Annual Report Summary
Whakarāpopototaka o te Rīpoata ā-tau

2025 2026



QUEENSTOWN LAKES DISTRICT COUNCIL

Contents page / Rāraki take

Introduction 3

Our district 4
Our economy 4
Our people 5
What our people think about living here 5

A message from the Interim Chief Executive 6

The year in review 11

Our key achievements 12
A snapshot of our non-financial performance 13
Where the money comes from 14
How the money is spent 14

Contact us 15

Statement of Service Performance 16

Community services and facilities 17
Environmental management 21
Water supply 23
Wastewater 28
Stormwater 31
Transport, including roading, parking and footpaths 34
Waste minimisation and management 37
Economy 40
Regulatory functions and services 42
Local democracy 44
Finance and support services 47

Financial Statements 51

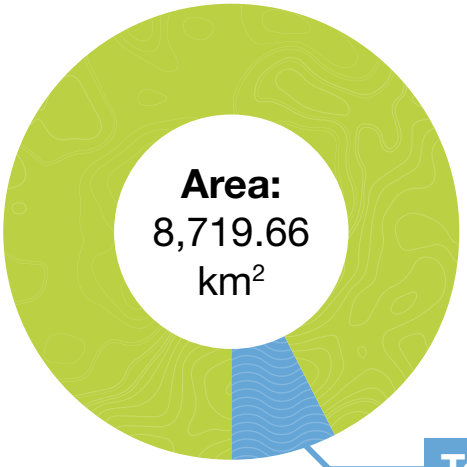
Reporting against our financial strategy 52
Summary Statement of Financial Performance 55
Summary Statement of Other Comprehensive Revenue and Expense 56
Summary Statement of Financial Position 57
Summary Statement of Changes in Equity 58
Summary Statement of Cash Flows 59
Notes to the financial statements 60
Explanation of Major Variances against Budget 63

Auditor's report 64

Introduction
Whakatakika

Our district[1]







97% outstanding natural landscape

Approximately **80%** DOC land

Total water area: 638km²

Our economy

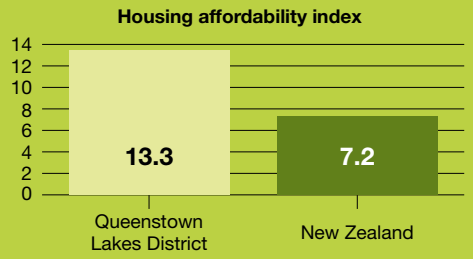
GDP (Mar 2025) **4,652M**	**Tourism GDP** (Mar 2025) **1,508.6M**	32.4% of total GDP
Jobs (Mar 2025) **32,570**	**Tourism jobs** (Mar 2025) **12,564**	36.3% of total jobs

4.8M **Commercial accommodation guest nights**[2]

11.8% 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.[3]

In proportion to incomes, housing in the district is the second least affordable in Aotearoa New Zealand.[4]



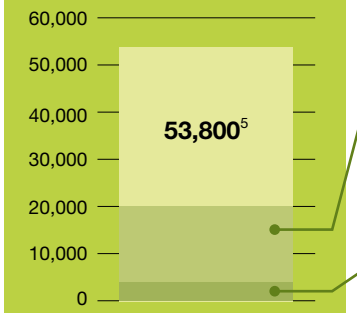
[1] Unless otherwise indicated statistics are sourced from Infometrics: https://regions.infometrics.co.nz/queenstown-lakes-district

[2] https://teic.mbie.govt.nz/ste/theEconomy/economicResilience/#indicatorSection3

[3, 4] Economic Diversification Plan: https://www.qldc.govt.nz/media/hmvpntis/queenstown-lakes-economic-diversification-plan_final.pdf

Our people

Population
(June 2025)



Median age: **35.5 years**[6]

32.7% of our population is **aged 25–39**[7]

7% of our population identify as **Māori**[8]

Our population is projected to grow on average by **3% per annum**[9] **until 2037,** equating to a population increase of **greater than 34%** or an additional **20,000+ residents.**

Average day population, including residents and visitors, is projected **to increase from 88,000 to more than 118,000 people.** On peak days, the district's population more than doubles compared with the resident population.

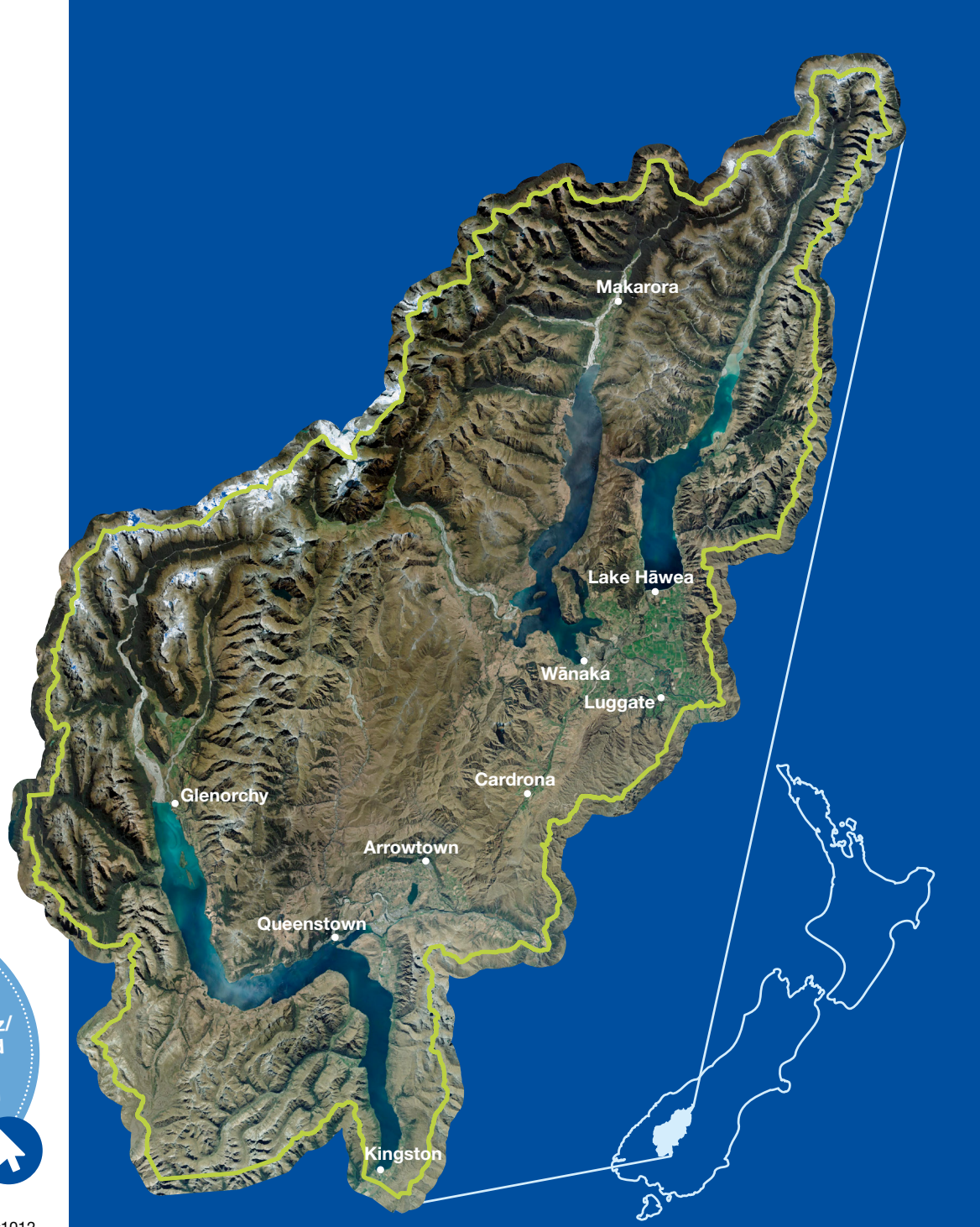
What our people think about living here

74% of our population rate their quality of life as good or extremely good.[10]

Improved housing, employment opportunities and overall quality of life in our district are key contributors to locals' wellbeing.

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

[5, 6] https://tools.summaries.stats.govt.nz/places/TA/queenstown-lakes-district#1014
[7] Stats NZ Census data: https://tools.summaries.stats.govt.nz/places/TA/queenstown-lakes-district#1012
[8, 10] https://www.qldc.govt.nz/media/uk2nuwka/qldc-qol-report-2025.pdf
[9] https://www.qldc.govt.nz/media/z3cebqat/qldc-demand-projections-summary-may-2026.pdf



A message from the Interim Chief Executive

He whakarāpopoto mai i te Tumu Whakarae

This Annual Report reflects on the second year of delivering the Long Term Plan 2024-2034 (LTP)[11]. While much of our focus during 2025-2026 was on delivering the commitments set out in that plan, it was against a backdrop of ongoing change and uncertainty across the local government sector.

The LTP itself was developed and adopted in an unusual environment. In 2024, its adoption was deferred from the statutory June deadline until September to respond to changing government direction for water services. This required councils across New Zealand to rapidly reintroduce three waters assets and investment into their long-term planning and budgets.

The 2025-2026 year continued this theme of change. As we navigated a complex reform programme, growing infrastructure demands and continued population growth, we remained focused on delivering essential services, progressing critical projects and planning for the district's future.

A major focus this year has been preparing for the establishment of a Water Services Council Controlled Organisation[12] in response to the government's Local Water Done Well reforms. While Council will continue delivering water services until 1 July 2027, significant work is already underway to prepare for the transition.

Three waters infrastructure remains one of Council's largest areas of investment. During the year we progressed several wastewater and drinking water upgrades across the district, helping improve service quality, network resilience and capacity for future growth.

Highlights included progress on the Upper Clutha Wastewater Conveyance Scheme, completion of UV treatment upgrades across the district to support safe and compliant drinking water suppliers and commissioning a significant upgrade at the Shotover Wastewater Treatment Plant consisting of a second Modified Ludzack-Ettinger (MLE) reactor and clarifier to process wastewater, improving the quality of treated wastewater discharged.

The Shotover Wastewater Treatment Plant remains a key priority for Council. In May 2026, Council officers lodged a resource consent application for the long-term treated wastewater discharge solution, while continuing a comprehensive programme of work to identify and assess alternative land-based and hybrid disposal options that may minimise the extent of the discharge of treated effluent to water. This work includes ongoing engagement with mana whenua and the wider community. The alternative options programme will continue over the coming year, with officers expected to report back to Council in March 2027 with the findings of the assessment and recommendations to inform an implementation decision. While some projects have experienced delays, most notably along Robins Road in Queenstown, we remain committed to delivering these important upgrades and acknowledge the patience shown by affected residents and businesses.

With significant population growth projected in the decades ahead, proactive planning remains one of Council's key priorities.

During the year, we continued advancing housing and business capacity assessments, urban intensification planning and strategic growth initiatives across the district. Key milestones included adoption of the Southern Corridor Structure Plan, commencement of structure planning for Frankton and Central and Southern Wānaka, and adoption of the Blue Green Network Plan, providing a framework for the coordinated growth and protection of waterways, open spaces and community places.

Alongside Council-led strategic planning, we continue to respond to a growing number of developments progressing through the Government's Fast-track Approvals process. While these projects have the potential to contribute significantly to housing and economic growth, they also reinforce the importance of coordinating infrastructure, transport networks, community facilities and environmental outcomes across the district.

In May this year, central government announced *'Head Start for Simplifying Local Government'* - a streamlined, voluntary pathway for councils willing and able to reorganise before the 2028 local body elections. While the deadline for proposals was just 90 days, Council responded by partnering with Dunedin City Council to propose a twin-unitary model for Otago, ensuring our district has a strong voice in shaping its future. If successful, any changes would require substantial further analysis, community consultation and Government consideration.

Work has continued to advance the Otago Central Lakes Regional Deal proposal. This represents a significant opportunity for the region to establish a long-term partnership focused on making growth work better for local communities. It provides a framework for addressing some of the region's most pressing challenges, including infrastructure funding, housing supply, economic resilience, climate adaptation, and growth management. Negotiating and refining this proposal has required considerable effort from elected members, staff, and our regional partners, and remains ongoing.

For more information about our projects, visit **www.qldc.govt.nz/council-projects**

[11] https://www.qldc.govt.nz/your-council/council-documents/long-term-plan-ltp

[12] https://www.qldc.govt.nz/services/water-services-cco

The year also reinforced the importance of actively engaging with and listening to our communities. Through consultation on our Annual Plan and other key projects, residents, businesses, mana whenua, community organisations, and stakeholders provided valuable feedback that helped shape our decision-making. That feedback played a direct role in refining priorities, balancing investment with affordability considerations, and ensuring our plans reflected community expectations.

Encouragingly, results from the latest Community Insights Survey show positive movement in how residents perceive Council's performance, communication, and leadership. While we recognise there is still work to do to build trust and confidence, these results suggest we are moving in the right direction and that our commitment to transparent engagement is making a difference.

As always, our people have been central to everything we have achieved. This year has demanded adaptability, resilience, and professionalism from staff across the organisation.

Whether responding to severe weather events, delivering complex infrastructure projects, supporting community engagement, managing regulatory change, or maintaining day-to-day services, our teams have continued to demonstrate an unwavering commitment to serving the district.

It's been a time of transition for the organisation. Following the departure of former Chief Executive Mike Theelen after a decade of service, I had the privilege of stepping into the role of Interim Chief Executive. Reflecting on my time in this role, I have been continually impressed by the resilience, professionalism and commitment of our people. I am particularly proud of the way the organisation has embraced change while remaining focused on what matters most: delivering for our communities. We've continued to navigate a period of considerable uncertainty, while investing in the future, strengthening key partnerships, and maintaining momentum on the priorities that will shape the district for years to come.

While the challenges facing Queenstown Lakes are significant, so too are the opportunities. Growth, investment, innovation and community leadership continue to position our district for success. By working together, we can ensure Queenstown Lakes remains a thriving, resilient and desirable place to live, work and visit for generations to come.

Kā mihi nui.



Michelle Morss
Interim Chief Executive





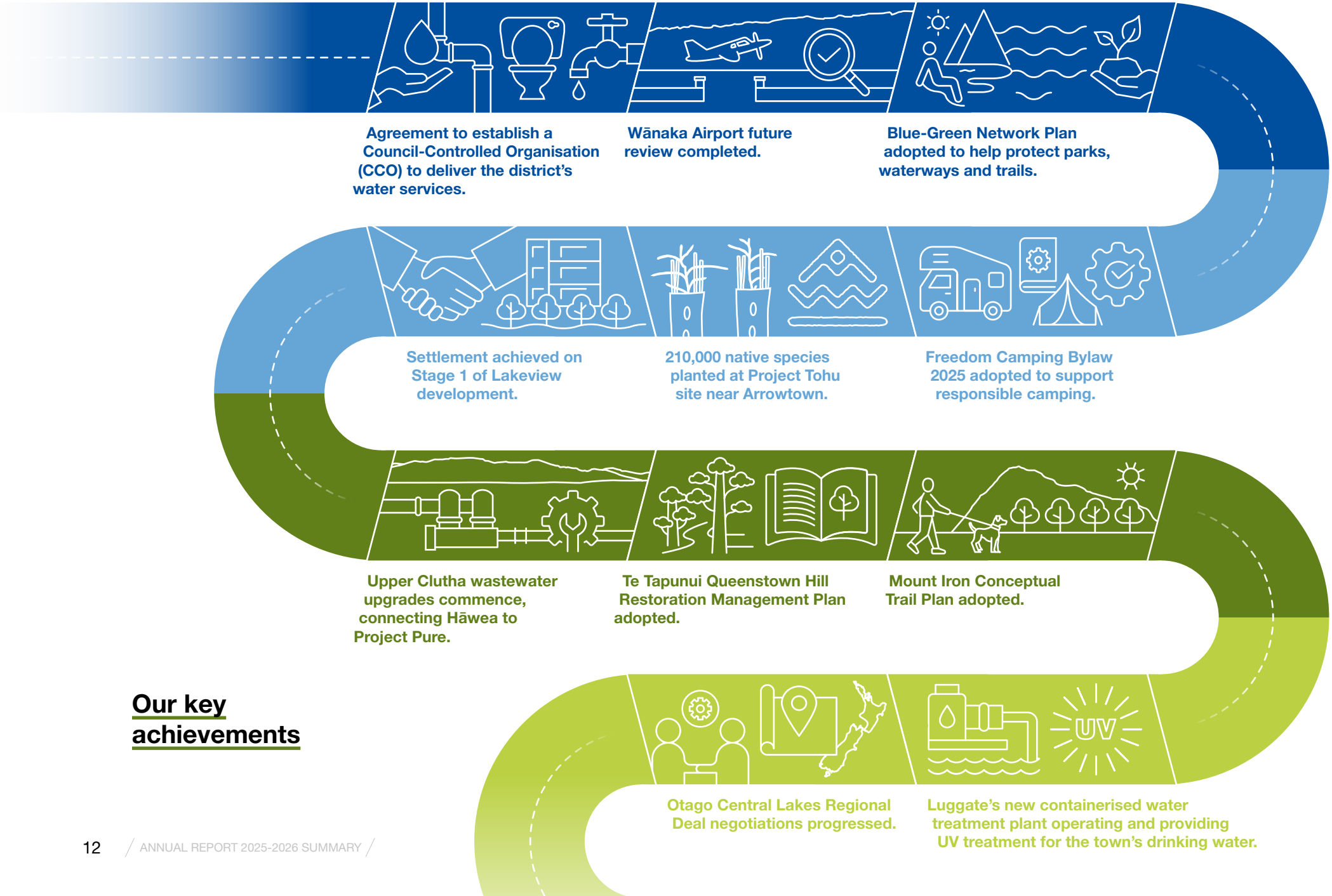




The year in review

He tirohaka ki te tau kua pahure ake

Our key achievements



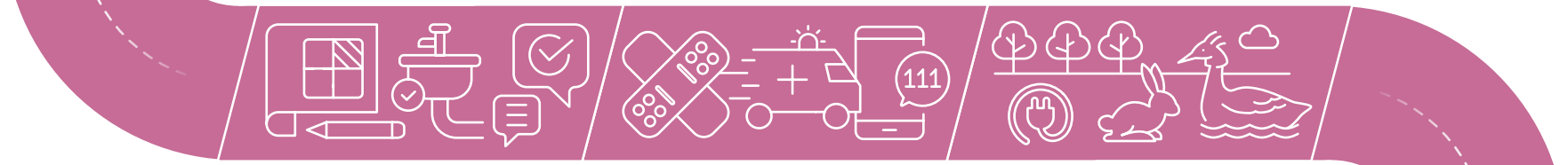
A snapshot of our non-financial performance

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



100% of official complaints were resolved within 10 working days.

768,150 combined physical and electronic library checkouts; an increase of 152,965 from the previous year.



1,364 resource consent decisions were issued, a 32% increase from the previous year.

3.13 total recordable injuries per 1 million hours worked, significantly beating the target of 9.

100% of Climate and Biodiversity actions have progressed as planned.



The median response for resolving urgent drinking water issues was 274 minutes, 80% better than the target.

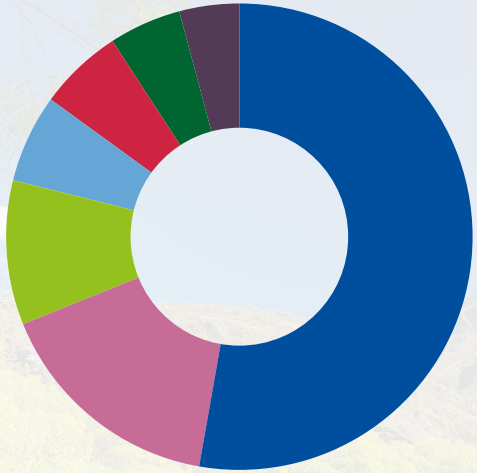
Water consumption was 429L per person per day, 80L less than last year. This is the first time the annual target was achieved in recent years.

93.54% of building consents were issued within timeframes. A total of 1,748 applications were received, 7% more than the previous year.



93.99% of roading Requests for Service were resolved within the specified timeframe, a significant improvement compared with previous years.

Where the money comes from



53% Rates

16% User Fees

10% Development Contributions

6% Borrowing

6% Other

5% Dividend and Interest

4% Grants

How the money is spent

19% Community Services and Facilities

18% Transport

13% Wastewater

10% Waste Management

9% Water Supply

9% Economy[13]

7% Regulatory Functions/Services

6% Environment

5% Stormwater

4% Local Democracy

27% Three Waters overall



[13] Expenditure in the economy group is inclusive of QLDC's collection of levies on commercial ratepayers on behalf of Tourism promotion organisations – Destination Queenstown $5.3M, Lake Wānaka Tourism $1.4M and Arrowtown Promotion and Business Association $236k.

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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	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Percentage of Requests for Service (RFS) about freedom camping resolved within 20 working days.	New measure	99%	>95%	98.42%	Achieved - High volumes of freedom camping enquiries, compliance reports, and concerns about safety and environmental impacts were received over the 2025-2026 summer season. The Freedom Camping Bylaw 2025 came into effect on 1 December 2025, with Enforcement Officers issuing 2,604 Freedom Camping Act and 166 Reserves Act infringements between December 2025 and June 2026. The Summer Ambassador programme concluded on 30 April 2026. Following Annual Plan deliberations, funding of $350,000 was not allocated to continue the programme in 2026-2027. Education, engagement and site custodial functions will transition to enforcement, contractors and frontline staff.
Total library borrowing (including books, e-books, e-audio and magazines).	582,787	615,185	652,096 (6% increase annually)	768,150	Achieved - In 2025-2026, combined physical and electronic (e-item) checkouts reached 768,150, exceeding the target of 652,096 by 17.8%. Physical checkouts totaled 502,838, an increase of 6.8% on the previous year with seven of the district's eight library branches recording growth. E-item checkouts also rose significantly to 265,312.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Total number of sport and recreation participation visits per 1,000 residents.	30,172	27,827	>32,000 visits	28,258	Not achieved - The target for Sport and Recreation visits per 1,000 residents was 12% below target due to higher-than-forecast population growth. Despite this, total visitation increased by 5% compared with the previous year, before the population adjustment was applied.
Achieve the National Poolsafe Accreditation for each of Council's aquatic facilities annually (Alpine Aqualand, Wānaka Recreation Centre, Arrowtown Memorial Pool).	New measure	Achieved	Maintain Poolsafe accreditation – yearly audit	Achieved	Achieved - Poolsafe accreditation was achieved across all three swimming facilities: Alpine Aqualand, Arrowtown Memorial Pool, and Wānaka Recreation Centre.
Percentage of capital works completed annually (including renewals) against the annual budget adopted by Council for community facilities and property.	61%	90%	80%-110%	82%	Achieved - Carry forwards required of $1.6M for 516 Ladies Mile Community Centre along with $1.0M for New Sports Fields (on hold pending land use discussions and NZTA traffic light upgrade at Howards Drive/SH6 intersection) and $0.6M for QEC Energy upgrade scheduled for construction in 2026/27.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Percentage of total community grants budget allocated.	New measure	100%	100%	99%	Not achieved - In 2025-2026 all major community funding programmes were delivered through 'Smarty Grants', with 99% of the annual grants budget allocated. A small amount of grant funding was unspent where recipients were unable to utilise the grant as planned. Improvements were made to grant workflows, post-funding reporting, and decision-making processes. Funding workshops continued to be delivered across the district in partnership with key organisations, building local capability and improving community groups' readiness to apply for and manage grant funding.
Percentage of requests for service (RFS) resolved within specific timeframe for parks, reserves, trails, gardens and playgrounds.	94.5%	96.75%	95%	92%	Not achieved - Parks received 2,599 requests in 2025-2026, with 92% responded to within the required timeframe. While increasing request volumes placed pressure on performance, additional resourcing helped improve response times and the target was exceeded in the final three months of the year.
Percentage of users who are satisfied with the range of community facilities offered across the Queenstown Lakes District.[14]	75%	76%	>65%	73%	Achieved - 73% of residents were satisfied with the range of community facilities available to them across the district, exceeding the 65% target. Satisfaction was high across all facility types, with residents particularly valuing parks, trails and libraries.

[14] This question was split out into facilities in 2022 but asked as one generic question since 2023.

Environmental management

Whakahaeretaka ā-taiao

How we performed

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

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Percentage of QLDC actions delivered to target as per the Implementation Plan of the Spatial Plan.	New measure	92%	>90%	79%	Not achieved - The Spatial Plan identified 22 priority initiatives that will be delivered through the Grow Well Whaiora partnership, with 14 led by QLDC. Progress is tracked quarterly using a RAG status report (Red, Amber, Green). Of the 14 QLDC led initiatives, 11 are Green, two are Amber and one is Red. Work on Spatial Plan Generation 2 has paused, with focus now shifting to the development of a Regional Spatial Plan.
Compliance with the two-year timeframe of plan change notification to decision, in accordance with clause 10 of Section 1 of the RMA.[15]	Full compliance	Not achieved	Full compliance	Not achieved	Not achieved - However an Extension was granted by the Minister pursuant to clause 10A(4)(a) of Schedule 1 of the RMA on 18 June 2026.
Percentage of resource consents processed within statutory timeframes.	94.67%	95%	100%	93.1%	Not achieved - In 2025-2026, 93.1% of applications were processed within statutory timeframes across 1,364 decisions issued. While compliance decreased from the previous year, performance remained above 90%, reflecting a strong result given the 42% increase in applications received and the 32% increase in decisions issued.

[15] 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[16]	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Average consumption of water per person per day.	540L	509L	<490L	429.02L	Achieved - The annual target was exceeded by 60 litres per person per day. The improved performance reflects the significant focus and investment in leak detection and repair.
The extent to which the local authority's drinking water supply complies with the drinking water quality assurance rules, specifically for bacteriological compliance.	75%	93%	100%	98.48%	Not achieved - Cardrona: 100% (all met), Luggate: 96.08% (almost met), Arrowtown: 99.77% (almost met), Queenstown: 100% (all met), Arthur's Point: 100% (all met), Wānaka: 93.39% (partially met), Hāwea: 100% (all met), Corbridge: 100% (all met), Lake Hayes: 99.3% (almost met). Non-compliance at Luggate was due to an infrastructure deficiency at the Water Treatment Plant, resolved following the commissioning of the upgraded plant in February 2026. The other locations had instances of non-compliance attributable to communications network outages, which resulted in lost data.
The extent to which the local authority's drinking water supply complies with the drinking water quality assurance rules, specifically for protozoal compliance.	53%	90%	100%	92.04%	Not achieved - Cardrona: 99.75% (almost met), Luggate: 31.34% (partially met), Arrowtown: 92.66% (partially met), Queenstown: 100% (all met), Arthur's Point: 100% (all met), Wānaka: 94.46% (partially met), Glenorchy: 92.47% (partially met), Wānaka Airport: 100% (all met), Hāwea: 99.98% (almost met), Corbridge: 100% (all met), Lake Hayes: 99.82% (almost met). Non-compliance at Luggate was due to the absence of a protozoa barrier, addressed through the commissioning of a new treatment plant in February 2026. Other non-compliances resulted from communications network outages affecting data capture and reporting.

[16] 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	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	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	97%	100%	100%	Achieved - Targets were all met.
Percentage of water lost from each municipal water reticulation network.	25%	27%	<30%	28%	Achieved - Despite a slight increase, water loss across the district's reticulation network remained within the target performance level of less than 30%.
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	42min	<60min	38min	Achieved - The median response time for urgent water supply faults and unplanned interruptions was 38 minutes, improving on the previous year's result of 42 minutes and exceeding the target of less than 60 minutes. This result reflects the continued responsiveness of Council's operational teams and contractors in addressing urgent water supply issues and minimising disruption to customers. Maintaining rapid response times remains a key focus to ensure the reliability and resilience of the district's water supply network.
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	1059min	<1,440min (1day)	1,208min	Achieved - The median response time for non-urgent water supply faults and unplanned interruptions was 1,208 minutes, meeting the target of less than 1,440 minutes per day. While this was slightly higher than the previous year's result of 1,059 minutes, performance remained within the required service level.
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	342min	<1,440min (1day)	274min	Achieved - The median time to resolve urgent water supply faults and unplanned interruptions was 274 minutes, a significant improvement on the previous year's result of 342 minutes and well within the target of less than 1,440 minutes per day.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	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 - non urgent.	4,490min	4220min	<10,080min (7days)	4,666min	Achieved - The median time to resolve non-urgent water supply faults and unplanned interruptions was 4,666 minutes, achieving the target of less than 10,080 minutes. Performance remained broadly consistent with the previous year's result, reflecting Council's continued ability to manage and resolve non-urgent faults within the required service level.
Number of complaints per 1,000 connections to a public water reticulation network about the clarity of drinking water.	0.7	0.8	<4	0.46	Achieved - The number of complaints relating to the clarity of drinking water was 0.46 complaints per 1,000 connections, an improvement on the previous year's result of 0.8 complaints per 1,000 connections and well below the target of fewer than 4 complaints per 1,000 connections. This result reflects the continued performance of the district's water treatment and distribution networks, with relatively few customers experiencing water clarity issues during the year.
Number of complaints per 1,000 connections to a public water reticulation network about the taste of drinking water.	0.07	0	<4	0.06	Achieved - The number of complaints relating to the taste of drinking water was 0.06 complaints per 1,000 connections, remaining well below the target of fewer than 4 complaints per 1,000 connections. This result is consistent with previous years and indicates that customers continue to experience a high level of satisfaction with the quality of drinking water supplied across the district.
Number of complaints per 1,000 connections to a public water reticulation network about the odour of drinking water.	0.07	0.09	<4	0.00	Achieved - There were no complaints relating to the odour of drinking water during 2025-2026. This achieves the target of fewer than 4 complaints per 1,000 connections and demonstrates the ongoing effectiveness of Council's water treatment processes and network operations in delivering a high-quality drinking water supply to customers across the district.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Number of complaints per 1,000 connections to a public water reticulation network about the pressure or flow of drinking water.	4.36	4.52	<4	2.68	Achieved - The number of complaints relating to drinking water pressure or flow was 2.68 complaints per 1,000 connections, a significant improvement on the previous year's result of 4.52 complaints per 1,000 connections and well below the target of fewer than 4 complaints per 1,000 connections. The improvement reflects the positive effects of leak detection activities, network renewals and ongoing operational improvements across the district's water supply schemes.
Number of complaints per 1,000 connections to a public water reticulation network about continuity of supply of drinking water.	2.8	3.01	<4	3.14	Achieved - The number of complaints relating to continuity of drinking water supply was 3.14 complaints per 1,000 connections, achieving the target of fewer than 4 complaints per 1,000 connections. While slightly higher than the previous year's result of 3.01 complaints per 1,000 connections, performance remained within the target range.
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	0	<1	0	Achieved - There were no complaints relating to Council's response to water supply issues during the 2025-2026. This meets the target of fewer than one complaint per 1,000 connections and reflects Council's continued focus on responsive customer service, effective communication and timely resolution of water supply issues across the district.
Percentage of external contractor and internal RFS resolved within specified timeframe - three waters.	71%	75.2%	>95%	82.78%	Not achieved - 82.78% of Three Waters Requests for Service (RFS) were resolved within the specified timeframes during 2025-2026, representing an improvement on the previous year's result of 75.2%. While the target of greater than 95% was not achieved, the result reflects continued improvement in responsiveness across water supply, wastewater and stormwater services. Council has continued to focus on contractor performance, resource availability and process improvements to improve service delivery and reduce overdue requests.

/ Wastewater /

/ Waipara /

How we performed

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

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	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	27min	<60min	41min	Achieved - The median response time to attend sewerage overflows resulting from blockages or other faults was 41 minutes, achieving the target of less than 60 minutes. While higher than the previous year's result of 27 minutes, Council continued to respond to wastewater incidents within the required service level, helping to minimise potential impacts on public health, the environment and the community. Timely attendance to wastewater overflows remains a key operational priority across the district.
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	174min	<240min	157min	Achieved - The median time to resolve sewerage overflows resulting from blockages or other faults was 157 minutes, improving on the previous year's result of 174 minutes and achieving the target of less than 240 minutes. This result reflects the continued effectiveness of Council's operational response and maintenance programmes in resolving wastewater faults promptly, helping to minimise potential impacts on public health, the environment and customers.
Annual number of dry weather overflows from a municipal sewerage system per 1000 sewerage connections.	1.87	1.72	<3	1.24	Achieved - The annual number of dry weather overflows was 1.24 overflows per 1,000 sewerage connections, improving on the previous year's result of 1.72 and achieving the target of fewer than three overflows per 1,000 connections. This result reflects the ongoing benefits of network maintenance, renewals and targeted investment in wastewater infrastructure.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	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%	75%	100%	56%	Not achieved - Compliance with wastewater discharge consents was 56%, compared to 75% in the previous year, and below the target of 100%. QLDC currently holds nine active discharge to air and land consents. Two of these consents have active abatement notices associated with them (three abatement notices in total), and one consent remains subject to an enforcement order. Council continues to invest in wastewater infrastructure upgrades and operational improvements to enhance environmental performance and support improved compliance outcomes in the short term. For more information on this KPI, please see qldc_quarterly-report_june-2026_with-finance-report.pdf
Number of complaints per 1,000 properties connected to a municipal sewerage system about odour.	0.9	0.91	<5	0.83	Achieved - The number of complaints relating to wastewater odour was 0.83 complaints per 1,000 properties connected to the sewerage system, improving slightly on the previous year's result of 0.91 complaints per 1,000 properties and remaining well below the target of fewer than five complaints.
Number of complaints per 1,000 properties connected to a municipal sewerage system about faults.	3.08	2.53	<5	2.47	Achieved - The number of complaints relating to wastewater faults was 2.47 complaints per 1,000 properties connected to the sewerage system, improving slightly on the previous year's result of 2.53 complaints per 1,000 properties and remaining well below the target of fewer than five complaints.
Number of complaints per 1,000 properties connected to a municipal sewerage system about blockages.	1.51	1.59	<5	0.72	Achieved - The number of complaints relating to wastewater blockages was 0.72 complaints per 1,000 properties connected to the sewerage system, a significant improvement on the previous year's result of 1.59 complaints per 1,000 properties and well below the target of fewer than five complaints.
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	0	<2	0	Achieved - There were no complaints relating to Council's response to wastewater issues during 2025-2026. This meets the target of fewer than two complaints per 1,000 properties and reflects Council's continued focus on responsive customer service, effective communication and the timely management of wastewater service requests and incidents.

/ Stormwater /

/ Wai ua /

How we performed

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

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Number of flooding events that occur in a territorial authority district.	0	0	<7	0	Achieved - Council received no requests through its Customer Services team relating to flooding of habitable floors during June or at any times throughout the 2025-2026 year.
For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the territorial authorities stormwater system).	0	0	<2 per 1,000 properties	0	Achieved - Council received no requests through its Customer Services team relating to flooding of habitable floors during June or at any times throughout the 2025-2026 year.
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%	100%	Achieved - No enforcement action was taken in relation to stormwater discharge consents in the period (noting QLDC only has one active discharge consent). QLDC currently has two active abatement notices associated with stormwater discharges occurring under the permitted activity rules in the Regional Plan. Improvement initiatives are underway to address these non-conformance. Improvement initiatives are underway to address these non-conformances. The notices do not affect this measure, as they are not related to resource consents.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	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	N/A	<3hours	N/A	Achieved - Council received no requests through its Customer Services team relating to flooding of habitable floors during June or at any times throughout the 2025-2026 year.
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	6.79	<5 per 1,000 properties	7.67	Not achieved - A total of 251 stormwater-related complaints were received during the 2025/2026 year. This represents 7.67 complaints per 1,000 properties connected to the stormwater network and does not achieve the target set. Performance has deteriorated compared with the previous year, when 220 complaints were received (6.79 per 1,000 properties). The operational team continues to monitor complaint trends and prioritise maintenance and renewal activities to address recurring issues, with the goal of improving network performance over time.

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	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	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%	89%	80%-110%	68%	Not Achieved - 12% below the target of 80%. Carry forwards required due to timing of programme delivery including $2.9M for Upper Clutha Conveyance Scheme (WW), $2.5M for Kingston New Scheme (WW), $2.3M for Robins Road Conveyance Upgrade (WW), $1.9M for Frankton Road Watermain Upgrade (WS), $1.7M for Filtration - Queenstown/Wānaka (WS) and $1.1M for Lakeview Development Servicing (SW). Offset with $2.9M brought forward for CBD to Frankton Conveyance (WW) due to timing of construction.
Percentage of external contractor and internal Request For Service resolved within specified timeframe - Roading.	79.6%	90.5%	>95%	93.99%	Not achieved - 93.99% of roading Requests for Service were resolved within the specified timeframe during 2025-2026, improving on the previous year's result of 90.5%. This reflects continued focus on contractor performance, operational responsiveness and timely resolution of customer requests. Maintaining high levels of service remains a priority as Council continues to invest in network maintenance, renewals and resilience improvements across the district's roading network.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number.	4	7	To report a decrease on the previous year	12	Not achieved - Unfortunately, Deaths and Serious Injuries (DSI) on the local road network continue to trend upward compared with historical data prior to the 2024-2025 period. During 2025-2026 there was an increase of five DSIs compared with the previous year.
Average quality of ride on a sealed local road network, as measured by the Smooth Travel Exposure Index.	93%	91%	>90%	94%	Achieved - The Smooth Travel Exposure (STE) score for the QLDC network increased by 3% this period compared with the previous year. This improvement reflects sustained investment in resurfacing works and the implementation of targeted heavy maintenance programmes for critical sections of the network.
Percentage of sealed network that is resurfaced annually.	3.2%	4.26%	<10%	6.1%	Achieved - 6.1% of the sealed roading network was resurfaced during 2025-2026, an increase on the previous year's result of 4.26%. This reflects successful delivery of Council's annual reseals programme and greater use of lower cost chipseal treatments, enabling wider network coverage. Continued investment in resurfacing helps maintain road condition, improve safety and extend the life of sealed road assets across the district.
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%	99.24%	>95%	97.7%	Achieved - While this is a 1.54% decrease from last year's result, the overall condition of the footpath network remains good and continues to meet the required 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	42%	Year-on-year increase	43%	Achieved - This year's results show a marginal increase in comparison to last year with 43% of respondents indicating they use their vehicle less, while 48% said they do not. 9% indicated this does not apply to them.

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	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Percentage of Material Recovery Facility (MRF) recycling contaminated.	14%	16.5%	<20%	17.24%	Achieved - The contamination rate for material processed through the Material Recovery Facility was 17.24%, remaining below the target of less than 20%. While slightly higher than the previous year's result of 16.5%, performance continued to meet the target. Ongoing education initiatives, customer engagement and improvements to recycling practices continue to support positive outcomes and help reduce contamination within the district's recycling stream.
Total waste diverted from landfill.	9,537t	10,150t	>7,870t	8,942t	Achieved - A total of 8,942 tonnes of waste was diverted from landfill during 2025-2026, exceeding the target of more than 7,870 tonnes. While lower than the previous year's result of 10,150 tonnes, a significant volume of material continued to be recovered through recycling, green waste, scrap metal, e-waste and other diversion pathways.
Total waste sent to landfill.	48,110t	50,403t	<51,430t	53,454t	Not achieved - A total of 53,454 tonnes of waste was sent to landfill during 2025-2026, exceeding the target. This was an increase on the previous year and reflects the ongoing challenges associated with rapid population growth, high visitor numbers and waste generation trends. Council remains focused on reducing landfill volumes through waste minimisation initiatives, increased resource recovery opportunities, community education programmes and delivery of the Zero Waste District Programme.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Percentage of external contractor and internal RFS resolved within specified timeframe - Solid Waste.	98.5%	98.3%	>95%	95.19%	Achieved - 95.19% of solid waste Requests for Service were resolved within the specified timeframe during 2025-2026, achieving the target. While slightly lower than the previous year's result of 98.3%, performance remained strong despite continued growth in service demand across the district.
Percentage of total household material placed at kerbside diverted from landfill.	New measure	24.75%	>29%	23.54%	Not achieved - An average kerbside diversion rate of 23.54% was achieved during 2025-2026. This level of diversion is slightly below the previous year's result and remains below the target set. Achieving a significant increase in kerbside diversion is likely to remain challenging under the current service model, with a substantial step change required to unlock additional diversion, such as the introduction of a kerbside organics collection service.

/ Economy /

/ Taiōhaka /

How we performed

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

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Percentage of residents who have participated in, performed at, or attended any events held in our district in the past 12 months.	45%	59%	>70%	66%	Not achieved - 66% of respondents reported participating in, performing at, or attending an event in the district over the past 12 months. While below the 70% target, the result represents the highest reported involvement since monitoring began in 2018. This is also an increase from 59% in the previous year.
Percentage of QLDC actions delivered to target as per the Implementation Plan of the Economic Diversification Plan.	New measure	64%	90%	89%	Not achieved - Most planned actions have been completed. 8 out of 9 projects allocated to QLDC were delivered, with the only one remaining is establishment of a reference group.
Percentage of QLDC actions delivered to target as per the Implementation Plan of the Destination Management Plan.	New measure	100%	90%	86%	Not achieved - Most planned actions have been completed. This reflects projects delivered by a range of Council departments including Economic Futures, Welcoming Communities, Waste Minimisation, and Climate and Biodiversity.

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	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Resource consents listed as 'priority' in the Monitoring Strategy are proactively monitored.	100%	100%	100%	100%	Achieved - Monitoring activity was undertaken in accordance with the prioritisation strategy, resulting in 519 resource consents being monitored during the year.
Every food business that is due an audit is audited within the statutory timeframes (according to the Food Act 2014).	59%	30%	100%	26%	Not achieved - The team continues to recruit additional Environmental Health Officers to address workload pressures and reduce the auditing backlog. Two vacancies remain, with a shortage of suitably qualified officers affecting recruitment. KPI performance has also been affected by the time required for priority enforcement activities under the Food Act 2014, reducing capacity for scheduled verification work. Despite these pressures, the team has reduced overdue audits from 178 at the end of June 2025 to 65 at the end of June 2026. The Food Act requires food businesses to be audited based on set criteria, including timeframes for new operators and audit frequency determined by a business's risk category and previous audit results. To manage the risk of not auditing all businesses within required timeframes, the team uses a risk-based approach that prioritises new operators and high-risk businesses. New operators lack a compliance history, while businesses with previous unacceptable verification outcomes are prioritised ahead of those with a strong record of compliance.
Percentage of building consents processed within statutory timeframes.	91.92%	96.45%	100%	93.54%	Not achieved - An increase in building consent applications, from 1,365 in 2024-2025 to 1,748 in 2025-2026 placed additional pressure on staff and contractor resources. As a result, the target of processing 100% of building consents within the 20-day statutory timeframe was not met. Additional contractor resources will be onboarded during 2026-2027 to improve capacity and return to higher levels of compliance with statutory timeframes.

Local democracy

Manapori ā-rohe

How we performed

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

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Percentage of residents who are satisfied with the information they receive from Council.	39%	33%	65%	40%	Not achieved - 40% of residents were satisfied with the information they received from the Council. This was a 7% improvement on the previous year's score. Along with an increase in those satisfied with this metric, there was also an 11% decrease in dissatisfaction over the past 12 months, falling from 39% to 28%.
Percentage of residents who are satisfied with the opportunities to have their say.	32%	26%	65%	31%	Not achieved - 31% of residents were satisfied with the level of opportunity to be involved in consultation or decision making. This was an increase from 26% last year and reflects an increasing focus on ensuring engagement is targeted, tailored and timely. Dissatisfaction levels declined significantly from last year, decreasing from 48% to 31% also.
Percentage of residents who interact with customer services were satisfied with their overall experience.	New measure	85%	80%	66%	Not achieved - This figure is now based on the new customer satisfaction survey, which measures the full customer journey from initial contact through to resolution by the relevant team or contractor.
Percentage of Local Government Official Information and Meetings Act 1987 (LGOIMA) requests responded to within 20 days.	96.83%	96.5%	100%	98.8%	Not achieved - Continued improvements in conducting searches, upskilling staff in LGOIMA practices and implementing recommendations from the Ombudsman's report have all helped improve results from year one, despite ongoing increases in volume and complexity.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Mana Whenua feel engaged with QLDC as per the agreed work programme (Aukaha and Te Ao Marama representatives).	Not applicable	Achieved	Achieved	Achieved	Achieved - The addition of Mana to Mana level hui between elected members, ELT and rūnaka leaders has seen a maturing in iwi relations. This has been beneficial to the growth of the engagement and allowed for more direct communication with iwi. Operational engagement has been solely with Te Ao Marama representatives this year.
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%	90%	Not achieved - While below the 100% target, the 90% result demonstrates a high level of participation from across the workforce. A strengthened training programme, improved induction pathways and enhanced training reporting are being implemented to increase participation and maintain sufficient trained personnel across all response functions.
Percentage of residents who consider themselves resilient and prepared in the event of an emergency.	51%	48%	60%	53%	Not achieved - 53% of residents consider themselves prepared for an emergency, compared to 25% who do not and 22% who were unsure. While marginally below target, this was the highest result since monitoring of this metric commenced in 2018.

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	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Percentage of complaints that are resolved within 10 working days.	99.5%	97.3%	>95%	100%	Achieved - Target achieved with 100% of complaints resolved within 10 working days. Proportionally, the Property & Infrastructure directorate managed approximately half of the formal complaints received during the year, more than twice the number received by any other directorate, while continuing to respond within required timeframes.
Percentage of customer calls that meet the service level (answered within 20 seconds).	68.7%	88.6%	85%	86.25%	Achieved - Phone calls remain QLDC's most used customer contact channel. The team continues to prioritise answering community calls, performing well above the international standard of 80% and exceeding the KPI target.
Percentage of Councillor enquiries responded to within 5 working days.	84.6%	88.2%	100%	97.33%	Not achieved - Target almost achieved with 97% responded to within 5 working days. Councillors kept informed when target was not met due to volume of information to collate or cross-directorate input on response.
Customer satisfaction with: a) speed of response and final resolution	84%	93%	80%	74%	Not achieved - Results indicate some positive team performances but overall room for improvement by lessening customer effort and providing thorough and timely responses. QLDC's recently initiated staff customer experience training program and focus on customer communications should improve our results in the next coming year.
b) clarity of process and timeframes	87%	89%	80%	74%	
c) staff knowledge and professionalism	96%	96%	80%	79%	
d) fairness and consistency	95%	96%	80%	80%	Achieved - Strong performance by roading, freedom camping, regulatory, and parks teams.

KPIs	Baseline Performance at 30 June 2024	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
Reduction in the Total Recordable Injury Frequency Rate.	9.19	6.67	<9[17]	3.13	Achieved - Health and Safety performance remains a key organisational priority. Employees continue to demonstrate strong engagement with safe work practices, hazard identification, and incident reporting, contributing to a positive safety culture. Ongoing focus is being placed on continuous improvement, learning from incidents, and ensuring the wellbeing of our people remains at the heart of everything we do.
Weighted average interest rate.	5.03%	4.05%	<6%	3.73%	Achieved - This target was met and decreased compared with the previous year due to a lower Official Cash Rate throughout the financial year.
Debt servicing to rates revenue.	24.82%	20.4%	<30%	14.5%	Achieved - This target was met, with a reduction in debt servicing as a percentage of rates revenue compared to the previous year due to the lower official Cash Rate throughout the financial year.
Percentage of debt owing 90 days and over (not including rates and net off bad debt provision).	12.07%	10.7%	<30%	4.7%	Achieved - This target was met, with a slight improvement on the previous year's result as we continue to focus on maintaining collection of aged debt.
Renewals CAPEX to depreciation ratio.	0.54	0.45	>1	0.44	Not achieved - This target was not met due to a significant increase in depreciation compared with the renewals budget due, driven by increased depreciation arising from asset revaluations.
Rates per rating unit.	$3,946	$4,180	$5,100 (ex gst)	$4,692	Achieved - This target was met as the rates increase was set within the limits of this KPI.
Net debt per rating unit.	$20,677	$19,485	$19,300 (ex gst)	$18,160	Achieved - This target was met due to deferral of capex projects.

[17] 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	Annual Result 2024-2025	Target for Year 2 of LTP 2024-2034	Annual Result 2025-2026	Commentary
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	18%	Year-on-year improvement	17%	Not achieved - The percentage of residents satisfied with the steps Council is taking to prepare for and adapt to the effects of climate change has slightly decreased in comparison to the previous year.
Percentage of residents who are satisfied with the steps Council is taking to reduce the district's greenhouse gas emissions.	14%	22%	Year-on-year improvement	24%	Achieved - 24% of residents were satisfied with the steps Council is taking to reduce greenhouse gas emissions. This was a marginal increase from the previous result of 22%. There was also a significant reduction in those dissatisfied, with a corresponding increase in those responding neither satisfied nor dissatisfied.
Percentage of residents who are satisfied with the steps council is taking to help protect and restore the district's biodiversity.	New measure	36%	Year-on-year improvement	39%	Achieved - The percentage of residents satisfied with the steps Council is taking to protect biodiversity increased to 39%, exceeding the target and improving on the previous year's result.
Achieve annual carbon reduction certification through independent third-party audit.	Updated measure	Achieved	Achieved	Achieved	Achieved - QLDC was recertified in January 2026 by Toitū Envirocare against the CarbonReduce programme. Certification is valid until January 2029.
Percentage of QLDC actions delivered to target as per the Implementation Plan of the Climate and Biodiversity Plan.	New measure	95%	90%	100%	Achieved - All actions within the Climate & Biodiversity Plan for 2025-2026 commenced and were being delivered in accordance with the Implementation Plan.

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.

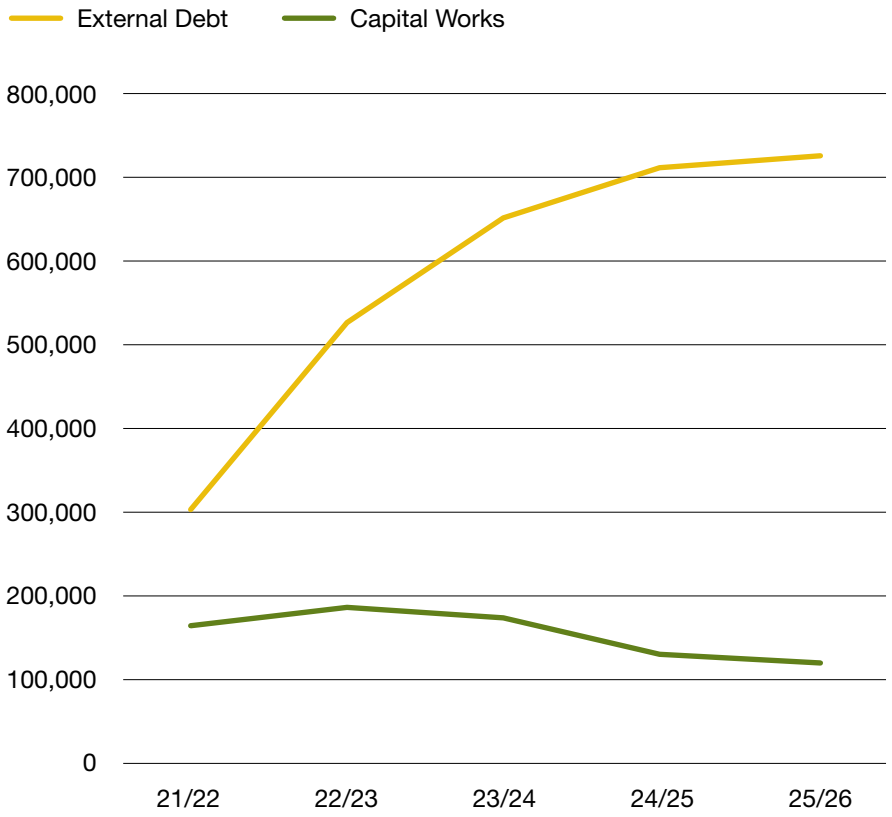
The following graphs show how the Council performed against the Financial Strategy in 2025-2026, and comparatives for the previous three years.

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 been held at consistent levels across the years. This has been due to some large projects including 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 2025/26 was $118.6M, which was 81% of the adjusted budget of $146.4M as at 30 June 2026. Gross debt has increased from $710.7M to $726.4M due to capex spend which is funded by debt.

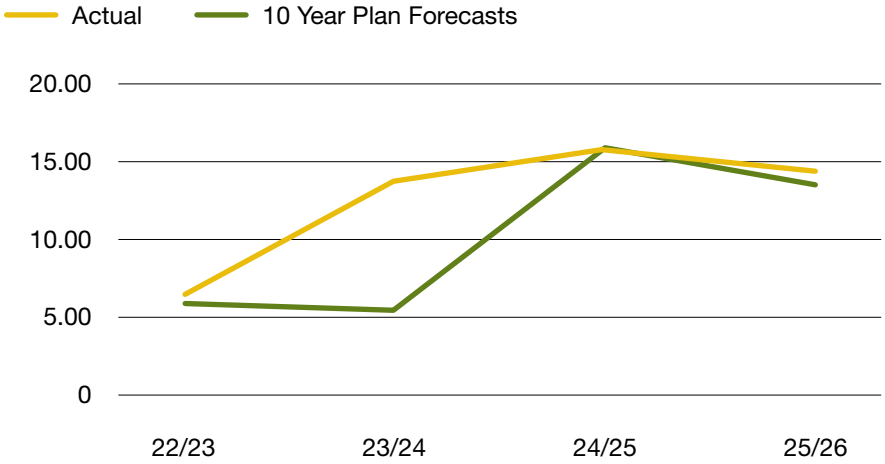
External Debt vs Capital Works (000's)



RATES

The graph below shows the actual rates increase over the past four years compared to the increases forecast in the 10 Year Plan. The total rates for 2025-2026 are within an acceptable range to the forecast.

Rates Increase % - Actual and forecast (after allowing for growth)



DEBT LEVELS

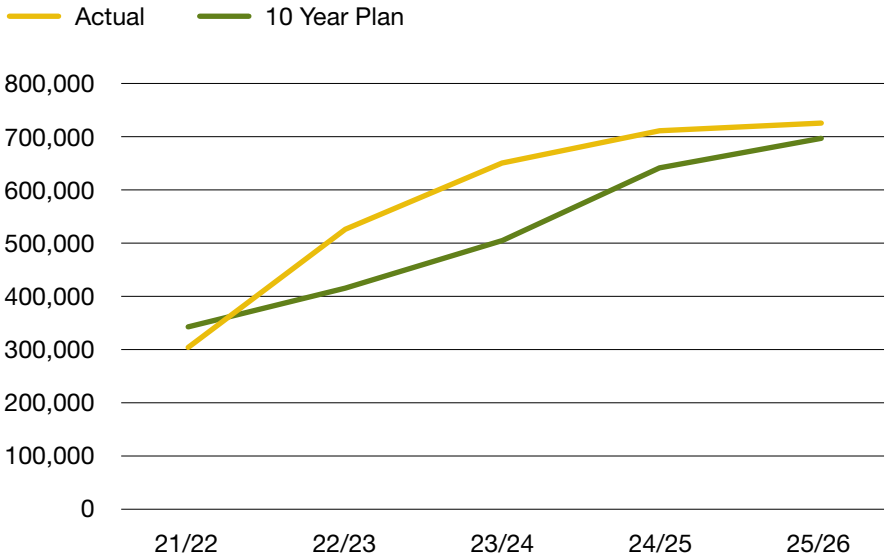
In order to deliver the large capital programme included in the 2024-2034 10 Year Plan, the Council needs to rely on borrowing. The Council has spent a considerable amount of time and effort working through the capital programme to ensure it is affordable and deliverable. The actual net debt (includes cash on hand) as at 30 June 2026 was $676.3M; this is $9M less than June 2025, and $25.3M less than forecast in the 2025-26 Annual Plan. Debt is within Councils borrowing limits, although higher than forecast due to the large leaky building settlement particularly leading into 2022–2024 and the increased debt due to capital programme funding. This has resulted in slightly higher interest costs, reflecting increased borrowing levels, partially offset by the impact of declining interest rates.

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

Council's Borrowing Limits	Actual 2023/24	Actual 2024/25	Actual 2025/26	Forecast 2025/26
Interest Expense/ Rates <30%	25.3%	20.4%	14.5%	15.8%
Interest Expense/Total Revenue <20%	13.4%	11.8%	9.2%	10.1%
Net Debt/Total Revenue < 280%	276.8%	270.1%	245.2%	253.4%

The following graph shows the forecasted debt levels compared to actual debt levels up to 2025-2026. As can be seen, actual debt levels have surpassed Long Term Plan levels. The actual gross debt as at 30 June 2026 was $726.4M, is $29.9M more than the amount forecast in the 2024-2034 Long Term Plan.

External Debt (000s)



CAPITAL WORKS 2025-26

Notable Infrastructure projects that have been substantially advanced or completed during the 2025-26 financial year:

Project	Cost at Year End 2026
Upper Clutha Conveyance Scheme (Wastewater)	$22,347,167
Compliance Response - UV Treatment (Water Supply)	$7,978,487
CBD to Frankton Conveyance (Wastewater)	$7,830,096
Kingston New Scheme (Storm Water)	$6,605,251
Robins Road Conveyance (Wastewater)	$6,222,691
Project Shotover Stage 3 (Wastewater)	$4,445,116
Sealed Road Resurfacing - Whakatipu (Transport)	$4,209,185
Shotover Disposal Field (Wastewater)	$3,165,394
Renewals - Queenstown (Water Supply)	$2,787,246
Kingston New Scheme (Water Supply)	$2,467,938
Coronet Forest Revegetation	$2,329,132
Project Pure Aeration Grid Renewal (Wastewater)	$2,196,014
Ballantyne Road Site Remediation Works	$1,991,345
Stanley Street Site Works & Temporary Parking	$1,747,294
Unsealed Road Metalling - Whakatipu (Transport)	$1,567,223
Sealed Road Resurfacing - Wānaka (Transport)	$1,557,582
Enterprise System	$1,466,352
Hanley's Farm Pump Station (Wastewater)	$1,171,104
Wānaka Airport Compliance	$997,357
Renewals - Wānaka (Wastewater)	$968,762
Historic Land Encroachments (Wastewater)	$862,512
QEC Indoor Courts, Carpark, Sports Field	$854,586
Drainage Renewals - Whakatipu (Transport)	$719,821
Rockabilly Gully Erosion Protection (Storm Water)	$715,223
Renewals - Wānaka (Water Supply)	$693,078
Renewals - Queenstown (Wastewater)	$691,857
Historic Land Encroachments (Water Supply)	$685,438
Wānaka Waste Facilities (Waste Management)	$681,406
Minor Improvements Whakatipu (Transport) unsubsidised	$667,778
Public Transport Assets Whakatipu (Transport) unsubsidised	$604,994
SH6/6A Improvements (Storm Water)	$600,193

Total net carry-forward projects totalling $23.8M were approved by the council in September for completion during 2026-29. Carry forwards in excess of $500,000 are as follows:

Project	Budget Deferred at Year End 2026
Upper Clutha Conveyance Scheme (Wastewater)	$2,942,683
Kingston New Scheme (Wastewater)	$2,511,120
Robins Road Conveyance Upgrade (Wastewater)	$2,325,657
Frankton Road Watermain Upgrade (Water Supply)	$1,899,365
516 Ladies Mile Stage 1	$1,566,233
Lakeview Development Servicing (Storm Water)	$1,059,400
Filtration - Wānaka (Water Supply)	$1,052,141
Wānaka Airport Compliance	$930,871
New Sports Fields in Queenstown	$887,626
Gorge Road/Robins Road Active Travel unsubsidised	$827,060
Wānaka Airport Renewals	$715,217
Wānaka Waste Facilities (Waste Minimisation)	$658,711
Filtration - Queenstown (Water Supply)	$628,800
Parks Structures Renewals - Whakatipu	$625,120
Existing Wakatipu Waste Facilities (Waste Management)	$606,832
QEC Energy Upgrade	$596,897
Minor Improvements Whakatipu (Transport) unsubsidised	$542,113
North Wānaka Conveyance Stage 2 (Wastewater)	$521,212

Summary Statement of Financial Performance

For the financial year ended 30 June 2026	Council 2026 $'000	Council Budget $'000	Council 2025 $'000	Group 2026 $'000	Group 2025 $'000
Operating revenue					
Revenue from non-exchange transactions					
Rates revenue	174,747	175,548	147,547	174,231	147,076
Other revenue	165,037	100,737	113,367	165,037	113,367
Revenue from exchange transactions					
Other revenue	61,888	61,982	62,704	134,180	126,225
Total revenue	**401,672**	**338,267**	**323,619**	**473,448**	**386,668**
Operating expenditure					
Employee benefits expense	58,499	59,135	54,908	67,901	64,720
Depreciation and amortisation expense	77,356	70,283	69,424	93,417	80,312
Borrowing costs	25,407	27,650	30,040	32,924	35,075
Other expenses	131,108	119,585	116,810	163,724	128,518
Total operating expenditure	**292,370**	**276,653**	**271,182**	**357,966**	**308,625**
Operating surplus before other gains/(losses)	**109,302**	**61,614**	**52,436**	**115,482**	**78,042**
Other gains/(losses)	10,392	1,428	1,186	10,451	1,055
Operating surplus before income tax	**119,694**	**63,042**	**53,622**	**125,933**	**79,097**
Income tax expense	-	-	-	11,387	11,982
Operating surplus for the year	**119,694**	**63,042**	**53,622**	**114,546**	**67,115**
Operating surplus attributable to:					
- Council	119,694	63,042	53,622	112,272	59,768
- Non-controlling interest	-	-	-	2,274	7,347
Operating surplus for the year	**119,694**	**63,042**	**53,622**	**114,546**	**67,115**

(i) Refer to Notes to the financial statements.

Summary Statement of Other Comprehensive Revenue and Expense

For the financial year ended 30 June 2026	Council 2026 $'000	Council Budget $'000	Council 2025 $'000	Group 2026 $'000	Group 2025 $'000
Surplus for the year	119,694	63,042	53,622	114,546	67,115
Other comprehensive revenue and expense					
May be reclassified subsequently to revenue or expense when specific conditions are met					
Gain/(loss) on revaluation	236,042	120,138	64,530	236,042	127,469
Income tax relating to revaluation	-	-	-	-	(5,885)
Gain/(loss) on cash flow hedging	-	-	-	334	(1,086)
Realised gain/ (losses) transferred to the statement of financial performance	-	391	-	-	-
Income tax relating to cash flow hedging	-	-	-	(94)	304
Total comprehensive income	**355,736**	**183,571**	**118,152**	**350,828**	**187,917**
Attributable to:					
- Council	355,736	183,571	118,152	348,494	166,508
- Non-controlling interest	-	-	-	2,334	21,409
Total comprehensive Revenue and Expenses	**355,736**	**183,571**	**118,152**	**350,828**	**187,917**

(i) Refer to Notes to the financial statements.

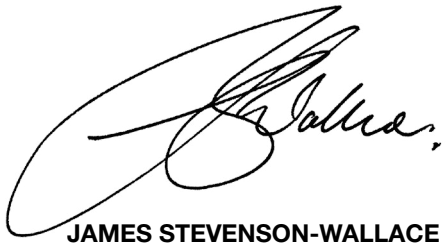
Summary Statement of Financial Position

As at 30 June 2026	Council 2026 $'000	Council Budget $'000	Council 2025 $'000	Group 2026 $'000	Group 2025 $'000
Total current assets	71,126	43,137	50,567	77,431	56,375
Total non-current assets	3,732,050	3,796,468	3,369,863	4,360,131	3,981,780
Total assets	**3,803,176**	**3,839,605**	**3,420,430**	**4,437,562**	**4,038,155**
Total current liabilities	280,189	249,540	245,613	327,660	322,807
Total non-current liabilities	512,245	539,854	519,811	603,256	554,784
Total liabilities	**792,434**	**789,394**	**765,424**	**930,916**	**877,591**
Net assets	**3,010,742**	**3,050,211**	**2,655,006**	**3,506,646**	**3,160,564**
Equirty attributable to:					
Reserves	1,993,178	1,900,748	1,742,145	2,288,202	2,036,988
Accumulated funds	1,017,564	1,149,463	912,861	1,092,232	994,951
Council	**3,010,742**	**3,050,211**	**2,655,006**	**3,380,434**	**3,031,939**
Non-controlling interest	-	-	-	126,212	128,625
Total equity	**3,010,742**	**3,050,211**	**2,655,006**	**3,506,646**	**3,160,564**

(i) Refer to Notes to the financial statements.



JOHN GLOVER
Mayor
Queenstown Lakes District Council
8 October 2026



JAMES STEVENSON-WALLACE
Chief Executive
Queenstown Lakes District Council
8 October 2026

Summary Statement of Changes in Equity

Council	Revaluation Reserves	Operating Reserves	Capital Reserves	Hedging Reserve	Accumulated Funds	Attributable to Equity Holders of Parent	Non-Controlling Interest	TOTAL EQUITY
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
For the year ended 30 June 2026								
Balance at 1 July 2025	1,697,440	15,529	29,176	-	912,861	2,655,006	-	2,655,006
Total comprehensive revenue and expense for the year	236,042	-	-	-	119,694	355,736	-	355,736
Transfers from/(to) accumulated funds	6,029	1,488	7,474	-	(14,991)	-	-	-
Balance at 30 June 2026	**1,939,511**	**17,017**	**36,650**	**-**	**1,017,564**	**3,010,742**	**-**	**3,010,742**
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**

Group	Revaluation Reserves	Operating Reserves	Capital Reserves	Hedging Reserve	Accumulated Funds	Attributable to Equity Holders of Parent	Non-Controlling Interest	TOTAL EQUITY
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
For the year ended 30 June 2026								
Balance at 1 July 2025	1,992,460	15,529	29,176	(177)	994,951	3,031,939	128,625	3,160,564
Total comprehensive revenue and expense for the year	236,042	-	-	180	112,272	348,494	2,334	350,828
Dividends paid	-	-	-	-	-	-	(4,747)	(4,747)
Transfers from/(to) accumulated funds	6,029	1,488	7,474	-	(14,991)	-	-	-
Balance at 30 June 2026	**2,234,531**	**17,017**	**36,650**	**3**	**1,092,232**	**3,380,434**	**126,212**	**3,506,646**
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**

(i) Refer to Notes to the financial statements.

Summary Statement of Cash Flows

For the financial year ended 30 June 2026	Council 2026 $'000	Council Budget $'000	Council 2025 $'000	Group 2026 $'000	Group 2025 $'000
Net cash inflow/(outflow) from operating activities	106,726	117,458	69,644	139,989	90,087
Net cash inflow/(outflow) from investing activities	(99,936)	(164,166)	(131,232)	(132,079)	(167,502)
Net cash inflow/(outflow) from financing activities	15,695	46,037	59,833	14,535	75,034
Net increase/(decrease) in cash and cash equivalents	**22,485**	**(671)**	**(1,755)**	**22,445**	**(2,381)**
Cash and cash equivalents at the beginning of the financial year	6,276	3,500	8,031	7,363	9,743
Cash and cash equivalents at the end of the financial year	**28,761**	**2,829**	**6,276**	**29,808**	**7,362**
Represented by:					
Cash and cash equivalents	28,761	2,829	6,276	29,808	7,362
Bank overdraft	-	-	-	-	-
	28,761	**2,829**	**6,276**	**29,808**	**7,362**

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 2025-2026 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 2025-2026 and Summary Annual Report 2025-2026 were authorised for issue by the Council on 8 of October 2026. The Annual Report 2025-2026 can be found on the Queenstown Lakes District Council website.

SUBSEQUENT EVENTS

QUEENSTOWN AIRPORT CORPORATION LTD (QAC)

Dividend
On 17 of August the 2026 QAC directors declared a fully imputed dividend of $13.18M in respect of the year ended 30 June 2026 (2025: $18.74M).

Lot 6 Compensation

During FY26, the LVT determined compensation payable for Lot 6 at $44.5 million (inclusive of the $18.34 million already paid). On 1 July 2026, the Company paid RPL $26.2 million, bringing the total compensation paid to $44.5 million. Refer to Significant judgements and uncertainties on page 62 for further information. Costs payable to RPL in relation to the Lot 6 Compensation matter have also been resolved.

Property Covenants
In March 2023, High Court proceedings were served on the Company seeking to modify a restrictive covenant registered against land owned by Remarkables Park Limited (RPL) and two other parties located south of the main runway. The covenant restricted the range of activities that could be undertaken on the affected land for the benefit of airport land while it continued to be operated as an airport.

On 5 August 2026, the Company reached a settlement with RPL. As part of the settlement, the restrictive covenants that were the subject of the High Court proceedings were removed and, in exchange, restrictive covenants, other registerable interests and a First Right of Refusal held by RPL over certain Company land were also removed.

The settlement resolved all matters relating to the Covenant Modification proceedings which have formally been discontinued. The impact of the removal of these restrictive covenants and interests from QAC's land is expected to have a positive impact on related QAC land values but this will not be confirmed until the completion of QAC's valuation process in FY 2027.

LEGISLATIVE REFORM

Subsequent to 30 June 2026, the Government continued to advance a range of legislative reforms affecting the local government sector. These include reforms to the resource management system, proposed changes to local government funding and financing mechanism and amendments to employment legislation. As these reforms remain at various stages of parliamentary and policy development, the full implications for Council's operations, workforce, financial position and long-term planning are not yet known. Council continues to monitor these developments and assess potential impacts as further details become available.

WATER SERVICES TRANSITION

The Local Government (Water Services Preliminary Arrangements) Act 2024 and the Local Government (Water Services) Act 2025 establish the legislative framework for Local Water Done Well and the future delivery of water services in New Zealand.

On 31 July 2025, Queenstown Lakes District Council resolved to establish a Water Services Council-Controlled Organisation (WSCCO) as the future delivery model for water supply, wastewater and stormwater services. Under this model, the WSCCO will be wholly owned by Council and will assume responsibility for the planning, funding, ownership and delivery of these services, including the associated infrastructure assets, liabilities and debt.

During the 2025/26 financial year, Council continued to progress implementation of the WSCCO model. Key milestones achieved included the appointment of an independent Board, adoption of the WSCCO Constitution, and incorporation of the WSCCO on 1 July 2026. Detailed establishment planning, operating model design and operational readiness activities are underway in preparation for the planned commencement of service delivery on 1 July 2027.

As at the date of signing these financial statements, responsibility for delivering water supply, wastewater and stormwater services remain with Council. Accordingly, all assets, liabilities, debt, revenue and expenditure associated with these activities continue to be recognised within Council's financial statements. This includes all water supply, wastewater and stormwater infrastructure assets and related operational activities.

The financial effects of the future transfer of these activities to the WSCCO cannot yet be measured reliably, as final transition arrangements, transfer agreements and implementation decisions remain subject to completion prior to the planned commencement date of 1 July 2027. Refer to PPE note for current balances and the relevant FIS statements for the current year revenue/expense.

CHIEF EXECUTIVE APPOINTMENT

On 23 July 2026, Council appointed James Stevenson-Wallace as Chief Executive of Queenstown Lakes District Council. Mr Stevenson-Wallace is expected to commence in the role on 5 October 2026.

APPOINTMENT OF CHIEF EXECUTIVE, QLDC 3WATERS LTD

Maseina Koneferenisi was appointed Chief Executive of QLDC 3Waters Ltd, the Council's newly established water services council-controlled organisation. The appointment was approved by the WSCCO Board on 16 July 2026, with Ms Koneferenisi expected to commence the role in October 2026.

LOCAL GOVERNMENT REFORM

The Government is progressing a range of reforms that may have implications for the future structure and functions of local government in New Zealand. These reforms include the Simplifying Local Government programme, which is considering potential changes to local government arrangements and governance structures. As at the date of signing these financial statements, the outcome, scope, implementation approach and timing of any reform remain uncertain and subject to further Government decisions.

The Council has prepared these financial statements on a going concern basis. At the date of signing, there is insufficient certainty regarding the outcome, timing, and potential impacts of local government reform to determine any financial implications for the Council. Accordingly, no adjustments have been made to the financial statements in relation to these reforms.

Head Start Pathway
The reform programme includes a voluntary "Head Start" pathway for councils wishing to pursue reorganisation proposals ahead of the 2028 local elections, and a separate backstop process for councils that do not progress through the Head Start pathway.

In 2026, Queenstown Lakes District Council participated in the Government's voluntary Head Start pathway and, together with Dunedin City Council, submitted an outline proposal supporting the establishment of a twin-unitary governance model for Otago. The proposal was developed in response to the Government's invitation for councils to put forward locally led reorganisation arrangements ahead of broader local government reform.

As announced by the Government on 24 September 2026, Cabinet is expected to consider Head Start proposals in early 2027. If a proposal is endorsed, further detailed analysis, consultation, design work, and Government approvals would be required before any legislative changes are considered. The Government has indicated that any approved Head Start changes are intended to be implemented prior to the 2028 local elections.

Backstop Process
If the Council's Head Start proposal is not accepted, or if no final proposal is approved, the Council may be subject to the Government's backstop reform process. The Government has indicated that councils not progressing through the Head Start pathway will be considered through a compulsory

reform process following the 2028 local elections. The detailed design of this process has not yet been confirmed.

As a result, there remains significant uncertainty regarding the future structure of local government in Otago and any potential impacts on the Council's governance, operations, assets, liabilities, revenues, and expenditures. No reliable estimate of any financial effect can currently be made.

OTAGO CENTRAL LAKES REGIONAL DEAL

On 6 October 2026, the Otago Central Lakes Regional Deal was formally signed by the Crown, Queenstown Lakes District Council, Central Otago District Council and Otago Regional Council. The Regional Deal establishes a long-term partnership framework to support economic growth, infrastructure investment, housing, transport, climate resilience and growth management across the region. As at the date of signing these financial statements, the agreement does not give rise to any adjustments to the amounts recognised in the financial statements.

SIGNIFICANT JUDGEMENTS AND UNCERTAINTIES

LOT 6 COMPENSATION & FAIR VALUE ASSESSMENT

Subsidiary QAC has been involved in a dispute with Remarkables Park Limited (RPL) for several years regarding the amount of compensation payable for the compulsory acquisition of the land known as Lot 6 under the Public Works Act 1981 (PWA). Subsidiary QAC acquired this land for the enablement of its aeronautical activities and paid $18.34 million for this land in 2021. The dispute relates to differences in property valuations and was referred to the Land Valuation Tribunal (LVT) in November 2023. In 2025, a provision of $11.9 million was raised in relation to management's best estimate at that time of the amount payable.

During FY26, the LVT determined compensation payable for Lot 6 at $44.5 million (inclusive of the $18.34 million already paid). Subsidiary QAC was also required to pay to RPL use of money interest and costs, which is standard in PWA compensation cases.

Following the LVT determination, the independent valuer engaged for the valuation, confirmed that the value presented in its FY26 valuation report remains materially consistent with the amount recognised in FY25.

The LVT compensation determination reflects a different basis of valuation from that used to determine fair value for financial reporting purposes. Financial reporting requires the fair value to reflect what is legally permissible, which in this case needs to reflect the current aeronautical designation. Accordingly, subsidiary QAC has concluded that the LVT compensation determination does not change the fair value of Lot 6 for financial reporting purposes.

RPL has appealed the LVT compensation decision to the High Court, maintaining their claim that compensation should stand at $71.2 million. QAC vigorously disputes the total compensation sum claimed by RPL and has cross-appealed. With the appeal ongoing, there still remains significant uncertainty regarding the ultimate compensation payable, and the final settlement may differ materially from the amounts recognised. A date for a hearing of the appeal has not been set.

The amounts recorded in the financial statements in relation to this matter are as stated below.

- A provision has been disclosed in the statement of financial position to recognise the best estimate of the total amount payable to RPL of $34.5 million (2025 $11.9 million) for compensation and costs.
- Total expenses of $22.6 million (2025: $2.5 million) have been disclosed in the statement of financial performance, comprising:
  - Lot 6 Compensation & estimate of Claimant costs (disclosed separately) - $17.7 million being:
    - The difference between the LVT compensation determination and the carrying value of Lot 6 of $16.8 million, which is treated as a compensation payment rather than an adjustment to the fair value of the land.
    - Costs payable to RPL ($0.9 million), which were agreed post balance date.

Explanation of Major Variances against Budget

STATEMENT OF FINANCIAL PERFORMANCE

QLDC recorded a surplus of $121.1M for the financial year. This is up from the $53.6M surplus recorded last year, and the $63.0M surplus budgeted.

Revenue was over budget by 18.7% or $63.4M

The following major items contributed to the revenue variance:

- Vested asset income was $62.1M 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.
- Dividend income from Queenstown Airport Company was $1.2M above budget.

Expenditure was over by 5.2% or $14.3M.

The major remaining operational cost variances are as follows:

- Infrastructure maintenance expenses is $5.5M above the budget. This includes $2.7M higher waste management maintenance and $2.2M higher water supply maintenance.
- Depreciation and amortisation expense higher than budget by $7.1M, 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 $38.0M 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 $62.1M below budget. Overall capital expenditure was $118.56M which is below budget by $40.8M for the year ended 30 June 2026.
- Borrowings are $7.2M above budget. Total debt as at 30 June 2026 is $726.4M compared to a forecast of $719.1M 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 $38.0M 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 $68.8M below estimate. Net borrowings were $30.3M less than expected. Cashflows from operating activities were $9.3M below budget.

Auditor’s report

Pūroko a te kaitātari

The Audit Office
Te Mana Arotake

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 2026

The summary of the annual report was derived from the annual report of the Queenstown Lakes District Council (the Council) and Group for the year ended 30 June 2026.

The summary of the annual report comprises the following information on pages 18 to 63:

- the summary statement of financial position of the Council and Group as at 30 June 2026;
- 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 of the Council and Group for the year ended 30 June 2026;
- 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 2026 in our auditor's report dated 8 October 2026.

Our auditor's report on the full annual report includes two emphasis of matter paragraphs drawing attention to note 14 of the financial statements in the full annual report, which outlines the uncertainty relating to the lot 6 provision estimation and note 26 of the financial statements in the full annual report, which outlines the uncertainty relating to potential future changes as a result of the local government reform.

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 Group audits 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, the long term plan audit and an agreed upon procedure for sustainability linked loans, which are compatible with the independence requirements. Other than the audit and these engagements, we have no relationship with, or interests in, the Group.

Heidi Rautjoki

for Deloitte Limited
On behalf of the Auditor-General
Dunedin, New Zealand

8 October 2026



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

