Item 1: Long Term Plan Steering Group 16

SESSION TYPE: Workshop

PURPOSE/DESIRED OUTCOME:

The workshop will cover the full projected LTP capital programme and operating expenditure, their financial implications, an update on fees and charges, and draft financial metrics.

Councillors are asked to review the financial implications, reconfirm direction on the capital programme following feedback on 29 October, and provide feedback on operating expenditure, fees and charges, and draft financial metrics to inform the next stage of Long Term Plan development.

Capital programme and operating expenditure

- Review the full projected LTP capital programme and operating expenditure, incorporating feedback from the 29 October Steering Group workshop.
- Consider the financial implications of the projected expenditure, including impacts on rates, debt, depreciation and consequential operating expenditure.
- Confirm Councillor direction on the preferred capital programme options, informed by the full financial analysis.
- Seek Councillor feedback on the projected operating expenditure and associated financial implications.

Fees and charges update

- Provide an update on fees and charges and seek Councillor feedback on proposed changes and their financial implications.

Draft financial metrics

- Review the draft financial metrics associated with the projected capital programme and operating expenditure.
- Seek Councillor feedback on affordability, financial sustainability and the implications for further LTP development.

DATE/START TIME:

Tuesday 3 November 2026, at 1.00pm

TIME BREAKDOWN:

Presentation: 1.5 hours
Discussion and questions: 2 hours

PRESENTERS:

Capital programme
Tanea Hawkins – Finance Director
Caleb Dawson-Swale — Business Planning Manager
Jesse Taylor — Investment & Support Services Manager
Simon Battrick — Strategic Project Manager, Community Services

Operating expenditure
Tanea Hawkins – Finance Director
Vanessa Fauth – Financial Controller
Stephen Bayley – Finance Business Partner Manager

Fees and charges update
Tanea Hawkins – Finance Director
Stephen Bayley – Finance Business Partner Manager

Draft financial metrics
Tanea Hawkins – Finance Director

Prepared by:



Name: Caleb Dawson-Swale
Title: Business Planning Manager

27 October 2026

Reviewed and Authorised by:



Name: Meaghan Miller
Title: Corporate Services General Manager

27 October 2026

ATTACHMENTS:

A	LTP27 Steering Group presentation – 3 November 2026
B	Draft LTP financial metrics

LTP Steering Group 16

3 November

Agenda – 3.5hr meeting

Item	Owner	Time
1. Our journey	Katherine, Caleb	20mins 1-1:20pm
2. Key financial metrics	Katherine, Tanea	20mins 1:20-1:40pm
3. Capital programme	Caleb, Tanea, Jesse, Simon	1hr 10mins 1:40-2:50pm
4. Operating expenditure programme	Katherine, Tanea, Stephen	1hr 10mins 2:50-4pm
5. Fees and charges update	Caleb, Stephen	10mins 4-4:10pm
6. Alpine Waters – update on Water Services Strategy and financial picture	Julian, Maz	15mins 4:10-4:25pm
7. Steering Group work programme	Caleb	5mins 4:25-4:30pm

Our journey so far

February–November 2026

64.5 HOURS

spent in 15 LTP steering groups so far

FEB–MAR

Direction & priorities

- Strategic framing
- Early community feedback
- Infrastructure and Financial strategies
- Financial appetite, capital prioritisation

APR–JUL

Services & revenue tools

- Development contributions, fees and rating
- Activity plans, service levels and KPIs
- Growth assumptions, renewals and resilience
- Infrastructure investment options

AUG–NOV

Funding & programme review

- Funding tools, growth infrastructure and operating budgets
- Capital priorities, full programme, key project A3s and DC policy
- Forecasting assumptions and rates modelling
- Financial Strategy and engagement policy

TODAY 3 NOV

Refinement & today's agenda

TODAY (SG16):

- Financial Metrics
- Capital Programme
- Opex

A focus on efficiency

February–November 2026

FEB–MAR **APR–JUL** **AUG–NOV** **TODAY 3 NOV**

1 Enhanced activity planning approach

LTP development has been considered with Councillors through a more detailed activity structure than in prior LTPs, helping us focus more clearly on each area.

2 Capital programme refinement

Started with a long list of ~$2B. Staff workedd to implement the Councillor directed prioritisation framework and reduced to a short list of $1.56B. Councillors provided direction at the 29 September Steering Group to remove ~$500M of high-budget projects ‘strategic candidates’ from the ten-year programme. Staff have applied further scrutiny to advance an officer recommended capital programme of $1.33B today.

3 Operating cost refinement

Organisational scrutiny on the LTP year 1 operating budget, including with Councillors at the 3 September Steering Group, has set an operating budget trajectory for the LTP that is lean and prioritised.

The pathway forward

November 2026–June 2027

JUNE 2027

LTP adoption

19 NOV 2026

Steering Group

MID JAN–MID FEB 2027

Audit

MARCH–APRIL 2027

Consultation

LATE MAY/EARLY JUNE

Final audit

Finalise



END OF 2026

Draft document

MARCH 2027

LTP Consultation Document adopted

MAY 2027

Hearings & deliberations

JUNE 2027

LTP adoption

Why today's Steering Group matters

29 October 2026

Clear direction for 19 November SG

Today's guidance enables us to finalise the programmes and prepare the draft document by year end.

What we need to capture

01 Capital programme

Direction on the preferred capital programme.

02 Operating programme

Direction on the preferred opex programme.

03 Activity plans and levels of service

Confirmation on activity plans and LoS.

04 Financial impact

Whether the group is comfortable with the impact on financial metrics, and any changes needed.

Your Steering Group input into the LTP model

We have gathered your direction through Steering Groups to date. These inputs feed into the 10-year financial modelling presented today.

YOUR INPUT GATHERED TO DATE

CAPITAL PROGRAMME
- Scope and cost
- Prioritisation
- Timing and sequencing
- Funding source

OPERATING PROGRAMME
- Current services
- Contracts and people
- Growth and inflation
- Savings and efficiencies

ACTIVITY PLANNING
- Levels of service
- KPIs and measures
- Legislative change
- Demand assumptions

INTEGRATED 10-YEAR FINANCIAL MODEL

Assumptions • funding • phasing

- **Rates**
- **Debt**
- **Depreciation**
- **Development contributions**
- **Fees & charges**
- **Service levels**

CapEx drives debt, depreciation and consequential OpEx. OpEx drives the operating funding requirement. Revenue and Financing Policy choices determine how costs are shared.

Key notes from the financial strategy

Affordable and predictable rates: Keep rates increases lower and steadier while maintaining essential services and investment.

Essential investment first: Prioritise statutory obligations and critical infrastructure. Stage projects to match funding and delivery capacity.

Prudent debt with room to respond: Keep borrowing within approved limits and preserve headroom for uncertainty, emergencies and future needs.

Fair funding across the community: Use development contributions, user charges and other income to share costs fairly and reduce pressure on rates.

Long-term care of our assets: Base renewals on asset condition and progressively fund depreciation so costs do not fall all on future ratepayers.

Our strategy

Four connected priorities guide how we make choices, allocate resources and deliver for the community.

OUR FOUR STRATEGIC AREAS



Together, these areas provide a practical framework for testing decisions and monitoring organisational performance.

Financial metrics

How the financial cake is baked

2027–2037 investment priorities, funding choices and financial outcomes



Stage investment and funding diversity to balance service needs, affordable rates and prudent debt level.

Key financials at a glance

Ten-year view 2027/28–2036/37, drawn from the draft capital programme and the 29-10-26 LTP financial statements

TEN-YEAR CAPITAL PROGRAMME

$1.15b

TEN-YEAR OPEX

$3,393m

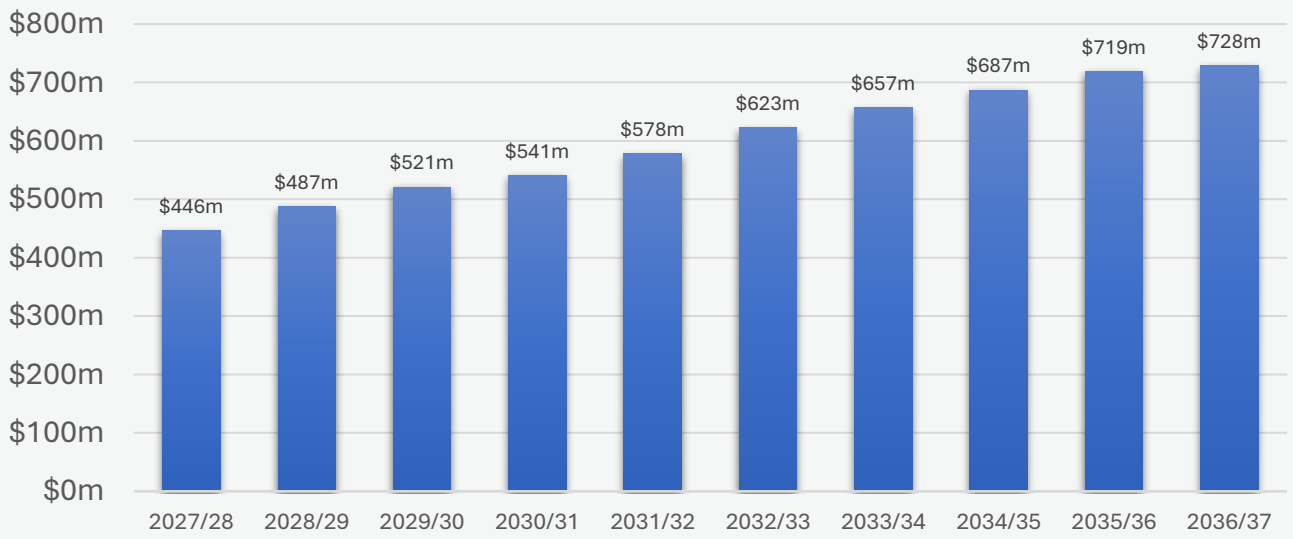
Includes depreciation and finance costs

TEN-YEAR REVENUE

$4,117m

Total operating revenue, incl. grants and vested assets

Total borrowings at 30 June ($m)



RATES REVENUE

$153m → $251m

General + targeted, less than 8% increase Yr 1

DEPRECIATION

$43m → $87m

Roughly doubles over ten years

FINANCE COSTS

$18m → $35m

12% → 16% of rates revenue

PEAK BORROWINGS

$728m

2036/37; borrowings less than 180% of revenue

Key financials at a glance – Draft budget results

Ten-year view 2027/28–2036/37, drawn from the draft capital programme and the 29-10-26 LTP financial statements

Total rates 2036/37	Peak total debt (2036/37)	Maximum debt / revenue (2035/36)	2036/37 covenant status
$253m	$728m	175%	COMPLIANT

COVENANT AND RATES THRESHOLDS

LGFA debt / revenue maximum	LGFA net interest / revenue maximum	LGFA net interest / rates maximum	Rates increase minimum	Rates increase maximum	Overall compliance
280%	20%	30%	2%	4%	10 of 10 years compliant

Year	Total rates increase %	Rates increase per rating unit %	General debt *	DC debt *	Total debt	Debt / revenue (max 280%)	Net interest / revenue (max 20%)	Net interest / rates (max 30%)	Total debt per rating unit	Rates per rating unit (GST incl)	Covenant statu
2027/28	12.0%	7.5%	$364m	$82m	$446m	164%	7%	12%	$11,493	$4,579	Compliant
2028/29	10.1%	5.8%	$376m	$111m	$487m	164%	7%	12%	$12,081	$4,845	Compliant
2029/30	8.2%	4.8%	$386m	$134m	$521m	162%	7%	13%	$12,499	$5,077	Compliant
2030/31	4.2%	1.0%	$385m	$155m	$541m	156%	7%	13%	$12,582	$5,130	Compliant
2031/32	5.6%	2.4%	$394m	$184m	$578m	164%	8%	14%	$13,048	$5,255	Compliant
2032/33	5.4%	2.3%	$410m	$212m	$623m	171%	8%	14%	$13,640	$5,376	Compliant
2033/34	5.8%	2.8%	$417m	$240m	$657m	174%	9%	15%	$13,987	$5,524	Compliant
2034/35	5.0%	2.1%	$421m	$266m	$687m	174%	9%	15%	$14,219	$5,642	Compliant
2035/36	3.6%	0.8%	$424m	$295m	$719m	175%	9%	15%	$14,488	$5,686	Compliant
2036/37	3.1%	0.4%	$416m	$312m	$728m	172%	9%	16%	$14,292	$5,711	Compliant

Capital programme

What our options deliver

	OFFICER RECOMMENDED PROGRAMME **Total capital: $1.15bn**	ALTERNATIVE OPTION – HIGHER BUDGET **Total capital:$1.45bn**
CS	**Capital: $448M** **What we deliver** - QEC – New 4x Indoor Courts, Well, Carpark $44.5M - Community Infrastructure Land Purchase $30.5M - Wānaka Recreation Centre – Building Extension $27.5M - Wānaka Pool Leisure Extension $16.1M - Wildfire Mitigation Programme $19.6M	**Capital: $515M** **What we deliver** Includes all projects listed in the $448.4M programme, as well as: - Queenstown Events Centre – Shared Community Clubrooms $17M - Southern Corridor Community Centre $8.5M - Ballantyne Rd Sports Hub Stage 2 $19.4M - Blue Green Network Action Plan – Targeted Actions $3.4M
P&I	**Capital: $500M** **What we deliver** - Arthurs Point Bridge $39.2M net / $79.9M gross - Wānaka Transfer Station Stg 1 ($8M) & Stg 2 ($10M) - Park & Ride – Stage 1 $29M - Anderson-Aubrey-Northlake (WNOP) $14.3M	**Capital: $600M** **What we deliver** Includes all projects listed in the $500.2M programme, as well as: - Construction Waste Facility $13.8M - Park & Ride – Stage 2 $29M - Network Optimisations $9M+ - Lower Helwick Redevelopment $9.3M

Option overview – Infrastructure: Midpoint

Three indicative P&I capital plan options have been prepared based on a notional net expenditure cap of $400m, $500m, and $600m.

CONSTRAINED

Net council spend

$398M

Gross capex **$496M**
External funding **$98M**
Initiatives included **108 of 156**
Peak year **FY33 $69M** ($60M net)
Whakatipu share **61%**
Upper Clutha share **31%**
Districtwide share **8%**

MID-POINT

Net council spend

$500M

Gross capex **$598M**
External funding **$98M**
Initiatives included **127 of 156**
Peak year **FY33 $74M** ($65M net)
Whakatipu share **63%**
Upper Clutha share **31%**
Districtwide share **6%**

EXTENDED

Net council spend

$600M

Gross capex **$698M**
External funding **$98M**
Initiatives included **137 of 156**
Peak year **FY34 $84.6M** ($79M net)
Whakatipu share **58%**
Upper Clutha share **34%**
Districtwide share **8%**

External funding is the same in all three scenarios ($97.7M)

Only external funding with a ‘high’ probability of being secured is included – all related initiatives are in the ‘core’ programme

Options overview – Community Services: Constrained

Two Community Services capital plan options have been prepared based on gross expenditure scenarios.

CONSTRAINED

$448M

Gross capex **$448M**

Projects included: **164 of 230**

Peak year FY28: **$67M**

Whakatipu share: **46.7%**

Upper Clutha share: **38.6%**

MID-POINT

$515M

Gross capex **$515M**

Projects included **177 of 230**

Peak year FY28 **$67M**

Whakatipu share **48.9%**

Upper Clutha share **37.7%**

EXTENDED

$600M

This level of spend is not currently achievable from a deliverability, resourcing and scheduling perspective

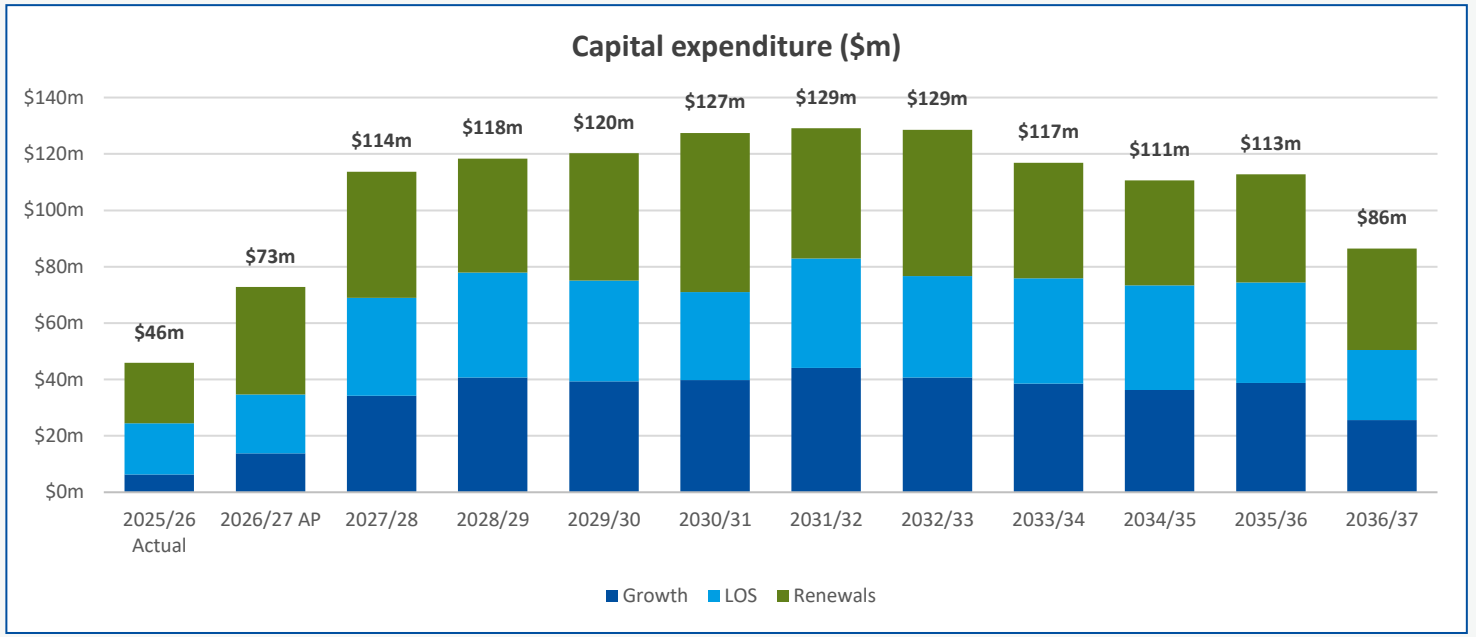
Community Services gross CAPEX scenarios derived from a $400m and $500m programme sequencing analysis.

Capital programme: officer recommended option

A programme view combining scale, timing, cost drivers and choices

$1.15B

draft proposed programme



Investment choices

HIGH

Capital

$1.45B

Deliverability risk • Higher pressure

RECOMMENDED

Capital

$1.15B

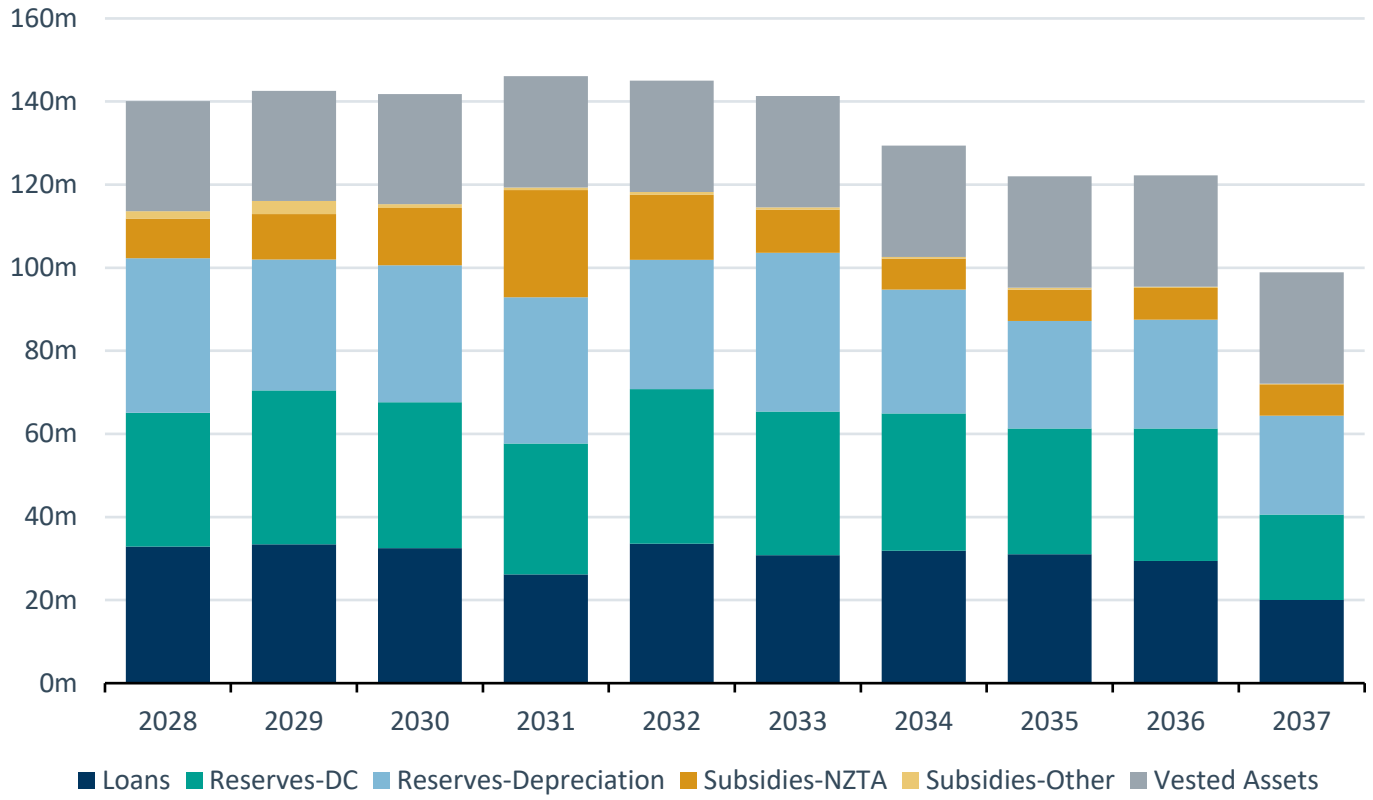
More deferral • Lower pressure

Officer Recommended option: financial implications

Draft capital programme: $1.15bn council funded plus vested assets

Peak year: 2031 at $146m Vested assets: $266m (20% of programme)

Capital funding by year ($m)



Ten-year total by funding source

Funding source	Amount ($m)	Share
Loans	301.7	22.7%
Reserves-DC	323.6	24.3%
Reserves-Depreciation	311.9	23.5%
Subsidies-NZTA	116.1	8.7%
Subsidies-Other	9.0	0.7%
Vested Assets	266.8	20.1%
Grand total	**1,329**	**100.0%**

Years 1–3: major investments and locations

Recommended option

YEARS 1–3 CAPITAL

$352m

YEARS 1–3 OPEX

$826m

SHARE OF 10-YEAR CAPITAL

31%

Largest investments and spend by year ($m)

Investment	Location	Year 1	Year 2	Year 3	Years 1–3
QEC - Indoor Courts	Queenstown	26.3	18.2	0.0	44.5
Arthurs Point Bridge Crossing	Whakatipu	4.0	6.4	12.0	22.4
Community Infrastructure Land Purchase	Whakatipu	0.0	7.6	7.6	15.2
QEC Hydroslides	Queenstown	0.5	1.4	10.9	12.8
Road Resurfacing - Whakatipu	Whakatipu	3.0	3.0	3.0	8.9

LTP Deliverability

Is the proposed programmes realistically capable of being delivered?

DELIVERY CONFIDENCE
not strategic merit

We test six conditions

AFFORDABLE	READY	RESOURCED	PHASED	DELIVERABLE	ADAPTABLE
Can we fund and operate it?	Are projects mature enough?	Do we have the capability, capacity (including market capacity)	Right projects, right years?	Can we credibly execute?	Can we intervene early?

Key message for Council

We need to be sure that the LTP is not only affordable, but realistically capable of being delivered, and identify where changes may be needed before commitments are locked in.

Confirming Directions

- Confirm Councillor directions on capital programme options to proceed with
- Confirm Councillor directions for discrete project inclusions / exclusions

29 OCT • IN-PRINCIPLE DIRECTION → **3 NOV • FINAL DIRECTION**

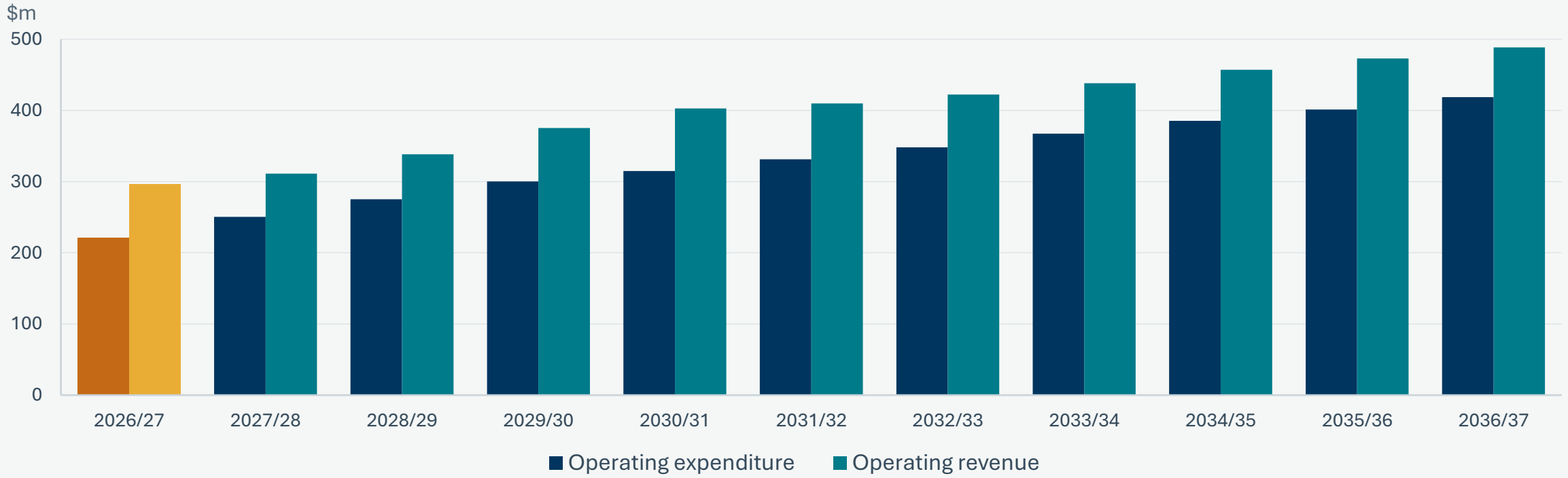
Operating Expenditure programme

Opex: total ten-year budget

2026/27–2036/37 comparison ($m), with ten-year totals for 2027/28–2036/37

Ten-year opex $3,392m

Ten-year revenue $4,117m



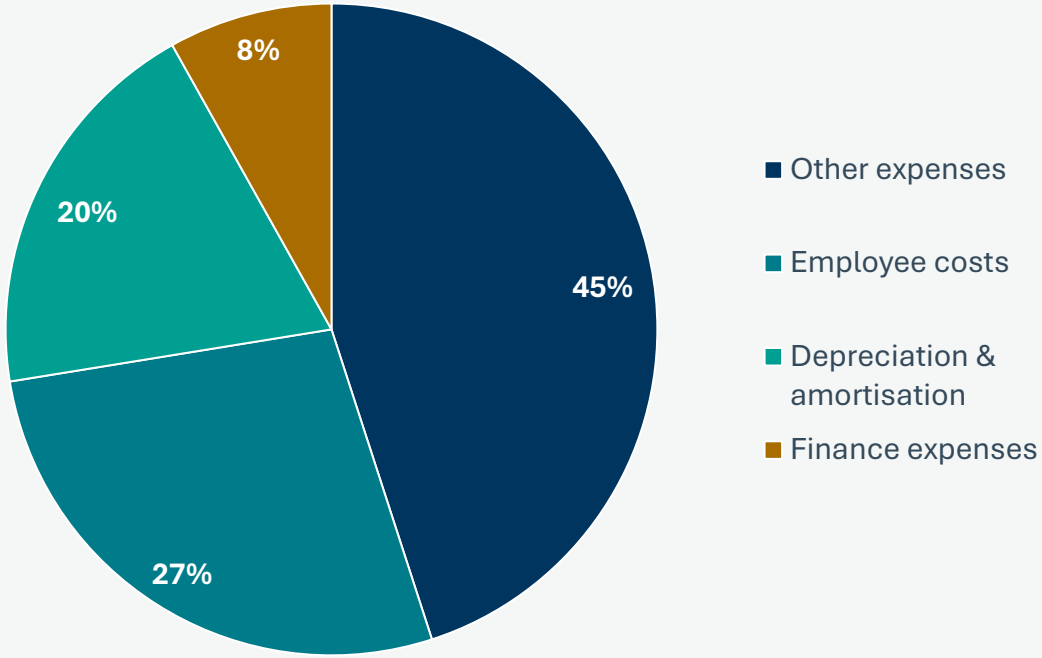
Revenue includes capital grants, development contributions, vested assets and investment-property revaluation.
Opex includes depreciation and finance costs.

Opex: total ten-year budget

Budget breakdown

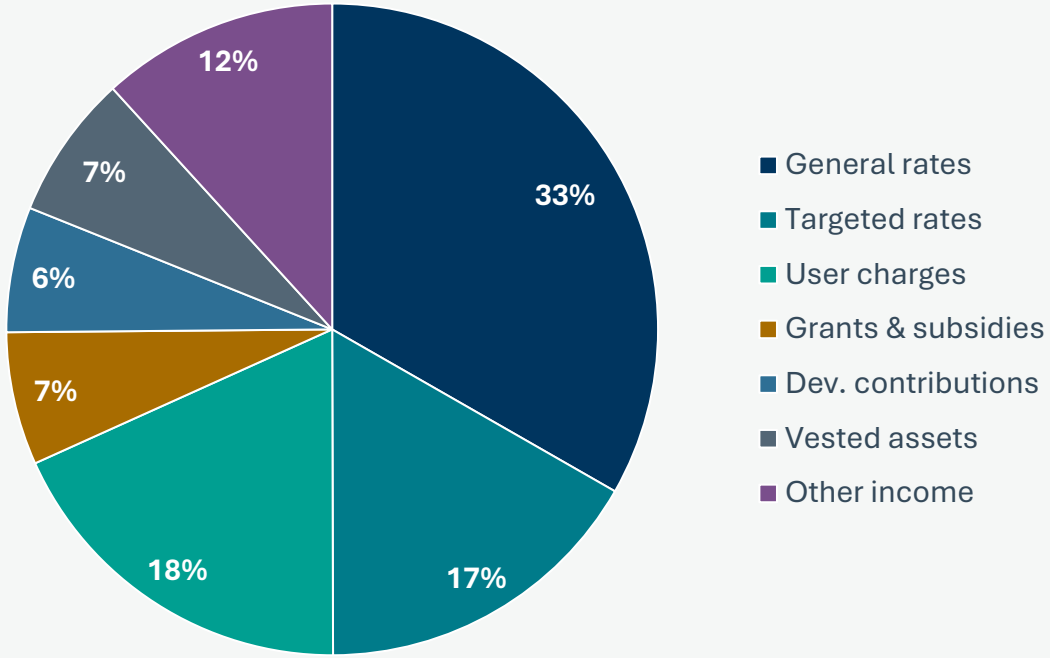
Where the money goes $3,392m

Total operating expenditure by type, 2027/28–2036/37 ($m)



Where the money comes from $4,117m

Total operating revenue by source, 2027/28–2036/37 ($m)



Opex: financial implications

What the ten-year budget breakdown means for rates, headroom and debt servicing

OPEX GROWTH

+67%

$250m to $419m a year, about 5.9% annually

RATES SHARE OF OPEX

61%

$2,057m of $3,393m over ten years

DEPRECIATION + FINANCE

$61m → $122m

Both roughly double; 36% of opex growth

Rates carry the load

Rates fund about 61% of opex. Rates revenue grows 5.7% a year against 5.9% for opex, so the rates share slips from 61% to 60% unless other income or savings fill the gap.

Headroom is thinner than it looks

Headline revenue of $4,117m includes $565m of vested assets, development contributions and revaluation. Without these, revenue is $3,552.5m, only $159.8m (4.7%) above opex.

Where the pressure sits

Other expenses rise 71% ($112m to $191m) and are the main lever for savings. Depreciation and interest follow the capital programme, so capital choices lock in future opex.

Source: LTP Financial Statements 29-10-26, Pages 3 and 9; 2027/28–2036/37, excludes 2026/27. Operating funding surplus is cash, before depreciation. Revenue excl. non-cash/restricted items still includes capital grants.

Operating expenditure: what is driving the change?

1

Depreciation

Existing assets + new investment

2

Major contracts

Renewals, escalation and scope

3

People

Current workforce + capability

4

Interest

Borrowing and rate assumptions

5

Growth

Housing, demand and service pressure

6

Inflation

Rising costs across all expenditure

Illustrative examples

A new community facility adds annual depreciation once it opens.

Higher bitumen and diesel prices increase the cost of road maintenance.

Pay increases and extra staff add to staffing costs.

New borrowing, or refinancing at higher rates, increases interest costs.

More homes mean more bins to collect and more parks to maintain.

Local government cost Inflation (not the same as CPI) puts pressure on all costs, including contracts and people.

Ten-year opex trajectory ($m), 2027/28–2036/37

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Opex	253.1	276.3	302.1	318.8	338.2	358.7	378.7	396.5	416.2	434.8

Source: Updated LTP Financial Statements 27-10-26 (growth, interest and roading depreciation), Page 3. Y1 = 2027/28. Includes depreciation and finance costs.

Draft LTP 2027: Year 1 rates requirement (before growth)

Total rates required rise from $138m in the 2026/27 Annual Plan to $153m in Year 1 of the draft LTP (2027/28): an increase of $15m, or 12%.

Rates, 2026/27 Annual Plan

$138m

Increase required in year 1

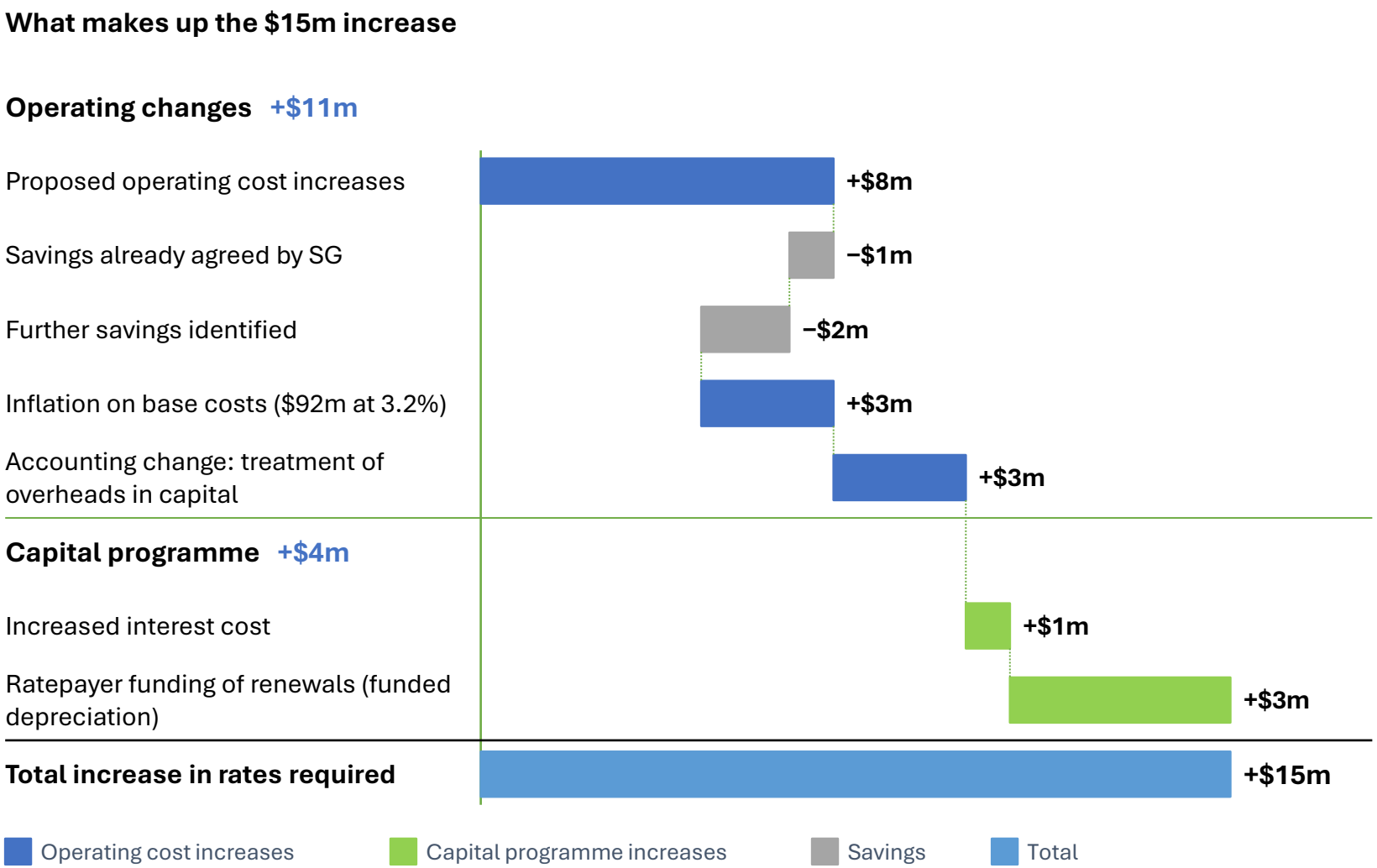
+$15m

12% on total rates

Rates, draft LTP year 1 (2027/28)

$153m

What makes up the $15m increase



Figures in $ millions, rounded to the nearest $1m. The 12% is the increase in total rates required; it is 7.5% increase per rating unit.

Opex by LTP Activity – Y1-3

Steering Group Meeting 3 November 2026

Total Controllable Group Activities Opex ($m's)	Annual Plan 2026/27	Year 1 LTP 2027/28	Year 2 LTP 2027/28	Year 3 LTP 2027/28
Community Services & Facilities	24.2	27.6	27.8	27.9
Community Partnerships and Grants	2.6	3.7	3.7	3.7
Libraries	3.7	3.7	3.7	3.8
Parks & Reserves	10.2	12.5	12.6	12.6
Sport, Rec, Community Facilities	7.6	7.7	7.8	7.8
Economic Development (This includes RTO Funding of $7.2m)	10.9	9.8	9.8	9.8
Destination Management	7.2	7.2	7.2	7.2
Economic Diversification	3.7	2.6	2.6	2.6
Enabling Services	32.1	33.8	34.3	35.5
Assurance, Finance & Risk	7.5	7.2	7.4	7.5
Corporate Services	13.1	13.9	14.5	15.1
Knowledge Management	9.6	10.7	10.4	10.9
Strategic Functions	1.9	2.0	2.0	2.0
Environmental Management	8.5	8.1	8.4	8.6
District Plan Planning Policy	5.6	5.7	5.8	5.8
Resilience & Climate Action	.9	1.0	1.0	1.0
Resource Consents	(.5)	(0.9)	(0.7)	(0.7)
Strategy Growth & Spatial Plan	2.5	2.3	2.3	2.5
Infrastructure	16.4	18.6	18.6	22.0
Infrastructure	5.9	3.6	3.6	3.6
Property	.5	2.5	2.6	2.7
Transport	2.7	2.5	2.0	2.4
Waste Mgmt	7.3	10.0	10.4	13.3
Local Democracy & Emergency Management	2.1	2.3	2.7	2.2
Democracy Services, Elections Elected Representatives & Committees	1.9	2.1	2.5	2.0
Emergency Management	.1	0.2	0.2	0.2
Regulatory Functions & Services	(2.7)	(3.7)	(3.6)	(3.8)
Building Services	(.7)	(1.4)	(1.2)	(1.3)
Regulatory & Enforcement	(2.0)	(2.3)	(2.4)	(2.5)
NET COST OF SERVICE	**91.5**	**96.5**	**98.0**	**102.2**

Opex impact of the officer recommended capital programme

CAPITAL PROGRAMME

$1,150m

Officer recommended option, ten-year total

NET NEW DEBT (10 YR)

$249m

DEPRECIATION (10 YR)

$659m

19% of the $3,392m ten-year opex

FINANCE COSTS (10 YR)

$275m

8% of the $3,392m ten-year opex

Depreciation follows the assets

Depreciation and amortisation totals $659m over ten years, doubling from $43m to $87m a year. Infrastructure carries $507m (77%) and Community Services & Facilities $136m.

Interest follows the borrowing

Net debt rises by $249m over ten years, $113.m of it in the first three years. Finance expenses total $276m, rising from $18m to $35m a year.

Together they double

Depreciation + finance costs rise from $61m to $122m a year, 36% of opex growth. That is $935m over ten years, 28% of opex. Capital choices lock in this future opex.

How key assumptions have informed the budget

ONE CONNECTED PROGRAMME

01 Water shared services cost recovery

HOW IS IT REFLECTED IN THE LTP BUDGET

Assumed that shared services will be cost neutral for QLDC, i.e. neither adding to nor decreasing Council's costs.

NEXT STEP

Update once formal agreement on shared services is reached.

02 Planning reform costs

HOW IS IT REFLECTED IN THE LTP BUDGET

Regional spatial planning QLDC share of cost incorporated in budgets. Assumption of no new cost associated with wider planning reform work in year 1.

NEXT STEP

Work in this area is complete.

03 Going for Housing growth

HOW IS IT REFLECTED IN THE LTP BUDGET

Estimated that QLDC qualifies for $5m in grants under current 4 year government budget. Funds must be spent on growth related expenditure. Expenditure not to include anything that attracts Development Contributions, expenditure to be audited by govt.

NEXT STEP

Applications open April 2027
No income or expenditure assumed in the draft LTP budgets.

04 FTE planning and QLDC of the future

HOW IS IT REFLECTED IN THE LTP BUDGET

Current LTP FTE bids serving as the basis for planning and budgets.

NEXT STEP

Future operating model and FTE outcomes from QLDC of the future released early 2027.

Rates capping: our approach

Rates capping, despite the headlines, is not yet enacted legislation. The National Party have signaled that enacting the legislation is a priority, and part of their 'first 100 days' plan if they are re-elected to Government. Once enacted, Councils will be legally required to adopt annual rates increases between 2-4% from FY2029-2030 onwards.

Discussions so far

Councillors have discussed the pros and cons of rates capping in prior LTP Steering Group sessions. This has included advancing a draft LTP financial budget that incrementally steps towards rates capped increases through years 1 and 2.

Our approach

Officers have produced a draft LTP budget that closely, although not yet completely, abides by the rules of rates capping (should it become law). This means that relatively minor further work will be required to both decrease and increase budgets in certain years, once the legislation is enacted.

Workforce Planning & Key Risk Considerations

The LTP service programme and the workforce required to deliver it must be considered together.

Community Demand

Average peak-day population 126,585 in 2026.

Growth increases pressure on infrastructure and service delivery.

Delivery Capacity

Every LTP commitment needs people to deliver it.

Workforce capacity and capability must keep pace with agreed service levels, including shared services.

Organisational Risk

Existing risk: inadequate workforce capacity and/or capability to meet organisational needs.

Ineffective planning can under-resource services.

Population growth is intrinsically linked to resourcing demand. The workforce profile needs to be affordable and aligned to delivery.

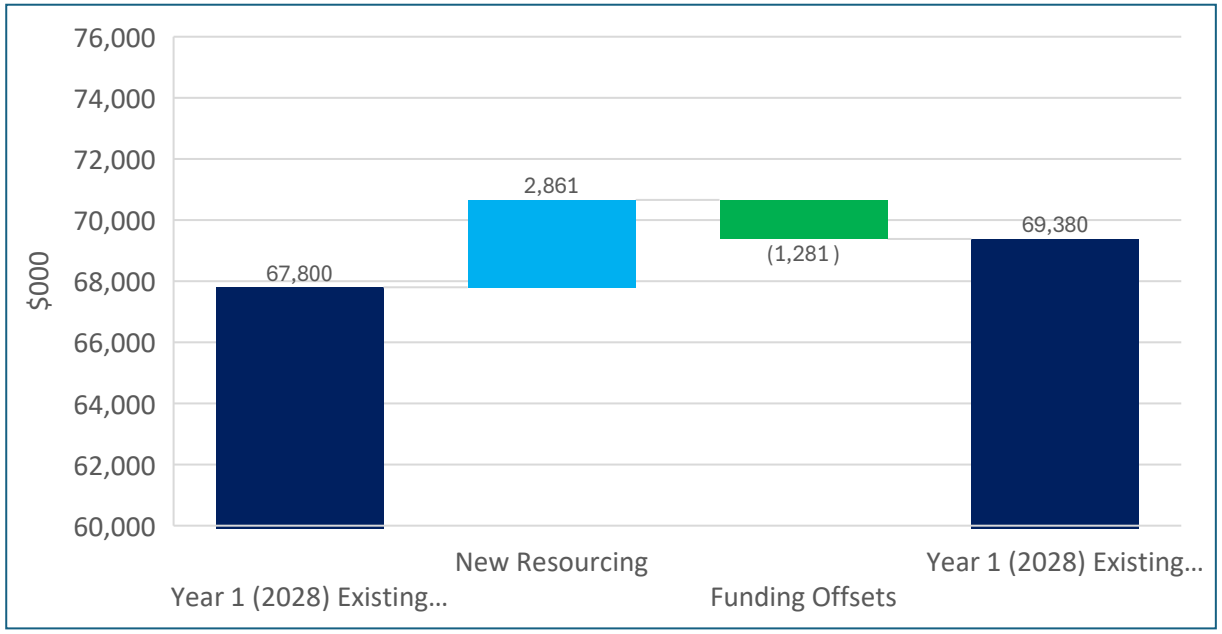
Year One Net Costs - Salaries & Wages

QUEENSTOWN LAKES DISTRICT COUNCIL

Year one and year two net costs – salaries & wages

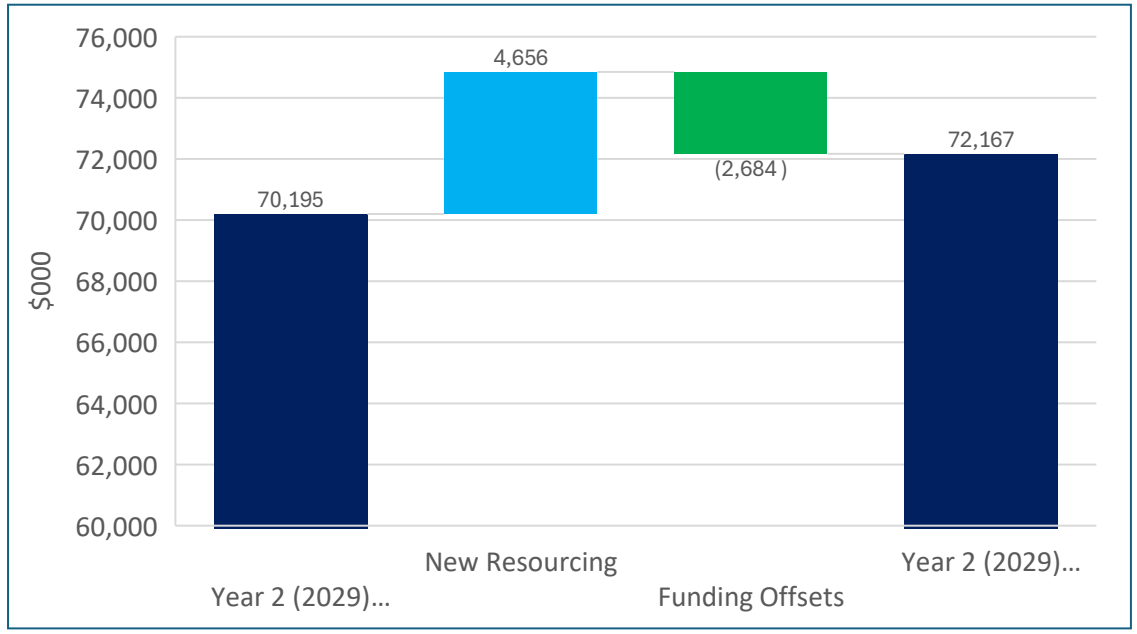
The waterfall charts retain the proposed new-resourcing and funding offsets.

LTP 2027–2037 Year One – New Proposed Roles and Funding Offsets



Year 1 | AP 2026/27 baseline: $67.797m | BERL inflation: 2.2%

LTP 2027–2037 Year Two – New Proposed Roles and Funding Offsets



Year 2 | BERL inflation: 2.2%

The waterfall charts show the movement from the baseline through proposed roles and funding offsets to the net workforce cost.

Workplace Planning Considerations

The proposed workforce profile ensures delivery and organisational capacity and capability.

Service Delivery

Resourcing aligned to the LTP commitments, service levels and timing

Growth and Reform

Demand, legislative change and reform assumptions reflected

Funding and Affordability

Salary costs, offsets and funding dependencies sustainable

Workforce Sustainability

Workforce profile manages workload, resilience, reform agility succession and specialist capability risks

Delivery Model

Technology enabled, process improvement, external delivery needed

The workforce planning and trade-offs underpinning the proposed resourcing profile.

Fees and charges update

Fees and charges update

Differential fee pricing for Locals and Visitors

Councillors have been clear that we need to explore differential fee pricing.

Differential pricing for parking can be delivered once the required systems are in place. That is planned for LTP Year 3, so from LTP Year 4 (2030/2031) we could begin differentially charging parking for visitors and locals.

For Community Services:

- Differential pricing is already largely reflected in the commercial/community/standard rates for venue hire.
- Resources are not available to introduce further differentiated fee pricing in LTP Year 1 – although could work towards LTP Year 2 (2028/2029). Work required to define a 'local' and a 'visitor' to enable Community Services to implement also.
- Current revenue analysis remains at estimated ~$70,000 additional operating revenue per year because of differentiated fees – so financial costs of implementing and operating the system would outweigh this.

The full detailed fee schedule is being prepared for consideration with Councillors at the 19 November Steering Group session.

Alpine Waters update

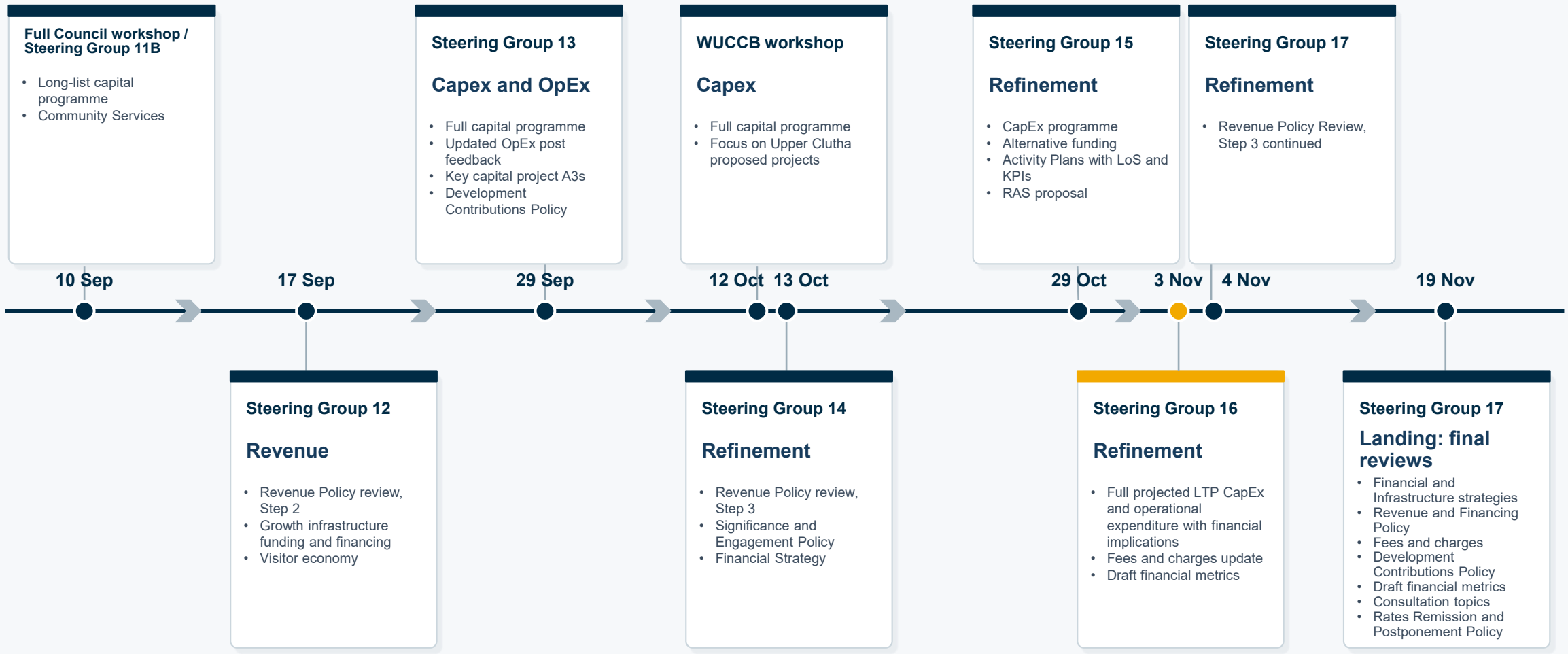
Water Services Strategy and financial development

Presentation to be shared separately

LTP27 Steering Group Work Programme

Version as at
29 October 2026

QUEENSTOWN LAKES DISTRICT COUNCIL



SETTING THE BASE

REFINE

LAND

Attachment B: Draft LTP financial metrics

Fiancial Sustainability Dashboard: LTP 2027 draft

Total rates 2036/37	Peak total debt (2036/37)	Maximum debt / revenue (2035/36)	2036/37 covenant status
$253m	$728m	175%	COMPLIANT

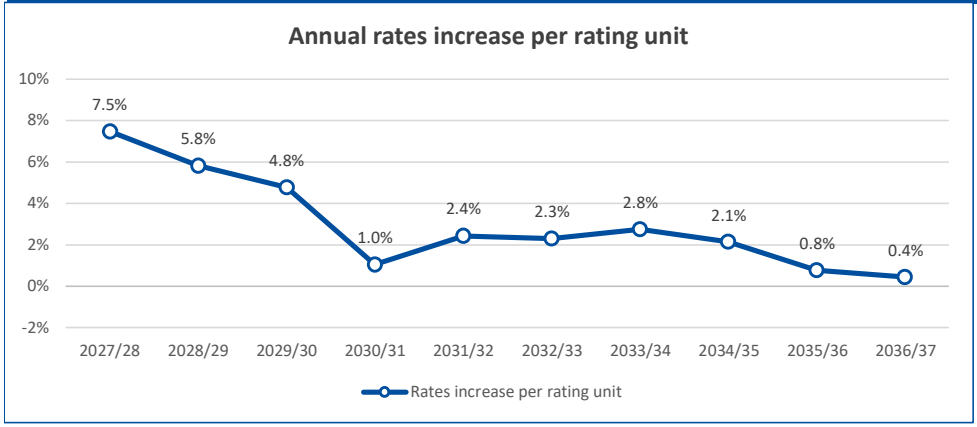
COVENANT AND RATES THRESHOLDS

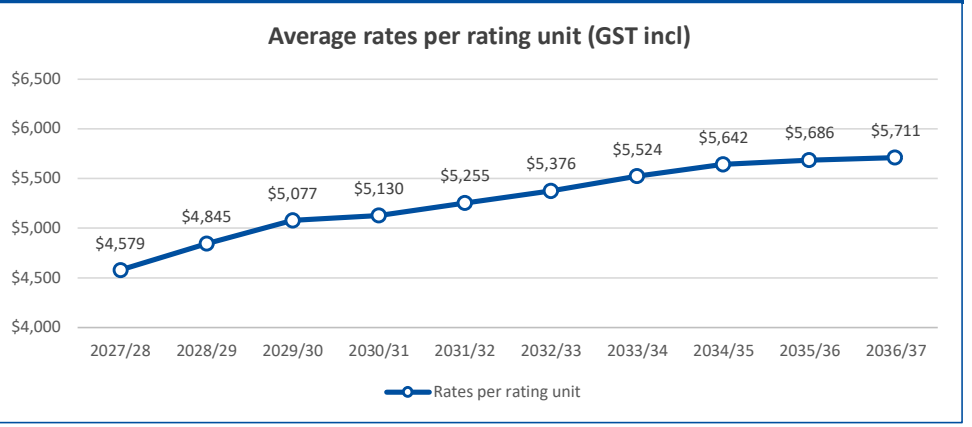
LGFA debt / revenue maximum	LGFA net interest / revenue maximum	LGFA net interest / rates maximum	Rates increase minimum	Rates increase maximum	Overall compliance
280%	20%	30%	2%	4%	10 of 10 years compliant

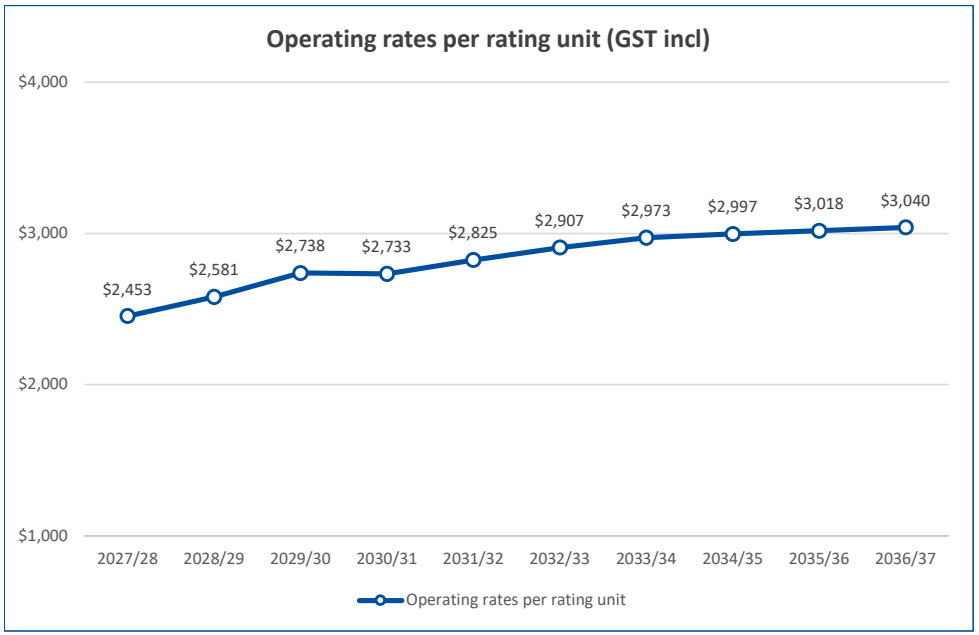
Year	Total rates increase %	Rates increase per rating unit %	General debt *	DC debt *	Total debt	Debt / revenue (max 280%)	Net interest / revenue (max 20%)	Net interest / rates (max 30%)	Total debt per rating unit	Rates per rating unit (GST incl)	Covenant status
2027/28	12.0%	7.5%	$364m	$82m	$446m	164%	7%	12%	$11,493	$4,579	Compliant
2028/29	10.1%	5.8%	$376m	$111m	$487m	164%	7%	12%	$12,081	$4,845	Compliant
2029/30	8.2%	4.8%	$386m	$134m	$521m	162%	7%	13%	$12,499	$5,077	Compliant
2030/31	4.2%	1.0%	$385m	$155m	$541m	156%	7%	13%	$12,582	$5,130	Compliant
2031/32	5.6%	2.4%	$394m	$184m	$578m	164%	8%	14%	$13,048	$5,255	Compliant
2032/33	5.4%	2.3%	$410m	$212m	$623m	171%	8%	14%	$13,640	$5,376	Compliant
2033/34	5.8%	2.8%	$417m	$240m	$657m	174%	9%	15%	$13,987	$5,524	Compliant
2034/35	5.0%	2.1%	$421m	$266m	$687m	174%	9%	15%	$14,219	$5,642	Compliant
2035/36	3.6%	0.8%	$424m	$295m	$719m	175%	9%	15%	$14,488	$5,686	Compliant
2036/37	3.1%	0.4%	$416m	$312m	$728m	172%	9%	16%	$14,292	$5,711	Compliant

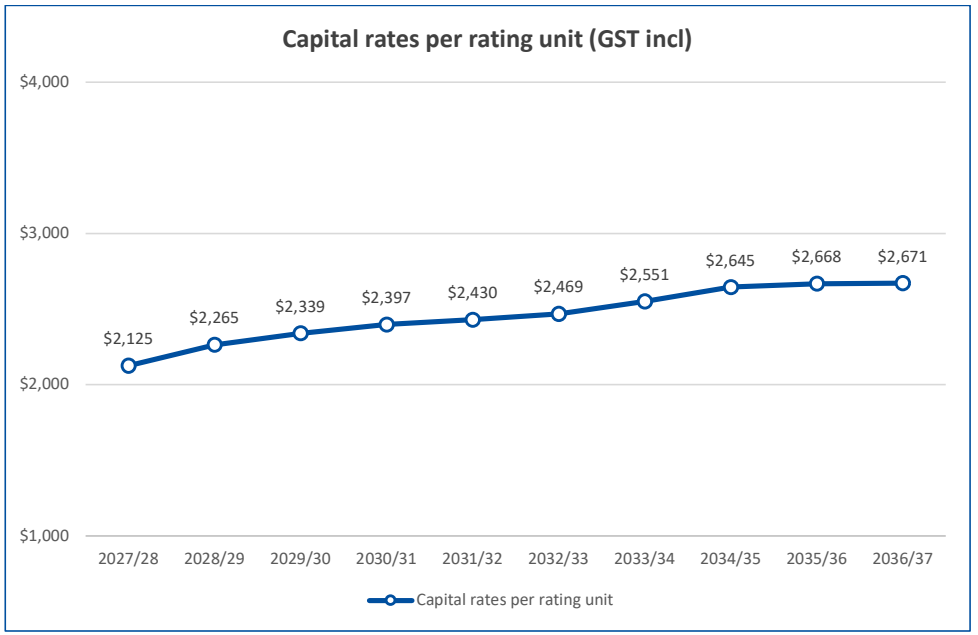
Year 3 rates increase per rating unit (2029/30)	Years 4 to 6 average (2030/31 to 2032/33)	Years 7 to 9 average (2033/34 to 2035/36)
4.79% | BREACH	1.92% | BREACH	1.89% | BREACH

Financial Sustainability Dashboard: rates

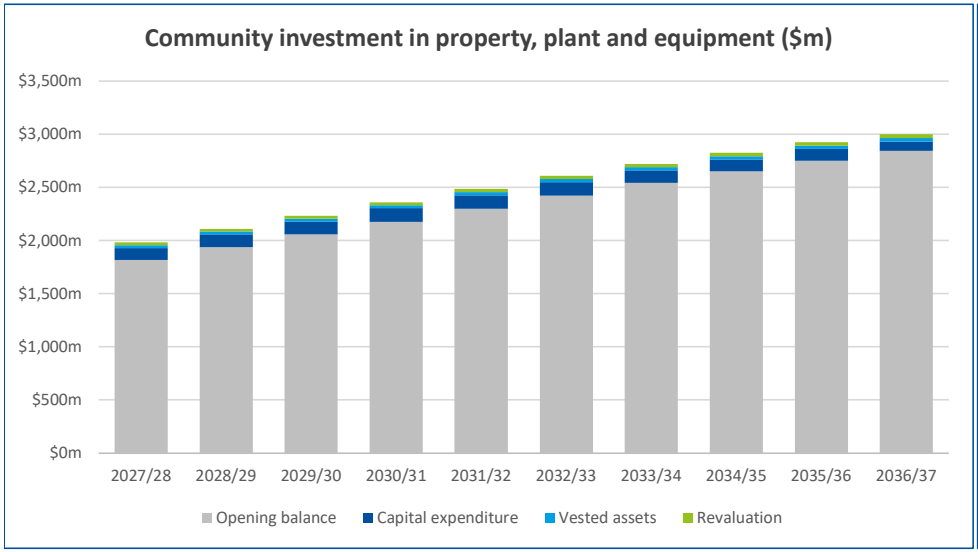


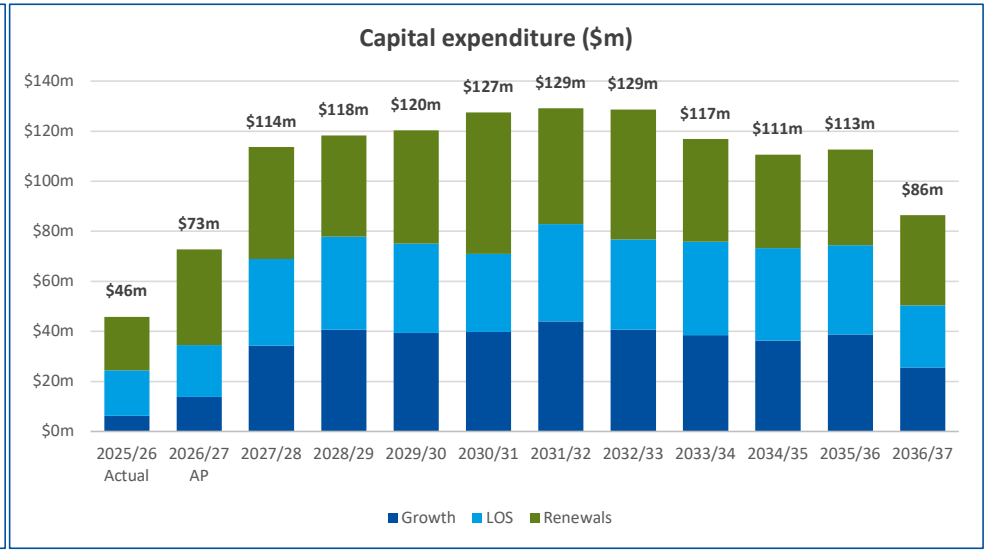


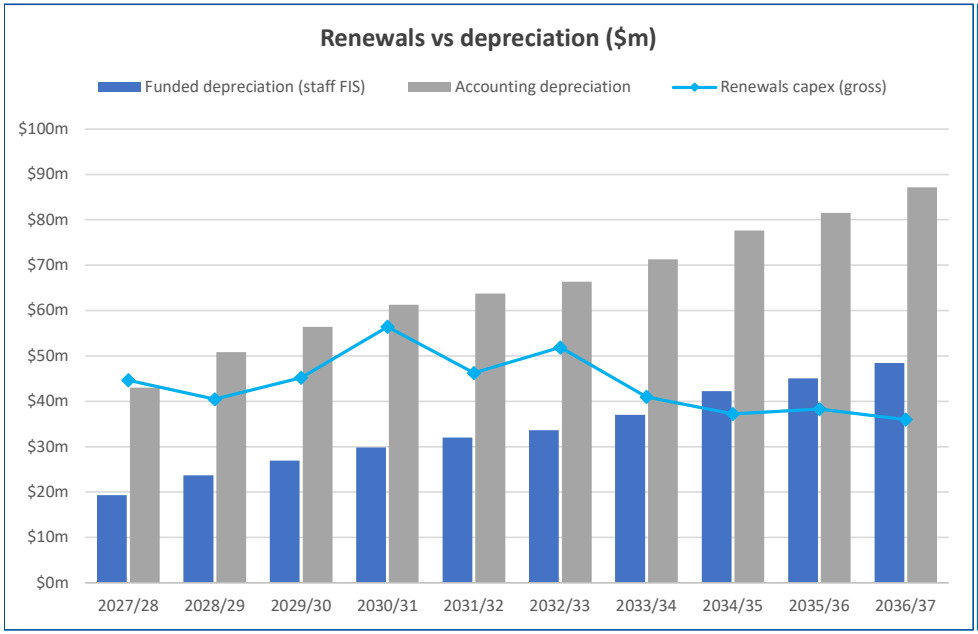

Operating rates per rating unit (GST incl)
$4,000
$3,000
$2,000
$1,000
$2,453
$2,581
$2,738
$2,733
$2,825
$2,907
$2,973
$2,997
$3,018
$3,040
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
2035/36
2036/37
Operating rates per rating unit

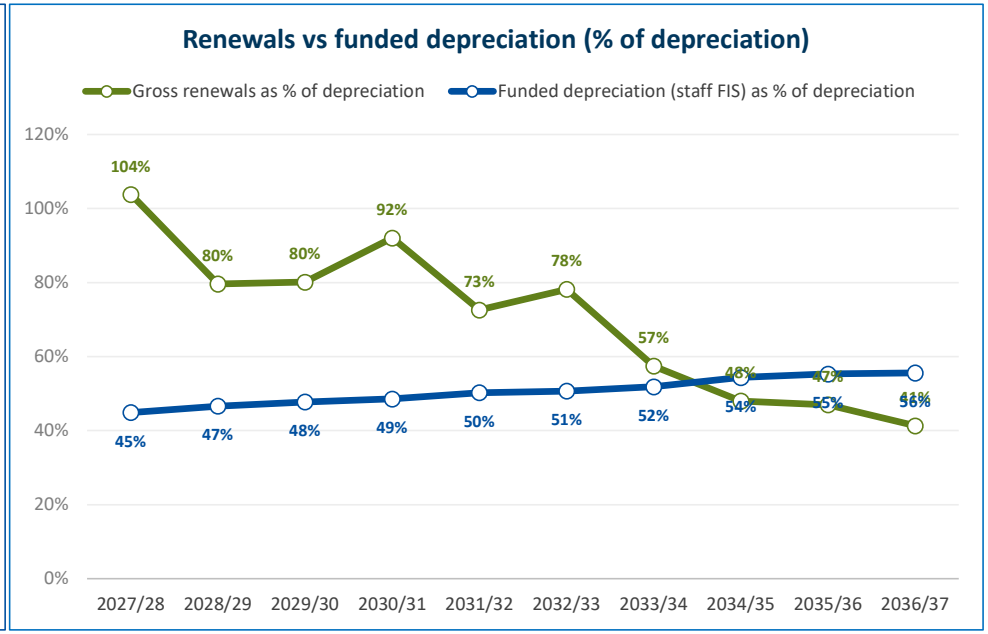

Capital rates per rating unit (GST incl)
$4,000
$3,000
$2,000
$1,000
$2,125
$2,265
$2,339
$2,397
$2,430
$2,469
$2,551
$2,645
$2,668
$2,671
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
2035/36
2036/37
Capital rates per rating unit

Financial Sustainability Dashboard: capital programme and renewals

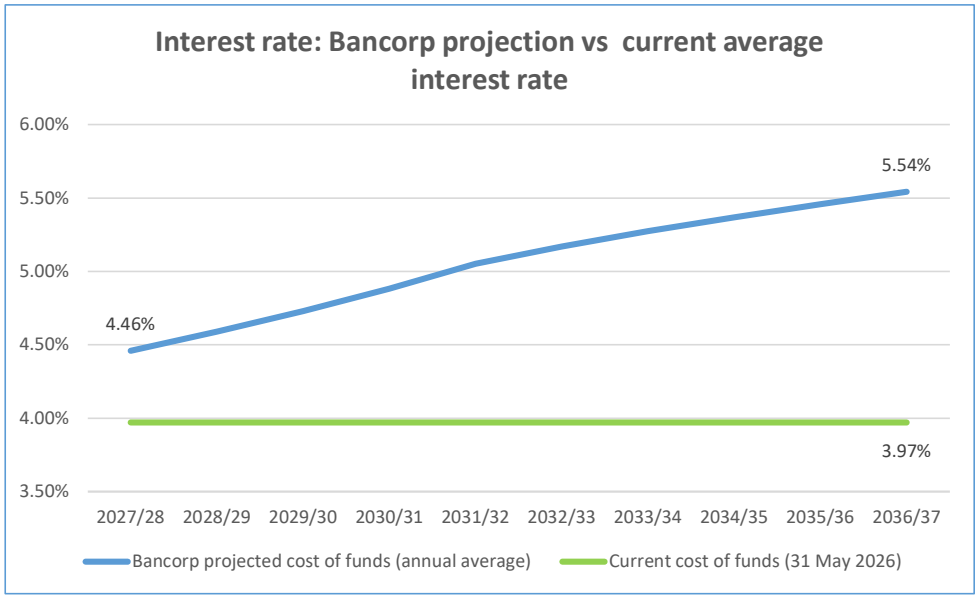


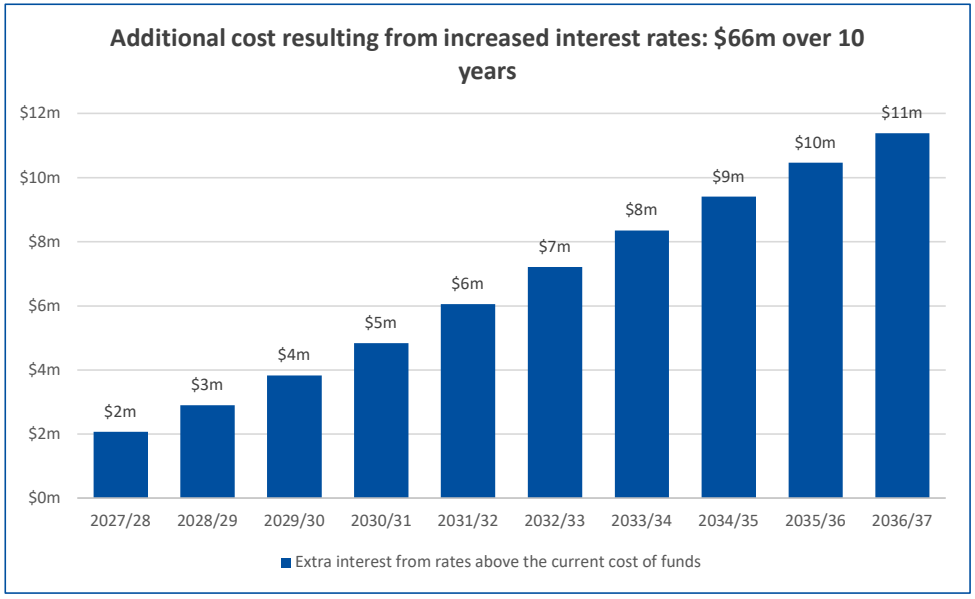




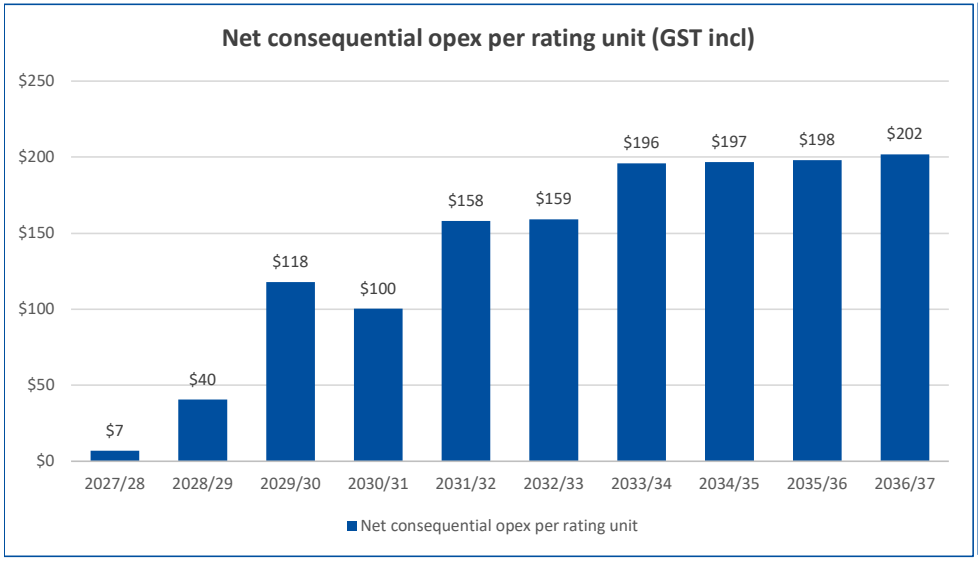


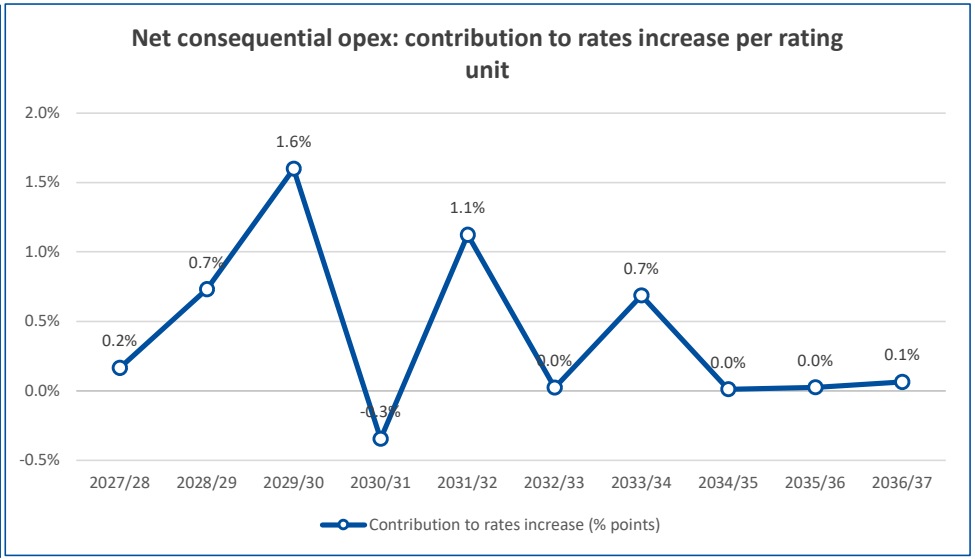
Financial Sustainability Dashboard: interest rate outlook



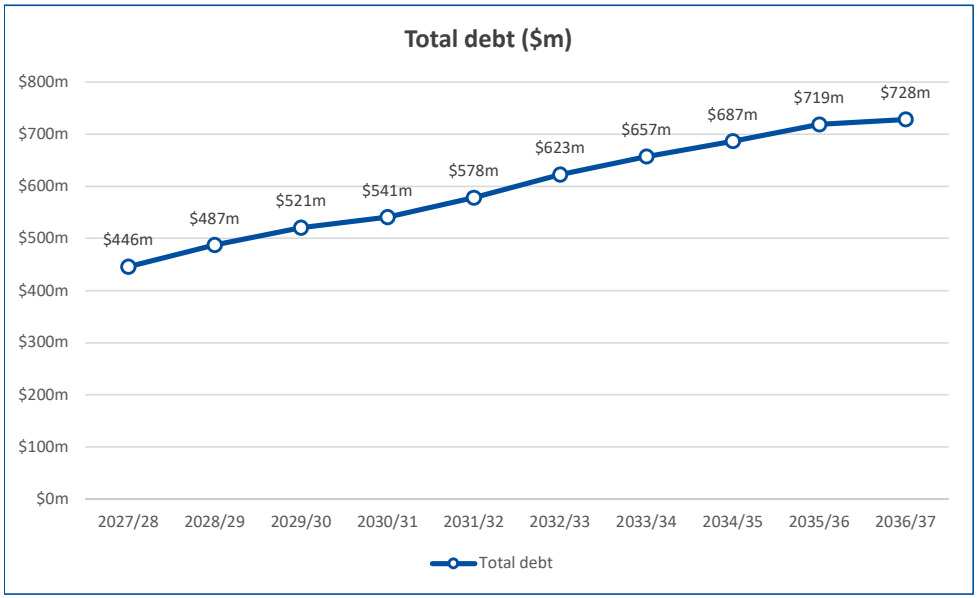


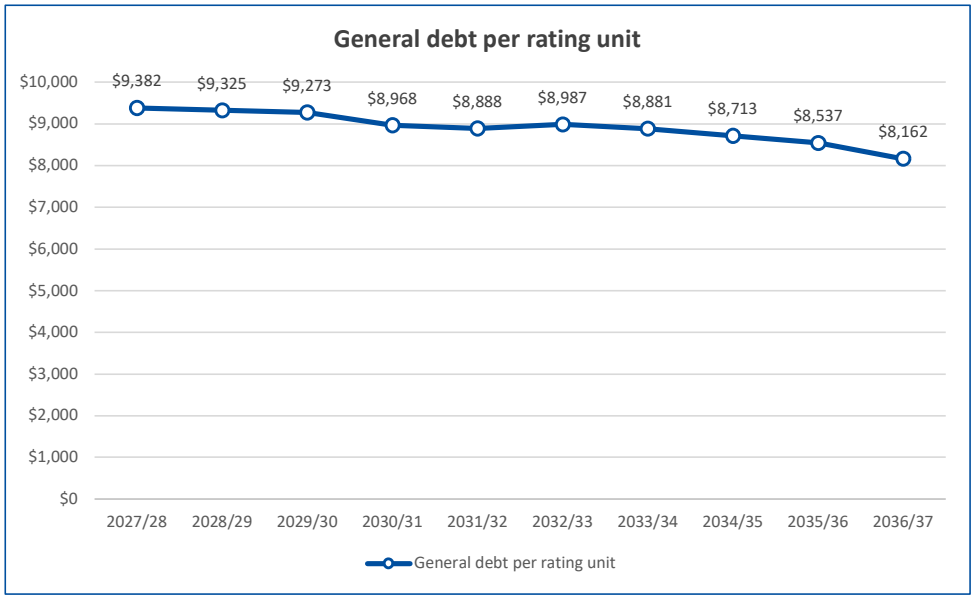
Financial Sustainability Dashboard: net consequential opex

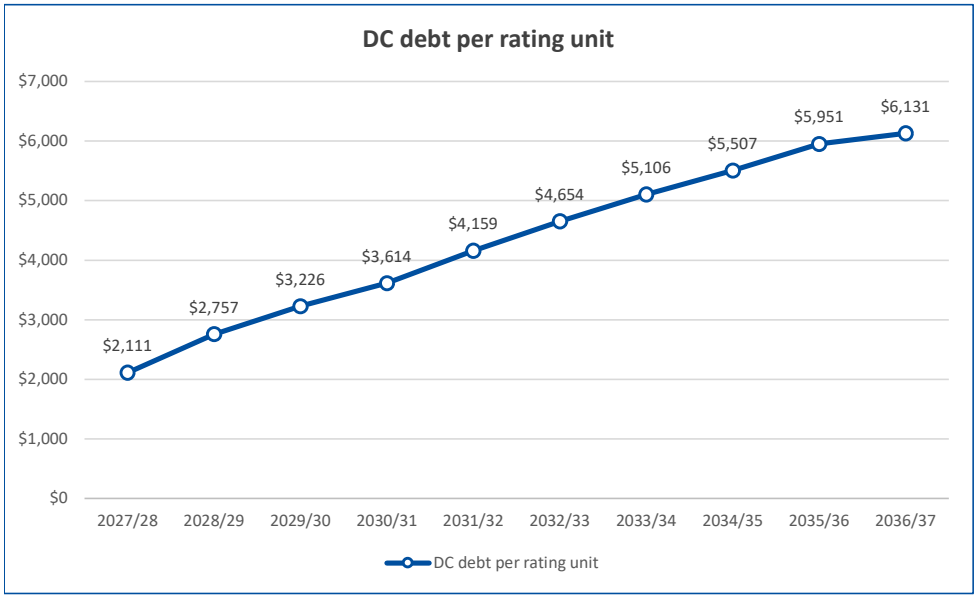


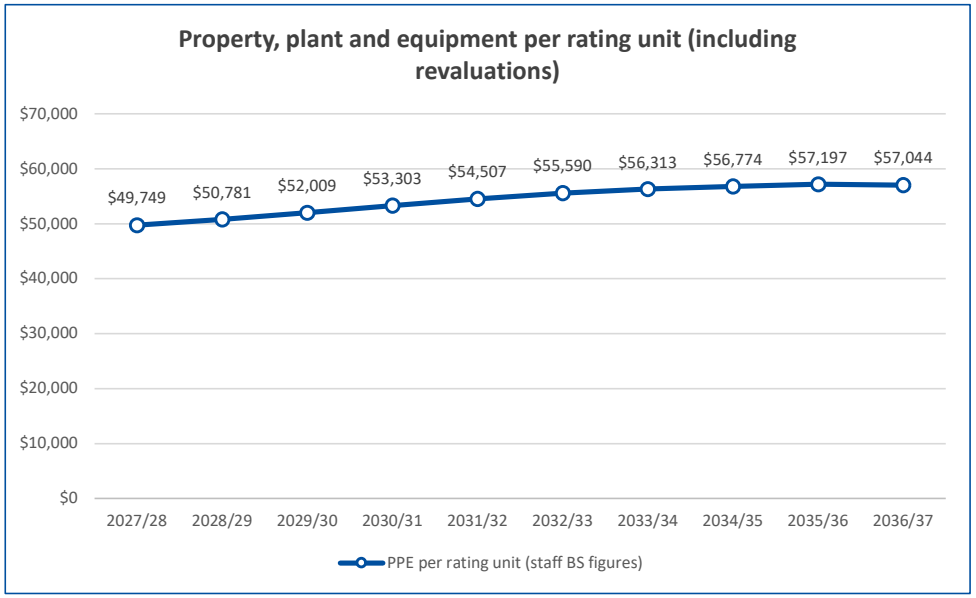


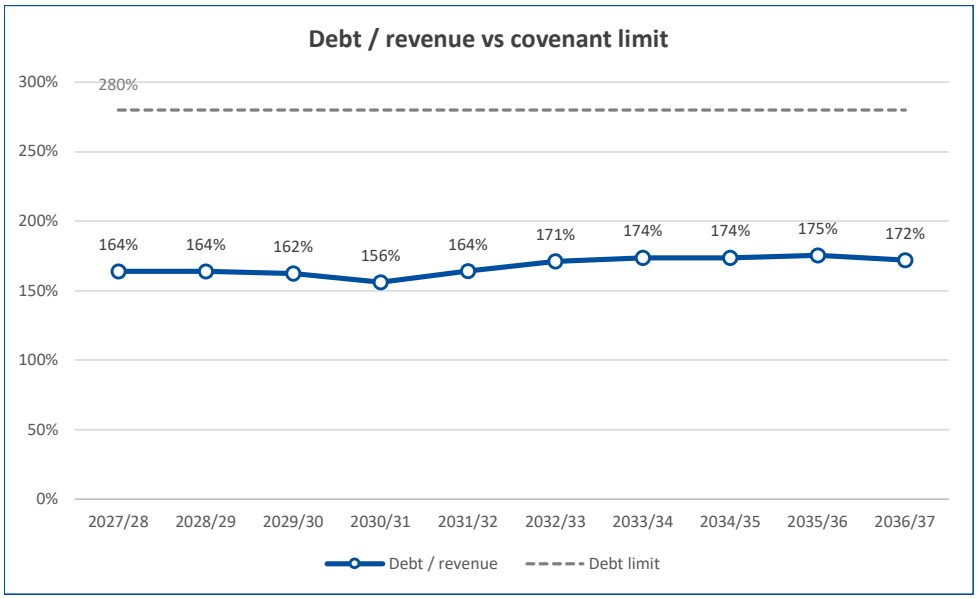
Financial Sustainability Dashboard: debt, covenants and interest

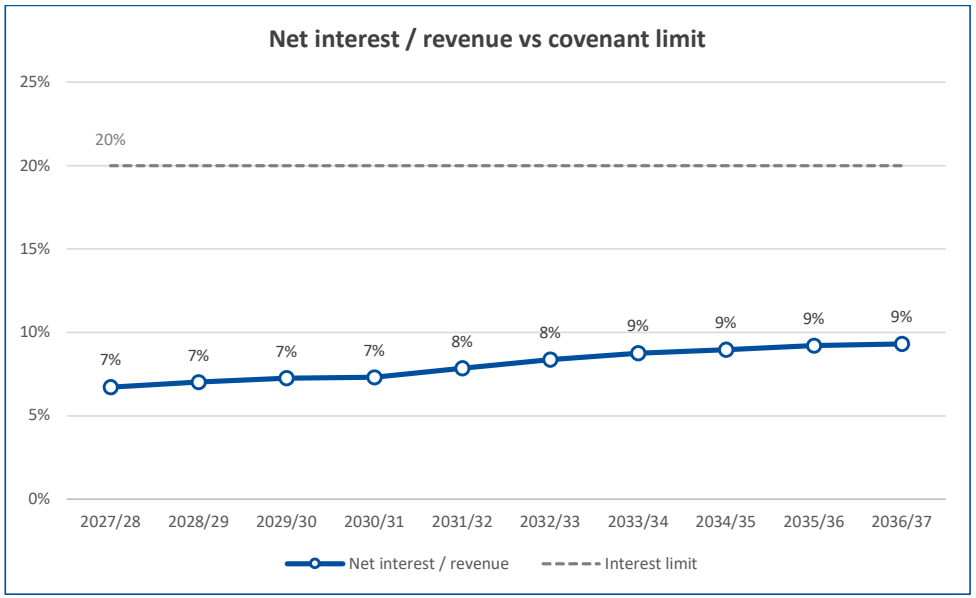












Financial Sustainability Dashboard: rating units compared to LTP 2024

