

Notice is given that Council Workshop will be held on:

Date: Wednesday 27 May 2026
Time: 9:30am Long Term Plan Workshop - Waste
Meeting Room: Management & Minimisation
Venue: Tasman Council Chamber
189 Queen Street, Richmond

WORKSHOP PROGRAMME

The public is welcome to attend and observe open workshops

Workshops are not meetings and **cannot be used to either make decisions or come to agreements** that are then confirmed without the opportunity for meaningful debate at a formal meeting. An outcome of a workshop is likely to be a report to Council or a committee.

ATTENDEES

Chairperson	Mayor T King	
Deputy Chairperson	Deputy Mayor B Maru	
Members	Cr C Butler	Cr D McNamara
	Cr J Ellis	Cr P Morgan
	Cr K Ferneyhough	Cr K Maling
	Cr M Greening	Cr T Neubauer
	Cr J Gully	Cr T Walker
	Cr M Hume	Cr D Woods
	Cr M Kininmonth	

No quorum for workshops

Contact Telephone: 03 543 8400
Email: tdc.governance@tasman.govt.nz
Website: www.tasman.govt.nz

PROGRAMME

- 1 WELCOME
- 2 APOLOGIES
- 3 WORKSHOP MATERIAL
 - 3.1 Long Term Plan 2027-37 Waste Management and Minimisation Group of
Activities 4

3 WORKSHOP MATERIAL

3.1 LONG TERM PLAN 2027-37 WASTE MANAGEMENT AND MINIMISATION GROUP OF ACTIVITIES

Report To:	Workshop
Meeting Date:	27 May 2026
Report Author:	David Stephenson, Team Leader - Stormwater & Waste Management
Report Authorisers:	Mike Schruer, Waters and Wastes Manager
Report Number:	RCW26-05-9



1. Workshop

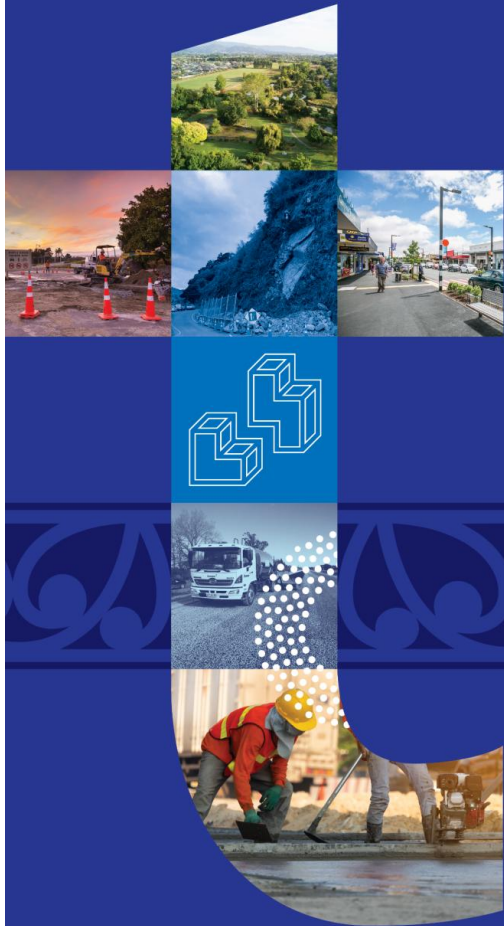
Workshop Organiser:	David Stephenson
Workshop Topic:	Waste Management & Minimisation Group of Activities
Workshop Objective:	Seek direction from Elected Members on the Long Term Plan 2027-37

2. Workshop Material

Workshop material is attached.

3. Attachments / Tuhinga tāpiri

1. 	Infopack - Waste Management and Minimisation	5
2. 	Workshop Presentation - Waste Management and Minimisation	50



[infopack]

Waste Management and Minimisation

May 2026

[infopack]

Contents

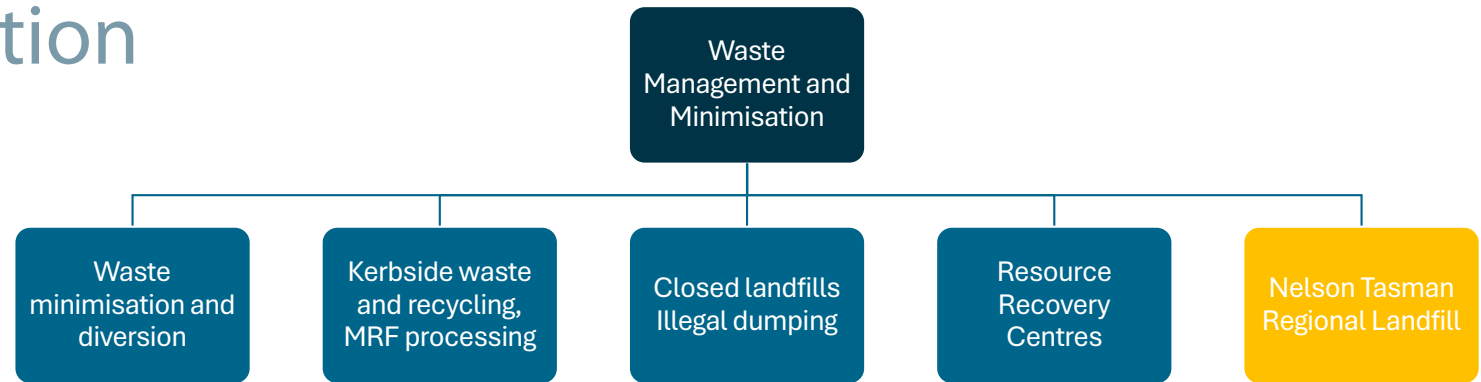
- Purpose and scope
- Overview of activity
- Services and funding
- Strategic alignment and delivery
- Operating model
- Performance and levels of service
- Benchmarking
- Community feedback
- Operating environment
- Financial context
- Key issues and pressures

infopack

Group of Activities | Waste Management and Minimisation

Purpose

To protect public health and the environment by providing and supporting safe, reliable and affordable waste and resource recovery services and activities.



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Overview | Waste Management and Minimisation Activity Group

A core Council function, supporting economic, social, environmental and cultural wellbeing of our communities.

Kerbside waste and recycling services



24,000 properties processing facility (MRF)

Resource Recovery Centres



Five locations Commercial & domestic

Waste minimisation and diversion



Diversion of problem waste Community engagement

Closed landfills
Illegal dumping



22 closed landfills Responses to dumping

Nelson Tasman Regional Landfill



2 landfills 50% shared with NCC

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Services | Waste Management and Minimisation

Kerbside rubbish and recycling, MRF operations and RRC services are provided by Smart Environmental through Contract 1440, until 2035.

Waste minimisation is delivered by a mix of staff and contractors.

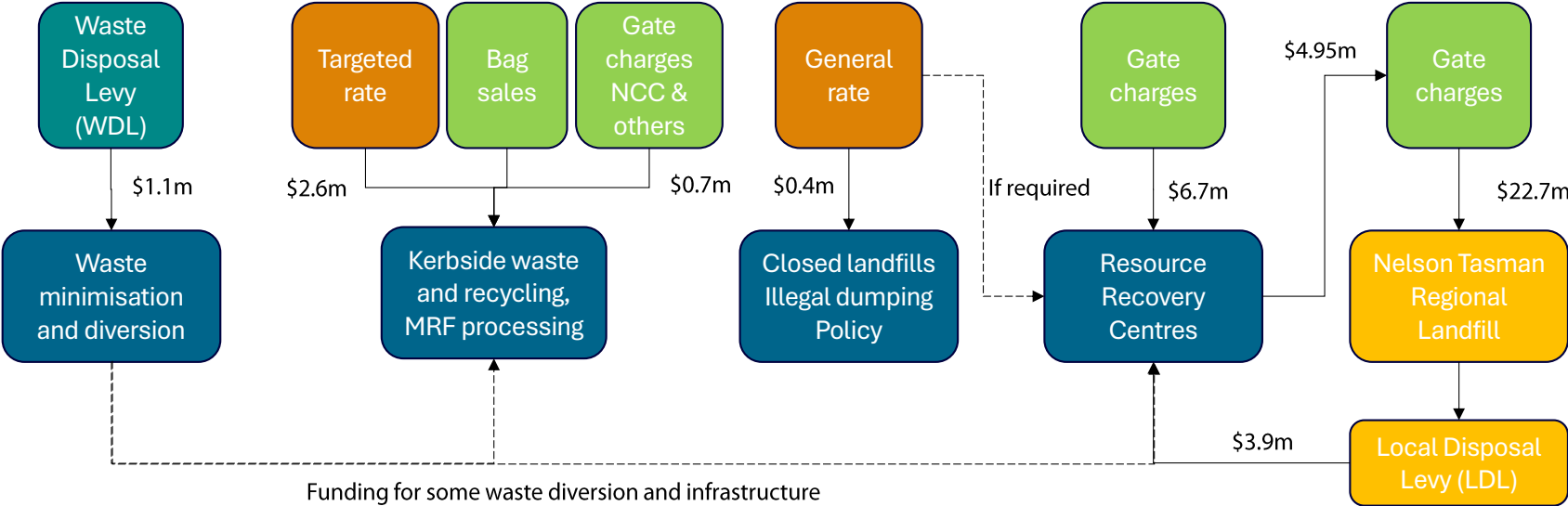
Closed landfills and illegal dumping managed by staff, with contractors providing maintenance and response.

Data collection, reporting, planning and policy primarily by staff with consultant support.

Name of Activity	Drivers	Risks	Primary funding source
Kerbside recycling	Provide recycling to most residents and small businesses	Market volatility Contamination rates	Targeted rate
Kerbside rubbish	Backstop waste collection option for most residents	Affordability pressure Fixed cost base	Targeted rate Bag sales
Materials Recovery Facility (MRF)	Process recyclable materials for Tasman, Nelson and commercial	Commodity prices End-market access	Targeted rate Gate revenue
Resource Recovery Centres (RRCs)	Local waste disposal and resource recovery for communities	Volume volatility Fixed cost base	Gate revenue, Local Disposal Levy (LDL)
Waste minimisation services and activities	Divert resources and problem wastes Support community to make changes	Levy dependency Outcome uncertainty	National Waste Disposal Levy (WDL)
Closed landfills	Responsibility for legacy sites	Legacy liability Compliance risk	General rate
Illegal dumping response	Protection of environment and public	Cost escalation Enforcement limits	General rate
Data collection, reporting, planning and policy	Mandatory responsibility Supports the other activities	Data gaps Resourcing pressure	National Waste Disposal Levy (WDL), General rate
Regional Landfill Business Unit	Core sanitary service for wider region	Capacity constraints	Gate charges

Overview | Funding

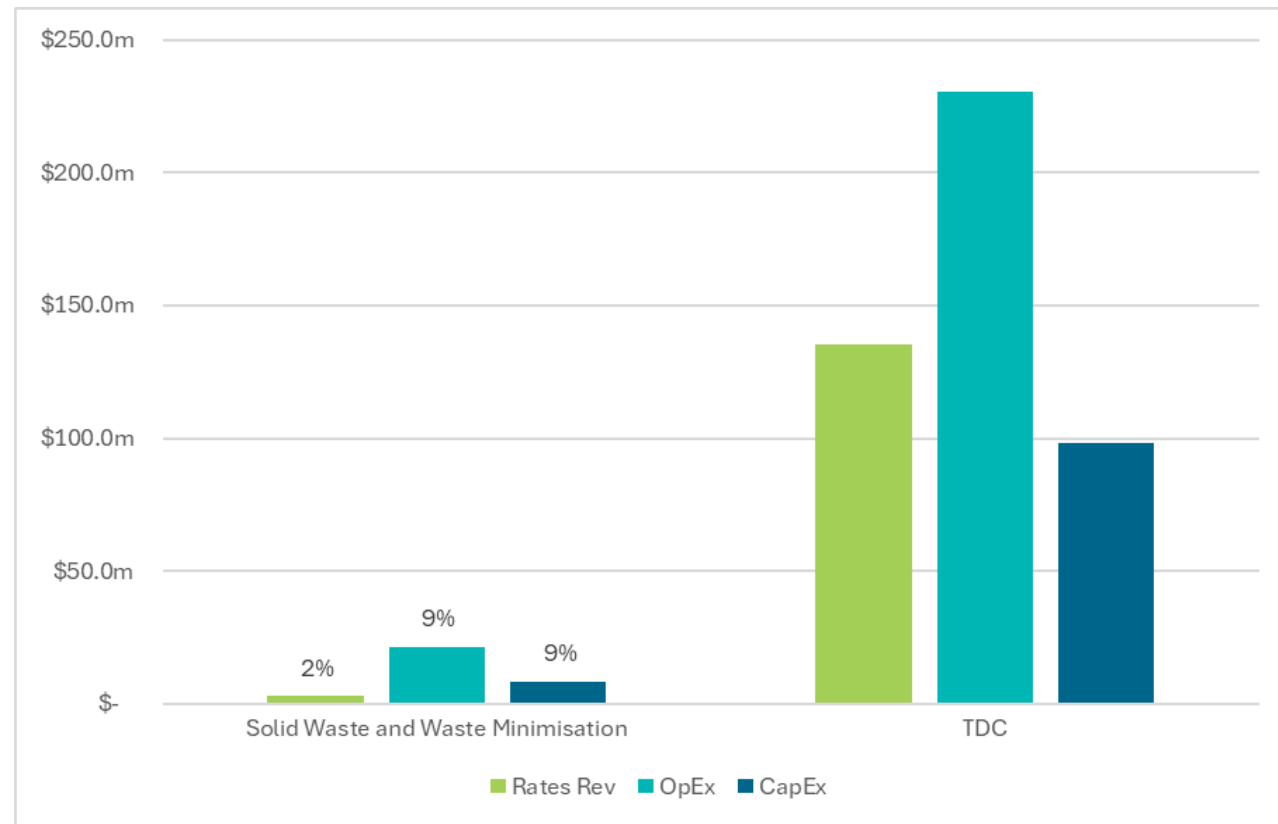
- Funding is largely separated into four areas, with general rate a moderately small percentage of funding
- Historically general rate has been required to support Resource Recovery Centres, in 2026-27 this will be largely replaced with additional Local Disposal Levy (LDL) funding
- The Waste Disposal Levy (WDL) income is ring-fenced to waste minimisation



Overview | Expenditure

ANALYSIS

- Moderately significant portion of council business
- Significant non-rate revenue streams: Gate charges, Local Disposal Levy, National Waste Disposal Levy



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[infopack]

Strategic Alignment

TASMAN DISTRICT COUNCIL

NATIONAL & REGIONAL STRATEGIC DRIVERS

To deliver safe, reliable and affordable waste services that protect public health and the environment and are sustainable over time.

ASPIRATIONS	OUTCOMES
A place where people can thrive	<i>"Our communities are vibrant and connected to people and places."</i>
A strong, diverse & innovative local economy	<i>"A diverse economy not reliant on a single sector, open to future technologies and innovation, while aligning with Tasman's values and environmental limits."</i>
Resilient, sustainable infrastructure	<i>"Our infrastructure reliably supports community wellbeing and economic activity."</i>
Stewards of the natural and built environment	<i>"Tasman has a beautiful, and healthy environment that is safeguarded for future generations."</i>
Intergenerational financial stewardship	<i>Balancing today's needs with tomorrow's costs, to maintain financial sustainability and affordability for future generations.</i>

New Zealand Waste and Resource Efficiency Strategy (2025)

Nelson Tasman Waste Management and Minimisation Plan 2025 (WMMP)

and alignment to Tasman District Council Financial Strategy, and Infrastructure Strategy.

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Strategic Alignment

MAPPING STRATEGIC ASPIRATIONS AND OUTCOMES TO WMMP



ASPIRATIONS	OUTCOMES
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Intergenerational financial stewardship	<i>Balancing today's needs with tomorrow's costs, to maintain financial sustainability and affordability for future generations.</i>

WMMP GOALS:

- Reduce resource consumption and prevent waste being generated in the first place
- Keep resources in use as long as possible and recover value
- Protect people and the natural environment from the harmful impacts of waste

WMMP FOCUS AREAS:

- Strengthen partnerships and collaborative efforts
- Prioritise waste prevention, reuse, repair and repurpose activities
- Address the impacts of climate change & natural hazards on the region's waste and resource recovery systems
- Enhance efforts to recover and divert resources from being disposed to landfill
- Enable waste solutions that take care of people and the environment

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Delivering on Strategy

The Nelson-Tasman Waste Plan sets the strategic direction the AMP and LTP sets the pace

REGIONAL STRATEGY

- Nelson Tasman Waste Management and Minimisation Plan (2025)



FUNDING SOURCES AND REQUIREMENTS

- Resource Recovery Centres are largely funded by gate fees
- Kerbside recycling funded by targeted rate
- Illegal dumping and closed landfills by general rate
- Government provides population based share of 50% of Waste Disposal Levies to Council (~ \$1.2m p.a.)
- Government funding must be spent in accordance with waste plan

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Strategy | Target tracking

Target 1 is still challenging to measure

Initial forecasts suggest good progress on Targets 2 & 3

WASTE PLAN TARGETS

Target #1 - Avoid waste generation

- By 2035, a 10% reduction in kg per person entering the waste management system

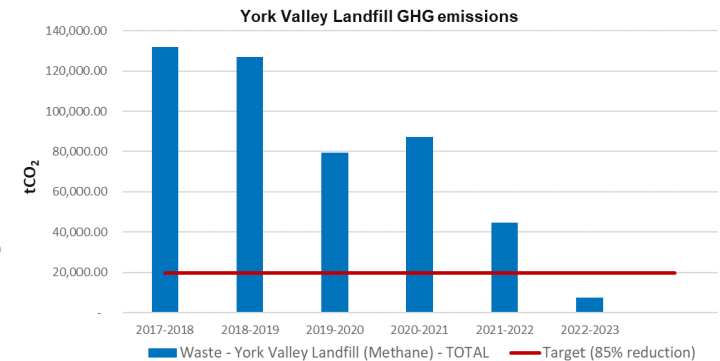
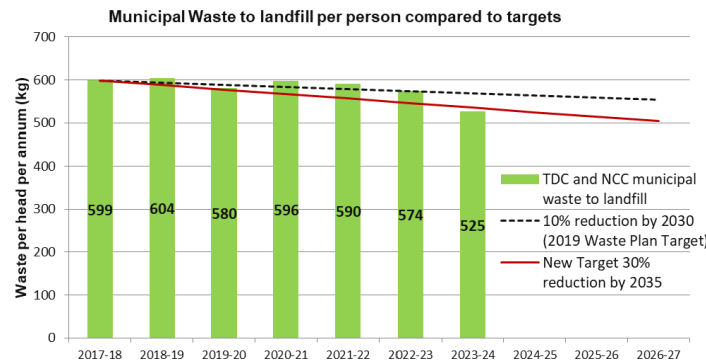
Target #2 - Reduce waste disposal

- By 2035, a 30% reduction in kg per person to class 1 landfill

Target #3 - Minimise waste emissions

- Reduce biogenic emissions from class 1 landfill by 85% and beneficially use 75% of LFG captured

PROGRESS AGAINST TARGETS



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Delivering on Strategy | Progress to date



FOCUS AREAS:

Strengthen partnerships and collaborative efforts

- Continuing waste minimisation work with Nelson City, engaging with iwi

Prioritise waste prevention, reuse, repair and repurpose activities

- On-going work, further work required to prioritise sectors and activities

Address the impacts of climate change & natural hazards on the region's waste and resource recovery systems

- Started work on regional emergency waste plan, risk assessment of closed landfills

Enhance efforts to recover and divert resources from being disposed to landfill

- Business cases completed for food organic diversion and MRF upgrade

Enable waste solutions that take care of people and the environment

- Investments at York Valley and Eves Valley landfills
- Progress on diversion of problematic and hazardous wastes

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Recap | Operating Model

Contracts

- Smart Environmental – Resource Recovery Centres, line haul, kerbside rubbish and recycling collections and processing recycling (MRF)
- Smaller contracts for site maintenance, upgrades, renewals
- Contractors for waste minimisation activities

People

- 1 manager leading...
- 1 team leader (50%)
- 1 engineer
- 1 administration officer
- 1 waste minimisation officer (vacancy)

Systems

- ArcGIS
- Harareke (CRM)
- Confirm (Asset Management System)
- 3-Logix (Contractor truck tracking system)
- System3000 – RRC point of sale system
- MagiQ – allocation of bins to properties and commercial invoicing

Reporting / Governance

- TDC Information Forum
- Quarterly and Annual Reporting to Ministry for the Environment
- Council annual performance measures (reported quarterly)

Service Performance



Performance | Key Indicators

Key Performance Measures:

- ✓ Levels of service KPIs
- ✓ Contractual KPIs
- ✓ WMMP performance indicators

Waste Management and Minimisation

Long Term Plan levels of service performance measures

- Customer satisfaction with kerbside collection services
- Customer satisfaction with Resource Recovery Centres (RRCs)
- Waste to landfill per capita (excluding special waste)
- Incidence of illegal dumping

Contractual KPIs

- customer service performance
- continuity of service
- Recycling contamination
- facility performance

WMMP performance indicators

- Progress on priority waste streams (e.g. problem wastes)
- Diversion trends over time
- Improvements in regional data quality and reporting



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Service Performance | Current Levels

Customer service performance measures consistently track above 90% for those with kerbside recycling and using RRCs.

We also survey those who do not have access to the kerbside service and measure satisfaction in rubbish bag collections, and waste generally.

Verbatim comments are used to inform areas to improve.

Current KPIs	Performance result (based on the 2025 Annual Report)	Benchmarking Community insights	Are budgets sufficient for current LoS Y/N
Customer satisfaction with kerbside recycling services . As measured through residents' survey of those provided with the Council's kerbside recycling collection services.	 Fully Achieved Target: 90% Actual: 93%	No nationally published benchmarking data but broadly consistent with comparable New Zealand district councils, which typically report results in the ~80–95% range.	Yes
Maintain a high percentage of customer satisfaction. Measured by annual customer on-site surveys at Resource Recovery Centres (RRCs) who are very satisfied or fairly satisfied.	 Fully Achieved Target: 95% Actual: 95%	While there is no national benchmark for transfer stations or Resource Recovery Centres, published council surveys indicate satisfaction is typically high where measured, commonly in the range of ~85–95%.	Yes



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Service Performance | Current Levels

The waste to landfill measure is from the WMMP. It is used to measure whole of system performance and track progress, inform future policy and investment decisions, rather than to set audited service levels.

Illegal dumping incidence is not a performance measure of services but indicates performance of the overall waste system and potential perverse outcomes.

Current KPIs	Performance result (based on the 2025 Annual Report)	Benchmarking Community insights	Are budgets sufficient for current LoS Y/N
Reduce waste going to landfill from the Nelson Tasman region. As measured by Nelson Tasman total tonnage per capita recorded at Class 1 landfill excluding special wastes.	 Fully Achieved Target: < 576 kg Actual: 497 kg	National average for this period was 535 kg per capita.	Difficult to determine. Results affected by local economic activity.
The incidence of illegal dumping does not increase over time. As measured by the number of reports of illegal dumping per annum in parks, rivers and road reserve.	 Not achieved Target: < 100 incidents Actual: 235 incidents	Approximately 39 incidents per 10,000 population. Not easy to benchmark but Auckland: ~ 93 Hamilton: ~ 109 Tauranga: ~ 62	No, but with interventions incidents appear to be plateauing.

Illegal dumping and landfill tonnages are influenced by multiple external factors and are not direct measures of council service performance but indicate wider community waste behaviour which Council influences.

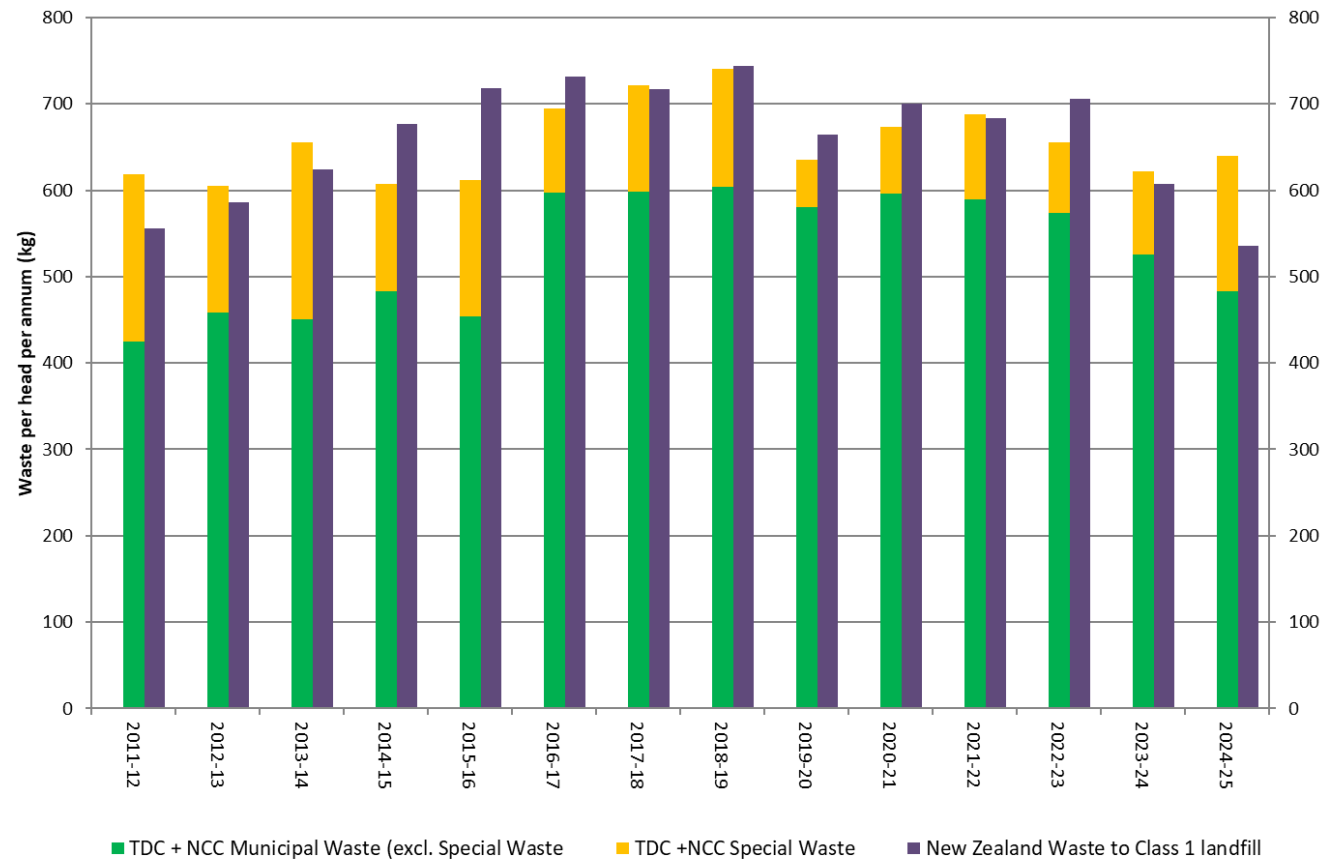


Service Performance | Recent trends

Waste to landfill has been generally declining since 2018-19, consistent with a national trend.

Special waste tends to bounce around, and can be affected by land development and one-off events, so we measure our performance using municipal waste (shown green).

Waste to class 1 landfill per head of population

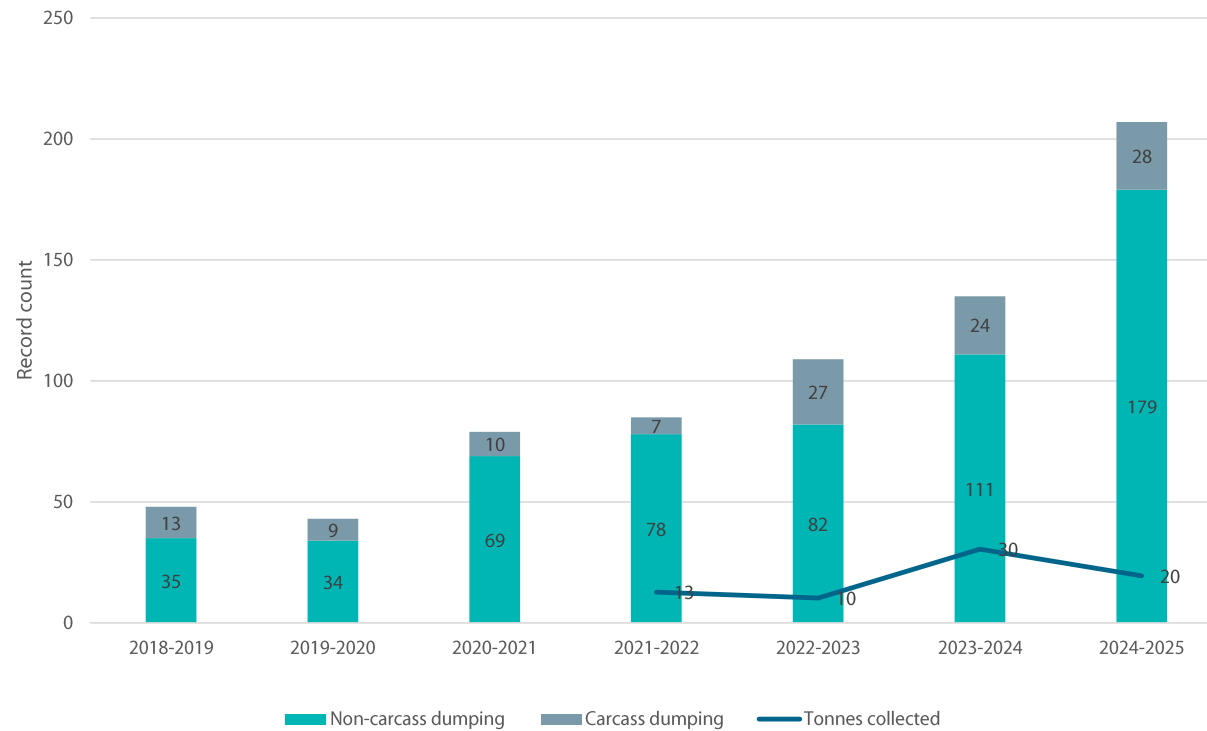


Service Performance | Recent trends

We exclude carcass dumping from reporting as it is not normally disposed to landfill

Performance target < 100 was set in late 2023 when totals were tracking below 100.

Reported illegal dumping and tonnage collected



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Service Performance | Contract KPIs

These KPIs focus on service delivery performance rather than waste minimisation outcomes.

Customer service performance

- Responsiveness to service requests and complaints
- Timeliness and quality of issue resolution
- Resident experience with kerbside collections and facilities
- Performance of customer contact and reporting processes

Continuity of service

- Reliability of scheduled collections
- Frequency and scale of missed collections
- Ability to maintain service during disruptions
- Consistency of service delivery across the district

Recycling contamination

- Quality of material collected through kerbside recycling
- Levels of contamination entering the MRF
- Effectiveness of bin presentation and separation behaviours
- Impact on processing costs and acceptance of materials

Facility performance

- Operation and condition of Resource Recovery Centres
- Compliance with operational plans and site standards
- Safe and efficient handling of waste and diverted materials
- Environmental compliance

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Service Performance | Additional measures

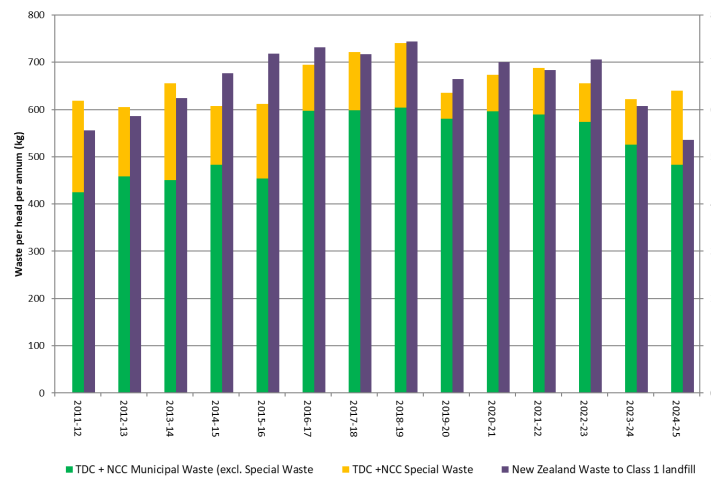
Operational performance measures such as tonnages of material, kerbside participation and contamination and service reliability support day-to-day management and service optimisation, but are not formal Levels of Service or audited performance measures.

The WMMP also includes performance measures which focus on long-term waste outcomes and system direction, such as

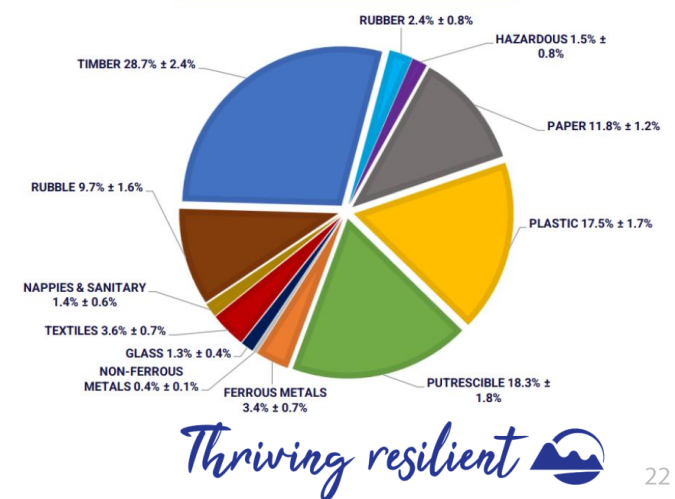
- waste to landfill trends,
- diversion progress,
- progress on priority waste streams

These are used to track progress against statutory waste-minimisation objectives and inform future policy and investment decisions, rather than to set audited service levels.

Waste to class 1 landfill per head of population



TOTAL COMPOSITION OF WASTE



Benchmarking



Benchmarking | National comparisons

COMMENTARY

Mandatory reporting in the coming future will assist in benchmarking.

National benchmarking

- There is no current mandatory national reporting of any waste management service performance measures, or cost per property serviced, or illegal dumping data.
- This is likely to change with the recently announced introduction of regulations for Groups of Activities for councils' planning and reporting
- Councils have since June 2025 been required to report key waste metrics to the Ministry for the Environment, and benchmarking information is likely to become available in the coming years.

Current comparisons

- Waste to landfill (all wastes) – national average in 2024-25 was 535kg per capita, Nelson-Tasman was 640kg for all wastes, and 483kg of municipal waste (see previous slides)
- Illegal dumping – no available national average, but Tasman in 2024-25 was 39 incidents reported per 10,000 population and Auckland was ≈ 93 per 10,000, Hamilton ≈ 109 per 10,000 and Tauranga ≈ 62 per 10,000.
- Kerbside recycling satisfaction - no nationally published benchmarking data but our score is broadly consistent with comparable Councils
- Resource recovery centre satisfaction - no national benchmark published surveys indicate satisfaction is typically ≈ 85 – 95% .

Community Feedback



Community feedback | Overview

We regularly check in as to sentiments of our community via Resident surveys, on-site surveys and one-off recycling surveys.

PERFORMANCE MEASURES

Kerbside recycling
93% satisfaction
 (target 90%)

Resource Recovery Centres
95% satisfaction
 (target 95%)

Concerns
 Frustration that many plastics cannot be recycled
 Uncertainty about whether recycling actually gets recycled

Want to know more
 What happens to recycling after collection
 Why some items are not accepted

Areas of satisfaction
 High overall satisfaction with waste and recycling services
 Recycling is seen as worthwhile and generally easy to do

Priorities
 Restore confidence in recycling, improve service quality and consistency

Reduced waste to landfill
 500kg per capita
 (target <576)

Illegal dumping
 235 incidents
 (target <100)

Areas for Improvements
 Clearer education on what can and cannot be recycled
 Cleaner, better-laid-out Resource Recovery Centres

95% of respondents said they are not prepared to pay more, but affordability did not emerge as a key concern in surveys, with confidence issues centered on trust and understanding.



Community feedback | Key themes

Data collated from resident surveys, on-site RRC surveys and semi-regular surveys of resident attitudes.

Community Survey Snapshot –Overall

High satisfaction with waste and recycling services, particularly among serviced households

Working Well

- Kerbside recycling and Resource Recovery Centres meet or exceed satisfaction targets
- Recycling is generally seen as worthwhile and easy to do

Key Issues Raised

- Uncertainty about recycling outcomes and trust in the system (e.g. plastics acceptance)
- Service access and consistency issues (missed collections, contamination, site conditions)

Information Gaps

- What happens to recycling after collection?
- Why are some materials not accepted?

Concerns

- Frustration that many plastics cannot be recycled
- Uncertainty about whether recycling actually gets recycled

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Community feedback | Kerbside recycling

Resident survey kerbside recycling themes from 2021 to 2025

High satisfaction (serviced residents)
~90%+ satisfaction among those with kerbside access

Access drives results
Not all residents have access → lowers overall satisfaction results

Geographic variation
Differences are driven by location rather than demographics. Rural residents outside collection areas more likely to be dissatisfied

Strong and increasing use
Participation is consistently high (~85–95%), with a dip in 2024 and strong recovery to ~96% in 2025

Consistent user experience
Similar satisfaction for both those provided and those who use the service

Stable over time
Satisfaction has stabilised at a high level in recent surveys

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Community feedback | Resident recycling survey

RECYCLING ATTITUDES

Recycling seen as worthwhile

Most residents believe recycling is worth the effort

Recycling seen as easy

Majority find recycling easy to do

High overall commitment

Most residents report strong commitment to recycling

Commitment has softened slightly

High commitment reduced since peak around 2022

Participation motivation remains strong

Residents broadly willing to recycle correctly

Behaviour aligns with attitudes

High usage matches stated positive attitudes

Data sourced from two resident surveys over past four years

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Community feedback | Resident recycling survey

CONFIDENCE, UNDERSTANDING AND CONSTRAINTS

Understanding improving but incomplete

Awareness of contamination impacts increasing

Confidence gap remains

Uncertainty about what happens to recycling

Trust is a key issue

Concern recyclables may still go to landfill

Information drives behaviour

Better information could increase participation

Attitudes stronger than confidence

Belief in recycling higher than system trust

Low willingness to pay more

Most residents unwilling to pay higher costs

Data sourced from two resident surveys over past four years

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Operating Environment



Operating environment | Waste management and minimisation

COMMENTARY

Local government waste management and resource recovery are frequently subject to change – from both markets and central government policy.

Focusing on high quality resource recovery makes systems more resilient to commodity markets.

Ensuring local policy is flexible but reflects local priorities can reduce the effect of central government change.

Central government direction

National waste policy, regulation, and levy settings remain subject to change, creating ongoing uncertainty over future funding and service expectations.

Service cost uncertainty

Volatile collection, processing, disposal, and compliance costs driven by fuel, labour, and inflation.

Recycling Market Volatility

Exposure to fluctuating commodity markets and limited domestic processing options for some materials.

Changing Waste Streams

Growth in total waste volumes and shifting composition, including construction waste, organics, and problem wastes.

Climate & Environmental Expectations

Increasing focus on landfill emissions reduction, diversion performance, and environmentally sustainable waste services.

Regional & Contracted Services

Services delivered through long-term contracts and shared regional infrastructure. Outcomes are shaped by contractor performance and regional systems.

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Operating environment | Central govt changes

COMMENTARY

The changes have not impacted us significantly – additional services were not included in LTP as they were not yet mandated

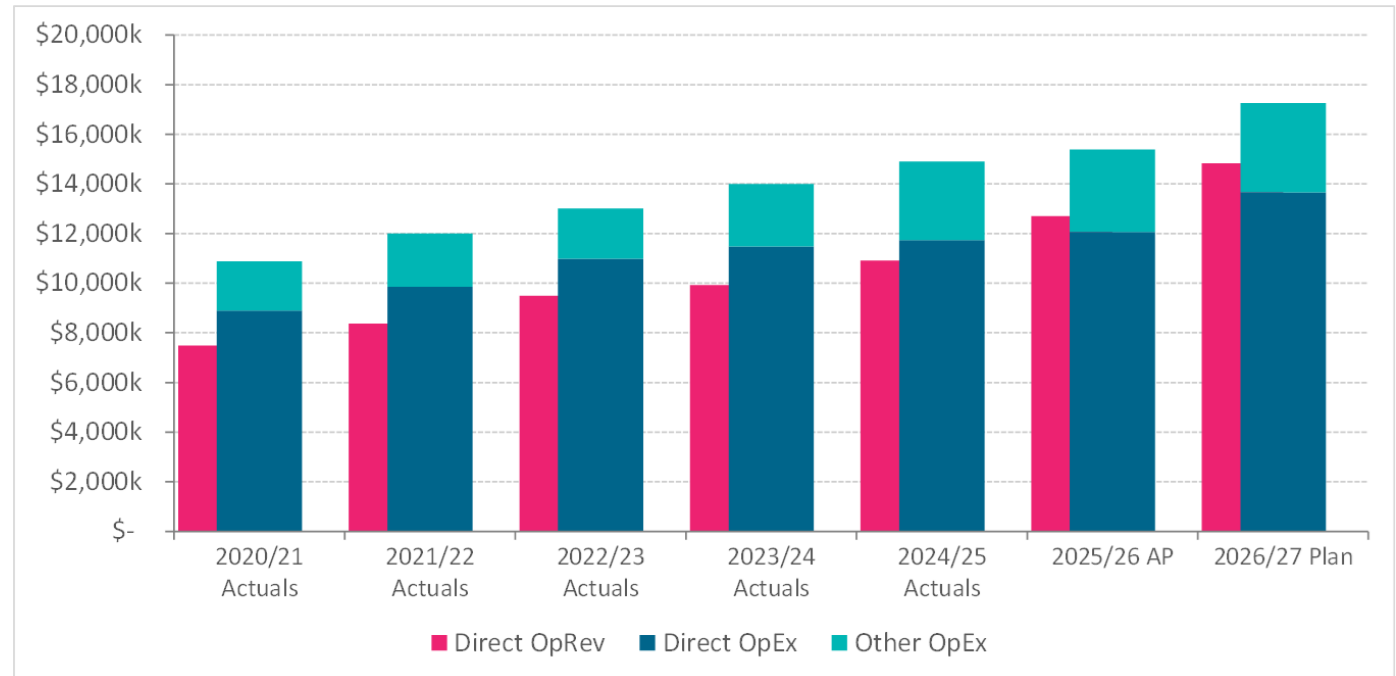
New legislation is proposed to be introduced to the house this term. Many proposed features will assist councils, but could introduce additional monitoring and reporting costs.

<p style="text-align: center;">Strategy reset</p> <ul style="list-style-type: none"> • New waste strategy adopted – much less detail than previous 2023 strategy • Very high-level, outcomes-based direction - waste reduction, emissions, resource recovery • No national targets or roadmap • Greater flexibility in delivery • Less national prescription on services 	<p style="text-align: center;">Work programme changes</p> <ul style="list-style-type: none"> • New work programme confirmed - 2024–2026 national priorities • Investment-led approach - focus on infrastructure and levy funding • Reduced central mandates - councils able decide timing of services • Ongoing product stewardship rollout - expansion of industry schemes
<p style="text-align: center;">Cancelled / paused regulations</p> <ul style="list-style-type: none"> • Kerbside recycling or food scraps requirement dropped • National performance standards for councils removed - no mandatory service benchmarks • Reporting requirements dropped No new diversion reporting obligations • Plastic phase-outs delayed Some timelines extended or deferred 	<p style="text-align: center;">Proposed Legislative reform</p> <ul style="list-style-type: none"> • New waste legislation framework, replacing Waste Minimisation and Litter Acts • Extended producer responsibility (EPR) rather than product stewardship. Producers accountable for lifecycle impacts. • Changes to levy use - greater flexibility in funding allocations • Stronger compliance tools for Councils around litter and mis-managed material that could become waste

Operating Expenditure and Revenues

ANALYSIS

- Direct Operating Revenue increases driven by RRC gate revenue, WDL, LDL and interest from RLBU
- Direct Operating Expenditure has been driven by increasing landfill and contract operating costs, as well as one-off costs
- Other Operating Expenditure has been driven by interest, depreciation and overhead

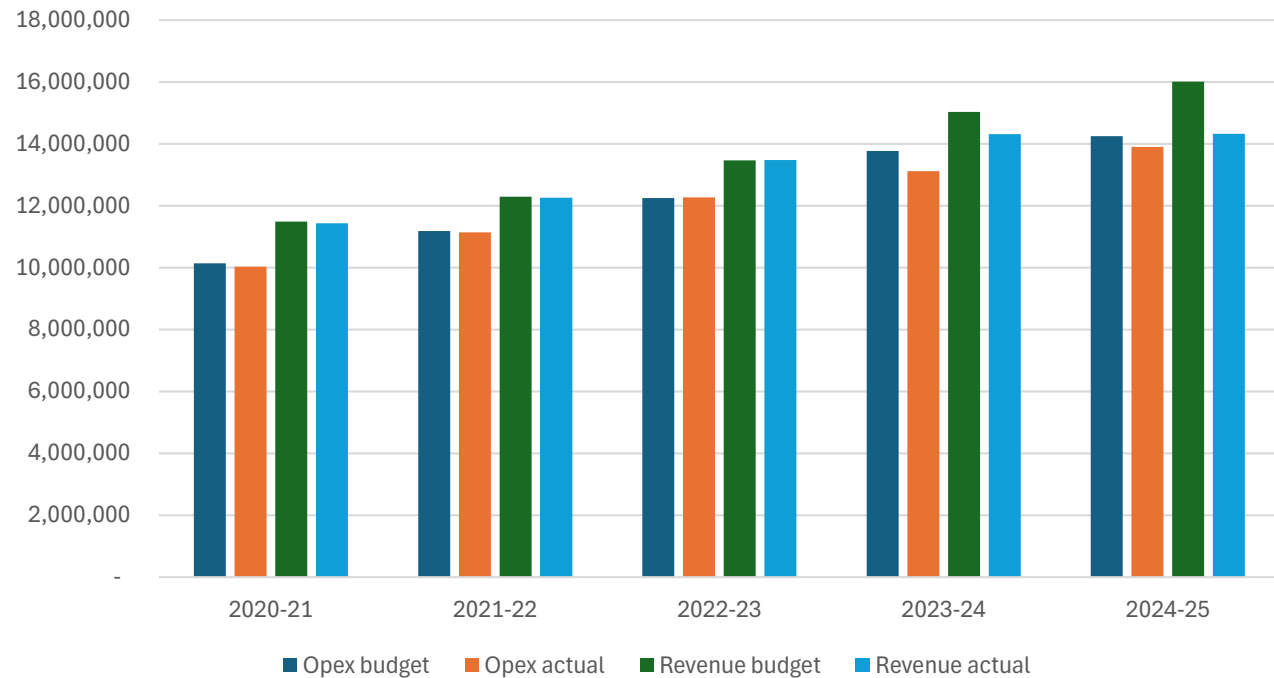


Operating Expenditure and Revenues

ANALYSIS

- Revenue includes gate charges, investment income LDL, and targeted and general rates.
- Expenditure includes interest and overheads.
- Falling tonnages at RRCs in 2023-24 and 2024-25 lead to significant drop in income and smaller drop in expenditure.

Operating revenue and expenses



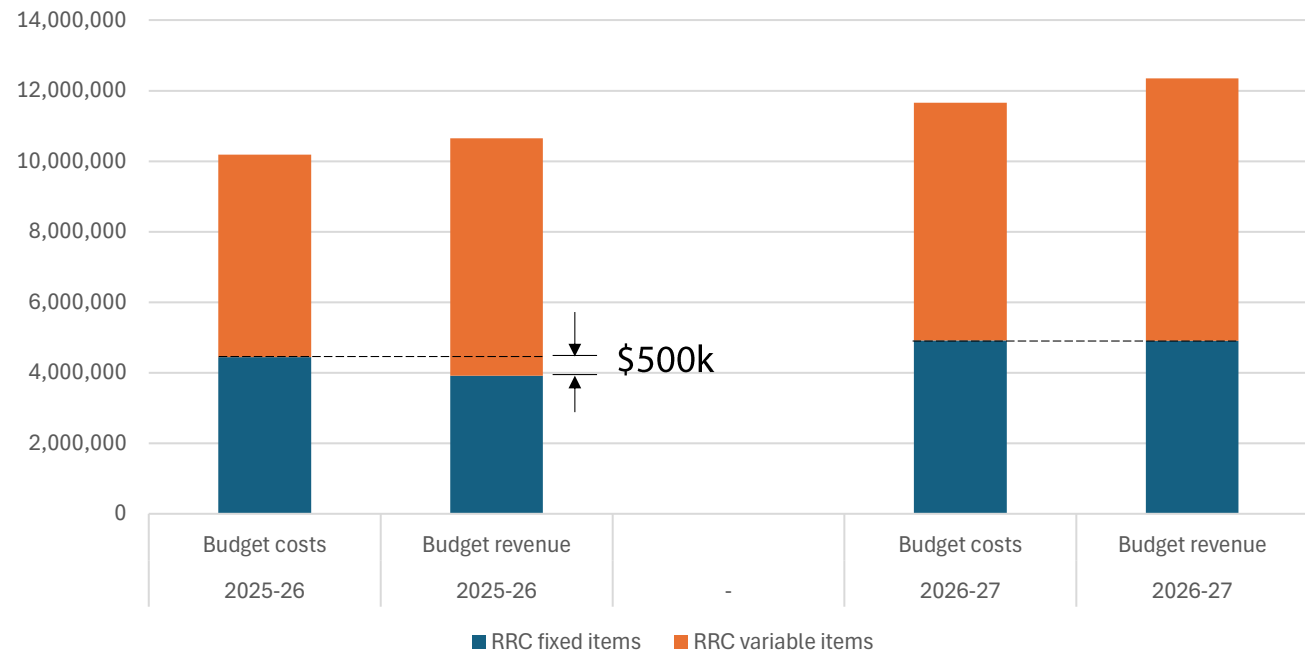
Operating Environment | Fixed and variable income and costs

ANALYSIS

At present fixed costs are not matched with fixed income and so if tonnages do not meet estimates then we suffer a loss.

From next year with increased Local Disposal Levy (LDL), fixed costs will closely match fixed income and so meeting budget is less reliant on waste actuals meeting estimates

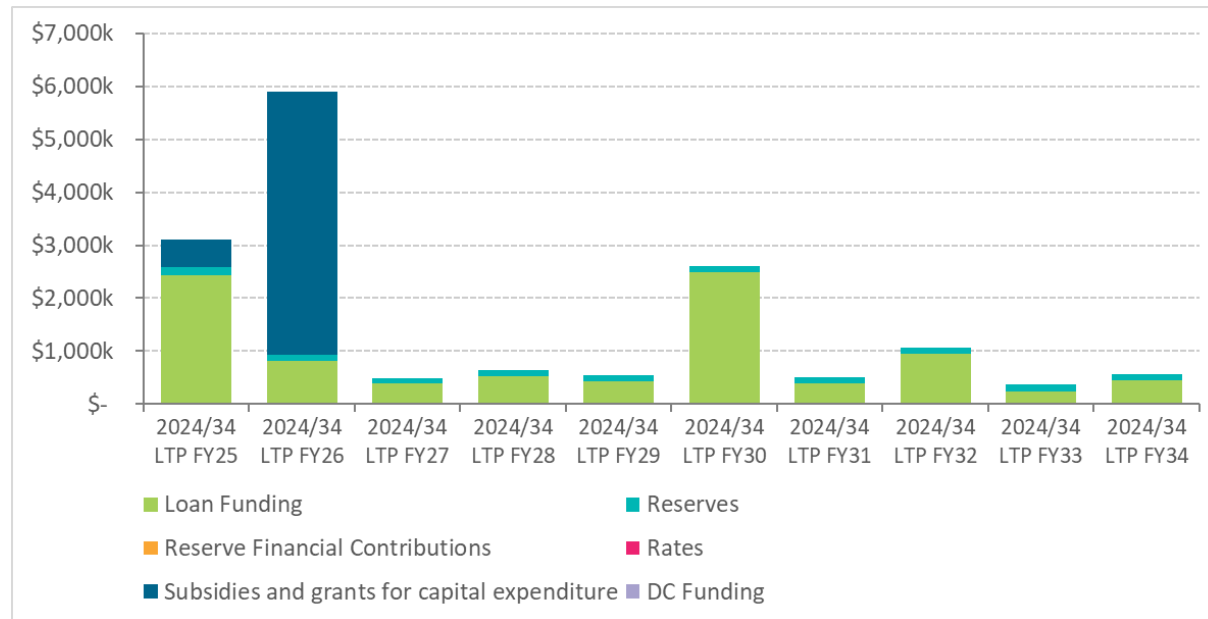
Comparison of fixed and variable costs at RRCs



Capital Expenditure and Funding

2024-2034 Long Term Plan

- Planned upgrade of MRF in FY26 based on MfE & NCC funding, which we were not able to secure
- Funding in FY30 is for replacement MRF plant

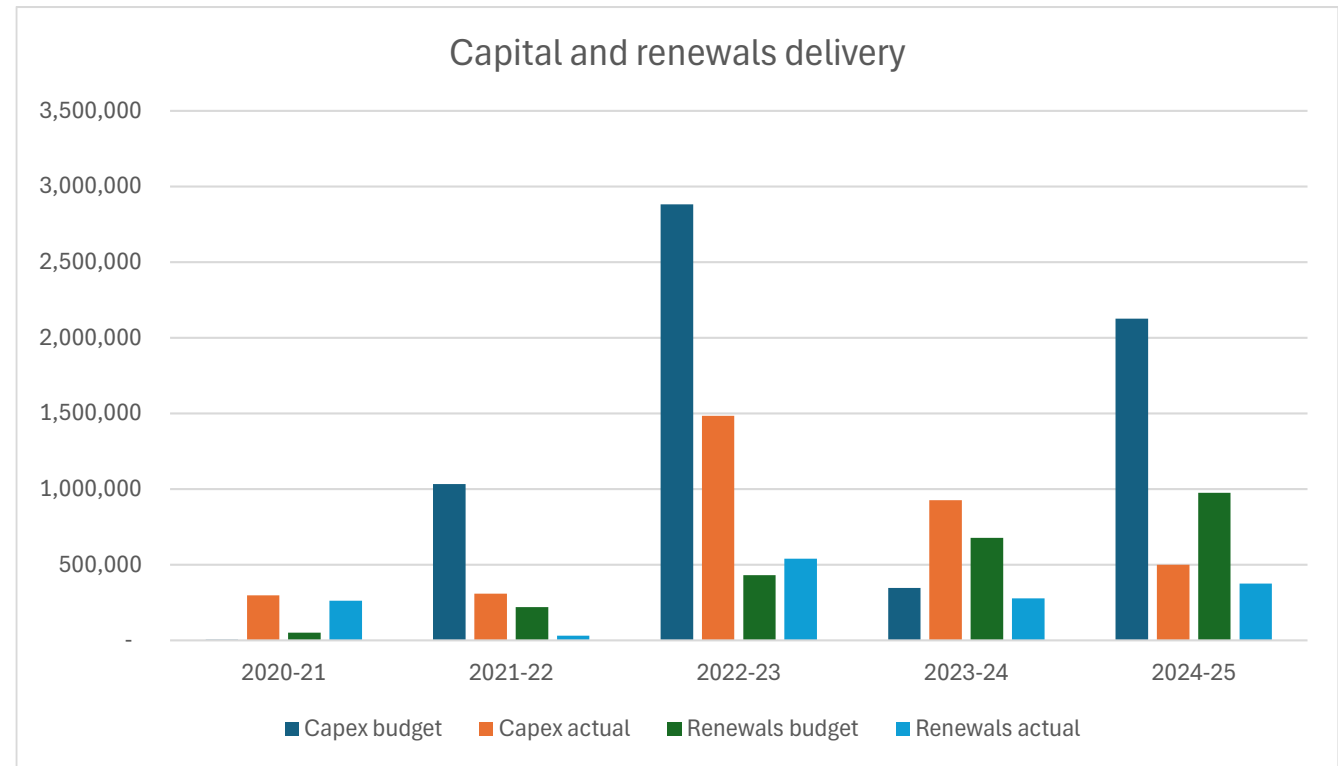


Capital Expenditure and Funding

2024-2034 Long Term Plan

Key reasons for reduced capital spending:

- Tākaka upgrade delay (2020-21)
- Māiri upgrade delay (2022-23)
- Richmond MRF purchase and building upgrade (contract negotiations, savings and lack of partner funding)



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Change Opportunities



Trade-offs | opportunities

Category 1 | Extra funding required to maintain current standards of service

Category 2 | Proposals for increasing LOS, costs, or spending to save

Category 3 | Cost offsets – stop, do less, do more efficiently, or additional revenue opportunity

- A. Maintain Core Waste & Recycling Services : Category 1**
 - Manage baseline cost, compliance and market pressures to maintain current levels of service.
- B. Expand Waste Minimisation, Engagement & Service Access: Category 2**
 - Progress education, reuse and behaviour-change initiatives, including investigating extension of kerbside services to selected areas.
- C. Invest in Waste Infrastructure & Data Capability: Category 2**
 - Improve service quality, safety and decision-making through targeted infrastructure and system investment.
- D. Expand Diversion of Priority & Problem Wastes: Category 2**
 - Increase diversion of materials such as batteries, organics and C&D waste through partnerships and levy funding.
- E. Regionalisation & Efficiency-led Service Delivery: Category 3**
 - investigate regional and structural changes to improve long-term efficiency and resilience.

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Topic A. Maintain Core Waste & Recycling Services Category 1

- Fund baseline cost and compliance pressures to maintain existing kerbside, RRC, closed landfill and illegal dumping services.
- **Funding sources:** Targeted rate, gate charges, LDL and potentially rates

-  **Strategic alignment**
-  **Operational impact**
-  **Rates impact**
-  **Social license**

Waste management operating costs historically exceed CPI inflation, due to increased disposal cost and higher operating expectations. We propose to invest as required to maintain existing levels of service and asset management, and to fund this from gate fees, targeted rates and, if required additional LDL.

Proposed Change	Financial impact p.a.	Years	Pros	Cons/Risks
Meet baseline operating and compliance costs.	Est. \$200k (2% above CPI p.a.)	All	<ul style="list-style-type: none"> • Maintains service continuity and compliance. • Clear alignment of funding with service types. 	<ul style="list-style-type: none"> • Gate charges may increase. • Rates still required for some activities. • Limited visibility of improvement.
Fund kerbside via targeted rate; RRCs via gate charges or LDL.			<ul style="list-style-type: none"> • Supports public health and environmental outcomes. 	<ul style="list-style-type: none"> • Can be seen as baseline rather than a true trade-off option.
Fund illegal dumping and closed landfills via rates where required.				

Opportunity and trade-off
Maintaining levels of service provides quality and good asset management but requires a mix of funding that may affect affordability.

Topic B Expand Minimisation, Engagement & Service Access Category 2

- Expand minimisation, engagement and service access beyond the current baseline.
- **Funding source:** WDL (no rating impact)

-  **Strategic alignment**
-  **Operational impact**
-  **Rates impact**
-  **Social license**

Waste Disposal Levy (WDL) income continues to increase with the scope and cost of the levy increasing over time. We are proposing to continue expanding waste minimisation activities, following the WMMP action plan, focusing on priority wastes, investing in data and systems and supporting initial cost of rural kerbside recycling extensions. This work will be progressed as funding allows.

Proposed Change	Financial impact p.a.	Years	Pros	Cons/Risks
Expand education and behaviour change programmes.	Nil general rate	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • Improves participation and confidence. • Uses nationally sourced funding. • Strong WMMP alignment. 	<ul style="list-style-type: none"> • Benefits take time to realise. • WDL funding is finite. • Pricing signals need care.
Investigate kerbside extensions in selected areas.				
Use service and pricing designs to support minimisation.				

Opportunity and trade-off
Using national WDL to expand waste minimisation may lift participation but we will need to carefully prioritise and manage affordability.

Topic C Infrastructure & Data. Category 2

- Upgrade waste facilities and data systems to improve safety and decision-making.
- **Funding source:** Fees, charges, WDL, or rates

-  **Strategic alignment**
-  **Operational impact**
-  **Rates impact**
-  **Social license**

Increased investment in Resource Recovery Centre infrastructure, technology and data collection has maintained and increased customer satisfaction. We proposed to make targeted investment to improve safety, efficiency and convenience. Infrastructure and systems at facilities would be generally funded by gate charges or LDL funding. Investment in data tools and systems would be funded by the WDL.

Proposed Change	Financial impact p.a.	Years	Pros	Cons/Risks
Improve RRC safety, layout and usability.	[TBC]	• All	<ul style="list-style-type: none"> • Safer, better facilities. • Stronger evidence base. 	<ul style="list-style-type: none"> • May require rates or debt. • Delivery disruption.
Strengthen waste data and reporting.			<ul style="list-style-type: none"> • Long-term resilience. 	<ul style="list-style-type: none"> • Benefits less visible initially.
Improve decision making and oversight.				

Opportunity and trade-off
 Infrastructure investment improves safety, convenience and efficiency but may require higher charges or borrowing. Data investment improves insight and would be funded by WDL (no rates cost) and aligns well with Science and Information Strategy

Topic D Expand Diversion of Priority & Problem Wastes Category 2

- Increase diversion of priority and problem wastes from landfill.
- **Funding source:** WDL and possibly LDL

-  **Strategic alignment**
-  **Operational impact**
-  **Rates impact**
-  **Social license**

We are proposing to increase efforts to divert priority and problem wastes such as construction waste, organics, batteries, hazardous wastes and single use products. This work will normally be funded by the WDL, except where funded directly by the landfill business unit (e.g. battery diversion) or through the LDL.

Proposed Change	Financial impact p.a.	Years	Pros	Cons/Risks
Expand diversion of priority problem wastes.	Nil general rate	• All	<ul style="list-style-type: none"> • Reduces environmental and safety risks. • Targets high-impact waste streams. • Limited reliance on rates. 	<ul style="list-style-type: none"> • Dependent on markets and partners. • Incentive design risk. • Requires clear communication.
Fund primarily via WDL, with LDL where appropriate.				
Use incentives to reduce landfill disposal.				

Opportunity and trade-off
Using WDL and LDL to expand diversion can reduce landfill reliance, but depends on delivery capacity and careful incentive design.

Topic E Regionalisation & Efficiency-led Service Delivery Category 3

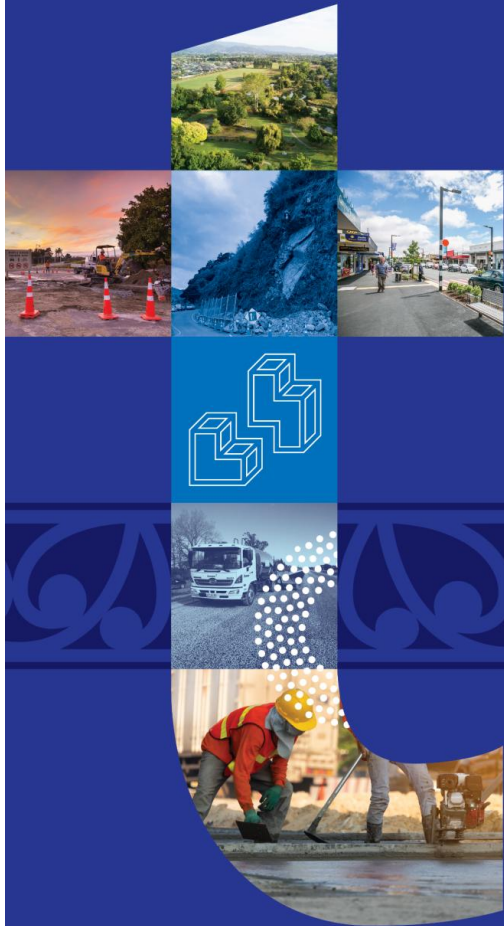
- Investigate regional efficiencies, including potential transfer of the MRF.
- **Funding source:**
Capital proceeds and efficiency savings

-  **Strategic alignment**
-  **Operational impact**
-  **Rates impact**
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Regionalising some or all services could improve efficiency for Council. Joint services contracts are likely to provide efficiency of scale. Transfer of MRF facilities to the regional business unit would provide capital to Council.

Proposed Change	Financial impact p.a.	Years	Pros	Cons/Risks
Investigate MRF ownership or transfer.	[TBC]	staged if pursued	<ul style="list-style-type: none"> • Potential capital return. • Long-term efficiencies. • Reduced duplication. 	<ul style="list-style-type: none"> • High transition risk. • Uncertain timing. • Social licence sensitivity.
Identify regional efficiencies.				
Develop transition safeguards.				

Opportunity and trade-off
Regionalisation may deliver capital and efficiencies but introduces transition risk and uncertainty, and could reduce local input into services.



Group of Activities Waste Management and Minimisation



May 2026

[PRESENTATION PACK]

Where are we up to?

[infopack]

LTP Workflow

- Workshop long term aspirations
- Set strategic direction
- Establish guidance on financial directions
- Agree assumptions
- Risk appetite discussions
- **Groups of Activity workshops to provide guidance on trade off decisions** ←
- Review growth modelling
- Receive preliminary budget
- Provide guidance on budget adjustments
- Receive community feedback
- Revise activity statements and levels of service and rework budgets
- Make decisions for audit stage – budgets and levels of service
- Audit
- Receive submissions from community
- Hearings
- Deliberations
- Final decisions

WHAT'S NEXT

- Group of Activities workshops continue through May, June and July
- Next financial directions workshop is on 17 June 26
- Staff budget preparation is underway

Purpose of today

ACTIVITY

- Provide an overview of the Waste Management and Minimisation Activity
- Highlight current performance, challenges and pressures
- Outline key choices for the LTP

OUTCOMES

- Early direction from elected members

[infopack]

Relevant sections referred to in this part

- Overview
- Services

Recap | Waste Management and Minimisation Activity Group

A core Council function, supporting economic, social, environmental and cultural wellbeing of our communities.

Kerbside waste and recycling services



24,000 properties processing facility (MRF)

Resource Recovery Centres



Five locations Commercial & domestic

Waste minimisation and diversion



Diversion of problem waste
Community engagement

Closed landfills
Illegal dumping



22 closed landfills
Response to dumping

Nelson Tasman Regional Landfill



50% ownership shared with NCC

Thriving resilient

Recap | Delivering on Strategy

We provide services to avoid the creation of waste, improve the efficiency of resource use, and reduce the harmful effects of waste.

[infopack]

Relevant sections referred to in this part
Strategic Alignment

REGIONAL & NATIONAL STRATEGIES

- New Zealand Waste and Resource Efficiency Strategy (2025)
- Nelson Tasman Waste Management and Minimisation Plan (2025)
- Plus alignment to Financial Strategy, and Infrastructure Strategy.

FUNDING SOURCES AND REQUIREMENTS

- Resource Recovery Centres are largely funded by gate fees
- Kerbside recycling funded by targeted rate
- Illegal dumping and closed landfills by general rate
- Government provides population based share of 50% of Waste Disposal Levies to Council (~ \$1.35m p.a.)
- Government funding must be spent in accordance with waste plan

Thriving resilient 

Recap | Delivering on Strategy

The Nelson-Tasman Waste Plan sets the strategic direction the AMP and LTP sets the pace

[infopack]

Relevant sections referred to in this part Strategic Alignment

GOALS:

- Reduce resource consumption and prevent waste being generated in the first place
- Keep resources in use as long as possible and recover value
- Protect people and the natural environment from the harmful impacts of waste

FOCUS AREAS:

- Strengthen partnerships and collaborative efforts
- Prioritise waste prevention, reuse, repair and repurpose activities
- Address the impacts of climate change & natural hazards on the region’s waste and resource recovery systems
- Enhance efforts to recover and divert resources from being disposed to landfill
- Enable waste solutions that take care of people and the environment



Thriving resilient

Recap | Delivering on Strategy

Target 1 is still challenging to measure

Initial forecasts suggest progress on Targets 2 & 3

[infopack]

Relevant sections referred to in this part Target tracking

WASTE PLAN TARGETS

Target #1 - Avoid waste generation

- By 2035, a 10% reduction in kg per person entering the waste management system

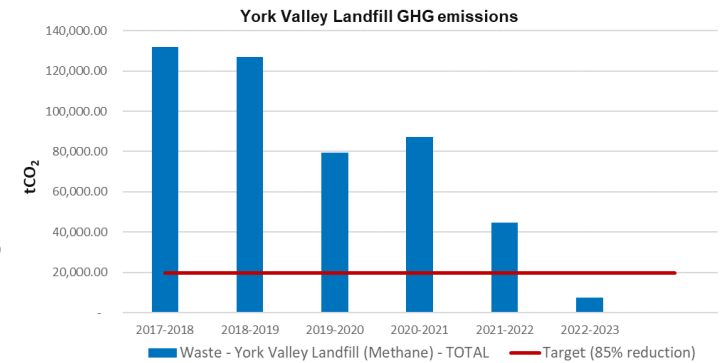
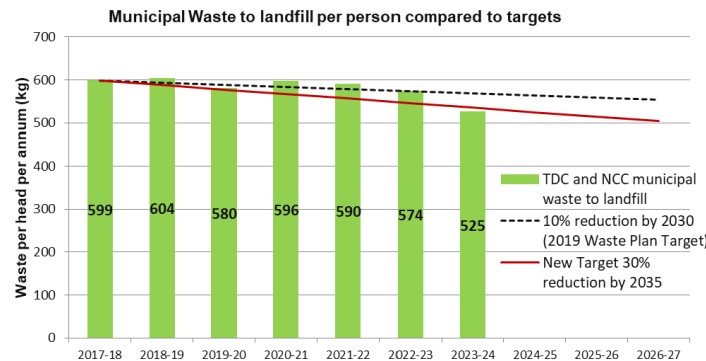
Target #2 - Reduce waste disposal

- By 2035, a 30% reduction in kg per person to class 1 landfill

Target #3 - Minimise waste emissions

- Reduce biogenic emissions from class 1 landfill by 85% and beneficially use 75% of LFG captured

PROGRESS AGAINST TARGETS



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Recap | community feedback

OUTCOMES

- We regularly check in as to sentiments of our community via Resident surveys, on-site surveys and one-off recycling surveys

[infopack]

Relevant documents:

- Community Feedback

PERFORMANCE MEASURES

Kerbside recycling
93% satisfaction
 (target 90%)

Resource Recovery Centres
95% satisfaction
 (target 95%)

Concerns
 Frustration that many plastics cannot be recycled
 Uncertainty about whether recycling actually gets recycled

Want to know more
 What happens to recycling after collection
 Why some items are not accepted

Areas of satisfaction
 High overall satisfaction with waste and recycling services
 Recycling is seen as worthwhile and generally easy to do

Priorities
 Restore confidence in recycling, improve service quality and consistency

Reduced waste to landfill
 500kg per capita
 (target <576)

Illegal dumping
 235 incidents
 (target <100)

Areas for Improvements
 Clearer education on what can and cannot be recycled
 Cleaner, better-laid-out Resource Recovery Centres

95% of respondents said they are not prepared to pay more, but affordability did not emerge as a key concern in surveys, with confidence issues centered on trust and understanding.



Recap | Operating Model

[infopack]

Relevant slides referred to in this part
Slide #14

Contracts

- Smart Environmental – Resource Recovery Centres, line haul, kerbside collections and recovering recycling (MRF)
- Smaller contracts for site maintenance, upgrades, renewals
- Contractors for waste minimisation activities

People

- 1 manager leading...
- 1 team leader (50%)
- 1 engineer
- 1 administration officer
- 1 waste minimisation officer (vacancy)

Systems

- ArcGIS
- Harareke (CRM)
- Confirm (Asset Management System)
- 3-Logix (Contractor truck tracking system)
- System3000 – RRC point of sale system
- MagiQ – allocation of bins to properties and commercial invoicing

Reporting / Governance

- TDC Information Forum
- Quarterly and Annual Reporting to Ministry for the Environment
- Council annual performance measures (reported quarterly)

Key Risks | Waste management



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Performance | Key Indicators

Key Performance Measures:

- ✓ Levels of service KPIs
- ✓ Contractual KPIs
- ✓ WMMP performance indicators

[infopack]

Relevant section referred to in this part

- Service Performance

Waste Management and Minimisation

Long Term Plan levels of service performance measures

- Customer satisfaction with kerbside collection services
- Customer satisfaction with Resource Recovery Centres (RRCs)
- Waste to landfill per capita (excluding special waste)
- Incidence of illegal dumping

Contractual KPIs

- customer service performance
- continuity of service
- Recycling contamination
- facility performance

WMMP performance indicators

- Progress on priority waste streams (e.g. problem wastes)
- Diversion trends over time
- Improvements in regional data quality and reporting





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Recap | Service Performance | Current Levels

The waste to landfill measure is from the WMMP, used to measure whole of system performance rather than to set audited service levels.

Illegal dumping incidence is not a service performance measure but indicates performance of the overall waste system.

Customer service performance measures consistently track above 90% for those with kerbside recycling and using RRCs.

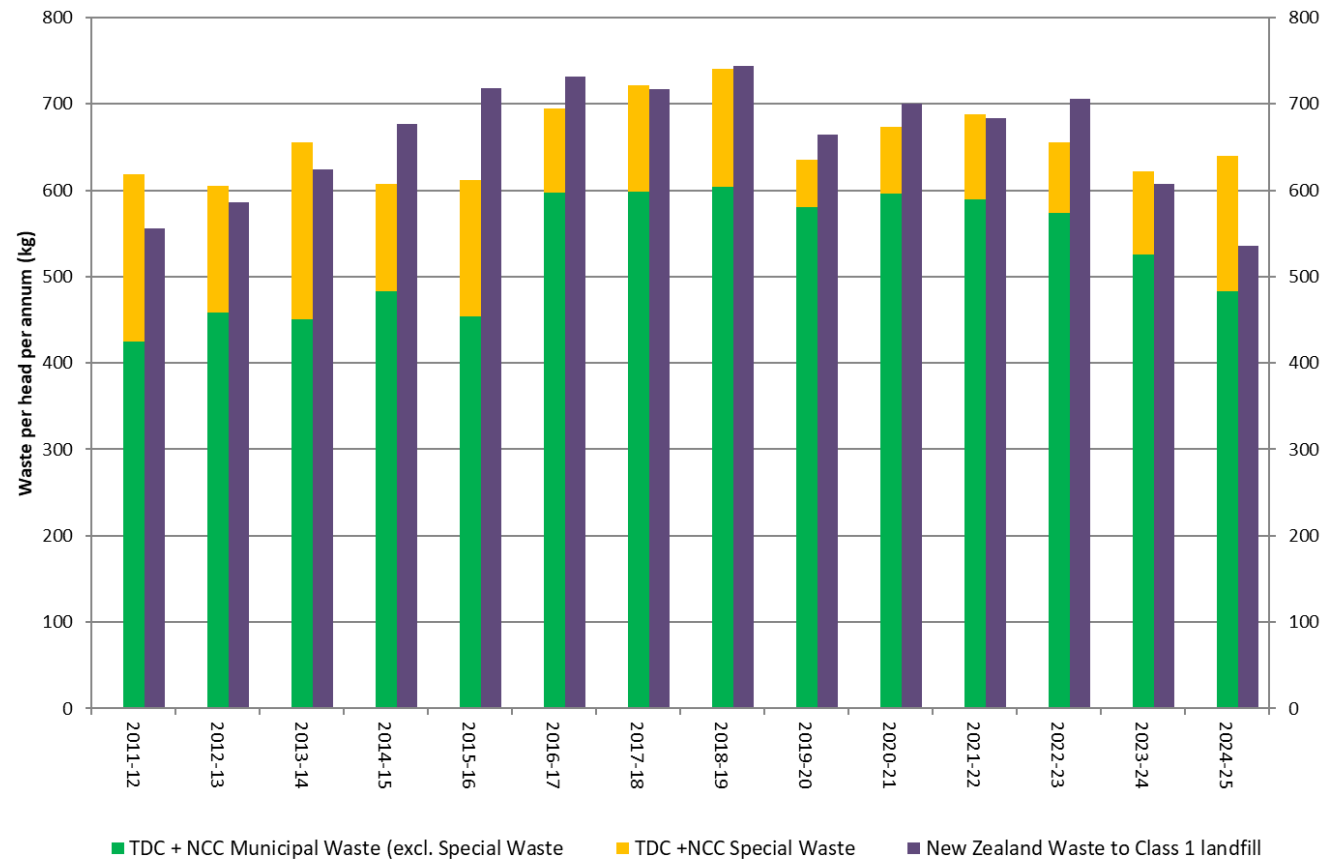
Current KPIs	Performance result (based on the 2025 Annual Report)	Benchmarking Community insights	Are budgets sufficient for current LoS Y/N
Reduce waste going to landfill from the Nelson Tasman region. Total tonnage per capita recorded at Class 1 landfill excluding special wastes.	 Fully Achieved Target: < 576 kg Actual: 497 kg	National average for this period was 535 kg per capita.	Difficult to determine. Results affected by local economic activity.
The incidence of illegal dumping does not increase over time.	 Not achieved Target: < 100 incidents Actual: 235 incidents	Approximately 39 incidents per 10,000 population. Not easy to benchmark but Auckland: ~ 93 Hamilton: ~ 109 Tauranga: ~ 62	No, but with interventions incidents appear to be plateauing.
Customer satisfaction with kerbside recycling services .	 Fully Achieved Target: 90% Actual: 93%	No nationally published benchmarking data but broadly consistent with comparable Councils	Yes
Maintain a high percentage of customer satisfaction at Resource Recovery Centres (RRCs)	 Fully Achieved Target: 95% Actual: 95%	No national benchmark published surveys indicate satisfaction is typically ~85–95%.	Yes

Waste indicators | Recent trends

Waste to landfill has been generally declining since 2018-19, consistent with a national trend.

Special waste tends to bounce around, and can be affected by land development and one-off events, so we measure our performance using municipal waste (shown green).

Waste to class 1 landfill per head of population

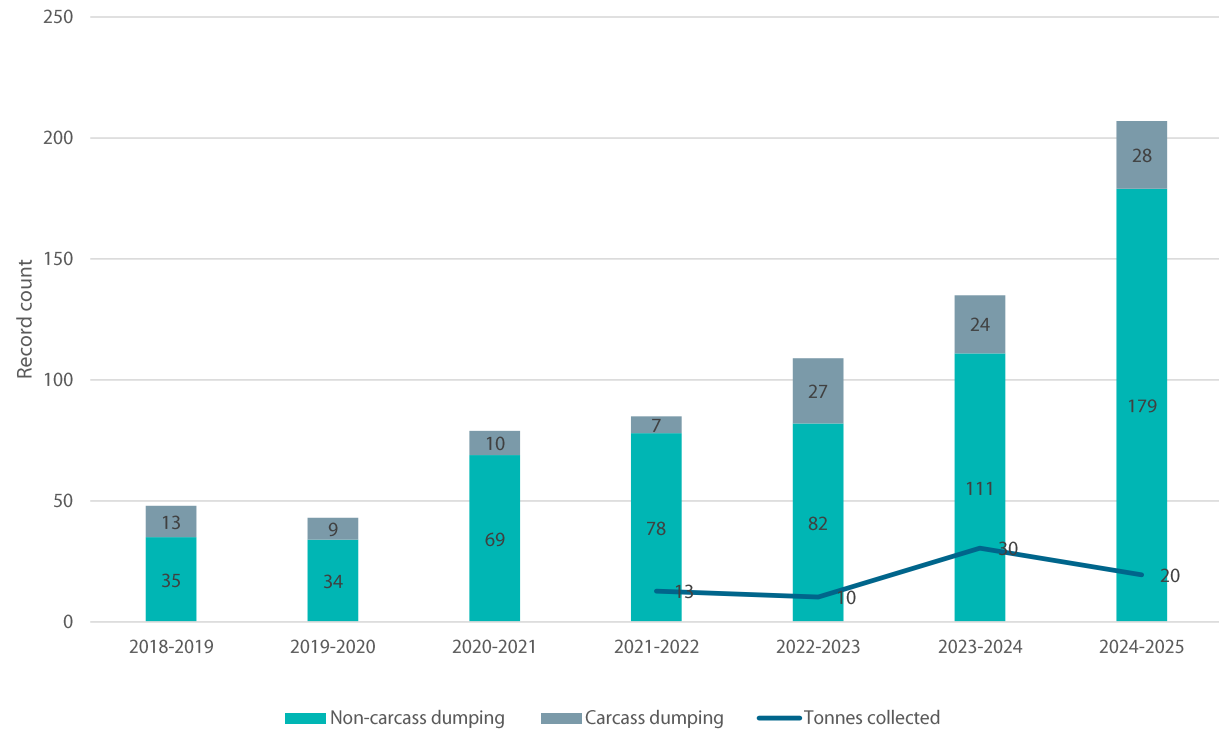


Waste indicators | Recent trends

We exclude carcass dumping from reporting as it is not normally disposed to landfill

Performance target < 100 was set in late 2023 when totals were tracking below 100.

Reported illegal dumping and tonnage collected

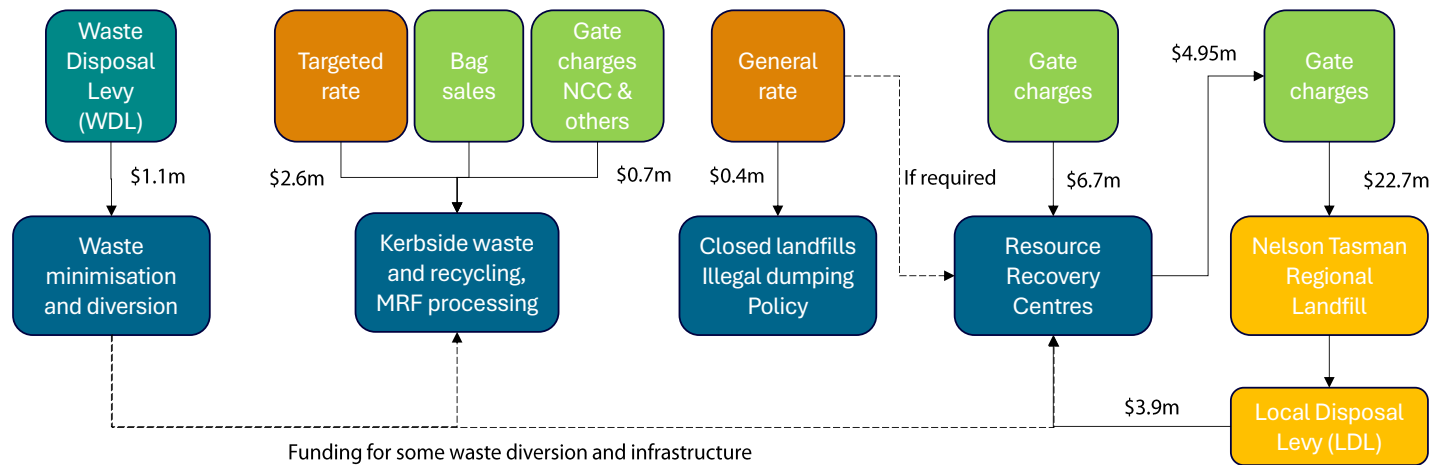


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Activity | Opex & Revenues

ANALYSIS

- Funding split across four areas, general rate is a small share
- Lift in LDL from 2026/27 reduces general rate for RRC operations
- WDL is ring-fenced to waste minimisation



[infopack]

Relevant slides referred to in this part
Slides - #6, #35, #36



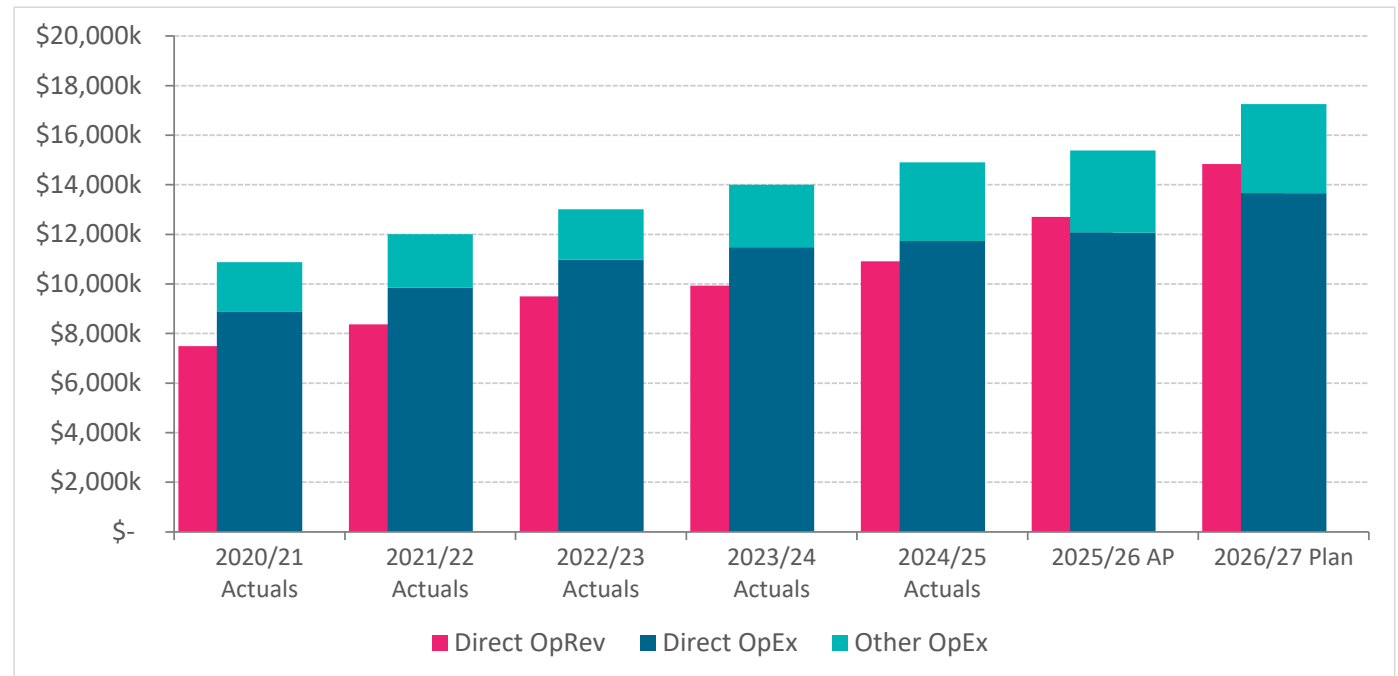
Activity | Opex & Revenues

ANALYSIS

- Direct Operating Revenue increases driven by RRC gate revenue, WDL, LDL and interest from RLBU
- Direct Operating Expenditure has been driven by increasing landfill and contract operating costs, as well as one-off costs
- Other Operating Expenditure has been driven by interest, depreciation and overhead

[infopack]

Relevant slides referred to in this part
Slides - #34 - 38



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Performance | Key Indicators

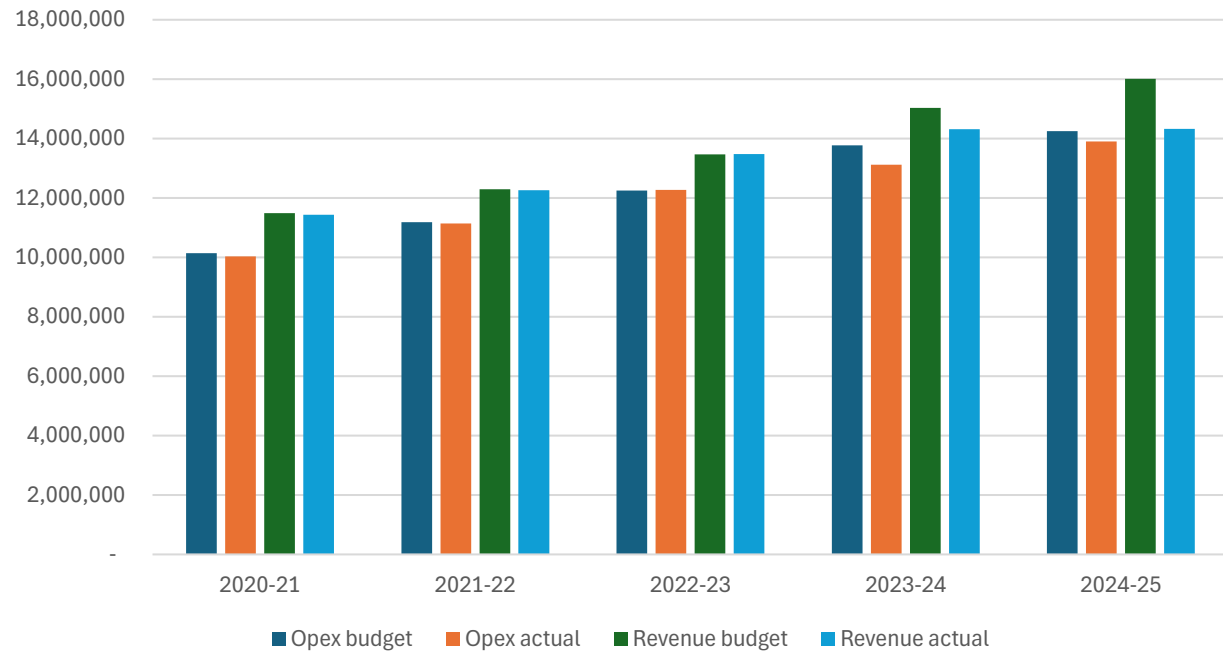
Key Performance Measures:

- ✓ Delivering on Opex
- ✓ Delivering on Capital

[infopack]

Relevant slides referred to in this part
Slides - #34 - 38

Operating revenue and expenses



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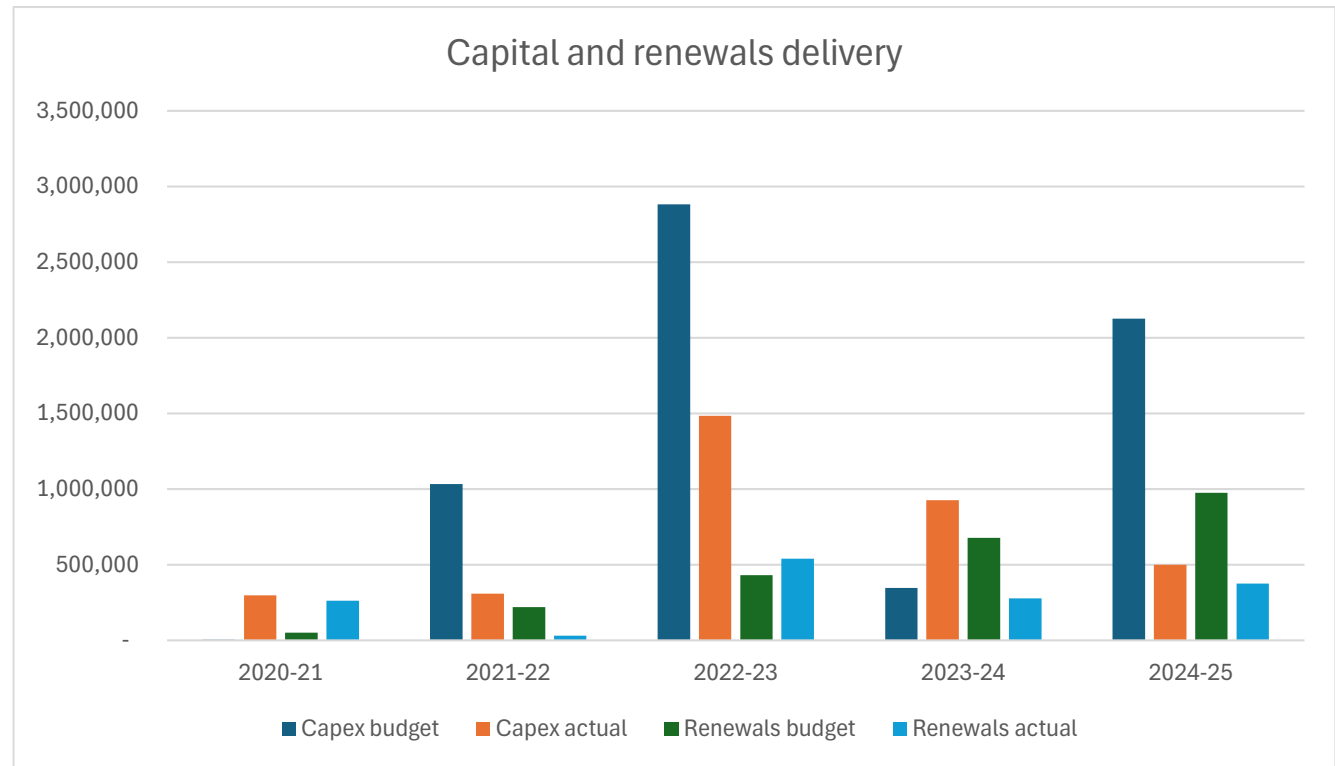
Performance | Key Indicators

Key Performance Measures:

- ✓ Delivering on Opex
- ✓ Delivering on Capital

[infopack]





Relevant slides referred to in this part
Slides - #34 - 38



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Trade-offs | discussion

Legend

-  Improvement
-  Neutral or uncertain
-  Potential negative impact
-  Negative impact

Working through the trade-offs / opportunities it is useful to group the them into categories:

- **Category 1** | Extra funding required to maintain current standards of service
- **Category 2** | Proposals for increasing LOS, costs, or spending to save
- **Category 3** | Cost offsets – stop, do less, do more efficiently , or additional revenue opportunity

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Trade-offs | opportunities

Category 1 | Extra funding required to maintain current standards of service

Category 2 | Proposals for increasing LOS, costs, or spending to save

Category 3 | Cost offsets – stop, do less, do more efficiently, or additional revenue opportunity

[infopack]

Relevant slides referred to in this part

Slides #39 to #45

A. Maintain Core Waste & Recycling Services : **Category 1**

- Manage baseline cost, compliance and market pressures to maintain current levels of service.

B. Expand Waste Minimisation, Engagement & Service Access: **Category 2**

- Progress education, reuse and behaviour-change initiatives, including investigating extension of kerbside services to selected areas.

C. Invest in Waste Infrastructure & Data Capability: **Category 2**

- Improve service quality, safety and decision-making through targeted infrastructure and system investment.

D. Expand Diversion of Priority & Problem Wastes: **Category 2**

- Increase diversion of materials such as batteries, organics and C&D waste through partnerships and levy funding.

E. Regionalisation & Efficiency-led Service Delivery: **Category 3**

- investigate regional and structural changes to improve long-term efficiency and resilience.

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Topic A. Maintain Core Waste & Recycling Services Category 1

- Fund baseline cost and compliance pressures to maintain existing kerbside, RRC, closed landfill and illegal dumping services.
- **Funding sources:** Targeted rate, gate charges, LDL and potentially rates

-  **Strategic alignment**
-  **Operational impact**
-  **Rates impact**
-  **Social license**

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- Expand minimisation, engagement and service access beyond the current baseline.
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Topic E Regionalisation & Efficiency-led Service Delivery Category 3

- Investigate regional efficiencies, including potential transfer of the MRF.
- **Funding source:** Capital proceeds and efficiency savings

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Identify regional efficiencies.				
Develop transition safeguards.				

Opportunity and trade-off
Regionalisation may deliver capital and efficiencies but introduces transition risk and uncertainty, and could reduce local input into services.

Summary | feedback & discussion

Cat	Response Topics	Financial impact (rates) p.a.
1	A. Maintain Core Waste & Recycling Services	Est. \$200k
2	B. Expand Waste Minimisation, Engagement & Service Access	Neutral
2	C. Invest in Waste Infrastructure & Data Capability	TBC
2	D. Expand Diversion of Priority & Problem Wastes	Neutral
3	E. Regionalisation & Efficiency-led Service Delivery	Unknown

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