

Annual Report Summary

| Whakarāpopototaka o te Rīpoata ā-tau



2023 – 2024

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Section 98(4)(b) of the Local Government Act 2002 requires Council to make publicly available a summary of the information contained in its annual report. The specific disclosures included in the summary annual report have been extracted from the full annual report adopted by Council on 12 December 2024. The summary annual report cannot be expected to provide a detailed understanding as provided by the full annual report. The full financial report dated 12 December 2024 has received an unqualified audit report. A copy of the full annual report can be obtained on the Council website – www.qldc.govt.nz

This summary annual report has been examined by the auditor for consistency with the full annual report. The auditor's report is included with this summary. The Council's full annual report has been compiled in line with NZ GAAP and stated explicitly that it complies with Public Benefit Entity (PBE) Standards for Tier 1 entities. The summary annual report complies with PBE FRS 43 – Summary Financial Statements.

Overview

| Whakarāpopototaka



Chief Executive's report



If there are two standout themes from the last financial year, they are 'challenges' and 'changes.' The change from the Labour Government to the National-led coalition in 2023 saw a significant shift in direction for all councils, which shaped the work programme in the first half of 2024. The ongoing reform of the Resource Management Act 1991, spearheaded by the government and industry, has yet to reveal its final shape. This change has been closely monitored by QLDC, given we are one of the fastest growing districts in the country and people are keenly aware of planning regulations and the effects of concepts like urban intensification.

One of the Government's most high-profile changes has been the repeal of the former Government's Three Waters programme and the need to respond to new directions, tighter regulation, and emerging legislative changes. Three Waters provision makes up a significant portion of Council expenditure and service delivery and consideration given to investment prioritisation and larger than expected rates increases.

Consequently, in February 2024, Council approved the deferral of the Long Term Plan 2024-2034 adoption by three months. Responding to these changes has been a major focus for Council, especially the finance, corporate, and property and infrastructure teams, who have been monitoring and adjusting to the rapidly shifting environment. Approval to consult on the draft Long Term Plan 2024-2034 was finally given by the Council in June 2024 as this financial year ended.

Much of this was in the public arena, as in March 2024 Council moved to a model of holding informal Council workshops and briefings open to all. This was in response to the Chief Ombudsman's report *Open for Business*¹, which sought to increase transparency and accountability in Council decision making. From then to 30 June 2024, Council held 20 workshops and briefings for Council, its related Committees, and the Wānaka-Upper Clutha Community Board with the community and media freely able to join the majority and access agendas and minutes on Council's website.

¹ <https://www.ombudsman.parliament.nz/resources/open-business-report-chief-ombudsmans-investigation-local-council-meetings-and-workshops>



Responding to emergencies

Two challenges came in the form of emergency response situations. On 18 September 2023, Council issued a Boil Water notice to Queenstown and Frankton residents and businesses on the public water supply. This followed confirmed local cases of illness caused by the protozoa, *Cryptosporidium*. Although the source was never confirmed, a public health investigation suggested that potential contamination of the water supply was the likely cause. Temporary fresh water supplies were then situated around Queenstown and plans quickly put in place to implement temporary UV treatment. The boil water notice was lifted on December 8 2023, following a staged reduction in the affected area and confirmation from the water regulator, Taumata Arowai, that compliance order requirements were met. This resulted in the accelerated installation of protozoa barriers (in the form of UV treatment) at Council's water treatment plants district-wide, with the largest schemes brought into compliance within the 2023-2024 financial year and the balance on track to be compliant by the end of 2025.

Also in September 2023, Council declared a State of Emergency in response to an extreme weather event, setting up a temporary evacuation centre in central Queenstown. Heavy rainfall across the district saw flooding and slips, with Queenstown town centre worst hit.

In particular, the area around Upper Brecon Street was badly affected, with approximately one third of the Queenstown Cemetery submerged by mud and forestry debris. The event also saw flooding through Reavers Lane, and cordons put in place for public safety. Response crews very quickly cleaned up debris in town and most roads were reopened within 24 hours. The Council and emergency response then moved into a transitional recovery phase, thanks to tremendous efforts by everyone involved whether volunteers, contractors, emergency response staff or Council officers. The cemetery reopened on Thursday 21 December 2023 after over 700 tonnes of silt and debris had been removed. This enabled affected families and friends to pay respect to their loved ones as part of a ceremony hosted by Council and Kāi Tahu Mana Whenua, with support from Skyline.

A massive thank you to everyone involved in both responses which tested the community's resilience whilst many were personally and directly affected. We also appreciate the positive engagement and patience of those affected as the Council and partners responded.



Protecting our natural environment

Enjoying and connecting with the unique outdoor environment of our district is a way for communities to reset and recharge. Planning for the preservation of local reserves whilst ensuring they remain inviting and valued spaces is a long but vital process. In October 2023, two key Wānaka-Upper Clutha projects saw significant progress. With Mount Iron now under Council stewardship, the community was able to input to the development of its reserve management plan. For DOC land at Mount Iron, DOC continues to fulfil all statutory requirements under the Conservation Act, while the Council now manages day-to-day operations, including signage, track maintenance, and car park upkeep.

In October, plans advanced for two of Wānaka's best-loved open spaces: Lismore Park and Peninsula Bay Reserve. In February 2024, Council sought feedback from the Whakatipu community to shape the plan for Frankton's Riverside Road Reserves, a popular area for walkers and cyclists along the Twin Rivers Trail, which includes the old Zoological Gardens. Additionally, Council refurbished McBride Park in Lake Hayes Estate. Work on these important projects continues.

In Queenstown-Whakatipu, a regeneration project to "recloak" Coronet Forest with native planting took an important step in April 2024. This followed the successful harvest of Coronet Forest, carried out between 2020 and 2023, which removed over 90,000 tonnes of timber and a major wilding source. The contract to deliver this regeneration was awarded to Te Tapu o Tāne and e3Scientific Limited and provides an opportunity to be a leading example of ecological restoration in Aotearoa New Zealand.

Protecting the environment is a key priority for Council as evidenced by the Vision Beyond 2025 community outcome: *Deafening Dawn Chorus*², and the Climate and Biodiversity Plan 2022-2025.

² <https://www.qldc.govt.nz/your-council/our-strategic-framework/>

In September 2023, Council began trialling cutting-edge technology to monitor conditions within two reserves – Ben Lomond in Queenstown and Mount Iron in Wānaka. That technology is now live and fully operational and helps manage wildfire risks associated with these areas. Council worked closely with the community, FENZ, Emergency Management Otago, Otago Regional Council, SCION (Crown Institute for Fire Research), and local lease holders to implement solutions to monitor these hazards and prepare for the challenges of a changing climate.

How waste is managed and minimised is an important part of the Council's response needed for climate adaptation. Year on year, Council has provided a dedicated fund to support waste reduction initiatives and in July 2023 confirmed a total of \$64.5k for 15 projects. Minimising waste in the district is crucial to building a more sustainable future, and Council is proud to embrace and support community-led waste reduction projects that move towards this goal. The next round of funding was launched in early 2024.

In December 2023, Council publicly confirmed its successful bid to purchase 8.3ha of land on Ballantyne Road in Wānaka for \$3.36 million. This land, adjacent to the existing refuse transfer station and Wastebusters, will enable the development of

new, fit-for-purpose waste facilities, significantly advancing the district's waste minimisation goals.

At the same time, Council sought community input as it initiated the development of a Waste Management and Minimisation Bylaw which aims to provide a regulatory framework to better enable Council to drive its Waste Minimisation and Management Plan³ objectives and take effective enforcement action where required. Through this process, Council has gathered valuable early insights into the types of things the community believes could be addressed through a bylaw.



Delivering community spaces and recreation services

Spaces for the community to come together and join in shared activities have expanded. The Whare Mahana Luggate Memorial Centre welcomed a new and improved place to play for children and their families. The opening ceremony in May 2024

introduced plenty of features from a climbing structure and swings to a new double flying fox. Community input was invaluable in shaping this space for the growing Luggate community.

The Upper Clutha also saw a new community space in October 2023, with doors opening to Paetara Aspiring Central, marked by a ribbon-cutting ceremony led by Mayor Lewers. The former Mitre10 building was transformed into a vibrant community space with two multi-use indoor courts, a separate studio for dance, yoga and fitness, or as a meeting space, and dedicated areas for Kahu Youth and Aspiring Gymsports.

March 2024 saw two exciting sports projects successfully completed at the Queenstown Events Centre and in Shotover Country. The Shotover Country cricket wickets support the growth of the sport for both junior and senior players alike. At only \$47k to complete they are expected to last at least ten years and hundreds of games of competitive cricket. At Queenstown Events Centre, a basketball hoop was provided by Basketball NZ in partnership with Schick. The hoop was installed on the artificial turf and was in use almost straight away!

Swimming received a boost with Council's Swim School certified in February 2024 as a 'Water Skills For

Life (WSFL)' provider by Water Safety New Zealand. Water activities are an important part of summer recreation here and 1,700 swim school students are receiving the best water safety programme on offer thanks to Council's Swim School. This great news follows the Swim School's recent attainment of the platinum standard for swim schools.

The team were also honoured in November 2023 to receive Exercise NZ's 2023 Community Award for its Leisurelys programme aimed at those aged 65 and over. This acknowledged the incredible effort from Council's Sport and Recreation staff in delivering an outstanding programme in the community space. The Leisurelys programme was introduced in 2009 and offers an extensive timetable of exercise classes aimed at supporting members mentally, socially and physically.



Supporting active travel alternatives

Active travel, whether commuting or for leisure, has continued to grow and Council investment has had to keep pace. In September, work started on the Arthurs Point to Queenstown

³ <https://www.qldc.govt.nz/media/b4tnrcbz/final-wmmp-2018.pdf>

shared pathway from McChesney Bridge to town. The work included upgrades to rural trails, drainage and surface upgrades to the Matakauri wetlands trail, sealing the road shoulder adjacent to the Matakauri wetlands, retaining walls, safe crossing points and creating a shared path along Robins Road. However, changes in government funding have left some sections disconnected from each other, leading to challenges in coordination and resource allocation.

With a focus on children travelling between home, school, and the pool at the Wānaka Recreation Centre the now-complete third stage of the 'Schools to Pool' network runs from Hedditch Street alongside Lismore Street, through Lismore Park, and on to Mount Aspiring College with a variety of safety enhancements. The fifth stage, finalised in April 2024 as the final piece of the puzzle linking Hedditch Street to Ballantyne Road via a safer, signalised crossing on State Highway 84 and Golf Course Road. These safe, well-designed active travel options encourage more people to get out and about on foot, promoting walking, biking, and other mobility methods, helping reduce emissions and creating healthy, safe, and successful neighbourhoods for our community to enjoy.



Improving roading infrastructure

The roading network is an important asset for our district and its geographically diverse communities. In August 2023, a range of safety improvements for drivers around Wānaka and the Upper Clutha got underway. This staged project includes the installation of 9,000 metres of safety barriers, additional road signage and markings through the Wānaka-Mount Aspiring Road and the Cardrona Valley Road.

Growth-related increases in road user numbers and a focus on safety was a trigger for a new roundabout at the intersection of Aubrey and Anderson roads in Wānaka completed in the last year. This project included an amended road layout, raised courtesy crossings to provide safe pedestrian passage, and a connection for the completed shared pathway on Anderson Road. Growth in Hāwea has also seen increased traffic and to keep that moving safely Council delivered a new roundabout at the Hāwea Dam intersection of Domain Road and Capell Ave. This delivers a simple but effective solution to enhance safety of all road users in the area.

Wānaka residents have also been closely following progress on a new roundabout at the intersection of Ballantyne and Riverbanks Roads which commenced in January 2024. Well known as a site of many near misses, this upgrade will feature raised pedestrian safety tables and the opportunity to improve stormwater management.

In Queenstown, stage one of the town centre arterial road reached a milestone in April 2024 with the reopening of upper Suburb and Dublin Streets. At that time, significant upgrades to underground services at the gateway to the new road were 90% complete having installed more than 1.8km of water supply, stormwater, and wastewater pipes. In a further milestone, the Melbourne Street / Frankton Road intersection also reopened to traffic in mid-May, reducing the construction footprint of the project for the duration of works.



Delivering Three Waters services

Glenorchy and Wānaka saw a boost to water supply capacity with the commissioning of new reservoirs. In Glenorchy, two new steel plate reservoirs replaced four pre-cast concrete tanks, increasing the

township's water capacity from 90,000 litres to 500,000 litres. The new steel plate reservoir in Wānaka at Beacon Point boasts capacity for 5,500,000 litres of water, complementing the existing concrete reservoir tank's 3,500,000 litres of capacity. Both increase resilience and provide capacity in the emergency event of a firefighting need.

Work continued at the Shotover Wastewater Treatment Plant and in May 2024, stage three was underway upgrading wastewater capacity in the district and providing for future growth through to 2048. Construction includes a second reactor which removes the bulk of non-biodegradable solids and a range of new equipment, technology and supporting infrastructure to help keep our district's pipes flowing, ensure long-term compliance, and help protect the environment.

The end of the financial year saw the full handover to Council of a new water supply for Cardrona which had been developed in partnership with Mount Cardrona Station. Delivering with a private partner means the scheme can be delivered more affordably which is a positive outcome for the Cardrona community. The new scheme is fully compliant with drinking water standards and meets any long term needs that future growth might bring.



Planning for future communities

Housing capacity and access to affordable homes remains a pressure for the district. This has been an area of focus for Council for many years and work has continued to champion the needs of locals through a variety of channels.

One key initiative is the Grow Well Whaiora partnership's Joint Housing Action Plan, endorsed by Council in August 2023. The action plan was jointly created by Council, Ministry of Housing and Urban Development, Kāinga Ora, and Queenstown Lakes Community Housing Trust. It also had input from Kāi Tahu and Otago Regional Council. The plan aims to ensure the community can easily access homes that are quality, secure, stable, and affordable, and features nine housing solutions which largely focus on the less-visible, but-vital levers and regulations that influence the building and availability of housing. Progress on the action plan is now regularly reported publicly through Council's Planning & Strategy Committee meetings.

It has been another busy year for the Council Planning and Development team. In terms of the review of the District Plan, progress has been made on appeals for all three stages and hearings completed for multiple variations including Ladies Mile and Landscape Schedules designed to protect the district's environment. Council also launched ePlan⁴, the new online format for the District Plan. Resource consenting applications continued at high volumes with 94% of all applications processed within statutory timeframes, with Council performing second highest nationally.

Finally, following a five-day assessment, Council's Building Consent Authority was successfully reaccredited by International Accreditation of New Zealand, maintaining its low-risk rating.

Partnering with other agencies is key to ensure successful outcomes for the community, especially in areas that require a variety of expert or subject-specific knowledge and insight. This collaborative approach includes a community-led strategy to guide creativity, culture, and heritage in the Queenstown Lakes district. Endorsed by Council in June 2024, the strategy, named Te Muka Toi, Te Muka Tākata⁵ recognised decades of work by many in the community whose contributions will help focus resources in the right areas.

Council also coordinated engagement on a new Economic Diversification Plan, which it led the development of in partnership with local businesses and industry experts. Since endorsed by Council, it was created to support the diversification efforts across the district and help achieve Council's Vision Beyond 2050 goal of a resilient and sustainable economy offering a diverse range of career and income opportunities.



Aku mihi nui, with thanks

Many of these projects have only been made possible due to the input and valued contributions from a range of stakeholders and a thank you goes out to everybody that continues to engage with Council consultations and processes that shape the work programme. Additionally, Council would also like to acknowledge the patience and resilience of the local communities whose support is vital to ensure that work programme can deliver valuable improvements for the benefit of current residents and future generations.

Finally, I would like to acknowledge the elected members for both Council and the Wānaka-Upper Clutha Community Board and the contribution they make as representatives and decision-makers, and the ongoing commitment and dedication of all employees across every team at Queenstown Lakes District Council who continue to deliver outstanding service to our district's communities.



Mike Theelen
Chief Executive
Queenstown Lakes District Council

⁴ <https://www.qldc.govt.nz/your-council/district-plan/eplans/>

⁵ <https://www.qldc.govt.nz/creativity-culture-heritage-strategy/>

Population data

Source: QLDC Demand Projections 2024, Medium scenario⁶.

Note, projections are in 5 year intervals from 2023.

The below has been estimated using the growth rates in each 5 year period.

USUALLY RESIDENT POPULATION

Usually Resident Population	2024	2034	2044	2054
Wānaka-Upper Clutha	18,415	26,258	35,163	42,841
Queenstown-Whakatipu	20,153	24,266	29,703	35,358
Arrowtown-Kawarau	14,155	18,238	21,850	23,945
Whole District	52,723	68,762	86,716	102,145

AVERAGE DAY POPULATION

Average Day Population	2024	2034	2044	2054
Wānaka-Upper Clutha	23,617	34,459	45,718	55,828
Queenstown-Whakatipu	32,510	44,094	55,123	66,345
Arrowtown-Kawarau	17,146	22,449	27,190	30,455
Whole District	73,272	101,002	128,031	152,629

The average day population for the district is projected to increase from an estimated 73,272 people in 2024 to an estimated 101,002 in 2034. This is a growth rate of 3.3% per annum. This consists of residents and visitors of all types.

Of the average day population, around 72% is the estimated resident population. Approximately 38% of these residents will live in the Queenstown-Whakatipu ward, 35% in the Wānaka-Upper Clutha ward and 27% in the Arrowtown-Kawarau ward.

PEAK DAY POPULATION

Peak Day Population	2024	2034	2044	2054
Wānaka-Upper Clutha	32,081	46,903	61,729	75,573
Queenstown-Whakatipu	49,534	69,036	87,012	105,331
Arrowtown-Kawarau	22,107	28,915	35,367	40,436
Whole District	103,722	144,854	184,109	221,340

The peak day population for the district is projected to increase from an estimated 103,722 people in 2024 to an estimated 144,854 in 2034. This is a growth rate of 3.4% per annum. This consists of residents and visitors of all types. The peak period typically falls over the New Year period (late December/early January) and is relatively short. This projection is particularly important for infrastructure planning, ensuring that roads, waste and Three Waters infrastructure is able to cope with peak activity.

AVERAGE DAY POPULATION

Average Day Population	2024	2034
Usually Resident Population	52,723	68,762
Total Visitor	20,550	32,240
Average Day Total	73,272	101,002

PEAK DAY POPULATION

Peak Day Population	2024	2034
Usually Resident Population	52,723	68,762
Total Visitor	50,999	76,092
Peak Day Total	103,722	144,854

⁶ <https://www.qldc.govt.nz/community/population-and-demand/>

Our elected members



Mayor
Glyn Lewers



Deputy Mayor
Quentin Smith



Councillor
Niki Gladding



Councillor
Esther Whitehead



Councillor
Matt Wong



Councillor
Gavin Bartlett



Councillor
Craig 'Ferg' Ferguson



Councillor
Lisa Guy



Councillor
Melissa White



Councillor
Barry Bruce



Councillor
Lyal Cocks



Councillor
Cody Tucker



Wānaka-Upper Clutha community board | Te Poari Hapori ki Wānaka-Mata Au



Chairperson
Simon Telfer



Deputy Chair
Chris Hadfield



John Wellington



Linda Joll



Councillor
Barry Bruce



Councillor
Lyal Cocks



Councillor
Cody Tucker



Management group



Mike Theelen,
Chief Executive



Meaghan Miller,
General Manager,
Corporate Services



Stewart Burns,
General Manager, Assurance,
Finance and Risk



Dave Wallace,
General Manager, Planning
and Development



Tony Avery,
General Manager, Property
and Infrastructure



Ken Bailey,
General Manager,
Community Services



Michelle Morss,
General Manager,
Strategy and Policy

QLDC financial results at a glance 2023/24



Statement of financial performance

QLDC recorded an operating surplus of \$82.2M for the year, compared to a budgeted surplus of \$53.4M and an actual deficit of \$53.8M for the previous financial year.

This surplus is largely due to the increase in vested assets revenue (these are mainly assets contributed to the Council by property developers as part of their development work). For the current year vested assets amounted to \$99.9M, compared to the budget of \$20.8M and an actual figure of \$40.0M the previous year. This non-cash income reflects the continued high levels of development activity in the district.

This resulted in total revenue of \$359.6M being above budget by 29.3%, or \$81.5M (refer to comments above). Actual operating expenditure was \$263.2M (above budget by 14.7% or \$33.8M). Further losses of \$9.7M relating to the disposal of three waters assets were recognised for the year.

The following major items contributed to the favorable operating revenue variance of \$81.5M.

- > Vested assets (refer to comments above).
- > Development contributions were \$6.8M above budget at \$27.5M for the year. This revenue stream depends on the timing of the completion and size of developments in the district. Development activity in the district continues to be at a high level.

- > Dividend income was \$3.7M above budget.
- > Consent income was \$1.4M under budget due to a reduction in the number of resource consents received and processed.

The significant operational cost variances are analysed below:

- > Interest expense for the year was \$8.2M above budget. This is a result of higher interest rates with the rise in the official cash rate, increased borrowings and the timing of some capital works.
- > Depreciation expense was above budget by \$8.0M, largely due to the flow on effect of the prior year's increase in valuations for infrastructure assets for both Three Waters and roading assets.

- > Infrastructure maintenance expenditure was \$9.9M above budget. This amount is due to a number of factors including additional costs relating to weather events, the crypto outbreak and the Shotover Waste Water Treatment Plant equipment.
- > Electricity costs were \$1.8M above budget due to significant rises in prices and network costs.
- > Salaries and wages were \$1.7M under budget due to unfilled staff vacancies.
- > Insurance costs were \$400k above budget due to premium increases.



Statement of financial position

The main variances against budget relate to the difference in expected asset values for the year and increased borrowings. The following items contributed to this variance:

- > \$193.5M above budget for fixed assets (property, plant & equipment). Largely due to capital additions to infrastructure.
- > Overall capital expenditure was \$173.8M, up \$13.4M on the prior year's spend of \$160.4M.
- > Gross borrowings were \$20.8M above budget. Total debt as at 30 June 2024 was \$650.8M compared to a budget of \$630.0M.



Statement of changes in equity

Accumulated differences between actual and budgeted net surplus outlined above, as well as the impact of infrastructure asset capitalisations including vested assets, offset by increased borrowings, has resulted in an equity position of \$2,511.6M (\$231.9M above budget).



Statement of cashflows

The budget variations explained above contribute to budget variations in the Statement of Cash Flows. The net impact was a cash position at 30 June 2024 of \$8.0M compared to a budgeted position of \$2.9M.

Contact us

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Deloitte Limited on behalf of the
Office of the Auditor-General,
Dunedin

SISTER CITY

[Aspen, Colorado, USA \(Queenstown\)](#)

FRIENDSHIP CITY

Hangzhou, China



Statement of service performance

Te tauākī ā
kā ratoka kaunihera



Vision Beyond 2050



Vision statement and community outcomes

Looking beyond the year 2050, the community vision – A Unique Place. An Inspiring Future | He Wāhi Tūhāhā. He āmua Whakaohoho – presents eight key vision statements for how people want to live, work and play in the district in the future. Each vision statement is supported by a set of community outcomes.

Community outcomes are aspirations that Council is working towards; they are future focused. They are defined in the Local Government Act 2002 as:

“outcomes that a local authority aims to achieve in order to promote the social, environmental, economic and cultural wellbeing of its district in the present, and for the future”

These define the hopes for life in the Queenstown Lakes District for current and future generations.

In March 2019, Council unanimously agreed to commit to the vision as a guiding document to inform future decision-making and planning.

Thriving people | Whakapuāwai Hapori

Ours is a community with a strong heart and whānau roots that run deep.



COMMUNITY OUTCOMES

Ours is the most accessible, barrier-free district in Aotearoa New Zealand for all people.

People of all ages are able to seek a future here.

Everyone can find a healthy home in a place they choose to be.

Our environments and services promote and support health, activity and wellbeing for all.

Our doors and minds are open; everybody is warmly welcomed.

Living Te Ao Māori | Whakatinana i te ao Māori

Ours is a district that realises Te Tiriti o Waitangi and champions equity for all our people, now and into the future.



COMMUNITY OUTCOMES

We celebrate the unique history of our rohe and Aotearoa New Zealand.

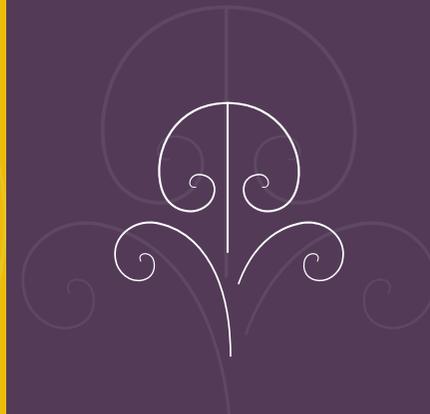
Our kōrero is strong in both Te Reo and English.

Our diverse, multicultural past and present strengthens our district's future.

Our Māori ancestry and European heritage are both reflected and enrich our lives.

Opportunities for all | He ōhaka taurikura

Our district is a place of social, environmental and technological enterprise.



COMMUNITY OUTCOMES

Our economy is strong and diverse with sustainable and inclusive growth.

Ours is a place that works hard and thinks big, where workers and entrepreneurs flourish and inequality is reduced.

Technology enables us to connect locally, regionally and globally.

Breathtaking creativity

| Whakaohooho Auahataka

Surrounded by the endless inspiration of our landscapes, ours is a place that nurtures the arts, culture and the spirit of invention.



COMMUNITY OUTCOMES

Our breath-taking landscapes and diverse people attract strong talent and create space for reflection.

Free-thinking innovation and locally distinct arts make our place a byword for brilliance.

Artists and art lovers unite in both dedicated spaces and beyond the boundaries of venues and facilities.

Our economy supports arts, culture and heritage industries.

Deafening dawn chorus

| Waraki

Our ecosystems flourish and are predator-free under our guardianship.



COMMUNITY OUTCOMES

We are all kaitiaki of our protected and restored incredible environment, flora and fauna.

Our people and visitors respect the privilege of accessing our rivers, lakes and mountains.

Our waterways and lakes are drinkable.

We set the standard for combating biodiversity loss.

Zero carbon communities

| Parakore hapori

From Makarora to Kingston, our district sets the standard for regenerative, low-impact living, working and travel.



COMMUNITY OUTCOMES

Our homes and buildings take the best ideas from the world, but use sustainable, locally-sourced materials.

Our public transport is the cleanest, greenest, innovative choice for district-wide connectivity.

Active travel is an integral part of an accessible and safe network for all of our people.

Zero waste is just something that we do here.

Disaster-defying resilience

| He Hapori Aumangea

Queenstown Lakes is a place that is ready and prepared for every emergency.



COMMUNITY OUTCOMES

Our communities are resilient to disasters and adapting to a changing global climate.

Our people stand tall through any challenge, caring for whānau, neighbours and visitors alike.

Our infrastructure is as resilient as our people.

Recovery empowers our people to quickly find a new normal.

Pride in sharing our places

| Kia noho tahi tātou katoa

Our district is a place where our quality of life is enhanced by growth through innovation and thoughtful management.



COMMUNITY OUTCOMES

Our lives are enhanced by measuring wealth in wellbeing as well as dollars.

Our welcome is warm and genuine, and visitors respect what is expected of them.

Our everyday experiences are enriched by focusing on shared values not volume.

We are the place the rest of the world cannot be.

Key strategies

Spatial Plan

The first Spatial Plan for the district was adopted by Council on 29 July 2021 and endorsed by the Grow Well Whaiora Partnership Governance Group on 22 September 2021 (Commonly referred to as Spatial Plan Gen 1.0). The purpose of the Spatial Plan is to create a well-functioning urban environment, it is wider than just land use planning as it also influences policy development and investment. The Spatial Plan is a vision and framework for how and where the communities of the Queenstown Lakes District can 'Grow Well'. It also guides decisions and investment across local, regional and central government.

The three principles underpinning the Spatial Plan are:

- > Hauora | Wellbeing
- > Aumangea | Resilience
- > Whakauku | Sustainability

The Spatial Plan's five outcomes and 22 priority initiatives were developed taking Vision Beyond 2050 and the Long Term Plan 2021-2031 community outcomes into consideration. The Spatial Plan also includes Kāi Tahu outcomes.

The five outcomes in the Spatial Plan are:

- > consolidated growth and more housing choice
- > public transport, walking and cycling is the preferred option for daily travel
- > a sustainable tourism system
- > well-designed neighbourhoods that provide for everyday needs
- > a diverse economy where everyone can thrive.

The Spatial Plan Gen 2.0 is in its initial stages of development, and it builds on the earlier work completed in 2021. It will become part of our Future Development Strategy, which is a government requirement for all high growth councils in Aotearoa New Zealand.

Climate and Biodiversity Plan

On 30 June 2022, Council adopted the 2022-2025 Climate and Biodiversity Plan | Te Mahere Ahuarangi me te Rereka Rauropi that sets out how the district will respond to climate and ecological emergencies over the next three years.

The plan was the product of a 15-month engagement programme with mana whenua, climate and biodiversity experts, sustainability groups, conservation groups, community members and the Queenstown Lakes Climate Reference Group. The Climate Reference Group was established by Council in 2020 as an independent, multidisciplinary body with relevant experience to advise on initiatives, networks and resources required to turn ideas into concrete actions. The development of the plan involved a significant amount of collaborative discussion and public consultation with experts, advocates and community members to identify the priorities, opportunities and challenges for the district.

A major strategic shift in the plan was to ensure that an equal focus was directed towards biodiversity protection as well as climate action. Reducing carbon emissions, adapting to a changing climate and restoring indigenous biodiversity needs to be approached in an integrated and holistic way. The plan attempts to do this with over 80 actions spread across six outcome areas relating to leadership, transport, buildings and infrastructure, communities, economy and the natural environment. For more information on the plan and the progress that is being made go to <https://climateaction.qldc.govt.nz/>

The 2022-2025 Climate and Biodiversity Plan supports the following Vision Beyond 2050 outcomes:

- > Deafening dawn chorus
- > Disaster defying resilience
- > Zero carbon communities

These vision outcomes are supported through the following goals:

- > Biodiversity - The mauri (life force or essence) of our ecosystems is protected and restored. Indigenous biodiversity is regenerated.
- > Adaptation - Queenstown Lakes is a place that is ready and prepared to adapt to a changing climate.
- > Mitigation - Our district reduces its greenhouse gas emissions by 44% by 2030⁹ and achieves net-zero greenhouse gas emissions by 2050.

Financial Strategy and Infrastructure Strategy

The Financial Strategy and the Infrastructure Strategy are key to Council's planning and reporting. They are aligned to provide strategic direction and context for planning and lay the foundations that support prudent financial management and efficient asset management over the long-term. Both Council strategies are integral to the way we work. The Financial Strategy describes the challenges that will impact the district over the Long Term Plan 2021-2031, and how the Council will respond in a responsible and affordable way. The Financial Strategy aims to achieve the following:

- > a prioritised capital programme, delivering the 'right' projects:
 - in order to achieve compliance with water supply and wastewater services within statutory timeframes
 - ahead of growth so that development is supported in appropriate areas, as identified in the Spatial Plan
- > a QLDC visitor levy introduced within four years as an alternative funding method
- > rates increases set at a maximum of 9% gross (6% net) per annum (subject to changes in growth forecasts)
- > debt levels maintained at affordable levels, within borrowing limits
- > debt levels at the end of the Long Term Plan 2021-2031 period stabilised, with sufficient headroom to provide financing flexibility for future councils.

The Infrastructure Strategy details the challenges that will impact the district over the next 30 years (2021-2051), as they relate to transport, water, wastewater, stormwater and solid waste. By covering 30 years the Infrastructure Strategy aims to accommodate both the needs of current and future generations by providing good quality, cost effective infrastructure that responds to the following:

- > a demanding natural environment
- > growth in population and visitor numbers
- > climate change adaptation and mitigation
- > the complexity of our built environment
- > our challenging economy
- > legislative changes.

⁹ Against a 2019 baseline and aligned with the 1.5 degree science-based target pathway outlined in the 2020 Emissions Reduction Roadmap.

REPORTING BACK ON FINANCIAL STRATEGY

The graph below shows that the actual spend on capital projects has increased in recent years. This has been due to some large projects including the Queenstown Arterial Upgrade (partly Crown Infrastructure Partners funded), Project Shotover Wastewater plant upgrade and the new Cardrona Water Supply Scheme as well as other upgrades in Transport and Three Waters infrastructure. The actual capital expenditure in 2023/24 was \$173.8M, which was 85% of the adjusted budget of \$203.5M as at 30 June 2024. Net debt (gross debt reduced by liquid financial assets) has increased from \$514.6M to \$628.9M due to capex spend which is funded by debt, and also due to the large building defect claim settlement.

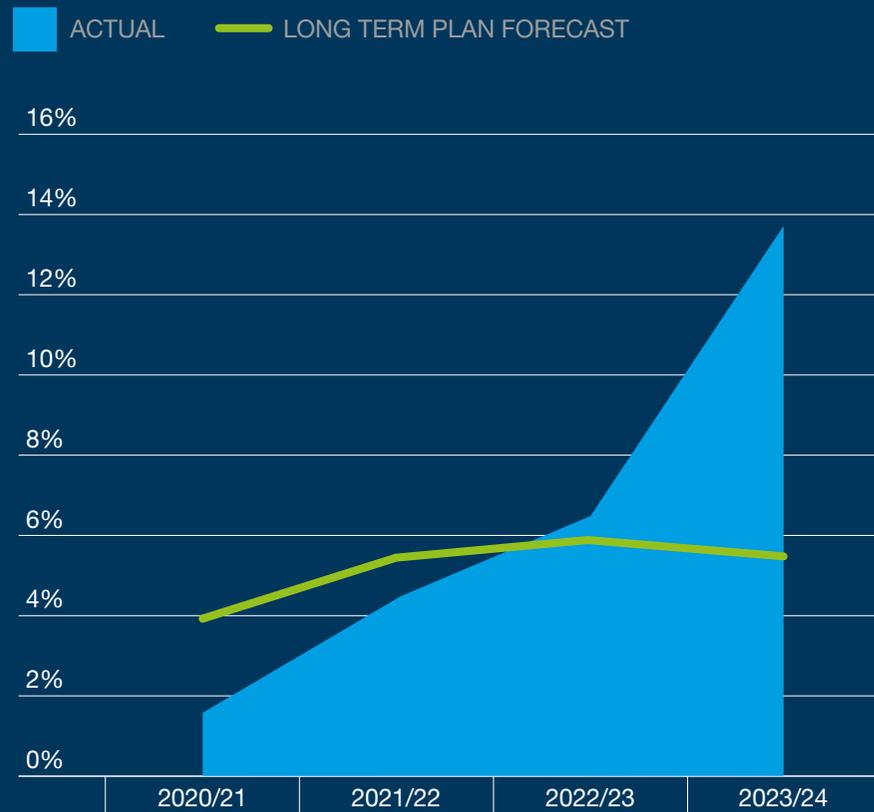
EXTERNAL DEBT VS CAPITAL WORKS



RATES

The graph below shows the actual rates increase over the past four years compared to the increases forecast in the Long Term Plan 2021-2031. The total rates for 2023-2024 are higher than forecast mainly due to additional cost, as a result of inflationary pressure and increasing interest rates.

RATES INCREASE – ACTUAL AND FORECAST (AFTER ALLOWING FOR GROWTH)



DEBT LEVELS

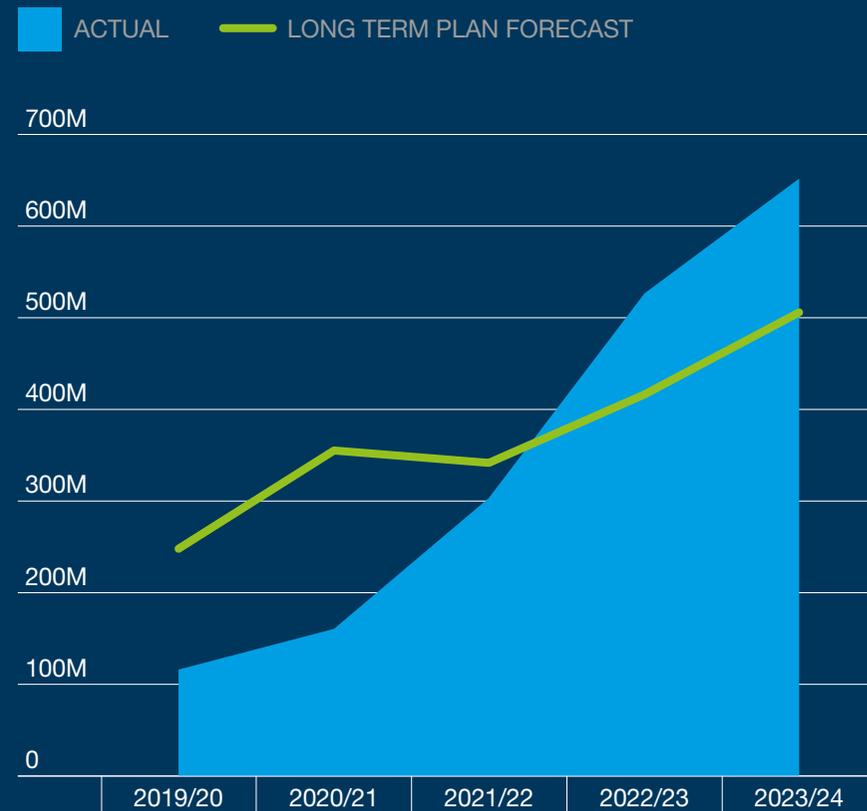
In order to deliver the large capital programme included in the Long Term Plan 2018-2028 and 2021-2031, the Council needed to rely on borrowing. The Council spent a considerable amount of time and effort working through the capital programme to ensure it is affordable and deliverable. Net debt (gross debt reduced by liquid financial assets) as at 30 June 2024 was \$628.9M; this is \$114.3M more than June 2023, and \$1.0M less than forecast in the Annual Plan 2023-2024. Debt is within Council’s borrowing limits, although higher than forecast due to the large leaky building settlement and the increased debt due to capital programme funding. This has resulted in higher interest costs coupled with the impact of increasing interest rates.

The actual and proposed levels of debt are within all of the Council’s borrowing limits:

Council’s Borrowing Limits	Actual 2021/22	Actual 2022/23	Actual 2023/24	Forecast 2023/24
Interest Expense/ Rates < 30%	6.1%	17.5%	25.3%	18.5%
Interest Expense/ Total Revenue < 20%	3.0%	8.8%	13.4%	9.8%
Net Debt/Total Revenue < 290%	149.2%	253.4%	270.8%	266.1%

The following graph shows the forecasted debt levels compared to actual debt levels up to 2023-2024. As can be seen, actual debt levels have surpassed Long Term Plan levels. The actual gross debt as at 30 June 2024 was \$650.8M, which is \$20.8M more than the amount forecast in the Long Term Plan 2021-2031. This is largely due to the borrowing required to fund two large defective building claims in 2022/2023.

EXTERNAL DEBT (000s)



CAPITAL WORKS 2023-2024

Notable infrastructure projects that have been substantially advanced or completed during the 2023-2024 financial year:

Project	Cost at Year End 2023/2024 (\$)
Queenstown Town Centre Arterials - CIP Stage One	36,073,215
Project Shotover Plant Upgrade (Wastewater)	18,418,552
Cardrona Water Supply Scheme (Water supply)	14,757,353
Wānaka - Road to Zero MIP LCLR (Transport)	7,599,032
Compliance Response - UV Treatment (Water supply)	5,574,339
Beacon Point New Reservoir	5,560,913
Arthurs Point to CBD Active Travel	5,063,214
Wānaka Pool to School Active Travel	4,918,784
Queenstown Strategic Land Purchases	4,904,224
Project Pure Upgrade (Wastewater)	4,621,808
Wānaka New Waste Facilities	3,588,424
Lakeview Ancillary - Thompson St Upgrade	3,500,771
Whakatipu - Road to Zero MIP LCLR	3,180,496
CBD to Frankton Conveyance (Wastewater)	2,927,165
Glenorchy Reservoir Upgrade	2,370,186
Cardrona Water Supply Scheme Pipeline	2,079,509
Lakeview Development	2,059,909
Paetara Aspiring Central	2,015,293
Lakeview Development Road & Public Realm	1,849,832
Lakeview Ancillary – Isle Street	1,739,917
Water Supply - Renewals - Queenstown	1,724,100
Queenstown Street Upgrades - CIP	1,703,725
Whakatipu - Sealed road resurfacing	1,681,188
Wānaka - Sealed road pavement rehab	1,580,534
Upper Clutha Conveyance Scheme (Wastewater)	1,131,473
Whakatipu Active Travel LCLR	1,103,524
Water Supply - Renewals - Wānaka	1,033,877

Carry-forward projects totalling \$28.15M were approved by the Council in September 2024 for completion in 2024-2025 and beyond. Projects in excess of \$500k are as follows:

Project	Budget deferred at Year End 2023/2024 (\$)
Arterial Stage One	\$8,146,609
Compliance Response - UV Treatment (Water supply)	\$2,876,713
Queenstown Street Upgrades - CIP	\$2,410,036
Wanaka Lakefront Development Plan Stage Five	\$1,892,687
Coronet Forest Revegetation	\$1,794,102
Glenorchy Carpark & Marina Improvements	\$1,118,777
Demand Management - Hawea (Water supply)	\$970,568
Project Pure Aeration Grid Renewal (Wastewater)	\$823,756
Arthurs Point to CBD Active Travel	\$713,851
Lakeview Development	\$568,941
Existing Waste Site Consenting	\$552,587

Community services and facilities



How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Library circulation per capita (including books, e-books, e-audio and magazines) (based on usually resident population)	32,580 avg per month 390,960 total	Improve year on year	534,164	582,797	Overall, annual checkouts show an increase of 9.1% compared to the previous year coming to a total of 582,797 copies. Physical checkouts were 4.4% higher, while eCopy checkouts increased by 31.5%. Overall, visitors to the three main libraries have increased by 41.6% this year. The main contributors being Frankton and Wānaka.
Percentage of Request For Service resolved within the specified timeframe for parks, reserves, trails, gardens and playgrounds	80.6%	>95%	95%	94.5%	The annual result missed the 95% target. The target was met for 10 of the 12 months but failed in 2 months due to a nationwide digital platform failure and short-term contractor resourcing issues, which were quickly resolved.
Total number of gym and pool visits per capita (based on usually resident population)	New measure	Improve year on year	35,058 visits	30,172	The total number of visits for the year exceeded our previous record number of visits (in 22/23) by +8%. Per capita has been calculated as visits per 1,000 residents. Due to a population growth of 28% the calculated number appears lower than the previous year even though the raw data suggests a better result. The annual KPI result is -14% short of the target. All Sport and Recreation activities showed growth on last year, particularly in Queenstown.
Percentage of residents who are satisfied with the range of community facilities (pools, sport & recreation facilities, community venues, libraries and parks)	New measure	Improve year on year	Trails, walkways, cycleways 86% Parks, reserves, gardens 87% Gym(s) 37% Public toilets 67% Playgrounds 46% Indoor sports facilities 43% Sports grounds 49% Swimming pools 50% Libraries 65% Community halls 44% Community arts centres 31% Museums 29%	Overall 75%*	Overall, 75% of respondents are satisfied with the range of facilities and only 9% are dissatisfied; 16% state they are neither satisfied nor dissatisfied. This year's results show an increase in the proportion of respondents who are very satisfied since the previous result in 2021 (20% are very satisfied). Respondents in Wānaka are more likely to be satisfied with the facilities, while respondents from smaller rural areas are more likely to be dissatisfied. The last time this question was asked as a combined overall was in 2021 with a result of 71%. This year's result shows an improvement of 4% which achieves the target.
Percentage of residents who are satisfied with the financial support Council provides for the community	33%	>80%	33%	39%	An initial review of the community investment programme was completed in 2023-2024, to ensure community grants and other funding options continue to meet the needs of our growing and increasingly diverse community. Community aspirations regarding the amount of funding support provided to community groups, as represented in this KPI, will be considered as further improvements are made to the community investment programme over the coming year.
Percentage of total community grants to total Council operating expenditure excluding depreciation and personnel costs	0.83%	1.65%	1.87%	1.08%	This target was not achieved. This % was an increase from the baseline performance.
Percentage of capital works completed annually, including renewals, against the 2021-2031 Long Term Plan budget adopted by the Council for community facilities and property	New measure	80%–110%	223.43%	61%	The target was not achieved due to significant underspend on three key projects with \$5.3 million carry forwards for contracts agreed with construction to commence in 2024/25.

* This question was split out into facilities in 2022 but asked as one generic question in 2023.

Environmental management



How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Percentage of resource consents processed within statutory timeframes	82%	100%	84%	94.67%	94.67% of applications were processed within statutory timeframes which is more than a 10% improvement on the previous two-year average. Further to this, every monthly result of this year was over 90%, with one month achieving 100%. 1,052 applications were formally received for the year, 11 more than the 2022/23 financial year.
Compliance with two-year timeframe of notification to decision, in accordance with clause 10 of Section 1 of the RMA	New Measure	Full Compliance	Full Compliance	Full Compliance	Over the past year Planning Policy have resolved several District Plan appeals - (Stages 1, 2 & 3) as well as undertaking 1st Schedule processes for the Ladies Mile Variation, Urban Development, and Landscape Priority Areas. All processes have been undertaken to meet the 2-year timeframe from decision to notification of a decision.
The carbon budgets for QLDC's direct emissions set in the Emission Reduction Roadmap have been met.	New measure baseline - (2019) 2,992 tCO2e	<2,369 tCO2e	2,710 tCO2e	2,792 tCO2e	<p>The quality of emissions data has significantly improved since the carbon budget targets were set in the 2020 Emissions Reduction Roadmap, meaning that the Long Term Plan KPI targets and the 2019 baseline are now out of date. For the purpose of providing indicative emissions reduction progress we have presented council's scope one and two greenhouse gas emissions (i.e direct energy emissions only, excluding wastewater and refrigerants) for the following annual period:</p> <p>July 2023 – June 2024: 2,792 tCO2e</p> <p>Increase of 82.47 tCO2e from July 2022 – June 2023 audit (3% increase). Greenhouse gas emissions from direct energy have been estimated in accordance with the Greenhouse Gas Protocol and include stationary combustion (LPG and diesel) and mobile combustion (diesel and petrol) in Scope 1 and indirect emissions from purchased electricity based on location, in Scope 2. Scope 1 and 2 emissions were calculated from consumption data provided directly by the suppliers either through invoices or statements of account, multiplied by the Ministry for the Environment emission factors for 2024.</p> <p>There has been a small increase in both LPG and electricity use since the FY22 – 23 audit. This is largely due to:</p> <ul style="list-style-type: none"> • An extended pool closure which required an increase in LPG demand to heat the swimming pools. • Increase in electricity – caused by increased demand on water services and sport and recreation centres. Electricity is measured on a location basis.
Percentage of residents who are satisfied with the steps Council is taking to:					
Reduce emissions	10%	>80%	13%	14%	The 80% target for satisfaction with the steps Council has taken to reduce emissions has not been met, but work continues in efforts to accelerate the positive trend.
Protect the environment	24%	>80%	22%	21%	The 80% target for satisfaction with the steps Council has taken to protect the environment has not been met.

Regulatory functions and services





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Resource Consents listed as 'priority' in the Monitoring Strategy are pro-actively monitored	100%	100%	100%	100%	This target was achieved. Monitoring undertaken in accordance with Monitoring Prioritisation Strategy.
Every food business that is due an audit is audited within the statutory timeframes (according to the Food Act 2014)	44%	100%	81.8%	59%	<p>This target was not achieved. Staff resourcing challenges and increasing workload due to new registrations of food operators continue to have an impact.</p> <p>There are now 759 food operators in the district, 50 more than July 2023. Each month, between 7 and 22 new applications are received. It takes time to onboard new food operators. This year we have also seen an increase in time spent on enforcement action. The management of the risks posed by the resource shortage of appropriately qualified staff is a focus for the team. Unfortunately, this is not just a local issue for the QLDC Environmental Health team but an industry-wide issue across the country, therefore councils and other similar agencies are competing for qualified staff.</p> <p>Regarding how the risks posed by the resource shortage is managed, the team prioritises verifications in the following manner: New Operators are prioritised – This is due to the operator not having a history of compliance or details of how they are managing food safety. The Act requires the team to complete these verifications within 6 weeks of registration. High Risk Operators, operators that have previously had an unacceptable verification outcome are prioritised ahead of businesses that have a good history of compliance.</p> <p>Additionally, the team are utilising an experienced Contractor to assist with verifications where appropriate.</p>
Number of Request For Service freedom camping complaints	120	Improve year on year	98	124	<p>This target was not achieved. There has been an increase in campers in the district and associated complaints, however, there has also been an increase in infringements issued.</p> <p>Funding provided by the MBIE Freedom Camping Transition Fund has enabled QLDC to run an effective summer education and enforcement programme. The use of Responsible Camping Ambassadors has allowed QLDC to provide a friendly approach to education and behaviour change, alongside increased enforcement action.</p>
Percentage of building consents processed within statutory timeframes	98%	100%	97%	91.92%	This target was not achieved. 1,391 applications were received this year, and 1,404 building consents issued. The average processing time improved over the year from 16 days in July 2023 to just over 12 days in June 2024.

Infrastructure





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Percentage of capital works completed annually, including renewals, against the 2021-2031 Long Term Plan budget adopted by the Council for Three Waters, waste management and roading	82%	100%	88.53%	91%	QLDC had a total annual expenditure for the 2023/24 period of \$162.4M. This was against a budget for the year of \$179.3M.
Percentage of external contractor and internal requests for services (RFS) resolved within specified timeframe (Three Waters, solid waste, roading)	Three Waters 94%	>95%	Three Waters 73.8%	Three Waters 71%	71.0% of Three Waters RFS were resolved on time in 2023-2024. There were a total of 2,622 requests received for Three Waters, of which 759 were not resolved within the target timeframes. The number of requests received in 2023-2024 was approximately 10% lower than the previous year. This year's performance is similar to the previous year and does not achieve the target set. Contract resourcing has continued to be a challenge across the year and performance was further affected by significant events occurring across the year such as the response to the cryptosporidium outbreak.
	Solid Waste 76%		Solid Waste 97.4%	Solid Waste 98.5%	98.5% of solid waste related RFS were resolved on time in 2023-2024. There were 4,589 requests received in total for solid waste, of which 70 went overdue. Total request numbers were approximately 15% higher than in 2022-2023. This year's performance represents a slight improvement on the previous year and achieved the target set.
	Roading 83%		Roading 87.4%	Roading 79.6%	79.6% of roading RFS were resolved on time in 2023-2024. There were 2,042 requests received in total for roading, of which 416 were overdue. This year's performance represents a decline from the previous year and failed to achieve the target set. In the year, the contractor response achieved the 95% target, while responses from internal staff have been significantly slower as a result of staff absence and competing priorities.

Water supply





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Average consumption of water per person per day	515 litres on average per person per day	<500L	508L	540L	The average usage for the year is approximately 7% above the target and a significant increase over performance in the year prior, despite educational efforts and the use of water restrictions over the summer period.
Compliance of each municipal water supply with the New Zealand Drinking Water Standards for protecting public health, specifically:					The status of each water scheme's level of compliance status is described below: <ul style="list-style-type: none"> > Arrowtown – Fully compliant > Arthurs Point – Fully compliant > Glenorchy – Unable to achieve bacterial or protozoal compliance with current treatment infrastructure (upgrades currently underway and due for completion end of 2024). > Queenstown – Fully compliant as of December 2023 (see commentary on page 67 of the full Annual Report) > Hāwea – Fully compliant > Lake Hayes – Fully compliant > Luggate – Unable to achieve bacterial or protozoal compliance with current treatment infrastructure (upgrades currently underway and due for completion end of 2025). > Wānaka Airport – Unable to achieve protozoal compliance with current treatment infrastructure (upgrades currently underway and due for completion end of 2024). > Wānaka - Fully compliant as of March 2024 (see commentary on page 66 of the full Annual Report) > Corbridge – Unable to achieve protozoal compliance with current treatment infrastructure (upgrades currently underway and due for completion end of 2024). > Cardrona – Fully compliant <p>Changes to the drinking water standards have meant that several plants that were previously able to demonstrate bacterial compliance are now unable to.</p> <p>QLDC is continuing to work through improvements to enable full compliance to be achieved and are on track to have all schemes fully compliant by end of 2025.</p>
Bacteriological compliance	93%	100%	55%	75%	
Protozoal compliance	14%	>70%	40%	53%	
Percentage of water lost from each municipal water reticulation network	33%	<30% overall	32%	25%	Water losses have reduced from the last period and achieve the target. However, high levels of loss have been identified across some of the smaller schemes, which will be a focus of next year's leak detection programme.

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Median response time to attend to urgent and non-urgent issues resulting from municipal water reticulation network faults and unplanned interruptions a) between the time of notification and the time when service personnel reach the site	Urgent 26 mins	Urgent <60 minutes	Urgent 38 minutes	Urgent 52 minutes	<p>The targets set across all water supply response categories were achieved in the 2023/24 period.</p> <p>There were 149 urgent requests and 1,325 non-urgent requests in the period. The number of requests received are broadly consistent with the previous year.</p>
	Non-urgent 1,101 mins	Non-urgent <1,440 mins	Non-urgent 975 minutes	Non-urgent 1,325 minutes	
Median response time to attend to urgent and non-urgent issues resulting from municipal water reticulation network faults and unplanned interruptions b) between the time of notification and resolution of the blockage or other fault	Urgent 407 mins	Urgent <1,440 mins	Urgent 869 minutes	Urgent 1,293 minutes	
	Non-urgent 3,185 mins	Non-urgent <10,080 mins	Non-urgent 4,428 minutes	Non-urgent 4,490 minutes	
<i>Number of complaints per 1000 connections to a public water reticulation network about</i>					<p>The target of less than four water supply complaints per 1,000 connections was achieved for all categories except for pressure complaints. Performance is consistent with previous years.</p> <p>Pressure complaints were elevated in the year largely due to lake algae blocking private filters during the summer months.</p>
The clarity of drinking water	0	<4	0.48	0.7	
The taste of drinking water	0	<4	0.1	0.07	
The odour of drinking water	0.04	<4	0	0.07	
The pressure or flow of drinking water	2.06	<4	3.56	4.36	
The continuity of supply of drinking water	2.22	<4	2.97	2.8	
The way in which a local government organisation responds to issues with a water supply	0	<2	0	0	

Wastewater





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Median response time to attend to sewerage overflows resulting from blockages or other faults of a municipal sewerage system a) between the time of notification and the time when service personnel reach the site	17.5 mins	<60 mins	22.5 mins	36 mins	The targets set across all wastewater response categories were achieved in the 2023/2024 period. There were 36 requests received in the period. The number of requests received are broadly consistent with the previous year.
Median response time to attend to sewerage overflows resulting from blockages or other faults of a municipal sewerage system b) between the time of notification and resolution of the blockage or other fault	121 mins	<240 Mins	196.5 mins	170.5 mins	
Annual number of dry weather overflows from a municipal sewerage system per 1000 sewerage connections	1.66	<3	2.03	1.87	56 wastewater overflows were attended to over the year. This represents 1.87 overflow events per 1,000 connections and achieves the target set.
Compliance with resource consents for discharge to air, land, or water from a municipal sewerage system, measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) successful prosecutions	87%	100%	85%	67%	There are currently 12 active wastewater discharge consents to land and to air. Three of these consents have active abatement notices associated with them. QLDC received three abatement notices in 2023/24. One was for the Glendhu Bay, and one was for the Shotover WWTP, which already had an existing abatement notice. QLDC received one infringement for Glendhu Bay, and three for the Shotover WWTP. The Albert Town Campground also received one Abatement Notice.
<i>Number of complaints per 1000 properties connected to a municipal sewerage system about: reticulation network about</i>					The annual target of less than five complaints per 1,000 connections was achieved for all categories. There have been no complaints about Council's response to issues in the 2023-2024 reporting period.
Odour	0.04	<5	1.22	0.9	
Faults	3.16	<5	3.22	3.08	
Blockages	2.25	<5	1.4	1.51	
The territorial authority's response to issues with its sewerage system.	0	<2	0	0	

Stormwater





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Number of flooding events that occur in a territorial authority district	0	<7 flooding events	1	0	No flooding events impacting habitable floors were recorded during the reporting period.
For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system)	0	< 2 per 1,000 properties	0	0	
Compliance with resource consents for discharge from a municipal stormwater system, measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) successful prosecutions	100%	100%	100%	100%	QLDC received two infringement notices in the reporting period. These enforcement orders were associated with unconsented discharges of stormwater from the Northlake/Hikuwai Subdivision and the Alpha Series development. These were offences under the Resource Management Act, not an enforcement order against a Resource Consent. As such, there were no non-compliant resource consents in the reporting period.
Median response time between the time of notification and the time when service personnel reach the site when habitable floors are affected by flooding resulting from faults in a municipal stormwater system	0 hours	<3 hours	0 hours	N/A	No flooding events impacting habitable floors were recorded during the reporting period.
Number of complaints per 1000 properties connected to a municipal sewerage system about faults (including blockages) with a municipal stormwater system	5.13 per 1,000 properties	<5 per 1,000 properties	9.17	5.98	A total of 180 stormwater related complaints were received across the 2023/2024 year. This represents 5.98 complaints per 1,000 properties and does not achieve the target set. The performance in 2023/2024 is a material improvement on the previous year's result and is reflective of the significant focus on improved proactive maintenance over the period.

Transport, including roading, parking and footpaths





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number	11	To report a decrease on the previous year	5	4	Last year saw a further decrease in Deaths and Serious Injuries (DSIs) on local roads, achieving the target set.
Average quality of ride on a sealed local road network, as measured by the Smooth Travel Exposure Index (STEI)	93%	>90%	94%	93%	The Smooth Travel Exposure Index decreased slightly this year (1% reduction from previous year). A slight decrease in smooth travel could indicate some change in condition which QLDC will monitor, but the result continues to be within the target range.
Percentage of sealed network that is resurfaced annually	5.40%	<10%	5.8%	3.2%	The quantity of resurfacing completed in the year has decreased from previous years due to significant cost escalation associated with the provision of this work.
Percentage of local footpath network that is part of the local road network that falls within the Level of Service (LOS) or service standards for the condition of footpaths	95.77%	>95%	97.9%	98.9%	The 2023/2024 result reflects an improvement on previous years and reflects that the overall condition of the footpath network is good and achieves the desired levels of service.
Percentage score that meets the expected standards as set nationally by the Te Ringa Maimoa framework	New measure baseline 89%	> 97%	96%	96%	Provisional Road Efficiency Group (REG) results for 2023/2024 (data to be finalised end of 2024/start of 2025). Whilst the provisional result does not reflect an improvement over the 2022/2023 result, at 96% it is still one of the highest results in the country and reflective of excellent asset data quality.
<i>Increased use of alternative modes of transport</i>					Results in 2023/2024 were broadly consistent with the prior year. Please note that previously under the 'E-Vehicle' category only E-bike/scooter travel was considered. This has now been expanded to include electric cars, the total of all in the previous year was 25% also.
Active Transport	New measure	Improve on the previous year	Walk 69% Bike 37%	Walk 64% Bike 41%	
Public transport			Bus 22%	Bus 22%	
E-vehicles			E-vehicle 15%	E-vehicle 25%	

Waste minimisation and management





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Emissions (CO2e) for waste to landfill – kerbside and transfer station tonnes	New measure	Annual reduction of 4.2%	29% reduction	15% increase from 2022-2023	Greenhouse gas emissions (CO2e) for waste to landfill (kerbside and transfer station tonnes) were calculated to have increased by 15% from the previous year, even though tonnes of waste to landfill only increased by 5%. This was due to the change in Unique Emission Factor (UEF) for Victoria Flats Landfill. Greenhouse gas emissions for waste to landfill were 48% lower than 2021-2022 due to installation of the Landfill Gas Recovery (LGR) system.
Percentage of Materials Recovery Facility recycling contaminated	New measure baseline 28%	<20%	15%	14%	The positive annual result is attributable to processing changes made and ongoing education campaigns that continue to achieve lower levels of contamination than previously.
Total waste diverted from landfill	7,736t	>8,200t	7,688t	9,537t	On average 795 tonnes of waste have been diverted from landfill per month in 2023/2024. This is better than the target and is also higher than what was achieved the previous year.
Total waste sent to landfill	43,700t	<46,000t	45,515t	48,110t	On average, the total waste to landfill per month for the 2023/2024 year was 4,009 tonnes and the target was not achieved. This is largely attributable to high visitor numbers and continued growth of the district. Until there is a step change in service and organics are diverted from landfill, this target will continue to be challenging to achieve.

Economy





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Percentage of residents who have attended or performed in arts and cultural events or groups	55%	>70%	48%	45%	45% of residents indicated they had participated in, performed at, or attended an arts or cultural event in the district in the last 12 months. This was down on last year's result of 48% and below the target amount of 70%. The high cost of living and economic uncertainty may be impacting people's willingness to attend events.
Satisfaction with the Economic Development programme and support given to community	New measure	Improve year on year	80% informal estimate	80%	The most recent work has focused on the development of two plans (Destination Management Plan and Economic Diversification Plan). All 18 relevant local organisations were approached and endorsed the Economic Diversification plan. Two national organisations were also approached but were unable to endorse a local strategy. A baseline is still being established to determine achievement of this KPI.
Return on cost of commercial property, excluding revaluation gains/losses	96.70%	Improve year on year	-32.31%	1.59%	Achieved amount is higher than last year however it is still lower than the baseline due to unforeseen asbestos removal and demolition costs at Lakeview.

Local democracy





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Percentage of residents who are satisfied with the information they receive from Council	49%	>80%	40%	39%	Council continues to apply a more tailored approach to informing the community to ensure the right messages get to the right audience. This approach employs targeted channels from a broad range of options. 39% of residents were satisfied with the information they received from Council. This year's result is consistent with the last two years, but is well below the target of 80% and remains an important area of focus and improvement. Despite not achieving the target, there were more residents satisfied with this measure than dissatisfied (27%).
Percentage of residents who are satisfied with the opportunities to have their say	48%	>80%	32%	32%	The Quality of Life survey responses highlight some people feel their input is often overlooked in decision-making, and they feel that the wellbeing of the community is a lower priority than tourism. Council is continuing to focus on embedding best practice participation and engagement methods, while providing people with range of ways to engage and have their say including in place, digital pathways and more traditional forms. Council is focusing on closing the loop to demonstrate how community feedback has shaped decisions. The number of residents satisfied with the opportunities to have their say is consistent with last year's result.
Percentage of residents who are satisfied with overall Council performance	37%	>80%	20%	15%	The Quality of Life survey reflects access to affordable housing and investment in public facilities and community services as adversely affecting locals' lives. Council is continuing to focus on public access to transparent and accountable decision-making through public meetings, workshops, and associated materials. 15% of residents were satisfied with overall Council performance, which was a significant decrease on last year. 51% were dissatisfied, 28% neutral and 5% didn't know.
Percentage of Local Government Official Information and Meetings Act 1987 requests responded to within 20 days	99.8%	100%	97.37%	96.83%	Performance was affected by staff shortages and a migration to a new system, along with increasing volumes of complex requests that require substantial research or collation and consultation.
Mana Whenua satisfaction with QLDC as per the agreed work programme (Aukaha and Te Ao Marama representatives)	Updated Measure	>80%	NA	NA	An appropriate mechanism for collecting this information has not yet been identified. It was agreed at the most recent hui to work together to create a specific measure over the coming months. This will be addressed in 2024/2025.
Percentage of residents who consider themselves resilient and prepared in the event of an emergency	48%	>80%	44%	51%	51% of residents considered themselves resilient and prepared for an emergency. While this was below the target amount, the result is a significant increase on prior years. 27% didn't consider themselves resilient and prepared, while 23% were unsure.
Percentage of QLDC staff (that are part of the emergency response structure) who have participated in a response or training throughout the year	Updated Measure	100%	100%	99%	Council had 74 staff volunteer for the Emergency Operations Centre in 2023/2024. Of these, 73 attended training or were directly involved in response activation.

Finance and support services





How we performed

HOW QLDC PERFORMED AGAINST ITS KEY PERFORMANCE INDICATORS (KPIs)

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Weighted average interest rate	3.47%	6%	4.92%	5.03%	This target was achieved and has increased on the prior year due to increases in the Official Cash Rate throughout the financial year.
Debt servicing to rates revenue	4.5%	<15%	17.52%	24.82%	This target was not achieved due to the pressure of increasing interest rates and higher debt levels.
Percentage of debt owing 90 days plus	14.9%	<30%	12.34%	12.07%	This target has been achieved and is a decrease on the prior year percentage as we are continuing to maintain collection on our aged debt.
Renewals capital expenditure to depreciation ratio	0.52	>1	0.883	0.54	This target was not achieved as depreciation increased significantly in comparison to the renewals budget due to the impact on depreciation from of the rise in asset valuations.
Rates income complies with the limits set in the financial strategy (Affordability benchmark/rates benchmark)	56.1%	<55%	39%	35.3%	This target has been achieved in line with setting our rates for the 2023/2024 financial year.
Debt complies with the limits set in the council's financial strategy (Affordability benchmark/rates benchmark)	79.7%	<280%	252%	270.8%	This target has been achieved but is close to the borrowing limit and an increase on prior year due to an increase in debt levels from infrastructure capital and the leaky building settlement.
Rates per rating unit	\$3,006.94	<\$5,500	\$3,454	\$3,946	This target was achieved as the rates increase was set within the limits of this KPI.
Net debt per rating unit	\$4,274.96	<\$24,000	\$17,383	\$20,677	This target was achieved but has increased due to the higher level of borrowings.
Revenue (excluding income from development and financial contributions, revaluations and vested assets) exceeds operating expenditure (Sustainability benchmark/balanced budget benchmark)	89.2%	>100%	64%	88.2%	This target was not achieved due to additional operating expenditure this year including interest.
Capital expenditure on the five network infrastructure services equals or exceeds depreciation on those five services (Sustainability benchmark/ balanced budget benchmark)	295%	>100%	388%	481%	This target was achieved but the percentage has increased due to higher Infrastructure capital expenditure during the 2023-2024 financial year.

KPIs	Baseline Performance at 30 June 2020	Target Yr 3	Annual Result 2022-2023	Annual Result 2023-2024	Commentary
Borrowing costs are less than 10% of operating revenue (or 15% for those with projected growth at or above NZ average) (Sustainability benchmark. Debt servicing benchmark)	2.2%	<15%	8.77%	10.9%	The target was achieved. The borrowing costs percentage has increased from 2023 due to higher than expected interest costs along with additional debt.
Net cash flow from operations equals or exceeds budget (Predictability benchmark/ operations control benchmark)	65.3%	>100%	-66.9%	61.4%	The target was achieved. The borrowing costs percentage has increased from 2023 due to higher than expected interest costs along with additional debt.
Net debt is less than or equal to forecast net debt in the local authority's Long Term Plan (Predictability benchmark/Debt control benchmark)	58.1%	<100%	105%	107%	The target has not been achieved mainly because of the unexpected borrowings relating to the leaky building settlement.
Percentage of complaints that are resolved within 10 working days	81%	>95%	96.9%	99.5%	The KPI was met for 2023/2024, with the percentage of complaints resolved within 10 working days at 99.5%.
Percentage of customer calls that meet the service level (answered within 20 seconds)	78%	>80%	75.9%	68.7%	The KPI was not met for 2023/2024 due to staffing challenges throughout the year.
Percentage of Councillor enquiries responded to within 5 working days	87%	100%	78.5%	84.6%	The KPI was not met in 2023/2024 due to the volume of requests received and the complexity of enquiries.
<i>Customer satisfaction with:</i>					The customer satisfaction KPI metrics were achieved in 2023/2024, with all four measures achieving greater than 75%.
Speed of response and final resolution	58%	>70%	73%	84%	
Clarity of process and timeframes	81%		85%	87%	
Staff knowledge and professionalism	87%		97%	96%	
Fairness and consistency	86%		94%	95%	
Reduction in the Total Recordable Injury Frequency Rate	6.15	<8	3.95	9.19	Total Recordable Injury Frequency Rate is a lagging indicator. This KPI was not met. Most businesses will have seen a reduction in the frequency rate due to COVID and lockdowns in prior years. Work continued but risk was reduced as people were not in busy workplaces. The lower figure from previous data reflects that trend.

Financial statements

Kā tauākī ahumoni



Summary Statement of Financial Performance

	Council 2024 \$'000	Council Budget \$'000	Council 2023 \$'000	Group 2024 \$'000	Group 2023 \$'000
For the financial year ended 30 June 2024					
Operating revenue					
<i>Revenue from non-exchange transactions</i>					
Rates revenue	123,066	124,896	104,410	122,601	104,063
Other revenue	183,485	103,793	115,536	183,485	115,537
<i>Revenue from exchange transactions</i>					
Other revenue	53,018	49,408	46,253	105,720	99,623
Total revenue	359,569	278,097	266,199	411,806	319,223
Operating expenditure					
Employee benefits expense	48,487	50,196	41,555	57,125	49,187
Depreciation and amortisation expense	64,369	55,537	58,085	74,758	67,243
Borrowing costs	31,172	23,126	18,290	34,043	22,537
Other expenses	119,146	100,586	206,120	127,712	213,116
Total operating expenditure	263,174	229,445	324,050	293,637	352,083
Operating surplus before other gains/(losses)	96,395	48,652	(57,851)	118,167	(32,860)
Other gains/(losses)	(14,245)	4,772	4,045	(14,249)	4,059
Operating surplus before income tax	82,150	53,424	(53,806)	103,918	(28,801)
Income tax expense	-	-	-	16,433	9,192
Operating surplus for the year	82,150	53,424	(53,806)	87,485	(37,993)
Operating surplus attributable to:					
- Council	82,150	53,424	(53,806)	83,363	(44,475)
- Non-controlling interest	-	-	-	4,122	6,482
	82,150	53,424	(53,806)	87,485	(37,993)

Summary Statement of Other Comprehensive Revenue and Expense

	Council 2024 \$'000	Council Budget \$'000	Council 2023 \$'000	Group 2024 \$'000	Group 2023 \$'000
For the financial year ended 30 June 2024					
Surplus for the year	82,150	53,424	(53,806)	87,485	(37,993)
Other comprehensive revenue and expense					
<i>May be reclassified subsequently to revenue or expense when specific conditions are met</i>					
Gain/(loss) on revaluation	(9,732)	24,939	146,756	(9,732)	198,283
Income tax relating to revaluation	-	-	-	-	(6,501)
Gain/(loss) on cash flow hedging	-	-	-	(239)	73
Realised gain/ (losses) transferred to the statement of financial performance	-	(791)	-	-	-
Income tax relating to cash flow hedging	-	-	-	87	(20)
Total comprehensive income	72,418	77,572	92,950	77,601	153,842
Attributable to:					
- Council	72,418	77,572	92,950	73,517	137,028
- Non-controlling interest	-	-	-	4,084	16,814
	72,418	77,572	92,950	77,601	153,842

Summary Statement of Financial Position

	Council 2024 \$'000	Council Budget \$'000	Council 2023 \$'000	Group 2024 \$'000	Group 2023 \$'000
As at 30 June 2024					
Total current assets	65,086	25,142	52,255	71,573	58,786
Total non-current assets	3,157,740	2,945,657	2,973,913	3,672,340	3,484,650
Total assets	3,222,826	2,970,799	3,026,168	3,743,913	3,543,436
Total current liabilities	205,845	215,419	169,243	222,175	209,055
Total non-current liabilities	505,370	475,715	417,732	569,036	455,975
Total liabilities	711,215	691,134	586,975	791,211	665,030
Net assets	2,511,611	2,279,665	2,439,193	2,952,702	2,878,406
Equity attributable to:					
Reserves	1,653,341	1,454,659	1,681,547	1,905,974	1,934,297
Accumulated funds	858,270	825,006	757,646	934,213	831,961
Council	2,511,611	2,279,665	2,439,193	2,840,187	2,766,258
Non-controlling interest	-	-	-	112,514	112,148
Total equity	2,511,611	2,279,665	2,439,193	2,952,702	2,878,406



GLYN LEWERS

Mayor

Queenstown Lakes District Council
12 December 2024



MIKE THEELEN

Chief Executive

Queenstown Lakes District Council
12 December 2024

Summary Statement of Changes in Equity

	Revaluation Reserves	Operating Reserves	Capital Reserves	Hedging Reserve	Total Reserves	Accumulated Funds	Attributable to Equity Holders of Parent	Non-Controlling Interest	TOTAL EQUITY
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Council									
For the year ended 30 June 2024									
Balance at 1 July 2023	1,638,123	21,000	22,425	-	1,681,548	757,646	2,439,193	-	2,439,193
Total comprehensive revenue and expense for the year	(9,732)	-	-	-	(9,732)	82,150	72,418	-	72,418
Transfers from/(to) accumulated funds	1,060	(9,971)	(9,563)	-	(18,474)	18,474	-	-	-
Balance at 30 June 2024	1,629,451	11,029	12,862	-	1,653,342	858,270	2,511,611	-	2,511,611
For the year ended 30 June 2023									
Balance at 1 July 2022	1,489,155	27,901	16,483	-	1,533,539	812,704	2,346,243	-	2,346,243
Total comprehensive revenue and expense for the year	146,756	-	-	-	146,756	(53,806)	92,950	-	92,950
Transfers from/(to) accumulated funds	2,211	(6,901)	5,942	-	1,252	(1,252)	-	-	-
Balance at 30 June 2023	1,638,122	21,000	22,425	-	1,681,547	757,646	2,439,193	-	2,439,193
Group									
	Revaluation Reserves	Operating Reserves	Capital Reserves	Hedging Reserve	Total Reserves	Accumulated Funds	Attributable to Equity Holders of Parent	Non-Controlling Interest	TOTAL EQUITY
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
For the year ended 30 June 2024									
Balance at 1 July 2023	1,890,345	21,000	22,425	527	1,934,297	831,961	2,766,258	112,148	2,878,406
Total comprehensive revenue and expense for the year	(9,732)	-	-	(116)	(9,848)	83,778	73,930	4,083	78,013
Dividends paid	-	-	-	-	-	-	-	(3,717)	(3,717)
Transfers from/(to) accumulated funds	1,060	(9,971)	(9,563)	-	(18,474)	18,474	-	-	-
Balance at 30 June 2024	1,881,673	11,029	12,862	411	1,905,975	934,213	2,840,188	112,514	2,952,702
For the year ended 30 June 2023									
Balance at 1 July 2022	1,707,603	27,901	16,483	487	1,752,474	877,173	2,629,647	96,220	2,725,867
Total comprehensive revenue and expense for the year	180,531	-	-	40	180,571	(43,960)	136,611	17,748	154,359
Dividends paid	-	-	-	-	-	-	-	(1,820)	(1,820)
Transfers from/(to) accumulated funds	2,211	(6,901)	5,942	-	1,252	(1,252)	-	-	-
Balance at 30 June 2023	1,890,345	21,000	22,425	527	1,934,297	831,961	2,766,258	112,148	2,878,406

Summary Statement of Cash Flows

	Council 2024 \$'000	Council Budget \$'000	Council 2023 \$'000	Group 2024 \$'000	Group 2023 \$'000
For the financial year ended 30 June 2024					
Net cash inflow/(outflow) from operating activities	57,815	87,876	(64,514)	85,652	(30,504)
Net cash inflow/(outflow) from investing activities	(175,216)	(201,124)	(175,667)	(191,839)	(182,943)
Net cash inflow/(outflow) from financing activities	124,106	112,636	223,103	113,389	195,784
Net increase/(decrease) in cash and cash equivalents	6,705	(612)	(17,076)	7,201	(17,661)
Cash and cash equivalents at the beginning of the financial year	1,326	3,516	18,402	2,541	20,202
Cash and cash equivalents at the end of the financial year	8,031	2,904	1,326	9,742	2,541
Represented by:					
Cash and cash equivalents	8,031	2,904	1,326	9,742	2,541
Bank overdraft	-	-	-	-	-
	8,031	2,904	1,326	9,742	2,541

Notes to the financial statements

Accounting policies

The financial statements are presented in thousands of New Zealand dollars. New Zealand dollars are the Council and Groups' functional currency. The 2023-2024 Annual Report has been audited and gained an unmodified opinion, which means the report has met the requirements of the Local Government Act 2002. This summary annual report has been examined by audit for consistency with the full annual report. The auditor's report is included with this summary. The Council's full annual report has complied with NZ GAAP and stated explicitly that it complies with Public Benefit Entity (PBE) Standards for Tier 1 entities. The summary annual report complies with PBE FRS 43 – Summary Financial Statements and PBE Standards as they relate to summary financial statements.

Subsequent events

On 15 of August the QAC directors declared a fully imputed dividend of \$14,241,000 in respect of the year ended 30 June 2024 (2023: \$9,561,800).

Council legal claims

As at 30 June 2024 Council was a defendant in five building defect/leaky building legal claims. The total claimed in four of these cases totalled approximately \$6.6M. In relation to the fifth case, the amount claimed was not yet quantified, but Council's financial exposure is not expected to exceed approximately \$250,000.

The largest claim against Council as at 30 June 2024 was struck out by a decision of the Weathertight Homes Tribunal on 20 Nov 2024, but the appeal period has not yet expired at the time of writing this note. The second largest claim (for approximately \$1M) against Council as at 30 June 2024 has now been settled for an amount that was within Council's loss provision for that claim.

Council guarantees

Queenstown Lakes District Council is a guarantor of the New Zealand Local Government Funding Agency Limited (NZLGFA). The NZLGFA was incorporated in December 2011 with the purpose of providing debt funding to local authorities in New Zealand and it has a current credit rating from Standard and Poor's of AA+.



QAC Ltd, Noise Mitigation

The Company has implemented a programme of works to assist homeowners living in the inner and mid noise boundaries to mitigate the effects of aircraft noise exposure. The Company is obligated, on an annual basis, to offer, 100% funding of noise mitigation works for Critical Listening Environments of buildings that existed on 8 May 2013 containing an Activity Sensitive to Aircraft Noise (as defined in the Queenstown Lakes District Plan) that are within the 65 dB Projected Annual Aircraft Noise Contour. The Company is offering 100% of funding of mechanical ventilation for Critical Listening Environments of buildings that existed on 8 May 2013 containing an Activity Sensitive to Aircraft Noise (as defined in the Queenstown Lakes District Plan) that are within the 60 dB Projected Annual Aircraft Noise Contour.

Offers for noise mitigation have been extended to homeowners in line with the projected annual aircraft noise contours for calendar years 2023 and 2024. Property owners have 12 months from the date of offer to determine if they wish to take the offer made by the Company for mitigation works. It is difficult to estimate the future value of the mitigation works due to the uncertainty of the level of uptake from property owners and the differing construction and acoustic treatment requirements necessary to mitigate each property.

Lot 6

During the year ending 30 June 2021, the Company made a compensation payment of \$18.34 million for land acquired under the Public Works Act 1981 (PWA) in 2019 and known as 'Lot 6'. In October 2021, the previous owner, Remarkables Park Ltd (RPL), indicated it would seek additional compensation under the PWA. In November 2022, the directors received further independent valuation advice for Lot 6, which indicated that the \$18.34 million compensation payment was in the appropriate range. On 7 July 2023, the Company received a claim from RPL for further compensation. QAC filed this matter with the court on 24 November 2023, for referral to the Land Valuation Tribunal (LVT). A hearing is scheduled for early 2025 to determine the compensation payable. An adjudicated outcome could increase the compensation payable by the Company. The financial statements include the original amount paid of \$18.34 million in property, plant and equipment, while this matter is considered by the LVT.



Property Covenant

In March 2023, High Court proceedings were served on the Company seeking to modify a restrictive covenant registered against land owned by RPL and two other parties, south of the main runway. The covenant restricts the range of activities that land can be used for, for the benefit of the Airport land so long as it is operated as an airport. The Company has filed a defence and the parties are currently undertaking discovery of documents, with a hearing likely to be scheduled in late 2025 or early 2026.

Auditor's report





INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF QUEENSTOWN LAKES DISTRICT COUNCIL'S AND GROUP SUMMARY OF THE ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2024

The summary of the annual report was derived from the annual report of the Queenstown Lakes District Council and Group (the District Council) for the year ended 30 June 2024.

The summary of the annual report comprises the following information on pages 25 to 58:

- the summary statement of financial position as at 30 June 2024;
- the summaries of the statement of financial performance, statement of other comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended 30 June 2024;
- the notes to the summary financial statements that include accounting policies and other explanatory information; and
- the summary statement of service performance.

Opinion

In our opinion:

- the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the annual report; and
- the summary statements comply with PBE FRS-43: Summary Financial Statements.

Summary of the annual report

The summary of the annual report does not contain all the disclosures required by generally accepted accounting practice in New Zealand. Reading the summary of the annual report and the auditor's report thereon, therefore, is not a substitute for reading the full annual report and the auditor's report thereon.

The summary of the annual report does not reflect the effects of events that occurred subsequent to the date of our auditor's report on the full annual report.

The full annual report and our audit report thereon

We expressed an unmodified audit opinion on the information we audited in the full annual report for the year ended 30 June 2024 in our auditor's report dated 12 December 2024.



Our audit report included an emphasis of matter paragraph drawing attention to the inherent uncertainties in the measurement of greenhouse gas emissions as set out on page 55 of the full annual report. The following is extracted from the full annual report:

Emphasis of matter – Inherent uncertainties in the measurement of greenhouse gas emissions

The Council has chosen to include a measure of greenhouse gas (GHG) emissions in its performance information. Without modifying our opinion and considering the public interest in climate changes related information, we draw attention to page 55 of the annual report, which outlines the inherent uncertainty in the reported GHG emissions. Quantifying GHG emissions is subject to inherent uncertainty because the scientific knowledge and methodologies to determine the emissions factors and processes to calculate or estimate quantities of GHG sources are still evolving, as are GHG reporting and assurance standards.

Council's responsibility for the summary of the annual report

The Council is responsible for preparing the summary of the annual report which includes preparing summary statements, in accordance with PBE FRS-43: Summary Financial Statements.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary of the annual report represents, fairly and consistently, the information regarding the major matters dealt with in the full annual report and whether the summary statements comply with PBE FRS 43: Summary Financial Statements.

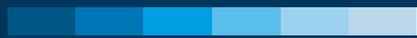
Our opinion on the summary of the annual report is based on our procedures, which were carried out in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

In addition to our audit and our report on the disclosure requirements, we have carried out engagements in the areas of assurance services relating to reporting under the trust deed, a registry audit, a long term plan audit and a regulatory disclosure audit, which are compatible with those independence requirements. Other than these engagements we have no relationship with or interests in the District Council or its subsidiaries and controlled entities

A handwritten signature in blue ink, appearing to read "M. Hawken".

Mike Hawken
Deloitte Limited
On behalf of the Auditor-General
Dunedin, New Zealand
12 December 2024

There is so much more we want to tell you



Read the full Annual Report 2023-24
at www.qldc.govt.nz