Annual Report Summary
Whakarāpopototaka o te Rīpoata ā-tau

2024 2025



QUEENSTOWN LAKES DISTRICT COUNCIL

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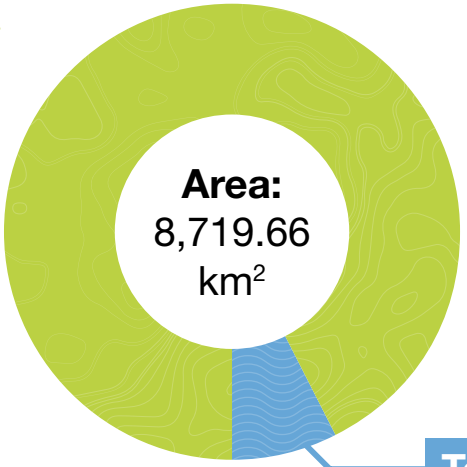
Introduction
Whakatakika

Our region[1]







97% outstanding natural landscape

Approximately **80%** DOC land

Total water area: 638km²

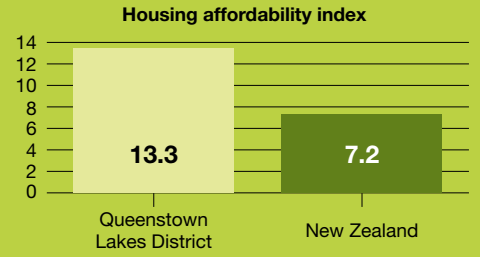
Our economy

GDP (Dec 2024)	**4,666M**	**Tourism GDP** (Mar 2024)	**1,411.2M**	30.4% of total GDP
Jobs (Mar 2024)	**34,521**	**Tourism jobs** (Mar 2024)	**11,576**	33.5% of total jobs

4.5M **Commercial accommodation guest nights** — 11.5% of NZ total

Tourism and construction dominate the Queenstown Lakes economy. Over the last decade, more than **60%** of all workers in the district were employed in these industries.[2]

In proportion to incomes, housing in the district is the second least affordable in Aotearoa New Zealand.[3]

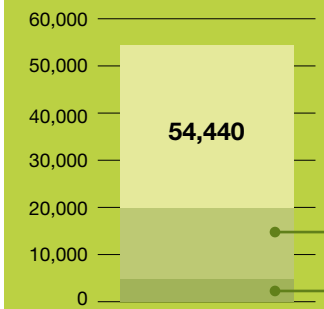


[1] Unless otherwise indicated statistics are from Stats NZ: https://tools.summaries.stats.govt.nz/places/TA/queenstown-lakes-district/

[2, 3] Economic Diversification Plan: https://www.qldc.govt.nz/media/hmvpntis/queenstown-lakes-economic-diversification-plan_final.pdf

Our people

Population
(May 2025)



Median age:
35.5 years[4]

32.7% of our population is **aged 25–39**[5]

9% of our population identify as **Māori**[6]

Our population is projected to grow on average by **2.5% per annum**[7] **until 2035**

What our people think about living here

76% of our population rate their quality of life as good or extremely good.[8]

The natural environment, the people in our communities, and the lifestyle our district offers are key contributors to locals' wellbeing.

Interested in knowing more? Visit **www.qldc.govt.nz/wellbeing-dashboard** for more information about local wellbeing insights.



[4] https://tools.summaries.stats.govt.nz/places/TA/queenstown-lakes-district
[5] Stats NZ Census data: https://tools.summaries.stats.govt.nz/places/TA/queenstown-lakes-district#1012
[6, 8] https://www.qldc.govt.nz/community/community-research#quality-of-life
[7] QLDC Demand Projections 2025: https://www.qldc.govt.nz/community/population-and-demand/

A message from the Chief Executive

He karere nā te Kaiwhakahaere Matua

This Annual Report provides a reflection on the first year of delivery for the Long Term Plan 2024-2034 (LTP)[9]. In a time of significant change in local government, the adoption of the LTP itself was unusual in so much as in 2024 this was deferred from the statutory June date to be adopted in September. This timeline allowed more time to meet changed government requirements for planning and delivery of three waters infrastructure, and to reintroduce water assets back into Council's long-term budgets.

In the interim years Council must adopt an Annual Plan[10], which identifies any planned changes to the LTP. Council decided at a meeting in February 2025 that it did not need to formally consult on the draft plan for 2025-2026. This was due to analysis of draft budgets and investment plans determining no material or significant changes to projects, resources or costs for the financial year from the content of the LTP. The deferred LTP timeline also meant it had been a shorter-than-normal period before needing to consider an Annual Plan. Therefore, Council agreed to share information to remind the community what Council had already committed to, provide updates on progress since the LTP was adopted and an informal opportunity to share general feedback. The Local Government Act 2002 enables this approach. That Annual Plan was adopted by Council at its meeting on 26 June 2025 with the average annual rates increase across the district remaining at the predicted 13.5%. Whilst this is a high increase it reflects the ongoing significant investment in infrastructure that Council must make. This includes roading and three waters and social infrastructure like community venues, reserves and parks – all necessary to support the sustained levels of growth across Queenstown Lakes.

The starting position for the LTP was considered unaffordable for our communities and the LTP was developed with affordability as a priority. Unfortunately, the ongoing challenging economic environment has meant that inflation, high interest and insurance rates, electricity and government compliance costs are not only shaping budgets across the local government sector but also worldwide. The desirability of the district as a destination to live and work has continued to put pressure on building costs and drive demand for infrastructure investment. In March 2025, QV announced[11] new three-yearly rating valuations. Since the district's last revaluation in 2021, the value of residential housing has increased by an average of 18.3%. The average house value is now $2,035,732, while the corresponding average land value has also increased by 19.3% to a new average of $1,076,925. Council extensively reviewed operational costs and activity to look for opportunities to reduce expenditure. Regardless, delivering services continues to cost more despite the LTP reflecting the need to "cut our cloth" accordingly. Over the last year, Council has continued to navigate multiple programmes of government reform, and a change in government created further uncertainty and more change. This is particularly pertinent to the current government's Local Water Done Well[12] programme to address Aotearoa New Zealand's water infrastructure challenges through an increased focus on long term financial sustainability.

Designing future water services delivery

Three Waters provision makes up a significant portion of Council service delivery, expenditure and consequently, rates increases. Careful consideration is given to investment prioritisation.

The plan aims to deliver a future water services system that emphasises balance between economic, environmental, and water quality outcomes, while enabling local communities and councils to determine how these services are delivered. The Local Government (Water Services Preliminary Arrangements) Act 2024[13] was the first legislation to support Local Water Done Well and was enacted in September 2024.

The Act set out several transitional provisions, including a requirement for all councils to prepare and submit a Water Services Delivery Plan to government. The plan must describe the current state of a council's water assets and services as well as the future arrangements for delivery of water services and must demonstrate financial sustainability of water services. The Act provides an opportunity for councils to review current arrangements and to consider whether there are better alternatives to provide sustainable and efficient water services, addressing current challenges and laying the foundation for future improvements.

Council has now completed community consultation on an alternative model to deliver water services and committed to creating a Water Services Council Controlled Organisation (WSCCO) fully owned by Council but operating independently with its own specialist board and management[14].

[9] https://www.qldc.govt.nz/your-council/council-documents/long-term-plan-ltp/
[10] https://www.qldc.govt.nz/your-council/council-documents/annual-plans/
[11] https://www.qv.co.nz/news/new-capital-values-for-rating-in-queenstown-lakes-district/
[12] https://www.dia.govt.nz/Water-Services-Policy-legislation-and-process
[13] https://www.legislation.govt.nz/act/public/2024/0031/latest/LMS964380.html#LMS964452
[14] https://www.qldc.govt.nz/2025/august/25-08-04-water-services-to-be-managed-and-delivered-by-council-controlled-organisation/

Thank you to everyone who has taken the time to get informed and participate in this significant decision for Council and the community. The final Water Services Delivery Plan was approved by Council on 26 August, for submission to the Department of Internal Affairs by 3 September.

Seeking alternative forms of funding

In the LTP, Council was clear in its commitment to seek alternative forms of funding to help ease the burden of investment on local ratepayers and residents. Considering disposal of surplus assets contributes to this intent. In February 2025, Council confirmed the sale of the last remaining 9.5ha block of Commonage land off Vancouver Drive in Queenstown[15]. The land is intended for residential development and was vested in Council by government in 1971. Less than two years ago this property was valued at between $25-29M and successfully sold for $33M.

Central Government has also introduced a new 'Regional Deal' framework[16] which Council actively pursued in partnership with Central Otago District Council (CODC) and Otago Regional Council (ORC). The partnership has been advised that it is one of three successful applications and is progressing through the negotiation phase having set up a joint committee between QLDC, CODC and ORC to manage this[17]. The proposal reflects a collective vision for growth that builds on the region's dominant tourism and viticultural sectors, maximises investment and visitation for New Zealand, and ensures the region remains an attractive and liveable destination.

The five packages of work in the proposal to support economic growth are: Leverage the visitor economy to boost economic growth; Transform the transport system; Electrify Otago Central Lakes; Leverage private investment to deliver public health services; Share the value created from growth. Council looks forward to sharing more information on the outcome of the negotiations. If finally approved, the proposed regional deal for Central Otago and Queenstown Lakes would provide a path to support continued economic growth that also addresses the growth pressures the community has been experiencing for some time.

During July 2025 Council was advised it had maintained its existing credit rating of AA- despite the challenging economic headwinds. This is positive because many other Councils have been downgraded by Standard and Poors rating agency and any downgrade could affect the Council cost of interest. Council borrows from the Local Government Funding Authority (LGFA) and they have indicated that they could potentially enable an increase to Council borrowing capacity from 280% to 350% (Revenue/Borrowing), along with a small number of other high-growth councils.

Supporting community growth and wellbeing remains a priority

Residential growth in the district has continued to outpace the rest of the country and visitor numbers are now beyond pre-COVID levels. Providing the services and infrastructure to respond to that growth and maintain the wellbeing of our communities remains a priority challenge. Whether that's capacity on our roads, maintaining a high-quality drinking water supply, collection and processing of waste and recycling, or delivering community sports, recreational, library and parks facilities for essential social wellbeing. As the district grows, so do the needs and expectations of our communities. Housing capacity and access to affordable homes also remains a pressure for the district and Council has continued to champion the needs of locals through a variety of channels.

Alongside housing, the challenge of the district's largely singular economy and the risk that poses has been a focus for QLDC. This focus has been underpinned by Quality of Life survey results showing that around half of the district's residents do not see a future for themselves locally due to a lack of career choices and higher pay opportunities[18].

Council's Economic Futures[19] team works to diversify the local economy and encourage higher value jobs. The aim of this is to provide our residents with access to better incomes and more work choices outside of the dominant tourism and construction industries. In August 2024, the Council endorsed the Queenstown Lakes Economic Diversification Plan[20]. The plan — titled New pathways to a thriving future | Kā ara hou ki te anamata tōnui — was designed to foster a wider range of industries and career opportunities across the district. Council's endorsement added to the support of 18 other local organisations that committed to the plan. The plan gives an overview of diversification challenges and

[15] https://www.qldc.govt.nz/2025/february/25-02-26-council-confirms-sale-of-commonage-land-block/
[16] https://www.dia.govt.nz/Regional-Deals
[17] https://www.qldc.govt.nz/2025/july/25-07-02-otago-central-lakes-signs-regional-deal-mou-with-government/
[18] https://www.qldc.govt.nz/community/community-research/
[19] https://www.qldc.govt.nz/community/economic-development/
[20] https://www.qldc.govt.nz/community/economic-development/diversifying-our-economy/

opportunities, the vision and guiding principles, as well as outlining the strategic pillars, objectives, and projects, alongside foundations for success over the coming years.

Partnering to deliver climate and biodiversity action

Managing our district's impact on the climate and local biodiversity has continued to be a strategic priority in the last year. A guiding document for this organisational commitment remains the Climate and Biodiversity Plan[21]. Council's commitment to the plan can be seen through action such as a decision in the LTP to bring forward funding to invest in community and sports facilities in Queenstown and Wānaka, which includes clean energy upgrades at aquatic facilities (which aligns with action 1.16 in the Climate and Biodiversity Plan). Currently our aquatic facilities are powered by LPG. Converting to a renewable energy source is more efficient and offers lower running costs over the long term, emitting little to no greenhouse gases or pollutants into the air.

At the time of preparing this report the 2025-2028 iteration of the plan had been subject to community feedback and adopted by Council in July 2025[22]. The plan includes a total of 51 actions across these seven outcome areas. The actions are a mixture of Council led, or partnership driven, and either new or continuing projects based on work that has started during the 2022- 2025 plan. All actions will be funded from budgets that have been set in the LTP.

Stewardship of some of Aotearoa New Zealand's most iconic landscapes is a key responsibility of this Council. Planning for the preservation of local reserves whilst ensuring they remain inviting and valued spaces is a long but vital process. In April 2025, Council approved and adopted a reserve management plan for Mount Iron and Little Mount Iron in Wānaka guiding the reserve's long-term future and holding the land as public reserve in perpetuity on the community's behalf[23]. This plan provides a community led vision for how Mount Iron Reserve can be experienced and valued, now and into the future. Thank you to everyone who participated in this important work, bringing the community together to protect its recreation, scenic, cultural, ecological and geological values.

Project Tohu[24] is one of the largest revegetation programmes currently being undertaken in Aotearoa New Zealand, transitioning from an ex-Douglas fir plantation (exotic species) into indigenous vegetation. In 2024, Council awarded the contract to deliver its aspirational vision to "recloak" Coronet Forest to Te Tapu o Tāne and e3Scientific Limited. The project site covers 200 ha on the south facing slopes of Coronet Peak close to Arrowtown and rises to its highest point of 930m. Project Tohu, led by Council, will plant over 500,000 indigenous species of grasses, scrubs and trees. The first year of delivery has involved site preparation and planning. A seven-kilometre fence line has been installed around the perimeter of the site and staged aerial spraying has been carried out to eliminate any established Douglas Fir seedlings. Pest control operations were carried out in March-April 2025 to support autumn planting which will continue over three years. The Coronet Trail Network Plan was adopted by the Council in September 2024. This shows all recreational trails proposed for the area which we've been working closely with the Coronet Forest Recreational Working Group to develop. The network plan will be implemented in stages as funding becomes available. Elsewhere in the wider Whakatipu, the development of reserve management plans progressed to help shape the future of special community destinations such as Te-Taumata-o-Hakitekura Ben Lomond, Te Tapunui Queenstown Hill, and Jardine Park.

Making it easier and safer to move around our district

In the Upper Clutha, significant progress has been made on the Wānaka Lakefront development[25]. The latest stage completed was in November 2024, improving safety and existing active travel connections on the lakefront between Wānaka's marina and yacht club. New sections of the 2.5km shared pathway Te Ara Wānaka have been installed, running alongside the bank between Lakeside Road and the marina, before connecting with the Eely Point lakeside trail. Given this location is widely used by vehicles, boats, and trailers throughout the year, the formalised pathway will help to keep people safe while maintaining the existing space for recreational lake users. The project also delivered new parking locations for those using the marina, while safeguarding the boat and trailer parking area nearby. This latest addition to Te Ara Wānaka will help to separate vehicles and people moving through the area on foot, by bike, scooter or wheeled mobility device.

[21] https://www.qldc.govt.nz/your-council/climate-change-and-biodiversity/
[22] https://www.qldc.govt.nz/2025/august/25-08-01-council-adopts-ambitious-new-climate-biodiversity-plan-to-accelerate-local-action/
[23] https://www.qldc.govt.nz/your-council/major-projects/mount-iron-reserve-management-plan/
[24] https://www.qldc.govt.nz/your-council/major-projects/project-tohu/
[25] https://www.qldc.govt.nz/your-council/major-projects/wanaka-lakefront-development-plan/

As a key enabling project for the Queenstown Town Centre, the Arterial Road[26] unlocks a range of other benefits, including improved access for public transport, opportunities for more people-friendly streets and space for the town centre to grow and flourish. Stage one, linking Melbourne and Henry streets was officially opened in January 2025. The opening followed a blessing ceremony which was an opportunity to acknowledge the Kāi Tahu narratives and values incorporated into stunning artworks included on the precast concrete retaining walls along the new road.

The end of 2024 saw the completion of a significant safety upgrade in Wānaka, with the completion of a new roundabout at the intersection of Ballantyne Road and Riverbank Road. The roundabout has created a safer environment for all road users in the area, and improved active travel connectivity along Ballantyne Road through to Wastebusters. The project also included raised safety tables on all lanes leading into the roundabout and upgrades to stormwater management in the area.

In response to the community's passion for cycling and alternative transport, active travel received a boost with the completion of a shared pathway linking McChesney Bridge, Arthurs Point and Queenstown. The route was identified as one of eight priority trails for the Whakatipu Active Travel Network: an integrated network of trails for walking and cycling that connects to public transport, providing a genuine alternative to getting around by car.

In Wānaka, the Schools to Pool footpath upgrades finished in September 2024, following the installation of a final raised safety table on the upper section of Ardmore Street near its intersection with Ballantyne Road. The three-metre-wide shared pathway connects Holy Family Catholic School, Wānaka Primary School, and Mount Aspiring College with Wānaka Recreation Centre providing a safe, 4.5km cross-town link.

Upgrading water networks to support district growth

Three waters investment has continued in the last few years, despite the uncertainty of government reforms. In December 2024, Glenorchy's water treatment upgrades were completed which included the delivery of a new UV water treatment solution as part of the organisation's response to the cryptosporidium outbreak that affected Queenstown's water supply in October 2023.

In January 2025, work was completed to upgrade a section of the main trunk water supply line on Frankton Road, which delivers water to the wider Queenstown and Frankton areas. Approximately 300 metres of a new and stronger pipe were installed between 645 and 723 Frankton Road, along with a rider main, and isolation valves. Replacing the existing infrastructure reduces the risk of future issues, extended water shutdowns in the area, and the potential for flooding to private properties. Installing isolation valves means less properties will be affected by a water shutdown if a leak or break occurs in the future.

A project commenced to implement upgrades to the wastewater network in the Upper Clutha.[27] The project will respond to and futureproof Hāwea's wastewater needs, minimise the chance of contaminants entering the natural environment during the treatment and disposal process, and increase the capacity and resilience of the wider Wānaka and Albert Town wastewater network. Detailed design for this project is complete which includes a new wastewater pump station in Hāwea, pipeline to Albert Town, upgrades to the Riverbank Road pump station, upgrades to Project Pure, and decommissioning of the existing Hāwea treatment plant. Procurement is now completed and a contract awarded to deliver this key project with construction intended to start in spring 2025.

There is significant growth-related capital investment planned for Te Pūtahi Ladies Mile ($113.7M) and Te Tapuae Southern Corridor ($178.6M) in the LTP. Most of this investment is related to three waters and is planned from year 4 onwards which allows time for investigation of different financing tools for this growth-related infrastructure. This will include consideration of the Infrastructure Funding and Financing Act (IFFA), which allows new growth infrastructure to be delivered and financed without the debt showing on Council's balance sheet. Under the IFFA, the beneficiaries of the infrastructure are charged by way of an annual levy. Council will also look to make Developer Agreements which require higher up-front payments from developers towards growth servicing costs or for developers to provide trunk infrastructure in exchange for credits on future development contributions.

Other significant growth-related investment is going ahead at Kingston[28] ($77.6M) and in the Upper Clutha[29] ($275M) which includes water supply scheme upgrades at Hāwea and Luggate, and Beacon Point, Cardrona

[26] https://www.qldc.govt.nz/your-council/major-projects/queenstown-town-centre-arterial/
[27] https://www.qldc.govt.nz/your-council/major-projects/upper-clutha-wastewater-conveyance-scheme/
[28] https://www.qldc.govt.nz/your-council/major-projects/kingston-infrastructure-works/
[29] https://www.qldc.govt.nz/your-council/major-projects/water-treatment-upgrades/

wastewater scheme upgrade, Stone Street stormwater supply upgrades, Upper Clutha and Southwest Wānaka conveyance schemes, and Project Pure future works. This comprises mainly three waters infrastructure and is supported by Council successfully accessing over $20M of central government funding through the Housing Infrastructure Fund (HIF) for Kingston and the Infrastructure Acceleration Fund (IAF) in the Upper Clutha. Increasing capacity for the district to effectively manage waste and recycling is a priority as the population continues to grow.

Securing the future of our airports

Wānaka Airport[30] is an important asset for the Council and its communities, not just in the Upper Clutha but across the district. There are more than 11 businesses with around 250 people working in and around the airport on day-to-day operations. Queenstown Airport Corporation (QAC) manages Wānaka Airport's day-to-day operations on behalf of QLDC under a management services agreement.

Two key programmes of work have progressed in the last year to ensure that Wānaka Airport continues to meet the needs of current and future generations. The first is work underway to obtain a 'Qualifying Aerodrome Operator Certificate' for the airport as it has passed a threshold of activity which requires this status[31]. As a result, the Civil Aviation Authority (CAA) has issued a letter notifying QLDC that it requires the airport to achieve qualifying status under Part 139 of the Civil Aviation Rules. The alternative – not achieving certification – would restrict activity at the airport to below current levels which would have a negative effect on current users and the local community. With budget in the LTP, work is underway to achieve this status and includes physical works to provide a safe operating environment e.g. tree removal, strip widening and new fencing to support safe access to the airstrip (expected to take approx. 2-3 years) and preparing a Safety Management System that includes specific policies, procedures and documentation (10-12 months' work).

The future use of Wānaka Airport is the other programme of work underway[32]. In July 2024 as part of LTP consultation, QLDC signalled its intent to begin a process to develop a long-term plan for the Wānaka Airport. After open market procurement, that process began in April 2025 being led by Egis NZ Ltd, a global group with dedicated teams throughout New Zealand bringing relevant sector expertise and advisory services. The Egis Group has experience in managing 20 airports worldwide and is committed to delivering projects that drive social, economic, and environmental benefits for local communities. Egis has developed a programme of engagement with the community and key stakeholders, and at the time of preparing this report had undertaken meetings with the airport's private and commercial users, the Wānaka-Upper Clutha Community Board, and community drop-in sessions as at the end of June. Council looks forward to providing more information on this significant process as it develops.

QLDC is also the majority shareholder for the Queenstown Airport Corporation (QAC) which owns and operates Queenstown Airport[33]. As a Council-controlled Trading Organisation, it has an appointed Board of Directors to oversee its activities such as the implementation of its strategic plan and Queenstown Airport masterplan. The Council is responsible for appointing the directors and the election of Chair and Deputy Chair. In October 2024, the Council and QAC farewelled long-term Chair, Adrienne Young-Cooper who had reached her maximum tenure. Current Chair, Simon Flood, was subsequently elected having previously held the position of Deputy Chair. New appointments were also made to the Board in October 2024, and January 2025. As the major shareholder, QLDC receives an annual dividend which is used to pay down debt. For the 2024-2025 financial year QAC announced a dividend to QLDC of $14.1M.

Regulatory changes aim to protect our public places

QLDC's functions include regulatory roles and responsibilities. Under the Local Government Act 2002, council can make bylaws for reasons such protecting the public from nuisance, protecting, promoting and maintaining public health and safety, or minimising the potential for offensive behaviour in public places[34]. QLDC has several existing bylaws that must be regularly reviewed to ensure they are current and fit for purpose in a rapidly changing context. Earlier in 2025, the Council adopted a new Navigation Safety Bylaw | Te Ture ā-Rohe mō te Haumaru Whakatere[35] reinforcing its commitment to keeping the district's lakes, rivers, and waterways safe for everyone to enjoy. The adoption of the bylaw marked the culmination of a comprehensive consultation

[30] https://www.qldc.govt.nz/services/airports/wanaka-airport/
[31] https://www.qldc.govt.nz/your-council/major-projects/wanaka-airport-certification/
[32] https://www.qldc.govt.nz/your-council/major-projects/wanaka-airport-future-review/
[33] https://www.queenstownairport.co.nz/
[34] https://www.qldc.govt.nz/your-council/council-documents/bylaws/
[35] https://www.qldc.govt.nz/media/urgngoqa/navigation-safety-bylaw-2025-te-ture-a-rohe-mo-te-haumaru-whakatere-2025.pdf

process, which included a series of public meetings in September 2024, a submission period in October, and subsequent hearings and deliberations. The 2025 bylaw introduced key updates to enhance safety and improve the experience for all water users.

In September 2024, the Council's decision to adopt the Freedom Camping Bylaw 2021 was ruled invalid, following a judicial review challenge by the New Zealand Motor Caravan Association (NZMCA). The main focus of the NZMCA challenge was on Council's alleged consideration of irrelevant matters being the effects of freedom camping on neighbouring areas. The High Court ruled that these were irrelevant considerations. Whilst a disappointing outcome, work quickly began to review and develop a new Freedom Camping Bylaw for the district. The absence of a bylaw created some challenges during the summer 2024/2025 period with Council having to rely on other instruments such as the Reserves Act to enforce poor camping behaviour and unfortunately there was an increase in such conduct especially toward late summer. At the time of preparing this report, the Council has approved a draft bylaw for community consultation on that draft to take place in the latter half of 2025. The final bylaw is proposed to be considered by the Council at its meeting on 9 October.

Planning and preparing for our district's growth

The ongoing review of the District Plan continues whilst the organisation works under two plans, the Operative District Plan and the Proposed District Plan[36]. The review began back in 2015 setting out to provide a more accessible and transparent plan that provides more certainty to property owners and a clear strategic direction for the district as well as additional scope for intensification in suitable locations. Significant work has been undertaken through notifications, submissions, objections and appeals with many chapters of the District Plan now reviewed and ratified by the Council.

Recognising the world of dual District Plans can be challenging to navigate, in late 2024 QLDC launched ePlans[37]. There's a specific ePlan for the Operative District Plan and one for the Proposed District Plan. They're hosted online, easier to use, and provide better functionality for all users. Using these new plans, users can see all the plan provisions that apply to a property in one single place, instead of having to switch between online maps and multiple PDFs and chapters. These new plans are compliant with central government's National Planning Standards. Significant variations in the District Plan have also passed numerous milestones.

In November 2024, QLDC's Te Pūtahi Ladies Mile streamlined planning process Variation was approved by Minister for the Environment, Penny Simmonds. Housing continues to be one of the biggest challenges faced in the district, and Te Pūtahi Ladies Mile Variation[38] ensures more land is available to be developed sustainably to accommodate increased density and more affordable housing options for our current and future residents. The Variation was one mechanism through which Council could help to address Queenstown's pressing housing needs, and in a way that reflects the diversity of residents needed to support economic growth without impacting negatively on the environment. Te Pūtahi Ladies Mile is also acknowledged as one of the Priority Areas earmarked for development in the Queenstown Lakes Spatial Plan. In mid 2024, the Council gave approval to notify a variation to the Proposed District Plan to introduce additional landscape schedules in the Upper Clutha. Introducing schedules for one Outstanding Natural Feature (ONF) and 12 Rural Character Landscapes (RCL) located around Wānaka, Hāwea, Luggate, and other parts of the Upper Clutha, these schedules would be used to outline the values of identified landscapes, and to help provide clarity on what needs to be protected, maintained, or enhanced in these areas. A period of further submissions concluded in March 2025. Timing has yet to be confirmed for this Variation to come back to the Council for a final decision.

Council has also continued work in drafting a structure plan for Te Tapuae Southern Corridor[39], the land that sits south of Kawarau River around Hanley's Farm, Jack's Point and Homestead Bay. It's one of six Priority Development Areas identified in the Queenstown Lakes Spatial Plan. A structure plan guides development in an area to make sure it includes the infrastructure and services required, and to deliver what our community needs now, and will need in the future. Development of land in Te Tapuae Southern Corridor is already underway, from Jack's Point through to Hanley's Farm and Parkridge. Creating a structure plan will make sure the houses, parks and reserves, services, and infrastructure our community needs are all considered and factored into the future of the area. Updates on progress to develop the draft plan have been reported through

[36] https://www.qldc.govt.nz/your-council/district-plan/
[37] https://www.qldc.govt.nz/your-council/district-plan/eplans/
[38] https://www.qldc.govt.nz/your-council/district-plan/te-putahi-ladies-mile-variation/
[39] https://www.qldc.govt.nz/your-council/major-projects/te-tapuae-southern-corridor/

Council's Planning & Strategy Committee and will be presented to the Council at a later date to consider its adoption.

Central Government's Fast-Track Approvals Act[40] came into force on 23 December 2024 as part of the coalition's plan for its first 100 days in office. The Act was aimed at establishing a permanent fast-track regime that would make it easier and quicker to gain approvals for development and infrastructure projects that would deliver regional and national benefits. Of the 381 listed projects applications (which includes the 149 announced in the Fast Track Approvals Bill), 17 are within the Queenstown Lakes District area and are requiring the attention of Council's planning teams to provide the requested information. These applications are all driving by statutory timelines and processes and Council has limited ability to influence these applications beyond providing the information being sought by the expert panels convened by the Ministry for the Environment. In these processes, Council acts as an "affected party", with no decision-making role in the approval processes[41]. Applicants must consult with the Council during both the referral and substantive stages. The Council can recover reasonable consultation costs, including fees for consultants. Council will continue to respond to requests from the Ministry as these and future applications are progressed.

As highlighted earlier in this introduction, growth remains a significant challenge for Council. The average day population for the district is projected to increase from an estimated 81,660 people in 2025 to an estimated 104,108 in 2035[42]. This is a growth rate of 2.5% per annum. This consists of residents and visitors of all types. Reflective of this is the high volume of processing activity relating to resource and building consents. The resource consents team continues to achieve cost-effective and increasingly efficient resource consenting services for the community, including assisting with interdisciplinary QLDC projects and taskforce groups, while maintaining its role as one of the guardians of our unique environment. The resource consents team issued 983 decisions this year of which 94.75% were processed within required timeframes. For every month of the year the team achieved at least 90% or greater decisions processed within timeframes.

The building services team is responsible for ensuring buildings are constructed in a safe manner, and all aspects of the building code and the Building Act 2004 are complied with. This is achieved through the consenting and compliance process. This includes processing approximately 1,700 residential and commercial building consents (with a built value of over $1 billion) and undertaking 16,000 inspections annually. For financial year 2022-2023, QLDC processed 1,391 building consents with a consented value of $993M and undertook 18,000 inspections. QLDC ranked fourth in Aotearoa New Zealand for the total value of building consents issued and fifth for the number of building consents issued.

Creating welcoming communities and supporting community initiatives

Over many decades, Queenstown Lakes has welcomed waves of migrants from different parts of the world, as well as from all over Aotearoa New Zealand, producing diverse and vibrant local communities. In recent years, the rapid growth of our district has changed the makeup of our communities. The traditional terms of local, visitor and worker are no longer sufficient, as there is far more diversity and richness in the whakapapa of our district.

QLDC is proud to be a part of Welcoming Communities | Te Waharoa ki ngā Hapori, a programme to support newcomers to feel welcome and able to participate in the economic, civic, cultural and social life of their new community[43]. QLDC met the requirements to be accredited as an Established Welcoming Community in December 2024. This is stage two of four accreditation levels within the Welcoming Communities programme which include – Committed, Established, Advanced and Excelling. In September 2024, the Community & Services Committee adopted the Queenstown Lakes District Welcoming Plan 2024-2027.

The Welcoming Plan identifies key actions to deliver on these, including proposed timeframes. It is a living document, where communities can take ownership, drive and adapt the actions to suit their needs. QLDC will continue to work with its partners to develop a funding strategy to continue the implementation and sustainability of the Welcoming Plan, including monitoring and measuring its impact. In April 2025, QLDC also released an updated Newcomers Guide[44] filled with local resources and services to help new residents adjust to their chosen home here in Queenstown Lakes. Available online at the QLDC website, the

[40] https://environment.govt.nz/acts-and-regulations/acts/fast-track-approvals/
[41] https://www.qldc.govt.nz/your-council/fast-track-approvals-act/
[42] https://www.qldc.govt.nz/community/population-and-demand/
[43] https://www.qldc.govt.nz/community/welcoming-communities/
[44] https://www.qldc.govt.nz/community/newcomers-guide/

guide provides valuable information on community life, housing, emergency preparedness, and local government.

Council also continues to support community initiatives with a broad range of annual funding opportunities[45]. These include the Community Fund, Events Fund, Waste Minimisation Community Fund, Arts, Culture & Heritage Fund, and the Get Active Community Grant. Assessing applications and approving fund allocations can be a challenging task, and the elected councillors spend many hours assessing applications, seeing presentations, and debating allocations.

In the last year, the Council has supported many worthy initiatives. In late 2024, thirteen waste reduction projects secured a share of the $60,000 Waste Minimisation Community Fund. Among the successful applicants is Wānaka's Proficiency, whose project Brew & Reuse transforms grain bags from the brewing process into reusable tote bags. After being sourced from breweries, the bags are thoroughly cleaned to remove residual grain. From there, 95% of the grain bag is cut to a pattern and sewn to make upcycled tote bags that are sturdy and spacious, for errands like grocery shopping. Further transformation in the district was recognised in a newly funded Tool Library at the Wānaka Community Workshop, while Naylor Love aimed to use its grant to reduce the amount of construction waste going to landfill and, in the process, transform industry and community mindsets.

Encouraging active and engaged communities

QLDC is committed to supporting a balanced portfolio of events across the district, both commercial and community-led. The 2024 Events Fund supported a broad range of events from Queenstown Marathon and Challenge Wānaka, to the Arrowtown Autumn Festival, Wao Summit, and OUT & About Wānaka. In total, twelve organisations received free passes to sport & recreation facilities through the Get Active Community Grant. The community organisations receiving the grant included: ADL, Central Otago Living Options Charitable Trust, Community Link, Happiness House Trust, Japanese Family Society of Queenstown, Kāhu Youth Trust, MINT Charitable Trust, Pact, Remarkable Cancer Gym Charitable Trust, Wakatipu Senior Citizens Association, Wakatipu Youth Trust and the Whakatipu Buddy Programme.

For some time, Council has been considering the redevelopment of rezoned land at 101 Ballantyne Road as an opportunity to build a multi-use green space in the Wānaka area to support the changing and future needs of the growing community. A masterplan[46] has been developed for the site, setting a clear path for the development of sport, recreation and open space facilities for the next 20 years, to complement existing facilities in the area. In October 2024, that project received the green light for faster remediation as the next step in making the masterplan a reality. The Council approved an agreement with a private landowner to remediate any contamination, complete earthworks using clean fill, and grass the site. Whilst this work will not in itself create usable playing fields, it would in time help achieve the long-term vision of developing a Ballantyne Road Sports Hub for community use. At the same time, the Council agreed to bring forward just over $5M from Year 6 of the LTP as part of a capital reforecast. This will enable consenting aspects of the Ballantyne Road project to begin with work on site able to start mid-2025.

In adopting the LTP, Council also confirmed that it would bring forward investment in the Whakatipu where sports fields and community facilities have been under considerable pressure. The decision was to bring funding forward to 2025/2026 to deliver a community centre building (formerly the temporary hall in Luggate), carpark and access extension, three sports fields, necessary site infrastructure services, and a toilet/change block, at 516 Ladies Mile. Once complete, this facility will directly service the fast-growing areas of Lake Hayes Estate and Shotover Country and cater for growth in Te Pūtahi Ladies Mile when rezoning is approved in the future. It is also easily accessible to other areas across Whakatipu.

Addressing disposal field issues at the Shotover Wastewater Treatment Plant

At the beginning of 2025, QLDC made the difficult decision to use powers under section 330/330A of the Resource Management Act 1991 (RMA) to undertake emergency works at the Shotover Wastewater Treatment Plant[47]. The works related to ongoing performance issues with the disposal field and not the performance of the treatment facility itself. These emergency works were utilised to address an elevated risk to aircraft operations in the area arising from increased

[45] https://www.qldc.govt.nz/community/community-funding/
[46] https://www.qldc.govt.nz/your-council/major-projects/101-ballantyne-road-masterplan/
[47] https://www.qldc.govt.nz/your-council/major-projects/shotover-wastewater-treatment-plant/

waterfowl activity in and around the now ponded disposal field. As of 31 March, Council began diverting treated wastewater from the disposal field and discharging it directly into the Shotover River, using a historic channel previously used for the same activity prior to 2019 (consistent with the Resource Consent in place at the time).

Discharge to water is not an uncommon approach for the disposal of treated wastewater in New Zealand (or internationally), with approximately 200 facilities across the country discharging directly to water currently. Work is already underway to construct and commission a new, additional Modified LudzackEttinger (MLE) reactor train which is due to be completed before the end of 2025. This will result in further significant improvements to the quality of the treated water discharged from the facility by enabling the removal of oxidation ponds from the treatment process.

Currently 20% of the raw wastewater continues to be treated within the pond system, which we are progressively decommissioning. Following the decommissioning of the remaining oxidation ponds, an additional 'calamity pond' will be constructed by the end of 2027 in the southern area of Pond 3. This will enable treated water to be diverted away from the disposal solution and temporarily stored in the unlikely event the quality of the treated water is compromised. If that ever was the case, the stored water will then be able to be pumped back for re-processing through the facility.

In response to the current challenges with the existing disposal field, QLDC has allocated $77.5M through the current LTP to implement a new disposal strategy for the Shotover WWTP. This project commenced in October 2024 and a new disposal solution is expected to be in operation by the end of 2030. The Council reviewed a "long list" of options for the future disposal of treated wastewater at a public workshop in April. Alongside this, consultants have commenced site investigation works on the Shotover Delta and in parallel are planning site investigation works on the Frankton flats area. Site investigations and detailed analysis of short-term options will continue through to July with Council anticipated to make a final decision later in the year.

Final thoughts

I encourage everyone to actively engage with Council decision-making, whether that's through participating in the many consultations and engagement[48] opportunities regularly available or to find out more about the decision-making process by joining Council, Committee and Community Board meetings, workshops and hearings online or in person. Meeting and workshop agendas and report materials are all available on the QLDC website along with recordings of previous meetings[49]. These can be a great source for understanding more about the complexities councils deal with.

My thanks to our elected members who have committed so much of their time to serve their communities. It can be very challenging, and they have had to grapple with some difficult decisions during their tenure.

Finally, I would like to take this opportunity to offer up my thanks to all the hard-working and committed staff at QLDC who turn up every day to deliver services, run facilities, plan for the future, keep you informed, respond to your enquiries, and much more. Each and every one of them is driven by Council's purpose of "Caring Connecting Community | Kotahitaka Ki te Manaaki hāpori" and a shared desire to make ours a special place to live.

Kā mihi nui.



Mike Theelen
Chief Executive



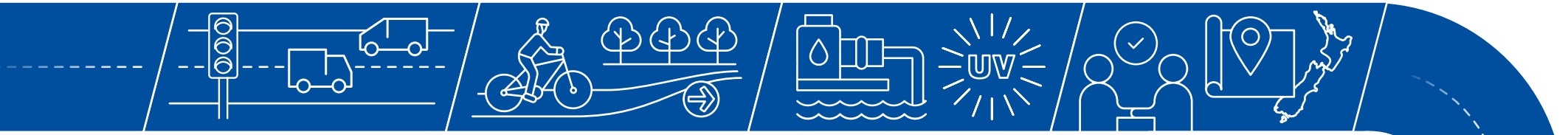
[48] https://letstalk.qldc.govt.nz/
[49] https://www.qldc.govt.nz/your-council/council-meetings/



The year in review

He tirohaka ki te tau kua pahure ake

Our key achievements



Queenstown Town Centre Arterial Road Stage 1 opened.

Arthurs Point to CBD active travel bike path opened.

Water supply UV upgrades completed in Glenorchy, Two Mile and Wānaka Airport.

QLDC as part of Otago Central Lakes one of first three regions approved to go into negotiations for a Regional Deal.



Wānaka Lakefront Stage 5 opened.

Co-delivery of a joint Waitangi Day for Southland and Otago alongside Kāi Tahu | Kā Papatipu Rūnaka E Whitu.

Agreement reached to convert a 20ha site on Ballantyne Road, Wānaka, into a flat grassed area for future recreational and community facilities/needs.



Mount Iron Reserve Management Plan adopted.

Long Term Plan 2024-2034 adopted.

Te Tapuae Southern Corridor Structure Plan draft developed.



Economic Diversification Plan adopted.

Climate & Biodiversity Plan 2025-2028 developed.

A snapshot of our non-financial performance

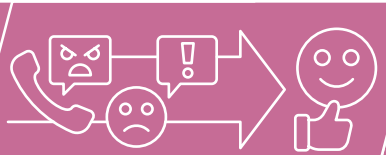
Read more about how QLDC is performing here: **www.qldc.govt.nz/monthly-reports**



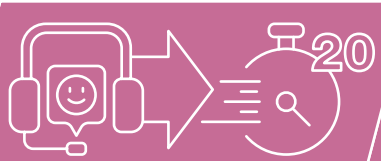
All 6 KPIs for responding to water supply and waste water faults achieved.



76% of users are satisfied with the range of community facilities offered across the Queenstown Lakes District, overachieving the target.



97.3% of complaints resolved within 10 working days, overachieving the target.



88.6% of customer calls answered within 20 seconds, improved from 69% last year.



99.5% of requests about Freedom Camping resolved within 20 working days, overachieving the target.



96.18% of building consents processed within statutory timeframes. Best annual result in 3 years.



615,185 total library checkouts this year, an increase of 5.6% from last year.

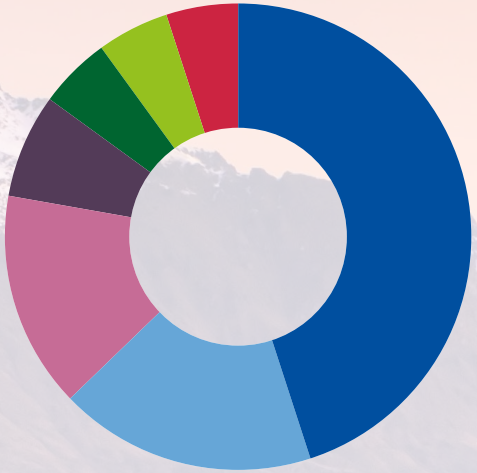


97% of requests resolved within specified timeframe for parks, reserves, trails, gardens and playgrounds, overachieving the target.



95.15% of resource consents processed within statutory timeframes. Best annual result in 9 years.

Where the money comes from



45% Rates

18% Borrowing

15% User Fees

7% Grants

5% Dividend and Interest

5% Development Contributions

5% Other

How the money is spent

19% Community Services and Facilities

18% Transport

13% Wastewater

9% Economy[50]

9% Water Supply

9% Waste Management

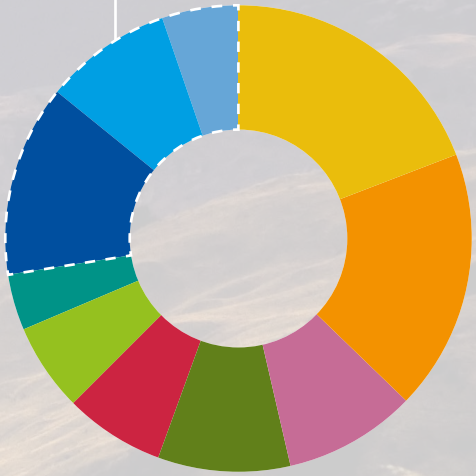
7% Regulatory Functions/Services

6% Environment

5% Stormwater

4% Local Democracy

27% Three Waters overall



[50] Expenditure in the economy group is inclusive of QLDC's collection of levies on commercial ratepayers on behalf of Tourism promotion organisations – Destination Queenstown $5.2M, Lake Wānaka Tourism $1.3M and Arrowtown Promotion and Business Association $231k.

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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

For further detail about each activity, please refer to page 25 in the Long Term Plan 2024-2034.

Community services and facilities

Kā Ratoka me kā whare ā-hapori

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Percentage of Requests for Service (RFS) about freedom camping resolved within 20 working days.	New Measure	>95%	99%	Between July 2024 and June 2025, 578 requests for service were received. Of these, 359 were requests for freedom camping enforcement, and 219 were for the responsible camping team. During the same period in the previous year, 350 requests for service were received, an increase of +65% year-on-year. This year's requests spanned 151 locations across the district and varied in content including requests for enforcement, signage, education, parking solutions, rubbish dumping, bylaw enquiries, feedback from campers or complaints regarding campers' behaviour. Following the Court's decision to quash the 2021 Freedom Camping Bylaw in September 2024, many restrictions across the district were lifted. This, paired with increasing visitor numbers contributed to the increase in RFS year on year.
Total library borrowing (including books, e-books, e-audio and magazines).	582,787	6% increase to no. of physical and digital collection items checked out annually (617,754)	615,185	In 2024/25, total combined checkouts of physical and electronic items (eItems) reached 615,185 – just 0.4% (2,569 items) below the target of 617,754. Physical checkouts totalled 470,710, a 2% increase on the previous year, while eItem checkouts rose 29% to 144,475. Rural libraries showed significant increases in checkouts during the year.
Total number of sport and recreation participation visits per 1,000 residents.	30,172	>30,000 visits	27,827	The total visits per thousand of population at year end were 8% below target. With the exception of Queenstown venues and golf, participation increased across all other areas of Sport & Recreation compared to last year.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Achieve the National Poolsafe Accreditation for each of Council's aquatic facilities annually (Alpine Aqualand, Wānaka Recreation Centre, Arrowtown Memorial Pool).	New Measure	Maintain Poolsafe accreditation – yearly audit	Achieved	PoolSafe accreditation achieved in February 2025 for Wānaka pool, Arrowtown Memorial pool and Alpine Aqualand.
Percentage of capital works completed annually (including renewals) against the annual budget adopted by Council for community facilities and property.	61%	80%-110%	90%	Target achieved for capital programme investment.
Percentage of total community grants budget allocated.	New Measure	100%	100%	In 2024-2025 all major community funds were delivered through new system 'SmartyGrants', with 100% of the annual grants budget allocated. Demand remained high, with over $1.7 million requested across four funds and $527,000 granted. Improvements were made to grant workflows, post-funding reporting, and decision-making processes. Capability building was also prioritised, with funding workshops delivered district-wide in collaboration with key partners to support local groups and improve grant readiness.
Percentage of requests for service (RFS) resolved within specific timeframe for parks, reserves, trails, gardens and playgrounds.	94.5%	95%	96.75%	The full year result exceeded the 95% target. The annual number of service requests continues to increase (a 13% increase in the number of requests received in 2024/25 compared to the year prior). The majority of requests related to trees, gardens, parks and reserves, cleaning and grass.
Percentage of users who are satisfied with the range of community facilities offered across the Queenstown Lakes district.	75%	>65%	76%	76% of residents were satisfied with the range of community facilities. This result was marginally above the prior year and exceeded the target amount. Libraries; trails, walkways, and cycleways; and parks reserves and gardens had the highest level of satisfaction amongst users of individual facilities, while facilities with the lowest levels of satisfaction included those that were least used such as museums and community halls.

Environmental management

Whakahaeretaka ā-taiao

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Percentage of QLDC actions delivered to target as per the Implementation Plan of the Spatial Plan.	New Measure	≥90%	92% achieved	The Spatial Plan identified 22 priority initiatives which are to be delivered as part of the Grow Well Whaiora partnership, of which 12 are QLDC lead. The status of these initiatives is tracked in the quarterly monitoring report using QLDC RAG Status (Red, Amber, Green). Of the 12 QLDC led ones, 11 are currently at Green (meeting target).
Compliance with the two-year timeframe of plan change notification to decision, in accordance with clause 10 of Section 1 of the RMA.[51]	Full Compliance	Full Compliance	Not achieved	The Urban Intensification Variation did not meet the 2 year timeframe for the following reasons: > High volume and complexity of submissions. > Initial delays while considering whether to await the new Housing Business Capacity Assessment. > Separate economic modelling was commissioned instead, which added time.
Percentage of resource consents processed within statutory timeframes.	94.67%	100%	95%	While the 100% target was not met, 95% of applications being processed within the required timeframes for the year is a great achievement and the highest over the previous 9 years. For every month of the year at least 90% (or higher) of applications were processed within required timeframes.

[51] This KPI relates to the District Plan activity.

/ Water supply /

/ Te ranea o te wai /

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs[52]	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Average consumption of water per person per day.	540L	<495L	509L	For the full year, the average usage is approximately 2.8% above the target. This reflects an improvement on the previous year where average consumption per person was 540L/person/day.
The extent to which the local authority's drinking water supply complies with the drinking water quality assurance rules, specifically for bacteriological compliance.	75%	100%	93%	Target not achieved. Details below: Cardrona - 99.13% Arthurs Point - 96.17% Hāwea - 99.53% Luggate - 99.11% Wānaka - 97.25% Corbridge - 75.21% Arrowtown - 97.87% Glenorchy - 93.27% Lake Hayes - 99.51% Queenstown - 99.02% Wānaka Airport - 65.62% Significant investment completed in period to upgrade treatment facilities which will improve levels of compliance into future years.
The extent to which the local authority's drinking water supply complies with the drinking water quality assurance rules, specifically for protozoal compliance.	53%	100%	90%	Target not achieved. Details below: Cardrona - 99.95% Arthurs Point - 97.71% Hāwea - 99.61% Luggate - 0% Wānaka - 98.51% Corbridge - 75.21% Arrowtown - 98.43% Glenorchy - 53.34% Lake Hayes - 99.78% Queenstown - 93.12% Wānaka Airport - 72.19% Significant investment completed in period to upgrade treatment facilities which will improve levels of compliance into future years. This included the addition of protozoa barriers at two locations (Glenorchy and Wānaka Airport).

[52] The Department of Internal Affairs updated this mandatory performance measure after the council had published our Long-term Plan, which sets our statement of service. The updated measure still covers the bacterial and protozoal compliance of water supplies but now is directly referenced to the relevant rules in the Drinking Water Quality Assurance Rules 2022 (https://www.taumataarowai.govt.nz/assets/Drinking-Water-Supplier/Drinking-Water-Quality-Assurance-Rules-2022-Revised-2024.pdf). Our reporting is, therefore, against those rules.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
The extent to which the local authority's drinking water supply complies with the drinking water quality assurance rules, specifically for microbiological monitoring in the distribution zone.	New Measure	100%	97%	Target not achieved. Target fully met at all but one scheme due to a scheduling error. Details below: Cardrona - 66.66% Arthurs Point - 100% Hāwea - 100% Luggate - 100% Wānaka - 100% Corbridge - 100% Arrowtown - 100% Glenorchy - 100% Lake Hayes - 100% Queenstown - 100% Wānaka Airport - 100%
Percentage of water lost from each municipal water reticulation network.	25%	<30%	27%	Water losses have increased slightly from the last period but still achieve the target set. As per last year high levels of loss continue to be observed in some of the smaller schemes and will remain focus of next year's leak detection programme.
Median response time to attend to issues resulting from municipal water reticulation network faults and unplanned interruptions between the time of notification and the time when service personnel reach the site - urgent.	52min	<60min	42min	The targets set across all water supply response categories were achieved in the 2024/25 period. There were 31 urgent requests and 1,204 non-urgent requests in the period. The number of requests received represent a slight decrease on the previous year.
Median response time to attend to issues resulting from municipal water reticulation network faults and unplanned interruptions between the time of notification and the time when service personnel reach the site - non urgent.	1,325min	<1,440min (1 day)	1,059min	Achieved.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Median response time to attend to issues resulting from municipal water reticulation network faults and unplanned interruptions between the time of notification and resolution of the blockage or other fault - urgent.	1,293min	<1,440min (1 day)	342min	Achieved.
Median response time to attend to issues resulting from municipal water reticulation network faults and unplanned interruptions between the time of notification and resolution of the blockage or other fault - non urgent.	4,490min	<10,080min (7 days)	4,220min	Achieved.
Number of complaints per 1,000 connections to a public water reticulation network about the clarity of drinking water.	0.7	<4	0.8	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.
Number of complaints per 1,000 connections to a public water reticulation network about the taste of drinking water.	0.07	<4	0	No taste complaints.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Number of complaints per 1,000 connections to a public water reticulation network about the odour of drinking water.	0.07	<4	0.09	Achieved.
Number of complaints per 1,000 connections to a public water reticulation network about the pressure or flow of drinking water.	4.36	<4	4.52	Pressure complaints were elevated in the year largely due to lake algae contributing to private side blockages during the summer months on the lake fed schemes and an issue with low pressure in an area of Wānaka during periods of peak demand.
Number of complaints per 1,000 connections to a public water reticulation network about continuity of supply of drinking water.	2.8	<4	3.01	Achieved.
Number of complaints per 1,000 connections to a public water reticulation network about the way in which a local government organisation responds to issues with a water supply.	0	<1	0	Achieved.
Percentage of external contractor and internal RFS resolved within specified timeframe - three waters.	71%	>95%	75.2%	75.2% of Three Waters RFS were resolved on time in 2024-2025. There were a total of 3,085 requests received for Three Waters, of which 766 were not resolved within the target timeframes. The number of requests received in 2024-2025 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. Contractor resourcing has continued to be a challenge across the year impacting their responsiveness to issues raised.

/ Wastewater /

/ Waipara /

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	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.	36min	<60min	27min	The targets set across all wastewater response categories were achieved in the 2024/2025 period. There were 66 requests received in the period. The number of requests received is 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.	170.5min	<240min	174min	Achieved.
Annual number of dry weather overflows from a municipal sewerage system per 1000 sewerage connections.	1.87	<3	1.72	55 wastewater overflows were attended to over the year. This represents 1.72 overflow events per 1,000 connections and achieves the target set.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
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	67%	100%	75%	There are currently 12 active wastewater discharge consents to land and to air. Three of these consents have active enforcement action associated with them. QLDC received one new abatement notice in 2024/25 for Hāwea WWTP (existing abatement notices in place for Shotover WWTP and Glendhu Bay Campground). QLDC received five infringements across the year, all related to Shotover WWTP. An Enforcement Order is also in place in relation to Shotover WWTP.
Number of complaints per 1,000 properties connected to a municipal sewerage system about odour.	0.9	<5	0.91	The annual target of less than five complaints per 1,000 connections was achieved for all categories.
Number of complaints per 1,000 properties connected to a municipal sewerage system about faults.	3.08	<5	2.53	Achieved.
Number of complaints per 1,000 properties connected to a municipal sewerage system about blockages.	1.51	<5	1.59	Achieved.
Number of complaints per 1,000 properties connected to a municipal sewerage system about the territorial authority's response to issues with its sewerage system.	0	<2	0	There have been no complaints about Council's response to issues in the 2024-2025 reporting period.

/ Stormwater /

/ Wai ua /

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Number of flooding events that occur in a territorial authority district.	0	<7	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 1,000 properties connected to the territorial authorities stormwater system).	0	<2 per 1,000 properties	0	● Achieved.
Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: a) abatement notices b) infringement notices c) enforcement orders d) successful prosecutions, received by the territorial authority in relation those resource consents.	100%	100%	100%	● No enforcement action was taken in relation to stormwater discharge consents in the period.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
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.	N/A	<3hours	N/A	No flooding events impacting habitable floors were recorded during the reporting period.
The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1,000 properties connected to the territorial authority's stormwater system.	5.98	<5 per 1,000 properties	6.79	A total of 220 stormwater related complaints was received across the 2024/2025 year. This represents 6.79 complaints per 1,000 properties and does not achieve the target set. The performance in 2024/2025 reflects a slight deterioration on the previous year. The operational team continues to review trends in these requests to identify opportunities for improving results in this area through amended preventative maintenance programmes.

Transport, including roading, parking and footpaths

Waka

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Percentage of capital works completed annually, including renewals, against the annual budget adopted by the Council for three waters, waste management and roading.	91%	80%-110%	89%	QLDC has a total annual expenditure for the 2024/25 period of $114.5M. This was against a budget of $128.5M. Percentage of capital works result breakdown: Three Waters: Water Supply - 93.6% Waste Water - 96.7% Storm Water - 43.2% Waste Management- 43.8% Transport - 92.3%
Percentage of external contractor and internal Request For Service resolved within specified timeframe - Roading.	79.6%	>95%	90.5%	90.5% of roading RFS were resolved on time in 2024-2025. There were 3,052 requests received in total for roading, of which 291 were overdue. This year's performance represents a material improvement on the previous year but falls slightly short of the target set. In the year, the contractor response achieved the 95% target, while responses from internal staff have been slightly longer. However, resourcing uplift mid-year has seen internal performance begin to improve.
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.	4	To report a decrease on the previous year	7	Unfortunately, after decreases in the number of Deaths and Serious Injuries (DSI) on the local road network in prior years, there has been an increase of three DSIs to seven across the 2024/25 period.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Average quality of ride on a sealed local road network, as measured by the Smooth Travel Exposure Index.	93%	>90%	91%	The Smooth Travel Exposure Index decreased again slightly this year (2% reduction from previous year). A slight decrease in smooth travel could indicate some change in road condition which QLDC will monitor, but the result continues to be within the target range.[53]
Percentage of sealed network that is resurfaced annually.	3.2%	<10%	4.26%	An increase in percentage resealed from last year after reseal rates escalated previously for the new contract. The quantity of resurfacing completed in the year has increased from the previous year following uplift in budget allocations through the 2024-2034 Long Term Plan and National Land Transport Programme.
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.	98.89%	>95%	99.24%	The 2024/2025 result represents a further improvement on the previous year and reflects that the overall condition of the footpath network is good and achieves the desired levels of service.
Percentage of residents who are choosing to use their petrol or diesel vehicle less by using alternate modes of transport or active travel.	New Measure	Establish a baseline	42%	42% of residents stated that they had chosen to use their petrol or diesel vehicle less in the last twelve months by using alternate means of transport or active travel, while 49% of residents said they hadn't. This result will be used as a benchmark going forward.

[53] STE value reported as at 30 June 2025 was based on the best information available at the time, but has subsequently been identified as calculated using some invalid data with a very minor impact on the overall result.

Waste minimisation and management

Whakaiti me te whakahaere para

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Percentage of Material Recovery Facility (MRF) recycling contaminated.	14%	<20%	16.5%	The result is attributable to processing changes made and ongoing education campaigns that continue to achieve desired levels of contamination.
Total waste diverted from landfill.	9,537t	>7,500t	10,150t	On average 846 tonnes of waste was diverted from landfill per month in 2024/2025. This is better than the target and also higher than the average of 795 tonnes achieved the previous year.
Total waste sent to landfill.	48,110t	<49,000t	50,403t	On average the total waste to landfill per month for 2024/2025 was 4,200 tonnes, slightly higher than the target. This is largely attributable to continued growth of the district and high visitor numbers. Until there is a step change in service and organics are diverted from landfill, this target will continue to be challenging to achieve.
Percentage of external contractor and internal RFS resolved within specified timeframe - Solid Waste.	98.5%	>95%	98.3%	Even with an 11% increase in the number of Requests for Services received in 2024/2025 from the previous year, this target continues to be achieved.
Percentage of total household material placed at kerbside diverted from landfill.	New Measure	28%	24.75%	This target was set to track progress against a new kerbside measure that was being introduced by the Ministry for the Environment in 2026. During December 2024 the Ministry for the Environment signalled that their earlier requirement for 30% kerbside diversion to be achieved by 2026 would no longer go ahead. The target set for 2024/2025 was not achieved. The next step change to increase kerbside diversion will be when an organic waste solution is implemented. This is currently planned for 2026/2027.

/ Economy /

/ Taiōhaka /

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Percentage of residents who have participated in, performed at, or attended any events held in our district in the past 12 months.	45%	>70%	59%	59% of residents indicated they have attended, participated in, or performed at any event in the district in the last 12 months. While not reaching the target it is a significant increase on the baseline measure. Factors that may have limited this result include some events being cancelled in 24/25, and the cost of living impacting on event ticket sales.
Percentage of QLDC actions delivered to target as per the Implementation Plan of the Economic Diversification Plan.	New Measure	90%	64%	7 of the 11 actions assigned to QLDC were completed. The ability to deliver on the first year actions was restricted by the fact the Diversification Plan was not endorsed until August 2024 and that the capacity of the Economic Futures team was limited until April 2025 (when an advisor focussed on diversification was recruited).
Percentage of QLDC actions delivered to target as per the Implementation Plan of the Destination Management Plan.	New Measure	90%	100%	QLDC was responsible for leading the delivery of three Destination Management Plan actions scheduled to commence in FY24–25. All three have been initiated. As well as leading on three projects, QLDC has been working in collaboration with Destination Queenstown/Lake Wānaka Tourism on a wide range of other DMP projects.

Regulatory functions and services

Kā mahi me kā ratoka ā-waiture

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Resource consents listed as 'priority' in the Monitoring Strategy are proactively monitored.	100%	100%	100%	This target was achieved. Monitoring undertaken in accordance with monitoring priorisation strategy.
Every food business that is due an audit is audited within the statutory timeframes (according to the Food Act 2014).	59%	100%	30%	Staff resourcing challenges, increasing workload due to new registrations and enforcement actions have all had a contributing impact. There are now 771 food operators in the district, 74 more than June 2024. The risks posed by the resource shortage have been managed, prioritising verifications in a risk-based approach. Despite the resource challenge during this reporting period the Ministry for Primary Industries - New Zealand Food Safety Department undertook an audit of the Environmental Health Team regarding Food Act 2014 requirements which resulted in positive feedback about the high quality of verification activity, associated reporting and systems and processes. Positively, the team have recently recruited two Senior Staff, bringing the team to full capacity. This should result in improving results in this area moving forward.
Percentage of building consents processed within statutory timeframes.	91.92%	100%	96.45%	The target of 100% of building consents being processed within the 20-day statutory timeframe was not met by a small margin in 2025/26. The actual result was 96.18%. The reason for the target not being achieved was due to some months of very high consent numbers combined with periods of limited contractor availability and staff leave and illness.

Local democracy

Manapori ā-rohe

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Percentage of residents who are satisfied with the information they receive from Council.	39%	60%	33%	33% of residents stated they were satisfied with the information they received from Council, with 39% dissatisfied and 28% neutral. This result was a slight decrease on the previous year and below the target score.
Percentage of residents who are satisfied with the opportunities to have to their say.	32%	60%	26%	26% of residents were satisfied with the opportunities to be involved in the consultation and decision-making process, with 48% dissatisfied and 26% neutral. This was a decrease on last year's result and below the target amount.
Percentage of residents who interact with customer services were satisfied with their overall experience.	New Measure	80%	85%	The majority (85%) of customers were satisfied or very satisfied with their experience overall when interacting with QLDC. Future focus is on continuing to improve through the QLDC-wide customer experience programme.
Percentage of Local Government Official Information and Meetings Act 1987 (LGOIMA) requests responded to within 20 days.	96.83%	100%	96.5%	Council had a high volume of requests to manage with great complexity and levels of consultation required which affected the ability to response to 100% on time. There is continued focus on improving efficiency. 284 requests were received, approximately 90 more compared to last year and the year before.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Mana Whenua feel engaged with QLDC as per the agreed work programme (Aukaha and Te Ao Marama representatives).	Not applicable	Achieved	Achieved	Aukaha and Te Ao Marama both have continued to express that this partnership approach is working well. Whilst they sometimes disagree with our position they feel well informed.
Percentage of QLDC staff (that are part of the emergency response structure) who have participated in a response or training throughout the year.	99%	100%	100%	Council had increased its EOC staffing levels from 74 to 137 in the 2024-2025 year. 100% of staff have attended either the annual EOC exercise and/or CDEM introduction and functional training courses throughout the year.
Percentage of residents who consider themselves resilient and prepared in the event of an emergency.	51%	60%	48%	48% of residents stated they were resilient and prepared for an emergency event, with 28% stating they weren't, and 24% unsure. This level of self assessment is strong compared to international and national benchmarks[54] but remains below our target of 60%.

[54] https://www.civildefence.govt.nz/assets/Uploads/documents/public-education/disaster-preparedness-survey/report-disaster-preparedness-survey-en-jul21.pdf

Finance and support services

Rātoka ahumoni

How we performed

How QLDC performed against its Key Performance Indicators (KPIs).

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Percentage of complaints that are resolved within 10 working days.	99.5%	>95%	97.3%	The KPI was met for 2024/2025, with the percentage of complaints resolved within 10 working days at 97.3%.
Percentage of customer calls that meet the service level (answered within 20 seconds).	68.7%	85%	88.6%	The KPI was met for 2024/2025 with the percentage of calls answered within 20 seconds at 88.6%.
Percentage of Councillor enquiries responded to within 5 working days.	84.6%	100%	88.2%	The KPI was not met in 2024/2025 due to the volume of requests and the complexity of enquiries. 254 Enquiries were received, compared to 228 in 2023/24 and 79 in 2022/23.
Customer satisfaction with: a) speed of response and final resolution	84%	75%	93%	The customer satisfaction KPI metrics were achieved in 2024/2025, with all four measures achieving greater than 75%.
b) clarity of process and timeframes	87%	75%	89%	
c) staff knowledge and professionalism	96%	75%	96%	
d) fairness and consistency	95%	75%	96%	
Reduction in the Total Recordable Injury Frequency Rate.	9.19	<9[55]	6.67	Total Recordable Injury Frequency Rate is a lagging indicator. This KPI was achieved. QLDC implement a robust and supportive stay at work program that enables our employees to actively and safely recover within the workplace.

[55] The Total Recordable Injury Frequency Rate (TRIFR) KPI target was incorrectly published as <8 in the Long Term Plan 2024-34 adopted by Council on 19 September 2024. The KPI target for TRIFR is <9. The KPI target is therefore shown as intended in this report, with the published error clearly acknowledged.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Weighted average interest rate.	5.03%	<6%	4.05%	This target was achieved and has decreased on the prior year due to decreases in the official Cash Rate throughout the financial year.
Debt servicing to rates revenue.	24.82%	<30%	20.4%	This target was achieved and has decreased on the prior year due to decreases in the official Cash Rate throughout the financial year.
Percentage of debt owing 90 days and over (not including rates).	12.07%	<30%	10.7%	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 CAPEX to depreciation ratio.	0.54	>1	0.45	This target was not met as depreciation increased significantly in comparison to the renewals budget due to increased depreciation arising from increased asset revaluations.
Rates per rating unit.	$3,946	$4,500 (ex gst)	$4,180	This target was achieved as the rates increase was set within the limits of this KPI.
Net debt per rating unit.	$20,677	$18,700 (ex gst)	$19,485	This target was not achieved due to the higher level of borrowings due to delay in sale of land to mid 2026.
Percentage of residents who are satisfied with the steps Council is taking to prepare for and adapt to the effects of climate change.	New Measure	Year-on-year improvement	18%	This is a new measure, and this result will be used to measure progress year-on-year. QLDC's next Climate & Biodiversity Plan 2025-2028 has actions to undertake a climate scenario analysis and proactively manage climate-related risks to the district while identifying opportunities for adaptation and resilience.

KPIs	Baseline Performance at 30 June 2024	Target for Year 1 of LTP 24-34	Annual Result 2024-2025	Commentary
Percentage of residents who are satisfied with the steps Council is taking to reduce the district's greenhouse gas emissions.	14%	Year-on-year improvement	22%	QLDC's next Climate & Biodiversity Plan 2025-2028 includes targeted investments and initiatives to reduce Council greenhouse gas emissions. These include the LPG conversion of Council aquatics centres, continued electrification of Council's fleet vehicles, and energy efficiency improvements for Council's buildings and community facilities.
Percentage of residents who are satisfied with the steps council is taking to help protect and restore the district's biodiversity.	New Measure	Year-on-year improvement	36%	This is a new measure, and this result will be used to measure progress year-on-year. In autumn 2025, the first 80,000 native plants were planted of more than 500,000 planned for Project Tohu, the site of Coronet Forest. QLDC has also undertaken significant weed clearance and revegetation work at Council reserves including Matakauri Wetland, Horne Creek in Warren Park, Bullock Creek and lakeside reserves between the Wānaka Yacht club and Eely Point. QLDC also supports 72 community-led planting projects on reserves around the district including in Wānaka, Hāwea, Albert Town, Lake Hayes, Arrowtown, Quail Rise, Lake Hayes Estate, Kelvin Peninsula, and Glenorchy.
Achieve annual carbon reduction certification through independent third-party audit.	Updated Measure	Achieved	Achieved	QLDC successfully completed its sixth year of Toitū Carbon Reduce certification in March 2025 following independent verification of the 2023-2024 greenhouse gas inventory. Category 1 (excluding wastewater and forestry) and Category 2 emissions were 6% lower than the 2018-19 base year.
Percentage of QLDC actions delivered to target as per the Implementation Plan of the Climate and Biodiversity Plan.	New Measure	90%	95%	95% of actions from the Climate & Biodiversity Plan were completed or are in progress.

Financial Statements

Kā tauākī ahumoni

Reporting against our financial strategy

The Financial Strategy is outlined in full in the Long Term Plan 2024-2034 as a means of demonstrating prudent financial management. It is used as a tool when the Council makes big funding decisions, so that the community can understand the implication of the decision on rates, debt and investments.

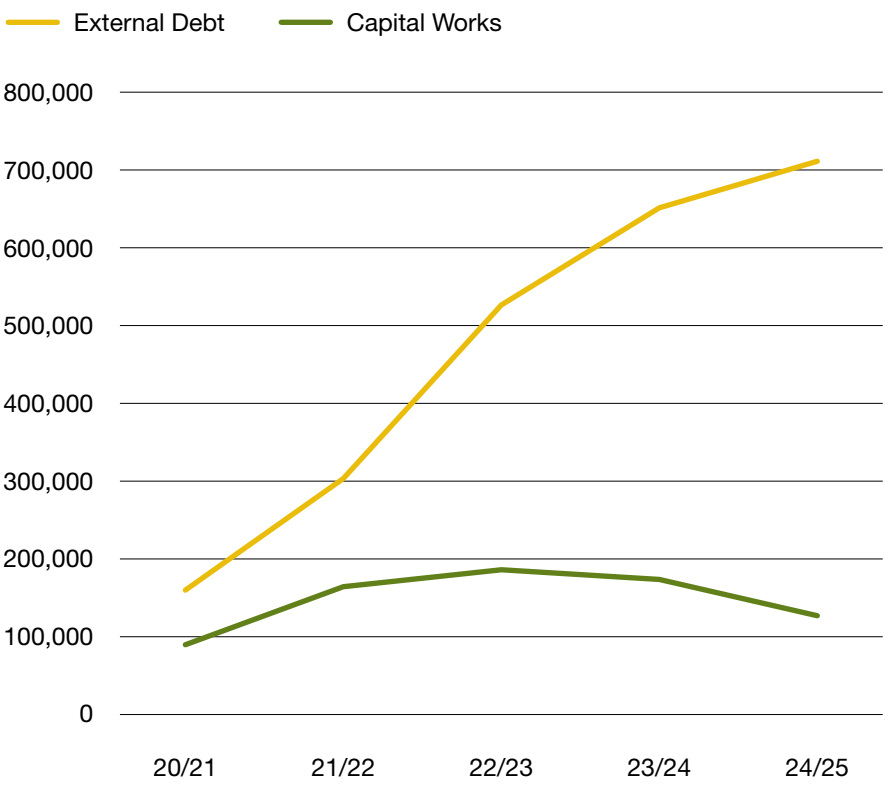
The following graphs show how the Council performed against the Financial Strategy in 2024-2025, and comparatives for the previous three years.

The Financial Strategy describes the challenges that will impact the district over the Long Term Plan 2024-2034, and how the Council will respond in a responsible and affordable way. The Financial Strategy aims to achieve the following:

- Prioritised capital programme
  - delivering the 'right' projects in order to achieve compliance with water supply and wastewater services within statutory deadlines
  - delivering the 'right' projects ahead of growth so that development is supported in areas identified in the Spatial Plan
- Alternative funding methods – potential use of the Infrastructure Funding and Financing Act (IFFA) for new growth infrastructure is fully investigated over the next two years and is implemented if found appropriate
- Alternative funding methods – the use of Developer Agreements which require higher up-front payments from developers for new growth infrastructure, or for developers to provide trunk infrastructure in exchange for development contribution credits is fully investigated over the next two years and implemented if found to be appropriate
- Rates increases are minimised for the period whilst recognising the need to increase rates and other operating revenue to "balance the budget" and to maintain compliance with borrowing limits
- Debt levels are maintained within borrowing limits
- Debt levels at the end of the 10 year period have stabilised
- Excellent service continues to be provided within financial constraints.

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 2024/25 was $129.7m, which was 88% of the adjusted budget of $146.7M as at 30 June 2025. Gross debt has increased from $650.8M to $710.7M due to capex spend which is funded by debt.

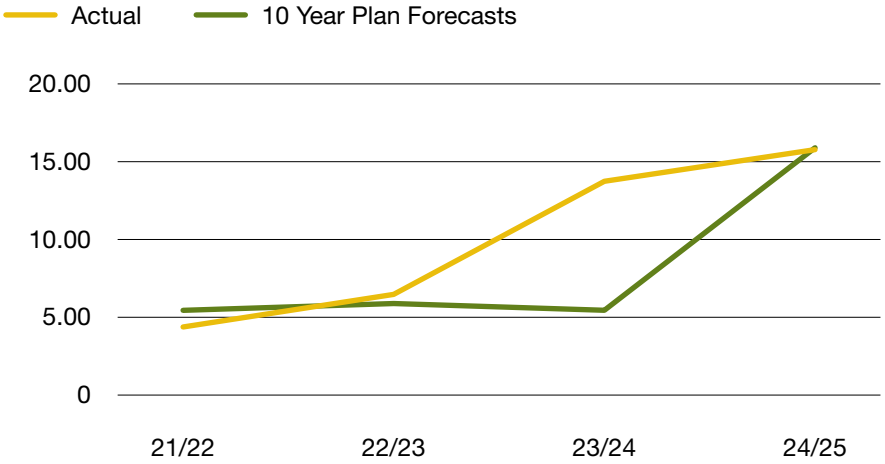
External Debt vs Capital Works (000's)



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 and 2024-2034. 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

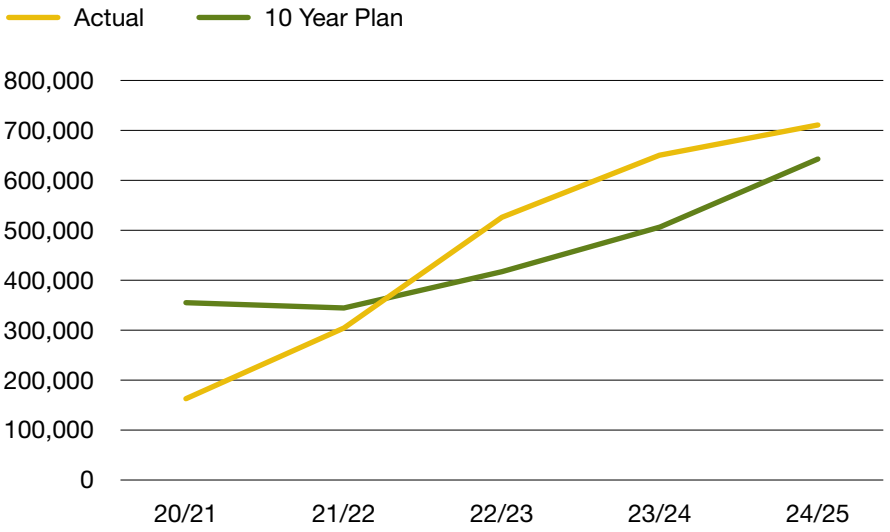
In order to deliver the large capital programme included in the Long Term Plan 2021-2031 and 2024-2034, the Council needed to rely on borrowing. The Council spent a considerable amount of time and effort working through the capital programme to ensure it is affordable and deliverable. The actual net debt (includes cash on hand) as at 30 June 2025 was $686.1M; this is $42.3M more than June 2024, and $42.9M more than forecast in the Long Term Plan 2024-2034. Debt is within Council's borrowing limits, although higher than budget due to the large leaky building settlement that occurred in FY24, the delayed sale of The Commonage 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 2022/23	Actual 2023/24	Actual 2024/25	Forecast 2024/25
Interest Expense/ Rates <30%	17.5%	25.3%	20.4%	20.1%
Interest Expense/Total Revenue <20%	8.8%	13.4%	11.8%	11.0%
Net Debt/Total Revenue < 280%	253.4%	270.8%	270.1%	263.2%

The following graph shows the forecasted debt levels compared to actual debt levels up to 2024-2025. As can be seen, actual debt levels have surpassed Long Term Plan levels. The actual gross debt as at 30 June 2025 was $710.7M, which is $49.6M more than the amount forecast in the Long Term Plan 2024-2034. This is largely due to the delay of The Commonage sale to FY26.

External Debt (000s)



CAPITAL WORKS 2024-25

Notable Infrastructure projects that have been substantially advanced or completed during the 2024-25 financial year:

Project	Cost at Year End 2025
Arterial Stage One (Transport)	$31,812,056
Project Shotover Stage 3 (Wastewater)	$20,379,508
Compliance Response - UV Treatment (Water Supply)	$8,450,742
Kingston New Scheme (Water Supply)	$7,412,364
Project Pure Aeration Grid Renewal (Wastewater)	$3,564,690
Upper Clutha Conveyance Scheme (Wastewater)	$2,788,159
Renewals - Queenstown (Water Supply)	$2,620,452
Kingston New Scheme (Storm Water)	$1,998,189
Shotover Disposal Field (Wastewater)	$1,987,026
Coronet Forest Revegetation	$1,927,482
Sealed Road Resurfacing - Whakatipu (Transport)	$1,825,094
Sealed Road Rehabs - Wānaka (Transport)	$1,747,299
Sealed Road Resurfacing - Wānaka (Transport)	$1,702,998
Renewals - Queenstown (Wastewater)	$1,684,794
Minor Improvements - Upper Clutha (Transport)	$1,325,104
Queenstown Street Upgrades - CIP	$1,209,405
Demand Management - Hāwea (Water Supply)	$1,184,649
Wānaka Pool to School Active Travel (Transport)	$1,179,331
Minor Improvements UpperClutha TR unsub	$1,146,896
Unsealed Road Metalling - Wānaka (Transport)	$1,116,656
CBD to Frankton Conveyance (Wastewater)	$979,475
Hanleys Farm Pump Station (Wastewater)	$974,511
Wānaka Lakefront Development Plan Stage 5	$967,190
Glenorchy Carpark & Marina Improvements	$948,244
Kingston New Scheme (Wastewater)	$875,739
Arthurs Point to CBD Active Travel (Transport)	$811,058
Minor Improvements Whakatipu (Transport) unsub	$781,110

Total net carry-forward projects totaling $17.1M were approved by the council in September for completion during 2025-2027. Carry forwards in excess of $500,000 are as follows:

Project	Budget Deferred at Year End 2025
Kingston New Scheme (Storm Water)	$2,501,811
Robins Road Conveyance Upgrade (Wastewater)	$2,056,129
Lakeview Development Servicing (Storm Water)	$1,060,685
Queenstown Street Upgrades - CIP	$1,000,000
Sealed Road Resurfacing - Whakatipu (Transport)	$999,910
Wānaka Airport Compliance	$865,180
Compliance Response - UV Treatment (Water Supply)	$769,385
Stanley St Site Works & Temp Parking	$751,026
Wānaka Airport Renewals	$732,069
Historic Land Encroachments (Wastewater)	$618,217
Cardrona Valley Rd 3.0-4.0 Rehab (Transport)	$616,980
Existing Wakatipu Waste Facilities	$524,830
Hāwea Los Improvements (Water Supply)	$514,598

Summary Statement of Financial Performance

For the financial year ended 30 June 2025	Council 2025 $'000	Council Budget $'000	Council 2024 Restated (i) $'000	Group 2025 $'000	Group 2024 Restated (i) $'000
Operating revenue					
Revenue from non-exchange transactions					
Rates revenue	147,547	149,410	123,066	147,076	122,601
Other revenue	113,367	108,746	196,742	113,367	196,742
Revenue from exchange transactions					
Other revenue	62,704	55,882	53,018	126,225	105,720
Total revenue	**323,618**	**314,038**	**372,826**	**386,668**	**425,063**
Operating expenditure					
Employee benefits expense	54,908	54,388	48,487	64,720	57,125
Depreciation and amortisation expense	69,424	66,012	64,369	80,312	74,758
Borrowing costs	30,040	30,002	31,172	35,075	34,043
Other expenses	116,810	111,082	119,146	128,518	127,712
Total operating expenditure	**271,182**	**261,484**	**263,174**	**308,624**	**293,638**
Operating surplus before other gains/(losses)	**52,436**	**52,554**	**109,652**	**78,042**	**131,424**
Other gains/(losses)	1,186	1,801	(14,245)	1,055	(14,249)
Operating surplus before income tax	**53,622**	**54,355**	**95,407**	**79,097**	**117,175**
Income tax expense	-	-	-	11,982	16,433
Operating surplus for the year	**53,622**	**54,355**	**95,407**	**67,115**	**100,742**
Operating surplus attributable to:					
- Council	53,622	54,355	95,407	59,768	96,620
- Non-controlling interest	-	-	-	7,347	4,122
Operating surplus for the year	**53,622**	**54,355**	**95,407**	**67,115**	**100,742**

(i) Refer to the notes to the summary financial statements on pages 65 and 66.

Summary Statement of Other Comprehensive Revenue and Expense

For the financial year ended 30 June 2025	Council 2025 $'000	Council Budget $'000	Council 2024 Restated (i) $'000	Group 2025 $'000	Group 2024 Restated (i) $'000
Surplus for the year	53,622	54,355	95,407	67,115	100,742
Other comprehensive revenue and expense					
May be reclassified subsequently to revenue or expense when specific conditions are met					
Gain/(loss) on revaluation	64,530	136,142	(9,732)	127,469	(9,732)
Income tax relating to revaluation	-	-	-	(5,885)	-
Gain/(loss) on cash flow hedging	-	-	-	(1,086)	(239)
Realised gain/ (losses) transferred to the statement of financial performance	-	360	-	-	-
Income tax relating to cash flow hedging	-	-	-	304	87
Total comprehensive income	**118,152**	**190,857**	**85,675**	**187,917**	**90,858**
Attributable to:					
- Council	118,152	190,857	85,675	166,508	86,774
- Non-controlling interest	-	-	-	21,409	4,084
Total comprehensive Revenue and Expenses	**118,152**	**190,857**	**85,675**	**187,917**	**90,858**

(i) Refer to the notes to the summary financial statements on pages 65 and 66.

Summary Statement of Financial Position

As at 30 June 2025	Council 2025 $'000	Council Budget $'000	Council 2024 Restated (i) $'000	Group 2025 $'000	Group 2024 Restated (i) $'000
Total current assets	50,567	46,842	65,086	56,375	71,573
Total non-current assets	3,369,863	3,546,302	3,182,983	3,981,780	3,697,583
Total assets	**3,420,430**	**3,593,144**	**3,248,069**	**4,038,155**	**3,769,156**
Total current liabilities	245,613	264,914	205,845	322,807	222,175
Total non-current liabilities	519,811	462,966	505,370	554,784	569,036
Total liabilities	**765,424**	**727,880**	**711,215**	**877,591**	**791,211**
Net assets	**2,655,006**	**2,865,264**	**2,536,854**	**3,160,564**	**2,977,945**
Equirty attributable to:					
Reserves	1,742,145	1,838,035	1,653,341	2,036,988	1,905,974
Accumulated funds	912,861	1,027,229	883,513	994,951	959,456
Council	**2,655,006**	**2,865,264**	**2,536,854**	**3,031,939**	**2,865,430**
Non-controlling interest	-	-	-	128,625	112,514
Total equity	**2,655,006**	**2,865,264**	**2,536,854**	**3,160,565**	**2,977,945**

(i) Refer to the notes to the summary financial statements on pages 65 and 66.



GLYN LEWERS
Mayor
Queenstown Lakes District Council
9 October 2025



MIKE THEELEN
Chief Executive
Queenstown Lakes District Council
9 October 2025

Summary Statement of Changes in Equity

Council	Revaluation Reserves $'000	Operating Reserves $'000	Capital Reserves $'000	Hedging Reserve $'000	Accumulated Funds $'000	Attributable to Equity Holders of Parent $'000	Non-Controlling Interest $'000	TOTAL EQUITY $'000
For the year ended 30 June 2025								
Balance at 1 July 2024	1,629,450	11,029	12,862	-	883,513	2,536,854	-	2,536,854
Total comprehensive revenue and expense for the year	64,530	-	-	-	53,622	118,152	-	118,152
Transfers from/(to) accumulated funds	3,460	4,500	16,314	-	(24,274)	-	-	-
Balance at 30 June 2025	**1,697,440**	**15,529**	**29,176**	**-**	**912,861**	**2,655,006**	**-**	**2,655,006**
For the year ended 30 June 2024 Restated (i)								
Balance at 1 July 2023	1,638,122	21,000	22,425	-	769,632	2,451,179	-	2,451,179
Total comprehensive revenue and expense for the year (Restated) (i)	(9,732)	-	-	-	95,407	85,675	-	85,675
Transfers from/(to) accumulated funds	1,060	(9,971)	(9,563)	-	18,474	-	-	-
Balance at 30 June 2024 Restated	**1,629,450**	**11,029**	**12,862**	**-**	**883,513**	**2,536,854**	**-**	**2,536,854**

Group	Revaluation Reserves $'000	Operating Reserves $'000	Capital Reserves $'000	Hedging Reserve $'000	Accumulated Funds $'000	Attributable to Equity Holders of Parent $'000	Non-Controlling Interest $'000	TOTAL EQUITY $'000
For the year ended 30 June 2025								
Balance at 1 July 2024	1,881,673	11,029	12,862	411	959,456	2,865,431	112,514	2,977,945
Total comprehensive revenue and expense for the year	107,327	-	-	(588)	59,769	166,508	21,409	187,917
Dividends paid	-	-	-	-	-	-	(5,298)	(5,298)
Transfers from/(to) accumulated funds	3,460	4,500	16,314	-	(24,274)	-	-	-
Balance at 30 June 2025	**1,992,460**	**15,529**	**29,176**	**(177)**	**994,951**	**3,031,939**	**128,625**	**3,160,564**
For the year ended 30 June 2024 Restated (i)								
Balance at 1 July 2023	1,890,345	21,000	22,425	527	843,947	2,778,244	112,148	2,890,392
Total comprehensive revenue and expense for the year (Restated) (i)	(9,732)	-	-	(116)	97,035	87,187	4,083	91,270
Dividends paid	-	-	-	-	-	-	(3,717)	(3,717)
Transfers from/(to) accumulated funds	1,060	(9,971)	(9,563)	-	18,474	-	-	-
Balance at 30 June 2024 Restated	**1,881,673**	**11,029**	**12,862**	**411**	**959,456**	**2,865,431**	**112,514**	**2,977,945**

(i) Refer to the notes to the summary financial statements on pages 65 and 66.

Summary Statement of Cash Flows

For the financial year ended 30 June 2025	Council 2025 $'000	Council Budget $'000	Council 2024 $'000	Group 2025 $'000	Group 2024 $'000
Net cash inflow/(outflow) from operating activities	69,644	104,469	57,815	90,087	85,652
Net cash inflow/(outflow) from investing activities	(131,232)	(146,736)	(175,216)	(167,502)	(191,839)
Net cash inflow/(outflow) from financing activities	59,833	42,863	124,106	75,034	113,389
Net increase/(decrease) in cash and cash equivalents	**(1,755)**	**596**	**6,705**	**(2,381)**	**7,201**
Cash and cash equivalents at the beginning of the financial year	8,031	2,904	1,326	9,743	2,541
Cash and cash equivalents at the end of the financial year	**6,276**	**3,500**	**8,031**	**7,362**	**9,742**
Represented by:					
Cash and cash equivalents	6,276	3,500	8,031	7,362	9,742
Bank overdraft	-	-	-	-	-
	6,276	**3,500**	**8,031**	**7,362**	**9,742**

Notes to the financial statements

ACCOUNTING POLICIES

BASIS OF REPORTING

The information presented is in New Zealand dollars, which is the functional currency of the Council and Group's entities rounded to the nearest thousand dollars ($'000) unless otherwise stated.

The summary financial statements and associated disclosures have been extracted from the full annual report. However the summary financial statements do not include all the disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements.

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.

The full financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice, PBE Accounting Standards and other applicable financial reporting standards, as appropriate for public benefit entities.

The 2024-2025 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 Annual Report 2024-2025 and Summary Annual Report 2024-2025 were authorised for issue by the Council on 9 of October 2025. The Annual Report 2024-2025 can be found on the Queenstown Lakes District Council website.

SUBSEQUENT EVENTS

QUEENSTOWN AIRPORT CORPORATION LTD (QAC)

On 19 of August the 2025 QAC directors declared a fully imputed dividend of $18,737,000 in respect of the year ended 30 June 2025 (2024: $14,241,000).

LEGISLATIVE REFORM – RESOURCE MANAGEMENT ACT

The Government enacted changes to the Resource Management framework, including a freeze on new plan changes and the introduction of standardised zoning under the new Planning and Natural Environment Acts. These changes may affect Council's consenting and spatial planning processes.

LEGISLATIVE REFORM – LOCAL GOVERNMENT ACT

The Local Government (System Improvements) Amendment Bill was introduced, proposing a redefinition of Council responsibilities into "core" and "non-core" services. This may influence future service delivery models and funding allocations.

RATEPAYER ASSISTANCE SCHEME

- Council endorsed participation in the Ratepayer Assistance Scheme, a multi-agency initiative aimed at improving affordability for ratepayers. QLDC committed up to $250,000 toward scheme development, which will offer deferred payment options for rates and development contributions.
- Eight councils (Auckland, Hamilton, Tauranga, New Plymouth, Palmerston North, Hutt City, Wellington and Queenstown Lakes) and EECA have committed funding - $3.35m in total, so "oversubscribed" relative to the $2.5m sought.
- With the funding now committed, advisors are being engaged (Cameron Partners - lead / financial; PwC - accounting and tax; Simpson Grierson - legal and PwC - IT) and work has commenced in earnest.
- A Steering Group has been formed comprising the eight funding councils, EECA, LGNZ, LGFA and Rewiring Aotearoa. The Steering Group is providing guidance and is the ultimate decision making body.
- A sub-group of the Steering Group, the Working Group has delegated authority to manage the process on a day-to-day basis.
- Eleven key workstreams have been identified and members of the Steering Group are responsible for each workstream.
- There is good engagement with officials – particularly DIA.

- The intention is to be in a position for stakeholders to make a “stop / go” decision before the end of the year.

WATER SERVICES TRANSITION

- The Local Government (Water Services Preliminary Arrangements) Act 2024 (WSPA Act) is the first legislation to support Local Water Done Well and was enacted in September 2024. The WSPA Act required Council to submit a water services plan to the Secretary for Local Government by 3 September 2025. The water services plan must include the proposed model for delivering water services, and an implementation plan for delivering the proposed model.

- The Secretary for Local Government will accept a water services delivery plan only if satisfied that the plan complies with the WSPA Act. If the Secretary for Local Government is not satisfied that a water services delivery plan complies with the requirements in the WSPA Act, the Secretary for Local Government will require a territorial authority to amend and resubmit the plan or decide not to accept the plan. A territorial authority must give effect to the proposals or undertakings relating to the future delivery of water services that are specified in the water services delivery plan.

- On 31 July 2025 QLDC approved its proposal to establish a Water Services Council Controlled Organisation (WSCCO) owned 100% by the Council to deliver water services in the district. Under the proposed WSCCO, responsibility for the district’s water services, along with ownership of QLDC’s water assets and associated debts and liabilities will be transferred to the WSCCO once established. The WSCCO will be responsible for planning, funding, and delivering water services in accordance with new legislative and regulatory requirements.

- As at the date of approving these financial statements, the Secretary of Local Government has not yet accepted Council’s Water Service Delivery Plan (WSDP). The approval date of the proposed WSDP remains uncertain. It should be noted that the submitted WSDP did met the Department of Internal affairs (DIA) financial sustainability requirements . If approved, the WSCCO is expected to be implemented and operational at the latest 1 July 2027.

- Estimating the financial effect of the decision to deliver water services differently at this stage cannot be determined and remains uncertain as approval of the WSP by the Secretary of Local Government has not been obtained.

CHIEF EXECUTIVE RESIGNATION

Chief Executive Mike Theelen formally advised Council of his resignation, effective February 2026. Recruitment for a new Chief Executive will commence in the 2025/26 financial year. Council acknowledges Mr. Theelen’s leadership and contributions over his tenure.

PRIOR YEAR ERROR CORRECTION

The Council (QLDC) and Group have adjusted its comparative year financial statements (for the year ended 30 June 2024) to correct a prior period error.

The Council has discovered that $11.99m of assets vested by 30 June 2023 had not yet been recognised as of that date in accordance with the Council’s accounting policy. Corresponding corrections were also made to the opening and closing accumulated funds of the 30 June 2024 comparative figures.

The Council has discovered that $13.26m of assets vested by 30 June 2024 had not yet been recognised as of that date in accordance with the Council’s accounting policy. Corresponding corrections were also made to the vested assets revenue of the 30 June 2024 comparative figures.

The financial statements for 2024, which are presented as comparative information in the 30 June 2025 financial statements, have been restated to correct this error.

	Before adjustment		Adjustment	After adjustment	
	Council $'000	Group $'000	Both $'000	Council $'000	Group $'000
Statement of Comprehensive Revenue and Expense					
Total revenue	359,569	411,806	13,257	372,826	425,063
Operating surplus	82,150	87,485	13,257	95,407	100,742
Total Comprehensive Revenue and Expense	72,418	77,601	13,257	85,675	90,858
Statement of Changes in Equity					
Balance 1 July 2023	2,439,193	2,878,406	11,986	2,451,179	2,890,392
Total comprehensive revenue	72,418	77,601	13,257	85,675	90,858
Balance 30 June 2024	2,511,611	2,952,702	25,243	2,536,854	2,977,945
Accumulated funds	858,270	934,213	25,243	883,513	959,456
Total equity	2,511,611	2,952,702	25,243	2,536,854	2,977,945
Statement of Financial Position					
Total non current assets	3,157,740	3,672,340	25,243	3,182,983	3,697,583
Total Assets	3,222,826	3,743,913	25,243	3,248,069	3,769,156
Accumulated funds	858,270	934,213	25,243	883,513	959,456
Total equity	2,511,611	2,952,702	25,243	2,536,854	2,977,945

SIGNIFICANT JUDGEMENTS AND UNCERTAINTIES

QAC is currently involved in a dispute with Remarkables Park Limited (RPL) regarding the amount of compensation payable for the compulsory acquisition of land, with the matter currently before the Land Valuation Tribunal (LVT). The dispute arises from differences in the property valuations.

During the year ending 30 June 2021, QAC paid $18.34 million in compensation for land known as 'Lot 6', which had been acquired under the Public Works Act 1981 (PWA) in 2019. The previous owner (RPL) subsequently indicated that it would seek additional compensation under the PWA. In July 2023, QAC received a claim for further compensation. QAC lodged this claim with the court in November 2023, and the matter was referred to the LVT. In 2024, following receipt of an updated claim from RPL and considering recent case law and forthcoming evidence exchange between the parties, QAC determined that its valuation should be based on an alternative valuation methodology to that previously used by its valuers. QAC's revised value range is between $26.2 million and $27.7 million (inclusive of the $18.34 million already paid), whereas RPL's claim stands at $73.5 million.

The LVT hearing concluded in April 2025, but a decision on the compensation payable is yet to be released. The matter remains unresolved as at 30 June 2025.

As at 30 June 2025, QAC has recognised a provision in relation to this dispute, as management considers it probable that additional compensation will be required. This provision is based on difference between original amount paid and revised valuation of land, as determined by independent external valuations obtained by QAC and submitted to LVT. The asset valuation recorded at June reflects this revised valuation. The provision also includes an estimate of 'use of money' interest that would be payable should LVT adopt QAC valuation. The level of compensation that will be determined by LVT outcome remains highly uncertain.

EXPLANATION OF MAJOR VARIANCES AGAINST BUDGET

STATEMENT OF FINANCIAL PERFORMANCE

QLDC recorded a surplus of $53.6M for the financial year. This is down from the $95.4M surplus recorded last year, and the $54.4M surplus budgeted.

Revenue was over budget by 3.1% or $9.6M.

The following major items contributed to the revenue variance:

- Vested asset income was $22.7M above budget for the year; this non-cash income reflects the value of assets passed to Council as a result of continued high levels of development activity in the district.
- Development contributions were $22.6M below budget of $39.4M for the year as this income is difficult to estimate due to the size and timing of the completion of developments in the districts. Receipts were unfavourable for all activities including Wastewater ($13.9M unfav), Water Supply ($10.0M unfav), Roading ($6.8M unfav) and Stormwater ($4.2M unfav).
- Dividend income from Queenstown Airport Company was $5.2M above budget.

Expenditure was over by 3.7% or $9.7M.

The major remaining operational cost variances are as follows:

- Maintenance expenses is $7.6M above the budget. This includes $2.5M higher roading maintenance, $0.7M higher water supply maintenance, $4.5M higher wastewater maintenance.
- Depreciation and amortisation expense higher than budget by $3.4M, largely as a result of higher valuations for infrastructure assets for both 3 waters assets and roading assets.

STATEMENT OF FINANCIAL POSITION

Net assets are $210.3M below budget.

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

- Property, plant and equipment is $166M below budget. Overall capital expenditure was $129.7M which is below budget by $17.0M for the year ended 30 June 2025. To note, there was an increase in infrastructure assets of $180.3M (2024: $200.3M) to prior year which includes a $55m revaluation gain on roading assets.
- Borrowings are $49.3M above budget. Total debt as at 30 June 2025 is $710.7M compared to a forecast of $661.4M to fund the capital programme.

STATEMENT OF CHANGES IN EQUITY

Accumulated differences between actual and budgeted net surpluses as described above, as well as the impact of infrastructure asset revaluations in the current and prior year, and increased borrowings, has resulted in an equity variance of $210.3M below forecast.

STATEMENT OF CASH FLOWS

The budget variances explained above contribute to budget variations in the Statement of Cash Flows. Cash payments for the purchase of property, plant and equipment (i.e. capital expenditure) were $22.7M below estimate. Net borrowings were $17.0M more than expected. Cashflows from operating activities were $34.8M below budget for cash flows from operations mainly due to higher debtor turnover period (excluding non cash items such as vested assets).

Auditor’s report

Pūroko a te kaitātari

Deloitte.

INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF QUEENSTOWN LAKES DISTRICT COUNCIL AND GROUP'S SUMMARY OF THE ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2025

The summary of the annual report was derived from the annual report of the Queenstown Lakes District Council and Group (the Council) for the year ended 30 June 2025.

The summary of the annual report comprises the following information on pages 23 to 67:

- the summary statement of financial position as at 30 June 2025;
- 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 2025;
- 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 2025 in our auditor's report dated 9 October 2025.

That report includes two emphasis of matter paragraphs which draw attention to:

- Future of water delivery (Council and Group). Page 65 outlines that in response to the Government's Local Water Done Well reforms, the Council has decided to establish a wholly owned water organisation to deliver water services from 1 July 2027. At the time of adopting the Annual Report the Secretary for Local Government has not confirmed acceptance of the Council's water services delivery plan (WSDP) proposal, meaning there is some uncertainty if changes may be required.
- Uncertainties relating to the Lot 6 provision estimation (Group only). Page 66 and 67 outlines that there is a high level of uncertainty in estimating any additional compensation that may be required to settle the ongoing dispute in relation to the compulsory acquisition of Lot 6. QAC has recognised a provision which represents potential cash payments determined based on independent external valuations as at 30 June 2025. The Land Valuation Tribunal (LVT) hearing in relation to Lot 6 concluded in April 2025, with a decision on the compensation payable still to be released. Additional compensation may be in excess of the provision recognised.

Deloitte.

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



Heidi Rautjoki,
Partner
for Deloitte Limited
On behalf of the Auditor-General
Dunedin, New Zealand
9 October 2025

There is so much more we want to tell you

Read the full Annual Report 2024-2025 at www.qldc.govt.nz/annual-reports

Te Reo Māori translation: Please note, QLDC uses the local Kāi Tahu dialect which replaces ‘Ng’ with ‘K’, e.g. tākata (people) instead of tāngata

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QUEENSTOWN LAKES DISTRICT COUNCIL

