



# Waitaki

DISTRICT COUNCIL

*TE KAUNIHERA Ā ROHE O WAITAKI*

**I hereby give notice that the  
Council Meeting  
will be held on:**

**Date: Tuesday, 25 March 2025**

**Time: 9:00 am**

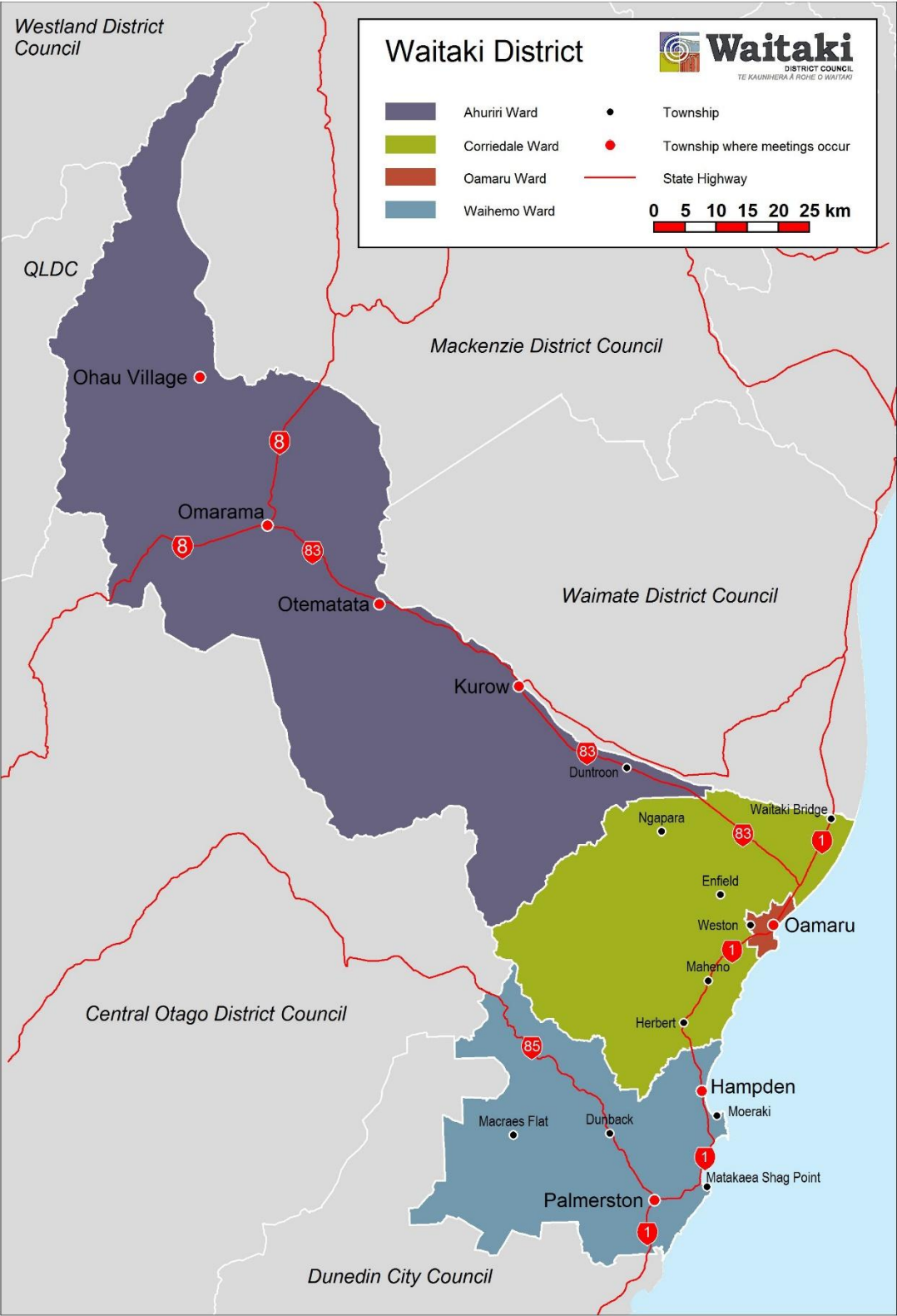
**Location: Council Chamber, Third Floor  
Office of the Waitaki District Council  
20 Thames Street, Oamaru**

## **Agenda**

### **Council Meeting**

**25 March 2025**

**Alex Parmley  
Chief Executive**





## Agenda Items

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- 1      APOLOGIES**
- 2      DECLARATIONS OF INTEREST**
- 3      PUBLIC FORUM**

**4 CONFIRMATION OF PREVIOUS MEETING MINUTES**

**4.1 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 11 JULY 2024**

**Author:** Stephanie White, Project Officer

**Authoriser:** Alex Parmley, Chief Executive

**Attachments:** 1. Public minutes of the Council Meeting held on 11 July 2024

**RECOMMENDATION**

That the Council confirms the Public minutes of the Council Meeting held on 11 July 2024, as circulated, as a true and correct record of that meeting.

**UNCONFIRMED MINUTES**

**OF THE ADDITIONAL COUNCIL MEETING  
HELD IN THE WAITAKI DISTRICT COUNCIL CHAMBER, THIRD FLOOR,  
OFFICE OF THE WAITAKI DISTRICT COUNCIL, 20 THAMES STREET, OAMARU  
AND VIA ZOOM VIDEO-CONFERENCE  
ON THURSDAY, 11 JULY 2024 AT 11.00AM**

**PRESENT:** Mayor Gary Kircher (Chair), Cr Tim Blackler (via Zoom), Cr Brent Cowles, Cr Jeremy Holding, Cr Jim Hopkins, Cr Courtney Linwood, Cr Guy Percival, Cr John McCone, Cr Rebecca Ryan, and Cr Jim Thomson

**APOLOGY:** Deputy Mayor Hana Halalele

**IN ATTENDANCE:** Lisa Baillie (Acting Chief Executive / People and Transformation Group Manager)  
Paul Hope (Acting Assets Group Manager and Finance and Corporate Development Group Manager)  
Roger Cook (Heritage, Environment and Regulatory Group Manager)  
Ainslee Hooper (Governance and Policy Advisor)

The Chair declared the meeting open at 11.00am and welcomed everyone present.

**1 APOLOGIES**

**RESOLVED WDC 2024/136**

Moved: Cr Jim Hopkins

Seconded: Cr Jim Thomson

That the apology received from Deputy Mayor Hana Halalele be accepted.

**CARRIED**

**2 DECLARATIONS OF INTEREST**

Mayor Gary Kircher declared an interest in Agenda Item 4.2 and said he would manage that interest by not voting on that item.

**3 PUBLIC FORUM**

As this was an Additional Council Meeting, no Public Forum was held.

**L.1 AGENDA ADDENDUM ITEMS (URGENT BUSINESS)**

**4.1 RESOLUTION TO ACCEPT OR DEFER A LATE AGENDA ITEM**

The report, as circulated, sought a formal resolution of Council on whether to accept or defer two late agenda items for consideration at this Additional Council Meeting scheduled for Thursday 11 July 2024, pursuant to legislation and Council's Standing Orders.

**RESOLVED WDC 2024/137**

Moved: Cr John McCone  
Seconded: Cr Brent Cowles

That Council decides, pursuant to the Local Government Official Information and Meetings Act 1987 (s46A (7)) and Council's Standing Orders (Clause 9.12), to accept the two late reports (Public) on the topics of "Fees and Charges Schedule 2024-25 – Correction to Parking Fees" and "Representation Review 2024 – Selection of Preferred Option for the Initial Proposal" as late Public Agenda Items for consideration at this Additional Council Meeting.

**CARRIED**

The Chair directed the meeting to the first of the late reports – Agenda Item 4.2.

**4.2 FEES AND CHARGES SCHEDULE FY 2024/2025 - CORRECTION TO PARKING FEES**

The report, as circulated, sought Council's revocation of an earlier decision at the 25 June 2024 Council Meeting in order to set correct Parking Fees to be effective from 1 July 2024, as reflected in an Updated Schedule of Fees and Charges for FY2024-25 to be considered at this meeting.

**Resolved WDC 2024/138**

Moved: Cr Jim Thomson  
Seconded: Cr Brent Cowles

That Council:

1. Acknowledges that the Fees and Charges Schedule for FY2024/2025 that was set as point three of the Council Resolution to adopt the Enhanced Annual Plan FY2024-25 at the Council Meeting on 25 June 2024 contained Parking Fees that were incorrect; and
2. Revokes point three of that Council Resolution; and
3. Accepts the attached replacement Fees and Charges Schedule for FY2024-25 which contains the correct Parking Fees information and sets the Fees and Charges for FY2024-25 as proposed in the Updated Schedule.

**CARRIED**

**ABSTAINED:** Mayor Gary Kircher

**4.3 REPRESENTATION REVIEW 2024 - SELECTION OF PREFERRED OPTION FOR THE INITIAL PROPOSAL**

The report, as circulated, sought Council's confirmation on its preferred option for representation arrangements for the 2025 and 2028 elections for inclusion in the Initial Proposal.

The Chair welcomed Electionnz.com Advisor Stephen Hill to the meeting via Zoom. Acting Chief Executive Lisa Baillie spoke briefly and then handed over to the Governance Advisor Ainslee Hooper to highlight key points in the officer report.

Cr Hopkins proposed focusing on the motion, moving to:

1. Approve the motion as worded.
2. Confirm Option 1(a) for public consultation.
3. Direct the Chief Executive as worded.

**RESOLVED WDC 2024/139**

Moved: Cr Jim Hopkins  
Seconded: Cr Jeremy Holding

That Council:

1. Receives this report outlining key themes, options, and their possible impacts on representation arrangements, and supporting information in the form of revised maps and population data tables for consideration.
2. Confirms Council's preferred option to progress to an Initial Proposal for the Representation Review 2024 for public consultation to be Option A (status quo); and
3. Directs the Chief Executive to prepare the Initial Proposal and bring it back to a Council Meeting before the end of July 2024 for formal adoption prior to the 31 July 2024 legislative deadline.

**CARRIED**

**4 MEETING CLOSE**

The Chair declared the meeting closed at 12.15pm.

TO BE CONFIRMED at the Council Meeting to be held on Tuesday, 25 March 2025.

.....  
CHAIRPERSON

**4.2 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 25 FEBRUARY 2025**

**Author:** Jenni Carden, Governance Support - Contactor

**Authoriser:** Alex Parmley, Chief Executive

**Attachments:** 1. Public minutes of the Council Meeting held on 25 February 2025

**RECOMMENDATION**

That the Council confirms the Public minutes of the Council Meeting held on 25 February 2025, as circulated, as a true and correct record of that meeting.



**DRAFT UNCONFIRMED MINUTES**

**OF THE COUNCIL MEETING  
HELD IN THE COUNCIL CHAMBER, THIRD FLOOR, OFFICE OF THE WAITAKI DISTRICT  
COUNCIL, 20 THAMES STREET, OAMARU  
ON TUESDAY, 25 FEBRUARY 2025 AT 9.12 AM**

**PRESENT:** His Worship the Mayor Gary Kircher (Chair), Cr Hana Halalele (Deputy), Cr Tim Blackler, Cr Brent Cowles, Cr Jeremy Holding, Cr Jim Hopkins, Cr Courtney Linwood, Cr John McCone (via Zoom), Cr Guy Percival, Cr Rebecca Ryan, Cr Jim Thomson (via Zoom)

**IN ATTENDANCE:** Alex Parmley (Chief Executive)  
Paul Hope (Acting Assets Group Manager and Finance and Corporate Development Group Manager)  
Lisa Baillie (Deputy Chief Executive / People and Transformation Group Manager)  
Roger Cook (Heritage, Environment and Regulatory Group Manager)

**IN ATTENDANCE FOR SPECIFIC AGENDA ITEMS:**

David Campbell (Heritage and Planning Manager)  
Lucianne White (Community Engagement Lead)  
Steve Clarke (Solid Waste Specialist)  
Andrew Bardsley (Regulatory and Compliance Manager)  
Carolyn van Zyl (Compliance Officer)  
Amanda Nicholls (Chief Financial Officer)

The Chair declared the meeting open at **9.12 am** and welcomed everyone present.

**1 APOLOGIES**

There were no apologies.

**2 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3 PUBLIC FORUM**

Ray Henderson

Mr Henderson spoke to the work being done on Beach Road. He noted feedback that he had received from the community on the matter and whether the road would open again. He queried the road's classification in the district plan and noted that it could be used as a bypass in the event that State Highway One was closed. Mr Henderson then responded to questions.

Lisa Howard-Sullivan

Ms Howard-Sullivan noted that there has been a lack of transparency from the Council in its work, including success stories. She mentioned that the work looking a multi-council water entity should have been discussed in more detail in the Long-term Plan consultation document and queried whether an addendum could be distributed on the matter. Ms Howard-Sullivan then responded to questions.

Kevin Malcolm / Adair Craik – Waitaki Events Centre Trust

Mr Malcolm and Ms Craik gave an update on the current budget and fundraising efforts for the Waitaki Events Centre. Mr Malcolm noted that a large donation was scheduled to be announced in March. Mr Malcolm and Ms Craik then responded to questions.

Note: With the permission of the meeting, item 5.1 was moved forward.

## **4 LEADERSHIP REPORTS**

### **5.1 MAYOR'S REPORT**

His Worship the Mayor spoke to his report. He noted the recent change of minister for the local government portfolio and mentioned a recent meeting with him in Queenstown. He also noted a productive meeting with St John regarding the health shuttle. His Worship the Mayor then responded to questions.

#### **RESOLVED WDC 2025/005**

Moved: Cr Brent Cowles

Seconded: Cr Courtney Linwood

That Council receives and notes the information.

**CARRIED**

Note: With the permission of the meeting, item 7.1 was moved forward.

### **7.1 NOTICE OF MOTION - SPORTS & EVENTS CENTRE, FROM CR JIM HOPKINS**

Cr Hopkins presented his notice of motion to members and his reasons for doing so. He spoke to the information that was presented as part of his notice of motion

#### **RECOMMENDATION**

##### **MOVED**

Moved: Cr Jim Hopkins

Seconded: Cr Tim Blackler

That Council:

1. Formally receives the Notice of Motion on the topic of "Sports & Events Centre" which was emailed to the Chief Executive from Cr Jim Hopkins on Monday 10 February 2025 and which has been accepted by the Chief Executive for consideration at this meeting pursuant to Clauses 24.2 and 24.3, and 27.1 and 27.2 of Waitaki District Council Standing Orders.

**LOST**

**5 RECOMMENDATIONS FROM COMMITTEES REPORTS**

**6.1 RECOMMENDATIONS OF THE WAIHEMO COMMUNITY BOARD MEETING HELD ON 2 DECEMBER 2024**

**6.1.1 WAIHEMO RECREATION RESERVE - GRAZING LICENCE**

**RESOLVED WDC 2025/006**

Moved: Member Jim Thomson

Seconded: Member Guy Percival

That Council:

1. Agree to issue a licence to graze part of the Waihemo Recreation Reserve, subject to public notification and consideration of any submissions.
2. Uses Option 1 from the Waihemo Recreation Reserve Retirement Plan (a three-staged retirement) as the detail for the consultation.

**CARRIED**

**6.2 RECOMMENDATIONS OF THE PERFORMANCE, AUDIT AND RISK COMMITTEE MEETING HELD ON 17 DECEMBER 2024**

**6.2.1 REVISED RISK MANAGEMENT POLICY**

**RESOLVED WDC 2025/007**

Moved: Deputy Mayor Hana Halalele

Seconded: Cr Tim Blackler

That Council adopts the revised Risk Management Policy.

**CARRIED**

**6.2.2 REVISED PROCUREMENT POLICY**

**RESOLVED WDC 2025/008**

Moved: Deputy Mayor Hana Halalele

Seconded: Cr Brent Cowles

That Council adopts the revised Procurement Policy.

**CARRIED**

**AGAINST: CR TIM BLACKLER**

Note: It was noted that an additional motion from the Waihemo Community Board had been missed from their recommendations.

**ADDITIONAL MOTION**

**RESOLVED WDC 2025/009**

Moved: Deputy Mayor Hana Halalele

Seconded: Cr Courtney Linwood

That Council have the two items 5.2 Adoption of Updated Standing Orders and 5.3 Adoption of Updated Code of Conduct put on the first possible agenda for the next Community Board after the October election so it does not get missed for another term.

**CARRIED**

**6.3 TREASURY STRATEGY, FY 2024-2025 THIRD QUARTER**

**RESOLVED WDC 2025/010**

Moved: Cr Jim Hopkins

Seconded: Cr Courtney Linwood

That Council:

1. Adopts a Treasury Strategy for the third quarter of the 2024-25 financial year which includes:
  - a) Monitoring available cash and projecting future cash requirements
  - b) Liaising with the Local Government funding Agency (LGFA) to ensure Council's ability to function and deliver on behalf of its communities is not impeded by lack of funds
  - c) Obtaining advice and support from Bancorp Treasury Services on key projects in addition to ensuring compliance with policy limits
  - d) Investing funds considered surplus to immediate requirements based on current forecasts to best advantage to maximise returns.

**CARRIED**

**6 DECISION REPORTS**

**7.2 RATIFICATION OF SUBMISSION ON RESOURCE MANAGEMENT (CONSENTING AND OTHER SYSTEM CHANGES) AMENDMENT BILL**

Staff gave an overview of the submission made for the Resource Management (Consenting and Other System Changes) Amendment Bill. It was noted that the majority of the submission supports the proposed changes in the bill. Among new provisions was the proposed ability to decline land use similar to subdivision provisions.

**RESOLVED WDC 2025/011**

Moved: Cr Jim Thomson

Seconded: Cr Courtney Linwood

That Council formally ratifies Waitaki District Council's submission on the Resource Management (Consenting and Other System Changes) Amendment Bill, as submitted to the Environment Select Committee on 10 February 2025.

**CARRIED**  
**AGAINST: CR JOHN MCCONE**

Note: With the permission of the meeting, it 7.4 was moved forward.

**7.4 RECEIPT OF 2023 - 2024 ALCOHOL REGULATORY AND LICENSING AUTHORITY (ARLA) REPORT**

Councillors acknowledged the work of the District Licencing Committee.

**RESOLVED WDC 2025/012**

Moved: Cr Brent Cowles  
Seconded: Cr Jeremy Holding

That Council:

1. Formally receives the 2023/2024 Alcohol Regulatory and Licensing Annual Report, and
2. Acknowledges that resolving point 1 above will also enable the Annual Report to be publicly notified on Council's website pursuant to legislative requirements

**CARRIED**

Note: The meeting adjourned at 10.33 am and returned at 10.51 am.

Note: Cr Percival returned at 10.53 am.

**7.3 ACCEPTANCE OF THE SOLID WASTE SERVICES BUSINESS CASE**

Staff presented the various scenarios for possible changes to kerbside collection and noted that they were looking to go out for consultation, but that that could be now or following the election in October.

After discussion it was agreed that staff should, as part of the materials for consultation, include the costs and benefits of the current arrangements for recycling as well as the new proposals for consideration.

**RESOLVED WDC 2025/013**

Moved: Cr Rebecca Ryan  
Seconded: Deputy Mayor Hana Halalele

That Council:

1. Receives the Waitaki District Solid Waste Services Business Case.

**CARRIED**

**RESOLVED WDC 2025/014**

Moved: Cr Jim Hopkins  
Seconded: Cr Rebecca Ryan

2. Approves officers to prepare for community engagement, setting out the costs and benefits of our current recycling, diversion and minimisation facilities and the costs and benefits of introducing council controlled kerbside collection services so ratepayers can signal their preferred option.

**CARRIED**

Note: Andrew Strahan (GeoCo Consulting) and Alice Balme (Wynn Williams) joined the meeting for item 7.5.

Note: Cr Linwood left the meeting at 11.47 am and returned at 11.49 am.

Note: Cr Ryan left the meeting at 11.48 am and returned at 11.50 am.

Note: Cr McCone left the meeting at 12.00 pm.

## **7.5 LOCAL WATER DONE WELL - OTAGO SOUTHLAND JOINT CCO**

Staff gave an overview of the proposed joint CCO and noted that it would form one of the three options that needed to be presented to central government as part of the water services plan. It was also noted that in addition to this option, work was continuing concurrently on the other options to be presented.

After discussion, councillors agreed to go to the next stage in investigating a joint CCO option. It was noted that councillors could choose their preferred option at the March meeting and that there were multiple off ramps if councillors wished to exit the proposal.

### **RESOLVED WDC 2025/015**

Moved: Mayor Gary Kircher

Seconded: Cr Brent Cowles

That Council:

1. Agrees to enter into the Otago Southland Joint Group of Councils Commitment Agreement.
2. Authorises the Chief Executive to sign the Otago Southland Joint Group of Councils Commitment Agreement as set out in Attachment 1 on behalf of the Waitaki District Council including approving any minor amendments that are required when finalising the document for signing.
3. Decides to rely on the alternative requirements for decision-making and consultation set out in sections 61 to 64 of the Local Government (Water Services Preliminary Arrangements) Act 2024 in accordance with section 58(a)(i).

**CARRIED**

Note: Cr Hopkins left the meeting at 12.03 pm and returned at 12.04 pm.

## **7.6 OBSERVATORY VILLAGE LIMITED LOAN REPAYMENT AND OPTIONS**

### **RESOLVED WDC 2025/016**

Moved: Cr Jim Hopkins

Seconded: Cr Rebecca Ryan

That Council:

1. Note the early loan repayments received by Observatory Village and the impact this has on interest income previously forecast; and



2. Approve utilising the early loan repayments to repay LGFA debt.

**CARRIED**

## **7 CONFIRMATION OF PREVIOUS MEETING MINUTES**

It was noted that there were some typographical errors in the minutes that were presented, however the minutes could still be confirmed with those changes made.

### **4.1 PUBLIC MINUTES OF THE EXTRAORDINARY COUNCIL MEETING HELD ON 17 FEBRUARY 2025**

#### **RESOLVED WDC 2025/017**

Moved: Cr Jim Hopkins

Seconded: Cr Rebecca Ryan

That the Council confirms the Public minutes of the Extraordinary Council Meeting held on 17 February 2025, as circulated, as a true and correct record of that meeting.

**CARRIED**

### **4.2 PUBLIC MINUTES OF THE EXTRAORDINARY COUNCIL MEETING HELD ON 3 FEBRUARY 2025**

#### **RESOLVED WDC 2025/018**

Moved: Cr Jim Hopkins

Seconded: Cr Rebecca Ryan

That the Council confirms the Public minutes of the Extraordinary Council Meeting held on 3 February 2025, as circulated, as a true and correct record of that meeting.

**CARRIED**

### **4.3 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 17 DECEMBER 2024**

#### **RESOLVED WDC 2025/019**

Moved: Cr Jim Hopkins

Seconded: Cr Rebecca Ryan

That the Council confirms the Public minutes of the Council Meeting held on 17 December 2024, as circulated, as a true and correct record of that meeting.

**CARRIED**

**4.4 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 26 NOVEMBER 2024**

**RESOLVED WDC 2025/020**

Moved: Cr Jim Hopkins

Seconded: Cr Rebecca Ryan

That Council confirms the Public minutes of the Council Meeting held on 26 November 2024, as circulated, as a true and correct record of that meeting.

**CARRIED**

**4.5 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 5 NOVEMBER 2024**

**RESOLVED WDC 2025/021**

Moved: Cr Jim Hopkins

Seconded: Cr Rebecca Ryan

That Council confirms the Public minutes of the Council Meeting held on 5 November 2024, as circulated, as a true and correct record of that meeting.

**CARRIED**

**4.6 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 27 AUGUST 2024**

**RESOLVED WDC 2025/022**

Moved: Cr Jim Hopkins

Seconded: Cr Rebecca Ryan

That the Council confirms the Public minutes of the Council Meeting held on 27 August 2024, as circulated, as a true and correct record of that meeting.

**CARRIED**

**4.7 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 29 OCTOBER 2024**

**RESOLVED WDC 2025/023**

Moved: Cr Jim Hopkins

Seconded: Cr Rebecca Ryan

That the Council confirms the Public minutes of the Council Meeting held on 29 October 2024, as circulated, as a true and correct record of that meeting.

**CARRIED**

**4.8 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 11 JULY 2024**

It was noted that there was a double up on the minutes for 11 July 2024 and 27 August 2024. The July minutes would come to the next meeting for confirmation.

**4.9 PUBLIC MINUTES OF THE COUNCIL MEETING HELD ON 11 JUNE 2024**

**RESOLVED WDC 2025/024**

Moved: Cr Jim Hopkins  
Seconded: Cr Rebecca Ryan

That the Council confirms the Public minutes of the Council Meeting held on 11 June 2024, as circulated, as a true and correct record of that meeting.

**CARRIED**

**8 RESOLUTION TO EXCLUDE THE PUBLIC**

**RESOLVED WDC 2025/025**

Moved: Cr Courtney Linwood  
Seconded: Cr Rebecca Ryan

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under section 48 for the passing of this resolution</b>
<b>9.1 - Public Excluded minutes of the Council Meeting held on 29 October 2024</b>	s6(a) - the making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences, and the right to a fair trial	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>9.2 - Public Excluded minutes of the Council Meeting held on 17 December 2024</b>	s6(a) - the making available of the information would be likely to prejudice the maintenance of the law, including the prevention, investigation, and detection of offences, and the right to a fair trial	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>9.3 - Recommendations from the Development Contributions Sub-Committee PE</b>	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	<p>making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	
<p><b>9.4 - Kakanui Bridge Renewal Construction Contract 994</b></p>	<p>s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p> <p>s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage</p>	<p>s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p><b>9.5 - CCO Director Remuneration Review 2024 PE</b></p>	<p>s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

**CARRIED**

Note: The meeting went into public excluded at 12.18 pm.

**9 PUBLIC EXCLUDED SECTION**

**10 RESOLUTION TO RETURN TO THE PUBLIC MEETING**

**RESOLVED WDC 2025/026**

Moved: Cr Brent Cowles

Seconded: Cr Rebecca Ryan

That Council resumes in open meeting and decisions made in the public excluded session are confirmed and made public as and when required and considered.

**CARRIED**

**11 RELEASE OF PUBLIC EXCLUDED INFORMATION**

**12 MEETING CLOSE**

The Chair declared the meeting closed at 2.16 pm.

TO BE CONFIRMED at the Council Meeting to be held on Tuesday, 25 March 2025.

.....  
CHAIRPERSON

## **5 LEADERSHIP REPORTS**

### **5.1 CHIEF EXECUTIVE'S REPORT MARCH 2025**

**Author:** Alex Parmley, Chief Executive

#### **RECOMMENDATION**

That Council receives and notes the information.

#### **PURPOSE**

This report is provided to bring Elected Members up to date on progress in delivering the Council ambitions and programme including progress in delivering the Key Performance Indicators (KPIs) set by Council for the Chief Executive for the year ending 30 June 2025.

#### **OVERVIEW**

Local Government faces some huge challenges that are impacting this and every Council. The changes to water reforms with the new government but with minor changes to standards, mean that when combined with the significant inflation way above that impacting consumers, all councils are challenged to meet the investment required in water and the other needs of their districts, whilst keeping things affordable for their rate payers. This government has a significant programme of reforms impacting councils and there are more changes to come. Unfortunately, there are no indications yet of an appetite to reform the broken system for financing local government and despite there being indications that government will look at addressing unfunded mandates, government and Parliament continues to impose on local government new standards and responsibilities that are at the cost of ratepayers.

The past few months have been a challenging period for Council as we deal with many big issues at the same time. It has been a significant period of activity for implementation of our transformation programme with changes in operating model and staff roles; as a Council we deferred our Long Term Plan from last year and so have been busy preparing the draft LTP and consultation; we have been preparing for the Local Water Done Well government reforms whilst still awaiting legislation; and working to get the District Plan to notified.

All of these are big changes and projects in their own right and an organisation of our size would not normally tackle more than one or two of these at once. However, we have had to deal with them and have been making good progress as well as progressing other projects and business as usual. This has placed a strain on the organisation and its staff and Governance Team. Our resources and people are stretched and will continue to be so for some time, and we will need to keep a focus on the priorities to ensure we deliver as well as avoid placing too much strain on the organisation. I would like to thank all staff for their hard work and their commitment to the organisation and our community in helping us deliver against our challenging work programme. I would also like to thank the Governance Team for their flexibility and support for the team and myself during the past few months.

I set out below some of the highlights for the past few months followed by what lies ahead. Set out in the remainder of the report is progress with the Organisational Key Results (OKRs) which form my KPIs.

#### ***Transformation***



First, it is important to say what we have not been doing. We have not been undertaking a restructure dubbed Transformation and we have not been transforming for years. We are implementing a radical programme that is fundamentally changing how this organisation works so that it can be more effective and more efficient. It involves bringing together the parts of the organisation that have previously worked very separately, to work in a more integrated way focussed on Council ambitions and community needs.

We are deploying a new customer service model that improves the level of service including a 24/7 online access to all services possible; extended hours of service for those who want to come and see us; and a case management approach that makes things easier and more efficient for the customer as well as helping us track customer requests and deliver consistent and better service standards across the organisation. This will mean we can serve customers better but without adding to our cost.

Our locality model means we will improve our presence on the ground and plan and deliver in an integrated way for the needs of our different local communities, rather than the previous model where separate departments planned independently of each other, on a district wide basis and then delivered to separate programmes.

All this is supported by an investment in technology that enables us to work in different and more efficient ways and track our performance better in dealing with customers and delivering the ambitions and priorities of Council. We are implementing a number of back office changes that result in efficiencies which are enabling us to improve efficiency and ensure our staff are focussed on those things that are adding value to delivering for our district, communities and customers as opposed to some of the processes we had prior to transformation, which were time consuming and caused frustration.

Our Organisational Performance Management Framework will help us better manage organisational performance and improve reporting of performance to the Governance Team and our community. This together with the investments we are making in leadership, changes to the leadership model, and other tools are helping improve accountability and shifting the culture – keeping the best bits of our culture and overcoming those aspects that hold us back.

Collectively these changes and the many other changes in our Transformation Programme are helping us become more effective and efficient in serving our district and its communities. But since we started planning our Transformation the landscape has changed for local government and on their own, these changes will not overcome all the challenges we and every other council faces.

The phases of transformation include:

- i) The Case for Change and Business Case– signed off in September 2022 which was the start of planning how we could change
- ii) Engagement and design – concluding in early 2024 with the target operating model and organisational design - a programme involving staff, customers, partner organisations – in designing the new council and how it would operate
- iii) Staff consultation and refinement – early to mid 2024
- iv) Implementation – commencing in July 2024 with recruitment to new teams and roles and the standing up of the first teams in October 2024.

It is important to recognise that whilst we have had a thorough and considered planning of our transformation, we have been implementing transformation for less than a year. What we are doing is complex and we have no other councils to point to as having done this previously, although we are aware that some other councils are now working to follow what we are doing. However, this makes it challenging to explain to our community what we are doing and how they will benefit. A communication campaign – ‘Changing the way we Waitaki’ - is being deployed to explain this but we have not always cut through against some of the misperceptions out there. The campaign will

continue to be refined and tweaked accordingly to develop a better understanding within our community.

All new teams and roles are now stood up, with the last teams standing up in February, but it will take some time to embed new ways of working to fully realise the target effectiveness and efficiency benefits. The earlier teams to stand up have made good progress in delivering our transformation ambitions including improvements to our Communications & Engagement approach and progress in changing the way we manage council projects to further increase the delivery rate and effectiveness. The teams that have only recently stood up are still finding their feet and developing the new ways of working and delivering.

Considerable work has been undertaken “under the hood” on Transition Management which is near completion. This includes making changes to budgets and accounts, delegations, data, and systems such as Infocouncil and Convene, to reflect the new operating model and staffing structure. Some old systems have been retired and replaced by new systems and that are supporting increased effectiveness and efficiency. Employment Hero, an AI powered HR system, has enabled considerable efficiency in our staff management replacing old and time consuming systems, improving the information for managers and staff, and introducing automation. This is saving time for managers and staff across the organisation and especially within the People and Capability function where more effort and attention can now be placed on supporting managers and improving our approach, and less time spent on running time consuming processes. In addition, we have started to implement changes to the Governance Support systems that will improve efficiency, timeliness and access to information for the Governance Team and for the community.

We started to deploy our new customer service model on 3 March. This includes commencing the new customer service point at the Oamaru Library which has seen us extend the hours of service to customers. Progress is being made on the deployment of online forms which will improve access to customers and create efficiencies in reducing processing times and costs. The Case Management approach has started to be deployed but is not yet fully operational. However there have been a number of process improvements already deployed that will improve the service for customers whilst also reducing the time and cost to serve.

As a result of the changes we have made, we have achieved a 9% reduction in FTE. However, this is in an environment where there are other staff cost pressures including market conditions where there is sometimes a mismatch between our pay scales and what other councils are now paying for key skills we need to deliver our services. The PSA union has now commenced bargaining for a new collective agreement with Council.

### ***Long Term Plan (9 Year budget)***

As mentioned earlier, the environment for councils is extremely challenging, particularly financially. This is the toughest Long Term Plan the Council has ever had to deliver and this brings challenges for our community, staff and the Governance Team. What we are required to deliver by government is increasing as are the standards we need to deliver to. The cost to deliver is increasing, particularly new infrastructure, but also the cost of maintenance, including our roads and other assets, has increased significantly above CPI. This comes at a time when household budgets and business are also under financial pressure.

We have made good progress with the Long Term Plan and our transformation programme is helping. The Prioritisation Tool has supported rationalising our programme and expenditure to ensure greater focus on the outcomes and priorities of Council. One of our ambitions in transforming was to better engage our communities in the work of Council. Our team (staff and governance) have deployed an extensive and innovative multichannel programme of engagement that have supported getting a record number of community responses to our consultation. This is not the end though and

these are improvements to build on to increase our ability to focus and prioritise, as well as to improve further our engagement.

The audit of our Consultation Document was challenging and delayed the start of our consultation programme. One of the main issues was dealing with water in our draft LTP when legislation is still going through Parliament. We have a good working relationship with the audit team and I am grateful to them and to our CFO for working at pace to find resolutions to these matters.

### ***Local Water Done Well***

The future of our water services is a big issue for our community and for this Council. Whatever decision is made on the future management of water services will not just impact the investment and quality of those services but also the Council and to what extent it is able to deliver for the other needs and ambitions of the district. Due to the water standards set by Parliament, and the increase in regulation, investment needs to increase in water, debt will increase, and charges to ratepayers / consumers will increase in every part of the country. The work we are doing both internally and with neighbouring councils is looking at how we can do this most efficiently to ensure we can meet the investment needs, have good services, locally accountable and delivered in the most efficient way, including keeping the increase in charges for water as low as possible.

Working in partnership to the tight timescales set by the government is challenging. It means that we do not have the time we usually would like to consider things. Partnership also means compromise. However, we are privileged to be working with a likeminded group of councils who are determined to developing a collaborative model that will produce benefits for every community that cannot be achieved by their council going it alone. There has been a lot of work undertaken by staff from across all the councils, together with our joint project team, to prepare for the decisions and consultation that lies ahead.

### ***Other progress***

Whilst the big issues we are dealing with are taking up a considerable amount of time, we continue to deliver a lot of other things too numerous to mention here. However a few highlights include:

- Progressing the construction of the Network Waitaki Sports and Events Centre – our largest project which is on time and on budget. The Mayor, the Project Board and I visited the construction site a couple of weeks ago and it was pleasing to see the footings going in and the lift shaft in place.
- The award of the contract for construction of the Forrester Gallery Extension and commencement of construction – this is a significant and largely externally funded investment in the cultural offer of our district
- The award of the contract for the Kakanui bridge replacement
- The commissioning of the Ohau Village Water Treatment Plant – this has taken considerable time to arrive at a solution that meets the water standards and which is supported by most in the community
- Work to progress key outcomes of council including:
  - Prosperous Place – the engagement of business and community in delivering our economic ambitions including Waitaki Grown to support diversifying our farming sector and securing new markets; place making projects in Central Oamaru; support for filming “East of Eden” where as well as supporting the film crew, we looked to ensure maximum economic benefit to the district; commencement of developing a masterplan for the North End of Oamaru; and continued development of the Waitaki Story and identity to promote the district to potential visitors, investors and residents.

- Strong Communities – the progress of Te Waka Hauora O Waitaki | Waitaki Health Futures Project, which has already started achieving gains in improving access to health services for our community
- Valued Environment - The completion of Project Reclaim, averting an inevitable environmental disaster on our beaches and in our ocean, and securing of the waiver of the \$4m waste levy; and the notification of the District Plan.

1.

- Continued development of our partnership with Central Otago District Council to support each other with a view to both councils gaining through resilience and efficiencies. Most recently this has included the secondment of one of the CODC executive team to WDC to fill a gap and support standing up the new organisational structure: support in the Governance Services area; and WDC supporting the CODC building services.

### ***Looking forward***

Looking forward to the next period, there is much to do and some big decisions to be made which my team and I will be looking to support the Governance Team on so you are in the best position possible. Given the volume of work and change we are dealing with, the organisation will continued to be stretched for the next quarter and beyond.

I would highlight the following things that will be the focus for our efforts:

#### ***Transformation***

- Continued deployment of the customer service model including adding to the online forms; deployment of the AI Chatbot to support staff in serving customers; development of Citizen Central – our customer portal; deploying our Customer mobile app for locality officers
- Deploying and embedding our locality model
- Commencing the role out of the Organisational Performance Management Framework, to support us in improving how we manage organisational performance and developing our systems of continuous improvement, so that we continue to improve after the Transformation Programme is closed
- Further development and embedding of the changes in the leadership and management approach including realising the benefits of Employment Hero, completion of the Leadership Programme, review of key HR policies
- Continued deployment of technology investments that support the new ways of working and delivering
- Deployment of further changes in the Governance Operations Interface and embedding new systems and ways of working
- Continued communications campaign – ‘Changing the way we Waitaki’ – including short explainer videos
- Benefits realisation – focus on embedding the changes as a whole, reviewing effectiveness and ensuring that the improvements in effectiveness and efficiency as well as the other programme outcomes are realised.

#### ***Long Term Plan***

- Preparing Budgets and holding Deliberations on 31 March and 1 April
- Further analysis and consideration as necessary in April and early May
- Preparing for and responding to Key Directions on 27 May

- Preparing for a decision on final Long Term Plan, budgets and rates on 24 June

*Local Water Done Well*

- Working to support decision making on the Council's preferred option for the future of water in early April
- Preparing material to enable a decision on consultation in early May
- Undertaking community consultation, hearings and deliberations in May and June
- Preparing a Water Services Delivery Plan to be recommended for agreement in July for submission to the Government

To be successful in delivering our programme we will need to continue to recognise the strain on the capacity of the organisation, including the heavy workloads staff are carrying. This requires us to continue to prioritise and focus. We have made progress on this, but we are still trying to do too much with the limited resources we have. We need to ensure we continue to create space to change, and ensure workloads for individuals and the organisation are manageable and achievable.

We also need a continued focus on how we work genuinely as one team – one of the key aims of transformation which is essential to becoming more effective and efficient. If we can get this stronger focus on priorities, and on how we constantly work as one team, we will succeed in changing the organisation for the better, delivering more effectively and efficiently for our district and our communities, and ensuring we deliver the big programme of work that is ahead of us.

## KEY PERFORMANCE INDICATORS (KPIs)

The following KPIs for the Chief Executive for the year ending 30 June 2025 were agreed and adopted on 24 September 2024.

### KPI 1 – TRANSFORMATION DELIVERY

KPI – Delivery/Implementation of Transformation Programme – Changing the Way We Waitaki	
<p>Objective:</p> <p>Build the best council in NZ that empowers people and communities, is ambitious and high performing, and delivers excellent outcomes</p> <ul style="list-style-type: none"> <li>an ambitious council seeking to deliver the best for the district and residents</li> <li>focussed on role as a community organisation and community leader</li> <li>flexible, agile and data driven, focussed on performance and continuous improvement</li> <li>modern, efficient, effective, customer focussed services</li> <li>well governed</li> <li>a leading employer with an empowered workforce</li> <li>One Team in all that we do</li> </ul>	
<p>Strategic Framework:</p> <ul style="list-style-type: none"> <li>Deliver Transformation Programme – Changing the Way We Waitaki</li> </ul>	
<p>3. Key Results: (series of results that will enable successful delivery of the objective)</p> <p>4.</p> <p>1. We deliver a customer experience that we're proud of</p> <ul style="list-style-type: none"> <li>Interactions with Council are frictionless</li> </ul> <p>5.</p> <p>2. We do the right things at the right time for our community</p> <ul style="list-style-type: none"> <li>Responsive to real needs of community</li> <li>Delivering on our promises</li> <li>Understanding our community</li> </ul> <p>6.</p> <p>3. We have a reputation as a trusted partner</p> <ul style="list-style-type: none"> <li>We have the agility to thrive</li> </ul> <p>7. <ul style="list-style-type: none"><li>Responsive to change</li></ul></p> <p>8. <ul style="list-style-type: none"><li>Fit for purpose technology</li></ul></p> <p>4. We live within our means adding value for money</p> <ul style="list-style-type: none"> <li>Reduced costs of living in community</li> </ul> <p>9. <ul style="list-style-type: none"><li>Rates viewed as an investment</li></ul></p> <ul style="list-style-type: none"> <li>Council gives more than it takes</li> </ul>	<p><b>Key Measures:</b> <i>(initial measures, but not limited to these measures)</i></p> <ul style="list-style-type: none"> <li>Effectiveness – Achieve greater than 80% of key performance outcomes as agreed in the Annual Plan.</li> <li>Efficiency – Improve the delivery of new and existing council provided services by 10% by implementing better processes and tools.</li> <li>Effectiveness – Reduce the cost to deliver council provided services by 10% to reinvest in new council provided or partner services.</li> <li>Community – Involve partners in the delivery of 10% of existing and new council services to support the delivery of the community outcomes.</li> </ul> <p>11.</p> <p>12.</p> <p>13.</p> <p>14.</p> <p>15.</p>



<p>10.</p> <p>5. We are an employer of choice</p> <ul style="list-style-type: none"> <li>• Staff proud to work at Council</li> </ul> <p>6. The Governance Team and Community Board members are supported to carry out their governance roles.</p>	<ul style="list-style-type: none"> <li>• Achievement of a 5% increase in the Culture measure, for each undertaking of the survey, in the Council's chosen Staff Engagement Survey.</li> <li>• A baseline measurement is introduced during the 2025 calendar year, to be measured on an annual basis.</li> </ul>
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*Progress Update:*

1. As part of the Organisation Performance Management Framework, this measure will be tracked via Council's performance against the Annual Plan metrics.
- 16.
2. All stages of the transition to the new structure to support our new operating model are now complete. The activation of the new customer service model commenced on March 3rd as planned. Deployment of the first self-help and self-service tools, such as online forms, has been achieved, with additional forms and enhancements to tools planned for the coming months. The customer service hub in Oamaru Library was activated as scheduled, along with a concierge service at HQ.
- 17.
3. All change plans have been set up, and change activities are in progress with the new teams. The locality model, OPMF, service delivery, and customer service continue to be key focus areas for support from the Transformation team. New budgets are being established for each of the new teams.
- 18.
4. New ways of working are being implemented in community engagement and communications. Record levels of engagement in LTP have been reached. As more changes like locality working are introduced, it is expected that engagement levels will continue to rise.
- 19.
5. The staff engagement survey deployed via the Leapsome software for all staff to complete. Analysis of survey data to commence March, with result available to establish baseline.
- 20.
6. The method(s) to capture both quantitative and qualitative measurement will be developed and implemented in 2025, as part of the Governance Operations Interface project.
- 21.

**KPI 2 – COMMUNITY OUTCOMES**

<b>KPI 2a – Quality Services</b>	
Objective:	
Deliver modern, effective customer services within a culture of continuous improvement.	
Strategic Framework:	
<ul style="list-style-type: none"> <li>• Robust core infrastructure and services</li> <li>• Community facilities and services we are proud of</li> </ul> <p>22.</p>	
23. <b>Key Results:</b> (series of results that will enable successful delivery of the objective)	<ul style="list-style-type: none"> <li>• <b>Key Measures:</b> (initial measures, but not limited to these measures)</li> </ul>

24.		33.	
25.	1. Support our district to thrive via sustainable, resilient, and reliable networks and infrastructure		<ul style="list-style-type: none"> <li>• By achieving an overall satisfaction rating with the Council's performance of 60% from resident surveys</li> </ul>
26.		34.	
27.	2. Enhance access to current and future services for the community through user-friendly and convenient options		<ul style="list-style-type: none"> <li>• Reduce the need for over-the-counter service by 20% in the 12 months following the implementation of the new Customer Service model</li> </ul>
28.		35.	
29.			<ul style="list-style-type: none"> <li>• Achieve an overall satisfaction rating with quality of life in the district of at least 85% from resident surveys</li> </ul>
30.	3. Improve community wellbeing through enabling the provision of a highly valued and financially sustainable network of community facilities	36.	
31.		37.	
4.	Council as an organisation delivers value		<ul style="list-style-type: none"> <li>• By implementing agreed outputs of the Transformation Programme by the end of the financial year (see KPI 1 for more detail)</li> </ul>
32.	and improvement efficiently and effectively to the district		

*Progress Update:*

1. The Resident Surveys will now be conducted annually, and as a result, comparisons with figures from previous years will not be available until August 2025.
2. Prior to Transformation there were over 90 customer forms provided in hardcopy or PDF format. To date the 20 most used forms have now been provided online with the remaining forms being worked on. Work has commenced on preparing for Citizen Central, which will eventually enable all services possible to be available on line and enable customers to view progress on service delivery as well as view the history of transactions and their rates accounts. An AI chatbot to support officers serving customers is in the process of being introduced together with an app to support Locality Officers dealing with customer cases and other matters out on site.
3. The Resident Surveys will now be conducted annually, and as a result, comparisons with figures from previous years will not be available until August 2025.
4. The implementation of the Transformation Programme – Changing the Way We Waitaki is progressing steadily, with all new teams now stood up and good progress in starting to make the changes in the way of working and delivering to the community and customers. This includes commencing stand up of the new Customer Service Model (case management) and the new Locality Model.

<b>KPI 2b – Strong Communities</b>
Objective:
Support and enable our communities to improve wellbeing
Strategic Framework:
<ul style="list-style-type: none"> <li>• Enabling safe and healthy communities</li> <li>• Connected, inclusive communities</li> <li>• Promoting a greater voice for Waitaki</li> <li>• Celebrating our community identity</li> </ul>
38.

<b>Key Results:</b> <i>(series of results that will enable successful delivery of the objective)</i>	<b>Key Measures:</b> <i>(initial measures, but not limited to these measures)</i>
<ol style="list-style-type: none"> <li>1. Support and promote public health and wellbeing through community initiatives and programmes. 39.</li> <li>2. Promote diversity and cultural understanding within the community and within Council</li> <li>3. Facilitate the development of an “intentional plan” with the Council Governance Team that enables the Waitaki community to have local input into regional and central government decision-making – engage with ministers and officials to advocate for Waitaki. 40.</li> <li>4. Support and promote local arts, culture, sport, and recreation</li> </ol>	<ul style="list-style-type: none"> <li>• By increasing Council participation in education and awareness by 50%</li> <li>• By increasing the delivery of cultural competency education programmes to 41. 14 by the end of the year</li> <li>• Engaging in 75% of all relevant submission opportunities</li> <li>• By growing utilisation and participation by 5% year on year</li> </ul>

*Progress Update:*

1. Stronger Waitaki continues to stand as a hub for the identification and enablement of practitioner training, support and professional development.

**Welcoming Communities**

A Welcoming Communities action plan will be completed in the coming month, this will provide the project with a guide on activities to be prioritised for the short, medium and long term.

**Mental Health and Addictions**

Due to staffing changes at Health NZ, the Crisis Support service is still in the procurement phase.

In collaboration with Health NZ and WellSouth, Stronger Waitaki has begun its work on a mental wellness framework for the community which has started with the provision of seminars and training opportunities for health providers, key network partners and the rural sector. Further opportunities will continue to be provided for a greater range of the Waitaki community.

**Family Violence and Sexual Violence**

Planning has begun for the 5th national Ripple Effect conference to be held on September 25 and 26. This opportunity will see 200 conference delegates come together for professional development in the area of family violence and sexual violence, with a particular focus on digital and online harm. One element of this will be the provision of training for the community with one of our key speakers attending the event.

**New Zealand Housing Survey**

Stronger Waitaki is establishing processes with Housing Taskforce members to assist with and encourage participation in the New Zealand Housing Survey. Recent staff changes at

collaborating organisations have caused some delays. Stronger Waitaki will work with the Community Engagement team to advance this initiative, which is now more feasible due to increased capacity post-LTP engagement.

#### **Warmer Waitaki Curtain Bank**

A host organisation has agreed to provide hosting services for a trial period of the Warmer Waitaki Curtain Bank. They have committed their own funding for equipment purchases, supplementing equipment acquired through other funding sources. The Housing Policy and Strategy Specialist and Stronger Waitaki are providing facilitation support. This initiative complements the existing partnership with Family Works Energy Mates, which has already delivered community benefits.

#### **Community Housing Review Engagement**

An engagement session was held with the Housing Taskforce regarding WDC's Community Housing Review. Taskforce members were encouraged to submit feedback on the Long Term Plan.

#### **Homelessness response**

Stronger Waitaki will attend a local government workshop focused on developing a strategic framework and toolkit to support work programmes and local community needs for reducing and preventing homelessness. Lessons and resources from this workshop will be shared with the Housing Taskforce.

42.

2. Mātauranga Māori are being delivered by the Strategic Communications & Engagement team with support from the Arts, Culture and Libraries team. The two teams are working together to develop a series of evening events for the community that will include promotion of diversity and cultural competence.

43.

3. The policy team is in the process of developing the criteria to guide Council in preparing responses to changing national and regional directions. Four submissions have been submitted during the last period: Taumata Arowai Levy on Councils and CCO's; Commerce Commission Levy for the cost of making economic regulation of water services; Resource Management (Consenting and Other System Changes) Amendment Bill; and Local Government (Water Services) Amendment Bill. This was a total of 4 out of 9 total submission opportunities (44%).

44.

4. Baseline data has been collected for council-operated facilities. User agreements with sports codes in council-maintained sports fields will include a clause requesting information if needed.

#### **KPI 2c – Prosperous District**

##### **Objective:**

Develop and enable a thriving district economy, characterised by sustainable and inclusive growth

##### **Strategic Framework:**

- Attracting new opportunities
- Supporting local businesses
- Fostering a diverse and resilient economy

<b>Key Results:</b> <i>(series of results that will enable successful delivery of the objective)</i>	<b>Key Measures:</b> <i>(initial measures, but not limited to these measures)</i>
<ol style="list-style-type: none"> <li>1. Support and grow the district's primary sector</li> <li>2. Revitalise our places (CBD and townships) through opportunities to support businesses, homes, and visitors</li> <li>3. Increase visitor economy return</li> <li>4. Enhance business innovation and growth</li> <li>5. Increase the skills base available to employers in the district and improve opportunities within the district for skills development</li> </ol>	<ul style="list-style-type: none"> <li>• By facilitating at least two new feasibility studies by the end of the financial year to enable land and water use optimisation and supporting innovation and secondary industry opportunities</li> <li>• By activating 50% of CBD vacant spaces by the end of the financial year (excludes Palmerston CBD); AND By measuring the resulting economic impact by December 2025.</li> <li>• By generating &gt;15% increase in overall annual visitor spend through increased overnight stays</li> <li>• By supporting a minimum of 10 startups to become established through an entrepreneurship ecosystem</li> <li>• By creating career pathways for at least 50 people into employment across diverse business sectors</li> </ul>

*Progress Update:*

1. The five Medicinal crop trials are taking places across six sites to test the viability of growing Natural Health Products in the district. The change in enterprise has proved challenging for the participating growers and learnings are being documented to inform Year 2 of the trials. The crops will be ready for phytochemical testing in May, with one crop scheduled for harvest in June. The remaining crops have a growing cycle of 2-3 years. A Land Diversification event is being organised for April 30 to assist other farmers and growers in identifying new sustainable and profitable market opportunities.
- 45.
2. The six-month Revitalise our Places Ōamaru (ROPO) pilot programme was completed in December 2024. The 'vacant space' initiative garnered both local and national media attention, and feedback from the community and neighbouring businesses has been positive. The benefits included brighter cleaner spaces and an improved perception of safety. Participants highly valued networking opportunities and the chance to test business propositions. Four out of the seven vacant spaces were activated, and one start-up business, an upholsterer, has now signed a long-term lease. Transitioning from a creative hobby to a retail space presented a significant learning curve for many participants, highlighting the need for broader business skills and training. The learnings from this pilot have been documented and will be reviewed alongside other pilots, such as the Thames St Streetscape, to inform future placemaking initiatives.
- 46.
3. Infometrics data indicates that tourism expenditure in the district increased by 2.5% in the year to December 2024, compared to an increase of 3.0% in Otago and 3.7% in New Zealand over the same period. Tourism expenditure was approximately \$204 million during the year to December 2024, up from \$199 million a year ago. December Marketview data

shows a 20.7% increase in International Tourism spend compared to December 2024, although this represents less than 10% of total spend. Guest nights increased by 7.6% over the same period (compared to an increase of 1.0% in Otago and 0.8% in New Zealand), resulting in a total of 475.6 thousand nights compared to 441.9 thousand nights a year ago.

47.

4. This workstream is on hold due to resource constraints. New resources are currently being put in place to recommence delivery.

48.

49.

5. Regarding skills development:

50.

**51. Mayors Taskforce for Jobs (MTFJ)**

Of the 30 outcomes required for the 24/25 year, our MTFJ coordinator has achieved 28 sustainable placements. There has been another significant reduction in external funding offered for the 25/26 year, but we committed to the programme and have begun the procurement process for a sub-contractor with a view to appointing by the beginning of June 2025.

52.

**Building Capability**

The second cohort of Building Capability students have now all passed their Bachelor of Applied Management studies. This means the programme has seen a 100% pass rate in Waitaki with 17 Māori and Pacific Peoples community members completing their Bachelor of Applied Management through the programme since 2021. \$40,000 remains in the fund and a proposal has been put to the funder for the retention of this money for a smaller, third cohort to complete their Bachelor of Applied Management or Master of Professional Practice. We expect to have an answer from the funder by the end of March.

KPI 2d – Valued Environment	
Objective:	
Protect Waitaki's natural and built environment for present and future generations	
Strategic Framework:	
<ul style="list-style-type: none"> <li>Protecting our diverse landscapes and water bodies</li> <li>Meeting Environmental and climate change challenges</li> </ul>	
53.	
<b>Key Results:</b> <i>(series of results that will enable successful delivery of the objective)</i> <ol style="list-style-type: none"> <li>Provide leadership to support sustainable long-term community resilience</li> <li>Enable environmental ownership and protection in the community through education, incentives, and collaboration</li> <li>Establish and implement robust strategies that promote the long-term protection and sustainability of Waitaki's natural and built environment</li> </ol>	<b>Key Measures:</b> <i>(initial measures, but not limited to these measures)</i> <ul style="list-style-type: none"> <li>By implementing a minimum of eight climate sustainability and/or resilience projects</li> <li>100% allocation of the Heritage, Biodiversity, and Waste Minimisation Funds</li> <li>Ensuring WDC achieves all national legislative planning standards by the end of the year</li> </ul>

Progress Update:



54.

1. The greenhouse gas inventory audit is complete and awaiting approval. The Canterbury Climate Partnership Plan actions are in progress, with the Climate Change Working Group (CCWG) and stakeholders developing the business case for the Risk Visualisation Tool. Other key actions are on track. No updates on the Climate Change Strategy, pending recruitment to the vacant role.

55.

56. The National Public Health Service (NPHS) organised a climate change and public health discussion in Waitaki for staff, offering insights on applying a public health perspective to climate change within the district. Future efforts will focus on sharing resources, providing tools to support communities, and enhancing collaboration between NPHS and Waitaki District Council.

57.

2. The 2024 Waste Minimisation Fund was fully allocated in August 2024. A collaboration with Waitaki Resource Recovery Trust (WRRT) and industry included a Construction and Demolition waste tradie breakfast on 5 March, followed by a regional webinar later that month. WDC is participating in Love Food Hate Waste's Food Critics campaign in March. The Waste Minimisation staff supported WRRT's Repair Cafe in February and facilitated waste diversion for the Netflix film "East Of Eden," with food waste directed to the Waitaki Boys compost hub. The Waste Free Waitaki social media channel continues to raise awareness of waste minimisation. Enviroschools kaupapa is promoting sustainability education among youth.

The Biodiversity Hui held in Hampden on February 11th had approximately 40 attendees, and feedback suggests there is interest in future events. The Waitaki Biodiversity Fund closed on February 24th with three applications submitted. The total funding requested across these applications exceeds \$20K, which is more than twice the remaining available funding for the financial year.

58.

3. The Proposed Waitaki District Plan was notified on 1 March 2025 with the public consultation period open until 9 May 2025. The plan is available as an interactive ePlan on Council's website and also in hard copy at Council offices and libraries. Friends of the Submitters are available to assist people in making submissions. After the submission period ends, a summary of all submissions made will then be publicly notified to allow for further submissions. Hearings are expected to commence in late 2025 or early 2026.

### KPI 3 – LEADERSHIP

KPI – Overarching Leadership	
Objective:	
59. As the employee of the Governance Team, lead the staff of Council to achieve other key initiatives in the Strategic Framework and programme of priorities.	
Strategic Framework:	
<ul style="list-style-type: none"> <li>• Prosperous District</li> <li>• Strong Communities</li> <li>• Quality Services</li> <li>• Valued Environment</li> </ul>	
60.	
61. <b>Key ACTIONS:</b> <i>(series of ACTIONS that will enable successful delivery of the objective)</i>	<b>Key Measures:</b> <i>(initial measures, but not limited to these measures)</i>
62.	

63.	1. Plan developed and executed for the next stage of the Economic Development Strategy	<p><i>It is not appropriate to have measures for this KPI as it is identified as an overarching leadership objective for the Chief Executive.</i></p> <p><i>The development and implementation of each of the Key Actions in the left column will be the deliverables in this case.</i></p>
64.		
65.	2. Development and implementation of a Communications and Community Engagement Strategy and approach	
66.		
67.	3. Delivery of a new Waitaki Sports and Events Centre that meets the “must have” requirements	
68.		
69.	4. A strong partnership exists between the Council and iwi based on trust, understanding and shared aspirations; Council is fulfilling the Te Tiriti commitments	
70.		
71.	5. Successful adoption of a fit for purpose, transformative, Long-Term Plan that sets a direction for the district and its communities and a focus for what and how the Council will deliver to support this	
72.		
6.	As part of the LTP, review CCOs and progress new arrangements to support delivery of Council target outcomes and objectives.	
73.		
7.	Development of a Water Services Delivery Plan and Partnership Development for waters with other councils	

*Progress Update:*

1. The proposal to repurpose Tourism Waitaki Ltd as an Economic Development Agency and establish the Ōamaru Blue Penguin Colony as a standalone CCO was included in the LTP consultation documents and webinars. Submissions have now closed, with public hearings scheduled for March.
2. A briefing on the draft Communications and Engagement Strategy with Governance Team is scheduled for May 2025.
3. The construction of the Network Waitaki Event Centre is progressing well. The foundation excavation is 95% complete, the concrete placement for foundations is 85% complete, and the installation of wastewater and stormwater systems is 60% complete. The first delivery of the steel structure has arrived on-site, with installation scheduled to begin the week of March 10, alongside the installation of the first precast concrete wall panel.
4. Our Partnership with iwi continues to develop. Over the past quarter we have continued to engage and partner with iwi on a range of matters including:



- The implementation of the Uplifting Waitaki Economic Development Strategy
- The Health Futures Project
- The Forrester Gallery Extension cultural narrative and design
- The Sports and Events Centre cultural narrative and design
- The Waitaki Story and Identity
- Various community education and engagement initiatives

74.

5. We have completed a 4-week engagement on the LTP with over 650 submitters across various topics. This outcome shows a wide reach of submissions compared to previous LTP engagements. The hearings are scheduled for 17 and 18 March, and deliberations will take place on 31 March and 1 April. After these are complete, officers will work on the LTP structure and narrative to create a document that flows well, is relevant to our community.
6. We are currently consulting on the proposed Water Council-Controlled Organisation (CCO), a new Economic Development Agency (EDA), and a new CCO for the Ocean Beach Protection Committee (OBPC) as part of the Long-Term Plan (LTP). The final decision regarding the Water delivery CCO will be confirmed after further consultation, which is scheduled to occur in May due to legislative changes. Decisions concerning the EDA and OBPC will be incorporated into the LTP.
7. Progress has been made on the development of a Water Services Delivery Plan and we are on track to meet the legislative timetable. Council committed on 25 February 2025 to a partnership with Clutha DC, Gore DC and Central Otago DC. On 4 March 2025 Timaru DC also agreed to join the partnership. The partnership is developing a proposal for a joint Council Controlled Organisation to deliver water savings that will bring benefits to all the councils in the partnership and their communities. Council will be asked to agree a preferred option in early April 2025 and it is proposed to consult with the community in May and June 2025.

## **PROGRESS WITH OTHER KEY WORK**

In summary, other areas on which the Chief Executive continues to engage are:

- Regular meetings with Council Controlled Organisation Chief Executives and Boards
- Regular meetings with other Waitaki Chief Executives
- Otago Chief Executives Forum, for which the CE is currently the Chair
- Otago Mayoral Forum
- Otago Civil Defence Executive Group
- Otago Civil Defence Joint Committee
- Canterbury Chief Executives Forum
- Canterbury Mayoral Forum
- Waitaki Events Centre Project Board meetings

75.

## 6 DECISION REPORTS

### 6.1 FORMAL RECEIPT OF PETITION: "REQUEST PUBLIC INQUIRY INTO WATER FLUORIDATION"

**Author:** Jenni Carden, Governance Support - Contactor

**Authoriser:** Alex Parmley, Chief Executive

**Attachments:** 1. Petition - Request public inquiry into water fluoridation [↓](#)

#### RECOMMENDATION

That Council:

1. Agrees to formally receive the Petition from Ms Elizabeth Cadogan on the topic of "Request public inquiry into water fluoridation", pursuant to Clauses 17.1 and 17.2 of Waitaki District Council Standing Orders; and
2. Acknowledges that the Petition as submitted on 18 March 2025 meets all requirements of Waitaki District Council Standing Orders Clause 17.1 (Form of petitions); and
3. Considers the Council's position on the Petition and directs the Chief Executive to provide a response to the Petition, including matters arising from Public Forum at the meeting on 25 March 2025, for the Chief Executive to forward to Ms Cadogan after the meeting.

#### DECISION OBJECTIVE

To formally receive, consider, and agree a response action to the Petition received on 18 March 2025 from Petition sponsor Elizabeth Cadogan, a Waitaki resident, pursuant to Clauses 17.1 and 17.2 of Waitaki District Council's Standing Orders and other circumstances relevant to the issues raised

#### SUMMARY

Ms Elizabeth Cadogan – a resident of the Waitaki district – delivered a petition to the front counter at Council Headquarters on 18 March 2025 at 8.51am. It was received on behalf of Council by Governance Support at 10.30am the same day. The Petition is on the subject of "Request public inquiry into water fluoridation". As delivered, the Petition meets all the requirements of Waitaki District Council Standing Orders Clause 17.1. Pursuant to Clause 17.2 of Standing Orders, Ms Cadogan requested and has been granted the opportunity to present this petition during the Public Forum at today's Council Meeting.

It is recommended that the Chief Executive provides a response to Ms Cadogan following consideration of the petition.

#### DECISION-MAKING EXPECTATIONS

Governance Decision-Making:

To formally receive and note the contents of the Petition in its current form and to discuss and agree on response actions and who is best placed to complete them

Operational Decision-Making:

To implement the decision of Council

Communications	Media Releases – contributed to by officers and Elected Members
	Media/public enquiries regarding governance decision-making topics above can be addressed by governance
	Media/public enquiries regarding operational decision-making topics above can be addressed by officers

## SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	Moderate	Environmental Considerations	Moderate
Legal	Key	Cultural Considerations	No
Significance	No	Social Considerations	Moderate
Financial Criteria	Moderate	Economic Considerations	Moderate
Community Views	Key	Community Board Views	No
Consultation	Moderate	Publicity and Communication	No

## BACKGROUND

On 18 March 2025 at 8.51am, a Petition entitled “Request public inquiry into water fluoridation” was delivered to the front counter at Waitaki District Council Headquarters by Ms Elizabeth Cadogan, the petition sponsor. It was annotated as received on behalf of Council by Governance Support at 10.30am the same day. The Petition document totals two pages, consisting of a summary paragraph and the names, signatures, and postcodes for a total of 25 people. There is no online component to the petition. On that basis, the total number of valid signatures on the petition is 25. The same petition wording appears on both pages and consists of 46 words, as copied below.

### **Petition – Request public inquiry into water fluoridation**

**To the Waitaki District Council:** *“In line with the recent request by Rotorua Lakes Council, we, the undersigned, petition the Waitaki District Council to formally ask the Minister of Health, Simeon Brown, to initiate a public inquiry to analyse the conflicting evidence regarding the safety and efficacy of community water fluoridation.”*

The full petition document is included as Attachment 1.

### **Form of Petition – Standing Orders Clause 17.1**

The form of petitions and matters relating to its presentation are set down in Waitaki District Council Standing Orders Clause 17.1 (form of petition) and 17.2 (presentation of petition) respectively (included as Attachment 2).

The petition, as submitted, meets all requirements for Petitions in Standing Orders Clause 17.1. It contains more than 20 signatures (25); the petition wording consists of fewer than 150 words (46 words); it was received at Council Headquarters in advance of the “at least five (5) working days” timeframe before the date of the meeting at which it will be presented (on 18 March 2025, and therefore in advance of the final agenda papers deadline for the 25 March 2025 Council meeting). There is no online component to the petition so requirements relating to that method do not apply. The petition is not disrespectful, and it does not use offensive language or malicious statements.

### **Petition presentation by petitioner – Standing Orders Clause 17.2**

Clause 17.2 of Standing Orders states that a petitioner who presents a petition to the local authority may speak for five minutes (excluding questions) about the petition, unless the meeting resolves

otherwise. Where it is presented as part of a deputation or public forum, the speaking time limits relating to deputations or public forums shall apply. The Chair has agreed to allocate a five-minute timeslot (which includes time for questions) to Ms Cadogan at the Public Forum of this Council Meeting to present this petition.

### **Related Matters for Consideration**

Council has previously received other petitions during 2023 and 2024 raising concerns or issues relating to the Director-General of Health's directive to Waitaki District Council to add fluoride to the Oamaru water supply.

The Health (Fluoridation of Drinking Water) Amendment Act 2021, which came into effect in December 2021, gives the Director-General of Health the legal authority to direct local authorities to add – or not to add – fluoride to a drinking-water supply. Council is required to comply with the law and cannot require that the Chief Executive or Council staff do anything that is unlawful. If Council does not agree with the legal direction, it would be necessary to either seek directly from the Director-General of Health, an exemption from or retraction of the legal direction, or find a legal avenue to overturn the direction.

### **SUMMARY OF OPTIONS CONSIDERED**

- Option 1** – Council agrees to formally receive the Petition in its current form and agrees a response for the Chief Executive to forward to Ms Cadogan after the meeting
- Option 2** – Council formally receives the Petition from Ms Cadogan, considers the Council's position on the petition and directs the Chief Executive to provide a response to the Petition, including matters arising from Public Forum at the meeting on 25 March 2025, for the Chief Executive to forward to Ms Cadogan after the meeting **(Recommended)**
- Option 3** – Council declines to formally receive the Petition in its current form and instructs the Chief Executive to respond in accordance with a different directive from Council.

### **ASSESSMENT OF PREFERRED OPTION**

**Option 2 is the preferred option.** As in Option 1 (see below), the Petition and its formal presentation to Council during the Public Forum of today's Council Meeting, meet the requirements of Clauses 17.1 and 17.2 of Council's Standing Orders. It is appropriate for the Chief Executive to provide a response to the Petition, including matters arising from Public Forum at the meeting on 25 March 2025, for the Chief Executive to forward to Ms Cadogan after the meeting.

Option 1 is not the preferred option. The Petition meets the requirements of Clause 17.1 of Standing Orders (Form of Petition), and Ms Cadogan has been granted a timeslot to present it to Council during the Public Forum of this Council Meeting pursuant to Clause 17.2.

Option 3 is not recommended because the Petition does meet the relevant Standing Orders clauses.

### **CONCLUSION**

Council has previously received other petitions raising concerns or issues relating to the Director-General of Health's directive to Waitaki District Council to add fluoride to the Oamaru water supply. This petition from Ms Cadogan requests the Council formally ask the Minister of Health to initiate a public inquiry. The Petition complies with the relevant clauses of Standing Orders in terms of form and presentation to Council.

**ADDITIONAL DECISION-MAKING CONSIDERATIONS**

**Waitaki District Council Strategic Framework**

**Outcomes**

**Community Outcomes**

Prosperous District

- Attractive to new opportunities
- Supporting local businesses
- Fostering a diverse and resilient economy

Strong Communities

- Enabling safe, healthy communities
- Connected, inclusive communities
- Promoting a greater voice for Waitaki
- Celebrating our community identity

Quality Services

- Robust core infrastructure and services
- Community facilities and services we are proud of

Valued Environment

- Protecting our diverse landscapes and water bodies
- Meeting environmental and climate change challenges

## Petition – Request public inquiry into water fluoridation




In line with the recent request by Rotorua Lakes Council, we, the undersigned, petition the Waitaki District Council to formally ask the Minister of Health, Simeon Brown, to initiate a public inquiry to analyse the conflicting evidence regarding the safety and efficacy of community water fluoridation.

Printed name	Signature	Post code	Date
1 Chantelle von Niekerk		9492	17/3/2025
2 Rico van Niekerk		9492	17/3/25
3 Katherine Henry		9492	17/3/2025
4 Steven Henry		9492	17/3/2025
5 Yvonne Roberts		9492	17/3/25
6 Allan Roberts		9492	17/3/25
7 Sheryl Black		9491	17-3-25
8 Ali Smith		9492	17-3-25
9 Don Smith		9492	17.3.25
10 Lil Cunningham		9401	17/3/25
11 Katrina Hazelhurst		9400	17/3/25
12 Andy Hazelhurst		9400	17/03/25
13 RAULTE CHADWICK		9400	17.03.25
14 Elizabeth Cadogan		9400	17/03/25
15 Elsie Munn		9400	17 Mar 2025
16 Levi Munn		9400	17 Mar 2025
17 Gayne O'Hara		9400	17.03.2025
18 Dennis Hunt		9400	17/3/25
19 Wendy Hunt		9400	17.3.25
20 Kate McNicholl		9400	17/3/25
21 Pauline Thwaites		9400	17/3/25
Helen Jansen		9400	18/3/25

Petition sponsor: Elizabeth Cadogan, 51 Wharf Street, Oamaru 9400 (ph 027 297 9759).

## Petition – Request public inquiry into water fluoridation

In line with the recent request by Rotorua Lakes Council, we, the undersigned, petition the Waitaki District Council to formally ask the Minister of Health, Simeon Brown, to initiate a public inquiry to analyse the conflicting evidence regarding the safety and efficacy of community water fluoridation.

Printed name	Signature	Post code	Date
1 Usman Sharif		9400	17/3/25
2 Carissa Samuel		9400	18-3-25
3 Joe Samuel		9400	18-3-25
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			

Petition sponsor: Elizabeth Cadogan, 51 Wharf Street, Oamaru 9400 (ph 027 297 9759).



**6.2 RECEIPT OF THREE COUNCIL CONTROLLED ORGANISATIONS' HALF YEAR REPORTS AND DRAFT STATEMENTS OF INTENT FOR FY 2025-2026**

**Author:** Sieglyn Duero, Executive Assistant

**Authoriser:** Alex Parmley, Chief Executive

**Attachments:**

1. Whitestone Contracting Limited Half Year Report [↓](#)
2. Whitestone Contracting Limited Statement of Intent [↓](#)
3. Tourism Waitaki Limited Half Year Report [↓](#)
4. Tourism Waitaki Limited Statement of Intent [↓](#)
5. Tourism Waitaki Ltd - Balance Sheet December 2024 [↓](#)
6. Omarama Airfield Limited Half Year Report [↓](#)
7. Omarama Airfield Limited Statement of Intent [↓](#)

**RECOMMENDATION**

1. That Council:
  1. Formally receives documents at this meeting from its Council Controlled Organisations as set out below:
    - a. the Whitestone Contracting Limited Half Year Report to 31 December 2024; and
    - b. the Whitestone Contracting Limited Draft Statement of Intent for 2025-2026; and
    - c. the Tourism Waitaki Limited Half Year Report to 31 December 2024; and
    - d. the Tourism Waitaki Limited Draft Statement of Intent for 2025-2026; and
    - e. the Omarama Airfield Limited's Half Year Report to 31 December 2024; and
    - f. the Omarama Airfield Limited's Draft Statement of Intent for 2025-2026.
  2. Directs the Council's Shareholder Committee Members, with the Chief Executive and the Support Services Director, to actively engage with all CCOs on their respective Letters of Shareholder Expectation from Council and in relation to the completion of associated follow up actions.

**PURPOSE**

To provide for formal receipt by Council the Half Year Reports for the period ending 31 December 2024 and the Draft Statements of Intent for 2025-2026 for three of the four Council Controlled Organisations, as required by legislation.

**SUMMARY**

Pursuant to Section 64 of the Local Government Act 2002 (LGA), Council Controlled Organisations must prepare a Statement of Intent on an annual basis, and present it to Council, as the shareholder entity, for formal adoption and subsequent publication on the Council website. In addition, pursuant

to Section 66 of the LGA, the Board of a Council Controlled Organisation must provide a half-year report on the organisation's operations to Council for formal receipt and, under Section 67, also provide an annual report.

Pursuant to the statutory reporting requirements under Section 64 and Section 66, three of the four Council Controlled Organisations are presenting their half-year report to 31 December 2024, and their draft Statements of Intent (SOI) to this 25 March 2025 Council Meeting under this agenda item.

### **Letters of Shareholder Expectations**

In addition to the statutory reporting requirements, Council will soon be providing each CCO with a Letter of Shareholder Expectation. The purpose of these Letters will be to ensure that the CCOs are aware of what Council expects them to reflect in the final versions of their Statements of Intent for 2025-2026 which are due to be formally presented to Council at the 29 April 2025 Council Meeting.

### **Attendance at this Meeting**

Representatives from each of the three CCOs presenting reports will participate in this meeting either in person or via Zoom, to discuss their reports and answer any questions from the Governance team. Those representatives are expected to include the following:

Whitestone Contracting Limited  
(9.55am – 10.15am)

Mr Paul Bisset (via Zoom)  
George Kelcher  
Mr Tony Read

Tourism Waitaki Limited  
(10.30am – 10.50am)

Dr Philippa Agnew  
Mr Mike McElhinney, Chair (TBC)  
Mr Rick Ramsay (TBC)  
Ms Megan Crawford (TBC)  
Ms Janine Tulloch (TBC)

Omarama Airfield Limited  
(10.50am – 11.20am)

Mr Clive Geddes (via Zoom)

After this meeting, the half year reports and draft SOIs will be uploaded to the Council Controlled Organisations' page on Council's website, in accordance with statutory reporting requirements.

### **Next Steps**

Following formal receipt of these statutory reporting documents at a Council Meeting, Council will review each document and provide feedback to the relevant company for their consideration. Each CCO will also receive their Letter of Shareholder Expectation from Council, which will include a request that the contents of the Letter be considered by the CCO and reflected in their final SOI.

To complete the annual process for receipt of SOIs, each CCO needs to formally present their final SOI prior to the end of June 2025. The presentations are currently scheduled as an agenda item for the 24 June 2025 Council Meeting.



**Interim Report  
For the six months ended  
31 December 2024**



**[www.whitestone.co.nz](http://www.whitestone.co.nz)**

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## Period in Review

### Financial Performance

The company recorded a \$474,933 profit prior to donations and tax for the six months to 31 December 2024. This compares to a profit of \$524,674 at the same time last year.

### Outlook

The company's forward outlook is positive, with positive workload through 2025, however current market conditions are challenging, despite this the business has successfully secured projects but as procurement practices continue to utilise lowest price, lower margins and therefore lower earnings can be expected for 24/25. The company is actively looking into other markets to enhance profit.

### Projects

Work has occurred on a variety of projects including: South Hill Reservoir Oamaru, Stour Street Wastewater, Cromwell New World Development, Rainbow confectionery carpark, Hanleys Farm Skatepark and playgrounds and final surfacing of the Mill Creek project at Maheno.

The company has a suite of Maintenance Contracts in Waitaki, Mackenzie, Central Otago and Dunedin City making up 54% of the company's Revenue to 31 December 2024.

### Plant and Machinery

The company continues to replace and purchase new plant to support its operations, \$800,000 in new plant has been purchased in the first 6 months.

### Safety Performance

The company places high importance on health and safety performance. The company reported no lost time injuries during the year. The company had no serious harm incidents during the period.

### Staff Care

The company has staff based throughout Waitaki (73), Dunedin (13), Central Otago (25) and Mackenzie District (18). The company maintains its association with MATES in construction and OCP To look out for staff wellbeing.

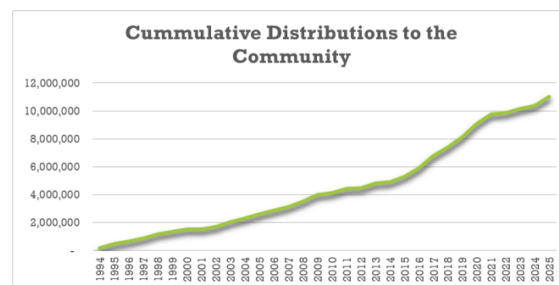
### Community

Our support to our community includes sponsorship of both Whitestone Contracting Stadium and the Oamaru Opera House as well as several small projects totaling \$59,069 year to date. These are detailed on page 7.

The company continues to invest in upskilling our people having spent \$261,758 on training for the 6 months.

A distribution of \$643,316 was resolved relating to the 2023/24 period and is provided for in the interim report.

Distributions since inception now total over 11 million dollars back into our local community.



We are proud of our contribution we make to our local community and meeting the shareholders objectives of

- a Prosperous District
- Strong Communities
- Quality Services
- A Valued Environment



S Grave (Chair)





## COMPANY OWNERSHIP

Waitaki District Council  
(Parent Entity)

Whitestone Contracting  
Limited  
(CCTO)

Whitestone Contracting Limited is a Council Controlled Trading Organisation (CCTO) being 100% owned by the Waitaki District Council. Whitestone Contracting Limited is controlled by directors appointed by its shareholder the Waitaki District Council.

## WE ARE KNOWN FOR PROVIDING UNPARALLELED VALUE IN OUR COMMUNITIES



### BE SAFE

Safety starts with me.



### BE CURIOUS

We are lifelong learners, open to change.



### BE RESPECTFUL

We care for our environment and the people within it.



### LEAD THE WAY

Ensure our actions create success.



### CELEBRATE SUCCESS

We recognise achievements.

## VISION ARCHITECTURE



### VISION

Creating a legacy for our people and our communities.



### BRAND PROMISE

Delivering unparalleled value.

## STRATEGIC PLAN 2024-2026



### MARKET

Diversification and specification.



### ENVIRONMENTAL / SUSTAINABILITY

Doing what's right.



### TECHNOLOGY

Tools and customer opportunity.



### PEOPLE AND CULTURE

Training and Development.



### OPERATIONS

Productivity focus.



### CAPITAL

Invest forward in specialisation.

# SERVICES

## CIVIL WORKS AND PROPERTY MAINTENANCE

Earthworks  
Pavement Construction  
Bridge Construction and Maintenance  
Road Realignments  
Road Shape Corrections  
Driveways and Car Parks  
Stock Underpasses  
Culverts  
Property Maintenance  
Cable Locations  
Gravel Sales  
Plant Hire with Operator  
Hydro Excavation.

## UTILITIES

Reticulation Installation and Maintenance  
Intakes, Pumping Stations  
Treatment Plants  
Service Connections  
Drainage Systems.

## LANDSCAPE SERVICES

Landscaping  
Parks and Reserves Maintenance  
Mowing  
Landscape Supplies  
Turf Maintenance  
Garden Maintenance.

## LANDFILL AND REFUSE OPERATIONS

Maintenance of Landfills  
Solid Waste Disposal Facility  
Refuse Collection.

## QUARRIES

Gravel Sales  
Bulk Sales of all Gravel Products.

## SEALING

Chip Sealing  
Asphalt Supply and Lay.

## VEGETATION CONTROL

Cycle Trail Vegetation Control  
Roadside Mowing (Highway and Urban)  
Parks and Reserves Maintenance  
Grounds Maintenance.

## OTHER SERVICES

Mechanics Workshop  
Traffic Management  
Project Management  
Drone Services.



## BEST PRACTICE

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Whitestone Contracting Limited prides itself on being the best it can be. The company is focused on continual improvement of systems and processes to improve the way we operate.



### QUALITY

Whitestone Contracting Limited is ISO9001:2015 accredited. The company has a management system in place which meets good practice, and the company is audited every twelve months to verify compliance with the system.



### ENVIRONMENTAL

Whitestone Contracting Limited is ISO14001:2015 accredited. ISO14001 accreditation confirms the company has environmental systems in place and is committed to continually improving our environmental performance.



### SAFETY

Whitestone Contracting Limited is ISO45001:2018 accredited. This means the company has safety systems in place of a very high standard. The company employs a Safety, People and Sustainability Manager as well as a full time Health, Safety and Environmental Coordinator. Whitestone Contracting holds Green level (highest level) Sitewise accreditation.

Whitestone Contracting is a member of the following organisations:

- Civil Contractors New Zealand
- Site Safe New Zealand



## **SOCIAL PERFORMANCE REPORT**

**We are committed to:**

- Attracting and retaining the best people for our organisation.
- Maintaining a high level of transparent and effective communication with our shareholder.
- Being an asset to the community through returns to the Shareholder, Waitaki District Council.
- Being an asset to the community by supporting local community initiatives.
- Providing employment in the district and ensuring the community receives competitive prices for work done.

**Our people and communities:**

- We utilise a wide range of training schemes via the industry training organisation's to continuously extend the skills of our staff and ensure that they are up to date with professional and technical current practice.
- Performance reviews are undertaken for all management and permanent staff on an annual basis.
- We are committed to work together to ensure safe and sustainable working conditions for our employees.
- An employee assistance programme is in place to support our employees. We have a wellbeing programme that encourages physical and mental wellbeing.
- We engage with regional mana whenua.

The company maintains ISO 45001 safety standard.

**MEASURING OUR PERFORMANCE**

**Employee safety and investment**

	December 2024	December 2023	June 2024
Closing Fulltime Equivalent Employees	127.2	129	129
Training Expenditure	\$261,758	\$200,688	\$421,760

**Sponsorships and donations for the six months to December 2024**

Oamaru Opera House	10,000
North Otago Rugby Union	17,500
Oamaru Christmas Parade	9,587
Oamaru Christmas Tree	382
Opera House School Kapa Haka	210
Old Mill Road Mountain Bike Track	10,339
Oamaru Multisport Series	850
Bradford School	1,573
Alexandra Bowling Club	300
Awamoa Bowling Club	500
Craighead Rowing	500
Fairlie Golf Club	109
Maheno Home & School	180
Take a Kid Fishing	500
Southern Rugby League	5,759
Other	780
	<b>\$59,069</b>



## **ENVIRONMENTAL IMPACT REPORT**

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**We are committed to:**

- Enhancing environmental management systems.
- Ensuring the company's impact on the environment is consistent with the company's environmental policy.

**Positive Impacts on the Environment**

Whitestone Contracting Limited provides a range of services which provide environmental benefits to the community. We provide tree care and landscaping services as well as vegetation and weed control services. We maintained parks and reserves for some Council clients as well as water and wastewater networks during the period.

The company is committed to economically sustainable waste minimisation initiatives.  
The company has had no breaches of consents or environmental breaches during the year.

**Areas of Negative Effects Include**

The company uses significant quantities of gravel and ensures it has the necessary approvals from the Regional Council before extraction.

The company operates a modern asphalt plant which is consented and meets emission standards.

**Carbon reduction programme**

The company has measured its carbon output and had this confirmed by Toitū Envirocare.

The company carbon output was

2019/20 2,200 Tonne CO<sub>2</sub>e

2020/21 2,083 Tonne CO<sub>2</sub>e

2021/22 1,495 Tonne CO<sub>2</sub>e

2022/23 1,753 Tonne CO<sub>2</sub>e

2023/24 1,941 Tonne CO<sub>2</sub>e

**This year's environmental activities**

We continue to focus on maintaining our ISO 14001 accreditation and improving our focus on minimising work site environmental hazards through good job planning.

**Over the next six months we plan to:**

Continue to consider the environment in all that we do.

Continue to develop and implement sustainable practices that protect the environment in which we work.

Implement the objectives in the company's emissions management plan.



## **FINANCIAL PERFORMANCE REPORT**

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### **We are committed to:**

Increasing shareholder returns through both distributions and capital growth.  
Maintaining the company with a risk-based management approach while targeting sustainable long-term growth.  
Meeting the targeted return on opening shareholder funds.

### **Our Finance and Risk Management Processes**

To ensure reliable and timely financial information, the company has an effective management information system in place and an organisational structure that provides an appropriate division of responsibility and an efficient reporting framework. Enhancement of this system is continuous to ensure we meet or exceed market requirements. The company's Audit and Risk Committee provides the Board with additional assurance regarding the accuracy of reported financial information and is responsible for ensuring the Company has an effective internal control system in place. More information on policies and procedures the company has in place can be found in the Statement of Intent.

### **Highlights for the first six months**

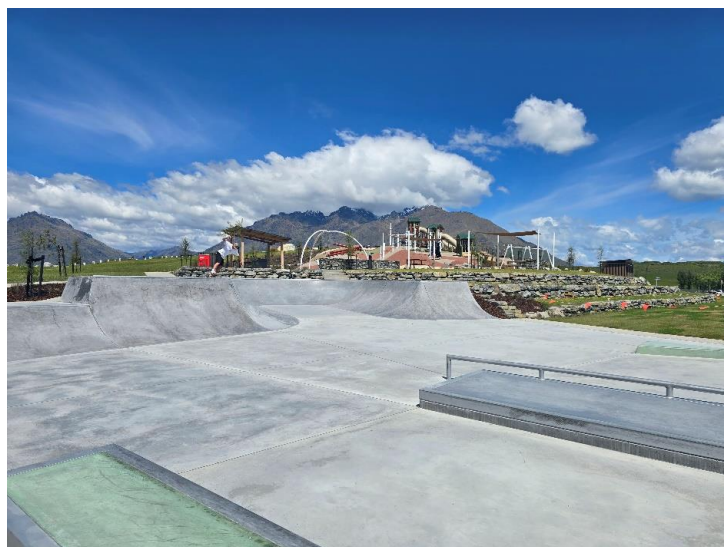
The company has achieved a profit of over \$474,933 pretax and sponsorships and has secured positive forward workload.

### **Measuring our performance:**

The company is profitable and making progress towards its stated target for the year of 8% return on opening shareholders' funds. Further information on the financial results of the company is contained in the financial statements.

### **Over the next six months we plan to:**

Increase turnover and earnings per share by continuing positive contract performance and ensuring effective cost control measures.  
Continue to maintain a diversified portfolio of work and clients to ensure continuity of returns to the shareholder.  
Continue developing staff to achieve ongoing positive performance.



## **DIRECTORS RESPONSIBILITY STATEMENT**

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Directors are responsible for preparing the financial statements and ensuring that they comply with generally accepted accounting practice and give a true and fair view of the financial position of the company as at 31 December 2024 and the results of the operations and cash flows for the six months ended on that date.

The Directors consider the financial statements of the company have been prepared using appropriate accounting policies, consistently applied and supported by reasonable judgements and estimates and that relevant financial reporting and accounting standards have been followed.

The Directors believe that proper accounting records have been kept which enable, with reasonable accuracy, the determination of the financial position of the company and facilitate compliance of the financial statements with the Financial Reporting Act 2013.

The Directors consider they have taken adequate steps to safeguard the assets of the company and to prevent and detect fraud and other irregularities. Internal control procedures are also considered reasonable assurance as to the integrity and reliability of the financial statements.

**The Directors are pleased to present the interim financial statements of Whitestone Contracting Limited for the six months to 31 December 2024**



**S W Grave**  
*Chairman*



**A C Wyatt**  
*Director*

**24 February 2025**

**Statement of Comprehensive Income**  
**For the six months ended 31 December 2024**

	Note	December 2024 \$	December 2023 \$	June 2024 \$
Operating Revenue		13,828,815	13,251,804	29,277,348
Other Revenue		49,584	35,343	76,876
Total Revenue	2	13,878,399	13,287,147	29,354,224
Operating Expenses	3	(13,379,393)	(12,712,278)	(27,503,916)
		499,006	574,869	1,850,308
Finance Income		5,372	1,727	11,103
Finance Expense		(29,445)	(51,922)	(93,938)
		(24,073)	(50,195)	( 82,835)
Operating Profit Before Donations Sponsorship and Tax		<b>474,933</b>	<b>524,674</b>	<b>1,767,473</b>
Less Sponsorships & Donations		(59,069)	(43,511)	(85,046)
Operating Profit/(Loss) Before Tax		415,864	481,163	1,682,427
Taxation	4	(260,923)	(183,036)	(395,795)
Net Profit/(Loss) After Tax		154,941	298,127	1,286,632
Revaluation of property		-	-	-
Deferred tax effect on revaluation		-	-	-
Other Comprehensive Income		-	-	-
Total Comprehensive Income		154,941	298,127	1,286,632

**Statement of Movements in Equity**  
**For the six months ended 31 December 2024**

Notes	Retained Earnings	Share Capital	Asset Revaluation Reserve	Total Equity
	\$	\$	\$	\$
<b>31 December 2024</b>				
Balance 1 July 2024	8,077,601	4,600,000	4,995,910	17,673,511
Profit for the six months	154,941			154,941
Other comprehensive Income movements	-		-	-
Total Comprehensive Income for the six months	154,941		-	154,941
Dividends to shareholders	( 643,316)			( 643,316)
Realisation of Revaluation on sale of property	202,556		( 202,556)	-
Balance 31 December 2024	<u>7,791,782</u>	<u>4,600,000</u>	<u>4,793,354</u>	<u>17,185,136</u>
<b>31 December 2023</b>				
Balance 1 July 2023	6,990,969	4,600,000	5,169,604	16,760,573
Profit for the six months	298,127			298,127
Other comprehensive Income movements	-		-	-
Total Comprehensive Income for the six months	298,127		-	298,127
Dividends to shareholders	-			-
Changes in revaluation surplus			-	-
Balance 31 December 2023	<u>7,289,096</u>	<u>4,600,000</u>	<u>5,169,604</u>	<u>17,058,700</u>
<b>30 June 2024</b>				
Balance 1 July 2023	6,990,969	4,600,000	5,169,604	16,760,573
Profit for the year	1,286,632			1,286,632
Other comprehensive Income movements	-	-	-	-
Total Comprehensive Income for the year	1,286,632	-	-	1,286,632
Dividends to shareholders	( 200,000)	-	-	( 200,000)
Changes in revaluation surplus	-		( 173,694)	( 173,694)
Balance 30 June 2024	<u>8,077,601</u>	<u>4,600,000</u>	<u>4,995,910</u>	<u>17,673,511</u>

## Statement of Financial Position

### As at 31 December 2024

	Note	December 2024 \$	December 2023 \$	June 2024 \$
<b>CURRENT ASSETS</b>				
Cash & Cash equivalents	6	182,156	1,119,224	738,887
Trade & Other Receivables		1,931,144	1,593,823	3,791,200
Inventories		424,379	400,088	547,969
Work in progress		1,228,534	739,100	481,990
Right-of-use - Leased Assets		51,444	22,251	-
Prepayments		282,502	320,662	107,360
Property held for sale		2,073,897	316,528	2,366,640
<b>Total Current Assets</b>		<b>6,174,056</b>	<b>4,511,676</b>	<b>8,034,046</b>
<b>NON CURRENT ASSETS</b>				
Plant, Property & Equipment	5	15,497,819	17,394,019	15,666,607
Advance removal of overburden		5,794	14,086	9,151
Right-of-use - Leased Assets		-	-	-
Mix Designs		18,686	20,965	19,826
Resource Consents		47,632	73,397	48,769
<b>Total Non current assets</b>		<b>15,569,931</b>	<b>17,502,467</b>	<b>15,744,353</b>
<b>Total assets</b>		<b>21,743,987</b>	<b>22,014,143</b>	<b>23,778,399</b>
<b>CURRENT LIABILITIES</b>				
Trade payables		1,069,740	1,066,818	1,629,070
Borrowings	11	-	68,760	879,270
Provision for Goods and Services Tax		447,809	449,033	437,879
Lease Liability		21,096	15,629	11,968
Accrued expenses		119,221	161,630	131,586
Accrued Employee Benefits - Current		1,248,864	1,241,878	1,283,687
Accrued Restoration costs		47,006	26,777	33,983
Prepaid income		128,611	237,921	487,890
Provision for Dividend		643,316	-	-
Current Tax Liability	4	25,080	195,972	673,315
<b>Total current liabilities</b>		<b>3,750,743</b>	<b>3,464,418</b>	<b>5,568,648</b>
<b>NON CURRENT LIABILITIES</b>				
Deferred tax liability	4	701,547	554,046	465,711
Term Borrowings	11	-	844,890	-
Lease Liability		46,676	34,970	9,540
Accrued Employee Benefits - Non current		59,885	57,119	60,989
<b>Total non current liabilities</b>		<b>808,108</b>	<b>1,491,025</b>	<b>536,240</b>
<b>Total liabilities</b>		<b>4,558,851</b>	<b>4,955,443</b>	<b>6,104,888</b>
<b>Net Assets &amp; Liabilities</b>		<b>17,185,136</b>	<b>17,058,700</b>	<b>17,673,511</b>
<b>EQUITY</b>				
Share Capital	7	4,600,000	4,600,000	4,600,000
Asset Revaluation Reserve		4,793,354	5,169,604	4,995,910
Retained Earnings	7	7,791,782	7,289,096	8,077,601
<b>Total Equity</b>		<b>17,185,136</b>	<b>17,058,700</b>	<b>17,673,511</b>



**Statement of Cashflows**  
**For the six months ended 31 December 2024**

Note	December 2024 \$	December 2023 \$	June 2024 \$
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>			
Cash was provided from:			
Receipts from customers	14,450,201	14,602,187	29,190,175
Receipts from other Income	49,584	35,343	18,485
Interest received	5,372	1,727	11,103
	14,505,157	14,639,257	29,219,763
Cash was applied to:			
Payments to suppliers & employees	(12,987,320)	(12,448,345)	(25,774,962)
Donations and Sponsorships	(59,069)	(43,511)	(85,046)
Interest paid	(29,445)	(51,922)	(93,938)
Taxation (paid)/refunded	(673,322)	(2)	-
	(13,749,156)	(12,543,780)	(25,953,946)
Net cashflows from operating activities	756,001	2,095,477	3,265,817
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>			
Cash was provided from:			
Proceeds from sale of fixed assets	416,466	202,077	268,046
	416,466	202,077	268,046
Cash was applied to:			
Fixed assets purchased	(800,538)	(1,170,090)	(2,521,194)
Total cash applied	(800,538)	(1,170,090)	(2,521,194)
Net Cashflows to investing activities	(384,072)	(968,013)	(2,253,148)
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>			
Cash was provided from:			
Proceeds from borrowings	-	-	-
	-	-	-
Cash was applied to:			
Dividends Paid	-	-	(200,000)
Lease Payments	(49,390)	(42,920)	(74,082)
Repayment of borrowings	(879,270)	(34,380)	(68,760)
	(928,660)	(77,300)	(342,842)
Net cashflows to financing activities	(928,660)	(77,300)	(342,842)
Net increase/(decrease) in cash held	(556,731)	1,050,164	669,827
Cash Held at beginning of the period	738,887	69,060	69,060
<b>Cash Held at the end of the period</b>	<b>182,156</b>	<b>1,119,224</b>	<b>738,887</b>
<u>Made up of:</u>			
BNZ current accounts	180,406	1,117,339	737,036
ANZ current accounts	1,590	1,725	1,691
Petty cash	160	160	160
	182,156	1,119,224	738,887

## **Note 1: Accounting Policies**

### **Reporting Entity**

The unaudited financial statements of Whitestone Contracting Limited are for the six months ended 31 December 2024 and were authorised for issue by Directors on 24 February 2025.

The parent company is itself a wholly owned subsidiary of the Waitaki District Council and they have been informed about, and do not object to, the parent not presenting consolidated financial statements.

The financial statements comply with the Financial Reporting Act 2013, the Companies Act 1993, the Local Government Act 2002 and comprise statements of the following:

- Statement of Comprehensive Income
- Statement of Changes in Equity
- Statement of Financial Position
- Statement of Cash flows
- Significant accounting policies
- Notes to the financial statements in this annual report.

### **Basis of Preparation**

Whitestone Contracting Limited is a Council Controlled Trading Organisation (as defined in Section 5 of the Local Government Act 2002) incorporated in New Zealand and is registered under the provisions of the Companies Act 1993. The company is wholly owned by the Waitaki District Council.

These financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP). For the purposes of complying with NZ GAAP, the company is a for profit entity. These general purpose financial statements comply with New Zealand Equivalents to International Financial Reporting Standards Reduced Disclosure Regime (NZ IFRS (RDR)) and other applicable financial reporting standards, as appropriate for profit-oriented entities.

XRB A1 sets out which suite of accounting standards entities must follow. The company is eligible for and has elected to report in accordance with Tier 2 NZ IFRS (RDR) for the year ended 30 June 2023. The company has taken advantage of a number of disclosure concessions; however there was no recognition or measurement impact on adoption of NZ IFRS (RDR).

The financial statements have been prepared on an historical cost basis except for land and buildings which are revalued every three years. Next review is due 30 June 2025.

The financial statements are presented in New Zealand dollars, which is the company's functional currency.

The financial statements are prepared based on the reliance that the company is a going concern.

### **Changes in Accounting Policies:**

The Company has made no changes to accounting policies during the period.

### **Specific Accounting Policies**

The following specific accounting policies that significantly affect the measurement of operating results, cash flows and financial position have been applied:

- Dividends are recognised when received.

## **Revenue Recognition**

- Operating revenues represent the gross revenue from commercial operations in the ordinary course of business and are recognised when earned.
- Interest income is recognised using the effective interest method.

### **General Revenue recognition criterion**

The first step for revenue recognition purposes is to identify the contracts and the performance obligations contained therein. The number of performance obligations that a contract has will depend on the type of contract.

In general the performance obligations in the contracts Whitestone Contracting Limited engages in are satisfied over time and not a specific point in time since Whitestone Contracting Limited creates or enhances an asset that the customer controls as the asset is created or enhanced.

With respect to the method for recognising revenue over time Whitestone Contracting Limited has established certain criteria that are consistently applied for similar performance obligations.

In this regard Whitestone Contracting Limited's chosen method for measuring progress towards complete satisfaction of a service obligation under an Installation Construction contract is the input method.

Under this method the entity recognises revenue based the proportion that costs incurred to date bear to the total costs expected to be incurred to complete the work, taking into account the expected margins of the whole project per the latest updated budget. This method involves measuring the proportion of the costs envisaged, and recognising revenue in proportion to the total expected revenue. Under this method the proportion that the contract costs bear to the estimated total costs is used to determine the revenue to be recognised.

Also, in routine or recurring service contracts (in which the services are substantially the same) such as maintenance services which are transferred with the same pattern of consumption over time and whose remuneration consists of a recurring fixed amount over the term of the contract in such a way as the customer receives and consumes the benefits of the services as the entity provides them. The method to recognise the revenue is the output method. Under this method revenue is recognised on a straight-line basis over the term of the contract and costs are recognised on an accrual basis.

As a general rule a single performance obligation is identified for construction contracts owing to the high degree of integration and customisation of the various goods and services to provide a combined output that is transferred to the customer over time.

If payments received from customers exceed the income recognised, then the difference is presented as a contract liability in the Statement of Financial Position.

## **Borrowing Costs**

Borrowing costs are recognised as an expense in the period in which they are incurred.

## **Leases**

### **The Company as lessee**

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined the Company uses its incremental borrowing rate.

### **The Company as a lessor**

Leases for which the Company is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee the contract is classified as a finance lease. All other leases are classified as operating leases. The Company does not have any finance leases.

Rental income from operating leases are recognised on a straight-line basis over the term of the relevant leases.

### **Goods and Services Tax**

These financial statements have been prepared on a GST exclusive basis and any net GST due or owing at balance date is included in debtors or creditors (as appropriate). Accounts receivable and accounts payable are stated inclusive of GST. Where GST is not recoverable as an input tax then it is recognised as part of the related asset and expensed.

### **Income Tax**

Income tax expense in relation to the surplus or deficit for the period comprises current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using rates that have been enacted or substantially enacted by balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, using tax rates that have been enacted or substantially enacted by balance date. Current tax and deferred tax is charged or credited to the Statement of Comprehensive Income, except when it relates to items charged or credited directly to equity, in which case the tax is dealt with in equity.

### **Cash and Cash Equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

### **Inventories**

Inventories, comprising materials and work-in-progress, are stated at the lower of cost and net realisable value. Cost is determined on a first-in first-out basis.

The write down from cost to net realisable value is recognised in the Statement of Comprehensive Income.

### **Work in progress**

Work-in-progress includes materials and labour accumulated against jobs, but not invoiced as at balance date.

### **Financial Instruments**

Financial assets and liabilities are contracts that gives rise to a financial asset of one entity and a financial liability or equity instrument in another entity.

Financial instruments comprise cash and cash equivalents, trade and other receivables, loans and borrowings, and trade and other payables. The carrying value of the financial instruments approximates fair value.

## Financial Assets

Financial assets are classified and subsequently measured at amortised cost or fair value.

### Financial assets at amortised cost:

These assets, mainly trade and other receivables including amount due from related parties, cash and cash equivalents, are subsequently measured at amortised costs using the effective interest rate method, which is reduced by impairment losses. Interest income and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

### Impairment of financial assets at amortised cost:

The following financial assets are subject to the impairment requirements:

Trade receivables – simplified model

### Simplified model impairment policy:

The Company applies the simplified approach to providing for expected credit losses prescribed by NZ IFRS9, which permits the lifetime expected loss provision for all trade receivables. The allowance for doubtful debts on trade receivables that are individually significant are determined by an evaluation of the exposures on a line by line basis. For trade receivables which are not significant on an individual basis, collective impairment is assessed on a portfolio basis based on number of days overdue and taking into account the historical loss experience in portfolios with a similar number of days overdue. The expected credit losses incorporate forward looking information and relevant macroeconomic factors.

## Property, Plant and Equipment

Property, plant and equipment are shown at cost, less accumulated depreciation and impairment losses. With the exception of land and buildings which is carried at fair value as detailed below.

### Additions:

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the company and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

### Disposals:

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the Statement of Comprehensive Income.

### Subsequent costs:

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the company and the cost of the item can be measured reliably.



## **Depreciation**

### **General**

Unless otherwise stated, all fixed assets are depreciated on a diminishing value basis at rates that will write-off their cost or valuation, less any estimated residual value, over their expected useful lives.

### **Land**

Land is not depreciated.

### **Buildings**

Buildings are depreciated at rates from 2% to 80% dependent on the method of construction.

### **Other Assets**

Small tools and equipment are not depreciated but replacements are expensed. All other assets are depreciated over their expected useful lives:

The Asphalt plant is depreciated on a straight-line basis at 5% per annum

The residual value and useful life of an asset is reviewed and adjusted if applicable at each financial year end.

## **Revaluations**

Land and buildings are revalued every three years to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

After recognition as an asset, an item of property, assets subject to revaluation whose fair value can be measured reliably shall be carried at a revalued amount, being its fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Any revaluation surplus is recognised in other comprehensive income and credited to the asset revaluation reserve in equity, unless the increase relates to a revaluation decrease of the same asset previously recognised in the profit and loss.

Any revaluation deficit is recognised in other comprehensive income and credited to the asset revaluation reserve in equity to the extent of the revaluation reserve balance accumulated from previous year gains. When no revaluation reserve balance is available to offset a revaluation loss the revaluation deficit is reported within profit or loss for that year.

Revaluations are completed on an asset basis and movements are evaluated on an asset class basis.

Upon disposal, any revaluation reserve relating to the particular asset being sold is reclassified to retained earnings.

## **Advance removal of overburden and waste rock unsold**

Advance removal of overburden and waste rock is amortised over the current year and succeeding income years in line with the expected benefit provided by the removal.

## **Capitalised quarry development expenditure**

Quarry development expenditure is amortised at a rate of 20% per annum.

## **Intangible Assets**

### **Resource Consents**

Resource consents acquired by the company have finite lives and are measured at cost less accumulated amortisation and accumulated impairment losses.

### **Asphalt Mix Designs**

Asphalt Mix designs developed by the company are regarded as having infinite lives. They are not amortised but tested annually for impairment.

### **Impairment of Non-financial Assets**

Non-financial assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell or value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the assets ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service.

The value in use for cash-generating assets is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount the asset is impaired and the carrying amount is written down to the recoverable amount. For re-valued assets the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the Statement of Comprehensive Income.

For assets not carried at a re-valued amount, the total impairment loss is recognised in the Statement of Comprehensive Income.

The reversal of an impairment loss on a re-valued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in the Statement of Comprehensive Income, a reversal of the impairment loss is also recognised in the Statement of Comprehensive Income.

For assets not carried at a re-valued amount (other than goodwill) the reversal of an impairment loss is recognised in the Statement of Comprehensive Income.

### **Employee Entitlements**

#### **Short-term benefits**

Employee benefits that the company expects to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, and long service leave entitlements expected to be settled within 12 months, and sick leave.

The company recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that the company anticipates it will be used by staff to cover those future absences.

The company recognises a liability and an expense for bonuses where contractually obliged or where there is a past practice that has created a constructive obligation.

#### **Long service leave**

Entitlements that are payable beyond 12 months, such as long service leave; have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlements and;
- the present value of the estimated future cash flows. The discount rate is based on the weighted average of Government interest rates for stock with terms to maturity similar to those of the relevant liabilities. The inflation factor is applied on the expected long-term increase in remuneration for employees.

The discount rates is based on the weighted average of government interest rates for stock with terms to maturity similar to those of the relevant liabilities. The inflation factor is applied on the expected long-term increase in remuneration for employees.

#### **Superannuation schemes:**

##### *Defined contribution schemes*

Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the Statement of Comprehensive Income in periods during which the services are rendered by employees.

**Provisions**

The company recognises a provision for future expenditure of uncertain amount of timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance expense.

**Equity**

Equity is the Shareholders interest in the Company as measured by total assets less total liabilities.

The components of equity are:

- Share Capital.
- Retained Earnings
- Revaluation Reserve

**Critical Accounting Estimates and Assumptions**

In preparing these financial statements the company has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

**Construction work in progress**

Construction work in progress is the significant area where estimates have been made. This has been calculated in accordance with the construction work in progress policy.

**Revaluation of property, plant, and equipment**

The Company carries its land and buildings (classified as property, plant and equipment) at revalued amounts.

Land and buildings were valued by reference to market-based evidence, using comparable prices adjusted for specific market factors such as nature, location and condition of property.



**NOTE 2: OPERATING REVENUE**

Includes;

Operating Income

Maintenance Contract Revenue

Installation and Construction Contract Revenue

Non Contract Work

Rental Income

December 2024	December 2023	June 2024
\$	\$	\$

Other Income

Government Subsidies

Dividends

Depreciation Recovered

Property Deposit Retention

Gain on Sale plant property and equipment

Total Other Income

Total Income

7,821,273	6,196,865	13,404,262
3,466,888	3,826,856	9,776,525
2,501,223	3,186,886	6,019,560
39,431	41,197	77,001
13,828,815	13,251,804	29,277,348
7,000	6,000	12,000
17	17	17
42,567	29,326	58,391
0	0	6,468
0	0	0
49,584	35,343	76,876
13,878,399	13,287,147	29,354,224

**NOTE 3: OPERATING EXPENDITURE**

Included in operating expenses are the following items:

Remuneration of auditor

Depreciation

Loss on sale of fixed assets

Right-of-use Assets - Amortisation

Directors' fees

Donations & Sponsorships

Rental and Operating lease costs

Bad debts written off

Fringe Benefit Tax

Insurance Premiums

Accident Insurance

Employee Benefits

Changes in provision for doubtful debts

Amortised advance removal of overburden

Impairment Asphalt Mix Designs

Amortisation of Resource Consents

Materials

December 2024	December 2023	June 2024
\$	\$	\$

27,782	25,727	47,777
865,377	867,514	1,817,416
49,395	23,396	35,411
17,148	34,701	56,952
104,738	104,738	209,475
59,069	43,511	85,046
77,616	61,035	135,001
0	10,297	10,297
103,755	103,945	199,329
175,754	165,724	343,849
100,094	96,681	195,681
5,971,064	5,680,308	11,543,473
3,512	252	11,594
3,357	4,641	9,575
1140	1,337	2,476
1,137	1,134	2,275
743,206	891,192	1,892,405

**NOTE 4: TAX EXPENSE**

	December 2024	December 2023	June 2024
	\$	\$	\$
<b>Components of tax expense</b>			
Current tax expense in respect of current year	25,080	195,974	673,315
Adjustments to current tax in respect of prior years	-	-	( 2,553)
Tax Effect of change to tax base of buildings	-	-	( 155,493)
Deferred Tax effect of tax loss	-	-	-
Deferred tax expense in respect of current year	235,843	( 12,938)	( 116,206)
Deferred tax expense other	-	-	( 3,268)
Tax expense/(benefit)	260,923	183,036	395,795
Operating profit/(loss) before income tax	415,864	481,163	1,682,427
Tax thereon at 28%	116,442	134,726	471,080
<i>Plus/(less) taxation effect of differences:</i>			
Tax effect on non assessable income	143,482	46,509	( 5,171)
Tax effect of non deductible expense	( 2,108)	1,801	91,204
Tax effect of prior year adjustment	3,107	-	( 5,825)
Tax Effect of change to tax base of buildings	-	-	( 155,493)
Tax effect of tax loss			
Tax effect of Differences	144,481	48,310	( 75,285)
	260,923	183,036	395,795
<b>Current tax balances</b>			
Tax refund available	-	-	-
Current tax liability	( 25,080)	( 195,972)	( 673,315)
	( 25,080)	( 195,972)	( 673,315)
<b>Deferred tax balance</b>			
Deferred tax asset	309,063	338,298	361,281
Deferred tax (liability)	( 1,010,610)	( 892,344)	( 826,992)
	( 701,547)	( 554,046)	( 465,711)



**NOTE 5: PROPERTY PLANT AND EQUIPMENT**

During the period the company:

acquired assets with a cost of

disposed of assets with a carrying value of

This resulted in a net (loss)/gain on sale for the period of

and depreciation recovered of

Net gain on revaluation of Land and Buildings

December 2024	December 2023	June 2024
\$	\$	\$
800,538	1,148,854	2,446,707
423,293	196,146	274,514
(49,394)	(23,395)	(35,411)
42,567	29,326	58,391
-	-	-

**NOTE 6: CASH AND CASH EQUIVALENTS**

Cash at Bank

Petty Cash

Total cash and equivalents

Net cash equivalents and bank overdrafts for the  
purposes of the statement of cashflows

December 2024	December 2023	June 2024
\$	\$	\$
181,996	1,119,064	738,727
160	160	160
182,156	1,119,224	738,887
182,156	1,119,224	738,887



**NOTE 7: CAPITAL AND RESERVES**

December 2024	December 2023	June 2024
\$	\$	\$

Share capital	4,600,000	4,600,000	4,600,000
Closing Share Capital	4,600,000	4,600,000	4,600,000
Retained earnings			
Opening Balance	8,077,601	6,990,969	6,990,969
Net Surplus	154,941	298,127	1,286,632
Dividend	( 643,316)	-	(200,000)
Revaluation Reserve Realised	202,556		0
Closing Retained Earnings	7,791,782	7,289,096	8,077,601
Opening Property Revaluation Reserve	4,995,910	5,169,604	5,169,604
Movements in Revaluation Reserve	( 202,556)	-	( 173,694)
Deferred tax on Revaluation	-	-	-
Total Property Revaluation Reserve	4,793,354	5,169,604	4,995,910
Total Equity	17,185,136	17,058,700	17,673,511

The company has 4,600,000 shares issued. All shares carry equal voting rights in any surplus on winding up of the company. None of the shares carry fixed dividend rights nor have any par value.

The property revaluation reserve arises in the revaluation of land and buildings. When revalued land and buildings are sold, the proportion of the properties revaluation reserve that relates to that asset is transferred directly to retained earnings. Items of other comprehensive income included in the properties revaluation reserve will not be reclassified subsequently to the profit and loss.



**NOTE 8: COMMITMENTS**

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

One year or less  
One to two years  
Two to five years

December 2024	December 2023	June 2024
\$	\$	\$
91,296	157,651	93,947
10,001	26,627	16,625
3,304	11,037	-
104,601	195,315	110,572

The company is committed to a naming rights contract with the North Otago Rugby Union for \$35,000 per annum. This contract expires 30 June 2025.

The company is committed to a naming rights contract with the the Oamaru Opera House for \$20,000 per annum. This contract expires 30 June 2025.

The company was committed to the purchase of the following items at balance date:

Plant and Equipment \$70,632

**NOTE 9: CONTINGENT LIABILITIES & CONTINGENT ASSETS**

There are performance bonds in favour of:

Waitaki District Council  
Mackenzie District Council  
Queenstown Lake District Council  
Dunedin City Council  
Waka Kotahi  
RCL Henley Downs Limited  
Oceana Gold (New Zealand) Ltd

December 2024	December 2023	June 2024
\$	\$	\$
735,344	1,238,071	887,065
115,000	115,000	115,000
-	11,269	-
-	19,006	-
120,613	120,613	120,613
372,961	649,268	561,564
-	26,851	-
1,343,918	2,180,078	1,684,242

Bonds are held guaranteeing fulfilment of obligations under particular contracts.

The company is released from the obligations when the performance under the contract is met.

The company has no contingent assets.

**NOTE 10: RELATED PARTY TRANSACTIONS**

December 2024	December 2023	June 2024
\$	\$	\$

**(a) Intergroup transactions and balances**

Services provided to

Waitaki District Council

Amount receivable from

Council

Services received from

Waitaki District Council

Amounts owing to Council

3,998,115	4,871,683	9,729,573
10,003	218,304	1,093,620
35,650	88,027	124,790
4,910	13,690	21,014

The company provides civil construction and maintenance services to the Waitaki District Council.

The amounts included in this note exclude goods and services tax.

All services were provided on commercial terms.

No related party debts have been written off during the period.

**NOTE 11: BORROWINGS**

December 2024	December 2023	June 2024
\$	\$	\$

Bank of New Zealand - Current

Bank of New Zealand - Term

Total borrowings

0	68,760	879,270
0	844,890	0
0	913,650	879,270

The carrying value of borrowings repayable within one year approximate their fair value.

The group bank overdraft facility totals \$1,000,000. (2023: \$1,000,000)

The current interest rate on the overdraft facility is 7.38% (2023: 9.04%)

In addition the company has an undrawn Credit Plus facility of \$2,099,306

Security

Loans from the Bank of New Zealand are secured by debenture over the company assets and undertakings

including a registered first mortgage against the Deborah Depot, the Allandale Road Depot, Camerons Pit,

460 Palmerston Dunback Road, 28-30 Ree Crescent Cromwell and a Security interest in specified plant and equipment.

**NOTE 12: FINANCIAL INSTRUMENTS**

During the six months to 31 December 2024 no changes were made to the groups financial risk management policies.

Our policies and objectives are consistent with our consolidated financial statements to the year ended 30 June 2024.

**NOTE 13: EVENTS AFTER BALANCE DATE**

No material events occurred after balance date.

## DIRECTORS



**Steven William Grave**  
*B.E (Hons) Civil, NZCE (Civil)*  
(Appointed 1 January 2017)



**Edward George Kelcher**  
(Appointed 1 January 2020)



**Sina Kitlona Cotter-Tait**  
*CP Eng, CMEngNZ, FEngNZ*  
*MInstD M.B.A, B.E (Hons) Civil*  
(Appointed 23 November 2021)



**Alistair Craig Wyatt**  
*Bcom, F.C.A (PP), CMinstD, FNZIM*  
(Appointed 1 January 2022)



**Jonathan Anthony Kay**  
*M.E, Dip(Bus), CMinstD*  
(Appointed 1 January 2022)

# DIRECTORY

**Postal Address** PO Box 108, Oamaru  
**Phone** (03) 433 0240  
**Fax** (03) 434 1270

**Auditors** Crowe New Zealand Audit Partnership  
on behalf of the Controller  
and Auditor General, Wellington

**Bankers** Bank of New Zealand  
ANZ

**Solicitors** Berry & Co, Oamaru

**Authorised Capital** 4,600,000 Ordinary Shares

**Company Number** DN 549270

**Country of  
Incorporation** New Zealand

**Registered Office** State Highway One, Deborah, Oamaru

**Insurer** Marsh Ltd (Brokers)

## EXECUTIVE MANAGERS

**Chief Executive**

Paul Bisset *NZCE (Civil), CMInstD*

**General Manager Corporate Services**

Tony Read *B.Com, ACIS, C.A*

**General Manager Operations**

Cameron Bullin

**General Manager Safety People and Sustainability**

Diane Edwards *CMILT, Dist. CFHRINZ, LFNZATD,FFIN,  
FAIML, MinstD, B. ED(Hons), Dip. Acc, Dip. Banking*

**Web address** [www.whitestone.co.nz](http://www.whitestone.co.nz)







# **DRAFT STATEMENT OF INTENT 2025/26**



STATEMENT OF INTENT

# Introduction

This Statement of Intent has been prepared in accordance with Section 64 of the Local Government Act 2002.

It outlines the activities and intentions of Whitestone Contracting Limited and the company's objectives. Performance targets and measures are specified, along with the Company's policies relating to governance and other matters.

The Statement of Intent is reviewed annually by Whitestone Contracting Limited following consultation with Waitaki District Council.



# The Company

## BACKGROUND

Whitestone Contracting Limited (WCL) was established in 1992 and is 100% owned by the Waitaki District Council (Shareholder).

Under the provisions of the Local Government Act 2002, it is deemed to be a Council-Controlled Trading Organisation.

The principal goal of council-controlled organisations (CCTO) is to operate as a successful long-term business with the prime objective of managing the company's assets on an economic, environmental and socially sustainable basis.

Shareholder objectives for continued ownership and control include:

- Stimulating a competitive contracting sector in our district
- Supporting local opportunities for a diverse labour market
- Obtaining a good return on investment commensurate with the business risks of WCL and the risk appetite of the Shareholder
- Supporting the overall wellbeing of the Waitaki District through promoting a prosperous district, strong communities, quality services and valuing the environment.

## NATURE AND SCOPE OF ACTIVITIES

The nature of WCL's activities will include those of a contractor and those activities of a trading organisation that the directors consider are profitable, appropriate and in the best long term interests of WCL and the Shareholder.

The scope of activities undertaken by WCL includes, but is not limited to, physical works for maintenance and construction including roading works, reticulation construction and maintenance, landscaping services, private sector contracting including mechanics workshop, quarry and landfill operations and equipment hire.

## OBJECTIVES

The principal objective of WCL is to operate as a successful business and grow shareholder wealth. WCL has a vision to deliver unparalleled value in our communities and creating a legacy for our people.

This aligns with the Shareholder objectives of:

- A prosperous district
- Strong communities
- Quality services
- A valued environment.

In general, WCL is focused on continual improvement of its systems and processes to improve operations. It also seeks to support local employment, the environment and the community, while at the same time maximising profit and performance in a sustainable way. As a company it recognises its Shareholder's objectives for ownership, including providing cost-effective delivery of local services and assisting in the maintenance and improvement of good quality local infrastructure.

The company is committed to partnering with the shareholder and other entities where possible to further the interests of the district, secure economies of scale, secure skills required for the districts essential services, and share resources where advantageous to do so.

The company is also committed to supporting the shareholder in delivering its works programme through processes that ensure best value for the ratepayer at a reasonable return for the company.

The company will undertake its business activities in a manner that supports the overall wellbeing of the district. In particular the company will develop and support:

- Local supply chains and maximising the use of businesses within the Waitaki, whilst ensuring competitiveness and best value
- Providing cadetship and apprenticeship opportunities to the district's young people to develop their skills and to improve the availability of local trades

- Employment and training opportunities for the district's diverse communities
- Workforce development plans that aspires to raise the overall skill level of the workforce as well as supporting improved physical and mental health of employees
- Workforce health and safety plans and culture that targets zero accidents at work and encourages reporting and learning
- A corporate social responsibility policy and approach that, in particular, defines how the company will support the Waitaki Community and the other communities in which it operates
- Being a good and responsible corporate citizen
- An environmental management plan targeting reduction of the company's negative impact on the environment and supporting increased environmental sustainability.





- In pursuing the principal objective WCL and directors shall:
- Manage WCL's business activities in an efficient, effective and safe manner
  - Ensure governance, structures, leadership and processes are in place and operating effectively across WCL to deliver a Zero Harm culture and achieve strategic safety goals
  - Grow Shareholder wealth
  - Ensure assets and liabilities are prudently managed consistent with the nature of a contracting business
  - Maximise the long term viability and profitability consistent with the Shareholder's objectives for ownership
  - Manage the business with the objective of achieving agreed business growth
  - Consolidate, and when financially advantageous, expand the Company operations into the private and public sectors using the skills, abilities and management techniques that are available within WCL
  - Maintain a diversified portfolio of work and clients to ensure continuity of returns to the Shareholder
  - Continue to review WCL structure to ensure the most efficient structure is in place to enhance profitability
  - Be customer-focused and ensure good customer contract results as measured against contract specifications
  - Ensure that the Company is disciplined with expenditure and seeks to maximise revenue
  - Achieve the most efficient use of staff resources, capital assets and working capital through innovative management and sound business practises
  - Develop and get agreement from the shareholder on a significant asset acquisition/disposal process and to engage proactively on this mutually-agreed approval process
  - Provide a work environment that recruits, fosters and maintains safe, competent, motivated, committed and productive employees and developing its people to their potential
  - Recognise and reward excellent performance by staff
  - Act in an environmentally and socially responsible manner and implement sustainable business practices
  - Ensure transparent and informed relationships are maintained with the Shareholder within the spirit of 'no surprises'.

WHITESTONE CONTRACTING LTD



# Reporting and Performance Measures

## REPORTING FREQUENCY AND CONTENT

A Director of WCL shall attend any meeting at which the Annual Report or Half Yearly Report is presented to the Shareholder. The following information will be available to the Shareholder based on an annual balance date of 30th June.

### DRAFT STATEMENT OF INTENT

Each year, the Directors shall (for so long as the Company remains a council-controlled trading organisation), deliver to the Shareholder a Draft Statement of Intent for the following year which fulfils the requirements of Schedule 8 of the Local Government Act 2002.

### COMPLETED STATEMENT OF INTENT

The board will consider comments on the draft Statement of Intent made on or before 1st May. By the commencement of the financial year to which the Statement of Intent relates, the Directors (for so long as WCL remains a CCTO) will deliver to the Shareholders a Statement of Intent for the following year which fulfils the requirements of Schedule 8 of the Local Government Act 2002.

### MODIFICATIONS TO STATEMENT OF INTENT

The Shareholders may by resolution require the board to modify the Statement of Intent in the manner specified in the resolution. Every modification required by a resolution must be consistent with the objectives of the constitution, and lawful. The Board is required to prepare and adopt a modified Statement of Intent that incorporates the modifications in the resolution and deliver it to the Shareholders within one month of the date of its adoption, and make the modified Statement of Intent publicly available within one month of its adoption.

### QUARTERLY REPORT

WCL will report to the Shareholder committee quarterly on performance against the following six strategic categories: Operational, Shareholder Engagement, Safety, People, Financial and Risk.



### **HALF YEARLY REPORT**

Within two months after the end of the first half of each financial year, the Directors shall deliver to the Shareholder an un-audited report containing the information required by the Financial Reporting Act 2013 and a commentary on the results for the first six months together with a report on the outlook for the second six months with reference to any significant factors that are likely to have an effect on the Company's performance, including an estimate of the financial result for the year based on that outlook.

### **ANNUAL REPORT**

Within two months after the end of each financial year, the Directors shall deliver to the Shareholder an annual report and audited financial statements in respect of the financial year, containing the following information as a minimum:

- A report on the operations of WCL to enable an informed assessment of the Company's performance including:
- Performance against targets in this Statement of Intent
- Performance against the Corporate Governance Statement
- Audited financial statements as required under the Financial Reporting Act 1993
- A report on compliance with WCL's Tendering Policy.

### **PERFORMANCE TARGETS AND MEASURES**

Over the next three years, WCL's performance targets are to:

#### **FINANCIAL**

- Achieve a before-income tax return (prior to donations, sponsorships and subvention payments) on opening shareholders funds that exceeds 8%
- Grow turnover to between \$30-\$35 million over the next three years
- Ensure the rate of shareholder's funds to total assets is >40%

#### **QUALITY SERVICES**

- Maintain ISO 9001 registration and related quality assurance programmes

#### **HEALTH AND SAFETY**

- Maintain a high standard of health and safety in relation to WCL's employees, customers, suppliers, subcontractors and the public, as measured by maintaining ISO 45001 safety management systems accreditation
- Maintain a total injury frequency rate of no greater than 2 per 200,000 hours worked or 10 per million hours worked.

### ENVIRONMENTAL

- Maintain ISO 14001 standard to ensure the company has systems in place to environmental and legislative and regulatory requirements
- Full compliance with Resource Management Act – no breaches.

### COMMUNITY

- Support community initiatives with a minimum of \$50,000 of sponsorship per annum to local community organisations and wellbeing initiatives where this aligns with the business objectives.

### RATIO OF CONSOLIDATED SHAREHOLDERS' FUNDS TO TOTAL ASSETS

'Shareholders' Funds' (Equity) are defined as the paid-up capital plus any retained tax-paid profits earned and less any dividends distributed to Shareholders. They include accumulated surpluses, revaluation reserves, trust funds and any other reserves or funds which have been accumulated in accounts known as either 'Revenue Reserves' or 'Capital Reserves'.

'Total Assets' are defined as the sum of all current and non-current assets plus investments of WCL.

The ratio of consolidated Shareholder funds to total assets will be in the range of 60% - 80% (and in accordance with WCL's business plan).

### DIRECTORS ESTIMATE OF WCL VALUE

The estimated value of WDC's investment in WCL is greater than the paid-up capital and retained earnings. The directors will advise the Shareholder on an annual basis if they believe the value to differ materially from this state.



# Governance, Policy and Procedures

## CORPORATE GOVERNANCE STATEMENT

### ROLE OF THE BOARD OF DIRECTORS

The Directors' role is defined in Section 58 of the Local Government Act 2002. This section states that it is the role of a Director of a Council-Controlled Trading Organisation to assist the organisation to meet its objectives and any other requirements in its Statement of Intent. This does not limit the other duties a director to the Council-Controlled Trading Organisation may have. The Board consults with WCL's Shareholder in preparing and reviewing the Statement of Intent.

The Board meets on a regular basis and is responsible for the proper direction and control of WCL's activities. This responsibility includes such areas of stewardship as the identification and control of WCL's business risks, the integrity of management information systems and reporting to Shareholders. While the Board acknowledges that it is responsible for the overall control framework of WCL, it recognises that no cost effective internal control system will preclude all error and irregularities. The system is based upon written procedure, policies and guidelines, organisational structures that provide an appropriate division of responsibility, a total quality management audit system, and the careful selection and training of qualified personnel.

The Board recognises that the ultimate shareholder is a territorial local authority and that this imposes additional legislative and compliance demands on the company and that its actions have an impact on the council.

To achieve this governance the Directors will:

- Conduct regular briefings with the designated Shareholder representatives to discuss emerging risk and opportunities of the business, the general forecast performance expectations and to learn of relevant changes in Shareholder policies, expectations or risk appetite
- Act on an informed basis, in good faith with due diligence and care and in the best interests of the Shareholder and WCL
- Act in accordance with the constitution and Statement of Intent
- Ensure compliance with applicable legislation and regulation.
- Review and guide corporate strategy, major plans of action, risk policy, annual budgets and annual plans, set performance objectives, monitor implementation and corporate performance, and oversee major capital investment expenditures, acquisitions and divestments

- Monitor and manage potential conflicts of interest of management, board members and Shareholder
- Ensure WCL's financial management is consistent with good business practice
- In the spirit of no surprises, keep the Shareholder informed on significant events and issues, including those sensitive to publicity that may arise from the Shareholder being a political organisation
- Promote a culture which requires all employees to adhere to high levels of ethical behaviour
- Ensure WCL continues to develop a Zero Harm health and safety culture that manages risk, behaviour and outcomes to a high standard to avoid harm to people so that all staff return home safely every day
- Provide a healthy and safe environment and ensure all Health and Safety Act obligations are met by the Company
- Monitor the effectiveness of overall governance and make changes as needed
- Maintain the company's economic sustainability through the mitigation of business risk and to develop and maintain a comprehensive risk management strategy
- Keep the shareholder informed of matters of substance affecting the Company.

### THE ROLE OF THE SHAREHOLDER

The Board aims to ensure that the Shareholder is informed in a timely manner of all major developments affecting the Group's state of affairs. The Shareholder is consulted on the review of WCL's Statement of Intent and is responsible for the appointment of directors. Information is communicated to the Shareholder in the Annual Report, the Interim Report and special meetings where required.

#### The Shareholder is expected to:

- Deal with issues raised by WCL in a prompt, expedient and professional manner
- Maintain a high level of communication with WCL on relevant matters
- Ensure transparent and collaborative relationships are maintained with WCL.

### BOARD APPOINTMENTS

Directors are appointed by the Shareholder in accordance with Shareholder policy. The Board is subject to the Shareholder's director rotation policy requiring all of the directors retire over any three-year period. Directors are appointed for up to a maximum period of three years. Ideally directors are rotated on regular basis. Retiring Directors shall be eligible to apply for reappointment.

### **DIRECTOR AND BOARD PERFORMANCE**

The Board formally reviews its performance, and the performance and contribution of individual directors on an annual basis, taking into account the current and future needs of WCL, and performance improvement, processes are implemented as required. The Chairman of the Board will report to the Shareholder on any particular mix of skills the board requires of any new Director.

### **BOARD COMMITTEES**

The Board maintains a number of standing committees that focus on particular areas of the Board's responsibilities. These include:

#### **AUDIT/FINANCE AND RISK:**

##### **The committee:**

- Monitors the audit function and reviews the adequacy and quality of the annual audit process
- Ensures WCL maintains property accounting records and complies with all relevant legislation
- Monitors changing business risk analysis and mitigation strategies.

#### **REMUNERATION:**

The committee reviews the remuneration and performance of the Chief Executive Officer.

### **COMPANY MANAGEMENT STRUCTURE**

The Management of WCL is delegated to the Chief Executive, who will manage WCL in accordance with the directives of the Board and good business practice.

### **TREASURY POLICY**

There is no exposure to foreign exchange and interest rate risk is managed in accordance with the Group's Policy Manual that sets limits of management authority. No speculative investments are approved and investments not with a registered bank require board approval.

### **CODE OF CONDUCT**

The Board has adopted policies for its members, executives and staff, specifying the business standards and ethical considerations in conducting its business with stakeholders. The policy includes:

- Corporate governance matters (as described)
- Relationships with employees and customers (ethics, health and safety)
- Confidentiality of company information
- Environmental responsibilities.

### **DIVIDEND POLICY**

WCL is committed to maximising the long-term sustainable distribution flow to the shareholder and maintain a distribution intent of paying a minimum annual dividend equal to the higher of \$200,000 or 50% of the surplus after tax.

Any distribution needs to be prudent in the circumstances and meet the solvency test.

Where it is anticipated that the minimum cash payment may impact negatively on the company's viability or growth strategy the Directors will discuss this with the Shareholder.

Some, or all, of the distributions to the Shareholder may be made, with agreement of the Shareholder, by subvention payment, or other mutually agreed method after taking account of all tax considerations.

WCL will declare dividends and make subvention payments, or other distributions, consistent with the amounts recommended by the Directors as suited to sustain the viability of the business.

### **ACCOUNTING POLICIES**

WCL's accounting policies will comply with the legal requirements of the Companies Act 1993, the Financial Reporting Act 1993 and Local Government Act 2002 and be consistent with generally accepted accounting principles. A full statement of Accounting Policies will be presented in WCL's Annual Report.

### **SIGNIFICANT DECISIONS AFFECTING LAND OR WATER**

Before the company makes a decision that may significantly affect land or a body of water, it will take into account the relationship of Maori and their culture and traditions with their ancestral land, water, sites, Wāhi Tapu, valued flora and fauna and other taonga.

### **PROCEDURES FOR ACQUISITION OF OTHER INTERESTS**

The procedure to be followed for share acquisitions will be at the discretion of the Directors unless the acquisition qualifies as a significant acquisition or a major transaction.

A significant acquisition is defined as an acquisition with a value more than 20% of WCL's total value.

The Directors will consult the Shareholder prior to completing a significant acquisition.

A major transaction is defined as an acquisition involving more than 50% of the total assets of the Company or when a new CCO is established. Such a transaction requires a special resolution of the Shareholder.

### **PROCEDURES FOR DIVESTMENT OF ASSETS OR INTERESTS**

A significant divestment is defined as a divestment with a value more than 20% of WCL's total value.

The Directors will consult the Shareholder prior to completing a significant divestment.

A major transaction is defined as a divestment involving more than 50% of the total assets of the Company. Such a transaction requires a special resolution of the Shareholder

Activities for Which WCL Seeks Compensation from any Local Authority.

WCL undertakes work on a contractual basis for several local authorities, including the Shareholder. On occasions, WCL seeks compensation for breach of contract. Should compensation be sought or obtained from the Shareholder, the details shall be recorded in the annual report of WCL and the Shareholder.

Currently WCL does not provide facilities or amenities, make grants or perform regulatory or other government functions.

The Shareholder is not permitted to provide any guarantee, indemnity or security in respects of the assets, liabilities or trading activities of WCL.

### **SALES OF GOODS/SERVICES TO THE SHAREHOLDER.**

WCL provides goods and services to the Shareholder as part of its normal business activities. These goods and services shall be charged for on a commercial basis.

### **TENDERING POLICY**

WCL has a Tendering Policy relating to the supply of goods and services to WCL from suppliers and directors. This excludes supplies for physical works.





# Tourism Waitaki

Half-Year Report  
December 2024





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**Board of Directors**

Chair	Mike McElhinney
Directors	Megan Crawford
	Janine Tulloch
	Rick Ramsay

**General Manager**

Philippa Agnew

Head Office    17 Waterfront Road, Oamaru 9400

Solicitors      Lane Neave, Christchurch

Accountant     Harvey Green Wyatt

Auditors        BDO, on behalf of the Auditor-General

### **General Manager's Overview - Six months ending December 2024**

Tourism Waitaki has shown strong performance in the first six months of the financial year. As the Regional Tourism Organisation, Tourism Waitaki is responsible for marketing and promoting the Waitaki District, and it has successfully navigated this responsibility, utilising revenue generated by the Ōamaru Blue Penguin Colony and operating without funding from the Waitaki District Council. Tourism Waitaki has also continued to work with significantly reduced staffing levels compared to pre-Covid, with greater reliance on highly productive external contractors.

There were several notable marketing highlights for the period, including national coverage leading up to the All Blacks game in Dunedin in July. The story featured Thames Street retailers involved in the Revitalise Our Places Ōamaru initiative. Another story focused on cheese tourism, showcasing Whitestone Cheese on Seven Sharp. The results of our marketing work have been extremely pleasing with increased engagement across social media channels also. The number of international visitors to the region continued to increase, improving spend and helping to boost the tourism economy.

The Ōamaru Blue Penguin Colony has benefited from an increase in visitors to the district, returning to visitor levels seen prior to the Covid pandemic. The Evening Viewing attraction continues to be the focus of activities and visitation, ensuring that visitors stay in Ōamaru overnight.

Looking ahead, the forecast for the remainder of the year is also promising, with visitor numbers to the Colony in January and February surpassing expectations. Furthermore, the colony is currently working on developmental projects to enhance the visitor experience, making visits more interactive and engaging, which is expected to further boost visitor numbers during the day and evening. The developments form part of a long-term strategic investment to improve the offering, experience and reputation of the Colony.



Philippa Agnew  
General Manager  
Tourism Waitaki Limited

## **PERFORMANCE RESULTS to December 2024**

### **REPORTING AND PERFORMANCE GOALS FOR 2024-25**

#### **Goal 1: Engage with the tourism sector businesses to support regional growth**

##### **How this will be achieved:**

##### **1. Host Operator workshops**

**Target:** Host a minimum of two operator workshops annually in conjunction with local industry or other RTO

**Result:** Tourism Waitaki collaborated with Development West Coast, Destination Kaikōura, ChristchurchNZ, Venture Timaru and Mackenzie Tourism to deliver three “Lunch n Learn” capability workshops. The aim of the sessions was to provide operators with information enabling them to become trade ready and is available for operators as an ongoing resource.

##### **2. Issue Bi-monthly newsletters**

**Target:** Issue six newsletters annually

**Result:** Three newsletters were sent to operators during the July-December 2024 period. The newsletters detailed information about recent marketing activities and the latest tourism data for the district. The newsletters have seen a 10% increase in subscribers now totalling 1,069.

##### **3. Share relevant Industry updates**

**Target:** Quarterly, issue a market update to tourism operators which Includes local trends in visitor spend and length of stay In the Waitaki RTO. Share market updates from Tourism New Zealand

**Result:** Data is shared monthly when it becomes available on the waitakinz website and updates provided in the newsletters: <https://waitakinz.com/about/data-dashboard>  
We continue to share wider tourism updates including information about Tourism New Zealand (TNZ). Access to TNZ’s Global Market Workshop was provided to operators, along with a release from the Tourism Export Council forecasting their predictions for international travel in the next few years.

##### **4. Conduct annual surveys of operators**

**Target:** Conduct an annual survey of operators to gain their visitor Insights and provide feedback on the functions of the RTO

**Result:** Not achieved yet.

#### **Goal 2: Securing the opportunities and reaping the benefits of the Destination Management Strategy and Plan**

##### **How this will be achieved:**

##### **1. Collaborate with Otago RTOs, Tourism operators, Iwi and Key Stakeholders**

**Target:** Collaboration with industry stakeholders to maintain relationships, develop new regional marketing opportunities and grow regional awareness. As required, attend meetings, provide resources, and support co-funding of agreed projects.

**Result:** The eight southern RTOs working collaboratively under the banner of the Southern Way, developed a marketing campaign with the Southern Airport Alliance (Queenstown, Invercargill and Dunedin airports). The campaign was launched in July, and with support from Air New Zealand, encouraged visitors to use the airline's multi-stop booking tool to fly into one of the three airports, rent a vehicle to explore the regions, and then fly out of another airport.

"One trip to see it all" was the slogan for the campaign, which built on the Southern Way's work to promote longer-stay, lower-impact itineraries.

## **2. Partner with Te Manahuna DM projects**

**Target:** Support joint Initiatives where the Mackenzie and Waitaki DMPs can provide cross-district benefits. As required attend meetings, provide resources and support co-funding of agreed projects.

**Result:** Tourism Waitaki and Mackenzie marketing teams organised and met with the then Tourism Minister Matt Doocey, to discuss the challenges and tourism potential in each district. Unfortunately, Minister Doocey was replaced the week following the visit by Minister Upston.

## **3. All actions and initiatives will target increased visitor spend and length of stays**

**Target:** Trend data collected from Accommodation Data Program (ADP) and the Tourism Electronic Card Transaction (TECT) data shows levels maintained or increased in the Waitaki RTO. Visitors spend is increased over the current 12 month compared with the previous 12 months.

**Result:** December 2024 marked the beginning of the summer season in Waitaki, with mixed tourism outcomes. While visitor card spending and guest nights in the international market saw notable increases, domestic market performance lagged slightly behind December 2023. Domestic visitor spending declined by 3% year-on-year (YoY) (Figure 1), mirroring a decrease in domestic guest nights (Figure 2), whereas international spend and guest nights grew significantly (16% and 23% YoY respectively). Despite this growth in international guest nights, there was a decrease in average spend per international visitor, indicating a possible reduction in day trips or spending patterns.

The commercial accommodation sector saw positive results, with a 2% YoY increase in occupancy rates, outpacing the national average. Guest arrivals in commercial accommodations rose by 13% YoY, but the average stay length decreased by 11% YoY, reflecting a shift towards more international visitors. Tourism-related employment, faced a significant decline of 7% YoY, mainly due to reductions in food and beverage services (-11%) and transport services jobs (-26%). On a more positive note, employment in core tourism sectors like activity services (+22%) and travel services (+13%) grew.

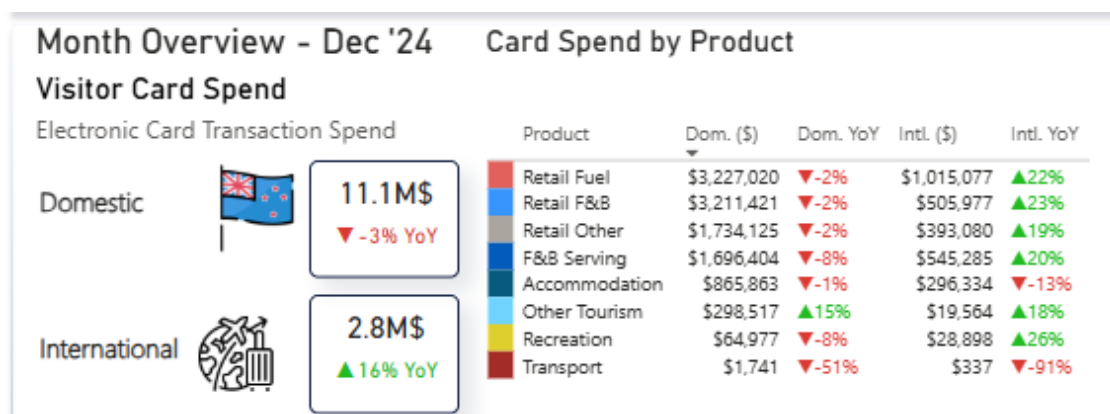


Figure 1. Visitor spend in the Waitaki region for the year-ending December 2024. Data from [MBIE](#) presented on Tourism Waitaki's data platform on waitakinz.com.



Figure 2. Occupancy and guest nights for the Waitaki region for the year ending December 2024. Accommodation data from [MBIE](#) presented on Tourism Waitaki's data platform on waitakinz.com.

**Goal 3: Develop and implement a plan for the business that ensures TWL and OBPC financial sustainability for 2024/25**

**How this will be achieved:**

- 1. Tourism Waitaki will follow Best Practice Business Management and will work within available funding and resources for 2024/25**

**Target:** Develop a budget for TWL and OBPC for 2024/25

**Result:** A budget was developed and the organisation has performed well against the budget.

*Ōamaru Blue Penguin Colony*

The Colony demonstrated strong performance during the first half of the financial year, reporting Gross Sales Revenue of \$1,293,287 an increase of \$273,392 (26%) compared to budget.

*Tourism Waitaki*

Given the OBPC performance, Tourism Waitaki has volunteered to not receive the WDC service grant for this financial year.

- 2. Engage in the Economic Development Strategy project and support its implementation**

**Result:** Tourism Waitaki staff and Board have continued to engage with the WDC as and when required. The General Manager meet monthly with the WDC CE and ED staff and the Board chair with the Mayor. The directors also had two meetings with the Shareholder Subcommittee.

**Goal 4: Engage Tourism trade and Media to maximise exposure for TWL & OBPC.**

**How this will be achieved:**

- 1. Tourism Waitaki will produce a marketing plan for 2024/25**

**Target:** A marketing plan is developed by September 2024.

**Result:** Tourism Waitaki's strategic marketing plan for 2024-2025 aimed to position Waitaki as a must-visit destination by showcasing its diverse landscapes, rich history, and vibrant culture. Targeting individuals aged 40 and over, including empty nesters, families, and independent travellers, the plan focused on key domestic markets such as Christchurch, Dunedin, Auckland, and Wellington, while also aligning with Tourism New Zealand's initiatives for international exposure. Central to the strategy was collaboration with key partners and leveraging seasonal campaigns tied to significant events like the Ōamaru Victorian Heritage Celebrations and Steampunk NZ Festival. With a focus on event promotion, digital innovation, and extending the visitor season, the plan sought to elevate Waitaki's profile and drive growth, particularly during off-peak times.

- 2. Use digital technology enhancements to promote the Waitaki district**

**Target:** Make further enhancements to TWLs social & digital marketing. Investigate the use of digital billboards.

**Result:** Through strategic content creation and distribution, Tourism Waitaki social media content is amplifying the region's appeal and fostering a vibrant online community that resonates with the region's unique offerings.

July to December had a well-rounded focus that contributed to a wider vision. From winter into summer, Tourism Waitaki's social channels promoted everything from operators, festivals, Te Wiki o te Reo Māori, and a new campaign, 'Which Waitaki wanderer are you?'. We showcased adventure, hospitality, luxury, and arts and culture by sharing seven different 'wanderers' and suggested itineraries. We also promoted local events, including a campaign for the Ōamaru Heritage Celebrations as well as posts on the All-Blacks rugby game, the Queenstown Marathon, and the Waitaki Arts Trail.

**Key Achievements:**

- **131 posts** (an average of 5 posts per week) were published across Facebook and Instagram (combined), each crafted to showcase local events, hospitality, cuisine, nature, and wildlife, as well as a social media campaign promoting Te Wiki o te Reo Māori and the Ōamaru Heritage Celebrations.
- **1,554,741 people were reached** across Facebook and Instagram, a 109.5% increase compared to January – June 2024.
- **14,288 link clicks** across Facebook, with Valley Views Glamping award, Guide to Benmore, and Elephant Rocks the most popular.
- **Eight new reels** were posted, including one collaboration with @barekiwi. This totalled **13,599 views**.
- Our Facebook page had a huge **103.3% increase in impressions** and reached **1,482,715** accounts, helped by targeted and event advertising. New followers were up by **58.8%**.
- Digital billboards were utilised and the new waitakinz.com website went live in December

**3. Engage with travel trade and Media including influencers to increase the visibility of the Waitaki District.**

**Target:** Attendance at RTNZ, TNZ, TIA, TRENZ and TECNZ events where travel trade, product managers, IBOs, ITOs will be in attendance. Attracting key media outlets and influencers to the region.

**Result:** Tourism Waitaki continued to maintain an industry presence. At the end of July, the Trade & Consumer Marketing Manager attended Regional Tourism New Zealand's Te Unga Mai development programme. This programme is designed to guide and support RTO teams in developing and implementing future-focused and action orientated Destination Management Plans. Other events attended were the Tourism Export Council annual conference in August and the Tourism Industry Aotearoa Summit in November.

Tourism Waitaki supported TNZ campaigns, these being their Global PR campaign, including the Stargazing familiarisation tour (August 5-7), hosting two international media influencers, and the WeChat Pay campaign during Golden Week in October.

The second half of the financial year will see attendance at RTNZ, TECNZ, IBO and TRENZ events where staff will meet with trade operators to promote the region and Penguin Colony.



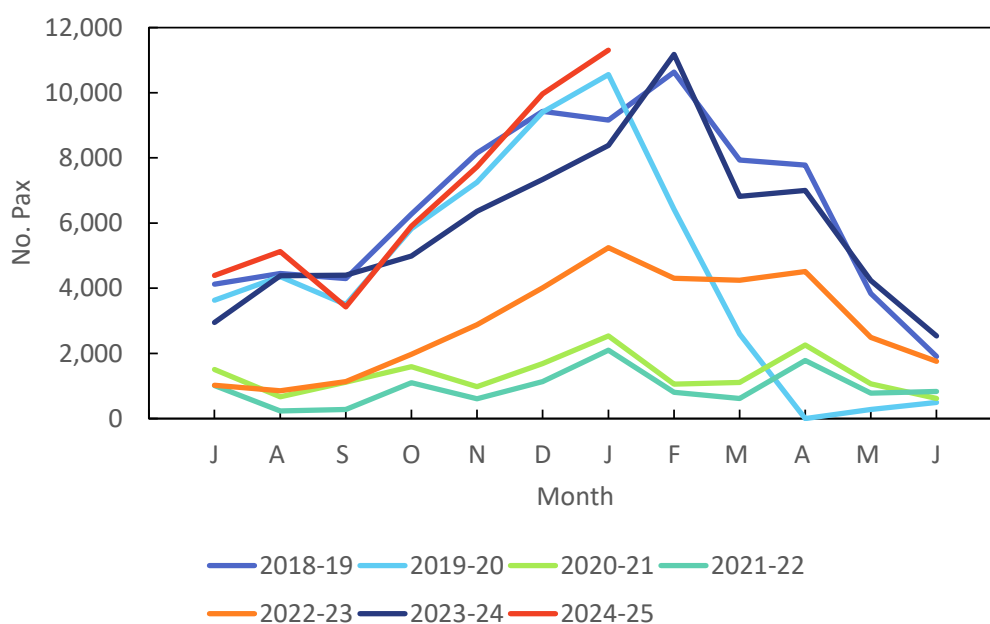
**Goal 5: Ōamaru Blue Penguin Colony Plan for 2024/25**

**How this will be achieved:**

1. Tourism Waitaki will develop a budget for the OBPC, the budget will be monitored as visitor numbers return.

**Target:** To increase visitor numbers to the OBPC from the prior year.

**Result:** The Colony returned to pre-covid ticket sales for the period July to December 2024, and increased sales by over 6000 tickets compared to 2023 (Figure 3).



**Figure 3. Monthly number of visitors to the Ōamaru Blue Penguin Colony from 2018 to 2024.**

**Table 1. Total number of tickets sold for the 6-month period from 1 July to 31 December during the last seven years.**

Year	Pax
2018	36,728
2019	33,968
2020	7,556
2021	4,358
2022	11,838
2023	30,417
2024	36,560

The China market continued to dominate as the highest country of origin of visitors to the Colony. To encourage visitation from Waitaki residents, in August, the Colony hosted another successful Local's Week. Waitaki residents were invited to visit the Colony at any time, free of charge, and the event received strong support once again.

**Table 2. Number of visitors from each global region, for the 6-month period from 1 July to 31 December 2024.**

Region	Pax	% of total revenue
China	15,543	44.5
New Zealand (outside of Waitaki)	4,366	12.5
Europe	2,949	8.2
Australia	2,206	6.3
USA	1,905	5.5
Waitaki District	1,679	4.8
UK & Ireland	1,635	4.7
Singapore	1,068	3.1
Taiwan	1,083	3.1
Other Asia	1,061	3.0
Hong Kong	535	1.5
Other	475	1.4
Canada	388	1.1
	<b>36,560</b>	

## **2. Refresh digital assets and information displays/ activities at the OBPC**

**Target:** Update and install new displays at the OBPC, ensuring other local activities and sights can be on show for visitors to view.

**Result:** We have a planned refresh of the centre, working with Locales on the displays, Dragonfly Data Science on data management and visualisations, and Salted Herring on a new website and marketing collateral. We expect the work to be completed this financial year or early next. One of the display pieces is a Geopark MapBox in the reception area, showcase other attractions in the Geopark.

We have installed a brochure display in the reception area advertising other local activities and restaurants which is well utilised.

## **3. Survey of visitors to OBPC to measure an annual NPS score**

**Target:** OBPC will regularly seek visitors feedback via surveys with the aim to increase the NPS score on the previous year.

**Result:** The NPS average of 71.7 for the period July-December 2024 (Figure 4), was a slight drop on last year (73.8). The pattern of satisfaction during the period July-December matched the number of penguins that visitors were able to see during the Evening Viewing. During the first quarter we experienced lower than average penguin arrival numbers and subsequent feedback meant the NPS

score dropped below the benchmark. The number of penguins arriving ashore were low during the winter, which delayed the onset of egg laying. This improved in September when a good number of penguins began laying eggs and the arrival numbers returned to normal (~100-200 penguins). The NPS has since returned to above the benchmark.

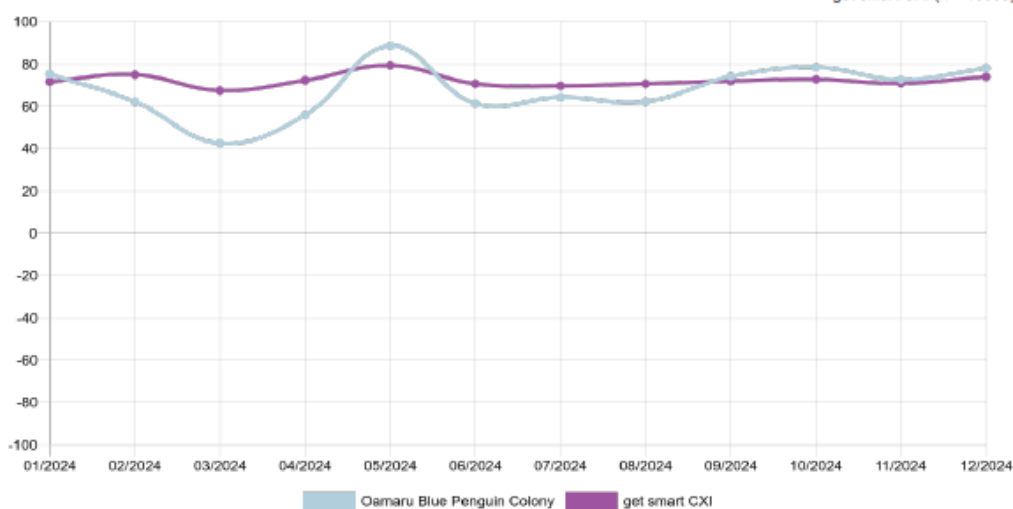
Our survey is now also available in Mandarin.

*NPS or Net Promoter Score, is derived from customers being asked whether they would recommend the attraction.*

### Net Promoter Score®

Completion Date: Is between 01/01/2024 and 31/12/2024

Oamaru Blue Penguin Colony (n = 957)  
get smart CXI (n = 16639)



### Net Promoter Score®

Completion Date: Is between 01/01/2024 and 31/12/2024

Oamaru Blue Penguin Colony (n = 957)  
get smart CXI (n = 16639)

Oamaru Blue Penguin Colony							
	Total Sample	01/2024	02/2024	03/2024	04/2024	05/2024	06/2024
Sample Size (n)	957	145	143	129	93	44	31
Net Promoter Score® (NPS)	66.5	75.2	62.2	42.6	55.9	88.6	61.3

Oamaru Blue Penguin Colony							
	Total Sample	07/2024	08/2024	09/2024	10/2024	11/2024	12/2024
Sample Size (n)	957	28	53	54	79	62	96
Net Promoter Score® (NPS)	66.5	64.3	62.3	74.1	78.5	72.6	78.1

**Figure 4. Monthly Net Promoter Score from customers visiting the Penguin Colony during 2024 compared against other similar businesses using Get Smart.**

## Statement of Compliance & Responsibility

### Compliance

The Board and senior management of Tourism Waitaki Limited confirm that all the statutory requirements of the Local Government Act 2002, regarding financial management and borrowing, have been complied with.

### Responsibility

The Board and management of Tourism Waitaki Limited accept responsibility for the preparation of the annual Financial Statements and the judgments used in them.

The Board and management of Tourism Waitaki Limited accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Board and management of Tourism Waitaki Limited, the Financial Statements for the six months ended 31 December 2024 fairly reflect the financial position and operations of Tourism Waitaki Limited.



Rick Ramsay  
Director  
Date: 13 March 2025



Janine Tulloch  
Director  
Date: 13 March 2025

**TOURISM WAITAKI LIMITED**  
**Financial Performance for the Period Ending December 2024**

**Tourism Waitaki Limited**  
**Overall Group Net Profit Summary**

	Jul-Dec 2024	Jul-Dec 2023	Annual 2024-2025	Annual 2023-2024
<b>Business Unit</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Forecast</b>	<b>Actuals</b>
Oamaru Blue Penguin Colony	446,166	468,556	1,078,838	1,099,409
Tourism Waitaki	(300,166)	(204,982)	(654,398)	(415,379)
<b>Overall Group Net Profit (Loss)</b>	<b>146,000</b>	<b>263,574</b>	<b>424,440</b>	<b>684,030</b>

**Tourism Waitaki Limited**  
**Net Profit by Cost Centre**

	Jul-Dec 2024	Jul-Dec 2023	Annual 2024-2025	Annual 2023-2024
<b>Oamaru Blue Penguin Colony</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Forecast</b>	<b>Actuals</b>
Donations & Sponsorship Received	82,910	85,529	83,660	89,439
Interest Received	21,744	21,281	31,742	42,358
Gross Sales Revenue	1,274,709	1,010,233	2,755,877	2,387,509
Less Cost of Sales	(86,076)	(69,018)	(175,848)	(149,352)
<b>Gross Profit</b>	<b>1,293,287</b>	<b>1,048,025</b>	<b>2,695,431</b>	<b>2,369,954</b>
Staff Costs	371,446	275,093	747,506	623,487
Staff Costs applied as Service Recharge from TWL	65,502	62,502	131,004	125,004
Marketing & Promotion	110,582	29,506	208,599	96,789
Penguin Expenses	17,920	12,683	49,820	25,280
Administration	266,968	186,045	451,731	370,848
Depreciation	14,703	13,640	27,933	29,137
<b>Total Costs</b>	<b>847,121</b>	<b>579,469</b>	<b>1,616,593</b>	<b>1,270,545</b>
<b>Net Profit (Loss)</b>	<b>446,166</b>	<b>468,556</b>	<b>1,078,838</b>	<b>1,099,409</b>

Tourism Waitaki Limited Net Profit by Cost Centre				
	Jul-Dec 2024 Actuals	Jul-Dec 2023 Actuals	Annual 2024-2025 Forecast	Annual 2023-2024 Actuals
<b>Tourism Waitaki</b>				
WDC Service Agreement	-	100,001	-	266,667
MBIE STAPP Funding RTO	-	-	-	-
MBIE STAPP Funding RTO TSRR	-	-	-	-
MBIE Regional Event Fund	10,000	13,478	10,000	21,439
Interest Received	1,290	1,027	1,518	2,656
Depreciation Recovered	-	-	-	-
Sundry Income	-	-	-	-
<b>Gross Profit</b>	<b>11,290</b>	<b>114,506</b>	<b>11,518</b>	<b>290,762</b>
Staff Costs	18,885	124,603	38,509	153,111
Staff Costs applied as Service Recharge to Business Units	(65,502)	(62,502)	(131,004)	(125,004)
MBIE Regional Event Fund Expenditure	5,000	13,478	5,000	16,957
Marketing & Promotion	186,364	137,398	437,964	478,928
Administration	46,783	63,750	87,701	93,899
Audit	63,811	-	123,811	-
Board of Directors Costs	40,173	38,331	81,813	78,820
Taxation	-	-	-	-
Depreciation	15,942	4,430	22,122	9,430
Impairment of Assets	-	-	-	-
<b>Total Costs</b>	<b>311,456</b>	<b>319,488</b>	<b>665,916</b>	<b>706,141</b>
<b>Net Profit (Loss)</b>	<b>(300,166)</b>	<b>(204,983)</b>	<b>(654,398)</b>	<b>(415,379)</b>

**Financial Summary:**

**Ōamaru Blue Penguin Colony**

- Income: The forecast Gross Sales Revenue for 2024-25, continues to track upwards on previous years.
- Expenditure:
  - o Key projects in the operational budget included the full clean and re-stain of the buildings (~\$65,000)

**Tourism Waitaki**

- Income:
  - o Tourism Waitaki's Board of Directors opted not to receive funding from the WDC this financial year, instead relying only on reserves and profits from the Penguin Colony to operate.
  - o Unbudgeted event funding of \$10,000 was received as a result of an application to the Regional Events Promotion Fund and was success in supporting marketing of the Heritage Celebrations in 2024 and will go towards marketing the Steampunk festival in 2025. There will be a second round of funding available to apply for later in 2025.
- Expenditure:
  - o Marketing and promotion costs remain higher than previous years as we are reliant on external contractors to provide those services instead of internal staffing.

## TOURISM WAITAKI LIMITED

### STATEMENT OF INTENT 2025/26

Draft 20 March 2025





**CONTENTS:**

- 3. Vision
  - Introduction
  - The Company description
  - The Company Objectives
- 4. Nature and Scope of Activities
  - Shareholder Expectations
  - Reporting Frequency and Content
- 5. Annual Report & Annual Budget
- 6. Reporting and Performance Goals 2025-26
  - Goals and Targets
- 8. Financial Projections for the Company
  - Governance, Policies and Procedures –
  - Corporate Governance Statement
- 9. Director and Board Performance
  - Company Management Structure
  - Code of Conduct
  - Treasury Policy
  - Audit
  - Rebates
  - Accounting Policies
  - Procedure for Acquisition of Other
  - Interests
  - Activities for Which the Company Seeks
  - Compensation from any Local Authority
  - Sales of Goods/Services to the
  - Shareholder

## **VISION**

Draw visitors to the Waitaki to explore its rich heritage, unique geology, biodiversity, and Geo gastronomy and engage with our people and communities

listen, and learn through participation at the many attractions, explore the natural environment, or discover the rich natural heritage and cultural stories of the district.

Neighbouring regions will be viewed as natural and easy extensions to the visitor journey.

Tourism Waitaki will enable and support operators and communities to deliver original and engaging experiences in the Waitaki.

## **PURPOSE**

Make a positive contribution to our communities

## **INTRODUCTION**

This Statement of Intent has been prepared in accordance with Section 64 of the Local Government Act 2002.

It outlines the activities and intentions as agreed with its shareholder, based on the Waitaki District Council Shareholder Letter of Expectation for 2025-25 and the objectives to which those activities will contribute. Performance focus, methods and measures are specified, along with the Company's policies relating to governance and other matters.

The Statement of Intent is reviewed annually by the Company in consultation with Waitaki District Council.

## **THE COMPANY – DESCRIPTION**

Tourism Waitaki Limited (previously known as the Waitaki Development Board), was established in December 1996 and is 100% owned by the Waitaki District Council. Under the provisions of the Local Government Act 2002 it is deemed to be a Council Controlled Organisation. Tourism Waitaki is a Limited Liability Company with a charitable constitution.

Council's primary objective for Tourism Waitaki is to advance a sustainable tourism sector.

## **THE COMPANY - OBJECTIVE**

Waitaki will be sought out as a destination by New Zealanders and overseas visitors alike.

Tourism Waitaki will promote a desirable and proud destination to all potential visitors. They can connect,

## Nature and Scope of Activities

- Assist the Waitaki District Council in the implementation of a Destination Management Development Plan for the Waitaki District.
- Maintain business partnerships and commercial relationships with stakeholders at local, regional, and national levels.
- Actively promote the Waitaki District to domestic and international markets.
- Support Waitaki tourism operators to maintain and enhance their business through advice and advocacy.
- Supply visitor information through digital services and other outlets.
- Operate and promote the Ōamaru Blue Penguin Colony (OBPC).
- Maintain and enhance the Scientific activities of the OBPC.
- Broaden the visitor experiences at the OBPC.
- Promote the Alps 2 Ocean Cycle Trail and the Waitaki Whitestone UNESCO Global Geopark as key visitor attractions.

## Shareholder Expectations

*Council expects that in conducting the affairs of the Company, the directors shall ensure:*

- Transparent and collaborative relations are maintained with the shareholder.
- Active engagement with iwi and Ngai Tahu Tourism.
- A positive relationship with the Waitaki District community is maintained.
- Locals are encouraged to be tourism advocates and ambassadors.
- Business activities are conducted in an efficient and effective manner.
- Assets and liabilities are prudently managed.
- Overall performance supports Council's reasons for continued ownership.
- Decisions are based on the achievement of long-term strategic needs and objectives.
- The Company acts as a good employer and as an environmentally conscious and responsible citizen.
- The Company engages in the implementation of the Economic Development Strategy.

## Reporting Frequency and Content

A Director of the Company shall attend any meeting at which the Annual Report or Half Yearly Report is presented to Council as shareholder.

*The following information will be available to the shareholder based on an annual balance date of 30<sup>th</sup> June:*

### Draft Statement of Intent

By 1 March each year, the Directors shall deliver to the shareholder a Draft Statement of Intent for the following year which fulfils the requirements of Section 64 of the Local Government Act 2002.

### Completed Statement of Intent

By 30<sup>th</sup> June of each year, the Directors shall deliver to the shareholder a Statement of Intent for the following year which fulfils the requirement of Section 64 of the Local Government Act 2002.

### Quarterly Reports

Within six weeks of the end of each quarter TWL shall report to the Shareholder in accordance with contractual requirements.

### Half Year Reports

Within two months of the end of the first half of the financial year, the Directors shall deliver to the shareholder the following:

- an un-audited report containing the information required by the Financial Reporting Act 1993.
- a commentary on the results for the first six months together with a report on the outlook for the second six months with reference to any significant factors that are likely to have an effect on the Company's performance.
- an estimate of the financial result for the year based on that outlook.
- a report on the performance targets achieved during the six month period.
- the scale of non-Council related business activities statements for any grants awarded by the Tourism Waitaki to another party, including information measuring the effectiveness of the grant.

### Annual Report

*Within three months of the end of the financial year, the Directors shall deliver to the shareholders an annual report and audited financial statements containing the following information as a minimum:*

- A report on the operations of the Company to enable an informed assessment of the Company's performance.
- Performance against identified focus areas, methods, and measurements in this Statement of Intent.
- Performance against the Corporate Governance Statement.
- Audited financial statements as required under the Financial Reporting Act 1993.
- Any grants awarded by Tourism Waitaki Limited to another party, including information measuring the effectiveness of the grant.

### Annual Budget

Annual revenue and expenditure figures shall be provided by 30 November, to enable it to be included within the Draft Annual Plan for the Waitaki District Council.

In addition to the above reports to Council, there will be between 2-4 meetings per year with the shareholders Executive Committee.

## REPORTING AND PERFORMANCE GOALS FOR 2025-26

### Goal 1: Engage with the tourism sector businesses to support regional growth

How this will be achieved:

#### 1. Host Operator workshops

**Target:** Host a minimum of two operator workshops annually in conjunction with local industry or other RTO.

#### 2. Issue Bi-monthly newsletters

**Target:** Issue six newsletters annually

#### 3. Share relevant Industry updates

**Target:** Quarterly, issue a market update to tourism operators which Includes local trends in visitor spend and length of stay In the Waitaki RTO. Share market updates from Tourism New Zealand.

#### 4. Conduct annual surveys of operators

**Target:** Conduct an annual survey of operators to gain their visitor Insights and provide feedback on the functions of the RTO.

### Goal 2: Securing the opportunities and reaping the benefits of the Destination Management Strategy and Plan

How this will be achieved:

#### 1. Collaborate with Otago RTOs, Tourism operators, Iwi and Key stakeholders

**Target:** Collaboration with industry stakeholders to maintain relationships, develop new regional marketing opportunities and grow regional awareness. As required, attend meetings, provide resources, and support co-funding of agreed projects.

#### 2. Partner with Te Manahuna DM projects

**Target:** Support joint Initiatives where the Mackenzie and Waitaki DMPs can provide cross-district benefits. As required attend meetings, provide resources and support co-funding of agreed projects.

#### 3. All actions and initiatives will target increased visitor spend and length of stays

**Target:** Trend data collected from Accommodation Data Program (ADP) and the Tourism Electronic Card Transaction (TECT) data shows levels maintained or increased in the Waitaki RTO. Visitors spend is increased over current 12 month compared with the previous 12 months.

### Goal 3: Develop and implement a plan for the business that ensures TWL and OBPC financial sustainability for 2025/26

How this will be achieved:

#### 1. Tourism Waitaki will follow Best Practice Business Management and will work within available funding and resources for 2025/26

**Target:** Develop a budget for TWL and OBPC for 2025/26.

#### 2. Engage in the Economic Development Strategy project and support its implementation

**Goal 4: Engage Tourism trade and Media to maximise exposure for TWL & OBPC.**

How this will be achieved:

**1. Tourism Waitaki will produce a marketing plan for 2025/26**

**Target:** A marketing plan is developed by June 2025.

**2. Use digital technology enhancements to promote the Waitaki district**

**Target:** Make further enhancements to TWLs social & digital marketing.

**3. Engage with travel trade and Media including influences to increase the visibility of the Waitaki District.**

**Target:** Attendance at RTNZ, TNZ, TIA, TRENZ and TECNZ events where travel trade, product managers, IBOs, ITOs will be in attendance. Attracting key media outlets and influencers to the region.

**Goal 5: Oamaru Blue Penguin Colony Plan for 2025/26**

How this will be achieved:

**1. Tourism Waitaki will develop a budget for the OBPC.**

**Target:** To increase visitor numbers to the OBPC from the prior year.

**2. Refresh digital assets and information displays/activities at the OBPC**

**Target:** Update and install new displays at the OBPC, ensuring other local activities and sights can be on show for visitors to view, as per the development plan with Locales.

**3. Survey of visitors to OBPC to measure an annual NPS score**

**Target:** OBPC will regularly seek visitors feedback via surveys with the aim to increase the NPS score on the previous year.

*NPS or Net Promoter Score, is derived from customers being asked a specific survey question. The resulting score can be used to compare previous NPS scores, or against similar businesses within the same Industry. To increase the NPS score generally reflects a lift in visitor satisfaction with the product or experience.*

**4. Retain Qualmark Gold accreditation for the OBPC.**

**Target:** Maintain or improve the standard required to retain the status of Qualmark Gold.

### Financial projections for the Company

Year Ending 30 June 2025

Shareholder's Equity \$1,500,000

#### *Ratio of Consolidated Shareholders' Funds to Total Assets*

The ratio of consolidated shareholders' funds to total assets will continue to exceed 5%.

'Shareholders' Funds' (Equity) are defined as the paid-up capital plus any retained tax paid profits earned and less any dividends distributed to shareholders. They include accumulated surpluses – revaluation reserves, trust funds and any other reserves or funds which have been accumulated in accounts known as either "Revenue Reserves" or "Capital Reserves."

'Total Assets' are defined as the sum of all current and non-current assets plus investments of the Company.

#### Directors Estimate of the Company Value

The Estimate of the Commercial value of the shareholders' investment shall be the opening balance of shareholders' funds. The directors will advise the shareholders on an annual basis if they differ materially from this state.

## GOVERNANCE, POLICIES AND PROCEDURES

### Corporate Governance Statement

#### Role of the Board of Directors

The Directors' role is defined in section 58 of the Local Government Act 2002. This section states that all decisions relating to the operation of the Council Controlled Organization shall be made pursuant to the authority of the directorate of the Organization and its Statement of Intent. The Board consults with the Company's shareholder in preparing and reviewing the Statement of Intent.

The Board will meet a minimum of six times a year and more frequently as required. Meetings may be in person or by Teams/Zoom. The Board is responsible for the proper direction and control of the Company's activities. This responsibility includes such areas of stewardship as the identification and control of the Company's business risks, the integrity of management information systems and reporting to shareholders. While the Board acknowledges that it is responsible for the overall framework of the Company, it recognizes that cost effective internal control systems will preclude errors and irregularities.

The board shall ensure that suitable governance policies are in place to give effective and efficient direction of the company.

#### The Role of the Shareholder

- a) The Board aims to ensure that the shareholder is informed of all major developments affecting the Group's state of affairs. The shareholder is consulted with on the review of the Company's Statement of Intent and is responsible for the appointment of directors. Information is communicated to shareholder in the Annual Report, the Half-year Report and Shareholder meetings or special meetings where required.

#### Board Appointments

- b) Directors are appointed by the shareholder in accordance with Council policy. The Board is subject to the shareholder's director rotation policy requiring all the directors to retire over any three-year period. Retiring Directors shall be eligible to apply for reappointment.

### Director and Board Performance

The Board formally reviews its performance, and the performance and contribution of individual directors on an annual basis, taking into account the current and future needs of the Company, and performance improvement processes are implemented as required. The annual review also provides information to the shareholder on the mix of skills needed to assist with the identification of new directors. The Board shall review the role of the Chair annually.

### Company Management Structure

All operations and management of the Company and its business units are delegated to the General Manager, Tourism Waitaki Limited who appoints and relies on key personnel for support.

### Code of Conduct

The Board has adopted policies for its members, executive and staff, specifying the business standards and ethical considerations in conducting its business with stakeholders.

### Treasury Policy

There is no exposure to foreign exchange. Interest rate risk, sensitive spending and delegated financial authority is managed in accordance with the appropriate policies. No speculative investments are authorized. Investments are held with a registered bank and require Board approval.

### Audit

External auditors are used to evaluate the quality and reliability of information provided to the shareholders.

### Rebate

Any rebate paid by the company during the course of this agreement will be in the form of a reduction in grant funding from the Shareholder, in accordance with the principles of the Constitution.

### Accounting Policies

The accounting policies recognized by the Institute of Chartered Accountants Australia and New Zealand for the measurement and reporting of financial performance and financial position will be adopted by the Company.

A full statement of Accounting Policies will be presented in the Company's Annual Report.

All financial statements, reports, and information will be consistent with Council reporting styles and standards where both possible and practicable.

### Procedures for Acquisition of Other Interests

The acquisition of shares or interest in other companies or organizations will only be considered by the Directors where such acquisition is consistent with the long-term commercial objectives of the Company.

If the directors believe that the Company should invest in, or otherwise acquire, any interest in another company or organization, they will obtain the prior approval of the shareholders.

### Activities for Which the Company Seeks Compensation from any Local Authority

There are no activities for which the Company seeks compensation from any local authority.

The Council is not permitted to provide any guarantee, indemnity, or security in respects of the assets, liabilities, or trading activities of the Company.

### Sales of Goods/Services to the Shareholder

The Company provides goods and services to the Waitaki District Council as part of its normal business activities. These goods and services shall be charged for on a commercial basis.

Signed by Director:



Date:

13/03/2025



# Balance Sheet

## Tourism Waitaki Ltd As at 31 December 2024

31 DEC 2024

### Assets

#### Bank

ANZ OBPC 02 Account	420,833.81
ANZ TW 00 Account	131,477.69
<b>Total Bank</b>	<b>552,311.50</b>

#### Current Assets

Accounts Receivable Control	149,624.64
ANZ Term Deposit - 1015	150,000.00
ANZ Term Deposit - 1016	150,000.00
ANZ Term Deposit - 1017	150,000.00
ANZ Term Deposit - 1018	150,000.00
ANZ Term Deposit - 1019	150,000.00
Cash on Hand - non cash	200.00
Deferred Tax	33,130.00
OBPC Debtors Clearing	183.32
OBPC Unbalanced Transactions	598.50
Stock on Hand - OBPC	18,311.13
<b>Total Current Assets</b>	<b>952,047.59</b>

#### Fixed Assets

A20 - Computer Equipment	1,814.00
A20 - Furniture and Fittings	1,154.00
IC - Computer Equipment	4,050.00
IC - Furniture and Fittings	4,590.00
Less Accumulated Depreciation on Computer Equipment - A20	(1,798.87)
Less Accumulated Depreciation on Computer Equipment - IC	(3,814.94)
Less Accumulated Depreciation on Computer Equipment - OBPC	(38,331.73)
Less Accumulated Depreciation on Computer Equipment - TW	(15,670.20)
Less Accumulated Depreciation on Computer Equipment - WSC	(2,550.02)
Less Accumulated Depreciation on Furniture and Fittings - A20	(1,065.32)
Less Accumulated Depreciation on Furniture and Fittings - IC	(4,590.00)
Less Accumulated Depreciation on Furniture and Fittings - OPBC	(222,936.77)
Less Accumulated Depreciation on Furniture and Fittings - TW	(18,662.49)
Less Accumulated Depreciation on Intangible Assets - OBPC	(14,868.10)
Less Accumulated Depreciation on Intangible Assets - TW	(23,250.00)
Less Accumulated Depreciation on Motor Vehicles - TW	(14,933.19)
Less Accumulated Depreciation on Plant and Equipment - OBPC	(31,444.92)
Less Accumulated Depreciation on Plant and Equipment - TW	(4,024.66)
OBPC - Buildings	8,250.00
OBPC - Computer Equipment	39,982.73
OBPC - Furniture and Fittings	374,755.26
OBPC - Intangible Assets	269,020.00

Balance Sheet

	31 DEC 2024
OBPC - Plant and Equipment	108,617.13
TW - Computer Equipment	17,001.83
TW - Furniture and Fittings	19,455.00
TW - Intangible Assets	55,800.00
TW - Motor Vehicles	27,712.00
TW - Plant and Equipment	4,292.60
WSC - Computer Equipment	2,750.00
<b>Total Fixed Assets</b>	<b>541,303.34</b>
<b>Total Assets</b>	<b>2,045,662.43</b>
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable (Xero)	186,522.81
ANZ Credit Card - 3803 PA	2,699.45
ANZ Credit Card - LB	864.96
ANZ Credit Card - JH	1,549.50
BP Petrol Card Clearing Account	(204.34)
Employee Entitlements	56,602.63
Forward Bookings - OBPC	95,517.02
Gift voucher discount	(926.08)
GST	32,908.23
GST on Imports	(1,233.45)
OBPC Gift Voucher Liability	2,279.00
PAYE Payable	24,644.47
Rounding	(0.21)
Sundry Creditors	2,309.40
Taxation - RWT	(15,628.55)
Taxation Provision	163,947.42
Taxation provisional paid	(12,657.30)
<b>Total Current Liabilities</b>	<b>539,194.96</b>
<b>Total Liabilities</b>	<b>539,194.96</b>
<b>Net Assets</b>	<b>1,506,467.47</b>
<b>Equity</b>	
Authorised Capital	500,000.00
Current Year Earnings	227,534.72
Funds Introduced - A2O	150,279.99
Funds Introduced - OBPC	323,925.53
Retained Earnings (960)	604,727.23
Uncalled Capital	(300,000.00)
<b>Total Equity</b>	<b>1,506,467.47</b>

## Omarama Airfield Limited

Report to the Shareholders for the six months ending December 31 2024.

The Profit and Loss statement for the period presents some difficulties when using the actual values for comparison with airfield operations in previous years because :

1. Revenue from the sale of land is required to be included as are development, rates pre payment, commission and legal costs relating to the sale.
2. There has been a delay in billing rent, lease and insurance recoveries and that revenue will now be received in the second half of the year.
3. Audit fees were not budgeted for on the assumption that audit may not have been required. Audit was required for 2023-2024 and that cost has been met in the 2024-25 year.
4. Despite these challenges the increase over budget in landing fees is a clear indicator of increased airfield activity which will be reflected in other revenue once it is received.
5. Operating costs have been largely at or close to budget when the timing matters identified above are taken into consideration.

Other.

1. In the six month period the airfield has hosted a number of successful courses operated by the Omarama Gliding Club who also hosted and managed the South Island Championships which attracted the highest number of entrants for the past 5 years.
2. Soaring Equipment Ltd now operate two Omarama based tow aircraft which has removed the concern regarding glider launching. However securing full time tow pilots remains an issue.
3. Sales of Nimbus Drive lots have been very slow and below expectations. The company has added LJ Hooker Twizel to the sales agents in order to stimulate activity in the new year.
4. The Pink Glider cafe remains closed and the company has not been made aware of any potential purchasers. The cafe is an important amenity for the airfield and the board will now enter discussions with the current lessee in order to resolve the matter.
5. An airfield User Group meeting in December 2024 did not identify any significant operational or management issue which the board need to deal with.

On behalf of the Directors  
Clive Geddes

Chair.  
Omarama Airfield Limited

February 21 2025

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## Profit and Loss

Omarama Airfield Limited

For the 6 months ended 31 December 2024

	Actual 01/07/2024 - 31/12/2024	Budget 01/07/2024 - 31/12/2024	Actual 01/07/2023 - 31/12/2023
<b>Revenue</b>			
Interest Received	63	200	229
Land Sales	243,478	-	-
Landing Fees	17,801	15,000	13,903
Operator Fees	700	3,000	5,770
Other Operating Income	-	175	-
Rents & Leases	6,635	20,000	23,542
Turnover Percent	3,893	7,500	4,025
<b>Total Revenue</b>	<b>272,570</b>	<b>45,875</b>	<b>47,469</b>
<b>Cost of Sales</b>			
Commission	10,000	-	-
Development Costs	51,813	-	-
<b>Total Cost of Sales</b>	<b>61,813</b>	<b>-</b>	<b>-</b>
<b>Gross Profit</b>	<b>210,757</b>	<b>45,875</b>	<b>47,469</b>
<b>Operating Expenses</b>			
Accounting & Bookkeeping	13,211	5,001	4,270
Audit	12,570	-	-
Depreciation	-	28,500	-
Employee Related Costs	906	7,500	5,779
Fuel	2,085	1,500	1,690
General Expenses	1,796	750	1,243
Insurance	11,447	5,000	9,085
Legal Expenses	13,620	-	-
Non-Deductible Expenses	4	-	2
Power	4,796	4,500	2,985
Professional Fees	-	600	-
Rates	44,063	17,500	14,205
Repairs & Maintenance	451	3,000	793
Subdivision Costs	490	-	-
Subscriptions	762	-	-
Terminal Expenses	1,339	1,400	1,263
Travel	-	900	-
<b>Total Operating Expenses</b>	<b>107,541</b>	<b>76,151</b>	<b>41,316</b>
<b>Net Profit</b>	<b>103,215</b>	<b>(30,276)</b>	<b>6,152</b>

## **Omarama Airfield Limited Draft Statement of Intent For the 2025 – 2026 Year**

### **1. Introduction**

This Draft Statement of Intent has been prepared in accordance with Clauses 9 and 10 in Schedule 8 of the Local Government Act 2002.

It identifies for the 2025-26 financial year the activities and intentions of Omarama Airfield Limited and the objectives to which those activities will contribute. Performance targets and measures are specified, along with the Company's policies relating to governance and other matters.

The Statement of Intent is compiled annually in consultation with the two equal shareholders being the Waitaki District Council and the Omarama Soaring Centre Incorporated.

### **2. The Company**

#### **2.1 Background**

Omarama Airfield Limited was formed in 1993 to develop and operate the Omarama Airfield. The Waitaki District Council and Omarama Soaring Centre Inc. each own 50% of the shares issued by the Company. The Local Government Act 2002 defines the company as a Council Controlled Organisation.

Council's primary objective for continued ownership is to maintain public access to the transport and recreational facilities of the airfield whilst encouraging the gliding activities which use the world class soaring environment of the Omarama area.

#### **2.2 Nature and Scope of Activities**

Omarama Airfield Limited owns the airfield land, infrastructure and common facilities and is responsible for the operation and ongoing development of the facility.

#### **2.3 Objectives**

The principal objective of the Company is to provide airfield facilities, and if necessary, the equipment, that supports flying activities and encourages aviation opportunities in Omarama.

The principal objective is advanced through:

- Enhancing the airfield infrastructure.
- Providing public access to airfield facilities.
- Supporting commercial operations.
- Hosting gliding courses, events and competitions.
- Hosting general aviation events.
- Hosting non-aviation events that are complementary to the airfield.

- Supporting model flying operations and events.
- Supporting aviation club activities.
- Encouraging and supporting new aviation activity.
- Managing the airfield in compliance with New Zealand aviation law.
- Pursuing non-aviation revenue enhancing opportunities through the sub-division and sale of land.
- The delivery of the shareholder expectations.
- Establishing agreements for the ownership and operational costs of the radio, weather reporting, web sites, fibre optic and wi-fi networks on the airfield.
- Upgrading where appropriate the plant and equipment used to operate and maintain the facility.
- Securing the water sources for the irrigation system and reviewing the application method to ensure it provides the most efficient use of energy and water
- Establishing, with user groups and Omarama accommodation interests an airfield events and marketing plan.
- Establishing a closer relationship with the organisation's that represent the Omarama community.
- Ensuring where appropriate the company's activities are undertaken in an environmentally responsible manner.
- Using, where compliant with the company's expenditure policies, locally based tradespeople and contractors.
- Co-operating with airfield users to ensure that every opportunity for administration and operational efficiency is realised.

#### **2.4 Shareholder Expectations**

The shareholders expect that in conducting the affairs of the Company the directors shall ensure:

- Business activities are conducted in an efficient and effective manner and where feasible local supply chains and business services are utilised.
- Assets and liabilities are prudently managed to ensure financial sustainability.
- The asset is managed with due regard for the environment with a commitment to reducing the environmental impact of maintenance and operational activities.
- The overall performance supports shareholder reasons for continued ownership.
- The decisions made enhance the achievement of the Company's long-term objectives.
- The Company acts as a good employer with a strong emphasis on employee safety, welfare and co-operation.
- That a transparent and collaborative relationship is maintained with the shareholders.
- The facility is managed and operated in compliance with the regulations that govern aviation and airfields.

### **3. Reporting and Performance Measures**

#### **3.1 Reporting Frequency and Content**

A Director of the Company shall attend the meeting of Council and the Omarama Soaring Centre Inc. at which the Annual Report is presented and may attend when the Half Yearly report is presented.

Based on an annual balance date of 30<sup>th</sup> June the company will, in accordance with the provisions of Clauses 8 and 9 of Schedule 8 and Section 64 of the Local Government Act 2002, provide to the shareholders the following reports:

##### **(a) Draft Statement of Intent**

By 1 March each year, the Directors shall deliver to the shareholders a Draft Statement of Intent for the following year.

##### **(b) Completed Statement of Intent**

By 30<sup>th</sup> June of each year, the Directors will deliver to the shareholders a Statement of Intent for the following year.

##### **(c) Half Yearly Report**

Within two months after the end of the first half of each financial year, the Directors shall deliver to the shareholders an un-audited report containing the information required by the Financial Reporting Act 1993. The report shall include a commentary on the first six months results and the outlook for the second six months with reference to any significant factors that are likely to have an effect on the Company's performance.

##### **(d) Annual Report**

Within three months of the end of the financial year, the Directors shall deliver to the shareholders the Annual Report that will include:

- A report on the operations of the Company to enable an informed assessment of the Company's performance, including variations from the business plan and achievements against performance targets.
- Audited financial statements as required under the Financial Reporting Act
- A report on performance against the Corporate Governance Statement.

#### **3.2 Performance Targets and Measures**

Over the next three years the Company's performance targets are to :

- Maintain, operate and provide planned services within budgeted income.
- Achieve a break even or better financial result after prudent provision for asset replacement, depreciation and future trading requirements.
- Update the Company's business plan on an annual basis.
- Enhance the economic benefits to the Omarama and Ahuriri community arising from the operation and development of the airfield as measured by increased patronage of facilities and participation in events.

- Establish through the subdivision and sale of residential land on Nimbus Drive a cash reserve to be used, if required, to secure the airfields amenity and operation.

### **3.3 Ratio of Consolidated Shareholders' Funds to Total Assets**

'Shareholders Funds' are defined as the paid-up capital plus any retained tax paid profits earned less any dividends distributed to shareholders. They include accumulated surpluses, revaluation reserves, trust funds and any other reserves or funds which have been accumulated in accounts known as either "Revenue Reserves" or "Capital Reserves".

'Total Assets' are defined as the sum of all current and non-current assets plus the investments of the Company.

The projected target for the ratio of shareholders' funds to total assets is at least 90%.

### **3.4 Directors Estimate of the Company Value**

The Company's commercial value is estimated in all material respects to be equivalent to the paid up share capital. The directors will advise the shareholders on an annual basis if they believe the value to differ materially from this.

## **4. Governance, Policy and Procedures**

### **4.1 Corporate Governance Statement**

#### **(a) Role of the Board of Directors**

The Directors' role is defined in Section 58 of the Local Government Act 2002. This section states 'the role of a director of a council-controlled organisation is to assist the organisation to meet its objectives and any other requirements in its statement of intent' without limitation on 'the other duties that a director of a council-controlled organisation has.' The Board consults with the Company's shareholders in preparing and reviewing the Statement of Intent.

The Board meets on a regular basis and is responsible for the proper direction and control of the Company's activities as required by the Local Government Act 2002 and the Companies Act 1993

The Board acknowledges that it is responsible for the overall control framework of the Company but it recognises that no cost effective internal control system will preclude all errors and irregularities.

#### **(b) The Role of the Shareholders**

The Board will ensure that the shareholders are informed of all major developments affecting the Company. The shareholders are provided with a draft Statement of Intent and information is communicated to them via the Half Yearly and Annual Reports or if required special meetings.

The shareholders appoint the directors.

#### **(c) Board Appointments**

The board comprises four directors and in accordance with the constitution two are appointed by each shareholder.



The Council's director rotation policy requires its directors to retire over any three year period. Retiring Directors shall be eligible to apply for reappointment.

**(d) Board Committees**

There are no Board Committees.

**(e) Company Management Structure**

The four directors' are involved on a day to day basis in the management of the airfield with administration and maintenance services contracted as required.

**4.2 Dividend Policy**

It is not intended that the Company will pay a dividend in the 2024 – 2025 year.

**4.3 Accounting Policies**

The Company's accounting policies will comply with the legal requirements of the Companies Act 1993, the Financial Reporting Act 1993 and Local Government Act 2002. A full statement of Accounting Policies will be presented in the Company's Annual Report.

**4.4 Procedures for Acquisition of Other Interests**

The acquisition of shares or interest in other companies or organisations will only be considered by the Directors where such acquisition is consistent with the long term commercial objectives of the Company.

The approval of the shareholders will be obtained prior to any such transaction.

**4.5 Activities for Which the Company Seeks Compensation from any Local Authority**

There are no activities contemplated for which the company seeks local authority compensation.

The Council is not permitted to provide any guarantee, indemnity or security in respects of the assets, liabilities or trading activities of the Company.

**4.6 Tendering Policy**

The Company has a tendering policy for the supply of goods and services to the Company.

Compliance with the tendering policy is recorded in the Company's Annual Report.

**6.3 NATIONAL POLICY STATEMENT ON URBAN DEVELOPMENT ANNUAL MONITORING REPORT 2024**

**Author:** David Campbell, Heritage & Planning Manager  
**Authoriser:** Roger Cook, Director Natural and Built Environment  
**Attachments:** 1. NPSUD 2024 Report [↓](#)

**RECOMMENDATION**

That Council approves for publication the attached National Policy Statement for Urban Development Annual Monitoring Report for 2024, pursuant to section 55(3) of the Resource Management Act 1991 and the National Policy Statement for Urban Development 2020.

**DECISION OBJECTIVE**

To seek Council approval to publish an annual monitoring report as required under the National Policy Statement for Urban Development 2020.

**SUMMARY**

The National Policy Statement for Urban Development 2020 requires tier 3 local authorities to monitor a range of indicators on housing and business development demand and supply on a quarterly basis and to publish the results of its monitoring annually. The attached Annual Monitoring Report for 2024 is designed to meet the monitoring requirements of the National Policy Statement for Urban Development and will be the second monitoring report that Council has published.

**DECISION-MAKING EXPECTATIONS**

Governance Decision-Making:	Approve the publication of the National Policy Statement for Urban Development Annual Monitoring Report 2024 for the Waitaki District.
Operational Decision-Making:	Progress and continue annual monitoring for 2025.
Communications	Media Releases – contributed to by officers and Elected Members  Media/public enquiries regarding governance decision-making topics above can be addressed by governance  Media/public enquiries regarding operational decision-making topics above can be addressed by officers

**SUMMARY OF DECISION-MAKING CRITERIA**

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	Moderate	Environmental Considerations	No
Legal	Key	Cultural Considerations	No
Significance	No	Social Considerations	No

Financial Criteria	No	Economic Considerations	No
Community Views	No	Community Board Views	No
Consultation	No	Publicity and Communication	No

## **BACKGROUND**

The National Policy Statement on Urban Development 2020 (NPS-UD) came into force in August 2020 and sets out the objectives and policies for planning well-functioning urban environments under the Resource Management Act 1991. The NPS-UD 2020 applies to all local authorities with an urban environment within their boundaries. Ōamaru is classified as an urban environment under the NPS-UD as it is predominantly urban in character and is part of a housing and labour market of at least 10,000 people. The population of Ōamaru is estimated to be 14,000 as of June 2023.

Under the NPS-UD, the urban environment of Ōamaru is classified as a tier 3 urban environment.

The NPS-UD requires tier 3 local authorities to publish the results of its monitoring annually on the following indicators in relation to each urban environment in their district:

- a) the demand for dwellings
- b) the supply of dwellings
- c) prices of, and rents for, dwellings
- d) housing affordability
- e) the proportion of housing development capacity that has been realised:
  - (i) in previously urbanised areas (such as through infill housing or redevelopment); and
  - (ii) in previously undeveloped (ie, greenfield) areas
- f) available data on business land.

The attached report provides the results of this monitoring using the best available data for Ōamaru. Regular monitoring will help Council to better understand factors affecting demand and delivery of residential and business development and also helps to inform the District Plan and the Ōamaru, Weston and Kakanui Spatial Plan, as well as other Council strategies such as infrastructure and economic development.

The report will be published on Council's website for information purposes only.

## **SUMMARY OF OPTIONS CONSIDERED**

**Option 1** – Council approves publication of the attached National Policy Statement for Urban Development Annual Monitoring Report for 2024 (**Recommended**)

**Option 2** – Council declines publication of the attached National Policy Statement for Urban Development Annual Monitoring Report for 2024.

## **ASSESSMENT OF PREFERRED OPTION**

Option 1 is the preferred option as Council is required under section 55(3) of the RMA 1991 to take any action that is directed by a national policy statement. The NPS-UD requires tier 3 authorities to publish the results of its monitoring on housing and business development supply.

**CONCLUSION**

The attached National Policy Statement for Urban Development Annual Monitoring Report for 2024 provides the best available data on a range of indicators for housing and business demand, supply, and capacity for the Ōamaru urban environment required under the NPS-UD. Council is required to publish the results of its monitoring annually.

**ADDITIONAL DECISION-MAKING CONSIDERATIONS**

**Waitaki District Council Strategic Framework**

**Outcomes**

**Community Outcomes**

Prosperous District

- Attractive to new opportunities
- Supporting local businesses
- Fostering a diverse and resilient economy

Strong Communities

- Enabling safe, healthy communities
- Connected, inclusive communities
- Promoting a greater voice for Waitaki
- Celebrating our community identity

Quality Services

- Robust core infrastructure and services
- Community facilities and services we are proud of

Valued Environment

- Protecting our diverse landscapes and water bodies
- Meeting environmental and climate change challenges

**Policy and Plan Considerations**

The monitoring report will be used to inform the supply of land through the District Plan Review process and for future review of the Ōamaru, Weston and Kakanui Spatial Plan.

**Community Views**

N/A

**Financial Considerations**

N/A – the report has been produced in-house and does not require any further financial commitment from Council.

**Legal Considerations**

Section 55(3) of the RMA 1991 requires a local authority to take any action that is directed by a national policy statement. The NPS-UD requires tier 3 authorities to publish the results of its monitoring on housing and business development supply annually.

**Environmental Considerations**

These are covered in the Policy and Plan Considerations above

**Publicity and Community Considerations**

The monitoring report will be published on Council's website.

# National Policy Statement on Urban Development

## Waitaki District Council Monitoring Report

January 2025



**Waitaki**  
DISTRICT COUNCIL  
TE KAUNIHERA Ā ROHE O WAITAKI

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## Purpose

The purpose of this report is to fulfil Waitaki District Council's (Council) monitoring requirements under clause 3.9 of the National Policy Statement on Urban Development 2020 (NPS-UD). This report provides the update for the 2024 calendar year.

## Executive summary

This yearly NPS UD monitoring report provides an update and analysis of changes across the Waitaki District for housing and business supply, demand and capacity over 2024. Future updates will be provided, as required under legislation.

## Introduction

The NPS-UD came into effect August 2020 and identifies Council as tier 3 local authority due to the Waitaki District (District) containing areas of land that are predominantly urban in character and also containing an urban environment that is part of a housing and labour market of at least 10,000 people. As a tier 3 local authority, clause 3.9.1 of the NPS-UD requires Council to monitor quarterly:

- (a) the demand for dwellings
- (b) the supply of dwellings
- (c) prices of, and rents for, dwellings
- (d) housing affordability
- (e) available data on business land.

The purpose of monitoring under the NPS-UD is to allow Council to make planning decisions informed by robust and frequently updated information about some of the district's development indicators. The data that informs this update report is sourced from the Urban Development Dashboard (UDD). The UDD is a platform on the Ministry of Housing and Urban Development website and is provided to help territorial authorities to give effect to the monitoring requirements of the NPS-UD. Some indicators on the UDD are updated quarterly, while others are updated annually or less frequently.

## Overview of Population growth in the Waitaki District

The Waitaki District is situated in both the Otago and Canterbury Region and covers an area of 7,107.73 km<sup>2</sup>. One of the resource management issues the district faces is planning for growth and development, whilst ensuring that the needs of the community are met and any adverse effects on the environment are avoided, remedied, or mitigated.

The 2023 census had the Waitaki District with a total population of 23 472

Understanding Data (Robin Miller) and Stats NZ predict that there will be population growth in the Waitaki District. The potential population growth for Oamaru is below with three scenarios possible medium, high, and higher.

	2019	2020	2023	2030	2050
Medium (rebased)	15990	16110	16191	16354	16815
High (rebased)	15990	16110	16463	17358	19500
Higher (2013-18 growth trend continues)	15990	16110	16767	18301	22683

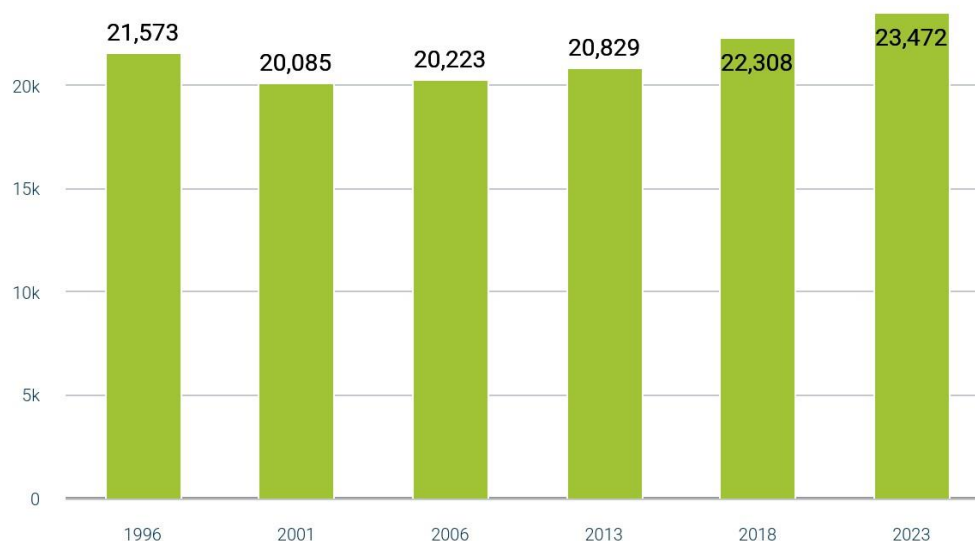
Understanding Data

*Table 1: Future population change scenario results (rounded) for the Oamaru area.  
Housing Demand Assessment for Oamaru*

The below graph shows how the population is changing over a period of time in the wider Waitaki District.

#### Usually resident population, Waitaki District

People



*Figure 1: Previous population growth in the Waitaki District*  
[Place Summaries](#) | [Waitaki District](#) | [Stats NZ](#)

#### Supply and Demand for dwellings

Population change is the key driver underlying the District's increased supply and demand for new housing with our population now reaching record levels.

NPSD – Waitaki District Council Monitoring Report 2024

Housing supply can be measured using building consent data. The difference between supply and demand for new dwellings can be calculated by comparing building consent data and household growth.

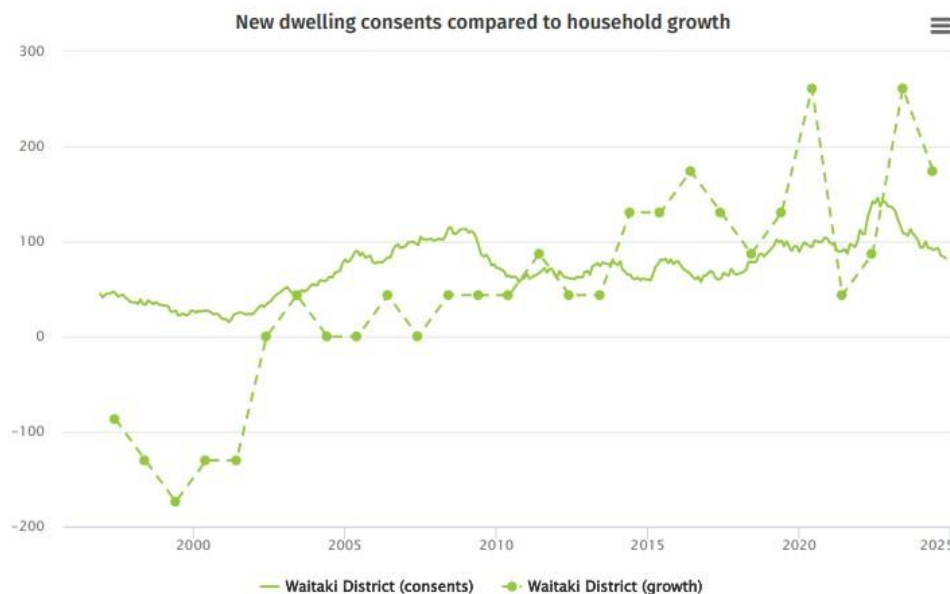


Figure 2: New dwelling consents compared to household growth in the Waitaki District  
[Urban Development \(shinyapps.io\)](https://shinyapps.io/UrbanDevelopment/)

Figure 2 above shows the annual supply of new housing by way of new building consents issued as well as household growth changes. Figure 2 also provides an indication of the changes in demand (household growth) and how responsive supply is (consents). This indicator approximates the demand for, and supply of, new dwellings. The information will also be used to inform the review of the Oamaru, Weston and Kakanui Spatial Plan in the next few years. It will help to track the rate of dwelling growth so as to determine if additional land/increased density provisions will be needed sooner than anticipated by the Spatial Plan.

The number of new dwelling building consents is lagged by six months (presented as a 12month rolling average), to account for the time taken from consenting to completion. It is not adjusted for non-completions, or for demolitions. It is used as a proxy for supply. The most recent resident population, divided by the local average housing size, is used as a proxy for demand. Both sets of data are sourced from Statistics New Zealand.

### Prices of, and rents for, dwellings

The price of rents for dwellings has been steadily increasing. This is in line with national trends.



Figure 3: 12-month rolling dwelling rents (actual weekly amount) in the Waitaki District  
[Urban Development \(shinyapps.io\)](https://shinyapps.io)

### Housing affordability

Housing affordability is measured by the ratio between average house values and average annual household income.

In Waitaki District the average house value was 4.9 times its average household income in 2024. Housing was more affordable than in New Zealand (7.0).

The affordability of houses (as shown in the below table) in the Waitaki (%) remains reasonably steady. The peak came in 2022, with more recent data showing a downward trend. There has been no further analysis of whether this recent trend is caused by changing incomes or house prices.

The table below shows the difference between Waitaki District and wider New Zealand's housing affordability.

Year	Waitaki District House value to income	New Zealand House value to income
2020	4.4	6.6
2021	4.9	7.8
2022	5.7	8.6
2023	5	7.2
2024	4.9	7

Table 1: Housing affordability in Waitaki District in the last 3 years (the lower the number the better)

The Waitaki District has seen a slight improvement in housing affordability in the last year.

#### Available data on business land

2025 has seen a decrease in vacant buildings in the central business district, with 9 being vacant at the time of recording compared to 16 in 2024.

The Oamaru central business district (CBD) has shown no definitive trend towards either growth or shrinkage in the last four years. Changes in the number of vacant buildings (ground floor only) can be noticed but trends either way are not extreme. Roughly 10% of the ground floor main street buildings has been vacant during the observed time period.

The number of vacant buildings in the CBD is suggestive of there being enough retail/business space and opportunities available, although more investigation would be needed to assess the appropriateness of the availability for the type of businesses (e.g. larger format retail).

Discrepancies in numbers result from variations in recording methods as well as changes in building occupancy spaces (e.g. two smaller shops going to one larger shop).

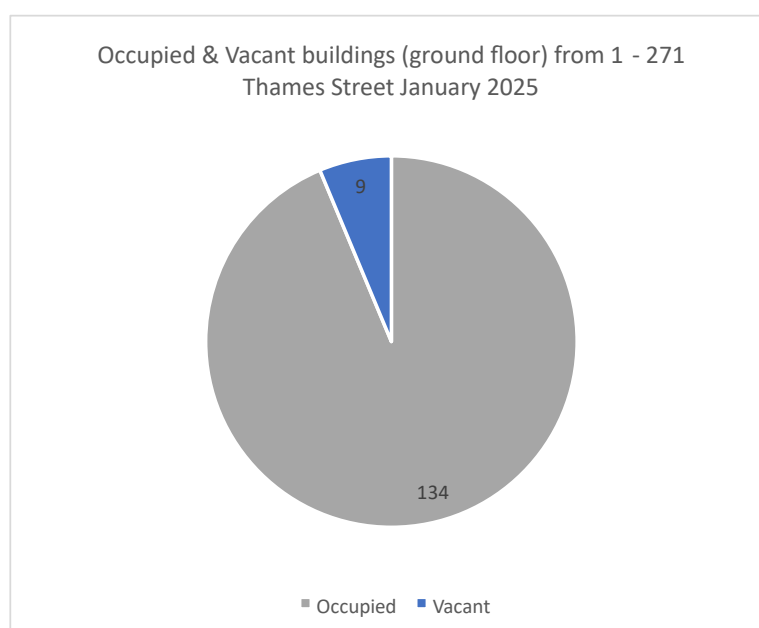


Figure 4: 2025 CBD occupied and vacant buildings

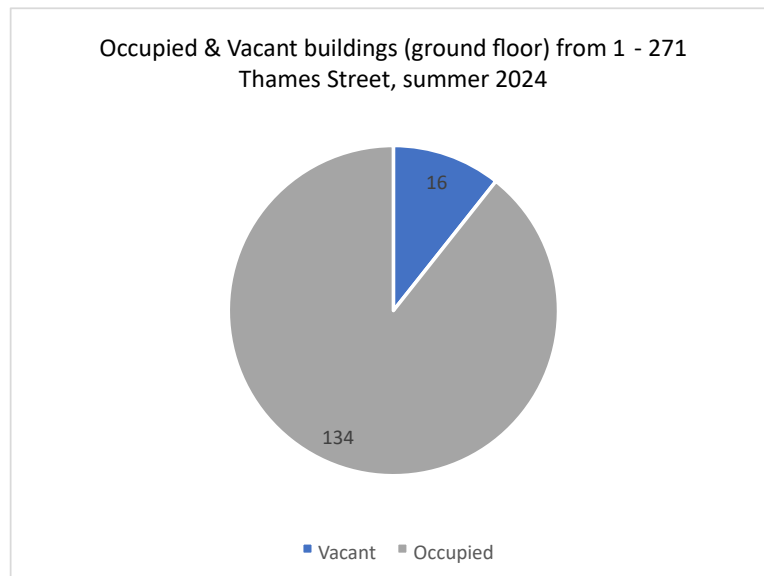


Figure 5: 2024 CBD occupied and vacant building

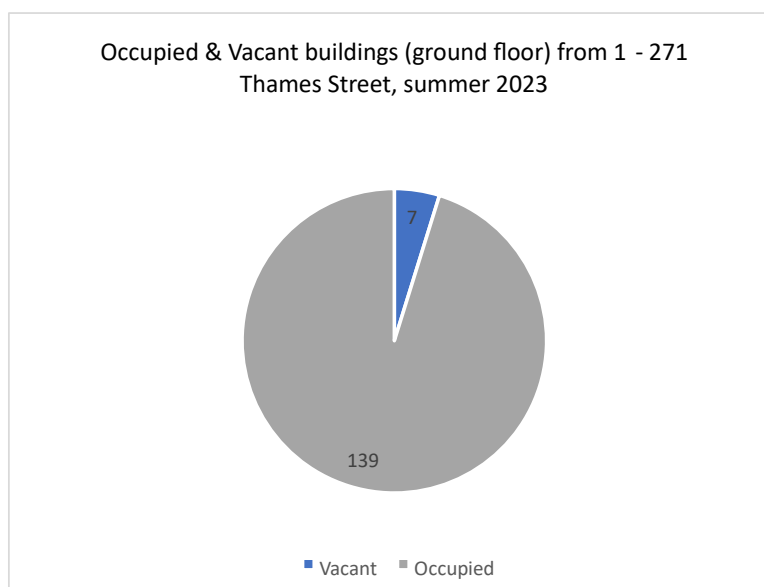


Figure 6: 2023 CBD occupied and vacant buildings

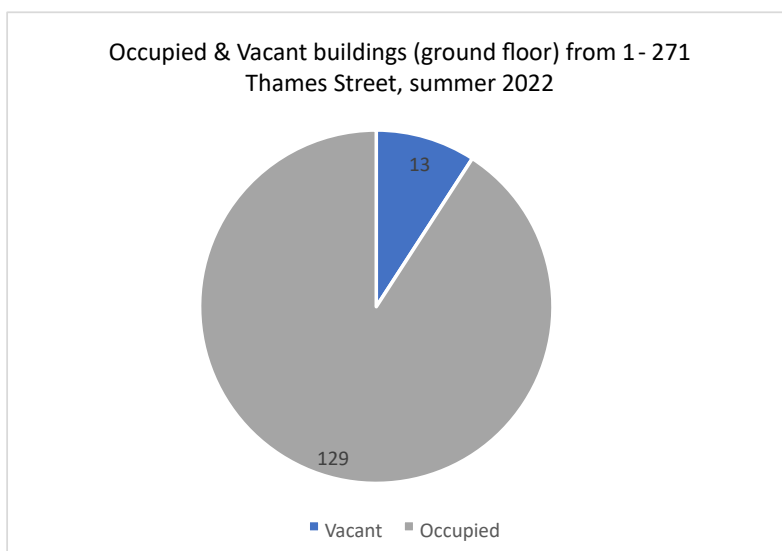


Figure 7: 2022 CBD occupied and vacant buildings

The current year suggests slightly less building vacancies but is a very short-term record, and we can see it fluctuate up and down over the last 4 years.

The types of occupancies for the ground floor buildings are also shown over the last four years below.

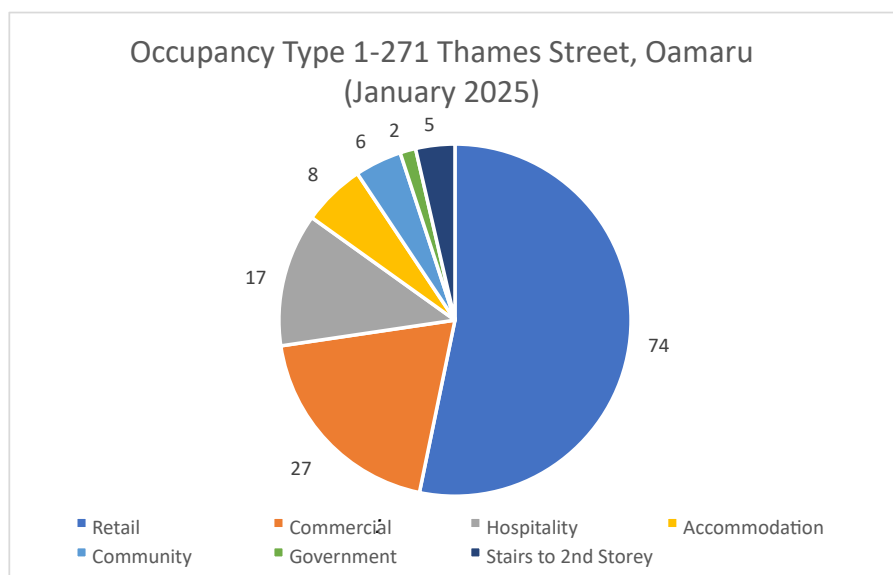


Figure 8: Occupancy type 2025

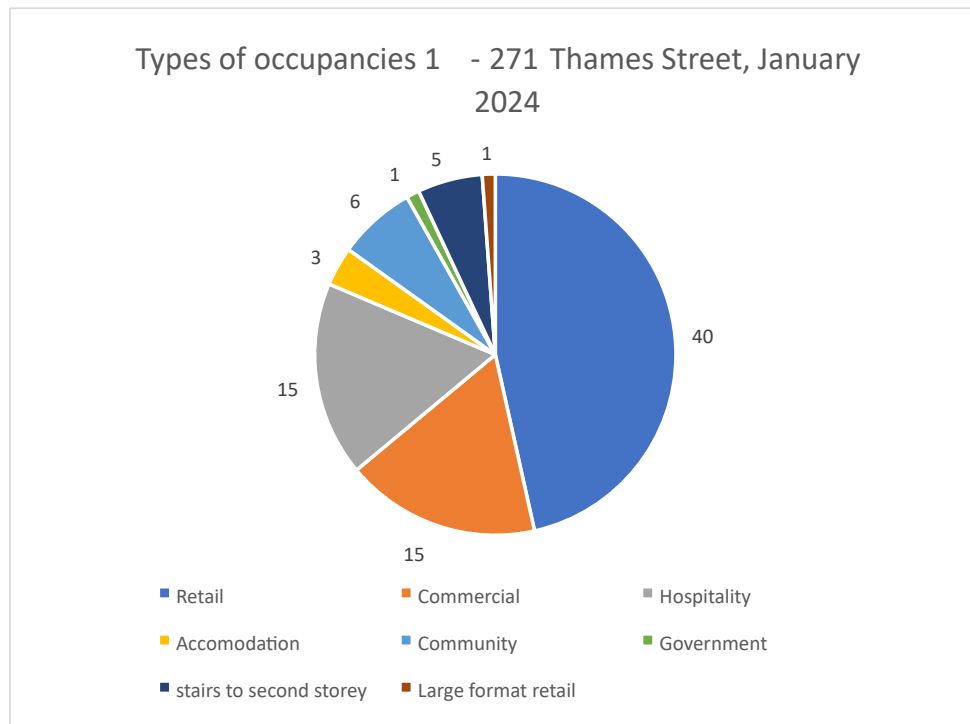


Figure 9: Occupancy type 2024

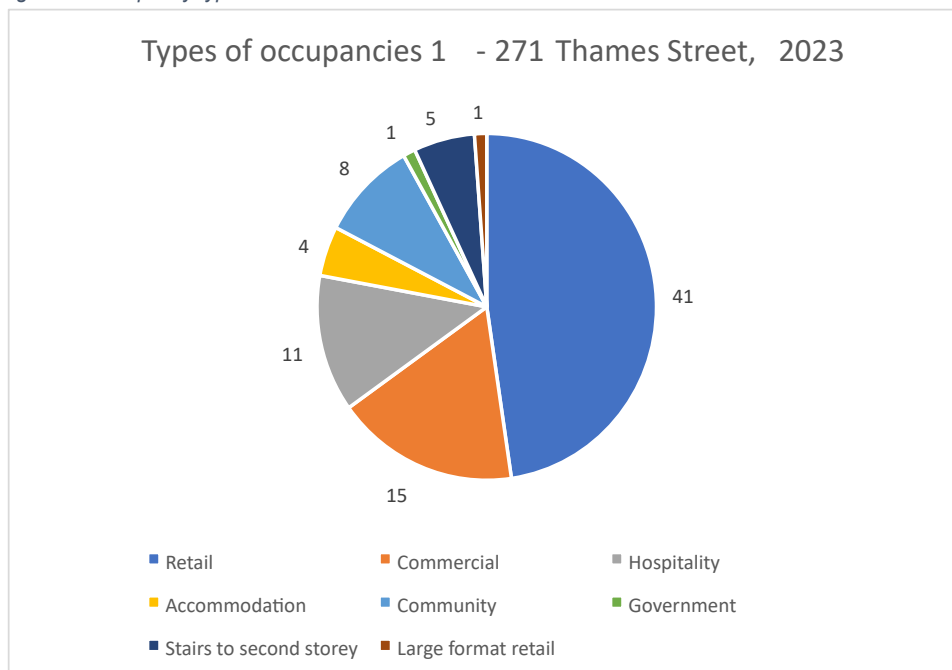


Figure 10: Occupancy type 2023



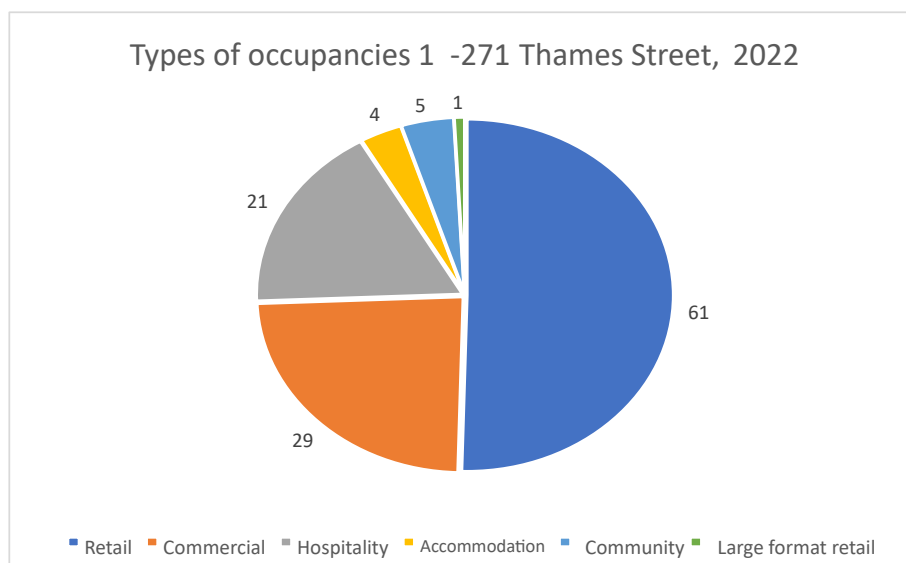


Figure 11: Occupancy type 2022

In 2025 we have seen an increase in retail and commercial occupancy, with other smaller occupancy types filling the spaces. This is a positive increase for the Oamaru CBD showing potentially more confidence in the retail and commercial space. Work is still being done by the Economic Development team and the business community to better understand this and realise other opportunities to try continuing this positive trend.

It is anticipated that longer term trends will start to emerge as this report is updated annually, however at this stage the trends are not particularly alarming or unexpected.

The data capture for this report extended to include some information for the second story (upstairs) parts of buildings to help further enhance the information and to also inform other Council projects and workstreams. The first graph shows the number of buildings that have a second story and simply reflects the status of main street buildings. The second graph then displays information about the known use of the second floor and in some cases, this is not known. Over time this data set will be completed, which will also be useful to help inform some of the initiatives from the Central Oamaru Masterplan. In future, the updated annual report can then start to analyse trend data about changing use of commercial buildings.

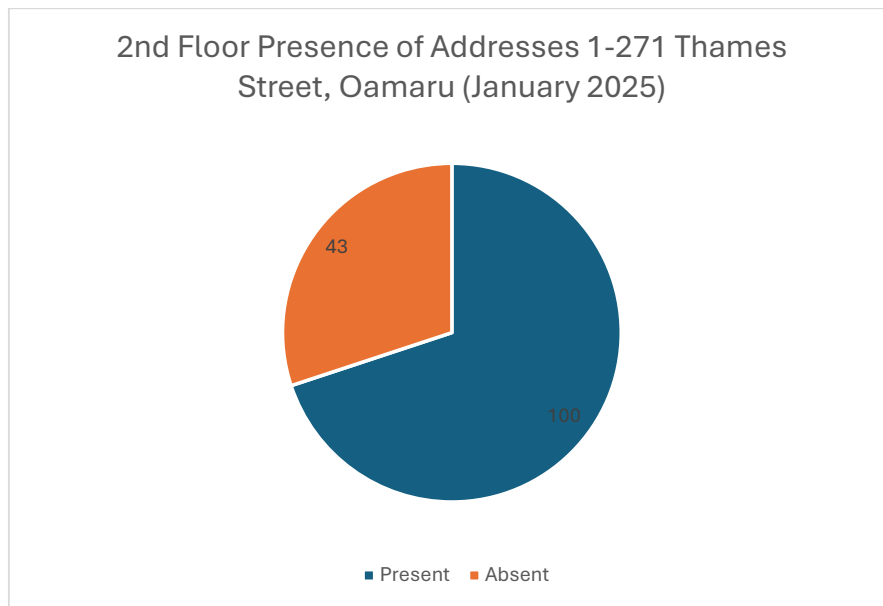


Figure 12: 2nd Floor presence

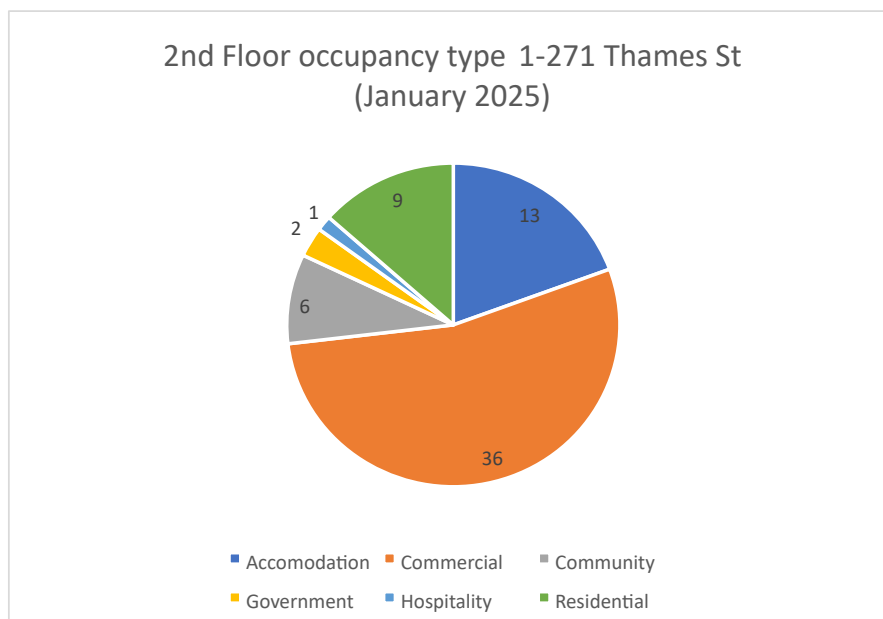


Figure 13: 2nd Floor occupancy type

### Final Summary

Continuing this monitoring and reporting next year will allow us to see changes over a 5-year period and will start to build a bigger more robust picture of the changes and any trends happening in the Waitaki District and allow actions from the Master Plan and Spatial Plan be implemented if necessary.

## **6.4 2025 TRIENNIAL ELECTIONS**

**Author:** Carole Hansen, Executive Assistant to People and Culture Group Manager

**Authoriser:** Alex Parmley, Chief Executive

### **RECOMMENDATIONS**

That Council:

1. Pursuant to Section 36 (2) of the Local Electoral Act 2001, agrees that the 2025 triennial elections are to be conducted using the postal voting method.
2. Pursuant to Clause 31(1) of the Local Electoral Act Regulations 2001, agrees that the names of the candidates at the 2025 and 2028 triennial council elections and any subsequent by-elections are to be arranged in random order of surname.
- 2.

### **DECISION OBJECTIVE**

To seek approval for postal voting and a determination of the order in which candidate' names are to be shown on the voting documents used for the 2025 and 2028 triennial council elections and any subsequent by-elections triennial elections for Waitaki District Council and the Oamaru Licensing Trust.

### **SUMMARY**

It is proposed that Council decides on the order in which candidate names will appear on voting papers.

### **DECISION-MAKING EXPECTATIONS**

Governance Decision-Making:	Approval of voting method and display of candidate order
Operational Decision-Making:	Implementation of approved instruction to Electionz.com for process
Communications	Media Releases – contributed to by officers and Elected Members  Media/public enquiries regarding governance decision-making topics above can be addressed by governance  Media/public enquiries regarding operational decision-making topics above can be addressed by officers

### **SUMMARY OF DECISION-MAKING CRITERIA**

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	No	Environmental Considerations	No
Legal	Key	Cultural Considerations	No
Significance	No	Social Considerations	No
Financial Criteria	No	Economic Considerations	No
Community Views	No	Community Board Views	No

Consultation	No	Publicity and Communication	No
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## BACKGROUND

### Method of Voting

Section 36(2) of the Local Electoral Act 2001 states that an election must be conducted by postal voting unless Council resolves otherwise. Postal voting has been the preferred method for Council elections, both locally and nationally, since 1986. The preference for postal elections is largely attributable to the simplicity of that process to administer and the higher level of votes typically cast under that method.

The alternative to postal voting would be some form of booth voting. The current election contractor has not been requested to provide any pricing provision for a booth voting option. However, it is anticipated that, if it was requested, that would be more expensive than a postal voting process.

### Processing of Voting Papers

Historically, a resolution of Council has been required to allow voting documents to be processed (but not counted) during an election period. A change to the legislation in 2013 transferred that decision requirement from the Council to the Electoral Officer.

Under section 80 of the Local Electoral Act 2001, it is specified in the election services agreement for the 2025 triennial elections that the Council's voting papers will be processed (but not counted) during the election period. It is expected that all voting papers in the 2025 triennial elections will be processed during the election period.

### Order of Candidates Names

3. Clause 31(1) of the Local Electoral Regulations 2001 allows Council to decide whether candidate names are to be arranged on the voting documents in alphabetical order of surname, pseudo-random order, or random order. In the absence of any Council resolution approving another arrangement, the candidate names must be arranged in alphabetical order of surname.

#### (a) *Random order*

Council resolved to use this option for the 2019 and 2022 triennial elections, with no reported adverse effects. Under this arrangement, the names of the candidates for each issue are shown in random order on each and every voting document, utilising printing software that facilitates this process.

4. Historically, there have been additional costs charged for printing and processing voting papers for councils that have adopted the random order of candidate names. However, with software advancements, this is no longer the case.

5.

6. With the removal of any cost penalty, more councils are adopting to order the candidate names on their voting documents in random order. Other Territorial Local Authorities in the Otago and Canterbury regions to adopt random order include Dunedin City Council, Central Otago District Council, Waimate District Council, MacKenzie District Council, Christchurch City Council, and Timaru, Ashburton, Selwyn, Waimakariri and Kaikoura District Councils.

7.

8. Both the Otago and Canterbury Regional Councils have resolved to use the random order for ordering candidate names for any election issues required for their organisations this year.

9.

#### (b) *Alphabetical order of surnames*

This is the order Council has used for elections prior to 2016 and is self-explanatory.

10. One of the weaknesses of using this method is the perception that candidates listed in the top half of any alphabetically ordered list received an electoral advantage. The limited research carried out on this issue in both New Zealand and international elections has confirmed the possibility of advantage for candidates listed in the top part of any

alphabetically ordered list. As the recommendation of candidate order is one of the few remaining decisions elected members are required to make on the election process, more local authorities are moving away from using this method to remove that perception of bias.

11.

**(c) Pseudo-random order**

Under this arrangement, the order of candidates is drawn by lot, and then all voting papers are printed using that set order of candidates.

12. While this method provides an element of randomisation, the fact that candidate names would still be ordered in the same order on all voting papers still leaves the opportunity of perceived advantage for those names appearing at the top of the list. Adoption of the full random order would remove this perception.

## SUMMARY OF OPTIONS CONSIDERED

13. **Option 1 –** Council agrees that the 2025 and 2028 triennial council elections and any subsequent by-elections are to be arranged in random order of surname and triennial elections be conducted using postal voting, and that names of candidates be arranged in random order of surname.

14. **(Recommended)**

- Option 2 –** Council agrees that the 2025 triennial elections be conducted using postal voting, and that names of candidates be arranged in alphabetical or pseudo-random order.  
(Not Recommended)

## ASSESSMENT OF PREFERRED OPTION

Having considered the options summarised above, the following conclusions have been reached:

1. There is now no cost difference between the candidate order options.
2. Adoption of random ordering of candidate names would generally remove any potential accusations of favouritism towards existing councillors with surnames starting with letters in the first half of the alphabet.
3. One of the reasons previously given for remaining with alphabetical order of candidate names is that there is less confusion for electors in using that method given that the candidate profile booklet lists the candidate profiles in alphabetical order. Historically, both the Southern District Health Board and Otago Regional Council have used the random order for listing candidate names on their voting issues with very few reported problems.

## CONCLUSION

In conclusion, the two key issues for confirmation by resolution of Council include the method of voting and the order of candidate names on the voting documents.

Council's preferred method of voting in previous elections has been that of the postal voting method, largely due to the simplicity of the process and to the likely higher costs attributable to alternative methods such as booth voting.

In the 2019 and 2022 triennial elections Council resolved to use random order of candidate names on the voting documents. As this process has been undertaken with no issues to date, and it does not incur any additional printing costs, is in keeping with other councils in the region and would not favour those with a surname in the first part of the alphabet, this is the recommended option for the 2025 and 2028 triennial council elections and any subsequent by-elections.

## 6.5 ADOPTION OF THE REFRESHED WAITAKI IDENTITY

**Author:** Melanie Jones, Community & Economic Development Manager

**Authoriser:** Joanne O'Neill, Director Strategy, Performance, and Design

### RECOMMENDATION

That Council:

1. Adopts the refreshed Waitaki District brand logo as the foundational work to support branding and promotion of the district.

### DECISION OBJECTIVE

To seek Council approval of the refreshed Waitaki District brand logo to enable resources for new District Gateway and Township signage to be secured for implementation.

### SUMMARY

The development of the Waitaki Story and district brand logo was identified in the 2022 Uplifting Waitaki: Hāpaitia te Waitaki Economic Development strategy as foundational work to support the economic growth and community ambitions outlined in the strategy. This work supports the branding and promotion of the district and will initially be visible on signage around the district including at the entrances to the district and entrances to townships.

The Waitaki Identity and Story was adopted by Council on 26 November 2024. Post adoption, potential trademark challenges were identified with the Woolchemy brand and a decision was made to explore new logo options. Two new Waitaki logos were developed, at no extra cost, by Ocean Design and have now been socialised with key stakeholders and with the community via social media posts. **Option 1 is now recommended for re-adoption.**

Both options are supported by Te Rūnanga o Moeraki and reflect the brand positioning and core idea of “Braided Journeys: Whiria tō rereka” with the Waitaki river as a defining feature of the Waitaki story. Both options have merit and supporters. Option One, is more classic and was preferred by people on social media. Stakeholders more closely engaged in the Waitaki Story & Identity project were split in their views. Those who preferred Option One echoed social media comments – classic, well balanced, graphically strong. Those who preferred Option Two, liked the more artistic and symbolic interpretation and implicit association with te ao Māori.

Community conversations also took place across ten townships from 11 November 2024 to 20 November 2024 to share the evolution of the Waitaki story and district brand logo and seek community input into initial concepts for District signage and their local township signage. New materials and alternative signage designs are being explored and seeing the two logos in context has informed the recommendation to adopt Option One as the Waitaki District brand logo. The more classic and graphically strong design more easily lends itself to applications on different digital and printed collateral and signage implementation.

A phased implementation plan for Gateway and Township signage aims to have the first of the new signs installed by the end of June 2025.

**DECISION-MAKING EXPECTATIONS**

Governance Decision-Making:	Adoption of the refreshed Waitaki District brand logo
Operational Decision-Making:	Resourcing to support implementation planning
Communications	Media Releases – contributed to by officers and Elected Members  Media/public enquiries regarding governance decision-making topics above can be addressed by governance  Media/public enquiries regarding operational decision-making topics above can be addressed by officers

**SUMMARY OF DECISION-MAKING CRITERIA**

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	Moderate	Environmental Considerations	Moderate
Legal	Moderate	Cultural Considerations	Moderate
Significance	Moderate	Social Considerations	Moderate
Financial Criteria	Moderate	Economic Considerations	Moderate
Community Views	Key	Community Board Views	Key
Consultation	No	Publicity and Communication	Moderate

**BACKGROUND**

The Waitaki Identity and Story is key to promoting the district in a clear and consistent way. If effectively executed, it will help draw in visitors, businesses and investors while also attracting skilled people to our community and economy. A strong shared identity and unified messaging will also ensure communication campaigns are more effective and impactful.

In Option 1, the logo/tohu weaves each arm of the “W” together forming connection points where they meet. It communicates the way the Waitaki flows down from Aoraki feeding the land and community, Ki uta, ki tai. In Option 2, the logo/tohu represents the Waitaki river through its elongated horizontal form. The river merges and divides itself creating a pathway forward. While abstract, the “W” is also featured in this option. The logo draws inspiration from the balanced ancient Māori artforms created at Takiroa. Central to the design is Aoraki connecting us to the story of our name, “the tears of Aoraki”.

**Stakeholder feedback**

11 stakeholders from the project group gave feedback with a 50/50 split. Feedback on Option 1, mainly from local businesses, echoed community feedback – a strong well-balanced design, felt to be graphically stronger and more classic. It was also more clearly seen as a “W”. Option 2 elicited broader commentary from stakeholders and was supported by organisations involved in the visitor economy including Tourism Waitaki, the Waitaki Whitestone Geopark and Totara Estate. It was perceived as visually more interesting and dynamic as well as more welcoming and expansive. Inspiration from te ao Māori was also evident.



Both options have merit and supporters. Overall, Option 1 – more classic, has more instant appeal and positive responses. Option 2 – more artistic and reflective of the adopted district narrative, is appreciated for its dynamic and symbolic representation. Following a review of both logos on signage and other printed and digital collateral, Option 1 – a more obvious “W” is recommended for readoption.

Community conversations during November 2024 also provided valuable input to the signage designs and this has informed Gateway and Township iterations. Feedback included a request to explore natural, local and more durable materials to extend the life cycle of the panels as well as input on locally relevant symbols to personalise the townships. Further iterations are now in development.

### **Timeline**

- Council adoption of Waitaki District brand logo – March 2025
- District Gateway & Township signage concept iteration - March – May 2025
- Procurement – Request for Quotes (RFQ) – March/April 2025
- Stakeholder and community feedback – April - May 2025
- Installation Plan commenced for prioritised signs – from June 2025

### **SUMMARY OF OPTIONS CONSIDERED**

**Option 1** – Adopt Waitaki District logo Option One to support branding and promotion of the district and enable implementation of District and Township signage from quarter two 2025. **(Recommended).**

**Option 2** – Adopt Waitaki District logo Option Two to support branding and promotion of the district and enable implementation of District and Township signage from quarter two 2025.

**Option 3** – Status quo – Maintain the current look and feel on District identity including District and Township signage.

### **ASSESSMENT OF PREFERRED OPTION**

**Option 1 is the preferred option.** This logo reflects the core brand positioning and has strong visual appeal. Graphically strong it can work across digital and printed collateral. Alongside the Waitaki Story, the district brand logo is a key enabler for the Waitaki Economic Development strategy. It will allow the district to profile itself consistently and coherently both to our communities in New Zealand, and abroad.

### **CONCLUSION**

Waitaki’s story is powerful and engaging and captures what makes us a unique and distinctive part of New Zealand. A strong district brand logo and identity anchors this work. If well executed, the Waitaki Identity and Story work has the opportunity to engage our community so we all feel proud to live here and want to share our stories with others. Long term, building Waitaki’s reputation will support the attraction of investment and people – future residents, businesses and visitors – to the district.

**ADDITIONAL DECISION-MAKING CONSIDERATIONS**

**Waitaki District Council Strategic Framework**

**Outcomes**

**Community Outcomes**

Prosperous District

- Attractive to new opportunities
- Supporting local businesses
- Fostering a diverse and resilient economy

Strong Communities

- Enabling safe, healthy communities
- Connected, inclusive communities
- Promoting a greater voice for Waitaki
- Celebrating our community identity

Quality Services

- Robust core infrastructure and services
- Community facilities and services we are proud of

Valued Environment

- Protecting our diverse landscapes and water bodies
- Meeting environmental and climate change challenges

**6.6 RATIFICATION OF WDC SUBMISSION ON LOCAL GOVERNMENT (WATER SERVICES) BILL TO FINANCE AND EXPENDITURE COMMITTEE**

**Author:** Margaret Mitchell, Strategy and Policy Advisor

**Authoriser:** Joanne O'Neill, Director Strategy, Performance, and Design

**Attachments:** 1. Final WDC Submission Waters Bill [↓](#)

**RECOMMENDATION**

That Council:

1. That Council formally ratifies Waitaki District Council's submission on the Local Government (Water Services) Bill, as submitted to the Finance and Expenditure Committee on 21 February 2025.

**DECISION OBJECTIVE**

To retrospectively ratify Waitaki District Council's (WDC's) submission on the Local Government (Water Services) Bill, as submitted to the Finance and Expenditure Committee on 21 February 2025.

**SUMMARY**

The Local Government (Water Services) Bill (the Bill) establishes the enduring settings for the new water services system. Changes are proposed to the water services delivery system and to the water services regulatory system.

The Bill is the third piece of legislation in the Government's three-stage process for implementing Local Water Done Well.

Public submissions on the Bill opened on 18 December 2024 and closed on 23 February 2025.

The focus of WDC's submission was on specific aspects of the Bill which are pertinent to the Waitaki district. The submission made some suggested changes to the Bill aimed at helping to achieve the Bill's purpose of providing water services in a "flexible, cost-effective, financially sustainable and accountable manner".

WDC's draft submission was pre-circulated to the Governance team and discussed at the Councillor briefing on 11 February.

**DECISION-MAKING EXPECTATIONS**

Governance Decision-Making:	Formally ratify Council's submission on the Local Government (Water Services) Bill.
Operational Decision-Making:	Planning needs to begin now to allow time to imbed new processes before the Bill is passed in mid-2025.
Communications	Media Releases – contributed to by officers and Elected Members  Media/public enquiries regarding governance decision-making topics above can be addressed by governance

Media/public enquiries regarding operational decision-making topics above can be addressed by officers

## SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	Key	Environmental Considerations	No
Legal	No	Cultural Considerations	No
Significance	No	Social Considerations	No
Financial Criteria	No	Economic Considerations	No
Community Views	No	Community Board Views	No
Consultation	No	Publicity and Communication	No

## BACKGROUND

The Local Government (Water Services) Bill (the Bill) establishes the enduring settings for the new water services system providing the detailed arrangements for the new water services delivery system; a new economic regulation and consumer protection regime for water services; and changes to the water quality regulatory framework and the water services regulator.

The Bill contains standalone provisions and amendments to a number of other Acts including the Commerce Act 1986, Water Services Regulator Act 2020, Water Services Act 2021, Resource Management Act 1991, Local Government Act 2002 and Taumata Arowai—the Water Services Regulator Act 2020.

Key changes in policy direction include:

- Reducing the regulatory burden of the drinking water quality regime and improving proportionality in the application of regulatory powers;
- Providing for a single standard for wastewater and stormwater environmental performance; and
- Introducing a mechanism for establishing mandatory national engineering design standards to ensure consistent standards for the design and construction of water network infrastructure.

## Waitaki District Council's submission on the Local Government (Water Services) Bill

The Bill is a very large document (325 pages) and covers a wide range of matters.

The focus of WDC's submission was on specific aspects of the Bill which are pertinent to the Waitaki district. The submission made some suggested changes to the Bill aimed at helping to achieve the Bill's purpose of providing water services in a "flexible, cost-effective, financially sustainable and accountable manner".

WDC has made **40 recommendations** in its submission. A summary of key issues highlighted in the submission include:

- A general concern around the drafting of the Bill – in particular, inconsistent naming of organisations, incomplete definitions and inadequate cross-referencing.
- The increased bureaucracy and regulatory burden that will likely result from this Bill. For example, the requirement for drinking water catchment plans in addition to the existing Drinking Water Safety Planning process required under the Water Services Act 2021.

- Overlap between other legislation and the roles and responsibilities of different organisations. For example, between the Preliminary Arrangements Act 2024 (PAA) which permits the identification of only two options for identifying and deciding on a council's proposed water services delivery model (rather than the three anticipated under the Bill).
- Not accommodating existing public/private asset ownership policies that local authorities have in place. For example, in the Bill wastewater service includes the consumer connection (including laterals) but this is not current WDC policy.

WDC's submission is included as Attachment 1.

WDC was party to Taituarā's submission on this matter and generally endorsed Taituarā's submission.

### **SUMMARY OF OPTIONS CONSIDERED**

**Option 1** – Formally ratify Council's submission on the Local Government (Water Services) Bill, as submitted to the Finance and Expenditure Committee on 21 February 2025.  
**(Recommended)**

**Option 2** – Do not formally ratify Council's submission on the Local Government (Water Services) Bill

This option is not viable because the submission was sent to the Finance and Expenditure Committee on 21 February 2025 to meet the limited consultation timeframes.

### **ASSESSMENT OF PREFERRED OPTION**

A draft submission was pre-circulated to the Governance Team and discussed at the Councillor briefing on 11 February 2025.

The submission was sent to the Finance and Expenditure Committee on 21 February 2025 to meet the limited consultation timeframes. Therefore Option 1 is the only viable option.

### **CONCLUSION**

The Bill once enacted will have wide reaching implications across Council.

While there are other groups and organisations submitting on the Bill it is important that WDC made its own submission to ensure that the interests of our community are represented to Government.

Contributing through the submissions process also helps to ensure that legislation is practical and effective at the local level and highlights potential implementation issues and practicalities with the proposed legislation.

**ADDITIONAL DECISION-MAKING CONSIDERATIONS**

**Waitaki District Council Strategic Framework**

**Outcomes**

**Community Outcomes**

Prosperous District

- Attractive to new opportunities
- Supporting local businesses
- Fostering a diverse and resilient economy

Strong Communities

- Enabling safe, healthy communities
- Connected, inclusive communities
- Promoting a greater voice for Waitaki
- Celebrating our community identity

Quality Services

- Robust core infrastructure and services
- Community facilities and services we are proud of

Valued Environment

- Protecting our diverse landscapes and water bodies
- Meeting environmental and climate change challenges

**Policy and Plan Considerations**

Should the Bill be enacted as it is currently drafted, there will be a number of implications for policy and plan considerations for Council.

For example:

- The Commerce Commission will start implementing the economic regulation regime which will place new requirements on water service providers;
- There will be a requirement to develop drinking water catchment plans;
- Existing Bylaws and Policies may need to be amended to meet new legislative requirements.



21 February 2025

Committee Secretariat  
Finance and Expenditure Committee  
Parliament Buildings  
Wellington  
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To the Finance and Expenditure Committee

**Waitaki District Council's submission in respect of the Local Government (Water Services) Bill**

**Executive Summary**

Waitaki District Council (WDC) welcomes the opportunity to provide feedback to the Finance and Expenditure Committee on the Local Government (Water Services) Bill (the Bill).

WDC is supportive of the water services reform programme and acknowledges the need for change to ensure the delivery of safe, affordable and reliable drinking water, and wastewater and stormwater networks that meet environmental and cultural expectations.

We also acknowledge that the Bill is a necessary step towards achieving the goals of the water services reform programme but question whether the Bill, in its current form, will help achieve the Government's goal of reducing bureaucracy.

WDC has reviewed the Bill, and our comments that follow relate to specific aspects of the Bill which are pertinent to the Waitaki district. We have also made some suggested changes to the Bill which are aimed at helping to achieve the Bill's purpose of providing water services in a "flexible, cost-effective, financially sustainable and accountable manner".

WDC generally endorses the submission made by Taituara.

**Key issues highlighted from our reading of the Bill include:**

- A general concern around the drafting of the Bill – in particular, inconsistent naming of organisations, incomplete definitions and inadequate cross-referencing.
- The increased bureaucracy and regulatory burden that will likely result from this Bill. For example the requirement for drinking water catchment plans in addition to the

existing Drinking Water Safety Planning process required under the Water Services Act 2021.

- Overlap between other legislation and the roles and responsibilities of different organisations.

**WDC has made the following recommendations to the Finance and Expenditure Committee on the Local Government (Water Services) Bill:**

1. Provide for clauses 25 to 30 to come into effect at a later date (thus allowing local authorities to complete plans and establish joint arrangements out of the service delivery plans).
2. Amend clause 25(7) to establish that in the event of conflict between these provisions and the Preliminary Arrangements Act (PAA), the PAA prevails (as opposed to the provisions of this Bill prevailing).
3. The objective that water service providers provide safe drinking water be extended to all water services.
4. That the definitions of stormwater, wastewater and water supply services be further defined to allow existing and proposed public/private asset ownership arrangements and policies to be accommodated.
5. The Bill is modified to specify that territorial authorities are responsible for the services they own.
6. The objective that water service providers operate in a way that does not have an adverse effect on the environment be amended to require that any environmental effect be minimised.
7. That specific direction be given as to the accounting / reporting treatment of the transfer from a territorial authority to a water organisation and that this should be based on the now revoked Water Services Entities Act 2022.
8. That the Bill is amended to explicitly state that a dividend or distribution of any surplus to shareholders should be expressly prohibited in the Bill.
9. Amend Clause 22 to require water organisations to gain shareholder approval before entering into any significant contract to transfer an obligation to another body.
10. Clause 187(2c) be amended to either include a time limit OR specify that it relates only to contracts that are not of a commercial variety.
11. Remove sections 26 - 29 in their entirety.
12. Clarify whether, in the case of a proposed group water service provider, if one party withdraws following consultation, there is a requirement to reconsult.
13. Remove or simplify section 28 to avoid repetition.
14. Remove section 29.
15. That an additional clause be added to Section 38 to allow additional services related to the core function that provide benefit to the consumers, shareholders and the wider community.
16. That the wording of section (4) be amended and the words: "*for any service*" be added in the following manner: "when determining whether to set a charge *for any service*."
17. Remove (6)(b) or clarify that it can only be used for stormwater services and that this change also be reflected in section 63.
18. That collection powers in relation to water charges be significantly strengthened and align with the powers attached to rates charged under the Local Government (Rating) Act 2002.
19. That section 71 be slightly expanded to make it clear that penalties will apply to all outstanding charges on any due date and section 72 be removed.

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20. Amend clause 60 to require the boards of water organisations to authorise the levying of charges for water services.
21. Amend section 75 to make it clear that water organisations must provide information on charges eligible to be included in a rates rebate application in a timely manner but how that information is provided is a matter between the water organisation and territorial authority.
22. Ensure there is no overlap with the existing Source Water Risk Management Plan requirement under the Water Services Act 2021. Consider amendment of the Water Services Act 2021 to expand the scope of Source Water Risk Management Plans so there is one document identifying and management risks associated with source water.
23. Clarification sought on whether the Bill distinguishes between natural water courses and stormwater networks, and if there is a rural/urban distinction and the minimal practical size for consideration.
24. Clarification sought if the intention is that Water Service Providers are liable for all stormwater systems, including drainage channels, etc. The Bill should be specific on that matter, and the Land Drainage Act 1908 should be repealed or overhauled in conjunction with this Bill.
25. Extend the bylaw making powers so that water service providers can make bylaws for all water services they provide.
26. Confirm and clarify the terminology used in reference to “territorial authority”, “water service provider”, and “water organisation”, in relation to which entity should have responsibility for preparation and adoption of the stormwater network risk management plan.
27. That the definition of Trade Waste be extended to include food services (industrial and trade processes).
28. Clarification sought on which agency is responsible for sending the trade waste plan to the Water Services Authority, when it is developed by a water organisation.
29. Clarification on which Development Contributions (DC) policy will prevail if a joint-Council CCO is established.
30. Remove section 184(3)(b) as (a) and (c) provide sufficient guidance on these matters and that “give effect” be replaced by “accommodate where possible.”
31. That section 199 be abandoned in its current form and a new section setting out how an independent review process could be developed and agreed be drafted to replace this section.
32. Clarification sought in this legislation or the Local Government Act 2002 that a shareholding in a water organisation does not create or form part of a group for accounting purposes.
33. Clarification sought in section 205 to confirm whether there is or is not a requirement to produce a combined result for the territorial authority and water organisation in the territorial authority annual report.
34. Amend the Bill to require that: if the water organisations water strategy has been audited the organisations asset management plans (AMPs) are not required to also be audited.
35. That clause 74 be amended by adding a section that both requires the water organisations to contribute to the cost of preparing the rating information database, and provide a formula for apportioning costs where parties cannot agree based on section 43 of the Rating Valuations Act 1998.
36. Enable water organisations to waive charges for water services provided that these waivers are consistent with a waivers policy adopted by the water organisation.
37. Enable any waiver policy to be adopted only after engagement with the public.

38. Require water organisations to publish any waiver policy on an internet site maintained by the water organisation.
39. Amend the proposed amendment to the Rates Rebate Act to read: “charges set under the authority of sections 60, 61 and 62 of the Local Government (Water Services) Act 2025”.
40. Amend the Bill to make the powers of entry align with those under the Local Government Act 2002.

### **About the Waitaki district**

The Waitaki district has a population of 23,472 (2023) and covers a large land area (7,152 km<sup>2</sup>) making it one of the larger districts in New Zealand. The district reaches inland from the Waitaki River mouth, up the Waitaki River Valley, through Ōhau to the top of the Ahuriri River Valley, extending south to Ōamaru, and down the east coast beyond Palmerston to Flag Swamp.

The Waitaki district is the only Council in the South Island working with two regional Councils - Environment Canterbury and Otago Regional Council.

WDC currently supplies water to around 90% of the district's population through the operation of 15 individual water supplies (eight of which are rural supplies). Over the last few years, Council has progressively amalgamated water supplies, reducing the number of water supplies from 23 to the current 15. In rural areas, water is also used by stock and thus contributes to the rural economy.

WDC provides eight wastewater systems which collect liquid waste from more than 14,000 residents across the district, before treating and disposing of it to acceptable environmental standards.

Our stormwater systems are designed to provide a safe and effective collection of excess water and to protect properties from getting damaged. Approximately 60% of the district's population have access to a public reticulated stormwater system, with the remaining 40% being served by individual soak pits and associated disposal systems.

Agriculture contributes significantly to Waitaki's economy. Agriculture and related secondary industries (e.g. meat processing) account for 15% of the region's GDP and 27% of the region's jobs.

### **General feedback on the Bill**

WDC considers that the involvement and reach of local authorities is too onerous and broad in the Bill as currently drafted. For example, bylaw creation, approval of strategies, and the statement of expectations are too involved and far reaching. Councils will require continued technical understanding to be able to continue to effectively play the role this Bill will establish.

It is good to see that the work already done on the **National Engineering Design Standards** is being advanced. While we expect that these will be the subject of further consultation, at a later date, we note that the draft standards that have already been circulated had a noticeable bias towards urban water infrastructure and were not always practical in a more rural environment.

The Bill duplicates requirements of other Acts, for example Drinking Water Catchment plans required under the Bill and source water risk management plans required under the Water Services Act 2021. This increase in regulatory burden will put pressure on water service providers to meet new requirements. This may be a particular issue for smaller water service providers which are likely to have less access to resources to meet these requirements.

The **PAA** already provides a process for identifying and deciding on a council's proposed water services delivery model, and if necessary, establishing a CCO, as part of the adoption of a Water Services Delivery Plan (WSDP). Consultation is mandatory on that particular part of a WSDP. The process under the PAA for establishing a CCO differs from that under the Bill: for example, the Act permits the identification of only two options (rather than the three anticipated under the Bill), when the council is considering and then consulting on its proposed option.

WDC is currently consulting on its WSDP for the future delivery of water services in the district, as part of the 2025-34 Long Term Plan consultation. WDC is consulting on two different proposed options, as allowed under the PAA, these options are: to form a WSO to undertake water services (the preferred option) and the status quo. If our preferred delivery model has not been implemented (eg the CCO established) by the time the Bill becomes law, the more onerous requirements in the Bill will then apply (the Bill says it prevails over the PAA if there is an inconsistency). This may involve further consultation at that stage, after a council has already consulted under the PAA.

WDC strongly endorses Taituara's submission on this matter. WDC elected to defer its long-term plan process because of the anticipated impact of the water reforms on the community. WDC used the provisions of the PAA in preparing our consultation document and underlying information. The Bill as written will mean that we will have to reconsult on the same matter but with superfluous information added.

*Recommendations:*

1. Provide for clauses 25 to 30 to come into effect at a later date (thus allowing local authorities to complete plans and establish joint arrangements out of the service delivery plans).
2. Amend clause 25(7) to establish that in the event of conflict between these provisions and the PAA, the PAA prevails (as opposed to the provisions of this Bill prevailing).

**Subclause 15(1)(a) refers to the provision of "safe drinking water to consumers". Operating water services safely is important, but this expectation should apply to all of the 'three waters'.**

*Recommendation:*

3. The objective that water service providers provide safe drinking water be extended to all water services.

## **Structural/Service Delivery Arrangements**

### **Section 4 – Interpretation**

WDC is concerned that the Bill does not accommodate existing public/private asset ownership policies that local authorities have in place. These policies cannot simply be changed without public consultation. For example, in the Bill wastewater service includes the consumer connection (including laterals) but this is not current WDC policy.

Additionally, in the Bill water supply service is defined as including the likes of end point treatment. It is important that the Bill is aligned with any proposed changes to the Drinking Water Acceptable Solutions under the Water Services Act 2021 which may allow private ownership.

Other interpretations may need further definition also such as stormwater service. This currently does not clarify what relates to a transport corridor. Is this the road and gutter or does it include sumps/mudtanks which for Waitaki, are currently considered roading assets. Additionally, the Bill states water courses are included and does not accommodate existing Regional Authority responsibilities.

*Recommendation:*

4. That the definitions of stormwater, wastewater and water supply services be further defined to allow existing and proposed public/private asset ownership arrangements and policies to be accommodated.

## **Governance**

Part Two sets out the future options for the delivery of water services and associated matters relating to governance.

WDC has no concerns with the various options in and of themselves, though we do note that one option is no longer available. Earlier communications appeared to suggest that the 'garden variety' CCOs operating under Part Five of the Local Government Act 2002 would be a permitted option, which is clearly not the case in the Bill.

WDC does understand that the water service CCO model is based on the assumption of financial separation that does warrant a purpose-built model.

## **Section 8 – Territorial authority responsible for providing water services**

- A territorial authority is responsible for ensuring that water services are provided in its district in accordance with this Act.

WDC considers this to be a very broad statement that could have unintended consequences.

Could this mean that territorial authorities will be responsible for all water supplies, including the supplies they do not own, which does not align with existing arrangements? WDC considers that this would be a significant undertaking for a territorial authority.

*Recommendation:*

5. The Bill is modified to specify that territorial authorities are responsible for the services they own.

### **Objectives of water service providers**

Clause 1515(1)(a)(ii) is the 'environmental' objective requiring the provision of water services that "do not have adverse effects on the environment". The provision of water services will always have *some* adverse environmental effects be it the discharge of stormwater to the environment or the abstraction of water from lakes and rivers. A more realistic objective would be to provide water services in a way that "minimises (so far as practicable)" or "aims to minimise" adverse effects on the environment.

#### *Recommendation:*

6. The objective that water service providers operate in a way that does not have an adverse effect on the environment be amended to require that any environmental effect be minimised.

### **Section 11 – Transfer agreement with water organisation**

WDC considers that specific direction needs to be given as to how the transfer to a water organisation is treated for reporting purposes. The Office of the Auditor General has taken the position during the audit of the WDC Long Term Plan Consultation Document 2025-34 that it should be treated as the disposal of property plant and equipment and therefore shown as an operating loss in the year it is recognised.

Council did not believe this treatment was appropriate as it does suggest to the community that these assets are lost. We note that this matter was addressed in the Water Services Entities Act 2022 and believe a similar provision should be included in this legislation.

#### *Recommendation:*

7. That specific direction be given as to the accounting/reporting treatment of the transfer from a territorial authority to a water organisation and that this should be based on the now revoked Water Services Entities Act 2022.

### **Financial ringfencing**

WDC endorses Taituara's submission on these matters.

Further WDC believes that a dividend or distribution of any surplus to shareholders should be expressly prohibited in the Bill.

Without the prohibition such matters as price harmonisation in a group CCO would be resisted as it would result in a direct subsidisation from one district to another, rather than treating all consumers the same.

#### *Recommendation:*

8. The Bill is amended to explicitly state that a dividend or distribution of any surplus to shareholders should be expressly prohibited in the Bill.

**The Bill gives water organisations powers to contract out against the express wishes of their shareholders.**

Clauses 21 to 23 authorise a water service provider to contract out the performance of any of its services, on behalf of the water service provider, to another person for up to 50 years – though this does not apply where the contract is to go to another water organisation.

Where the proposed contract is significant, a water organisation must consult its shareholders. A water organisation “must consult its shareholders and incorporate their directions and expectations” in the significance policy.

As worded, the clause gives a water organisation significant power to contract out against the wishes of its shareholders, so long as they are consulted.

*Recommendation:*

9. Amend Clause 22 to require water organisations to gain shareholder approval before entering into any significant contract to transfer an obligation to another body.

**Contracts**

The requirement for a water service provider to give effect to any contract a shareholder has is highly problematic.

**Clause 187(2c) - must give effect to contracts and obligations of the shareholder.** This should have a time limit, or a sunset timeframe. If no limitation of liability or adherence, it should be specific that this should be in relation to contracts that are not of a commercial variety.

*Recommendation:*

10. Amend Clause 187(2c) to either include a time limit OR specify that it relates only to contracts that are not of a commercial variety.

**Section 26 – Identification and assessment of options**

This whole section seems unnecessary, especially given the provisions of the PAA. For many if not most territorial authorities, there may not be a further reasonably practical option given that these will rely on third parties other or territorial authorities or Trusts.

*Recommendation:*

11. Remove sections 26 - 29 entirely.

**Requirement to reconsult on the establishment of a group water service provider**

It is unclear in the Bill if there is any provision to allow for a situation where consultation has been undertaken to establish a group water service provider and following the consultation one party withdraws.

In this situation is there a requirement to reconsult?

*Recommendation:*

12. Clarify whether, in the case of a proposed group water service provider, if one party withdraws following consultation if there is a requirement to reconsult.

**Section 28 – How consultation is to be carried out**

If this section stays in, WDC considers that it needs to be simplified. In particular (1)(c)(iii) is too detailed and prescriptive as these are matters that should be determined by the Governors of any new organisation to best meet the needs of the organisation.

*Recommendation:*

13. Remove or simplify section 28 as it is unnecessarily repetitive.

**Section 29 – Additional considerations relating to any collective area**

WDC considers that this section is completely pointless and unnecessary. The effort here would be better spent dealing with what happens if one part of a joint proposal rejects the option.

*Recommendation:*

14. Remove Section 29

**Section 38 - Limited role of water organisations**

It is unclear why the role of water organisations has to be so limited. In many smaller communities there may be other activities these organisations could undertake that will be of benefit to consumers, shareholders and the wider community.

In the Waitaki district in particular, the management of irrigation schemes would be an area that would have strong synergies with a water organisation given the significant overlap of customers, skills and services.

*Recommendation:*

15. That an additional clause be added to Section 38 to allow additional services related to the core function that provide benefit to the consumers, shareholders and the wider community.

**Section 60 – Water organisation may set charges**

It is encouraging to see that under section 60(4)(b), water usage can be used as a basis for charging. For clarity it would be useful to make it clear that this can be used for any services provided not just drinking water. For example, it can be used to charge for wastewater unlike the current provisions of the Local Government (Rating) Act 2002.

It is unclear why clause (6)(b) is included when a value-based charge may be the most appropriate method to charge for and fund stormwater services.

*Recommendations:*

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16. That the wording of section (4) be amended and the words: “*for any service*” be added in the following manner: “when determining whether to set a charge *for any service*. . . ”,
17. Remove (6)(b) or clarify that it can only be used for stormwater services and that this change also be reflected in section 63.

#### **Section 70 – Water services charges are debt**

To aid with the practicality of collecting this debt when services cannot be withdrawn, the water organisation should be given all of the collection powers that currently attach to the rates charged by local authorities.

##### *Recommendation:*

18. That collection powers in relation to water charges be significantly strengthened and align with the powers attached to rates charged under the Local Government (Rating) Act 2002.

#### **Section 72 – Imposition of penalties**

This whole section seems unnecessary given the wording of section 71. Under 71(3) it is a penalty on unpaid water services charges. This would mean all unpaid charges (all could be added for certainty).

This whole section seems to be unnecessarily carried over from the Local Government (Rating) Act 2002 without recognising the various other sections of the Bill that make it clear this is a very different charging requirement.

##### *Recommendations:*

19. That section 71 be slightly expanded to make it clear that penalties will apply to all outstanding charges on any due date and section 72 be removed.
20. Amend clause 60 to require the boards of water organisations to authorise the levying of charges for water services.

#### **Section 75 – Water organisations must provide charging information to territorial authorities**

Although it is important that information is supplied to allow inclusion of water charges in any rates rebate calculation, this seems an exceedingly cumbersome way of providing this information. For this to be effective, it would have to be supplied for all ratepayers rather than just those that have applied for a rebate.

It may be far more effective to require systems to be developed so that this information is available upon request at all times rather than just supplied in bulk on an arbitrary date. WDC considers that at a minimum, this should be an option, and our preference would be that the territorial authority and water organisation put in place a solution that works for both parties.

##### *Recommendation:*



21. Amend section 75 to make it clear that water organisations must provide information on charges eligible to be included in a rates rebate application in a timely manner but how that is provided is a matter between the water organisation and territorial authority.

### **Drinking Water Catchment Plans**

Source Water Risk Management Plans are already part of the Drinking Water Safety Planning process (required under the Water Services Act 2021). Much of what is proposed for the Drinking Water Catchment Plans is already required in a Source Water Risk Management Plan. Duplication should be avoided.

#### *Recommendation:*

22. Ensure there is no overlap with the existing Source Water Risk Management Plan requirement under the Water Services Act 2021. Consider amendment of the Water Services Act 2021 to expand the scope of Source Water Risk Management Plans so there is one document identifying and management risks associated with source water.

### **Part 3 Subpart 7 – Management of stormwater networks**

This part of the Bill concerns the management of stormwater networks. It clarifies that responsibilities extend to overland flow paths and watercourses, including on private land, that are part of a network, but doesn't define what constitutes a "network".

Clauses 165-167 require preparation of separate or combined stormwater network risk management plans and maps, and it would be helpful to understand how/if the Bill distinguishes between natural water courses and stormwater networks and if there is a rural/urban distinction, minimal practical size for consideration, etc.

Taken to its extreme, every watercourse in the district and the smallest length of pipe or drain could be considered a stormwater network.

This issue also further complicates the current overlapping duties between regional councils and territorial authorities.

If the intention is that water service providers are liable for all stormwater systems, including drainage channels, etc. the Bill should be specific on that matter, and the Land Drainage Act 1908 should be repealed or overhauled in conjunction with this Bill.

Clause 172 allows for a water service provider to make stormwater bylaws. WDC believes that this process should be allowable for all other bylaws, not just stormwater.

#### *Recommendations:*

23. Clarification sought on whether the Bill distinguishes between natural water courses and stormwater networks, and if there is a rural/urban distinction and minimal practical size for consideration.
24. Clarification sought if the intention is that water service providers are liable for all stormwater systems, including drainage channels, etc. The Bill should be specific on that matter, and the Land Drainage Act 1908 should be repealed or overhauled in conjunction with this Bill.

25. Extend the bylaw making powers so that water service providers can make bylaws, for all water services they provide.
26. Confirm and clarify the terminology used in reference to “territorial authority”, “water service provider”, and “water organisation”, in relation to which entity should have responsibility for preparation and adoption of the stormwater network risk management plan.

### Trade waste

WDC is pleased to see that Clause 149 provides a definition of trade waste. However, the definition doesn't extend to food services (industrial and trade processes).

One of the bigger issues faced operationally in sewer networks is fat and grease build ups from commercial food premises such as McDonald's, KFC, etc.

The current definition would mean they are not liable for a trade waste permit, nor any additional charges.

#### *Recommendations:*

27. That the definition of Trade Waste be extended to include food services (industrial and trade processes).
28. Clarification sought on which agency is responsible for sending the trade waste plan to the Water Services Authority, when it is developed by a water organisation.

### Development Contributions

The Bill largely replicates the development contributions (DCs) regime from the Local Government Act 2002. One of the challenges that the entities will face is meeting the needs of urban development and housing. Developers should meet an equitable and transparent share of the capital costs of getting water services in place in order to service development.

*P 65 (2) The water organisation must take the following principles into account:*

*(a) development contributions must only be required if the effects or cumulative effects of developments have created or will create a requirement for the water organisation to have provided or to provide any of the following water services infrastructure assets for the purpose of providing water services:*

*(i) new assets:*

*(ii) additional assets:*

*(iii) assets of increased capacity:*

This clause limits when a territorial authority is able to take DCs. The current legislation (and WDC policy) allows Councils to take development contributions from those who are creating new demand on the network as a result of growth. This may be triggered when a company is expanding their business footprint – but does not necessarily require additional or new assets or assets of increased capacity at that time.

One thing that isn't clear, is that if a joint-Council CCO is established, which development contributions policy is the one that the water company will “uplift” - if the water service provider that is established was to merge debt/assets.

*Recommendation:*

29. Clarification on which DC policy will prevail if a joint-Council CCO is established.

**Statement of Expectations: clauses 184 – 189**

The Bill requires that shareholders of a water organisation are required to prepare a Statement of Expectation (SOE), but not a Local Government Act 2002-type SOE.

Once adopted a water organisation must “give effect to” the SOE: clause 186.

The Bill allows a high degree of political influence over the operations of a water organisation.

The single most concerning section is s184(3)(b). The shareholder should absolutely not be setting the priorities and strategic direction of the water organisation. This is the role of the Board. The shareholder should outline what it sees as priorities and direction in terms of the services that are provided as they relate to wider community objectives covering such matters as levels of service, accommodation of growth and affordability but it is imperative that the water organisation develop a response to these rather than be directed by the shareholder, especially when it is the water organisation which must give effect to them.

WDC believes that the mandatory content is problematic for the following reasons:

- Water organisations already have statutory objectives, and will be heavily regulated – Shareholders in a multi-council CCO may find it harder to agree on substantive expectations and priorities;
- A water organisation Board will have little room to set strategic priorities – “political” priorities of the territorial authority (like affordability) may prevail, as in the past; and
- This could lead to difficulties attracting qualified directors and staff – A territorial authority’s statutory obligation is its obligation: the water organisation has its own statutory obligations.

*Recommendation:*

30. Remove section 184(3)(b) as (a) and (c) provide sufficient guidance on these matters and that “give effect” be replaced by “accommodate where possible” or similar less emphatic language.

**Section 199 – Audit of water services strategy**

WDC considers that the term ‘audit’ should under no circumstances be applied to a water services strategy nor should the Auditor General be granted the responsibility to provide these reports.

In WDC’s view, based on our experiences, this requirement when attached to Long Term Plans has resulted in an overly complex and expensive exercise that provides little to no benefit to the Councils producing an LTP, the community or other users. In WDC’s view this is because audit has a very particular meaning and results on the application of inappropriate standards and procedures to a document and process, they were never designed for.

WDC considers a more effective approach would be to expand on the concept of an independent review referred to in section 187(2)(g). This would then allow the development of a process that properly meets the needs of the entity requesting the review and that could then be performed by an organisation with the appropriate skills and knowledge to meet these needs. This may well be the Auditor General, but this process should not create another monopoly, especially when this work will need to be delivered for an independent, commercial organisation.

*Recommendation:*

31. That section 199 be abandoned in its current form and a new section setting out how an independent review process could be developed and agreed be drafted to replace this section.

**Section 203 – Water services annual report**

For clarity it should be specified that there is no expectation that the financial results of the water organisation are required to be included in the shareholder's Annual Report prepared under s98 of the Local Government Act 2002.

In summary a water organisation should not be considered as part of any group accounts prepared by a territorial authority.

*Recommendations:*

32. Clarification is sought in this legislation or the Local Government Act 2002 that a shareholding in a water organisation does not create or form part of a group for accounting purposes.
33. Clarification sought in section 205 to confirm whether there is no requirement to produce a combined result for the territorial authority and water organisation in the territorial authority annual report.

**Asset management planning should be a direct statutory requirement, not a matter for local authority direction.**

WDC endorses Taituara's submission and recommendation on this matter.

Further WDC believes that a water strategy should be sufficient as an audited document and an asset management plan (AMP) should not be required to be audited.

*Recommendation:*

34. Amend the Bill to require that if the water organisation's water strategy has been audited the organisations AMPs are not required to also be audited.

**Water organisations will need access to rating information both in the short and long-term. The cost of preparing rating information should be shared.**

WDC endorses Taituara's submission on these matters including the recommendation below.

*Recommendation:*

35. That clause 74 be amended by adding a section that both requires the water organisations to contribute to the cost of preparing the rating information database, and provide a formula for apportioning costs where parties cannot agree based on section 43 of the Rating Valuations Act 1998.

**The Bill should be explicit about powers to waive charges for water services.**

WDC endorses Taituara's submission on these matters including the recommendations below.

*Recommendations:*

36. Enable water organisation's to waive charges for water services provided that these waivers are consistent with a waivers policy adopted by the water organisation.  
37. Enable any waiver policy to be adopted only after engagement with the public.  
38. Require water organisation's to publish any waiver policy on an internet site maintained by the water organisation.

**The addition of water services to those charges eligible for a rates rebate scheme may have missed one type of charge.**

WDC endorses Taituara's submission on these matters including the recommendation below.

*Recommendation:*

39. Amend the proposed amendment to the Rates Rebate Act to read "charges set under the authority of sections 60, 61 and 62 of the Local Government (Water Services) Act 2025".

**Section 116 and 117 - Powers of entry**

Sections 116 and 117 give the water service provider the powers needed to enter land to build new and carry out non-urgent operations and maintenance on existing networks. It requires the water service provider to give 30 days' notice to a landowner which is unnecessarily burdensome and will result in failure to meet existing performance targets.

WDC notes that the Bill provides no general power of entry.

Further that powers under the Bill are more limited than they are currently under the Local Government Act 2002:

- A water service provider will have to seek consent from landowners who can impose conditions
- If a water service provider considers these conditions unreasonable the water service provider has to appeal to the District Court.

The Bill reverses the current approach (under the Local Government Act 2002) where opposing landowners are required to bring an appeal to District Court and shifts the onus onto the water service provider.

The Bill will make required works more difficult and will undermine the ability to deliver necessary works efficiently and effectively.

*Recommendation:*

40. That the Bill is amended to make the powers of entry align with those under the Local Government Act 2002.

**Conclusion**

Thank you for the opportunity to provide feedback on the Bill. Waitaki District Council wishes to appear in person via Zoom to support our submission.

Yours sincerely

Gary Kircher  
**Mayor for Waitaki**

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7      MEETING CLOSE