



Waitaki

DISTRICT COUNCIL

TE KAUNIHERA Ā ROHE O WAITAKI

I hereby give notice that the
**Inaugural Meeting of the
Performance, Audit and Risk Committee Meeting**

will be held on:

Date: Tuesday, 9 December 2025

Time: 9:00 am

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

Agenda

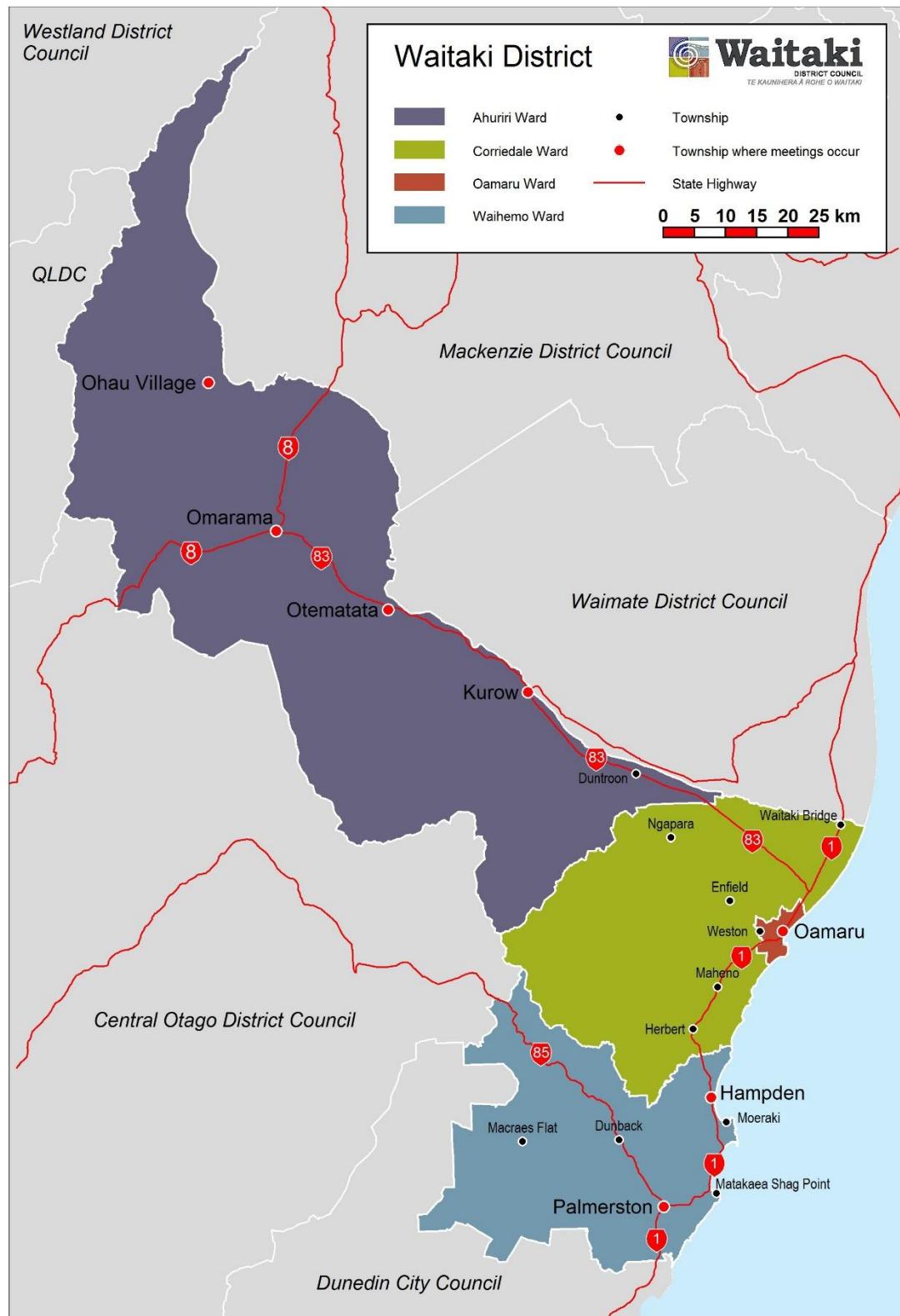
Performance, Audit and Risk Committee

Mr Simon Neale	Independent Chairperson (Interim)
Cr Sven Thelning	Deputy Chairperson
Cr Brent Cowles	Member
Cr Jim Hopkins	Member
Cr John McCone	Member
Cr Frans Schlack	Member

This meeting will be livestreamed at the following link:

<https://www.youtube.com/live/-02V6mJ4VAU?si=LmFdzeXSdMXTcxA2>

**Alex Parmley
Chief Executive**





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- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**

3 MEMORANDUM REPORTS

3.1 DISCUSSION ON FY 24/25 AUDIT PROCESS

Author: Amanda Nicholls, Chief Financial Officer

Authoriser: Paul Hope, Director Support Services

RECOMMENDATION

That the Performance, Audit and Risk Committee receives and notes the information.

PURPOSE

Dereck Ollson from Audit New Zealand will attend the meeting online at 9am to answer questions regarding the audit process.

3.2 RISK MANAGEMENT UPDATE QUARTER 4 2025

Author: Ken Palomar, Risk & Assurance Advisor

Authoriser: Joanne O'Neill, Director Strategy, Performance, and Design

Attachments: 1. Key Risk Register Quarter 4 2025 - Strategic  
2. Key Risk Register Quarter 4 2025 - Organisational  

RECOMMENDATION

That the Performance, Audit and Risk Committee receives and notes the information.

PURPOSE

The report provides an update on risk management activity across the organisation for Quarter 4 2025. It outlines Council's key risks and informs discussion on both the external and internal risk landscape, highlighting where operational pressures, compliance requirements, climate impacts, and sector-wide uncertainty continue to influence Council's overall exposure.

SUMMARY

Key risks are defined in Council's Risk Management Policy as strategic and organisational risks significant enough to require senior management ownership and quarterly reporting to the Performance, Audit and Risk Committee.

Key risks are categorised as:

- Strategic Key Risks – owned by Senior Management Team (SMT) members
- Organisational Key Risks – owned by SMT members or their direct reports and classified as Financial or Operational risks.

Council currently has 27 Key Risks, listed in Attachment 1. These are assessed using both inherent risk scores—reflecting the level of risk before any controls or mitigation are applied—and residual risk scores, which represent the remaining level of risk after controls are in place and operating effectively, indicating Council's current risk exposure.

This quarter's review shows Council's risk profile has remained stable.

All Key Strategic Risk ratings have remained the same as the 3rd quarter's ratings. Two Key Organisational Risks have changed, with "*Adherence to legislation and regulation*" dropping from high risk to medium risk and "*Critical supplier failure*" moving from medium risk to high risk.

KEY RISK QUARTERLY REVIEW

Overall, the number of Key Risks with a residual rating of very high remained the same as last quarter. These are:

- 3 Waters Management
- Affordability and Financial Sustainability
- Climate Change.

This quarter's review shows that Council's overall risk profile has remained stable, with all Key Strategic Risk ratings unchanged from Quarter 3. The stability of these ratings suggests that existing controls are preventing further deterioration, but the underlying drivers remain persistent.

This reinforces that these very high risks require sustained long-term effort, and that material shifts are unlikely without funding availability, national reform settings, and internal capacity.

A layer of uncertainty continues to surround Three Waters management, with the Department of Internal Affairs (DIA) rejection of Council's proposed Water Services Delivery Plan.

Council has accepted *with prejudice* the appointment by DIA of a Crown Facilitator. Council remains committed to working collaboratively with the Facilitator to revise, strengthen, and progress the plan.

Changes from Quarter 3:

Two Key Organisational Risks have changed because of updated assessments and recent activity:

- **Adherence to legislation and regulation** was reduced from a high to a medium risk. This reflects the introduction of ComplyWith and LocoDoc (LocoDelegations), which improve tracking of legislative changes and strengthen financial delegation structures. These systems have systematised Council's compliance and delegation processes, clarified responsibilities, and maintained up-to-date, auditable records—reducing the likelihood of legislative or regulatory non-adherence.
- **Critical supplier failure** has increased from medium to high risk. The risk rating has increased from Medium to High due to worsening market conditions that have further constrained supplier capacity and resource availability. These external pressures have reduced the resilience of critical suppliers and increased the likelihood of service disruption or contract non-fulfilment.

Key Risks

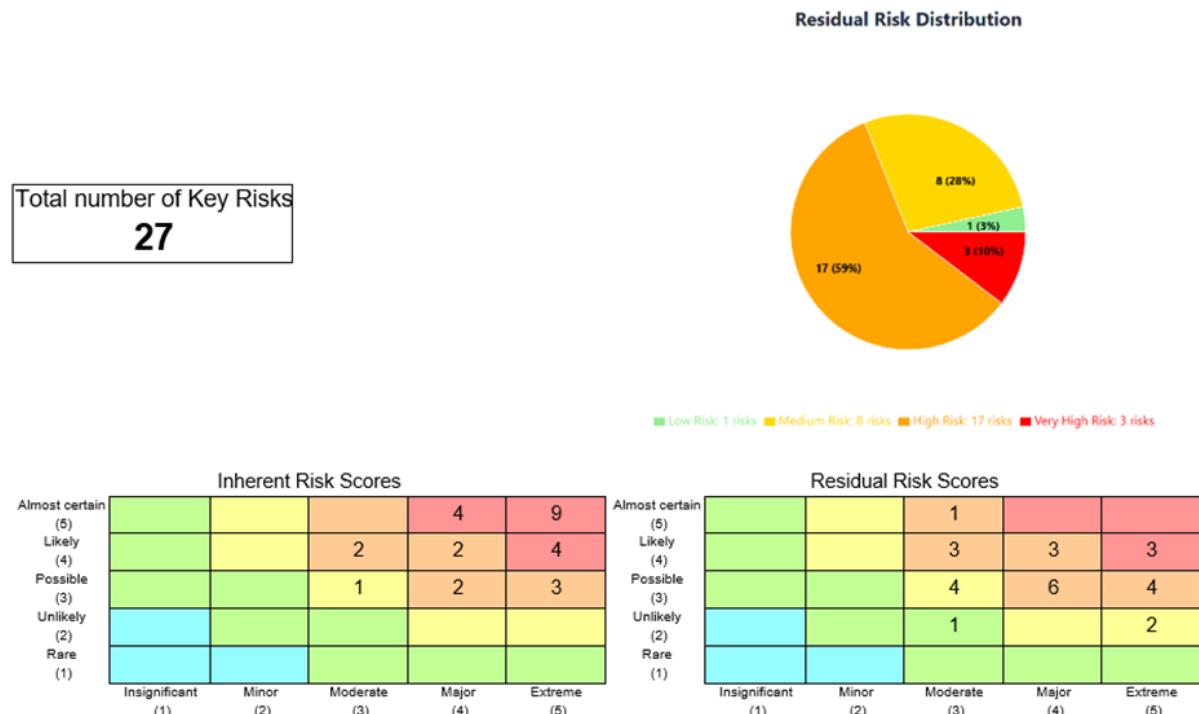


Figure 1 Breakdown of Council's Key Risk Scores – Quarter 4 2025

OPERATIONAL RISK MANAGEMENT

The recent recruitment of a Risk and Assurance Advisor will enable increased oversight, consistency, and maturity across the operational risk management framework in the coming months.

In addition, Council is developing a new centralised repository to house all key risks, operational risks, operational risk events, and project risks.

This system will provide a single source of truth for risk information, improving traceability, oversight, and the ability to identify trends across the organisation. It will also support near real-time monitoring and analysis through dashboards, enabling more proactive decision-making and stronger governance assurance.

A staggered approach to operational risks will be undertaken next quarter. This process will involve reviewing and refining all operational risk descriptions, assigning or confirming appropriate risk owners, and a desktop assessment of existing controls while identifying any future controls. It will also include updating risk scores to reflect current conditions and emerging trends.

Together, these steps will provide a more comprehensive and accurate operational risk profile and ensure that risks are being actively managed across the organisation.

OPERATIONAL RISK EVENTS

The Operational Risk Event (ORE) process identifies losses due to failed processes, systems, people, or external events. As per Council's Risk Management Policy, any ORE with an impact of Major or Severe is reported to this Committee. None of the OREs logged this quarter meet this threshold.

CONCLUSION

Overall, Council's risk profile remains stable, with strategic risks holding steady. The reduction in compliance-related risk and the identification of increased vulnerability in critical suppliers reflect both the progress made and the changing external environment.

The enhanced compliance systems, maturing operational risk processes, and further development of a centralised risk repository all represent meaningful steps toward strengthening oversight, consistency, and organisational resilience. These initiatives will support better visibility of risk information, improved data quality, and more proactive decision-making.

While persistent external pressures—particularly in Three Waters, financial sustainability, climate impacts, and supplier capacity—continue to influence Council's exposure, the controls in place are preventing further deterioration. Continued focus on proactive monitoring, improved data visibility, and sustained long-term effort will be essential to ensuring Council remains well-positioned to manage emerging risks and support robust governance assurance.

Council will continue to monitor risk exposure and apply appropriate mitigation measures through existing frameworks and planned future initiatives.

Risk Name	Risk Description	Risk Type	Owner	Owner	Inherent		Controls	Future Controls	Risk Rating September	December Risk Rating				Change from September	Change from September	Comments
					I	L				Impact	Likelihood	Risk Score	Risk Rating			
3 Waters Management	Risk that the Council may struggle to effectively deliver 3 Waters services due to rising regulatory standards, changes in central government expectations, or both. This could lead to increased financial outlay, reduced service levels, significant rate increases, community dissatisfaction, and non-compliance with revised standards. Additionally, the Local Government (Water Services) Bill has introduced further uncertainty by contradicting earlier advice and legislation.	Strategic Risk	Paul Hope	5	5		The Water Services Delivery Plan that was submitted to the Department of Internal Affairs (DIA) has been rejected. DIA has appointed (accepted by Council) a Crown Facilitator to assist in amending the Water Services Delivery Plan providing advice including on governance, financial strategy and planning. (See comments)		Very High	5	4	20	Very High		↔	The National Government rejected Waitaki District Council's Water Services Delivery Plan for not fully meeting required standards and, seeking stronger alignment and improvement, proposed appointing Hon. Amy Adams as a Crown facilitator—a step the Council accepted while raising concerns about timing and cost but committing to work collaboratively with her to revise the plan.
Affordability and financial sustainability	Risk that service needs outweigh the available budget, due to ongoing external cost increases or increased regulatory requirements, resulting in rates becoming unaffordable, or Council's financial position becoming unsustainable.	Strategic Risk	Alex Parmley	Alex Parmley	5	5	- Collaboration agreements maintained with other councils and agencies to share knowledge and ideas - Transformation Plan guides sustainable and affordable service delivery through process optimisation and financial efficiency initiatives. - Prioritisation tool will focus resources when undertaking Annual and Long-Term Planning - Property Strategy is in place to control the key areas of cost - Long term planning considers the cost vs affordability - New Financial Strategy is developed - Partnership Framework is developed	- Develop a Commercial Strategy - Develop an Organisational Performance Management Framework to help focus on priorities, drive efficiency and improvement - Water Services Delivery Plan is developed - Organisational Strategy for post-water, post transformation Council Development of partnerships and shared delivery with neighbouring councils and other local organisations	Very High	5	4	20	Very High		↔	
Climate Change	Risk that the negative impacts of Climate Change are more severe or difficult to manage as a result of Council inaction and lack of understanding or strategy, resulting in environmental harm, an inability of Council to effectively respond to weather events or coastal erosion, loss of key income streams for the district, breach of legislation, and increased financial burden.	Strategic Risk	Roger Cook	Roger Cook	5	4	- Formal Council position adopted to ensure organisational alignment with climate change mitigation and adaptation commitments. - Water-sensitive urban design principles embedded in the District Plan to manage stormwater and reduce flood risk. - New infrastructure projects assessed and designed to account for identified climate change vulnerabilities (partially implemented). - High-level assessment completed to identify and prioritise climate change risks across Council operations. - Participation in the Canterbury Climate Change Partnership Action Plan to align regional mitigation and adaptation efforts. - Climate change is embedded into the Infrastructure Strategy - Greenhouse Gas Emissions Inventory completed (2022-2023) to establish a baseline for emission reduction and reporting.	- Climate change strategy to be developed, informed by risk assessment and greenhouse gas inventory - Coastal erosion report received and action to be taken	Very High	5	4	20	Very High		↔	
Externally Managed Council Water Supplies	Risk that water supplies that fall under Council's responsibility but outside of Council's management do not meet required levels of compliance by the regulator's deadline, which may be due to a lack of resources, skilled personnel, or planning. This could result in the inability to ensure water safety. <u>legislative breach Taumata Arowai</u>	Strategic Risk	Alex Parmley	Alex Parmley / Roger Cook	5	5	- Corriedale Water Management Agreement, signed August 2025, defining responsibilities and compliance oversight for the externally managed supply.	- Regular governance oversight meetings to be established - Independent assessment of risk - Timely understanding and sharing of any updates from Taumata Arowai and Central Government - Water Services Delivery Plan to address issues	High	5	3	15	High		↔	
Change Capacity and Resilience	Risk that Council capacity for change activity is exceeded due to ongoing new ways of working, coupled with an increasing number of directives from central government. This could result in staff dissatisfaction, reduced staff well-being, non-compliant or failed implementations, legislative breach, financial loss, and reputational damage.	Strategic Risk	Lisa Baillie (Transformation) Paul Hope (Other change)	Lisa Baillie (Transformation) Paul Hope (Other change)	4	5	- SMT lead programme governance - SMT conducts regular reviews of ongoing change activities to monitor progress and address issues. - Structured engagement and communication processes in place to support staff through the Transformation Project. - Wellbeing monitoring from the Employee Assistance Programme reviewed to identify and manage workplace stress trends. - Exit interviews conducted for all departing staff to capture feedback and identify organisational gaps and avenues for continuous improvement - Staff engagement survey completed and action plan being developed - Transition process developed and implementation underway	- Data on projects/change activity - Change training for Elected Members	High	3	4	12	High	- The Transformation Programme is nearing completion, entering its final sprint—“Santa’s last sprint”—before formal closure. Outstanding items will move into BAU, where they will be addressed through continuous improvement initiatives.	↔	- New risk owner for the next quarter. The transformation risk was initially owned by Lisa Baillie. However, now that it's coming to an end, ideally Paul Hope (Support services) and Joanne McNeill (Performance and Continuous Improvement). Further conversation needed.

Risk Name	Risk Description	Risk Type	Owner	Owner	Inherent		Controls	Future Controls	Risk Rating September	December Risk Rating				Change from September	Change from September	Comments
					I	L				Impact	Likelihood	Risk Score	Risk Rating			
							<ul style="list-style-type: none"> - Improved digital monitoring - Managers and Leads hui undertaken on a monthly basis - Change leadership training and regular coaching - Mentoring of managers on change where required - Board membership and governance refocused - People Strategy developed for a stronger, more adaptable, and engaged workforce. 		High	4	4	16	High			
Major Economic Event	Risk that the district is severely impacted by a major economic event or financial crisis, resulting in significant reduction in business, loss of jobs, and severely diminished regional economy.	Strategic Risk	Alex Parmley	Alex Parmley	5	4	<ul style="list-style-type: none"> - Ensuring a diverse economy through the Economic Development Strategy 	<ul style="list-style-type: none"> -Appropriate governance and partnership arrangements in place with businesses and stakeholders to develop economy and meet ED Strategy objectives. 	High	4	4	16	High			
Political Uncertainty	Risk that Council's priorities and actions are not aligned with central government expectations or reform activity due to political uncertainty, or lack of external consideration in decision-making, resulting in inefficient use of time, resources, and funds, public dissatisfaction, and reputational damage.	Strategic Risk	Alex Parmley	Alex Parmley	4	5	<ul style="list-style-type: none"> - Central government decisions and updates are monitored and discussed as a standing agenda item at ELT meetings - When submitting Annual Plan Projects, managers must state where decisions and direction have the potential to be impacted by central government decisions and direction - Modelling of impacts of reforms - Membership of networks across regions and local government (Mayoral Forums, LGNZ, Taituara, other professional bodies) - Long Term Plan forecasting assumptions 	<ul style="list-style-type: none"> - Elected Member Induction Programme - Elected Member Development Programme - Council advocacy programme to government - Shared priorities and agenda with Otago Councils 	High	4	3	12	High			
Iwi Relationship Development	Risk that Council's relationship with iwi fails to develop and improve due to a lack of adequate communication and engagement, resulting in poor community outcomes, missed opportunities, inappropriate or	Strategic Risk	Alex Parmley	Alex Parmley	4	3	<ul style="list-style-type: none"> - Regular meetings undertaken - Memorandum of Understanding in operation with Te Runanga o Moeraki 	<ul style="list-style-type: none"> - Partnership agreement to be drafted, reviewed, and agreed - Shared iwi liaison role yet to be established 	High	4	3	12	High			
Critical Asset/Infrastructure Failure or Damage	Risk that a critical asset or infrastructure fails or is damaged due to a one-off incident, failure to identify ongoing deterioration, maintenance/oversight processes not being followed or not being fit for purpose, resulting in critical services/infrastructure being unavailable to the community, financial loss, and potential reputational damage or harm to public.	Strategic Risk	Paul Hope	Roger Cook / Joanne O'Neill	5	4	<ul style="list-style-type: none"> - Building WOfs are completed annually - Roading maintenance contract is in place and performance is regularly monitored - Water maintenance contract is in place and performance is regularly monitored - Water assets are managed via the Asset Management Plans - Asset Planning function to ensure assets are resilient and fit for purpose - Assets are valued on a 3 yearly basis and insured as appropriate 		High	5	3	15	High		The future control "Asset Planning function to ensure assets are resilient and fit for purpose" has been reclassified as a current control. The "Critical Asset Management Plan" future control has been removed, as Asset Planning advised that it is not currently within their work programme. However, critical assets are already addressed within the existing Asset Management Plans (AMPs) and the Infrastructure Strategy.	
District Housing	Risk that housing availability and suitability in the district is inadequate for the growing population, resulting in a loss of current residents, an inability to attract new residents to the district, business growth stagnation, and failure to achieve economic development goals.	Strategic Risk	Paul Hope	Joanne O'Neill	3	4	<ul style="list-style-type: none"> - Housing Strategy and Housing Taskforce in place - Housing Policy and Strategy Specialist position funded through Better Off Funding (Three year Contract) - The Oamaru, Weston, and Kakanui Spatial Plan guides development and growth, including housing across these areas. - The Oamaru Central and Oamaru North Masterplans have been completed and will guide future Council development initiatives. 	<ul style="list-style-type: none"> - Changes to the District Plan will make the district more conducive to housing, with Council facilitating growth and removing barriers. 	High	3	4	12	High			
Public Harm	The risk of causing harm to the public due to the Council's failure to adequately maintain infrastructure, deliver essential services, or manage public spaces. This includes potential harm arising from road and pathway hazards, contaminated water supplies, insufficient emergency responses, or ineffective waste management. Public harm may also arise from lack of communication or failure to mitigate	Strategic Risk		Joanne O'Neill/ Roger Cook	5	5	<ul style="list-style-type: none"> - Infrastructure Strategy maintained and reviewed every three years to ensure long-term asset sustainability. - Compliance team adequately staffed and resourced to meet statutory and operational obligations. - Water supply bylaw, backflow prevention policy, trade waste bylaw, and drinking water quality policy implemented and enforced. - Roading bylaws and policies in place to govern safe and compliant operation of transport infrastructure. - Completion of Project Reclaim has mitigated the risk of environmental harm - Communication and Engagement Strategy implemented to support consistent stakeholder and public information management. - Organisational emergency management framework maintained in line with 'Major Emergency Event' risk requirements. 	<ul style="list-style-type: none"> - Regular audits and inspections of high-risk areas and infrastructure - Implement a public awareness campaign for identified risks and safe practices - Increase funding for critical infrastructure, maintenance, and upgrades - Strengthen incident response plans and ensure staff are well-trained on safety protocols. - Increased OSH audits - Improved near miss recording - Bylaws and policies will be regularly reviewed and updated to ensure alignment with evolving legislative requirements and public safety standards. 	High	4	3	12	High		- Further discussion may be required regarding this particular risk, as the current description is vague and encompasses a broad scope. Roger Cook has suggested refining the risk by breaking it down into more specific components (e.g., Infrastructure – Public Harm) and reclassifying it as a key organisational risk rather than a strategic one.	

Risk Name	Risk Description	Risk Type	Owner	Owner	Inherent		Controls	Future Controls	Risk Rating September	December Risk Rating				Change from September	Change from September	Comments		
					I	L				Residual		Impact	Likelihood	Risk Score	Risk Rating			
	risks in high-traffic areas such as parks, recreational facilities, or community events.						<ul style="list-style-type: none"> - Department OSH representatives and managers appointed to the H&S Committee; regular OSH refresh conducted. -Ongoing coordination with regional councils on compliance requirements for water and wastewater services. - Increased management oversight of facilities built into new organisational structure. - Responsive reporting and intervention through promotion of 'Snap, Send, Solve' and the appointment of Case Officers, Area Leads and Locality Officers. <p>Strong safety culture maintained and enforced among all approved contractors.</p>			High								
District Development	Risk that district economic and social well-being outcomes are not achieved due to non-adherence to defined strategies, poor planning, or ineffective relationship management, resulting in lower district well-being and community dissatisfaction.	Strategic Risk	Alex Parmley	Joanne O'Neill	4	5	<ul style="list-style-type: none"> - Implementation Plan for Economic Development Strategy is partially developed with further development underway - The Stronger Waitaki framework provides a coordinated approach to managing community and network relationships, supporting social wellbeing outcomes through collaboration across its network. 	<ul style="list-style-type: none"> - Increased understanding of Stronger Waitaki Framework to support the implementation of the Economic Development Strategy and ongoing improvement - Refresh the Stronger Waitaki groups ToR and membership - Review of Stronger Waitaki Strategy - OPMF and OKRs to support Council's performance and delivery 	Medium	3	3	9	Medium		↔	<ul style="list-style-type: none"> - Implementation has been paused due to resourcing (staffing) constraints. Council has recently appointed an Economic Development Strategy Lead to progress this work. 		
Natural Environment and Biodiversity	Risk to loss of biodiversity or harm to the natural environment within the district, due to policies not being effectively defined or followed, or misalignment in decision-making or strategy, resulting in reputational damage, community dissatisfaction, breach of the RMA, and negative impacts on stakeholder relationships.	Strategic Risk		Roger Cook	4	5	<ul style="list-style-type: none"> - District Plan defines requirements for biodiversity protection and the natural environment - The valued environment community outcome forms part of WDC's Strategic Framework and is considered when proposing Annual Plan and Long Term Plan projects - Alignment to community outcomes is documented in decision reports - Working with ORC/ECAN to ensure an alignment of policy and planning - Completion of Project Reclaim has mitigated the risk of environmental harm - District Plan provisions for biodiversity have immediate legal effect from 1 March 2025. 	<ul style="list-style-type: none"> -District Plan will have additional protection provisions and areas identified for protection 	Medium	3	3	9	Medium		↔	<ul style="list-style-type: none"> -District Planning on pause as per directive from Central Govt.; waiting for new legislation. The current District Plan is still currently in place. 		
Credit Risk failure by borrowing entity	Risk that a borrowing entity is unable to fulfil their payment obligations due to market volatility or poor performance, resulting in financial loss and loss of value for ratepayers.	Financial Risk	Paul Hope	Paul Hope	5	3	<ul style="list-style-type: none"> - Monitoring of payment dates are undertaken - late payments are flagged and discussed with borrowing entities Council lending criteria established and compliance maintained for all lending activities. - Board representation or observer status held All new or amended lending and borrowing arrangements approved by Elected Members. Alternative funding mechanisms implemented to manage and service borrowing obligations. 	<ul style="list-style-type: none"> - Increase Elected Member and Officer oversight and assistance underway 	Medium	5	2	10	Medium		↔			
Failure of a closely related entity	Risk that a closely related entity is unable to maintain financial viability due to inflation, lack of external funding, and increasing legislative requirements, resulting in increased financial burden on Council, or the need for Council to assume ownership.	Financial Risk	Alex Parmley	Alex Parmley	3	3	<ul style="list-style-type: none"> - Meetings take place on a monthly basis to discuss Council's financial position and action is being taken - Reports are received and reviewed on a 6-monthly basis - Letter of expectation is in place - Audited accounts are shared with Council annually 	<ul style="list-style-type: none"> -Repayment of funds owing by the end of June 2026 and closure of entity when feasible. 	Low	3	2	6	Low		↔			

Risk Name	Risk Description	Risk Type	Owner	Owner	Inherent		Controls	Future Controls	Risk Rating September	December Risk Rating				Change from September	Comments					
										Residual										
					I	L				Impact	Likelihood	Risk Score	Risk Rating							
Major Fraud Perpetration	Risk that a major fraud is perpetrated by a member of staff, owing to a lack of preventative measures and oversight, resulting in financial loss and reputational damage.	Operational Risk (People)	Paul Hope	Amanda Nicholls	4	4	<ul style="list-style-type: none"> - Procure to Pay system requires manager sign off, regardless of financial delegation of purchaser - Segregation of duties in Finance Team - Suite of policies in place and available to staff on central page - Increased finance team capacity through the appointment of an Accounting Assistant on a six-month fixed-term basis. 	<ul style="list-style-type: none"> - Fraud video training - Reminder to be sent to staff to familiarise themselves with the contents of the Fraud Policy on an annual basis - Additional resourcing is being sought (Accounting Manager)- overseeing accounting operations, compliance, budgeting, treasury, and team development to ensure sound financial decisions that support Council's strategic and operational goals. 	High	4	3	12	High	Additional resourcing and key policy updates and training underway. P0	➡➡	Although the Fraud Policy is expired, it is currently being updated; timeframes has been established. Once done, staff training will also commence.				
Joint & Several Liability	Risk that a judgement is made against Council relating to final Code of Compliance sign off under joint and several liability, aspects of which are not covered by insurance. This could result in a significant financial loss and an increase in rates. This could also lead to reputational harm and community dissatisfaction.	Operational Risk (External)	Roger Cook	Brent Cunningham	5	4	<ul style="list-style-type: none"> - All Building Control Officers are assessed bi-annually for competency and must complete continued professional development and refresher training as an accreditation requirement - Technical audits undertaken on all staff processing or inspecting building consents to identify any training needs - Biannual accreditation from an independent 3rd party (IANZ) - Indemnity insurance 		High	4	3	12	High		➡➡					
Data integrity	Risk that data provided to customers or used to inform decision-making is incomplete or inaccurate due to digital or physical data/files not being available or identifiable, system inaccuracies, and inconsistency throughout digitised files, resulting in customer dissatisfaction, claims made against Council, reputational damage, and financial loss.	Operational Risk (Process)	Lisa Baillie	Teresa McCallum	4	4	<ul style="list-style-type: none"> - Property file tactical approach: Identifying the various sources of property file information (e.g. Gojet, SharePoint, physical files, S: drive, Authority) that are the sources of truth and clarifying who needs to get the information from which source in order to have a complete set of information to provide to the customer. - Live queries matching WDC property data with LINZ to identify any data inconsistencies. - Digitisation of property files underway, including rectification of previously digitised files to ensure consistency in the naming convention and accuracy of the file location. - Finance team are implementing Ibis breeze for budgeting and financial reporting which will provide single source of truth and transparency. - Implementing our enterprise architecture capability and software tool for managing software and data risks. - Reviewing new digital systems to ensure they are fit for purpose with regards to data integrity (risk, procurement, PMO, P&C). 	<ul style="list-style-type: none"> - All relevant processes are documented and staff are trained accordingly. - Property file strategic: A plan will be developed to identify a robust information management approach to simplify the property file process and sources. - Digital strategy will elevate the importance of information and data and our maturity gap in this area. - Knowledge Management strategy will provide the specific plan for addressing these information and data maturity gaps including clarity of data and information ownership across Council. 	High	4	4	16	High		➡➡					
Data protection and privacy	Risk that data is inappropriately accessed or shared, including through the use or integration of artificial intelligence (AI) and large language models (LLMs), due to processes not being accurately defined or followed, human error, or malicious intent, resulting in breach of legislation, increased system vulnerability, and reputational damage.	Operational Risk (Process)	Lisa Baillie	Teresa McCallum	4	3	<ul style="list-style-type: none"> - Privacy function identified with WDC - Distributed LGOIMA process is documented and followed - Employment contract clauses to deter deliberate breaches of confidentiality - Refreshed Code of Conduct policy - Reporting on request for records management anomalies. - Monitoring is now in place to identify records management anomalies. - Adoption of an AI policy which establishes governance and accountability for the responsible and compliant use of AI and large language models (LLMs) across Council. 	<ul style="list-style-type: none"> - Privacy function to be implemented. - Deploy an Information Rights Management (IRM) policy to cover Office 365 suite (SharePoint, Email, OneDrive, etc), IRM protects files from unauthorised copying, viewing, printing, forwarding, deleting, and editing. - Privacy & Information Management training provided to all staff. - Maturity and capability uplift of all staff around storing, accessing, and sharing data and information. - Physical building security improvements in place. - Review of communication channels and impacts to privacy, retention, and disposal. - Ongoing implementation of Privacy Health Check Recommendations. 	High	3	5	15	High		➡➡	- Risk description has been modified adding AI risks and its complexities. Risk rating is still the same as last quarter. Although current controls provide sound foundation (governance, process, and behavioural deterrents), effectiveness is remains moderate. Data protection heavily relies on staff compliance and awareness. Once planned controls are fully in place, residual impact and likelihood is set to decrease.				

Risk Name	Risk Description	Risk Type	Owner	Owner	Inherent		Controls	Future Controls	Risk Rating September	December Risk Rating				Change from September	Comments					
										Residual										
					I	L				Impact	Likelihood	Risk Score	Risk Rating							
Cyber Risk	Risk that systems are compromised by an external source (e.g., hacking, ransomware, DOS) due to a system security lapse, lack of staff awareness of phishing attacks, or failure to maintain a sufficiently secure environment, resulting in loss of data, system outage, compliance breaches, financial loss, and an inability to provide critical services.	Operational Risk (Systems)	Lisa Baillie	Teresa McCallum	5	5	<ul style="list-style-type: none"> - Alignment to well-regarded security frameworks - Firewall updates as required - Software patching monitored and updated as required - Staff phishing awareness campaigns run regularly - Phishing information available to staff on SharePoint - MFA applied as appropriate - Conditional access to systems based on behaviour and region - SIEM monitored 24/7 by external provider - Automated NCSC penetration testing - Implementation of more advanced and targeted anti-phishing and cybersecurity training to strengthen staff awareness and resilience against cyber threats. 	<ul style="list-style-type: none"> - The implementation of Microsoft Purview will provide unified governance, automated classification, and end-to-end visibility of sensitive information across all systems providing data protection. 	High	5	3	15	High		<ul style="list-style-type: none"> - Overall control effectiveness can be considered strong but not absolute, with continuous vigilance, training, and system reviews required to maintain resilience. 					
Volunteer Management	Risk that the utilisation of volunteers across Council is not consistent or effective, due to policies and processes not being defined or followed, resulting in reputational damage, community dissatisfaction, and volunteer dissatisfaction.	Operational Risk (People)	Lisa Baillie	Chloe Searle	3	4	<ul style="list-style-type: none"> - Coordinated approach to volunteer sign up across Cultural Facilities (excluding Parks e.g., tree planting etc). - Documented volunteer induction offered in each facility. - Intermittent training for volunteers in Situational Safety and Tactical Communications - Police vetting volunteers in the library - Staff supervision (mostly) and observation of volunteer practice - Active management and rostering of volunteers and recruitment as required - Celebrate Volunteers Day and other key events 	<ul style="list-style-type: none"> - Volunteer Management Policy, strategy and processes are yet to be defined - Need to consider longevity of the volunteer programme and suitability in all areas e.g., unsupervised in community libraries, as well as refining a coordinated approach across all facilities - Checks in place to ensure compliance e.g., inductions are carried out, training currency etc. 	Medium	3	3	9	Medium							
Critical supplier failure	Risk that a critical supplier ceases to operate or is unable to fulfil their contract due to circumstances outside of Council control, resulting in service degradation or delay, unbudgeted financial outlay, and community dissatisfaction.	Operational Risk (External)	Paul Hope	Josh Rendell (Infrastructure Operations Suppliers) Teresa McCallum (Other)	5	5	<ul style="list-style-type: none"> - Relationship management with contracted suppliers and others in the market - Bonds, retentions, and insurances are utilised - Structured procurement to ensure the right mix of price and quality as defined in procedural documentation - Assessment of capability through the procurement process - Contracts are in place for critical activities - Due diligence is undertaken as part of the procurement process 	<ul style="list-style-type: none"> - Contract management policy yet to be defined and implemented 	Medium	4	4	16	High		<ul style="list-style-type: none"> - The risk rating has increased from Medium to High due to worsening market conditions that have further constrained supplier capacity and resource availability. These external pressures have reduced the resilience of critical suppliers and increased the likelihood of service disruption or contract non-fulfilment. - Josh Rendell is no longer part of SMT. This risk might need to go back to Paul Hope. 					
Staff Serious Harm Incident	Risk of serious injury or fatality to staff at a Council facility, on Council land, or when attending, participating in, or undertaking a Council service due to failings relating to physical safety, lack of H&S training and awareness, or untreated hazards, resulting in reputational damage, potential fine, legislative breach, and staff dissatisfaction.	Operational Risk (People)	Paul Hope	Peter Keegan	5	5	<ul style="list-style-type: none"> - Health & Safety Hazard register is maintained - H&S audits of construction sites and Council facilities are undertaken on a rolling basis - Health & Safety incidents are logged in Employment Hero and follow up action is taken to resolve issues - where action has not been taken within the expected timeframe, the relevant manager is notified to ensure resolution - Health & Safety aware culture - Restricted access and site security at Council facilities - Building WOFs undertaken annually - Contractor selection includes H&S requirements - Situational Training undertaken with Police - Situation Awareness Training with staff - Near miss recording establishment 	<ul style="list-style-type: none"> - Annual programme of H&S audits - Further H&S training required - Traffic & Airport Management - Further H&S training required - Traffic & Airport Management - Independent review of critical risks and controls commissioned to begin June 2024 	High	3	4	12	High							

Risk Name	Risk Description	Risk Type	Owner	Owner	Inherent		Controls	Future Controls	Risk Rating September	December Risk Rating				Change from September	Comments					
										Residual										
					I	L				Impact	Likelihood	Risk Score	Risk Rating							
Major Emergency Event	Risk that Council is unable to adequately respond to a civil defence or emergency event, due to insufficient civil defence staffing numbers, lack of budget, or ineffective planning, resulting in legislative breaches, increased safety concerns, dissatisfaction amongst ratepayers and residents, and reputational damage.	Operational Risk (External)	Roger Cook	Roger Cook / Lisa Baillie	5	3	<p>Emergency Operations Centre (EOC) members receive ongoing training to maintain operational readiness.</p> <p>Inter-Agency Communication where regular communication is maintained with ORC and ECAN regarding potential natural disaster events.</p> <p>Portable and remote access technologies implemented to maintain operational capability, staff connectivity, and essential communication channels in the event of disruption.</p> <p>EOC capability support arrangements established with other districts.</p> <p>Crisis Management Team established to coordinate response and recovery during major incidents.</p> <p>- Additional resource deployment from neighbouring councils during emergency events.</p> <p>- Civil Defense Exercises undertaken</p> <p>- Increasing public awareness through attendance at the A&P show</p> <p>- Climate resilience-focused asset management planning.</p> <p>- CDEM group driven communications and engagement</p>	<p>- Expanded EOC training for the community, to allow Council staff to perform usual duties during an event</p> <p>- Community resilience plans to be developed and implemented</p> <p>- Different directors responsible for civil defence and lifeline utilities to increase director oversight</p> <p>- Further development of Business Continuity Plan</p> <p>- Future funding for emergency response and community resilience</p>	High	4	3	12	High		- At present, most Emergency Operations Centre (EOC) and incident controller responsibilities are assigned to Roger Cook. Moving forward, these functions will be delegated to Lisa Baillie, who is currently undertaking EOC and Incident Management training to support this transition. Further discussions will be required to confirm and redelegate the associated risk ownership as part of this transition process.					
Business continuity and disaster recovery	Risk that Council is unable to perform its core, essential duties due to a business continuity or disaster recovery event, resulting in legislative breaches, dissatisfaction amongst ratepayers and residents, financial loss, and reputational damage.	Operational Risk (External)	Roger Cook	Paul Hope	5	5	<p>- Business Continuity Plan established to support response and recovery during disruptions.</p> <p>- Updates to Business Continuity Plans, including the overall ownership of process is to be defined</p>	<p>- Collaboration with other Local Territorial Authorities for the establishment of a BCP Group.</p>	High	5	3	15	High							
Adherence to legislation and regulation	Risk that council does not adhere to legislative and regulatory requirements, due to processes not being appropriately defined or followed, or lack of staff understanding and performance of responsibilities, resulting in fines, censure, and reputational damage and legislative breach.	Operational Risk (Process)	Alex Parmley	Paul Hope / Legal Counsel	5	5	<p>- Audit of Annual Plan, Annual Report, and Long-Term Plan to ensure legislative compliance</p> <p>- Maintain active involvement in professional and sector networks to keep current with industry standards and local government developments.</p> <p>- External legal advice sought as and when required</p> <p>- Membership of Southern Building Control Cluster Group</p> <p>- Thompson Reuters updates received confirming changes in industry and law</p> <p>- Implementation and maintenance of a central register of applicable legislation (via ComplyWith), with designated subject matter experts, recorded legal advice, and automatic updates to reflect regulatory changes.</p> <p>- Council uses Locodoc, which is a repository/register of delegations that records, manages, and tracks Council financial and operational delegations — ensuring only authorised staff can approve decisions or expenditures within defined limits, with full version control and audit history.</p> <p>- Dedicated budget maintained to ensure timely access to legal advice when needed.</p>	<p>- Greater SMT oversight of the emerging risk areas</p> <p>- Consideration of a Legal Role within Council</p>	High	3	3	9	Medium		- The introduction of ComplyWith and LocoDelegations systematises Council compliance and delegation processes, defining responsibilities and maintaining up-to-date, auditable records—thereby substantially reducing the likelihood of legislative or regulatory non-adherence.					
Long Term Plan	Risk that the Long Term Plan is ineffective or not fit for purpose, due to conflicting and uncertain requirements and directives from central government, resulting in wasted time and resources, and an inability to set rates.	Operational Risk (Process)		Paul Hope	5	3	<p>- Various officers involved in cross-council working groups to develop a consistent understanding and approach to the current and upcoming LTPs</p> <p>- Current project plan almost complete, future LTP planning has begun, to ensure appropriate lead times for key matters given the compressed timeframe</p> <p>- Key matter for discussion during next induction process</p>		Medium	5	2	10	Medium		- This risk will be reassigned to Joanne O'Neill Paul Hope has indicated that long term planning sits within Jo's directorate.Q19					

3.3 PROCUREMENT UPDATE DECEMBER 2025

Author: Angela Murray, Procurement Advisor

Authoriser: Joanne O'Neill, Director Strategy, Performance, and Design

Attachments:

1. Contracts Awarded over \$10k [!\[\]\(26388bf82a9d28864e0ddb284e508cab_img.jpg\)](#)
2. Forward Procurements over \$1.5m [!\[\]\(bdb6c83986906aa7a859720b54a30f47_img.jpg\)](#)
3. AoG Agreements [!\[\]\(c5c68ae8c3a890488999e4e4903e6b55_img.jpg\)](#)

RECOMMENDATION

1. That the Performance, Audit and Risk Committee receives and notes the information.
2. That the Performance, Audit and Risk Committee directs staff to organise a workshop in the new year to discuss interim changes to the Procurement Policy.

PURPOSE

This report provides an update on procurement activity over \$10,000 in the months of September, October, and November 2025.

PROCUREMENT OVERVIEW

Contracts Awarded

Over the months of September, October and November 2025, a total of ten contracts were entered into. These are shown in the table below.

Department	Contracts entered into during September, October, November 2025	
	Number of Contracts Awarded	Value of Contracts Awarded (ex GST)
Infrastructure & Operations	5	\$3,435,607.33
Asset Planning	4	\$316,400.00
Project Management Office	1	\$10,000.00
Totals	10	\$3,762,007.33

Of the ten contracts, five related to professional services, and five related to goods, works and other services. Further details can be found at Attachment 1.

Contract Purchasing Activities

Over the months of September, October and November 2025, 85 contract purchasing activities, covered by the Procurement Policy with a value of over \$10,000 each were recorded in Authority. The total value of these procurements was \$3,639,500.89.

The table below shows the breakdown of purchasing activity >\$10k by department.

Purchasing Activities >\$10k covered by WDC Procurement Policy		
Department	Total Value of >\$10k procurement activities	Total number of procurement activities by Activity area
Alps 2 Ocean	\$14,688.35	1
Building Control	\$24,006.58	2
CEO's Office	\$35,220.00	2
Finance	\$133,677.92	6
Human Resources	\$124,992.75	3
Libraries	\$28,290.00	1
Opera House	\$44,497.70	4
Parks & Recreation	\$200,000.00	10
Planning	\$84,000.00	7
Property	\$280,571.02	8
Roading	\$789,256.73	13
Solid Waste	\$11,500.00	1
Systems/IT	\$125,187.03	3
Transformation	\$89,004.99	3
Vehicles	\$58,402.67	1
Waters	\$1,041,833.36	20
Totals	\$3,639,500.89	85

In addition, there was \$2,118,280.10 of activities >\$10k which is not governed by the Procurement Policy being Software/Licencing \$1,669,600.37, Regulatory bodies, Elections and Government Bodies \$202,535.03, Grants/Trusts \$146,422.50 and Insurances/Pension Services \$99,722.20.

It is important to note that this overview relates to the supplier engagements undertaken in September, October and November, rather than invoices paid over the same period and therefore it is not intended to be a financial report.

Policy Adherence Reviews

At the September 2025 PAR there were outstanding procurements to be checked, subsequently all procurements were reviewed and were found to have followed the Procurement policy and process. With regards to the September, October and November procurements spot-checking of 9 were carried out and all followed the policy and processes.

Forward-Looking Procurement Reporting

For the months of December 2025, January and February 2026, there are currently six procurements planned with a value of over \$1,500,000. These procurements are due to be presented to Council at the 9th December meeting. The first relates to Wastewater Main Renewals/Upgrade, the second Corriedale Water Quality Upgrade, third Sealed Pavement Rehabilitation, fourth Coastal Resilience Project, fifth Rural Water Main Renewals and sixth Breakwater Maintenance Project. Additional information can be found in Attachment 2.

All of Government (AoG) Contracts

As requested in the September 2025 PAR meeting, the current AoG participation status can be found in Attachment 3. AoG agreements, managed by NZ Government Procurement, enable agencies to purchase common goods and services from approved suppliers. WDC currently participates in 11 agreements.

New Government Rules of Procurement

The 5th edition of the Government Procurement Rules, have been released, effective 1st December 2025. The rules have been reduced from 71 to 47 and strengthen transparency and governance. The biggest changes are a new economic benefit requirement for larger contracts, requiring at least 10% weighting for benefits to New Zealand - such as supporting NZ suppliers and jobs. Agencies are asked to apply the MBIE Supplier Code of Conduct and ensure stronger contract management and oversight throughout the life of the agreement.

An analysis of the changes and how they may affect WDC is underway, with a view to recommending adoption in the upcoming full Procurement policy review.

Procurement Policy Updates

At the September PAR it was recommended that a change required to the Procurement Policy be taken to Council for review. A draft policy update covering the proposed change to the \$10,000 threshold is now available.

Recommendation

That the Audit and Risk Committee directs staff to organise a workshop in the new year to discuss interim changes to the Procurement Policy.

Additionally, the entire policy is undergoing a comprehensive re-write under councils agreed Priority Outcome 18, including all supporting documents and guidance for staff. The revision aims to clearly separate actual policy from procedures and guidelines, which are currently conflated in one document. This work also aligns with the upcoming reform of the Government Rules of Procurement and their impact on WDC policy. It is anticipated the full re-write report will go to the Executive Leadership team in February, and Council in June 2026.

Attachment 1

Procurement Update December 2025
Goods and Works Contracts - Sept - Nov 2025

Contract Name	Procuring Department	Month	Contract Value	Procurement Approach	Supplier
C1025: Resurfacing 2025-2028	Infrastructure and Operations	October	\$2,282,246.00	Closed Contest	Whitestone Contracting Ltd
C1017: Streetlight Maintenance 2025-2028	Infrastructure and Operations	October	\$922,674.50	Closed Contest	SouthRoads Ltd
C1037: Walbrook Crescent Footpath Renewal	Infrastructure and Operations	November	\$105,080.43	3 Quotes	Whitestone Contracting Ltd
C1038: Nicholson Terrace	Infrastructure and Operations	October	\$73,478.85	3 Quotes	Specialised Services Group
C1036: Hull Street Sewer Replacement 2025	Infrastructure and Operations	October	\$52,127.55	3 Quotes	Whitestone Contracting Ltd

Procurement Update December 2025
Professional Services Contracts - Sept - Nov 2025

Contract Name	Procuring Department	Month	Contract Value	Procurement Approach	Supplier
C1039: Asset Management Maturity Assessment	Asset Planning	November	\$19,900.00	Direct Appointment	Waugh Infrastructure
C1040: Oamaru Source Water Strategy Review	Asset Planning	October	\$25,800.00	Direct Appointment	Fluent
C1041: Oamaru Wastewater Strategy Review	Asset Planning	November	\$39,550.00	Direct Appointment	Fluent
C1042: Network Asset Condition Grading Support	Asset Planning	October	\$48,500.00	Direct Appointment	ProjectMax
C1045: Professional Services Engineer to Contract	Project Management Office	November	\$10,000.00	Direct Appointment	McIlroy Consultancy Ltd
C1046: Professional Services Traffic Management	Project Management Office	November	\$10,000.00	Direct Appointment	Alliance Projects

Attachment 2

Forward-looking procurements over \$1.5m – December 2025 to February 2026

Procurement	Description	Allocated budget
1080 Oamaru Wastewater Main Renewals/Upgrade	Four year-package project focused on renewing and upgrading Oamaru wastewater mains	\$7.68 million
2470 Corriedale Water Quality Upgrade	Upgrade of four rural water schemes (Awamoko, Kauru Hill, Windsor and Tokarahi) to meet Taumata Arowai drinking water standards	\$4.4 million
2489 Sealed Pavement Rehabilitation (financially assisted)	Pavement repairs, surface renewal, drainage improvements and associated signage and road markings upgrades	\$2.08 million
4440 Coastal Resilience Project	Installation of engineered rock bags and / or traditional rock armour (or alternative) to provide short to medium term protection of the southern end Beach Road and Waianakarua Road	\$2.05 million
4441 Oamaru Rural Water Main Renewals	Renewal and Upgrade of the existing small diameter AC pipes in Oamaru rural setup	\$1.64 million
1096 Oamaru Breakwater Maintenance Project	Fabrication and placement of concrete tetrapods (or alternative) to reinforce the historic Oamaru Breakwater. (Retrospective approval)	\$1.95 million

Attachment 3

WDC All of Government Agreements

AoG Agreement
Electricity
External Legal Services 3rd Gen
Air Travel 2nd Gen
Fleet Management Services
IT Hardware 3rd Gen
Motor Vehicles 2nd Gen
Print Technology and Associated Services 3rd Gen
Rental Vehicles 2nd Gen
Talent Acquisition Services
Travel Management Services 2nd Gen
Media

3.4 WAITAKI ANNUAL RESIDENT SATISFACTION SURVEY REPORT 2024-25

Author: Richard Maher, Performance & Continuous Improvement Manager

Authoriser: Joanne O'Neill, Director Strategy, Performance, and Design

Attachments: 1. Waitaki Annual Resident Satisfaction Survey Report 2024-25 - Attachment 1 

RECOMMENDATION

That the Performance, Audit and Risk Committee receive and notes the information.

PURPOSE

The results of the annual Resident Satisfaction Survey for 2025 are attached, for the information of the Performance, Audit and Risk Committee.

SUMMARY

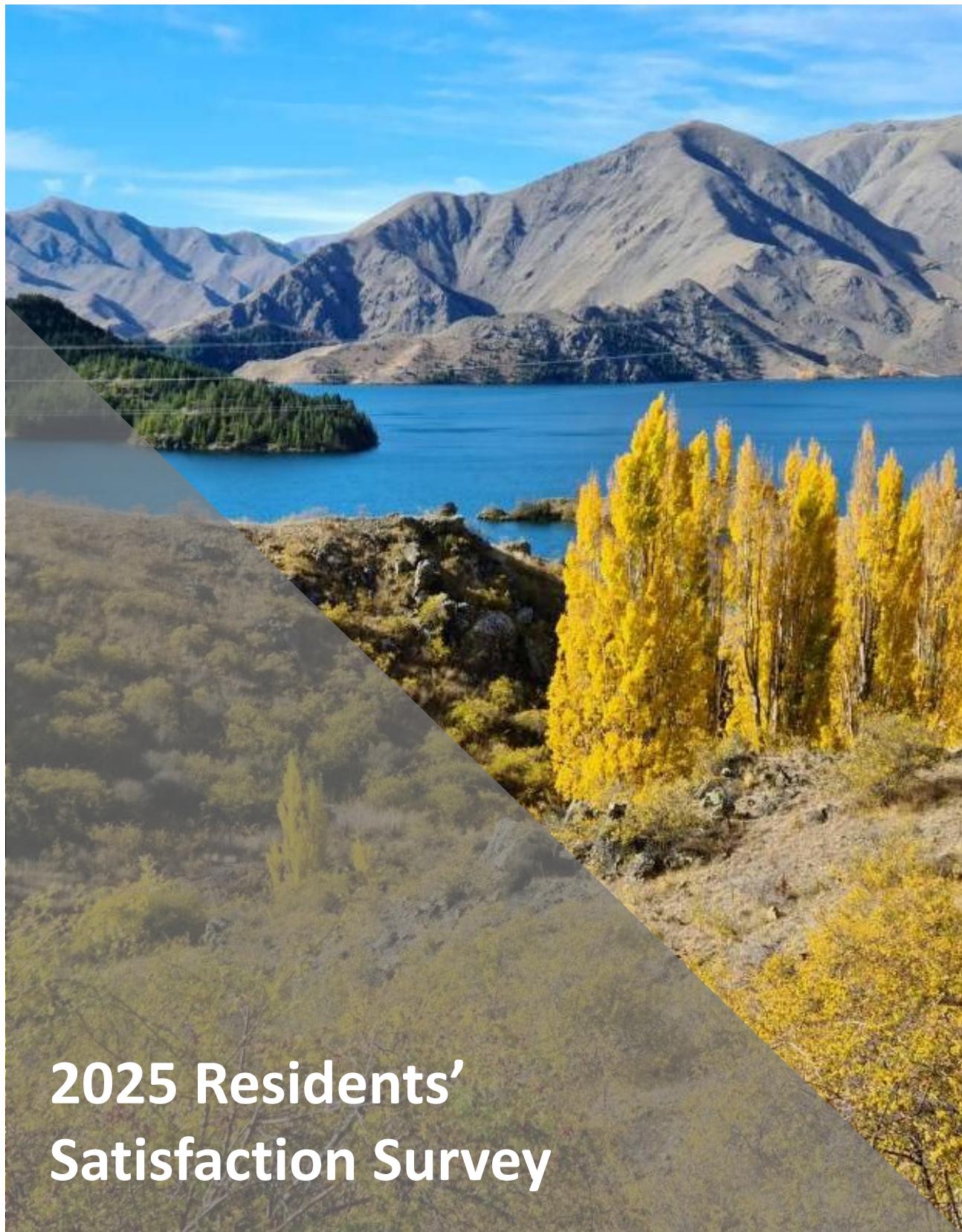
While the number of respondents has reduced from the previous survey period (675, 2023/24), this survey achieved a satisfactory number of survey responses with 439 respondents, which is closer to historic norms.

Compared to the 2023-24 survey, there has been a decline in overall performance (-16%), overall reputation (-14%), confidence in the district's direction (-13%), trust in the Council (-12%), overall leadership (-12%), and satisfaction with the performance of the Mayor and Councillors (-12%).

Despite these challenges, there were some positive outcomes. Satisfaction with the performance of Ahuriri Community Board members increased by 7%, and satisfaction with the Council's consultation with the community rose by 1%. Additionally, there was a 3% improvement in the level of service for the Unsealed Roading Network. Some respondents felt the roads were well-maintained, while others identified specific areas needing attention. Roads are vital for wellbeing and commercial activity, and this was positively regarded by community members who responded.

Over 80% of residents reported that their quality of life is 'good' or 'excellent'. However, confidence in Waitaki District as a great place to live decreased by 2% and 6%, respectively, from the 202/24 survey results. Although there was a 4% decline in the overall quality of services, it remained a strong factor in the 2024/25 results at 44%.

The summarised results of the 2023, 2024 and 2025 Resident Satisfaction Surveys will be made available via the Waitaki District Council web site.



2025 Residents' Satisfaction Survey

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Background, objectives and methodology

Introduction

Waitaki District Council has an ongoing need to measure how satisfied residents are with the facilities and services provided by the Council, and to prioritise improvement opportunities that will be valued by the community. Key Research, an independent research provider, has developed a comprehensive survey tool to measure the level of satisfaction. The results from the survey inform the satisfaction performance measures that are reported through the Annual Report.

Research Objectives

- To provide a robust measure of satisfaction with Council's performance in relation to services, facilities and assets.
- To measure perceptions and sentiment towards Council's in areas such as reputation and value for money.
- To determine performance drivers and assist Council to identify the best opportunities to further improve satisfaction.
- To assess changes in satisfaction over time and measure progress against the goals set in the Long Term Plan.

Method

- The methodology changed in the delivery of the 2023-24 survey to reducing the cost of delivery. While the cost of the survey have reduced, there is a trade-off, as Council does not have control over who completed the survey, as anyone can share the link.
- In 2022-23 the methodology involved a postal to online survey that was posted to residents to invite them to participate in an online survey. To reach the required sample size (n=100), a much greater number of requests for participation was sent to a random selection of people on the electoral role. The increasing costs of postage and delivery of the survey has made this option more expensive.
- To reduce the costs, Council now host a link to the survey on its website and Council promotes the survey link via social media and via bulk email notifications. Key Research continue to host the survey and capture survey responses directly. Key Research then analysed the results of the survey and send Council the raw data along with the graphs showing the results of the survey.
- Council promote the survey on the Council website, facebook page, through the Waitaki link, Oamaru Mail. Council also offer one random draw for a \$500 prezzy card to encourage participation. The winner is drawn by Key Research. The final sample size was n=439 for 2025.
- There maybe instances where the sum of the whole number score varies by one point relative to the aggregate score due to rounding
- Due to rounding, percentages may add to just over or under (+/- 1%) totals.
- This methodology was employed for the 2024-2025 Resident Satisfaction Survey.

Significance Testing

- Key Research tested significant differences across the following groups – age, gender, ward, ethnicity.
- Significant differences between wards, age groups and ethnicities were marked where relevant. Colour is used to mark statistical significance between different demographics.

Key Findings

The year 2024/25 has been challenging for the residents of the Waitaki District due to the high cost of living, unemployment and other economic pressures, as well as changes and disruption arising from Central Government reforms and Council's own programmes. For example, Council's response to RMA legislation and "Local Water Done Well" have been important matters for the community. Additionally there is continued uncertainty globally, and a trend of declining levels of trust and satisfaction between citizens and government, which can also affect outlook. These environmental factor have the potential to impact the sentiment and perceptions among residents of the Waitaki District.

While the number of respondents has reduced from the previous survey period, this survey continued to reach a satisfactory number of survey responses (439). The reduction in respondents from the previous year may be a result of the novelty factor of the previous year wearing off, as the previous year was the first time participants could "share the link to the survey" among themselves. It is also worth noting Council had multiple consultations underway at the same time with the LPT, District Plan, and Southern Waters Done Well.

Lastly, it is worth noting that survey participants can share the survey link with other like-minded people. While impossible to quantify, there is the potential for bias among survey participants as a result. This is a potential risk of the current survey methodology.

Compared to the 2023-24 survey, there has been a decline in overall performance (-16%), overall reputation (-14%), confidence in the district's direction (-13%), trust in the Council (-12%), overall leadership (-12%), and satisfaction with the performance of the Mayor and Councillors (-12%).

Despite these challenges, there were some positive outcomes. Satisfaction with the performance of Ahuriri Community Board members increased by 7%, and satisfaction with the Council's consultation with the community rose by 1%. Additionally, there was a 3% improvement in the level of service for the Unsealed Roading Network. Some respondents felt the roads were well-maintained, while others identified specific areas needing attention. Roads are vital for wellbeing and commercial activity, and this was positively regarded by community members who responded.

Over 80% of residents reported that their quality of life is 'good' or 'excellent'. However, confidence in Waitaki District as a great place to live decreased by 2% and 6%, respectively, from the 2023/24 survey results. Although there was a 4% decline in the overall quality of services, it remained a strong factor in the 2024/25 results at 44%.

Most improved attributes (% satisfied 7 to 10)

- 1 Satisfied with the performance of Ahuriri Community Board members (+7%)
- 2 Satisfied with unsealed roading network (+3%)
- 3 Satisfied with the public toilets (+2%)
- 4 Satisfied with the performance of Waihemo Community Board members (+2%)
- 5 Satisfied with the Aquatic Centre (+1%)

Attributes with the greatest declines (% satisfied 7 to 10)

- 1 Overall performance (-16%)
- 2 Overall reputation (-14%)
- 3 Confident that the Waitaki District is going in the right direction (-13%)
- 4 You trust Council to do the right thing for the district and its communities (-12%)
- 5 Overall leadership (-12%) and Satisfied with the performance of the Mayor and Councillors (-12%)

Method

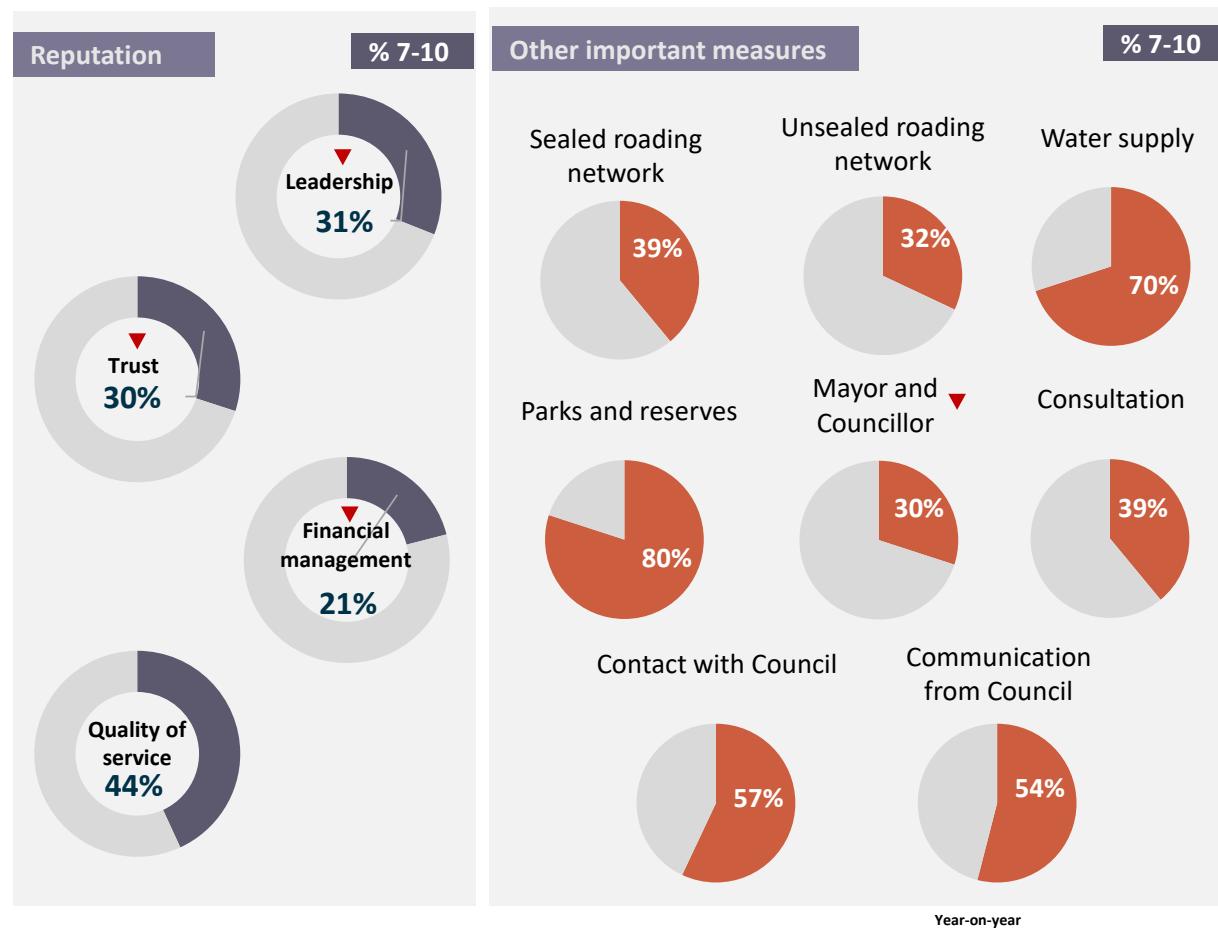
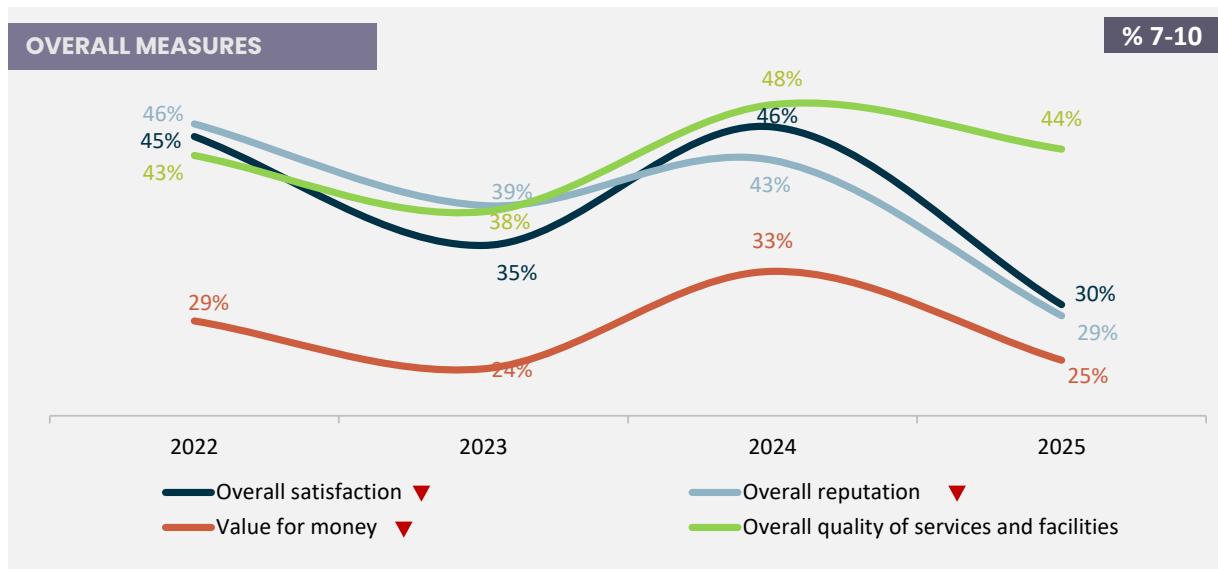
- A mixed method approach to data collection was utilised, consisting of an email invitation, in addition to a public link posted in Council's website and social media page.
- 439 responses were collected from 1 June to 14 July 2025.
- Post data collection, the sample has been weighted so it is exactly representative of key population demographics based on the 2023 Census.
- At an aggregate level the survey has an expected 95% confidence interval (margin of error) of +/- 4.69%.
- The margins of error associated with subgroups will be larger than this as the results become less precise as the sample size shrinks. Thus, results associated with particularly small sample sizes should be read with caution.

Note: due to the process of rounding where 7-10 scores have been aggregated from 7-8 and 9-10 scores, this may cause the total percentage for the attribute to add to just over or under (+/- 1%) the total score, reporting 99% or 101%.



Executive summary

Summary of Key Performance Indicators



Overall Measures-Satisfied/Very satisfied (% 7-10) – Including ‘Don’t know’ results

The table below lists the 2023/24 and 2024/25 results for all identified key performance measures in the survey.

Q	Performance indicators	% point increase / decrease (2025-2024)	Percentage of respondents satisfied, or very satisfied	
			2025	2024
@20	Satisfied with the performance of Ahuriri Community Board members	7%	46%	39%
Q5	Satisfied with unsealed roading network	3%	32%	29%
@16A	Satisfied with the public toilets	2%	72%	70%
@21	Satisfied with the performance of Waihemo Community Board members	2%	31%	29%
@17A	Satisfied with the Aquatic Centre	1%	76%	75%
@22	Satisfied with Council's consultation with the community	1%	39%	38%
Q8	Satisfied with Waitaki District is generally a safe place	-	73%	73%
@12A	Satisfied with parks and reserves	-	80%	80%
QOL2	Overall quality of your life	-2%	80%	82%
@9B	Importance of library to you and your family/whanau	-2%	79%	81%
@11B	Satisfied with the Opera House	-2%	89%	91%
@15A	Satisfied with Waitaki's sports fields and facilities	-2%	73%	75%
Q4	Satisfied with sealed roading network	-3%	39%	42%
@13A	Satisfied with the quality of the Council-owned Lakes camping grounds	-3%	69%	72%
QOL1_1	You're satisfied with the lifestyle opportunities available in the district	-4%	68%	72%
REP4_1	Overall quality of the services	-4%	44%	48%
QOL1_6	You feel a sense of community with others in your neighbourhood	-4%	61%	65%
@6A	Satisfied with water supply	-5%	70%	75%
@7A	Satisfied with Chelmer Street (Oamaru) resource recovery park	-5%	75%	80%
@18A	Satisfied with cemeteries	-5%	76%	81%

Overall Measures-Satisfied/Very satisfied (% 7-10) – Including ‘Don’t know’ results

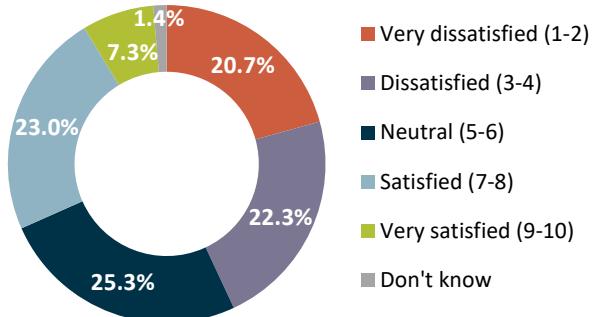
The table below lists the 2023/24 and 2024/25 results for all identified key performance measures in the survey.

Q	Performance indicators	% point increase / decrease (2025-2024)	Percentage of respondents satisfied, or very satisfied	
			2025	2024
@23B	Satisfied with contact with Council	-5%	57%	62%
QOL1_2	Waitaki District is a great place to live	-6%	74%	80%
@26B	Satisfied with the communication from Council	-7%	54%	61%
QOL1_4	You’re clear about what Council does, and the services and facilities it offers	-7%	54%	61%
REP3_1	Overall financial management	-8%	21%	29%
VM1_1	How rates are spent on services and facilities	-8%	23%	31%
VM1_2	Rates being fair and reasonable	-8%	21%	29%
VM1_3	Fees for other services being fair and reasonable	-8%	24%	32%
VM2_1	Overall value for money	-8%	25%	33%
QREP2_1	Overall faith and trust	-9%	30%	39%
QOL3_1	You are confident that the District is going in the right direction	-10%	35%	45%
@10A	Satisfied with library services	-11%	74%	85%
@19	Satisfied with the performance of the Mayor and Councillors	-12%	30%	42%
REP1_1	Overall leadership	-12%	31%	43%
QOL1_5	You trust Council to do the right thing for the district and its communities	-12%	30%	42%
QOL1_3	You’re confident that the Waitaki District is going in the right direction	-13%	36%	49%
REP5_1	Overall reputation	-14%	29%	43%
OVERALL_1	Overall performance	-16%	30%	46%

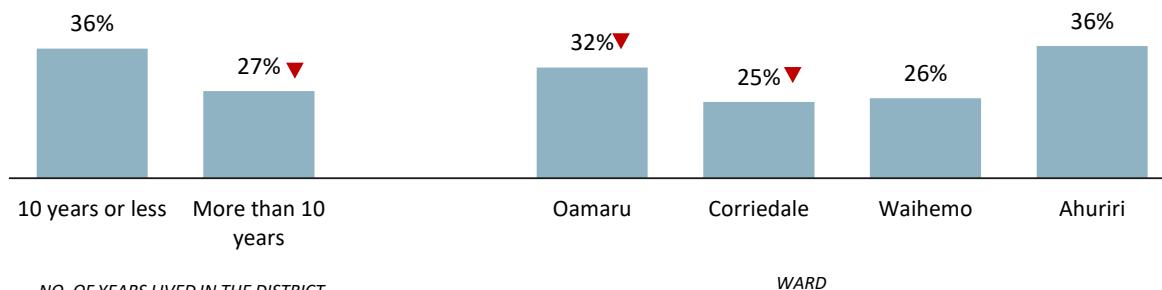
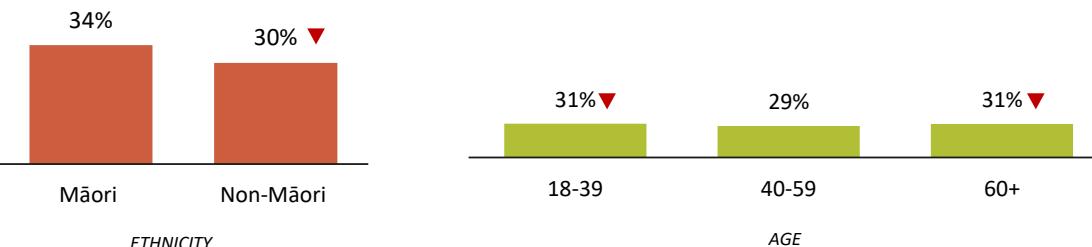
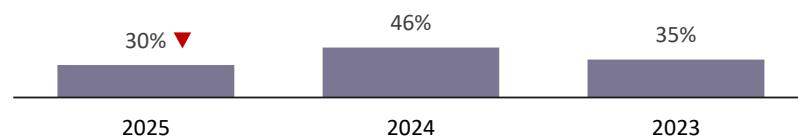


Overall satisfaction with Waitaki District Council

Overall Performance



Satisfied % 7-10

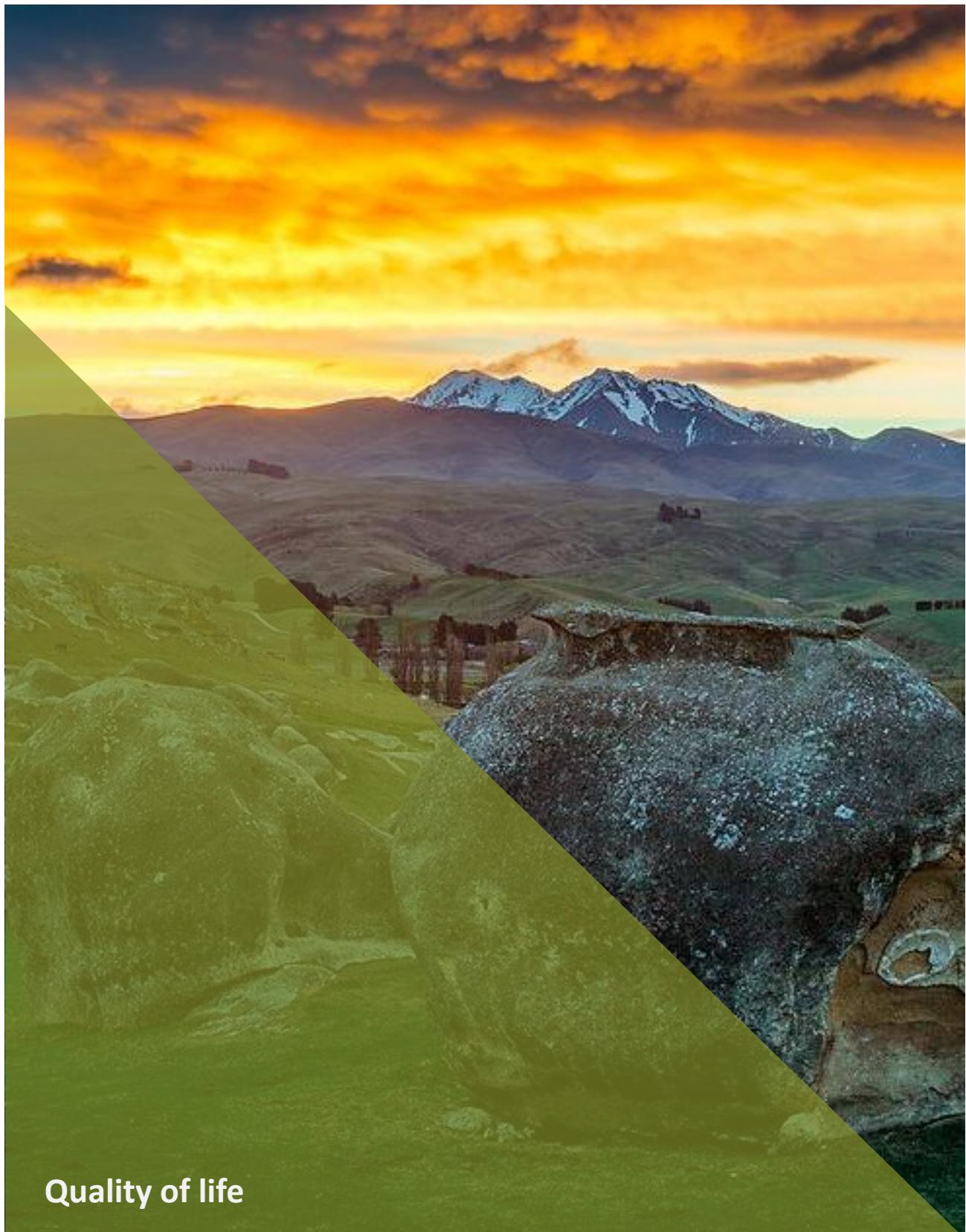


NOTES:

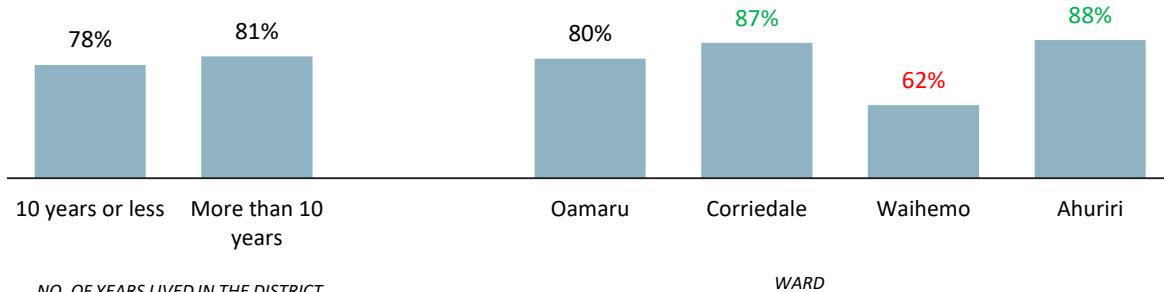
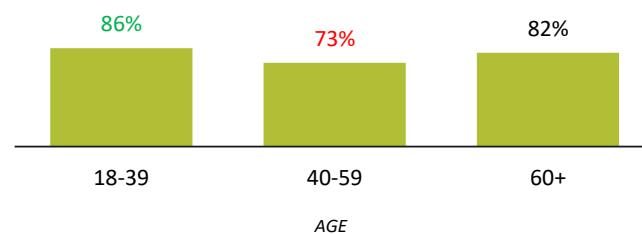
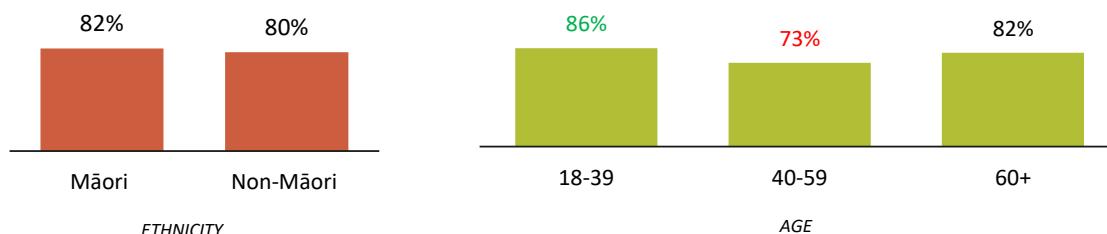
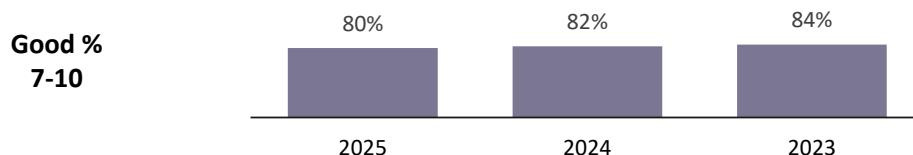
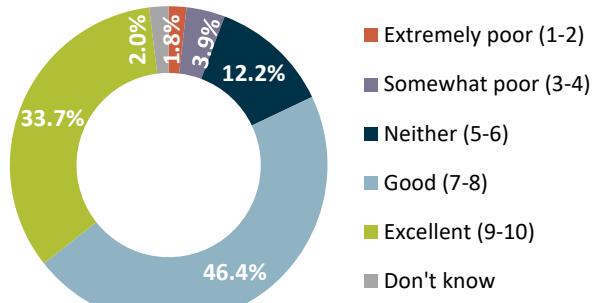
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
6. OVERALL: Now considering everything we have covered with regard to the Waitaki District Council; all the services they provide, their reputation and value for money, how satisfied are you with the overall performance of the Council? N=433
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
Significantly higher
Significantly lower
Between demographics
Significantly higher
Significantly lower

Page 11



Quality of life



NO. OF YEARS LIVED IN THE DISTRICT

NOTES:

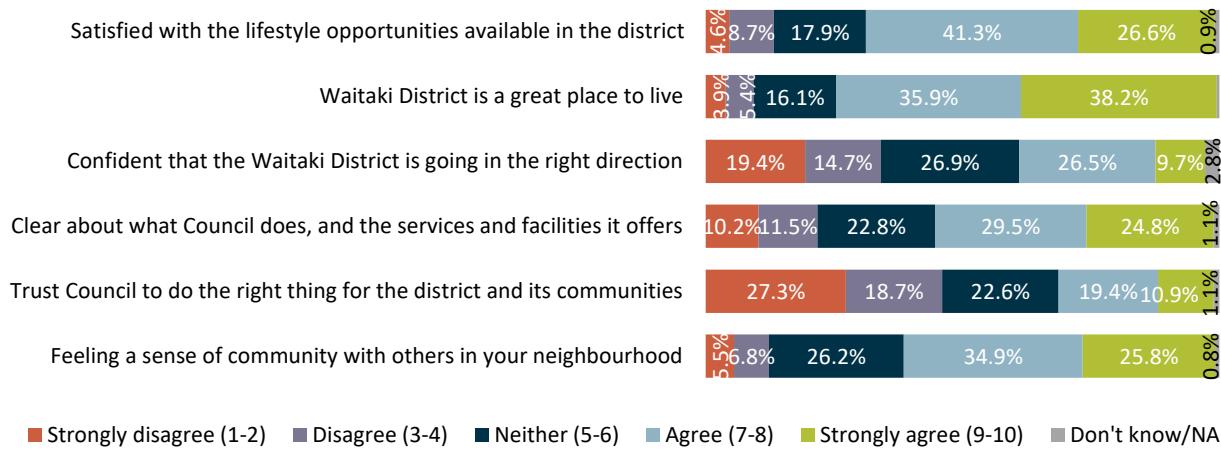
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
6. QOL2. On a scale of 1 to 10 where 1 is 'extremely poor' and 10 is 'excellent', how would you rate the overall quality of your life? N = 433
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
↗ Significantly higher
↘ Significantly lower

Between demographics
↗ Significantly higher
↘ Significantly lower

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Life in the district



Scores with % 7-10	2025	2024	2023	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfied with the lifestyle opportunities available in the district	68%	72%	74%	71%	83%	69%	74%
Waitaki District is a great place to live	74%▼	80%	82%	82%	81%	84%	82%
Confident that the Waitaki District is going in the right direction	36%▼	49%	50%	54%	45%	45%	42%
Clear about what Council does, and the services and facilities it offers	54%▼	61%	50%	51%	52%	44%	48%
Trust Council to do the right thing for the district and its communities	30%▼	42%	42%	45%	42%	27%	41%
Feeling a sense of community with others in your neighbourhood	61%	65%	66%	66%	67%	61%	77%

Scores with % 7-10	Māori	Non-Māori	18-39	40-59	60+
Satisfied with the lifestyle opportunities available in the district	61%	68%	69%	65%	69%▼
Waitaki District is a great place to live	73%	74%▼	79%	71%	73%▼
Confident that the Waitaki District is going in the right direction	32%	37%▼	42%▼	31%▼	36%▼
Clear about what Council does, and the services and facilities it offers	48%	55%▼	44%▼	57%	60%
Trust Council to do the right thing for the district and its communities	46%	29%▼	36%	23%▼	31%▼
Feeling a sense of community with others in your neighbourhood	57%	61%	66%	53%	63%▼

NOTES:

1. Sample: 2025 n = 439 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
6. QOL3. On a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how strongly do you agree or disagree with the following statement about the District?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

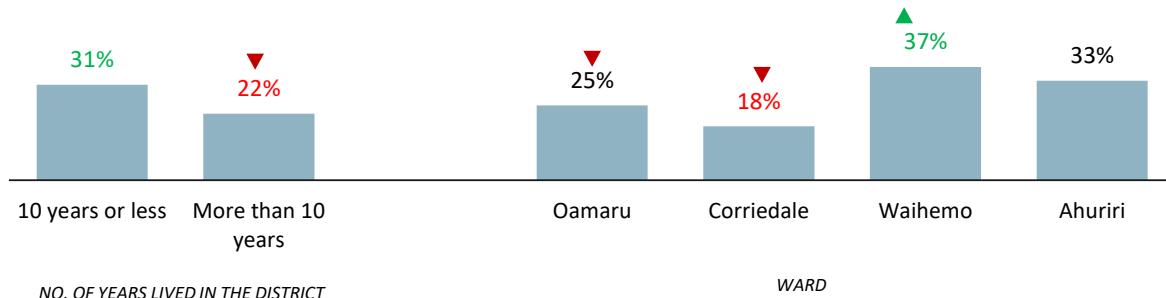
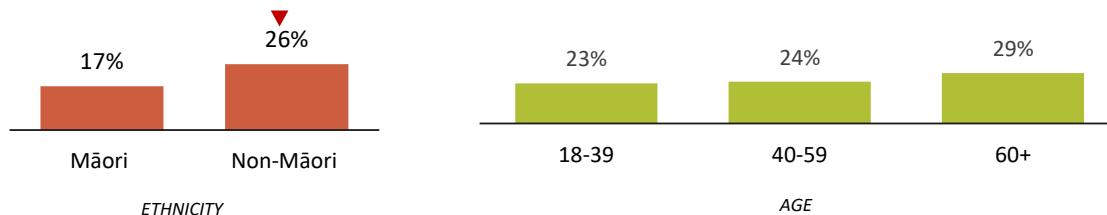
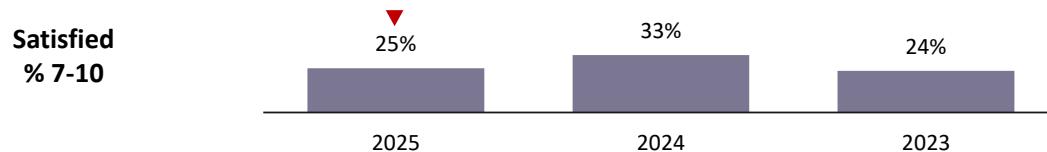
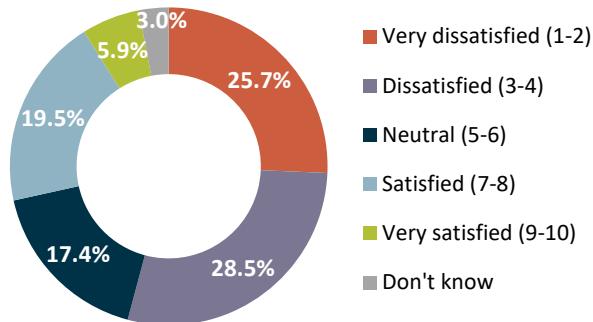
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
Significantly higher
Significantly lower

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Overall value for money



NOTES:

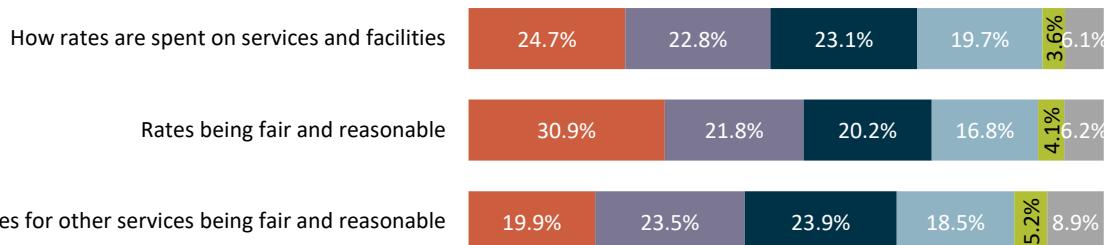
- Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
- 18-39 n=63; 40-59 n=162; 60+ n=214;
- Māori n=26; All Others n=413;
- 10 years or less n=139; more than 10 years n=299
- Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
- VM2. Considering all the services and facilities that the Council provides, overall, how satisfied are you that you receive good value for the money you spend in rates and other fees?
- Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
Significantly higher
Significantly lower

Between demographics
Significantly higher
Significantly lower

Page 16

Value for Money



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very Satisfied (9-10) ■ Don't know/NA

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
How rates are spent on services and facilities	23% ▼	31%	26%	16%	24% ▼
Rates being fair and reasonable	21% ▼	29%	24%	15% ▼	21% ▼
Fees for other services being fair and reasonable	24% ▼	32%	24%	15% ▼	24% ▼

Scores with % 7-10	18-39	40-59	60+
How rates are spent on services and facilities	22%	23%	24% ▼
Rates being fair and reasonable	20%	17% ▼	24% ▼
Fees for other services being fair and reasonable	27%	21% ▼	24%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
How rates are spent on services and facilities	24% ▼	18%	27%	28%
Rates being fair and reasonable	23% ▼	16% ▼	14%	28%
Fees for other services being fair and reasonable	26% ▼	17% ▼	13%	38%

NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. VM1. How would you rate your satisfaction with the Council for...
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

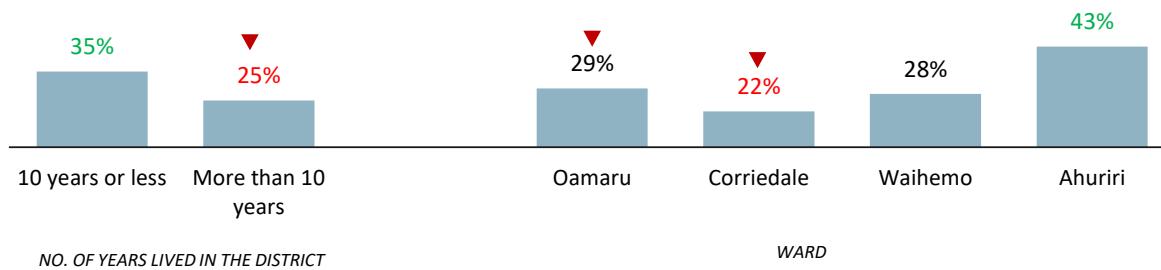
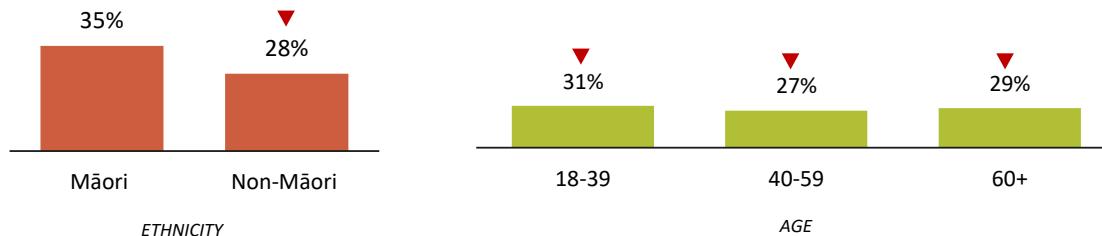
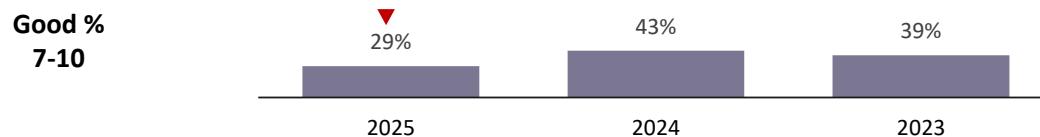
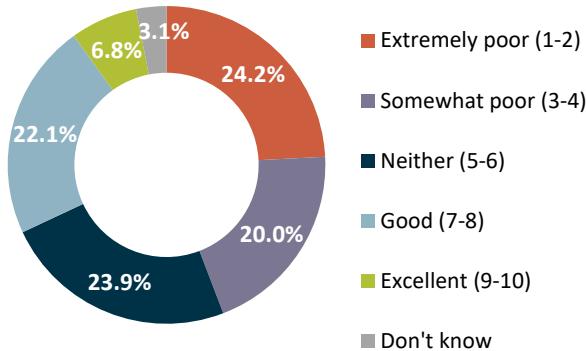
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Page 17



Overall reputation



NOTES:

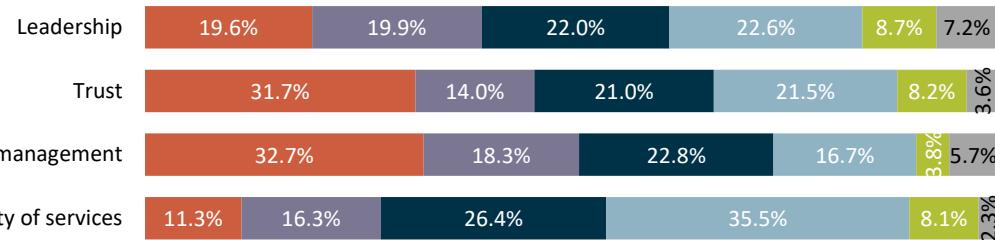
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
6. So, considering leadership, trust, financial management and quality of services provided, how would you rate the Council for its overall reputation?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
Significantly higher
Significantly lower

Between demographics
Significantly higher
Significantly lower

Page 19

Image and reputation



■ Extremely poor (1-2) ■ Somewhat poor (3-4) ■ Neither (5-6) ■ Good (7-8) ■ Excellent (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Leadership	31% ▼	43%	39%	26%	32% ▼
Trust	30% ▼	39%	36%	34%	29% ▼
Financial management	21% ▼	29%	25%	19%	21% ▼
Quality of services	44%	48%	38%	54%	43%

Scores with % 7-10	18-39	40-59	60+
Leadership	36% ▼	26% ▼	32% ▼
Trust	38%	22% ▼	29% ▼
Financial management	20%	21%	21% ▼
Quality of services	43%	45%	43%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Leadership	32% ▼	29%	23%	43%
Trust	29% ▼	26%	33%	37%
Financial management	21% ▼	16%	25%	24%
Quality of services	48%	34%	39%	42%

NOTES:

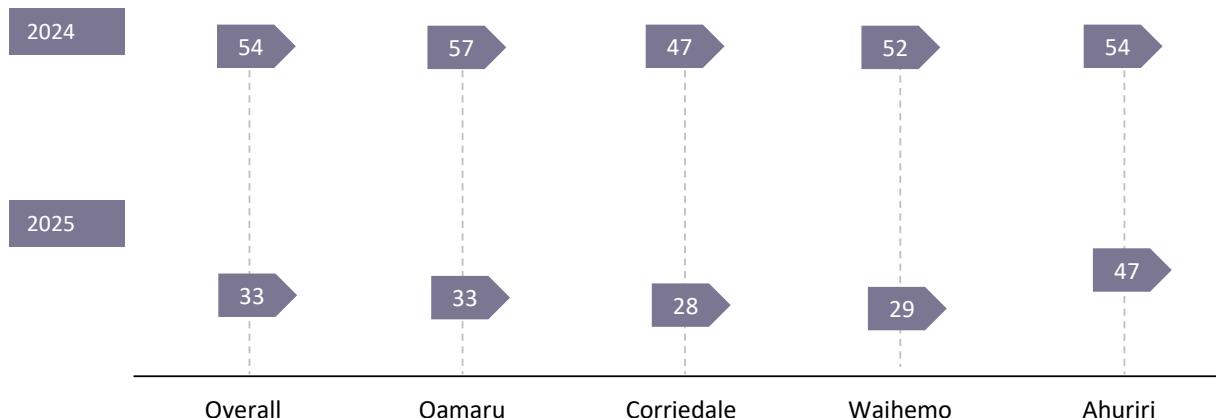
- Sample:2025 n = 439; 2024 n=675; 2023 n= 447;
- 18-39 n=63; 40-59 n=162; 60+ n=214;
- Māori n=26; All Others n=413;
- Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
- REP1: How would you rate the Council for being committed to creating a great district, how it promotes economic development, being in touch with the community and setting clear direction; Overall, how would you rate the Council for its LEADERSHIP?
- REP2: Thinking about how open and transparent Council is, how council can be relied on to act honestly and fairly, and their ability to work in the best interests of the District, overall, how would you rate the Council in terms of the faith and trust you have in them to be open and transparent, act honestly and fairly, and work in the best interests of the district?
- REP3: Now thinking about the Council's financial management – how appropriately it invests in the district, how wisely it spends and avoids waste, and its transparency around spending, how would you rate the Council overall for its financial management?
- REP4: And thinking about all the services and infrastructure the Council provides, how would you rate them for the quality of the services they provide?
- Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
↗ Significantly higher
↘ Significantly lower

Between demographics
↗ Significantly higher
↘ Significantly lower

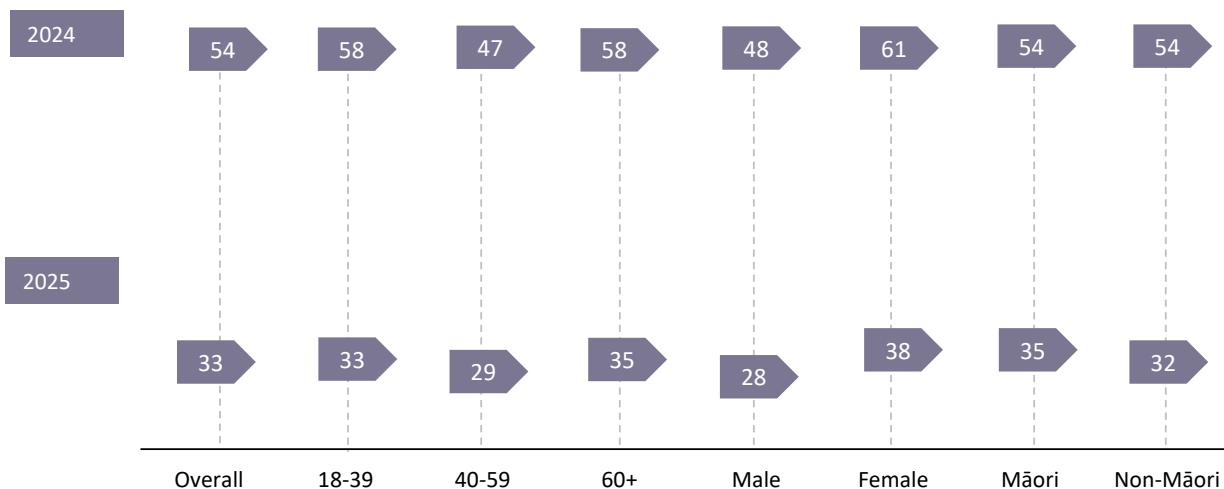
Page 20

Reputation Benchmarks



Key:

- >80 Excellent reputation
- 60-79 Acceptable reputation
- <60 Poor reputation
- 150 Maximum score

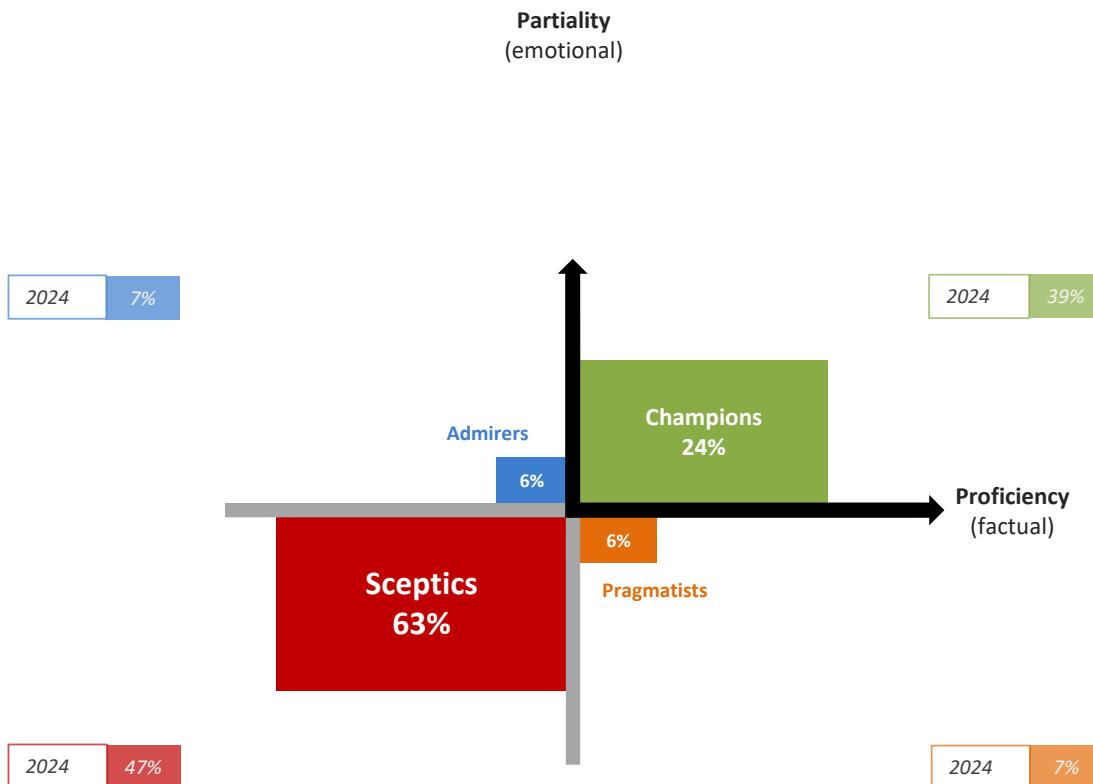


NOTES:

1. Sample: 2025 n=439 ;2024 n=675;;
2. The benchmark is calculated by rescaling the overall reputation measure to a new scale between -50 and +150 to improve granularity for the purpose of benchmarking
3. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Page 21

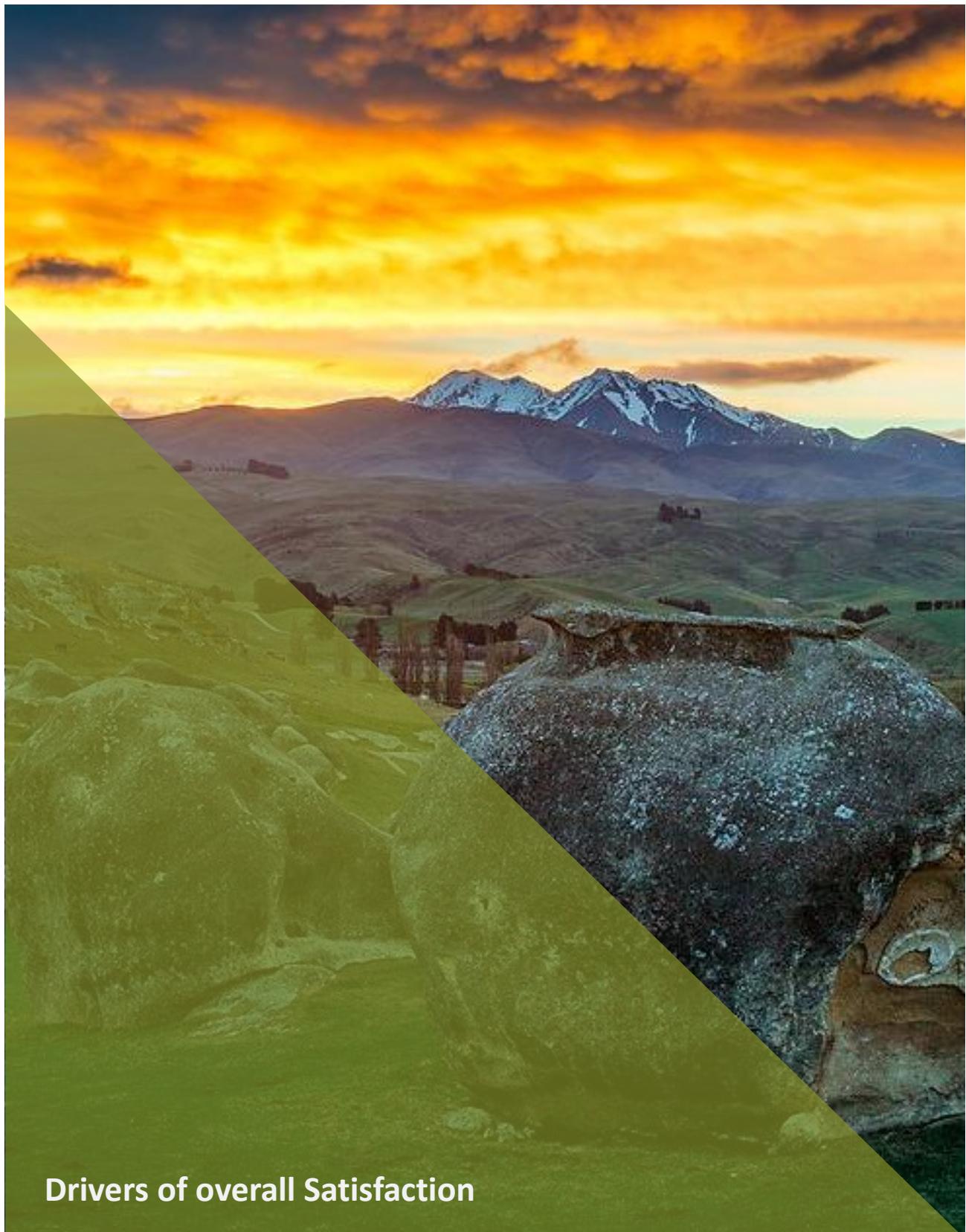
Reputation Profile



NOTES:

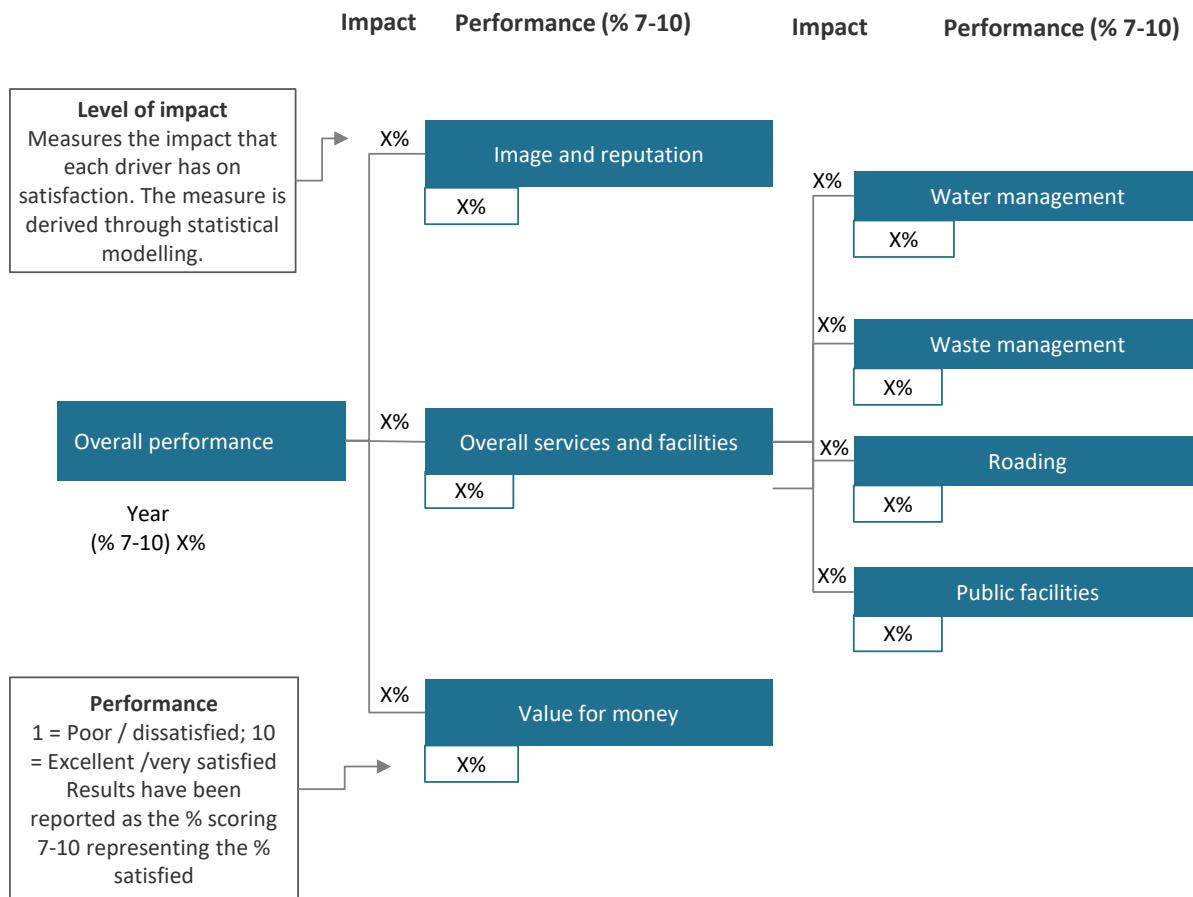
1. Sample: 2025 n=439; 2024 n=675; 2023 n= 447;
2. REP1: How would you rate the Council for being committed to creating a great district, how it promotes economic development, being in touch with the community and setting clear direction; Overall, how would you rate the Council for its LEADERSHIP?
3. REP2: Thinking about how open and transparent Council is, how council can be relied on to act honestly and fairly, and their ability to work in the best interests of the District, overall, how would you rate the Council in terms of the faith and trust you have in them to be open and transparent, act honestly and fairly, and work in the best interests of the district?
4. REP3: Now thinking about the Council's financial management – how appropriately it invests in the district, how wisely it spends and avoids waste, and its transparency around spending, how would you rate the Council overall for its financial management?
5. REP4: And thinking about all the services and infrastructure the Council provides, how would you rate them for the quality of the services they provide?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

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Drivers of overall Satisfaction

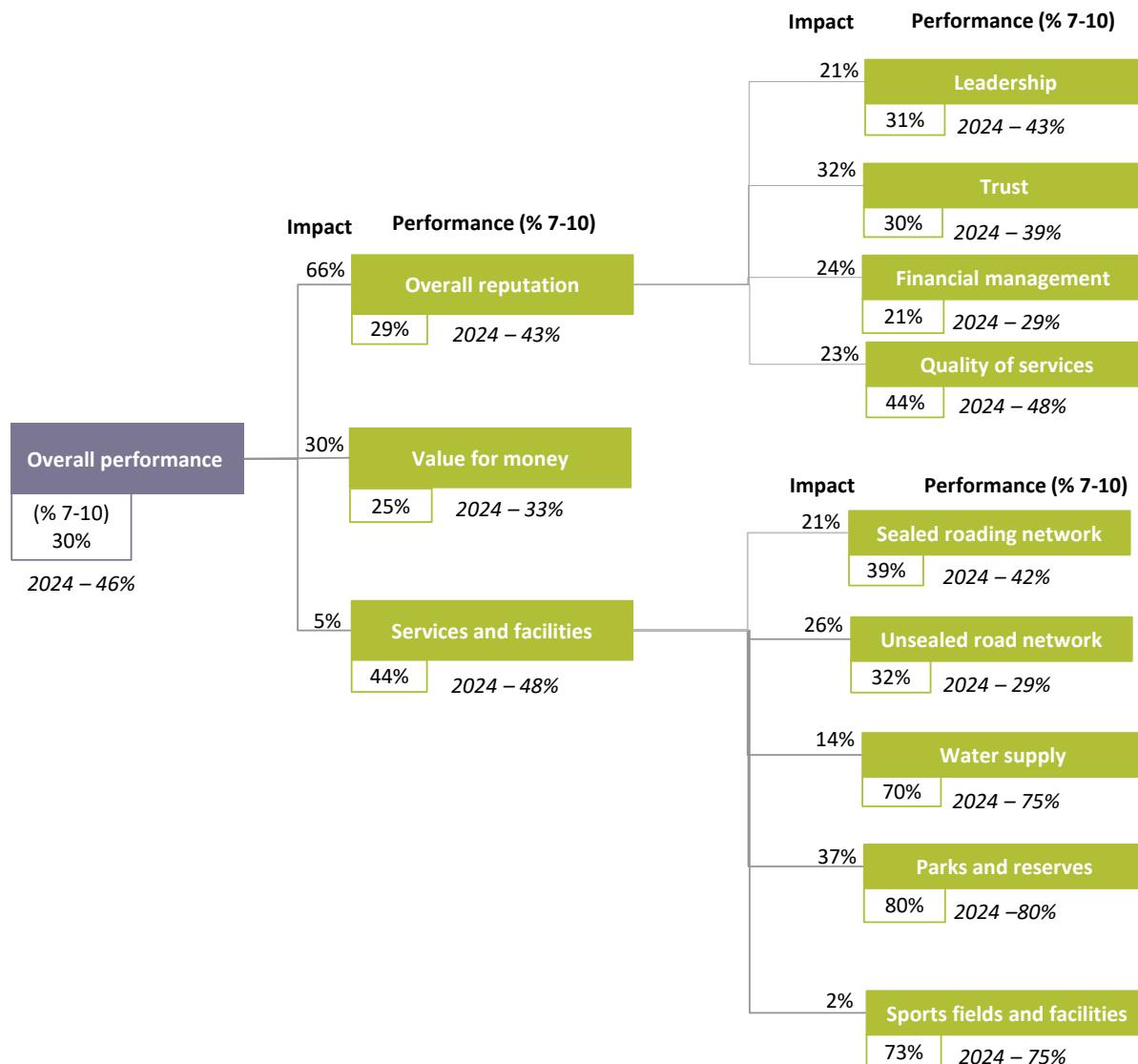
Introduction to the CVM driver model



Overview of our driver model

- Residents are asked to rate their perceptions of Council's performance on the various elements that impact overall satisfaction. These processes must align with the customer facing services and processes to ensure they are actionable
- We use multiple regression analysis to identify how much different areas of services provided by Council impact overall perception. Impact scores represent how strong the connection is.
- For example, if impact score for one of the KPI's is 50%, it means that increasing residents' perception in this area by 4% will increase perception of Overall performance by 2%, given all other factors remain unchanged.

Drivers of Perceptions



NOTES:

1. Sample: 2025 n=439; 2024 n=675; 2023 n= 447;
2. NCI – No current impact
3. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Page 25



Sealed roading network



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Sealed roading network	39%	42%	19%	21%	41%

Scores with % 7-10	18-39	40-59	60+
Sealed roading network	41%	35%	42%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Sealed roading network	41%	36%	30%	44%

NOTES:

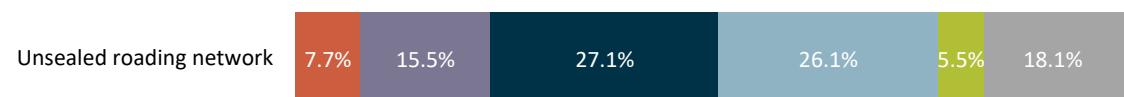
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q4: Using a scale of 1-10 where 1 is very dissatisfied and 10 is very satisfied, how satisfied are you with the sealed roading network in the Waitaki District?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

 **Year-on-year**
Significantly higher
 **Significantly lower**

 **Between demographics**
Significantly higher
 **Significantly lower**

Page 27

Unsealed roading network



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Unsealed roading network	32%	29%	24%	42%	31%

Scores with % 7-10	18-39	40-59	60+
Unsealed roading network	38%	32%	27%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Unsealed roading network	35%	31%	17%	23%

NOTES:

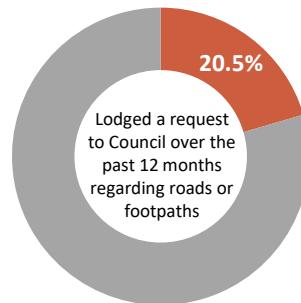
- Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
- 18-39 n=63; 40-59 n=162; 60+ n=214;
- Māori n=26; All Others n=413;
- Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
- Q5. Using the same 1-10 scale, how satisfied are you with the unsealed roading network in the Waitaki District?
- Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Page 28

Unsealed roading network (Dissatisfaction)



% Yes	Oamaru	Corriedale	Waihemo	Ahuriri
Lodged a request to Council over the past 12 months regarding roads or footpaths	17%	22%	29%	29%

NOTES:

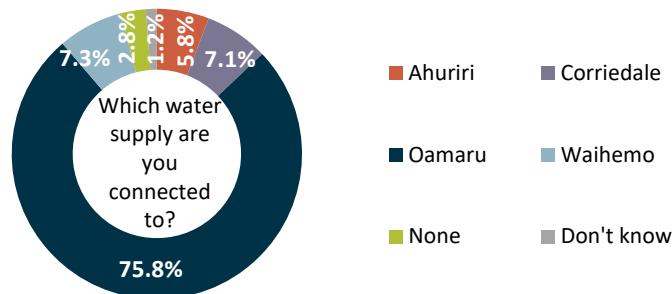
1. Sample: 2025 n=439;
2. 5c. Have you lodged a customer request to Council over the past 12 months regarding roads or footpaths? n= 439
3. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
↗ Significantly higher
↘ Significantly lower

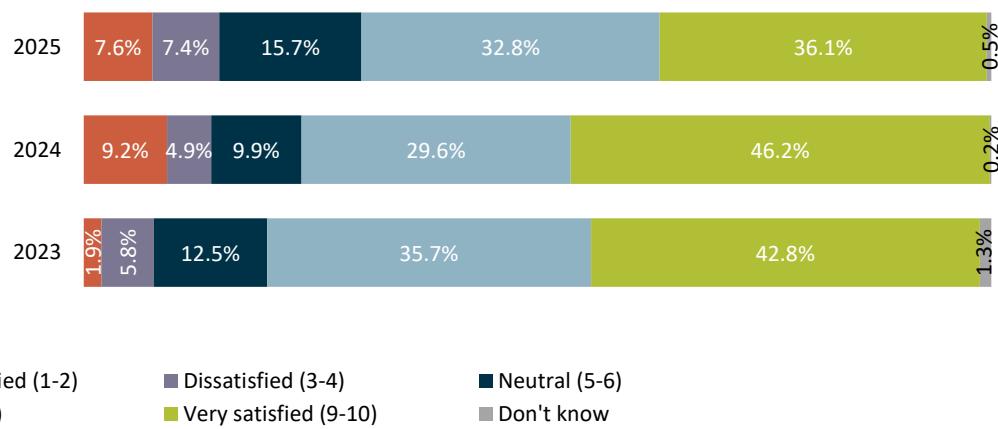
Between demographics
↗ Significantly higher
↘ Significantly lower

Page 29

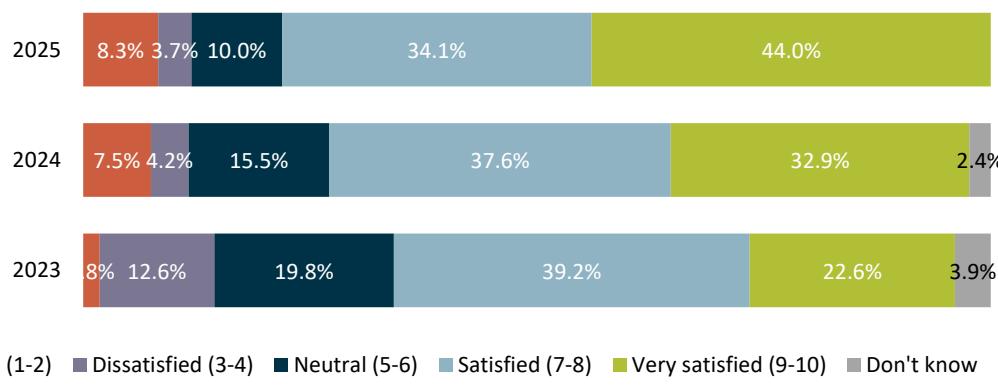
Water Supply



Satisfaction with (Oamaru (including Weston/Enfield, Kakanui, Herbert/Waianakarua and Hampden-Moeraki zones) – part of the Oamaru Ward) water supply



Satisfaction with (Palmerston - (including Dunback and Goodwood zones), Stoneburn – part of the Waihemo Ward) water supply



NOTES:

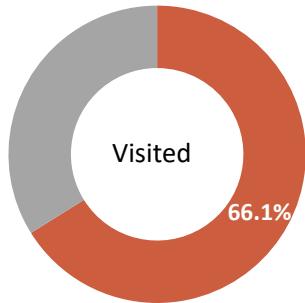
1. Sample: 2025 n= 439; 2024 n=675; 2023 n= 447;
2. Q6: Which water supply are you connected to?
3. Q6a: How satisfied are you with the water supply provided by the Waitaki District Council?
4. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
Significantly higher
Significantly lower

Between demographics
Significantly higher
Significantly lower

Page 30

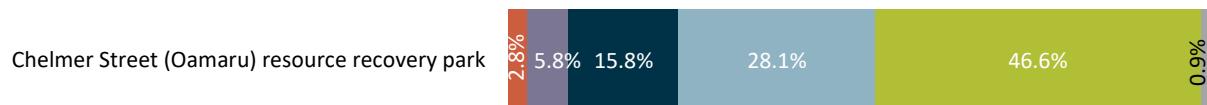
Chelmer Street (Oamaru) Resource Recovery Park



% Visited	2025	2024	2023	Māori	Non-Māori
Chelmer Street (Oamaru) Resource recovery park	66%	70%	65%	62%	66%

% Visited	18-39	40-59	60+
Chelmer Street (Oamaru) Resource recovery park	60%	74%	65%

% Visited	Oamaru	Corriedale	Waihemo	Ahuriri
Chelmer Street (Oamaru) Resource recovery park	77%	74%	24%	19%



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Chelmer Street (Oamaru) Resource recovery park	75%	80%	77%	44% ▼	77%

Scores with % 7-10	18-39	40-59	60+
Chelmer Street (Oamaru) Resource recovery park	63%	79%	78%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Chelmer Street (Oamaru) Resource recovery park	77%	65% ▼	80%	77%

NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q7: Have you used the Waitaki Resource Recovery Park on Chelmer Street in Oamaru in the past 12 months?
6. Q7a: How satisfied are you with the resource recovery park?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Page 31

Waitaki District as a safe place to be



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with safety in the district	73%	73%	72%	64%	74%

Scores with % 7-10	18-39	40-59	60+
Satisfaction with safety in the district	80% ▲	73%	68% ▼

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with safety in the district	72%	82%	56% ▼	85%

% Yes	2025	2024	2023	Māori	Non-Māori
Satisfaction with Civil Defence Emergency Management	42%	42%	48%	48%	42%

% Yes	18-39	40-59	60+
Satisfaction with Civil Defence Emergency Management	42%	37%	47%

% Yes	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with Civil Defence Emergency Management	44%	36%	39%	49%

NOTES:

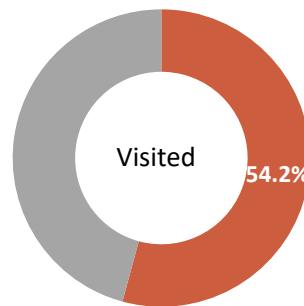
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q8: How satisfied are you that the Waitaki district is generally a safe place to be?
6. Q8c. Are you satisfied with Civil Defence Emergency Management?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
Higher
Lower

Page 32

Libraries



% Visited	2025	2024	2023	Māori	Non-Māori
Libraries	54%	58%	42%	54%	54%

% Visited	18-39	40-59	60+
Libraries	51%	54%	57%

% Visited	Oamaru	Corriedale	Waihemo	Ahuriri
Libraries	56%	55%	65%	27%

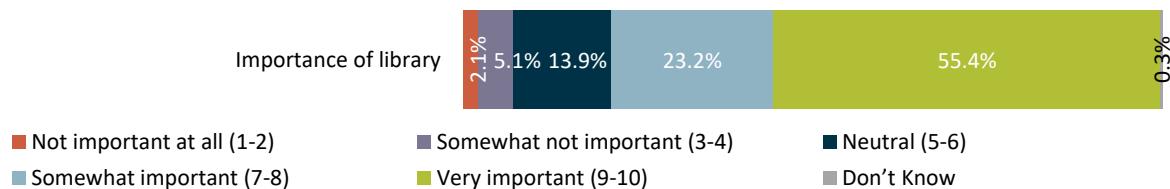
NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q9: Have you visited any of the libraries in the Waitaki District in the past 12 months?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

 **Year-on-year**
Significantly higher
 **Between demographics**
Significantly higher
Significantly lower

Page 33

Importance of libraries



Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Importance to whanau	79%	81%	84%	41% ▼	82%

Scores with % 7-10	18-39	40-59	60+
Importance to whanau	76%	78%	81%

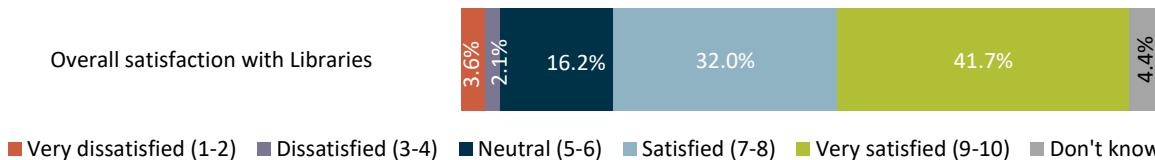
Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Importance to whanau	78%	82%	84%	52% ▼

NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. 9b: Using a scale of 1 to 10 where 1 is 'Not at all important' and 10 is 'Very important', how important is the library to you and your family/whanau?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year Between demographics
▲ *Significantly higher* *Significantly higher*
▼ *Significantly lower* *Significantly lower*

Satisfaction with libraries



Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with libraries	74% ▼	85%	85%	48% ▼	76% ▼

Scores with % 7-10	18-39	40-59	60+
Satisfaction with libraries	74% ▼	77%	72% ▼

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with libraries	73% ▼	71% ▼	79%	77%

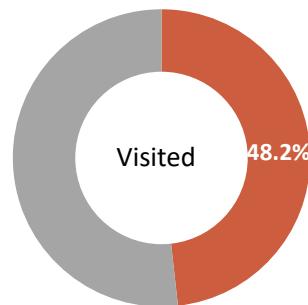
NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q10: How satisfied are you with the library services in the Waitaki district?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

 Year-on-year  Significantly higher  Significantly lower	Between demographics  Significantly higher  Significantly lower
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Page 35

Oamaru Opera House

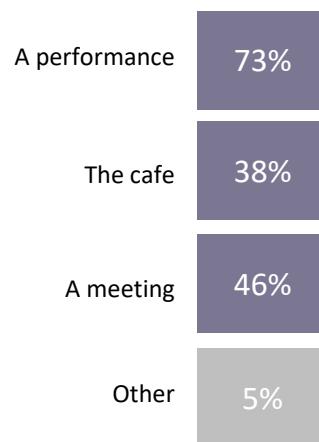


% Visited	2025	2024	2023	Māori	Non-Māori
Oamaru Opera House	48%	53%	35%	48%	48%

% Visited	18-39	40-59	60+
Oamaru Opera House	53%	45%	47%

% Visited	Oamaru	Corriedale	Waihemo	Ahuriri
Oamaru Opera House	54%▼	56%	19%	29%

Reason for visiting the Oamaru Opera House



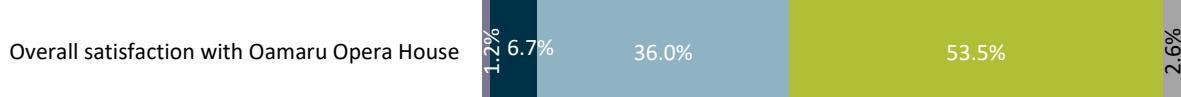
NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q11a: What was the reason for visiting the Oamaru Opera House?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year Between demographics
▲ *Significantly higher* ▲ *Significantly higher*
▼ *Significantly lower* ▼ *Significantly lower*

Page 36

Satisfaction with Oamaru Opera House



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with Oamaru Opera House	89%	91%	86%	77%	90%

Scores with % 7-10	18-39	40-59	60+
Satisfaction with Oamaru Opera House	94%	90%	85%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with Oamaru Opera House	91%	89%	63%	93%

NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q11b: How satisfied are you with the Oamaru Opera House?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year Between demographics
▲ Significantly higher ▲ Significantly higher
▼ Significantly lower ▼ Significantly lower

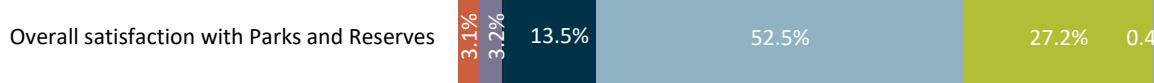
Parks and reserves



% Visited	2025	2024	2023	Māori	Non-Māori
Parks and reserves	77%	80%	72%	76%	78%

% Visited	18-39	40-59	60+
Parks and reserves	87%	80%	69%

% Visited	Oamaru	Corriedale	Waihemo	Ahuriri
Parks and reserves	81%	73%	69%	76%



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with parks and reserves	80%	80%	82%	81%	80%

Scores with % 7-10	18-39	40-59	60+
Satisfaction with parks and reserves	75%	81%	82%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with parks and reserves	80%	91% ▲	46% ▼	89% ▲

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q12: Have you used any of the parks or reserves in the Waitaki district in the past 12 months?
6. Q12a: How satisfied are you with parks and reserves in the Waitaki District?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▼ Significantly higher
▲ Significantly lower

Between demographics
Significantly higher
Significantly lower

Page 38

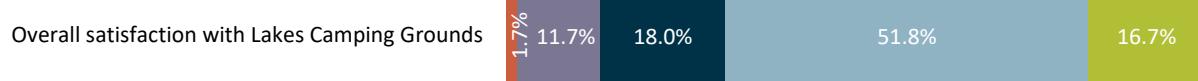
Lakes Camping Grounds



% Visited	2025	2024	2023	Māori	Non-Māori
Lakes Camping Grounds	11%	13%	12%	15%	11%

% Visited	18-39	40-59	60+
Lakes Camping Grounds	22%	5% ▼	9%

% Visited	Oamaru	Corriedale	Waihemo	Ahuriri
Lakes Camping Grounds	12%	9%	7%	17%



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with Lakes Camping Grounds	69%	72%	62%	50%	71%

Scores with % 7-10	18-39	40-59	60+
Satisfaction with Lakes Camping Grounds	67%	73%	69%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with Lakes Camping Grounds	62%	67%	100%	90%

NOTES:

1. Sample:2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q13. Have you used the Council-owned Lakes camping grounds over the past 12 months?
6. Q13a. How satisfied are you with the quality of the Council-owned Lakes camping grounds?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

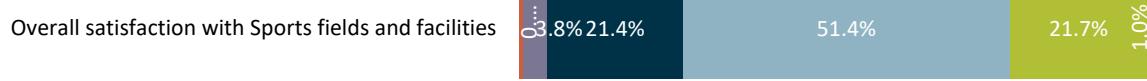
Sports fields and facilities



% Visited	2025	2024	2023	Māori	Non-Māori
Sports fields and facilities	33%	33%	27%	51%	32%

% Visited	18-39	40-59	60+
Sports fields and facilities	49%	39%	17%

% Visited	Oamaru	Corriedale	Waihemo	Ahuriri
Sports fields and facilities	34%	32%	29%	36%



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with sports fields and facilities	73%	75%	70%	64%	74%

Scores with % 7-10	18-39	40-59	60+
Satisfaction with sports fields and facilities	63% ▼	76%	89% ▲

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with sports fields and facilities	75%	62%	61%	100%

NOTES:

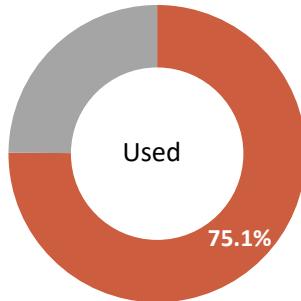
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q14. Have you used any Waitaki District sports fields or facility in the past 12 months?
6. Q15a. How satisfied are you with Waitaki's sports fields and facilities?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▼ Significantly higher
▲ Significantly lower

Between demographics
Significantly higher
Significantly lower

Page 40

Public toilets



% Visited	2025	2024	2023	Māori	Non-Māori
Public toilets	75%	72%	72%	84%	74%

% Visited	18-39	40-59	60+
Public toilets	75%	77%	74%

% Visited	Oamaru	Corriedale	Waihemo	Ahuriri
Public toilets	69%	85%	81%	89%



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with public toilets	72%	70%	65%	68%	72%

Scores with % 7-10	18-39	40-59	60+
Satisfaction with public toilets	68%	73%	73% ▼

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with public toilets	71%	67%	80%	73%

NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q16. Have you used a public toilet in the past 12 months?
6. Q16a. How satisfied are you with the public toilets?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
Significantly higher
Significantly lower

Page 41

Aquatic Centre



% Visited	2025	2024	2023	Māori	Non-Māori
Aquatic Centre	34%	37%	26%	66% ▼	31%
% Visited	18-39	40-59	60+		
Aquatic Centre	54%	37%	18%		
% Visited	Oamaru	Corriedale	Waihemo	Ahuriri	
Aquatic Centre	37%	36%	22%	21%	



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with Aquatic Centre	76%	75%	77%	69%	77%

Scores with % 7-10	18-39	40-59	60+
Satisfaction with Aquatic Centre	71%	78%	82%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with Aquatic Centre	75%	73%	76%	91%

NOTES:

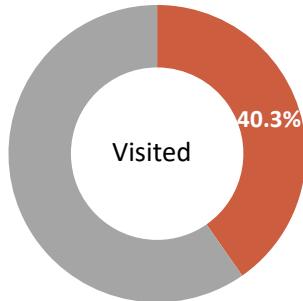
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q17. Have you used or visited the Aquatic Centre in the past 12 months?
6. Q17a. How satisfied are you with the Aquatic Centre
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▲ Significantly higher
▼ Significantly lower

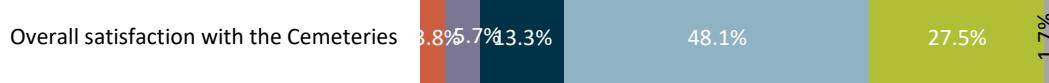
Between demographics
Significantly higher
Significantly lower

Page 42

Cemeteries



% Visited	2025	2024	2023	Māori	Non-Māori
Cemeteries	40%	37%	41%	46%	40%
% Visited	18-39	40-59	60+		
Cemeteries	29%	40%	48% ▲		
% Visited	Oamaru	Corriedale	Waihemo	Ahuriri	
Cemeteries	42%	32%	46%	36%	



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10) ■ Don't know

Scores with % 7-10	2025	2024	2023	Māori	Non-Māori
Satisfaction with cemeteries	76%	81%	76%	72%	76%

Scores with % 7-10	18-39	40-59	60+
Satisfaction with cemeteries	94%	61% ▼	77%

Scores with % 7-10	Oamaru	Corriedale	Waihemo	Ahuriri
Satisfaction with cemeteries	76%	59% ▼	83%	90%

NOTES:

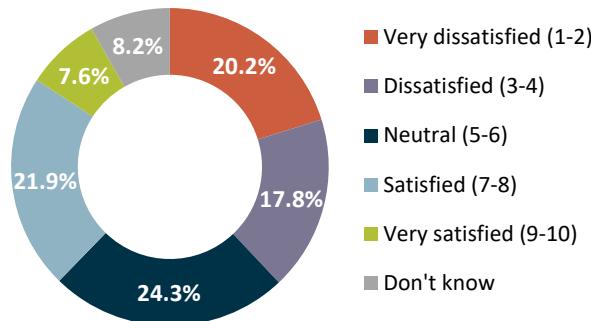
1. Sample:2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q18. Have you visited a cemetery in the Waitaki District in the past 12 months?
6. Q18a. How satisfied are you with cemeteries in the Waitaki District?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▲ Significantly higher
▼ Significantly lower

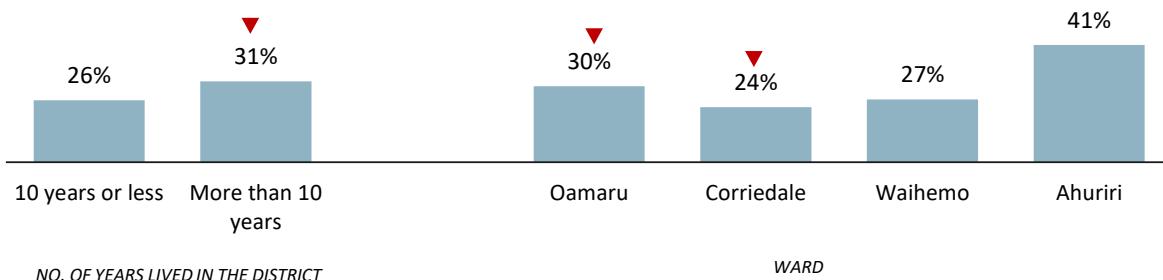
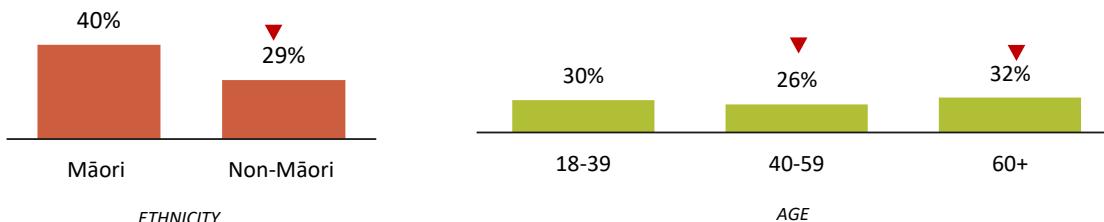
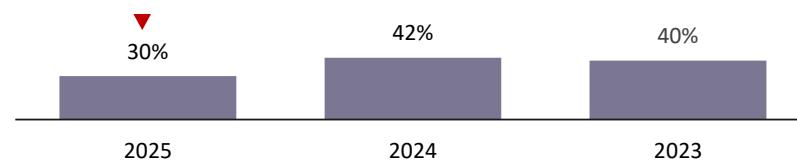
Between demographics
Significantly higher
Significantly lower

Page 43

Performance of the Mayor and Councillors



Satisfied
% 7-10



NOTES:

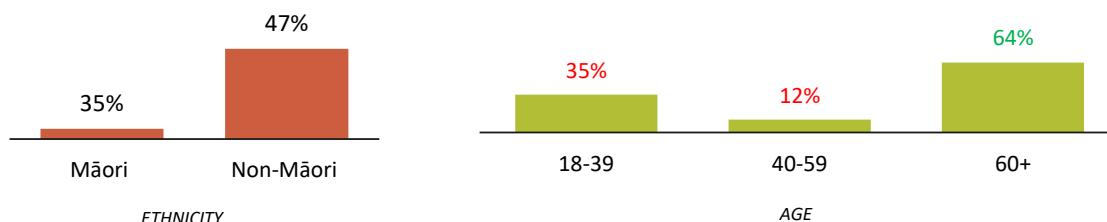
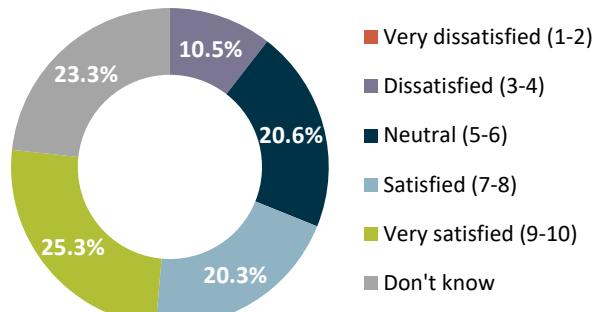
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
6. Q19. How satisfied are you with the performance of the Mayor and Councillors over the last 12-month period?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
↗ Significantly higher
↘ Significantly lower

Between demographics
↗ Significantly higher
↘ Significantly lower

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Performance Ahuriri Community Board members



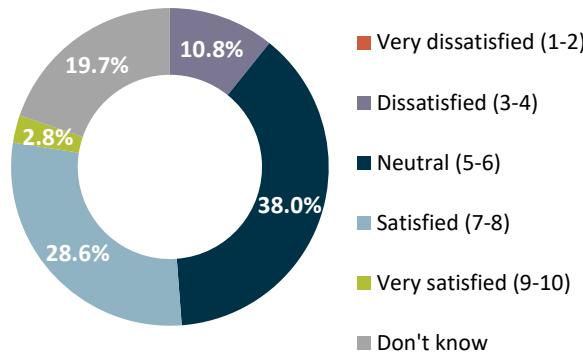
NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Q20. How satisfied are you with the performance of Ahuriri Community Board members?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

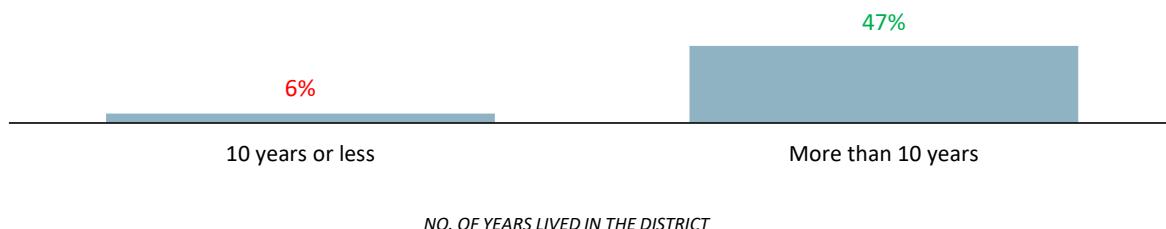
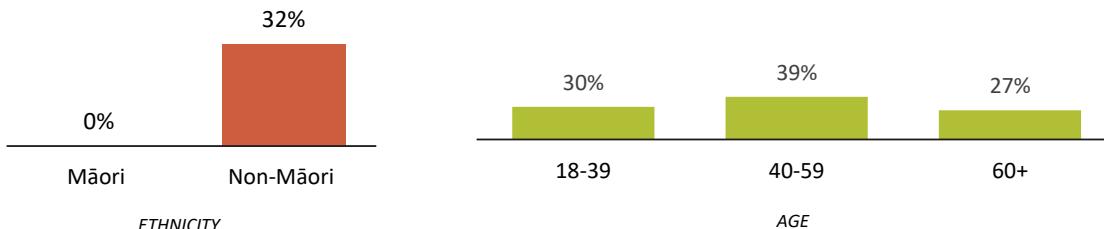
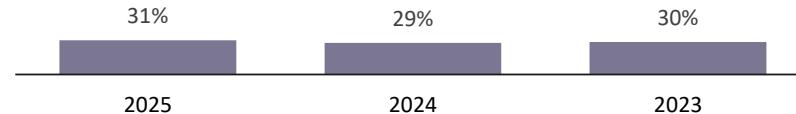
Year-on-year Between demographics
▲ Significantly higher ▲ Significantly higher
▼ Significantly lower ▼ Significantly lower

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Performance Waihemo Community Board members



Satisfied
% 7-10



NO. OF YEARS LIVED IN THE DISTRICT

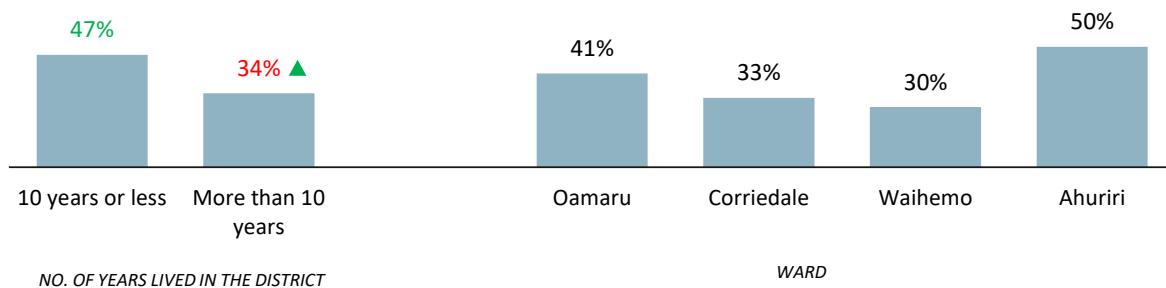
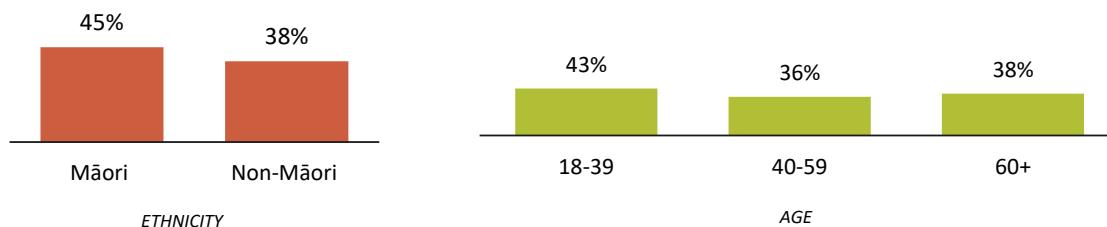
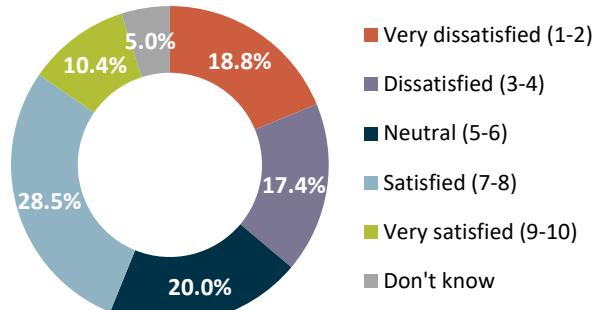
NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Q21. How satisfied are you with the performance of Waihemo Community Board members?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year Between demographics
 *Significantly higher*  *Significantly lower*
 *Significantly higher*  *Significantly lower*

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Consultation with the community



NOTES:

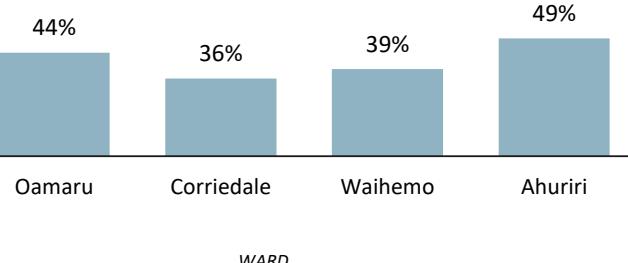
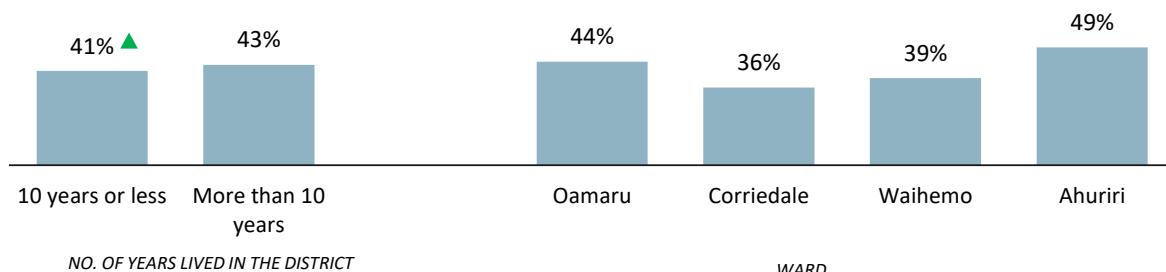
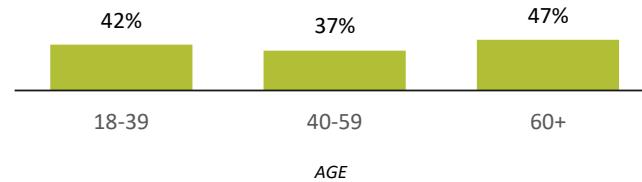
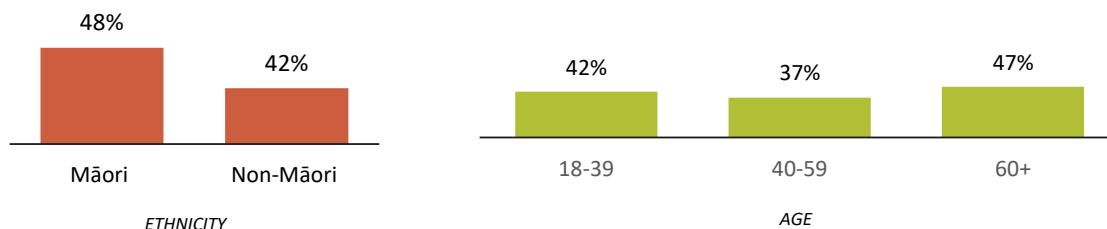
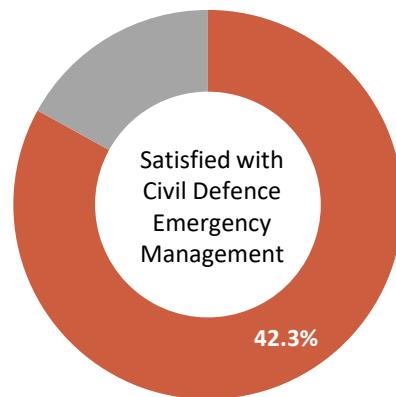
1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
6. Q22. How satisfied are you with Council's consultation with the community?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
Significantly higher
Significantly lower

Between demographics
Significantly higher
Significantly lower

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Civil Defence Emergency Management



NOTES:

- Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
- 18-39 n=63; 40-59 n=162; 60+ n=214;
- Māori n=26; All Others n=413;
- 10 years or less n=139; more than 10 years n=299
- Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
- 8c. Are you satisfied with Civil Defence Emergency Management?
- Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
▴ Significantly higher
▾ Significantly lower

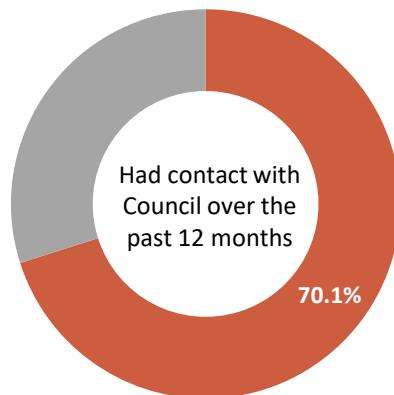
Between demographics
▴ Significantly higher
▾ Significantly lower

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Contact and with Council

Contact with Council Over the past 12 months



%	2025	2024	2023	Māori	Non-Māori
Had contact with Council	70% ▲	63%	50%	84%	69% ▲

%	18-39	40-59	60+
Had contact with Council	62% ▲	70%	76% ▲

%	Oamaru	Corriedale	Waihemo	Ahuriri
Had contact with Council	67%	71%	81%	79%

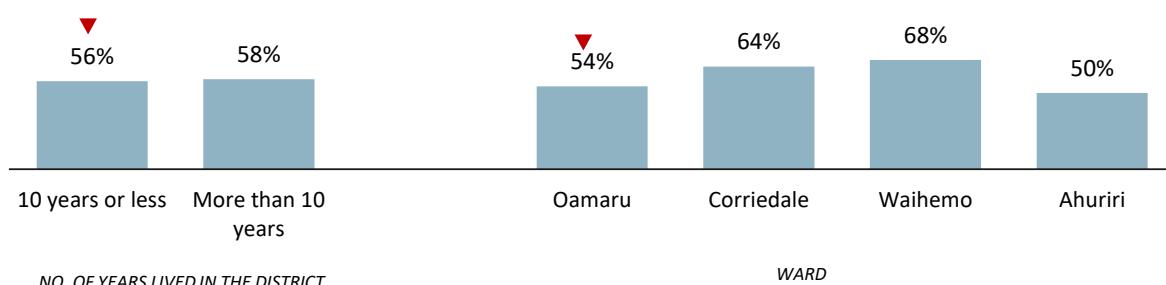
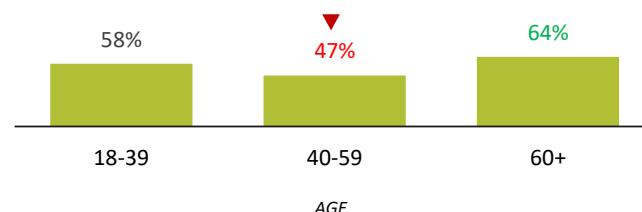
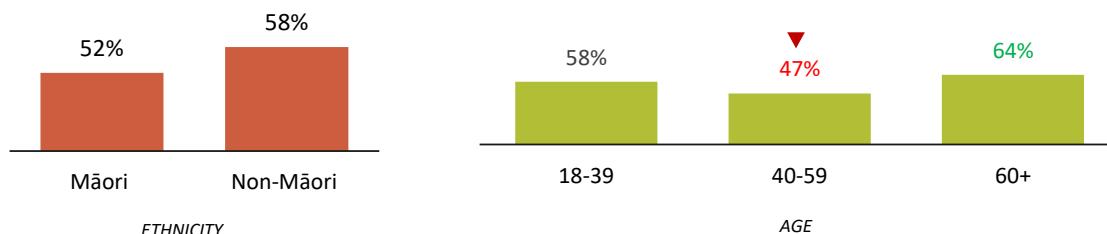
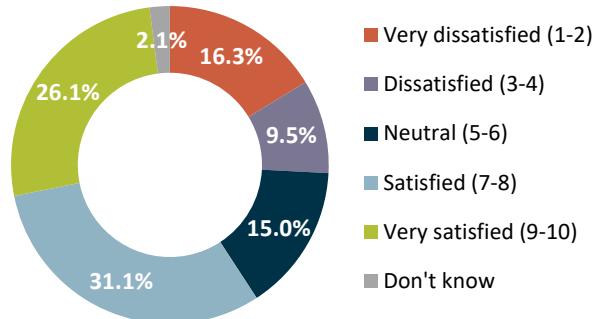
NOTES:

1. Sample:2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q23. Have you had any contact with Council over the past 12 months?
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

▲ *Significantly higher*
▼ *Significantly lower*

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Satisfaction with the contact



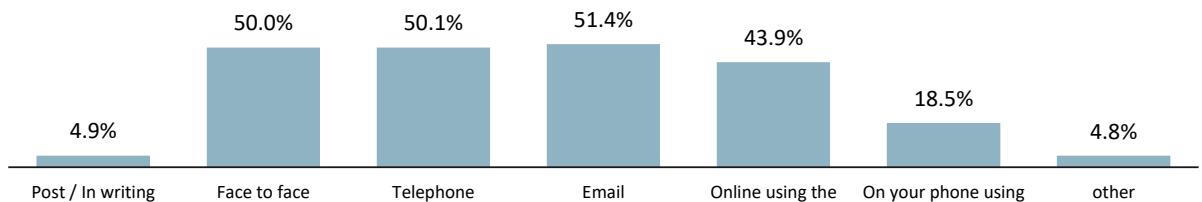
Year-on-year Between demographics
▲ Significantly higher ▲ Significantly higher
▼ Significantly lower ▼ Significantly lower

NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
6. 23b. How satisfied were you with this contact?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

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Current way that residents engage with the Council



	%	2025	2024	2023
Post / In writing		5%	5%	5%
Face to face – visiting the offices / service centre		50%	53%	45%
Telephone		50%	53%	62%
Email		51% ▲	42%	35%
Online using the website		44%	38%	32%
On your phone using apps		19%	18%	10%
Other		5%	3%	-

	%	Māori	Non-Māori	18-39	40-59	60+
Post / In writing		2%	5%	3%	5%	6%
Face to face – visiting the offices / service centre		56%	50%	46%	43%	58%
Telephone		65%	49%	47% ▼	45% ▼	56%
Email		39%	52% ▲	56% ▲	50%	50% ▲
Online using the website		36%	45% ▲	50%	50% ▲	35%
On your phone using apps		21%	18%	26%	21%	11%
Other		5%	5%	2% ▼	8% ▲	5%

	%	Oamaru	Corriedale	Waihemo	Ahuriri
Post / In writing		6%	2%	3%	4%
Face to face – visiting the offices / service centre		52% ▲	52%	57% ▲	21% ▼
Telephone		46% ▼	55%	71% ▲	44% ▼
Email		49%	52%	59%	60%
Online using the website		46%	47%	35%	34%
On your phone using apps		18%	16%	20%	25%
Other		4% ▼	3% ▼	3% ▼	13% ▲

NOTES:

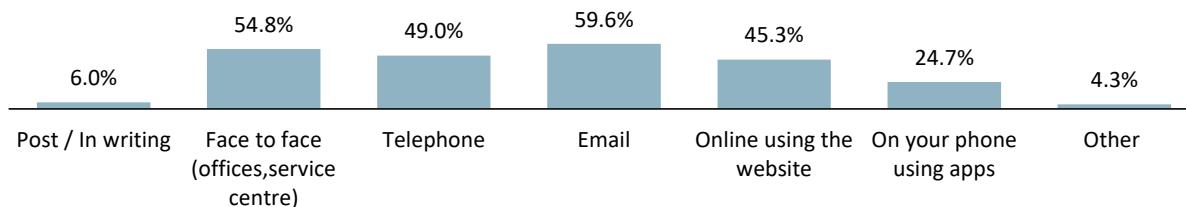
1. Sample:2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q24. How do you currently engage with the Council when you need a service? Please select all that apply.
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
Significantly higher
Significantly lower

Between demographics
Significantly higher
Significantly lower

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Preferred way residents would like to engage with the Council



%	2025	2024	2023
Post / In writing	6%	8%	7%
Face to face – visiting the offices / service centre	55%	56%	47%
Telephone	49%	51%	61%
Email	60%	55%	46%
Online using the website	45%	46%	41%
On your phone using apps	25%	28%	21%
Other	4%	2%	1%

%	Māori	Non-Māori	18-39	40-59	60+
Post / In writing	-	7%	5%	7%	7%
Face to face – visiting the offices / service centre	62%	54%	45% 50%	50% 66%	
Telephone	60%	48%	51%	44% ▼	52%
Email	53%	60%	64%	56%	59%
Online using the website	40%	46%	49%	48%	40%
On your phone using apps	32%	24%	34% 28%	28% 16%	
Other	5%	4%	5%	5%	3%

%	Oamaru	Corriedale	Waihemo	Ahuriri
Post / In writing	7%	7%	2%	2%
Face to face – visiting the offices / service centre	56% 63%	51% 50%	51% 26% ▼	36% 36%
Telephone	46%	51%	61%	48%
Email	58%	56%	63%	73%
Online using the website	49% 50%	50% 26% ▼	26% 26% ▼	36% 36%
On your phone using apps	23% ▼	27%	25%	34% ▲
Other	5% ▲	4%	2%	-

NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q25. In the future, how would you prefer to engage with the Council? Please select all that apply.
6. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
Significantly higher
Significantly lower

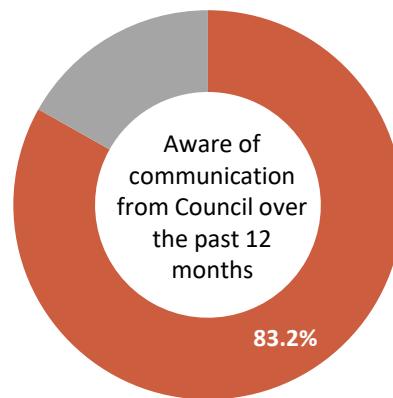
Between demographics
Significantly higher
Significantly lower

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Communication from Council

Awareness of communication from Council over the past 12 months



%	2025	2024	2023	Māori	Non-Māori
Aware of communication from Council over the past 12 months	83% ▲	74%	61%	86%	83% ▲

%	18-39	40-59	60+
Aware of communication from Council over the past 12 months	74% ▲	84% ▲	88%

%	Oamaru	Corriedale	Waihemo	Ahuriri
Aware of communication from Council over the past 12 months	83% ▲	84%	86%	82%

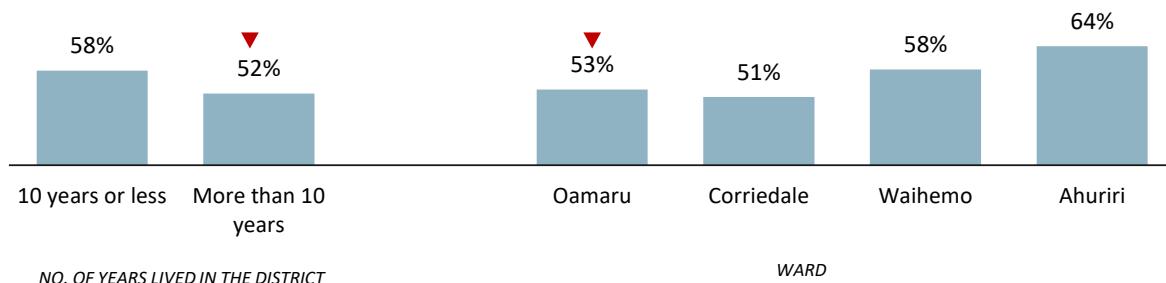
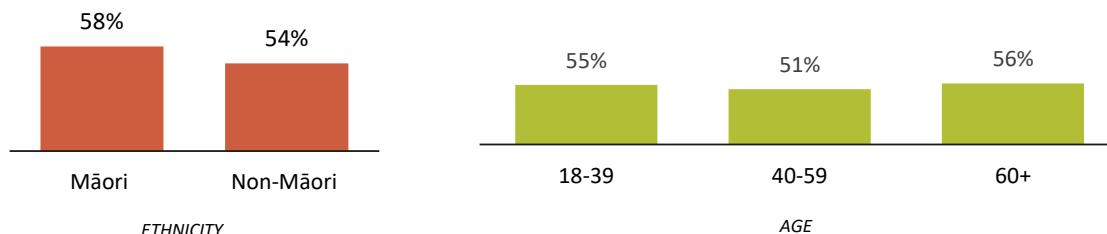
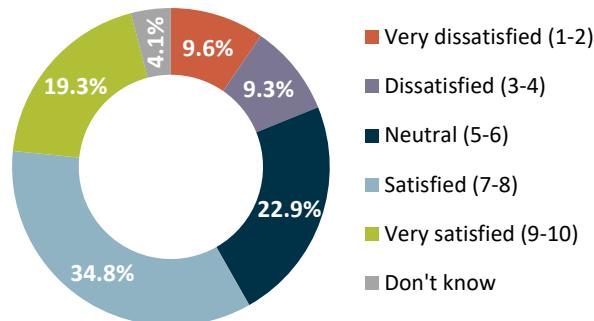
NOTES:

1. Sample:2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
5. Q26. Are you aware of any communication from Council over the past 12 months?
6. Were aware of communication from Council:
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

▲ *Significantly higher*
▼ *Significantly lower*

Between demographics
▲ *Significantly higher*
▼ *Significantly lower*

Satisfaction with the communication



NOTES:

1. Sample: 2025 n = 439; 2024 n=675; 2023 n= 447;
2. 18-39 n=63; 40-59 n=162; 60+ n=214;
3. Māori n=26; All Others n=413;
4. 10 years or less n=139; more than 10 years n=299
5. Oamaru n=286, Corriedale n=78, Waihemo n=35, Ahuriri n=40
6. 26b. How satisfied were you with communication from Council?
7. Due to rounding, percentages may add to just over or under (+/- 1%) totals

Year-on-year
↗ Significantly higher
↘ Significantly lower

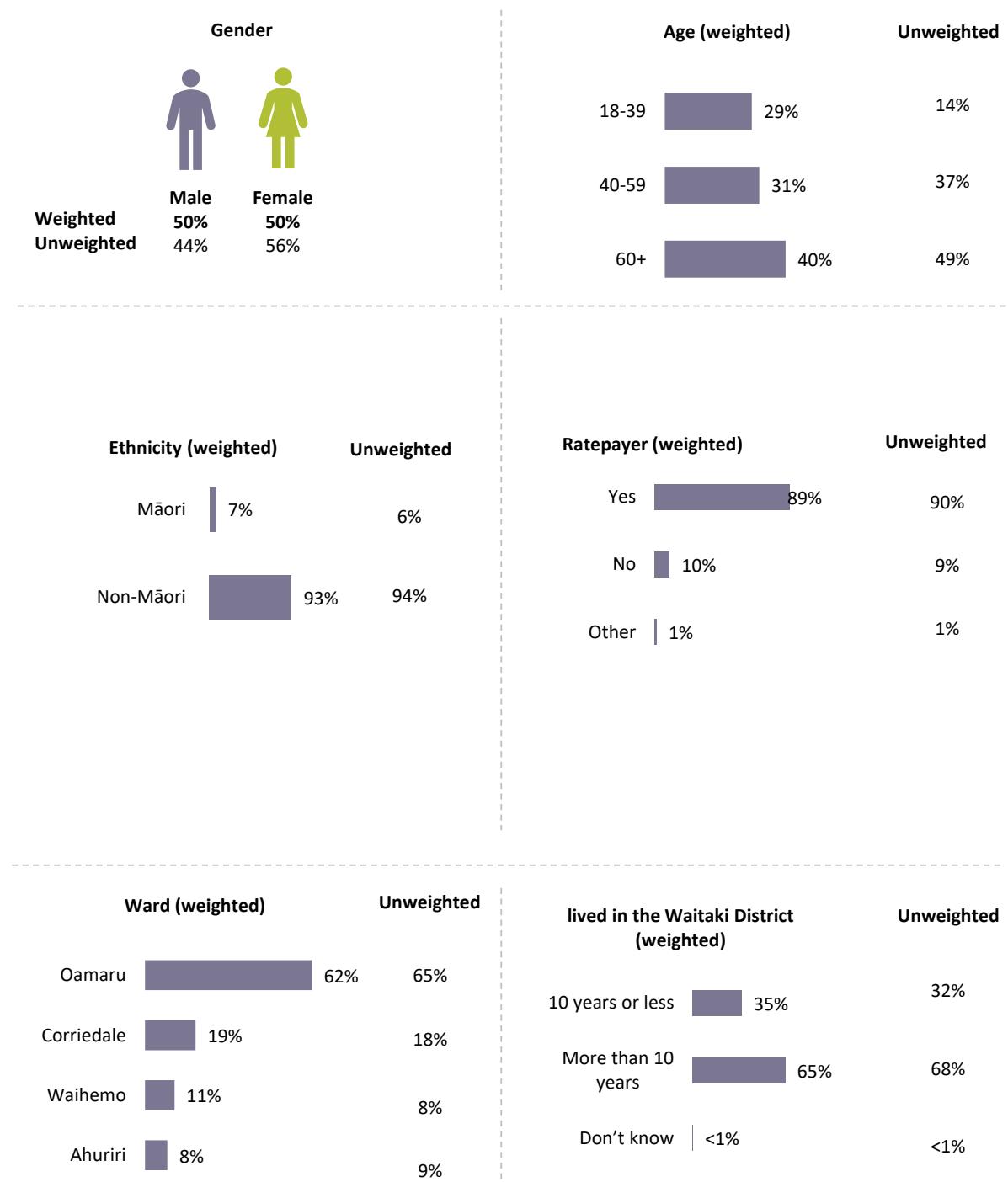
Between demographics
↗ Significantly higher
↘ Significantly lower

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Sample profile

Sample profile



NOTES:

1. Total sample: n=439
2. Due to rounding, percentages may add to just over or under (+/- 1%) totals

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Demographics (counts)

Male	195
Female	244

Māori	26
Non-Māori	413

Oamaru	286
Corriedale	78
Waihemo	35
Ahuriri	40

18 to 39 years	63
40 to 59 years	162
60 years or over	214

10 years or less	139
More than 10 years	299

Pay rates	390
Don't pay rates	39
Other	4

NOTES:
1. Total sample: n=439

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3.5 FINANCIAL SUMMARY (TO 31 OCTOBER 2025)

Author: Amanda Nicholls, Chief Financial Officer

Authoriser: Paul Hope, Director Support Services

RECOMMENDATION

That the Performance, Audit and Risk Committee receives and notes the information.

PURPOSE

This report presents a high-level financial summary for the four months ended 31 October 2025.

COMMENTARY

This report does not replace the regular financial reporting that is provided at each quarter's end. Instead, it is intended to supplement that reporting and bridge the gap between the quarters.

Overall operating revenue is substantially lower than budget and operating costs are higher. As a result, Council will report an operating deficit for the period of (\$4.68m), compared with a budgeted operating surplus of \$1.43m. This result arises largely due to timing of external grants for major projects, and higher Depreciation than was budgeted.

KEY FINANCIAL UPDATE AT 31 OCTOBER 2025

INCOME STATEMENT

	OCT 2025 ACTUAL \$000	OCT 2025 BUDGET \$000	2026 BUDGET \$000
Rates	16,786	16,727	51,064
Grants	5,024	10,140	30,419
Finance Income	427	361	1,083
Other income	4,210	4,114	13,191
TOTAL Revenue	26,447	31,342	95,757
Personnel costs	7,035	6,360	19,081
Depreciation	8,644	8,232	24,696
Finance costs	1,101	1,158	3,474
Other costs	14,381	14,164	39,948
TOTAL Expenditure	31,161	29,914	87,199
Interest – LGFA Borrower notes	31	-	113
Surplus / (Deficit)	(4,683)	1,428	8,771

Income and Expenditure

- Revenue from external grants is under budget by (\$5.11m) as budgeted income to support the Events Centre (\$2.1m) and the Forrester Gallery (\$1.25m) has yet to be received at month end. The recognition of Better Off Funding is under budget due to delays in achieving contractual outcomes, and several other smaller grants have not been received in line with budget expectations. Conversely, NZTA roading subsidies at \$4.28m are over budget by \$0.54m as work on the Kakanui Bridge project is ahead of budget.

- Finance Revenue is over budget while Finance Costs are solidly under budget, demonstrating the benefit of delaying taking on new debt for as long as possible.
- Development contribution income is over budget, due to amounts charged to Omarama Airfield Ltd in 2026 that were deferred from 2025 in relation to the subdivision of airfield land.
- Depreciation is reported over budget as a result of the revaluation of roading and property assets at June 2025. This variance will continue to grow until year end.
- Personnel costs are currently over budget. Note: a portion of these costs will be capitalised to the balance sheet as they relate to staff time “building” an asset for use.

Financial Position

	OCT 2025 ACTUAL \$000	2026 BUDGET \$000
Property Plant & Equipment (1)	1,335,939	1,324,527
Loans to other entities (2)	20,566	18,046
LGFA borrower Notes	2,503	2,383
Cash & Bank (3)	920	4,387
Receivables	5,575	3,062
Other assets	12,726	10,889
TOTAL Revenue	1,378,229	1,363,294
LGFA Borrowings (5)	81,464	93,602
Accounts Payable	8,606	15,044
Employee Entitlements	2,450	2,215
Other liabilities	225	289
TOTAL Expenditure	92,745	111,150
Equity	1,285,484	1,252,144

Budget figures are the *projected year-end position* and so may not be directly comparable with the year-to-date position in all instances.

1. The budget for Property, Plant and Equipment includes the full year's capital expenditure programme, less Depreciation, the annual revaluation of roading assets and the triennial revaluation of water infrastructure – revaluations are not processed until June each year.
2. Loans to Other Entities are detailed in the Quarterly Treasury Report and Treasury Strategy.
3. Cash and Cash Equivalents were lower than normal due to being managed prudently in line with the timing of Rates Revenue and capital payments
4. Borrowings are detailed in the Quarterly Treasury Report and Treasury Strategy.

Capital Expenditure

	OCT 2025 ACTUAL \$000	OCT 2025 BUDGET \$000	2026 BUDGET \$000
Roading	5,418	6,314	17,964
Water	1,514	4,636	11,910
Sewer	240	1,195	3,585
Property	2,054	1,822	5,466
Parks & Recreation	6,160	5.968	17,905
IT	623	732	2,198
Vehicles	45	102	307
Other	56	106	311
TOTAL Revenue	16,110	20,875	59,646

Significant capital projects in the water and sewer space have been delayed and are in the scoping phase. It is expected that work will increase in the next 6 months, but there will be circa \$10m of 3 waters capital projects that are expected to be delayed until the next financial year.

Other key areas (Network Waitaki Events Centre, Forrester Gallery, Kakanui Bridge) are largely on-track to budget.

3.6 FINANCIAL REPORT FOR QUARTER 1 FY2026

Author: **Amanda Nicholls, Chief Financial Officer**
Authoriser: **Paul Hope, Director Support Services**

RECOMMENDATION

That the Performance, Audit and Risk Committee receives and notes the information.

PURPOSE

This report presents the financial results for the three-month period ended 30 September 2025, the first quarter of the 2026 financial year, and includes explanations for significant variances against budget.

Note: The 2025 results discussed throughout this report are currently subject to audit review and so may yet change following that process.

Note: The 31 October 2025 financial summary is also contained in this PAR Committees meeting pack and is a more recent summary of the financial results. This full quarterly report contains older financial information but is useful to consider as it contains more detailed information for the PAR Committee's information. It was not possible to provide it sooner given that there was no PAR Committee meeting held in October or November 2025.

SUMMARY

Council reports an operating deficit of (\$3.26m) compared with a budgeted surplus of \$1.05m, so down on budget by \$4.3m.

Revenue at \$19.65m is \$4.07m behind budget, with the most notable variance being grants and subsidies income which is reported at \$3.90m, some \$3.70m below what was projected. This is primarily due to funding support for two major projects not yet being received, and to changes in the timing of other works.

Expenditure at \$22.93m is over budget by \$0.25m. Much of this variance arises from Depreciation (\$0.3m over budget) and Personnel costs (\$0.12m over budget), both of which are discussed further later in this report.

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE (P&L)

The operating result for the first quarter of the 2026 financial year, versus budget and prior year, is set out below:

	2026 3 months Actual \$000	2026 3 months Budget \$000	Variance from Budget \$000	2026 LTP Budget \$000	2025 12 Months Actual \$000
Revenue					
Rates Revenue	12,605	12,766	(161)	51,064	46,722
User Charges	923	1,319	(396)	5,275	3,462
Property Rental	649	762	(113)	3,049	3,087
Regulatory Charges	938	592	346	2,369	2,162
Development and RMA Contributions	300	341	(41)	1,365	908
Grants, Subsidies and Donations	3,905	7,605	(3,700)	30,419	31,360
Finance Revenue	290	271	19	1,083	2,074
Petrol Tax	30	50	(20)	200	161
Infringements and Fines	13	21	(8)	83	97
Dividends & Subvention Pymnts received	-	-	-	350	643
Assets vested in Council	-	-	-	500	88
Total Revenue	19,653	23,727	(4,074)	95,757	90,764
Expenses					
Personnel costs	4,887	4,770	117	19,081	19,332
Depreciation and amortisation	6,483	6,174	309	24,696	23,548
Finance Costs	812	869	(57)	3,474	3,821
Other expenses	10,635	10,866	(231)	40,543	44,884
Non-Trading Losses / (Gains)	(39)	-	(39)	(595)	2,279
Total Expenses	22,778	22,679	99	87,199	93,864
Share of joint venture's surplus / (deficit)	-	-	-	-	346
Interest on LGFA Borrower Notes	23	-	23	-	85
Surplus / (Deficit) after tax	(3,102)	1,048	(4,150)	8,558	(2,669)
Other Comprehensive Revenue and Expense					
Gain/(Loss) on revaluation	-	-	-	-	-
- of Infrastructural Assets	-	-	-	19,956	(1,778)
- on revaluation of Properties	-	-	-	-	55,659
Total Other Comprehensive Revenue and Expense	-	-	-	19,956	53,881
Total Comprehensive Revenue and Expense	(\$3,102)	\$1,048	(\$4,150)	\$28,514	\$51,212

Key variances to the 2026 LTP budget for the three months to date are:

- Grants and subsidies are significantly under plan due to timing changes or to the deferral of projects. NZTA Subsidies are under plan by \$0.56m due to changes to the three-yearly works programme, while budgeted financial support for the events centre (budget \$2.01m) and the gallery upgrade (budget \$1.25m) have yet to be received as income.
- User charges, regulatory charges and development contributions are under budget due to lower levels of activity in the development sector following several extremely buoyant years.
- Finance revenue is slightly over budget, while finance costs are slightly under. These both point to Council successfully managing its borrowings while maintaining its rates for lending on those charged by the LGFA plus a margin.
- Personnel costs are slightly over budget due to planned reductions in staffing not yet realised, and to reduced recoveries from capital works due to delays in commencing some projects.

- Depreciation costs are higher than anticipated due to the revaluations of Roading infrastructure and of Property, Parks and the Oamaru Airport recognised at 30 June 2025. Revaluation movements were much higher than was anticipated when setting the 2026 budgets leading to the variance reported.
- Other expenses are under budget by (\$0.23m). An analysis of the major variances is set out below

	2026 YTD Actual \$000	2026 YTD Budget \$000	2025 Full year Actual \$000
Contractors - General	4,760	5,727	19,427
Contractors - Project Reclaim	-	-	8,143
Consultants	653	570	2,169
Electricity	651	632	2,460
Insurance	442	75	1,430
Software licenses	690	523	1,547
Grants	570	308	1,142
Training & Travel	186	120	444
Other costs	2,683	2,911	8,122
	10,635	10,866	44,884

The accounts payable report presented as part of the papers for this meeting discloses all significant suppliers paid by Council during the period that make up the expenditure above.

STATEMENT OF FINANCIAL POSITION

Council's financial position at 30 September 2025 is set out below. It is important to remember that the budget figures represent the position forecast at 30 June 2026, and may not be an appropriate comparison with the figures at September.

	Council Only		
	2026	2026	2025
	Sept-25	Budget	Actual
	\$000	\$000	\$000
Public Equity			
Ratepayers' Equity	310,208	310,208	310,208
Revaluation Reserves	967,058	939,426	967,058
Operating Reserves	(9,431)	(11,695)	(6,174)
Other Reserves	19,074	14,205	19,074
Total Public Equity	\$1,286,909	\$1,252,144	\$1,290,166
Non-Current Assets			
Property, Plant and Equipment	1,333,916	1,324,527	1,329,072
Intangible Assets	3,979	2,437	3,979
Forestry	990	918	990
Financial Assets			
- Investments in CCOs	4,703	4,703	4,703
- Investment in Joint Venture	2,023	1,677	2,023
- Investments in other entities	1,974	2,017	1,951
- Loans to other entities	19,841	17,531	19,580
	1,367,426	1,353,810	1,362,298
Current Assets			
Cash and Cash Equivalents	1,022	4,387	2,459
Receivables	8,284	3,062	8,515
Prepayments	632	1,400	1,230
Inventory	254	120	254
Financial Assets			
- Term deposits	-	-	-
- Investments in other entities	577	-	577
- Loans to other entities	701	515	1,079
	11,470	9,484	14,114
Total Assets	1,378,896	1,363,294	1,376,412
Non-Current Liabilities			
Borrowings	53,900	81,102	53,900
Provisions	107	289	107
Employee Entitlements	-	-	84
	54,007	81,391	54,091
Current Liabilities			
Trade and Other Payables	12,899	15,044	10,097
Employee Entitlements	2,450	2,215	2,369
Borrowings	22,513	12,500	19,571
Provisions	118	-	118
	37,980	29,759	32,155
Total Liabilities	91,987	111,150	86,246
Net Assets	\$1,286,909	\$1,252,144	\$1,290,166

Key points to note:

- Property, plant, and equipment is lower than budgeted as budgeted revaluations of roading and of waters infrastructure, estimated at \$20m, will not be recognised until year end.
- Loans and receivables are over budget currently, as budgeted repayments from Omarama Airfield Ltd (\$410k) will not be received until February. All loan repayments are being made as per loan agreements.
- Cash and cash equivalents are reported well under both budget and the prior year balance. These vary daily, often significantly, as they reflect movements in Council's bank accounts and operational and capital expenditure requirements. Council tries to avoid borrowing whenever possible and changed its approach to cash handling in 2025 to actively hold as little funding as possible and directing surplus funding towards debt repayment. This has required very tight cash flow monitoring throughout the year.
 1. There is a \$6m short-term borrowing facility available for use at the bank, in case of any cash shortfalls, instead of holding funds in the call account or term deposit.
- External Borrowings total \$56.41m, including accrued interest. Officers are consciously avoiding incurring further long-term debt wherever possible, and do not anticipate, at this early stage, needing to draw down the full budgeted amount of debt. About \$19m is due for repayment in April 2026, and it is expected that this debt will be rolled to future maturity dates. It is expected that borrowing will be required for capital projects over the next 6 months, but potentially not to the full extend budgeted (note the 3 waters capital projects behind schedule below). Interest rates charged by the LGFA have been reducing in line with changes in the OCR.

CAPITAL EXPENDITURE

The capital expenditure summarised by major activity for the first quarter of the 2026 financial year is set out below:

	2026	2026	2025
	YTD	YTD	Full year
	Actual	Budget	Actual
	\$000	\$000	\$000
Roading	4,271	4,736	9,037
Water	1,169	3,478	8,560
Sewer	66	786	1,235
Stormwater	-	13	19
Property	1,960	1,366	3,359
Recreation	3,771	4,476	17,234
Vehicles	45	77	255
IT	437	549	2,011
Other	58	171	826
	11,777	15,652	42,536

Roading projects are behind budget due minor changes to the works programme and delays on the Kakanui Bridge project.

Waters, sewer and stormwater projects are behind budget due to the timing of scoping/initial work required before commencement of the project, and the availability of contractors. Projects will not be progressed if there is uncertainty over the scope of work required. Early indications are that circa \$10 million of waters capital work may be deferred until the next financial year.

The property spend, principally the Forrester Gallery project, is over budget at this point due to the availability of funding and of contractors.

Recreation spend principally relates to the Network Waitaki Events Centre and has fallen slightly behind budget for the first quarter due to the timing of stages of the project not aligning with the phasing of the budget. The project itself is on track, as later reports will indicate.

3.7 TREASURY REPORT TO 30 SEPTEMBER 2025

Author: Amanda Nicholls, Chief Financial Officer

Authoriser: Paul Hope, Director Support Services

Attachments: 1. Bancorp Treasury Report September 2025 [\[Attachment\]](#)

RECOMMENDATION

That the Performance, Audit and Risk Committee receives and notes the information.

PURPOSE

To provide members of the Committee with an overview of the Treasury function for the first quarter ended 30 September 2025 of the 2025-26 financial year, and the Bancorp Quarterly Treasury Dashboard Report for the same period (Attachment 1).

BACKGROUND

Council is engaged in activities involving the holding, spending, borrowing, and lending of substantial sums of money. This quarterly report summarises Council's cash reserves, its lending to external parties, and its borrowings so that Committee members are fully informed and up to date.

SUMMARISED RESULTS

Overall, Council is in a stable financial position. Loans to external parties are earning interest at rates exceeding those that Council pays, and interest rates paid on borrowings continue to be lower than could be obtained from the bank. Borrowings are projected to finish the year slightly under budget due to unplanned loan repayments from our lending to external parties and timing changes of capital projects that influences cashflow requirements.

The Council's net position (interest-earning investments against external borrowings) is -\$52.2m compared with the 2026 year-end budget -\$69.1m. The overall return on investments (finance revenue) at 5.19% is running ahead of budget 4.43% and comfortably exceeds the 4.25% effective interest rate on borrowings. This is the result of using LGFA rates as the base for on-lending to external parties.

Detailed analysis on the various balances below is discussed in more detail in the following pages.

Note: budget information is as at 30 June 2026 / for the full year, whereas the actual results are for the 3-month quarter ended 30 September 2025.

	2026 Actual \$000	2026 Budget \$000	2025 Actual \$000
Cash and Cash Equivalents	1,022	4,387	2,459
Financial Assets			
- Term deposits	-	-	-
- Investments in other entities	2,551	2,017	2,528
- Loans to other entities	20,542	18,046	20,659
Total Cash and Investments	24,115	24,450	25,646
Finance revenue	313	1,083	2,159
<i>Effective interest rate</i>	5.19%	4.43%	8.42%
Total Borrowings	76,413	93,602	73,471
Finance costs	812	3,474	3,821
<i>Effective interest rate</i>	4.25%	3.71%	5.20%
Net position	(52,298)	(69,152)	(47,825)

1 – Cash and term deposits – position at 30 June 2025

Type of account	Maturity	Interest rate	Balance \$000	Budget \$000
BNZ current accounts	N/A	-	140	395
BNZ retentions account	N/A	1.00%	658	440
BNZ Opera House account	N/A	1.00%	79	77
BNZ Call account	N/A	1.00%	425	3,475
BNZ deposit		NA	-	-
Accrued interest			-	-
Total Cash Resources			\$1,022	\$4,387
<i>Reported as</i>				
Cash and Cash Equivalents				
Term Deposits				
Total Cash Resources				

Deposits with original terms of 90 days or less are considered part of Cash and Cash Equivalents while those with longer maturity dates are categorized as Term Deposits. Interest accrued in bank accounts is added to those balances for financial reporting purposes.

The BNZ retentions account ensures the Council is compliant with legislation requiring funds that are held as retentions, under construction contracts on behalf of contractors, to be held separately from normal operational accounts. The Opera House account acts as a trust account to protect those who have purchased tickets in the event that a show is cancelled

	Actual YTD \$000	Budget \$000
Interest on bank deposits	4	65

Interest rates available on the call account reduced to 1.00% during the fourth quarter of 2025, term deposit rates range from 1.9% to 2.3% for 30-90 Days and from about 3.4% for terms between 6 and 9 months. Funds are held in the call account to ensure their availability when needed to make payments to suppliers and contractors. There has been no use of term deposits during the year to date, the focus instead being instead on restraining borrowings from the LGFA. Therefore, bank interest is unlikely to achieve the level projected in the Annual Plan.

2 – Investments in other entities

Investments in other entities include shares in Lower Waitaki Irrigation Limited and Civic Financial Services Limited. Council's shareholdings in these entities are minor holdings only and Council has little effective involvement in the operations of either business.

The remainder of this category relates to LGFA Borrower Notes. As a condition of borrowing, Council currently holds \$2,405,983 in borrower notes. This holding will increase as more is borrowed from the LGFA. Interest is paid at varying rates linked to rates paid on the related borrowings, and is payable on maturity, which occurs when the associated borrowing matures. Interest accrued on the borrower notes amounts to \$158,355, with \$23,135 compounded in the first quarter. Because of the nature of this particular investment, revenue from this source must be reported separately in Council's Annual Report.

3 – Loans and advances to other entities

The council has loans to community groups and other entities as detailed below. Interest is charged and paid either monthly or quarterly on all loans.

Entity	September Actual \$000	2026 year-end Budget \$000	2025 Actual \$000
North Otago Irrigation Company Limited	13,104	12,934	13,201
Kurow-Duntroon Irrigation Company Limited	3,150	3,150	3,150
Waitaki District Health Services Limited	1,946	1,950	1,950
Whalan Lodge Trust	1,526	1,390	1,538
Ōamaru Whitestone Civic Trust	388	403	392
Ōmārama Airfield Limited	410	-	410
Corriedale Water Management Company Limited	18	18	18
Total loans and advances to other entities	20,542	19,845	20,636

North Otago Irrigation Company Limited –

- Interest rate from 1 July 2025 5.69%
- Interest earned for the period is \$189,185.
- Principal repayments of \$66,670 per quarter during the current financial year.
- Principal repayments also occur when shares in the company are sold – an extra \$30k YTD

Kurow-Dunroon Irrigation Company Limited –

- Interest rate 3.75%
- Interest earned for the period is \$29,779.
- Interest is charged and paid quarterly.

Waitaki District Health Services Limited –

- Interest rate 5.13%
- Interest earned for the period is \$24,854

Whalan Lodge Trust –

- Advances provided to date over three approved facilities, plus compounding interest are as follows:

Advance 1	\$778,000 capped at \$780,000
Advance 2	\$608,000 capped at \$608,000
Stand-by Facility	<u>\$140,000</u> capped at \$200,000
	\$1,526,000

- Interest rate 4.77% on advances 1 and 2 and 4.77% on the stand-by facility.
- Interest invoiced quarterly
- The second loan is being serviced from rates
- Total interest earned on these loans for the period is \$18,485

Ōamaru Whitestone Civic Trust –

- Balance includes interest-bearing and interest-free components
- Interest rate on interest-bearing part matches Council's internal loan rates set quarterly
- Interest earned for the period is \$4,536
- Approved loan facility with Council of up to \$356,500 plus further Heritage Fund facilities.

Ōmārama Airfield Limited –

- Balance \$410,430 including compounding interest which ceased 31 Dec 2024
- Interest rate is 8.13%
- Interest compounded to the loan to date this year totals \$44,081 with \$7,505 of interest charged on Development Contributions
- Loan is due for repayment on 27 May 2026.
- Repayment of \$50k received 7 November from subdivision sales.

4 – Finance Revenue

This consists of income reported by source for the quarter YTD, against full year budgeted and full year for the prior year. As noted, bank interest is unlikely to reach the level projected in the budget, and interest rates on loans that are set quarterly based on rates charged by the LGFA are expected to trend downwards over the rest of the year.

Entity	2026 September Actual \$000	2026 Budget \$000	2025 Actual \$000
Bank / call account / term deposit interest	4	413	131
Observatory Village Group	-	-	503
North Otago Irrigation Company Limited	189	1,087	934
Kurow-Duntroon Irrigation Company Limited	30	242	192
Waitaki District Health Services Limited	25	152	152
Whalan Lodge Trust	18	80	80
Ōamaru Whitestone Civic Trust	5	20	26
Ōmārama Airfield Limited	8	48	52
Ōther – deferred DC settlement, IRD UOMI, etc	11	48	4
Total loans and advances to other entities	290	2,859	2,074

5 – External Borrowings

Key: CP = Commercial Paper FRN = Floating Rate Notes FRB = Fixed Rate Bills

Comparable rates – BNZ CARL facility = **5.13%**

Type of security	Maturity	Interest rate	Principal
LGFA CP	16-Feb-26	2.71%	\$5,000,000
LGFA FRB	15-Apr-26	0.84%	\$1,500,000
LGFA FRB	15-Apr-26	5.55%	\$1,000,000
LGFA FRB	15-Apr-26	6.22%	\$2,500,000
LGFA FRB	15-Apr-27	0.93%	\$2,000,000
LGFA FRB	15-Apr-27	4.17%	\$2,000,000
LGFA FRB	15-Apr-27	5.16%	\$1,500,000
LGFA FRB	15-Apr-27	5.66%	\$3,000,000
LGFA FRB	15-May-28	2.32%	\$3,000,000
LGFA FRB	15-May-28	4.26%	\$1,000,000
LGFA FRB	15-May-28	5.18%	\$2,000,000
LGFA FRB	15-May-28	2.32%	\$3,000,000
LGFA FRB	20-Apr-29	5.45%	\$11,400,000
LGFA FRB	15-May-30	5.21%	\$4,500,000
LGFA FRN	15-Apr-26	4.37%	\$2,000,000
LGFA FRN	15-Apr-26	6.22%	\$2,500,000
LGFA FRN	15-Apr-26	4.57%	\$2,000,000
LGFA FRN	15-Apr-26	4.79%	\$1,000,000
LGFA FRN	15-Apr-26	4.57%	\$4,500,000
LGFA FRN	15-Apr-27	4.75%	\$2,000,000
LGFA FRN	15-Apr-27	4.69%	\$2,000,000
LGFA FRN	15-Apr-28	4.77%	\$2,500,000
LGFA FRN	15-May-28	5.18%	\$2,000,000
LGFA FRN	20-Apr-29	4.26%	\$2,000,000
LGFA FRB	15-May-30	4.69%	\$5,000,000
LGFA FRB	15-May-31	4.89%	\$5,000,000
Balance 30 September 2025		Total principal	\$75,900,000
		Accrued interest	\$562,215
		Total	\$76,462,215

Council has utilised LGFA funding for the purposes outlined in the table below.

Purpose and timing of LGFA borrowing	Amount \$
2021 – Hamnak pipeline/other waters projects (replaced BNZ CARL)	15,000,000
2022 – Oamaru reservoir, de-sludge sewer ponds, refinance Observatory Village	10,000,000
2023 – Capital projects, loan to WDHS, roading emergency works	21,900,000
2024 – Capital requirements, Project Reclaim	36,000,000
2025 – Capital requirements, Project Reclaim	21,000,000
Net repayments	(25,000,000)
	Total
	\$75,900,000

Borrowing Forecast

The 2025-34 LTP forecast total borrowing of around \$93m as at 30 June 2026. Council's actual debt at September 2025 is \$75.9m, which is \$17m less than budgeted. Further borrowing requirements will be entirely dependent on capital spending requirements which, in turn, rely on projects being managed within their budgets. Any projects that are deferred, postponed or cancelled will have positive benefits for Council in terms of borrowing requirements.

6 – Borrowing Costs

	2026 September Actual \$000	2026 full-year Budget \$000	2025 Actual \$000
LGFA borrowing	797	3,472	3,815
BNZ CARL facility	15	2	6
Total Borrowing cost	812	3,474	3,821

- Borrowing costs are under budget, due to timing of new borrowings. Interest rates have been declining as the market takes stock of recent OCR changes.
- The BNZ CARL facility is a stand-by facility of \$6 million which is used instead of the overdraft. It has had more use during this financial year to date as, although it has a higher interest rate, it is more flexible and readily accessible than the LGFA for short-term requirements.



Quarterly Treasury Dashboard

30 September 2025

STRICTLY PRIVATE AND CONFIDENTIAL



Economic Commentary

Global

2

President Trump's Big Beautiful Bill was passed in late July. The bill honoured Trump's commitment to extend the 2017 tax cuts from his first administration. The Congressional Budget Office projects the bill will add USD3.3 trillion to the federal deficit over the next 10 years. The increase in fiscal debt, and potential inflationary pressures, amid heightened trade tensions have contributed to continued volatility in the US (and global) bond markets. The benchmark US 10-year treasury bond yield started the quarter at 4.19%, then climbed to 4.49% by mid-July before falling to a low of 4.00% and closing on 30 September at 4.13%, with two consecutive weak non-farm payrolls data reports for July and August contributing to the decline.

The Federal Reserve ("Fed") delivered an expected 25bps interest rate cut in late September, bringing the Fed Funds rate to a new range of 4.00% to 4.25%. The Fed's updated 'Dot Plot' projections signalled a more dovish stance, projecting an additional 50bps of cuts by the end of 2025 and a further 25bps in both 2026 and 2027. The statement highlighted members' concerns, stating, "*The downside risks to employment have risen,*" while also acknowledging the recent firming in price pressures, noting, "*Inflation has moved up and remains somewhat elevated.*" Chair Jerome Powell reinforced the majority view in his Q&A session, calling the move a "risk management cut," adding there was little support for a larger cut.

As expected, the Reserve Bank of Australia ("RBA") cut its cash rate by 25bps in August, lowering it from 3.85% to 3.60%. Since then, data have presented a conflicting narrative for the RBA, complicating the outlook for future rate cuts. With headline unemployment holding steady at 4.2%, largely masked by a fall in the participation rate, other areas of the Australian economy are performing strongly, with the economy expanding by 0.6% in the June quarter and 1.8% annually.

Elsewhere, the People's Bank of China largely sat tight while Chinese data softened, in September it left the 1-year/5-year Loan Prime Rate unchanged at 3.0% and 3.5% even as deflation persists and credit demand remains weak. The European Central Bank, by contrast, judged inflation broadly "at target" and kept rates on hold in September, maintaining a data-dependent outlook as headline inflation hovers near ~2.0%. The Bank of Japan held its policy rate at 0.5% but, notably, revealed a more divided board with two dissenters voting for a hike. A mix of above-target inflation, yen fragility and political noise continues to complicate the outlook.

	OCR	90 day	1 year swap	2 year swap	3 year swap	5 year swap	10 year swap
30-Jun-25	3.25%	3.28%	3.13%	3.16%	3.28%	3.53%	4.00%
30-Sept-25	3.00%	2.80%	2.56%	2.62%	2.78%	3.10%	3.68%
Change	-0.25%	-0.48%	-0.57%	-0.54%	-0.50%	-0.43%	-0.32%

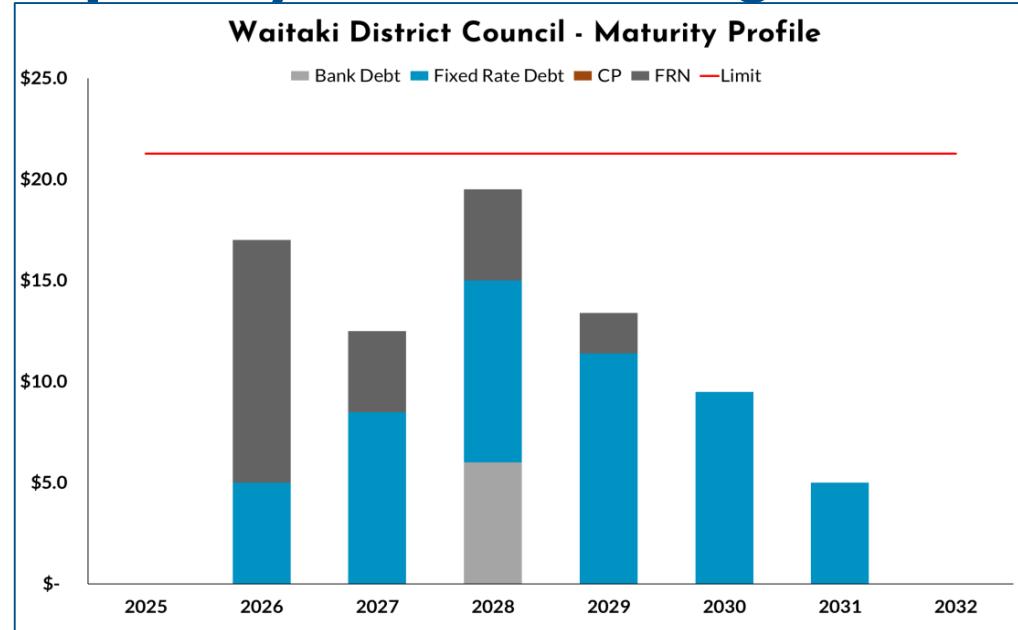
New Zealand

As widely anticipated, the Reserve Bank of New Zealand ("RBNZ") cut its Official Cash Rate ("OCR") to 3.00% in August, citing weak economic data in the June quarter with household and business spending constrained by global uncertainty, falling employment, high inflation for essentials, and declining house prices. The dovish stance adopted by the RBNZ in August was emphatically validated by the Q2 GDP data released in September, which revealed an economy in a much weaker position than feared. The sharp 0.9% contraction in June-quarter GDP, far exceeded the widely expected 0.3% drop, underscored the rationale behind the central bank's recent policy shift. Weakness was widespread, with falls in 10 out of 16 industries, indicating a systemic downturn rather than a sector-specific issue. This marks the third quarterly contraction in the last five quarters. This worse-than-expected data has effectively ended prospects of a near-term recovery, leading markets to price a more aggressive easing cycle from the RBNZ. This was realised on 8 October when the RBNZ cut the OCR by 50bps to 2.50%.

Medium to longer term swap rates were influenced by moves in international rates, mainly US Treasury yields. During the quarter, the US 10-year Treasury yield fell from 4.50% and eventually broke through the downside resistance level of 4.20%, down to 4.00% in September. The decline in US bond yields also flowed through to NZ swap rates. Due to the more aggressive expectations for the easing cycle the fall in the short end of the yield curve was amplified, this led to an overall steepening of the domestic yield curve. Spot interest rate swaps are at fresh 3½ year lows.



Liquidity and Funding



Policy Compliance

Policy Compliance	Compliant	Flag
Have all transactions been transacted in compliance with policy?	Yes	:green flag:
Is fixed interest rate cover within policy control limits? (using the adjusted for NOIC profile)	Yes	:green flag:
Is the funding maturity profile within policy control limits?	Yes	:green flag:
Is liquidity within policy control limits?	No	:red flag:
Are all counterparty exposures within policy control limits?	Yes	:green flag:



Debt

\$70.9m

External Council Drawn Debt

LGFA

\$70.9m

Funds Drawn from LGFA

Bank facility headroom + term deposits + cash in bank

\$2.93m

Liquidity Ratio (must be > 110%)

104.13%

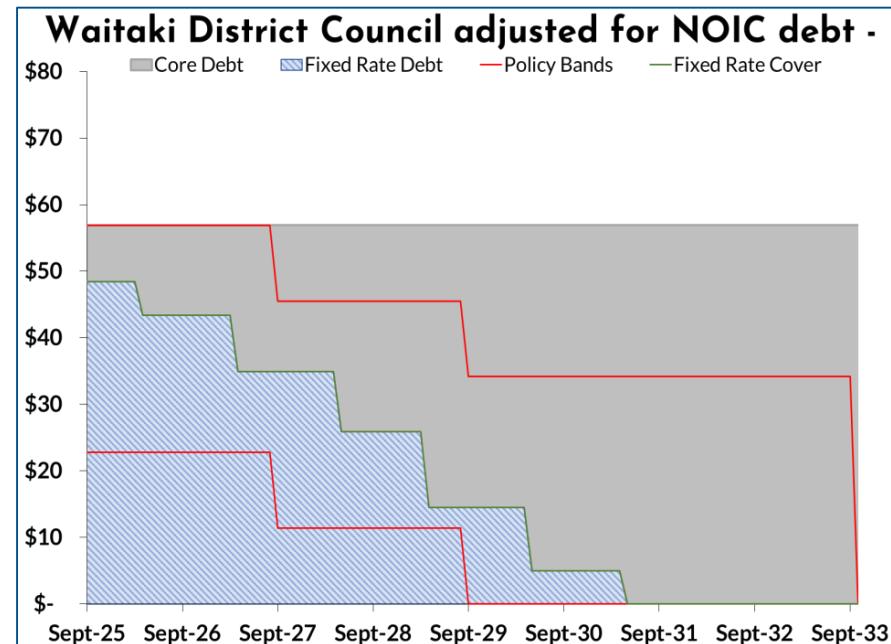
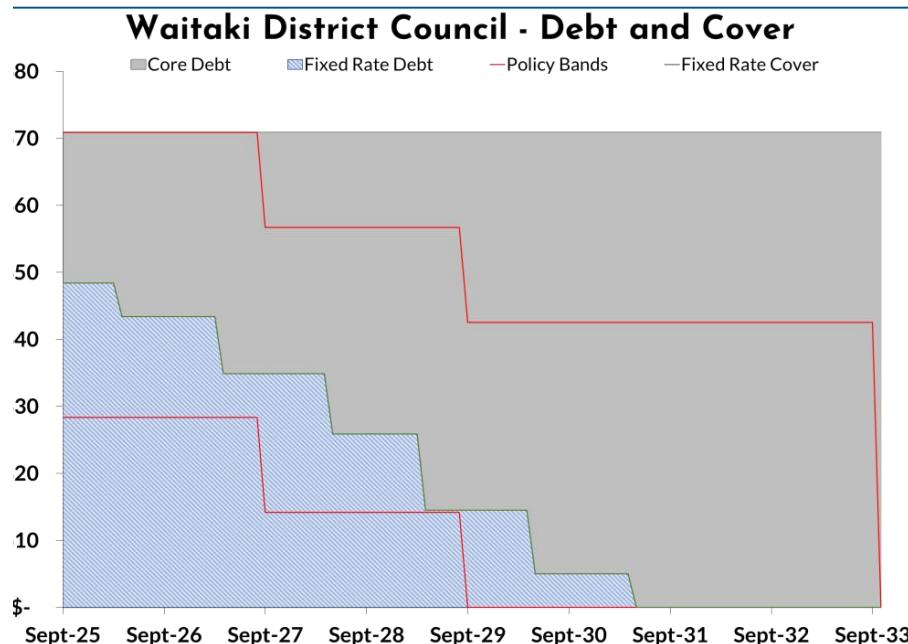
Definition: (Cash Reserves + Lines of Credit + Drawn Debt)/Drawn Debt

Weighted average cost of funds

4.38%

All up weighted average cost of funds including margin.

Interest Rate Risk Management



Current Position

Two scenarios are shown in the above graphs:

- The top left graph shows WDC's gross debt position; the graph on the top right shows the gross debt position lowered by \$14m to reflect the on-lending to NOIC. Adjusting the debt level corrects the representation of WDC debt exposed to interest rate risk.
- The recent repayment of the Observatory Village debt has effectively taken WDC from Treasury Policy minimums to midpoints.
- Hedging is comfortably in the middle of the bands, and any new debt will be able to be drawn at the new lower levels of interest rates



LGFA Borrowing Rates

5

Listed below are the credit spreads and interest rates applicable to the Waitaki District Council as an unrated guarantor of the LGFA as of 30 September 2025 for Commercial Paper ("CP"), Floating Rate Notes ("FRN") and Fixed Rate Bonds ("FRB").

Maturity	Margin	FRN (or CP Rate)	FRB
3 month CP	0.20%	3.00%	N/A
6 month CP	0.20%	2.97%	N/A
April 2027	0.71%	3.51%	3.33%
May 2028	0.82%	3.62%	3.60%
April 2029	0.90%	3.70%	3.82%
May 2030	0.93%	3.73%	4.02%
May 2031	1.06%	3.86%	4.30%
May-2032	1.11%	3.91%	4.49%
April 2033	1.22%	4.02%	4.71%
May 2035	1.31%	4.11%	5.01%
April 2037	1.43%	4.23%	5.28%



Funding

6

As of 30 September 2025, WDC had \$70.9 million of debt sourced from the LGFA using Commercial Paper, FRNs, and FRBs. WDC also has a bank facility with BNZ Bank for \$6.0 million that is maturing on 26 May 2028. This facility is presently not being utilised.

Instrument	Maturity	Yield	Margin	Amount
LGFA FRB	15-Apr-26	0.84%	N/A	\$1,500,000
LGFA FRN	15-Apr-26	3.82%	0.55%	\$2,000,000
LGFA FRN	15-Apr-26	4.03%	0.76%	\$1,000,000
LGFA FRB	15-Apr-26	5.55%	N/A	\$1,000,000
LGFA FRN	15-Apr-26	3.92%	0.65%	\$2,000,000
LGFA FRB	15-Apr-26	6.22%	N/A	\$2,500,000
LGFA FRN	15-Apr-26	3.91%	0.64%	\$2,500,000
LGFA FRN	15-Apr-26	3.92%	0.65%	\$4,500,000
LGFA FRB	15-Apr-27	0.93%	N/A	\$2,000,000
LGFA FRB	15-Apr-27	4.17%	N/A	\$2,000,000
LGFA FRB	15-Apr-27	5.16%	N/A	\$1,500,000
LGFA FRN	15-Apr-27	4.01%	0.74%	\$2,000,000
LGFA FRB	15-Apr-27	5.66%	N/A	\$3,000,000
LGFA FRN	15-Apr-27	3.98%	0.71%	\$2,000,000
LGFA FRN	15-Apr-28	4.02%	0.75%	\$2,500,000
LGFA FRB	15-May-28	2.32%	N/A	\$3,000,000
LGFA FRB	15-May-28	4.26%	N/A	\$1,000,000
LGFA FRB	15-May-28	5.18%	N/A	\$2,000,000
LGFA FRB	15-May-28	5.74%	N/A	\$3,000,000
LGFA FRN	15-May-28	4.03%	0.88%	\$2,000,000
LGFA FRN	20-Apr-29	4.26%	1.00%	\$2,000,000
LGFA FRB	20-Apr-29	5.45%	N/A	\$11,400,000
LGFA FRB	15-May-30	5.21%	N/A	\$4,500,000
LGFA FRB	15-May-30	4.69%	N/A	\$5,000,000
LGFA FRB	15-May-31	4.89%	N/A	\$5,000,000



Disclaimer

IMPORTANT NOTICE

Statements and opinions contained in this report are given in good faith, but in its presentation, Bancorp has relied on primary sources for the information's accuracy and completeness. Bancorp does not imply, and it should not be construed, that it warrants the validity of the information. Moreover, our investigations have not been designed to verify the accuracy or reliability of any information supplied to us. It should be clearly understood that any financial projections given are illustrative only. The projections should not be taken as a promise or guarantee on the part of Bancorp.

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3.8 CONFIRMED MINUTES OF THE LAST PERFORMANCE, AUDIT AND RISK COMMITTEE MEETING OF THE 2022-2025 TRIENNIAL

Author: Allyson Woock, Governance Services Officer

Authoriser: Arlene Goss, Governance Services Lead

Attachments: 1. Confirmed Minutes of the Last Performance, Audit and Risk Committee Meeting of the 2022-2025 Triennium 

RECOMMENDATION

That the Performance, Audit and Risk Committee receives and notes the confirmed minutes from the last Performance, Audit and Risk Committee meeting of the 2022-2025 Triennium, held on Monday 29 September 2025.

PERFORMANCE, AUDIT AND RISK COMMITTEE
MEETING CONFIRMED MINUTES

29 SEPTEMBER
2025

CONFIRMED MINUTES

**OF THE PERFORMANCE, AUDIT AND RISK COMMITTEE MEETING
HELD IN THE COUNCIL CHAMBER, THIRD FLOOR, OFFICE OF THE WAITAKI DISTRICT
COUNCIL, 20 THAMES STREET, OAMARU
ON MONDAY, 29 SEPTEMBER 2025 AT 2:00 PM**

PRESENT: Simon Neale (Chair), Mayor Gary Kircher, Deputy Mayor Hana Halalele, Cr Jim Hopkins, Cr John McCone, Cr Rebecca Ryan

APOLOGY: Cr Tim Blackler

IN ATTENDANCE: Cr Jeremy Holding
Paul Hope (Director Support Services)
Joanne O'Neill (Director Strategy, Performance & Design)
Roger Cook (Director Natural & Built Environment)
Amanda Nicholls (Chief Financial Officer)
Arlene Goss (Governance Services Lead)
Allyson Woock (Governance Services Officer)
Jason Lilley (Website & Digital Content Creator)

IN ATTENDANCE FOR SPECIFIC AGENDA ITEMS:

Richard Maher (Performance & Continuous Improvement Manager), Agenda Item 3.1
Angela Murray (Procurement Advisor), Agenda Item 3.1
Victoria van der Spek (Policy Lead), Agenda Item 3.2
Ken Palomar (Risk & Assurance Advisor), Agenda Item 3.2

MEETING LIVESTREAM RECORDING:

This meeting was livestreamed on Council's YouTube channel, the recording of which can be found at the following link: <https://www.youtube.com/live/cbO0myLkpXM?si=aY4Qnl78zZem1J6Z>.

MEETING OPEN

THE CHAIR DECLARED THE MEETING OPEN AT 2:07PM AND WELCOMED EVERYONE PRESENT.

1 APOLOGIES

RESOLVED PAR 2025/048

Moved: Cr Rebecca Ryan

Seconded: Deputy Mayor Hana Halalele

That the apology received from Cr Tim Blackler (for absence) be accepted.

CARRIED

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

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3 MEMORANDUM REPORTS

3.1 PROCUREMENT UPDATE

The circulated report introduced the new Procurement Advisor and summarised procurement activity for the last quarter (June to August 2025).

Director of Strategy, Performance & Design Joanne O'Neill welcomed the new Procurement Advisor Angela Murray to Council. Ms Murray spoke to the report and answered questions.

Chair Simon Neale observed that out of the total 124 procurements this quarter, 98 were non-standard, 24 are still under inspection, and only two were standard. He noted that this indicates either non-compliance with standard procurement processes by Council staff, or that the procurement policy may not be fit for purpose. He added that the latter is more likely, given that contracts have been peer reviewed and signed by senior management personnel.

Mr Neale provided examples of where the policy may not be fit for purpose. He noted that the requirement for three tenders on purchases exceeding \$10,000 is unrealistic when limited suppliers exist for certain specialised Council services. He also highlighted that the requirement to re-tender contracts exceeding \$10,000 when extensions are needed is impractical, particularly when physical works have already commenced.

Ms Murray confirmed that staff appear to be following proper processes, noting that all 98 compliant non-standard procurements had followed the correct process and provided valid reasons for their non-standard classification.

She believed the \$10,000 threshold contained in the procurement policy was low compared to other councils and was contributing to the large number of non-standard procurements. She noted that many other councils set thresholds around \$50,000. She highlighted the inefficiency created by requiring managerial sign-off for 98 non-standard procurements.

Mr Neale believed it necessary to identify improvements to the procurement process reasonably quickly to prevent any further reporting irregularities. While the complete procurement policy is scheduled for review and will return to the committee in March 2026, Mr Neale suggested interim changes. These include implementing a best endeavours approach for obtaining three tenders up to a specified threshold such as \$20,000 or \$40,000, with compulsory three tenders above that threshold, and enabling three-month extensions to existing contracts.

Deputy Mayor Hana Halalele asked that better context of the reasons for non-standard procurements be given in future reports to the committee.

A request was made to itemise additional expenditure not governed by the procurement policy in future reports. Ms Murray confirmed this was possible, but noting that such expenditure typically includes items with limited supplier options, such as software subscriptions or legal fees. Ms Murray is to report back on how many All-of-Government contracts Waitaki District Council is party to.

RESOLVED PAR 2025/049

Moved: Mr Simon Neale
Seconded: Cr Jim Hopkins

That the Performance, Audit and Risk Committee recommends changes proposed to the procurement policy be presented to the new Council for their consideration, with implementation before Christmas 2025 to make the process more efficient without increasing reputational or financial risk.

CARRIED

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3.2 RISK MANAGEMENT UPDATE QUARTER 3 2025

The circulated report provided an update on risk management activity across the organisation for Quarter 3 2025, highlighting Council's key risks and encouraging discussion on the current external and internal risk landscape.

Director of Strategy, Performance & Design Joanne O'Neill and Policy Lead Victoria van der Spek spoke to the report and introduced the new Risk & Assurance Advisor Ken Palomar.

Councillor Jim Hopkins questioned the continued inclusion of climate change on the register as a very high risk, as well as the description of the climate change risk.

Chair Simon Neale disagreed that climate change should not be rated as a very high risk. He noted that almost every Council in the country has rated climate change as a very high risk.

Councillor Hopkins expressed he felt the description of the climate change risk, which describes the risk as being "that the negative impacts of climate change are more severe or difficult to manage as a result of Council inaction and lack of understanding or strategy", did not justify the risk being rated as very high. He felt Council has implemented a range of strategies across the board to ensure the mitigation of adverse effects.

Mr Neale agreed the wording in the description of the risk and reasoning for it being a very high risk could be improved, but would be reluctant to lower the risk rating.

Councillor Hopkins believes a control should be added to the climate change risk which looks at a timetabled programme for the management of potential flooding at Muddy Creek.

Mayor Gary Kircher reaffirmed the need for a climate change strategy focused on adaptation and resilience as a control for the climate change risk, but noted that having a strategy in place wouldn't in itself change the risk level.

A question was asked clarifying the operational risk event threshold, to understand whether it was set appropriately for reporting purposes. There was reassurance that it had been set at the level previously determined by the Performance, Audit and Risk Committee, however, Mr Neale asked that future reports include a bit more detail on operational risk events that don't meet the reporting threshold, such as who they've been assigned to, or whether they've been signed off, to increase the confidence of committee members.

RESOLVED PAR 2025/050

Moved: Cr Jim Hopkins

Seconded: Cr John McCone

That the Performance, Audit and Risk Committee receives and notes the information.

CARRIED

3.3 FINANCIAL SUMMARY (TO 31 AUGUST 2025)

The circulated report presented a high-level financial summary for the period ended 31 August 2025.

Chief Financial Officer Amanda Nicholls spoke to the report, noting that the 2024-25 Annual Report is still in progress. She advised that the 2025 financial year has not yet been closed and the opening position as at 1 July 2025 has not been finalised, therefore the balance sheet is provisional.

It was asked whether council assets could be valued at current market value instead of at replacement cost. Ms Nicholls responded that Council values them at optimised depreciated replacement cost, which is industry standard and how all other councils value them. This approach takes into account the depreciation for what the asset is worth, not what it could be sold for right now.

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RESOLVED PAR 2025/051

Moved: Cr John McCone
Seconded: Mayor Gary Kircher

That the Performance, Audit and Risk Committee receives and notes the information.

CARRIED

3.4 DRAFT ANNUAL REPORT FY 2024/2025

The circulated report provided an update on the preparation of the 2024-25 Annual Report.

The first draft of the 2024-25 Annual Report was tabled and has been published as an attachment under a separate cover to the 29 September 2025 Performance, Audit and Risk Committee meeting agenda, available at the following link:

https://waitaki.infocouncil.biz/Open/2025/09/PAR_20250929_ATT_2652_EXCLUDED.PDF.

Highlighted sections within the tabled draft remain subject to finalisation and should not be relied upon.

Chief Financial Officer Amanda Nicholls spoke to the report and answered questions.

There was discussion around the statutory deadline for adopting the 2024-25 Annual Report. It was noted that the 31 October 2025 statutory deadline would not be met due to the timing of the incoming Council and practical constraints around scheduling their first meeting. Subject to audit completion, the new Council is scheduled to adopt the report at their inaugural meeting on 4 November 2025. Chair Simon Neale advised that he knows of other councils taking a similar approach.

Mr Neale thanked Ms Nicholls and staff for their work towards the 2024-25 Annual Report to date.

RESOLVED PAR 2025/052

Moved: Member John McCone
Seconded: Chairperson Gary Kircher

That the Performance, Audit and Risk Committee receives and notes the information.

CARRIED

4 DECISION REPORTS

4.1 TREASURY STRATEGY, FY 2025-2026 SECOND QUARTER

The circulated report discussed Council's proposed Treasury Strategy for the second quarter of the 2025-26 financial year, reviewed the benefits arising from Council's membership of the Local Government Funding Agency (LGFA), and considered the recommendations put forward by officers.

Chief Financial Officer Amanda Nicholls spoke to the report and answered questions.

Members sought clarification on the capital projects to be funded by the circa \$10m LGFA borrowing in mid-October 2025.

It was advised that the funding would support various capital works, including the three significant ongoing projects of the Network Waitaki Event Centre, the Forrester Gallery extension, and the Kakanui Bridge. It was also noted that substantial roading works typically commence in spring.

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RESOLVED PAR 2025/053

Moved: Cr Jim Hopkins

Seconded: Deputy Mayor Hana Halalele

That the Performance, Audit and Risk Committee recommends:

That Council:

1. Adopts a Treasury Strategy for the second quarter of the 2025-26 financial year which includes:

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

.CARRIED

5 CONFIRMATION OF PREVIOUS MEETING MINUTES

**5.1 PUBLIC MINUTES OF THE PERFORMANCE, AUDIT AND RISK COMMITTEE
MEETING HELD ON 26 AUGUST 2025**

Councillor Jim Hopkins requested the following grammatical corrections to Item 4.4:

- Change "Audit New Zealand have brought forward" to "Audit New Zealand has brought forward"; and
- Change "Audit New Zealand will begin their audit" to "Audit New Zealand will begin its audit".

RESOLVED PAR 2025/054

Moved: Mayor Gary Kircher

Seconded: Cr Jim Hopkins

That the Performance, Audit and Risk Committee confirms the Public minutes of the Performance, Audit and Risk Committee Meeting held on 26 August 2025, as circulated, as a true and correct record of that meeting, with the corrections noted above.

CARRIED

6 MEETING CLOSE

Mayor Kircher thanked the Chair.

The Chair declared the meeting closed at 3:05pm.

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CHAIRPERSON

4 DECISION REPORTS

4.1 TREASURY STRATEGY, FY 2025-2026 THIRD QUARTER

Author: Amanda Nicholls, Chief Financial Officer

Authoriser: Paul Hope, Director Support Services

RECOMMENDATION

That the Performance, Audit and Risk Committee recommends:

That Council:

1. Adopts a Treasury Strategy for the third quarter of the 2025-26 financial year which includes:
 - a) Monitoring available cash and projecting future cash requirements
 - b) Liaising with the Local Government funding Agency (LGFA) to ensure Council's ability to function and deliver on behalf of its communities is not impeded by lack of funds
 - c) Obtaining advice and support from Bancorp Treasury Services on key projects in addition to ensuring compliance with policy limits
 - d) Investing funds considered surplus to immediate requirements based on current forecasts to best advantage to maximise returns.

DECISION OBJECTIVE

To report and discuss Council's proposed Treasury Strategy for the third quarter of the 2025-26 financial year, to review benefits arising from Council's membership of the Local Government Funding Agency (LGFA), and to consider the above recommendations.

SUMMARY

The Liability Management and Investment Policy adopted as part of the 2025-34 Long Term Plan sets out reporting and accountability requirements which include regular reporting of outcomes in the Treasury activity and the adoption of a quarterly Treasury Strategy.

A copy of the Bancorp Treasury Report for the quarter ended 30 September 2025 is presented as part of the Treasury Report for 30 September 2025 to the Performance, Audit and Risk (PAR) Committee Meeting. This provides helpful analysis of current market pressures and compares Council's borrowing rates against current market rates. The next quarterly Bancorp Treasury Report will be provided in February.

DECISION-MAKING EXPECTATIONS

Governance Decision-Making:	To adopt the proposed Treasury Strategy
Operational Decision-Making:	To implement the Treasury Strategy
Communications	Media Releases – contributed to by officers and Elected Members Media/public enquiries regarding governance decision-making topics above can be addressed by governance
	Media/public enquiries regarding operational decision-making topics above can be addressed by officers

SUMMARY OF DECISION-MAKING CRITERIA

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

BACKGROUND

Council's primary income is derived from rates, received in quarterly instalments throughout the year. Another significant funding source is grant funding, which is typically received in the month following the related expenditure outflow (e.g. NZTA subsidies, Government grants and subsidies for specific capital projects). Other key income is fairly regular and predictable (user charges, property rental, regulatory charges, finance income).

Key operating and personnel costs are also relatively stable and consistent throughout the year, and these are generally covered by operating revenue and existing reserves.

Council's significant spend is on capital projects, largely focused on infrastructure and on one-off building developments. This expenditure can be irregular and is mostly funded by external borrowing. Council obtains its borrowing from the LGFA, at competitive rates.

To borrow from the LGFA, Council must abide by that agency's lending covenants. Council also sets its own thresholds in its Liability Management and Investment Policy, adopted every three years as part of the Long-Term Plan. Each quarter, a Treasury Report is provided outlining the Council's Treasury activity for the previous quarter, including compliance with the LGFA covenants and the Council's own thresholds set in its Liability Management and Investment Policy.

To maintain compliance and ensure that Council continues to operate sustainably, careful consideration of Council's Treasury Strategy is necessary, in terms of managing cashflow, debt levels, and considering investment options. This report provides an opportunity to discuss Council's proposed Treasury Strategy for the third quarter of the 2025-26 financial year.

CURRENT SITUATION – THE MARKET

The Bancorp report provided as an attachment to the Treasury Report to the PAR Committee meeting provides detailed analysis of current market conditions. The Official Cash Rate (OCR) has recently reduced from 2.5% to 2.25% as at 26 November 2025. Economists suggest that there will be no further cuts in the next 12 months, but time will tell as geo-political events continue to cause uncertainty within markets.

With recent rate cuts, Council is seeing borrowing costs reduce to more reasonable levels, but this also results in decreased interest rates applicable to Council's lending to external entities.

CURRENT SITUATION – INVESTMENTS

Loans to external parties \$20.566m (at 31 October 2025, including accrued and compounding interest)

- North Otago Irrigation Company Limited (NOICL) – \$13.104m. Interest rates are set quarterly based on the 90-day bill rate plus a margin and are currently 5.175%. Annual principal repayments of \$266k, with a balloon payment in February 2031 of \$11.825m.

- Kurow-Duntroon Irrigation Company Limited – \$3.15m. Interest rate at 3.75% (reviewed July 2025) charged and paid quarterly. A new agreement was reached in December 2024 ceasing principal repayments, the loan matures 20 December 2034.
- Waitaki District Health Services Limited – \$1.95m. Interest rate 4.71% reset quarterly. WDHS has indicated that a \$1m repayment will come this month, and it is probable that the entire balance will be repaid by 30 June 2026.
- Ōamaru Whitestone Civic Trust – \$0.382m. \$341.5k approved loan facility plus 2 Heritage loans, interest rate 5.27% (\$50.5k Heritage loans interest free).
- Whalan Lodge Trust – Original loan in April 2022 \$0.779m (loan \$0.750m plus compound interest \$30k less repayments). Second \$0.606m interest paid from rates from 1 July 2024. Third loan in October 2024 \$0.140m (original \$0.150m less repayments) – All loans subject to an interest rate of 4.77%.
- Corriedale Water Management Company Limited – \$17.5k. Interest-free providing initial set-up funding. This advance will be repaid as part of the final settlement when Council's waters assets are relinquished.
- Ōmārama Airfield Limited – \$0.410m interest rate 8.13% with interest compounding up to either \$100k or the date of practical completion. Council approved funding of up to \$0.550M, but this was contingent on no further drawdowns being made after 28 February 2024. It is intended the Loan will be paid off via section sales. The Loan is due for repayment no later than 27 May 2026.

Bank / call account / term deposits

Council's cashflows are extremely cyclical and regular, with four months that may be regarded as "high cash balance" months – August, November, February, and May. These are the months in which quarterly rate instalments, water billing, and trade waste charges fall due for payment. In each of these months, and when other large inflows, like loan principal repayments, are received, officers must decide how best to deal with the resulting surplus funds, which effectively support Council activities through to the next "high cash balance" month.

In making these decisions, officers consider:

- operational requirements; and
- loan repayment obligations; and
- term deposit opportunities.

Interest rates for term deposits have now reduced due to reductions in the OCR. They currently range from 1.00% for Council's call account and term deposits up to 1.9% for two months, to around 3.5% for six months and 3.4% for 12 months. Rates for longer terms have also reduced but Council is unlikely to ever utilise terms longer than 3-6 months.

Council currently has no funds held in the Call Account as it only earns 1.00%. Instead, surplus funds are used to repay debt wherever possible.

In addition to the Call account, Council holds funds in two other accounts effectively in "trust". As required by law in a separate account representing contract retentions held. Monies are transferred when retentions are released. Also, funds are held representing ticket sales for upcoming events to be held at the Ōamaru Opera House. Revenue is recognised and transferred once the event has been held.

CURRENT SITUATION – BORROWINGS

Council as at 31 October 2025 has borrowed a total of \$81.464m from the Local Government Funding Agency.

Three types of loan are used: Commercial Paper (CP); Floating Rate Notes (FRN); and Fixed Rate Bills (FRB). Maturity dates range from April 2026 to May 2031.

Capital expenditure is continuing with a focus on the three most significant outflows relating to the Network Waitaki Events Centre, Kakanui Bridge and the Forrester Gallery. Although all have major third-party funding attached to them, Council is still required to cover a significant portion of the costs and must fund the timing difference between making payments to contractors and the arrival of third-party funding.

Any necessary short-term borrowing will be financed via the \$6.0M CARL facility. It is expected that further LGFA borrowing will be required before year end to fund capital works, but this is dependent on timing of cash out-flows and the potential for projects to be deferred/cancelled.

Interest rates available from the LGFA are slowly reducing. Council can currently borrow from the LGFA at around 3.7% fixed, 3.8% floating, and 2.8% on commercial paper for shorter terms.

Bank of New Zealand (BNZ)

Council has a Customised Average Rate Loan (CARL) facility with the BNZ with a limit of \$6M at 4.43%. This facility is used for short-term borrowing to take advantage of the large quarterly Rates take given that it is more cost effective to borrow for the short-term at the higher CARL rate, than longer term at the lower LGFA rates. Council does not currently have an overdraft facility as it is more economical to utilize the CARL facility. For longer-term requirements, the LGFA will always be the preferred funding source.

Future Borrowing Requirements

The LGFA has proven extremely responsive to requests for funding assistance and will provide funds at very short notice if required. Although obtaining new, and refinancing existing, loans from the LGFA require more paperwork than simply processing a transfer from the CARL facility, LGFA debt will always be more reasonably priced.

The 30 June 2026 borrowings budget is \$93.6m. Capital projects are expected to pickup over the next 6 months and it is expected that borrowing levels will be close to budgeted as at 30 June 2026.

Forecasts completed for the 2025-34 Long Term Plan predict that new borrowings of circa \$85 million are required over the nine years. There is also over \$200 million of borrowings required to fund 3 waters projects over that period.

Discussion

This Treasury Strategy will continue to provide:

- flexibility in accessing and applying operational funding
- certainty of funding for capital projects
- certainty and savings in loan servicing and facility costs
- funds which, when not required for operational or capital funding purposes, can be used to generate investment revenue

SUMMARY OF OPTIONS CONSIDERED

Option 1 – Adopt the Treasury Strategy for the second quarter of the 2025-26 financial year as outlined in this report, using the expertise of external consultants in relation to the structuring of external borrowing, making use of the lumpsum quarterly Rates take using the BNZ CARL facility for short term funding, and investing funds considered surplus to immediate operational and capital expenditure requirements. **(Recommended)**

Option 2 – Direct the Chief Executive to consider and develop an alternative Treasury Strategy.

ASSESSMENT OF PREFERRED OPTION

Option 1 is preferred. It continues current practice and is regarded by officers as the most practical and viable option in light of Council's present funding circumstances and significant upcoming capital and other projects.

CONCLUSION

Officers will continue to maximise, wherever possible, returns from Council's investments whilst minimising as much as practicable the costs of financing Council's ongoing funding requirements. This Treasury Strategy has been developed and has evolved to ensure that objective is met.

ADDITIONAL DECISION-MAKING CONSIDERATIONS

Waitaki District Council Strategic Framework

Outcomes

Community Outcomes

Prosperous District

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

Strong Communities

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

Quality Services

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

Valued Environment

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

Policy and Plan Considerations

To maintain compliance with LGFA borrowing covenants and Council's Liability Management and Investment Policy, careful consideration of Council's Treasury Strategy is necessary, in terms of managing cashflow, debt levels, and considering investment options.

Financial Considerations

To ensure that Council continues to operate sustainably, careful consideration of Council's Treasury Strategy is necessary, in terms of managing cashflow, debt levels, and considering investment options.

Legal Considerations

To maintain compliance with Council's financial obligations under the Local Government Act 2022, careful consideration of Council's Treasury Strategy is necessary.

5 RESOLUTION TO EXCLUDE THE PUBLIC

RECOMMENDATION

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
6.1 - Accounts Receivable as at 30 September 2025	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
6.2 - Accounts Payable as at 30 September 2025	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

6 PUBLIC EXCLUDED SECTION

7 RESOLUTION TO RETURN TO THE PUBLIC MEETING

RECOMMENDATION

That the Performance, Audit and Risk Committee resumes in open meeting and decisions made in public excluded session are confirmed and made public as and when required and considered.

8 RELEASE OF PUBLIC EXCLUDED INFORMATION

9 MEETING CLOSE