



Waitaki
DISTRICT COUNCIL
TE KAUNIHERA Ā ROHE O WAITAKI

ATTACHMENTS

UNDER SEPARATE COVER

Performance, Audit and Risk Committee

29 September 2025

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Message from the Mayor & Chief Executive

He karere mai nā te Koromatua nā te Tumu Whakarae

Kia ora koutou,

The past year (1 July 2024-30 June 2025) has been one of the toughest environments local councils have ever seen with significant Government reforms in play, financial pressures as a result of increased costs and new compliance standards, and a changing policy environment led by Government.

Our biggest challenge is the future delivery of our Water Services. Through the 2025-34 Long Term Plan (LTP), we consulted on three options for the delivery of our water services with our preferred option stated as an independent Council Controlled Organisation (CCO). As other options developed, we consulted again in May 2025 with our preferred option a joint-Council CCO. Our 2025-34 LTP was developed and adopted on 30 June 2025 based on the assumption our water services would be delivered by a CCO from 1 July 2027.

In July 2025, Council voted to keep our water services delivery in-house. Government will consider the financial sustainability of our Water Services Delivery Plan when it is submitted to the DIA in September 2025.

Council has a responsibility to continue to provide the key services and vital infrastructure investment that our district needs. But we need to do this in a way that is also affordable for our community.

Financially, it has been a tough year. We ended with an \$18.285 million loss, much worse than the expected \$1.666 million profit. This was because we had a lot less income than originally planned and spent more than planned. Some projects were cancelled, like the Transport Choices project and others started later than we planned, such as the Network Waitaki Event Centre development.

Our assets are valued on a regular basis. Our water, stormwater and sewer assets were independently valued as at 30 June 2024 and resulted in a \$105.486 million increase in value from when they were last valued in 2021. This is as a result of the significant price increases in this area in the last couple of years. Our roading assets were also revalued and increased in value by \$2.318 million since they were revalued last year. This is on top of the \$97.409 million increase in the prior year.

There are more challenges ahead as Central Government continue to make big changes. Some of

these may be better for Council and our communities - but changes require people and money to implement them.

We need to balance what our district needs and what regulations require us to do - against what our community can afford when deciding on projects and services. That's one of the reasons we started our Transformation Programme in 2023-24 - to find better ways to deliver services and save money.

Our new operating model was put in place over four phases through 2024-25 with a focus on gaining efficiencies for our communities - and serving our communities better. We have new Area Lead and Locality Officer roles that are locally based. We have new Case Officer roles that provide a central point of contact for our customers. We have increased access to our services by centralising our services at the Library and improved our online service access. We are improving our technology and reducing our costs wherever possible.

Delivering water in-house and the costly water compliance standards and expectations for infrastructure investment, means we will have costs we need to meet that we had not planned for.

This is our community. We are fortunate to have a strong and committed governance and staff team who are genuinely focused on maximising opportunities to deliver better and more efficiently for our communities, despite the challenges we face.

As we work on the 2026-27 Annual Plan and start work on the 2027-37 Long Term Plan, we have to make sure our financial future is sustainable. We are committed to work hard for our community to make Waitaki a great place to live, work, and play.



Alex Parmley
Chief Executive



Gary Kircher
Mayor for Waitaki

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Statement of compliance & responsibility

Compliance

- Council and management confirm that all statutory requirements of the Local Government Act 2002 regarding financial management and borrowing have been complied with.
- The Statement of Service Performance has been prepared in accordance with Part 3 of Schedule 10 of the Local Government Act 2002, including the requirement from s 111 of the Act to prepare all information in accordance with New Zealand Generally Accepted Accounting Practice (GAAP).
- Section 98(3) of the Local Government Act 2002 required Council to complete and adopt its 2024-25 Annual Report within four months of the end of the relevant year, in this case, by 31 October 2025. **This timeframe was not met and consequently Council is in breach of this legislative requirement.**

Responsibility

- Council and management accept responsibility for the preparation of the financial statements and the Statement of Service Performance and for judgements exercised in preparing these.
- Council and management 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 and service performance reporting; and
- In the opinion of Council and management, the Annual Report and the financial statements contained therein, and the Statement of Service Performance for the year ended 30 June 2025, fairly reflect the financial position and operations of the Waitaki District Council and Group.



Alex Parmley
Chief Executive



Gary Kircher
Mayor for Waitaki

31 October 2025

31 October 2025

Opportunities for Māori to contribute to decision-making processes

Existing arrangements

Waitaki District Council acknowledges Māori as people with whom there is a special relationship. Council is committed to giving effect to the principles and intent of Te Tiriti o Waitangi and to engaging in genuine and appropriate consultation with Māori.

Council acknowledges that Te Rūnanga o Ngāi Tahu is the representative of Ngāi Tahu Whānui and that where any enactment requires consultation with any iwi or any iwi authority, that consultation shall, with respect to matters affecting Ngāi Tahu Whānui, be held with Te Rūnanga o Ngāi Tahu.

Waitaki District Council and Te Rūnanga o Moeraki have signed a Memorandum of Understanding (MoU). The MoU sets out mechanisms and processes that will promote and facilitate effective consultation and liaison between Council and the Rūnanga.

Waitaki District Council is also a signatory to Te Rōpū Taiao Otago Governance Charter, which formalises the relationship between the Papatipu Rūnanga and the local authorities of the Otago region. The committee primarily deals with higher level decision-making concerning environmental resource management within local government.

Council continues to focus on its wider role, including:

- Encouraging Māori contribution to decision-making processes of all Council activities, not simply decisions under the Resource Management Act.
- Reference to Māori rather than to takata whenua, thus including mana whenua and taura.
- Reference not only to enabling contribution to decision-making, but also to fostering Māori capacity to contribute.

Independent auditor's report

Section one | Overview

What's this document all about?

We're committed to our vision of making the Waitaki District the best place to be – whenua taurikura! Council writes an Annual Report each financial year to let you know how we did towards achieving this vision. The 2024-25 Annual Report is just one part of a bigger picture.

Our planning & reporting cycle

Long Term Plan Council writes a Long Term Plan (LTP) every three years to set our strategic direction, levels of service, programme of activities, budget, and measures of success for the 10 years ahead. The 2024-25 Annual Report measures our performance against Year 4 of the 2021-31 Long Term Plan.

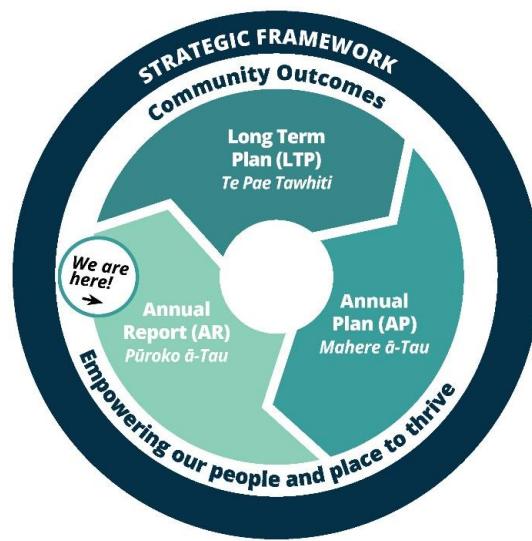
Annual Plan In each of the two years between developing a Long Term Plan, Council produces an Annual Plan. The Annual Plan takes a fresh look at what was set in the Long Term Plan, to assess whether any changes are needed for Council to keep the commitments it made to looking after the district's community assets, infrastructure, and wellbeing for the year ahead.

Enhanced Annual Plan In February 2024, as a result of the repeal of the Affordable Water reform, Council's were given an option to defer the 2024-34 Long Term Plan and instead produce a 2024-25 Enhanced Annual Plan. Waitaki took this option with a view that Council would have more direction on the future of water services in 12 months time.

This caused the usual planning cycle to fall out of sync. We adopted our 2025-34 Long Term Plan on 30 June 2025. We'll produce a 2026-27 Annual Plan, and the cycle will get back in sync when we produce our 2027-37 Long Term Plan.

Our 2024-25 Enhanced Annual Plan can be found on our website at www.waitaki.govt.nz.

Annual Report – We are here! Council writes an Annual Report at the end of each financial year – which ends on 30 June every year. Our Annual Reports let you know how we did against our most recent Long Term Plan and Annual Plan, including how we progressed on our planned programme of activities, and what our actual financial position was compared with what was forecast for the year. The 2024-25 Annual Report is for the financial year ended 30 June 2025 and reports on our performance against the 2024-25 Enhanced Annual Plan, or Year 4 of the 2021-31 Long Term Plan.



Our strategic framework



Financial statistics

Council Only	Actual 2024	Annual	
		Plan 2024	Actual 2023
Proportion of Rates to Total Income (%)	61.3%	55.0%	58.2%
Proportion of Rates to Total Expenditure (%)	49.7%	55.2%	49.9%
Total rating assessments (at the previous 1st of July)	13,999	13,977	13,894
Average Rates per rateable property	\$2,885.58	\$2,883.97	\$2,691.31
Average Expenditure per rateable property	\$5,803.68	\$5,227.58	\$5,394.27
External Debt percentage of Total Assets	5.41%	4.01%	3.51%
External Debt per rateable property	\$5,117.58	\$3,596.27	\$3,041.38
Current ratio	0.55	0.44	0.46
<i>Ratio of Current Assets to Current Liabilities</i>			
Liquid ratio	0.50	0.39	0.45
<i>Ratio of Liquid Assets (cash & cash equivalents, trade & other receivables and other financial assets) to Liquid Liabilities (Trade & other payables, borrowings)</i>			

Five-year financial summary

Council Only	2024	2023	2022	2021	2020
	\$000	\$000	\$000	\$000	\$000
Rates revenue	41,280	38,157	35,516	32,846	32,833
Net Operating Surplus/(Deficit)	(18,285)	(11,228)	1,207	(4,392)	(3,124)
Cashflows					
Operating Activities	8,379	8,900	16,976	13,809	14,076
Investing Activities	(35,152)	(24,332)	(26,096)	(20,789)	(21,282)
Financing Activities	29,384	17,183	9,000	8,600	7,400
Net Increase/(Decrease) in cash held	2,611	1,751	(120)	1,620	194
External Debt	71,641	42,257	25,074	16,021	7,400
Total Assets	1,324,561	1,202,258	1,097,827	1,048,174	929,715

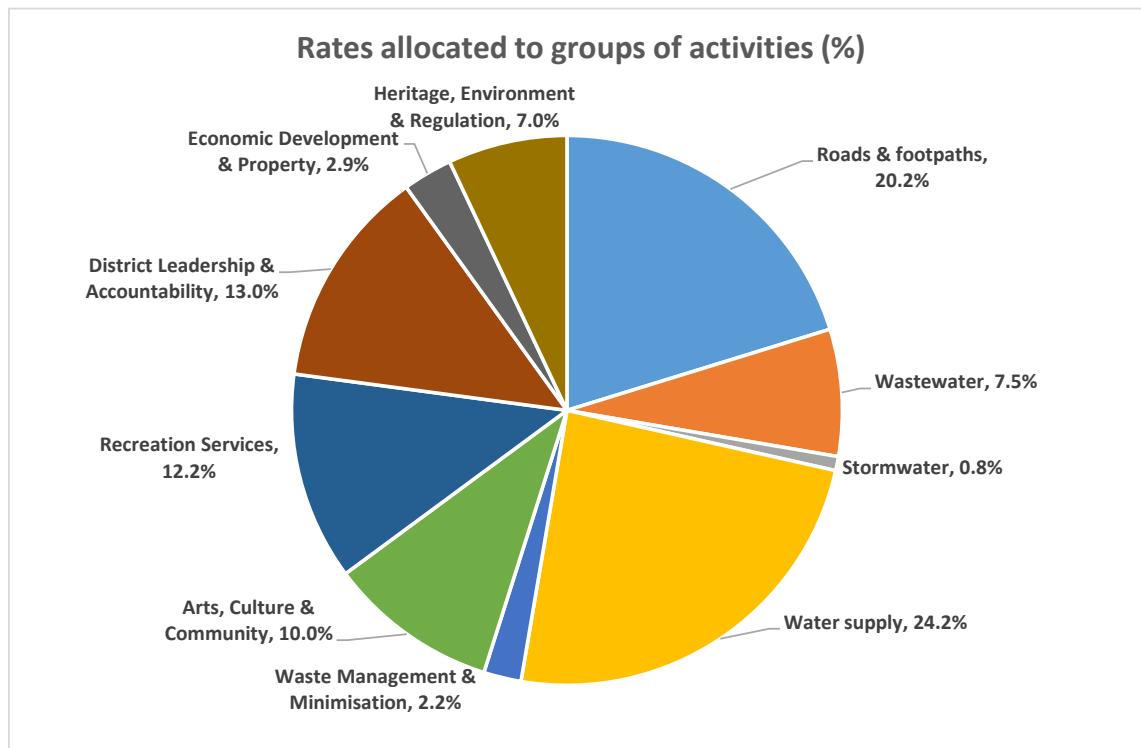
Waitaki District rating base

This rating base information reflects the position as at the end of the preceding financial year and was used as the basis on which rates for the current financial year were struck.

	At 1 July 2024
Total rateable properties	14,032
Total Land Value of the district	\$6,245,674,950
Total Capital Value of the district	\$11,944,643,850

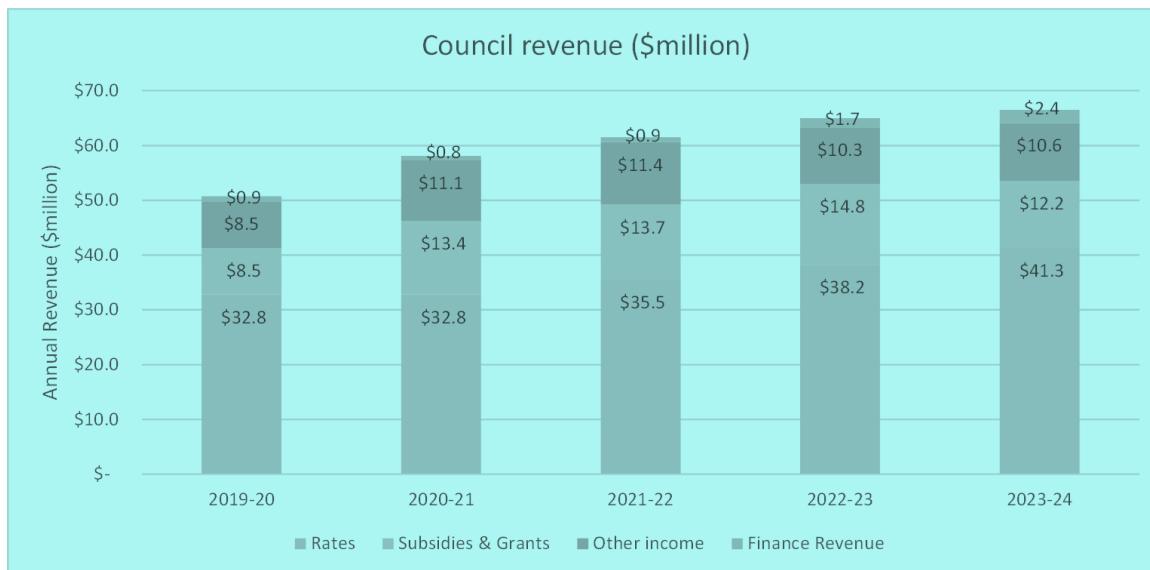
Rates revenue by Council activity

This graph depicts the allocation of rates revenue across Council's main activity groups.



Council revenue at a glance

The following graph presents Council's main categories of revenue.



Financial disclosures (Council only)

Disclosure statement for the year ended 30 June 2025

This statement discloses Council's financial performance in relation to various benchmarks to enable an assessment of whether Council is prudently managing its revenues, expenditure, assets, liabilities, and general financial dealings. The inclusion of this statement in the 2024-25 Annual Report is a mandatory requirement imposed by the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations). Please refer to the Regulations for more information, including definitions of some of the terms used.

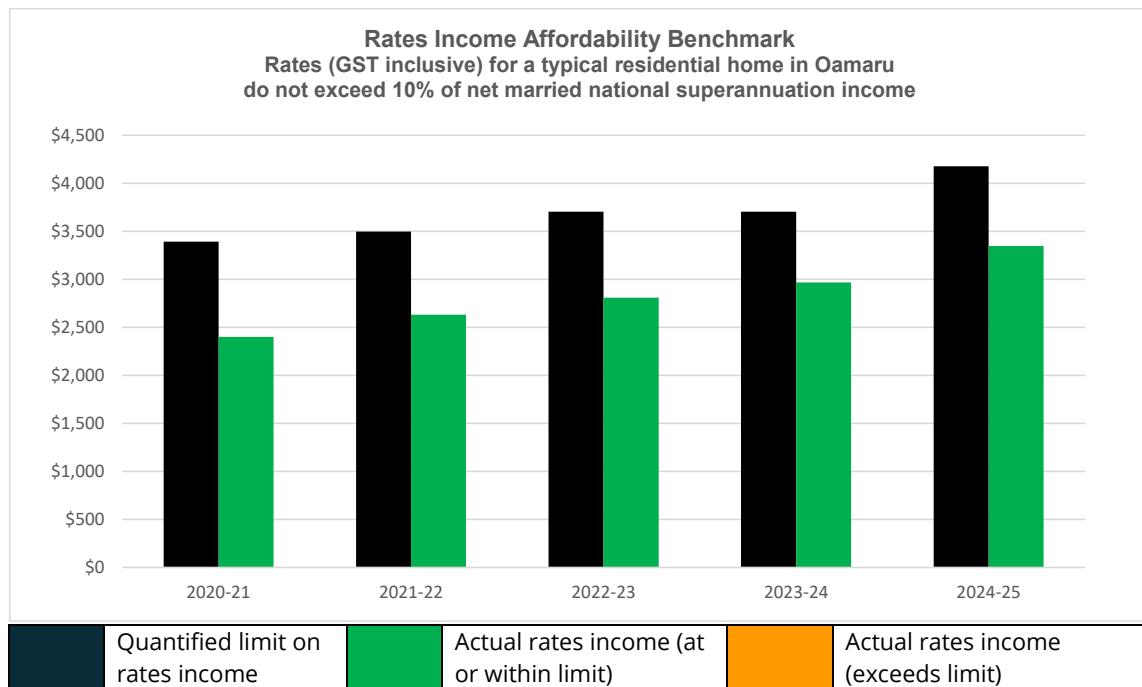
Rates affordability benchmarks

Council meets the three rates affordability benchmarks when:

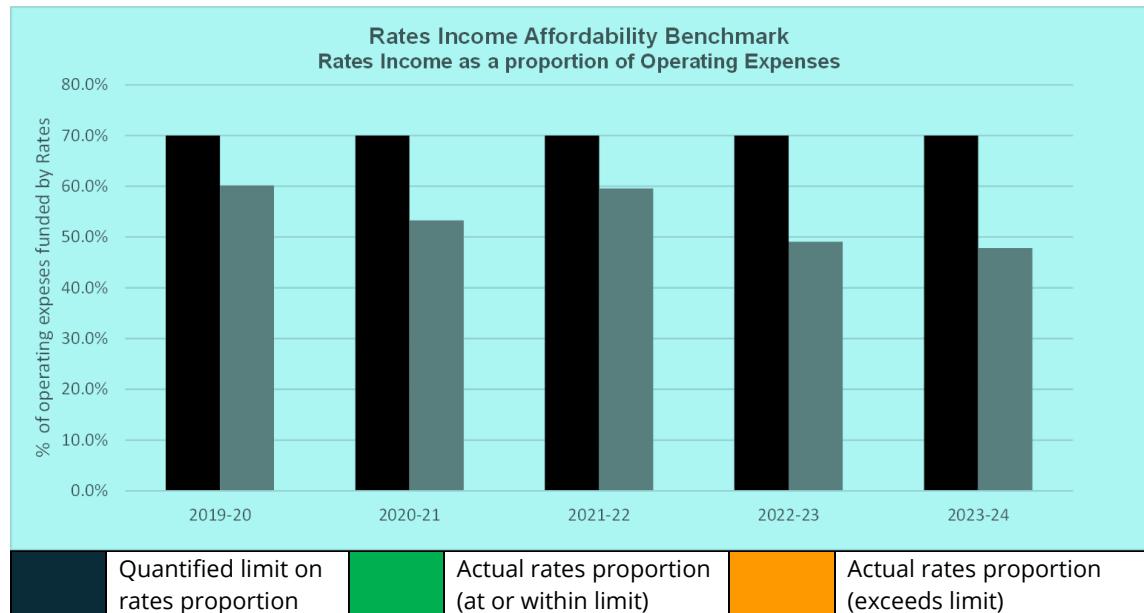
- Actual rates revenue equals, or is less than, each quantified limit on rates.
- Actual increases in rates equal, or are less than, each quantified limit on rates increases.

Rates income affordability

These graphs compare Council's actual rates revenue with quantified limits on rates contained in the Financial Strategy appearing in Council's 2021-31 Long Term Plan. That quantified limit is that the average annual rate levied on a typical residential property in Ōamaru will not exceed 10% of married national superannuation, net of tax.

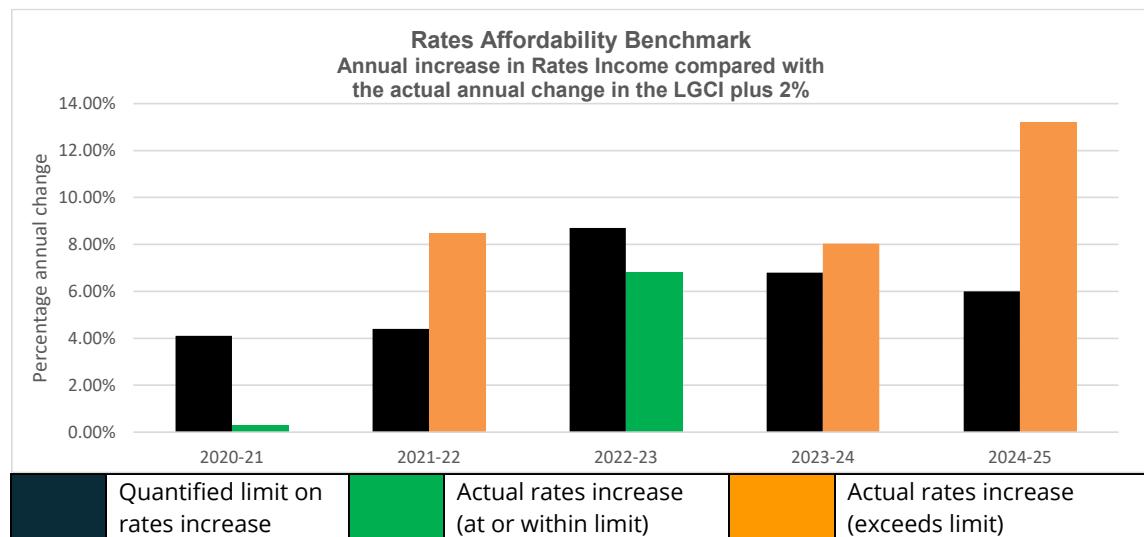


This graph compares Council's rates revenue with a quantified limit on rates contained in the financial strategy appearing in Council's 2021-31 Long Term Plan. That quantified limit is that revenue raised from rates should fund no more than 70% of total operating expenditure.



Rates increases affordability

This graph compares Council's actual rates increases with a quantified limit on rates increases contained in the Financial Strategy appearing in Council's 2021-31 Long Term Plan. That quantified limit is that the increase in average annual rates levied by Council will not exceed the increase in the Local Government Cost Index (LGCI) for the previous year (to 30 June), plus 2%.



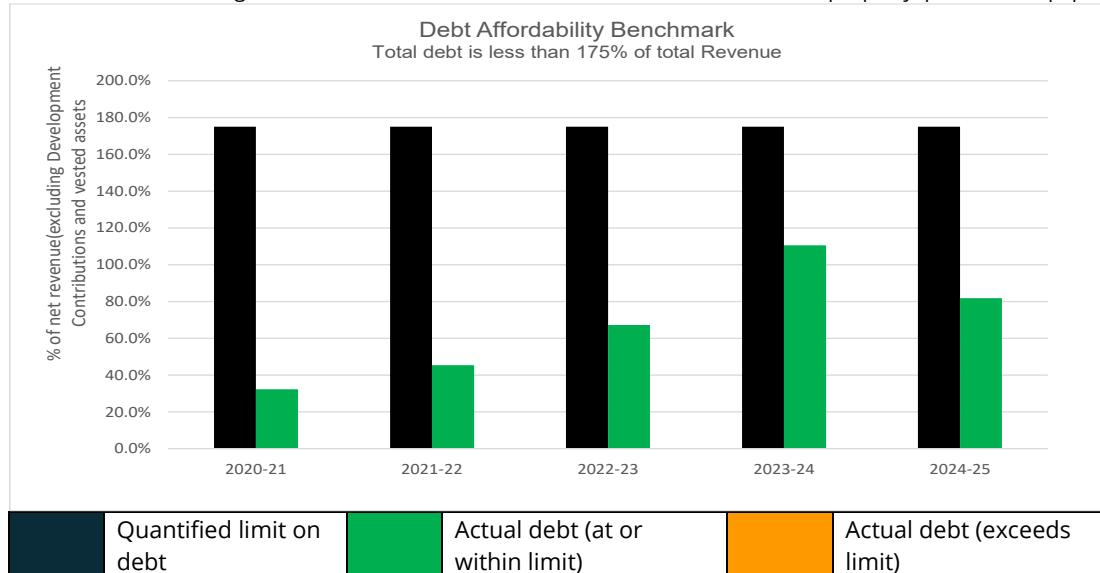
Rates are set annually at an appropriate level to match anticipated future service delivery costs. The alternative would be to reduce the level of service provided to the community, but that would always be a last-resort measure taken in consultation with the community.

Debt affordability benchmarks

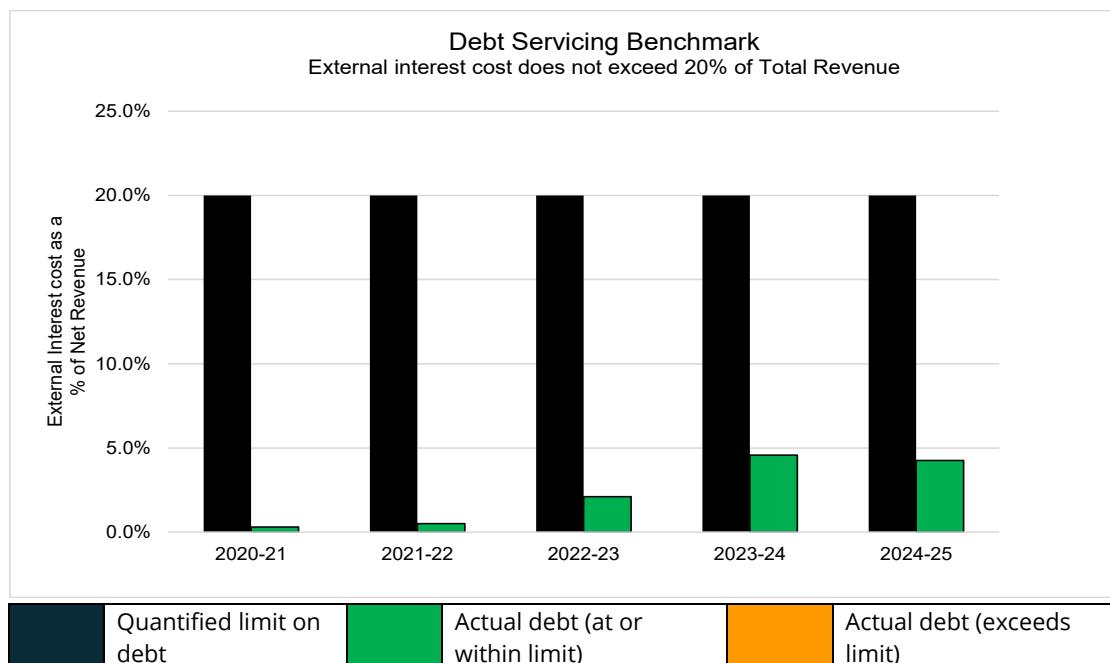
Council meets the debt affordability benchmarks when actual borrowings are within each quantified limit on borrowing. Actual external borrowing is compared with quantified limits on borrowing contained in the Financial Strategy appearing in Council's 2021-31 Long Term Plan.

The Financial Strategy in the 2021-31 Long Term Plan set four quantified limits on external debt:

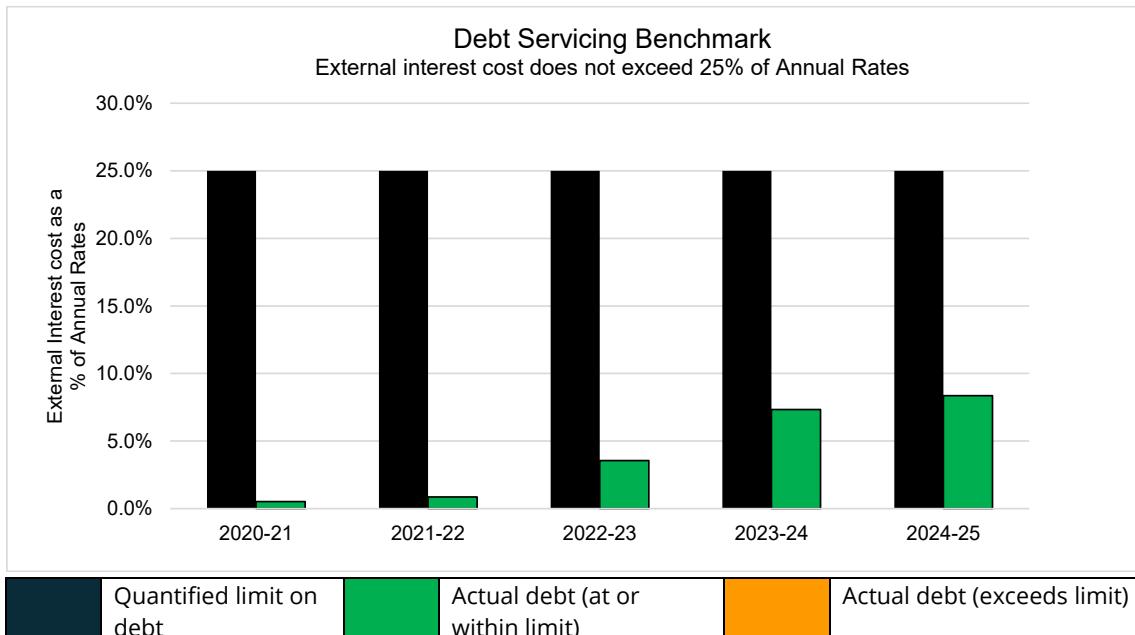
- External debt will not exceed 175% of total revenue (excluding Development and Financial Contributions (DCs), vested assets, gains on derivative financial instruments, and revaluation of property, plant, and equipment).



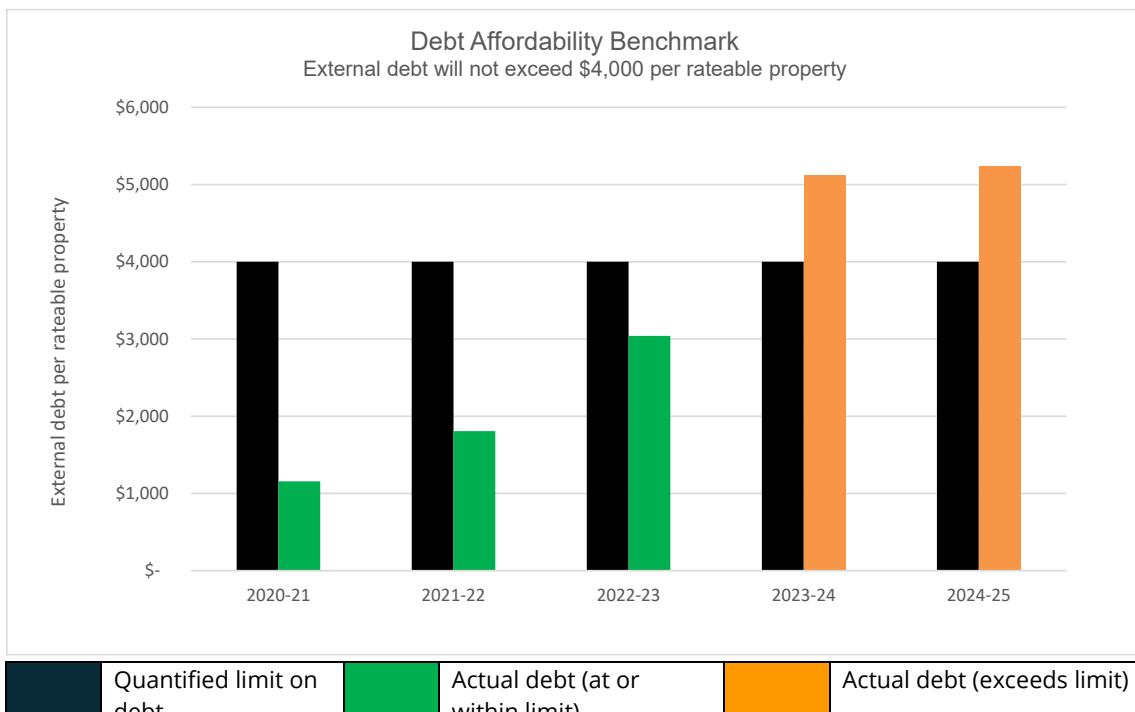
- Interest cost related to external debt will not exceed 20% of total revenue (excluding Development and Financial Contributions (DCs), vested assets, gains on derivative financial instruments, and revaluation of property, plant, and equipment).



- Interest cost related to external debt will not exceed 25% of annual rates – the benchmark is achieved when external interest cost is less than 25% of annual rates.

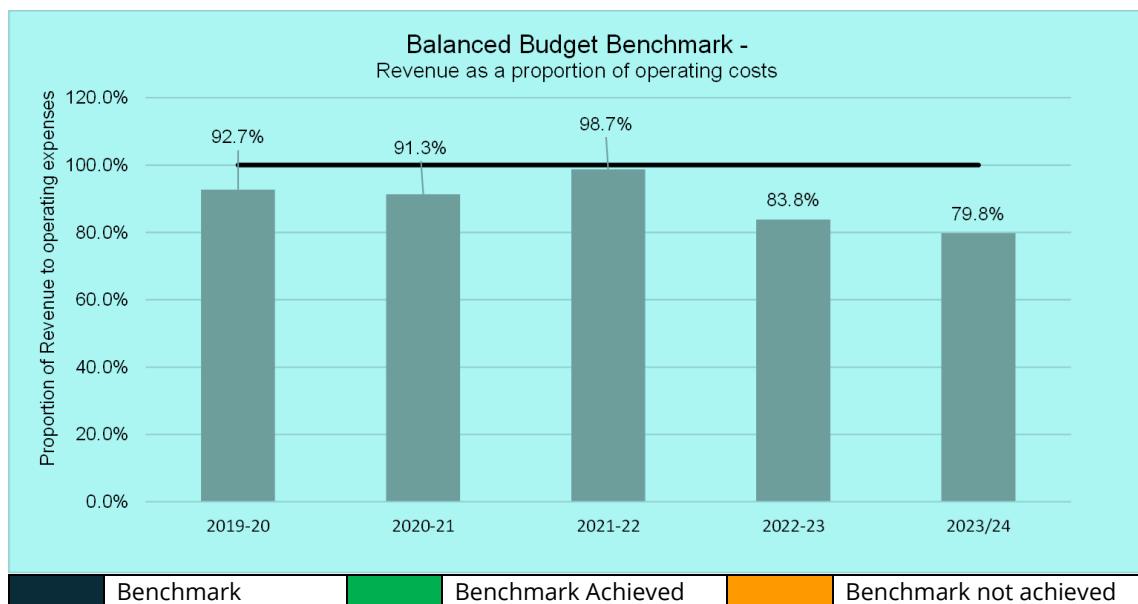


- External debt will not exceed \$4,000 per rateable property.



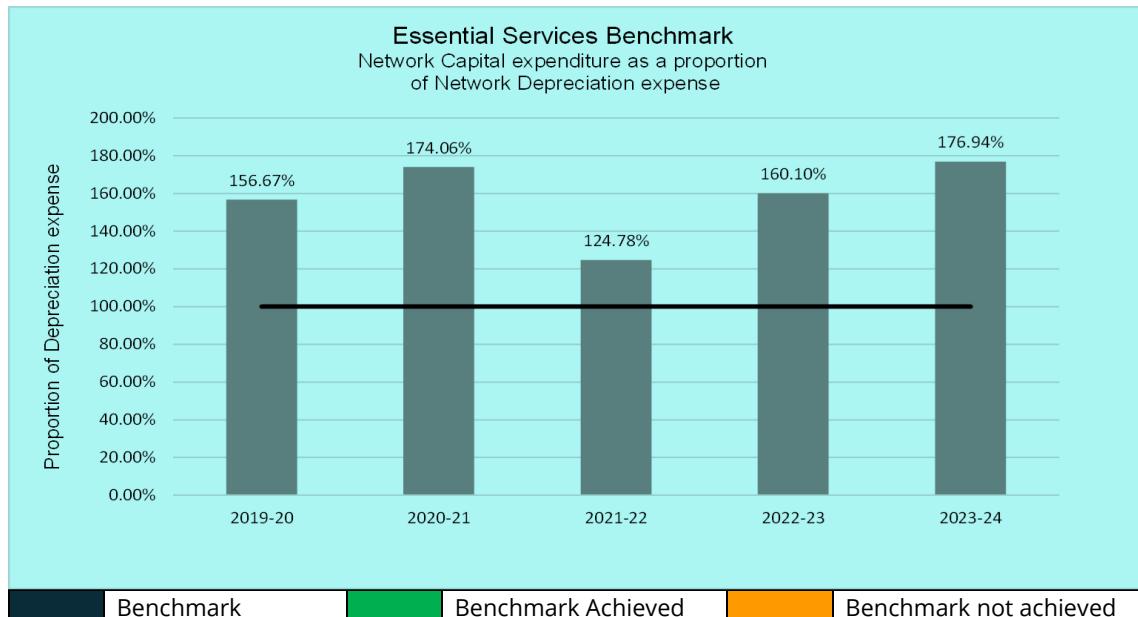
Balanced budget benchmark

The following graph displays Council's total operating revenue (excluding Development and Financial Contributions (DCs), vested assets, gains on derivative financial instruments, and revaluation of property, plant, and equipment) as a proportion of total operating expenses (excluding losses on derivative financial instruments and revaluation of property, plant, and equipment). Council meets the balanced budget benchmark if its net operating revenue equals or is greater than its operating expenses.



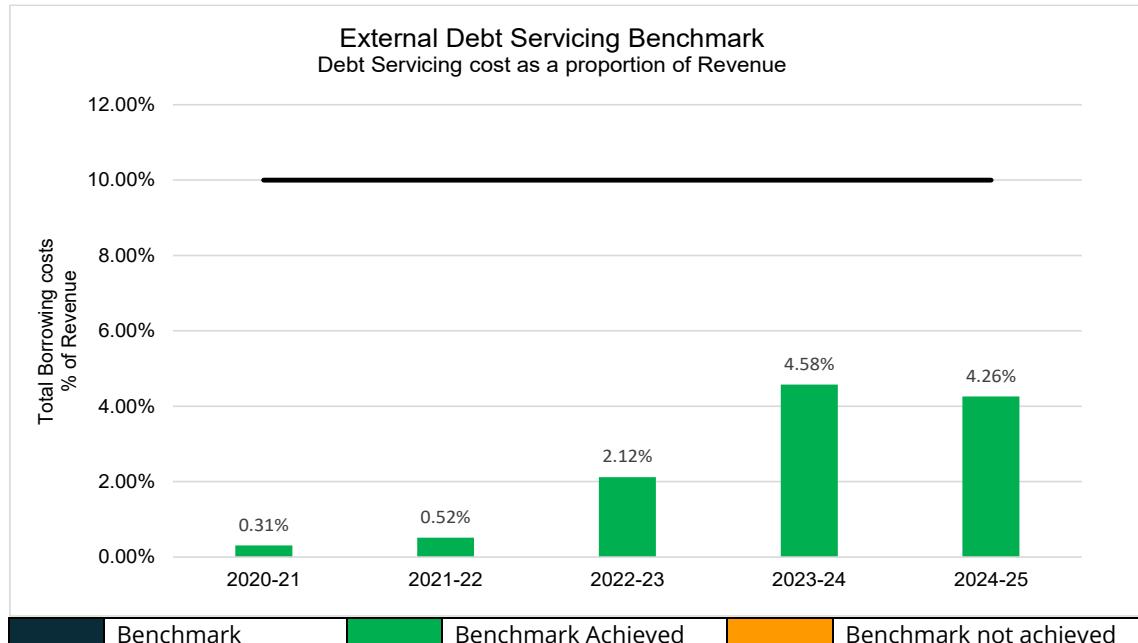
Essential services benchmark

The graph below displays Council's capital expenditure on new or replacement network assets (being roading, water, wastewater, and stormwater infrastructural assets) as a proportion of depreciation charge on network services. Council meets the benchmark when capital expenditure equals or exceeds depreciation on those assets.



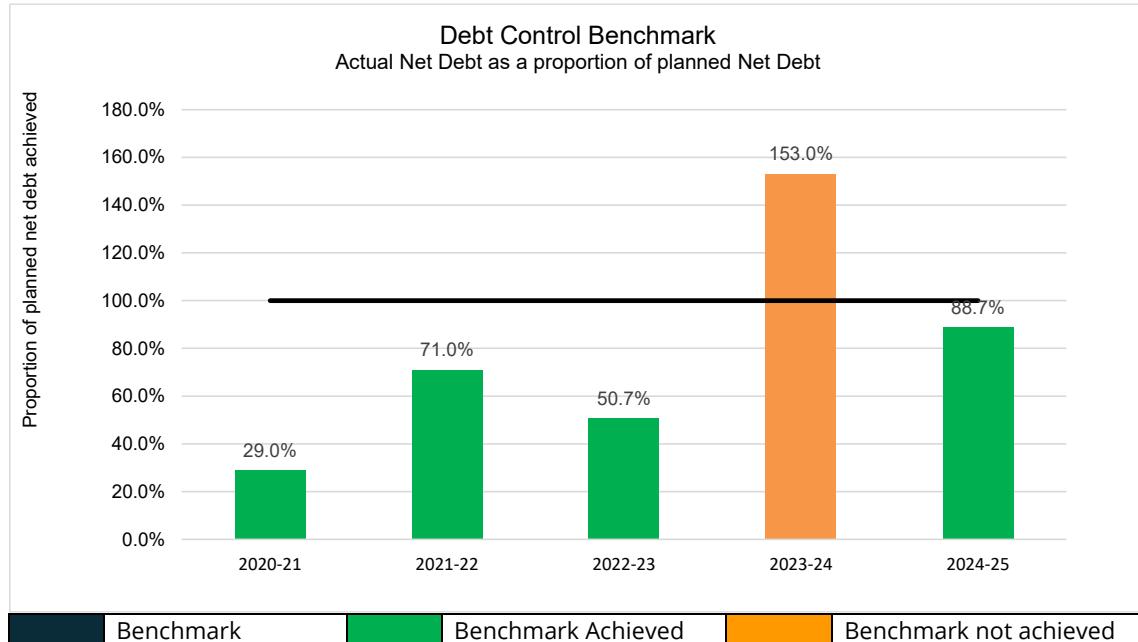
Debt servicing benchmark

Because Statistics NZ projects the population of the Waitaki District will grow more slowly than the national population is projected to grow, it meets the debt servicing benchmark if borrowing costs equal, or are less than, 10% of Operating Revenue (less Development and Financial Contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, and equipment).



Debt control benchmark

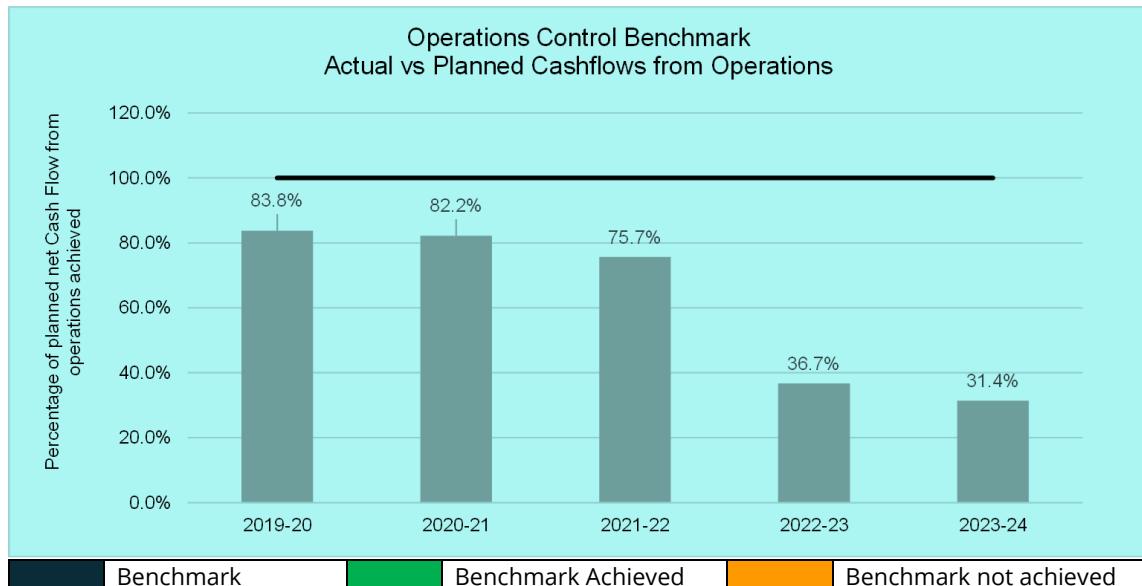
This benchmark reports Council's actual Net Debt as a proportion of planned Net Debt. Net Debt means Financial Liabilities less Financial Assets (excluding Trade and Other Receivables). The benchmark is met when actual Net Debt equals or is less than planned Net Debt.



Operations control benchmark

Positive cash flow is critical for any business. Net Cash Flow from Operations is the net result of cash generated by and used in Council's normal day-to-day activities. This measure is dynamic and is subject to the timing of receipts from debtors and of payments to suppliers, and payment of staff salaries.

This benchmark compares Council's actual Net Cash Flow from Operations as a proportion of its planned Net Cash Flow from Operations. Council meets the Operations Control benchmark when actual Net Cash Flow from Operations equals or exceeds planned Net Cash Flow from Operations.



Factors impacting Council's performance against this benchmark have included:

- Increased maintenance costs due to adverse weather events (2023).
- Emergency works undertaken due to adverse weather events in 2023.
- Deferral of the Waitaki Events Centre project in both 2023 and 2024.
- Increased costs affecting Council activities in both the 2024 and 2025 financial years due to unexpectedly high levels of inflation in the New Zealand economy.
- Cancellation of the Transport Choices project in 2024.
- Starting the Project Reclaim works in 2024 rather than later years as originally budgeted and completing the works in the 2025 financial year.

2024-25 Annual Residents' Survey

Each year we survey our residents to find out how we're doing. The questions asked in the annual residents' survey cover most of our activities and help us to understand what we're doing well and where we need to improve.

This is one of the most challenging environments ever experienced in Local Government - which is reflected in this year's annual residents' survey results.

The survey was conducted while the Water Services Delivery Plan was in consultation indicating significant future water delivery charge increases; the Long Term Plan was about to be adopted indicating a 9.4% rate rise; Central Government were indicating a change in scope for Local Government to focus critical spend and activity areas; amid many other areas of Central Government Policy change that will impact the services council provide. These changes create uncertainty for many of our residents as affordability becomes increasingly challenged.

While there has been a positive shift from the 2023-24 survey results with the Ahuriri Community Board (+7%); Unsealed Road Network (+3%); Public Toilets (+2%); Waihemo Community Board (+2%); Aquatic Centre (+1%); Council's Consultation with the Community (+1%), the 2024-25 survey results show a level of community dissatisfaction with Council. The key areas of performance decline being: Overall Performance (-16%); Overall Reputation (-14%); Confident that Waitaki is going in the right direction (-13%); Overall Leadership (-12%).

Below is a snapshot of some of the highest and lowest results of the 2024-25 Annual Residents' Survey. If you would like to read the full results of the survey, you can find them at www.waitaki.govt.nz.

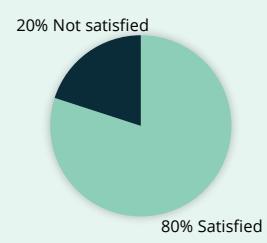
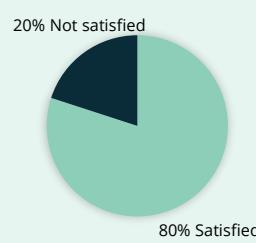
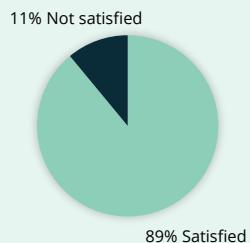
Resident satisfaction survey results

Residents are most satisfied with:

Ōamaru Opera House 89% of residents are satisfied with the Ōamaru Opera House.

Overall Quality of Life 80% of residents are satisfied with the Overall Quality of Life in Waitaki.

Parks and Reserves 80% of residents are satisfied with Waitaki's Parks and Reserves.

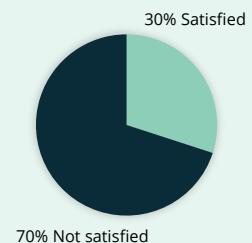
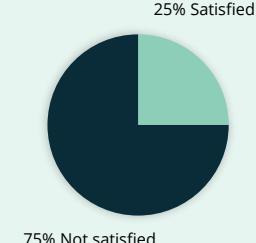
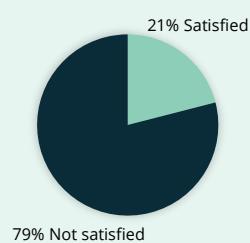


We need to improve on:

Rates being fair and reasonable 21% of residents are satisfied with rates being fair and reasonable.

Overall value for Money 25% of residents are satisfied with Council's overall value for money.

Overall Performance 30% of residents are satisfied with Council's overall performance.



Measure selection & level of aggregation

Service performance measures reported in this annual report are intended to compare actual results of activities delivered by Council against forecast levels of service. Service performance measures were originally adopted in the 2021-31 Long-Term Plan (LTP) and continued in the 2024-25 Enhanced Annual Plan.

Service performance measures are reported to Council through the Performance, Audit and Risk Committee during each relevant annual period, and in the relevant annual report. Service performance measures were selected to cover quantitative measurement of progress towards the Long Term and Annual Plans. The final measures included in this annual report appear under each of the relevant activities and provide a holistic set giving a rounded picture of the non-financial performance of Council. Each activity has a set of metrics that were identified through the 2021-31 LTP, including Council and management. This process ensured the selected measures best reflect Council performance and are available in a timely and accurate manner.

The performance measures have been reviewed as part of the 2025-2034 LTP to ensure that the measures remain relevant and important to our community in a changing environment.

Certain measures are mandatory performance measures set under s261B of the Local Government Act 2002 in terms of the Non-Financial Performance Measures Rules 2014 and 2024, to ensure the public can assess a reasonable comparison across all councils.

Surveys

Up until 2023-24 the Annual Residents' Survey was managed externally by Key Research to measure Council's performance across the services provided. The surveys run by Key Research were delivered in four waves, with an annual sample size of n=400 to ensure a representative sample across Waitaki. The methodology used during the 2022-23 survey period was postal-to-online.

With increasing costs of delivering the Annual Residents' Survey to our community, Council agreed to bring the survey in-house in 2023-24. To ensure continuity of the survey format and robustness of the data and reporting, Council delivers the survey to the community with the continued support of Key Research.

Key Research now provide Council with a link to the survey for Council to embed on our website. Through the link provided, survey responses are directly entered into Key Research's database, who then collate, analyse, and prepare the overall performance result graphs for Council.

Once the result graphs are prepared, Key Research send these to Council. Council then reviews the results and prepares the overall performance report for the graphs to be included in.

Council promoted the Residents' Survey online, via website, and through print media to encourage survey completion from 1 June through to 14 July 2025. Council offered a \$500 prezzie card for one randomly selected survey participant to encourage participation. The response levels were positive, with a final sample size of n = 439.

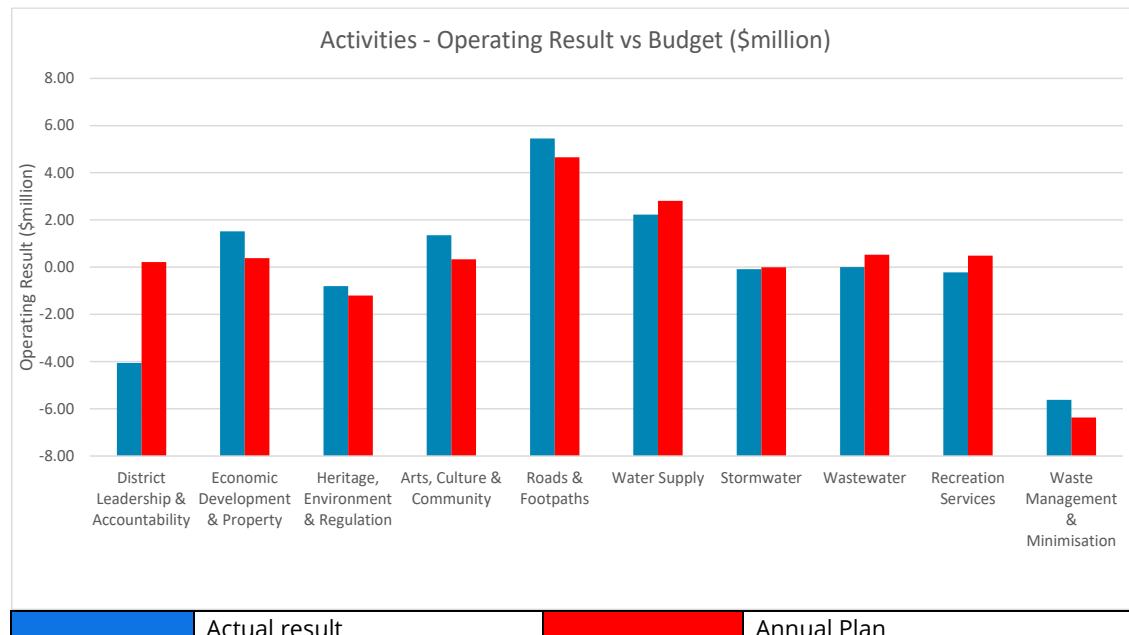
Customer requests

A number of measures refer to customer requests for work to be done, or information to be provided. These are received through a range of channels from residents and are entered into Council's systems to be managed and responded to in a timely manner.

Summary of operating results by activity

Council's financial position is sound, despite reporting another operating deficit and slightly increased external debt. Asset values have been maintained and investments in infrastructure and local enterprises have increased over the period. The following pages record significant achievements by Council's main activities, and the associated funding impact statements summarise the financial performance of each activity. Five of Council's major activity groups have recorded results better than budget (2024: three), while five have not performed as expected (2024: seven).

Council's activities: Operating result vs budget (\$million)



The year presented further challenges for Council as it faced ongoing cost escalations because of inflation. Council saw contractors' costs and the costs of other essential services rise above the levels anticipated when setting the budgets for the 2024-25 Annual Plan.

Council's District Leadership & Accountability activity was impacted by reduced investment income following the early repayment of loans to the Observatory Village Group. However, a positive outcome of this and of increased dividend revenue was a reduction in new borrowings from the LGFA which, in turn, saw borrowing costs increase only marginally over budget.

Council's Roads & Footpaths activity was affected by changes to the annual works programme and the delayed start of the Kakanui River Bridge replacement project.

Council's Water Supply and Wastewater activities and, to a lesser extent, Recreation Services, were impacted by the effects of general inflation on operating costs, including contractors and electricity.

Council's Waste Management & Minimisation activity was again significantly impacted by the costs of completing Project Reclaim, the relocation of the former Hampden Landfill to Palmerston and the removal of illegal fly-tipping sites along Beach Road. The result could have been worse were it not for a late decision on the part of the Ministry for the Environment to award Council a grant of \$3 million towards the project.

Section two | Our activities

District Leadership

Kā Manukura

Council's District Leadership activity group comprises:



Democracy &
Accountability



Customer
Services



Support
Services



Communications



Economic
Development

District Leadership contributes to the following community outcomes:

Community outcomes	Community wellbeings	How does District Leadership contribute to these?
Quality services Robust core infrastructure and services. Community facilities and services we are proud of.	Social	<ul style="list-style-type: none">By providing governance structures, planning, and reporting to provide cost-effective, good-quality infrastructure, public services, and regulatory functions.
Strong communities Promoting a greater voice for Waitaki. Connected, inclusive communities.	Social	<ul style="list-style-type: none">By providing opportunities to participate in democratic local decision-making, through representation on Community Boards, Council, and through community engagement.By providing advice and encouraging initiatives to support existing and new economic activity and diversification across the district.
Prosperous district Attractive to new opportunities. Support local businesses. Foster a diverse and resilient economy.	Economic	<ul style="list-style-type: none">By providing advice and encouraging initiatives to support existing economic activity and diversification across the district.

Democracy & Accountability

What we do

Waitaki's Mayor, Councillors, and Community Board Members are elected, and Youth Councillors are appointed, to represent the district's communities during decision-making processes, forming a vital link between residents and Council staff who manage Council's assets and activities. The leadership and representation of Elected Members includes making significant decisions for the district, setting Council's strategic direction, reviewing and developing local bylaws, plans, policies, and strategies, reporting on Council's financial and non-financial performance, testing and challenging advice to make sure it's sound, monitoring risk, and conducting local elections every three years, by-elections as required, and representation reviews every six years.

Council staff are involved in the Democracy & Accountability activity to support Elected Members to carry out their roles efficiently and effectively. This includes preparing and co-ordinating meetings, providing meeting agendas and minutes, providing governance advice, and supplying Elected Members with remuneration, expenses, and technology. These activities draw on the resources of Council's Support Services Team, a broad area of professional expertise within Council, which includes financial services, communications, information technology systems, geographic information systems, and administrative services.

Why we do it

Elected Members give voice to the interests of Waitaki's diverse communities, to make sure Council's activities best serve the interests of present and future generations. Council staff are involved in the Democracy & Accountability activity to support Elected Members to carry out effective and transparent representation, leadership, and decision-making.

Our activities in 2024-25

The changing **legislative & policy environment** has been a major focus for Council during 2024-25. New rules around water services and environmental management have required significant time and resourcing by Council officers and Elected Members.

We were set to adopt the **2024-34 LTP** in June 2024, however with Government's option to defer this for one year due to future water delivery uncertainties, Council opted to produce an **Enhanced Annual Plan**

2024-25 instead. We adopted the **2025-34 LTP** on 30 June 2025. Council will produce a 2026-27 Annual Plan and the three-year LTP cycle will resume with the **2027-37 LTP**.

The biggest change has been Government's "**Local Waters Done Well**" reforms, requiring all councils to create a **Water Services Delivery Plan** (WSDP) by September 2025 that explains how we will deliver water services in the future that are financially sustainable and will meet new compliance standards by June 2028. Council engaged with the community on three options during the **2025-34 LTP**, and as more options developed, we engaged with the community again in May-June 2025. In July 2025, Council voted to keep our water services delivery in-house.

Our new **Communications and Engagement** team were stood up in October 2024, with a focus on incorporating community feedback into planning and ensuring everyone's voice is heard. We have been developing a **Communications & Engagement Strategy** which will provide clearer information about Council planning; more feedback opportunities through different channels; and better follow-up on how community input influences decisions. We're committed to reaching all of our community, including those who aren't traditionally involved in Council processes.

Following Council's transformation and the development of the '**Waitaki Story**' (our district-wide brand strategy), we have been working on a new **Council brand**. We're creating a new cohesive, modern brand identity that will strengthen our connection to our district and communities.

We implemented a new Council operating model and structure, '**Changing the way we Waitaki**'. We began working in new teams and directorates to boost efficiency and agility and improve our community services. Key changes include the creation of Case Manager roles to be the main contact to simplify the customer experience, more access to services at the library and longer opening hours and improved online services. New local roles were also introduced to increase visibility and better address local issues.

The **property file digitisation** process was one of our accessibility improvements. Full-scale digitisation commenced in January 2025, with over 73,000 individual documents digitised as of June 2025 across 2,950 property files, improving access to property information and supporting more efficient service delivery. The project is expected to be completed in 2025-26.

How did we do?

Democracy & Accountability

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Strong communities Connected, inclusive communities. Promoting a greater voice for Waitaki.	Residents satisfied or very satisfied with the leadership and direction provided by the Mayor and Councillors.	70% of residents are satisfied or very satisfied with the leadership and direction provided by the Mayor and Councillors.	Not achieved (52%)	Not achieved (40%)	Not achieved (42%)	Not achieved¹ (30%)
Strong communities Connected, inclusive communities. Promoting a greater voice for Waitaki.	Residents satisfied or very satisfied that the Ahuriri Community Board is making a positive difference.	Years 1 to 3 60% of residents are satisfied or very satisfied that the Community Board is making a positive difference. Years 4 to 10 5% increase per year in satisfaction that the Community Board is making a positive difference.	Not achieved (31%)	Not achieved (37%)	Not achieved (39%)	Not achieved² (46%)
Strong communities Connected, inclusive communities. Promoting a greater voice for Waitaki.	Residents satisfied or very satisfied that the Waihemo Community Board is making a positive difference.	Years 1 to 3 60% of residents are satisfied or very satisfied that the Community Board is making a positive difference. Years 4 to 10 5% increase per year in satisfaction that the Community Board is making a positive difference.	Not achieved (40%)	Not achieved (30%)	Not achieved (29%)	Not achieved³ (31%)

Notes on service targets versus actual achievements

- 1 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. The most frequently cited reason for dissatisfaction was the perception that the Mayor and Councillors do not listen to ratepayers. Other reasons for dissatisfaction included perceptions around affordability, spending and debt levels, representation, and transparency.
- 2 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. Satisfaction with the Ahuriri Community Board has increased compared to the previous year, with residents expressing strong support for the board's dedication and local focus. While reasons for dissatisfaction were not clearly identified, feedback indicates opportunities to improve communication and clarify the board's roles would enhance understanding and engagement across the wider community.
- 3 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. The small number of responses received for this question provides limited insight into overall satisfaction levels.

Communications

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Strong communities Connected, inclusive communities. Promoting a greater voice for Waitaki.	Residents satisfied or very satisfied with the information provided about Council's current actions and its plans.	Years 1 to 3 60% of residents satisfied or very satisfied with Council's consultation with the community. Years 4 to 10 5% increase per year in satisfaction (to 80%).	Not achieved (44%)	Not achieved (34%)	Not achieved (38%)	Not achieved¹ (39%)
Strong communities Connected, inclusive communities. Promoting a greater voice for Waitaki.	Residents satisfied or very satisfied with communication from Council.	Years 1 to 3 60% of residents satisfied or very satisfied with communication from Council. Years 4 to 10 5% increase per year in satisfaction (to 80%).	Achieved (67%)	Not achieved (57%)	Achieved (61%)	Not achieved² (54%)

Notes on service target versus actual achievement

- 1 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. While Council's consultation efforts were viewed favourably by many residents, others expressed dissatisfaction regarding the perceived lack of genuine consideration of community feedback by Council.
- 2 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. The feedback shows a good level of satisfaction with communication from Council despite a decrease from the previous result of 61%. Some residents perceived there is a digital divide where social media is excellent for users but exclusionary for non-users, making some information inaccessible.

Funding Impact Statement for 30 June 2025 for District Leadership & Accountability

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	2,449	3,604	3,816
Targeted Rates	2,479	2,236	2,239
Rates Revenue	4,928	5,840	6,055
Subsidies and Grants for Operating Purposes	-	15	922
Fees and Charges	7	5	-
Interest and Dividends from Investments	1,191	3,323	2,803
Internal Charges and Overheads Recovered	28,967	31,395	29,544
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	488	411	490
Operating Revenue	30,653	35,150	33,759
Total Sources of Operating Funding	35,582	40,990	39,814
Applications of Operating Funding			
Payments to Staff and Suppliers	19,594	23,342	25,625
Finance Costs	360	3,720	3,821
Internal Charges and Overheads Applied	13,590	13,709	14,424
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	33,544	40,771	43,870
Surplus / (Deficit) of Operating Funding	2,038	219	(4,056)
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	-	7,600	3,938
Development and Financial Contributions	-	-	-
Increase / (Decrease) in Debt	15,010	4,200	1,830
Gross Proceeds from Sale of Assets	64	101	124
Total Sources of Capital Funding	15,074	11,901	5,892
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	1,366	2,358	1,218
to replace Existing Assets	1,896	1,357	1,220
Increase / (Decrease) in Reserves	14,849	15,919	16,558
Increase / (Decrease) of investments	(999)	(7,514)	(17,160)
Total Applications for Capital Funding	17,112	12,120	1,836
Surplus / (Deficit) of Capital Funding	(2,038)	(219)	4,056
Funding Balance	-	-	-

Notes on variances

- Rates income is over budget because of increased revenue from penalties charged on overdue rates.
- Unbudgeted grants were received to support Council's preparations for adoption of Local Waters Done Well initiatives.
- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.
- Revenue earned from investments reduced because of the full repayment of Observatory Village Group loans. Dividends exceeded budget and largely offset the lost revenue, but Council was impacted by reducing interest rates generally.
- Actual grants received for the Forrester Gallery project were lower than anticipated.

Economic Development

What we do

Waitaki's businesses need the right economic environment to flourish. Part of Council's leadership involves supporting and enabling sustainable, inclusive growth within the district to improve community wellbeing. This is achieved through a range of economic development activities, including providing advice to, and collaborating with, mana whenua, local businesses, and other organisations on initiatives which support existing economic activity or further diversification across the district. Council encourages the development of Waitaki's local economy through partnerships, innovation, and joined-up planning.

Why we do it

Council aims to invest in the delivery of economic development initiatives and tourism services which provide value for money and measurable benefits for Waitaki's communities. Tourism Waitaki Ltd (a Council-controlled organisation) provides Regional Tourism Organisation (RTO) services to stimulate the visitor economy. Council recognises that in today's fast-changing world, collaborating with key stakeholders and embracing a partnership approach is essential for delivering the sustainable and inclusive economic growth objectives outlined in the *Uplifting Waitaki: Hāpaitia te Waitaki Economic Development Strategy (WEDS)*.

Our activities in 2024-25

Central Ōamaru and Ōamaru North Masterplans set out a shared vision for growth and community well-being. Developed as living documents to guide long-term development and attract investment, both focus on upgraded infrastructure, vibrant public spaces, and better connectivity for residents and visitors alike.

Setting a 30-year vision, the **Ōamaru North Masterplan** was adopted in May 2025. Key priorities include improved walking and cycling access, reimagined public spaces, stronger community connections, and more diverse housing options that reflect the changing resident needs.

Adopted in September 2024, the **Central Ōamaru Masterplan** strengthens connections between Thames Street, the Heritage Precinct, and the Harbour. Four community-led pilot projects were supported by **Better Off funding**, taking an enabling, agile approach that invites early community and

business input before larger-scale investment is made.

The first of these initiatives saw community members help create the **Ōamaru Underland Artscape Trail**, completed in December 2024. The pilot trail features art installations along the creek pathway between Ōamaru Harbour and Hospital Hill, including a striking depiction of a moa and its footprints.

Revitalise Our Places Ōamaru (ROPO) wrapped up after a successful six-month pilot. Designed to activate vacant retail spaces, 30-day pop-up cycles were run featuring upcycled furniture, local retail ventures, and artists from across Waitaki. Four out of seven vacant spaces were activated, hosting 13 projects that attracted around 1,800 visitors. ROPO demonstrated the potential of temporary activations to support CBD revitalisation, with one start-up signing a long-term lease and two businesses approaching building owners about short-term tenancy opportunities.

The **Lower Thames Street Trial** ran from February to March 2025 with local volunteers reimagining the streetscape near Forrester Gallery into a more people-friendly space. This six-week trial included seating, art, and live entertainment. Planters and seating were relocated to enhance other community spaces at the end of the trial.

Building on this momentum, a **Façade Improvement Pilot** project focused on three adjacent heritage buildings on Thames Street, with upgrades to upper storeys and verandahs that celebrate Ōamaru's distinctive architectural character. These serve as a practical model for other building owners and encourage passersby to engage more deeply with the town's history.

Now in its second year, the **Waitaki Grown** project is trialling five medicinal crops for the Natural Health Products market. The long-term goal is to develop a full, locally managed value chain with export quality products. In partnership with local growers and supported by **Better Off funding**, this project aims to identify commercially viable, sustainable crops suited to the Waitaki environment. Early trials have shown promising yields, with samples undergoing phytochemical testing. Ultimately, this project seeks to strengthen Waitaki's farming economy, build processing infrastructure, and keep economic benefits within the district.

Council officially adopted the **Waitaki Story** in November 2024, establishing a district-wide narrative brand strategy, and visual identity to represent the district's unique character and aspirations. Community sessions held across the district allowed locals to preview designs for proposed township entry

signage, engage with interactive displays and share feedback. Following approval of the final designs, Council will implement new township signage across the district in the next financial year.

Waitaki secured a major **Netflix drama production** in January 2025, with the Historic Precinct chosen as one of three Otago filming locations. We partnered with the **Ōamaru Whitestone Civic Trust** to ensure smooth operations and minimal disruption. The filming showcased Ōamaru and Waitaki nationally and internationally. A week-long shoot brought hundreds of extras and visitors to the district, generating significant economic activity that was retained locally through prioritising district suppliers and businesses.

In June 2025, Council launched a new, free online tool **Grant Finder** to support local businesses, community groups, not-for-profits, and individuals in accessing more than \$3 billion in funding opportunities across Aotearoa New Zealand. Developed in partnership with **GrantGuru**, this tool allows users to search online to find grants that align with their goals. This is part of Council's transformation drivers for more accessible and proactive services, which includes having a dedicated **Grants & Funding Officer**, to provide guidance and support with funding applications.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses. Foster a diverse and resilient economy.	Level of Central Government business support funding accessed by the district.	<p>Year 1 WDC works with businesses, trusts, and other organisations to secure \$150,000 of Central Government funding into Waitaki-based projects.</p> <p>Years 2 to 3 WDC works with businesses, trusts, and other organisations to secure \$250,000 of Central Government funding into Waitaki-based projects.</p> <p>Years 4 to 10 WDC works with businesses, trusts, and other organisations to secure \$300,000 of Central Government funding into Waitaki-based projects.</p>	<p>Achieved (\$340k Tourism Infrastructure Funding (TIF) secured for Awamoa Park toilet upgrade; \$168k TIF secured for Bushy Beach Scenic Reserve carpark and toilet upgrade)</p>	<p>Achieved \$25k of TIF secured to develop a business case for a Waitaki Whitestone Geopark (WWG) Discovery Hub; \$1.695m of Better-Off funding secured to support Council's programme of placemaking work; \$685k of Better-Off funding secured to support Council's 'Forward Waitaki' programme over the next three years.</p>	<p>Not Achieved (No funding was secured in the 2023-24 financial year)</p>	<p>Not Achieved¹ (No funding was secured in the 2024-25 financial year)</p>

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses. Foster a diverse and resilient economy.	Number of collaborative projects undertaken with local businesses, organisations, and iwi.	Year 1 Two or more projects. Years 2 to 3 Three or more projects. Years 4 to 10 Four or more projects.	Achieved Projects in Year 1 included: Development of the Waitaki Economic Development Strategy; Collaboration on a Neat Places campaign; Support for Te Rūnanga o Moeraki by securing a TIF contribution of \$113k for improvements to Takiroa and Maerewhenua rock art sites; Meet the Maker & Waitaki Arts Festival; Launch of the Virtual Waitaki website.	Achieved Projects in Year 2 included: Engagement on implementing the WED Strategy; Partnership with Business South to contract a Business & Enterprise Growth Lead; Developing a Waitaki Destination Management Plan; Collaborating on Neat Places campaign; Two Country House Hunters: New Zealand programmes filmed in the Waitaki District; Supporting the filming of a drama series in Ōmārama; Inaugural Inspire Waitaki event; 'Inspiring the Futures' high school programme.	Achieved Projects in Year 3 included: Land-use diversification (medicinal crop trials agreed); Waitaki Souper Soup Sipper inaugural event across 18 outlets in Ōamaru; Revitalise Our Places Ōamaru brokerage programme; Ōamaru Masterplan kick-off (input from iwi and key stakeholders); Waitaki Identity & Story kick-off (input from iwi and key stakeholders); Neat Places campaign refresh in collaboration with Tourism Waitaki and 32 outlets; Ōamaru CBD Revitalisation (5x collaborative projects, 1 of which was launched); Country House Hunters: New Zealand Season 2 profiling for Duntroon/Otemata/Waitaki Whitestone Geopark.	Achieved Projects in Year 4 included: 2nd Year of Land-use diversification (medicinal crop trials agreed); Waitaki Souper Soup Sipper inaugural event across 21 outlets in Ōamaru; Revitalise Our Places Ōamaru brokerage programme; Central Ōamaru Masterplan adopted September 2024 (input from iwi and key stakeholders); Ōamaru North Masterplan adopted May 2025 (input from iwi and key stakeholders); Waitaki Identity & Story adopted November 2024 (input from iwi and key stakeholders); Neat Places campaign refresh in collaboration with Tourism Waitaki and 30 outlets; Ōamaru CBD Revitalisation (5x collaborative projects, 4 were launched); Ōamaru Historic Precinct Economic Impact study in collaboration with OWCT, Netflix drama production: East of Eden

Note on service target versus actual achievement

- 1 The Economic Development Team focused on ensuring the Better-Off funding secured in 2022-23 was effectively deployed to meet programme outcomes in 2024-25.

Property

Kā Rawa

Council's Property activity group comprises:



Property
Management
& Investment

Property contributes to the following community outcomes:

Community outcomes	Community wellbeings	How does Property contribute to these?
Quality services Community facilities and services we are proud of.	Social	<ul style="list-style-type: none">By providing properties which meet the needs of the community, meaning people are more likely to want to stay, and will encourage others to move here.
Strong communities Enable safe and healthy communities. Connected, inclusive communities.	Social	<ul style="list-style-type: none">By providing quality community housing to elderly and vulnerable people in our community.
Valued environment Protecting our diverse landscapes and water bodies. Meeting environmental and climate change challenges.	Environmental	<ul style="list-style-type: none">By enhancing development in keeping with the town's heritage, creating unique experiences residents are proud of, attracting visitors to Waitaki.By maintaining the breakwater to protect structures, property, and activities in the Ōamaru Harbour area.By managing the Ōamaru Harbour channel entrance by dredging to a safe depth. This also creates opportunities for visiting boats.By rock armouring the Ōamaru Harbour area to protect property and activities in the harbour area.By protecting wildlife and improving environmental outcomes, helping people to enjoy and understand both.
Prosperous district Attractive to new opportunities. Support local businesses.	Economic	<ul style="list-style-type: none">By contributing to the economy of the district.By effectively managing the property portfolio, meaning returns are maximised and rates input is minimised.

Property Management & Investment

What we do

Council's Property Management & Investment Team provides property advisory services for Waitaki District Council and manages the use of publicly owned land and buildings, Council operational and administrative buildings, community housing properties, the Ōamaru Harbour, and the Ōamaru Airport on behalf of Waitaki's communities.

Why we do it

This work is done to support the administration of Council and maintain the integrity of our district's unique heritage, while supporting diverse lifestyles and experiences, opportunities for businesses, and contributing to the local economy.

Our activities in 2024-25

Major **HQ roof replacement** and upgrades were completed at our 140-year-old former Post Office head office, including a new coloursteel roof, renewed internal gutter systems, and hydraulic lift ram replacement. As a Heritage 1 listed building, we take pride in maintaining this iconic building for future generations.

Council commissioned an **Aeronautical Study** at **Ōamaru Airport** to assess safety and operational needs due to increasing aviation activity. The study was submitted to the Civil Aviation Authority in September 2024, with a certification decision expected by July 2025. **Runway maintenance** was also completed on both airport runways. The North-South runway reopened after grass regeneration work. The East-West runway required repairs for wear and exposed stones, with soil compaction and grass establishment completed in one month. Both runways are now operational and meet safety standards.

Individual mooring holders signed to accept the transfer of the Coastal consent for **harbour moorings** in **Ōamaru Harbour** back from Council, following the decision made by Council on 30 July 2024. Of 42 moorings, seven were Council-owned. Council returned two moorings to the **Otago Regional Council (ORC)** and relinquished the remaining five moorings in February 2025. Consent compliance is now the responsibility of individual consent and mooring holders, with ORC Compliance Team enforcing consent conditions.

In November 2024, Council agreed to support removing the harbour's **commercial port status** during Otago Regional Council's 2025 Coastal Plan and Navigation Safety Bylaw review. This change designates the harbour for recreational use allowing for existing small-scale fishing and charter operations, while reducing costly compliance requirements which reflects the harbour's shift from commercial to recreational use.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Strong communities Connected, inclusive communities.	Community housing tenants are satisfied or very satisfied with their tenancy as a percentage of all tenancies by annual user survey.	90% of community housing tenants are satisfied with their tenancy.	Not achieved (89%)	Achieved (94%)	Achieved (97%)	Achieved (97%)
Prosperous district Attractive to new opportunities. Support local businesses.	Commercial tenants are satisfied or very satisfied with their tenancy as a percentage of all tenancies by annual user survey.	90% of commercial tenants are satisfied with their tenancy.	Not achieved (89%)	Achieved (100%)	Achieved (100%)	Not achieved¹ (80%)
Strong communities Connected, inclusive communities.	Community housing units – individual tenancies are occupied as a percentage of available units / tenancies.	90% of community housing units are occupied.	Achieved (97%)	Achieved (95%)	Achieved (97%)	Achieved (95%)
Prosperous district Attractive to new opportunities. Support local businesses.	Commercial tenants – individual tenancies are occupied as a percentage of available units / tenancies.	90% of commercial tenancies are occupied.	Achieved (100%)	Not achieved (88%)	Achieved (93%)	Achieved (100%)

Notes on service targets versus actual achievement

¹ As a percentage of all tenancies measured by the annual user survey, the result was slightly below the 90% threshold this year. Of the 16 surveys sent, only 5 were returned. Among those, one respondent rated their overall experience as dissatisfied, which lowered the overall satisfaction percentage below the target.

Funding Impact Statement for 30 June 2025 for Economic Development and Property Management & Investment

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	290	269	272
Targeted Rates	1,539	1,085	1,091
Rates Revenue	1,829	1,354	1,363
Subsidies and Grants for Operating Purposes	-	891	84
Fees and Charges	2,517	3,184	3,214
Interest and dividends from investments	-	-	-
Internal Charges and Overheads Recovered	12	28	24
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	31	217	206
Operating Revenue	2,560	4,320	3,528
Total Sources of Operating Funding	4,388	5,674	4,891
Applications of Operating Funding			
Payments to Staff and Suppliers	2,301	3,181	2,281
Finance Costs	-	-	-
Internal Charges and Overheads Applied	1,426	2,113	1,092
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	3,728	5,295	3,373
Surplus / (Deficit) of Operating Funding	661	379	1,518
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	-	895	-
Development and Financial Contributions	-	-	-
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	139	20	1,214
Total Sources of Capital Funding	139	915	1,214
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	-	7,800	2,449
to replace Existing Assets	494	482	918
Increase / (Decrease) in Reserves	305	(6,987)	(635)
Increase / (Decrease) of investments	-	-	-
Total Applications for Capital Funding	800	1,295	2,732
Surplus / (Deficit) of Capital Funding	(661)	(379)	(1,518)
Funding Balance	-	-	-

Notes on variances

- Better-Off funding was used for fewer projects in the current year.
- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.
- Proceeds from the sale of assets include \$1,150k from the disposal of sites in the North Ōamaru Business Park.

Heritage, Environment & Regulation

Te Tiaki Haporī

Council's Heritage, Environment & Regulation activity group comprises:



Heritage & Planning



Regulatory, Environmental & Building



Community Development & Engagement

Heritage, Environment & Regulation contributes to the following community outcomes:

Community outcomes	Community wellbeings	How does Heritage, Environment & Regulation contribute to these?
Quality services Community facilities and services we are proud of.	Social	<ul style="list-style-type: none">By having a fully functional Emergency Operations Centre and trained and competent emergency management personnel to make sure we play an active role in supporting and co-ordinating emergency responses in the district.
Strong communities Enable safe and healthy communities. Connected, inclusive communities. Promoting a greater voice for Waitaki. Celebration of our community identity.	Social	<ul style="list-style-type: none">By making sure buildings are safe and do not pose a risk to the public.By making sure food for sale to the public is prepared in safe premises which meet food hygiene regulations.By making sure threats to the community from nuisance or dangerous dogs or wandering stock are minimised.By playing an active role in the Stronger Waitaki coalition.
Prosperous district Attractive to new opportunities. Support local businesses.	Economic	<ul style="list-style-type: none">By managing the activity efficiently and effectively.By providing regulatory services in a professional and efficient manner.By making sure consents and licenses are processed accurately, efficiently, and within statutory timeframes.By making sure sufficient land is zoned for business, commercial, and rural activities.
Valued environment Protecting our diverse landscapes and water bodies.	Environmental	<ul style="list-style-type: none">By resolving domestic and commercial environmental impacts.By monitoring approved resource consents and conditions to minimise environmental impact and promote sustainable land management.By producing a new District Plan which will incorporate better provisions for the protection of the environment.

Heritage & Planning

What we do

Council's Heritage & Planning Team carries out activities primarily initiated through land-use and subdivision planning. The Heritage & Planning Team also provide policy advice on planning and development, biodiversity, heritage, climate change, and environmental issues which affect the Waitaki District.

Some of the key activities of Council's Heritage & Planning Team include:

- Processing resource consents for land-use and subdivisions under the RMA 1991.
- Providing ongoing administration and monitoring of the District Plan.
- Processing private plan change requests and notices of requirements for designations.
- Providing input into the approval of liquor licenses and Land Information Memorandums (LIMs).
- Processing Project Information Memorandums (PIMs) under the Building Act 2004.
- Assessing all building consents to ensure they meet the provisions of the Waitaki District Plan.
- Promoting sustainable management of natural resources in the district via the District Plan.
- Protecting biodiversity through implementing the Waitaki Indigenous Biodiversity Strategy.
- Promoting and protecting the unique heritage of our district.
- Scoping and delivering climate change outcomes for the Waitaki District, including climate change risk, adaptation, mitigation, and emissions reduction measurements and targets.
- Undertaking State of the Environment (SOE) monitoring and reporting every five years.
- Providing advocacy and input into regional planning processes.
- Engaging with a wide range of businesses, non-governmental organisations, interest groups, and forums on planning matters relating to the district.
- Participating in regional planning forums and the eight-agency Te Mōkihi programme.
- Ensuring information about the resource consent application process, planning and monitoring, and the RMA 1991 is up-to-date and easily accessible via Council's website.
- Responding to new and amended legislation, policies, and standards.

Why we do it

These activities are carried out to make sure any development by individuals and businesses does not adversely affect Waitaki's environment. Council has a responsibility under the RMA 1991, via the provisions of the Waitaki District Plan, to manage the effects of activities on the natural and physical resources of the district, and to protect the district's life-supporting capacity. The planning decisions that are made by Council in the present influence the nature of our communities and how the district will develop in the future.

Our activities in 2024-25

A standard range of **resource consents** were processed throughout the 2024-25 financial year. Notified consents were heard during the year, and all notified consents were approved with no appeals lodged against the decisions.

We worked with **Toitu** to produce a comprehensive organisational **greenhouse gas report** for Waitaki District Council covering the 2022-23 financial year. The audit assessed emissions across various council activities, including general operations, forestry, agriculture, waste management, and water treatment. The review identified four issues which were corrected and provided three recommendations for future improvements.

The **Proposed Waitaki District Plan** was publicly notified in March 2025 for public submissions. We received 315 submissions by the close in May 2025. Council officers will now prepare a summary of submissions and provide public notice of where both the summary and submissions can be viewed.

A proposal for Council owned property within the **Ōamaru historic precinct and port** to be classified as a **National Historic Landmark** has been approved by Council. Under the Heritage New Zealand plan, Ōamaru would gain the same landmark status as the Waitangi Treaty Grounds and be recognised for its well-preserved Victorian architecture and vibrant history. Following Council approval and endorsement from other building owners, Heritage New Zealand will submit a report to its board in August 2025 seeking approval to initiate nationwide public consultation. This would be a significant milestone for Ōamaru, raising its historical significance and cultural identity on a national scale.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses.	Compliance with legislative requirement timeframes for the processing of resource consents.	95% of resource consents are processed within statutory timeframes.	Not achieved (90% – <i>verified result</i>)	Not achieved (85% – <i>verified result</i>)	Not achieved (88% – <i>verified result</i>)	Not achieved¹ (79% – <i>unverified result</i>)
Prosperous district Attractive to new opportunities. Support local businesses.	Customer level of satisfaction with the resource consent process.	80%	Not achieved (50% – two responses received)	Not achieved (50% – four responses received)	Achieved (80% – five responses received)	Achieved (100% – seven responses received)
Prosperous district Attractive to new opportunities. Support local businesses.	Total number of individual resource consents monitored for compliance and were in non-compliance with at least one condition.	Increasing trends of compliance with resource consent conditions.	Achieved (High levels of compliance, with a proactive first contact and educational approach taken)	Achieved (99 resource consents monitored, of which 12 breached one or more conditions)	Achieved (117 resource consents monitored, of which 10 breached one or more conditions)	Achieved (121 resource consents monitored of which 18 breached one or more conditions)
Valued environment Protecting our diverse landscapes and water bodies.	Level of protection of heritage items and features in the Waitaki District Plan.	Maintain or increase.	Achieved (The District Plan was under review; no new items were added)	Achieved (The District Plan was under review; no new items were added)	Achieved (The District Plan was under review; no new items were added)	Achieved² (The Proposed District Plan lists 314 heritage items and features compared to 170 in the Operative District Plan)
Prosperous district Attractive to new opportunities. Support local businesses. Valued environment Protecting our diverse landscapes and water bodies.	Review the operative Waitaki District Plan and replace with new District Plan in compliance with statutory process and timeframes.	Two years from date of notification of Proposed District Plan.	Achieved (The District Plan was under review; notification had not started)	Achieved (The District Plan was under review; notification had not yet started)	Achieved (The District Plan was under review; notification had not yet started)	Achieved (Proposed Waitaki District Plan approved for notification on 17 December 2024 and notified on 1 March 2025)

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses.	Compliance with legislative requirements for the processing of Council and private plan changes.	Greater than 95% of plan changes are processed within statutory timeframes.	Achieved (Nothing was received during the 2021-22 financial year)	Achieved (Nothing was received during the 2022-23 financial year)	Achieved (Nothing was received during the 2023-24 financial year)	Achieved (Nothing was received during the 2024-25 financial year)
Valued environment Protecting our diverse landscapes and water bodies.	Increase private land area being managed for the protection of indigenous biodiversity values (QEII / SNA / another covenant).	Maintain or increase.	Achieved (No change in protected status, but more land was identified as warranting SNA status)	Achieved (No change in protected status, but more land was identified as warranting SNA status)	Achieved (No change in protected status, but more land was identified as warranting SNA status)	Achieved³ (9441ha of SNAs listed in the Proposed District Plan, 6ha of land with QE II covenant)

Notes on service targets versus actual achievements

- 1 Compliance with legislative timeframes for processing resource consents showed a decline compared to the previous year, based on unverified results. This was primarily due to resourcing challenges which impacted the ability to meet legislative timeframes for processing resource consents.
- 2 The increase in the level of protection of heritage items and features in the Waitaki District Plan is due to the notification of the Proposed District Plan during the reporting period. The Proposed Plan includes an expanded Heritage Schedule.
- 3 There has been an increase in private land being actively managed for the protection of indigenous biodiversity values, including areas listed in the Significant Natural Areas (SNA) Schedule and those covenanted with QEII. These areas have been identified through the notification of the Proposed District Plan.

Regulatory, Environmental & Building

What we do

Council's Regulatory, Environmental & Building Team carries out a wide range of activities which focus on protecting community and environmental health, safety, and amenity across the Waitaki District. These activities include processing, monitoring, and enforcement functions in accordance with legislation such as the Resource Management Act 1991, the Health Act 1956, the Food Act 2014, the Building Act 2004, and the Civil Defence Emergency Management Act 2002, as well as the Waitaki District Plan and other local bylaws.

Some of the key activities of Council's Regulatory, Environmental & Building Team include:

- Responding to new and amended legislation.
- Reviewing relevant Council policies and bylaws.
- Responding to animal-related complaints and enquiries.
- Managing the dog pound and looking after dogs in care.
- Providing education to animal owners.
- Monitoring parking.
- Investigating and resolving freedom camping and other Council bylaw complaints.
- Investigating Waitaki District Plan and RMA 1991 complaints and resource consent breaches.
- Managing applications for new and existing food, alcohol, and other registered premises.
- Monitoring water, sewer ponds, and landfills.
- Managing environmental health enquiries.
- Investigating complaints raised by residents or other authorities.
- Responding to noise complaints.
- Issuing building consents.
- Inspecting building consents against approved plans.
- Issuing code compliance certificates.
- Building warrant of fitness renewals and audits.
- Undertaking building non-compliance investigations.
- Monitoring and inspection of swimming pool fence compliance.
- Identifying earthquake-prone buildings.
- Civil Defence and Emergency Management (CDEM).

Why we do it

Council carries out these activities to meet statutory obligations and ensure best-practice delivery with respect to regulatory and environmental services across the district. This includes ensuring that people, communities, and the environment are kept safe and that nuisances are mitigated. We provide our building control services to make sure that a safe residential and commercial built environment exists for people to use that meets the provisions of the Building Act 2004. Council provides civil defence and emergency management activities in accordance with the Civil Defence Emergency Management Act 2002, to ensure community preparedness, adequate response levels, and support for recovery before, during, and after events.

Our activities in 2024-25

Regulatory Services & Environmental Health

Council initiated a review of the **Dog Control Policy and Bylaw** in July 2024 to better manage dog control within the district. There was a good level of community engagement with 146 submissions received during consultation. Following hearings and deliberations, Council approved the new Dog Bylaw and Dog Control Policy in December 2024. As part of the new policy, a **six-month trial** allowing dogs on-lead in the CBD and Harbour Street was initiated. Feedback on the trial will be reviewed and a decision on whether to make the change permanent will be made at a Council meeting in July 2025.

We launched a **Dog safety education programme** for students up to Year 8 as part of our commitment to **Dog Awareness and Education**, aimed at reducing dog-related incidents, build community awareness around dog safety, and promote responsible dog ownership. Council officers have been delivering sessions to schools across the district to teach children how to behave safely around dogs and what to do in potentially risky situations.

During the 2024-25 summer season, over 3,000 vehicles used our district's coastal **freedom camping sites**. Our Freedom Camping Ambassador focused on educating visitors about the Freedom Camping Act 2011 for self-contained vehicles. We received 12 freedom camping complaints, with officers providing advice to campers breaching our bylaw. Overall

compliance was very high, with no infringements issued.

There has been a slight increase in new business start-ups compared to the previous year under the **Food Act / Sale & Supply of Alcohol Act**, with much greater diversity including Filipino and Indian food stores, German cuisine, Asian street food outlets, mushroom and saffron growers, and hangi meal services. We have also seen more enquiries from residents seeking advice to open coffee caravans, home baking, and food trucks. We have worked closely with these businesses to ensure they operate successfully within legislative requirements.

Building Services

Our Building Consent Authority team issued **522 building consents** for works valued at \$96,730,176.00. The number of building consents issued is an 8.58% decrease from the previous year. The team continues to be one of the country's leading Building Control Authorities for processing speed, averaging just 9 working days per consent. 99.43% of building consents were processed within the 20-day legal requirement, ensuring development can continue smoothly across Waitaki. We also completed **2339 building inspections** throughout the district during 2024-25.

How did we do?

Regulatory Services & Environmental Health

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses.	To transition to the Food Act 2014 requirements with premises verified in accordance with the new Act.	100%	Not achieved (97%)	Achieved (100%)	Not achieved (76%)	Not achieved¹ (81%)
Prosperous district Attractive to new opportunities. Support local businesses.	Licenced premises identified as having a high risk or identified as a high risk are inspected once every six months.	100%	Not achieved (87.5%)	Achieved (100%)	Achieved (100%)	Achieved (100%)
Strong communities Enable safe and healthy communities.	Number of dog owners in the district with a selected owner status.	Year 1 31% Year 2 33% Year 3 35% Years 4 to 10 Maintain Year 3 levels.	Not achieved (25.79%)	Not achieved (28.78%)	Not achieved (28.58%)	Not achieved² (23.65%)
Strong communities Enable safe and healthy communities.	Residents satisfied or very satisfied with emergency services.	80% of residents are satisfied or very satisfied with emergency services.	Not achieved (66%)	Not achieved (48%)	Not achieved (42%)	Not achieved³ (42%)

Notes on service targets versus actual achievements

- 1 The result is misleading as not all verifications are required annually by legislative schedule requirements. If a verification is to a high standard, it may be granted for 18 months, therefore it can be fairly common for less than 100% of premises to be verified within any given financial year.
- 2 The number of dog owners with selected owner status has decreased, largely because low registration fees for non-selected owners provided little incentive to apply. Dog registration fees significantly increased for 2025/2026 which will impact results next year. Early indications show a rise in selected owner applications, suggesting a likely upward trend in future reporting.
- 3 The results presented here are based on residents' opinions from the 2024-25 Annual Residents' Survey. Reasons for dissatisfaction are not clear. With no emergency events in 2024-25, the community did not see any activity in this area and may not be aware of the role that Council plays in supporting civil defence and emergency management within the district. Emergency services may also be misunderstood to be fire, police, and ambulance, which are stretched for resources in Waitaki and can have long response and/or wait times.

Building Services

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses.	Building consents processed within 20 working days.	100% of building consents processed within 20 working days.	Achieved (100%)	Achieved (100%)	Achieved (100%)	Not achieved¹ (99.4%)
		The average processing time for all building consents equals 15 working days.	Achieved (The average timeframe for processing building consents was 8 working days)	Achieved (The average timeframe for processing building consents was 7 working days)	Achieved (The average timeframe for processing building consents was 8 working days)	Achieved (The average timeframe for processing building consents was 9 working days)
Prosperous district Attractive to new opportunities. Support local businesses.	Maintain Building Consent Authority Status.	Maintain.	Achieved (Maintained)	Achieved (Maintained)	Achieved (Maintained)	Achieved (Maintained)
Prosperous district Attractive to new opportunities. Support local businesses.	Public buildings with specified systems audited annually against building compliance standards.	All public buildings with specified systems are audited once every five years.	Achieved (21% of all properties with compliance schedules were audited)	Not achieved (18% of all properties with compliance schedules were audited)	Achieved (28% of all properties with compliance schedules were audited)	Achieved (41% of all properties with compliance schedules were audited)
		High-risk buildings (such as hotels) checked more than once every five years.	Not achieved (99% of high-risk buildings were audited more than once over the five-year period)	Not achieved (99% of high-risk buildings have been audited more than once over the last five years)	Achieved (100% of high-risk buildings were audited more than once over the five-year period)	Not achieved² (94% of high-risk buildings were audited more than once over the five-year period)

Notes on service targets versus actual achievements

- Three Building consents exceeded the 20-working-day timeframe. The delays occurred where a process step was not marked as complete despite the work having been done. A review of internal procedures to strengthen process oversight and prevent future delays will be actioned.
- Two outstanding audits are yet to be completed. One building is currently unoccupied and the other is closed for winter. Both will be audited by the end of year. We anticipate that all buildings will be audited as per the statutory requirement in the 2025/2026 year.

Community Development

What we do

Community Development activities are coordinated and managed in collaboration with key stakeholders from across Waitaki's communities, including government agencies, non-governmental organisations, community groups, and other partners. Community Development & Engagement, through Stronger Waitaki, uses a collective impact approach to build wellbeing, address issues, and create opportunities, leading to connected and safe communities across the district.

Some of the key activities of Council's Community Development Team include:

- Facilitating a safe community for residents and visitors alike, through community liaison, facilitation, and support of community projects, initiatives, and events.
- Managing and coordinating the Stronger Waitaki Community Coalition.
- Managing, implementing, and monitoring the Stronger Waitaki Community Wellbeing Strategy and the Waitaki Housing Strategy, Healthy Homes for All: A Community Housing Strategy.
- Managing and coordinating the Welcoming Communities initiative.
- Managing and coordinating the Mayor's Taskforce for Jobs (MTFJ) community employment outcomes programme.
- Acting as a conduit for information dissemination and connectivity.
- Identifying and securing external funding opportunities.
- Family and sexual violence prevention.
- Ongoing youth development.
- Data collection and analysis.

Why we do it

Community Development carries out activities to provide an effective mechanism for the community to work together, maximising expertise and resources. Through Stronger Waitaki, we have created an opportunity for the community to align and coordinate their efforts. Working in partnership in this way, we aim to build a vibrant culture, recognising and understanding diversity, maintaining a safe and welcoming environment for our residents and visitors to the Waitaki District, and contributing to economic development.

Our activities in 2024-25

The **Mayors Task Force for Jobs** programme continued to be a success story in the Waitaki district, placing **30 young people** into apprenticeships and full-time employment across a wide range of industries. The programme provides a start for, or supports the growth of our people, in their career path.

In partnership with the Ministry of Social Development, Te Rūnanga o Moeraki and the Ōamaru Pacific Island Trust, **Stronger Waitaki** has supported 10 Māori and Pacific Peoples students to graduate from the **Bachelor of Applied Management** programme through Capable New Zealand and Otago Polytechnic. This tertiary qualification initiative empowers individuals and whānau while strengthening Waitaki's social and economic foundation through skilled workforce development. A third cohort will start the programme in July 2025.

Council received the first step of formal accreditation as a 'committed' **Welcoming Community Te Waharoa ki ngā Hapori** in April 2025, meeting the **New Zealand Welcoming Communities Standard**. This recognition reflects Council's commitment to fostering an inclusive environment for newcomers to the district. It also provides an advantage in attracting and retaining newcomers, whilst connecting Council to an international welcoming network that offers access to support, resources, and networking opportunities through the MBIE and Immigration New Zealand programme. In partnership with **Te Hā o Maru** and **Waitaki Multicultural**, Council's Welcoming Communities Coordinator hosted Waitaki's first community **Matariki Hautapu** in June 2025, bringing traditional Māori custom to both the receiving and newcomer communities.

The **Stronger Waitaki Housing Taskforce** is working closely with Council to promote participation in the New Zealand Housing Survey. This collaboration will provide Council with access to Waitaki-specific housing data that will inform and support the delivery of the **'Healthy Homes for all' Community Housing Strategy**. We are also partnering with a local provider to financially support the establishment of the **Warmer Waitaki Curtain Bank**. This community-driven initiative focuses on sustainability and improving wellbeing and will complement our partnership with Family Works Energy Mates, which has already delivered significant benefits to the community.

Community safety cameras (CCTV) deter crime, enhance public safety, and provide crucial evidence for law enforcement. Ōamaru's existing cameras have reached the end of their operational life, prompting a comprehensive replacement review. In partnership with Ōamaru Police, a focused assessment of the most frequently used and strategically important locations is underway to ensure the system meets operational priorities and community safety goals. Meanwhile, a new CCTV system has been installed in Palmerston to enhance community safety and support crime prevention efforts.

The **Stronger Waitaki Family Violence and Sexual Violence Group** delivered three self-defence courses for women across the district during 2024-25. These taught essential self-defence skills for personal safety and confidence building. Due to the positive response, Stronger Waitaki has partnered with Waitaki Girls High School for their Year 12 students to take the course in early 2026. We are actively in consultation with the network for more delivery opportunities.

Planning is well underway for the fifth **Ripple Effect** conference, set for September 2025. Months of dedicated work by Stronger Waitaki and its partners have gone into organising this national event, which will bring family and sexual violence practitioners to Ōamaru for professional development and collaboration. The conference reflects the commitment to building safer communities through shared learning and innovation.

Our **Stronger Waitaki Mental Health and Addiction Network** collaborated with the **Te Hurihanga Time for Change Crisis Support programme** to lead change in how mental health and addiction services are delivered in our district, which resulted in two local providers adopting a partnership approach for delivery. With the support of Te Whatu Ora Health New Zealand, our network coordinated training, development, and resilience workshops for providers and our community. With a focus on prevention and postvention training, and building wellbeing and resilience, this will continue into 2025/26.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Strong communities Enable safe and healthy communities.	Residents are satisfied or very satisfied that Waitaki is a safe place to live.	80% of residents are satisfied or very satisfied that the Waitaki District is a safe place to live.	Achieved (82%)	Not achieved (72%)	Not achieved (73%)	Not achieved¹ (73%)
Strong communities Connected, inclusive communities. Promoting a greater voice for Waitaki. Celebration of our community identity.	Level of satisfaction that partner organisations have with Stronger Waitaki initiatives.	80% of partner organisations are satisfied with Stronger Waitaki initiatives.	Achieved (100%)	Achieved (100%)	Achieved (87%)	Not achieved² Not measured
Strong communities Connected, inclusive communities. Promoting a greater voice for Waitaki. Celebration of our community identity.	Level of engagement with migrant communities.	Years 1 to 2 12 ethnic community meetings / forums attended by the Community Development Team. 20 engagements (meetings or events) between Stronger Waitaki and ethnic / migrant communities. Years 3 to 10 Increase by 5% per annum.	Achieved	Achieved	Achieved	Not achieved³

Notes on service targets versus actual achievements

- 1 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. Reasons for dissatisfaction given were: (i) perception of increased drug-related activity and crime in the community; (ii) instances of crime and property damage; (iii) concerns about traffic safety and dangerous driving; and (iv) perception of inadequate law enforcement response. While the Community Development Team do their best to promote social cohesion, there are some factors beyond their control.
- 2 Level of satisfaction that partner organisations have with Stronger Waitaki initiatives was not measured during this reporting period. The survey used to assess this measure was not delivered, primarily due to resourcing challenges. The survey is to be reinstated in 2025-26, allowing future reporting against this measure.
- 3 The performance measure for engagement with migrant communities is based on the number of meetings/forums attended by the Community Development Team. Through the Community Development Team wider networks including Stronger Waitaki, Waitaki Newcomers and others, the engagement with migrant communities has continued, but it is not reflected in these results. This measure has not been included in the 2025-2034 Long Term Plan.

Funding Impact Statement for 30 June 2025 for Heritage, Environment & Regulation

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	3,166	3,178	3,177
Targeted Rates	(51)	96	96
Rates Revenue	3,115	3,274	3,273
Subsidies and Grants for Operating Purposes	378	777	692
Fees and Charges	2,449	2,567	2,393
Interest and Dividends from Investments	-	-	-
Internal Charges and Overheads Recovered	64	1,255	2,920
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	591	246	187
Operating Revenue	3,483	4,847	6,192
Total Sources of Operating Funding	6,598	8,120	9,465
Applications of Operating Funding			
Payments to Staff and Suppliers	3,742	5,089	5,307
Finance Costs	-	-	-
Internal Charges and Overheads Applied	3,740	4,235	4,953
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	7,481	9,324	10,260
Surplus / (Deficit) of Operating Funding	(884)	(1,204)	(795)
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	-	-	-
Development and Financial Contributions	210	420	138
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	-	-	-
Total Sources of Capital Funding	210	420	138
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	-	20	30
to replace Existing Assets	-	-	29
Increase / (Decrease) in Reserves	(674)	(804)	(716)
Increase / (Decrease) of investments	-	-	-
Total Applications for Capital Funding	(674)	(784)	(657)
Surplus / (Deficit) of Capital Funding	884	1,204	795
Funding Balance	-	-	-

Notes on variances

- The Mayors Taskforce for Jobs continued during the year, as did several projects supported by Better-Off funding.
- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.
- Fewer large-scale developments in the Waitaki District resulted in reduced revenue from Financial Contributions.

Infrastructure & Services

Te Whakahaka Tuapapa

Infrastructure & Services comprises:



Roads & Footpaths



Water Supply



Stormwater



Wastewater



Recreation Services



Waste Management & Minimisation

Infrastructure & Services contributes to the following community outcomes:

Community outcomes	Community wellbeings	How does Infrastructure & Services contribute to these?
Prosperous district Attractive to new opportunities. Support local businesses.	Economic	<ul style="list-style-type: none"> By managing the activity efficiently and effectively. By planning for and building 3 Waters infrastructure which has capacity for growth. By providing facilities which contribute to the attractiveness of the district and create opportunities for new businesses.
Valued environment Protecting our diverse landscapes and water bodies. Meeting environmental and climate change challenges.	Environmental	<ul style="list-style-type: none"> By meeting obligations of 3 Waters consents. By providing infrastructure which treats and disposes of wastewater and stormwater in an environmentally sensitive and sustainable way. By acknowledging and incorporating the natural environment in design, construction, operation, and maintenance of infrastructure. By making sure activities are consistent with environmental standards, guidelines, and best-practice. By providing natural environment and greenspaces which are attractive to the community and provide habitat for biodiversity. By providing opportunities for people to enjoy the district's distinctive environment. By investigating options to mitigate the effects of landfills on the environment. By encouraging reduction, reuse, and recycling of waste.
Quality services Robust core infrastructure and services. Community facilities and services we are proud of. Strong communities Enable safe and healthy communities.	Social	<ul style="list-style-type: none"> By providing roads and footpaths which are safe, effective, efficient, accessible, and fit-for-purpose for people and goods. By providing safe drinking water to agreed areas, meeting the New Zealand Drinking Water Standards. By providing infrastructure which protects people and property from flooding events. By providing a timely response to service requests and system failures. By providing parks, gardens, greenspaces, sports, and recreational facilities which contribute to the district's physical and mental wellbeing. By providing opportunities at a cost that is affordable to users. By providing recreational spaces which meet the needs of the wider community and cultural, recreational, and sports groups. By meeting industry standards and providing opportunities for people to feel safe while being active, and to connect the community through sport and recreation. By providing access to waste disposal systems and facilities. By encouraging the provision of different waste disposal options by the private sector.

Roads & Footpaths

What we do

Council develops and maintains an accessible, affordable, and safe land transport network across the Waitaki District. We own and maintain 1,796km of local roads, 188km of footpaths, 183 bridges, and 2,137 streetlights. 85% of the public roads within the Waitaki District are owned and operated by Council, with the remaining 15% being state highways operated by Waka Kotahi New Zealand Transport Agency.

Why we do it

The Waitaki District covers 7,216km² and is sparsely populated, home to approximately 24,300 residents. This is reflected in 90% of the district's roads being rural, with speed limits of 70km or more per hour, 94% of the district's roads being low-volume, with traffic volumes of less than 500 vehicles per day, and 56% of the district's roads being unsealed, meaning the district's roading network is comprised of more unsealed than sealed roads.

This makes ease of movement within the district a key focus for Council, making sure the district's land transport network provides access and connectivity for people, communities, properties, and places. Our roads connect people and places and are lines of communication, which is essential for our daily connectivity and wellbeing. Our roads also link goods and freight from our farms and high-country stations to far-away markets. Without a reliable roading network, much of the economic activity within our district would not be possible. Our road corridors have essential community services, electricity, telecommunications and data, and 3 waters infrastructure, both under and above the surface. Our roads provide access for emergency response, healthcare, education, and recreation. Without access to a maintained road network, people become isolated and marginalised.

Most of Council's investment in the district's land transport network goes towards annual maintenance, operation of, and renewal of, the land transport infrastructure. Other areas of investment include transport planning, demand management, and developing new and improved infrastructure for local roads. Equity and accessibility are becoming more important as network use changes with demographics and technology.

Our activities in 2024-25

Part of the first stage of the Ōamaru Harbour Plan **2020 and Beyond** and **Central Ōamaru Masterplan Zone** for the Farmers' Market and adjacent parking. Due to budget constraints, the project scope was reduced and focused on the Western side carpark. A dedicated marketplace zone was established with an improved entrance. Full carpark resurfacing and sealing was completed, along with line marking, improved accessibility, mobility parking spaces, cycle and motorbike parking, and ducting for future lighting. EV charging bays were installed in partnership with Network Waitaki. Native planting and landscaping enhance the marketplace zone.

A new community-supported car park at the lower entrance to **Cape Wanbrow Reserve** on Test Street has been constructed, providing space for 10 vehicles, while also improving accessibility and convenience for visitors. Additionally, the car park in front of **Ōamaru's Blue Penguin Colony** was upgraded in November, with new sealing, line marking, lighting, and improved accessibility through a redesigned layout that includes mobility parking spaces.

Stage 1 of the **Central Management Control System for Streetlights** was completed in August 2024 which included a separate project for the installation of Light Control Units (LCUs) into sockets on top of LED street-lights. The LCUs have internal meters to measure electricity usage and communicate with base stations, enabling remote access to control streetlight timing. The system can also dim lights at night for greater energy savings. Three additional base stations have been purchased to serve areas outside Ōamaru. Stage 2, covering south of Ōamaru to Palmerston, is scheduled in the next financial year. Stage 3 will extend coverage up the Waitaki Valley to Ōmārama and Lake Ōhau.

Renewal of line marking was completed by Downer, who conducted site inspections and applied line-marking across the district, including prominent 'no parking' markings on Itchen Street. **Pavement rehabilitation** was carried out on four NZTA-approved sites - Awamoia Road, Clyde Street, Fuchsia Creek Road, and Horse Range Road - while **resurfacing works** for the calendar year were also completed.

The current 125-year-old **Kakanui River bridge** is a 176-metre timber structure that provides an important connection to and within Kakanui and serves as an alternative route when State Highway 1 closes. The bridge has reached the end of its life and is no longer fit for purpose. Following stakeholder

engagement with Heritage New Zealand and Otago Regional Council, Council approved a single-lane concrete replacement, with NZTA Waka Kotahi covering 57% of the costs.

Construction of the new Kakanui Bridge began in May 2025 with a blessing by Te Rūnanga o Moeraki and an official sod-turning ceremony. The new bridge is being constructed upstream of the existing bridge. The existing bridge will remain in use until the new bridge is open. Once the new bridge is open, the existing bridge will be dismantled.

The **maintenance and renewals tables** on the following page show expenditure from the maintenance and operations report to New Zealand Transport Agency Waka Kotahi for 2024-25. The expenditure presented here has allowed for 1.28 kilometres of footpath resurfacing, 508 metres of culvert renewals, 3,794 kilometres of roadside drain renewals, 249 kilometres of unsealed road metalling, 80 lane kilometres of road resurfacing, and 6.1 lane kilometres of urban and rural road renewal.

Maintenance

Work category no.	Works completed	Actual expenditure 2024-2025
111	Routine pavement repairs	\$1,672,739
	Pre-reseal repairs	\$927,487
	Other sealed pavement maintenance	\$0
112	Grading unsealed roads	\$291,848
	Other unsealed pavement maintenance	\$309,081
113	Street cleaning	\$68,826
	Drainage maintenance	\$645,929
114	Bridge maintenance	\$287,960
	Retaining wall maintenance	\$0
	Vehicular ferries	\$0
	Maintenance of other structures	\$0
	Vegetation control	\$381,858
121	Winter maintenance activities	\$0
	Litter, debris & graffiti control	\$0
	Other environmental maintenance	\$94,603
122	Traffic services power supply	\$126,281
	Carriageway lighting maintenance	\$28,617
	Road markings	\$249,992
	Signs & other traffic services	\$176,603
123	Maintenance of operational infrastructure	\$0
	Management and operation of traffic systems	\$0
	Event & incident management	\$0
	Other operational traffic management	\$0
124	Cycleway operations & maintenance	\$0
	Cycleway renewals	\$0
125	Footpath maintenance	\$74,164
131	Renewal of existing level crossing warning devices	\$0
	Installation of new level crossing warning devices	\$0
151	Network management (includes inspections)	\$1,453,941

Renewals

Work category no.	Works completed	Actual expenditure 2024-25
211	Unsealed road metalling and rehabilitation	\$1,076,004
	Chip seals resurfacing	\$2,266,507
	Thin asphaltic surfacing	\$0
212	Other pavement resurfacing	\$0
	Culvert renewals	\$290,020
	Kerb & channel renewals	\$17,701
213	Other drainage renewals	\$235,180
	Rural sealed road pavement rehabilitation	\$1,157,386
	Urban sealed road pavement rehabilitation	\$664,167
214	Other structure component replacements	\$15,966
221	Effluent disposal facility renewals	\$0
	Catch fence renewals	\$0
	Renewals road run-off facilities	\$0
222	Other environmental renewals	\$0
	Traffic signs renewals	\$81,843
	Traffic monitoring & lighting renewals	\$300,558
224	Weighting facilities renewals	\$0
	Other traffic services renewals	\$45,380
	Cycle path renewals	\$0
225	Footpath renewals	\$100,778

Minor safety improvements (low cost / low risk improvements)

Work category no.	Works completed	Actual expenditure 2024-25
216	Kakanui Point Bridge Renewal (to be completed June 2026)	\$2,508,929.00
341	Minor Improvements	\$0
432	Road safety	\$61,863.00

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Robust core infrastructure and services. Strong communities Enable safe and healthy communities.	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number (excludes State Highways).	Reduce the number of serious injuries and fatalities when compared to the previous year. ⁺	<i>Serious injuries: Not achieved</i> (8 serious injuries – increase of 4 from 2020-21)	<i>Serious injuries: Achieved</i> (3 serious injuries – decrease of 5 from 2021-22)	<i>Serious injuries: Not achieved</i> (7 serious injuries – increase of 4 from 2022-23)	<i>Serious injuries: Achieved^{***}</i> (4 serious injuries – decrease of 3 from 2023-24)
			<i>Fatalities: Achieved</i> (0 fatalities – decrease of 3 from 2020-21)	<i>Fatalities: Not achieved</i> (1 fatality – increase of 1 from 2021-22)	<i>Fatalities: Not achieved</i> (1 fatality – no change from 2022-23)	<i>Fatalities: Achieved^{***}</i> (0 fatalities – decrease of 1 from 2023-24)
Quality services Robust core infrastructure and services. Prosperous district Support local businesses.	Residents satisfied or very satisfied with the condition of Waitaki's non-State Highway sealed roads.	Years 1 to 3 60% Years 4 to 10 70%	<i>Not achieved</i> (43%)	<i>Not achieved</i> (19%)	<i>Not achieved</i> (42%)	<i>Not achieved¹</i> (39%)
			<i>Not achieved</i> (28%)	<i>Not achieved</i> (24%)	<i>Not achieved</i> (29%)	<i>Not achieved²</i> (32%)
Quality services Robust core infrastructure and services. Prosperous district Support local businesses.	The average quality of ride on a sealed local road network, measured by smooth travel exposure (excluding State Highways): <ul style="list-style-type: none"> • <i>Combined</i> • <i>Primary</i> • <i>Secondary</i> 	Greater than 90%.	<i>Combined: Achieved</i> (93%)	<i>Combined: Not achieved</i> (90%)	<i>Combined: Not achieved</i> (90%)	<i>Combined: Not achieved³</i> (85%)
			<i>Primary: Not achieved</i> (89%)	<i>Primary: Not achieved</i> (87%)	<i>Primary: Not achieved</i> (90%)	<i>Primary: Not achieved³</i> (85%)
			<i>Secondary: Achieved</i> (93%)	<i>Secondary: Achieved</i> (90%)	<i>Secondary: Achieved</i> (91%)	<i>Secondary: Not achieved³</i> (89%)
Quality services Robust core infrastructure and services. Prosperous district Support local businesses.	The percentage of the sealed local road network that is resurfaced: <ul style="list-style-type: none"> • <i>Combined</i> • <i>Urban</i> • <i>Rural</i> 	Greater than 5% of sealed roads are resurfaced each year.	<i>Combined: Not achieved</i> (5%)	<i>Combined: Not achieved</i> (2.4%)	<i>Combined: Not achieved⁷</i> (4.3%)	<i>Combined: Achieved</i> (5.6%)
			<i>Urban: Not achieved</i> (2%)	<i>Urban: Not achieved</i> (1.7%)	<i>Urban: Achieved</i> (5.1%)	<i>Urban: Achieved</i> (7.8%)

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
			Rural: Not achieved (3%)	Rural: Not achieved (0.7%)	Rural: Not achieved (4.1%)	Rural: Not achieved⁴ (5%)
Quality services Robust core infrastructure and services. Prosperous district Support local businesses.	The percentage of footpaths within the district that fall within the specified level of service (fit for purpose) set within the Roading Asset Management Plan.	96% ⁺⁺	Achieved (98% of footpaths within levels of service)	Achieved (97% of footpaths within levels of service)	Achieved (96% of footpaths within levels of service)	Achieved (96% of footpaths within levels of service)
Quality services Robust core infrastructure and services.	The percentage of requests for service relating to roads and footpaths responded to within agreed timeframes.	At least 90% of public enquiries responded to within two working days.	Not achieved (84%)	Not achieved (86%)	Not achieved (85%)	Achieved (91%)

General notes

^{*} This is reporting on the DIA measure which refers to the number of serious injury and fatal crashes. Council is reporting on the number of serious injuries and fatalities in total. It is possible to have multiple serious injuries and/or fatalities from one crash.

^{**} Survey of total network to be completed every five years.

^{***} Figures obtained from CAS in July 2024, covering the period 1 July 2024 – 30 June 2025. More crashes may be uploaded to CAS for the 2024-25 financial year by New Zealand Transport Agency Waka Kotahi after the date the original report was obtained. Council has no control over third parties. It promotes road safety and provides interventions to the road network. Data will be reviewed to assess trends which Council could positively influence going forward.

Notes on service targets versus actual achievements

- 1 The results are based on the residents' opinion from the 2024-25 Annual Residents' Survey. Resident satisfaction for the condition of sealed roads is subjective, considering achievements in road safety, footpaths, and customer response. However, it does not account for smooth travel exposure or the length of resurfacing in rural areas, which is mostly budget-related and where optimised renewal works are required to be completed.
- 2 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. Resident satisfaction with the condition of un-sealed roads is subjective considering achievement in road safety and customer response. The observed increase in satisfaction may be attributed to higher budgets allocated for maintenance and renewals of unsealed roads in 2024-25.
- 3 Roughness measures have previously been collected by WSP at intervals of 20m. They are now collected at 10m intervals by laser in a high-speed data survey through the Roading Efficiency Group Consistent Condition Data Collection which commenced in 2025 and will cover the 2024-27 NLTP.
- 4 The increased budget for 2024/25 has allowed for a stronger rural resurfacing response, but it is not yet meeting the target. The resurfacing contract is currently advertised for renewal, and if lower costs are secured, it may allow for greater length to be resurfaced.

Funding impact statement for 30 June 2025 for Roads & Footpaths

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	48	109	109
Targeted Rates	8,017	9,331	9,342
Rates Revenue	8,066	9,440	9,451
Subsidies and Grants for Operating Purposes	3,230	5,628	4,219
Fees and Charges	-	-	-
Interest and Dividends from Investments	-	-	-
Internal Charges and Overheads Recovered	6	16	7
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	661	741	468
Operating Revenue	3,898	6,386	4,694
Total Operating Funding	11,964	15,826	14,145
Applications of Operating Funding			
Payments to Staff and Suppliers	5,907	9,177	7,357
Finance Costs	-	-	-
Internal Charges and Overheads Applied	1,857	1,987	1,338
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	7,764	11,164	8,695
Surplus / (Deficit) of Operating Funding	4,200	4,662	5,450
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	4,362	7,689	4,995
Development and Financial Contributions	280	185	151
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	-	-	-
Total Sources of Capital Funding	4,642	7,874	5,146
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	1,581	3,513	128
to replace Existing Assets	6,249	10,718	8,896
Increase / (Decrease) in Reserves	1,012	(1,696)	1,572
Increase / (Decrease) of investments	-	-	-
Total Applications of Capital Funding	8,841	12,536	10,596
Surplus / (Deficit) of Capital Funding	(4,200)	(4,662)	(5,450)
Funding Balance	-	-	-

Notes on variances

- Adjustments made to the timing of works led to reduced roading subsidy revenue, and to reduced operating costs overall.
- Fewer large-scale developments in the Waitaki District resulted in reduced revenue from Development Contributions.
- Those changes, as well as delays in starting the Kakanui Bridge projects, resulted in reduced capital expenditure and associated revenue.
- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.

Water Supply

What we do

Council supplies water to 90% of Waitaki's population through the operation of 15 individual water supplies, five defined as urban and the other 10 as rural. The urban supplies provide an 'on-demand' service to consumers in most urban areas. The rural supplies are intended to supply water for domestic-use and some stock-drinking water on a continuous but restricted-supply basis.

Management of the urban and rural water supplies is undertaken by a combination of Council and consumer-led entities. Council's water supply activities are funded by service-targeted rates from properties connected to the water supply systems. We support this service by providing, operating, and maintaining water infrastructure in compliance with New Zealand legislation and standards, responding to callouts and service disruptions quickly and efficiently, and through planning for future development and needs.

Why we do it

There are several different pieces of legislation we need to comply with when providing drinking water to our community. We have a legal obligation under the Health Act 1956 to improve, promote, and protect public health across the district. Under the Local Government Act 2002 (LGA 2002), the continued operation of water supplies is required unless approval has been obtained by Council to cease some or all of the activity. The Water Services Act 2021 ensures that drinking water suppliers provide safe drinking water to consumers.

As a result of the Havelock North water incident in 2016, the subsequent Government inquiry, and the previous and current Government's push for sector reform, there is renewed focus on the very high standard of care and diligence required to supply drinking water to our community. Water is the single most significant resource supporting business growth and environmental health. We consider that the provision of reliable and safe drinking water to our community is a major contribution to the district's economy and to resident's wellbeing. Our water supplies contribute to improving, promoting, and protecting public health, and provide firefighting capabilities in some urban areas. In rural areas, water is also used by stock, thus contributing to the rural economy.

Our activities in 2024-25

The construction of a **second reservoir** at the **South Hill** site ensures enough water storage for the South Hill Zone and improves the reliability of supply to Kakanui, Herbert, Hampden and Moeraki. Before construction of the second reservoir, there was a high risk of supply shortage in the event of asset failure or natural disaster. Completed in September 2024, the reservoir addresses water demands and supports future growth in the district. Landscaping, fencing, and access road sealing were completed in December 2024. The reservoir operates on a five-year inspection and cleaning cycle.

We completed several upgrades for the **Ahuriri Valley Water Supply** that significantly enhanced water reliability throughout the region. The **Ōmārama Watermain Renewal** commenced in October 2024 and was completed in two stages, improving water infrastructure reliability for the community. The **Otematata Watermain Renewal** completed the replacement of watermains with household connections to enhance the distribution system and improve reliability for the community.

Lake Ōhau residents are benefiting from a new low-cost treatment plant that treats water from the existing surface water source. The project meets Taumata Arowai regulatory standards to ensure reliable, safe water supply. These projects formed part of Councils broader strategy to enhance water infrastructure throughout the Ahuriri Valley.

We began water infrastructure improvements in the Goodwood and Dunback (Meadowbank) supply zones as part of the **Waihemo Rural Watermains Renewal and Upgrades**, which involved the installation of new water mains and valves in these rural restricted schemes. This work aims to improve water supply reliability for rural communities by renewing pipes that are starting to fail. These projects are expected to be completed by November 2025.

Significant watermain renewal projects were completed in Kakanui and Weston to enhance water infrastructure reliability and meet regulatory requirements. The **Kakanui Watermain Renewal** upgraded 5.5km of deteriorating asbestos cement pipes that were at risk of failure. The **Weston Water Supply Upgrade** replaced ageing watermains and installed new service connections in the residential area, improving water distribution reliability and reducing leak risks while shifting customers in Weston township from restricted supply to an on-demand service and providing increased capacity for firefighting flows.

How did we do?

Results reported in the required reporting format to 2023-24 (Year 3 of the 2021-31 LTP):

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Strong communities Enable safe and healthy communities. Quality services Robust core infrastructure and services. Valued environment Protecting our diverse landscapes and water bodies.	<p>The extent to which Council's water supplies comply with:</p> <p>a. Part 4 of the Drinking Water Standards (<i>bacteria compliance</i> criteria).</p> <p>b. Part 5 of the Drinking Water Standards (<i>protozoa compliance</i> criteria).[†]</p>	<p>Compliance required: Kauru Hill, Kurow, Lake Ōhau, Lower Waitaki, Ōamaru⁺⁺, Ōmārama, Ōtematatā, Tokarahi, Waihemo, Windsor.</p> <p>No compliance required (classified rural / agricultural water supplies): Awamoko, Kurow, Ōmārama, Ōtematatā, Bushy Creek, Stoneburn.</p> <p>No compliance required (Council has elected to comply with Section 10): Duntroon.</p>	<p><i>a. Bacteria compliance: For Jul 2021 – Jun 2022 (DWSNZ 2005 (2018)):</i></p> <p>Achieved</p> <p>Compliant: Lower Waitaki.</p> <p>Not achieved</p> <p>Non-compliant: Awamoko, Kauru Hill, Lake Ōhau, Lower Waitaki, Ōamaru⁺⁺, Tokarahi, Waihemo, Windsor.</p> <p><i>For Jul – Dec 2022 (DWSNZ 2005 (2018)):</i></p> <p>Achieved</p> <p>Compliant: Waihemo.</p> <p>Not achieved</p> <p>Non-compliant: Awamoko, Kauru Hill, Kurow, Lake Ōhau, Lower Waitaki, Ōamaru⁺⁺, Ōmārama, Ōtematatā, Stoneburn, Tokarahi, Windsor.</p>	<p><i>a. Bacteria compliance: For Jan – Jun 2023 (DWQAR 2022):</i></p> <p>Achieved</p> <p>Compliant: Lower Waitaki.</p> <p>Not achieved</p> <p>Non-compliant: Awamoko, Kauru Hill, Kurow, Lake Ōhau, Lower Waitaki, Ōamaru⁺⁺, Ōmārama, Ōtematatā, Stoneburn, Tokarahi, Windsor.</p>	<p><i>a. Bacteria compliance (DWQAR 2022):</i></p> <p>For Jul 2023 – Jun 2024 (DWQAR 2022):</p> <p>Achieved</p> <p>Compliant: Waihemo.</p> <p>Not achieved</p> <p>Non-compliant: Awahokomo, Awamoko, Bushy Creek, Ōmārama, Ōtematatā, Tokarahi, Kauru Hill, Kurow, Lake Ōhau, Lower Waitaki, Ōamaru⁺⁺, Ōmārama, Ōtematatā, Stoneburn, Tokarahi, Windsor.</p>	<p><i>a. Bacteria compliance (DWQAR 2022):</i></p> <p>For Jul 2024 – Jun 2025 (DWQAR 2022: Revised 2024):</p> <p>The 2024-25 results are reported in the Bacteriological Compliance Table on page 63.</p>

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
			<p><i>b. Protozoa compliance: For Jul 2021 – Jun 2022 (DWSNZ 2005 (2018)): Achieved</i></p> <p>Compliant: Ōamaru⁺⁺. Not achieved</p> <p>Non-compliant: Awamoko, Kauru Hill, Kurow, Lake Ōhau, Lower Waitaki, Kauru Hill, Kurow, Lake Ōhau, Lower Waitaki, Ōmārama, Ōtematatā, Tokarahi, Waihemo, Windsor.</p> <p><i>For Jul – Dec 2022 (DWSNZ 2005 (2018)): Achieved</i></p> <p>Compliant: Kurow, Ōamaru⁺⁺, Ōtematatā.</p> <p>Not achieved</p> <p>Non-compliant: Awamoko, Kauru Hill, Lake Ōhau, Lower Waitaki, Ōamaru⁺⁺, Ōmārama, Tokarahi, Waihemo, Windsor.</p>	<p><i>b. Protozoa compliance: For Jan – Jun 2023 (DWQAR 2022): Not achieved</i></p> <p>Non-compliant: Awamoko, Kauru Hill, Kurow, Lake Ōhau, Lower Waitaki, Ōmārama, Ōtematatā, Tokarahi, Waihemo, Windsor.</p>	<p><i>b. Protozoa compliance (DWQAR 2022): For Jul 2023 – Jun 2024 (DWQAR 2022): Achieved</i></p> <p>Compliant: Ōamaru⁺⁺, Waihemo. Not achieved</p> <p>Non-compliant: Awahokomo, Awamoko, Bushy Creek, Kauru Hill, Kurow, Lake Ōhau, Lower Waitaki, Ōmārama, Ōtematatā, Tokarahi, Windsor.</p>	<p><i>b. Protozoa compliance (DWQAR 2022): For Jul 2024 – Jun 2025 (DWQAR 2022: Revised 2024): The 2024-25 results are reported in the Protozoal Compliance Table on page 65.</i></p>

Summary of bacteria & protozoa compliance in Waitaki's water supplies

Both the Council-managed and Corriedale Water Management Ltd water supplies were independently assessed for bacteria and protozoa compliance by Wai Comply. The tables below reflect the findings of the independent assessment. The results for bacteria and protozoa compliance have been assessed against the new Drinking Water Quality Assurance Rules (DWQAR 2024).

Results reported in the new reporting format 2024-25 (year 4 of the 2021-31 LTP):

Bacteriological Compliance Table		
Performance Measure:		
Rule	Target	Actual Achievement 2024-25 (Year 4) ⁺
Ōamaru Population: 15561		
T3 Bacterial Rules	All Met	All Met
D3.29 Microbiological Monitoring Rule	All Met	Almost Met
Notes on target measures versus actual results: In June 2025, only three weekly microbiological sample results were recorded when four is required, and an interval of 14 days occurred between samples when nine is the maximum. The samples were either lost by the courier or were not collected as scheduled.		
Waihemo Population: 1357		
T3 Bacterial Rules	All Met	All Met
D3.29 Microbiological Monitoring Rule	All Met	Partially Met
Notes on target measures versus actual results: In June 2025, only three weekly microbiological sample results were recorded when four is required, and an interval of 14 days occurred between samples when nine is the maximum. The samples were either lost by the courier or were not collected as scheduled.		
Lower Waitaki Population: 778		
T3 Bacterial Rules	All Met	Almost Met
D3.29 Microbiological Monitoring Rule	All Met	All Met
Notes on target measures versus actual results: In October 2024, there were six days where the UV dose was less than the minimum requirement and three days where the UVT was less than the minimum requirement at some point during the day. This was due to poor water quality as a result of a weather event.		
Tokarahi / Livingstone (Corriedale WML) Population: 573		
T3 Bacterial Rules	All Met	None Met
D3.29 Microbiological Monitoring Rule	All Met	All Met
Notes on target measures versus actual results: Chlorination is in place but a bacterial compliance reporting option (C.t value, UV Disinfection etc) was not.		
Ōmārama Population: 270		
T3 Bacterial Rules ²	All Met	All Met
D3.29 Microbiological Monitoring Rule ²	All Met	All Met
Notes on target measures versus actual results: NA		
Awamoko (Corriedale WML) Population: 399		
T2 Treatment Monitoring Rules	All Met	Partially Met
T2 Chlorine Rules	All Met	Almost Met
D2.1 Distribution System Rule	All Met	All Met
Notes on target measures versus actual results: UV disinfection as required by the T2 rules was not in place during the period. Additionally, there were two FAC results, within one compliance period, less than 0.5mg/L out of a total of at least 104 samples.		
Kurow Population: 330		
T2 Treatment Monitoring Rules	All Met	All Met
T2 Chlorine Rules	All Met	All Met
D2.1 Distribution System Rule	All Met	All Met
Notes on target measures versus actual results: NA		

Kauru Hill (Corriedale WML) Population: 197		
T2 Treatment Monitoring Rules	All Met	Partially Met
T2 Chlorine Rules	All Met	All Met
D2.1 Distribution System Rule	All Met	All Met
Notes on target measures versus actual results: UV disinfection and filtration as required by the T2 rules was not in place during the period.		
Ōtematatā Population: 195		
T2 Monitoring Rules - All Met	All Met	All Met
T2 Chlorine Rules - All Met	All Met	All Met
D2.1 Distribution System Rule - All Met	All Met	All Met
Notes on target measures versus actual results: NA		
Windsor (Corriedale WML) Population: 137		
T2 Monitoring Rules - All Met	All Met	Partially Met
T2 Chlorine Rules - All Met	All Met	Almost Met
D2.1 Distribution System Rule - All Met	All Met	All Met
Notes on target measures versus actual results: UV disinfection and filtration as required by the T2 rules was not in place during the period. Additionally, there were two FAC results less than 0.5mg/L out of a total of at least 104 samples.		
Stoneburn Population: 86		
T1 Treatment Rules	All Met	All Met
D1.1 Distribution System Rule	All Met	All Met
Notes on target measures versus actual results: NA		
Dunroon Population: 81		
T1 Treatment Rules	All Met	All Met
D1.1 Distribution System Rule	All Met	All Met
Notes on target measures versus actual results: NA		
Ōhau Alpine Village Population: 36		
T1 Treatment Rules		Partially Met
D1.1 Distribution System Rule		All Met
Notes on target measures versus actual results: No turbidity sample results were reported for the July-September 2024 period where the requirement is one sample every three months.		
Bushy Creek Population: 29		
T1 Treatment Rules	All Met	Partially Met
D1.1 Distribution System Rule	All Met	All Met
Notes on target measures versus actual results: No turbidity sample results were reported for the July-September 2024 period where the requirement is one sample every three months.		
Awahokomo Population: 21		
T1 Treatment Rules	All Met	None Met
D1.1 Distribution System Rule	All Met	None Met
Notes on target measures versus actual results: This supply is not treated or monitored currently.		
Compliance rate		Performance rating
100%		All met
95% to 99.99%		Almost met
0.01% to 94.99%		Partially met
0%		None met

Protozoal Compliance Table Performance Measure: The extent to which Council's water supplies comply with Part 5 of the Drinking Water Standards (<i>protozoa compliance criteria</i>). ⁺		
Rule	Target	Actual Achievement 2024-25 (Year 4) ⁺
	Ōamaru Population: 15561	
T3 Protozoal Rules	All Met	All Met
Notes on target measures versus actual results: NA		
	Waihemo Population: 1357	
T3 Protozoal Rules	All Met	Partially Met
Notes on target measures versus actual results: Pumps are connected directly to the discharge side of the cartridge filtration (filtered water must go to a tank) and the required flow, service state and turbidity monitoring was not in place. This site was upgraded prior to the release of the new rules and further upgrades will be needed.		
	Lower Waitaki Population: 778	
T3 Protozoal Rules	All Met	Almost Met
Notes on target measures versus actual results: In October 2024, there were six days where the UV dose was less than the minimum requirement and three days where the UVT was less than the minimum requirement at some point during the day. This was due to poor water quality as a result of a weather event.		
	Tokarahi / Livingstone (Corriedale WML) Population: 573	
T3 Protozoal Rules	All Met	None Met
Notes on target measures versus actual results: Tokarahi/Livingstone WTP was assessed against rule T3.22 as there was no recognised protozoal barrier in place to determine the performance of.		
	Ōmārama Population: 270	
T3 Protozoal Rules ²	All Met	All Met
Notes on target measures versus actual results: NA		
	Awamoko (Corriedale WML) Population: 399	
T2 Treatment Monitoring Rules	All Met	Partially Met
T2 Filtration Rules	All Met	All Met
T2 UV Rules	All Met	None Met
Notes on target measures versus actual results: UV disinfection as required by the T2 rules was not in place during the period.		
	Kurow (Population: 330)	
T2 Treatment Monitoring Rules	All Met	All Met
T2 Filtration Rules	All Met	Partially Met
T2 UV Rules	All Met	All Met
Notes on target measures versus actual results: Filtration as required by the T2 rules was not in place during the period.		
	Kauru Hill (Corriedale WML) Population:197	
T2 Treatment Monitoring Rules	All Met	Partially Met
T2 Filtration Rules	All Met	Partially Met
T2 UV Rules	All Met	None Met
Notes on target measures versus actual results: UV disinfection and filtration as required by the T2 rules was not in place during the period.		
	Ōtematatā Population: 195	
T2 Treatment Monitoring Rules	All Met	All Met
T2 Filtration Rules	All Met	Partially Met
T2 UV Rules	All Met	All Met
Notes on target measures versus actual results: Filtration as required by the T2 rules was not in place during the period.		

Windsor (Corriedale WML) Population: 137		
T2 Treatment Monitoring Rules	All Met	Partially Met
T2 Filtration Rules	All Met	Partially Met
T2 UV Rules	All Met	None Met
Notes on target measures versus actual results: UV disinfection and filtration as required by the T2 rules was not in place during the period.		
Stoneburn Population: 86		
T1 Treatment Rules	All Met	All Met
Notes on target measures versus actual results: NA		
Duntrroon Population: 81		
T1 Treatment Rules	All Met	All Met
Notes on target measures versus actual results: NA		
Lake Ohau Population: 36		
T1 Treatment Rules	All Met	Partially Met
Notes on target measures versus actual results: No turbidity sample results were reported for the July-September 2024 period where the requirement is one sample every three months.		
Bushy Creek Population: 29		
T1 Treatment Rules	All Met	Partially Met
Notes on target measures versus actual results: No turbidity sample results were reported for the July-September 2024 period where the requirement is one sample every three months.		
Awahokomo Population: 21		
T1 Treatment Rules	All Met	None Met
Notes on target measures versus actual results: This supply is not treated or monitored currently.		
Compliance rate		Performance rating
100%		All met
95% to 99.99%		Almost met
0.01% to 94.99%		Partially met
0%		None met

How did we do on our other water supply performance measures?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Robust core infrastructure and services.	The percentage of real water loss from our networked reticulation system. This is calculated in accordance with Water New Zealand's Water Loss Guidelines Minimum Night Flow Analysis.	Maintain or reduce.	Not achieved (Kurow: 41% Ōamaru: 62% Ōmārama: 74% Ōtematatā: 45% Palmerston: 36%)	Not achieved (Kurow: 60% Ōamaru: 47% Ōmārama: 52% Ōtematatā: 35% Palmerston: 46%)	Not achieved (Kurow: 49% Ōamaru: 42% Ōmārama: 31% Ōtematatā: 39% Palmerston: 33%)	Not achieved ³⁺⁺⁺ (Kurow: 48% Ōamaru: 34% Ōmārama: 34% Ōtematatā: 33% Palmerston: 27%)
Quality services Robust core infrastructure and services.	Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulated system, the following median response times are measured:					
	<i>Attendance for urgent callouts:</i> From the time that Council receives notification to the time that service personnel reach the site.	<i>Attendance for urgent callouts:</i> One-hour median attendance time for urgent callouts.	<i>Attendance for urgent callouts:</i> Not achieved (1.1 hours)	<i>Attendance for urgent callouts:</i> Not achieved (1.5 hours)	<i>Attendance for urgent callouts:</i> Achieved (0.6 hours)	<i>Attendance for urgent callouts:</i> Achieved ⁺⁺⁺ (0.5 hours)
	<i>Resolution of urgent callouts:</i> From the time that Council receives notification, to the time that service personnel confirm resolution of the fault or interruption.	<i>Resolution of urgent callouts:</i> 24 hours median time for resolution of urgent callouts.	<i>Resolution of urgent callouts:</i> Achieved (3.6 hours)	<i>Resolution of urgent callouts:</i> Achieved (4.9 hours)	<i>Resolution of urgent callouts:</i> Achieved (2.4 hours)	<i>Resolution of urgent callouts:</i> Achieved ⁺⁺ (2.7 hours)
	<i>Attendance of non-urgent callouts:</i> From the time that Council receives notification, to the time that service personnel reach the site.	<i>Attendance of non-urgent callouts:</i> Two working day median attendance time for non-urgent callouts. ^{****}	<i>Attendance of non-urgent callouts:</i> Achieved (0.4 working days / 4 working hours)	<i>Attendance of non-urgent callouts:</i> Achieved (0.7 working days / 6.1 working hours)	<i>Attendance of non-urgent callouts:</i> Achieved (0.5 working days / 4.4 working hours)	<i>Attendance of non-urgent callouts:</i> Achieved ⁺⁺ (0.4 working days / 3.9 working hours)

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
	<i>Resolution of non-urgent callouts:</i> From the time that Council receives notification, to the time that service personnel confirm resolution of the fault or interruption.	<i>Resolution of non-urgent callouts:</i> Five working day median attendance time for non-urgent callouts.****	<i>Resolution of non-urgent callouts:</i> Achieved (0.7 working days / 6 working hours)	<i>Resolution of non-urgent callouts:</i> Achieved (1 working day / 9.3 working hours)	<i>Resolution of non-urgent callouts:</i> Achieved (0.8 working days / 6.7 working hours)	<i>Resolution of non-urgent callouts:</i> Achieved*** (0.6 working day / 5.7 working hours)
Strong communities Enable safe and healthy communities. Quality services Robust core infrastructure and services.	Total number of complaints received by Council about: a. Drinking water clarity. b. Drinking water taste. c. Drinking water odour. d. Drinking water pressure or flow. e. Continuity of supply. f. Council's response to any of these issues.	Fewer than 25 complaints per 1,000 connections to Council's networked reticulation system.	Achieved (14 complaints per 1,000 connections – 183 complaints in total)*****	Achieved (23 complaints per 1,000 connections – 279 complaints in total)*****	Achieved (17 complaints per 1,000 connections – 228 complaints in total)*****	Achieved*** (13 complaints per 1,000 connections – 168 complaints in total)*****
Valued environment Protecting our diverse landscapes and water bodies. Meeting environmental and climate change challenges.	The average consumption of drinking water per day per resident within the Waitaki District.	Fewer than 500 litres per day average consumption of drinking water per resident within the Waitaki District.	Not achieved (522 litres per day average)	Not achieved (524 litres per day average)	Not achieved (532 litres per day average)	Achieved*** (386 litres per day average)

General notes

*Performance Measure 1 (Safety of Drinking Water) references Parts 4 and 5 of the *New Zealand Drinking Water Standards 2005 – Revised 2018*, as outlined in the Waitaki District Council Long-Term Plan 2021–31. However, this legislation was superseded by the *Drinking Water Quality Assurance Rules (DWQAR)* on 15 November 2022. Further revisions to the DWQAR were made in 2024 and came into effect on 1 January 2025.

To reflect this legislative change, the Department of Internal Affairs released updated *Non-Financial Performance Measure Rules* in 2024. These new rules came into effect on 22 August 2024 and align with the DWQAR framework.

Although this Annual Report covers Year 4 of the 2021–31 LTP, the assessment for Performance Measure 1 has been conducted in accordance with the updated Non-Financial Performance Measure Rules.

The assessment was completed by WaiComply using the DWQAR aggregate methodology. This methodology evaluates compliance against a limited subset of rules. As a result, some drinking-water supplies may meet the criteria within this subset but still fall short of full compliance with the broader DWQAR requirements. These supplies therefore require upgrade.

** Ōamaru Weston-Enfield, Kakanui, Maheno, Herbert-Waianakarua and Hampden-Moeraki.

*** Note the Awamoko, Kauru Hill, Tokarahi, and Windsor water supplies are managed by Corriedale Water Management Ltd. Except for the performance measure relating to bacteria and protozoa compliance, the results reported here don't include the Corriedale supplies.

**** A working day is any calendar day, between the hours of 8am-5pm, except for on Saturdays, Sundays, and public holidays. For routine fault notifications received outside of working hours, the service target response and resolution timeframes apply from 8am the next working day.

***** All measures are expressed per 1,000 connections to Council's networked reticulation system. The '1,000 connections' unit is based on a count of physical service connections. For the Waitaki District, this is a more accurate method of measurement than rateable units.

Notes on service targets versus actual achievements

- 1 In 2024 Taumata Arowai introduced new Drinking Water Quality Assurance Rules (DWQAR 2024) (as they relate to bacteria and protozoa). As a result of the new rules, the 2024-25 results are reported on in separate tables in the new required reporting format.
- 2 The Ōmārama Water Supply is a Level 2 supply under the Drinking Water Quality Assurance Rules due to the population supplied. However, drinking water suppliers have the option to meet higher standards. Waitaki District Council has chosen to apply Level 3 requirements to Ōmārama, meaning it is monitored and reported alongside Level 3 supplies.
- 3 While the results show that this target was not achieved based on Ōmārama increasing from 31% to 34% water loss, the results for Ōmārama are misleading. A reduced annual production and reduced minimum nighttime flow has verified that in Ōmārama the amount of leakage has reduced.

Funding Impact Statement for 30 June 2024 for Water Supply

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	3	1	1
Targeted Rates	8,864	11,417	11,285
Rates Revenue	8,867	11,418	11,286
Subsidies and Grants for Operating Purposes	-	-	-
Fees and Charges	744	19	121
Interest and Dividends from Investments	-	-	-
Internal Charges and Overheads Recovered	52	(162)	(617)
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	31	63	9
Operating Revenue	826	(80)	(487)
Total Sources of Operating Funding	9,694	11,338	10,799
Applications of Operating Funding			
Payments to Staff and Suppliers	3,988	5,870	5,645
Finance Costs	-	-	-
Internal Charges and Overheads Applied	2,140	2,656	2,921
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	6,128	8,526	8,566
Surplus / (Deficit) of Operating Funding	3,565	2,812	2,233
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	118	149	227
Development and Financial Contributions	401	645	462
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	-	-	-
Total Sources of Capital Funding	519	794	689
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	9,670	7,005	2,650
to replace Existing Assets	3,748	6,800	5,816
Increase / (Decrease) in Reserves	(9,334)	(10,199)	(5,544)
Increase / (Decrease) of investments	-	-	-
Total Applications for Capital Funding	4,084	3,606	2,922
Surplus / (Deficit) of Capital Funding	(3,565)	(2,812)	(2,233)
Funding Balance	-	-	-

Notes on variances

- Revenue from Rates was below budget due to less income derived from Water by meter charges for the year.
- Fewer large-scale developments in the Waitaki District resulted in reduced revenue from Development Contributions.
- Capital projects were deferred or reprioritised to match the availability of contractors and other resources.
- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.

Stormwater

What we do

Council operates stormwater systems at Kurow, Lake Ōhau, Moeraki, Ōamaru, Ōmārama, Ōtematatā, Palmerston, and Weston. Our stormwater systems are designed to provide a safe and effective collection of excess water and to protect properties from getting damaged. It is estimated that 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. We support this service by providing, operating, and maintaining the stormwater infrastructure, responding to call outs and service disruptions quickly and efficiently, and by planning for future development and needs.

Why we do it

Our stormwater assets contribute to protecting public health to enhance the quality of life of residents in urban areas of the district. We are legally obliged under the Health Act to improve, promote, and protect public health within the district, which includes identifying the need for stormwater services and either providing these directly, or overseeing the service if it is provided by others. Like water supply, the LGA 2002 requires the provision of ongoing stormwater services unless Council has gained approval to withdraw from such services. Council-issued building consents require that plans comply with the building regulations for drainage, which specify standards for protection of buildings against flood inundation. Council-owned stormwater assets in urban areas must also comply with building regulations.

Our activities in 2024-25

Our **Stormwater infrastructure** is performing well during typical rainfall events—the kind it was originally designed to manage. However, with New Zealand experiencing more frequent and intense weather, and with fewer surfaces that absorb water, our systems may struggle to manage future rainfalls. In October 2024, a one-in-50-year rainfall event exceeded the system's design capacity, resulting in localised impacts across the district. Since then, we have carried out flood mitigation works to reduce the likelihood of similar events happening again. We have known locations that require further investigation, including in Palmerston, and have increased monitoring in these areas. We are also working closely with the Otago Regional Council to better understand future risks and how best to prepare for them.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Robust core infrastructure and services.	The number of flooding events that occur in the Waitaki District.	Nil	Achieved (Nil – there were no flooding events)	Achieved (Nil – there were no flooding events)	Achieved (Nil – there were no flooding events)	Achieved (Nil – there were no flooding events)
Quality services Robust core infrastructure and services.	For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to Council's stormwater system).	Nil	Achieved (Nil – there were no flooding events)	Achieved (Nil – there were no flooding events)	Achieved (Nil – there were no flooding events)	Achieved (Nil – there were no flooding events)
Quality services Robust core infrastructure and services. Valued environment Protecting our diverse landscapes and water bodies.	Compliance with Council's resource consent for discharge from its stormwater system measured by the number of: a. Abatement notices. b. Infringement notices. c. Enforcement orders. d. Convictions in relation to breaches of those resource consents.	Nil	Achieved (Nil for all)	Achieved (Nil for all)	Achieved (Nil for all)	Achieved (Nil for all)
Quality services Robust core infrastructure and services.	The median response time to attend a flooding event, measured from the time that Council receive notification to the time that service personnel reach the site.	2 hours	Achieved (N/A – there were no flooding events)	Achieved (N/A – there were no flooding events)	Achieved (N/A – there were no flooding events)	Achieved (N/A – there were no flooding events)
Quality services Robust core infrastructure and services.	The total number of complaints received by Council about the performance of the stormwater system, expressed per 1,000 properties connected to our stormwater system.	Fewer than eight (8) complaints per 1,000 connections.	Achieved (7 complaints per 1,000 connections – 59 complaints in total)	Not achieved (10 complaints per 1,000 connections – 96 complaints in total)	Achieved (6 complaints per 1,000 connections – 55 complaints in total)	Not achieved¹ (9 complaints per 1,000 connections – 84 complaints in total)

Notes on service targets versus actual achievements

1 This measure may be inaccurate due to inconsistent referencing of mudtanks and sumps. This may result in customer requests being misclassified, which could impact the reliability of the data.

Funding impact statement for 30 June 2025 for Stormwater

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	-	-	-
Targeted Rates	603	385	386
Rates Revenue	603	385	386
Subsidies and Grants for Operating Purposes	-	-	-
Fees and Charges	-	-	-
Interest and Dividends from Investments	-	-	-
Internal Charges and Overheads Recovered	-	-	-
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	-	-	22
Operating Revenue	-	-	22
Total Sources of Operating Funding	603	385	408
Applications of Operating Funding			
Payments to Staff and Suppliers	55	208	291
Finance Costs	-	-	-
Internal Charges and Overheads Applied	218	184	197
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	273	392	488
Surplus / (Deficit) of Operating Funding	330	(7)	(80)
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	-	-	-
Development and Financial Contributions	-	-	-
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	-	-	-
Total Sources of Capital Funding	-	-	-
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	-	-	-
to replace Existing Assets	-	-	-
Increase / (Decrease) in Reserves	330	(7)	(80)
Increase / (Decrease) of investments	-	-	-
Total Applications for Capital Funding	330	(7)	(80)
Surplus / (Deficit) of Capital Funding	(330)	7	80
Funding Balance	-	-	-

Notes on variances

- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.

Wastewater

What we do

Council provides eight wastewater systems at Dunroon (limited-service area), Kurow, Lake Ōhau, Moeraki, Ōamaru (including Kakanui and Weston), Ōmārama, Ōtematā, and Palmerston. The wastewater systems collect liquid waste from more than 14,000 residents across the district, before treating and disposing of it to acceptable environmental standards. The wastewater network is operated under the resource consent framework, which meets regional council requirements, and requires Council to make sure that adverse environmental effects associated with the discharges are mitigated. The quality of treated effluent is continually monitored and must be compliant with resource consent conditions.

Why we do it

The aim of reticulated wastewater systems is to ensure the health of the community where urban housing exists, thereby eliminating the need for individuals to provide their own wastewater system, which carries a much higher health risk. Council has an obligation under the Health Act to improve, promote, and protect public health within the district. This includes identifying the need for wastewater services and either providing these directly or overseeing the service if it is provided by others. We see the provision of reliable wastewater collection and treatment services to the community as a major contribution to the district's economy and to resident's wellbeing. The LGA 2002 requires ongoing wastewater services unless Council has obtained approval to withdraw these services. Our wastewater assets are fundamental to Council's statutory responsibilities and strategies for conserving public health in pursuit of its mission to enhance the quality of life of residents in the district.

Our activities in 2024-25

Work progressed under Council's **Ōamaru Wastewater Trunk Strategy**. The Strategy looks at what is required from Council's wastewater pumping stations and key wastewater mains to ensure an efficient conveyance of wastewater from the various catchments in Ōamaru; addresses growth and external risks; and reduces the risk of wet weather overflows. The Strategy identified significant capacity constraints on key sections of the trunk network and

high coastal erosion risks to critical infrastructure in the short to medium-term, particularly Orwell Street pumpstation and Regina Lane pumpstation. Work to form an appropriate and logical response to these challenges is ongoing.

The **Stour Street Palmerston Wastewater project** involved the replacement of ageing pipelines with new, resilient pipelines to prevent leaks and ensure efficient wastewater conveyance. Final remediation works were carried out restoring the site to its original condition or better. This project reflects Council's commitment to upgrading wastewater infrastructure while maintaining environmental standards and minimising community disruption.

Testing was conducted on parts of **Ōamaru's wastewater network** to identify stormwater infiltration during rain events. This infiltration reduces network capacity and can cause overflows. The investigations identified a number of potential sources of inflow (direct discharge of stormwater into the wastewater network), with the majority located on private property. As most are located on private property, officers and Council need to consider an appropriate approach to rectify the issues. Officers will develop a draft policy, potentially supported by a new bylaw, to provide a way forward to fix this problem.

We responded to **70 wastewater complaints** maintaining medium response and resolution times within the targets of one hour response and 24-hour resolution to which all were responded to in less than an hour.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Robust core infrastructure and services.	The number of dry weather overflows from the sewerage system, expressed per 1,000 sewerage connections to the system.	Fewer than four sewerage overflows per 1,000 connections (<20 total).	Achieved (1.3 per 1,000 connections – 10 in total)	Achieved (1.3 per 1,000 connections – 10 in total)	Achieved (2.2 per 1,000 connections – 17 in total)	Achieved (0.9 per 1,000 connections – 7 in total) ⁺
Quality services Robust core infrastructure and services. Valued environment Protecting our diverse landscapes and water bodies.	Compliance with resource consents for discharge from the sewerage system, measured by the number of: a. Abatement notices. b. Infringement notices. c. Enforcement orders. d. Convictions received by Council in relation to those resource consents.	Nil for all.	Not achieved (Three abatement notices)	Not achieved (Two infringement notices for breach of an abatement notice)	Not achieved (One infringement notice for breach of an abatement notice issued in August 2023, relating to the Palmerston Wastewater Treatment Plant)	Not achieved¹ (Two abatement notices and three infringement notices) ⁺⁺
Quality services Robust core infrastructure and services. Valued environment Protecting our diverse landscapes and water bodies.	Where Council attends sewerage overflows resulting from a blockage or other fault in the sewerage system, the following median response times measured: <i>a. Attendance time:</i> From the time Council receives notification to the time service personnel reach the site.	<i>a. Attendance time:</i> One hour attendance time for sewerage overflows.	<i>a. Attendance time:</i> Not achieved (1.6 hours)	<i>a. Attendance time:</i> Not achieved (1.8 hours)	<i>a. Attendance time:</i> Achieved (0.9 hours)	<i>a. Attendance time:</i> Achieved (0.5 hours)
	 <i>b. Resolution time:</i> From the time Council receives notification to the time service personnel confirm resolution of the blockage or other fault.	<i>b. Resolution time:</i> 24 hours resolution time for sewerage overflows.	<i>b. Resolution time:</i> Achieved (21.2 hours)	<i>b. Resolution time:</i> Achieved (8.6 hours)	<i>b. Resolution time:</i> Achieved (3.3 hours)	<i>b. Resolution time:</i> Achieved (23.5 hours)

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Robust core infrastructure and services.	The total number of complaints received by Council about any of the following: a. Sewage odour. b. Sewerage system faults. c. Sewerage system blockages; and d. Council's response to issues with the sewerage system, expressed per 1,000 properties connected to the system.	Fewer than 12 complaints per 1,000 connections.	Achieved (6 complaints per 1,000 connections – 44 complaints in total)	Achieved (9 complaints per 1,000 connections – 71 complaints in total)	Achieved (9 complaints per 1,000 connections – 74 complaints in total)	Achieved (9 complaints per 1,000 connections- 70 complaints in total)

General notes

^{*} The Waitaki District has 7,774 residential properties connected to the wastewater network. In 2024-25, we had 7 dry weather overflows. To calculate the overflows from the sewerage system, expressed per 1,000 sewerage connections to the system, we have divided 7,774 by 1,000 (7.774), and then divided 7 (the number of overflows) by 7.774 (number per 1,000 connections) to arrive at the result of 0.9 dry weather overflows per 1,000 connections.

^{**} One abatement notice issued in October 2024 relating to the Ōamaru Wastewater Plant, and another in January 2025 for the Palmerston Wastewater Plant. In October 2024, two infringement notices were issued for breaches of abatement notices related to the Ōamaru Wastewater Plant. One infringement notice for breach of an abatement notice was issued in September 2024 in relation to the Palmerston Wastewater Plant.

Notes on service targets versus actual achievements

- 1 Council is currently preparing an application for a new consent to discharge trade waste (including landfill leachate) and domestic waste from the Palmerston Wastewater Treatment Plant. The application also proposes a change to effluent quality parameter limits to address other current non-compliance issues. Council ceased accepting stock truck effluent at the Ōamaru Wastewater Treatment Plant in October 2024 and installed additional oxidation pond aerators. This, combined with previous improvement works, has seen some effluent quality parameters come back into compliance and others trending down towards consent limits. Going forward, Council will be considering how trade waste can be better managed to further improve effluent quality and ensure continued compliance with consent requirements.

Funding Impact Statement for 30 June 2025 for Wastewater

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	-	-	-
Targeted Rates	3,495	3,484	3,487
Rates Revenue			
Subsidies and Grants for Operating Purposes	-	-	-
Fees and Charges	333	92	255
Interest and Dividends from Investments	-	-	-
Internal Charges and Overheads Recovered	291	631	364
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	-	-	-
Operating Revenue			
	624	723	619
Total Sources of Operating Funding			
	4,119	4,207	4,106
Applications of Operating Funding			
Payments to Staff and Suppliers	1,660	2,497	2,962
Finance Costs	-	-	-
Internal Charges and Overheads Applied	1,061	1,177	1,142
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding			
	2,722	3,674	4,104
Surplus / (Deficit) of Operating Funding			
	1,397	532	2
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	15	46	26
Development and Financial Contributions	153	233	157
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	-	-	-
Total Sources of Capital Funding			
	168	279	183
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	544	1,407	956
to replace Existing Assets	2,032	915	260
Increase / (Decrease) in Reserves	(1,010)	(1,510)	(1,031)
Increase / (Decrease) of investments	-	-	-
Total Applications for Capital Funding			
	1,566	812	185
Surplus / (Deficit) of Capital Funding			
	(1,397)	(532)	(2)
Funding Balance			
	-	-	-

Notes on variances.

- Fewer large-scale developments in the Waitaki District resulted in reduced revenue from Development Contributions.
- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.
- Capital projects were deferred or reprioritised to match the availability of contractors and other resources.

Recreation Services

What we do

Council provides and manages a wide range of attractive and affordable recreation services, facilities, and opportunities across the district. Some of the key activities of Council's Recreation Services Team include:

- Managing approximately 1,200 hectares of parks, reserves, sports fields, open spaces, public gardens, and walking and cycling trails across the district.
- Providing 23 public playgrounds and two school playgrounds in Ōamaru, which are available to the public outside of school hours in return for grounds maintenance.
- Providing four skateparks and three bike parks across the district.
- Managing the district's 13 cemeteries (11 of which are currently open), with a total land area of 38.44 hectares, and providing burial services.
- Providing and managing six 'kiwi experience' style camping grounds, and five commercially-leased camping grounds.
- Providing and managing 37 public toilet facilities and maintaining three other toilet facilities located at parks, sports fields, and camping grounds.
- Providing dump stations in Ōamaru, Palmerston, and Ōmārama townships, and at Falstone, Wildlife, Boat Harbour, and Parsons Rock camping grounds.
- Owning and operating the Waitaki Aquatic Centre.
- Providing Council grants to assist with community access to school pools within the district.
- Maintaining monuments and heritage items.
- Providing town and street beautification to enhance the amenity value of urban areas. This includes planting and maintenance of trees and shrubs, development and maintenance of landscaped areas, and maintenance of hanging flower baskets.
- Managing approximately 114 hectares of commercial farming forestry (reserve or endowment land) from which income is generated.

Why we do it

Council provides and manages recreation services, facilities, and opportunities to promote happy, healthy, and connected communities within the Waitaki District.

These services make a significant contribution to the physical and mental wellbeing of Waitaki's communities and foster social connectivity. Due to limited commercial opportunity and benefit, the private sector will not provide a wide range of parks and recreation opportunities. Therefore, provision by Council as a public good is required. Waitaki's communities expect parks, recreation facilities, public toilets, and interment facilities to be managed in such a way that costs are minimised, whilst providing the levels of service that the community desires. This is a balancing act.

Our parks and reserves are highly valued by the community and many of those in the Waitaki District have significant history associated with them. Many of the parks and reserves are protected and managed through legislation, and their underlying ownership history is crown-derived or vested land. Through protecting, enlarging, and enhancing this network we will, over time, create significant ecological, amenity, recreation, and economic value.

Our activities in 2024-25

The Ōamaru Public Gardens welcomed a new **interactive water play** area in December 2024, replacing two basic splash-pools that had served the community for many years. This larger and engaging space features two water jets that can be operated by visitors of all ages, encouraging water play and exploration. New shade sails provide additional sun protection during summer months. The Ōamaru Beautifying Society sponsored native plants that have been planted throughout the play area, and a local artist lovingly restored the original seals that continue to oversee the water play activities.

In February, **pond maintenance** work began when the Mirror Pond underwent its first desilting since Council's formation in 1989. The desilting removed accumulated silt and increased the pond depth, allowing the ponds to return to their original glory. A total of 2,436 cubic metres of silt was removed from both ponds. Fish and eels were temporarily relocated during the draining process, while efforts were made to preserve the lilies and duck islands.

Council is working closely with the **Waitaki Event Centre Trust (WECT)** to develop a six-court **Network Waitaki Event Centre**, committing up to \$15 million to support the project. The sports and event centre is

scheduled for completion in 2026, with \$17.9 million to be contributed through fundraising and grants from other bodies. With the frame now up and some exterior concrete walls standing, a milestone was reached in June with the roof installed. Apollo Projects is managing the build on a fixed-price contract. WECT fundraising continues, with the 'Buy a Tile' scheme still open for those wishing to have their name on the new building.

Significant progress has been made to enhance the **Alps 2 Ocean Cycle Trail** experience, with the Ministry of Business, Innovation and Employment (MBIE) confirming \$174,075 in maintenance funding for the 2024/25 financial year across the Waitaki and Mackenzie Districts. Discussions are ongoing to explore off-road alternatives for the Otematata to Aviemore section to improve safety, supported by a local community group. A new 600-metre track, built entirely by Kurow locals, now links Mavis Shaw Reserve to Ranfurly Street, creating a cyclist- and pedestrian-friendly corridor that diverts traffic from footpaths. These developments reflect strong collaboration between government and community partners to maintain and enhance the trail as a premier outdoor destination.

A **new public toilet block** was constructed at **Moeraki**, completed in January 2025, improving facilities at this important local attraction and **UNESCO Waitaki Whitestone Geopark site**. The toilets are fitted with pumps powered by rooftop solar panels, ensuring reliable facilities at one of the district's busiest sites. The project was funded by MBIE, the Department of Conservation, and Te Rūnanga o Moeraki, with Waitaki District Council providing oversight and project management.

Rabbit control measures were actively implemented at **Cape Wanbrow** to manage the local rabbit population. We removed the ageing stand of Ponderosa Pines located downhill from the carpark due to safety hazards and replaced them with **native plantings** to create a continuous belt of native vegetation. The community facilitated the replanting of this area. These initiatives were part of ongoing maintenance efforts to keep the area safe and accessible for public use while supporting natural regeneration.

Signage for the **Brough Forest mountain bike tracks** located in the Palmerston area, have been completed with support from Better Off Funding. The signage was designed to enhance wayfinding and safety for

users. Work has also been done on the District Road track connection, with fencing and a new trail completed. This track serves as a key connector to the Palmerston mountain bike trails in the Brough Road Forest.

The **Waitaki Aquatic Centre** had a new sodium bisulphate tank and feed system installed in December 2024 to improve water quality management by providing more precise pH control for the pool chemistry. The system is also cheaper to run than the old system, providing an ongoing operational saving.

The **Ladies night** programme at the **Waitaki Aquatic Centre** was discontinued due to low attendance numbers, however the **deep aqua classes** on Thursday nights remain well supported by the community. Our '**Give a Gift**' campaign which donates swimming lessons to children who cannot otherwise afford to attend, has benefited 9 local children for a total of 90 swimming lessons during the year.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Community facilities and services we are proud of.	Increase in visitors to the Waitaki Aquatic Centre.	1% increase in number of visits per annum.	Not achieved (27.1% decrease in visitor numbers; 90,451 visitors) ⁺	Achieved (27.7% increase in visitor numbers; 125,163 visitors) ⁺⁺	Achieved (3.5% increase in visitor numbers; 129,728 visitors)	Achieved (4.2% increase in visitor numbers; 134,962 visitors)
Quality services Community facilities and services we are proud of.	Customers satisfied or very satisfied with the Waitaki Aquatic Centre.	80% of customers satisfied or very satisfied with the Waitaki Aquatic Centre.	Not achieved (78%)	Not achieved (77%)	Not achieved (75%)	Not achieved¹ (76%)
Quality services Community facilities and services we are proud of.	Residents satisfied or very satisfied with Waitaki's parks and reserves.	80% of residents are satisfied or very satisfied with Waitaki's parks and reserves.	Achieved (90%)	Achieved (82%)	Achieved (80%)	Achieved (80%)
Quality services Community facilities and services we are proud of.	Residents who have used the district's campgrounds and are satisfied or highly satisfied with the quality of the greenspace provided.	70% of users are satisfied or very satisfied.	Achieved (77%)	Not achieved (62%)	Achieved (72%)	Not achieved² (69%)
Quality services Community facilities and services we are proud of.	Residents satisfied or very satisfied with Waitaki's sports fields and facilities.	80% of residents are satisfied or very satisfied with Waitaki's sports fields and facilities.	Not achieved (78%)	Not achieved (70%)	Not achieved (75%)	Not achieved³ (73%)
Quality services Community facilities and services we are proud of.	Residents who have visited a cemetery in Waitaki who are satisfied or very satisfied with the maintenance of the greenspace.	80% satisfaction with the district's cemeteries.	Achieved (81%)	Not achieved (76%)	Achieved (81%)	Not achieved⁴ (76%)
Quality services Community facilities and services we are proud of.	Residents who have recently used public toilets in the district who are satisfied or very satisfied with the facilities.	70% of residents are satisfied with public toilets.	Achieved (79%)	Not achieved (65%)	Achieved (70%)	Achieved (72%)

General notes

⁺ The result for the 2021-22 financial year was reported on in both the 2021-22 and 2022-23 Annual Reports as having a 26% decrease in visitor numbers on the previous year, which was 'not achieved' against the service target. It has since been identified that the result reported for the 2021-22 financial year was incorrect, due to an inaccurate visitor total for 2021-22 having been calculated, and so the result has been corrected in the 2023-24 Annual Report to that which is stated in the table above.

⁺⁺ The result for the 2022-23 financial year was reported on in the 2022-23 Annual Report as having a 19.27% increase in visitor numbers on the previous year, which was 'achieved' against the service target. It has since been identified that the result reported for the 2022-23 financial year was incorrect, due to an inaccurate visitor total for 2022-23 having been calculated, and so the result has been corrected in the 2023-24 Annual Report to that which is stated in the table above.

Notes on service targets versus actual achievements

- 1 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. The results showed Waitaki Aquatic Centre maintains a high level of satisfaction despite not meeting the service target of 80%.
- 2 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. While satisfaction is high among users of the district campgrounds, some expressed the need for improvements or maintenance of toilet facilities.
- 3 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. While satisfaction is high among users of Waitaki's sports fields and facilities, some residents felt there is a need for more public toilet facilities and rubbish bins at the Sports Fields.
- 4 The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. The small number of responses received for this question provides limited insight into overall satisfaction levels except for indications that more maintenance of the cemetery grounds is desired by some of those respondents.

Funding Impact Statement for 30 June 2025 for Recreation Services

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	1,627	2,190	2,189
Targeted Rates	3,280	3,509	3,532
Rates Revenue	4,908	5,699	5,721
Subsidies and Grants for Operating Purposes	91	53	14
Fees and Charges	888	905	631
Interest and Dividends from Investments	-	-	-
Internal Charges and Overheads Recovered	-	-	-
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	43	568	326
Operating Revenue	1,023	1,566	971
Total Sources of Operating Funding	5,930	4,187	6,692
Applications of Operating Funding			
Payments to Staff and Suppliers	4,262	5,407	5,621
Finance Costs	-	-	-
Internal Charges and Overheads Applied	1,513	1,290	1,288
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	5,775	6,697	6,909
Surplus / (Deficit) of Operating Funding	155	489	(217)
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	2,804	9,300	12,741
Development and Financial Contributions	-	-	-
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	-	-	-
Total Sources of Capital Funding	2,804	9,300	12,741
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	9,584	16,103	16,202
to replace Existing Assets	981	479	1,064
Increase / (Decrease) in Reserves	(7,606)	(6,793)	(4,742)
Increase / (Decrease) of investments	-	-	-
Total Applications for Capital Funding	2,959	9,789	12,524
Surplus / (Deficit) of Capital Funding	(155)	(489)	217
Funding Balance	-	-	-

Notes on variances

- Revenue for capital projects principally relates to funds provided to support construction of the Waitaki Events Centre. As more income has been received than was budgeted, there has been decreased use of reserves to undertake the work.
- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.

Waste Management & Minimisation

What we do

Council is dedicated to meeting its legislative responsibilities as outlined in the Waste Minimisation Act 2008, which mandates the promotion of effective waste management and minimisation services. Council actively collaborates with private sector entities and community organisations to ensure that households and businesses in Waitaki have access to convenient, affordable, and effective solid waste disposal and waste minimisation services.

Some of the key activities of Council's Waste Management & Minimisation Team include:

- Providing a network of four rural recovery parks (transfer stations), which are located in Hampden, Kurow, Ōmārama, and Ōtematatā.
- Providing three recycling drop-off facilities in Papakaio, Enfield, and Herbert.
- Advocating for supportive waste management policies at the local, regional, and national levels to create an enabling environment for waste reduction, recycling, and resource recovery initiatives.
- Providing feedback on central government waste-related consultations.
- Financial assistance to the Waitaki Resource Recovery Trust (WRRT) for the continued operation of the Waitaki Resource Recovery Park.
- Financial assistance to other community organisations, such as the Waihemo Wastebusters, who provide community-led recycling and waste minimisation services.
- Management of a waste minimisation contestable fund to support residents, community groups, and businesses to implement waste minimisation activities.
- Promoting and supporting waste minimisation in the district by way of educational campaigns through various media channels and workshops to raise awareness about the importance of waste management, recycling, and waste minimisation practices among residents and businesses.
- Facilitating Enviroschools at 15 schools and early childhood centres across the district.
- Collaborating with schools to integrate waste management and environmental education into the curriculum and organising activities such as waste audits, recycling competitions, and school-wide recycling initiatives.
- Managing the district's 14 closed landfills (including the closed Ōamaru Landfill).

Why we do it

Provision of good quality services is essential to support the social, economic, environmental, and cultural wellbeing of Waitaki's communities. Providing convenient access to waste minimisation services reduces the volume of residual waste going to landfill and provides opportunities for individuals, communities, and businesses to save money through reducing their waste. Waste management and minimisation services need to be sufficiently robust, and yet flexible enough to meet the reasonable needs of all sectors of our community and adjust with the shifting focus to a circular economy by central government.

Our activities in 2024-25

In December 2024, we successfully completed **Project Reclaim Waitaki**, a major environmental remediation initiative targeting three contaminated coastal sites at risk of erosion, two sites on Beach Road near Awamoia Road and the Hampden Closed Landfill. The project involved excavating nearly 48,000 tonnes of legacy waste from the Hampden Landfill and over 19,000 tonnes of illegally dumped material from the Beach Road sites. All waste was safely transported to **Palmerston Landfill** and securely contained within a fully lined cell, significantly reducing future environmental contamination risk.

Project Reclaim Waitaki received national recognition with the **Āpōpō Asset Management Sustainability Award for Excellence in Collaboration**, shared by project partners including Waitaki District Council, Morrison Low, Waste Management NZ, Fulton Hogan, Tonkin + Taylor, and GHC Consulting. Council reduced the project cost from \$18.5 million to \$10 million by securing \$3 million in **Ministry for the Environment (MfE)** funding and negotiating the waiving of \$4.0 million in **Waste Levy** charges and \$1.5 million in **Emissions Trading Scheme (ETS)** levies, minimising ratepayer impact.

With ongoing financial support from Council, the **Waitaki Resource Recovery Trust (WRRT)** delivers **community-focused programmes** aimed at reducing, reusing, and recycling waste across the district. The Trust operates resource recovery centres where residents can drop off recyclable materials, contributing to the successful diversion of 2,521 tonnes of waste from landfill between July 2024 and June 2025. The total includes 1,926 tonnes of recyclable material (including chipped green waste)

and 595 tonnes of reusable items sold through the second-hand shop. The Trust works with local businesses and community groups to innovate waste reduction and resource recovery, advancing the district's commitment to environmental sustainability and effective waste minimisation.

Since adopting the **2024-30 Waste Minimisation and Management Plan (WMMP)** in May 2024, Council has delivered initiatives through 2024-25 that meet the Plan's key objectives under the **Waste Free Waitaki** brand, our waste minimisation communications platform. We have progressed the WMMP's education and awareness actions through social media content, events, educational materials, workshops, and standardised signage at resource recovery networks.

Community-focused initiatives have been central to this approach. The **Repair Café** saw Council support quarterly community workshops run by **WRRT**, where skilled volunteers repair broken items for residents, diverting waste from landfill while building community connections. The **Single Use Cup Free Campaign** encouraged reusable cup use through education and social media. **Keep Cup libraries** were established in Council facilities for staff, while local businesses offered discounts to customers using their own cups.

We strengthened **regional collaboration** through joint submissions to the **Ministry for the Environment** and by developing shared education materials, while continuing to deliver the **Enviroschools programme** and expanding reach through **industry collaboration**. This includes facilitating sector-specific waste discussions such as a *Construction and demolition breakfast* at the Waitaki Resource Recovery Park in March 2025, and a rural waste seminar with the *East Otago Farmers Catchment Group*.

The previous Government had signalled the introduction of mandatory **kerbside collection services** for recycling and organic waste. However, MfE confirmed in December 2024 that this would not be implemented. Despite this, Council remains committed to exploring kerbside collection services. In February 2025, Council accepted a business case outlining service options and resolved to proceed with community consultation in 2025-26 to gauge community interest, understand local preferences for kerbside collection services, and assess environmental and economic implications to guide future waste management decisions across Waitaki.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Community facilities and services we are proud of.	Waitaki residents reside within 25km of a refuse transfer station, rural recovery park, landfill, or recycling drop-off station.	Greater than 90% of residents are within 25km of a refuse transfer station, landfill, or recycling drop-off station.	Achieved (Greater than 97%)	Achieved (Greater than 90%)	Achieved (Greater than 90%)	Achieved (Greater than 90%)
Valued environment Protecting our diverse landscapes and water bodies. Meeting environmental and climate change challenges.	Volume of waste generated per person in Waitaki and received at the Ōamaru Refuse Transfer Station and Palmerston Landfill over the lifetime of this plan.	Years 1 to 3 Decrease of 2.5% year-on-year. Years 4 to 10 5% decrease year-on-year (2020-21 set as baseline).	Not achieved (521kg per capita)	Achieved (396kg per capita)	Not achieved (389kg per capita)	Achieved¹ (349kg per capita)
Valued environment Protecting our diverse landscapes and water bodies. Meeting environmental and climate change challenges.	Volume of recycling and diversion per capita received by the Waitaki Resource Recovery Park (WRRP).	Year 1 Baseline. Years 2 to 3 Increase of 5% year-on-year. Years 4 to 10 Decrease of 2.5% year-on-year.	Achieved (97kg per capita) <i>New measure</i>	Achieved (103kg per capita)	Not achieved (104kg per capita)	Achieved² (125kg per capita)

Notes on service targets versus actual achievements

- 1 Waste per capita has achieved a 10.25% reduction, exceeding the target of 5% for Year 4. This is likely the result of a visible and successful Waste Minimisation campaign delivered under the Waste Free Waitaki brand, which enabled the community to participate in contributing to increased waste diversion and gained strong public engagement in sustainable practices.
- 2 Recycling and diversion per capita achieved a 21% improvement, which significantly exceeds the target of 2.5% for Year 4. This is likely the result of a visible and successful Waste Minimisation campaign delivered under the Waste Free Waitaki brand that enabled community groups to participate in contributing to greater public engagement and increased diversion of recyclable materials through the WRRP.

Funding Impact Statement for 30 June 2025 for Waste Management & Minimisation

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	1,121	1,031	1,031
Targeted Rates	-	-	-
Rates Revenue	1,121	1,031	1,031
Subsidies and Grants for Operating Purposes	91	520	3,456
Fees and Charges	120	118	74
Interest and Dividends from Investments	-	-	-
Internal Charges and Overheads Recovered	-	237	-
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	-	-	-
Operating Revenue	210	876	3,530
Total Sources of Operating Funding	1,332	1,907	4,561
Applications of Operating Funding			
Payments to Staff and Suppliers	1,291	7,623	9,316
Finance Costs	-	-	-
Internal Charges and Overheads Applied	271	651	865
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	1,563	8,274	10,181
Surplus / (Deficit) of Operating Funding	(231)	(6,367)	(5,620)
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	-	-	-
Development and Financial Contributions	-	-	-
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	-	-	-
Total Sources of Capital Funding	-	-	-
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	-	153	343
to replace Existing Assets	-	-	-
Increase / (Decrease) in Reserves	(231)	(6,520)	(5,963)
Increase / (Decrease) of investments	-	-	-
Total Applications for Capital Funding	(231)	(6,367)	(5,620)
Surplus / (Deficit) of Capital Funding	231	6,367	5,620
Funding Balance	-	-	-

Notes on variances

- Subsidies and Grants include an unbudgeted grant of \$3 million from the Ministry for the Environment to support Project Reclaim.
- Project Reclaim was completed during the 2025 financial year, but the cost of doing so significantly exceeded budget.
- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.

Arts, Culture & Community

Te Kāhui Ahurea

Arts, Culture & Community comprises:



Waitaki District
Libraries



Forrester Gallery,
Waitaki Museum
& Archive
Te Whare Taoka
o Waitaki



Ōamaru Opera
House

Arts, Culture & Community contributes to the following community outcomes:

Community outcomes	Community wellbeings	How does Arts, Culture & Community contribute to these?
<p>Strong communities Enable safe and healthy communities. Connected, inclusive communities. Promoting a greater voice for Waitaki. Celebration of our community identity.</p> <p>Quality services Community facilities we are proud of.</p>	<p>Social Cultural</p>	<ul style="list-style-type: none">By providing facilities and services that contribute to the quality of life of the district and make it attractive for people to live here.The library reflects the bicultural and multicultural diversity of the community through appointment practices, training, ongoing learning and development, and provision of inclusive services to the community. The library collaborates with all service sector organisations in Waitaki.
<p>Prosperous district Attractive to new opportunities. Support local businesses.</p>	<p>Economic</p>	<ul style="list-style-type: none">By growing the use of the Opera House for commercial events, providing work for contractors, hospitality, and accommodation providers.The library is the only space where all people, regardless of their background or ethnicity, have access to information, technology, resources, support, educational opportunities, and connection with others. Access to services and community. Connection facilitates economic wellbeing.To support business development, the library provides space, information, and advice to local businesses.
<p>Valued environment Protecting our diverse landscapes and water bodies. Meeting environmental and climate change challenges.</p>	<p>Environmental</p>	<ul style="list-style-type: none">The library supplies resources, invites environmental specialists, and arranges displays around environmental issues and milestones.

Waitaki District Libraries

What we do

Waitaki District Libraries provide collections, resources, programmes, and services to promote literacy for all, for life. Our central library in Ōamaru, as well as our five community library branches throughout the district, are welcoming hubs which foster the love of reading, encourage lifelong learning, research, and innovation, and facilitate community engagement and wellbeing.

Why we do it

Our libraries are inclusive spaces where everyone is welcome. Everyone has equal access to books, information, technology, resources, support, and educational opportunities. This is driven by the vision set by Public Libraries of New Zealand – “literacy for all, for life” – enabling people to be connected to both knowledge and each other. To achieve this goal, our professional library team assist library users to get the most out of their library experience, as an integral part of community wellbeing and to achieve a better and more connected future for themselves and their whānau.

Our activities in 2024-25

The Ōamaru Library has undergone significant change towards Council service delivery enhancement. These include a redesigned helpdesk and extended operating hours to provide residents greater flexibility and access to services across the Waitaki District.

Our **Love Your Library** campaign launched again last September building on our strong community engagement with our library services. We successfully increased library membership through onsite and social media promotion.

We remained focused on **community wellbeing** through multiple initiatives. The libraries participated in the **Positive Ageing Expo** alongside other Council services, contributed to **food security initiatives** by collecting items for local food banks, and hosted **Healthy Heart Checks** with NZ Heart Foundation offering free pulse and blood pressure monitoring.

The libraries hosted a variety of **community events** including public talks *Poland to Pahiatua and Fools for Gold*, a special celebration of writer **Janet Frame's 100th birthday**, **May Music Month** performances, **Community Waiaata**, and support for **Victorian Heritage Week**, bringing residents together and celebrating local culture.

Our community programmes and services were delivered throughout the year, including weekly **JP services** and **Preschoolers Storytime**, ensuring consistent service delivery to meet diverse community needs.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	Residents who have visited the library who are satisfied or very satisfied with library services.	85% of residents are satisfied or very satisfied with library services.	Achieved (92%)	Achieved (85%)	Achieved (85%)	Not achieved ¹ (74%)
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	Average number of attendees per event held at the libraries.	Maintain or grow average number of people attending each event.	Not achieved (12 (12.38))	Achieved (14 (14.41))	Achieved (14 (14.32))	Not achieved ² (12 (12.61))
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	Increase in the number of enquiries handled by librarians, which include, for example, readers' advisory, assistance with mobile devices, and research enquiries.	Maintain or grow numbers.	Not achieved (3,818)	Achieved (4,184)	Not achieved (4,150)	Not achieved ³ (3,801)
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	Number of library visitors: • <i>Electronic visits</i> • <i>Physical visits</i>	Maintain or grow numbers.	<i>Electronic visits:</i> Achieved (72,055)	<i>Electronic visits:</i> Not achieved (58,292)	<i>Electronic visits:</i> Achieved (93,222)	<i>Electronic visits:</i> Achieved ⁴ (186,163)
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	% of the resident population who are library members.	60%	<i>Physical visits:</i> Not achieved (84,257)	<i>Physical visits:</i> Achieved (99,993)	<i>Physical visits:</i> Achieved (109,600)	<i>Physical visits:</i> Not achieved ⁵ (109,569)
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.			Achieved (65% of the resident population were library members)	Achieved (67% of the resident population were library members)	Achieved (67% of the resident population were library members)	Not achieved ⁶ (47% of the resident population were library members)

Notes on service targets versus actual achievements

- The results are based on residents' opinions from the 2024-25 Annual Residents' Survey. While the library maintains positive ratings, there was a level of concern shared by some residents regarding the shift of Council payments and support functions to the library, and how that aligns with the library's educational and cultural role in the community.
- The average number of attendees per library event was lower than in previous years. This is likely the result of a temporary pause in children's events while a staff vacancy was being filled, which reduced overall attendance during the reporting period.

- 3 There was a decline in the number of enquiries handled by librarians, which is likely the result of increased uptake of digital resources by customers. As more user's access information and services online, fewer require direct staff support for enquiries.
- 4 Electronic library visits have increased, reflecting improved accessibility through the Koha library management system, higher users through increased reserves, and Council's ongoing encouragement of automation and self-service. These combined factors have made it easier and more appealing for users to interact with library services online.
- 5 The number of library visitors who physically accessed services remained relatively steady, with a slight decline. This may be attributed to a temporary pause in children's events while a staff vacancy was being filled, which likely impacted in-person engagement during that period.
- 6 Percentage of the resident population who are library members has decreased due to significant work that has been undertaken this year to tidy the borrower's database and remove inactive borrowers from the system.

Forrester Gallery, Waitaki Museum & Archive Te Whare Taoka o Waitaki

What we do

Forrester Gallery, Waitaki Museum & Archive Te Whare Taoka o Waitaki preserve, promote, and provide access to the visual, social, and natural culture of the Waitaki District. This involves looking after, developing, and growing collections as important repositories of knowledge about our district's culture, both past and present. Our collections are preserved and made publicly accessible in perpetuity, to facilitate stories being told, and to enable activities to take place which explore our collections, through the delivery of exhibitions, events, education, and outreach programmes. We provide support for visiting and local researchers and historians, as well as other museums and cultural facilities within our district as required. We also preserve and provide access to archived Council records in accordance with the Public Records Act 2005.

Why we do it

We are a community service contributing to the district's quality of life so that people want to stay and move here. We service our community by acquiring, caring for, creating, and sharing new knowledge and ideas about our art, museum, heritage, and archive collections in order to tell the stories of our district as a community in the world. As a museum, we are a permanent, not for profit institution in the service of society and its development. We are valuable because we enable cultural activities through the exploration of our collections, the art, culture, and natural heritage of our district, which leads to the development and support of a connected, culturally inclusive, vibrant, and safe community.

Our activities in 2024-25

Forrester Gallery

During the year, the Gallery continued as a vibrant community hub with the **George Burns Memorial Exhibition** of Children's Art attracting numerous visitors, particularly school groups. The Gallery's exhibition programme showcased diverse voices and cultural narratives throughout the year. **Redefining Space** in the Main Gallery featured nine new kā mahi toi acquired through generous bequest, with accompanying cultural narratives that resonated with the Waitaki community.

We showcased **Floral Ecologies** that celebrated the therapeutic nature of flowers through a collection of paintings, local archival imagery, and museum objects. Tia Barrett's **He Pounamu Ko Āu** created an immersive experience of the Waitaki awa through moteatea, waiata, and moving images. The community gallery's interactive **Ngā Momo Wai - Types of Water** explored cultural properties of wai, providing engaging holiday activities. **Hononga Rohe - Regional Ties** featured 60 years of contemporary collection favourites, showcasing the region's artistic heritage and attracting avid art lovers.

The summer exhibition programme launched in November which featured diverse works including the touring show **Seriously Valuable Art**. Winners from the **Capture Waitaki** photography competition were showcased as part of the **Ōamaru CBD revitalisation project**, delivered in partnership with the community and our Economic Development team.

Waitaki Museum & Archive Te Whare Taoka o Waitaki

The Waitaki Museum engaged the community through popular exhibitions and ongoing digitisation projects. The standout exhibition "**Legendary Lollies: 75 years of crafting confectionery in Ōamaru**" drew significant visitor interest, celebrating the rich history of local confectionery making and the craftsmanship that has delighted generations. Building on this success, "**Colossal Squid: Freaky Features**" opened in December 2024 in collaboration with Te Papa. This fascinating exhibition focused on the unique features of one of the ocean's most mysterious creatures, promoted through partnership with the Strategic Communications and Engagement team to attract families during the holiday season.

The Archive participated in the **Documenting our Heritage Photography** competition with Heritage New Zealand, encouraging community members to capture and share photographs documenting the region's heritage. **Digitisation work** continued with photographs, negatives, and slides being made accessible online. The installation of a new large format scanner significantly enhanced the Archive's capabilities, facilitating the digitisation of maps and plans to further preserve and share the region's historical records.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	Number of visitors to the gallery.	Maintain or grow visitor numbers to the gallery year-on-year.	Not achieved (6,481)	Achieved (8,986)	Achieved (10,140)	Achieved (10,317)
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	Number of visitors to the museum and archive.	Maintain or grow visitor numbers to the museum and archive year-on-year (baseline set at Year 1).	Achieved (2,866 – new measure)	Achieved (6,808)	Achieved (8,759)	Not achieved¹ (8,490)
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	Schools in the Waitaki District who are satisfied or very satisfied with the gallery and museum's educational activities and/or engagement.	80% of the district's schools are satisfied or very satisfied with the gallery and museum's educational activities and/or engagement.	Achieved (96%)	Achieved (87.5%)	Achieved (92%)	Not achieved² Not measured
Strong communities Connected, inclusive communities. Celebration of our community identity. Quality services Community facilities and services we are proud of.	Archive users satisfied with the archive services.	80% of archive users are satisfied with the archive services.	Achieved (100%)	Achieved (100%)	Achieved (100%)	Not achieved³ Not measured

Notes on service targets versus actual achievements

- 1 Number of visitors to the museum and archive declined slightly from 2023/2024. This decrease may be the result of encouraging online access for Archive queries.
- 2 Schools in the Waitaki District who are satisfied or very satisfied with the gallery and museum's educational activities was not measured during this reporting period. The survey used to assess this measure was not delivered, due to a lack of awareness of the need for this within the new team structure. The survey is to be reinstated in 2025-26, allowing future reporting against this measure.
- 3 Archive user satisfaction feedback on services was not reported during this period. Previously, feedback was collected in person at the conclusion of archive visits. This is no longer being collected. While the use of online services is now actively encouraged, current digital platforms do not capture user satisfaction data. As a result, there is a gap in understanding how well archive services are meeting user expectations. This performance measure will be reviewed in future.

Ōamaru Opera House

What we do

The Ōamaru Opera House is a cultural hub located in central Ōamaru, providing a variety of public and rentable spaces, which can be used for different purposes, including, but not limited to, performing arts, community events, conferences, private functions, and other cultural activities. The café and bar on the ground floor is a welcoming space for residents and visitors to enjoy.

Why we do it

The Ōamaru Opera House is one of the most significant heritage buildings in Ōamaru, recognised as a Category 1 Historic Place under the Heritage New Zealand Pouhere Taonga Act 2014. Council proudly maintains the integrity of the Ōamaru Opera House to preserve its contributions to Waitaki's unique cultural heritage and to provide a high-quality cultural venue, which can be enjoyed by residents and visitors alike. By providing these spaces, Council enhances cultural and economic wellbeing and development within the Waitaki District.

Our activities in 2024-25

The Ōamaru Opera House actively engaged the community throughout the year with a diverse range of events and initiatives. July 2024 stood out as a record-breaking month, hosting nine shows and contributing to a strong season that included five international tours. Sold-out performances of **Madagascar the Musical** and **Taste of Ireland** brought mid-week vibrancy to the town, benefiting local hospitality. Beyond entertainment, we also hosted five conferences, including two major ones that attracted 470 attendees over five days, supporting the hospitality, accommodation, and retail sectors.

In early August, over 1,000 children participated in the **North Otago Matariki Hui Ako Kapa Haka**, which required livestreaming and overflow space due to its popularity. October featured the debut of **The Kingdom of Bling**, a political parody, with all royalties donated to Starship Children's Hospital. During the October school holidays, a 50th anniversary production of **Bad Jelly the Witch** was also staged. **Cirque Africa** was a highlight for the year in December. Early in 2025, we celebrated one of the world's most iconic bands with the **Creedence Clearwater Collective** in March and finished off with the **Hilarious Comedy Hypnosis Show** in June.

A total of **281 community events** were held, attracting **13,054 attendees**. The Green Room continued to be offered free of charge to not-for-profit community groups, with regular users including Waitaki Newcomers Network, Grey Power North Otago, Waitaki Multicultural Council, English Conversation Club and the Breastfeeding Social Group. Meanwhile, the ground floor café of the Opera House provided a welcoming and safe space for Mothers' groups and is a registered Breastfeeding Ultimate Refuel Place (BURP). **124 commercial events** were held, which were collectively attended by 1,936 individuals.

We hosted **38 ticketed events**, for which a collective total of **7,142 tickets were sold**. These included local, national, and international touring shows, as well as school festivals. Ticketed shows consistently attracted **12% of out-of-town visitors**, contributing to the local economy through retail, accommodation, hospitality, and employment.

How did we do?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Strong communities Celebration of our community identity.	Residents who have visited the opera house who are satisfied or very satisfied with the opera house.	90% of residents are satisfied or very satisfied with the opera house.	Achieved (93%)	Not achieved (86%)	Achieved (91%)	Not achieved¹ (89%)
Quality services Community facilities and services we are proud of.						
Strong communities Connected, inclusive communities.	Number of community meetings and events held at the opera house.	Maintain or grow the number of community meetings and events year-on-year.	Achieved (114)	Achieved (153)	Achieved (202)	Achieved (202)
Strong communities Celebration of our community identity.	Number of tickets sold for performances.	Baseline set at Year 1, increasing by 2.5% per annum.	Not achieved (593)	Achieved (7,092)	Achieved (8,927)	Achieved (9,791)
Quality services Community facilities and services we are proud of.	Growth in use of the opera house for commercial meetings, events, functions, and conferences.	Average 2.5% increase in contracted hires over the previous year.	Not achieved (107 (down 21% on previous year))	Achieved (115)	Achieved (145)	Not achieved² (124)
Prosperous district Attractive to new opportunities. Support local businesses.						

Notes on service targets versus actual achievements

- 1 The results presented here are based on residents' opinions from the 2024-25 Annual Residents' Survey. The results show high satisfaction with the Opera House despite a minor decrease from the previous result of 91%.
- 2 Use of the Opera House for commercial meetings, events, functions, and conferences declined this year, and did not achieve the target of an average 2.5% increase in contracted hires compared to the previous year. The decrease is likely due to the widespread adoption of online meeting platforms, which reduces the need for a physical venue. Ongoing economic pressures are also prompting businesses to cut discretionary spending, including venue hire.

Funding Impact Statement for 30 June 2025 for Arts, Culture & Community

	2023-24 LTP year 4 \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding			
General Rates, Uniform Annual General Charge, Rates Penalties	346	357	356
Targeted Rates	3,921	4,319	4,313
Rates Revenue	4,267	4,676	4,669
Subsidies and Grants for Operating Purposes	202	240	203
Fees and Charges	320	336	310
Interest and Dividends from Investments	-	-	-
Internal Charges and Overheads Recovered	-	-	-
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	89	116	105
Operating Revenue	611	691	618
Total Sources of Operating Funding	4,878	5,367	5,287
Applications of Operating Funding			
Payments to Staff and Suppliers	3,136	3,339	2,150
Finance Costs	-	-	-
Internal Charges and Overheads Applied	1,474	1,699	1,785
Other Operating Funding Applications	-	-	-
Total Applications of Operating Funding	4,610	5,038	3,935
Surplus / (Deficit) of Operating Funding	268	329	1,352
Sources of Capital funding			
Subsidies and Grants for Capital Expenditure	-	6	1
Development and Financial Contributions	-	-	-
Increase / (Decrease) in Debt	-	-	-
Gross Proceeds from Sale of Assets	-	3	3
Total Sources of Capital Funding	-	9	4
Applications of Capital funding			
Capital Expenditure			
to meet Additional Demand	-	-	-
to improve Levels of Service	15	15	58
to replace Existing Assets	172	247	169
Increase / (Decrease) in Reserves	82	75	1,129
Increase / (Decrease) of investments	-	-	-
Total Applications for Capital Funding	268	338	1,356
Surplus / (Deficit) of Capital Funding	(268)	(329)	(1,352)
Funding Balance	-	-	-

Notes on variances

- Overheads allocated, and payments made to staff and suppliers, were affected by changes to Council's operational structure implemented during the current year.

Section three | Council-controlled organisations

About this section

Council has three wholly owned Council-controlled organisations (CCOs) operating within the Waitaki District. These are Tourism Waitaki Ltd, Waitaki District Health Services Ltd Group, and Whitestone Contracting Ltd.

The Waitaki Whitestone Geopark Trust is also an important part of Council's consolidated Group, as Council was instrumental in its establishment, and its continued financial support remains critical for the Trust's operations. The Ōmārama Airfield Ltd is 50% owned by Council and for reporting purposes is treated as a Joint Venture.

CCOs give Council the opportunity to engage people with the right skills and experience to focus on operating a business or other undertaking on its behalf. CCOs must meet the expectations of their shareholders and the community. They operate in a political environment and are accountable to the community for their use of community assets or ratepayer funds. Council must carry out statutory functions well to provide the foundations for an effective relationship.

Council must:

- Be clear about the purpose of its CCOs and other related entities.
- Appoint the right people to govern each entity.
- Meet the requirements for monitoring and accountability.
- Publish 6-monthly reports received from CCOs on its website within one month of receipt and retain the report on the website for no less than seven years.

CCOs must:

- Prepare and adopt an annual Statement of Intent (SOI).
- Submit six-monthly reports on their financial and operational affairs within two months of the end of the first half of each financial year.
- Provide annual reports and audited financial statements within three months of the end of each financial year.

Each business must report its achievements against the service targets set out in its individual SOI. Full detail of these achievements, and full financial

statements, may be obtained directly from the companies concerned.

Tourism Waitaki Ltd

Tourism Waitaki works to support operators and communities deliver original and engaging experiences within the Waitaki District. The vision of Tourism Waitaki Ltd is that visitors are drawn to explore the people and places of Waitaki, as defined by its rich natural heritage, unique geology, biodiversity, and geo-gastronomy.

Council is associated with and supports the Waitaki Whitestone Geopark Trust, which has been awarded the distinction of being New Zealand's first and only UNESCO Geopark, and Tourism Waitaki Ltd works closely with the Trust in the development of tourism and other opportunities in the area.

Council's primary objective for continued ownership and control of Tourism Waitaki Ltd is to advance tourism within the district by fostering a positive, diverse, and sustainable tourism sector.

Tourism Waitaki Ltd contributes to the following community outcomes:

Community Outcomes	Community wellbeings	How does Tourism Waitaki Ltd contribute to these?
Prosperous district Attractive to new opportunities. Support local businesses. Foster a diverse and resilient economy.	Economic	<ul style="list-style-type: none"> By creating a domestic campaign to draw visitors to the district. By being a resource for local operators and aspiring tourism businesses to obtain knowledge, data, and insights.
Strong communities Connected, inclusive communities. Promoting a greater voice for Waitaki.	Social Cultural	<ul style="list-style-type: none"> By welcoming diverse viewpoints, cultures, stories, and experiences, and incorporating these into the tourist offering in the Waitaki District.

How did Tourism Waitaki Ltd perform in 2024-25?

Focus: Strengthen the Waitaki District's brand awareness

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses. Foster a diverse and resilient economy.	Marketing and promotion	Marketing plan incorporates MBIE-funded deliverables.	Achieved	Achieved	Achieved	Achieved
		Destination Management Development Plan.	Achieved	Achieved (DMP signed off August 2022)	Achieved	Achieved
		Increase visitor numbers to the Ōamaru Blue Penguin Colony (ŌBPC).	Not achieved	Achieved (Visitor numbers increased to 34,430)	Achieved (Visitor numbers increased 105%)	Achieved (Visitor numbers increased 17%)
		Digital media	Use digital technology to promote the district.	Partially achieved	Achieved (Updated website and social media; digital billboard)	Achieved (Launched waitakinz.co m website)

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
	Operator surveys	Annual survey of local operators for insights and feedback.	<i>New measure in 2022-23</i>	Not achieved	Achieved (positive feedback from local operators)	Achieved (positive feedback from local operators)
	Visitor surveys	Complete visitor surveys, grow Net Promoter Score (NPS).	Achieved (NPS increased)	Achieved (NPS 82.3)	Not achieved (NPS down to 67 due to fewer penguins coming ashore to view)	Not achieved (NPS rose only slightly to 67.6 overall)

Focus: Be a trusted leader in tourism

Community outcomes	Performance measures	Service targets (Year 2)	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses.	Manage the business in a financially sustainable manner.	Business has a budget and operates within budget.	Achieved	Achieved	Achieved	Achieved
	Collaborate with Otago RTOs.	Support new regional developments, attend meetings as necessary.	Achieved	Achieved	Achieved	Achieved
	Partner with Te Manahuna DM projects.	Support joint initiatives with Mackenzie DMP.	<i>New measure in 2022-23</i>	Not achieved	Not achieved	Not achieved
Prosperous district Support local businesses.	Be a resource for local operators and aspiring tourism businesses to obtain knowledge, data, and insights.	Hold operator workshops twice a year.	Partially achieved	Partially achieved (One event held in August 2022)	Partially achieved (Met regularly with other operators)	Partially achieved (Met regularly with other operators)
	Share industry updates.	Issue quarterly updates.	<i>New measure in 2022-23</i>	Achieved	Achieved	Achieved
	Promote district activities.	Install displays at ŌBPC.4	<i>New measure in 2022-23</i>	Achieved	Achieved	Achieved

Focus: Tourism elevates community pride

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Prosperous district Attractive to new opportunities. Support local businesses.	Create robust and trusted relationships with operators and communities.	Engage with Waitaki Tourism Association, attend meetings.	Achieved	Achieved	Achieved (Until the WTA was dissolved)	Achieved (TRENZ & Tourism NZ)
	Meet with iwi, tourism operators, and businesses.	Regular meetings to emphasise DMP and support local opportunities.	<i>New measure in 2022-23.</i>	Not achieved	Not achieved	Not achieved
Prosperous district Attractive to new opportunities. Support local businesses. Foster diverse and resilient economy.	Develop a Destination Management Strategy for the Waitaki District.	Incorporate this Strategy in a Destination Management Plan during 2022-23.	Achieved	Achieved (Signed off in August 2022)	Achieved	Achieved

The Company received an unqualified audit report for the year ended 30 June 2025 on 30 September 2025. A full copy of the Company's Annual Report is available at the Company's offices.

Waitaki District Health Services Ltd Group

Following the sale of its hospital and healthcare operations on 30 June 2024, the principal objective of Waitaki District Health Services Ltd Group is to own and maintain the premises from which Te Whatu Ora continues to provide hospital and healthcare services.

The Company was instrumental in the establishment of, and has supported, the Observatory Village Charitable Trust Group, which has developed and operates a significant retirement village complex in Ōamaru and includes that entity's operations as part of its consolidated group.

Council's primary objective for continued ownership and control of Waitaki District Health Services Ltd Group is to ensure the hospital premises are maintained and functional on behalf of the community. The Group comprises Waitaki District Health Services Ltd, Waitaki District Health Services Trust, and Observatory Village Charitable Trust Group (including the Trust, Observatory Village Lifecare Ltd, and Observatory Village Care Ltd).

Waitaki District Health Services Ltd Group contributes to the following community outcomes:

Community Outcomes	Community wellbeings	How does Waitaki District Health Services Ltd Group contribute to these?
Quality services Community facilities and services we are proud of.	Social	<ul style="list-style-type: none">• By maintaining the premises from which Te Whatu Ora provides hospital and healthcare services.
Strong communities Enable safe and healthy communities.	Social	<ul style="list-style-type: none">• By supporting Te Whatu Ora in maintaining the hospital facilities used by that organisation.

How did Waitaki District Health Services Ltd Group do in 2024-25?

Waitaki District Health Services Ltd no longer provides hospital and healthcare services from its former base at the Ōamaru Hospital premises, having sold this operation to Te Whatu Ora Health New Zealand on 30 June 2024, and instead, manages and maintains the property, and leases it to Te Whatu Ora. The Company no longer has an agreed Statement of Service Performance with Council.

Observatory Village Charitable Trust Group

Observatory Village Charitable Trust

Performance Measures	Service targets	Achievements			
		2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Use the Trust fund to further the charitable purposes of providing housing and care services for the aged and infirm.	Assist groups providing or promoting such services within the Waitaki District.	Achieved	Achieved	Achieved (Continued development and expansion of the village facilities)	Achieved (Continued development and expansion of the village facilities)
Make grants / gifts for advancement of education related to the provision of health and disability services.	Identify and work with groups to achieve benefit for those groups and the wider community.	Not achieved	Not achieved	Partially achieved (Financially supported inter-regional transport for hospital appointments)	Partially achieved (Supported inter-regional transport initiatives. Further distributions will not be available until the village is fully developed)

Observatory Village Care Ltd

Performance Measures	Service targets	Achievements			
		2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Develop, monitor, and achieve a suite of KPIs.	A range of KPI measures have been developed.	Partially achieved	Partially achieved	Achieved (Staff turnover at 17% met target of <30% (industry standard 29% per NZ Aged Care Assn))	Achieved (Staff turnover at 12.35% met target of <25% (industry standard 29% per NZ Aged Care Assn))
Delivery of care to rest home and hospital level residents maintained at the highest of industry standards.	Achieve / maintain certification with Ngā Paerewa Health and Disability Services Standard.	Achieved	Achieved	Achieved (Audited against Ngā Paerewa Health & Disability Services Standard;	Achieved (Next audit will occur in 2026. Occupancy at 96.3% (industry average 91.1%))
Chattels and assets maintained to highest standards.	Undertake regular reviews and maintenance programmes.	Achieved	Achieved	Achieved (Maintenance completed as needed in a timely manner)	Achieved (Developed a long-term maintenance plan to ensure facilities remain operational)
Report regularly to the Trust in terms of annual plan, performance targets, and insurances.	Arrange four meetings annually to obtain sign-off from Trustees.	Achieved	Achieved	Achieved	Achieved

Observatory Village Lifecare Ltd

Performance Measures	Service targets	Achievements			
		2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Oversee and manage the successful development of the village complex.	Progress construction towards completion as per tender documents and contractual arrangements.	Achieved	Achieved	Achieved (10 villas completed, three are WIP; new apartment block consented; Community Lodge under construction)	Not achieved (Target of 10 villas completed was not met due to slowing in demand, 10 apartments under construction; community lodge completed)
Ensure the retirement village operates on budget.	The retirement village meets operating budgets.	Achieved	Achieved	Not achieved (Revenue and operating costs both over budget, surplus under budget)	Achieved (Operating surplus generated over budget)
Adequate and appropriate funding is available to complete the project within agreed timeframes and budgets.	Cashflow and projections are continually monitored.	Achieved	Achieved	Achieved (Short-term facility arranged with Council to cover issues with funding)	Achieved (Council loans repaid and new funding facilities established with ANZ Bank)
Report regularly to the Trust in terms of annual plan, performance targets, and insurances.	Arrange four meetings annually to obtain sign-off from Trustees.	Achieved	Achieved	Achieved	Achieved
Support initiatives for housing and the care of the elderly.	Consider design options, meet regularly with residents.	Achieved	Achieved	Achieved (The Windsor villa and Kakanui duplex are proving popular. Formed a residents' working group.)	Not achieved (Target of 10 villas completed was not met due to slowing in demand)
Promote and market the retirement village to secure high occupancy levels.	Maintain the village interest list.	Achieved	Achieved	Achieved (Occupancy 98.4%, exceeds budget 97.5%)	Achieved (Occupancy 96.3%, under budget 97.75% but better than the industry average)

Waitaki District Health Services Ltd Group received an unqualified audit report for the year ended 30 June 2025 on xx October 2025. A full copy of the Company's Annual Report is available at the Company's offices.

Whitestone Contracting Ltd

The purpose of Whitestone Contracting Ltd is to be a reputable and trusted contractor, supporting local employment, the environment, and the community, while maximising profit and performance. Council's objectives for continued ownership and control of Whitestone Contracting Ltd 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 Whitestone Contracting Ltd and the risk appetite of Council.

Whitestone Contracting Ltd contributes to the following community outcomes:

Community Outcomes	Community wellbeings	How does Whitestone Contracting Ltd contribute to these?
Quality services Robust core infrastructure and services. Community facilities and services we are proud of.	Social	<ul style="list-style-type: none"> • By operating the business efficiently and effectively providing a financial benefit to Council. • By maintaining a high standard of health and safety.
Strong communities Enabling safe, healthy communities.	Social	<ul style="list-style-type: none"> • By supporting community initiatives.
Valued environment Protecting our diverse landscapes and water bodies. Meeting environmental and climate change challenges.	Environmental	<ul style="list-style-type: none"> • By complying with the Resource Management Act 1991. • By maintaining the ISO 14001 standard.

How did Whitestone Contracting Ltd perform in 2024-25?

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Robust core infrastructure and services. Community facilities and services we are proud of.	Before income tax return on opening shareholders' funds.	Pre-tax return (before donations, and sponsorships) over 8%	Not achieved 3.88%	Not achieved 3.72%	Achieved 10.64%	Not achieved 6.56%
	Sustainable growth year on year.	Grow revenue to \$30-35m in three years.	New measure in 2022-23.	Partially achieved Turnover \$27m	Partially achieved Turnover \$29m	Not achieved Turnover \$28m
Strong communities Connected, inclusive communities.	Support community initiatives.	Over \$50,000 of sponsorship per annum.	Achieved	Achieved	Achieved	Achieved
Quality services Robust core infrastructure and services. Community facilities and services we are proud of.	Maintain relevant quality standards.	Maintain ISO 9001 registration and related programme	Achieved Maintained	Achieved Maintained	Achieved Maintained	Achieved Maintained
		Maintain ISO14001 standard to meet environmental, legislative, and regulatory requirements.	Achieved Maintained	Achieved Maintained	Achieved Maintained	Achieved Maintained

Community outcomes	Performance measures	Service targets	Achievements			
			2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Quality services Robust core infrastructure and services. Community facilities and services we are proud of.	Compliance with the Resource Management Act 1991.	Full compliance with the Resource Management Act 1991 (no breaches).	Achieved	Achieved	Achieved	Achieved
Valued environment Protecting our diverse landscapes and water bodies.	Toitū Envirocare accreditation scheme.	Achieve and maintain certification.	Achieved Maintained	Achieved Maintained	Achieved Maintained	Achieved Maintained
Quality services Robust core infrastructure and services. Community facilities and services we are proud of.	Maintain a high standard of health and safety in relation to staff, customers, suppliers, subcontractors, and the public.	ISO 45001 safety management systems accreditation.	Achieved Maintained	Achieved Maintained	Achieved Maintained	Achieved Maintained
Quality services Robust core infrastructure and services. Community facilities and services we are proud of.	Rate of shareholders' funds to total assets.	Injury rate under 2 per 200,000 / 10 per million hours worked.	Not achieved <i>Injury frequency rate 5.94</i>	Achieved <i>No injuries recorded</i>	Achieved <i>No injuries recorded</i>	Achieved <i>No injuries recorded</i>

The Company received an unqualified audit report for the year ended 30 June 2025 on 29 August 2025. A full copy of the Company's Annual Report is available at the Company's offices.

Ōmārama Airfield Ltd

The purpose of Ōmārama Airfield Ltd is to provide facilities to support flying and gliding opportunities in the Ōmārama area, including public access to airfield facilities, recreational flying activities, commercial operations, and conducting competitions and sporting events.

Council's primary objective for continued involvement in the ownership and operation of the company is to advance and promote tourism and provide economic benefits and opportunity in the district.

Council accounts for its 50% ownership of Ōmārama Airfield Ltd as a joint venture, recording changes in the value of its investment within its own operating results rather than consolidating the business within the Group.

Ōmārama Airfield Limited contributes to the following community outcomes:

Community Outcomes	Community wellbeings	How does Ōmārama Airfield Ltd contribute to these?
Quality services Community facilities and services we are proud of.	Social Economic	<ul style="list-style-type: none"> By maintaining, operating, and providing planned services within budgeted income. By enhancing the economic benefits of the Ōmārama and Ahuriri communities from the operation and development of the airfield.

How did Ōmārama Airfield Ltd do in 2024-25?

Performance Measures	Service targets	Achievements			
		2021-22 (Year 1)	2022-23 (Year 2)	2023-24 (Year 3)	2024-25 (Year 4)
Maintain, operate, and provide planned services within budgeted income.	Operate and provide planned services within budgeted income.	Not achieved	Not achieved	Not achieved Revenue fell for a number of reasons.	Achieved Revenue increased but operating & development costs exceeded budget.
	Achieve a break-even or better result after prudent provision for depreciation and asset replacement expenditure, and future trading requirements.	Not achieved	Not achieved Actual loss exceeded budgeted deficit by \$12,948 despite increased revenue	Not achieved Actual loss exceeded budgeted deficit by \$15,454 due to reduced revenue and increased cost.	Achieved Operating surplus exceeded budget due to land sales recorded.
	Update the business plan annually.	Achieved	Achieved	Achieved	Achieved
Measure the economic benefits of operation and development of the airfield to the Ōmārama and Ahuriri communities.	Maintain or improve economic benefits to the community.	Achieved	Achieved Supports tourism in the district; employment opportunities	Achieved Supports tourism in the district; employment opportunities.	Achieved Supports tourism in the district; employment opportunities
	Undertake subdivision activity to provide a cash reserve to secure the airfield's future operations.	New measure in 2022-23.	Achieved	Achieved Sales have not yet started due to sluggish market.	Achieved One land sale completed with two more under negotiation

The Company received an unqualified audit report for the year ended 30 June 2025 on **24 October 2024**. A full copy of the Company's Annual Report is available at the Company's offices, and a summary of the company's financial statements appears as part of *Note 14 – Interest in Joint Venture*.

Section four | Our finances

Financial statements

Statement of comprehensive revenue and expense

For the year ended 30 June 2025

	Council Only		Consolidated		
	2025 Actual \$000	2025 Budget \$000	2024 Actual \$000	2025 Actual \$000	2024 Actual \$000
Revenue					
Rates Revenue	46,722	46,602	41,280	46,492	41,075
User Charges	3,462	4,060	3,456	9,893	6,189
Property Rental	3,087	3,053	2,716	2,919	2,544
Regulatory Charges	2,162	2,352	2,270	2,162	2,270
Development and RMA Contributions	908	1,483	1,121	908	1,121
Government Grants and Subsidies	18,113	28,526	11,524	18,171	11,592
Other Grants and Donations	13,247	5,088	709	13,486	1,497
Finance Revenue	2,076	2,860	2,365	1,594	1,443
Petrol Tax	161	204	176	161	176
Infringements and Fines	97	77	100	97	100
Contracting Revenue	-	-	-	18,345	19,543
Residents' Fees and Contributions	-	-	-	8,758	8,295
Dividends	643	350	200	-	-
Assets vested in Council	71	-	572	71	572
Total Revenue	90,749	94,655	66,489	123,057	96,417
Expenses					
Personnel costs	19,332	18,148	18,164	48,479	33,780
Depreciation and amortisation	23,353	20,538	20,554	26,612	23,544
Finance Costs	3,821	3,720	2,965	4,300	3,152
Other expenses	44,986	43,887	39,564	57,376	48,814
Non-trading Losses / (Gains)	(31)	1,310	3,532	(1,302)	405
Total Expenses	91,461	87,603	84,779	135,465	109,695
Share of joint venture's surplus / (deficit)	357	100	(52)	357	(52)
Interest on LGFA Borrower Notes	84	113	57	84	57
Discontinued operations - hospital and health-related services					
Revenue from Health New Zealand Te Whatu Ora	-	-	-	-	16,359
Other revenue from discontinued operations	-	-	-	-	3,825
Expenses from discontinued operations	-	-	-	-	(21,942)
Operating result of discontinued operations	-	-	-	-	(1,758)
Add Gain on sale of discontinued operations	-	-	-	-	2,958
Surplus / (Deficit) from Discontinued operations	-	-	-	-	1,200
Surplus / (Deficit) before Tax	(271)	7,265	(18,285)	(11,967)	(12,073)
Income Tax Expense / (Refund)	-	-	-	524	485
Surplus / (Deficit) after tax	(271)	7,265	(18,285)	(12,491)	(12,558)
Other Comprehensive Revenue and Expense					
Gain/(Loss) on revaluation	-	-	-	-	-
- Infrastructural Assets	-	19,635	107,804	-	107,804
- Property, Plant and Equipment	-	9,520	-	1,110	-
Total Other Comprehensive Revenue and Expense	-	29,155	107,804	1,110	107,804
Total Comprehensive Revenue and Expense	(\$271)	\$36,420	\$89,519	(\$11,381)	\$95,246

Statement of Changes in Equity

For the year ended 30 June 2025

	Council Only		Consolidated	
	2025 Actual \$000	2025 Budget \$000	2024 Actual \$000	2025 Actual \$000
Public Equity at 1 July				
Public Equity at 1 July	1,238,954	1,202,000	1,149,435	1,284,674
Total Comprehensive Revenue and Expense	(271)	36,420	89,519	(11,381)
Public Equity at 30 June	\$1,238,683	\$1,238,420	\$1,238,954	\$1,273,293
				\$1,284,674

The accompanying Statement of Accounting Policies and Notes form part of these financial statements.

Statement of financial position

As at 30 June 2025

	Note	2025 Actual \$000	2025 Budget \$000	2024 Actual \$000	2025 Actual \$000	2024 Actual \$000
Public Equity						
Ratepayers' Equity	9	310,208	310,208	310,208	310,208	310,208
Revaluation Reserves	9	915,174	919,470	915,276	934,096	935,903
Operating Reserves	9	(3,728)	(5,463)	(4,366)	19,682	20,727
Other Reserves	9	17,029	14,205	17,836	17,029	17,836
Total Public Equity		\$1,238,683	\$1,238,420	\$1,238,954	\$1,281,015	\$1,284,674
Non-Current Assets						
Property, Plant and Equipment	10	1,277,546	1,287,525	1,260,208	1,316,558	1,288,468
Investment Property	11	-	-	-	55,910	68,078
Intangible Assets	12	3,978	2,744	2,400	4,054	2,529
Forestry	13	990	952	918	990	918
Financial Assets						
- Investments in CCOs	14	4,703	4,703	4,703	-	-
- Investment in Joint Venture	14	2,034	1,880	1,677	2,034	1,677
- Investments in other entities	14	1,951	1,553	1,502	1,951	1,502
- Loans to other entities	14	17,601	32,415	34,648	17,601	18,599
		1,308,803	1,331,772	1,306,056	1,399,098	1,381,771
Current Assets						
Cash and Cash Equivalents	15	2,459	4,391	6,422	7,523	8,765
Receivables	16	8,539	6,240	5,230	16,714	10,201
Prepayments		1,229	1,400	1,366	1,490	1,507
Inventory	17	254	122	118	545	705
Work in Progress	18	-	-	-	283	478
Financial Assets						
- Term deposits	14	-	2,000	2,018	855	3,470
- Investments in other entities	14	577	634	303	577	303
- Loans to other entities	14	3,035	2,331	1,853	1,108	331
Assets held for Sale	19	-	-	1,195	-	3,562
		16,093	17,118	18,505	29,095	29,322
Total Assets		1,324,896	1,348,890	1,324,561	1,428,193	1,411,093
Non-Current Liabilities						
Borrowings	20	53,900	66,000	51,900	67,900	51,900
Provisions	21	107	115	83	107	83
Employee Entitlements	22	84	95	122	177	183
Finance Leases	23	-	-	-	-	-
Deferred Tax Liability	8	-	-	-	254	433
		54,091	66,210	52,105	68,438	52,599
Current Liabilities						
Trade and Other Payables	24	10,063	8,933	11,446	14,569	15,084
Employee Entitlements	22	2,369	2,218	2,097	6,382	4,339
Borrowings	20	19,571	33,098	19,741	22,568	20,620
Provisions	21	118	11	218	166	252
Finance Leases	23	-	-	-	-	-
Occupational Right Agreements	25	-	-	-	36,213	32,697
Provision for Taxation	8	-	-	-	685	828
		32,121	44,260	33,502	80,583	73,820
Total Liabilities		86,212	110,470	85,607	149,021	126,419
Net Assets		\$1,238,684	\$1,238,420	\$1,238,954	\$1,279,172	\$1,284,674

The accompanying Statement of Accounting Policies and Notes form part of these financial statements.

Statement of cash flows

For the year ended 30 June 2025

Notes	2025 Actual \$000	Council Only		Consolidated	
		2025 Budget \$000	2024 Actual \$000	2025 Actual \$000	2024 Actual \$000
Cash Flows from Operating Activities					
Receipts from Rates Revenue	43,540	45,677	40,852	43,506	40,821
Interest received	2,160	2,785	2,422	2,289	1,501
Dividends received	643	350	200	-	-
Receipts from Other Revenues	41,738	45,604	21,815	99,403	84,853
Payments to Suppliers & Employees	(65,150)	(61,747)	(54,929)	(111,564)	(105,565)
Interest paid	(3,821)	(2,622)	(2,965)	(4,898)	(3,116)
Income tax Refund received / (Paid)	-	-	-	(789)	(10)
Net GST	(876)	(452)	984	(908)	960
Net Cash from Operating Activities	18,234	29,595	8,379	27,039	19,444
Cash Flows from Investing Activities					
Proceeds from sale of Property, Plant & Equipment	1,315	124	84	2,887	352
Proceeds from sale of Investments	19,335	6,193	3,056	20,170	3,216
Purchase of Property, Plant & Equipment	(42,120)	(59,374)	(32,068)	(44,868)	(43,674)
Acquisition of Investments	(2,558)	(2,000)	(6,224)	(725)	(6,482)
Net Cash from Investing Activities	(24,028)	(55,057)	(35,152)	(22,536)	(46,588)
Cash Flows from Financing Activities					
Proceeds from Borrowing	9,330	27,000	34,884	9,330	34,884
Repayment of Borrowing	(7,500)	-	(5,500)	(8,576)	(5,781)
Net Cash from Financing Activities	1,830	27,000	29,384	754	29,103
Net Increase / (Decrease) in Cash	(3,964)	1,538	2,611	5,257	1,959
Cash and Cash Equivalents at 1 July	6,422	2,853	3,811	8,765	6,806
Total Cash and Cash Equivalents at 30 June	15	2,458	4,391	6,422	8,765

Reconciliation of net operating surplus to cash flows from operating activities

	2025 Actual \$000	Council Only		Consolidated	
		2025 Budget \$000	2024 Actual \$000	2025 Actual \$000	2024 Actual \$000
Net Operating Surplus / (Deficit)					
Net Operating Surplus / (Deficit)	(271)	7,265	(18,285)	(12,491)	(12,558)
Add/(Less) non-cash items					
Depreciation & Amortisation	23,353	20,538	20,554	26,612	23,544
Interest compounded	(26)	75	(79)	(34)	(79)
Increase/(Decrease) in Provision for Doubtful Debts	95	63	45	91	47
Increase/(Decrease) in Provision for Closed Landfills	(76)	34	19	(89)	19
Net Loss / (Profit) on sale of Assets	41	1,410	3,718	(133)	3,751
Loss / (Gain) on Forestry revaluation	72	(100)	(156)	72	(156)
Vested Assets	(71)	-	(572)	(71)	(572)
Share of Associate's (surplus) / deficit	(357)	(100)	52	(996)	52
Amortisation of Occupational Right Agreements	-	-	-	(1,124)	(800)
Revaluation of Investment Properties	-	-	-	(1,732)	(3,100)
Interest on leases included in lease repayments	-	-	-	(479)	(2,645)
Increase / (Decrease) in Deferred Tax position	-	-	-	(122)	(122)
	23,031	21,920	23,581	21,995	19,939
Add/(Less) in other Working Capital items					
Decrease / (Increase) in Trade & Other Receivables	(3,378)	789	(79)	(2,558)	680
Decrease / (Increase) in Prepayments	137	170	(256)	259	(228)
Decrease / (Increase) in Inventories	(136)	14	18	73	101
Decrease / (Increase) in Work in Progress	-	-	-	172	158
Increase / (Decrease) in Trade & Other Payables	(1,383)	(327)	3,108	(3,349)	2,970
Increase / (Decrease) in Employee Entitlements	234	(236)	292	441	1,086
Increase / (Decrease) in Occupational Right Agreements	-	-	-	4,505	6,512
Increase / (Decrease) in Provision for Taxation	-	-	-	(143)	784
	(4,526)	410	3,083	(600)	12,063
Net Cash Flow from Operating Activities		18,234	29,595	8,379	8,904

The accompanying Statement of Accounting Policies and Notes form part of these financial statements.

Waitaki District Council funding impact statement for 30 June 2025 (Whole of Council)

	2023-24 Annual Plan \$000	2023-24 Actual \$000	2024-25 Annual Plan \$000	2024-25 Actual \$000
Sources of Operating Funding				
General Rates, Uniform Annual General Charge, Rates Penalties	9,972	9,986	10,740	10,951
Targeted Rates	31,224	31,294	35,861	35,771
Subsidies and Grants for Operating Purposes	6,349	6,053	8,124	9,689
Fees and Charges	7,663	6,754	7,720	6,998
Interest and dividends from investments	2,003	2,621	3,323	2,803
Local Authorities' Fuel Tax, Fines, Infringement Fees and Other Receipts	1,029	1,801	1,830	1,721
Total Operating Funding	58,240	58,509	67,600	67,933
Applications of Operating Funding				
Payments to Staff and Suppliers	51,834	57,728	62,035	64,318
Finance Costs	2,157	2,965	3,720	3,821
Other Operating Funding Applications	-	-	-	-
Total Applications of Operating Funding	53,991	60,693	65,755	68,139
Surplus / (Deficit) of Operating Funding	4,249	(2,184)	1,845	(206)
Sources of Capital funding				
Subsidies and Grants for Capital Expenditure	15,019	6,344	25,685	21,922
Development and Financial Contributions	1,327	1,121	1,483	908
Increase / (Decrease) in Debt	8,014	29,384	4,200	1,830
Gross Proceeds from Sale of Assets	179	655	124	1,359
Total Sources of Capital Funding	24,539	37,504	31,492	26,019
Applications of Capital funding				
Capital Expenditure	-	-	-	-
to meet Additional Demand	39,525	11,152	38,375	24,035
to improve Levels of Service	26,944	20,931	20,999	18,370
to replace Existing Assets	(35,777)	1,102	(18,523)	568
Increase / (Decrease) in Reserves	(1,904)	2,135	(7,514)	(17,160)
Total Applications for Capital Funding	28,788	35,320	33,337	25,813
Surplus / (Deficit) of Capital Funding	(4,249)	2,184	(1,845)	206
Funding Balance	-	-	-	-

Reconciliation of funding impact statements by group of activity

	2024 LTP \$000	2024 Actual \$000	2025 Annual Plan \$000	2025 Actual \$000
Operating Revenue				
Roads and Footpaths	4,243	4,761	6,386	4,694
Wastewater	677	703	723	625
Stormwater	-	-	-	22
Water Supply	(125)	(464)	(80)	(487)
Waste Management and Minimisation	700	755	876	3,530
Arts, Culture and Community	733	649	691	618
Parks and Recreation	1,372	1,219	1,487	971
Democracy and Accountability	30,855	29,339	35,150	33,760
Economic Development and Property	2,939	3,122	4,320	3,528
Heritage, Environment and Regulation	4,933	4,733	4,847	6,192
Operational Revenue per Activity FIS	46,327	44,817	54,399	53,453
Total Sources of Capital Funding				
Roads and Footpaths	9,862	4,959	7,874	5,146
Wastewater	261	140	279	177
Stormwater	-	-	-	-
Water Supply	624	30,607	794	689
Waste Management and Minimisation	-	-	-	-
Arts, Culture and Community	3	13	9	4
Parks and Recreation	5,137	253	9,300	12,741
Democracy and Accountability	8,106	778	11,901	5,910
Economic Development and Property	84	436	915	1,214
Heritage, Environment and Regulation	461	318	420	138
Capital Revenue per Activity FIS	24,538	37,504	31,492	26,019
Less Internal Charges and Overheads Recovered	(29,282)	(27,588)	(33,401)	(32,242)
Add total Rates	41,196	41,280	46,602	46,722
Revenue per Total Activities FIS	82,779	96,013	99,092	93,952
Remove proceeds from sale of assets	(179)	(83)	(124)	(1,289)
Remove (Increased) decreased borrowings	(8,015)	(29,384)	(4,200)	(1,830)
Interest on LGFA Borrower Notes	(38)	(57)	(113)	(84)
Statement of Comprehensive Revenue and Expense	74,547	66,489	94,655	90,749
Total Applications of Operating Funding				
Roads and Footpaths	8,019	8,931	11,164	8,695
Wastewater	2,938	3,763	3,674	4,104
Stormwater	319	503	392	488
Water Supply	6,740	8,008	8,526	8,566
Waste Management and Minimisation	4,761	6,134	8,274	10,181
Arts, Culture and Community	5,046	4,796	5,038	3,935
Parks and Recreation	5,712	6,315	6,697	6,909
Democracy and Accountability	36,415	35,789	40,771	43,870
Economic Development and Property	4,666	4,744	5,295	3,373
Heritage, Environment and Regulation	8,657	9,298	9,324	10,260
Total Operational expenditure per FIS	83,273	88,281	99,156	100,381
Less Internal Charges and Overheads Applied	(27,278)	(25,327)	(29,702)	(30,005)
Less internal charges included in capital	(2,004)	(2,261)	(3,699)	(2,237)
Non-trading losses / (gains)	-	3,532	1,310	(31)
Add Depreciation and Amortisation	18,928	20,554	20,538	23,353
Statement of Comprehensive Revenue and Expense	72,919	84,779	87,603	91,461

Statement of accounting policies

Reporting Entity

The Waitaki District Council (Council) is a Territorial Local Authority established under the Local Government Act 2002 (the LGA, the Act), domiciled and operating exclusively within New Zealand. Relevant legislation governing Council's operations includes the LGA and the Local Government (Rating) Act 2002.

The Group consists of the ultimate parent, Waitaki District Council, and its subsidiaries:

- Whitestone Contracting Ltd (100% owned)
- Waitaki District Health Services Ltd (100% owned) and Group, comprising:
 - Waitaki District Health Services Trust
 - Observatory Village Charitable Trust and Group
 - Observatory Village Lifecare Ltd
 - Observatory Village Care Ltd
- Tourism Waitaki Ltd (100% owned)
- Waitaki Whitestone Geopark Trust

Council's 50% investment in Ōmārama Airfield Ltd is regarded as a joint venture and equity accounted into the Group financial statements.

All entities are incorporated and domiciled in New Zealand and have a common balance date aligned with the parent.

The primary objective of Council and the Group is to provide local infrastructure and public services, and to perform regulatory functions in the community for social benefit rather than making a financial return. Accordingly, Council has designated itself and the Group as Public Benefit Entities (PBEs) for the purposes of complying with Generally Accepted Accounting Practice (GAAP).

The financial statements of the Waitaki District Council, its controlled entities and the associate, are for the year ended 30 June 2024 and were authorised for issue by Council on **xx October 2025**.

Basis of preparation

The financial statements have been prepared on the going concern basis and all accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of the Council and Group have been prepared in accordance with the requirements of the LGA and the Local Government (Financial Reporting and Prudence) Regulations 2014, which include the requirement to comply with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). The financial statements and service performance information have been prepared in accordance with Tier 1 PBE accounting standards and are fully compliant with those accounting standards.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values, unless otherwise stated, are rounded to the nearest thousand dollars (\$000) other than certain remuneration and severance payment disclosures in Notes 5 and 6, and Councillor interests detailed in Note 29.

The functional currency of Council and the Group is New Zealand Dollars.

Summary of significant accounting policies

Significant accounting policies affecting the measurement of operating results, cash flows, and financial position may be found in the relevant notes to the financial statements.

Basis of consolidation

The consolidated Group financial statements are prepared by adding together like items of assets, liabilities, equity, revenue, and expenses of entities in the Group on a line-by-line basis. Intragroup balances, transactions, revenues, and expenses are eliminated on consolidation.

The consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. Consolidation of an entity begins from the date Council obtains control of the entity and ceases when control of the entity is lost.

Control over an entity is determined when the Council has exposure, or rights, to variable benefits from its involvement with the entity and can affect the nature or amount of those benefits through its power over the entity. Council considers all relevant facts and circumstances in assessing whether it has power over another entity such as: the ability to appoint or remove a majority of the entity's governance and management; binding arrangements the Council enters into; group voting rights; and pre-determination mechanisms. Council reassesses whether it controls an entity if facts and circumstances change.

Council will recognise goodwill where there is an excess of the consideration transferred over the net identifiable assets acquired and liabilities assumed. If the consideration transferred is lower than the net fair value of the Council's interest in the identifiable assets acquired and liabilities assumed, the difference will be recognised immediately in surplus or deficit.

Council's investment in its subsidiaries is carried at cost, less any impairment, in the parent financial statements, and all subsidiaries have balance dates of 30 June.

Joint venture

A joint venture is a binding agreement whereby two or more parties commit to undertaking an activity that is subject to joint control (being the agreed sharing of control over the activity). Council adjusts the value of its investment to reflect its share of the entity's net assets (equity).

Ōmārama Airfield Limited is a joint venture with the Ōmārama Soaring Centre Inc and has a balance date of 30 June. Council holds 50% of the shares.

Goods and Services Tax (GST)

These accounts are prepared on a GST-exclusive basis, except for receivables and payables which are presented on a GST-inclusive basis. Net GST due or owing at balance date is included as part of receivables or payables in the statement of financial position as appropriate. GST that is not recoverable as an input tax is recognised as part of the related asset or expense.

The net GST paid to, or received from IRD, including GST related to investing and financing activities, is classified as an operating cash flow in the statement of cash flows. Commitments and contingencies are stated exclusive of GST.

Budget figures

Budget figures are those approved by Council in the 2024-25 Annual Plan, which were prepared in accordance with NZ GAAP, using accounting policies consistent with those used by Council for the preparation of these financial statements. LTP refers to budgets set as part of the audited 2021-31 Long Term Plan. Budget refers to budgets set in the unaudited 2024-25 Enhanced Annual Plan.

Groups of activities

Groups of activities, as provided in the 2024-25 Enhanced Annual Plan, report the net cost of services for each significant activity of Council, and are represented by the costs of providing the service less revenue allocated to these activities. Net cost of service for each activity is derived using the cost allocation system outlined below:

- Direct costs that are directly attributable to a significant activity are charged accordingly.
- Indirect costs that cannot be attributed in an economically feasible manner to specific activities are allocated as overheads using appropriate drivers such as actual usage, staffing, floor area.

Changes in accounting policies

The following determination issued by the External Reporting Board (XRB) has been considered and has not resulted in any changes to the information disclosed by Council in this Annual Report.

- *Amendments to PBE IPSAS 1 Presentation of Financial Reports*, which changed the required disclosures for fees relating to services provided by audit or review providers, including a requirement to disaggregate fees into specified categories. The amendments address concerns about the quality and consistency of disclosures an entity provides about fees paid to its audit or review firm for different types of services. The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity's audit or review firm. The amendment became effective for the year ended 30 June 2025.

Standards issued and not yet effective, and not early adopted are:

- *PBE IFRS 17 Insurance Contracts* sets out accounting requirements for insurers and other entities that issue insurance contracts and applies to financial reports covering periods beginning on or after 1 January 2026. Council does not provide insurance services, so does not expect the standard will have any impact.
- *2024 Omnibus Amendments to PBE Standards* is an amending Standard that updates *PBE IPSAS 1* and *PBE IAS 12*. The amendment is applicable for reporting periods commencing on or after 1 January 2026
 - The amendments to PBE IPSAS 1 clarify the principles for classifying a liability as current or non-current.
 - The amendments to PBE IAS 12 provide temporary relief from accounting for deferred taxes arising from the Organisation for Economic Co-operation and Development's (OECD's) international tax reform (Pillar Two Model Rules).Council does not believe these amendments, when implemented, will have a material impact on its reporting.
- *Amendments to XRB A2 resulting from the Regulatory Systems (Economic Development) Amendment Act 2025* amends XRB A2 to reflect recent amendments to the FRA in relation to the definitions of 'large' and 'specified not-for-profit entity', resulting from the Regulatory Systems (Economic Development) Amendment Act 2025. The Financial Reporting Act 2013 (FRA) defines the terms 'large' and 'specified not-for-profit entity' for the purpose of financial reporting requirements in legislation. The XRB standard *XRB A2 Meaning of Specified Statutory Size Thresholds* specifies the meaning of certain elements of the definitions of 'large' and 'specified not-for-profit entity' in the FRA.
Council does not believe these amendments, when implemented, will have a material impact on its reporting.

Critical accounting estimates & assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These may differ from the subsequent actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

- Fair value of land, buildings, and infrastructural assets – See Note 10 for estimates and assumptions used to determine fair value of these assets, including donated and vested assets.
- Classification of property, and of unoccupied land – See Note 10 for Council's approach to the classification of unoccupied land and property which is not regarded as investment property.
- Fair value of investment property – See Note 11 for methodologies used in determining the fair value of investment properties.
- Fair value of forestry holdings – See Note 13 for information about estimates and assumptions used to determine the fair value of Council's forestry plantations.
- Fair value of landfill and quarry aftercare provisions – See Note 21 for assumptions made to derive a fair value for Council's, and the Group's, future obligations in relation to closed landfills and quarries.
- Fair value of liabilities under Occupational Right Agreements – See Note 25 for methods used to determine the fair value of liabilities owing to retirement village residents.

Critical judgements in applying accounting policies

- Fair value of Long Service entitlement – See Note 22 for methods used and judgements employed to determine fair values for this provision.
- Recognition of care revenue relies on management's estimate of the period of occupancy for villas, apartments, and care suites.

General revenue recognition

Revenue is measured at fair value. Specific accounting policies for significant revenue items, not otherwise outlined in Notes 1 to 7 that follow, are detailed below:

User and regulatory charges, sales of goods, and revenue from commercial activities

Fees and charges, and proceeds from sales of goods, are recognised when invoiced or when an item is sold, or a service is provided to a customer. Gross revenue from other commercial operations including Contract revenue and Petrol Tax, undertaken in the normal course of business is recognised when earned.

Rental income

Rental income is recognised as revenue over the course of individual lease terms.

Residents' fees & contributions

Revenue from fees is recognised when services are rendered and revenue from village contributions is recognised on a straight-line basis over the expected period of occupancy. This requires management to estimate the period of occupancy for the villas, apartments, and care suites.

Development & Financial Contributions

Revenue is recognised at the later of invoicing or the event that will give rise to a requirement for a Development or Financial Contribution under the relevant legislation.

Infringements & fines

Revenue is recognised when an infringement notice is issued. The degree to which income is recognised accounts for the likelihood that the fee or fine will be collected.

Dividends

Dividends from subsidiaries are recognised when the right to receive payment is established.

Vested or donated physical assets

Assets received for no or nominal consideration are recognised at fair value when Council obtains control of the asset. Fair value is determined by reference to the cost of constructing the asset, which may be based on information from the property developer, or on certified engineers' certificates.

Notes to the financial statements

	Council Only			Consolidated	
	2025		2024 \$000	2025 \$000	2024 \$000
	2025 \$000	Budget \$000			

Note 1: Operating revenue – Rates

Policy

Income from General Rates, Targeted Rates (excluding Water-by-Meter), and Uniform Annual General Charges is recognised at the start of the financial year to which the rates resolution relates at the full amount due. Revenue from Water-by-Meter Rates is recognised on an accrual basis based on usage. Unbilled usage at year-end is accrued based on actual meter readings invoiced in the following month.

Rates arising from late payment penalties are recognised as revenue when rates become overdue, and the related penalties are applied. Rates remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its Rates Remissions Policy.

Ratepayers may elect to make payments towards their future rates liability in advance of those rates becoming due for payment. Rates paid in advance are included as part of Revenue Charged or Received in Advance – Refer to Note 24: Trade and other payables.

Analysis of revenue from rates

General Rates	10,654	10,655	9,986	10,440	9,795
Rates Penalties charged	707	480	616	707	616
<i>Targeted rates attributable to Council activities</i>					
Roading	9,342	9,331	7,968	9,342	7,968
Metered Water Supply	676	794	651	660	637
Other Water Rates	10,609	10,623	8,377	10,609	8,377
Sewerage	3,487	3,484	3,090	3,487	3,090
Stormwater	386	385	369	386	369
Arts, Culture and Community	4,313	4,319	4,226	4,313	4,226
Parks and Recreation	3,532	3,509	3,010	3,532	3,010
Democracy and Accountability	2,239	2,236	2,143	2,239	2,143
Economic Development	1,091	1,085	1,364	1,091	1,364
Heritage, Environment and Regulation	96	96	(138)	96	(138)
	47,132	46,997	41,662	46,902	41,457
Less Rates remitted	(410)	(395)	(382)	(410)	(382)
Total Rates Revenue net of remissions	\$46,722	\$46,602	\$41,280	\$46,492	\$41,075

LGFA Guarantee & Indemnity Deed

The LGFA Guarantee and Indemnity Deed requires Council to disclose in its financial statements (or notes to the financial statements) its annual rates income. The Multi-Issuer Deed defines annual rates income as an amount equal to the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002 together with any revenue received from other local authorities for services provided by the Council for which those other local authorities rate.

The annual rates revenue for the year ended 30 June 2025 for the purposes of the LGFA Guarantee and Indemnity Deed disclosure is the total '*Rates revenue net of remissions*' as detailed above.

	Council Only			Consolidated	
	2025		2024	2025	2024
	2025 \$000	Budget \$000			

Note 2: Operating revenue (Grants)

Policy

Grants, subsidies and donations received from external sources is recognised when eligibility is established, unless there is an obligation to return the funds if associated conditions cannot be fulfilled. Such funding is initially recorded as revenue charged or received in advance and recognised as revenue when all conditions are satisfied.

- New Zealand Transport Agency Waka Kotahi funds roading maintenance and capital projects.
- Ministry of Business, Innovation, and Employment (MBIE) administers the NZ Cycle Trails, Tourism Infrastructure and Provincial Growth Funds, supporting tourism and related initiatives.
- Ministry for the Environment has provided funding to support waste minimisation efforts and Project Reclaim.
- Department of Internal Affairs has supported changes that were to be made on the implementation of the proposed Affordable Water reforms through Transition and on-going "Better Off" funding.
- Ministry of Health provided financial support for fluoridation of the Oamaru water supply in 2024.
- The Ministry of Culture and Heritage and the New Zealand Lotteries Grants Board have supported the cultural facilities development project.

Analysis of revenue from government grants & subsidies

NZ Transport Agency Waka Kotahi Roading Subsidy	9,203	13,314	8,867	9,203	8,867
Ministry of Culture & Heritage - Forrester Gallery	3,500	7,600	-	3,500	-
Ministry for the Environment	3,456	450	423	3,481	423
Department of Internal Affairs - Better Off Funding	807	1,075	657	807	657
Department of Internal Affairs - Local Water Done Well	475	-	-	475	-
Ministry of Business, Innovation & Employment	446	345	552	461	598
Ministry of Social Development	43	257	43	43	43
Ministry of Health	-	-	514	-	514
NZ Lotteries Grants Board	-	-	400	-	400
Waitaki Events Centre funding support (comment 1)	-	4,500	-	18	-
Waitaki Whitestone Geopark Discovery hub	-	795	-	-	-
Other Government grants and subsidies	59	190	68	-	90
Total Government Grants	\$17,989	\$28,526	\$11,524	\$18,047	\$11,592

Analysis of revenue from other grants & donations

Waitaki Events Centre funding support	12,367	4,500	-	12,367	-
Forrester Gallery - funding support	385	-	-	385	-
Mayors' Taskforce for Jobs	251	255	410	251	530
Waitaki Whitestone Geopark Discovery hub	-	100	-	-	-
Other grants and donations	270	233	299	360	967
Total Grants and Donations	\$13,273	\$5,088	\$709	\$13,975	\$1,497

	Council Only			Consolidated	
	2025		2024	2025	2024
	2025 \$000	Budget \$000			

Note 3: Finance revenue & finance expense

Policy

Interest revenue is recognised when earned, and revenue accrued at year end is added to the principal of the relevant loan or investment for reporting purposes.

Borrowing costs are recognised as an expense in the year in which they are incurred and amounts unpaid at year end are added to the principal of the relevant loan for reporting purposes.

Analysis of Finance Income

North Otago Irrigation Co Ltd	934	1,088	772	934	772
Observatory Village Group	503	931	893	-	-
Kurow-Dunroon Irrigation Co Ltd	192	242	245	192	245
Advances to other entities	311	300	231	158	78
Bank deposits	132	299	224	233	348
Sundry interest	4	-	-	4	-
Total Finance income	2,076	2,860	2,365	1,521	1,443

Analysis of Finance Expense

LGFA borrowings	3,815	3,718	2,963	3,815	2,963
Bank borrowings	6	2	2	97	93
Other external borrowings	-	-	-	449	96
Total Finance expense	3,821	3,720	2,965	4,361	3,152
Net Finance revenue/(expense)	(\$1,745)	(\$860)	(\$600)	(\$2,840)	(\$1,709)

Note 4: Personnel costs

Policy

Salaries and wages are recognised as an expense as employees provide services over time. Obligations for contributions to defined contribution superannuation schemes, including both KiwiSaver contributions and those made to the Lump Sum National Scheme managed by the Board of Trustees of the National Provident Fund, are recognised as an expense in the surplus or deficit as incurred.

Analysis of personnel costs

Salaries and wages	20,612	20,950	19,672	53,252	36,349
Severance payments	126	-	18	239	152
Defined contribution plan employer contributions	760	829	683	1,565	1,009
Fringe Benefit Taxes	71	69	52	276	252
	21,569	21,848	20,425	55,332	37,762
Less recoveries from capital works	(2,237)	(3,700)	(2,261)	(2,237)	(3,982)
Total personnel costs	\$19,332	\$18,148	\$18,164	\$53,095	\$33,780

Severance payments (Clause 33)

Council made five severance payments totalling \$125,573 (\$52,918, \$31,304, \$23,655, \$12,014, \$5,682) during the year (2024: 1 payment, \$17,696).

Employee staffing levels & remuneration

At 30 June 2025, Council had 160 full-time employees (2024: 168), and casual and part-time employees equating to 37.28 full-time equivalent (FTE) staff (2024: 39 FTE). Staffing includes approximately 15.14 FTE positions on a fixed-term basis (2024: 24.01 FTE). These figures assume 40 hours per week is full time employment.

91 employees received annual remuneration of less than \$60,000 (2024: 103) and 181 staff (2024: 180) received annual remuneration greater than \$60,000. In the table below, these are expressed in bands of \$20,000 or in bands adjusted as appropriate to ensure compliance with the Act:

Council Employees

Remuneration band

	2025
	Number
\$180,000 - \$379,999	8
\$160,000 - \$179,999	7
\$140,000 - \$159,999	9
\$120,000 - \$139,999	14
\$100,000 - \$119,999	29
\$80,000 - \$99,999	39
\$60,000 - \$79,999	47
< \$60,000	148
Total staff	<u>272</u>

Council Employees

Remuneration band

	2024
	Number
\$180,000 - \$359,999	10
\$140,000 - \$179,999	7
\$120,000 - \$139,999	18
\$100,000 - \$119,999	29
\$80,000 - \$99,999	43
\$60,000 - \$79,999	73
< \$60,000	103
Total staff	<u>283</u>

Remuneration of the Chief Executive Officer (Council only)

	2025	2024
	\$	\$
Alex Parmley	364,618	358,547

Key management personnel

The Mayor and Councillors, the Chief Executive and the eight (2024: eight) members of the Senior Leadership Team are key management personnel. Other Group members include Directors, Trustees, and senior staff in this category. Total remuneration of key management personnel is as follows:

	Council only		Consolidated	
	2025	2024	2025	2024
	\$000	\$000	\$000	\$000
Senior leadership team, including CEO	1,855	1,915	4,748	4,748
Councillors / Directors / Trustees	568	548	1,101	1,101
Total remuneration	\$2,423	\$2,463	\$5,849	\$5,849

	Number	Number	Number	Number
Senior leadership team, including CEO (number)	8	9	27	27
Councillors / Directors / Trustees (number)	11	11	33	33
Total Full-time equivalent members	19	20	60	60

	Council Only			Consolidated	
	2025		2024	2025	2024
	2025 \$000	Budget \$000			
Note 5: Depreciation and Amortisation					
Policies regarding depreciation and amortisation are outlined in full in Note 10: Property, Plant and Equipment, and Note 12: Intangible Assets.					
Council Activity					
Roads and Footpaths	8,866	7,820	7,484	8,866	7,484
Wastewater	1,815	1,773	1,789	1,815	1,789
Stormwater	331	332	330	331	330
Water Supply	3,169	2,822	2,858	3,169	2,858
Waste Management and Minimisation	71	70	70	71	70
Arts, Culture and Community	321	241	280	321	280
Parks and Recreation	1,221	1,189	1,187	1,221	1,187
Democracy and Accountability	2,409	2,261	2,369	2,409	2,369
Economic Development and Property	2,299	2,406	2,381	2,299	2,381
Heritage, Environment and Regulation	52	14	54	52	54
Other	-	-	-	2,990	3,116
Total Depreciation and Amortisation by Activity	\$20,554	\$18,928	\$18,802	\$23,544	\$21,918
Depreciation - Note 10: Property, Plant and Equipment	20,019	18,606	18,301	22,967	21,389
Amortisation - Note 12: Intangible Assets	535	322	501	577	529
	\$20,554	\$18,928	\$18,802	\$23,544	\$21,918

	Council Only			Consolidated	
	2025		2024 \$000	2025 \$000	2024 \$000
	2025 \$000	Budget \$000			

Note 6: Other operating costs

Policy

Community grants & donations

- Grants are awarded when grant applications meet specified criteria and are recognised as expenditure when approved, and payment is made.
- Grants, or portions of grants, which are not applied to the purpose for which they were provided, must be returned, thus reducing grants expense for the period in which the returned funds are received.

Leases

- Operating Leases are leases that do not transfer substantially all the risks and rewards of ownership of an asset. These are charged on a straight-line basis over the term of the lease.

Analysis of other operating costs

Audit Fees - Audit New Zealand	293	220	229	293	229
Audit Current Year Annual Report	293	220	229	293	229
Audit Prior Year Annual Report	-	-	-	-	-
Audit Debenture Trust Deed	8	-	7	8	7
Audit Long Term Plan (commentary 1)	-	155	-	-	-
Audit Fees - Other audit providers					
Audit Current Year Annual Report	-	-	-	231	230
Community grants and donations	1,109	1,098	968	1,194	1,019
Consultants - general	1,604	1,502	2,030	1,689	2,867
Consultants - District Plan	469	200	417	469	417
Consultants - Transformation project	190	310	820	190	820
Contractors - general	19,052	16,888	19,255	16,275	19,167
Contractors - Coastal Landfill remediation (commentary 2)	4,050	2,807	93	4,050	-
Contractors - emergency works Roading	-	-	3,223	-	3,223
Contractors - emergency works Alps2Ocean	380	-	232	380	232
Contractors - Mayors Taskforce for Jobs	176	128	228	176	228
Contractors - Palmerston community housing unit fire	-	-	81	-	81
Directors' Fees	-	-	-	553	552
Elected Members' Remuneration	624	647	581	624	581
Electricity supply	2,648	2,346	2,537	2,945	3,022
Impairment of Receivables	68	150	269	90	290
Insurance premiums	1,322	1,068	984	1,952	1,515
Legal Fees - general	211	79	110	357	219
Legal Fees - District Plan	91	100	-	91	-
Legal Fees - Animal control enforcement	55	9	10	55	10
Legal Fees - other enforcement activities	166	53	126	166	121
Operating lease expense	253	275	236	423	355
Provision for closed landfill	19	(26)	(6)	19	(6)
Valuation Expenses	242	242	218	257	239
Other Expenditure	6,534	5,854	6,491	16,327	18,129
Total Other Operating Expenses	\$39,564	\$34,105	\$39,139	\$48,814	\$49,079

Elected Members' Remuneration

	Council only	2025	2024
Waitaki District Council		\$	\$
Mayor:			
Gary Kircher		129,525	124,834
Elected Members:			
Timothy Blackler		43,006	41,500
Brent Cowles		43,006	41,500
Hana Halalele (Deputy Mayor)		53,987	52,095
Jeremy Holding		43,006	41,500
James Hopkins		40,415	39,000
Courtney Linwood		43,006	41,500
John McCone		43,006	41,500
Guy Percival		43,006	41,500
Rebecca Ryan		43,006	41,500
James Thomson		43,006	41,500
Total Remuneration - Mayor and Councillors		\$567,975	\$547,929
Ahuriri Community Board			
Chair:			
Calum Reid (from 14 October 2022)		12,909	12,449
Elected Members:			
Stephen Dalley		6,455	6,224
Michael King		6,455	6,224
Alan Pont		6,455	6,224
Karen Turner		6,455	6,224
Total Remuneration - Ahuriri Community Board		\$38,729	\$37,345
Waihemo Community Board			
Chair:			
Heather McGregor		13,407	12,449
Elected Members:			
Tanya Bell		6,703	6,224
Paul Roy		6,703	6,224
Kerry Stevens		6,703	6,224
Carol Watson		6,703	6,224
Total Remuneration - Waihemo Community Board		\$40,219	\$38,783
Total Elected Member Remuneration		\$646,923	\$624,057

Council Only			Consolidated		
2025		2024	2025		2024
2025	Budget	\$000	\$000	\$000	\$000

Note 7: Non-trading losses / (Gains)

Policy

- Gains or losses realised on the disposal of Property, Plant and Equipment, including depreciation recovered, are recognised as non-trading gains or losses upon completion of the sale transaction.
- Changes in value arising from the annual valuation of Council's forestry holdings are recognised upon completion of the valuation process.
- The annual valuation of investment property held by Observatory Village Charitable Trust Group is recognised as a non-trading gain or loss upon completion of the valuation process.
- Impairment of investments or other assets arising from abnormal or other non-operational reduction or loss of service potential is recognised as a non-trading loss when this loss of service potential becomes apparent.

Analysis of non-trading losses / (gains)

Loss / (Gain) on Property Plant & Equipment	3,718	-	1,804	3,753	1,816
Depreciation recovered on disposal	(30)	-	(159)	(88)	(482)
Loss / (Gain) on revaluation of Forestry Assets	(156)	-	(424)	(156)	(424)
Loss / (Gain) on revaluation of Investment Properties	-	-	-	(3,104)	(1,732)
Total Non-trading Losses / (Gains)	\$3,532	\$ -	\$1,221	\$405	(\$822)

Note 8: Taxation

Policy

Income tax expense includes components relating to both current and deferred tax and is calculated using rates that have been enacted or substantively enacted by balance date. Current tax is Income tax based on the taxable profit, plus any adjustments related to prior years.

Relationship between tax expense and accounting profit				
Net surplus / (deficit) before taxation	(18,285)	(11,228)	(12,073)	(8,539)
Prima facie taxation at 28%	(5,120)	(3,144)	(3,380)	(2,391)
Plus/(Less) Taxation Effect of Differences				
- Revenue not liable for taxation	5,120	3,144	3,935	2,644
- Tax effect of other differences	-	-	(70)	(51)
Income Tax Expense	\$ -	\$ -	\$485	\$202
<i>This is represented by:</i>				
Current taxation	-	-	607	184
Prior year adjustment	-	-	-	-
Deferred taxation provision	-	-	(122)	18
Income Tax Expense	\$ -	\$ -	\$485	\$202

As Council has formed a consolidated tax group with its subsidiaries, any tax losses in Council are used to offset taxable profits reported by other group members. Council usually receives payment from those subsidiaries for the tax effect of losses transferred.

	Council Only		Consolidated	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Deferred tax				
Deferred tax is income tax payable or recoverable in future periods that arises from temporary differences and unused tax losses in the current or earlier periods. Deferred tax is calculated at tax rates that are expected to apply when the liability is settled, or the asset is realised.				
Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in computing taxable profit.				
A deferred tax liability is generally recognised for all taxable temporary differences, but a deferred tax asset is recognised only to the extent that taxable profits are likely to be available against which deductible temporary differences or tax losses can be utilised.				
Deferred tax is not recognised if a temporary difference arises from initial recognition of goodwill or an asset and liability in a transaction that is not a business combination, and which, at the time of the transaction, affects neither accounting or taxable profit.				
Deferred taxation liability/(benefit)				
Opening balance				
- Property Plant and Equipment	-	-	606	620
- Employee entitlements	-	-	(297)	(281)
- Provisions	-	-	124	216
Balance at 1 July	-	-	433	555
Movements during the year				
- Property Plant and Equipment	-	-	(161)	(14)
- Employee entitlements	-	-	48	(16)
- Provisions	-	-	(66)	(92)
Total change	-	-	(179)	(122)
Closing balance				
- Property Plant and Equipment	-	-	445	606
- Employee entitlements	-	-	(249)	(297)
- Provisions	-	-	58	124
Total Deferred Tax	\$ -	\$ -	\$254	\$433
<i>Deferred taxation comprises:</i>				
Short term temporary differences	-	-	254	433
	\$ -	\$ -	\$254	\$433

Council Only		Consolidated	
2025	2024	2025	2024
\$000	\$000	\$000	\$000

Note 9: Equity

Equity is the community's interest in Council, measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into components that better distinguish the specific uses that Council makes of its accumulated surpluses. The components of equity are:

- Ratepayers' equity
- Restricted Reserves (Special Funds)
- Operating Reserves
- Asset Revaluation Reserves

Capital management

Council's capital is its equity (or ratepayers' funds), comprising retained earnings and reserves. Net equity is represented by net assets. The LGA requires Council to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community. Ratepayers' funds are largely managed as a byproduct of managing revenues, expenses, assets, liabilities, investments, and general financial dealings.

The objective of managing these items is to achieve intergenerational equity, which is a principle promoted in the LGA and applied by Council. Intergenerational equity requires today's ratepayers to meet the costs of utilising Council's assets but does not expect them to meet the full cost of long-term assets that will benefit ratepayers in future generations. Council has also established asset management plans for major classes of assets detailing renewal and maintenance programmes, to ensure ratepayers in future generations are not required to meet the full costs of deferred renewals and maintenance.

The LGA requires Council to make adequate and effective provision in its Long Term Plan (LTP) and Annual Plan (AP), where applicable, to meet expenditure needs identified in those plans, and sets out factors to be considered when determining appropriate sources of funding for each activity. The sources and levels of funding are outlined in funding and financial policies in Council's LTP.

Ratepayers' equity

Ratepayers' equity represents uncommitted accumulated operating surpluses. Operating surpluses that represent funds that are not committed to specific projects or purposes are transferred irregularly to this fund from Operating Reserves.

Balance at 1 July	310,208	310,208	310,208	310,208
Transfer from Operating Reserves	-	-	-	-
Balance at 30 June	<u>\$310,208</u>	<u>\$310,208</u>	<u>\$310,208</u>	<u>\$310,208</u>

	Council Only		Consolidated	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000

Reserves

Reserves are a component of equity generally representing a particular purpose to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Council.

Revaluation reserves

Asset revaluation reserves represent unrealised gains on assets owned by Council and the Group, being the difference between revalued assets and the value of those assets originally incorporated in Council's or other entities' financial statements. The gains are held in the reserve until such time as the gain is realised and a transfer can be made to operating reserves.

Balance at 1 July	915,276	810,315	935,903	831,880
Water, Wastewater and Stormwater revaluation	-	105,486	-	105,486
Roading revaluation	2,318	2,318	2,318	2,318
Property revaluation		-		-
Transfers to Operating Reserve	(2,843)	(2,843)	(3,781)	(3,781)
Balance at 30 June	\$915,276	\$915,276	\$935,903	\$935,903

Represented by

Infrastructural Assets	781,781	781,781	781,781	781,781
Land	70,123	70,123	70,123	70,123
Buildings and Improvements	63,247	63,247	63,247	63,247
Council Other (Museum)	125	125	125	125
Waitaki District Health Services Ltd Group	-	-	15,631	15,631
Whitestone Contracting Ltd	-	-	3,291	4,996
Balance at 30 June	\$915,276	\$915,276	\$935,903	\$935,903

Operating Reserves

Operating reserves are established by Council decision and may be altered by Council without reference to third parties or the courts. Transfers to and from these reserves are made at Council discretion.

Balance at 1 July	(4,366)	10,784	20,727	29,212
Net surplus/(deficit) after tax	(18,285)	(18,285)	(12,558)	(12,558)
Transfer from Revaluation Reserves	2,843	2,843	3,781	3,781
Transfer from Other Reserves	3,225	3,225	3,225	3,225
Transfer to Other Reserves	(2,933)	(2,933)	(2,933)	(2,933)
Balance at 30 June	(4,366)	(4,366)	\$20,727	\$20,727

Operating Reserves are un-appropriated surpluses of group entities and are paper transactions and not fully represented by cash funds.

	Council Only		Consolidated	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Other Reserves				
Reserves and trust funds created or received by Council are held under terms that may restrict their use. Such funds are available only for the purpose specified and are, in many cases, subject to conditions accepted as binding by Council and which may not be revised without reference to the Courts or third parties. Transfers from these reserves may be made only for certain specified purposes or when certain conditions are met.				
Balance at 1 July				
Special funds	14,881	14,498	14,881	14,498
Trust funds	2,954	3,623	2,954	3,623
Loan funds	1	1	1	1
SPARC & Creative Communities funds	-	6	-	6
Total balance at 1 July	\$17,836	\$18,128	\$17,836	\$18,128
Movements in other reserves				
Transfers from operating reserves	2,933	2,933	2,933	2,933
Transfers to operating reserves	(3,225)	(3,225)	(3,225)	(3,225)
Net movement	(292)	(292)	(292)	(292)
Balance at 30 June				
Special funds	14,881	14,881	14,881	14,881
Trust funds	2,954	2,954	2,954	2,954
Loan funds	1	1	1	1
SPARC & Creative Communities funds	-	-	-	-
Balance at 30 June	\$17,836	\$17,836	\$17,836	\$17,836

- Special funds are those established to hold funds provided by external parties for specific purposes.
- Trust funds have been established by Council for specific purposes.
- Loan funds are repayments of heritage loans, currently unallocated.
- SPARC and Creative Communities funds are provided for distribution to local community and sporting groups by SPARC and Creative Communities nationally. Depending on the number and quality of funding applications received, Council may not fully distribute funds provided and may carry any undistributed balance forward for future periods.

Specifics of the purposes of significant types of Other Reserves are below:

- Development funds support infrastructure projects which expand service capacity to meet increased demand arising from, or in anticipation of, growth.
- Disaster and Insurance Reserves are for use in emergency situations.
- Endowment funds provide additional operational funding for specific Council activities.
- Funds from sale of community housing units are held to support other housing initiatives.
- Proceeds from Forestry activities fund future re-planting and cultivation requirements.
- Financial Contributions received from developers under the Resource Management Act 1991 provide or upgrade parks and green spaces to service new subdivisions.

Further analysis of movements in Other Reserves is provided on the following page.

Other Reserves – Movements for the year ended 30 June 2025

Type of Reserve		Opening Balance \$000	Transfers in \$000	Transfers Out \$000	Closing Balance \$000
Development funds - Roading		331	187	(297)	221
Development funds - Water		1,545	578	(611)	1,512
Development funds - Sewer		3,218	296	(20)	3,494
Total Development Funds	A	5,094	1,061	(928)	5,227
Disaster & Insurance Excess Funds	B	2,108	120	-	2,228
Land Endowment Fund	C	1,009	51	(51)	1,009
Community Housing Fund	D	818	30	(124)	724
Forestry Planting Fund	E	1,484	76	(32)	1,528
Other Council-created funds		3,985	622	(442)	4,165
Total Special Reserves		14,498	1,960	(1,577)	14,881
Waitaki Heritage Fund		207	13	(125)	95
RMA Reserve	F	2,692	453	(1,448)	1,697
Oamaru Public Gardens		165	9	-	174
North Otago Museum		94	11	-	105
Other community purposes		465	436	(18)	883
Total Trust Funds		3,623	922	(1,591)	2,954
SPARC and Creative NZ Funds		6	51	(57)	-
Loan Funds		1	-	-	1
Total Reserve Funds		7	51	(57)	1
Total Other Reserves		\$ 18,128	\$ 2,933	(\$ 3,225)	\$ 17,836

Other Reserves – Movements for the year ended 30 June 2024

Type of Reserve		Opening Balance \$000	Transfers in \$000	Transfers Out \$000	Closing Balance \$000
Development funds - Roading		331	187	(297)	221
Development funds - Water		1,545	578	(611)	1,512
Development funds - Sewer		3,218	296	(20)	3,494
Total Development Funds	A	5,094	1,061	(928)	5,227
Disaster & Insurance Excess Funds	B	2,108	120	-	2,228
Land Endowment Fund	C	1,009	51	(51)	1,009
Community Housing Fund	D	818	30	(124)	724
Forestry Planting Fund	E	1,484	76	(32)	1,528
Other Council-created funds		3,985	622	(442)	4,165
Total Special Reserves		14,498	1,960	(1,577)	14,881
Waitaki Heritage Fund		207	13	(125)	95
RMA Reserve	F	2,692	453	(1,448)	1,697
Oamaru Public Gardens		165	9	-	174
North Otago Museum		94	11	-	105
Other community purposes		465	436	(18)	883
Total Trust Funds		3,623	922	(1,591)	2,954
SPARC and Creative NZ Funds		6	51	(57)	-
Loan Funds		1	-	-	1
Total Reserve Funds		7	51	(57)	1
Total Other Reserves		\$ 18,128	\$ 2,933	(\$ 3,225)	\$ 17,836

Note 10: Property, plant, and equipment

Property, plant, and equipment consists of:

Infrastructure assets Fixed utility systems owned by Council and the Group. Asset classes include all items required for the network to function, e.g., sewer reticulation includes reticulation piping and pump stations.

Operational assets Land, buildings, landfill (post closure), library books, plant and equipment, furniture and fittings, and motor vehicles.

Restricted assets Parks, reserves, and other property held by Council and the group for the benefit of, or service to, the community which cannot be disposed of due to legal or other restrictions.

Land (both operational and restricted), buildings and improvements (operational and restricted), library books, land (except land under roads), bridges, water supply, sewerage schemes, drainage schemes, and solid waste facilities are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

Accounting for revaluations

Operational and restricted land and buildings (except for land under roads), library books, roads and bridges, water, waste and drainage assets, property, parks, and the Ōamaru Airport, are revalued with sufficient regularity to ensure that their carrying value does not differ materially from their fair value, and at least every three years.

Revaluation movements are accounted for on a class-of-asset basis. Results of revaluations of property, plant and equipment are recorded in other comprehensive revenue and expense and accumulated in an asset revaluation reserve by class of asset. If this results in a debit balance in the asset revaluation reserve, the balance is instead recognised directly in surplus or deficit. Subsequent increases on revaluation that off-set a previous decrease in value recognised in surplus or deficit are recognised first in surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

Additions

Cost of an item of property, plant, and equipment is recognised as an asset if, and only if, it is probable that associated future economic benefits or service potential will flow to Council and the Group, and its cost can be measured reliably. In most instances, an item of property, plant, and equipment is recognised at 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.

Work in progress

Capital projects that are incomplete at year end are regarded as Work in Progress and included in Property, Plant and Equipment. Assets recorded as Work in Progress are not depreciated until they are complete and commissioned and are recognised at cost less any impairment. Movements into Work in Progress represent the value of work done on incomplete capital projects, while movements out reflect capitalisation of the completed project.

Subsequent costs

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

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset and are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to retained earnings.

Depreciation

Other than land and certain elements of cultural and heritage collections, and unless otherwise stated in the table below, fixed assets are depreciated on a straight-line basis at rates that will write off the cost, or valuation, of the assets to their estimated residual values over their useful lives or, for certain members of the group, on a diminishing value basis. Useful lives and related depreciation rates of major classes of assets have been estimated as follows:

Straight-line depreciation

Asset category / type	Useful life	Depreciation
Buildings	3 – 100 years	1% - 33%
Improvements	4 – 100 years	1% - 25%
Infrastructure Assets		
Roading		
Formation, sub-base course	Not depreciated	N/A
Pavement structure	3 – 100 years	1% - 33.3%
Surfacing	10 – 100 years	1% - 10%
Drainage, Footpaths	10 – 100 years	1% - 10%
Bridges, retaining structures	21 – 165 years	0.6% - 4.8%
Streetlights, railings and markers	4 – 100 years	1% - 25%
Signage and parking meters	10 – 100 years	1% - 10%
Water Schemes		
Earth Dam Reservoir	Not depreciated	N/A
Headworks	5 – 140 years	0.71% - 20%
Reservoirs	10 – 80 years	1.25% - 10%
Pumping stations	15 – 100 years	1% - 6.67%
Reticulation	15 – 150 years	0.67% - 6.67%
Sewerage Schemes		
Oxidation/Detention Ponds & Rock Armour	Not depreciated	N/A
Reticulation	15 – 150 years	0.67% - 6.67%
Pumping stations	15 – 100 years	1% - 6.67%
Treatment works	2 – 100 years	1% - 50%
Stormwater - reticulation	45 – 150 years	0.67% - 2.22%
Transfer stations, landfill development	3 – 60 years	1.67% - 33.33%
Harbour – wharves and breakwater	8 – 100 years	1% - 12.5%
Alps2Ocean Cycle Trail		
Track formation, sub-base course	Not depreciated	N/A
Track surface	10 years	10%
Bridges, retaining structures	50 – 60 years	1.67% - 2%
Facilities – signage	12 years	8.33%
Facilities – livestock proofing	35 years	2.85%
Motor vehicles	3 – 10 years	10% - 33.33%
Other Plant	2 – 40 years	2.5% - 50%
Office equipment	2 – 20 years	5% - 50%
Office furniture & fittings	2 – 30 years	3.33% - 50%
Cultural and heritage assets – library books	5 – 7 years	14.29% - 20%

Diminishing value depreciation

Asset category / type	Depreciation
Buildings	2% - 100%
Plant and Equipment	2% - 80.4%
Office Equipment	8% - 80.4%
Furniture and Fittings	3% - 80.4%
Computer hardware	30% - 67%
Motor Vehicles	20% - 30%

Residual values and useful lives of assets are reviewed and, if necessary, adjusted at each year end. Property, plant, and equipment with a finite useful life is reviewed for impairment every year end, and when events or changes in circumstances indicate that carrying values may not be recoverable an impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount, which is the higher of the asset's fair value less costs to sell and its value in use.

Fair values

Council and the Group believe that carrying values for fixed assets accurately reflect fair value overall. Property and infrastructural assets are revalued regularly in line with Council and Group policy.

Revaluations

Certain classes of assets, as detailed below, are revalued on a three-yearly cycle, and fair value assessments are undertaken annually in the intervening years to ensure that Council and the group's assets reflect the most current and up to date valuations.

Land & buildings

Property holdings, including Parks, the Aquatic Centre, and the Ōamaru Airport, were valued at 30 June 2025 by [Jonathon Dix of Aon Valuation Services](#) and the values established were recognised by Council at that date.

Property held by other group members was revalued in line with Council at 30 June 2025 by professional external valuers as follows:

- [Land and Buildings owned by the Observatory Village Group were valued by CVAS \(CHC\) Ltd \(trading as Colliers\).](#)
- [Land and Buildings owned by Whitestone Contracting Ltd were valued by Telfer Young.](#)

Buildings owned by Waitaki District Health Services Ltd were valued by Colliers at 30 June 2024 (outside of the usual three-yearly cycle), and transferred to Investment Property following the sale of the hospital activity.

Roading network

Council's roading network was valued at 30 June 2025 by [Mo Altamimi and reviewed by Shahaanan Arulgnanapragasam](#), both of [WSP New Zealand Ltd](#). Bridges were valued separately at the same date by David Charters of DCL Consulting Ltd. The results of both valuations are included in this Annual Report.

Three waters assets

The valuation of water, waste, and drainage assets as at 30 June 2024 was prepared by Council's external engineers, and peer reviewed by Jennifer Fox of Waugh Infrastructure and peer-reviewed by WSP.

Valuation methodology & uncertainty

The valuation methodology used in the valuation of Property, Plant, and Equipment is based on fair value of the asset. Where this can be determined by reference to price in an active market for the same or a similar asset, the fair value can be determined using this information.

Where fair value cannot be reliably determined using market-based evidence (apart from land which uses market value) optimised depreciated replacement cost is considered the most appropriate basis for determining fair value. Infrastructure assets, and many assets within the Land and Buildings category, are considered to be specialised – in these cases, land is valued at market value while buildings and other items use optimised depreciated replacement cost.

Land under roads

Land under roads was initially recognised by Council at fair value. On transition to New Zealand equivalents of International Financial Reporting Standards on 1 July 2006, Council elected to use the fair value of land under roads at 30 June 2005 as deemed cost. Land under roads is not revalued.

Harbour assets

Deemed cost of harbour wharves and other structures, and of the Ōamaru Harbour breakwater, was established by Royds Garden Ltd, Consulting Engineers, at June 1992, with subsequent additions recorded at cost. These assets are not revalued.

Library collection

Library collections are carried at depreciated replacement cost. Valuations are performed annually by the Library Manager and are not subject to independent review as they are based on readily available market prices.

Cultural & heritage assets

These assets provide a cultural or heritage service to the community, and include artefacts held in the Waitaki Museum & Archive Te Whare Taoka o Waitaki, the Forrester Gallery art collection and Library resources. They are recorded at valuation, based on net current value, with subsequent additions at cost.

Assets disposed of & held for sale at year end

Council and the group may dispose of assets at any time during the financial year. Gains or losses recorded on disposal are reflected in the Statement of Comprehensive Revenue and Expense as part of Non-trading Losses or Gains and are summarised in Note 7 to these financial statements.

Non-current assets held for sale at year end are recognised as a current asset when the sale is highly probable, there is commitment to a plan to sell, and that sale is expected to occur within one year and are detailed in Note 19. Those assets are valued at the lower of the carrying value and fair value less disposal costs, and any impairment losses for write-downs are recognised in surplus or deficit, as are any increases in fair value (less costs to sell), up to the level of any impairment losses that have been previously recognised. Non-current assets are not depreciated while they are classified as held for sale.

Property, Plant, and Equipment (Council Only)

Property, Plant, and Equipment (Consolidated)

Property, Plant, and Equipment (Council Only)

2024 Council Only	Cost/ Valuation 1-Jul-23	Current Year Assets Constructed by WDC	Current Year Assets Transferred to WDC	Current Year Disposals	Revaluation	Cost/ Valuation 30-Jun-24	Accum Depn & Impairment Charges 1-Jul-23	Current Year Depreciation	Current Year Disposals	Revaluation	Current Year Impairment Charges	Accum Depn & Impairment Charges 30-Jun-24	Book Value 30-Jun-23	Book Value 30-Jun-24	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
	Land	81,101	298			81,399							81,101	81,399	
Buildings and Improvements	82,253	1,571	559	(1,201)		83,182	4,627	4,227	(116)			8,738	77,626	74,444	
Infrastructural Assets															
- Roading Land (held at cost)	5,215					5,215							5,215	5,215	
- Roading Other	645,301	6,841			(8,651)	643,491	622	8,129	107	(8,378)		480	644,679	643,011	
- Bridges	24,561	191			1,825	26,577			766		(766)		24,561	26,577	
- Water Supply Schemes:															
Treatment Plants and Facilities	31,629	6,192		(872)	5,903	42,852	1,906	1,270	(271)	(2,905)			29,723	42,852	
Other Assets (ie Reticulation)	87,362	6,593		(791)	27,990	121,154	3,433	1,889	(63)	(5,259)			83,929	121,154	
- Sewerage Schemes:															
Treatment Plants and Facilities	79,254	422		(70)	18,866	98,472	1,117	618	(12)	(1,723)			78,137	98,472	
Other Assets (ie Reticulation)	53,996	1,344		(131)	29,609	84,818	2,293	1,182	(46)	(3,429)			51,703	84,818	
- Drainage Schemes	21,054				8,817	29,871	653	331		(984)			20,401	29,871	
- Solid Waste Facilities	1,294	77				1,371	1,227	17					1,244	67	127
- Oamaru Harbour	34,625	277		(27)		34,875	7,477	387	(15)				7,849	27,148	27,026
- Alps to Ocean	6,849	39				6,888	1,586	200					1,786	5,263	5,102
Total Infrastructural Assets	991,140	21,976		(1,891)	84,359	1,095,584	20,314	14,789	(300)	(23,444)			11,359	970,826	1,084,225
Operational Assets															
- Plant, Equipment and Vehicles	3,106	336	11	(246)		3,207	1,486	227	(404)				1,309	1,620	1,898
- Office Equipment and Fittings	7,523	624		(95)		8,052	5,119	631	(94)				5,656	2,404	2,396
Total Operational Assets	10,629	960	11	(341)		11,259	6,605	858	(498)				6,965	4,024	4,294
Collections	2,256	174	2	(114)		2,318	718	145	(96)				767	1,538	1,551
Capital Works in Progress	9,576	11,497		(6,778)		14,295								9,576	14,295
	1,176,955	36,476	572	(10,325)	84,359	1,288,037	32,264	20,019	(1,010)	(23,444)			27,829	1,144,691	1,260,208

Property, Plant, and Equipment (Consolidated)

2024 Council Only	Cost/ Valuation 1-Jul-23	Current Year Assets Constructed by WDC	Current Year Assets Transferred to WDC	Current Year Disposals	Revaluation	Cost/ Valuation 30-Jun-24	Accum Depn & Impairment Charges 1-Jul-23	Current Year Depreciation	Current Year Disposals	Revaluation	Current Year Impairment Charges	Accum Depn & Impairment Charges 30-Jun-24	Book Value 30-Jun-23	Book Value 30-Jun-24
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	Land	81,101	298		81,399								81,101	81,399
Buildings and Improvements	82,253	1,571	559	(1,201)	83,182	4,627	4,227	(116)				8,738	77,626	74,444
Infrastructural Assets														
- Roading Land (held at cost)	5,215				5,215								5,215	5,215
- Roading Other	645,301	6,841			(8,651)	643,491	622	8,129	107	(8,378)		480	644,679	643,011
- Bridges	24,561	191			1,825	26,577		766		(766)			24,561	26,577
- Water Supply Schemes:														
Treatment Plants and Facilities	31,629	6,192		(872)	5,903	42,852	1,906	1,270	(271)	(2,905)			29,723	42,852
Other Assets (ie Reticulation)	87,362	6,593		(791)	27,990	121,154	3,433	1,889	(63)	(5,259)			83,929	121,154
- Sewerage Schemes:														
Treatment Plants and Facilities	79,254	422		(70)	18,866	98,472	1,117	618	(12)	(1,723)			78,137	98,472
Other Assets (ie Reticulation)	53,996	1,344		(131)	29,609	84,818	2,293	1,182	(46)	(3,429)			51,703	84,818
- Drainage Schemes	21,054				8,817	29,871	653	331		(984)			20,401	29,871
- Solid Waste Facilities	1,294	77				1,371	1,227	17				1,244	67	127
- Oamaru Harbour	34,625	277		(27)	34,875	7,477	387	(15)				7,849	27,148	27,026
- Alps to Ocean	6,849	39			6,888	1,586	200					1,786	5,263	5,102
Total Infrastructural Assets	991,140	21,976		(1,891)	84,359	1,095,584	20,314	14,789	(300)	(23,444)		11,359	970,826	1,084,225
Operational Assets														
- Plant, Equipment and Vehicles	3,106	336	11	(246)		3,207	1,486	227	(404)			1,309	1,620	1,898
- Office Equipment and Fittings	7,523	624		(95)		8,052	5,119	631	(94)			5,656	2,404	2,396
Total Operational Assets	10,629	960	11	(341)		11,259	6,605	858	(498)			6,965	4,024	4,294
Collections	2,256	174	2	(114)		2,318	718	145	(96)			767	1,538	1,551
Capital Works in Progress	9,576	11,497		(6,778)		14,295							9,576	14,295
	1,176,955	36,476	572	(10,325)	84,359	1,288,037	32,264	20,019	(1,010)	(23,444)		27,829	1,144,691	1,260,208

Capital Work in Progress

Capital Work in Progress for Council consists of the following asset categories:

	Council	
	2025 \$000	2024 \$000
Infrastructural Assets – roading and bridges	993	993
Infrastructural Assets – water infrastructure	8,212	8,212
Infrastructural Assets – sewerage infrastructure	1,089	1,089
Property and other assets	4,000	4,000
Total	\$14,294	\$14,294

Restricted assets

Land, and Buildings and Improvements, include restricted properties. These restrictions affect Council's right to use, or dispose of, the asset, and derive either from legislation (such as the Reserves Act 1977) or from the terms of particular endowments or bequests which determine the purpose for which the assets may be used. These assets have a carrying value of **\$19,070,890** (2024: \$19,070,890).

Insurance (Mandatory Disclosure under Schedule 10, s31A of the LGA 2002)

Risk management, insurance, and risk financing are key considerations in the protection of public assets. Council can provide services in the future only if its infrastructural assets remain available for use and must carefully consider ways of managing risk effectively and making the best use of insurance and other mitigation tools.

Water, Wastewater & Stormwater Assets

Total carrying value **\$377,168,392** (2024: \$377,168,392). Individual assets valued in excess of \$1,000,000 and other items deemed critical are insured – value of these assets for insurance purposes is \$166,684,072 (2024: \$162,547,668). Council mitigates the risk related to the remaining assets through its membership of the Local Authority Protection Programme (LAPP), use of depreciation reserves and the Disaster Fund (refer below).

Estimated cost of full replacement of the assets is \$612,341,794, based on the latest valuation at 30 June 2024, and subsequent additions at cost or valuation, and can be analysed as follows:

Water Supply schemes	\$272,042,498
Wastewater (sewerage) schemes	\$282,749,279
Stormwater (drainage) schemes	\$57,550,017

Land & buildings

Council's land has a carrying value of **\$81,399,259** (2024: \$81,399,259) and cannot be insured. Restoration might be funded by the Earthquake Commission if loss occurs as a result of earthquake or landslip.

Council's buildings have a carrying value of **\$75,319,284** (2024: \$75,319,284), and a value of \$177,682,666 (2024: \$184,009,159) for insurance purposes. Council self-insures buildings which would either not be replaced in the event of loss or would be funded from depreciation reserves and the Disaster Fund (refer below).

Roading assets, including bridges & footpaths

Total carrying value **\$674,804.092** (2024: \$674,804,092). These are not specifically insured. Significant loss or damage would be subsidised by New Zealand Transport Agency Waka Kotahi, which has previously funded costs arising from storm events. Current rates of financial assistance may change in the future. Any un-subsidised cost would be met from depreciation reserves, and the Disaster Fund (refer next page). Estimated cost of full replacement of the assets is **\$932,731,030** based on the valuation at 30 June 2025.

Solid Waste facilities, Ōamaru Harbour and the Alps2Ocean Cycle Trail

Total carrying value of **\$32,253,756** (2024: \$32,253,756). Not specifically insured. Replacement or reinstatement would be funded from operational budgets or depreciation reserves.

Art Works, Museum Collections, Library Books

Total carrying value \$1,550,779. Valued at \$4,064,350 for insurance purposes (2024: \$4,064,350), being \$3,064,350 for Council's own art works (2024: \$3,064,350), and \$1,000,000 for art works on loan to Council (2024: \$1,000,000). The balance of Council's own art works is uninsured. No provision has been made to self-insure these items, as they are considered unique, and could not be replaced in the event of loss.

Library books are not insured, and their replacement would be met from depreciation reserves.

Vehicles, Plant and Equipment, Furniture and Fittings

Plant, Equipment and Vehicles have a carrying value of **\$1,944,140**, of which Vehicles have a carrying value of **\$1,005,634** (2024: \$1,005,634), and a value for insurance purposes of \$1,238,405 (2024: \$1,119,008). All vehicles are insured for replacement value. Other items of Plant and Equipment are not insured.

Office Equipment and Fittings with a carrying value of \$2,396,144 are not insured. Individual items are not generally of material value, and depreciation reserves would fund any replacements.

Summary of Insurance Cover arranged by Council

Total carrying value of Property Plant and Equipment	\$1,260,208,176
Total value of cover for insurance purposes	\$349,669,493
Total value of uninsured assets	\$908,531,791

Significant uninsured assets include:

Roading Network (NZTA subsidies, Council reserves)	\$674,804,092
Water, Wastewater and stormwater assets (LAPP assistance)	\$214,620,724
Land holdings (uninsurable, potential Earthquake Commission funding)	\$81,399,259
Solid Waste, Harbour, Cycle Trail	\$32,253,756

In the event of the destruction of, or significant damage to, uninsured assets because of a natural disaster, financial support would be provided from New Zealand Transport Agency Waka Kotahi subsidies, the LAPP fund, the Natural Hazards (formerly the Earthquake) Commission and Council's own reserves, including the Disaster Fund and the Insurance Excess Fund (details below). Furthermore, destroyed assets might not be rebuilt, or, if reconstructed, might not be in the same configuration as the previous asset, to control and reduce cost.

Disaster Fund, Insurance Excess Fund (refer also Note 9 – Special Reserves)

Council has specific reserves to enable it to provide a rapid response to significant and damaging events and to meet uninsured losses that may arise. At 30 June 2025, the Disaster Fund stood at \$2,025,805 (2024: \$2,025,805), and the Insurance Excess Fund \$203,094 (2024: \$203,094). Council maintains committed cash facilities with its bankers to provide additional and immediate funding to meet any shortfall.

Critical accounting estimates & assumptions

Estimating the Fair Value of Land, Buildings, and Infrastructure

Land and buildings, including Parks and the Ōamaru Airport, were revalued at 30 June 2025 in accordance with NZ IPSAS 17, PINZ Professional Practice Standards and New Zealand Infrastructure Valuation and Depreciation guidelines.

Land (Operational, Restricted, and Infrastructure)

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. Where there is a designation against the land or the use of the land is restricted because of reserve or endowment status, the valuation approach reflects the restriction in use. Such land is valued based on rural land value plus a location adjustment to reflect different zoning, which are based on the valuer's judgement.

Restrictions on the Council's ability to sell land would not normally impair the value of the land because the Council has operational use of the land for the foreseeable future and will substantially receive the full benefits of outright ownership.

Buildings (operational and restricted)

Specialised buildings are valued at fair value using depreciated replacement cost because no reliable market data is available for such buildings.

Depreciated replacement cost is determined using a number of significant assumptions. Significant assumptions used in the 30 June 2025 valuation included:

- Replacement costs of specific assets are adjusted where appropriate for optimisation due to over-design or surplus capacity. There have been no such adjustments for the most recent valuations.
- Replacement cost is derived from recent construction contracts of equivalent assets and Property Institute of New Zealand cost information.
- There are no significant asbestos issues associated with the buildings.
- There are no significant earthquake-prone issues associated with the buildings.
- Remaining useful lives of assets are estimated after considering factors such as the condition of the asset, future maintenance and replacement plans, and experience with similar buildings.
- Straight-line depreciation has been applied in determining the depreciated replacement cost value of the asset.
- Non-specialised buildings (for example, residential and office buildings) are valued at fair value using market-based evidence.
- The valuer has assumed that all properties valued are fully compliant with relevant legislation, including the Buildings Act 2004 and the Resource Management Act 1991.
- For properties where Council is both owner and occupier, the valuation assumed market rental with standard terms, including a 6-year lease term and rent review every 2 years.

The fair value of properties has been determined by an independent valuer who has the appropriate recognised professional qualifications and recent experience in the location and category of the property being valued. Given that a range of assumptions are used in determining the fair value of land and buildings associated with the rest home complex, the subjectivity of those assumptions could have significant impact on the profit and fair value.

The directors of Observatory Village Lifecare Limited, in conjunction with the valuer, estimate that the average period of occupancy for apartments is 3 years (2024: 3 years), for care suites is 2 years (2024: 2 years) and for villas 8 years (2024: 8 years). These estimates are based on industry historical results and experience.

Infrastructural Asset Classes

Roads & bridges were revalued at 30 June 2025 by two independent registered valuers.

Water, Sewerage and Stormwater infrastructure was revalued at 30 June 2024 by an independent registered valuer.

Infrastructural assets are valued using the depreciated replacement cost method, which involves a number of estimates and assumptions. These include:

- Replacement costs, where appropriate, reflect optimisation due to over-design or surplus capacity. Council has determined that there is no significant surplus capacity in its sewerage and water assets.
- Estimating the replacement cost of the asset, based on recent construction contracts in the region for modern equivalent assets, from which unit rates are determined and then applied to components of the network based on size, material, depth, and location. If recent contract cost data is considered out of date, or relevant market prices are not available (i.e. no recent construction contracts) indexation methodology has been used to determine fair value. It is indexed using Waka Kotahi's Construction and Structure adjustment factor. The index has been adjusted using Holt Winter's Exponential Smoothing which allows for estimating price increases for specialised assets to prevent short term fluctuations from unduly affecting long term assets.
- Estimates of the remaining useful life over which the asset will be depreciated. These can be affected by local conditions, such as weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, Council might over- or underestimate the annual depreciation charge recognised as an expense in the statement of comprehensive revenue and expense. To minimise this risk, infrastructural asset useful lives are determined with reference to the New Zealand Infrastructural Asset Valuation and Depreciation Guidelines published by the National Asset Management Steering Group, adjusted for local conditions based on experience. Asset inspections, deterioration, and condition-modelling are carried out regularly as part of asset management planning activities, to provide further assurance over useful life estimates.

Critical judgements in applying Council's Accounting Policies

Management has exercised these critical judgements in applying Council's accounting policies:

Classification of Property – Community Housing

Council owns and maintains properties to provide community housing. Receipt of market-based rental is incidental to holding these properties, which are held for service delivery objectives as part of Council's social housing policy, and are accounted for as property, plant, and equipment.

Classification of Property – Unoccupied Land

Council owns unoccupied land which is classified as property, plant and equipment. Due to uncertainty over the future intended use of the land, Council has not classified the land as investment property.

Reliability of Asset Valuations

In the years between the regular triennial revaluation cycle, Council conducts a fair value assessment to provide assurance that carrying values do not vary significantly from current fair value estimates.

		Council Only		Consolidated	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000

Note 11: Investment property

Policy

Investment property includes land and buildings related to the retirement village and to the Oamaru hospital buildings. These are held long term to earn rental income and for capital appreciation. Investment property is initially recorded at cost and subsequently measured annually at fair value as determined by an independent registered valuer.

Gains or losses arising from changes in fair values are included in the Statement of Comprehensive Revenue and Expense when they arise. Where an investment property is disposed of, the surplus or deficit recognised in the Statement of Comprehensive Revenue and Expense is the difference between the net sales price and the carrying value of the property. Investment properties are not depreciated.

Investment property

Balance at 1 July	-	-	68,078	46,805
Additions	-	-	8,101	8,101
Transfers from Property, Plant and Equipment	-	-	12,168	12,168
Revaluation Gain / (Loss)	-	-	1,004	1,004
Balance at 30 June	\$-	\$-	\$68,078	\$68,078

The valuation of the **Observatory Village** property was performed by CVAS (CHC) Ltd trading as Colliers at 30 June 2025 in accordance with *PBE IPSAS 16 Investment Properties*. Colliers is appropriately qualified and experienced in valuing retirement village properties in New Zealand.

The value of the care facility is determined based on income capitalisation of the market rent adopting a 7.25% yield (2024: 7.25%).

Care suites, serviced apartments and independent villas are valued using the discounted cash flow approach. The major assumptions used are a discount rate of 14.75% (2024: 15.00%), compounded annual growth rates for all serviced units at 3.22% per annum (2024: 2.80%), and for the independent villas, a market value compounded growth rate of 3.54% has been adopted (2024: 3.24%). A deduction for expenses such as refurbishment costs, marketing and capital expenditure has also been adopted.

Occupation Right Agreement contracts were reviewed, and valuations adjusted for residents' share, if any, of any capital gains when determining the market value to the proprietor. Other assumptions used by the valuer include the average age of entry of residents and average occupancy periods of units. The period of the discounted cash flow is 25 years.

The above inputs calculate the proprietor's interest in Observatory Village Lifecare Limited which is then adjusted to take into account the residents Occupation Right Agreement liability as recorded in the Balance Sheet to determine the overall land and improvement value. There is approximately 7,750 (2024: 12,000) square metres of excess usable land remaining as undeveloped and is shown within the report having been valued at \$178.71 per square meter (2024: \$98.00).

During the 2024 financial year, the Ōamaru Hospital facility was transferred from Property, Plant, and Equipment to Investment Property as, following the transfer of operational control on 30 June 2024, Health New Zealand Te Whatu Ora will lease the property and continue to operate it as a hospital. This reclassification aligned with *PBE IPSAS 16* as the property is solely generating rental income for the company and group. As part of the transfer, the land and buildings were revalued by Colliers to determine the value at which the assets would be transferred.

Note 12: Intangible assets

Policy

Intangible assets are identifiable non-monetary assets without physical substance. The main categories of intangible assets are:

Software

Computer software licenses are capitalised based on costs incurred to acquire and bring into service. Costs, including employee costs and related overheads, related to developing software for internal use are recognised as an intangible asset. Costs related to staff training, maintaining computer software, and developing and maintaining Council's website are expensed when incurred. The useful life of software is 3 to 10 years, and the cost is amortised on a straight-line basis.

Carbon credits

Carbon credits are recognised at cost on acquisition and those received from the Crown under the Emissions Trading Scheme were recognised at fair value, being the value on the tradable carbon credit market at the time of receipt. Carbon credits are not amortised, but are tested for impairment annually, and derecognised when surrendered to satisfy carbon emission obligations. Carbon credits are held to meet the potential liability that would arise should Council, in the future, decide against replanting forested areas after harvesting or fire.

Other intangible assets include:

Aerial Photographic Images

Council undertakes aerial photography throughout the Waitaki District. Images arising from this activity may be viewed through Council's systems. The value of the images is established as the cost of completing the aerial photography programme and is amortised on a straight-line basis over five years.

Other

Other intangible assets, including consents held by members of the group, with an identifiable useful life of 5 to 25 years, are amortised on a straight-line basis.

Amortisation

Intangible assets are amortised on the following bases:

Intangible Asset category / type	Useful life	Depreciation
Software	2 – 10 years	10% - 50%
Carbon credits (written off when surrendered)	N/A	Not amortised
Other	5 – 25 years	4% - 20%

Impairment of Intangible Assets

Intangible assets with finite useful lives are reviewed for impairment if events or circumstances indicate that the carrying amount may no longer be recoverable. If there is an indication of impairment, the asset's recoverable amount is estimated, and an impairment loss recognised for the amount by which the asset's carrying amount exceeds its estimated recoverable amount (the higher of an asset's fair value less costs to sell, and 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 asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service.

Analysis of movements in categories of Intangible Assets

	2024				2023			
	Software \$000	Carbon Credits \$000	Other \$000	Total \$000	Software \$000	Carbon Credits \$000	Other \$000	Total \$000
<u>Council only</u>								
Balance at 1 July								
Cost	5,143	14	91	5,248	4,793	14	91	4,898
Accumulated Amortisation	(3,392)	-	(27)	(3,419)	(2,909)	-	(9)	(2,918)
Opening Book Value	1,751	14	64	1,829	1,884	14	82	1,980
Movements for the year								
Additions	1,051	-	55	1,106	350	-	-	350
Disposals - cost	(336)	-	-	(336)	-	-	-	-
Amortisation charge	(516)	-	(19)	(535)	(483)	-	(18)	(501)
Disposals - accum amortisation	336	-	-	336	-	-	-	-
Net movement for the year	535	-	36	571	(133)	-	(18)	(151)
Balance at 30 June								
Cost	5,858	14	146	6,018	5,143	14	91	5,248
Accumulated Amortisation	(3,572)	-	(46)	(3,618)	(3,392)	-	(27)	(3,419)
Closing Book Value	\$2,286	\$14	\$100	\$2,400	\$1,751	\$14	\$64	\$1,829
<u>Consolidated</u>								
Balance at 1 July								
Cost	5,352	14	771	6,137	5,070	14	714	5,798
Accumulated Amortisation	(3,575)	-	(612)	(4,187)	(3,147)	-	(579)	(3,726)
Opening Book Value	1,777	14	159	1,950	1,923	14	135	2,072
Movements for the year								
Additions	1,120	-	56	1,176	350	-	57	407
Disposals - cost	(538)	-	(15)	(553)	(68)	-	-	(68)
Amortisation charge	(539)	-	(38)	(577)	(496)	-	(33)	(529)
Disposals - accum amortisation	518	-	15	533	68	-	-	68
Net movement for the year	561	-	18	579	(146)	-	24	(122)
Balance at 30 June								
Cost	5,934	14	812	6,760	5,352	14	771	6,137
Accumulated Amortisation	(3,596)	-	(635)	(4,231)	(3,147)	-	(612)	(4,187)
Closing Book Value	\$2,338	\$14	\$177	\$2,529	\$1,777	\$14	\$159	\$1,950

	Council Only		Consolidated	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000

Note 13: Forestry assets

Policy

Forestry is the estimated worth of maturing tree stocks in Council's forests as at date of valuation. The valuation method adopted is Net Present Value based on the age and condition of the trees. Trees under fifteen years are valued at replacement cost. The cost of maintaining forestry assets is included in the reported surplus or deficit.

Analysis of forestry assets

Balance at 1 July	918	762	918	762
Gains / (Losses) arising from changes in fair value less estimated point of sale costs	72	156	72	156
Balance at 30 June	\$990	\$918	\$990	\$918

Council has several forest stands covering a net stocked area of 122.4ha (2024: 122.4ha), planted mainly in Pinus Radiata in the Waitaki District. These are at varying stages of maturity, ranging from 10-30 years. Council's forestry holdings are primarily for aesthetic and land protection purposes.

The annual valuation, dated 30 June 2024, was performed by Matthew Cotterell, MNZIF Registered Forestry Consultant, on behalf of Forestry Management Ltd. A pre-tax discount rate of 9.0% (2024: 9.0%) has been used to discount the present value of expected cash flows. All costs and prices used are based on current market information.

Council is exposed to financial risks arising from changes in timber prices. Council is a long-term forest owner and has therefore not taken any measures to manage this risk.

Insurance

Council's forestry assets are subject to the risk of fire and storm damage. In the current financial year Council arranged insurance providing maximum cover of \$1,025,000 (2024: \$870,000) for the forestry plantations, up to \$918,421 (2024: \$762,459) for fire damage, up to \$50,000 (2024: \$50,000) for each of fire-fighting and replanting and other re-establishment costs.

Emissions Trading Scheme (ETS)

Forestry stands are professionally managed, and Council adheres strictly to a replanting plan developed by its advisers to ensure that there is no liability related to the Emissions Trading Scheme. Council holds a limited number of carbon credits specifically related to its forestry asset (refer Note 12).

Note 14: Financial assets

Policy

Financial assets, other than shares in subsidiaries, are initially recognised at fair value plus transaction costs, if any, unless they are carried at fair value through surplus or deficit, in which case transaction costs are expensed when incurred. Classification of financial assets depends on their cash flow characteristics and the Council's management model for managing these. The following categories (as recognised in the *PBE IPSAS 41 Accounting Standard*) are used for initial classification and subsequent measurement:

Held at Amortised cost

Financial assets are classified and subsequently measured at amortised cost if they give rise to cash flows that are solely payments of principal and interest on the principal outstanding and are held within a management model whose objective is to collect the contractual cash flows of the asset. Such financial assets are subsequently measured at amortised cost using the effective interest rate method, less any expected credit losses (ECL – refer policy below). Interest accrued but unpaid at balance date is added to the investment balance. *Includes term deposits, and external loans.*

Held at Fair value through other comprehensive revenue and expense (FVTCRE)

Financial assets are classified and subsequently measured at fair value through other comprehensive revenue and expense if they give rise to cash flows that are solely payments of principal and interest and are held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets. *Council holds no assets in this category.*

Held at Fair value through surplus and deficit (FVTSD)

Financial assets that do not meet the criteria to be measured by either of the previous methods are subsequently measured at fair value through surplus and deficit. However, Council and group members may elect at initial recognition to designate an equity investment not held for trading as subsequently measured at fair value through other comprehensive revenue and expense. After initial recognition, financial assets in this category are measured at fair value with fair value gains or losses recognised in surplus or deficit. Income earned from such financial assets is separately presented within revenue. *Includes equity investments, joint ventures and LGFA borrower notes.*

Expected Credit Loss Allowance (ECL)

Council recognises an allowance for ECLs for all debt instruments not classified as fair value through surplus and deficit. ECLs are the probability-weighted estimate of credit losses, measured at the present value of cash shortfalls, being the difference between the cash flows due to Council and the group in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL). When determining whether the credit risk of a financial asset has increased significantly since initial recognition, Council and group members consider reasonable and supportable information that is relevant and available without undue cost or effort, including both quantitative and qualitative information and analysis based on historical experience and informed credit assessment and including forward-looking information.

Council and group members consider a financial asset to be in default when the asset is more than 90 days past due. It may be determined that a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full.

	Council only		Consolidated	
	2025	2024	2025	2024
	\$000	\$000	\$000	\$000

Investment in subsidiaries

Council consolidates in the group financial statements all entities where Council can control financing and operating policies to obtain benefits from the activities of the subsidiaries. This right exists through the exercise of majority voting power on the governing body, where such policies have been irreversibly determined by Council, or where the determination of such policies would not materially affect the potential ownership benefits arising from the subsidiary.

Investments in subsidiaries are held at cost in Council's parent entity financial statements.

Whitestone Contracting Ltd	4,600	4,600	-	-
Tourism Waitaki Ltd	103	103	-	-
Total Investment in subsidiaries	\$4,703	\$4,703	-	-

Interest in Joint Venture

Council holds 50% ownership of Ōmārama Airfield Limited for strategic reasons and accounts for its investment using the equity method in accordance with PBE IPSAS36 *Investments in Associates and Joint Ventures*.

Opening balance	1,677	1,729	1,677	1,729
Share of reported surplus / (deficit)	357	(52)	357	(52)
Closing balance	\$2,034	\$1,677	\$2,034	\$1,677

Operating results and financial position for Ōmārama Airfield Limited are summarised below:

Operating Revenue	367	84	367	84
Operating Expenditure	(328)	(188)	(328)	(188)
Revaluation of Properties	676	-	676	-
Annual Surplus / (Deficit)	\$715	(\$104)	\$715	(\$104)
Council's share of Surplus / (Deficit)	\$357	(\$52)	\$357	(\$52)
Total Assets	\$4,798	\$3,800	\$4,799	\$3,800
Total Liabilities	(\$730)	(\$446)	(\$730)	(\$446)
Net Assets	\$4,068	\$3,354	\$4,069	\$3,354

Term Deposits (Amortised Cost)

Council and members of its consolidated group may place surplus funds on deposit with trading banks.

Deposits with original maturity dates less than or equal to 3 months from the date of the deposit are included as part of Cash and Cash Equivalents and are detailed in Note 15.

Current

Term Deposits maturing between 3 & 12 months	-	\$2,018	\$3,470	\$3,470
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	Council Only		Consolidated	
	2025	2024	2025	2024
	\$000	\$000	\$000	\$000

Listed and Unlisted Shares (Fair Value through Surplus and Deficit)

Council may hold listed or unlisted shares for strategic or other reasons. The intention on acquisition is normally to hold long term. Shares are classified as non-current unless disposal is expected within the following year.

Investments in shares in the unlisted companies below are valued at cost as there is no market, or any likely market, for the shares, and there have been no recent share sales on which to base a fair value:

Civic Financial Services Ltd

120,000 shares (1.07% ownership) 114 114 114 114

Lower Waitaki Irrigation Co Ltd

2,901 Shares (11.34% ownership) 31 31 31 31

Total Unlisted Shares

\$145 **\$145** **\$145** **\$145**

LGFA Borrower Notes (Fair Value through Surplus and Deficit)

As a condition of borrowing from the LGFA, Council must hold borrower notes, representing 5% (2.5% prior to 30 June 2024) of Council's borrowings secured by Fixed Term Bonds and Floating Rate Notes. Interest is earned on the investment but is only paid on maturity and so may accumulate over many years.

Local Government Funding Agency

LGFA Borrower Notes – non-current 1,806 1,357 1,806 1,357

LGFA Borrower Notes – current 577 303 577 303

Total LGFA Borrower Notes **\$2,383** **\$1,660** **\$2,383** **\$1,660**

Listed and Unlisted Shares, together with LGFA Borrower Notes, make up the category Investments in and with other entities.

Total Investments in and with other entities **\$2,528** **\$1,805** **\$2,528** **\$1,805**

Categorised as Non-current 1,951 1,502 1,951 1,502

Categorised as Current 577 303 577 303

Total Investments in and with other entities **\$2,528** **\$1,805** **\$2,528** **\$1,805**

The value of LGFA Borrower notes includes interest accrued since inception but unpaid at year-end of \$135,238 (2024: \$72,505). Interest earned during the 2025 is detailed below:

Interest earned on LGFA Borrower Notes

Closing balance – interest accrued 135 73 135 73

Less Opening balance – interest accrued (73) (26) (73) (26)

Movement in accrued interest **62** **47** **62** **47**

Interest received on maturing LGFA Notes 22 10 22 10

Interest on LGFA Notes recognised as revenue **\$84** **\$57** **\$84** **\$57**

	Council Only		Consolidated	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000

Loans to Other Entities (Amortised Cost)

Loans made to external entities to promote community wellbeing and economic development within the Waitaki District.

North Otago Irrigation Co Ltd	13,201	13,526	13,201	13,526
Observatory Village Charitable Trust Group	-	15,621	-	-
Kurow-Duntroon Irrigation Co Ltd	3,150	3,156	3,150	3,156
Waitaki District Health Services Ltd	1,926	1,950	-	-
Advances to other entities	2,359	2,248	2,358	2,248
Loans	\$20,636	\$36,501	\$18,709	\$18,930
Categorised as non-current	17,601	34,648	17,601	18,599
Categorised as current	3,035	1,853	1,108	331
Total	\$20,636	\$36,501	\$18,709	\$18,930

Movements in loans to other entities

Balance at 1 July	36,501	35,187	18,930	17,616
New or increased loans made during the period	304	3,033	176	1,683
Non-cash changes – change in interest accrued	(22)	-	-	-
Payments made in reduction of loans	(16,147)	(1,719)	(397)	(369)
Total	\$20,636	\$36,501	\$18,709	\$18,930

Maturity profile of lending

Due within one year	3,035	1,853	1,108	331
Due between one and two years	351	2,572	351	3,022
Due between two and five years	948	7,438	948	988
Due beyond five years	16,302	24,638	16,302	14,589
Total	\$20,636	\$36,501	\$18,709	\$18,930

Details of significant advances are summarised below:

- North Otago Irrigation Co Ltd –

General Security Agreement over assets of the company, Water Supply Contracts and Memoranda of Encumbrances between the company and irrigators. To be repaid by January 2031.

- Kurow-Duntroon Irrigation Co Ltd –

General Security Agreement over assets of the company. To be repaid by 9 November 2033.

The effective interest rate on secured loans at year end was 8.52% (2024: 5.69%). Interest due on loans at year end is added to the loan balance for reporting purposes.

Elements of loans may be provided free of interest having regard particularly to heritage interests and community support. Council does not discount the value of these loans to reflect a notional income stream as the net result of such action would be immaterial.

Council considers the carrying value of Loans to Other Entities to be fair value, as security is held for each loan, external loans are monitored for indicators of financial stress and hardship, and Council engages with borrowers at the earliest possible stage to resolve any potential issues.

		Council Only		Consolidated	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000

Note 15: Cash & cash equivalents

Policy

Cash and cash equivalents comprise 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. The carrying value of cash at bank and term deposits maturing within three months approximates fair value. Bank overdrafts are shown within borrowings in current liabilities in the Statement of Financial Position – see Note 20.

Analysis of cash & cash equivalents

Cash at bank and in hand	2,459	6,422	8,765	8,765
Deposits with initial terms of three months or less	-	-	-	-
Total	\$2,459	\$6,422	\$8,765	\$8,765

Within the category Cash at bank and in hand, Council holds funds in separate accounts representing contract retentions of \$548,721 (2024: \$323,003) as required by the Construction Contracts (Retention Money) Amendment Act 2023, and ticket sales for future events to be held at the Oamaru Opera House of \$149,491 (2024: \$150,886).

Council and other Group members have total bank overdraft facilities of \$1,000,000 (2024: \$1,250,000) available and had utilised \$Nil (2024: \$Nil) at balance date.

Council has uncommitted loan facilities of \$6,000,000 (2024: \$1,000,000), and other Group members hold a further \$1,833,463 (2024: \$2,373,368) for the purposes of meeting borrowing needs.

	Council Only		Consolidated	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000

Note 16: Trade & other receivables

Policy

Receivables from both Non-exchange and from Exchange Transactions are recorded at the amount due less an allowance for expected credit losses (ECL). The carrying value of trade and other receivables approximates fair value.

Receivables comprise those arising from

Non-exchange transactions – rates, external grants, infringements, and fees and charges for services fully or partly subsidised by rates	4,038	3,370	4,294	4,294
Exchange transactions – commercial sales, and fees and charges that are not subsidised from rates	4,501	1,860	5,907	5,907
Total	\$8,539	\$5,230	\$10,201	\$10,201

Analysis of receivables & other information

Rates	2,658	2,327	2,640	2,327
Sundry Debtors	3,819	1,995	7,093	7,093
Accrued Revenue	2,480	1,236	1,236	1,236
Infringements	105	94	105	94
Inter-company	93	99	-	-
Total Receivables	9,155	5,751	10,750	10,750
Allowance for doubtful debts: Rates & Infringements	(553)	(489)	(553)	(489)
Allowance for ECL: General	(63)	(32)	(60)	(60)
Total	\$8,539	\$5,230	\$10,201	\$10,201

Significant concentrations of credit risk outside the group are with New Zealand Transport Agency Waka Kotahi, and given the nature of this organisation and its trading history over many years, the risk is considered very low.

Aging Profile of Sundry Debtors (including intercompany)

Not yet overdue	3,437	1,330	6,052	6,052
Overdue 0 – 30 days	112	136	321	321
Overdue 30 – 60 days	163	185	255	255
Overdue more than 61 days	200	443	465	465
Total Sundry Debtors	\$3,912	\$2,094	\$7,093	\$7,093

The carrying value of receivables that are past due, but not considered impaired, was \$475 (2024: \$764) and for the group \$1,041 (2024: \$1,041).

		Council Only		Consolidated	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000

Expected Credit Loss Allowance (Provision for Impairment)

Council and group members apply a simplified ECL model to recognise lifetime ECL for receivables. Receivables are assessed collectively where they have shared credit risk characteristics and are grouped based on days past due. A provision matrix is established based on historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

An allowance for doubtful debts is made for rate and infringement receivables that are past their due date. Rate receivables are 'written off':

- When remitted in accordance with Council's rate remission policy; and
- In accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating Act) 2002.

Other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation or the receivable being more than a year overdue.

Rates receivables Council has various powers under the Local Government (Rating) Act 2002 (LG(R)A 2002) to recover outstanding debts. Council may commence legal proceedings to recover rates that remain unpaid four months after the due date for payment. If payment is not made within three months of the Court's judgment, then Council can apply to the Registrar of the High Court to have the judgment enforced by sale or lease of the rating unit. Because of these powers, Council should not need to apply ECL in relation to outstanding rates, but invoking the power to sell property rarely results in a satisfactory outcome and often leaves a balance to be written off. For that reason, Council has applied ECL for overdue rates and penalties of 18.8% (2024: 18.8%).

Infringement debtors Infringements remaining unpaid after thirty days are transferred to the Ministry of Justice courts system for further action. Collection of overdue infringements, even using the court system, is a lengthy process with no certainty of success. Consequently, Council recognises 50% of infringements lodged in the court system as doubtful of collection.

Other receivables Council must deal with its community without the benefit of being able to refuse credit in most instances. However, experience shows that most debtors deal professionally with Council and make payments as and when required. Council bases its ECL on a review of outstanding receivables at year end and adjusts the provision for impairment as appropriate. Group members can, with certain limitations, exercise more discretion when extending credit facilities to external parties but undertake similar review processes to assess the level of ECLs to apply.

Analysis of Doubtful Debts provision and Expected Credit Losses:

Individual provision	63	32	60	60
Collective provision	553	489	489	489
Total	\$616	\$521	\$549	\$549

Receivables are assessed for impairment and individual provisions are applied. Collective impairment relates to total rates outstanding, and to infringements being dealt with through the Courts, at year end.

Movements in the Doubtful Debts provision and Expected Credit Losses:

Opening balance	521	476	549	502
Increase / (Decrease)	196	119	152	152
Less Receivables written off	(101)	(74)	(105)	(105)
Total	\$616	\$521	\$549	\$549

		Council Only		Consolidated	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000

Note 17: Inventories

Policy

Inventories are held for sale, or to provide goods and services, and comprise materials on hand at year end, measured at the lower of cost and net realisable value. Cost is determined on a first-in, first-out basis. Any write down from cost to net realisable value is recognised immediately in the surplus or deficit.

Analysis of inventories

Retail Inventories	27	35	74	74
Metal and Soil Stocks	227	83	359	380
Other Supplies	-	-	116	251
Total	\$254	\$118	\$705	\$705

Items of inventory held by members of Council's group may be subject to retention of title clauses.

Note 18: Construction contracts

Policy

Contract revenue and contract costs are recognised as revenue and expenses respectively by reference to the stage of completion of the contract at balance date measured by the contract costs incurred as a percentage of total estimated costs for each contract. Contract costs include all costs directly related to specific contracts, those that are specifically chargeable to the customer under the terms of the contract and an allocation of overheads incurred in relation to the group's construction activities in general.

An expected loss on a contract is recognised immediately as an expense in the surplus or deficit. Where the outcome of a contract cannot be reliably estimated, contract costs are expensed when incurred, and if it is probable that the costs will be recovered, revenue is recognised to the extent of costs incurred.

Construction work in progress is the aggregate of contract costs incurred plus recognised surpluses less recognised losses and progress billings. If progress billings exceed aggregate costs incurred, plus surpluses, less losses, the net amount is reported as a liability.

Analysis of construction work in progress

Contract costs	-	-	2,917	3,506
Profit recognised to date	-	-	749	1,301
Gross construction work in progress	-	-	3,666	4,807
Less progress billings	-	-	(3,516)	(4,481)
Net Construction Work in Progress	-	-	150	326
Other contracts	-	-	133	152
Total	-	-	\$283	\$478

		Council Only		Consolidated	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000

Note 19: Non-current assets held for sale

Policy

- Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.
- Such assets are valued at the lower of the carrying value and fair value less disposal costs.
- Impairment losses for write-downs of such assets held for sale are recognised in surplus or deficit.
- Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.
- Non-current assets are not depreciated while they are classified as held for sale.

Assets held for sale

Business Park sites, sale settled 19 August 2024	-	1,150	-	1,150
Motor vehicles sold in July and August 2024	-	45	-	45
Property sold July, another actively marketed	-	-	-	2,367
Total	\$-	\$1,195	\$-	\$3,562

Analysed as:

Non-current Asset	-	-	-	-
Current Asset	-	1,195	-	3,562
Total	\$-	\$1,195	\$-	\$3,562

		Council Only		Consolidated	
		2025	2024	2025	2024
		\$000	\$000	\$000	\$000

Note 20: External Borrowings

Policy

Interest bearing borrowings are classified as other non-derivative financial instruments and initially recognised at the amount borrowed. Interest due but unpaid at balance date is added to the outstanding balance as a current liability. Borrowings are classified as current liabilities when settlement is contractually due within 12 months after balance date. In all other circumstances, borrowings are classified as term liabilities.

Analysis of external borrowings

Reconciliation of movements in liabilities arising from financing activities

Opening balance	71,641	42,257	72,520	43,205
New advances	30,450	43,500	47,367	43,500
Advances repaid	(28,550)	(14,500)	(29,429)	(14,569)
Non-cash – change in interest accrued	(70)	384	10	384
Total	\$73,471	\$71,641	\$90,468	\$72,520

Repayment terms

The following is a maturity analysis of total external borrowings:

Payable no later than one year	19,571	19,471	22,568	20,620
Payable between one and five years	48,900	51,900	62,900	51,900
Later than five years	5,000	-	5,000	-
Total	\$73,471	\$71,641	\$90,468	\$72,520

Security

Loans reported by Council are secured over current and future rates revenues, while members of the consolidated group provide security by way of debentures over assets, first mortgages over property and security interests over plant and equipment.

Loans reported by Observatory Village Charitable Trust Group are secured by a general security agreement as well as a cross guarantee and indemnity (limited to \$23,003,000 plus interest and costs) over the group. ANZ Bank Limited also holds an all obligations second ranking mortgage (only behind the Statutory Supervisor's encumbrance) on 21 Stoke Street, Oamaru and a Security Sharing Deed with Observatory Village Lifecare Limited and Covenant Trustee Services Limited.

Interest terms for secured loans

LGFA loans are subject to a mix of fixed and floating interest rates which are re-set at defined intervals.

Loans by ANZ Bank Limited to Observatory Village Charitable Trust Group are at interest rates fixed until certain specified dates when they will be reviewed.

Loans by the Bank of New Zealand to Whitestone Contracting Ltd were subject to customised loan rates based on floating rates plus a margin which were re-set by the lender quarterly. All BNZ loans have been fully repaid.

Financial guarantee obligations

The Council is an unrated guarantor for the LGFA. Full details of this contingent liability are set out in Note 27 Contingencies. Council has no other financial guarantees in place.

		Council Only		Consolidated	
		2025	2024	2025	2024
		\$000	\$000	\$000	\$000

Note 21: Provisions

Policy

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) resulting from past events, and it is probable that an outflow of future economic benefit will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of expenditure expected to be required to settle the obligation using a pre-tax discount rate reflecting the current assessment of the time value of money and of the risks specific to the obligation.

Landfill aftercare & site restoration

Opening	301	283	335	379
Provision utilised	(17)	(31)	(17)	(110)
Additions/(Reduction) in Provision	(59)	49	(45)	66
Total	\$225	\$301	\$273	\$335

Analysed:

Non-Current	107	83	107	83
Current	118	218	166	252
Total	\$225	\$301	\$273	\$335

Critical Accounting Estimates and Assumptions – Estimating Aftercare Costs

Council has operated landfills in Ōamaru and Palmerston and, as a condition of the related consents, must maintain and monitor those landfills after their closure, including establishing a provision to undertake clean-up work, at these, and other potentially contaminated sites.

Cash outflows for post-closure costs related to the Ōamaru landfill, which closed in April 2017, will be incurred over a twenty-year period commencing in 2018, while those related to the Palmerston landfill are expected to occur over a twenty-year period commencing in 2025. The long-term nature of this liability means there are inherent uncertainties in the estimation of the costs that will be incurred. Future cash outflows have been estimated based on existing technology and known or assumed legal requirements.

The provision is based on the expected life of the remaining active landfill site, as determined by current and expected future volumes, and the anticipated costs of cleaning up, capping and on-going monitoring of both sites. Gross projected costs, before being discounted to present value using a discount rate of 5.0% (2024: 5%), amount to \$293,700 (2024: \$387,200).

The provision has been affected by bringing forward the closure date of the Palmerston landfill to 2024 as a result of relocating waste previously held at the closed Hampden landfill and in unpermitted and illegal dump sites on Beach Road, which has impacted both the timing and quantum of work required.

Site Restoration

Established for the restoration of land used by a Group member for quarrying and other processes.

		Council Only		Consolidated	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000

Note 22: Employee entitlements

Policy

Short term benefits

Employee benefits that are expected 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, but not yet taken, at balance date, and long service leave, and other entitlements expected to be settled within 12 months.

Group members recognise a liability and expense for bonuses if contractually obliged or where a past practice has created a constructive obligation.

Long term benefits

Entitlements payable beyond 12 months, such as un-vested long service leave, are calculated on an actuarial basis having consideration of:

- Likely future entitlements accruing, based on years of service and years to entitlement; and
- Likelihood of staff reaching the point of entitlement; and
- Contractual entitlements information; and
- Present value of estimated future cash flows, using appropriate discount rates and inflation factors.

Analysis of employee entitlements

Current Liabilities

Accrued Salaries and Wages	486	382	1,436	1,436
Annual Leave	1,797	1,609	2,786	2,786
Long Service Leave	75	106	117	117
Current Employee Entitlements	\$2,358	\$2,097	\$4,339	\$4,339

Non-current Liabilities

Long Service Leave	84	122	153	153
Sick Leave	-	-	30	30
Non-current Employee Entitlements	84	122	183	183
Total	\$2,442	\$2,219	\$4,522	\$4,522

Critical Accounting Estimates and Assumptions – Estimating Long Service Leave Obligations

The present value of long service leave obligations depends on factors determined on an actuarial basis. Key assumptions made in estimating the liability are the discount rate (2% - 5%) and salary inflation factor (2% - 6%). Changes in these factors can materially affect the amount of the liability. Another important factor is the assessment made for each individual employee of the likelihood that they will reach the thresholds necessary to enable them to access the entitlement.

		Council Only		Consolidated	
		2025	2024	2025	2024
		\$000	\$000	\$000	\$000

Note 23: Leases

Finance leases

Any remaining liabilities under finance leases were transferred to Te Whatu Ora at 30 June 2024 as part of the sale of the hospital activity.

Operating leases as a lessor

Council holds properties for cultural, social and economic development purposes and, where possible, leases properties to individuals, businesses and community organisations for a commercial return.

Rental income arising offsets costs that might otherwise have been met from rates or, in the case of Endowment properties, is credited to the appropriate reserve.

Council's property holdings are included in Property, Plant, and Equipment, and depreciated accordingly (refer note 10). In the normal course of business, Council may determine that there is benefit in disposing of certain properties. Properties which are being actively marketed at year end, or whose disposal is anticipated within twelve months of balance date, are removed from Property, Plant, and Equipment, and reported as Assets Available for Sale (refer note 19).

Council holds its property portfolio for the benefit of current and future ratepayers and the district as a whole. Total rental income earned in the 2025 financial year amounted to \$3,087k (2024: \$2,716k) and includes income from community and other residential properties, leases for which are generally not fixed term and are cancellable by either party upon receipt of suitable notice as stipulated in the lease agreement. Commercial leases range from 12 months to more than thirty years. Longer term leases are subject to a base term followed by a series of rights of renewal, and regular rent reviews.

Council has the following future revenue profile arising from non-cancellable, generally commercial, property leases (the Group position excludes revenue related to property leased to members of Council's consolidated group). This analysis does not include residential leases, for the reasons outlined above.

Revenue due within 1 year	1,521	1,391	1,333	2,2432
Revenue due between 1 and 2 years	1,430	1,301	1,235	2,124
Revenue due between 2 and 5 years	4,076	3,681	3,385	6,005
Revenue due beyond 5 years	16,163	14,299	12,991	16,219
Total	\$23,190	\$20,672	\$18,944	\$26,591

		Council Only		Consolidated	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000

Note 24: Trade & other payables

Policy

Trade and other payables are shown at face value, are non-interest bearing and settled on 30-day terms. The carrying value of trade and other payables approximates fair value.

Revenue Charged or Received in Advance relates to funds that have been received, but not yet earned, by Council, and other group members and is regarded as a liability until conditions related to the stipulated use of the funding have been fulfilled. Such revenue includes Rates paid in advance and Government and other external funding received for which conditions have still to be met.

Deposits held by Council relate to undertakings made by developers and other parties in respect to work that Council has required be completed. Deposits are refunded when Council receives evidence to its satisfaction that the required works have been completed.

Analysis of trade & other payables

Sundry Creditors	5,187	6,195	9,886	9,886
Accruals	2,467	2,417	2,916	2,916
Revenue Charged or Received in Advance	1,640	1,524	2,066	2,066
Deposits	143	216	143	216
Owing to Subsidiaries	627	1,094	-	-
Total	\$10,064	\$11,446	\$15,084	\$15,084

Note 25: Occupational Right Agreements & obligations to residents

Residents make interest-free advances to the retirement village under Occupational Right Agreements (ORA) in exchange for the right of occupancy of retirement village units. Under the ORA, an encumbrance is recorded over the land title by the statutory supervisor to secure the Group's obligations to the license holders which ranks ahead of any bank or other securities.

Analysis of Occupational Right Agreements & other obligations to residents

Occupation Right Agreements	-	-	33,340	30,934
Revenue Charged or Received in Advance	-	-	2,873	1,763
Total	\$-	\$-	\$36,213	\$32,697

Covenant Trustee Services Ltd is a first ranking charge holder in its capacity as the statutory supervisor, pursuant to the Retirement Villages Act 2003.

The occupation right agreement is refundable to the resident on vacating the unit or apartment or on termination of the licence (subject to new agreements being issued). Therefore, the fair value is equal to the face value being the amount that can be demanded by the resident.

Obligations to Residents is classified as a current liability as the Group does not have an unconditional right to defer settlement. Settlement occurs when both a terminating event has occurred and there has been a subsequent resale of the licence. In many cases this may be more than 12 months.

Note 26: Financial instruments

Council and the Group are party to financial instrument arrangements as part of normal operations, including bank overdraft and draw-down facilities, short- and long-term borrowings, short-term deposits, investments, debtors and creditors. All financial instruments are recognised in the Statement of Financial Position, while related income and expenditure is recognised in the surplus or deficit.

Market risk

Fair value interest rate risk

The risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Council's exposure is limited to any borrowing, short-term bank deposits and short- and longer-term investments in other entities and major registered banks with which Council may have dealings.

Cash flow interest rate risk

The risk that cash flows from financial instruments will fluctuate due to changes in market interest rates. Borrowing and investments issued at variable interest rates expose Council to cash flow interest rate risk. Council's investment policy requires a spread of investment maturity dates, limiting exposure to short-term interest rate movements, and Council's liability management policy requires it to maintain at least 70% of its borrowings at fixed rates of interest.

Exposure to interest rate risk

A sensitivity analysis has been undertaken to determine the extent to which changes to interest rates might impact the operating surplus / deficit. The results of this analysis appear below;

	Effect on reported surplus of changes in interest rates										
	2024 \$000	-100bps -1.0%	-50bps 0.5%	- +0.5%	+50bps +0.5%	+100bps +1.0%	2023 \$000	-100bps -1.0%	-50bps 0.5%	- +0.5%	+50bps +0.5%
COUNCIL											
Investments in other entities	1,660	(6)	(3)	3	6	850	(3)	(1)	1	3	
Loans to other entities	36,501	(314)	(157)	157	314	35,187	(240)	(120)	120	240	
Cash and Cash Equivalents	6,422	(56)	(28)	28	56	3,811	(24)	(12)	12	24	
Term Deposits	2,018	(25)	(12)	12	25	1,004	(38)	(19)	19	38	
	44,941	(401)	(200)	200	401	40,002	(305)	(152)	152	305	
Borrowings	71,641	227	113	(113)	(227)	42,257	106	53	(53)	(106)	
Net effect		(174)	(87)	87	174		(199)	(99)	99	199	
Reported surplus	(18,127)	(18,301)	(18,214)	(18,040)	(17,953)	(11,909)	(12,108)	(12,008)	(11,810)	(11,710)	
GROUP											
Investments in other entities	1,660	(6)	(3)	3	6	850	(3)	(1)	1	3	
Loans to other entities	18,930	(171)	(86)	86	171	17,616	(104)	(52)	52	104	
Cash and Cash Equivalents	8,765	(68)	(34)	34	68	6,806	(49)	(24)	24	49	
Term Deposits	3,470	(40)	(20)	20	40	2,366	(42)	(21)	21	42	
	31,165	(285)	(143)	143	285	26,788	(198)	(98)	98	198	
Borrowings	72,520	238	118	(118)	(238)	43,205	117	58	(58)	(117)	
Net effect		(47)	(25)	25	47		(81)	(40)	40	81	
Reported surplus	(18,127)	(18,174)	(18,152)	(18,102)	(18,080)	(11,909)	(11,990)	(11,949)	(11,869)	(11,828)	

Explanation of interest rate risk sensitivity

The interest rate sensitivity is based on a reasonable possible movement in interest rates, with all other variables held constant, measured as a basis points (bps) movement. For example, a decrease in 50 bps is equivalent to a decrease in interest rates of 0.5%.

Currency risk

The risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Council does not undertake foreign currency transactions, so has no exposure to this form of risk.

		Council Only		Consolidated	
		2025	2024	2025	2024
		\$000	\$000	\$000	\$000

Liquidity risk

The risk that Council will have difficulty raising funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash, the availability of funding through adequate committed credit facilities and the ability to close out market positions. Council maintains flexibility in funding by keeping committed credit lines available. In meeting its liquidity requirements, Council maintains both a service target level of investments maturing within specified timeframes and borrowing facilities that may be drawn upon to achieve desired outcomes. Council and other Group members have total bank overdraft facilities of \$1,000,000 (2024: \$1,250,000) and had utilised \$Nil (2024: \$Nil) at balance date.

Council has uncommitted loan facilities of \$6,000,000 (2024: \$1,000,000), and other Group members hold a further \$1,833,463 (2024: \$2,373,368) to meet borrowing needs. Subject to the continuance of satisfactory credit ratings, the facilities may be drawn down at any time. Council may draw down further loan funding from the LGFA in terms of its financing policy to meet capital expenditure requirements.

Credit risk

The risk that a third party will default on its obligations causing Council and the group to incur a loss. Due to the timing of cash inflows and outflows, surplus cash is invested with registered banks. Council's investment policy limits the amount of credit exposure to any one institution.

Receivables arise mainly from Council's statutory functions, and there are no procedures in place to monitor or report the credit quality of receivables. Council has no significant concentrations of credit risk in relation to receivables as it has many such customers, mainly ratepayers, and has statutory powers under the Local Government (Rating) Act 2002 which enable it to recover outstanding and overdue rates.

While Council's receivables are primarily concentrated within the Waitaki district, the largest single amount due relates to roading subsidies and other charges owed by New Zealand Transport Agency Waka Kotahi, \$688,139 (2024: \$606,433). Council and the group hold no collateral or credit enhancements for financial instruments that give rise to credit risk. The maximum credit exposure for each class of financial instrument is the total carrying amount of cash equivalents, trade receivables and loans and receivables as detailed in the table below.

Community and other loans (Note 14)	20,636	36,501	18,709	18,929
Term deposits (Note 14)	-	2,018	-	3,470
LGFA Notes (Note 14)	2,383	1,660	2,383	1,660
Cash at bank (Note 15)	2,459	6,422	8,765	8,765
Accounts Receivable (Note 16, excluding *)	6,059	3,994	8,960	8,960
Total Financial Instruments	\$31,587	\$50,595	\$41,784	\$41,784

* Accounts Receivable excludes accrued revenue which, as it does not meet the definition of a Financial Instrument under PBE IPSAS 41.

Credit risk exposure by credit risk rating grades, excluding receivables

Credit quality of financial assets that are neither past due nor impaired can be assessed by reference to credit rating or historic information about default rates.

Banks rated AA- or better by Standard and Poor's	2,459	8,440	12,235	12,235
Borrower notes with LGFA	2,383	1,660	2,383	1,660
Advances to other entities with no default history	20,636	36,501	18,709	18,929
Cash Equivalents, Deposits and Advances to other entities	\$25,478	\$46,601	\$32,824	\$32,824

Contractual Maturity Analysis

The tables on the following page analyse financial assets and liabilities into maturity groupings based on the remaining term to maturity date. Amounts disclosed represent undiscounted cash flows and include future interest payments, estimated based either on the contracted fixed rate or on the appropriate floating rate at balance date, and exclude accrued revenue and expenditure and income charged or received in advance.

	Carrying Amount \$000	Contractual Cash flows \$000	Due within 1 Year \$000	Due between 1 & 2 Years \$000	Due between 2 & 5 Years \$000	Due later than 5 Years \$000
<u>Council only - 2025</u>						
Other Financial Assets						
- Investments in unlisted shares	145	-	-	-	-	-
- Investments in other entities	2,528	2,689	593	361	1,417	318
- Loans to other entities	20,636	27,058	3,791	1,588	3,594	18,085
Cash and Cash Equivalents	2,459	2,484	2,484	-	-	-
Trade and Other Receivables	6,059	6,059	6,059	-	-	-
Term Deposits	-	-	-	-	-	-
Total Financial Assets	31,827	38,290	12,927	1,949	5,011	18,403
Trade and Other Payables	7,505	7,505	7,505	-	-	-
Borrowings	73,471	82,469	22,087	14,911	40,258	5,213
Total Financial Liabilities	80,976	89,974	29,592	14,911	40,258	5,213
Net Liquidity	(\$ 49,149)	(\$ 51,684)	(\$ 16,665)	(\$ 12,962)	(\$ 35,247)	\$ 13,190
<u>Council only - 2024</u>						
Other Financial Assets						
- Investments in unlisted shares	145	-	-	-	-	-
- Investments in other entities	1,660	1,883	314	361	1,208	-
- Loans to other entities	36,501	51,480	4,008	4,710	13,405	29,357
Cash and Cash Equivalents	6,422	6,599	6,599	-	-	-
Trade and Other Receivables	3,994	3,994	3,994	-	-	-
Term Deposits	2,018	2,026	2,026	-	-	-
Total Financial Assets	50,740	65,982	16,941	5,071	14,613	29,357
Trade and Other Payables	7,505	7,505	7,505	-	-	-
Borrowings	71,641	91,605	22,309	15,085	54,211	-
Total Financial Liabilities	79,146	99,110	29,814	15,085	54,211	-
Net Liquidity	(\$ 28,406)	(\$ 33,128)	(\$ 12,873)	(\$ 10,014)	(\$ 39,598)	\$ 29,357
<u>Group - 2025</u>						
Other Financial Assets						
- Investments in unlisted shares	145	-	-	-	-	-
- Investments in other entities	2,528	2,689	593	361	1,417	318
- Loans to other entities	18,929	28,437	1,488	2,294	4,735	19,920
Cash and Cash Equivalents	8,765	9,006	9,006	-	-	-
Trade and Other Receivables	8,960	8,960	8,960	-	-	-
Term Deposits	3,470	#DIV/0!	#DIV/0!	-	-	-
Total Financial Assets	42,797	#DIV/0!	#DIV/0!	2,655	6,152	20,238
Trade and Other Payables	10,102	10,102	10,102	-	-	-
Borrowings	74,350	954	954	-	-	-
Finance Leases	-	-	-	-	-	-
Total Financial Liabilities	84,452	11,056	11,056	-	-	-
Net Liquidity	(\$ 41,655)	#DIV/0!	#DIV/0!	\$ 2,655	\$ 6,152	\$ 20,238
<u>Group - 2024</u>						
Other Financial Assets						
- Investments in unlisted shares	145	-	-	-	-	-
- Investments in other entities	1,660	1,883	314	361	1,208	-
- Loans to other entities	18,929	28,437	1,488	2,294	4,735	19,920
Cash and Cash Equivalents	8,765	9,006	9,006	-	-	-
Trade and Other Receivables	8,960	8,960	8,960	-	-	-
Term Deposits	3,470	3,484	3,484	-	-	-
Total Financial Assets	41,929	51,770	23,252	2,655	5,943	19,920
Trade and Other Payables	10,102	10,102	10,102	-	-	-
Borrowings	72,520	92,560	23,263	15,085	54,212	-
Finance Leases	-	-	-	-	-	-
Total Financial Liabilities	82,622	102,662	33,365	15,085	54,212	-
Net Liquidity	(\$ 40,693)	(\$ 50,892)	(\$ 10,113)	(\$ 12,430)	(\$ 48,269)	\$ 19,920

Note 27: Contingencies

New Zealand Local Government Funding Agency Ltd (LGFA)

- The LGFA was incorporated in December 2011 to provide debt funding to local authorities in New Zealand and has local currency ratings of AAA (S&P Global) and AA+ (Fitch) and foreign currency ratings of AA+ from both.
- Council is an unrated guarantor (one of 30 local authority shareholders and 72 local authority guarantors) of the LGFA's borrowings (totaling \$25.53 billion at year end (2024: \$23.03 billion)). The NZ Government holds 11.1% of the issued shares. When aggregated with the uncalled capital of other shareholders, \$20 million is available if an imminent default is identified.
- PBE Accounting Standards required Council to initially recognise the guarantee liability by applying the 12-month ECL model (as fair value could not be reliably measured at initial recognition), and subsequently at the higher of the provision for impairment at balance date determined by the ECL model and the amount initially recognised. Council has assessed the 12-month ECL of the guarantee liability and, based on market information of the underlying assets held by the LGFA, considers the estimated 12-month ECL to be immaterial due to the very low probability of default by the LGFA in the next 12 months, and has elected not to recognise a liability.
- The risk of the LGFA defaulting on repayment of interest or capital is considered very low as there have been no local authority debt default events in New Zealand; and legislation would enable local authorities to levy a rate to raise funds to meet any debt obligations if further funds were required.

New Zealand Mutual Liability Riskpool (Riskpool)

Council is a member of Riskpool, which is being wound down. If there is a shortfall where claims exceed contributions of members and reinsurance proceeds, in any fund year, then a call may be made on members to meet that shortfall. Council has fully paid all calls for funds up to 30 June 2025. Following a Supreme Court decision in August 2023, Riskpool has advised that further calls may be required to cover shortfalls in relation to claims previously declined. Riskpool is seeking reinsurance cover relating to these, but this is still unresolved and the subsequent final cost of further calls on Council is unknown.

Local Authority Protection Programme (LAPP)

Council is a member of the LAPP which may call on members to contribute should a future major natural disaster negatively impact the LAPP. Council will recognise a liability in relation to any future contributions when there is certainty over their amount and timing but is not aware of any such liability due at, or occurring since, balance date. *See Note 10 – Insurance section – for further information.*

Closed landfill sites

Council owns and manages closed landfills with unknown contents. Resource consents require regular monitoring of these sites. Potential issues with the former Hampden landfill have been resolved. Future changes to environmental conditions, land use or legislation may affect this position. *See Note 21 Provision for Closed Landfills.*

Forestry

Council owns forestry plantations classified as pre-1990 forest under the emissions trading scheme. If this land is permanently de-forested, a de-forestation penalty may be incurred, the amount of which is unknown. At this time, Council does not intend to permanently de-forest any of its forest holdings. Council holds limited carbon credits related to its forestry asset. *See Note 13 for further information.*

Property

To offset increasing insurance premiums, Council self-insures many assets and has larger excesses in some cases. This strategy increases the risk of potential financial loss, the impact of which cannot be quantified. Council continues to monitor this risk and to consider ways to limit its exposure. *See Note 10 – Insurance section.*

Whitestone Contracting Ltd

The company has established performance bonds totaling \$468,783 (2024: \$797,177) with parties external to the group to guarantee contractual performance obligations. Bonds are released when performance criteria are met.

Contingent assets

Council and the Group have no contingent assets.

		Council Only		Consolidated	
		2025	2024	2025	2024
	\$000	\$000	\$000	\$000	\$000

Note 28: Commitments

Council and members of its group have outstanding commitments at year end related to the purchase or construction of capital assets, and non-cancellable operating leases of property and other items.

The position set out in the tables below for the consolidated group includes commitments reported by other group members, but excludes:

- Council's commitments related to services to be provided to it by group members; and
- commitments by group members to Council, particularly related to operating leases.

Capital commitments

Water infrastructure	1,114	6,086	1,114	5,567
Roading infrastructure	6,761	3,475	6,761	3,431
Property, Plant & Equipment	334	445	874	471
Waitaki Events Centre	9,680	25,096	9,680	25,096
Investment Property	-	-	4,104	4,583
Total Capital Commitments	\$18,089	\$35,102	\$22,533	\$39,148

Operating leases

Council and the group have non-cancellable operating lease commitments related to items of operating plant and equipment as detailed below:

Not later than one year	158	157	251	251
Later than one year and not later than five years	63	152	169	169
Later than five years	-	-	-	-
Total Operating Lease commitments	\$221	\$309	\$420	\$420

Note 29: Related party transactions

Council is the ultimate parent of the Group controlling, directly or indirectly, five (2023: five) individual trading entities. Through shared directorships and other relationships, there are other related entities, but none over which Council can exert control. Transactions between Council and group members are completed on normal contractual terms, with payments made in accordance with those contracts, or in the month following supply.

Entity & details of transaction	Council Only	
	2025	2024
	\$000	\$000
Waitaki District Health Services Ltd Group		
<i>Waitaki District Health Services Ltd</i>		
Services provided by Council	116	113
Interest charged by Council on funds advanced (Note 3)	151	153
Balance owed to Council at year end	46	33
Services provided to Council	-	20
Outstanding balance of Council loan funding (Note 14)	1,926	1,950
<i>Observatory Village Charitable Trust Group</i>		
Services provided by Council	205	291
Interest charged by Council on funds advanced (Note 3)	469	893
Rates & other amounts paid to Council in advance	14	14
Balance owed to Council at year end	5	41
Outstanding balance of Council loan funding (Note 14)	-	15,621
Whitestone Contracting Ltd & Group		
Services provided by Council	194	125
Balance owed to Council at year end	56	21
Services provided to Council	9,340	9,729
Balance owed by Council	626	1,094
Dividend paid to Council	643	200
Tourism Waitaki Ltd		
Services provided by Council	197	172
Balance owed to Council at year end	1	1
Services provided to Council	-	267
Waitaki Whitestone Geopark Trust		
Services provided by Council	-	1
Grants provided by Council	125	158
Ōmārama Airfield Limited (Joint Venture – 50% owned)		
Services provided by Council	160	84
Balance owed to Council at year end	3	-
Services provided to Council	1	1
Outstanding balance of Council loan funding (Note 14)	410	419

No provision is required, and no expense has been recognised in relation to impairment of loans or other receivables due by related parties (2024: \$Nil).

Note 30: Elected Members' interests

This disclosure is a requirement of the *Local Authorities (Members' Interests) Act 1968* and relates to elected and appointed members who, through business or other external relationships, have, or may have, dealings with Council in a commercial context. Amounts are stated in whole dollars, transactional totals are net of GST, balances at year end include GST as appropriate.

Council

- **Mayor Gary Kircher** is Council-appointed Trustee of Observatory Village Charitable Trust Group (refer to Note 29 for more details).
- **Councillor Timothy Blackler** is Council-appointed Trustee of:
 - Ōamaru Whitestone Civic Trust, which provided services amounting to \$121,220 (2024: \$121,220). Council owed \$Nil (2024: \$Nil). The Trust has loans of \$392,000 (2024: \$432,000) at year end.
 - Waitaki Whitestone Geopark Trust (refer to Note 29 for more details).
- **Councillor Brent Cowles** is Managing Director of Get It Now Ltd which provided services to Council amounting to \$210 (2024: \$317).
- **Councillor Rebecca Ryan** is Council-appointed Trustee of the Waitaki Community Recreation Trust which received grants from Council amounting to \$92,761 (2024: \$87,760).

Appointed member

- **Simon Neale** (SN Consulting Ltd) provided services as independent Chair of the Performance, Audit and Risk Committee amounting to \$65,247 (2024: \$39,979). Council owed \$7,908 (2024: \$4,472).

Ahuriri Community Board

- **Calum Reid** (Board Chair) is
 - Director and shareholder of Calect Electrical Ltd which provided services amounting to \$1,983 (2024: \$778). Council owed \$Nil (2024: \$Nil) at year end.
 - Chair of the Waitaki Valley Community Society Inc. which provided services and received grants amounting to \$44,449 (2024: \$47,900).
 - Director of Kurow-Duntroon Irrigation Ltd (see Notes 3 (interest) and 14 (loans)).
 - Club Captain of the Kurow Rugby Club which received grant funding of Nil (2024: \$3,500)
- **Stephen Dalley** (Board member) is Chair of the Ōtematā Residents Association Inc which received funding of \$17,666 (2024: \$109,943) at year end.

Waihemo Community Board

- **Heather McGregor** (Board Chair) is Treasurer/Secretary of the Palmerston Waihemo RSA which received funding of \$150 (2024: \$150) in relation to Anzac Day commemorations.
- **Carol Watson** (Board member) is a director and shareholder of No.12 The Shed Ltd which provided services amounting to \$107 (2023: \$6,408). Council owed \$Nil (2024: \$6,890) at year end.
- **Kerry Stevens** (Board member) is Editor of the Hamraki Rag which received grants of \$1,500 (2024: \$1.500).

Elected Members, key management personnel & staff

As part of a normal customer relationship, Elected Members and staff, including key management personnel, undertake minor transactions with Council, like paying rates, registering of dogs, and incurring and paying other fees and charges, and may conduct business with other members of Council's group.

Close family members of elected members, key management personnel and other staff may be employed by Council or other Group entities from time to time. The terms and conditions of any such personal transactions or employment arrangements are no more or less favourable than would have been the case had there not been a relationship with the elected member, key management personnel or other staff.

Note 31: Review of Variances Against Budget & the Prior Period

Significant variances in reported results for the current financial year against the prior year, or against budget, are detailed in the financial commentary in each activity area and in the tables below:

Council only	2025 Actual \$000	2025 Annual Plan \$000	2024 Actual \$000
Revenue			
Rates	46,722	46,602	41,280
Rates were struck as per the 2024-25 Annual Plan. Council earned more revenue from penalties on overdue rates than expected, but revenue from water charged by meter was less than budgeted. Refer to the analysis in Note 1.			
Property Rental	3,087	3,053	2,716
Revenue was higher than both the budget and the previous year as rental reviews for commercial tenants resulted in larger-than-expected increases in annual charges.			
Government Grants (Note 2)	18,113	28,526	11,524
Funding for the Waitaki Events Centre was \$4,500k under budget and for the Forrester Gallery was \$4,100k under budget. NZTA Roading Subsidy was under budget by \$4,100k due to changes and delays in the agreed programme of works, and delays to the Kakanui bridge replacement. Ministry for the Environment provided \$3,000k unbudgeted revenue to support Project Reclaim, and DIA provided \$600k for Local Water Done Well.			
Other Grants and Donations (refer Note 2)	13,247	5,088	709
Funding for the Waitaki Events Centre amounted to \$12,367 provided by the Waitaki Events Centre Trust, which was over-budget by \$7,867k. Unbudgeted donations of \$385k were received for the Forrester Gallery project			
Finance Revenue (refer Note 3)	2,076	2,860	2,365
Income reduced due to full repayment of all loans to Observatory Village Group, and falling interest rates across all investment categories. Revenue also declined as Council elected to repay LGFA borrowings using the funds arising from the Observatory Village repayment instead of making additional investments.			
Expenditure			
Personnel Costs (Note 4)	19,332	18,148	18,164
Increased staffing focused on projects funded by Better-Off Funding, and increased levels of employer contributions to employees' Kiwisaver accounts, were factors in the increased cost. Includes \$126k in severance payments.			
Depreciation and amortisation (Note 5)	23,353	20,538	20,554
Revaluation of both Property and Roading assets, and increased expenditure on Waters assets, resulted in more depreciation than was budgeted.			
Other expenses (Note 6 for statutory disclosures)	44,986	43,887	39,564
Costs related to Project Reclaim were \$8,143k, \$2,438 over budget. While several new projects started during the year, incurring unbudgeted costs, in the main costs were well-controlled. Further details may be found in Note 6.			
Other Non-trading Losses / (Gains) (Note 7)	3,532	1,310	3,532
Refer to Note 7 for detailed analysis.			
Gain/(Loss) on revaluation of Infrastructural Assets	107,804	29,155	107,804
Property, Parks and the Oamaru Airfield were valued in 2025. Roading infrastructure is revalued annually			

Council only	2025 Actual \$000	2025 Annual Plan \$000	2024 Actual \$000
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Statement of Financial Position

Property, Plant & Equipment (Note 10)	1,260,208	1,287,525	1,260,208
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The annual revaluation of Roading infrastructure, and the triennial revaluation of Revaluation of Property, Parks and the Oamaru Airport resulted in a larger increase in value than was budgeted

Cash and Cash Equivalents (Note 15)	2,459	4,391	6,422
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Other Financial Assets – Term Deposits (Note 14)	-	2,000	2,018
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Balances at year end are dependent on operational and capital requirements, and includes contract retentions and pre-sales revenue for future events to be held at the Oamaru Opera House, both held in separate bank accounts.

Loans to other entities – non-current asset (Note 14)	17,601	32,415	34,648
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Loans to other entities – current asset (Note 14)	3,035	2,331	1,853
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Repayment of all loans to Observatory Village Group (\$15,599k) was unbudgeted and resulted in a significantly reduced balance at year end.

Receivables (Note 16)	8,539	6,240	5,230
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Receivables include roading subsidies and other funding claims for June, and \$2,000k from the Waitaki Events Centre Trust.

Borrowings – non-current liability (Note 20)	53,900	66,000	51,900
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Borrowings – current liability (Note 20)	19,571	33,098	19,741
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Council used unbudgeted funding from the repayment of Observatory Village Group loans to repay or defer borrowings from the LGFA.

Trade and other Payables (Note 24)	10,063	8,933	11,446
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Payables include the effect of increased activity related to capital works as numerous projects were underway at year end

Statement of Cash Flows

Net Cash from Operating Activities	8,379	29,595	8,379
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The variance in Cash from Operating Activities is largely due to Government Grants and subsidies, Other Grants and Donations, and Other expenses, all as explained above and in the relevant notes.

Net Cash from Investing Activities	(35,152)	(55,057)	(35,152)
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The variance in Cash from Investing Activities is due to the timing of capital expenditure, and to the full repayment of Observatory Village Group loans

Net Cash from Financing Activities	29,384	27,000	29,384
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Cash from Financing Activities varied significantly from budget because the repayment of Observatory Village Group loans reduced the requirement for Council to borrow new funds from the LGFA to the budgeted level.

Note 32: Events Subsequent to Balance Date

Water Services Reform Programme

- The Government is implementing the Local Water Done Well programme, a water services reform programme to address New Zealand's water infrastructure challenges.
- The first part of the programme was the repeal of previous water services legislation (the Water Services Entities Act 2022, Water Services Legislation Act 2023 and the Water Services Economic Efficiency and Consumer Protection Act 2023) that would have transferred responsibility for the provision of water services from councils to ten newly established publicly owned water services entities.
- The Government is introducing new legislation that recognises the importance of local decision making and flexibility for communities and councils to determine how their water services will be delivered in the future. The Local Government (Water Services Preliminary Arrangements) Act 2024 was enacted on 2 September 2024 and establishes the Local Water Done Well framework and the preliminary arrangements for the new water services system.
- The Act required councils to develop Water Services Delivery Plans by 3 September 2025 outlining future water service delivery arrangements, and for councils to commit to an implementation plan. Council has complied with this requirement by developing its plan, engaging with its community and submitting the plan prior to the due date.
- The Government has indicated that it will introduce a bill in December 2024 to establish enduring settings for the new water services system.
- The reforms to date have had no effect on the 2025 financial statements or performance information and there is no indication that the carrying value of assets and liabilities as recorded will change as the effect of these future developments is still uncertain.

Note 33: Legislative Breach

Section 98(3) of the Local Government Act 2002 required Council to complete and adopt its 2024-25 Annual Report within four months of the end of the relevant year, in this case, by 31 October 2025. This timeframe was not met and consequently Council is in breach of this legislative requirement.

Waitaki District Health Services Ltd and group was required under the Local Government Act 2002 to complete its audited financial statements and service performance information by 30 September 2025. This timeframe was not met due to complexities arising from the sale of the hospital activity, and the resulting late completion of the audit.

Waitaki Whitestone Geopark Trust was also required to complete its audited financial statements and service performance information by 30 September 2025. This timeframe was also not met.

