



Waitaki District Council

Annual Report 2021-22

Summary Document

www.waitaki.govt.nz



Waitaki
DISTRICT COUNCIL
TE KAUNIHERA A ROHE O WAITAKI



**WE
LOVE
THIS
PLACE**

→ WAITAKI ←

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Introduction from the Mayor and Chief Executive

On behalf of the Waitaki District Council, we are pleased to present the Annual Report for the 2021-22 financial year.

The 2021-22 Annual Report is an opportunity to report to the community on Council's progress and performance against the first year of the 2021-31 Long Term Plan, from 1 July 2021 to 30 June 2022.

We continue to feel the impact of COVID in our communities and in our everyday lives, through challenges surrounding the cost of living, availability of goods and services, and recruiting people to fill job vacancies in local businesses, as well as Council. International events are also impacting the Waitaki District, as they are across New Zealand.

Despite these challenges, we have continued working towards achieving Council's vision of making the Waitaki District the best place to be!

An important step towards achieving this vision is through the continued development of our relationship with our iwi. The iwi and Council share respect for what each other does, and are strengthening our working relationship to achieve the shared ambitions and goals of both parties.

Council faces considerable change in our business over the next few years due to the proposed Government reforms, particularly the Three Waters, Future for Local Government, and Resource Management Act reforms. To respond to these reforms and the changing

needs of our district and our communities, we have started a Transformation Programme to ensure that we are a modern, effective, and efficient organisation, with the ability to serve our district as best as possible within a very changed landscape.

The local authority elections in October 2022 will create a very different Council table. Our newly Elected Members will need to gain Local Government knowledge quickly in order to understand the impact of the challenges and changes Council is facing both now and in the future.

Financial Result

We finished the year with a lower than budgeted surplus due to several factors, including the continuing impact of the COVID pandemic which has seen several Council activities interrupted and projects deferred. During the year, Council received significant funding to support projects in the 3 Waters activities, and consequently increased staffing levels in that department to cope. However, neither the Sports and Events Centre or the Cultural Facilities redevelopment projects progressed beyond the initial planning phase, meaning associated budgeted revenue was not received. These projects will progress in the 2023 and 2024 financial years.

Council received infrastructural assets worth \$1.594 million related to ongoing development in the district and wrote off \$1.711 million of assets decommissioned following the completion of major capital projects funded by the Tranche One funding for 3 Waters.

As a result, we have ended the year with an operating surplus of \$1.207 million, including the impacts described above, compared with a budgeted surplus of \$4.588 million. Operational results have been affected by numerous factors, both positive and negative, all of which have impacted the reported position.

When considering these factors, it must be understood that the budget against which Council's actual performance is measured in the Annual Report is that set in the Annual or Long Term Plan and does not allow for changes to those budgets approved subsequently by way of Council resolution, such as carry-forward budgets.

Council's financial position is sound despite failing to achieve the budgeted level of surplus. Key asset values are being maintained and the level of external borrowings at year-end matches budget. We continue to review our costs, particularly from an operational perspective, always striving to ensure that ratepayers get the best value for money.

We would like to thank our Councillors, staff, and contractors for their ongoing efforts towards delivering the vision and strategies Council has for our district.

We would also like to thank our residents, key partners, and stakeholders. The feedback and support we receive is important for our continued improvement. As we go through our Transformation Programme, you will all play a key role in shaping our future.



Alex Parmley
Chief Executive



Gary Kircher
Mayor for Waitaki

Waitaki THE BEST PLACE TO BE!

Waitaki - Whenua taurikura

EMPOWERING OUR PEOPLE AND PLACE TO THRIVE
Whakapuāwai takata, Whakapuāwai whenua

COMMUNITY OUTCOMES

economic



Attractive to new opportunities
Support local businesses
Foster a diverse and resilient economy



social and cultural



Enable safe and healthy communities
Connected, inclusive communities
Promoting a greater voice for Waitaki
Celebration of our community identity



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

environment



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

STRATEGIC PRIORITIES

Providing high-quality core infrastructure and services

Determining the best way to deliver 3-waters for the community

Working with the community to respond to COVID-19 challenges

Creating a District Plan that is fit for Waitaki's future

Striving towards better Council performance

Driving best value for rates

Ensuring we get core business done while delivering on our strategic priorities and achieving our community outcomes

Engagement with the community and partners

Strategies, plans and partnerships

Long Term Plan and Annual Plan

Our service delivery approach

Monitoring and reporting on our progress

Our planning and reporting cycle

LTP

LONG TERM PLAN

The Long Term Plan sets out our strategic direction and work programme for the 10 years ahead. It outlines the services we will provide, the projects we will undertake, the cost of doing this work, how it will be paid for and how we will measure the quality and our effectiveness. The issues we face and the context within which we work are continually evolving. For this reason, our Long Term Plan is produced every three years.

AR

ANNUAL REPORT

At the end of each financial year we produce an Annual Report. This sets out how we performed for the year compared to what we said we would do. It lets you know what we delivered and analyses whether we met our budgets and performance targets.

AP

ANNUAL PLAN

In each of the two years between Long Term Plans we produce an Annual Plan. The Annual Plan takes a fresh look at the budgets and work programme that we planned for the year, according to the Long Term Plan, and considers whether adjustments are needed.

Measuring our performance

Council uses a number of methods to measure and monitor the quality and effectiveness of the services we provide.

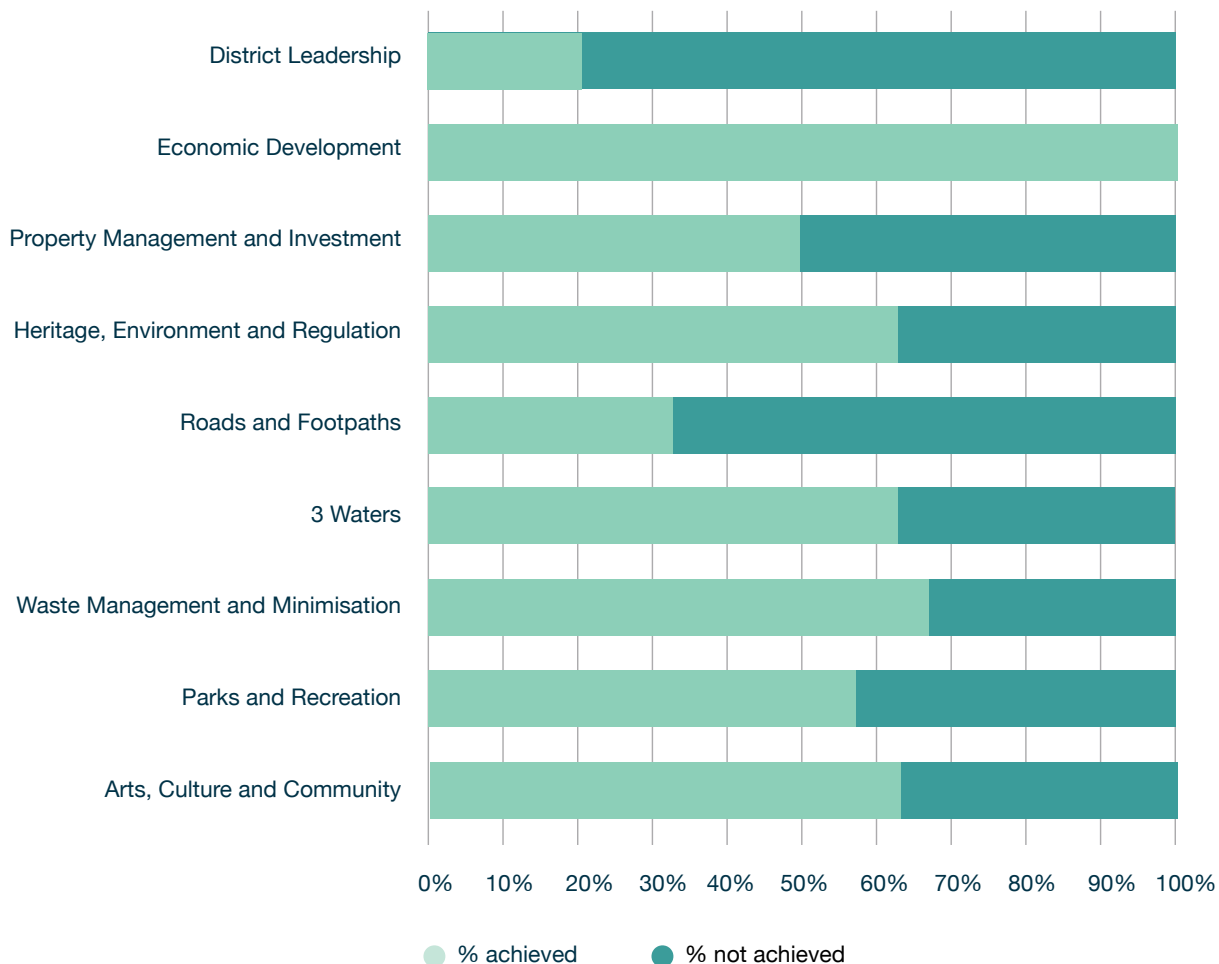
These help us to ensure we are delivering what we said we would, and that we improve performance where we need to. Each Council activity has performance measures with targets that they aim to achieve. As we are reporting on the

2020-21 financial year, these measures are targets from the 2018-28 Long Term Plan.

The following pages contain a summary of the activities and performance measures we have achieved and not achieved.

Full information on these performance measures can be found in the 2021-22 Annual Report at www.waitaki.govt.nz.

Performance measures results summary



Annual Residents' Survey

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

There has been a slight decline across most measures, and satisfaction with overall Council performance slightly declined year-on-year (66% in 2022 against 60% in 2021).

Several of the reputation measures recorded a significant year-on-year decline including value for money (down 8 percentage points), overall reputation, how rates are spent

on services and facilities, and rates being fair and reasonable (all down 9 percentage points).

Key Research report that most councils they conduct resident satisfaction surveys for have recorded decreases in levels of satisfaction.

However, some measures remain at high levels. For example, levels of satisfaction with the Waitaki District Libraries

and the Ōamaru Opera House remain at over 90%. Satisfaction with parks and reserves in the district has reached 90%.

There have also been significant increases in levels of satisfaction with the Council-owned Waitaki Lakes Camping Grounds (up by 14 percentage points) and the unsealed roading network (up by 6 percentage points).

Below is a summary of the results from the survey.

Resident satisfaction survey results

Residents' are most satisfied with:

Ōamaru Opera House



93%

of residents are satisfied with the Ōamaru Opera House

Libraries



92%

of residents are satisfied with Library services offered in the district

Parks and Reserves



90%

of residents are satisfied with the Parks and Reserves

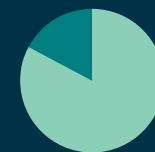
Resource Recovery Park



86%

of residents are satisfied with the Resource Recovery Park

Water Supply - Ōamaru



83%

of residents connected to the Ōamaru water supply are satisfied

we need to improve on:

Rates being fair and reasonable



33%

of residents think that our rates are fair and reasonable

How rates are spent on services and facilities



32%

of residents are satisfied with how rates are spent on services and facilities

Overall financial management



31%

of residents are satisfied with the overall financial management

Ahuriri Community Board



31%

of residents' (in the Ahuriri Ward) are satisfied with the performance of the

Unsealed roading network



28%

of residents are satisfied with the unsealed roading network

Council

Council and Community Boards are governance bodies forming a vital link between communities and Council staff who manage assets and activities.

Elected representatives give voice to the interests of Waitaki's diverse communities when Council sets its outcomes and makes decisions for our district. This is to ensure what Council does serves the best interests of our communities both now and in the future.

Our specific community outcomes are:



Strong Communities

→ By providing opportunities to participate in democratic local decision making, through representation on Community Boards, Council, and by consultation.

→ By providing advice and encouraging initiatives to support existing and new economic activity and diversification across the district.



Quality Services

→ By providing governance structures, planning, and reporting to provide cost-effective, good quality infrastructure, public services, and regulatory functions.



Prosperous District

→ By providing advice and encouraging initiatives to support existing and new economic activity and diversification across the district.

Performance measures:

We have 5 performance measures, 1 of which was achieved, and 4 of which were not achieved:

52% of residents are satisfied with the leadership and direction provided by the Mayor and Councillors (*Target = 70%*).

✗ not achieved
[2020-21 = 57%]

31% of residents are satisfied the Ahuriri Community Board is making a positive difference (*Target = 60%*).

✗ not achieved
[2020-21 = 45%]

40% of residents are satisfied the Waihemo Community Board is making a positive difference (*Target = 60%*).

✗ not achieved
[2020-21 = 42%]

44% of residents are satisfied with the information provided about Council's current actions and its plans (*Target = 60%*).

✗ not achieved
[2020-21 = 42%]

67% of residents are satisfied with communication from Council (*Target = 60%*).

✓ achieved
[New Measure]

What we've done

Setting direction and policy:

- Waitaki District Responsible Freedom Camping Bylaw adopted 7 December 2021
- Backflow Prevention Policy adopted 8 December 2021
- Waitaki District Council Trade Waste Bylaw adopted 8 December 2021
- Waitaki Water Supply Bylaw adopted 8 December 2021
- 2020-21 Annual Report adopted 21 December 2021
- Class 4 Gambling Venues Policy adopted 26 April 2022
- TAB Venues Policy adopted 26 April 2022
- Annual Plan 2022-23 adopted 28 June 2022
- Pre-Election Report published 14 July 2022

Community Boards

Ahuriri Community Board

- Provided funding of \$4,700 to the Ōmārama Residents Association for playground equipment. This was funded through the Board's Community Grants Fund (September 2021).

Waihemo Community Board

- Provided funding of \$4,000 to the Dunback Walkway for cutting the track and signage on the connection between Dunback and the Dunback Domain. This was funded through the Board's Discretionary Fund (December 2021).
- Provided funding of \$3,000 to the Moonar Street Walkway for gates and signage. This was funded through the Board's Improvement Fund (December 2021).
- Provided funding of \$3,700 to the Palmerston Squash Courts as a contribution to the cost of the completed upgrade. This was funded through the Board's Discretionary Fund (March 2022).
- Provided funding of \$4,000 to the Palmerston Mountain Bike Track under the umbrella of the North Otago Mountain Bike Club. This was funded through the Ward's Services Rate (March 2022).



Economic Development

Part of Council's leadership involves supporting the economy and communities through economic and community development activities.

Our specific community outcomes are:

Prosperous District

- By encouraging sustainable development of our local economy through partnerships, innovation, quality infrastructure, and planning.
- By providing advice and encouraging initiatives to support existing economic activity and diversification across the district.

What we've done:

We worked alongside Polis Consulting Group, Te Rūnanga o Moeraki, and local businesses to develop an ambitious draft Waitaki Economic Development Strategy. The draft strategy targets sustainable and inclusive growth and outlines how the economy can grow by more than 8% above projected growth rates in the next 10 years if it is implemented.


The strategy recommends the dissolution of Tourism Waitaki Ltd and the creation of an Economic Development Agency (EDA) who will also manage the reinvigoration of the visitor economy. It will also improve the community, environmental, and cultural wellbeing of the district.

The strategy was adopted as a draft by Council in June 2022 and will be finalised in the first quarter of 2022-23 after further stakeholder engagement.


Performance measures:

We have 2 performance measures, both of which were achieved:

Secured agreed levels of Central Government funding for Waitaki-based projects (Tourism Infrastructure Funding contribution of \$340,691 for upgrade to the toilets at Awamoa Park and \$168,665 for upgrade to the carpark and toilets at Bushy Beach Scenic Reserve) (**Target = Secure \$150,000**).

 **achieved**
[2020-21 = Not Achieved]

Delivered agreed volume of collaborative projects with local businesses, organisations, and iwi (new ambitious Waitaki Economic Development Strategy adopted as a draft at end of June 2022; support for Te Rūnanga o Moeraki Tourism Infrastructure Fund contribution of \$113,000 for improvements to Takiroa and Maerewhenua Rock Art sites; Virtual Waitaki website launched) (**Target = 2 or more projects**).

 **achieved**
[New Measure]



Property

Our Property activity covers property management and investment and provides a property advisory service for the Council organisation.

The property unit supports the administration of Council and facilitates opportunities for new and existing businesses and economic development initiatives. The unit also manages Council property investment and supports the lifestyle and experience of the district's residents and visitors.

Our specific community outcomes are:



Strong Communities

→ By providing quality community housing to elderly and vulnerable people in our community.



Quality Services

→ By providing properties that meet the needs of the community, meaning that people are more likely to want to stay and they will encourage others to move here.



Prosperous District

→ By effectively managing the property portfolio, meaning returns are maximised and rates input is minimised.



Valued Environment

→ By enhancing development in keeping with the town's heritage, creating a unique experience that residents are proud of and attracting visitors.

Performance measures

We have 4 performance measures, 2 of which were achieved, and 2 of which were not achieved:

89% of community housing tenants are satisfied with their tenancy (*Target = 90%*).

✗ **not achieved**
[2020-21 = 94%]

89% of commercial tenants are satisfied with their tenancy (*Target = 90%*).

✗ **not achieved**
[2020-21 = 86%]

97% of community housing units are occupied (*Target = 90%*).

✓ **achieved**
[2020-21 = 100%]

100% of commercial tenancies are occupied (*Target = 90%*).

✓ **achieved**
[2020-21 = 99%]

What we've done:

Community Housing

The programme of rolling renewals for vacant units continued this year. All vacant units were assessed and renovated where applicable within the 2022 financial year. We also continued our programme of upgrades across our community housing to ensure that we are compliant with the Healthy Homes Legislation for Council's residential tenancies. We are on track to meet our compliance obligations with a requirement for all rental homes to be compliant by 1 July 2024.

Ōamaru Airport

This financial year saw a number of new leases, lease renewals, and rent reviews for our airport tenancies. New Key Performance Indicators (KPIs) were agreed between our new CEO and Elected Members during the year, which included the development of an Airport Strategy and a 5-year business plan. As a result, planned high value investment in our airport infrastructure was put on hold pending the outcome of the Airport Strategy which is to be finalised in the 2023 financial year.

Operational Buildings

There have been a number of important upgrades to our heating systems. A new heating plant was installed in the Centennial Memorial building, removing its reliance on the aging boiler located behind the Library. With the Opera House moving to an independent heating solution, the Library is now the only building reliant on the boiler for heat. This plant is reaching end of life and decisions on decommissioning, replacement, or reinvestment will need to be made in the near future.

In addition to the development of an Airport Strategy, the property team also began the development of a Property Strategy. This work is due by the end of the 2022 calendar year and, in conjunction with the planned Transformation Programme, will set the future direction for Council's property operations.

Ōamaru Harbour

We continued investment in the Ōamaru Harbour which is an important asset for our town and district. The Holmes Wharf Observation Deck, located on the north side of Holmes Wharf mole, was completed in July 2021 and the remainder of the Holmes Wharf piles were cased in concrete to strengthen the sub-wharf structure. This work was also completed in July 2021. The contract for the final stage of re-decking Holmes Wharf was awarded, with work commencing on this renewal in April 2023.



Heritage, Environment, and Regulation

Council works to create a district where residents feel safe and protected.

We want our natural environment to be protected and sustainable, have appropriate emergency services, and to ensure Council business is conducted in a transparent, prudent, and efficient manner.

Our specific community outcomes are:

Quality Services

→ By having a fully functional Emergency Operations Centre and trained and competent emergency management personnel to ensure we play an active role in supporting and coordinating emergency responses in the district.

Strong Communities

→ By ensuring buildings are safe and do not pose a risk to the public.

→ By ensuring food for sale to the public is prepared in safe premises that meet food hygiene regulation.

→ By ensuring the threat to the community from nuisance or dangerous dogs or wandering stock is minimised.

→ By playing an active role in the Safer Waitaki Coalition.

Prosperous District

→ By ensuring consents and licences are processed accurately, efficiently, and within statutory timeframes.

→ By ensuring sufficient land is zoned for business, commercial, and rural activities.

→ By resolving commercial and domestic environmental impacts.


→ By monitoring approved resource consents and conditions to minimise environmental impact and promote sustainable land management.

→ By introducing a new District Plan to incorporate better provisions for the protection of the environment.


Performance measures

We have 19 performance measures, 12 of which were achieved, and 7 of which were not achieved. Below are some of the key performance measures:


100% of building consents were processed within 20 working days (*Target = 100%*).

 **achieved**
[2020-21 = 99%]

The average timeframe for processing Building Consents was **8 working days** (*Target = 15 days*).

 **achieved**
[New Measures]

We **maintained** Building Consent Authority Status (*Target = Maintain Building Consent Authority Status*).

 **achieved**
[2020-21 = Maintained]

25.8% of dog owners in the district have a selected owner status (*Target = 27%*).

 **not achieved**
[2020-21 = 27%]

82% of residents are satisfied that Waitaki is a safe place to live (*Target = 80%*).

 **achieved**
[2020-21 = 86%]

What we've done:

Heritage and Planning

A key milestone reached by the Planning team was the release of the Draft District Plan document in June 2022. It has been a significant task to reach this stage, which now goes to public consultation and consideration of feedback before progressing to a Proposed District Plan. Another important delivery this year was the Ōamaru, Kakanui, and Weston Spatial Plan, which identified potential areas for future growth over the next 30 years.

Building Services

Whilst still dealing with the challenges of COVID, the building team issued 656 Building Consents over the last 12 months, and for the first year processed 100% of building consents within 20 days. We are extremely proud of this achievement that shows the team's commitment to providing an excellent level of service to the community despite challenges, to ensure the continuity of development across Waitaki.

Regulatory and Environmental

We continue to ensure the safety and wellbeing of our communities by providing Animal Management services, issuing and monitoring of Food and Alcohol licencing, administering gambling policies (Class 4 Gambling Venues Policy and TAB Venues Policy), protecting the natural environment through compliance with the District Plan, resource consent monitoring and review, and monitoring of the Freedom Camping Bylaw.

Community Development and Engagement

Safer Waitaki was rebranded as Stronger Waitaki in August 2021 to better represent the breadth of activities being undertaken. In December 2021, we farewelled our Chairperson Paul Olsen as he moved into a new role and welcomed Lichelle Guyan into the Chair. Stronger Waitaki continues to grow in membership and engagement and has been very active this year with a significant conference held during July, attracting 190 delegates. This, alongside other training and development opportunities we were able to offer the community, have been welcomed by the organisations who have participated. Community wellbeing continued to be a key focus area during the year. Along with this, ensuring that we retained connections with the stakeholder groups we are engaged with was another important focus, as the connections we build across our community groups are essential for ongoing community development.





Roads and Footpaths

Roads and footpaths are an integral part of our district. The ease of movement of heavy goods and tourism activities are key to the district's economic activity and these activities are reliant on our roading network. Our roads also provide access and connectivity to properties, places, and people.

Our specific community outcomes are:

Quality Services

→ By providing roads and footpaths that are safe, effective, efficient, accessible, and fit for purpose for people and goods.

→ By providing transport networks and services that are safe.

Prosperous District

→ By ensuring roading activities are managed efficiently and effectively.

What we've done:

Our 2021 roading work programmes aligned with the Long Term Plan, ensuring that we maintain service levels for our community. Our delivery of work was challenged this year when Council's government road investment for 2021-24 was confirmed late by Waka Kotahi. Coupled with this, inflationary changes to construction costs required a replanning of when and how work was undertaken.

Our road network maintenance contract reached the end of a 5-year term in June 2022. Procuring a new maintenance contractor concluded in June 2022 at the end of an 18-month project. Our Network Maintenance activities have continued throughout the year. This work includes sealed road repairs, unsealed road grading and maintenance graveling, vegetation control, bridge and culvert maintenance, street sweeping and litter bin clearing, and emergency response management.

Despite the challenges mentioned above, we managed to deliver a number of improvement projects, including seal widening, sealed road resurfacing, safety improvements, and road safety programmes.


Performance measures

We have 12 performance measures, 4 of which were achieved, and 8 of which were not achieved. Below are some of the key performance measures:

There were **no fatalities**, a decrease of 3 from the prior year (*Target = A reduction in the number of fatalities*).

 **achieved**
[2020-21 = 3]

There were **8 serious injuries**, an increase of 4 from the prior year (*Target = A reduction in the number of serious injuries*).

 **not achieved**
[2020-21 = 4]

43% of residents are satisfied with the condition of Waitaki's non-State Highway sealed roads (*Target = 60%*).

 **not achieved**
[2020-21 = 44%]

28% of residents are satisfied with the condition of Waitaki's non-State Highway unsealed roads (*Target = 50%*).

 **not achieved**
[2020-21 = 22%]


The average quality of the ride on sealed roads, measured by smooth travel exposure, was **93%** (*Target = Greater than 90%*).

 **achieved**
[2020-21 = 92%]

98% of footpaths within the district meet the specified level of service (*Target = 96%*).

 **achieved**
[2020-21 = 98%]

84% of requests for service relating to roads and footpaths were responded to within agreed timeframes (*Target = Greater than 90%*).

 **achieved**
[2020-21 = 89%]

Water Services

3 Waters services are fundamental for the health and wellbeing of our community. Council aims to provide these services in a safe and reliable way that is affordable for ratepayers.

Our specific community outcomes are:



Quality Services

- By providing safe drinking water to agreed areas which meets the New Zealand Drinking Water Standards.
- By providing infrastructure which protects people and property from flooding events.
- By providing a timely response to service requests and system failures.
- By providing community reticulated systems in agreed areas.



Prosperous District

- By planning for and building 3 Waters infrastructure which has capacity for growth.



Valued Environment

- By meeting obligations of 3 Waters consents.
- By providing infrastructure that treats and disposes of wastewater and stormwater in an environmentally sensitive and sustainable way.
- By acknowledging and incorporating the natural environment in design, construction, operation, and maintenance of infrastructure.

What we've done:

We protected the public health of Waitaki communities by continuing to:

- Source, treat, store, and distribute drinking water to more than 20,000 residents across 15 water supplies
- Collect and dispose of stormwater across 8 community areas
- Collect, treat, and dispose of wastewater from over 14,000 residents across 8 networks

Performance measures

We have 19 performance measures, 12 of which were achieved, and 7 of which were not achieved. Below are some of the key performance measures:

The total number of complaints received about drinking water was **14 per 1,000** connections to Council's networked reticulation system (*Target = Fewer than 25 per 1,000 connections*).



achieved

[2020-21 = 16 per 1,000 connections]

The average consumption of drinking water per day per resident within the Waitaki District was **522 Litres** (*Target = Less than 500 Litres per day average consumption of drinking water per resident*).



not achieved

[2020-21 = 493 Litres per day average consumption of drinking water per resident]

There were **no flooding events** in the Waitaki District (*Target = 0*).



achieved

[2020-21 = There were no flooding events]

The total number of complaints received by Council about issues related to sewerage such as odour or system blockages, and Council's response to issues, was **5.7 per 1,000** connections (*Target = Fewer than 12 complaints per 1,000 connections*).



achieved

[2020-21 = 5.5]

Water Supply

In response to the Government's Three Waters Reform announcements in 2021, projects across the 10 years of the 2021-31 Long Term were reviewed to identify those which could be brought forward into the first 3 years of the plan. The new enhanced investment programme, adopted by Council in December 2021 up to 30 June 2024, was in the order of \$82.5 million (revised to \$72.8 million after 1 July 2022). Completing these projects earlier than planned will ensure our 3 Waters assets are well-placed to serve the needs of our local communities in the longer term, while also reducing asset maintenance and operational requirements for the new entity during the period required, for it to familiarise itself with the district's networks and asset management plans.

A major focus for 2021-22 was completing the \$7.46 million worth of projects funded through the Government's Three Waters Reform Tranche One Funding. These projects were selected to improve water supply resilience, quality, and capacity across multiple supplies. Projects that received Tranche One Funding include water main renewals in Ōamaru, Palmerston, and Otematata.



Stormwater

We developed an inspection and cleaning programme for Ōamaru which will commence in the coming year. We also cleared the drainage channel spanning from Waitaki Boys' High School to Regina Lane, reducing the risk of flooding.

Wastewater

We continued to collect, treat, and dispose of wastewater from over 14,000 residents across 8 networks. We developed a wastewater mains inspection and cleaning programme which commenced following the procurement of services. We also developed a wastewater inflow and infiltration inspection programme to determine where stormwater is entering the wastewater network. Once this programme is underway, it will help eliminate inflow and infiltration, and increase the network's capacity.

We completed desludging at the Ōamaru, Ōmārama, Palmerston, and Moeraki Wastewater Treatment Plants which increases the network's capacity, allowing the ponds to work more efficiently.

Recreation Services

Our greenspaces, sports fields, walking and cycling tracks, and other recreational facilities provide many opportunities for people to enjoy different activities and events.

We provide and manage affordable, safe, and attractive sports and recreational facilities, amenities, and services that lead to a happier, healthier, and better-connected community.

Our specific community outcomes are:



Quality Services and strong communities

- By providing parks, gardens and greenspaces, sports and recreation facilities that contribute to the district's physical, mental, and environmental wellbeing, enhancing quality of life, and making Waitaki attractive to existing and prospective residents and businesses.
- By providing recreational spaces that meet the needs of the wider community and cultural and recreation/sport groups.
- By meeting industry standards and providing opportunities for people to feel safe while being active and to connect the community through sport and recreation.



Prosperous District

- By providing facilities that contribute to the attractiveness of the district and create opportunities for new businesses, for example, tour operators, sports events, and accommodation.



Valued Environment

- By providing natural environment and greenspaces that are attractive to the community and provide habitat for biodiversity.

Performance measures

We have 7 performance measures, 4 of which were achieved, and 3 of which were not achieved:

There was a **26%** decrease in visitors to the Waitaki Aquatic Centre (*Target = 1% increase in number of visits p.a.*).

✗ not achieved
[2020-21 = 27% increase].

Note: The reasons for the fall in visitors are the COVID lockdown last year, then the ongoing pool user restrictions, combined with excluding public while schools used the facility, and then the lack of people returning to the pool after COVID restrictions eased.

78% of customers were satisfied with the Waitaki Aquatic Centre (*Target = 80%*).

✗ not achieved
[2020-21 = 85%]

90% of residents are satisfied with Waitaki's parks and reserves (*Target = 80%*).

✓ achieved
[2020-21 = 85%]

77% of residents are satisfied with the district's campgrounds (*Target = 70%*).

✓ achieved
[2020-21 = 63%]

78% of residents are satisfied with Waitaki's sports fields and facilities (*Target = 80%*).

✗ not achieved
[2020-21 = 85%]

81% of residents are satisfied with the cemeteries in Waitaki (*Target = 80%*).

✓ achieved
[2020-21 = 86%]

79% of residents are satisfied with the public toilets in the district (*Target = 70%*).

✓ achieved
[2020-21 = 77%]

What we've done:

Our team provided advice and support to the Otematata community as they developed their Community Led Development Plans and installed exercise equipment at the Ōmārama Playground (funded by the local community).

The Ōamaru Public Gardens have maintained their recognition as a 5 star 'Garden of National Significance' by the New Zealand Gardens Trust. We completed detailed drawings for the waterplay feature at the Ōamaru Public Gardens, which will allow the work to be tendered for a spring 2022 build.

A local Palmerston group working under the umbrella of Mountain Biking North Otago have commenced development of a new mountain bike trail in the Brough Road Forestry Block.

Meetings were held with Otago Regional Council and the Moeraki community regarding rabbits, to try to coordinate a combined approach to regaining compliance.

We supported the Waitaki Event Centre Trust in their efforts to raise community funds towards the Waitaki Events Centre.

We completed the governance structure review of the Alps 2 Ocean Cycle Trail. A full time Trail Manager started in February 2022, and the new Joint Committee met in March 2022. The A2O Reference Group met for the first time in June.

Our new coach at the Aquatics Centre has had a very positive influence on the programme delivery, growing the squad numbers by 350 percent and working on new initiatives to encourage people to be active with us.





Waste Management and Minimisation

We are focused on promoting and supporting waste minimisation in the district. Through different initiatives, we encourage people to recycle and protect the natural beauty of our environment.

Our specific community outcomes are:



Quality Services

- By providing access to affordable, reliable, accessible, and efficient waste disposal systems and facilities.
- By encouraging the provision of different waste disposal options by the private sector.



Valued Environment

- By investigating options to mitigate the effects of landfills on the environment.
- By encouraging reduction, reuse, and recycling of waste.

What we've done:

Solid Waste

We developed a business case on future options for the Beach Road contaminated sites and the Hampden closed landfill. This was presented to Council in early 2022 for consideration and recommended full remediation of these sites. The business case also looked at future use of Palmerston Landfill and recommended that the site be improved to receive waste from Beach Road and Hampden. We are working with the Otago Regional Council to explore the possibility of Palmerston Landfill receiving the district's waste until closure of the landfill in 2027.

We continued to provide financial support to the Waitaki Resource Recovery Trust (WRRT) to ensure their services will continue to be available to the community. Between July 2021 and June 2022, WRRT diverted a total 2,500 tonnes of waste which equates to 100kg of waste diverted per person in the district.

Waste Minimisation

We were pleased to appoint a full time Waste Minimisation Officer and EnviroSchools Facilitator in August 2021, recognising the importance of waste reduction for our environment and future wellbeing. A focus for this role is on providing education, awareness, and support for initiatives that will achieve further waste minimisation and diversion in our district.

We developed Waste Free Waitaki branding which will be used to roll out an ambassador programme. Additionally, the inaugural Waitaki Waste Minimisation Fund will open in 2022, Waste Free Wednesday education tips have commenced, and further education and awareness campaigns are planned. A website refresh will support these initiatives and enable community access to waste minimisation resources.

Performance measures

We have 3 performance measures, 2 of which were achieved, and 1 of which was not achieved. Below are the performance measures:

97% of residents live within 25km of a transfer station, landfill, or recycling centre (*Target = Greater than 90% of residents*).



achieved

[2020-21 = 97%]

521kg of waste was generated per person in Waitaki and received at the Ōamaru Refuse Transfer Station and Palmerston Landfill in 2021-22 (*Target = A 2.5% year-on-year reduction in the volume of waste generated per person*).



not achieved

[2020-21 = 493kg of waste was generated per person in Waitaki]

97kg per capita recycling and diversion were received by the Waitaki Resource Recovery Park (*Target = Baseline set at Year 1, planned 5% year-on-year increase thereafter*).



achieved

[New Measure]



Arts, Culture, and Community

This activity group covers the Waitaki District Libraries, Forrester Gallery, Waitaki Museum & Archive Te Whare Taoka o Waitaki, and the Ōamaru Opera House.

There are different ways we can celebrate our vibrant culture. Our cultural venues, the artists, events, and exhibitions they promote and attract are just some of the ways we can enjoy living in Waitaki.

Our specific community outcomes are:



Strong Communities and Quality Services

- By providing facilities and services that contribute to the quality of life of the district and make it attractive for people to live here.
- The library reflects the bicultural and multi-cultural diversity of the community through appointment practices, training, ongoing learning and development and provision of inclusive services to the community. The library collaborates with all service sector organisations in Waitaki.



Prosperous District

- By growing the use of the Opera House for commercial events, providing work for contractors, hospitality, and accommodation providers.
- To support business development, the library provides space, information, and advice to local businesses.



Valued Environment

- The library supplies resources, invites environmental specialists, and arranges displays around environmental issues and milestones.

Performance measures

We have 14 performance measures, 9 of which were achieved, and 5 of which were not achieved. Below are some of the key performance measures:

92% of residents are satisfied with library services (*Target = 85%*).

✓ **achieved**
[2020-21 = 87%]

65% of the population of the Waitaki District are members of the library (*Target = 60%*).

✓ **achieved**
[2020-21 = 64%]

96% of schools in the Waitaki District are satisfied with the Gallery and Museum's educational activities and/or engagement (*Target = 80%*).

✓ **achieved**
[2020-21 = 89%]

93% of residents are satisfied with the Ōamaru Opera House (*Target = 90%*).

✓ **achieved**
[2020-21 = 94%]

There were **114** community meetings held at the Ōamaru Opera House (*Target = Maintain or grow number of meetings year-on-year*).

✓ **achieved**
[2020-21 = 110 meetings]

What we've done:

Waitaki District Libraries

We continued to support our community throughout COVID, with the library staff helping over 400 people to obtain vaccine passes online, as well as distributing 340 Rapid Antigen Tests to Waitaki residents.

We have also taken a leading role in supporting our community to learn te reo and mātauranga Māori. To encourage wider use of te reo across Waitaki, the Ōamaru and Hampden libraries continue to hold introductory te reo Māori sessions each month. All library staff complete weekly te reo Māori classes and participate in daily waiata and karakia sessions.

A key highlight of the year for our community was the inaugural public Matariki celebration, which was coordinated by our Ōamaru Library Team. The first event celebrating Matariki was presented by star lore expert Victoria Campbell at the Opera House, and at a subsequent dawn ceremony at Cape Wanbrow. The latter event was coordinated by our Library Team in collaboration with Te Rūnanga o Moeraki.

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

The Forrester Gallery, Waitaki Museum & Archive Te Whare Taoka o Waitaki has had its first full year of operation since it re-opened to the public in December 2020. Visitor numbers were lower than expected at 2,866. This lower number is attributable to both the ongoing disruptions from the COVID pandemic and the impact of the building renovation work. Archive users have also been accessing more materials online which has resulted in fewer in person visits to the Archive. Work is planned to put more archive material online so users can access it directly. A highlight has been seeing the return of school visits in June this year after a long absence.

Throughout this year, staff focus has again been on the building projects at both the Gallery and Museum. A major focus has been the development and initial implementation of the Revenue Generation Strategy to support the Stage Two extension of the Forrester Gallery. At the Museum and Archive, building work is complete, and fitout work has now started. We look forward to sharing the new Museum and Archive spaces with the community in late 2022.

Ōamaru Opera House

An estimated 13,900 people came through the doors of the Ōamaru Opera House for shows, meetings, events, tourists, café use, and comfort stops. This is a 51% decrease from the previous year, which is a direct result of COVID restrictions.



Council Controlled Organisations

Council currently has three wholly-owned subsidiaries operating within the Waitaki District, namely Tourism Waitaki Ltd, Waitaki District Health Services Ltd Group, and Whitestone Contracting Ltd.

Council also owns 50% of Omarama Airfield Ltd, which is regarded as a joint venture.

Council has also determined that, because of funding and other issues, it is able to influence the activities of the Waitaki Whitestone Geopark Trust, and so includes that entity in its consolidated group.

Tourism Waitaki Ltd

Tourism Waitaki works to enable operators and our communities to deliver original and engaging experiences in the Waitaki District.

Council is associated with, and supports, the Waitaki Whitestone Geopark Trust, which is working towards the establishment of the geopark concept within the Waitaki District, and Tourism Waitaki works closely with the Trust in the development of tourism and other opportunities in the area.

The vision of Tourism Waitaki is that visitors are drawn to explore the people and place of Waitaki, as defined by its rich natural heritage, unique geology, biodiversity, and geo-gastronomy.

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

Tourism Waitaki contributes to the following Council community outcomes and wellbeings:

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

How We Performed – Tourism Waitaki Ltd

Focus – Strengthen Waitaki District and brand awareness

Community Outcome	Performance Measures	Targets Year 1	Achievements
Prosperous District <ul style="list-style-type: none"> Attractive to new opportunities Support local businesses Foster a diverse and resilient economy 	Marketing and Promotion	<p>Create a domestic campaign/ marketing plan to draw visitors to the district.</p> <p>Increase visitor numbers to the Ōamaru Blue Penguin Colony by 20% over COVID lockdown over 12 months.</p>	<p>Achieved – Campaigns were held in November 2021 and May 2022. <i>(new measure)</i></p> <p>Not Achieved – Visitor numbers fell by 4,919 over the period. <i>(2021 – achieved growth of 375% over 2020)</i></p>
	Digital Media	Enhance Waitaki’s digital media presence and exposure to visitors to boost awareness by running two digital campaigns to grow visits to digital platforms by 10%.	Partially Achieved – Two digital campaigns were run with varied results. <i>(new measure)</i>
	Visitor Surveys	Carry out at least 100 Visitor Surveys each 6 months at Ōamaru Blue Penguin Colony (OBPC) to gain visitor insights into the experience and grow the rating of ‘Meeting Expectations’ to ‘Surpassing Expectations’ by 5% over 12 months.	Achieved – 544 completed surveys, with an increase of 6.19% in the ‘Surpassing Expectations’ grading. <i>(new measure)</i>

Focus – Be a trusted leader in tourism

Community Outcome	Performance Measures	Targets Year 1	Achievements
Prosperous District <ul style="list-style-type: none"> Attractive to new opportunities Support local businesses 	Manage the business in a financially sustainable manner.	Business has a budget and enhancement plan and operates within budget.	Achieved - operating loss of \$110k compared to budgeted loss of \$257k. <i>(new measure)</i>
	Improve customer experiences at the OBPC.	Qualmark Assessment is maintained for OBPC as Silver or advances to Gold.	Achieved – retained Silver but gold was not achieved. <i>(2021 – silver maintained)</i>
Prosperous District <ul style="list-style-type: none"> Support local businesses 	Be a resource for local operators and aspiring tourism businesses to obtain knowledge, data, and insights.	Hold operator workshops twice a year.	Partially Achieved – One workshop was held in December 2021, but another planned for May 2022 was cancelled due to low numbers registering.

Focus – Tourism elevates community pride

Community Outcome	Performance Measures	Targets Year 1	Achievements
Prosperous District <ul style="list-style-type: none"> • Attractive to new opportunities • Support local businesses 	Create robust and trusted relationships with operators and communities.	Membership of Tourism Waitaki grows by 4%. Target and continue this momentum.	Achieved – An increase in membership by 10%. <i>(new measure)</i>
Prosperous District <ul style="list-style-type: none"> • Attractive to new opportunities • Support local businesses • Foster a diverse and resilient economy 	Develop a Destination Management Strategy for the Waitaki District.	Complete a Destination Management Strategy to enable development of a Destination Management Plan during 2022-23.	Achieved – Strategy was adopted in February 2022. <i>(new measure)</i>
	Develop a District Events Strategy.	Appoint an Advisory Panel to develop a Waitaki District Events Strategy.	Achieved – The Events Strategy was completed in September 2021. <i>(new measure)</i>

Because of the COVID pandemic, the Company permanently closed several of its services, which have subsequently been taken on by Council. In 2021, the Company obtained financial support from both the Strategic Tourism Asset Protection Plan and the Tourism Communities Fund, by way of grants and loan facilities. 2022 saw receipt of further grants and the drawing down of loan funding, as well as increased numbers of domestic tourists at the Ōamaru Blue Penguin Colony, which the Company still operates.

The Company received an unqualified audit report for the year ended 30 June 2022, on 28 November 2022.

Waitaki District Health Services Ltd Group

The principal objective of Waitaki District Health Services Ltd Group is to operate a successful healthcare business by providing services to meet the healthcare needs of the Waitaki District community.

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

Waitaki District Health Services also works to ensure services are clinically excellent, financially sustainable, and delivered by staff working in safe working environments.

Council's primary objective for continued ownership and control is to ensure the healthcare needs and interests of the district are met through the provision of quality, locally-based healthcare services

Waitaki District Health Services Ltd contributes to the following Council community outcomes and wellbeings:

Community Outcome	Wellbeing	How does this activity affect the wellbeing of our community?
Quality Services: <ul style="list-style-type: none"> Community facilities and services we are proud of 	Social	<ul style="list-style-type: none"> By maintaining and improving the range and quality of health care services in the district.
Strong Communities: <ul style="list-style-type: none"> Enable safe and healthy communities 	Social	<ul style="list-style-type: none"> By providing adequate standards of care and services to patients. By providing services within budgets. By employing qualified health professionals.

The Group comprises Waitaki District Health Services Ltd, Waitaki District Health Services Trust, and Observatory Village Charitable Trust Group (includes the Trust, Observatory Village Lifecare Ltd, and Observatory Village Care Ltd).

How We Performed – Waitaki District Health Services Ltd

Focus – Our local hospital provides a high standard of service

Community Outcome	Performance Measures	Targets Year 1	Achievements
Quality Services: <ul style="list-style-type: none"> Community facilities and services we are proud of Strong communities <ul style="list-style-type: none"> Enable safe and healthy communities 	Fulfilment of all professional and technical standards.	100% employed regulated health professionals hold current Annual Practising Certificates.	Achieved – All regulated health professionals hold current Annual Practising Certificates. (2021: <i>achieved</i>)
Strong communities <ul style="list-style-type: none"> Enable safe and healthy communities 	Ensure adequate standards of care and services are maintained to the Company's patients.	Maintain a Quality Assurance Programme.	Achieved – The company continues to maintain and monitor a quality assurance programme. (2021: <i>achieved</i>)
Strong communities <ul style="list-style-type: none"> Enable safe and healthy communities 	Percentage compliance with all performance targets and service standards required by the Ministry of Health contractual arrangements within the company.	100% compliance.	Achieved – The company is fully compliant with all aspects of its contractual arrangements with the (former) Southern District Health Board and now Te Whatu Ora Health New Zealand. (2021: <i>achieved</i>)

Focus – Our local hospital works with stakeholders

Community Outcome	Performance Measures	Targets Year 1	Achievements
Strong communities <ul style="list-style-type: none"> Enable safe and healthy communities 	Communicate to staff and the wider community as and when necessary.	A minimum of two health forums annually.	Achieved – Community health forums were held throughout the 2021-22 financial year. (2021: <i>achieved</i>)
Quality Services: <ul style="list-style-type: none"> Community facilities and services we are proud of Strong communities <ul style="list-style-type: none"> Enable safe and healthy communities 	Maintain and improve the range and quality of health care services in the district.	Leverage Stronger Waitaki to improve the health and wellbeing of our community.	Achieved - Collaborated with organisations having a professional or business interest in healthcare in the district to maintain and improve the range of health services available. (2021: <i>achieved</i>)

Focus - Our local hospital is well managed

Community Outcome	Performance Measures	Targets Year 1	Achievements
Quality Services: <ul style="list-style-type: none"> Community facilities and services we are proud of Strong communities <ul style="list-style-type: none"> Enable safe and healthy communities 	Percentage of planned services provided within budget.	Operate and provide 100% of planned services within budgeted income, including services contract with the District Health Board and income from other contracted sources.	Not Achieved - All planned services were provided, but the company reported an operating deficit much larger than was budgeted, and did not achieve a breakeven result as required. (2021: <i>not achieved</i>)

Waitaki District Health Services Trust

Community Outcome	Performance Measures	Targets Year 1	Achievements
Quality Services: <ul style="list-style-type: none"> Community facilities and services we are proud of 	Fund the purchase of property and equipment for health services in Oamaru.	Provide financial assistance as required.	Achieved - provided funding of \$4.6 million to the hospital. (2021: <i>achieved</i>)
Strong communities <ul style="list-style-type: none"> Enable safe and healthy communities 	Fund the provision of health services in the District.	Provide financial assistance as required.	Achieved - provided loans and donated funds as needed. (2021: <i>achieved</i>)

Observatory Village Charitable Trust Group:

Observatory Village Charitable Trust

Performance Measures	Service Target	Achievements
Use the Trust Fund to further the charitable purposes of providing housing and care services for the aged and infirm.	Assist groups providing or promoting such services within the Waitaki District.	Achieved – continued development and expansion of the Observatory Village facilities. (2021: <i>achieved</i>)
Make grants/gifts towards the advancement of education related to the provision of health and disability services.	Identify and work with groups to achieve benefit for those groups and the wider community.	Not Achieved – No grants were provided during the year. (2021: <i>not achieved</i>)

Observatory Village Lifecare Ltd

Performance Measures	Service Target	Achievements
Oversee and manage the successful development of the village complex.	Progress construction towards completion as per tender documents and contractual arrangements.	Achieved – significant progress on Stage 2 of the development, 2 stage 2 villas completed and 9 more at varying degrees of completion. (2021: <i>achieved</i>)
Ensure the retirement village operates on budget.	The retirement village meets operating budgets .	Achieved – overall budget has been met despite slightly reduced income as fewer units were sold. (2021: <i>achieved</i>)
Ensure adequate and appropriate funding is available to ensure the project is completed within agreed timeframes and budgets.	Cashflow and projections are continually monitored.	Achieved – (2021: <i>achieved</i>)
Report regularly to the Trust in terms of annual plan, performance targets and insurances.	Arrange 4 meetings annually to obtain sign-off from Trustees.	Achieved – (2021: <i>achieved</i>)
Work with all parties with an interest in aged care in the Waitaki District to improve the range and quality of facilities.	Maintain service standards and the quality of facilities provided.	Achieved – refer Observatory Village Care Limited below. (2021: <i>achieved</i>)
Support initiatives for housing and the care of the elderly.	Consider design options, meet regularly with residents.	Achieved – a new villa floorplan has been designed, double garaging options will be available. Bi-monthly meetings are held with residents. (2021: <i>achieved</i>)

Performance Measures	Service Target	Achievements
Promote and market the retirement village to secure high occupancy levels.	Achieve minimal resale periods.	Achieved – Average resale time 2.4 months. (2021: 2.3 months).
	Maintain the village interest list.	Achieved – 11 new villas built in 2022 were pre-sold, and 10 to be built in 2023 will be sold before being built. Priority is given to those registered on the interest list. (2021: 13 villas resold)

Observatory Village Care Ltd

Performance Measures	Service Target	Achievements
Develop, monitor, and achieve a suite of KPIs.	A range of KPI measures have been developed.	All achieved except for the level of staff turnover, which was still within industry standards of 29%, as per the NZ Aged Care Association. (2021: same result)
Delivery of care to rest home and hospital level residents maintained at the highest of industry standards.	Achieve/maintain certification with Nga Paerewa Health and Disability Standards.	Achieved - a 4-year certification following audit review. Occupancy of the facility was 98.4% (industry average 85.2%). (2021: achieved)
Chattels and assets maintained to highest standards.	Undertake regular reviews and maintenance programmes.	Achieved - As the facility ages, maintenance needs have increased. All is completed in a timely manner using quality goods and services from reputable companies. (2021: all required maintenance completed)
Report regularly to the Trust in terms of annual plan, performance targets and insurances.	Arrange 4 meetings annually to obtain sign-off from Trustees.	Achieved – four quarterly meetings held, quarterly reports and an annual statement of intent have been provided and discussions held on budgets, insurance and the effects of Covid. (2021: achieved)
Work with all parties with a professional business interest in aged care in the Waitaki District to maintain and improve services available.	Regular communication with health professionals, the DHB and other care facilities.	Achieved – regular communication has been had with all affected parties. (2021: achieved)
Support initiatives for housing and the care of the elderly.	Consider design options, meet regularly with residents.	Achieved – Clinical Governance Group is working on residents' safety in reducing falls. The Critical Care Watch team has been established to collaborate with staff to provide outstanding levels of care. Support is provided to 7 staff undertaking NZ Health Workers Advanced Care and Support (Palliative Care) (Level 4) training. (2021: achieved)
Promote and market the care facility to secure high occupancy levels.	Ensure the facility enjoys the highest reputation.	Achieved – based on the numbers of interested people on the Interest register waiting to enter the facility. (2021: achieved)

The Waitaki District Health Services Ltd group received an unqualified audit report for the year ended 30 June 2022, on 9 December 2022.

Whitestone Contracting Limited

The purpose of Whitestone Contracting Ltd is to be a reputable and trusted contractor, supporting local employment, the environment, and the community, whilst maximising profit and performance.

Council's objectives for continued ownership and control include:

- Stimulating and maintaining a competitive contracting sector in our district.
- Supporting local opportunities for a diverse labour market.
- Obtaining a good return on investment commensurate with the business risks of Whitestone Contracting Ltd and the risk appetite of Council.

Whitestone Contracting Limited contributes to the following community outcomes and wellbeing:

Community Outcome	Wellbeing	How does this activity affect the wellbeing of our community?
Quality Services: <ul style="list-style-type: none"> • Robust core infrastructure and services • Community facilities and services we are proud of 	Social	<ul style="list-style-type: none"> • By operating the business efficiently and effectively, providing a financial benefit to Council. • By maintaining a high standard of health and safety.
Strong Communities: <ul style="list-style-type: none"> • Connected, inclusive communities 	Social	<ul style="list-style-type: none"> • By supporting community initiatives.
Valued Environment: <ul style="list-style-type: none"> • Protecting our diverse landscapes and water bodies 	Environmental	<ul style="list-style-type: none"> • By complying with the Resource Management Act. • By maintaining the ISO 14001 standard.

How we performed – Whitestone Contracting Ltd

Community Outcome	Performance Measures	Targets Year 1	Achievements
Quality Services: <ul style="list-style-type: none"> • Robust core infrastructure and services • Community facilities and services we are proud of 	Before income tax return on opening shareholders' funds.	Achieve a before income tax return (prior to donations, sponsorships, and subvention payments) on opening shareholders' funds, that exceeds 8%.	Improved, but not achieved 3.88% <i>(2020-21: Not Achieved – 1.27%)</i> Both because of COVID pandemic.
Strong communities <ul style="list-style-type: none"> • Connected, inclusive communities 	Support community initiatives.	Over \$50,000 of sponsorship per annum.	Achieved <i>(2020-21: Achieved)</i>
Quality Services: <ul style="list-style-type: none"> • Robust core infrastructure and services • Community facilities and services we are proud of Valued Environment: <ul style="list-style-type: none"> • Protecting our diverse landscapes and water bodies 	Maintenance of the relevant quality standards.	Maintain ISO 9001 registration and related quality assurance programmes. Maintain ISO 14001 standard to ensure systems are in place to meet environmental, legislative, and regulatory requirements.	Achieved – Maintained registration for both quality standards. <i>(2020-21: Achieved – Maintained both)</i>

Community Outcome	Performance Measures	Targets Year 1	Achievements
Quality Services: <ul style="list-style-type: none"> Robust core infrastructure and services Community facilities and services we are proud of Valued Environment: <ul style="list-style-type: none"> Protecting our diverse landscapes and water bodies 	Compliance with Resource Management Act.	Full compliance with Resource Management Act (no breaches).	Achieved – Compliance achieved. (2020-21: <i>Achieved</i>)
Quality Services: <ul style="list-style-type: none"> Robust core infrastructure and services Community facilities and services we are proud of 	Maintain a high standard of health and safety in relation to WCL's employees, customers, suppliers, subcontractors, and the public.	Maintain ISO45001 safety management systems accreditation.	Achieved – Maintained (2020-21: <i>Achieved</i>)
		Maintain a total injury frequency rate of no greater than 2 per 200,000 hours worked or 10 per million hours worked.	Not Achieved – Actual injury frequency rate was 5.94. (2020-21: <i>Achieved</i> – No injuries reported)
Quality Services: <ul style="list-style-type: none"> Robust core infrastructure and services Community facilities and services we are proud of 	Rate of shareholder funds to total assets.	Rate of shareholders' funds to total assets > 40%.	Achieved (2020-21: <i>Achieved</i>)

COVID continued to impact the company during 2022, with up to 10% of its workforce absent due to illness or caring for family members at any one time, which restricted its financial performance although it returned an increased operating surplus over 2021.

The Company received an unqualified audit report for the year ended 30 June 2022, on 29 August 2022.

Ōmārama Airfield Limited

The purpose of Ōmārama Airfield Ltd is to provide airfield facilities to support flying and gliding opportunities in the Ōmārama area, including:

- public access to airfield facilities
- recreational flying activities
- commercial operations
- conducting competitions and sporting events.

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

Ōmārama Airfield Limited contributes to the following community outcomes and wellbeings:

Community Outcome	Wellbeing	How does this activity affect the wellbeing of our community?
Quality Services: <ul style="list-style-type: none"> • Robust core infrastructure and services • Community facilities and services we are proud of 	Social	<ul style="list-style-type: none"> • By maintaining, operating, and providing planned services within budgeted income. • By enhancing the economic benefits of the Ōmārama and Ahuriri community arising from the operation and development of the airfield.

How we performed – Ōmārama Airfield Limited

Performance Measures	Service Target	Achievements
Maintain, operate and provide planned services within budgeted income.	Operate and provide planned services within budgeted income.	Not Achieved - income under budget and expenses exceeded budget. (2021: not achieved due to high levels of maintenance cost)
Maintain, operate and provide planned services within budgeted income.	Achieve a break-even or better result after prudent provision for depreciation and asset replacement expenditure, and future trading requirements.	Not Achieved - Actual loss exceeded budgeted deficit by \$7,347 due to reduced income and loss on revaluation of infrastructure assets. (2021: not achieved, high maintenance costs ahead of planned upgrades and the installation of new equipment)
Measure the economic benefits to the Ōmārama and Ahuriri communities from the operation and development of the airfield.	Maintain or improve economic benefits to the community.	Achieved - Supports tourism by attracting visitors to use the airfield facilities and hosting regional and national championship events. Employs local residents in various capacities, particularly during the gliding season. (2021: achieved)

Lingering effects of the COVID-19 pandemic continue, with activities restricted due to the loss of a large commercial gliding customer, and the national gliding championships being held in the North Island. A new commercial gliding business has been established and another reviewing options for setting up at the airfield.

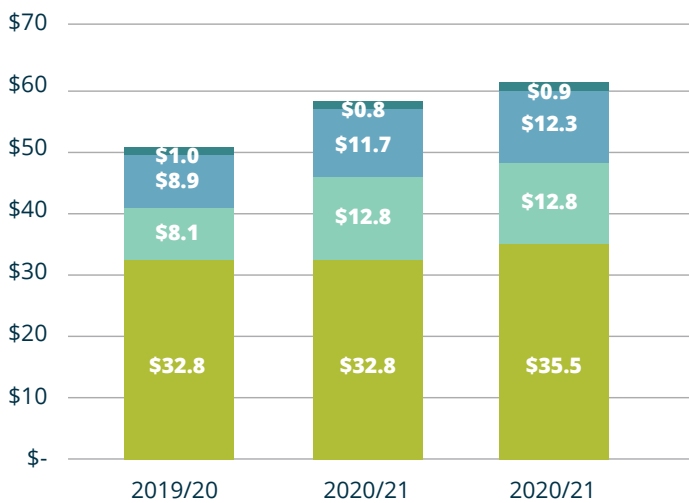
The Company received an unqualified audit report for the year ended 30 June 2022 on 30 November 2022. A full copy of the Company's Annual Report is available at the Company's offices, and a summary of the company's financial statements appears as part of Note 14 – Interest in Joint Venture.

Council accounts for its 50% ownership of the business as a joint venture, and records changes in the value of its investment within its own operating results rather than consolidating the business within the group.

Financial overview

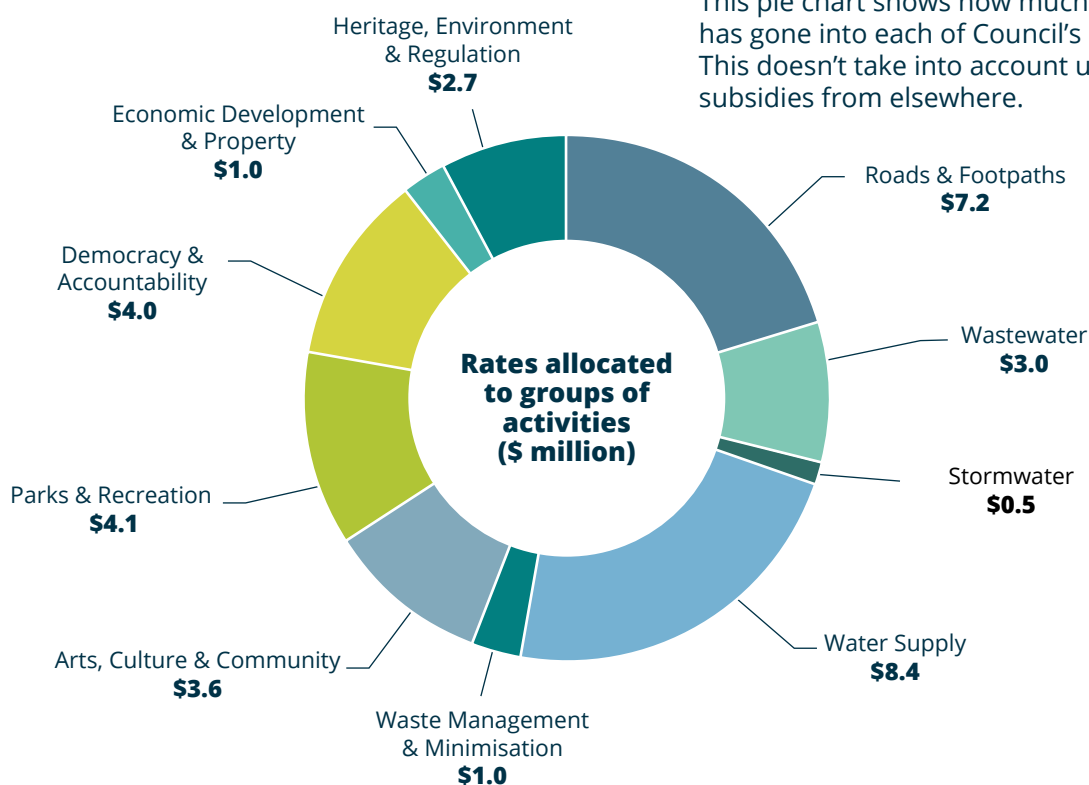
Council funds services such as roads, libraries, swimming pools, parks, playgrounds and water supply. While a lot of money for these services is raised through rates we also receive income from user charges, such as swimming pool entry fees, government subsidies and interest from investments.

Council Income (\$ million)



This graph shows the sources of Council's income over the last three years.

- Rates
- Government subsidies & other grants
- User charges
- Finance revenue



This pie chart shows how much rates funding has gone into each of Council's activities. This doesn't take into account user charges and subsidies from elsewhere.

Council's financial position is sound, despite the need to increase external debt during the year. Asset values have been maintained and investments in infrastructure and local enterprises have increased.

Ignoring assets vested in Council (\$1.594 million), the net losses incurred on asset disposals and write-offs (-\$1.711 million), and the effect of assets revaluations, Council achieved an operating surplus of \$1.324 million.

The year was another challenging one for Council and, as demonstrated in the graph below, only 3 Council activities recorded operating results that met or exceeded budget expectations, due largely to ongoing cost control and increased revenue, while 8 did not, as a result of numerous factors, including increased depreciation, urgent and unbudgeted maintenance requirements, and the effects of the COVID pandemic.

In particular:

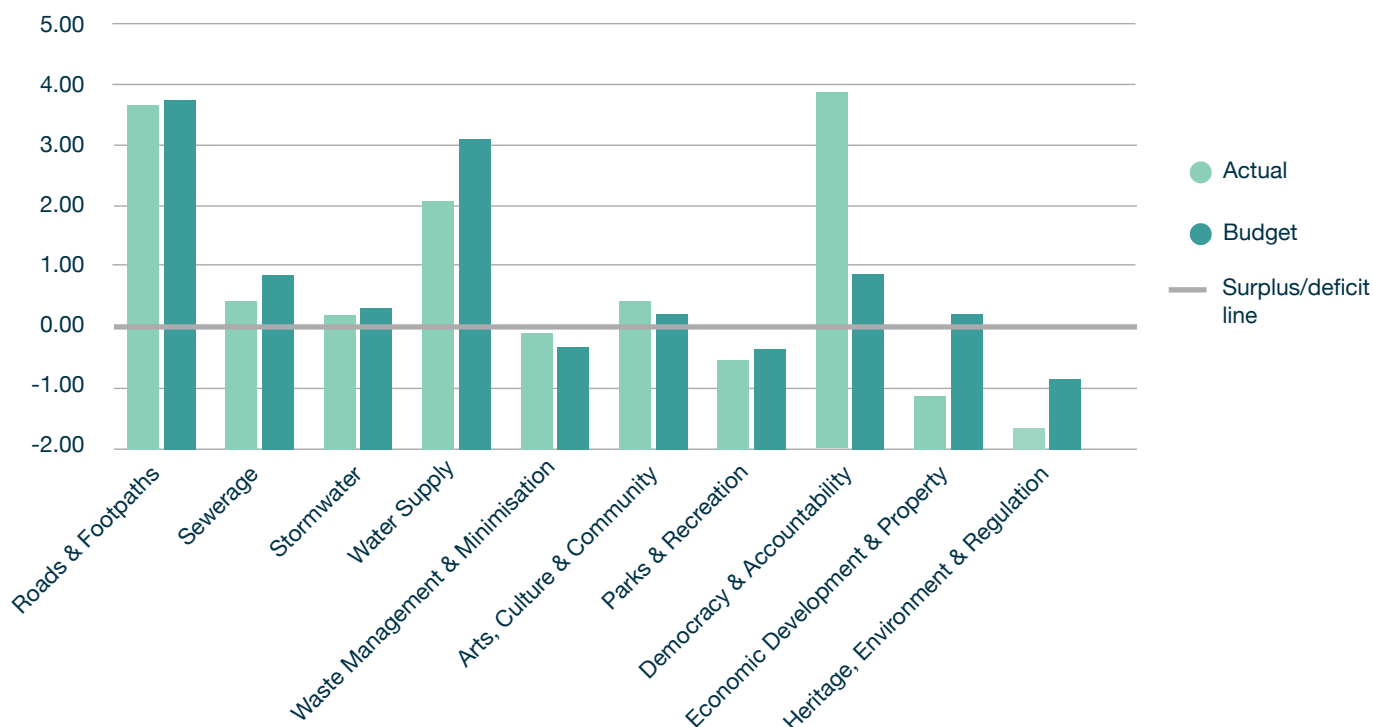
- The Roothing and Footpaths activity was affected when the annual programme of works was interrupted by mandatory lockdowns, and by unavailability of contractors
- The Water Supply activity was affected by reduced charges for water-by-meter as a result of lower water use by local industrial users due to COVID, and by maintenance issues
- The Sewerage activity saw reduced tradewaste charges due to COVID's ongoing effects on industrial users of the service
- The Recreation Activity and the Arts, Culture, and Community activity were adversely affected by the

ongoing impact of COVID on the community which has seen reduced patronage at the Aquatic Centre and the Gallery and Museum, and significantly reduced numbers of shows at the Ōamaru Opera House

- The Heritage, Environment, and Regulation activity has continued to see the effects of COVID on building and development activity, and has been affected by Council's extension of free parking in the CBD as a means of stimulating business activity

Despite these apparently negative indicators, Council is well placed to meet the challenges posed by significant capital projects that will commence in the next few years.

Activities - Actual Operating Surplus vs Budget (\$ million)



Summary of financial statements

	Waitaki District Council Only			Consolidated Group	
	Actual 2022	Budget 2022	Actual 2021	Actual 2022	Actual 2021
All in \$'000					
Summary of the Statement of Comprehensive Revenue and Expense					
for the year ended 30 June 2022					
Income					
Rates Revenue	35,516	35,585	32,846	35,352	32,704
Other Revenue	24,453	26,264	24,157	66,093	66,172
Assets vested in Council	1,594	-	1,141	1,594	1,141
Total Income	\$61,563	\$61,849	\$58,144	\$103,039	\$100,017
Expenditure					
Activity Expenditure	58,457	57,078	60,352	101,554	104,818
Finance cost	299	182	169	513	278
Other Losses / (Gains)	1,726	-	1,984	690	(2,320)
Total Expenditure	\$60,482	\$57,260	\$62,505	\$102,757	\$102,776
Share of joint venture's surplus / (deficit)	121	-	(31)	121	(31)
Interest on LGFA Borrower Notes	5	1	-	5	-
Surplus / (Deficit) from Operations	\$1,207	\$4,590	(\$4,392)	\$408	(\$2,790)
Income Tax Expense / (Refund)	-	-	-	38	(98)
Surplus / (Deficit) after tax	\$1,207	\$4,590	(\$4,392)	\$370	(\$2,692)
Other Comprehensive Revenue and Expense	42,222	6,959	111,666	49,896	111,790
Total Comprehensive Revenue and Expense	\$43,429	\$11,549	\$107,274	\$50,266	\$109,098
Statement of Changes in Equity					
for the year ended 30 June 2022					
Public Equity at 1 July	1,019,825	919,738	912,551	1,050,494	941,396
Total Comprehensive Revenue and Expense	43,429	11,549	107,274	50,266	109,098
Public Equity at 30 June	\$1,063,254	\$931,287	\$1,019,825	\$1,100,760	\$1,050,494
Summary of the Statement of Financial Position					
as at 30 June 2022					
Public Equity	\$1,063,254	\$931,287	\$1,019,825	\$1,100,760	\$1,050,494
Current Assets	10,609	23,390	12,043	21,704	20,366
Non-Current Assets	1,087,218	943,077	1,036,131	1,145,389	1,089,057
Total Assets	\$1,097,827	\$966,467	\$1,048,174	\$1,167,093	\$1,109,423
Current Liabilities	15,689	14,310	17,391	44,831	45,894
Non-Current Liabilities	18,884	20,870	10,958	21,502	13,035
Total Liabilities	\$34,573	\$35,180	\$28,349	\$66,333	\$58,929
Net Assets	\$1,063,254	\$931,287	\$1,019,825	\$1,100,760	\$1,050,494
Summary of the Statement of Cash Flows					
for the year ended 30 June 2022					
Net Cash from Operating Activities	16,976	22,428	13,809	18,833	17,921
Net Cash from Investing Activities	(26,096)	(34,267)	(20,789)	(25,151)	(26,464)
Net Cash from Financing Activities	9,000	10,000	8,600	9,385	8,572
Net Increase / (Decrease) in Cash	(\$120)	(\$1,839)	\$1,620	\$3,067	\$29
Total Cash Resources at 1 July	2,180	3,600	560	\$3,582	3,553
Total Cash Resources at 30 June	\$2,060	\$1,761	\$2,180	\$6,649	\$3,582

Notes to financial statements

The Waitaki District Council (Council) is a territorial local authority governed by the provisions of the Local Government Act 2002.

Council's financial statements are for the Waitaki District Council as a separate entity. The Waitaki District Council group consists of the Waitaki District Council and its subsidiaries, Whitestone Contracting Limited (100% owned), Waitaki District Health Services Limited (100% owned) (whose group includes the Observatory Village Group), Tourism Waitaki Ltd (100% owned), and the Waitaki Whitestone Geopark Trust.

The investment in Ōmārama Airfield Limited (50% owned) is treated as a joint venture.

All companies are incorporated in New Zealand. Council was involved in related party transactions with each of its group members, details of which are included in the full Annual Report.

Council's 2021-22 Annual Report, from which this summary has been extracted, was adopted by Council on 9 May 2023. The Annual Report has been audited and has received an unmodified audit opinion. The full Annual Report document may be viewed at www.waitaki.govt.nz.

This summary complies with PBE FRS-43: Summary Financial Statements but is a summary only and cannot be expected to provide a full explanation or the same level of understanding as the full Annual Report. The financial statements contained in the Annual Report were prepared in accordance with Tier 1 PBE accounting standards,

and so comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and with the requirements of the Local Government Act 2002. They are prepared in New Zealand Dollars, and all values are rounded to the nearest thousand dollars (\$000), unless otherwise stated.

As was the case in the previous period, Council has contingent liabilities which are dependent on future events, the actual value of which cannot be quantified.

Variations between 2022 Actual Results and the 2022 Annual Plan and 2021 Actual Results

Actual results for 2022 reported in Council's 2021-22 Annual Report have varied, both from budget and from results reported for the previous period, for several reasons. Significant variances are summarised below, and more information is provided in Note 33 in the full Annual Report:

Rates revenue, which includes penalties applied to overdue rates and water charged by meter, is slightly lower than budget because of reduced water usage and reduced penalties applied on unpaid or late-paid rates, both an ongoing impact of the COVID pandemic.

Grant revenue from both Government and other sources, was under budget due to delays in achieving the roading work programme and in progressing the proposed Sports and Events Centre beyond the initial planning phase.

Dividends received were below budget because of difficult trading conditions encountered by Whitestone Contracting Ltd as a result of the COVID pandemic.

Other gains and losses included losses on disposal and write-off of fixed assets amounting to \$1,726k.

Personnel costs exceeded those reported in the previous period, due to increased staff numbers as part of a strategy to reduce reliance on external service providers, but are below budget due to unfilled vacancies.

Increased depreciation and amortisation expense resulted from the triennial revaluation of Council's Water, Wastewater and Stormwater infrastructure.

Effects of the COVID-19 Pandemic

In March 2020, the World Health Organisation declared the novel coronavirus, COVID, to be a pandemic. The COVID pandemic substantially reduced economic activity on a global scale and lockdowns imposed by the New Zealand Government at levels 3 and 4 in 2020, and again in August-September of 2021, caused significant financial and other issues for Council, its communities, and members of its consolidated group, which have continued to affect Council and the group during the 2021-22 financial year.

Council

Effects on individual activities are generally covered in activity reports. Total revenue improved over the 2021 financial year, although the dividend received

from Whitestone Contracting Ltd was significantly reduced as a direct impact of the effects the pandemic had on that business's operations during 2021.

Ongoing impacts in 2022 have particularly affected parking revenue (Council has continued to offer free parking until 10am on business days in the Ōamaru CBD) and revenue earned by the Waitaki Aquatic Centre and Ōamaru Opera House (because of reduced patronage and limited opportunities for touring shows).

Property rentals have recovered from their downturn in 2021, as those tenants who received rental concessions are now meeting their lease obligations and penalties applied to overdue rates have returned to normal levels.

Council withstood the economic impact with no staff losses and, during the 2022 financial year, has increased the numbers of staff employed. Because of its solid funding base and contracted revenue sources, Council does not expect long-term or permanent financial damage from the effects of the pandemic, although future Annual and Long Term Plans will have to allow for replenishment of the Disaster Fund, which was reduced by some \$700,000 since 2019, to provide economic stimulus and assistance to local business and communities.

Effects on Group Members:

Tourism Waitaki Ltd

The company is heavily reliant on tourist traffic and continued restrictions on overseas visitors have had a significant impact on operations. The Whitestone City attraction was wound up in 2020 and its activities have now been taken over by Council. I-site and visitor centre operations were closed in 2020 and Council has now contracted the Ōamaru

Whitestone Civic Trust to deliver these services. Council has taken over the operations of the Alps 2 Ocean Cycletrail, formerly handled by Tourism Waitaki Ltd.

The company has reported an operating deficit despite government support for the Ōamaru Blue Penguin Colony from the Strategic Tourism Assets Protection Programme and further funding for other specific tourism-related activities. Tourism Waitaki has re-focused its efforts on promoting the district to local travellers and realigned its structure to better match reduced revenues.

Whitestone Contracting Ltd

The company reports an improved operating surplus for the 2022 financial year, after a disappointing result for the 2021 year, which was attributed to the level 4 lockdowns imposed that year and to delays arising from staff absences. Council has received a dividend based on that 2021 operating result which was under budget but the company's directors anticipate no lasting long-term financial repercussions as the company has maintenance and civil engineering contracts which are either ongoing or about to commence and can draw on banking facilities as needed to meet short term funding shortfalls.

Waitaki District Health Services Ltd Group

The hospital continued to provide a full range of health services during and since the pandemic, but some non-core services, particularly allied and community outreach services, were paused whenever lockdown levels greater than level 1 were implemented. As a result, there has been no change to core health funding. During higher levels of lockdown, there was a reduction in non-core radiology services. The hospital

did not develop or deliver any new or enhanced services due to the pandemic.

The Observatory Village Charitable Trust Group experienced no adverse effects on its operations arising from the COVID pandemic and has continued to provide aged-care services for its residents at all levels of care and during all levels of COVID lockdown. The Trust is continuing to expand the retirement village through the construction of further villas and apartments.

Waitaki Whitestone Geopark Trust

The purpose of the Trust is to facilitate the development of a UNESCO Global Geopark. The Trust was not impacted by the pandemic and was able to continue its operations throughout the period. The Trust has reported operating surpluses for both 2021 and the current financial year, and Council is committed to supporting the Trust. Representatives of UNESCO visited and reviewed locations that will be incorporated into the proposed Geopark after border restrictions were relaxed, and it appears likely that the concept will progress further with their support. As part of the ongoing development of the Geopark concept, the company is working closely with both Tourism Waitaki Ltd and the Vanished World Trust to bring its vision to fruition.

Effects on Joint Venture

Ōmārama Airfield Ltd

Usage of the company's facilities has returned to about 60% of pre-COVID levels. The joint venture reported an operating deficit for the current financial year that was larger than the budgeted deficit due to reduced operation revenue and the result of the revaluation of infrastructural assets.



Legislative Breach

The 2021-22 Annual Report for Waitaki District Council and Group was not completed by 31 December 2022 as required by section 98(7)(b) of the Local Government Act 2002.

Events subsequent to Balance Date

Flood Event

In July 2022, a significant weather event caused substantial damage to parts of Council's roading network. Since that time, Council has spent over \$3 million on repairs and has claimed over \$2 million of this cost from Waka Kotahi New Zealand Transport Agency. The unsubsidised balance has been funded from the Disaster Reserve and accumulated depreciation reserves.

Water Services Reform Programme

The New Zealand Government is implementing water services reform that is intended to ensure all New Zealanders have safe, clean and affordable water services.

Legislation passed in December 2022 established four publicly owned water services entities to carry out responsibilities for the delivery of three waters services and related assets and liabilities currently controlled by local authorities. A Water Services Bill to enable the transfer of these

assets and liabilities to the water services entities is currently before Parliament. Until the Bill is passed, the financial impact of the transfer on the Council remains uncertain.

On 13 April 2022, the Government announced further proposed amendments to the number of water services entities, and to stagger their establishment dates starting from early 2025, with all water services entities to be established by 1 June 2026. The timing of the transfer of assets and liabilities is therefore uncertain until amendments to existing legislation are passed

Review into the Future of Local Government

Central Government announced its intention to review the role and functions of local government entities prior to 30 June 2021.

The initial engagement process has now finished and the Review into the Future of Local Government has published a draft report, He Mata Whāriki, He Matawhānui, which poses recommendations and key questions intended to shape a more community-focused and citizen-centred local governance system. Submissions are open until 28 February 2023 and the final report and recommendations are due in June 2023. Because the process has still to be completed, no

more substantive detail is available at the time of adopting this annual report and Council is not able to say precisely if or how it might be affected.

Funding Contract - Waitaki District Health Services Ltd

The former Southern District Health Board, a significant funder of services provided by Waitaki District Health Services Ltd, ceased to exist on 30 June 2022. Existing funding arrangements have been continued by the new health authority, Te Whatu Ora Health New Zealand, until negotiations around a new replacement funding arrangement are concluded. Council has provided loans to the company in the period subsequent to balance date and will continue to support the company as required, pending a satisfactory outcome from the contract negotiations.

Independent Auditor's Report

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