

Kaikoura District Council

Annual Report

For the year ended 30 June 2024



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Cover image;

General Information



Kaikōura: a great place to live

The Kaikōura district spans from the Haumuri Bluffs in the south to North of the Kēkerengū valley in the north, covering 2,048 square kilometres of diverse landscape. The inland boundary of our district is the Inland Kaikōura Range, climbing 2,885 metres and snow covered for much of the year.

Historically the district has thrived in the fishing, farming and dairy industries. More recently Kaikōura has positioned itself as a world-class tourism destination, attracting one million visitors each year. We enjoy award-winning eateries and locally made products, as well as internationally renowned whale watching, swimming with dolphins and seals, surfing, golf and much more.

Our spectacular coastline provides excellent fishing, sporting, and recreation. The Kaikōura Canyon, at around 1,300 metres deep, provides the natural habitat for southern right and sperm whales, orca, and dusky dolphin, and is also host to over 200 species of marine life.

The township is situated on a peninsula protruding from this rugged coastline. Māori legend tells that it was from this peninsula that Maui braced his foot to fish up the North Island from the ocean. Kaikōura has a rich history with strong connections to Māori and European culture, and there is evidence of Māori settlement in the area up to 1,000 years ago. The area was first named by explorer Tama ki Te Rangī, who found the area abundant with crayfish. He named the area “Te Ahi Kaikōura a Tama ki Te Rangī” – the fire that cooked the meal of crayfish for Tama ki Te Rangī. This was shortened to Kaikōura, kai meaning food and koura meaning crayfish.

Our District*	
Population (Census 2018)	4,215
Rateable properties	3,018
Total rating units (includes non-rateable properties)	3,278
Total capital value of district	\$2,348,327,150
Total land value of district	\$1,399,777,750

*On 30 June 2023

Our Council~	
Represented by	1 Mayor & 7 elected representatives
Total equity	\$300,540,632
Total assets	\$317,778,847
Number of staff	30 FTE
Utilities & services	7 Public water supplies 1 Sewerage system

~on 30 June 2024

2023/2024 Highlights, challenges, and achievements

Improving our infrastructure and facilities

Despite slower-than-planned progress on the Wakatu Quay project, replacing the Glen Alton bridge, and the IAF Ocean Ridge extension, the Council has made significant improvements to infrastructure, including:

- Footpath improvements for the Esplanade, Killarney St, Churchill St, Beach Rd, and Whitby Place,
- The Link Pathway development is well underway with just a few sections to go before the beautification and landscaping can be done to complete the project,
- Over 20% of unsealed roads have been resurfaced, using locally sourced gravels (a significant cost saving),
- The IAF shared pathway on Ludstone Rd to Green Lane is complete,
- The refuse transfer station and reconfiguration of recycling and reuse facilities was completed, and the landfill closed.

Becoming more efficient and effective

- We introduced a new dog registration service, Doggone, which provides sustainable, recyclable dog registration tags suitable for both life-of-dog and annual dog registration, along with a unique service to reunite lost dogs with their owners,
- Our property file information has been almost completely digitized and the original files are now held offsite, and while the quality assurance process is ongoing, this project means property information is more readily available, enabling our teams to work more efficiently on resource and building consents.
- We have improved our CSR recording systems, and along with Innovative Waste Kaikōura, can now report on the mandatory performance measures such as response times to water services issues.

Enhancing our community's perception of the Council and our services

Overall satisfaction with the Council continued to be moderately high (65%), with no significant differences in the past four years; remaining above the national average (58%). Footpaths showed the most improvement in satisfaction, at 51% vs. 41% last year. Other areas with good improvement include food and alcohol regulation (83% vs. 73%), roads (56% vs. 49%), consultations on important issues (59% vs. 52%), and customer services (85% vs. 79%). The top performing areas, with very high satisfaction levels, including the library (98%), and Memorial Hall, Scout Hall, and Op Shop building (collectively 92%).

Challenges we face

- Delays on the Wakatu Quay project and the Glen Alton bridge replacement have been ongoing.
- Abatement notices have been issued by Environment Canterbury for the Council's wastewater treatment plant, and the landfill site. The Council is working through those issues and expects a satisfactory outcome.
- Recruitment has been an important issue for the last few years, particularly in the building and planning departments, forcing reliance on external resources which come at the higher cost.

New projects

- The Council has adopted the Kaikōura Dark Skies plan change application and has been making good progress towards changing the lighting standards in the Kaikōura District Plan, with the ultimate goal to attain international Dark Skies accreditation.
- Reserves Management Plans are being developed for five Council-owned reserve areas (Gooches Beach and the Lions Pool area, the South Bay forest, South Bay racecourse, the Top 10 Holiday Park, and Takahanga Domain).
- We are also developing a Spatial Plan, which will play a crucial role in shaping future land use patterns and guiding decisions relating to new zoning within the Kaikōura District Plan.

From the Chief Executive

The 2023/2024 year was another busy one for Council. On top of delivering on our extensive annual work commitments we also completed our ten-year long-term plan for 2024-2034. This LTP stuck with the same core themes from the 2021-2031 LTP of finishing what we have started in the core infrastructure space. We adopted the LTP by the statutory deadline of 30th June 2024 with good community engagement in terms of submissions through the process. The community also showed extensive support for the preferred options of the four main areas we sought feedback on. This included financial support for the Whale Trail walking and cycle trail, increasing the investment in footpath renewal programme, dropping the rural rate differential to 0.8 and maintaining rural recycling services in key areas. A core piece of work to support the LTP was our comprehensive funding and financing policy review work which included a review of our rates. This was a commitment made in the last LTP and saw a stronger move towards a user pays principle where appropriate. The reset on the rural rate differential also came from that work.

During the year we also saw a change in central government which resulted in a factory reset of a number of previous governments reform agendas. The first step of the new government was to repeal much of the previous legislation and then develop and put in new policy in place. This required all Councils across the country to be agile in response and change course on a number of work streams. It was pleasing to note that the new government has taken a more local first approach towards water service delivery reform to ensure local voice and decision making is maintained. We have been actively working with the DIA, Minister for Local Government and our neighbouring North Canterbury Councils of Hurunui and Waimakariri to look at long term options for water service delivery under the Local Water Done Well policy. Further changes in the RMA reform and Building Control reform have also been signalled and are underway.

Our planning team has progressed our draft spatial plan which outlines a 30 year vision for how the core township area may develop. Once adopted this will help shape the update to our District Plan which is occurring over the next ten years. We also initiated a process for developing reserve management plans for our Council owned reserves, with a priority focus on our top 5 reserves. Several private plan changes have advanced including the Light Industrial Business Park which was a long time in the making and also the Dark Sky Lighting plan change which supports the Dark Sky accreditation initiative and aims to focus on responsible lighting. In terms of our resource consent processing, 70% of consents received were processed within statutory timeframes. In the Building Control space 100% of building consents were processed within statutory timeframes.

In terms of our core infrastructure our footpath renewal programme progressed well and received very good feedback through our annual customer satisfaction survey. The Link pathway project is also nearly completed and has received incredible feedback and use from both locals and visitors alike. It is a real game changer along the Esplanade. 2024/25 will see some finishing touches put to the pathway. Significant progress has also been made on our road resealing and renewal programme and our unsealed road network. Through the IAF project a shared footpath and cycle connection has been completed from the end of Ludstone rd to the proposed Vicarage Views subdivision. 2024/25 is expected to see further progress on the IAF related infrastructure projects and the subdivision itself as well as a private plan change being developed for Ocean Ridge. Several of our large projects have seen some good progress, but not as much as initially planned. A revised bridge option is being considered for the Glen Alton Bridge replacement whilst detailed design for Stage 1 development of Wakatu Quay has been completed and construction will start in Q2 of 2024/25.

The post Covid economic climate has continued to see high inflation and a steep rise in the cost of living, which is still being felt across the country. This had a major impact on our community, but also increased costs of our operations in terms of capital works, maintenance contracts, insurance and audit fees. The cost of doing the basics has significantly increased. Having said that Kaikōura had a very strong summer in terms of visitor numbers and spend within the District and there are positive signs that the economy will recover into Q3 of 2024/25.

In terms of our financial result, the net surplus for the year was \$2.3 million compared to a budget surplus of \$12.7 million. Borrowings were kept to \$7.3 million instead of the forecast \$8.3m. Total revenue for the year was \$20.7 million, with operating expenditure at \$18.3 million. We saw a further increase in the revaluation of our asset base which will have a knock-on effect on insurance costs going forward. We remain in a strong financial position as a small rural Council and continue to punch well above our weight whilst we focus on the basics. However, as

highlighted in our LTP, the overall funding model for local government requires change for long term sustainability. In the meantime, we will continue to look at more efficient and effective ways to deliver best value for our community.

My thanks once again to both the Council team and elected members for all their hard work through the year. We have managed to achieve great outcomes with our small and dedicated Council team. A heartfelt thank you must also go to all of the community groups, volunteers and our partner organisations who year on year tirelessly contribute to making Kaikōura a very special place. There are some really exciting times and exciting new projects ahead for Kaikōura and we look forward to continuing to deliver on our commitments and support the community over the year ahead.



Will Doughty
Chief Executive Officer

Statement of Compliance

The Council and management of Kaikōura District Council confirm that all the statutory requirements in relation to the Annual Report, as outlined in Section 98 and Part 3 of Schedule 10 of the Local Government Act 2002, have been complied with.

The Statement of Service Performance has been prepared in accordance with the requirements of Part 3 of Schedule 10 of the Local Government Act 2002, including the requirement from Section 111 of the Local Government Act to prepare all information in accordance with NZ generally accepted accounting practice (NZ GAAP).

The Council and management of Kaikōura District Council accept responsibility for the preparation of the annual financial statements and service performance reports, and the judgements used in them.

The Council and management of Kaikōura District Council accept responsibility for establishing and maintaining a system of internal control designed to provide assurance as to the integrity and reliability of financial and service performance reporting.

In the opinion of the Council and management of the Kaikōura District Council, the annual financial statements and statements of service performance for the year ended 30 June 2024 fairly reflect the financial position and operations of the Kaikōura District Council.

The annual report was adopted on 30 October 2024.

Handwritten signature of Will Doughty in blue ink.

Will Doughty
Chief Executive

Handwritten signature of Julie Howden in blue ink.

Julie Howden
Deputy Mayor

Council Activities

The Council delivers a range of services on behalf of the community. This section reports on those services, what we planned to do, what we did and our key projects.

Contextual information

Why we exist

The Kaikōura District Council is a territorial authority in the Canterbury region, established in 1989 having formerly been the Kaikōura County Council. We are responsible for a wide range of local services including roads, water treatment and reticulation, sewerage and refuse collection, libraries, parks, recreation services, local regulations, community and economic development, emergency management, environmental health, and town planning.

One of our strengths is the opportunity we allow, as a local government authority, for our community to be directly engaged in the process of governing their own town and district. This practice of self-governance enhances our sense of place-shaping, while ensuring our services are responsive to the needs of our communities.

What we intend to achieve in the future

The Council's Long-Term Plan 2021-2031 (the LTP) sets out the direction for Council and the Kaikōura community. The LTP includes a meaningful performance framework which shows the community outcomes each group of activities affects, how our activities contribute to achieving the outcomes, and what we need to do to achieve this. That performance framework then clarifies our levels of service, and the performance measures and targets we will use to determine whether we are succeeding in providing those services at the agreed standard.

The LTP identified five community outcomes:

- **Community** – we communicate, engage with, and inform our community
- **Development** – we promote and support the development of our economy
- **Services** – our services and infrastructure are cost effective, efficient and fit for purpose
- **Environment** – we value and protect our environment
- **Future** – we work with our community and our partners to create a better place for future generations

The LTP also identified several big issues the Council wishes to address in the ten-year period, such as dealing with a backlog of roading maintenance, sublayer rehabilitation, and reseals. The Council also committed to improving footpaths, reviewing the District Plan, and implementing a rubbish collection service in the urban area.

How we will do it

The LTP explains, for every activity, how we aim to achieve our community outcomes and level of service goals.

By way of example, in the Roding group of activities, the LTP performance framework shows that roads and bridges contribute to the Services outcome (that our services and infrastructure are cost effective, efficient and fit for purpose). We will achieve that outcome through our renewal, repair and improvement programmes, which ensure the condition of roads are safe and not deteriorating. We state the level of service should therefore be that road surfaces are renewed not less than every sixteen years, with high-use roads resealed more often than this. We measure our performance against this level of service by requiring the percentage of the sealed road network that is resealed per year to be greater than 7% in the years 2022-2026 (to deal with the backlog of maintenance), and greater than 6% thereafter.

We recommend readers of this Annual Report also refer to the LTP for further information on the performance framework and service performance information.

What we do

The Council delivers core services as required by the Local Government Act 2002. It also delivers services that support the wellbeing of the community and undertaken with the support of residents and ratepayers. Our services are classified into 10 groups of activities.

Council Surveys

The Council conducts annual resident satisfaction surveys to gather information to report against satisfaction performance measures for the Annual Report, and to support planning and decision making.

The surveys are conducted by SIL Research, using a survey questionnaire that has been consistently used since 2018. Research for 2023/2024 was conducted between 18 December 2023 and 19 February 2024 (which was slightly later than the year before, and closer to the Christmas holidays).

SIL Research used a mixed methods approach to collect surveys across Kaikōura District Community members. A mixed-method approach included:

- 1) Postal survey. Using a ratepayer database, a hard copy of the survey was sent to 1,500 Kaikōura property owners and district residents. All postal surveys also included an online link to complete the survey.
- 2) Online. The survey was provided online via Council's Facebook page, to increase survey awareness and allow both residents and community members to have their say.
- 3) Telephone survey. Respondents were randomly selected from the publicly available telephone directories within Kaikōura District.
- 4) Social media. The invitation advertisement was randomly promoted to Kaikōura District residents (available via SIL Research social media platforms, such as Facebook).

The mixed-method approach produced a balanced proportion of paper-based and online submissions, with some top-ups via telephone. However, fewer postal forms, and responses from Council channels, were returned in 2023-24, which required an increase in other data collection channels.

Performance achievement

Across these groups this year, the Council achieved 64 out of 87 performance measures (overall achievement 74%), up from 69% last year. Significant improvement in our data collection has resulted in no measures unavailable or incomplete for the 2023/2024 year.

Year	Number of measures		
	2021/2022	2022/2023	2023/2024
Actual performance measure reported	62	64	85
Incomplete performance measure reported	12	10	-
Result not available	11	12	-
Not applicable	2	1	2
Total performance measures	87	87	87
Performance measures accurately reported on	71%	73%	98%

In the table of performance indicators above, incomplete, not available, and not applicable are defined as follows:

Incomplete – Customer service request (CSR) results reported are based on data derived from the service request system. However not all service requests were recorded in the system for the financial year, and therefore the results are incomplete.

Not available (Only on CSR measures) – Call out response times have not been recorded or not accurately captured in the service request system for the financial year, and therefore results are not available.

Not applicable – where a performance measure is taken from a survey or some other source that is only supplied once every two years or more, then the performance measure is not applicable in the intervening years.

Roading

Our Goal: to provide a transport network for the safe and reliable movement of people and goods throughout the district, connecting communities and accessing property.

What we do

The Roading group of activities includes;

- Roads & bridges
- Footpaths & cycleways
- Streetlights

The Council maintains 208km of local roads and 40 bridges in our district. Approximately half of our roads are sealed. Of the bridges, 32 are single lane and 6 apply weight restrictions. Waka Kotahi (NZTA) owns and maintains State Highway One, which includes Churchill Street and Beach Road (within the township). The Council also maintains approximately 46km of footpaths and over 400 streetlights.

Key issues in the year to 30 June 2024

In addition to the normal ongoing routine road operational and maintenance activities key areas of focus during the year were continuing to address the backlog of road pavement rehabilitation and reseals and undertaking further footpath renewals and improvements in Kaikoura.

What we did

Substantial reseals and road rehabilitation was completed on Bullens Road, Fyffe Avenue, Fyffe Quay, Kaka Road, Kea Road, Kotuku Road, Ludstone Road, Makura Road, Rakanui Road, South Bay Parade Ellerton Valhalla Road and Hawthorn Road West resulting in 54,831 square metres - equivalent to 6.7% of the sealed road network - being resurfaced this year.

Some of the key maintenance statistics are:

- 152km of unsealed road graded,
- 361 potholes repaired,
- 1467m² of stabilisation repaired,
- 3352 m² of crack sealing completed

There was a significant amount of footpath renewals completed on Beach Road, Churchill Steet, Esplanade, Killarney St Upper, Ludstone

Road and Whitby Place. These where a mixture of concrete and asphalt renewals. Some of these works were financially supported by the government's Infrastructure Acceleration Fund.

There was also a large amount of unsealed road surface renewals on Blunts Road, Diary Farm Road, Scott's Road, East Lane, Ellerton Valhalla Road, Kekerengu Valley Road, Sunshine Place and Wiffen's Road. This resulted in over 7000 tonnes of new surface material being placed over these roads in addition to drainage improvements.

The two large dropouts on Puhī Puhī Road and Blue Duck Valley Road were repaired, with a budget of \$800,000 allocated for these works.

During a round of structural bridge inspections, it was found that Jordan Stream bridge on Puhī Puhī Road was unsafe for use. This resulted in the bridge being immediately removed, with a bailey bridge put in place as a temporary measure until a permanent solution can be found.

What we planned to do but didn't

Work towards the restoration of access to the upper Waiau-Toa/Clarence Valley following the loss of the Glen Alton bridge has continued following delays to the project caused by the opposition of Te Rūnanga o Kaikōura to the form of the proposed solution.

Works have been undertaken to determine a new route over the hill side towards the old bridge abutments.

Waka Kotahi continued to indicate a willingness to fund 95% of the project cost up to a maximum of \$13.6 million, but it has not yet been determined what the cost of the alternative new road and bridge will be.

Effects on community wellbeing


	Positive effects	Negative effects
Social	Significant renewal of roads has improved vehicle travel and safety. New footpaths also improve pedestrian connectivity and safety.	Disruption of vehicle movements while roadworks are in place, nuisance of noise, and dust on unsealed roads
Cultural	No effects have been identified	No effects have been identified
Economic	Better condition of roads enables the efficient delivery/dispatch of goods.	No effects have been identified
Environmental	Improved condition of roads reduces operating and maintenance requirements of vehicles and improves freight connections. The conversion of streetlights to LED has reduced light pollution and helped mitigate fallout of the Hutton's Shearwater.	Roads, bridges, kerbs, and channels disrupt natural drainage patterns

Major projects

Project	Planned \$000	Spent \$000	Comment
Upgrades to meet additional demand:			
IAF Project – Cycleway		8	The Infrastructure Acceleration Fund (IAF) has approved a grant totalling \$7.88 million to enable further residential development through the Ludstone Road, Mt Fyffe Road, Green Lane and through to Ocean Ridge area. Only the shared pathway was completed during the year.
IAF Project – Green Lane extension		32	
IAF Project – Mt Fyffe widening		261	
IAF Project – Rail crossing		72	
IAF Project – Shared pathway		1,080	
	6,995	1,453	
Upgrades to improve level of service:			
Low cost/low risk safety improvement	300	396	Torquay / Esplanade intersection upgrade, Killarney St Upper footpath and various safety improvements
Footpath improvements	100	431	Esplanade, Beach Road, Churchill St and Whitby Place. Extra funding granted from NZTA
	400	827	
Renewal/replacement of existing assets			
Glen Alton (Clarence River) Bridge	4,987	348	Project delayed due to Runanga concerns
NCTIR haul roads renewal	443	570	Haul road programme completed on Ludstone Road
Sealed surface renewals	552	549	Completed 5.8% of the sealed network in resealing (based on lane km). Resealing from pavement rehabs not included
Sublayer rehabilitation	460	387	Ludstone, Ellerton Valhalla and Hawthorne Road West.
Unsealed surface renewals	198	291	Large amount of works completed due to using locally sourced materials over 20% of network resurfaced
Drainage kerb & channel	72	229	
Traffic services	66	22	


Blue Duck & Puhi Puhi Valley work	800	648	Works completed
Pensioner Units sealing common areas	-	2	Funded by the DIA Better Off Projects
Jordan Stream Bridge	-	17	Removal of bridge on Puhi Puhi Valley Rd
	7,578	3,063	
Total capital projects	14,973	5,343	

Performance indicators


Community Outcome	How do Roads & Bridges contribute to this Outcome?	What do we need to do towards achieving this Outcome?		
 <p>Development We promote and support the development of our economy</p>	Good quality roads support economic activity by providing for the efficient delivery of goods and services throughout the district so that the economy can function.	Our roads and bridges must be well-managed to ensure that annual renewal and maintenance programmes are optimised.		
	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The average quality of ride on the sealed local road network, measured by smooth travel exposure	Not available	92%	93%	Yes
The average quality of ride on the sealed road network measured by NAASRA roughness ²	Not available	95	101	No

Smooth travel exposure means a measure of the percentage of vehicle kilometres travelled on roads that occurs above the targeted conditions for those roads. The Council sets its targeted conditions based on NAASRA counts. The rougher the road, the higher the NAASRA counts per km. A NAASRA count of greater than 150 typically indicates a road that is becoming a concern in terms of its roughness.


The most recent HSD survey was completed in November 2023.

Community Outcome	How do Roads & Bridges contribute to this Outcome?	What do we need to do towards achieving this Outcome?		
 <p>Services Our services and infrastructure are cost-effective, efficient and fit for purpose.</p>	Roading is one of the main activities of the Council, with roads and bridges costing around 20% of total costs annually. It is essential therefore that roads are well-managed and that the roading network is safe and resilient for all road users.	Renewal, repair and minor improvement programmes should ensure that the condition of roads and footpath are safe and not deteriorating. A new reseal programme has been introduced with this LTP to address a backlog of surface renewal.		
	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of the sealed network that is resurfaced per annum	8.5%	> 7%	8.1%	Yes


This measure is based on area sealed, not length of road (kilometres) sealed, as it provides a more realistic measure of network cover.

Community Outcome	How do Roads & Bridges contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Services Our services and infrastructure are cost-effective, efficient and fit for purpose</p>	The Council and our contractors are adequately resourced and available to respond to reports of roading faults	Our customer request systems need to record and report on our responses to requests, so that we can manage our contractors to ensure that requests relating to roading faults are responded to, and addressed, in an appropriate timeframe.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of customer service requests relating to roading, footpath and associated faults responded to within timeframes: Urgent – 1 day Other – 1 week		Not available	> 90%	87%	No

The result for this measure was not available for the 2023 year – response times had not been recorded or not accurately captured in the service request system for the financial year, and therefore results were not available.

Community Outcome	How do Roads & Bridges contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Future We work with our community and our partners to create a better place for future generations</p>	It is essential that the roading network is safe and resilient for all road users.	It is the Council’s role to ensure that high risk areas such as intersections, school zones, pedestrian crossings and high speed-limit areas have good visibility, road works are marked clearly, and road surfaces are kept clean and clear of hazards.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The change from the previous year in the number of fatalities and serious injury crashes on the local road network expressed as a number		3	2	0 ¹	No
The percentage of regulatory road signs incorrect or missing during an audit of the road network (whether a full or partial audit is completed)		0.0%	< 0.5%	2.1%	No


¹ There were three serious injuries caused by crashes on the Inland Route, Moa Road and Old Beach Road. One was due to suspected alcohol; one was due to suspected drugs and the other was by ignoring a give way sign. There were also three serious injury crashes in the 2023 year and so the change from the previous year is zero (this performance measures aims to show whether the number of crashes is reducing or increasing). The target is for the number of serious crashes in the previous year to reduce by at least one until zero is achieved, and therefore the target is two.

Community Outcome	How do Footpaths & Cycleways contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Services Our services and infrastructure are cost-effective, efficient and fit for purpose</p>	Footpaths provide a healthy alternative for people to access the town services and recreational areas, and so it is important to ensure our footpaths are mobility friendly, smooth and free of trip hazards.	The quality of footpaths throughout the township is very irregular, with a mixture of very new concrete walkways through to very old chip-seal paths. A consistent walking experience, by an ongoing programme of surface renewals, would go a long way to improve pedestrian satisfaction.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of footpaths that are poor condition (grade 4 or 5)		Not available*	< 5%	14%	No
Resident satisfaction with footpaths		41%	49%	51%	Yes

***Not available** – an inspection of the footpaths was not performed in the 2023 financial year, and therefore results were not available.

An internal inspection of the footpaths was undertaken and used for the condition scoring. The target of less than 5% in the poor or very poor was based off an older footpath rating survey which was deemed too optimistic. The updated conditional rating is deemed to be more realistic and a good starting point for improvement.

The Council has undertaken significant upgrades to footpaths during the 2023/2024 year, resulting in a dramatic improvement in the footpath network as shown in the resident satisfaction as seen by the increase from 41% to 51% which has been driven by the investment in Link Pathway along the esplanade and a commitment to increased investment in footpaths as per the LTP 2021-2031.

Community Outcome	How do Streetlights contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Environment We value and protect our environment</p>	Streetlights are necessary for visibility for road users, but we should be mindful of the impact of lighting on the environment, particularly the Hutton's Shearwater (<i>Titi</i>), and also to night sky enthusiasts.	We need to find a balance between road user safety, and light pollution impacts on the Hutton's Shearwater (<i>Titi</i>), which are disoriented by lights when they fledge, and can fall to the ground and be injured.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Streetlights					
The percentage of streetlights not functioning during an audit of any part of the network		0%	< 1%	0%	Yes

KDC has such a small streetlight network we don't have a formal audit process with our MainPower contractor, and any outages are reported to MainPower within a day and resolved within a week, therefore 0%.

Funding Impact Statement: Roading

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	-	-	-
Targeted rates	1,315	1,387	1,477
Subsidies & grants for operating purposes	514	528	656
Fees and charges	-	-	143
Internal charges and overheads recovered	-	-	-
Fuel tax, fines, infringement fees & other	39	40	41
Total operating funding (A)	1,867	1,955	2,317
Applications of operating funding			
Payments to staff and suppliers	1,186	1,221	1,158
Finance costs	44	81	125
Internal charges and overheads applied	132	138	390
Other operating funding applications	-	-	-
Total applications of operating funding (B)	1,362	1,441	1,673
Surplus/(deficit) of operating funding (A-B)	505	514	643
Sources of capital funding			
Subsidies & grants for capital expenditure	5,308	5,457	3,535
Development and financial contributions	6	6	-
Increase/(decrease) in debt	651	772	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	5,966	6,235	3,535
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	1,849
- To improve the level of service	257	264	-
- To replace existing assets	6,214	6,485	3,129
Increase/(decrease) in reserves	-	-	(798)
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	6,471	6,750	4,179
Surplus/(deficit) of capital funding (C-D)	(505)	(514)	(643)
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			1,673
Plus depreciation			2,004
Expenditure as per Note 4			3,677

Water supplies

Our Goal: to provide clean, potable water for our communities in the district.

What we do

The Council owns and manages eight water supplies. In order from north to south they are:

- East Coast
- Kincaid
- Kaikōura Urban
- Ocean Ridge
- Airport
- Peketa
- Fernleigh
- Oaro

The Council has a responsibility to ensure that water supplied to consumers is safe to drink. We also have to ensure continuous supply of water for people, and for livestock on rural properties. We aim for minimal interruptions, timely responses to service requests, and good consumer satisfaction with water pressure, taste, odour, and clarity of drinking water.

Key issues in the year to 30 June 2024

At a strategic level the key issue has been consideration and preparation for potential changes to the form of delivery for water supplies, initially under the 3-waters reforms proposed by the Labour government, and more recently under the National government's 'Local Waters Done Well' program.

These initiatives and the changes to them consumed significant amounts of staff time and created ongoing uncertainty.

At an operational level the focus has been on making further improvements to data collection and analysis for reporting.

What we did

Maintained consistent supplies of safe water on all schemes meeting existing levels of demand.

Made progressive improvements in respect of the collection and management of quality and performance data.

Undertook various minor asset renewals or improvements, the most significant being replacement of a temporary partially buried watermain on Beach Road that was installed following the 2016 earthquake.

What we planned to do but didn't

Planned upgrading works to the water treatment plant of the Kincaid rural water supply were not undertaken because of uncertainties regarding water reforms. Planned repairs to the Kincaid intake were held over to late spring 2024 to avoid winter high river flows.

Planned renewal of pipework in the water treatment plant at Ocean Ridge was not completed because of delay associated with investigation of whether it was necessary. The work will now be completed in the 2024/25 year.

Effects on community wellbeing

	Positive effects	Negative effects
Social	Clean, potable water is fundamental to the health of all residents and visitors	Chlorination, required to meet drinking water standards, can affect water taste and smell
Cultural	No specific effects have been identified	No effects have been identified
Economic	Clean water on demand is essential for many businesses to function (including visitor accommodation, commercial activities, and primary industries)	Low pressure, pipe breaks, and other faults can disrupt economic activity.
Environmental	Water is used for irrigation, replenishing the land and flora, as well as amenity values.	Over-use can create water shortages and require water restrictions

Major projects

Project	Planned \$000	Spent \$000	Comment
Upgrades to meet additional demand:			
IAF Project – Flood protection	-	69	Kowhai River modelling, funded by developer
	-	69	
Upgrades to improve level of service:			
Kaikōura Urban electrical improvements	45	-	
Kincaid Upgrade UV unit	80	-	
Kincaid Turbidimeter	15	14	
	140	14	
Renewal/replacement of existing assets:			
Kaikōura Urban pipe renewals	-	85	Beach Road water main renewal
Kaikōura Urban facilities renewals	20	1	
Kaikōura Urban variable speed drives	30	13	
Ocean Ridge renewals	30	5	
East Coast renewals	61	66	Water pipe renewals & replace booster pump
Kincaid stabilise intake	40	6	
Kincaid reconfigure raw water tanks	10	-	
Fernleigh renewals	15	19	
Peketa renewals	-	-	
Oaro renewals	-	-	
	206	195	
Total major projects	346	278	

Performance indicators

The performance measures have been updated to provide reporting on the extent to which Council's drinking water supplies complies with the Drinking Water Quality Assurance Rules set by the regulatory agency (Taumata Arowai) as explained in more detail below. Compliance is based on provision of data in compliance periods. One 15-minute instance of missing or deficient data will result in compliance failure for at least a day and, for many of KDC's supplies, for a whole month.


Compliance was independently assessed and verified by Matt Molloy Consulting Ltd.

The overall compliance percentages in the table below were based on population weightings of information on individual water schemes taken from the following table.

NZ Drinking Water Quality Assurance Rules

New Drinking Water Quality Assurance Rules (DWQAR) were introduced by Taumata Arowai in January 2023. These requirements measure compliance against the following criteria: bacterial, protozoal, chemicals and cyanotoxins for treatment plants; and microbiological, residual disinfection, disinfection by-products and plumbosolvent metal rules for distribution networks. Compliance is monitored and reported through on-line monitoring along with an independent sampling and lab testing regime.

The summary table and notes below are from the independent drinking water assessor's report for the period 1 July 2023 to 30 June 2024.

Community Outcome	How do Water Supplies contribute to this Outcome?	What do we need to do towards achieving this Outcome?
 <p>Future We work with our community and our partners to create a better place for future generations</p>	Water is a precious resource, and so it is essential for future generations that water takes are sustainable. Water sources need to be adequate both in quantity and quality to meet foreseeable consumer demands.	We plan for water infrastructure to support anticipated development needs, including investigating options for existing and future services. Ground water sources and intakes must be secure, and the water must be free of contamination from surrounding land use.

Water Scheme	Compliance with NZ Drinking Water Quality Assurance Rules						Target 2023/2024 = 100%	
	Treatment rule	Treatment plant		Distribution zone		2023/2024 Actual	Achieved?	
Fernleigh	T2/D2	Bacterial 7/12	Protozoa 12/12	Micro-biological 12/12	Residual disinfectant ² 12/12	90%	No	
Kaikōura Urban	T3/D3	271/366	271/366	10/12	10/12	74%	No	
East Coast Rural	T2/D2	8/12	12/12	12/12	12/12	92%	No	
Kincaid	T2/D2	2/12	12/12	12/12	12/12	79%	No	
Oaro	T2/D2	4/12	12/12	12/12	11/12	81%	No	
Ocean Ridge	T2/D2	6/12	12/12	12/12	12/12	88%	No	
Peketa	T1/ n/a	4/4	4/4	4/4	n/a	100%	Yes	
Kaikōura Airport	T1/ n/a	4/4	4/4	4/4	n/a	100%	Yes	

Notes

- Treatment plants such as Kaikoura Urban that use T3 rules (over 500 people) have a compliance monitoring period of 1 day. The result is recorded as how many days out of the review period the recorded data indicated that the supply was compliant. Data from ultraviolet light disinfection was not recorded for three months of the report period. The recording system has now been corrected.
- Treatment plants using T2 rules (101-500 people) have a compliance monitoring period of one month. The result is recorded as how many months out of the review period the supply was compliant. A single instance in one day can however fail a whole month.
- Distribution zones using D3 and D2 rules have a compliance monitoring period of one month and the result is recorded as how many months out of the review period the supply was compliant.

² residual disinfectant compliance reporting includes residual chlorine levels within distribution networks, chlorination byproducts levels and plumbosolvent metal (lead) levels

- Treatment plants and distribution zones using the T1 and D1 rules have a compliance monitoring period of 3 months, so the result is recorded as how many 3-month periods out of the compliance monitoring periods the supply was compliant.
- Disinfection by-products (DBPs) monitoring applies to supplies using sodium hypochlorite, rather than gas chlorine as used at Kaikōura Urban and Fernleigh.

Additional Notes

The Council has protozoa and bacterial barriers on all its water supplies. There have been historical difficulties proving compliance due to data quality and data transmission issues. Physical samples were also often missed due to courier delivery issues. All supplies are UV disinfected and chlorinated.

Kaikōura Urban: In January 2024 there was the need to use the 2nd UV reactor, unfortunately this was not connected properly to the SCADA network and therefore when it was in operation there was no data available to assess. Information was subsequently able to be backfilled for part of May and all of June, however Jan, Feb and April data was not available and therefore does not meet the monitoring requirements. This is a data quality issue not a water safety issue, all alarms were in operation during the time.


Fernleigh had instances of chlorine being less than 0.5mg/L FAC leaving the treatment plant (Jul, Aug, Sep, Jan, Feb). Using FAC, turbidity and E.coli, Fernleigh met the equivalent of bacterial compliance under the DWSNZ 7/12 months. Using the continuous monitoring data it was noted that over 99% of the time the turbidity was met, and 95% of the time FAC was met, however T2 rules are reported monthly and Taumata Arowai have not released any guidance as to using continuous monitoring for T2 supplies. UV dose was met at all times so the supply was fully disinfected, it's just the chlorine residual leaving the plant was not met.

Kaikōura East Coast Rural did not have an appropriate sample tap in place for water leaving the plant until Sept 2023. From Sept there was chlorine >0.5mg/L measured leaving plant on all occasions. October had an instance of turbidity over 5NTU and both Sept-23 and Mar-24 had pH above 8.0. Using the continuous monitoring data it was noted that over 99% of the time the turbidity and pH were met, and 100% of the time FAC was met, however T2 rules are reported monthly and Taumata Arowai have not released any guidance as to using continuous monitoring for T2 supplies. It's the lack of an appropriate sample tap and the occasions of high pH and turbidity leaving the plant that prevented all parameters being met.

Kincaid residual chlorine <0.5mg/L in all months except Jan -April 2024, turbidity always measured less than 5NTU, pH was only met in June-23 and July-24. Overall 2/12 months. There was a chlorine residual leaving the plant on most occasions, however it was not the required 0.5mg/L. The pH was above 8.0 on most occasions.

Oaro had instances of FAC leaving plant <0.5mg/L in 8 out of the 12 months. Turbidity 2 x weekly and all ok. pH over 8 in March 2024. Bacterial compliance partially achieved. Overall 4/12 months met. Using the continuous monitoring data it was noted that over 90% of the time FAC was met, however T2 rules are reported monthly, and Taumata Arowai have not released any guidance as to using continuous monitoring for T2 supplies. UV dose was met at all times so the supply was fully disinfected, it's just the chlorine residual leaving the plant that was not met.

Ocean Ridge had instances of FAC leaving plant <0.5mg/L in July-23, Sep-23, Jan-24, Feb-24, Mar-24 and Ap-24. E.coli samples complete. pH ok but over 8 in Mar-24. Overall 6/12 months.

Community Outcome	How do Water Supplies contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Environment We value and protect our environment</p>	<p>Water is a precious resource, and so water use must be sustainable. This involves distributing water to consumers without unintentional waste of water, and restrictions on water use are enforced through the Water Supply Bylaw.</p>	<p>It is important that water is not lost through poorly maintained or old leaking pipe networks.</p> <p>It is equally important that people take a conservative approach in the amount of water they consume.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of real water loss from networked reticulation systems		23%	< 40%	37%	Yes
The average consumption of drinking water per day per resident		430	< 375 litres	270	Yes

The Kaikōura Urban system must be continuously pumped, so the water loss calculation is based on minimum night flow when reservoirs are full, less allowance for night use at 4l/person/4 hours and 3000 people = 1 l/s

The actual real loss % for 2022/23 was under-reported at 23% and should be 37%.


Real water loss is calculated using the Water New Zealand “Water Loss Guidelines”. These guidelines provide methodologies that can be used to determine water loss across the piped reticulation. The method that KDC uses is called the MNF or “Minimum Night Flow” analysis.

The target of less than 40% real water loss is applied where such measurement is realistically achievable. On rural supplies the trickle feed supply arrangements prevent this.

The average consumption measure is an estimate for the Kaikōura Urban water supply only. Other water supplies have substantial proportions of water used for non-potable purposes and/or are subject to very inconsistent demand.

The reported change in water consumption, reduced from an estimated 430 litres per resident per day in 2023, to 270 in 2024, is a combination of three factors:


- Assessing on an annual average basis rather than summer peak
- Effective water conservation messaging in early summer (please don't irrigate lawns)
- Average rather than drought conditions

Community Outcome	How do Water Supplies contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Services Our services and infrastructure are cost-effective, efficient, and fit for purpose</p>	<p>The Council and our contractors respond promptly to reported problems or issues with our water supplies</p>	<p>We need to be adequately resourced and operate an efficient Customer Service Request (CSR) system to record requests relating to water services, efficiently forward them to the contractor and prioritise, manage, monitor, and record responses and resolution.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Fault response times:					
Where a local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:					
Attendance for urgent ³ callouts, from the time that the local authority receives notification to the time that service personnel reach the site		< 2 hours	0.5 hours		Yes
Resolution of urgent callouts, from the time the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption		< 12 hours	1.0 hours		
Attendance for non-urgent callouts, from the time we received notification to the time that service personnel reach the site	Not available ⁴	< 48 hours	0.75 hours		
Resolution of non-urgent callouts, from the time the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption		< 7 days	1.5 days		

Not available – Call out response times have not been recorded or not accurately captured in the service request system for the financial year, and therefore results are not available.

³ For the purposes of the above performance indicators, urgent callouts include major pipe bursts, and non-urgent callouts include minor leaks and equipment maintenance.

⁴ The Council’s customer service request system is used to generate work requests to the contractor (IWK). Calls are also received directly by the contractor (IWK). A reliable shared reporting process was established in May 2023.

Community Outcome	How do Water Supplies contribute to this Outcome?	What do we need to do towards achieving this Outcome?							
 <p>Development We promote and support the development of our economy</p>	<p>Ready access to water facilitates economic growth. We protect public health by providing drinking water in urban areas that is clean and safe to drink. We protect property by providing water at pressure that is adequate for firefighting needs.</p>	<p>It is essential that water sources are adequate to meet foreseeable consumer demands, and that water treatment and distribution networks reliably provide water that is safe to drink.</p>							
<table border="1"> <thead> <tr> <th></th> <th>2022/2023 Actual</th> <th>2023/2024 Target</th> <th>2023/2024 Actual</th> <th>Achieved?</th> </tr> </thead> </table>						2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?					
<p>Complaints and requests for service⁵:</p>									
<p>The number of complaints received about drinking water clarity, per year per 1,000 connections</p>	<p>Incomplete</p>	<p>0.9</p>	<p>Yes</p>						
<p>The number of complaints received about drinking water taste, per year per 1,000 connections</p>	<p>Incomplete</p>	<p>0</p>							
<p>The number of complaints received about drinking water odour per year per 1,000 connections</p>	<p>Incomplete</p>	<p>No more than 18 complaints about these issues in total (per 1,000 connections)</p> <p>0</p>							
<p>The number of complaints received about drinking water pressure or flow, per year per 1,000 connections</p>	<p>Incomplete</p>	<p>2.7</p>							
<p>The number of complaints received about drinking water continuity of supply, per year per 1,000 connections</p>	<p>Incomplete</p>	<p>9.3</p>							
<p>The number of complaints received per year about the Council's response to any of these issues, per 1,000 connections</p>	<p>Incomplete</p>	<p>1.3</p>							

In the above tables of performance indicators, incomplete and not available are defined as follows:

Incomplete – Customer service requests and complaints results reported are based on data derived from the service request systems. Not all service requests were recorded for analysis in those systems for the 2022/2023 financial year, and therefore the results were incomplete.

⁵ There are 2,246 properties connected to Council-owned and operated water supplies in the district, and there were 80 complaints/requests for service received about water supplies during the financial year (2023: 75). 47 of these complaints were about water leaks, which are not reported in the above table (which is limited to complaints about clarity, taste, odour, pressure or continuity).

Funding Impact Statement: Water supplies

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	-	-	-
Targeted rates	1,417	1,454	1,379
Subsidies & grants for operating purposes	-	-	349
Fees and charges	8	8	19
Internal charges and overheads recovered	-	-	-
Fuel tax, fines, infringement fees & other	-	-	-
Total operating funding (A)	1,425	1,425	1,747
Applications of operating funding			
Payments to staff and suppliers	794	816	1,138
Finance costs	-	2	-
Internal charges and overheads applied	421	439	417
Other operating funding applications	-	-	-
Total applications of operating funding (B)	1,215	1,257	1,555
Surplus/(deficit) of operating funding (A-B)	210	205	192
Sources of capital funding			
Subsidies & grants for capital expenditure	-	-	102
Development and financial contributions	10	11	3
Increase/(decrease) in debt	(2)	102	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	8	113	105
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	69
- To improve the level of service	-	-	-
- To replace existing assets	21	521	209
Increase/(decrease) in reserves	196	(204)	18
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	218	317	296
Surplus/(deficit) of capital funding (C-D)	(210)	(205)	(192)
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			1,555
Plus depreciation			983
Expenditure as per Note 4			2,538

Wastewater

Our Goal: to provide a reticulated sewerage network and treatment facilities which meet environmental standards.

What we do

There is one reticulated network and one wastewater treatment and disposal facility in Kaikōura which provide wastewater services for:

- Kaikōura Urban
- Ocean Ridge
- South Bay

The wastewater (sewer) network has 63km of reticulation and 10 major pump stations. The treatment, and effluent & solids disposal systems can cope with a peak demand of 7,500 people, which is ample capacity to serve our community for the foreseeable future.

The wastewater treatment and disposal facility also serve the rural area and the State Highways by receiving, treating and disposing of stock truck effluent and septic tank sludge.

Key issues in the year to 30 June 2024

The key issue remained addressing the abatement notices issued by Environment Canterbury in June 2023, which related to a historical unconsented discharge, completion of an odour management plan, pond management, completeness of records and frequency of monitoring.

What we did

In addition to effective routine operation, maintenance and renewal of the wastewater system, we engaged Stantec consultants to provide technical inputs needed to address the previously mentioned abatement notices. This will lead to getting suitable long term resource consents.

Work commenced on giving effect to trade waste consents under the Council's Trade Waste Bylaw, with inspections of relevant premises to provide a basis for individual consent conditions.

Concerns about odour from the Council's wastewater system were dealt with at several private properties.

Stock truck effluent operations and disposal were reviewed, and the costs charged were increased to more sustainable levels.


Effects on community wellbeing

	Positive effects	Negative effects
Social	Safe and sanitary collection, treatment and disposal of wastewater is essential for the health and safety of the whole community	Odour continues to be an occasional localised issue
Cultural	These systems ensure that offensive matter is treated and disposed of in a culturally acceptable manner	No identified effects
Economic	Wastewater and solids collection, treatment and disposal is essential for the commercial sector to function	No identified effects
Environmental	An efficient and effective collection, treatment and disposal system ensures that what is returned to the environment is not harmful	Sewer overflows cause health risks and may damage the environment, and must be attended to urgently

Major projects

Project	Planned \$000	Spent \$000	Comment
Upgrades to meet additional demand:			
Wastewater treatment plant	-	112	Consent work towards clearing abatement notices
Renewal/replacement of existing assets:			
Wastewater structure renewals	24	36	
Wastewater pipe renewals	-	41	
Churchill St pump station	75	9	
Avoca St pipe replacement	50	-	
South Bay pump station	-	96	
Esplanade pump station	30	12	
	179	194	
	179	306	

Performance indicators


Community Outcome	How do Wastewater Services contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Environment We value and protect our environment</p>	Wastewater is collected, treated and disposed of without causing environmental harm or any unattractive visual impacts.	Our wastewater reticulation, pump stations and wastewater treatment facilities are well-maintained and managed to minimise risk of overflows, and the discharge of wastewater to the environment is controlled to ensure the system is functioning efficiently to prevent environmental harm.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of dry weather sewage overflows, expressed per 1,000 sewer connections		0.56	0	0.55	No
Resource consents compliance (discharge from the sewerage system, measured by the number of actions taken against the Council in relation to those consents)					
- The number of abatement notices		3	0	3	No
- The number of infringement notices		0	0	0	Yes
- The number of enforcement orders		0	0	0	Yes
- The number of convictions		0	0	0	Yes

The dry weather overflow was due to a private action where surplus concrete had been dumped and not due to a Council deficiency.

The Council received an abatement notice from Environment Canterbury (ECan) on 5 April 2022 for unconsented discharges at the Kaikōura wastewater treatment plant. The main concern was not having current consents for storage and dewatering of sludge that had to be removed from the treatment ponds to keep them functioning properly. That notice was cancelled by ECan on 10 October 2022 after actions by KDC.


ECan then issued a further three abatement notices on 7 June 2023 related to the existing consents and issues pertaining to a historical unconsented discharge, completion of an odour management plan, pond management, completeness of records, and frequency of monitoring. An action plan was provided to ECan on 29 June 2023 and accepted by them on 6 July 2023 for actions to be carried out in the 2023-2024 and 2024-2025 years.

ECan are satisfied with progress made by the Council to resolve the above issues and have amended the original abatement notices and provided an extension to allow the Council to apply for new resource consents.

Community Outcome	How do Wastewater Services contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Services Our services and infrastructure are cost-effective, efficient and fit for purpose</p>	The Council and its contractors respond promptly to reported problems or issues with its wastewater services.	We need to be adequately resourced and operate an efficient Customer Service Request (CSR) system to record requests relating to wastewater services, efficiently forward them to the contractor and prioritise, manage, monitor and record responses and resolution.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Fault response times					
Where the local authority attends to sewage overflows resulting from a blockage or other fault in the sewerage system, the following median response times measured:					
Attendance time: from the time the local authority receives notification to the time that service personnel reach the site	Not available	< 1 hour	0.3	Yes	
Resolution time: from the time the local authority receives notification to the time that service personnel confirm resolution of the blockage or other fault	Not available	< 24 hours	1.0	Yes	
The percentage of urgent callouts, being service failure, supply fault or overflow, responded to within one hour from the time of notification to the time that service personnel depart to the site.	Not available	90%	87%	No	
The percentage of non-urgent callouts, being minor breaks and equipment maintenance, responded to within 48 hours from the time of notification to the time that service personnel attend site	Not available	80%	95%	Yes	

Not available (2022/2023) – Call out response times have not been recorded or not accurately captured in the service request system for the financial year, and therefore results are not available.

For the number of sewer overflows, there were no sewer overflows during the year so there were no records available to evidence any response times.

Community Outcome	How do Wastewater Services contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	Efficient collection, treatment, and disposal of wastewater facilitates economic activity, and protects public health.	We ensure that our wastewater infrastructure is well-maintained and managed, which in turn ensures that the systems function efficiently minimising the likelihood of failures that could pose risk to public health or the nuisance of odour.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Complaints and requests for service					
The number of complaints received about sewage odour , expressed per 1,000 connections ⁶	Incomplete		1.665 (3)	Yes	
The number of complaints received about sewage system faults , expressed per 1,000 connections	Incomplete	Less than 19 complaints about these issues in total (per 1,000 connections)	1.110 (2)		
The number of complaints received about sewage system blockages , per 1,000 connections	Incomplete		0.555 (1)		
The number of complaints received about the Councils (or the Councils service providers) response to the above issues , per 1,000 connections	Incomplete		0		

Incomplete (2022/2023) – Customer service request results reported are based on data derived from the service request system. However not all service requests were recorded in the system for the financial year, and therefore the results are incomplete. We have shown the number of complaints based on those that have been recorded in our systems.

⁶ There are 1,802 connections to the Kaikoura sewerage system, and 6 complaints/requests for service were received during the 2023 financial year (2023: 4).

Funding Impact Statement: Wastewater

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	8	9	9
Targeted rates	627	646	728
Subsidies & grants for operating purposes	15	15	19
Fees and charges	21	21	48
Internal charges and overheads recovered	-	-	-
Fuel tax, fines, infringement fees & other	-	-	-
Total operating funding (A)	671	691	804
Applications of operating funding			
Payments to staff and suppliers	412	421	504
Finance costs	-	-	-
Internal charges and overheads applied	259	271	300
Other operating funding applications	-	-	-
Total applications of operating funding (B)	671	691	804
Surplus/(deficit) of operating funding (A-B)	-	-	-
Sources of capital funding			
Subsidies & grants for capital expenditure	-	-	-
Development and financial contributions	16	16	2
Increase/(decrease) in debt	-	-	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	16	16	2
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	112
- To improve the level of service	-	-	-
- To replace existing assets	79	25	194
Increase/(decrease) in reserves	(63)	(9)	(306)
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	16	16	2
Surplus/(deficit) of capital funding (C-D)	-	-	-
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			804
Plus depreciation			1,079
Expenditure as per Note 4			1,883

Stormwater

Our Goal: to provide a reticulated urban stormwater network to prevent surface flooding causing harm to residents and their property.

What we do

The stormwater system serves the Kaikōura township, South Bay and Ocean Ridge. It comprises approximately 17km of reticulation systems that discharge to land, direct to the sea, and via the Waikoau (Lyell Creek) and other water courses.

The systems include treatment swales and basins such as those found in the Seaview and Ocean Ridge subdivisions, the Ocean Ridge wetland and large drain channels such as Phairs Drain and Sullivans Gully.

Roading kerbs and channels and sumps are maintained as roading assets.

Key issues in the year to 30 June 2024

There were no significant physical issues with the stormwater system during the year. The focus for the year was instead on administrative matters that would address the abatement notice issued by Environment Canterbury in June 2023.

What we did

During the year Council provided ECan with the necessary water quality data and updated management plans required to address the abatement notice.


Effects on community wellbeing


	Positive effects	Negative effects
Social	Protection from flooding also protects property and people	No identified effects
Cultural	No identified effects	No identified effects
Economic	Protection from flooding ensures that economic activity such as delivery of goods and services is unaffected by weather events	No identified effects
Environmental	Stormwater protects individual property as well as harbour, waterways, and the surrounding environment	No identified effects

Major projects

Project	Planned \$000	Spent \$	Comment
Renewal/replacement of existing assets:			
Pipe & lateral renewals	-	9	
Ocean Ridge stormwater renewal	-	36	
	-	45	

Performance indicators

Community Outcome	How does Stormwater contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	Stormwater management systems protect people and property from surface flooding, enabling economic activity and development to take place in areas where it might otherwise not be possible.	We plan for stormwater infrastructure to support anticipated development needs, including investigating options for existing and future services.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
		The number of flooding events, where water enters habitable properties	0	0	0
For each flooding event, the number of habitable floors affected, expressed per 1,000 properties connected to the stormwater system	0	< 3	0	Yes	


Community Outcome	How does Stormwater contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Environment We value and protect our environment</p>	Stormwater is collected, diverted and discharged without causing environmental harm or any unattractive visual impacts.	Our stormwater network is well-maintained and managed, with controls on discharges to it and with the release of stormwater to the environment monitored to ensure it does not create environmental harm.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
		Compliance with the Council’s resource consents for discharge from the stormwater system, measured by the number of actions taken against the Council in relation to those consents, namely,			
- The number of abatement notices	1	0	0	Yes	
- The number of infringement notices	0	0	0	Yes	
- The number of enforcement orders	0	0	0	Yes	
- The number of convictions	0	0	0	Yes	
The percentage of major flood protection and control work that is maintained, repaired, and renewed to the key standards defined in the Council’s relevant planning documents	Not applicable – see the definition of major flood protection below ⁷				

⁷ **Major flood protection and control works**, for the purposes of the performance measure mandated by the Non-Financial Performance Measures Rules (2013), means works that meet two or more of the following criteria:


- (a) Operating expenditure of more than \$250,000 in any one year
- (b) Capital expenditure of more than \$1 million in any one year
- (c) Scheme and asset replacement value of more than \$10 million, or
- (d) Directly benefitting a population of at least 5,000 people

The Council’s budgets, asset values, and population are such that we are highly unlikely to ever meet the threshold for major flood protection and control works to be reported against.

An abatement notice was issued by Environment Canterbury on 7 June 2023 in relation to the Council's Kaikoura township stormwater consent. The notice required the Council to provide an action plan in response to the notice, and to provide water quality data and up to date copies of the activity management plan and the yearly management plan. The Council has responded with the action plan, the required data, the activity management plan and the yearly management plan.

Community Outcome	How does Stormwater contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Services Our services and infrastructure are cost-effective, efficient and fit for purpose</p>	The Council and its contractors respond promptly to reported problems or issues with its stormwater system.	We need to be adequately resourced and operate an efficient Customer Service Request (CSR) system to record requests relating to water services, efficiently forward them to the contractor and prioritise, manage, monitor and record responses and resolutions.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Fault response times					
The median response time to attend a flooding event, from the time of notification to the time that service personnel reach the site		No flooding events	< 1 hour	No flooding events	Not applicable

Not applicable – There were no flooding events or urgent callouts from which to measure response times.

Community Outcome	How does Stormwater contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	Stormwater protects people and property from surface flooding, enabling the safe collection and diversion of stormwater to controlled systems, thereby facilitating economic activity to continue to function even in heavy rain events.	We plan for stormwater infrastructure to support anticipated development needs, including investigating options for existing and future services.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Complaints and requests for service					
The number of complaints received about the performance of the stormwater system, expressed per 1,000 connections ⁸		Incomplete	< 3	3.222	No

In the above tables of performance indicators, not applicable is defined as follows:

Incomplete (2022/2023) – Customer service request results for 2023 year were based on data derived from the service request system. However not all service requests were recorded in the system for the financial year, and therefore the results are incomplete.

⁸ There are 1,862 properties connected to the Kaikoura stormwater system, and there were 6 complaints received about the performance of the stormwater system (2023: 14).

Funding Impact Statement: Stormwater

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	-	-	-
Targeted rates	114	118	51
Subsidies & grants for operating purposes	-	-	-
Fees and charges	1	1	3
Internal charges and overheads recovered	-	-	-
Fuel tax, fines, infringement fees & other	-	-	-
Total operating funding (A)	114	119	54
Applications of operating funding			
Payments to staff and suppliers	34	35	56
Finance costs	-	-	-
Internal charges and overheads applied	85	88	46
Other operating funding applications	-	-	-
Total applications of operating funding (B)	119	123	102
Surplus/(deficit) of operating funding (A-B)	(5)	(5)	(47)
Sources of capital funding			
Subsidies & grants for capital expenditure	-	-	-
Development and financial contributions	5	5	-
Increase/(decrease) in debt	-	-	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	5	5	-
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	-
- To improve the level of service	-	-	-
- To replace existing assets	-	-	45
Increase/(decrease) in reserves	-	-	(92)
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	-	-	(47)
Surplus/(deficit) of capital funding (C-D)	5	5	47
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			102
Plus depreciation			155
Expenditure as per Note 4			257

Refuse & Recycling

Our Goal: our community has effective, efficient, and affordable means of managing solid waste.

What we do

The Council provides essential services to ensure that residents and ratepayers have means to dispose of waste materials in a way that is not harmful to health and wellbeing. These services include operation of a landfill, composting and re-use facilities in Kaikōura, provision of recycling services in the Kaikōura urban area and at some rural centres, and provision of public rubbish bins for street litter.

Key issues in the year to 30 June 2024

The key issues for the year continued to be focussed on the reconfiguration of the Resource Recovery Centre (RRC) and landfill site in Kaikōura following the cessation of landfilling operations in July 2022.

This ending of landfilling was due to the site approaching the limit of its capacity and the potential for adverse environmental effects.

What we did

The construction of the refuse transfer station and the relocation and reconfiguration of facilities for recycling, re-use and resource recovery on the site were completed.

Works included finalising construction of the transfer station, construction of a new re-use shop, formation and sealing of additional pavement areas, relocating mobile assets, upgrading of electrical supply and purchase of a hook truck to move refuse capsules.

A substantial quantity material has been stockpiled around the site for future use in the capping of the site.

Another change that affected services during the year was the introduction by central government of requirements for councils to provide a standardised range of recycling services. This created a need for IWK to provide a broader range of services than previously.

A consequence of the closure of the landfill and other service changes is a significant increase in costs that will ultimately have to be recovered from service users.

What we planned to do but didn't

It had been intended that works would commence to finally cap and close the remaining (approximately 1 hectare) undeveloped area of the former Kaikōura landfill, but greater than expected difficulty was encountered in obtaining the necessary approvals for the proposed works from Environment Canterbury.

It became apparent that additional professional assistance would be needed to obtain these approvals and offers of service were therefore being sought from consultancies at the end of the year for this purpose.


Effects on community wellbeing


	Positive effects	Negative effects
Social	Provision of readily accessible refuse and recycling services reduces potential for private accumulations of refuse that may create health, vermin, or other nuisance issues.	Provision of readily available refuse disposal services may reduce incentives to minimise waste generation.
Cultural	Services and facilities are available which provide for the disposal of offensive matter.	Waste management activities can generate odours and water contamination and can be visually unappealing.
Economic	Provision of cost-effective public waste disposal services contributes to community economic wellbeing	Increased environmental standards have resulted in higher waste disposal costs that may be difficult for some to afford
Environmental	Providing community waste disposal services reduces potential for environmentally harmful activities such as littering, fly tipping or other inappropriate disposal practices.	Providing community waste disposal or recycling services reduces incentives to adopt the most environmentally favourable approach, which is to minimise waste generation

Major projects

Project	Planned \$000	Spent \$000	Comment
Upgrade to improve level of service:			
Transfer station site reconfiguration	250	172	
Landfill capping & closure	500	343	
Resource recovery centre improvements	-	269	
	750	784	


Performance indicators

Community Outcome	How do refuse disposal services contribute to this Outcome?	What do we need to do towards achieving this Outcome?				
 <p>Community We communicate, engage with and inform our community</p>	<p>Many in our community take pride in our waste minimisation practices, however there are frequent instances of people using street litter bins to dispose of their household rubbish or misusing recycling services. It is therefore important that the community is well informed about waste and waste disposal.</p>	<p>The Council needs to ensure our community, and our visitors are aware of good waste minimisation practice, and equally that the community understands the social, environmental and financial impacts of disposing of waste irresponsibly.</p>	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
			<p>The number of incidents per year of street litter bins being used for grossly inappropriate purposes such as deposit of household refuse</p>	44	< 75	56

Community Outcome	How do Recycling services contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Services Our services and infrastructure are cost effective, efficient and fit-for-purpose</p>	<p>Cost effective recycling and waste minimisation services can contribute to overall cost efficiency of solid waste services for the community.</p>	<p>Regard needs to be had to cost efficiency in making decisions on which recycling and waste minimisation services should be provided.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
<p>The percentage of total Council costs for refuse collection and disposal activities (excluding street litter bins and clean-up of illegal dumping) that is recovered on a user pays basis.</p>		74.5%	80%	100% ⁹	Yes
<p>The estimated annualised average net cost per tonne of all materials delivered to beneficial markets through recycling or resource recovery services, less the current per tonne charge for disposal of general refuse inclusive of landfill levy and carbon credit charges.</p>		\$(209.45)	< \$100	\$(242.54) ¹⁰	Yes

⁹ With the permanent transfer station facilities completed there is now no cost to Council for refuse disposal, all costs are covered by user fees, hence the 100% recovery.

¹⁰ One of the aims for the Refuse & Recycling activity is that the cost of waste minimisation services does not significantly exceed the cost of disposing of the material as refuse (inclusive of landfill levy and carbon credit charges) and the value of the other tangible benefits of not doing so. It is currently believed that the value of these other tangible benefits is unlikely to exceed \$100. A negative number for this KPI reflects that less costs per tonne are being incurred by the Council to recycle these materials rather than landfilling. In 2023/2024, the total spent on recycling and resource recovery services was \$213,111, and these services processed 1,432 and 551 tonnes of material respectively. As such the average cost was \$107.46 per tonne. In comparison refuse disposal costs were \$350 per tonne, hence the KPI value is $\$107.46 - \$350 = -\$242.54$,

Community Outcome	How do refuse disposal services contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Environment We value and protect our environment</p>	Providing appropriate means of disposal for refuse limits potential for a range of adverse environmental impacts that includes water pollution, littering, odour, vermin infestations and creation of other unsanitary conditions	With a limited range of private waste disposal options locally available there is a need for Council to ensure that a range of services is provided to meet most waste disposal needs in an environmentally acceptable way			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The level of compliance achieved for the resource consent conditions set by Environment Canterbury for the operation of the Kaikōura landfill		Non-compliance action required	Compliant ¹¹	Non-compliance action required ¹²	No
The number of complaints received regarding environmental effects associated with the landfill and resource recovery centre.		Nil Incomplete	No more than 5	Nil	Yes


Incomplete – Customer service request results reported are based on data derived from the service request system. However not all service requests were recorded in the system for the 2023 financial year, and therefore the results were incomplete. We have shown the number of complaints based on those that have been recorded in our systems.

No complaints have been recorded either in the Council’s CSR system or in records kept by IWK, however we have been unable to provide evidence that there were no complaints, and therefore the measure is incomplete.

¹¹ The target is for the Council’s consents to be assessed as “compliant” using Environment Canterbury’s consent grading scale. “Compliant” is the highest grade in that scale.

¹² Environment Canterbury identified non-compliance with resource consent conditions in March 2023. Some of these issues have been remedied but others can only be addressed as part of the final closure of the landfill, some details of which are still to be resolved.

A further set of recommended actions has subsequently come from ECan, noting that the activities that are now occurring on site are substantially different to those that were on the site when it was first consented in the 1990s. The Council is now working to obtain a long-term site-wide set of air, land and water resource consents that will include the resource recovery, composting and transfer activities now occurring on site, capping the landfill, ongoing monitoring and after care.

Community Outcome	How do refuse disposal services contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Community We communicate, engage with and inform our community</p>	<p>Whilst many in our community use waste minimisation services effectively there are frequent instances of people misusing these services. It is therefore important that the community is well informed about waste and waste disposal, including that the most effective means of waste minimisation is reducing the quantity of waste generated at source.</p>	<p>Provide information and education to encourage waste reduction and effective use of the provided recycling and waste minimisation services.</p>			
	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?	
<p>The percentage of materials by weight deposited to recycling, recovery or re-use services that are contaminated to the extent that they must be treated as refuse.</p>	4%	No more than 5%	3%	Yes	
<p>The total quantity of waste disposed of to landfill from Kaikōura on a district per capita basis</p>	385kg	No more than 380kg	382kg ¹³	No	

¹³ 1593 tonnes of refuse sent to landfill divided by 2022 census population of 4160

Funding Impact Statement: Refuse & Recycling

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	241	238	268
Targeted rates	255	262	303
Subsidies & grants for operating purposes	-	-	-
Fees and charges	92	94	-
Internal charges and overheads recovered	-	-	-
Fuel tax, fines, infringement fees & other	31	52	68
Total operating funding (A)	618	646	639
Applications of operating funding			
Payments to staff and suppliers	388	365	415
Finance costs	13	31	26
Internal charges and overheads applied	183	191	147
Other operating funding applications	-	-	-
Total applications of operating funding (B)	584	587	588
Surplus/(deficit) of operating funding (A-B)	34	59	51
Sources of capital funding			
Subsidies & grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase/(decrease) in debt	(77)	1,136	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	(77)	1,136	-
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	343
- To improve the level of service	-	-	269
- To replace existing assets	-	1,358	172
Increase/(decrease) in reserves	(43)	(163)	(733)
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	(43)	1,195	51
Surplus/(deficit) of capital funding (C-D)	(34)	(59)	(51)
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			588
Plus depreciation			15
Expenditure as per Note 4			603

Facilities

Our Goal: to provide fit for purpose facilities which meet a broad range of community social and recreational needs, and which are not provided by central government and cannot be readily provided by the private sector.

What we do

This group of activities includes:

- Parks & reserves
- Property
- Harbour
- Airport

We aim to provide facilities that are safe, welcoming, and attractive, accessible, culturally appropriate, and affordable on an ongoing basis.

Key issues in the year to 30 June 2024

Two projects dominated the Council's focus for the year – the Wakatu Quay development, and the Link Pathway.

The Wakatu Quay development is project managed by an independent working group and using external resources. During the year, the Council committed to proceeding with the Wakatu Quay project, after a potential funding partner withdrew their interest. The result is that the development is likely to be limited to one building, the restaurant, with site development including cabling, service trenching, sealed areas and landscaping to support additional buildings in time.

Progress has been steady on the Link Pathway, with almost all concrete path and timber decking sections along the Esplanade complete, widening of the boardwalk to Point Kean done, and the most complex section – the seawall to widen the path between the Old Wharf and Jimmy Armers Beach – set to be finished by October 2024.

The old tennis courts on Takahanga Domain, damaged by the earthquake, have yet to be replaced while user groups have been working through options. The proposed solution is now for single-level multi-use sports courts, to provide for tennis, netball, and other uses. Fundraising is ongoing, but the new courts should be constructed by December 2024.

What we did

Two of the larger sections of the Link Pathway were completed by June 2024.

Starlink was installed at the Airport to have a more reliable internet signal.

New parking machines and signage was installed in the West End carpark and the South Bay boat ramp.

Effects on community wellbeing

	Positive effects	Negative effects
Social	Our public halls, sports fields, parks, and reserves create provide social hubs for people to congregate	No identified effects
Cultural	Wherever possible, cultural aspects are incorporated into how our facilities are designed, maintained, and enjoyed.	No identified effects
Economic	Commercial users rely heavily on the harbour and airport facilities. The Wakatu Quay precinct will also provide new facilities from which commercial businesses could operate.	Public facilities can be costly to operate and require ratepayer funding.
Environmental	Parks and open spaces make our district even more attractive, and public toilets protect areas from human waste	No identified effects

Parks & reserves

What we do

The Council owns and maintains many community spaces throughout the district, such as:

Cemetery	South Bay Racecourse
Churchill Park	South Bay Domain
Memorial Gardens	Takahanga Domain
Playgrounds	Walking tracks
Public toilets	Recreational reserves

Key issues in the year to 30 June 2024

Plans to lease the former swimming pool site for a hot-pool springs development were met by opposition from neighbouring property owners and triggered a legal check on the status of the land. The Council has been forced to halt proceedings on the lease. Instead, the immediate focus is on developing Reserve Management Plans that are subject to consultation and then Minister of Conservation approval. These Plans will determine the activities that can be undertaken on Council’s parks and reserves land.

Early in 2023, the Council secured \$1.55 million in “Better Off Funding”, part of the former government’s

Major projects

three-waters reform funding package. Since then, the Council has been working through the schedule of agreed projects.

What we did

The Link Pathway, funded by the PGF, is already an iconic walkway along the foreshore and proving to be extremely popular for families and active people of all ages.

Progress for replacing the public toilets in the West End has seen the final designs approved by the Council with installation expected in 2024/25.


At the cemetery, new plinths were built for burial and cremation plots.

At the Memorial Gardens, a new flagpole surround was constructed, and a new flagpole provided by the RSA was installed.

Two new pieces of playground equipment were installed at Gooches Beach playground and older equipment refurbished.

Project	Planned \$000	Spent \$000	Comment
Upgrade to meet increased demand:			
Link Pathway	835	1,113	
	835	1,113	
Upgrade to improve level of service:			
Mill Rd/Beach Rd top end toilet	-	31	Funded through Tourism Infrastructure Fund (TIF)
West End public toilets	790	170	BOF
Churchill Park helipad	-	4	BOF funded
Churchill Park public toilets	90	26	BOF
Peninsula Lookout upgrade	85	1	BOF
Community Courts	25	3	BOF
Township security CCTV	10	1	BOF
	1,000	236	
Renewal/replacement of existing assets:			
Gooches Beach playground	55	23	
West End carpark pay & display	-	22	Pay & Display machines replaced
Carpark resealing	32	-	Delayed until West End toilet block is installed
	87	45	
Total capital projects	1,922	1,394	

Performance indicators

Community Outcome	How do Parks & Reserves contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Future We work with our community and our partners to create a better place for future generations</p>	<p>The desire for outdoor recreation is something that provides benefits across the generations. The experience of children in these spaces contributes to their development as healthy adults, and in turn the future wellbeing of the community.</p>	<p>We work to optimise the potential of our parks and reserves to provide enjoyable recreation opportunities for people of all ages.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Resident satisfaction with the cemetery, public toilets, and playgrounds (combined)		82%	75%	75%	Yes

Property

What we do

Properties include the Memorial Hall and Scout Hall, the OpShop, housing for the elderly on Torquay St, the Civic Centre, and the soon-to-be-developed Wakatu Quay.

Key issues in the year to 30 June 2024

The Wakatu Quay project is supported by a \$10.18m grant from Kānoa – the government Provincial Growth Fund, which aims to enhance economic development opportunities, create sustainable jobs, boost social inclusion and participation and build resilient communities. The Council confirmed its commitment to the project after public consultation as to whether

the Council should borrow up to \$800k to fulfil its contractual obligations for the Kānoa funding.

At the end of June 2024, the project team had submitted their building consent application and were working towards appointing a preferred builder.

What we did


At the pensioner units on Torquay Street, the carpark and parking areas were resealed, and eight of the oldest heat pumps were replaced.

A grant was paid over to Te Ha O Matauranga to finish the Scout Hall kitchen, and audio equipment was purchased to use for events at the Memorial Hall.

Major projects

Project	Planned \$000	Spent \$000	Comment
Upgrade to meet increased demand:			
Wakatu Quay PGF project	4,436	(235)	Project delayed, construction to start late in 2024, PPE CWIP transferred to Investment property
	4,436	502	
Renewal/replacement of existing assets:			
Housing for the Elderly	40	23	Carpark and parking reseal, plus flat refurbishment
Civic Centre	20	4	
Community Halls	-	10	Sound system
25 Beach Road (OpShop)	5	-	All work completed under general maintenance
	65	37	
	4,501	651	

Performance indicators

Community Outcome	How does Property contribute to this Outcome?	What do we need to do towards achieving this Outcome?	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
 <p>Services Our services and infrastructure are cost-effective, efficient, and fit for purpose</p>	To be fit for purpose, community properties must be suitable for holding public events and gatherings, or for other public administrative or operational functions.	We need to ensure that our properties comply with current building safety standards, including disability access requirements, and that facilities are clean and well maintained.				
The percentage of public buildings with a current Building Warrant of Fitness (BWOFF)			100%	100%	100%	Yes
The number of Memorial Hall bookings (excluding Council use) per annum			113	> 40	82	Yes

Airport

What we do

The Council owns the Kaikōura Airport situated 8km south of the township, at Peketa. The facilities include a modern terminal building, two hangars (one owned by the Kaikōura Aero Club), refuelling facilities and helipad. The sealed runway is 700 metres long and therefore only suitable for aircraft such as Cessna Caravans or similar. The grassed runway is 615 metres long and is used mainly by student pilots for training.

Key issues in the year to 30 June 2024

The Automated Intelligent Movement Monitoring (AIMM) system at the airport, which records aircraft movements such as landings and take-offs, suffered technical issues possibly due to internet connectivity problems. This meant there were likely to have been

gaps in the records of landing for the Council to recover landing fees.

What we did

We installed a new version of AIMM, which receives automated GPS tracker transmissions from aircraft, no longer relying on pilots to make radio calls. We also installed Starlink to resolve the sporadic internet connection.


What we said we'd do but didn't

We delayed the sealing of an access road to the hangar sites because there has been an expression of interest from an operator to build another hangar, so we will seal the access when it is more cost effective to do so, rather than impair a newly sealed road.

Major projects

Project	Planned \$000	Spent \$000	Comment
Improvement to level of service:			
Sealed access to hangars	40	-	
Renewal/replacement of existing assets:			
Renew aircraft monitoring system	-	1	
Minor carpark seal renewals	-	8	
	40	9	

Performance indicators

Community Outcome	How does the Airport contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	Some significant tourism related businesses operate from the airport which contribute to the local economy.	Whilst it remains under Council management Council needs to ensure that the airport is configured, managed and operated safely in a manner than conforms with CAA requirements.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of Civil Aviation Authority Surveillance Findings ¹⁴		0	0	0	Yes

¹⁴ A *Surveillance Finding* is a formal identification and documentation by the Civil Aviation Authority of a material aviation risk that has not been properly managed.

Harbour

What we do

We manage and maintain the public slipway and jetty at South Bay, as well as the areas used by commercial operators (fishers and tourism operators) such as the boat park. We also manage and maintain the North Wharf at Wakatu Quay, and the Old Wharf located by Fyffe House.

Key issues in the year to 30 June 2024

The Council is in negotiations with one of the main operators, Whale Watch Kaikōura Ltd, to finalise a forward-looking funding model that ensures all operators contribute to the cost of the harbour while acknowledging ownership of certain assets within the harbour itself. The negotiations are complex due to the licences to occupy having expired before agreements could be reached, and the provisions of

the Marine and Coastal Area (Takutai Moana) Act 2011 which take effect without those licences being in place.

Insurance is now a significant cost for the harbour, with premiums more than doubling after the Council obtained valuations for replacement cost which increased the insured values substantially. Only minor maintenance was needed at all harbour sites.


What we did

We added safety decking to the public jetty, repaired electricals at the Moa Point toilets, and updated signs at the South Bay harbour.

Major projects

Project	Planned \$000	Spent \$000	Comment
Renewal/replacement of existing assets			
South Bay harbour renewals	50	36	Non-slip deck for slipway, replace pay & display machine, archaeological assessment, and renew electricals
	50	36	

Performance indicators

Community Outcome	How do Harbour facilities contribute to this Outcome?	What do we need to do towards achieving this Outcome?								
 <p>Development We promote and support the development of our economy</p>	<p>Kaikōura’s economy is quite heavily reliant upon our marine-based activities, and so the harbour facilities need to have sufficient capacity to cater for growing numbers of visitors and slipway users, as well as larger boats including the return of small cruise ships</p>	<p>We need to ensure that harbour facilities meet the needs of existing users and plans for expansion are in readiness if a commercial business partner can be found.</p>								
		<table border="1"> <thead> <tr> <th>2022/2023 Actual</th> <th>2023/2024 Target</th> <th>2023/2024 Actual</th> <th>Achieved?</th> </tr> </thead> <tbody> <tr> <td>Incomplete</td> <td>3 or less</td> <td>2</td> <td>Yes</td> </tr> </tbody> </table>	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?	Incomplete	3 or less	2	Yes
2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?							
Incomplete	3 or less	2	Yes							
<p>The number of complaints received about the condition of harbour facilities (slipway, wharves, washdown areas, etc)</p>										

Forestry

What we do

We own 11.5% of the Marlborough Regional Forestry joint operation (MRF), with the Marlborough District Council. We also own a small plantation at South Bay opposite Ocean Ridge.

Key issues in the year to 30 June 2024

Neither the MRF nor the South Bay Forest were actively logging during the financial year.

The Council has indicated that the South Bay Forest will be harvested in the coming months, with the trees at full maturity and approaching the point of becoming a safety risk due to their age.

The Council acknowledges that the area is used significantly by the community as a recreational space. A reserve management plan process is underway for the future of the area with a strong focus on community engagement.

It is important to note that the Council has applied for an exemption from carbon credit liabilities for the area. If unsuccessful, the Council will need to replant the site within four years with a species (either native or non-native) and density that meets the requirements for forested land under the Emissions Trading Scheme (ETS). Financial provision for replanting has been made in Year 4 of the Long-Term Plan 2024-2034 if replanting is required.

What we did

MRF remains in a six-year phase of no logging due to there being no forests at maturity.

There was no other logging undertaken, and the Forestry activity has no performance measures.

Funding Impact Statement: Facilities

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	860	855	969
Targeted rates	657	617	775
Subsidies & grants for operating purposes	86	86	1,102
Fees and charges	629	870	735
Internal charges and overheads recovered	127	127	127
Fuel tax, fines, infringement fees & other	-	-	307
Total operating funding (A)	2,359	2,555	4,015
Applications of operating funding			
Payments to staff and suppliers	1,309	1,461	1,961
Finance costs	64	86	163
Internal charges and overheads applied	646	674	775
Other operating funding applications	-	-	-
Total applications of operating funding (B)	2,019	2,222	2,899
Surplus/(deficit) of operating funding (A-B)	340	333	1,116
Sources of capital funding			
Subsidies & grants for capital expenditure	7,019	-	1,372
Development and financial contributions	8	8	7
Increase/(decrease) in debt	(186)	(228)	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	6,841	(220)	1,379
Application of capital funding			
Capital expenditure			
- To meet additional demand	7,227	-	(236)
- To improve the level of service	15	-	46
- To replace existing assets	119	266	1,394
Increase/(decrease) in reserves	(180)	(153)	516
Increase/(decrease) in investments	-	-	774
Total applications of capital funding (D)	7,181	113	2,495
Surplus/(deficit) of capital funding (C-D)	(340)	(333)	(1,116)
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			2,788
Plus depreciation			840
Less internal charges			(122)
Expenditure as per Note 4			3,750

Leadership & governance

Our Goal: we provide leadership to the community and have in place a system of representation which is open and transparent. We engage with, and inform our community, and give opportunities for participation in the democratic process and decision making. We provide accountable stewardship of the Council’s assets and resources.

What we do

This group of activities includes the Mayor and Councillors, the Chief Executive, HR, support services such as asset management, finance and IT, and communications.

The Kaikōura District is governed by the Council consisting of one Mayor and seven councillors, each elected at large (there are no wards with separate representation). The Council aims to provide an effective and fit for purpose system of governance and democratic local decision making that facilitates the involvement of the community, residents and ratepayers and mana whenua.

Within this activity is the Chief Executive, whose role as the employer is to provide a workplace that meets health and safety obligations, legal responsibilities, and manages risk.

The activities of Finance, Information Technology, GIS/Mapping, Works & Services, Human Resources and Vehicles are included here. Each are core centralised functions that touch every activity of Council.

Communications are a vital activity to enable our residents to be informed, to be heard, and to be involved in decision making.

The Council aims to have effective and fit for purpose services, processes and systems that prioritise affordability and sustainability.

Key issues in the year to 30 June 2024

The last 12 months have been an intense phase of Council meetings, workshops, and consultations, with the Revenue & Financing Policy (the Rates Review), developing the Long-Term Plan 2024-2034, the Representation Review, work on a new Spatial Plan, Wakatu Quay and South Bay Forest options, to name a few.

With the change of government last year, there is a new direction for reform of planning legislation as well as for three-waters (now referred to as Local Water Done Well). The Council is working closely with our neighbouring local authorities of the Waimakariri and Hurunui Districts with a view to establishing more shared services and considering options for the future of water services delivery.

What we did

The Revenue & Financing Policy introduced several new targeted rates, plus a change to the differential on the general rate, which took effect on 1 July 2024.

The Long-Term Plan was adopted in June 2024 and, while the focus was on delivering core services, still imposed a 14.75% total rates increase due to ongoing inflationary pressures.

The Representation Review, which considers the makeup of the Council, number of councillors, whether there is a need for wards, etc, was still in progress at the end of the 2024 financial year.


Effects on community wellbeing


	Positive effects	Negative effects
Social	Every decision the Council makes influences the economic, environmental, social, and cultural wellbeing of our community. It is the Council’s responsibility to ensure that this effect is a positive one.	No identified effects
Economic		No identified effects
Environmental		No identified effects
Cultural		No identified effects


Major projects

Project	Planned \$000	Spent \$000	Comment
Renewal/replacement of existing assets:			
Office furniture and equipment	15	17	Replace chairs for office, library, and meeting rooms
Computers & IT equipment	46	31	Replace laptops, desktops, and monitors
Vehicles and plant	28	90	Includes truck for kerbside waste collection
	89	138	

Performance indicators

Community Outcome	How do the Mayor and Councillors contribute to this Outcome?	What do we need to do towards achieving this Outcome?		
 <p>Community We communicate, engage with, and inform our community</p>	It is the Council's role to represent community views and aspirations, and to ensure that all decisions made are made in the best interests of the community, and as fair and equitable as practicable.	We proactively engage with individuals, community groups, key stakeholders and Iwi partners on issues that are known to be of community interest, so as our decisions are well-informed and made with consideration of our community's views.		
	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of survey respondents who are satisfied with the Mayor, Councillors, and staff	72%	60%	64%	Yes
The percentage of survey respondents who are satisfied that the Council consults with residents on important issues	52%	50%	59%	Yes

Community Outcome	How do the CEO and Support Services contribute to this Outcome?	What do we need to do towards achieving this Outcome?		
 <p>Services Our services and infrastructure are cost effective, efficient and fit-for-purpose</p>	This leadership and management function of the Council is at the forefront of ensuring that financial and operational risks are managed, and the Council's financial position is healthy and sustainable.	We need to ensure the cost of Council services are prudently supervised to ensure that the impact of costs on rates are mitigated, annual budgets are not exceeded, and sound asset management practices are in place.		
	2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Total Council operating budgets for payments to staff and suppliers are not exceeded (these payments exclude loan interest and depreciation)	92%	100%	102%	No
The percentage (by cost) of the annual capital work programme that is delivered in the planned timeframe	52%	Not less than 75%	39%	No

Community Outcome	How does Communications contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Community We engage and communicate with our community</p>	<p>We communicate simply and effectively with our community and provide opportunities for informed decision making. We use a variety of different communication methods to ensure that as many people as possible have access to information and can participate in decision making/submission processes.</p>	<p>We will continue to provide accessible and current information for our diverse community. We need to enable the community to have their say on important issues and voice their opinion in a constructive way on key Council activities and proposals. We also need to take Council staff and Councillors on the journey with us so they can be the voice of the Council in the community.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of Council Facebook followers		5,806	5,420	5.9k	Yes
The number of emailed newsletters that are opened (aiming for at least 45% of the number of newsletters sent)		49%	45%	50% ¹⁵	Yes
The percentage of survey respondents who are satisfied with the Council's communications		75%	70%	78%	Yes

¹⁵ The actual results are averages for the 12 months. For 2023/2024 the results ranged from 40.2% lowest, up to 100% of newsletters opened (highest).

Funding Impact Statement: Leadership & governance

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	1,291	1,284	1,344
Targeted rates	-	-	-
Subsidies & grants for operating purposes	-	-	8
Fees and charges	53	38	46
Internal charges and overheads recovered	2,381	2,493	2,818
Fuel tax, fines, infringement fees & other	-	-	8
Total operating funding (A)	3,724	3,815	4,224
Applications of operating funding			
Payments to staff and suppliers	3,317	3,386	3,730
Finance costs	-	3	-
Internal charges and overheads applied	371	384	335
Other operating funding applications	-	-	-
Total applications of operating funding (B)	3,688	3,772	4,065
Surplus/(deficit) of operating funding (A-B)	36	43	159
Sources of capital funding			
Subsidies & grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase/(decrease) in debt	-	220	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	-	220	-
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	-
- To improve the level of service	-	-	31
- To replace existing assets	96	323	108
Increase/(decrease) in reserves	(60)	(60)	20
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	36	263	159
Surplus/(deficit) of capital funding (C-D)	(36)	(43)	(159)
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			4,065
Plus depreciation			113
Less overhead recoveries			(2,816)
Expenditure as per Note 4			1,362

Building & regulatory

Our Goal: to protect public health and safety by ensuring compliance with legislation and local bylaws. We deliver assurance by ensuring the decisions made are fair, sound, and protect the Council and ratepayers.

What we do

This group of activities consists of:

- Building control
- Statutory planning
- Parking control
- Animal management
- Food premises, alcohol licensing & environmental health
- Other TA regulatory functions (including freedom camping, noise control and bylaw enforcement)

The central focus of the Regulatory Services Team is to administer and enforce the Council's statutory and regulatory responsibilities across a wide number of statutes, with a focus on the protection of community health, safety, and amenities.

Key issues in the year to 30 June 2024

Key issues were maintaining effective operation of Council's Building Control Authority despite difficulties in staff recruitment. This was made easier with the Regulatory team now at full staff levels. Building has also employed a Building Control Manager with a start date of July 2024.

Despite these challenges, the Council has once again achieved accreditation as a Building Control Authority, and has been assessed as low risk (in terms of our capacity to deliver the building control service).

The Council continues to strengthen overall delivery of other regulatory activities.

Effects on community wellbeing

	Positive effects	Negative effects
Social	Regulations exist to protect the health and safety of the whole community by ensuring compliance with legislation and that required standards are met	No identified effects
Economic	Efficient building consent processes enable development to proceed	Regulation can result in compliance costs and delays
Environmental	Enforcement of the Responsible Camping Bylaw helps to prevent bad behaviours	No identified effects

Building control

What we do

Building control is responsible for implementing and administering the provisions of the Building Control Act 2004. Under the Act, Council must maintain accreditation as a Building Control Authority (BCA) to provide this service. The main purpose of the Act, and our work is to provide regulation for building work, set a licensing regime for building practitioners and to set performance standards of buildings.

As an accredited BCA, the Council ensure buildings are safe and healthy for the people who use them. The BCA processes and grants building consents, monitors pool fencing, inspects and monitors building work and provides advice on building related issues.

It is responsible for issuing documents such as Code Compliance Certificates (CCCs), Certificates of Public Use (CPUs), Building Warrants of Fitness and processing Project Information Memorandums (PIMs). The activity is focused on meeting legislative requirements, while balancing customer service with the management of risk to Council and the public.

Key issues in the year to 30 June 2024

The key focus for the year was maintaining effective operation of the BCA in an environment where recruitment of specialist staff was very difficult, and the Building Control Manager role remained unfilled throughout the year.

This challenge was further heightened by the need for BCA re-accreditation during the year.

What we did

Services were maintained utilising a combination of employed KDC staff and contractors.


We processed 116 consents, including 24 for new dwellings and 17 for new commercial buildings. 9 Certificates of Acceptance were also issued.

An excellent result was obtained from the accreditation assessment with only a small number of corrective actions identified and with the BCA classified as low risk, reducing the required frequency of accreditation assessment.

What we planned to do but didn't

Attempts to recruit Building Control Officers were unsuccessful but a Building Control Manager was appointed to commence work in the 2024/25 year.

Performance indicators

Community Outcome	How does Building Control contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	<p>Building development is fundamental for economic activity to take place, and it is our role to ensure that buildings are safe and constructed in accordance with the NZ Building Code.</p>	<p>It is important the consent process does not overly obstruct economic investment or for new business to establish themselves in the district. We need to ensure that we retain our accreditation status, and that we are timely and efficient in our consenting, inspecting and certification processing.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of building consents processed within statutory timeframes		93%	97%	100%	Yes
The Council passes the independent audit confirming our status as a Building Control Authority (every second year).		Not applicable	Accredited	Accredited (low risk)	Yes

Statutory Planning

What we do

The Council provides support to our community to implement policy direction. We process resource consents for subdivision and land use. The consent process aims to ensure that the developments are sustainable and that effects on the environment are avoided, remedied, or mitigated.

We also give advice to potential investors in Kaikōura by way of pre-application meetings and through the provision of Land Information Memoranda.

Key issues in the year to 30 June 2024

There have been a number of developments taking place throughout the district, however, not on a significant scale.

The Council has been undergoing back-scanning of physical property files and resource consents. The digitation of records will result in a modern efficient Council. The scanning has meant that LIMs (land information memorandums) could be delayed whilst waiting for files to be scanned and will result in the removal of the option for fast-track LIMs.

Due to the size of the team, processing resource consents within timeframes can be challenging. Council has used external consultants to process some

resource consents to assisting in meeting timeframes, the cost of this is met by the applicant.

What we did

We processed 10 subdivision consents, 35 land use consents (including 12 sign permits or flood hazard certificates), 50 PIMs (Project Information Memorandums), 114 LIMs (Land Information Memorandums) and gave advice on the District Plan.

Most subdivision consents have resulted in less than 5 new lots being created.


The land use consents which have been issued for flood hazard certificates are a result of the natural hazards plan change which has removed the costs of a resource consent for building within a flood hazard areas provided flood assessments requirements are met. The updated Signs Bylaw also removes the need for a sign permit.

13.3% (6/45) Resource consents were processed externally by consultants, meaning Council was able to process the remaining 86.7% internally.

What we planned to do but didn't

Not all resource consents were processed within the statutory timeframes.

Performance indicators

Community Outcome	How does Statutory Planning contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	Resource consents, including subdivision and new land uses are important for new economic activity, and it is our role to ensure that new development meets our District Planning rules, as well as regional and national planning standards and legislation.	It is important the consent process does not overly obstruct economic activity, including investment or for new business to establish themselves. We need to ensure that we are timely and efficient in our consenting and monitoring processes.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of resource consents processed within statutory timeframes		65.4%	97%	70%	No

Although we intended to process all consents within statutory timeframes, and used external consultants to assist, we were unable to meet these timeframes due to complexity of some consents and lack of resources.

Parking control

What we do

Traffic warden duties are undertaken by Council’s Regulatory Enforcement Officers to minimise irresponsible parking practices, particularly in the West End. These duties help to ensure that people are parking with consideration for others, and make proper use of disabled parking spaces, time-limited parking areas, loading zones etc.

Parking enforcement is closely linked to management of freedom camping because campers generally park in defined parking places to stay overnight, and our parking wardens and camping ambassadors therefore shared these regulatory duties.

Regulatory officers and Freedom Camping Ambassadors were also responsible for educating visitors to the town about the upcoming legislative changes to the Freedom Camping Act. They also educated visitors around our own district bylaws.


Key issues in the year to 30 June 2024

The pay and display machines in the West End carpark and South Bay were replaced in 2023/2024. The parking wardens have taken an approach of education and communication to encourage better parking behaviour, before enforcement is more forcibly undertaken. Despite this, 202 tickets were issued, which is well up on last year but indicative that the parking warden role was under-resourced in 2023.

What we did

We replaced the three parking machines, two in the West End Carpark and one at South Bay Harbour. These were replaced with new solar powered card readers and licence plate identification. This solved the problems of previous years where machines stopped working particularly during peak season. Our parking team regularly monitor the town, and this has resulted with increased compliance.

Performance indicators

Community Outcome	How does Parking Control contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	<p>Parking control ensures parking spaces are available for the public so they can have convenient access to urban retailers, hospitality providers and businesses, and that the nuisance of inappropriate or illegal parking is minimised.</p>	<p>We provide regular patrols of car parking areas and respond to all complaints of inappropriate or illegal parking.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
<p>The number of infringements issued for inappropriate or illegal parking.</p>		22	< 130	202	No

Animal control

What we do

Animal Control is responsible for implementing the Council’s bylaws and policies relating to dogs and stock in our district. This activity focuses on promoting responsible dog ownership that allows owners to enjoy their dogs without inhibiting the enjoyment and safety of others.

The council maintains a register of dogs within the district as part of legislative responsibilities and this assists us to investigate and respond to dog related incidents. We also maintain a pound to ensure we can deal appropriately with dogs, and any other animals which need to be contained.

Regulatory officers work with NZTA contractors to ensure all wandering stock is attended to, and we work closely with SPCA and MPI for any Animal Welfare complaints and concerns.

There are currently 1,262 known dogs in the district. Our Regulatory Enforcement Officers are on call 24 hours a day, 7 days a week, also educating dog owners and following up unregistered dogs.

Key issues in the year to 30 June 2024

Although staffing levels are good in the regulatory space, there is still only one dog control officer with other regulatory duties to perform. This has not impacted on response times.


What we did

We introduced Doggone – a text to unite service that provides lifetime eco-friendly tags. This service will also assist the Regulatory Team with after-hours dog calls and reduce potential fees to dog owners.

The Doggone service helps reunite lost pets with their owners by enabling a text service so anyone finding a lost pet simply texts the pet’s unique tag number to 4133 to receive the information needed to reunite owner and their furry friend as quickly and humanly (or caninely!) possible.

This year we started a “Reading with dogs” program at the Library and one local primary school to help improve literacy, and we attended three community events to promote dog safety in the home.

Performance indicators

Community Outcome	How does Animal Control contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Services Our services and infrastructure are cost effective, efficient and fit-for-purpose</p>	Our internal animal control capabilities have been increased in recent years and we now have dedicated resources that can meet community expectations when responding to dog or stock control issues.	We need to provide 24/7 animal control services to minimise the danger, distress and nuisance caused by dogs and wandering stock.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of dog or stock complaints that are responded to within timeframe: Urgent ¹⁶ – 1 hour Serious nuisance – 6 hours General nuisance – 1 day All other issues – 5 days		75% Incomplete	80%	96%	Yes
The percentage of dogs known to be living in the district that are registered		97%	97%	99%	Yes

¹⁶ Urgent = dog attacks, Serious nuisance = dog rushing, dog worrying stock, dog or stock roaming, General nuisance = dog barking or animal welfare issues.

Food premises, alcohol licensing & environmental health

What we do

This activity has a primary focus on improving and promoting public health, wellness and safety within the district. The Council regulates food safety, noise control, hazardous substances and health nuisances, alcohol licensing, gambling and offensive trades.

The Council has a responsibility to administer and undertake its registration, verification and enforcement functions pursuant to the Food Act 2014, Food Regulations 2015, and Food Notices (guidelines issued by the Ministry of Primary Industries MPI). The Council will continue to carry out its functions as a co-regulator with MPI. We will work closely with the food industry to ensure that they are all registered and verified in accordance with the Act. This will be a positive and encouraging approach with a focus on compliance and ensuring that all foods sold are safe and suitable.

The Council ensures that the sale and supply of alcohol is managed responsibly with the purpose of minimizing alcohol-related harm, and that licensed premises are top quality hosts.

Environmental health services also encompass several activities in the community that require rules to safeguard public health and safety. These range from premises such as hairdressers, beauty salons, tattooists and skin piercing businesses, funeral directors, mobile shops and the keeping of animals, poultry and bees.

Key issues in the year to 30 June 2024


There were no major issues during the year.

What we did

Food premises verifications have been undertaken as required under the Food Act, and general registered premises such as hairdressers and camping grounds continue to be inspected.

Currently we have 65 registered food premises, 29 On-licences, 8 Off-licences, 5 Club licences, and 123 Certified Managers.

Performance indicators

Community Outcome	How does Food Premises, Liquor Licensing & Environmental Health contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	<p>With our local economy heavily reliant upon international and domestic tourism, our hospitality services need to be of excellent quality to ensure that our reputation as a superior destination is upheld.</p>	<p>We need to educate food premises on the hygienic handling of foods and encourage good quality dining experiences that promote Kaikōura’s reputation as a superior destination.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
		<p>The percentage of food premises inspected within statutory timeframes</p>	20.5%	100%	40%
<p>The percentage of licensed liquor premises that are inspected.</p>	100%	100%	100%	Yes	

Not all food premises were inspected within timeframe. Of 50 verifications due, 30 were completed on time/are no longer operating, 7 were scheduled with the next trip to save costs, 4 were closed/on voluntary suspension, and 9 were unable to be completed as the owner did not confirm, did not show up, postponed/cancelled or other varying reasons.

Other TA regulatory functions

What we do

Other TA functions include litter and illegal dumping control, inspecting and issuing building warrants of fitness to commercial premises, and monitoring of swimming pools.

Key issues in the year to 30 June 2024

For the majority of the year, we had a lack of qualified staff to perform Building Warrant of Fitness audits.

What we did

We now have a register of swimming pools and their inspection dates, with an information pack going out to all pool owners.

We updated all Freedom Camping signage, including ensuring sites are clearly marked with reflective paint.


All camping parks have been resprayed to identify them. Signage has increased in areas where camping is prohibited. The Freedom Camping ambassadors have continued to educate visitors around new legislation changes.

Funding was approved to employ Freedom Camping ambassadors and to replace outdated signage and increase education with the new legislation taking effect in June 2025.

What we planned to do but didn't

We planned a push on Visitor Accommodation Resource Consents, and while we have identified a list of properties operating without consent, the follow up with property owners only commenced in July 2024.

Performance indicators

Community Outcome	How do Other TA Regulatory Functions contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	<p>The safety of commercial buildings, including accommodation providers, is essential to protect our reputation as a superior visitor destination. Responsible camping, while a contentious issue, is a rapidly growing visitor economy that should be welcomed with restrictive controls in place.</p>	<p>The Council has a legal obligation to undertake its Territorial Authority regulatory functions, and we will continue to ramp up our role in this area to ensure our compliance. Education and enforcement of responsible camping is a high priority during the peak visitor season.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of commercial premises that have been inspected and/or audited for their BWoF as required		0%	97%	95%	No
The number of complaints received about freedom campers behaving irresponsibly		8 incomplete	< 50	51	No

Funding Impact Statement: Building & regulatory

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	480	529	534
Targeted rates	68	64	167
Subsidies & grants for operating purposes	-	-	202
Fees and charges	765	769	694
Internal charges and overheads recovered	-	-	-
Fuel tax, fines, infringement fees & other	21	21	13
Total operating funding (A)	1,334	1,383	1,610
Applications of operating funding			
Payments to staff and suppliers	1,064	1,098	1,362
Finance costs	-	-	-
Internal charges and overheads applied	321	335	330
Other operating funding applications	-	-	-
Total applications of operating funding (B)	1,385	1,433	1,692
Surplus/(deficit) of operating funding (A-B)	(52)	(50)	(82)
Sources of capital funding			
Subsidies & grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase/(decrease) in debt	-	-	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	-	-	-
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	-
- To improve the level of service	-	-	-
- To replace existing assets	-	-	-
Increase/(decrease) in reserves	(52)	(50)	(82)
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	(52)	(50)	(82)
Surplus/(deficit) of capital funding (C-D)	52	50	82
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			1,692
Plus depreciation			2
Expenditure as per Note 4			1,694

Community services

Our Goal: we are committed to putting our community first and will consolidate processes where residents come together to take collective action generating solutions to common problems.

What we do

This group of activities consists of:

- Customer services
- Community development
- Civil defence emergency management
- Community grants, events & fundraising
- Youth development
- Kaikōura District Library

We are committed to putting our community first and consolidate internal processes generating solutions to common problems. We also provide opportunities to further build partnerships with community groups and organisations to collectively build social capital.

Key issues in the year to 30 June 2024

High staff turnover has created more disruption in the reception and emergency management areas.

The digitisation of our property files through the 'Back-scanning Project' uncovered some historical anomalies which will take some time to rectify. However, customers can now view digital property files.

There was a delay in recruiting an Emergency Management Officer.

High turn-over in the Pensioner Units.

What we did

We completed Stage 1 of the Back-scanning Project.

We streamlined the Pensioner Unit processes and have robust procedures for filling our 16 Pensioner Units.

Te Whare Putea was supported to set up as a Community Housing Provider over the next 4 years.

Kaikōura Youth Council was supported to deliver successful youth events and a robust youth voice.

The Community appreciated the increased digital products available through the library with 98% in the resident satisfaction survey.

The Mayor's Taskforce for Jobs was supported to deliver another successful year for placing people into employment and training with local businesses.

We strengthened relationships between Takahanga Marae and Maori social service groups by meeting regularly and collaborating with events.

What we planned to do but didn't

We planned to have the multipurpose tennis court repair funded and completed. Stage one has begun, stage two requires additional funding.

Effects on community wellbeing

	Positive effects	Negative effects
Social	Connecting social service providers, including supporting Te Whare Putea to become a Community Housing Provider (CHP) in a cost-of-living crisis, supporting with free community events (including Violence Free funded awareness raising workshops), and developing an upgraded online library service, has connected communities, and promoted community wellbeing.	No identified effects
Economic	Managing the 16 Pensioner Units in collaboration with Te Whare Putea to ensure adequate housing for lower socio-economic whānau. Supporting the Mayor’s Taskforce for Jobs Coordinator, assisting local businesses with employment and one-off payments and support.	No identified effects
Environmental	By supporting Youth Council, we support the youth voice endorsing climate change initiatives. We supported the Dotterel Trust We supported the Dark Sky initiative to work towards International Dark Sky accreditation.	No identified effects
Cultural	We supported Māori whānau with grass roots cultural wellbeing, by creating a Maata Waka voice, while supporting whānau development. We initially supported Māori whānau with weekly kapa haka sessions (“Te Whanau Whakaoranga”). They are now able to run themselves.	No identified effects

Customer services

What we do

The Council's Front of House staff are the first point of contact for most people, either phoning the Council or coming to the office. The team also provides receipting and administrative support, photocopying, booking meeting venues, etc., and we support the organisation with any other administrative duties as and when required.

Key issues in the year to 30 June 2024

We continued to face staff shortages due to illness, bereavement and moving to other Council departments.

We continued to identify data migration issues in our electronic data and records management system called Laserfiche.

What we did


We identified that Information Management better fits in the Finance and IT team.

We employed a new Customer Services and Rates Support Officer amalgamating two part-time jobs, to increase the customer experience at reception.

What we planned to do but didn't

We planned to develop our customer profiles. This is planned for the new year.

Performance indicators

Community Outcome	How does Customer Service contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Community We engage and communicate with our community</p>	Smooth joined-up internal processes are delivered to residents at the front counter creating efficient and timely customer support.	We need to boost and support all areas of the organisation to be more resident focused to increase our proficient and friendly customer service across the board.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The percentage of survey respondents who are satisfied, or very satisfied, with the Council's customer services team		79%	67%	85%	Yes

Community grants, events & fundraising

What we do

We administer local funds such as the Sport Rural Travel Fund, the George Low Trust, and the Creative Communities Scheme, we further facilitate and support various community events, and we continually seek and apply for external funding to enable projects, both for the Council and for community groups.

Key issues in the year to 30 June 2024

A record number of community groups applied to our locally administered funds; this meant less funding was available across community groups, and more administration time.

What we did

Fundraising

We secured sponsorship from MainPower of \$60,000 for the Takahanga MainPower Multisport courts.

We received grant funding towards our Matariki and Christmas events from Destination Kaikōura and IWK, and an Age-friendly grant from the Office for Seniors to develop an Age-friendly strategy. We were also successful with a grant towards our Older Person's Support Worker, administered by Kaikōura Health.

Events

The Event Coordinator added value and support and was involved with 22 community events, including:

- West End Christmas Festival
- Blue Fish Treasure Hunt
- Kaikōura A & P Show
- Airforce Band concert
- Youth Council Outdoor Movie night

- Pink Shirt Day
- Health Day at the Pa
- Kaikōura Pet Show
- The Vocal Collective concert
- Matariki
- Community Information session
- Elder Abuse afternoon tea
- Health & Wellbeing Expo
- North Canterbury Business Awards
- Watties event
- Cruise Ship welcomes
- Clued Up Kids
- Citizenship Ceremony x2
- Driver Reviver Burt Monro
- The big Giveaway Plunket
- Plunket disco

Grants

The total of \$64,470.50 was available across our four community grants, and we allocated 29 successful grants, the most grants ever assigned.

Of the 29 successful applicants, 20 of the applications supported youth, 7 supported older people initiatives, and 11 applications supported children, with some applications crossing over multiple target groups.

What we planned to do but didn't

We planned to apply to Lotteries for the Multipurpose court shortfall. This will happen in the next financial year.

We planned for a multicultural event but this did not have enough participants.

Performance indicators

Community Outcome	How do Community Grants contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Community We communicate, engage and inform our community</p>	Small grants play a key part in creating opportunities for participation, especially for elderly and youth in the community.	We need to continue to advertise the various community grants for one of projects for community organisations, schools and clubs and create opportunities for local communities to engage with and participate in arts and sports activities otherwise not available in our district			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of individuals or organisations funded to offer an arts, sport, or other opportunities to the community		27	10	29	Yes

In 2023/2024 there were 13 successful applicants funded through the Creative Communities Scheme, three through the George Low Bequest, seven through Sport NZ Rural Travel, and six funded through the Community Initiatives Fund (2022-2023: 16, 3, 3 and 5 respectively).

Community Outcome	How do Community Events contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Future We work with our community and our partners to create a better place for future generations</p>	If we can create a sustainable community event environment with information and resources that are cohesive, easily accessible and in plain English, including the printing of resources to clubs, sports groups and education facilities, we can promote small to medium sized events all year round, positively impacting our community	We need to continue to refine our community events toolbox to support sustainable growth and promotion of community events in Kaikōura. We need to continue to provide and deliver a framework to enable the growth of events.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of Council-supported events held		17	4	22	Yes

Emergency Management

What we do

Emergency Management is all about promoting strong, resilient, and connected communities that can prepare, respond, and recover well from any emergency. Within the Council, we keep our Emergency Operations Centre (EOC) in a state of preparedness, and our staff ready to lead a coordinated emergency response. This includes building close relationships with the community and local partner agencies, so that together we can help ensure effective response and recovery.

Key issues in the year to 30 June 2024

Our Emergency Management Officer resigned in December 2023 after only a short time in the job. We had a gap of 4 months which was covered by our Community Development officer, before our new Emergency Management officer started in April 2024.

What we did

We strengthened Kaikōura District Council’s relationship with others across the CDEM stakeholder whanau.

Our EMO ensured that our radio communication networks are in good working order across the district.

He ensured our EOC materials are up to date.

We facilitated and co-ordinated a number of training opportunities:

- Operation Pandora October 2023
- Ru Whenua March 2024
- A&P Show


We updated the EOC function organisation chart, reviewed our documentation and updated training needs.

We started developing an Emergency Response District located at the TAR Depot, including New Zealand Red Cross and LandSARs, to consolidate our community response area.

What we planned to do but didn’t

We planned to train two more people from the organisation in C10, but this did not happen. One person is booked for 2025.

Performance indicators

Community Outcome	How does Emergency Management contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Future We work with our community and our partners to create a better place for future generations</p>	<p>The EMO represents the Council with the day-to-day operations of the Canterbury Civil Defence Emergency Management (Group) and manages the strategies and work programmes that result from Group membership</p>	<p>Our community needs to continue to be integrally involved with the internal and external response planning processes. The EMO needs to continue to represent the Council as a member of the Canterbury 10 response team.</p>			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of scenario’s held with cross-agency attendance		4	2	2	Yes

Kaikōura District Library

What we do

The Kaikōura District Library, located on the middle floor in the Civic Centre at 96 West End, is a busy space that is increasingly being used for small events, learning opportunities, book readings, children's programmes, computer literacy training and more.

Key issues in the year to 30 June 2024

We lost two of our part-time staff and employed two new part-time locals, one a high school student to help cover Saturdays.

Staffing is always an issue especially when people are sick or on holiday.

What we did

A change of book suppliers enabled a better delivery of service with more up-to-date books and an increased amount of digital diversity.

We continued to maximise the updates of our Library Management System (Softlink/Liberty) to its full potential.

Our stocktake in 2022/2023 has enabled us to continue with a relevant and ongoing assessment of our library collection and the rotation of material.

We created relevant displays and collaborated on community events such as Matariki.

We introduced 'Reading with Dogs', collaborating with the Regulatory team.

We introduced quarterly meetings with the High School Library team maximising book buying power across the district.

We encouraged school visits and have hosted 2-3 school visits per week.

We increased our digital resources by adding a second e-book provider called Libby (Overdrive). We also signed up to Creative Bug, a digital craft resource.


These changes have supported a marked increase in library membership, usage, issue statistics and digital activity. Every second resident is now an active library member!

What we planned to do but didn't

We planned a library outreach programme in Oaro and Kekerengu but could find no volunteers. This project is now shelved.

Project	Planned \$000	Spent \$000	Comment
Replacement of existing assets:			
Library books & resources	32	36	

Performance indicators

Community Outcome	How does the Library service contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Community We engage and communicate with our community</p>	The library plays a key part in creating opportunities for the elderly, youth and retaining families in the community	We regularly connect with our library users to find out what their needs and interests are, and we adapt and evaluate our services, programmes, and collection. We now also support growing access to digital information and technology			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of lending items per capita		8.6	7.7	8.6	Yes

Community Development

What we do

The Council’s community development activity forms the hub of various community services that deliver ‘wellbeing’ as outlined in the Local Government Act 2002, and since its reintroduction has become the focus, especially for small Councils. This includes family violence coordination, older and young person’s support, housing, and supporting or facilitating conversations with our local non-government organisations to deliver outcomes in our 5 priority areas:

- Engagement and partnership – conversations to better understand community needs
- Community pride and belonging – celebrate identity, heritage and cultural diversity while developing a growing sense of belonging and inclusion
- Social equity – supporting Kaikōura as a fair and just community
- Healthy and active communities – encouraging healthy living, physical activity and access to health services
- Safe and resilient communities – helping people feel safe in their homes, neighbourhoods, and public places.

Key issues in the year to 30 June 2024

We secured funding for a two-year contract for the Mayor’s Taskforce for Jobs, delivered by Te Hā o Mātauranga.

The demand for housing in Kaikōura grew and more people experienced a housing need. This demand was generated by a shortage of affordable housing driving up house prices and rents.

Some community members struggled with essential bills evidenced by a huge increase in food bank requests.

What we did

We collaborated with all community groups and many government agencies to create better conditions for our locals across the board.

We worked with Te Whare Putea to set up as a Community Housing Provider over the next 4 years, mitigating some affordable housing issues at no cost to the Council.

We worked with sports codes to land the final design of one level for the refurbishment of the multisport courts.

Performance indicators

Community Outcome	How does Community Development contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Community We engage and communicate with our community</p>	We build and maintain extensive networks with key stakeholders including local and central government, community, iwi/Māori and other cultural organisations by establishing a positive, credible public profile facilitating local solutions to local needs	With our focus on community wellbeing, we: <ul style="list-style-type: none"> • Enable the community to identify and articulate their aspirations for the future, • Develop strategies and plans, • Monitor and map the journey to wellbeing 			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Bi-monthly reports on achievements and how we are working collaboratively with our treaty partner and NGO’s, including how we are building resilience of whanau and communities	11 reports	6 reports	21 reports ¹⁷	Yes	

¹⁷ 10 Community Networkers meetings, and 11 Council reports

Youth Development

What we do

The Council supports the Kaikōura Youth Council and Te Hā o Mātauranga to deliver youth-focussed initiatives, training, and personal development.

Key issues in the year to 30 June 2024

Youth Council member capacity.

What we did

KYC was split into two sub-committees: Youth Voice and Events to reduce workload on members. They identified KYC members did not have the capacity to meet all their goals for the year without this change.

It has meant KYC members could focus on the things they are passionate about and allowed them to be able to reach our KPI's in a more efficient way.

KYC updated their Theory of Change to better suit the group and our community.

They put a survey out to young people in Kaikōura and used the results to create a better fitting Theory of Change which they used when organising events and putting in community focused submissions.

Kaikōura Youth Council was able to run community and youth events like the Kaikōura Youth Awards, a Te

Wiki o Te Reo Māori event and Mental Health Awareness event in the High School as well as a Matariki Quiz Night for the community, a Christmas Pool Party and a Toy Drive for our local Op Shop.

KYC supported KDC with their Christmas Festival and Ecan with their Sea Week Event. They were able to support the new Students Against Dangerous Driving group in Kaikōura by sponsoring the members to attend a conference in Dunedin.

They were able to attend many training opportunities which helped their members to feel more confident at being leaders and when planning and running events.

KYC submitted to KDC in the consultation of the Long-Term Plan.

What we planned to do but didn't

They had planned on running some collaboration events with Hurunui Youth Council, but unfortunately these did not go ahead as they were busy running other events for Kaikōura.

Performance indicators

Community Outcome	How does Youth Development contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Future We work with our community and with partner organisations to create a better place for future generations</p>	We provide opportunities for young people to become confident individuals through participation on Council Committees with regular presentations to Council meetings.	Continue to create opportunities for Youth Council members to be part of the democratic process by inviting them to report in person the Council meetings and represent the youth voice on other committees			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
Number of Youth Council presentations to Council meetings		8	6	6	Yes
Number of Youth Council activities/events		10	10	14	Yes
Number of youth training opportunities		6	4	9	Yes

Funding Impact Statement: Community services

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	887	909	1,002
Targeted rates	10	10	-
Subsidies & grants for operating purposes	30	28	589
Fees and charges	23	18	27
Internal charges and overheads recovered	222	225	218
Fuel tax, fines, infringement fees & other	-	-	-
Total operating funding (A)	1,172	1,190	1,836
Applications of operating funding			
Payments to staff and suppliers	922	930	1,515
Finance costs	12	16	-
Internal charges and overheads applied	187	193	197
Other operating funding applications	-	-	-
Total applications of operating funding (B)	1,121	1,139	1,712
Surplus/(deficit) of operating funding (A-B)	51	50	124
Sources of capital funding			
Subsidies & grants for capital expenditure	-	-	3
Development and financial contributions	-	-	-
Increase/(decrease) in debt	(19)	(17)	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	(19)	(17)	3
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	-
- To improve the level of service	-	-	-
- To replace existing assets	33	33	36
Increase/(decrease) in reserves	-	-	91
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	33	33	127
Surplus/(deficit) of capital funding (C-D)	(51)	(50)	(124)
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			1,712
Plus depreciation			38
Less overhead recoveries			(218)
Expenditure as per Note 4			1,532

District development

Our Goal: to enable the district to progress, while ensuring that the natural and physical environment is sustainably managed. This includes attracting investment, enhancing economic diversification, creating awareness of natural hazards, and providing for sustainable tourism opportunities.

What we do

This group of activities includes:

- District Planning
- Environmental Planning
- Economic development
- Tourism & marketing
- Changes to the District Plan to facilitate the district as a Dark Sky area.
- Commenced process towards development of key reserve management plans
- Reviewing and amending the Signs Bylaw

These activities are grouped together because they collectively shape and influence how the district develops. The Kaikōura District Plan sets strategic direction for how and where development should occur, it provides standards for development, identifies the circumstances under which resource consents are required, and seeks to mitigate environmental effects.

The council also plays a key role in supporting and promoting economic development and, through its funding contributions to Destination Kaikōura, also plays a key role in supporting tourism marketing and promotion of the district.

Key issues in the year to 30 June 2024

Kaikōura's population growth is restrained by a lack of affordable housing and rental accommodation available for anyone wishing to relocate to the district.

- Spatial Plan development – discussions with the community regarding framing the future of Kaikōura.
- Work towards creation of a Light Industrial Zone at the intersection of State Highway 1 and the Inland Road.

What we did

The council continues to work with both Kāinga Ora and the developer to enable residential sections within Ludstone Road/Vicarage Views and Ocean Ridge.

The Light Industrial Park at the corner of State Highway 1 and Inland Road was submitted for Council approval in the latter part of the 2023/24 year with the plan expected to be operational from August 2024. We also progressed the plan change to enable

Dark Sky Accreditation and this is anticipated to be finalised in 2024/25.

New district welcome signage was placed at the 3 entry & exit points for the district promoting the region and its beauty and replacing the previous aged signs.

The Spatial Plan has taken longer than we had anticipated largely due to ensuring appropriate dialogue with the Runanga was enabled. This Plan will provide direction for future growth while also being the first step towards our commitment to updating the District Plan.

Effects on community wellbeing

	Positive effects	Negative effects
Economic	This activity plans for growth and provides frameworks to enable economic benefits to flourish	The Resource Management Act and national/regional policy statements can result in compliance costs and delays
Environmental	Planning frameworks protect against the impact of growth on the environment	No identified effects
Cultural	Ongoing engagement with Te Rūnanga o Kaikōura ensures cultural matters are considered in planning and development decisions	No identified effects

District Planning

What we do

The Kaikōura District Plan is a document which has been created under the Resource Management Act 1991 (the RMA). The Plan is used to manage development and provide for the protection of natural and physical resources within the Kaikōura District. We aim to keep this plan updated to meet the needs of our communities and national direction.

With the RMA being repealed and replaced we have refocused the 10-year rolling review to create a spatial plan with the aim of setting high-level direction for the Kaikōura Township and surrounding area for the next three decades. The spatial plan will then help to inform the rolling review of the District Plan.

Key issues in the year to 30 June 2024

With the introduction of the new coalition government, there was a shift in legislation changes, repealing the proposed changes to legislation (Spatial Planning Act, National Built Environment Act & Climate Change Adaptation Act).

Changes to the District Plan have been initiated by external parties, such as the Light Industrial Plan Change, creating the Light Industrial Zone (LIZ), and the Dark Sky Plan Change to update the existing lighting chapter.

Lack of Reserve Management Plans has meant that there is not a guideline for how Council operates, uses and maintains its reserves.

What we did

A new Policy Planner was hired from the UK and has been able to assist in progressing plan changes as well as assisting in Spatial Plan progression.

By the end of June 2024, the Light Industrial Plan Change was notified for public submissions a hearing was held and the LIZ became operative on 1st August 2024. At the same time, the Dark Skies Plan change has been progressing too, public notification has occurred and no submissions on opposition received and expected to be operative before the end of the 2025 financial year.


The Natural Hazards Plan Change fully operative since the last annual report, as the appeal regarding the plan change was never formally processed with the Environment Court by the appellant.

Initial consultation has taken place to notify the public that Council proposes to develop Reserve Management Plans for five reserves in the district.

What we planned to do but didn't

The spatial plan has been progressing but still incomplete.

Performance indicators

Community Outcome	How does District Planning contribute to this Outcome?	What do we need to do towards achieving this Outcome?		
 <p>Future We work with our community and our partners to create a better place for future generations</p>	District planning sets out the planning rules for place-making, including zones for commercial, industrial and residential expansion, and these rules help to mitigate the negative effects of activities or development, therefore making Kaikōura a better place to live in.	Our Kaikōura District Plan needs to be updated so that it reflects community needs and aspirations, to ensure that planning rules are in place to enable those needs and aspirations and prevent negative effects.		
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual
Progress on the review of the District Plan, in line with the priorities and timelines set out in the final District Plan roadmap	The Spatial Plan is well underway, some delays with Rūnanga have occurred due to unforeseen events	Residential and Commercial Zone chapters completed by June 2024	The district plan has been rehoused, and a first draft of the Spatial Plan was produced in January 2024	No

Environmental Planning

What we do

Environmental planning supports and assists landowners and the community with environmental projects. This includes funding support for landowners to set aside significant natural areas and protect these areas from future uses.

The Council also established a grant for environmental projects, the amount of which may vary from year to year. In the 2024 financial year approximately \$20,000 was made available. This funding has been used to support initiatives or trusts such as Te Korowai or facilitating Enviroschools in the district.

Key issues in the year to 30 June 2024

With the repeal to the proposed changes of the replacement legislation for the Resource Management Act, there has also been a call for the NPS-IB (National Policy Statement – Indigenous Biodiversity) to be placed on hold by Local Authorities.


What we did

The planning department has been working with post-graduate students from Otago University to address a number of Planning challenges in the Kaikōura District. Masters students have been requested to undertake research into three key areas:

- 1) Parking
- 2) Affordable Housing
- 3) Climate Change

The draft reports will be received in 2024/25 and will be used to inform the Council’s direction.

Performance indicators

Community Outcome	How does Environmental Planning contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Environment We value and protect our environment</p>	In addition to the Council’s contribution to mitigating or enhancing environmental outcomes through its infrastructure, and District Plan, this specific activity provides discretionary Council resourcing to environmental outcomes	Provide Council endorsement and support, as well as discretionary financial support to events, projects and activities that support positive environmental outcomes			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of external environmental projects that are supported by the Council		0	Not less than 3	3	Yes

Economic Development

What we do

The Council plays a role in supporting and promoting economic development for the district. Our most significant contributions to economic development are through provision of infrastructure and services to the district and its planning activities, including the District Plan.

In addition, the Council directly supports projects and activities outside of the Council's core business through the Council's own economic development and tourism activities. The scale of the support and assistance from the Council is relative to the funding available for this activity.

Key issues in the year to 30 June 2024

Not only in the district but across New Zealand, cost increases due to inflation and high interest rates continue to reduce disposable income for leisure purposes. In a tourism dominated economy such as Kaikōura, this creates challenges for both businesses and individuals as people reduce spending or, seek alternative employment options elsewhere. People choosing to leave the district for alternative employment options further exacerbates a shortage of staff in Kaikōura.

Added to this is a lack of appropriate rental or long-term accommodation available for those wishing to relocate to the district. The Council is working with the owner/developer of Ocean Ridge to develop infrastructure enabling more residential sections to be created within the Ludstone Road (Vicarage Views)

and Ocean Ridge areas (Council funding supported by the Infrastructure Acceleration Fund grant).

What we did

We continue to support the Kaikōura International Dark Skies Trust to proceed with an application for international dark sky accreditation (IDA). It is anticipated that becoming a recognised Dark Sky district will bring economic benefits through more visitors.

The Light Industrial Park plan change at the corner of State Highway 1 and Inland Road which has been on the work plans for a number of years was finally approved and will be operational from 1 August 2025. The Light Industrial Zone is anticipated to assist in enabling employment opportunity to the district and support location of light industrial type business/development away from Beach Road.

The \$7.8 million grant through the Infrastructure Acceleration Fund (the IAF) will provide for economic and population growth, through a road extension from Ludstone Road and Green Lane to Ocean Ridge, including a rail crossing, shared pedestrian path and cycleway. Also included in the project is additional capacity for water and sewer infrastructure to cater for new residential sections.

We installed new district signage at the district boundaries on State Highway One and the Inland Road.

Performance indicators

Community Outcome	How does Economic Development contribute to this Outcome?	What do we need to do towards achieving this Outcome?			
 <p>Development We promote and support the development of our economy</p>	Our Economic Development activity, in addition to other Council activities, assists business and employment initiatives in the district with specific projects, information and other support, such as marketing and events.	Work with local and regional economic development agencies, and the local community and businesses to identify and support projects and activities that Council involvement can provide additional value for money benefits.			
		2022/2023 Actual	2023/2024 Target	2023/2024 Actual	Achieved?
The number of projects or events undertaken during the year that benefit the local economy		6	5	1	No

Tourism & Marketing

What we do

Tourism is the dominant contributor to the economy of Kaikōura. Its benefits flow through the economy across the district, including through direct and indirect income to businesses, employment, and resulting in expenditure on goods and services.

Kaikōura is a world-renowned tourist destination, initially focussed on whale watching, but now with a range of visitor activities to match the stunning scenery and the near unique proximity of the mountains and the Hikurangi trench.

The Council provides substantial funding to support Destination Kaikōura (DK), the local regional tourism organisation (in a similar manner to most territorial authorities across New Zealand) and the Kaikōura I-Site. This enables DK to market Kaikōura as a world-class visitor destination to both international and domestic visitors. Our Events Coordinator also supports a range of community and visitor events, and provides information and assistance.

Key issues in the year to 30 June 2024

The compounding effect of COVID-19, global supply chain disruption, the uncertainty of geopolitical unrest and war, climate change and severe weather events, plus significant increases in the cost of living, has meant the number of visitors to NZ and to Kaikōura remains relatively low. Higher interest rates and higher inflation are directly impacting on disposable

income for New Zealanders eroding capacity for travel and vacation, and a trend has emerged that those who do have the means to travel are heading overseas to holiday after three years of COVID-19 border restrictions.

What we did

With funding support from the Council, Destination Kaikōura actively promotes the district both domestically and internationally. This is achieved through offering ‘famils’ for visiting media groups, trade partners and content providers. These comes through various channels such as Tourism New Zealand (TNZ), Christchurch International Airport and our regional partners. We run digital marketing campaigns that promote shoulder season travel, in line with TNZ’s promotional focus. During the cruise season Destination Kaikōura meet and greet passengers from cruise ships as well as assist in the planning that goes into making these cruise visits successful.

Implementation of our regions Destination Management Plan which represents the goals and aspirations derived from tourism for the benefit and wellbeing of all who live here.

Support for development of new products which create a broad range of experiences ensuring we cater to and connect with a greater slice of the market.

Performance indicators

Community Outcome	How does Tourism & Marketing contribute to this Outcome?		What do we need to do towards achieving this Outcome?	
 <p>Development We promote and support the development of our economy</p>	<p>Tourism is the dominant contributor to the economy of the Kaikōura district including employment.</p>		<p>Support our tourism sector through the services of the local Regional Tourism Organisation (RTO), Destination Kaikōura.</p>	
<p>Domestic and international spend indicators show annual increases, as measured through MarketView electronic card transaction spend data.</p>	<p>2022/2023 Actual</p> <p>Overall spend at \$71.1m is \$20m higher than 2021 baseline. Domestic spend is 2.2% down, International spend has increased more than 800%</p>	<p>2023/2024 Target</p> <p>Spend indicators show increases post-COVID-19 relative to other comparable RTO regions 2021 Baseline is \$50.4 million</p>	<p>2023/2024 Actual</p> <p>\$83 million</p>	<p>Achieved?</p> <p>Yes</p>

Six-monthly reports from Destination Kaikōura setting out activities undertaken, including against agreed key performance indicators for that period.	Reports have been received, activities and achievements are documented in “What we did”, on this page.	Reports are received demonstrating activities and achievements, in December and June each year	Reports received demonstrating activities and achievements	Yes
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Funding Impact Statement: District development

For the year ended 30 June 2024

	2022/2023 Long-Term Plan \$000	2023/2024 Long-Term Plan \$000	2023/2024 Actual \$000
Sources of operating funding			
General rates, UAGCs, rates penalties	166	168	166
Targeted rates	501	516	459
Subsidies & grants for operating purposes	-	-	25
Fees and charges	-	-	104
Internal charges and overheads recovered	-	-	-
Fuel tax, fines, infringement fees & other	-	-	-
Total operating funding (A)	337	684	754
Applications of operating funding			
Payments to staff and suppliers	721	733	610
Finance costs	1	6	6
Internal charges and overheads applied	125	131	123
Other operating funding applications	-	-	-
Total applications of operating funding (B)	847	870	739
Surplus/(deficit) of operating funding (A-B)	(180)	(186)	15
Sources of capital funding			
Subsidies & grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase/(decrease) in debt	155	186	-
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
Total sources of capital funding (C)	155	186	-
Application of capital funding			
Capital expenditure			
- To meet additional demand	-	-	-
- To improve the level of service	-	-	-
- To replace existing assets	-	-	-
Increase/(decrease) in reserves	(25)	-	15
Increase/(decrease) in investments	-	-	-
Total applications of capital funding (D)	(25)	-	15
Surplus/(deficit) of capital funding (C-D)	180	186	(15)
Funding balance ((A-B) + (C-D))	-	-	-
Reconciliation			
Total application of operating funding (B)			739
Plus depreciation			-
Expenditure as per Note 4			739