provide sufficient capacity to cater for growth

Morrinsville's resource consent for water take is currently quite restricted. However, if a disagreement with Waikato Regional Council is resolved, there would be some headroom for further growth, particularly as a new bore near Lockerbie increases ability to extract a higher volume of water.

MPDC is currently developing a water management strategy, which has scope to reduce Morrinsville current water use per person. Higher efficiency of water use would also enable further residential growth.

Matamata's water supply currently has some headroom to service already zoned land in terms of processing capacity and resource consent for extraction, but again, any major development currently not zoned, will require this to be reviewed.

### Residential land supply

Without conducting a detailed urban supply assessment, it appears that Matamata and Morrinsville have ample supply of greenfield residential land to meet short to medium term needs.

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Over the short to medium term, growth is provided for in Matamata, notably in structure plans for the Banks Road to Mangawhero Road area (some of which is zoned future residential), Mangawhero road residentially zoned land, Tower Road, Eldonwood South (and neighbouring residentially zoned land), and Peria Road rural residential zoning.

Similarly, short to medium term growth in Morrinsville is provided for through rural residential development in the Hangawera Road area, residentially zoned land off Seales Road and Lockerbie Estate (across both currently-zoned residential areas and future residential areas).

Over the medium to long term, it is theoretically possible to rezone further rural land on Matamata and Morrinsville's urban fringe for residential purposes, particularly if politically desired and required for long term growth. This would be subject to considerations under the NPS-HPL, discussed below.

There may also be scope for marginal increases in population through mixed use planning provisions for CBD areas in the three towns. This could be required under the NPS-UD for urban centres with more than 10,000 residents. For the purpose of the NPS-UD, Matamata and Morrinsville are currently defined with the Stats NZ urban boundary, with an estimated 2020 population of 8,500 in Matamata and 8,300 in Morrinsville (Stats NZ estimate).

It is expected that the next Census in 2023 would capture the growth in the rural SA2 abutting the current urban boundaries. This may trigger a review of these boundaries by Stats NZ. If the urban boundaries were to be adjusted to include recent growth cells around Matamata and Morrinsville, both towns' urban centres would exceed 10,000 residents, in which case the NPS-UD would apply.

Land for industrial uses is strongly provided for in the District Plan, and this helps to underpin potential employment growth which would in turn drive population growth in the District.

#### National Policy Statement for Highly Productive Land (NPS-HPL).

The NPS-HPL seeks to improve the way highly productive land is managed, with the purposes of maintaining the availability of such land for primary production and protecting it from inappropriate development. This has the potential to constrain the supply of land for housing in Matamata-Piako, particularly as the three main towns of the District are surrounded by land classified as highly productive. While the NPS-HPL is yet to be finalised. The NPS-HPL will drive greater consideration of the scarcity of HPL, and may result in consolidation and intensification of the existing urban form.

This reflects the approach of the existing Regional Policy Statement, which aims to direct urban and rural-residential development onto less versatile soils where suitable alternatives exist.



## Regional context

Matamata-Piako sits within a strongly growing region with a complicated planning environment as growth is driven and shared across territorial and regional boundaries. This section considers regional strategies to the extent that they may influence or change Matamata-Piako's growth trajectory.

### Regional plans and strategies canvassed

We considered relevant plans and strategies that influence growth across the Waikato Region with a particular focus on Greater Hamilton. This included:

- Hamilton to Auckland Corridor Plan
- Waipa 2050 growth strategy
- Waikato 2070 growth and economic development strategy
- Waikato (District) Blueprint
- Hamilton Urban Growth Strategy
- Future Proof Strategy
- Hamilton-Waikato Metro Spatial Plan
- Te Waka regional economic development programme
- Whakatupuranga Waikato-Tainui 2050 Strategic Blueprint
- Waikato Regional Land Transport Plan
- Waikato Regional Policy Statement

The majority of these documents has only a broad or indirect impact on the Matamata-Piako's growth or made no reference to the District at all.

Significant effort is being afforded to plan for cross-border growth across Hamilton City, Waipa and Waikato Districts, notably through Future Proof and their Metro Spatial Plan (MSP). The MSP makes little reference to Matamata-Piako, but does have a considerable indirect influence on the District through provision of housing and employment, by providing competition for the District's housing and potential employment for the District's residents. The MSP envisages that the Greater Hamilton area will grow from a population of 317,200 in 2020 to 500,000 at an unspecified point in the future.

### Enabling strong population growth

Across the various regional strategies is a strong theme of enabling strong population growth, particular in Greater Hamilton - Hamilton City, Waipa District and Waikato District. The Metro Spatial Plan envisages higher density residential development even across greenfield areas and outlying centres, with future growth provided for through medium to high density development in all centres except Horotiu, the only low-density area within the Metro area.

To an extent, this presents competition for Matamata-Piako as a housing alternative and thus represents a downside risk for the District's population growth. However, the emphasis on enabling population growth is coupled with a focus on provision for business centres located near transport network across Greater Hamilton. This presents an opportunity for Matamata-Piako, in two ways – first by growing the 'size of the pie' in terms of employment opportunities in the Waikato, which helps underpin demand for

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housing across the broader area, including Matamata-Piako. This point is discussed in more detail in the following section. Secondly, the push towards higher densities in Greater Hamilton may make Matamata-Piako relatively more attractive for households seeking affordable, lower density housing options. This point deserves further consideration once the impact of the NPS-HPL becomes clearer.

### Transport linkages to Matamata-Piako

Efforts identified in the Regional Land Transport Plan (RLTP) include improved bus services from Matamata-Piako to Hamilton and safety improvements on SH26 Morrinsville to Hamilton. These are not expected to significantly alter Matamata-Piako's growth trajectory.

The MSP and Hamilton to Auckland Corridor plan flags the potential for a rapid and frequent public transport linkage between Morrinsville and Hamilton, however this is notional, and it is noted that the towns' population may be insufficient to support it. This is subject to further detailed investigation by Future Proof, so its effect on Matamata-Piako's growth trajectory is uncertain.

### Growing the Hamilton-Auckland corridor

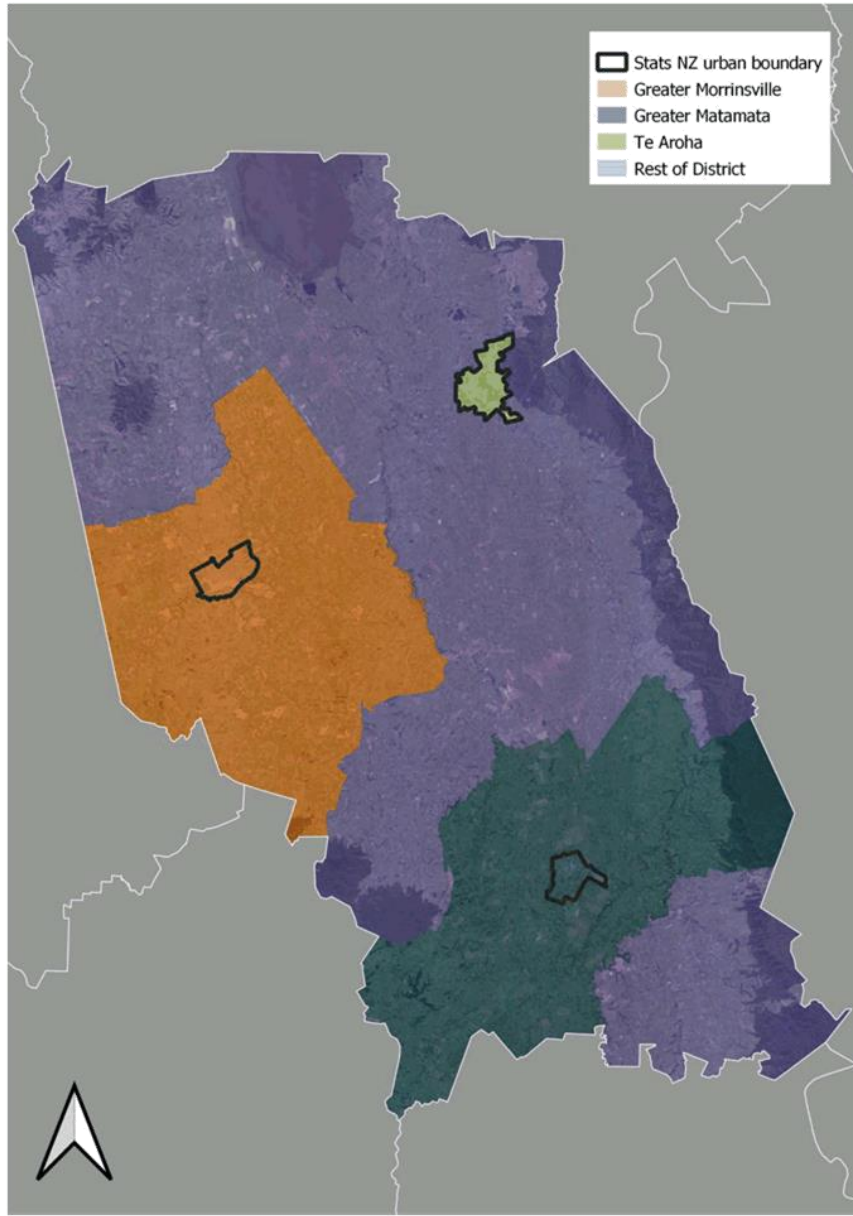
A key emphasis across regional strategies is to grow the Hamilton-Auckland corridor, both directly through improvements in transport, but also indirectly by providing for commercial and industrial land uses to capitalise on the improvements in transport.

Improvements to SH1 through the Hamilton section of the Waikato Expressway will improve the flow of people and goods from Matamata-Piako to and around Hamilton. The introduction of Te Huia commuter rail service and potential ongoing improvements may improve the attractiveness of Matamata-Piako for remote workers who may have an occasional need to visit Auckland, such as persons who predominantly work from home.

Efforts to grow the Hamilton-Auckland corridor will also drive economic activity in Hamilton and thus present greater employment opportunities for Matamata-Piako residents. Ruakura Inland Port is a current example of this, which is expected to accommodate 11,000 jobs upon completion and will be easily accessed from Morrinsville once the Hamilton expressway section is completed.

## Appendix 1 – Small area definitions

Figure 1. Map of Matamata-Piako District including the three main towns and the Stats NZ urban boundary.



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Table 1

**Urban-rural classification of Matamata-Piako small areas**

Statistical Area (SA2)	Infometrics classification	Stats NZ classification
Tahuna-Mangateparu	Rest of District	Rural
Mangaiti	Rest of District	Rural
Tatuanui	Greater Morrinsville	Rural
Tahuroa	Greater Morrinsville	Rural
Morrinsville East	Greater Morrinsville	Morrinsville small urban area
Morrinsville West	Greater Morrinsville	Morrinsville small urban area
Te Aroha East	Te Aroha	Te Aroha small urban area
Te Aroha West	Te Aroha	Te Aroha small urban area
Waihou-Manawaru	Rest of District	Rural
Waitoa-Ngarua	Rest of District	Rural
Richmond Downs-Wardville	Rest of District	Rural
Waharoa-Peria	Greater Matamata	Rural
Okauia	Greater Matamata	Rural
Hinuera	Greater Matamata	Rural
Matamata North	Greater Matamata	Matamata small urban area
Matamata South	Greater Matamata	Matamata small urban area
Te Poi	Rest of District	Rural



### Medium v High Population Projections

#### Population

Matamata Urban	Med	High	High V Med	Morrinsville Urban	Med	High	High V Med	Te Aroha Urban	Med	High	High V Med	District	Med	High	High V Med
2021	8,385	8,375	-10	2021	8,281	8,289	8	2021	4,888	4,898	10	2021	36,744	36,953	209
2022	8,430	8,439	9	2022	8,333	8,365	32	2022	4,929	4,956	27	2022	36,970	37,349	379
2023	8,471	8,499	28	2023	8,381	8,437	56	2023	4,968	5,011	43	2023	37,182	37,732	550
2024	8,522	8,566	44	2024	8,440	8,517	77	2024	5,009	5,068	59	2024	37,428	38,127	699
2025	8,579	8,636	57	2025	8,506	8,598	92	2025	5,054	5,126	72	2025	37,702	38,530	828
2026	8,637	8,703	66	2026	8,574	8,678	104	2026	5,100	5,184	84	2026	37,985	38,930	945
2027	8,693	8,768	75	2027	8,639	8,754	115	2027	5,144	5,239	95	2027	38,257	39,316	1,059
2028	8,742	8,826	84	2028	8,698	8,825	127	2028	5,185	5,292	107	2028	38,497	39,677	1,180
2029	8,787	8,886	99	2029	8,757	8,899	142	2029	5,215	5,338	123	2029	38,693	40,004	1,311
2030	8,823	8,939	116	2030	8,808	8,966	158	2030	5,240	5,381	141	2030	38,846	40,302	1,456
2031	8,852	8,987	135	2031	8,851	9,028	177	2031	5,261	5,420	159	2031	38,968	40,576	1,608
2041	9,106	9,446	340	2041	9,205	9,579	374	2041	5,388	5,746	358	2041	39,434	42,653	3,219
2051	9,354	9,876	522	2051	9,420	9,973	553	2051	5,400	5,940	540	2051	38,761	43,497	4,736

#### Rating units

Matamata Urban	Med	High	High V Med	Morrinsville Urban	Med	High	High V Med	Te Aroha Urban	Med	High	High V Med	District	Med	High	High V Med
2021	3,781	3,777	-4	2021	3,645	3,650	5	2021	2,287	2,291	4	2021	15,367	15,413	46
2022	3,797	3,800	3	2022	3,669	3,683	14	2022	2,304	2,314	10	2022	15,459	15,544	85
2023	3,812	3,821	9	2023	3,693	3,715	22	2023	2,320	2,335	15	2023	15,544	15,666	122
2024	3,828	3,842	14	2024	3,719	3,746	27	2024	2,335	2,356	21	2024	15,629	15,783	154
2025	3,845	3,863	18	2025	3,746	3,779	33	2025	2,352	2,376	24	2025	15,719	15,900	181
2026	3,862	3,883	21	2026	3,773	3,810	37	2026	2,368	2,396	28	2026	15,810	16,015	205
2027	3,877	3,901	24	2027	3,798	3,840	42	2027	2,383	2,415	32	2027	15,894	16,125	231
2028	3,890	3,919	29	2028	3,823	3,868	45	2028	2,396	2,433	37	2028	15,968	16,228	260
2029	3,900	3,935	35	2029	3,845	3,896	51	2029	2,406	2,449	43	2029	16,031	16,323	292
2030	3,908	3,948	40	2030	3,864	3,922	58	2030	2,414	2,464	50	2030	16,084	16,411	327
2031	3,913	3,960	47	2031	3,881	3,946	65	2031	2,421	2,478	57	2031	16,128	16,493	365
2041	3,982	4,107	125	2041	4,029	4,167	138	2041	2,473	2,602	129	2041	16,483	17,242	759
2051	4,095	4,283	188	2051	4,157	4,359	202	2051	2,502	2,692	190	2051	16,670	17,783	1,113

#### Dwellings

Matamata Urban	Med	High	High V Med	Morrinsville Urban	Med	High	High V Med	Te Aroha Urban	Med	High	High V Med	District	Med	High	High V Med
2021	3,627	3,622	-5	2021	3,388	3,394	6	2021	2,130	2,134	4	2021	15,219	15,318	99
2022	3,644	3,647	3	2022	3,414	3,429	15	2022	2,149	2,159	10	2022	15,356	15,519	163
2023	3,660	3,670	10	2023	3,439	3,462	23	2023	2,166	2,183	17	2023	15,482	15,705	223
2024	3,677	3,692	15	2024	3,466	3,496	30	2024	2,183	2,205	22	2024	15,605	15,880	275
2025	3,696	3,715	19	2025	3,495	3,530	35	2025	2,201	2,228	27	2025	15,735	16,057	322
2026	3,714	3,737	23	2026	3,524	3,563	39	2026	2,219	2,250	31	2026	15,866	16,231	365
2027	3,731	3,756	25	2027	3,551	3,594	43	2027	2,236	2,271	35	2027	15,988	16,397	409
2028	3,745	3,775	30	2028	3,576	3,625	49	2028	2,250	2,291	41	2028	16,095	16,552	457
2029	3,756	3,792	36	2029	3,600	3,655	55	2029	2,261	2,308	47	2029	16,185	16,695	510
2030	3,764	3,807	43	2030	3,620	3,682	62	2030	2,271	2,325	54	2030	16,261	16,828	567
2031	3,769	3,820	51	2031	3,638	3,707	69	2031	2,278	2,340	62	2031	16,325	16,953	628
2041	3,845	3,978	133	2041	3,794	3,941	147	2041	2,336	2,477	141	2041	16,801	18,057	1,256
2051	3,966	4,167	201	2051	3,930	4,144	214	2051	2,368	2,577	209	2051	16,897	18,731	1,834

Note: Urban areas are onlyc MM North and South, MV East and West, and Te Aroha East and West. Does not incl Lockerbie, Ashcroft etc.



7 Pūrongo me whakatau | Decision Reports

# Safety and Wellness Charter and Due Diligence Plan

CM No.: 2521031

## Rāpopotonga Matua | Executive Summary

The Safety and Wellness Charter and Due Diligence Plan are attached to the agenda. Kate Stevens, Safety & Wellness Team Leader in attendance to discuss the documents with the committee.

## Tūtohunga | Recommendation

That:

1. That the information be received.
2. The Committee adopts the Safety and Wellness Charter and Due Diligence Plan.

## Ngā Tāpiritanga | Attachments

[A↓](#). Safety and Wellness Charter



[B↓](#). Safety and Wellness Due Diligence Plan



## Ngā waitohu | Signatories

Author(s)	Kate Stevens <b>Safety and Wellness Team Leader</b>	
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Approved by	Kelly Reith <b>People, Safety and Wellness Manager</b>	
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## Governance Safety and Wellness Charter

### Vision

Our vision is "Together we create a healthy, safe workplace where we thrive". We are committed to managing our work environments to prevent injuries and promote the safety and wellness of all staff, visitors, contractors and volunteers. Our mission is "Home Safe Every Day".

### Purpose

1. This charter sets out the governance role and responsibilities of the elected members of Council in leading and overseeing matters relating to safety and wellness at MPDC.
2. Elected members are committed to ensuring that MPDC complies with its safety and wellness duties arising out of its operations.
3. Elected members are committed to supporting management in implementing, maintaining, monitoring and continuously improving the system for management of safety and wellness at MPDC.

### Responsibilities

Each elected member will exercise due diligence to ensure the Council complies with its health and safety duties under relevant health and safety legislation.

Each elected member will take all reasonably practicable steps to:

1. acquire and update their knowledge of health and safety matters
2. gain an understanding of the operations carried out by the organisation, and the hazards and risks associated with those operations, with a focus on critical risks
3. ensure Council has, and uses, appropriate resources and processes to eliminate or minimise those risks
4. ensure Council has appropriate processes for receiving and considering information about safety events, hazards and risks, and for responding to that information in a timely way
5. ensure there are processes for complying with health and safety duties under relevant legislation and regulations, and that these are implemented
6. verify that these resources and processes are in place and being used.

Elected members will ensure that MPDC sets Safety & Wellness objectives annually that are measurable, with a focus on prevention through continuous improvement.

The Due Diligence Plan will outline the activities to be undertaken for each of the due diligence elements: plan, deliver, monitor and review.

**Relevant legislation**

This Charter has been developed in accordance with the due diligence requirements of Section 44(4) of the Health and Safety at Work Act 2015.

**Review**

This charter will be reviewed at least every three years to ensure it adequately sets out elected member's governance role in health and safety and the Council's commitment to safety and wellness in the workplace.






Signed: \_\_\_\_\_  
Mayor – Ash Tanner                      Chief Executive Officer – Don McLeod






Version 3  
Council Resolution Date:  
Review Due Date:  
CM#

**Procedures or Processes: Due Diligence Plan**



## Due Diligence Plan (Councillors & ARC) for 2021/2022

Activity	Who	Due Diligence Element				When
		Policy & Planning	Delivery	Monitor	Review	
Safety and Wellness Governance Workshop	Councillors and ARC					August 2021
Review Safety & Wellness Report (Monthly Update or Quarterly) and request further information if any concerns are raised. Reports include information about critical risk management, notifiable or potentially serious events and progress on audit recommendations.	Councillors					Monthly
Review Charter and Due Diligence Plan	Councillors and ARC					September 2021
Review Annual Safety & Wellness Report, determine external audit requirement, confirm Due Diligence Plan for the year ahead	Councillors and ARC					November 2021
Critical risk focus: Excavation, Working in the Road Reserve. Cross-cutting risk: Contractors. Session on Roading work.  	Councillors					February 2022
Review external audit results	Councillors and ARC					March 2022
Critical risk focus: Psychological Hazards. Session on Customer-facing roles and dealing with the risk of customer aggression 	Councillors					April 2022
Critical risks focus: work at height, energy – session on Property Maintenance and Construction  	Councillors					May 2022

Activity	Who	Due Diligence Element				When
		Policy & Planning	Delivery	Monitor	Review	
Critical risk focus: Plant, equipment machinery – update on critical risk review 	Councillors					June 2022
<b>Proposed plan for 2022/2023: To be reviewed June 2022</b>						
Critical risk focus: Hazardous substances session on water treatment 	Councillors					July 2022
Critical risk focus: Driving on the Roads – session on refuse collection 						August 2022
Review Annual Safety & Wellness Report, determine external audit requirement	Councillors and ARC					September 2022
Safety and Wellness induction for newly-elected council	All newly-elected members					November 2022
Critical risk focus: Working over/near water session on lifeguarding 						February 2023
Review external audit results (If applicable)	Councillors and ARC					March 2023
Critical risk focus: Confined Space Entry. Video or presentation by Waste Water or Water Operator. 	Councillors					April 2023



### Due Diligence Plan (Executive Management Team) for 2021/2022

Activity	Who	Due Diligence Element				Frequency
		Policy & Planning	Delivery	Monitor	Review	
Review Safety & Wellness Monthly/Quarterly/Annual Report and ensure that areas of concern are addressed and successes celebrated.	CEO, Group Managers					Monthly/ annually
Ensure that <ul style="list-style-type: none"> <li>• Council are informed of important Safety and Wellness matters relating to their teams</li> <li>• Concerns Council raise are addressed</li> <li>• Sufficient information is provided to Council to enable them to make informed decisions on matters that carry safety and wellness risk.</li> </ul>	CEO, Group Managers					As needed
Review external assurance reports and ensure recommendations are followed up where appropriate	CEO, Group Managers					As needed
Review internal assurance reports and ensure recommendations are followed up where appropriate	CEO, Group Managers					As needed
Review reporting on serious/notifiable events	CEO, Group Managers					As needed
Discuss safety events. Advocate a risk-based approach towards any work being completed within their area and highlight areas of concern for work being undertaken by their teams.	CEO, Group Managers					Weekly
Review of H&S Committee Meeting Minutes	CEO, Group Managers					Quarterly
Attendance at H&S Committee Meeting	CEO, Group Managers					Each attend one meeting per year

Discuss Safety & Wellness Matters with own Managers	CEO, Group Managers					At least monthly
Site visit to focus on critical risk and provide opportunities for worker engagement	CEO, Group Managers					At least quarterly
Stay up to date with current information relating to key Safety & Wellness risks and legislation through attendance at training, WorkSafe Updates and other sources.	CEO, Group Managers					As needed

8 Ngā Pūrongo Whakamārama | Information Reports

## Safety and Wellness Report - October 2021

CM No.: 2521021

### Rāpopotonga Matua | Executive Summary

The monthly Safety & Wellness Update for October 2021 is attached to the agenda. Kate Stevens, Safety & Wellness Team Leader in attendance to discuss the report with the committee.

### Tūtohunga | Recommendation

That:

1. The information be received.

### Ngā Tāpiritanga | Attachments

[A↓](#). October 2021 Safety Wellness Monthly Update



### Ngā waitohu | Signatories

Author(s)	Kate Stevens <b>Safety and Wellness Team Leader</b>	
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Approved by	Kelly Reith <b>People, Safety and Wellness Manager</b>	
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## Safety & Wellness Monthly Update: October 2021

### COVID

Our district remained in Alert Level 2 for the month of October, however our proximity to the Waikato Alert Level 3 boundary created some challenges as we sought to limit the risk of spread to our district:

- Some of our staff reside in Hamilton and the majority of these were able to work from home. Three staff were approved to cross the alert level boundary to complete permitted work, with strong controls in place – for example, travelling directly to the worksite to undertake an inspection, 2 m distancing, wearing a mask and not visiting Council offices or any shops.
- Health monitoring, pre-employment drug tests and medicals were delayed as our occupational health provider is based in Hamilton.
- Strict criteria for crossing the alert level boundary meant that only critical work could be completed by contractors who were based in the Level 3 area. Where possible, contractors from other areas were engaged to complete the work, and some work has been delayed.

### Site safety visits

Laine Dinsdale, our newly-appointed Site Safety Coordinator is getting out and about on site to meet our contractors and staff.



She will be doing regular site visits to help us to:

- Understand the critical risks related to work our contractors undertake and plan for safety early in the project
- Monitor contractor work through regular site visits which build trust and drive continuous improvement
- Create regular opportunities for collaboration and build positive relationships with our contractors.

### Subcontractor event:

A subcontractor to our Solid Waste Contractor was driving a side-loader truck to Tirohia landfill after completing collections in Matamata. In the Hauraki District, when coming up towards a slight bend, the driver lost control of the truck which then crossed the centre line and rolled onto the right side into the drain. Police and ambulance were called to the site and the driver was taken to hospital for assessment. He sustained bruising and cuts but no serious injuries. No other vehicles were involved.



The Contractor investigated the incident and identified opportunities for improvement, including a review of the current driver training and assessment process.

Note: This event occurred in September but was reported to us late due to confusion around which council it related to as the location was outside of our district.

Together we create a healthy, safe workplace where we thrive.



We are.  
Local Government.



## Volunteers

When we think about volunteers we are often drawn to the image of fire fighters or St John ambulance staff – they wear uniforms, have flashing lights and sirens and save lives. A most valuable resource in our community indeed.

There are also volunteers among us who go about the business of doing what they can for the community they live in, almost under the radar, and they do it all to make a difference. These are the people who give their time to tender gardens, pull weeds, plant trees, maintain tracks and upkeep historical collections.

Volunteers are an integral part of our business at MPDC and benefit our district in many ways:

- they carry out work that council would otherwise have to do and enrich our community through providing additional recreational opportunities
- they are productive, keeping active, both physically and mentally and this leads to a greater sense of purpose and belonging.

### Legislation

The Health and Safety at Work Act 2015 requires Council, as a PCBU, to ensure the safety of volunteers who carry out work on an ongoing and regular basis — in the same way that we must ensure that safety of our paid workers. This includes providing:

- a safe work environment
- safe equipment, structures and systems of work
- provision for safe use, handling, and storage of plant, substances, and structures
- adequate and accessible welfare facilities
- the necessary information, training, instruction, or supervision to do the work safely
- monitoring of worker health and workplace exposures to assess effectiveness of controls.

### Looking ahead

In the past our volunteers have largely been able to carry out work with limited Council oversight.

A key focus moving forward will be to engage with our volunteers to clarify responsibilities and work together to ensure the safety and wellbeing of all volunteers. Ongoing support and monitoring will give Council assurance that under the Act we are all doing what is workable and what is necessary to meet compliance and fulfil our duties. More importantly, ensuring everyone goes home safe and healthy whilst securing the future of a continued partnership between Council and those who choose to volunteer their time for the greater good of the community.



Firth Tower Volunteers H&S station

Volunteer update provided by Stacey Blake, Safety & Wellness Coordinator



8 Ngā Pūrongo Whakamārama | Information Reports

## Annual Safety and Wellness Report 2020/21

CM No.: 2521026

### Rāpopotonga Matua | Executive Summary

The Annual Safety and Wellness Report for the 2020/2021 year is attached to the agenda. Kate Stevens, Safety & Wellness Team Leader in attendance to discuss the report with the committee.

### Tūtohunga | Recommendation

That:

1. That the information be received.

### Ngā Tāpiritanga | Attachments

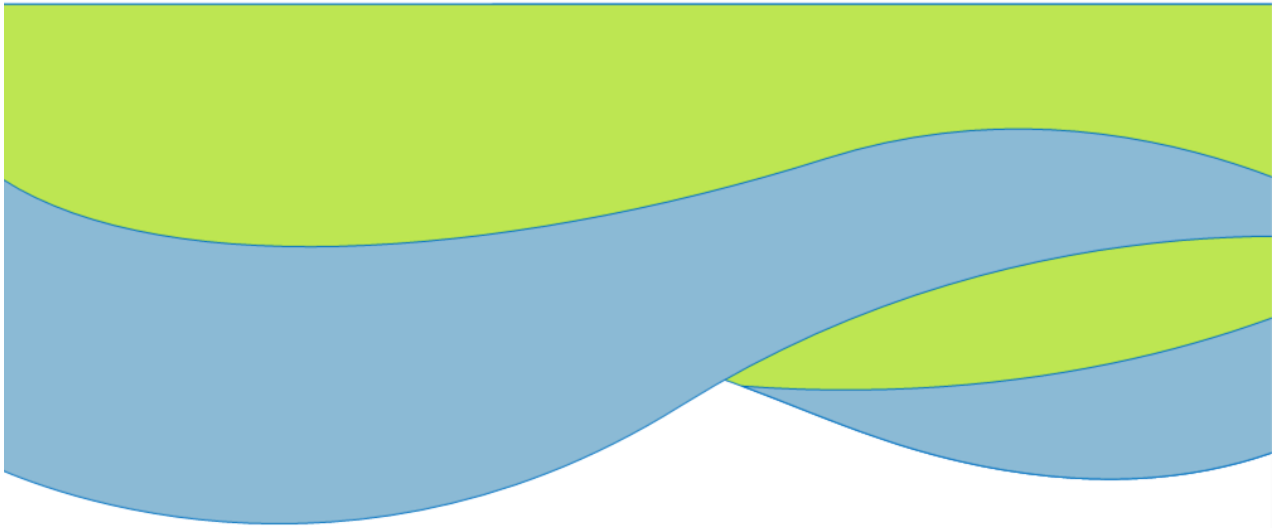
[A↓. 2020/2021 Annual Safety Wellness Report](#)



### Ngā waitohu | Signatories

Author(s)	Kate Stevens <b>Safety and Wellness Team Leader</b>	
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Approved by	Kelly Reith <b>People, Safety and Wellness Manager</b>	
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# Safety & Wellness

## Annual Safety & Wellness Report: 2020/2021

Together we create a healthy, safe workplace where we thrive.

## 1. Introduction

Early in the 2020/2021 year the Health and Safety Team merged with the Human Resources team to create the People, Safety and Wellness Team. In line with this, we renamed our team from 'Health and Safety' to 'Safety and Wellness' (S&W). This coalition has enabled us to collaborate in many shared areas of responsibility such as organisational culture development, employee wellbeing (including risks such as stress and harassment), health monitoring, and learning and development.

The S&W Team is comprised of three staff: a team leader, coordinator and an administration officer. The team reports to the People, Safety and Wellness Manager.

Our vision for the new S&W team is:

*We create a healthy, safe workplace together where we thrive.*

We identified three key priorities for the year:

1. **Creating a positive safety culture:** focussing on opening up channels of communication between leaders and their teams, and empowering health and safety representatives.
2. **Focus on critical risk:** ensuring that this approach is embedded through all activities, including contractor management.
3. **Well-being at work:** reviewing the psychological factors critical risk and building a strategic approach to managing this risk.

The COVID pandemic created ongoing uncertainty for staff over the course of this year, and COVID-related planning consumed a considerable amount of time for our team. We took this opportunity to review and refine MPDC's Pandemic Plan as a result of our experiences during this time. Proposed changes to Three Waters on a national level have also been a source of uncertainty in the organisation, and there is a considerable amount of project work coming up for the Three Waters Team as a result of the stimulus funding. A key challenge will be to minimise the effect of the volume of work, associated time pressures and potential for change on the safety and wellness of our staff and contractors.

KPMG conducted a review of MPDC's Health and Safety Contract and Contractor Management in August 2020. They found that MPDC has an effective system in place, and provided some recommendations for further improvement – in particular focusing on positive relationships with contractors, which aligns well with our key objectives. Worksafe advised us they will not be taking formal enforcement after investigating an event involving a contractor in May 2020. However, they have directed us to ensure that work carried out by contractors is recorded and work is coordinated between both parties to ensure that all risks or hazards are managed adequately.

Looking ahead to the 2021/2022 year, it seems likely that change and uncertainty will continue to be a strong theme. As an organisation, building collaboration within and between our teams, and with external parties such as contractors will assist us to adapt to the changing risk landscape and continue to drive continuous improvement towards a healthy, safe workplace where we thrive.

## 2. Risk Management

### 2.1 Reviewing and Monitoring of Risks

#### **Critical Risks:**

Work on an organisation-wide review of the four of Council's 'Top 10' critical risks continued this year, and a summary of key points is provided on the following pages. Progress on reviewing the six remaining critical risks has been slowed by other priorities. Other key risks for MPDC include fatigue and lone work.

#### **Fatigue:**

The Fatigue Policy is in place and instances of excessive hours worked are now reported into Vault. Water treatment plant issues and mains break emergencies continue to pose a challenge in fatigue management, with staff working long hours (often at night) to ensure that services are reinstated as quickly as possible. Following an incident where long hours were worked we reviewed and made some changes to the on-call roster for the Water Team and have continued to focus on learning and development within the team to upskill them.

#### **Lone Work:**

Progress on this project has included ordering of lone worker devices for water and waste water teams. Further work is scheduled for the second half of 2021 to review controls for other teams such as animal control, monitoring officers, KVS and Roading teams.

#### **Operational Risks:**





Operational level risks are reviewed at least annually. These risk reviews are led by either a H&S Representative, team leader or manager, skilled operator or member of the safety and wellness team. Some teams have a very high number of operational risks, so we reviewed and streamlined our risk registers to highlight critical risks more effectively and simplify the review process. The Safety and Wellness Coordinator was seconded to the Water and Waste Water Team for three months in early 2021 to assist with the backlog of overdue reviews and corrective actions from COVID in 2020, bringing their risk reviews back up to date. KVS Reticulation and Works Team have a backlog of critical risks such as underground/overhead services, excavation, concrete saw to review. Overdue corrective actions have fallen from 110 to 75 over the course of the year, with a large proportion of the remaining actions assigned to the Three Waters Team.

#### **Solid Waste Contract:**

The Solid Waste contract incorporates several key critical risks, including:

1. Vehicles/mobile plant and site traffic: interactions between customer vehicles, pedestrians (including children), loader operations, subcontractor trucks for removal of refuse/recycling and green waste. Further work is needed to align operations with the WorkSafe requirements for site traffic and height safety.
2. Fall from height (Morrinsville and Waihou): risk of fall from household waste area down to bins

### Progress on Critical Risks

Critical Risk	Profile	Key improvement actions completed this year	Actions not started or Underway (Priority actions in red)
	<p>Hazardous substances in three categories:</p> <ol style="list-style-type: none"> <li>1. Hazardous substances as per the HSNO Act: water &amp; waste water treatment, pool water treatment, agrichemicals, cleaning chemicals</li> <li>2. Biological: infectious substances such as sewage</li> <li>3. Airborne substances with chronic effects: silica and asbestos dust.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduction in quantities stored to below threshold for Emergency Response Plan: KVS, Swimzone Matamata, Swimzone Morrinsville.</li> <li>• Regular site inspections include hazardous substance requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Location Compliance work assisted by OCTA (Provisional Improvement Notice (PIN) issued by Worksafe until January 2022)</li> <li>• Replace chlorine gas with liquid at some plants</li> <li>• Reduce quantity of chlorine stored at SZTA to below Emergency Response Plan threshold.</li> <li>• Exposure Monitoring</li> <li>• Emergency Response Plan approval and rehearsal</li> </ul>
	<p>Driving on public roads, includes driving cars, utes and trucks. This risk is relevant across the organisation.</p> <p>Feb 2021: WorkSafe published <i>Managing Work Site Traffic - Guidance for keeping healthy and safe around vehicles and mobile plant at worksites</i>.</p>	<ul style="list-style-type: none"> <li>• Fleet manager appointed</li> <li>• Six-monthly independent vehicle checks</li> <li>• Argus used to track vehicle maintenance requirements.</li> <li>• Driving instruction for MPDC van drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of traffic flow at Refuse Transfer Stations.</li> <li>• Training and competency assessment for staff who are required to tow a trailer.</li> <li>• Review of Vehicle Policy</li> <li>• Vehicle checks by drivers, using Argus App</li> </ul>
	<p>Working in the road reserve: risk of injury or fatality as a result of a vehicle-related incident whilst working in the road corridor. Teams at risk include: KVS, Planning, Roding, Three Waters, Animal Control, and solid waste contractors.</p>	<ul style="list-style-type: none"> <li>• Frequency of traffic management audits has increased over the last two years</li> <li>• Planning and Roding Teams working together on shared generic plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Generic traffic management plans for the Three Waters teams and Animal Control</li> <li>• Transition to new NZTA training pathway</li> </ul>
	<p>Psychological factors: the risk of work negatively impacting the mental health of our staff</p>	<ul style="list-style-type: none"> <li>• Focus Group meeting in December to get input from staff across the organisation as we review current controls and consider future strategies</li> <li>• Review of Harassment Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Progress on the draft Mental Health Strategy has been delayed due to other work priorities. Further work is required to separately review other risks such as risk of violent behaviour towards staff.</li> <li>• Mental Health Fitness training scheduled for late 2021, along with promoting Mental Health Awareness Week.</li> </ul>





High risk equipment and plant used for Water, Waste Water Treatment, Swimming Pools, Roothing, KVS Reticulation, Works and Parks work.

- Critical risk review to commence second half of 2021, including: review of Lock out Tag out (Isolation) processes and maintenance of safety critical equipment.

### Critical risk reviews yet to be scheduled:



Working over/near water: high risk areas include Water and Waste Water ponds/clarifiers, swimming pools. Waste Water Ponds have been identified as a key risk. Work on fencing these is underway. Planned actions include training for staff and means of rescue.



Working at Height: high risk areas include Water and Waste Water Treatment Plants, Property Maintenance, Construction, Arborists, Refuse Transfer Stations. MPDC has a permit system in place. Further assurance activity and review is required.



Energy (Gas, Electricity): This risk is relevant across the organisation. High risk areas include plant and equipment maintenance and repair, construction and property maintenance, reticulation (underground and overhead services).



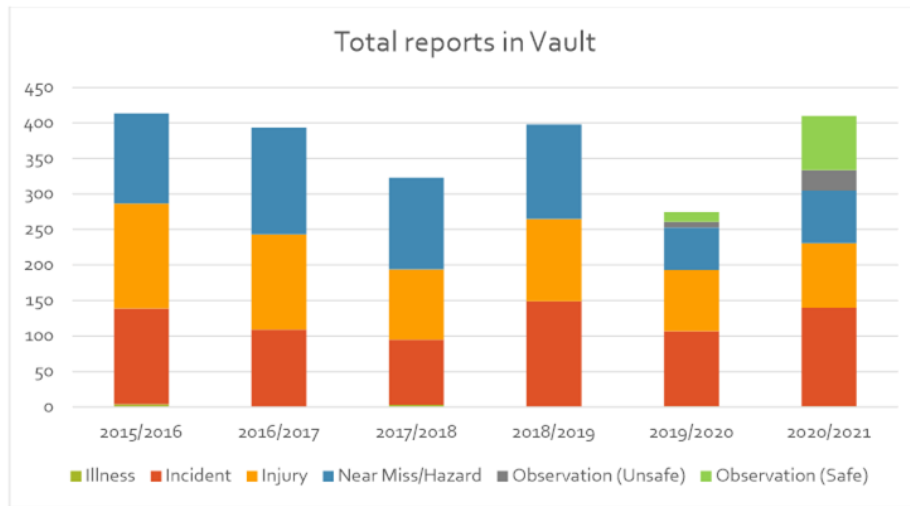
Excavations: High risk areas include Roothing, Reticulation, Works, Parks teams. Safe operating procedures and internal training in place for KVS staff. Much of our excavation work is completed by contractors.



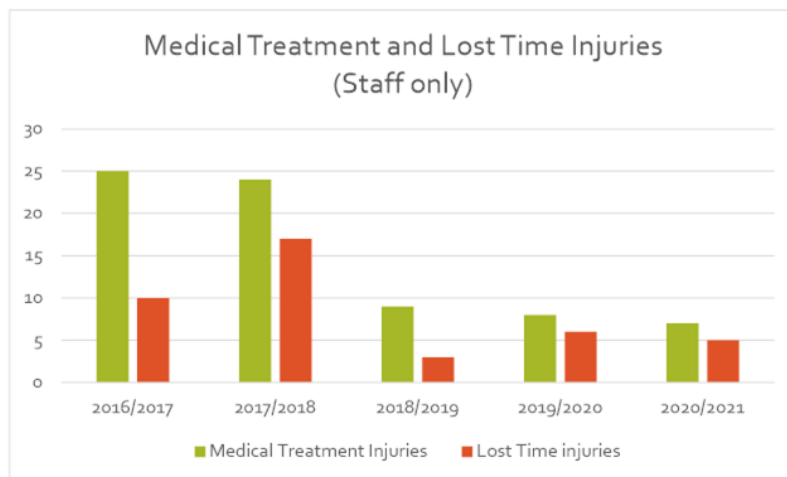
Confined Space Entry:  
There are confined spaces at Water and Waste Water Treatment plants and pump stations, Swimming Pools. MPDC has a permit system in place. Further assurance activity and review is required.

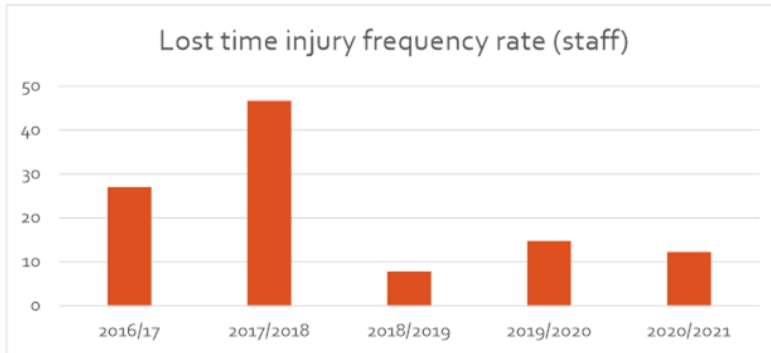
### 2.2 Event Reporting

This year we introduced 'Safety Observations' which can be used to report less serious 'unsafe' incidents or to recognise good 'safe' practices.

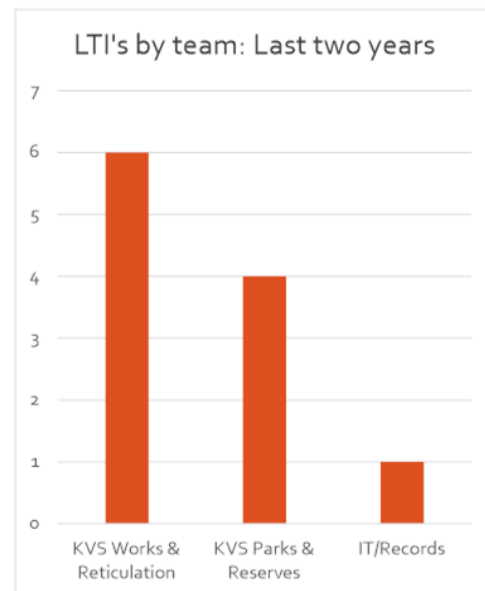
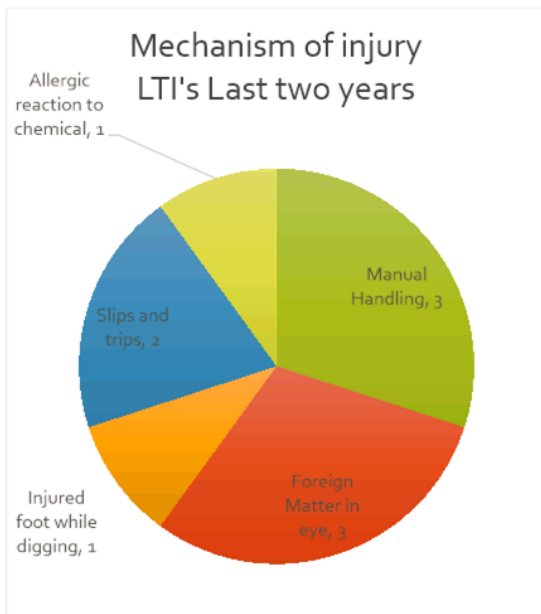


The following graphs provide retrospective ('lag') information regarding staff injuries. A Lost Time Injury (LTI) is an injury or illness resulting in one work shift or more off work. A Medical treatment injury is an injury that required medical intervention (i.e. doctor, hospital). Lost time related to psychological factors is not captured through our current reporting system, we will be reviewing how best to capture this information as part of the Mental Health Strategy.





The LTI Frequency Rate is calculated taking into account the total number of hours worked, providing for better comparison from year to year. Note that both of these provide information on staff injuries only. The LTI Frequency Rate has been relatively steady over the last three years.



Reviewing LTI events over the last two years, we can see that the majority of injuries relate to KVS work, particularly the Works and Reticulation Teams. Manual handling and foreign matter in the eye are the leading mechanism of injury.

### 2.3 Health Monitoring:

Our Health Monitoring programme is now well-established, allowing us to monitor staff health to ensure that the controls we have in place are effective. Spirometry (lung function testing) was provided for staff who are at risk of exposure to silica or asbestos dust or hazardous substances. Asbestos surveillance questionnaires are also used to monitor staff who are at risk of exposure to asbestos. There were no instances of reduced lung function due to work.

Audiometry (hearing tests) were provided for staff who are at risk of exposure to high noise levels at work. Whilst some staff show signs of historic noise induced hearing loss, there were no instances of notifiable hearing loss since baseline testing.

Skin checks and musculoskeletal checks are also performed where applicable, and staff who attend health monitoring are also provided with voluntary health checks such as blood pressure and cholesterol.

### 2.4 Overlapping Duties

A large proportion of MPDC's high risk work is completed by contractors and subcontractors. Whilst Worksafe have advised us they will not be taking formal enforcement in relation to an event involving a contractor last year, they have directed us to ensure that work carried out by contractors is recorded and work is coordinated between both parties to ensure that all risks or hazards are managed adequately. This relates particularly to the '3 C's' requirement to 'consult, coordinate and cooperate' with other PCBU's.

The KPMG review completed in 2020 provided a range of recommendations, progress on the actions from these is provided in Appendix 1.

In June we ran discussion sessions with our contract managers to better understand where improvements are needed and to determine what support they need. Suggestions and actions from this session are listed in Appendix 3.

As part of our focus on critical risk we scheduled site safety and wellness visits for our contractors engaged in high risk work, taking a partnership approach to better understand how we can work together to improve safety. Other work demands (such as the secondment of the S&W Coordinator to Three Waters) meant that not all scheduled visits took place, but the S&W Team completed 15 contractor site visits using a new template for reporting.

We also have overlapping duties with volunteer groups such as Matamata Historical Society at Firth Tower Memorial, Te Miro Mountain Bike Club and Community Halls. A key strategy for volunteer safety is to ensure that they only engage in low risk work.

The Matamata Aerodrome is a facility where there are complex overlapping duties between multiple parties. The Aerodrome Safety Committee comprised of representatives from the various user groups meets regularly to discuss safety matters, and work to create an Operations Manual for the Aerodrome is planned for late 2021.

### 3. Engagement and Participation:

Creating a positive safety culture is one of our priorities and we provided Safety Culture workshops for managers and staff to increase an awareness of the importance of engagement and participation.

Newly-elected health and safety representatives attend external training, and we introduced internal induction training with the S&W Team. We also introduced an 'engagement plan' for each H&S Rep with their manager to clarify their role and arrange for any support needed. Across the organisation we are beginning to see the benefits of health and safety representatives being given more direct support and encouragement from their managers and team leaders.

Other initiatives included the launch of the new Safety Star award to recognise great safety and wellness performance, and introduction of a new safety and wellness agenda item for meetings to encourage participation and engagement.

In order to facilitate reporting of safety events and concerns, we also rolled out the Vault Notify app for field staff enabling them to log an incident or event whilst on site, with the additional option of adding a photo.

### 4. Governance and Leadership:

Safety and Wellness continues to be the first item on the Executive Team meeting agenda each week, providing a great opportunity for open discussion with senior management. The CEO completed six specific site safety visits this year.

A detailed S&W Report is provided to Council on a quarterly basis, with a brief monthly update report provided for the remaining months.

External assurance activities over the past five years have included:

- Mike Cosman Initial Review May 2017
- Mike Cosman Progress Review March 2019 (See Appendix 2 for progress on recommendations)
- KPMG Review of Contractor Management July 2020 (See Appendix 1 for progress on recommendations)

A plan for future assurance activity will be determined in discussion with Elected Members.



## Appendix 1: KPMG Review Actions

Action	Target date	Status*
Provide safety culture training for MPDC staff (incorporating Safety II concepts, a focus on safety improvements and the partnership approach).	March 2021	Complete
Revise contractor standards booklet, audits forms and post-contract review and other contracting relationship activities to better reflect positive working relationships, including focusing on our new vision of 'together we create a healthy, safe workplace where we thrive'.	Nov 2021	Underway
Develop a model categorizing and describing the relationship of each contractor (or type of contractor) to MPDC, outlining MPDC's expectations for different types of contracts and what contractors can expect from MPDC.	Dec 2021	Underway
Review assessment and management of risk for projects and contracts, including use of weighted attribute model and consideration of how safety in design can be better incorporated (with Risk Manager, Project Manager, Procurement Manager).	Dec 2021	Not Started
Review current prequalification requirements and consider alternate ways of 'prequalifying contractors'	Dec 2021	Underway
Critical risk review for Psychological Factors: define risks and review risk management as part of the development of a Mental Health Strategy, and ensure that contractors are included in the strategy.	Nov 2021	Underway
Include wellbeing activities in assurance reporting	July 2021	Complete
Establish agreed Positive Performance Indicators for contractor H&S performance and include these in H&S Performance reports	Dec 2021	Not Started
Review measuring and monitoring activities, in line with the recommendations and ensure these focus on the management of critical risks. Ensure that second line assurance activities (e.g. by S&W Team members) are programmed and appropriate for the level of risk.	Aug 2021	Underway
Move to use of Vault Check app to capture monitoring data	Dec 2021	Underway
Ensure that there is a schedule for planned positive work visits with the CEO and PSW Manager	Jan 2021	Complete
Review of the Procurement Manual in line with recommendations	Dec 2021	Underway

Key\*

Not Started	Underway	Complete
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## Appendix 2: Cosman Audit Recommendations (2019)

Recommendation	Status	
Review operational/health and safety risk management process to ensure that:		
(a) the landscape in relation to critical health & safety risks is fully mapped.	Complete	Green
(b) the risk assessment and rating process is consistently applied.	Risk Manager has been appointed and will assist with this.	Yellow
(c) appropriate assurance and reporting processes are in place to monitor performance particularly of critical risks and processes.	Assurance plans are being created as part of the risk review process.	Yellow
(d) Council's tolerance for residual risk is clearly articulated and there are delegated authorities and control processes to permit activities to continue temporarily if they fall outside this	Complete: Revised risk framework has been adopted by Council.	Green
Ensure that all contracts for service delivery include appropriate health and safety clauses clarifying roles and responsibilities, performance standards, monitoring arrangements and provision for actions to address non-conformance. This may require renegotiation of some current high-risk contracts.	Health and safety clauses have been updated. Further work required to provide actions to address non-conformance.	Yellow
Carry out a training needs analysis for 'soft' skills associated with managing health and safety in service delivery.	Complete: Safety Culture workshops and Performance Conversations training held for managers and team leaders in 2020.	Green
Have urgent discussions with other Councils involved in the solid waste contract about:		
(a) Clarity around health and safety requirements in the contract in particular: <ul style="list-style-type: none"> <li>Traffic management at RTS</li> <li>Control of children at RTS</li> <li>Management of hazardous and prohibited materials including suspected asbestos containing materials in the waste stream</li> <li>Contractor vehicle maintenance standards</li> <li>Training and competence of contractor staff</li> <li>Compliant, injury and incident reporting, investigation and close out</li> <li>Provision and maintenance of welfare facilities at fixed sites</li> </ul>	Whilst there have been significant gains this area, there are some critical risks that require further work to ensure that effective controls are put in place at Refuse Transfer Stations, specifically: <ul style="list-style-type: none"> <li>Traffic management (including for Mobile Plant operations)</li> <li>Fall from height risk</li> </ul>	Yellow
(b) Setting appropriate health and safety KPIs with incentives and sanctions.	KPI's have not been reviewed	Red
(c) Monitoring the performance of the contractor including the frequency and nature of the inspections and audits at fixed sites and on the road and the means of following up corrective actions. This should include internal audits by the contractor as well as those undertaken by the councils and third parties.	Internal audits are being completed by the contractor. Council and third party audits are not currently being completed.	Yellow
Develop an Asbestos Management Plan (AMP) in accordance with the Health and Safety at Work (Asbestos) Regulations 2016 based on an assessment of the likely presence, condition and risk arising from asbestos containing materials (ACM's) in the Council's properties. Develop arrangements to alert all those who might come into contact with ACM's of their presence and of the means of preventing or managing exposure in accordance with the Regulations.	A draft AMP has been developed and was peer reviewed by BECA. At risk buildings are surveyed prior to refurbishment or demolition. Further work is required by the Property Team to develop arrangements to alert others to the presence of asbestos	Yellow

Develop and implement appropriate arrangements to assess and manage risks associated with remote and lone working (staff and contractors) in accordance with Regulation 21 of the Health and Safety at Work (General Risk and Workplace Management) Regulations 2016.	Lone worker devices trialled and will be purchased for Water and Waste Water Operators. Further work on this project will continue in 2021/22.	
Review arrangements for establishing and monitoring temporary traffic management and conformance to the NZTA Code of Practice (COPTTM) in relation to work by its staff and contractors on the road as well as in its monitoring and enforcement role as the Road Controlling Authority.	Complete	
The development of a revised Lock Out Tag Out (LOTO) process to ensure equipment is in a zero energy state before work is carried out on it appears to have stalled.	KVS and 3 Waters team have lock out processes in place. Further review will be undertaken as part of the Plant and Equipment critical risk review to ensure that this is consistent across the organisation.	
Implementation of a programme to identify safety critical plant, equipment & PPE and then how/when maintenance is conducted and where is information is stored.	This will be considered as part of the Plant & Equipment Critical Risk review although some initial work has commenced to start identifying some of these items and current monitoring/maintenance.	

Key\*

Not Started		Underway		Complete	
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### Appendix 3: Feedback from contract managers' workshop

At the end of June 2021 we met with the staff who manage contractors, to identify areas for improvement and get their feedback on what support is needed for them. A summary of their feedback is provided below.

Suggestion	Planned actions
Additional/refresher training for staff	Workshops to be held in the second half of 2021
Having one person dedicated to monitoring contractor work across all MPDC's contractors (through site visits) would provide good assurance and ensure a consistent approach	Fixed Term Resource (18 months) dedicated to this
Introduce some flexibility with contractor prequalification	Clarify the process for using a non-prequalified contractor. Investigate other prequalification options such as Tōtika.
Have a better system for providing and tracking contractor site inductions	Not yet scheduled
Need to continue to build communication between different MPDC teams	Joint training sessions and learning team meetings
Mobile phone app to capture safety and wellness at site visits	Vault Check app template for Site Safety Visits

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## Annual Declarations of Interest

CM No.: 2522352

### Rāpopotonga Matua | Executive Summary

Each year we require elected members and other key management personnel to complete an annual declaration of their interests. This is in order to assist members in complying with the Local Authorities (Member's Interest) Act 1968, and to assist Council staff to compile the Annual Report disclosure on related party transactions.

Earlier this year staff identified that Council never got declarations from the members that have been appointed to committees of Council (rather than elected members of these committees). Consequently elected members recently completed updated declarations in June 2021 and appointed members completed new declarations.

Elected members, and going forward appointed members, need to do a full declaration each November to align with the local government elections. Due to these being completed so recently staff just require Councillors to confirm with in-house Legal Counsel, Ellie Mackintosh that there has been no changes to their declarations since they were signed in June

If changes/updates are required a declaration for signing will be distributed.

### Tūtohunga | Recommendation

That:

1. The information be received.

### Ngā Tāpiritanga | Attachments

There are no attachments for this report.

### Ngā waitohu | Signatories

Author(s)	Ellie Mackintosh <b>Legal Counsel</b>	
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Approved by	Larnia Rushbrooke <b>Finance and Business Services Manager</b>	
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8 Ngā Pūrongo Whakamārama | Information Reports

## Te Aroha Spa Governance Group - Minutes of September 2021

CM No.: 2521039

### Rāpopotonga Matua | Executive Summary

Council has setup a Te Aroha Spa Governance Group made-up of Mayor Ash, and external members Barry Harris, Norm Hill, Kiri Goulter, Jill Taylor and most recently Francis Pauwels.

The purpose of this report is to report on the minutes of the meeting held on 30 September 2021. The minutes are attached to the agenda.

### Tūtohunga | Recommendation

That:

1. The information be received.

### Horopaki | Background

Following the recent Long Term Plan process Council formed the view that the Te Aroha Spa Development project should proceed in a staged manner.

A key step in the project's early stages was formation of a Project Governance Group (PGG) responsible for the strategic direction and oversight of the project, and this came together in April 2021.

The intention is that the minutes of the PGG meetings will be reported to the Council or Corporate & Operations Committee. Council can then make decisions on issues considered and recommended by PGG, as required.

### Ngā Tāpiritanga | Attachments

[A↓](#). Minutes - Te Aroha Spa Governance Group 30 September 2021



### Ngā waitohu | Signatories

Author(s)	Stephanie Hutchins <b>Governance Support Officer</b>	
Approved by	Sandra Harris <b>Placemaking and Governance Team Leader</b>	
	Don McLeod <b>Chief Executive Officer</b>	





AGENDA/MINUTES

<b>MEETING</b>	Te Aroha Spa Project Governance Group	
<b>DATE</b>	30 September 2021	
<b>TIME</b>	11.00	
<b>VENUE</b>	Silver Ferns Event Centre, Te Aroha	
<b>PRESENT</b>	Barry Harris (Co-Chairperson), Norm Hill (Co-Chairperson), Jill Taylor, Kiri Goulter, Ash Tanner	
<b>Support staff</b>	<b>Physical attendance</b> – Graham Shortland (Project Manager), Josy Jansonius, Sandra Harris <b>Zoom attendance</b> – Mark Naude 11.11	
<b>External</b>	Bruce Maunsell @ 1120hrs Francis Pauwels @ 1140hrs	
<b>APOLOGIES</b>		
<b>FILE REF</b>	CM	
<b>PURPOSE</b>	Governance Group hui	
<b>ISSUE</b>	<b>COMMENT/ACTION</b>	<b>BY WHOM/WHEN</b>
Karakia	Performed by Norm	Norm Hill
<b>Meeting formalities</b> <b>Previous minutes</b> - Approval - Matters arising	Barry – overview of today's meeting and confirmed agenda for today.  Kiri – structure about project control and how we might go about that. Minutes 12/08/2021	Sandra has added to previous minutes – GS to action  Moved by Ash 2 <sup>nd</sup> by Barry
<b>Project resourcing</b>  <b>Bruce Maunsell</b> <b>Francis Pauwels</b>	What are we trying to achieve before externals arrive. GS – I have indicated we want to look at additional skill sets. Soft interviews today. GS has briefed both externals on project and background. Open forum – ask questions have asked them to talk about their experience and for us to get to know them. Barry – we need to get a handle on next steps. GS – could be governance and project management. AT – general comments about Francis' background with PGF. Barry – listen to what they have to say and then make call Norm – COI. Culture lens will need to be inserted into the project delivery team. Jill and Norm may need to be involved to keep the essence. I don't think this will be a conflict of interest more a compliment of interest. GS – mentioned Tuatahi's involvement to date. Jill – Point to be made very clear. Tuatahi would not speak on behalf of Ngati tumutumu. He would not let	

	<p>let himself get caught up in this, his role is generic representation. Barry – we need the best possible advice. Conflict of interest is all about how they are managed.</p> <p>Bruce arrived at 11.12</p> <p>Norm shared mihi to welcome Bruce. – Bruce acknowledged.</p> <p>Barry – Driver for today is that we create a project governance group but have realised we are light in some aspects of spa development. Looking at beefing up the governance group.</p> <p>Bruce – would bring a range of skills and experience and focus. Varied background. Theme that unifies my background is interesting projects that deliver experiences that exceed people’s expectations. Can see the potential in what is special and sustainable. Enjoy a collaborative approach to projects. Creative about people’s experiences.</p> <p>KG – more about projects you have worked on. Acknowledged they have known each other for 15years. Learnings and challenges.</p> <p>BM – Greenfield projects. Timbertrail 2013 – just under initial development Doc owned. Initial feasibility for accommodation. To be viable value had to be added – better facilities than a backpackers. Took concept designs to tourism growth partnernships fund – declined to 600k. Reworked it reapplied and got \$1.2 Million grant.. I oversaw raising the rest of the fund with a board of directors. Project manager for the build. Opened in 2017 – trail at this stage had 5,000 users. This year we have had 8,000 bed nights. We have developed a package – bike hire, shuttle. Created a sustainable business – focused on domestic market.</p> <p>Barry – what are the risks here for the spa?</p> <p>Bruce – nailing the market, how people are going to perceive. Analysis of comparable business and looking for their weaknesses.</p> <p>Barry – implementation risk?</p> <p>Bruce – cost escalation/creep. Delays – stakeholder needs.</p> <p>Jill – asking about dealing with local iwi. Managing expectations. Norm – expanding on question about cultural expectations.</p>	
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	<p>Bruce – timber trail – a lot of cultural interest in trail. We were kept at arm’s length by hapu (iwi). Had trouble to find who we should be talking to you. Went back to creating a local bond – half of the staff are local. Final steps for appointing Iwi advisor for the board.</p> <p>Part of the experience we offer is a strong cultural one.</p> <p>In terms of spa project – iwi right from the start has great benefits.</p> <p>Norm – cultural potential?</p> <p>Bruce - should be the strong thread that keeps this project together. We don’t want to commercialise the culture.</p> <p>AT – complimentary business that can evolve from the initial concept.</p> <p>Bruce – what will give this project legs is all the peripheral offerings.</p> <p>Barry – any questions Bruce – how this group works?</p> <p>Barry – relaxed, constructive and open. Still at early stages – just getting our heads around the entire the project.</p> <p>Jill – passionate, high expectations, open, as Iwi I am very comfortable at the table.</p> <p>Barry – there are legitimate tensions that we all pull on, cohesive team.</p> <p>GS – shared the timeline is still several years away. Design stage next year and consultation with all stakeholders.</p> <p>Barry – Stage gate questions – enough water, access to land, geotech, and consent with Regional Council.</p> <p>KG – this project has to live and die on the regional markets. This project is very complex – nowhere else in NZ.</p> <p>Barry closed soft interview with Bruce 11.45</p> <p>Francis arrived 11.45</p> <p>Norm welcomed Francis with a mihi - Frances acknowledged.</p> <p>Barry – quick background (as above for Bruce’s intro).</p> <p>Francis – acknowledged the governance and management experience around the table.</p>	
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	<p>Has been in touch with the project and introduced people to the project. Francis acknowledged Kiri as person he knew from previous work.</p> <p>CEO – Grow Rotorua.</p> <p>Growing spa business – International spa contacts. World class spa connections and tourism connections. Has put together concepts of spa destinations. For example, Kuirau Park, Wai Ariki in Rotorua, which are all going ahead. Wider network of people who have real expertise in Spa NZ.</p> <p>Iwi connections, were part of international visits, Morocco, India, worldwide to see and experience. Europe and UK to look at engineered timber.</p> <p>Always evolving and moving with the times. Happy to help in anyway. There is potential here. Needs to be reasons for people to come here – can't just be a 1 trick project. Limitations with water – 80% of focus needs to be steered away from thermal water concept. Accommodation and hospitality options. Urban interface – where do we park the campers for example? Can't just be a stand alone spa.</p> <p>AT- what makes his project stand out to you? Apart from being central. What is the opportunity here?</p> <p>Francis – very different to anything else that's out there. Peaceful, quiet, weekend sabbatical, wellness weekend. Plus the other assets the district has. My passion is provincial NZ – provinces are where the gold is and unique to the district.</p> <p>Norm – acknowledged that Francis complimented sustainable use of wai (water). How can we better use the wai and recycle it?</p> <p>Francis – about deciding what we want to do. Look after it, keep it clean. Streamline the use of the precious mineral water and taking it far as we can.</p> <p>KG – drill down on thoughts on uniqueness about people and place. There is a lot of investment going into this sector across the country. Where do you see the uniqueness for experience? There will be a saturation of wellness in the market.</p> <p>Francis – It needs to become part of the culture. Saturation is good – message of wellbeing will be put out there. Industry does it well – they promote each other. Covid is helping people reflect on how we are doing wellness. Connect it to other experiences – Covid is making people looking at their local market – what does NZ have?</p> <p>Barry – any questions for us?</p>	
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	<p>Francis – Interested to help in anyway I can with Governance or Project.</p> <p>Francis left 12.15.</p> <p>Meeting adjourned for lunch 12.15 Restarted 12.21</p> <p>Following general discussion all Governance Group members agreed to the appointment of Francis Pauwels to the governance group.</p> <p>Staff have confirmed that the Co-Chairs have the delegation to appoint independent members to the Project Governance Group</p> <p>Francis to be appointed – Norm moved, Kiri seconded.</p>	<p>GS – reference check</p> <p>GS to attend to formalities to appoint Francis.</p>
<p><b>Project resourcing</b></p>	<p>GS - Management group is variety of council staff who have been very supportive and helpful to date. They have limitations on their capacity due to their regular work, skill sets not necessarily aligned with future requirements. What's ahead over next 12 months, we need to start shaping things up, need developmental type experience. Start looking at knowledge and skill sets aligned to this and bring into this group.</p> <p>Barry – Governance to set strategic directions and clear results and outcomes. Underneath that we need a group who can take the timeframes and actions and ensure they are delivered completely and reported back to us.</p> <p>General Discussion</p> <p>Strong construction experience Design and Architecture Planning – possibly within Council staff Spa – entire concept. Commercial / Finance (feasibility) (commercial lense) Spa Operations Tourism Whakapapa connection – Norm? Governance group members potentially to step into Project Management Group at times</p> <p>General discussion; brief needs to be right before we go out. Will this group be given a budget? Where does QS sit? External? When do we need it and where does it sit? What companies provide this kind of service? Potential to use professional external</p>	<p>Graham to research what council can contribute to expertise for the Spa project and how listed skills</p>

	<p>parties. Skills and experience written up on white board.</p>	<p>and experience could be brought in. Budget for this group?</p>
<p><b>Project Manager report</b></p>	<p><b>Report attached separately (CM2507600)</b></p> <p>Geothermal water resource consenting; GS reported on meeting with Regional Council staff, their main focus was on effects including discharge of waste water. Existing resource consent is being renewed, GS finding out who at MPDC is working on this so wasted efforts/duplication is avoided in terms of this project's requirements.</p> <p>Wilson Street bore – flow meters not finished. Only going off historical data.</p> <p>KG- GWS, what was their brief and when will see the report and how that progresses onto conversation with regional council about consenting</p> <p>GS – clarifying the current situation with other bores in the area, is also the possibility of using, heat transfer/exchange system using town water to supplement mineral water. GWS have described the resource as sensitive and delicate. Report is distillation of GWS report.</p> <p>Barry has requested to view the full GWS report</p> <p>KG – understanding on what we can take.</p> <p>GS – it's not so much about what we can take it is about what we can obtain from the resource. Appears to be maximum 90 cubic meters a day. The average is less, is augmented with town water supply for cooling. Estimated at 1 to 1 ratio.</p> <p>JT – there are about 20 bores around the Domain area – getting understanding about what is happening with them. Are they still supplying? When do we explore this?</p> <p>Barry - indicated we need to be as clear as possible with what our resource can provide so we can task people with the correct information to do the job of design the concept around water availability.</p>	<p>GS to look at consenting process – future proof.</p> <p>GS to provide GWS report to group</p> <p>GS to organise GWS to attend next meeting. And question why the Wilson St bore flow meter is not installed yet.</p> <p>What is their understanding about a new bore or exploring this.</p> <p>GS to feedback, Shaun O'Neill From Geometrix should know about this</p>

	<p>Norm – iwi (Norm) to iwi (Rotorua) connection and conversation (information gathering). Delayed due to Covid.</p> <p>Understanding settlement rights for the area.</p> <p>GS – project management software – Microsoft projects. Rachel Norman from council helping to make this available; project details will be migrated across.</p> <p>Geotech, GS met with WSP earlier in the week (formally Opus) they have some historical information – is interesting but not particularly useful as WSP believe the ground conditions change over time. WSP suggested that an initial step would be a site walk to do visual investigations, possibly some hand auguring and for them to report back. Site walk could take 1 month to get to due to WSP site safety requirements and WSP current work load. A more invasive drilling investigation may be required. Will be a question of looking at a range of land parcels as exact location of new facilities not yet known.</p>	<p>Cultural design principles document, Norm has shared with GS but needs to be provided to Governance Group. Jill and Norm to update group once further progress made</p> <p>GS actioning.</p> <p>GS to commission WSP to do initial stage 1 site investigations; provide the brief to Governance Group</p>
<b>Design principals and insights</b>	<p>Pause on being more specific until we complete geotech initial investigations.</p>	
<b>Any other business/general</b>	<p>Risk register – Rachel Norman has developed a risk register frame work, GS will develop this further using Rachel's framework.</p> <p>Consultation Plan. Andrea from comms has anticipated this and has done some initial scoping work. GS working with her to progress</p>	<p>This will form part of future reporting</p>

	<p>General note – all related report documents to be merged into one for ease of reading.</p> <p>GS met with Maltby's to seek their professional advice on project development plan/pathway, they have suggested some changes to the preconstruction and construction phase. GS will update the plan accordingly. For example Maltbys suggest adding another 3 months to construction time so 15 months and noted that the Cambridge pools project took 3 years.</p>	
<b>General discussion</b>		
<b>Next meeting</b>		<p>GS - to report back with suggested dates based on timing of geotech investigation information being available.</p> <p>GS - Francis to be engaged before next meeting so he can attend.</p>
<b>Meeting closed</b>	2.05 Norm closed with Karakia	

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## Chief Executive Officer's Report

CM No.: 2522617

### Rāpopotonga Matua | Executive Summary

The Chief Executive Officer's report for the period ending October 2021 is circulated separately to the agenda.

### Tūtohunga | Recommendation

That:

1. The information be received.

### Ngā Tāpiritanga | Attachments

There are no attachments for this report.

### Ngā waitohu | Signatories

Author(s)	Debbie Burge <b>Executive Assistant to the Mayor &amp; CEO</b>	
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Approved by	Don McLeod <b>Chief Executive Officer</b>	
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