Clutha District Council

PRE-ELECTION REPORT 2025

VOTE 2025 LOCAL ELECTIONS

PŌTI 2025 NGA PŌTITANGA Ā-ROHE

Clutha District Council
www.cluthadc.govt.nz

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KEY DATES

NOMINATIONS CLOSE - NOON, 1 AUGUST 2025

DELIVERY OF VOTING PAPERS - 9-22 SEPTEMBER 2025

VOTING OPENS - 9 SEPTEMBER 2025

ELECTION DAY: VOTING CLOSES - NOON, 11 OCTOBER 2025

DECLARATION OF RESULTS - 18 OCTOBER 2025

INAUGURAL COUNCIL MEETING AND SWEARING IN - 30 OCTOBER 2025

ABOUT THIS REPORT

"THE PURPOSE OF A PRE-ELECTION REPORT IS TO PROVIDE INFORMATION TO PROMOTE PUBLIC DISCUSSION ABOUT THE ISSUES FACING THE LOCAL AUTHORITY."

SECTION 99A(4), LOCAL GOVERNMENT ACT 2002

Thank you for taking the time to look at this Pre-Election Report ahead of the 2025 triennial local body elections. On 11 October voters will decide on the future direction of the Clutha District by choosing who will represent them as Mayor, Councillors, or Community Board members.

You may be considering standing for Mayor, for Clutha District Council, or a Community Board. The aim of this report is to help provide information that promotes public discussion about the issues facing the Clutha District Council, and to make it easier for people to vote for candidates whose priorities align with their own.

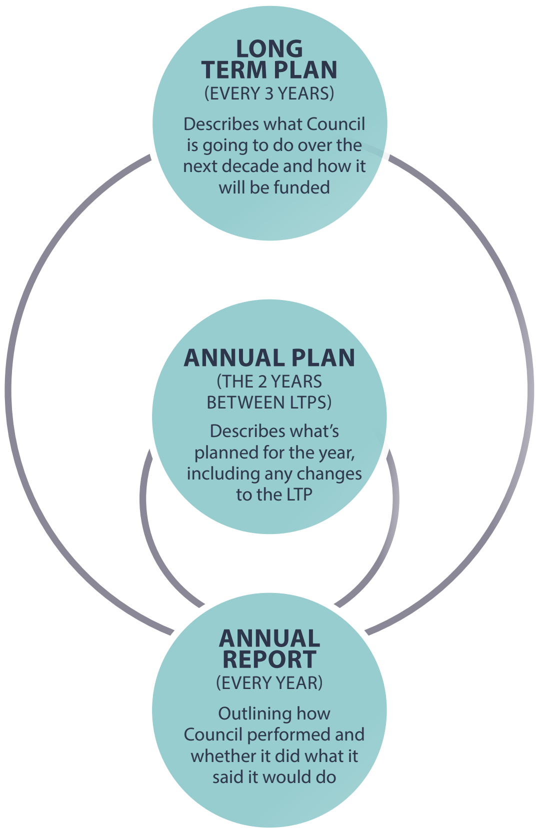
This report draws attention to the key issues and major projects currently on the books for the coming triennium. It reports on financial and non-financial historic performance during the past triennium, looks at the coming three years' financial forecasts and highlights major projects for the next four years.

Although this report is not audited, most of the financial data and information is taken from audited Council documents including the 2024-34 Long Term Plan and previous Annual Reports. These can be found on our website at www.cluthadc.govt.nz

The law requires this report to be politically neutral and has been prepared independently of the Mayor and Councillors.

It is important to remember this is not a stand-alone document. Potential candidates and residents interested in reading the basis for the information in this report should look at the following available on Council's website.

- Long Term Plan 2024/34
- Long Term Plan 2024/34 Consultation Document
- Annual Plan 2025/26
- Annual Plan 2025/26 Consultation Document
- Annual Report 2023/24
- Annual Report 2022/23
- Community Plans
- Southern Water Done Well 2025 Consultation Document
- Bruce Community Library 2024 Consultation Document



MESSAGE FROM THE CHIEF EXECUTIVE

WELCOME TO THE 2025 PRE-ELECTION REPORT

A big thank you to those that are venturing to read this foreword and go on to read this pre-election report. The purpose of such a report is to provide information to promote public discussion about the issues facing the local authority. It is deliberately politically neutral. As a potential candidate it is critical that you have an understanding of the position of Council and the upcoming challenges, and then to have a view on these matters. As a voter it is just as important to understand these matters and form your own views.

This pre-election report and the many additional publications that are referenced within, will give the general public and candidates an essential understanding of the position of this Council, and the challenges faced by the District, heading into the next three years. It isn't an historical explanation of the position that Council and the District is in, it states the current position, and then describes the decisions and challenges to be faced over the next three years.

Looking back at the previous pre-election report there were three key areas of legislative reform that were highlighted as having a major impact in the past 3 years; 3 Waters, RMA reform, and Future of Local Government. Sound familiar? There is certainly a sense of déjà vu about the coming three years with Local Water Done Well, RMA reform, and this government's shakeup of Local Government and a focus on core services. This legislative program will dominate the next three years and will have significant impact on the strategic direction and operations of Clutha District and this Council. Elected members will be at the forefront of deciding how these matters are to be addressed.

Council's Long Term Plan 2024/34 highlighted significant challenges in rates affordability in the later years, if nothing was done. The Long Term Plan and later publications on the subject of Local Water Done Well pointed to the investment made, and signalled, in this District's infrastructure, as the primary reason for future unaffordability. At the time of the publication of this report Council hasn't yet fully confirmed, but is on a path to, a joint council-controlled organisation to deliver 3 waters in conjunction with Central Otago and Gore District Councils. If confirmed and approved, it will also be a pathway, not the complete solution, to improving affordability for 3 waters operations and infrastructure. Again, 3 Waters or Local Water Done Well, will be a major focus for the incoming Council. Alongside recent announcements by the government on RMA reform including effectively, moratoriums on District Plan reviews and Plan Changes, further Building Act reforms, and the latest announcements on potential rates capping and refocussing on core services, the reform space will be a significant area of focus.

The incoming Council will also be setting the Strategic Direction for years to come by deciding on the next Long Term Plan for the period 2027/37. Is the current Living and Working in Clutha Strategy still relevant today or for the future? What changes can be made to address affordability issues? What will the reforms mean to the structure of local government in this district and the services provided? What does the District want?

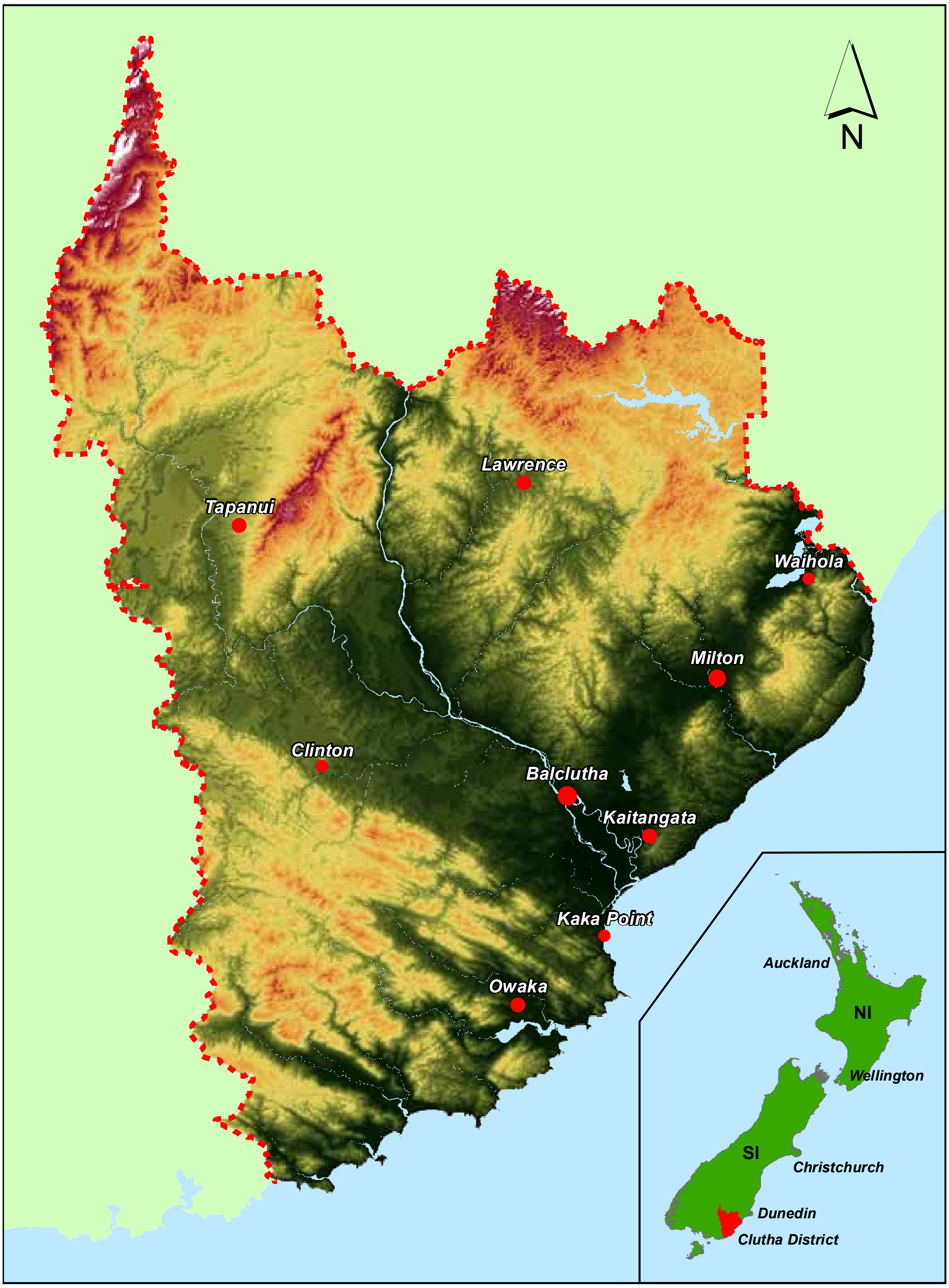
At the same time Council is responsible for delivering on approved work programs, operations that run year by year, and there are also significant multi-year capital infrastructure projects that run on. Elected members have an oversight role on all these. This pre-election report identifies several of these major projects. In respect of our financial position, over the previous 3 years Council was in financial difficulty where our debt limit was about to be breached, and our revenue was insufficient to meet our debt repayments and our operations. This position was rectified through decisions made at the Long Term Plan 2024/34 and subsequent Annual Plans. The current financial position is now sound, with an AA- credit rating, increased revenues to cover our operations and liabilities, and our investments remain stable.

In these challenging times representative local democracy is essential. In previous elections low voter turnout and low candidacy numbers have been the norm. Now more than ever, the District needs well-informed candidates and voters.

I encourage candidates and voters to read this report so that you are well informed when you participate in this year's Local Government election. Let's make Clutha - the best place to live, work and play!

Steve Hill
Chief Executive

ABOUT CLUTHA DISTRICT



ABOUT CLUTHA DISTRICT

Clutha District Council (CDC) is a rural territorial local authority representing a population of 18,720[1] across an area of 6,334km^2. CDC is charged with planning for and managing over $1 billion of infrastructure. That infrastructure plays a crucial role in the delivery of key services to Clutha District residents and ratepayers.

The main centre of the district is Balclutha (est. population 4,340[2]). We have a further eight smaller towns in the district and a proportionately large rural population in comparison with the national average

[1] Statistics New Zealand as at 30 June 2025
[2] Statistics New Zealand as at 30 June 2025

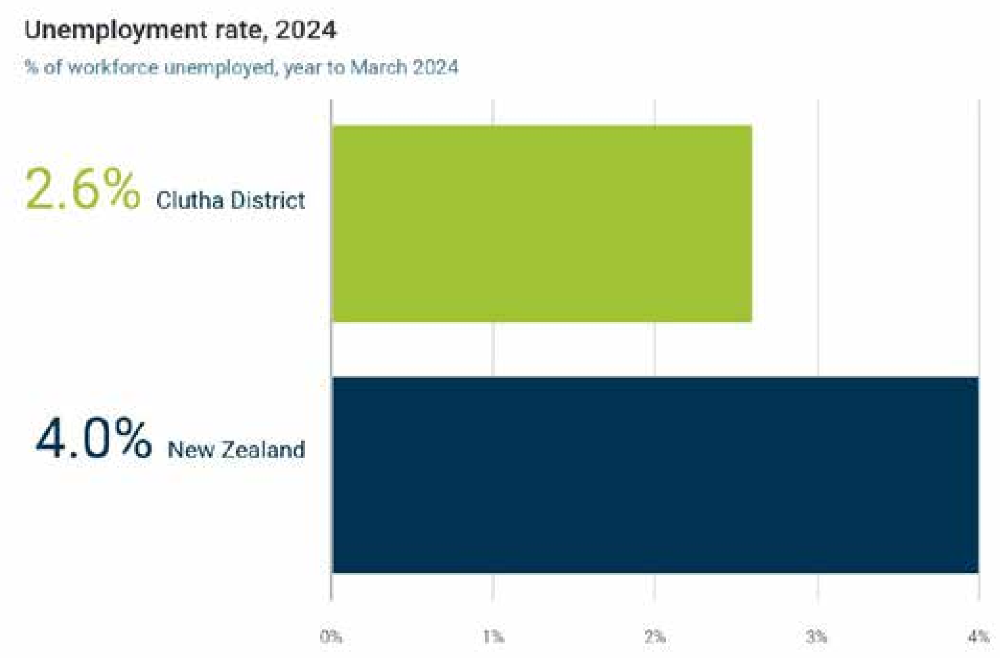
ECONOMY AT A GLANCE:

GDP, 2024		
LEVEL	REGIONAL GROWTH	NATIONAL GROWTH
$1,292.2	**1.5%**	1.4%
million in in 2024 prices	CLUTHA DISTRICT	NEW ZEALAND

EMPLOYMENT GROWTH AT A GLANCE:

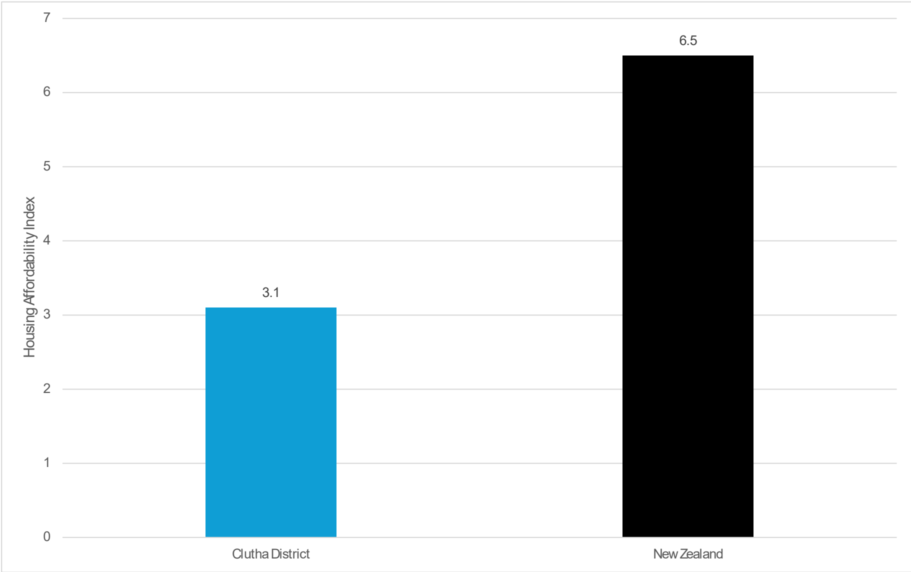
EMPLOYMENT, 2024		
LEVEL	REGIONAL GROWTH	NATIONAL GROWTH
9,550	**-0.6%**	2.2%
Filled jobs	CLUTHA DISTRICT	NEW ZEALAND

UNEMPLOYMENT, 2024:

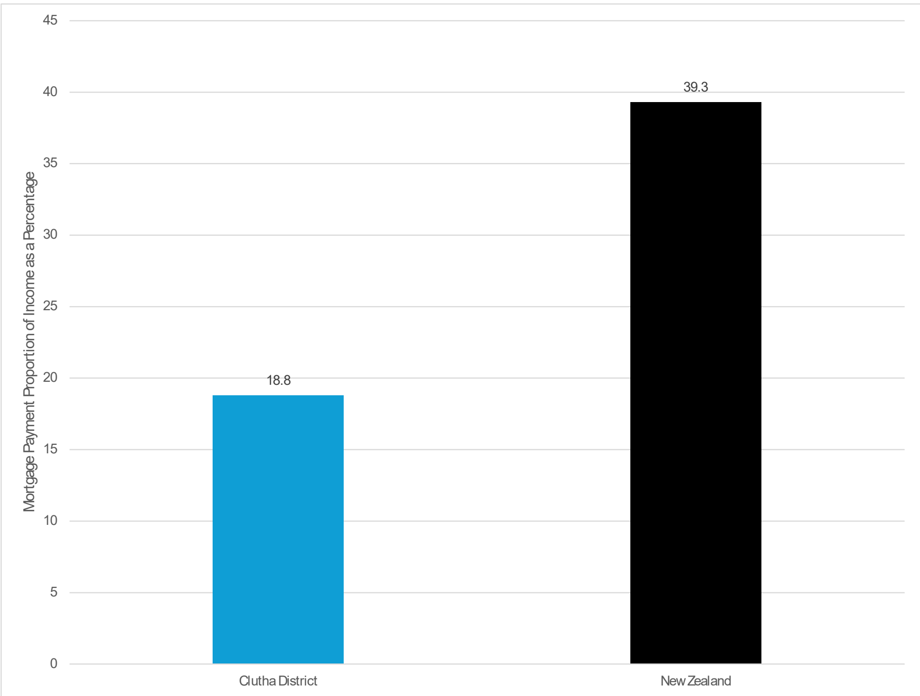


Graphs Data Source: Infometrics 2025

HOUSING AFFORDABILITY INDEX, 2025:



MORTGAGE PROPORTION OF INCOME, 2025:



CLUTHA DISTRICT COUNCIL

Clutha District Council is a large and diverse business and is governed by prescriptive legislation and rules. The Council currently governs a wide range of local services including roads, water systems, rubbish collection, libraries, parks, community centres, dog registration, community and economic development and district planning.

The Local Government Act 2002 is the core piece of legislation that defines the power and responsibility of Clutha District Council.

As at 30 June 2025, Clutha District Council, through its Chief Executive, employed 138.72 FTE (full-time equivalent) people across the range of services we deliver. In some circumstances our services are delivered by contract such as economic development and tourism via Clutha Development Incorporated.

Role of Elected Members

As an Elected member, it is their job to set the district's overall strategic direction and approve budgets, policies and plans aimed at achieving that direction. Part of an elected members role is to seek, listen and take into account any feedback from the community before making a decision. Elected members represent the whole district, not just the ward that they were elected from.

An elected member will:

- provide leadership and guidance for the district and community
- represent the interests of residents and ratepayers by advocating and adopting policy and service levels
- monitor the performance of the Council against its stated objectives and policies
- facilitate communication between the Council and its community
- promote the overall interests of the Council to the region and government agencies
- be a strategy and policy-maker
- be a statutory decision maker.

Role of the Mayor

The duties of the Mayor are defined in s 41A of the Local Government Act 2002. For Clutha District Council, the duties include:

- providing leadership to other Elected members, the organisation and the people living in the Clutha District
- appointing a Deputy Mayor, establishing committees of the Council and appointing chairs of those committees
- leads the development of the Long-term and Annual Plans, policies and budgets for consideration by the council.

Meetings

The District Council meets regularly to make many decisions that impact the day-to-day lives of people in the Clutha area.

Council, committee, community board and, in some cases, subcommittees meetings are scheduled months in advance. A proposed schedule of meetings for 2026 will be provided to the new Council during its induction programme, noting that the schedules are always subject to amendments and additions as dictated by Council's business needs.

KEY ISSUES, CHALLENGES AND OPPORTUNITIES

Intending elected members and anyone interested in the Clutha District should be aware of the key issues, challenges, and opportunities that impact on us.

It is important to be fully informed for any public discussion that may arise.

KEY ISSUES:

- Living and working Clutha
- Investing in Infrastructure
- Rates
- Local Water Done Well
- Other Government reforms

KEY ISSUE:
LIVING AND WORKING IN CLUTHA

Our Living & Working in Clutha Strategy is one of our key guiding documents. It explains how we're intending to promote the well-being of the Clutha District's communities. It focuses on priorities we think have a crucial part to play:

INVESTING IN INFRASTRUCTURE

We are focused on maintaining our key infrastructure for residents and future generations, and enabling investment where benefits are clear. We will also look to facilitate growth where there is potential for this, to help achieve our goal of growing the population and the rating base. Council is focused on maintaining the affordability of its infrastructure. For more details refer to the Infrastructure Strategy 2024/54.

FACILITATING MORE QUALITY HOUSING

Quality housing is a key aspect of liveability in the Clutha District. Having the security of a home that is safe, warm, dry and affordable is a key foundation to the wellbeing of our people.

However, Clutha District's housing market continues to be under pressure, with challenges to the availability of quality housing for both ownership and rental. Demand for social housing is also growing. We intend to play an active leadership role to enable housing solutions by continuing to build on partnerships with communities and central government. We will continue to facilitate residential development to add more quality housing in the district, whether that be residential subdivisions, or single houses and infill development in our towns.

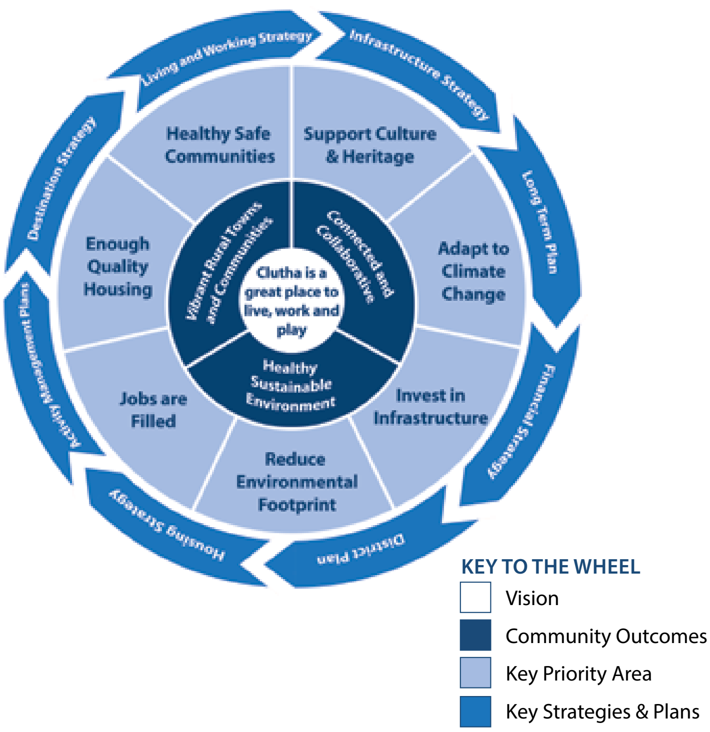
FILLING OUR JOBS

Actions that help to enhance economic growth are critical to the ongoing sustainability and livability of the Clutha District. For this to be achieved we need to ensure job opportunities are filled and we have a vibrant and diverse workforce with the skills to meet the changing needs of the district. This will continue to be crucial to our success both now and into the future. For more information, refer to the Long Term Plan 2024/34.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

We want to help promote a district that plans for a sustainable future, through effective planning of infrastructure, efficient delivery of services, along with protection, maintenance and enhancement of our natural and built environments. Focus areas include waste reduction, water conservation and quality, and protecting and enhancing habitats of local significance. Other initiatives include supporting infrastructure for electric vehicles and reducing greenhouse gas emissions.

LIVING & WORKING IN CLUTHA FRAMEWORK



ADDRESSING CLIMATE CHANGE

Climate change is presenting challenges and opportunities to the district. Council's Clutha District Climate Change Strategy provides an understanding of the climate change impacts in the Clutha District and how to help deliver resilient infrastructure services, and guide decision making.

HEALTHY AND SAFE COMMUNITIES

Clutha is a caring and supporting community, yet there are many challenges to health, safety and wellbeing. This includes a relatively small and aging population, social issues such as drugs and excess alcohol use, and public transport options are limited making connectivity and access to health services vital. Council is committed to supporting the community in this area through its community programs and other activities.

SUPPORTING CULTURE & HERITAGE

The preservation and celebration of cultural and heritage values is part of what makes Clutha a great place to live, work and play. We are looking to showcase our rich culture and heritage to better share and celebrate who we are. This includes sharing community stories, making historical objects and records more accessible; and incorporating our local history and culture into community facilities such as halls and public spaces.

KEY ISSUE: INVESTING IN INFRASTRUCTURE

OUR FOCUS FOR INFRASTRUCTURE

We are focused on maintaining our key infrastructure for residents and future generations, and enabling investment where benefits are clear.

We will also look to facilitate growth where there is potential for this, to help achieve our goal of growing the population and the rating base. We acknowledge this is a medium to longer-term goal.

Council is also very focused on maintaining the affordability of its infrastructure, and this is providing a challenge with increasing pricing & standards that must be met.

For further information on Council's Infrastructure Strategy, please refer to pages 26-60 of the Long Term Plan 2024/34.

Council notes that the investment priorities set out below relating to water will be affected by the future water services delivery model for the Clutha District as a result of the Government's Local Water Done Well reforms. For further information, please see the Local Water Done Well section on page 11.

OUR INVESTMENT PRIORITIES

Facilitate Growth

Our approach: We plan for and be adaptive to growth and enable private infrastructure investment where it will benefit our community's well-being.

Key priorities include:

- Enabling growth in the Milton-Milburn-Waihola Corridor.
- Managing drinking water demands in our rural and urban water schemes, and where viable, supplying more capacity.
- Providing effective transport access to the entire community.
- To reduce our waste to landfill and carbon emissions.

Improve Levels of Service

Our approach: We prioritise investment in infrastructure that balances cost, risk, and service levels.

Key priorities include:

- Strengthening our bridges to carry high productivity motor vehicles.

- Safe Drinking Water – Compliance with national standards
- Enhancing wastewater discharges to current and higher environmental standards•
- Improving stormwater capacity to reduce flood risks.
- Resource recovery infrastructure improvements to reduce waste to landfill.

Take Care of What We've Got (Maintenance and Renewals)

Our approach: We're aiming to have the funds needed to replace assets when they wear out (renew assets at the end of their economic life).

Key priorities include:

- Lifting funding to preserve our roading network.
- Continuing with our 'fast tracked' bridge replacement programme.
- 3-Waters network renewals programme to reduce unplanned maintenance.
- Securing the future for Mt Cooee Landfill: Consent (which was granted in May 2025) & assessing the future financial viability.

Challenges

Challenges facing Council in terms of infrastructure delivery include a changing regulatory environment that will likely result in substantial legislative reforms (some of which are discussed in the following sections), increased costs as a result of inflation, staffing challenges, and a comparatively small and aging population.

KEY ISSUE: RATES

While Council faces significant challenges in developing and maintaining necessary infrastructure for the Clutha District, it is committed to ensuring that rates are set in a manner consistent with Council's legislative requirements, that invests in the Clutha District, and that best delivers value for money for Clutha District's residents and ratepayers.

In our widespread rural district, Councils has the challenge of a relatively small population with a lot of infrastructure, especially for core services like roads, waste and water, noting that the core service of water deliver is changing in accordance with new legislative requirements and subject to Council's decisions as to how water services will be delivered in the future. Please see the following section on Local Water Done Well for further information on this.

Council has the important responsibility of getting the best mix possible for how we fund these services. This involves rates, borrowing, using reserves, and how we use the investment returns we receive (if any). While Council aims to provide its services in the most efficient and cost-effective way, and is constantly seeking to review its expenditure, Council needs to ensure that it maintains a high level of service to the Clutha District and that it meets legislative and regulatory requirements.

The past two years have been particularly challenging. Council has had to navigate political change, resulting in significant changes and increases in costs to water services delivery, substantial global inflationary pressures, and a need to renew and maintain infrastructure that is coming to the end of their useful life or that is no longer fit for purpose for the district. At the same time, Clutha District's rating base has not significantly increased.

In this challenging environment, Council is currently operating on a basis of a self-imposed limit to not increase overall rates by more than 20% per annum for the first three years of the Long Term Plan 2024/34, dropping to no more than 10% for the remainder of the ten years. Rate levels in the first three years of the Long Term Plan 2024/34 reflects the need to invest in our essential infrastructure following a number of years of underfunding when rate increases were capped at 4%. However, as noted in the following sections, there are substantial upcoming changes to Council services and mandates, particularly around the delivery of water. This will impact how Council approaches its operations and rates, and will significantly impact Council's next Long Term Plan for 2027/37.

KEY ISSUE: LOCAL WATER DONE WELL REFORMS

Local Water Done Well is the Government's legislative reforms aiming to address New Zealand's long-standing water infrastructure challenges. It requires councils to deliver water services that are fit for purpose and financially sustainable. There is also more central government oversight and regulation on quality and cost.

Minimum requirements

Local government water services providers must now comply with new legal requirements, such as governance and regulatory reporting.

Economic regulation

The Commerce Commission will oversee local government water services, making sure consumers are protected and keeping an independent check on affordability.

Urban stormwater regulation

Urban stormwater management is being improved with updated approaches to handling overland flow paths and watercourses in urban areas.

Drinking water regulation

Changes are being introduced to improve the efficiency and effectiveness of drinking water management. This includes updates to how the water services authority, Taumata Arowai, oversees and regulates the system.

Wastewater standards

New national standards and engineering design requirements are being implemented to improve wastewater management, ensure proper system design, and enhanced environmental protection.

Water Services Delivery Plan

Local Water Done Well emphasises community-driven decision-making and flexibility. The plan must show how the council will comply with all legal and regulatory requirements in the delivery of water services in its district.

As part of these reforms, Council is required to assess and decide on a preferred water services delivery model for the Clutha District that is financially sustainable, meets regulatory standards, and supports long-term community outcomes. Council must then prepare and submit a water services delivery plan to the Government by 3 September 2025.

In accordance with legislative requirements, Council resolved to go out to public consultation in May 2025, having identified its preferred water service delivery model as a Jointly-owned Council Controlled Organisation with neighbouring councils Central Otago District Council, Gore District Council and Waitaki District Council. The consultation also identified alternative water services delivery options of a stand-alone Council Controlled Organisation and an in-house business unit. For further information on this, please refer to the Consultation Document available at:
www.cluthadc.govt.nz/southern-water

At Council's meeting on 10 July 2025, Council agreed in principle to a Jointly owned Council Controlled Organisation (CCO) as Council's model for the delivery of water services in the future, in partnership with Central Otago District Council and Gore District Council, subject to receiving further analysis prior to the final adoption of a Water Services Delivery Plan. This resolution came after Waitaki District Council decided to pull out of the CCO and adopted an in-house business unit for their water services delivery. While the jointly-owned CCO is projected to be the least expensive of the water services delivery options based on high level modelling by local government specialists Morrison Low Advisory (to be confirmed prior to final adoption of Water Services Delivery Plan), this will still result in increase of costs for water delivery in the Clutha District.

The incoming council will have an active role in implementing the chosen water services delivery model, ensuring that the execution of the transition meets legislative and regulatory requirements, and monitoring the delivery of key projects to:

- ensure compliance with drinking water standards;
- improve and maintain the district's water treatment plants, a number of which require upgrades, to meet regulatory standards; and
- upgrade stormwater protection in the Clutha district (including Embankment Upgrades at the Balclutha Hospital Creek and Lawrence Hospital Creek Improvements.)

KEY ISSUE: OTHER GOVERNMENT REFORMS

There are other significant existing and anticipated government reforms that will have an impact on local government.

Council is currently operating in a complex environment with anticipated legislative changes that will likely significantly impact the work of local government. In addition to the above Local Water Done Well reforms, Council will be required to respond to future reforms arising from Resource Management Act, with key bills expected to be introduced by the end of 2025; the review of the Building Consent system; and review of the Local Government Act and the scope of services provided by Local Government.

It is important for the new Council to be aware of these upcoming legislative reforms as they will likely take effect during the next Council term.

Resource Management Act reforms

There are other significant existing and anticipated government reforms that will have an impact on local government.

The Government is currently in the midst of reforming New Zealand's resource management system. The effect of the reforms will result in the Resource Management Act 1991 being replaced with two new pieces of legislation that will seek to clearly distinguish between land-use planning and natural resource management, while prioritising the enjoyment of private property rights as the guiding principle.

According to the Ministry for the Environment, the new resource management system is aimed at shifting the approach from a precautionary approach to a permissive approach to "unlock development, streamline processes, and help New Zealand to meet its housing, infrastructure, and environmental objectives." The likely result of these reforms are that fewer resource consents will be required.

The reforms are occurring through three phases:

1. Phase 1: Repeal of the Natural and Built Environment Act and the Spatial Planning Act, which occurred in December 2023.
2. Phase 2: Interim measures including the Fast-Track Approvals Act, various amendment bills and a refocused package of RMA national directions (which are currently undergoing consultation). As part of the interim measures, the Government has also announced that the Housing Minister will be granted powers to intervene where local government plans "negatively impact economic growth, development capacity, or employment".
3. Phase 3: Replacing the Resource Management Act with a Natural Environment Act (which will focus on the management of the natural environment) and a Planning Act (which will focus on planning to enable development and other natural resources).

These reforms will impact Council's District Plan and may impact Council's decision-making powers and how Council will work with Otago Regional Council and Central Government in relation to resource management. The reforms are likely to have a significant impact on Council's development of its next Long Term Plan for 2027/37.

For further information, please refer to https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/changes-to-resource-management/

Building Consent reforms

The Government is investigating options to significantly reform New Zealand's building consent system. The aim of the reforms would be to develop a clear and consistent building consent system that will benefit everybody across New Zealand, rather than the current system of having 67 building consent authorities, many of whom have differing interpretations of the Building Act and Building Code.

As part of the investigations, MBIE's Building Performance teams working to identify the best way to deliver building consenting services. The Government has announced that options for improving BCA services includes:

- making it easier for BCAs to consolidate their services
- establishing regional consenting authorities, or
- establishing a national single point of contact for building consent applications.

Local Government reforms

The Government is currently reviewing the Local Government Act and has signalled potential changes to both the Act and the way that Local Government operates. While Council awaits further specific details as to the proposed reforms, which are expected to be announced in 2025, the Government has noted expectations of local government and raised a number of potential issues that it may be considering as part of these reforms, including:

- refocusing on the basics and review of wellbeing provisions in the LGA2002;
- implementation of mandatory reporting requirements and annual benchmarking of Council performance, in addition to the audited Annual Report;
- rates capping;
- exploring potential amalgamations and future of regional councils;
- regional deals between Central Government and Local Government.

On 14 July 2025, the Government introduced the Local Government (Systems Improvements) Amendment Bill.

Key reforms in this bill announced by the Government, which can be found here https://www.beehive.govt.nz/release/refocusing-local-government-deliver-kiwis, include:

- A renewed focus on core services in the statutory purpose of local government by removing the four 'well-beings'.
- A requirement to prioritise core services when managing finances and setting rates.
- New financial performance measures for councils, with a requirement for regular public reporting
- Mandatory disclosure of contractor and consultant spending.
- Stronger transparency and accountability requirements.
- Regulatory relief to reduce unnecessary compliance burdens.

Any such reforms are likely to have a significant impact on Council and the development of its next Long Term Plan for 2027/37.

MAJOR PROJECTS UPDATE

This is a brief summary of the key projects we are progressing over the next three years.

For further detailed information, please refer to the Council's Long Term Plan 2024/34 and Annual Plan 2025/26.

BRUCE COMMUNITY FACILITY

Council resolved in the December 2024 Council to fund 19.4M for the Bruce Community Facility. Funding is being provided by rates, central government funding, as well as community fundraising and grants from various sectors (both of which will be facilitated by the Bruce Community Facilities Trust). This facility comprises a multi-purpose community library and six lane swimming pool complex to commence physical construction in the later months of 2025, with expected completion in the first quarter of 2027.

The incoming council will continue to have an active role in monitoring the delivery of the project in conjunction with the Bruce Community Facilities Trust.

ROADING IMPROVEMENTS AND RENEWALS

Council is investing in the maintenance and renewal of its local roading network including urban and rural seal extensions, unsealed roads metalling, sealed road resurfacing, and bridge renewals. The focus is on roads that have the biggest economic benefit to the Clutha District with the aim of giving ratepayers the best "bang for their buck".

The incoming Council will be responsible for ensuring that roading improvements and renewals are delivered by Council staff. It will also set the direction for future improvement and maintenance programmes as part of the LTP 27/37.

The incoming Council will also have a role in monitoring the progress of footpath renewals by Council staff and associated funding decisions in the Annual Plans and the next Long Term Plan 2027/37

TAPANUI LIBRARY/WEST OTAGO COMMUNITY CENTRE

In the Annual Plan 2025/26m Council approved the investment of an additional $20K to progress the investigation of the potential design and costings of an integrated Tapanui Community Library – West Otago Community Centre. Preliminary indications are that CDC's share could be $2-3 million.

The incoming Council will be presented with the outcomes of the investigation and will have to decide on the design and funding of the project as part of the 2026/27 Annual Plan.

MT COOEE

Consent has been granted for the continuation and expansion of Mt Cooee landfill. $3.1M has been budgeted in the 2025/26 year for the construction of the new Landfill Cell and Transfer Station that receives the waste so that the public will no longer access the tip face.

This improves safety and gives better control over the open waste area.

Work to expand the landfill is now being designed with some earthworks now started. Council staff will bring to Council for decision the long terms considerations of the economics of operating Mt Cooee versus operating a transfer station.

The incoming Council will have an active role in determining and monitoring the execution of the long term future of waste management in the Clutha District. This includes whether to proceed with the new landfill cell or it might be economically better to operate a transfer station.

MILTON MAIN STREETSCAPE PROJECT

Design and tendering of the $2.25M streetscape project

commenced in 2024/25. This and associated works consist of water infrastructure, power and telecommunications, and roading construction including pavement construction, kerbs, and footpaths. The project is scheduled for completion by June 2026.

The incoming Council will have a monitoring role in the execution of this project.

COMMUNITY PLAN IMPLEMENTATION AND OTHER COMMUNITY PROJECTS

Our Place Community Plans support the Living and Working in Clutha Strategy by identifying the projects the communities tell us are important and providing a platform to facilitate priority projects throughout our district.

Council encourages partnerships with community groups which have ambition and desire to drive community improvements.

A lot of these projects are made financially possible by returns on Council's investment portfolio and the incoming Council will be responsible for approving new community plans, approving the agreed projects that implement the plans, and monitoring progress.

LONG TERM PLAN 2027/37

Every three years, Council is required under legislation to develop a Long-Term Plan for our district. The Plan covers the following 10 years, with substantive details for the first three years, and describes the issues facing our communities, what Council is aiming to achieve, how much it will cost, and how it will be paid for.

The Long Term Plan is an extensive process involving significant planning, input from Council and staff, consultation with the Community through a special consultative process and overseen by an intensive audit process.

Planning for the Long Term Plan 2027/37 has commenced. From November 2025, the incoming Council will be extensively involved, from planning, setting strategic direction, to decision-making. Additionally, due to the changes noted above as to water services delivery, and the other anticipated legislative changes affect local government, it is likely that the LTP2027/37 will look very different in scope and require substantive rethinking from previous LTPs.

This is not to overlook that the first planning task for the incoming Council will be to finalise, consult (if needed), decide, and adopt the Annual Plan 2026/27.

COUNCIL'S FINANCIAL PERFORMANCE

Council has several major projects planned during the term this report covers. The projects you see presented here have been identified as major projects because either they involve major changes in levels of service and/or major levels of cost.

PROPOSED SCHEDULE OF PROJECTS

(All in $000s)		Annual Plan 2025/26	Long Term Plan 2026/27	Long Term Plan 2027/28	Long Term Plan 2028/29	4 Year Cost 2025/29
DESCRIPTION	REASON FOR THE PROJECT					
COMMUNITY LEADERSHIP						
Gabriels Gully Entrance - Community Hub and Destination Toilet Investigation		50	-	-	-	50
ROADING IMPROVEMENTS						
Milton Main Street/Streetscape Project		2,240	98	-	-	2,338
ROADING RENEWALS	Capital works to maintain the roading network					
Unsealed Road Metalling		2,242	2,571	2,630	2,680	10,123
Sealed Road Resurfacing		4,353	3,884	3,880	4,043	16,160
Drainage Renewals		476	490	501	511	1,978
Pavement Rehabilitation		1,106	713	728	141	2,688
Structure Component Replacement		916	786	804	819	3,325
Traffic Service Renewals		352	384	393	400	1,529
Low cost low risk roading improvements		113	924	940	931	2,908
Footpath upgrades (renewals)		6	780	798	813	2,397
Bridge Renewals		3,690	2,461	3,143	3,111	12,405
Land Transport Programme - Deferral 15%		-	2,700	-	-	2,700
URBAN WATER GROWTH						
Milton Waihola Pipeline	To improve the lack of capacity in both the North Bruce water supply and the Waihola township	96	-	-	-	96
Network Extention to Transitional Zone		151	52	-	-	203
Urban Water - 15% Capital Reduction - Growth		(8)	(8)	-	-	(15)
URBAN WATER IMPROVEMENTS						
Milton Manganese Reduction		134	-	-	-	134
Balclutha WTP - Intake upgrade and Installation of Johnson Screen + Air backwash		536	-	-	-	536

PROPOSED SCHEDULE OF PROJECTS - CONTINUED

(All in $000s)

DESCRIPTION	REASON FOR THE PROJECT	Annual Plan 2025/26	Long Term Plan 2026/27	Long Term Plan 2027/28	Long Term Plan 2028/29	4 Year Cost 2025/29
URBAN WATER IMPROVEMENTS						
Clinton Reservoir upgrade - 1 x 1000 m3 Tasman Steel Tank		-	-	320	-	320
WTP upgrade to 5,000 m3/day		212	1,773	-	-	1,984
Milton-Tokoiti Water Network Extension		789	-	-	-	789
FAC monitoring stations + SCADA - District Wide + Waihola Chlorine booster station		16	-	-	-	16
Backwash Treatment Systems - Kaitangata/Tapanui/Milton		1,767	-	-	-	1,767
Owaka Reservoir upgrade - 1 x 500 m3 Tasman Steel Tank		208	-	-	-	208
Districtwide Urban Water Loss reduction programme - Zone metering		73	-	-	-	73
Tapanui & Kaitangata WTP - Redundancy Filter and UV		-	-	-	760	760
Milton Main Street Utilities - Milton Water		109	-	-	-	109
Waipori Falls Village Infrastructure Investigation		20	-	-	-	20
Tapanui WTP & Balclutha Stormwater Upgrades		767	-	-	-	767
Bulk Water Filling Station		175	-	-	-	175
Urban Water - 15% Capital Reduction - LOS		(389)	(266)	(48)	(114)	(817)
URBAN WATER RENEWALS						
Pipeline Renewals		2,266	1,534	2,063	1,160	7,023
Reservoir Renewals		571	-	-	-	571
Balclutha WTP - High lifts pumps upgrade (above ground pump)		-	-	140	-	140
Sand media replacements		-	-	-	163	163
District-wide Urban condition assessment of pipelines and modelling		51	27	27	28	133
Kaitangata Intake Renewal		1,278	1,305	-	-	2,583
Milton WTP Membrane Replacement		540	-	-	543	1,083
Urban Water - 15% Capital Reduction - Renewal		(387)	(430)	(334)	(284)	(1,435)
RURAL WATER IMPROVEMENTS						
Reservoir upgrades - Tasman Steel Tanks		1,761	43	-	-	1,804
Stirling Intake Improvements		204	-	-	-	204
Greenfield Bore Project -Alternative Water Supply for Waitahuna and Evans Flat WTP)		765	-	-	-	765

PROPOSED SCHEDULE OF PROJECTS - CONTINUED

(All in $000s)

DESCRIPTION	REASON FOR THE PROJECT	Annual Plan 2025/26	Long Term Plan 2026/27	Long Term Plan 2027/28	Long Term Plan 2028/29	4 Year Cost 2025/29
RURAL WATER IMPROVEMENTS						
Water Loss reduction programme - Zone metering		888	-	-	-	888
FAC monitoring stations + SCADA		535	-	-	-	535
Glenkenich WTP Hydro Cyclone System		339	-	-	-	339
Moa Flat Clarifier		204	-	-	-	204
Rural WTP - Compliance Instrumentation		128	-	-	-	128
Strainers at Whitelea Road		72	-	-	-	72
Stirling WTP - Redudancy Filter and UV		-	-	-	543	543
Clydevale Bore Security Improvements		99	-	-	-	99
Moa Flat Backwash Tank System		150	-	-	-	150
Clifton Road Main Renewal		240	-	-	-	240
RURAL WATER RENEWALS						
Booster Pump Station Renewals		22	126	12	-	160
Pipeline Renewals		697	-	-	571	1,268
AC Main Renewals		20	-	-	-	20
Reservoir Tank Renewals		-	63	-	-	63
Reservoir Assessments and Renewals		467	-	-	-	467
Kaitangata Water Take Resource Consents Renewal		40	-	-	-	40
Puerua WTP Plant Renewal		-	3,500	2,550	-	6,050
Mt Mistake Pump Station replacement		130	-	-	-	130
WASTEWATER GROWTH						
Sewer Network Extensions		366	104	-	-	470
Urban Wastewater - 15% Capital Reduction - Growth		(29)	(16)	-	-	(45)
WASTEWATER IMPROVEMENTS						
Treatment Plant Upgrades		467	-	-	-	467
Treatment Plant Compliance Upgrades/Improvements		1,327	-	-	-	1,327
Consent Renewal / Treatment process upgrade - Land Treatment		-	418	16,614	5,430	22,462
Connecting Stirling to Balclutha Sewer Network		489	-	-	-	489
CCTV Security cameras		-	-	-	109	109
Urban Wastewater - 15% Capital Reduction - LOS		-	(63)	(2,492)	(831)	(3,386)
WASTEWATER RENEWALS						
Network Renewals		360	2,140	1,427	1,539	5,466

PROPOSED SCHEDULE OF PROJECTS - CONTINUED

(All in $000s)

DESCRIPTION	REASON FOR THE PROJECT	Annual Plan 2025/26	Long Term Plan 2026/27	Long Term Plan 2027/28	Long Term Plan 2028/29	4 Year Cost 2025/29
WASTEWATER RENEWALS						
Sewer Network Condition Assessment & Modelling		143	53	54	55	305
Pump Station Renewals/Upgrades		189	1,934	570	-	2,694
Milton Wastewater Pipeline Renewal		1,200	-	-	-	1,200
"Districtwide Biofiltro Plants - Renewal of UV Treatment Process (Tapanui, Owaka, Kaka point, Lawrence and Stirling)"		-	-	-	434	434
Oxidation Pond Desludging		-	-	-	489	489
Urban Wastewater - 15% Capital Reduction - Renewal		-87	-619	-308	-378	-1,392
STORMWATER GROWTH						
Network Extention to Transitional Zone		151	52	-	-	203
Urban Stormwater - 15% Capital Reduction - Growth		-8	-8	-	-	-15
STORMWATER RENEWALS						
Network Renewals		1,232	2,110	1,201	326	4,869
Hospital Creek Pump Station Upgrade		102	940	-	-	1,042
Milton Stormwater Pipeline Renewal		800	-	-	-	800
Urban Stormwater - 15% Capital Reduction - Renewal		(97)	(457)	(180)	(49)	(783)
STORMWATER IMPROVEMENTS						
Lawrence Hospital Creek Improve-ments		151	-	-	-	151
Stormwater Clinton North Street Catchment Upgrade		87	-	-	-	87
Pump Station Installations		-	114	233	1,806	2,153
Tapanui Stormwater Network Up-grade(Sussex/Suffolk St)		610	-	-	-	610
Balclutha Hospital Creek Embankment upgrade		343	-	-	-	343
Stormwater Capacity Modelling		202	104	107	-	413
Urban Stormwater - 15% Capital Re-duction - LOS		(120)	(33)	(51)	(271)	(474)
SOLID WASTE IMPROVEMENTS						
Mt Cooee - Contruct Cell 1		3,055	-	-	-	3,055
Mt Cooee - Gas Capture		45	73	791	-	908
SOLID WASTE RENEWALS						
Mt Cooee - Cap Existing Cell		92	1,466	-	-	1,558
Mt Cooee WW Pump Station		24	-	-	-	24
Upgrades at Mt Cooee		6,296	813	-	-	7,109

PROPOSED SCHEDULE OF PROJECTS - CONTINUED

(All in $000s)		Annual Plan 2025/26	Long Term Plan 2026/27	Long Term Plan 2027/28	Long Term Plan 2028/29	4 Year Cost 2025/29
DESCRIPTION	REASON FOR THE PROJECT					
COMMUNITY SERVICES GROWTH						
New Build Unit Programme		-	63	287	293	643
COMMUNITY SERVICE IMPROVEMENTS						
Parks and Reserves - Proposed Up-grades		938	-	106	-	1,044
Community Centre Improvements		27	14	-	-	41
Swimming Pool Improvements		61	-	-	-	61
Library Improvements		113	-	-	-	113
Public Toilets - Proposed upgrades		324	-	-	-	324
COMMUNITY SERVICES RENEWALS						
Swimming Pool Renewals		8,437	5,265	227	15	13,944
Library Renewals		2,640	1,618	128	130	4,517
Community Centre Renewals		116	60	-	-	176
Cemetery Renewals		65	-	-	-	65
Community Housing Renewals		536	417	452	434	1,839
Parks and Reserves Renewals		50	10	-	-	60
Public Toilets Renewals		120	31	203	33	386
Camping Ground Renewals		-	15	-	-	15
INTERNAL SERVICES						
Information Services		245	248	382	52	926
Vehicle Renewals		245	250	255	260	1,011
Administration office Renewals		7	-	-	-	7
Water Operations Improvements		200	-	-	-	200
TOTAL CAPITAL PROJECTS		62,789	40,625	38,553	26,695	168,662

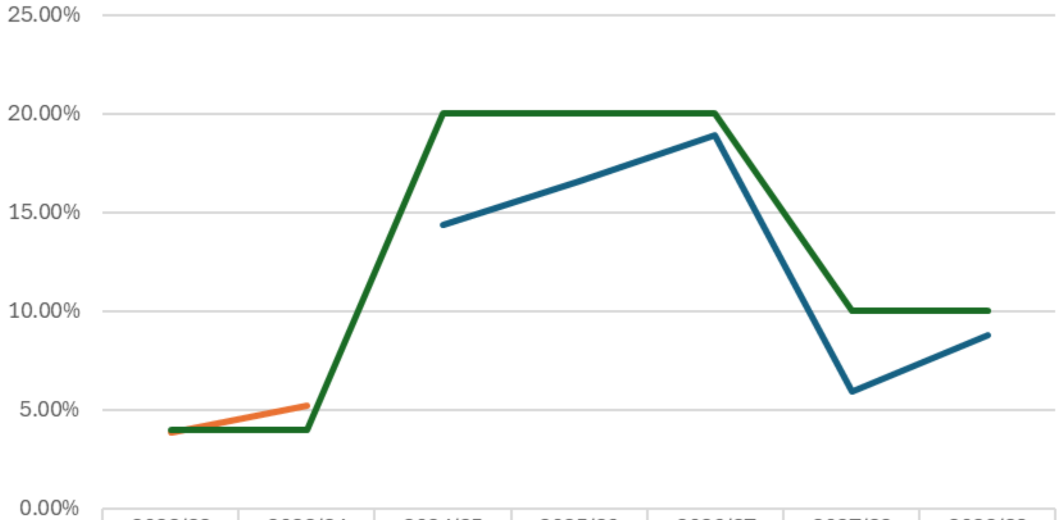
FINANCIAL STRATEGY

The following section provides information about council's compliance with the limits within the financial strategy contained with the 2024/34 Long Term Plan.

RATES

Rates are an important source of funding which council uses to provide services. Council is planning to stay within its 20% and 10% rates caps up to 2029.

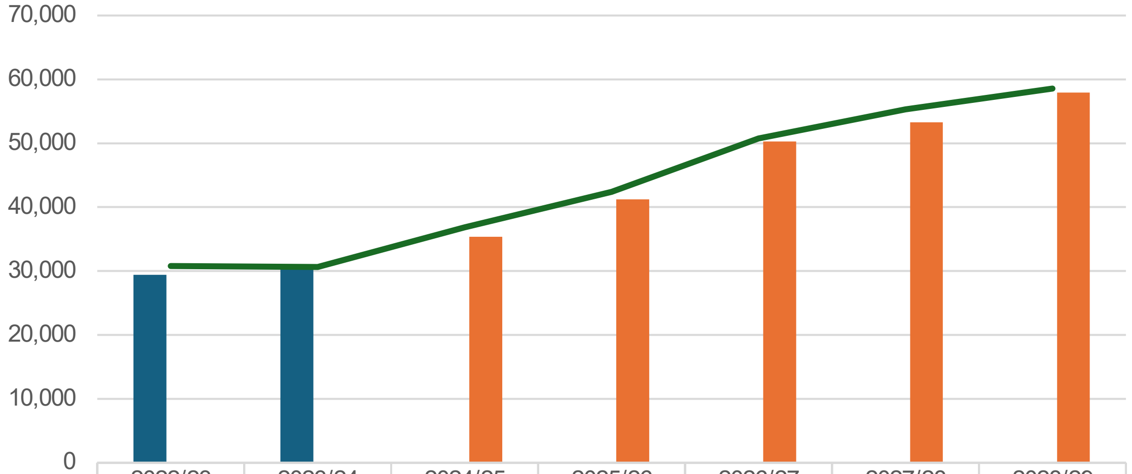
GRAPH 1: ACTUAL AND FORECAST CHANGES TO RATES 2023 - 2029



	2022/23 AR	2023/24 AR	2024/25 AR	2025/26 AP	2026/27 LTP	2027/28 LTP	2028/29 LTP
Forecast increase in total rates			14.36%	16.59%	18.92%	5.89%	8.78%
Actual increase in total rates	3.82%	5.21%					
Rates cap	4.00%	4.00%	20.00%	20.00%	20.00%	10.00%	10.00%

Forecast increase in total rates   Actual increase in total rates   Rates cap

GRAPH 2: ACTUAL AND FORECAST TOTAL RATING REQUIREMENT 2023 - 2029

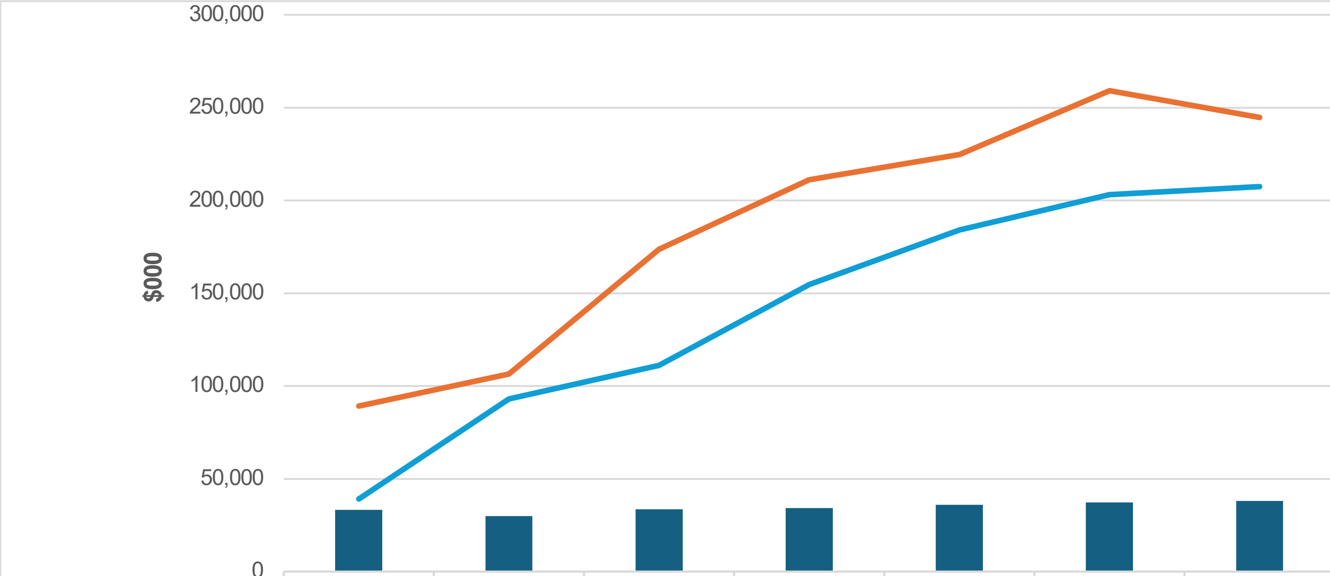


	2022/23 AR	2023/24 AR	2024/25 Forecast	2025/26 AP	2026/27 LTP	2027/28 LTP	2028/29 LTP
Actual rates revenue	29,439	30,706					
Forecast rates revenue			35,348	41,217	50,292	53,254	57,930
Rates cap	30,783	30,617	36,847	42,418	50,750	55,321	58,579

Actual rates revenue   Forecast rates revenue   Rates cap

FINANCIAL STRATEGY - CONTINUED

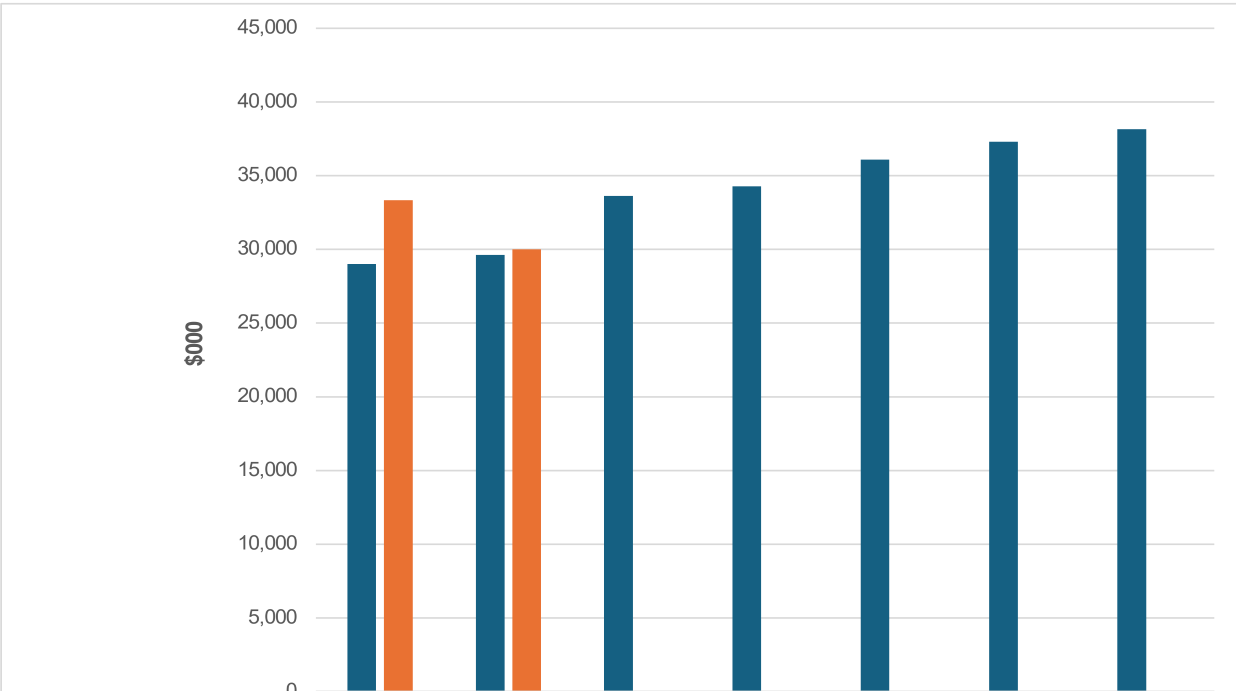
GRAPH 3: ACTUAL AND FORECAST CHANGES TO INVESTMENTS AND DEBT 2023 - 2029



	2022/23 AR	2023/24 AR	2024/25 Forecast	2025/26 AP	2026/27 LTP	2027/28 LTP	2028/29 LTP
External Investments	33,341	30,001	33,619	34,285	36,082	37,295	38,153
Debt Cap	89,224	106,531	173,664	211,145	224,815	259,076	244,675
Net External Debt	39,175	93,066	111,181	154,628	184,080	203,084	207,409

Council's portfolio of investments are forecast to earn a long-term return of 4.1% with $800k each year to be used to offset rates. To help support the capital programme, while maintaining investments, council will borrow from the Local Government Funding Agency at an interest rate of around 4.1%. Debt will grow from $155m to $207m after four years. CDC has a credit rating of AA- and a limit on external debt (debt cap) equal to 280% of annual revenue. This will not be exceeded.

GRAPH 4: ACTUAL AND FORECAST CHANGES TO INVESTMENTS



	2022/23 AR	2023/24 AR	2024/25 Forecast	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP
Target (forecast) investments	29,016	29,628	33,619	34,285	36,082	37,295	38,153
Actual investments	33,341	30,001					

Council maintains investments on behalf of ratepayers for the benefit of various activities.This graph outlines target (forecast) and actual investments. Actual investments in 2022/23 and 2023/24 were higher than forecast. These large increases were caused by exceptional market returns before global events impacted interest rates and share markets.

FUNDING IMPACT

The Funding Impact Statement is a snapshot of how council intends to fund activities, both operational and capital.

Operating expenditure is the day to day expenses used to run activities and services CDC provides. Capital funding is spending on assets that last a long period of time, such as roads, water, and wastewater treatment plants.

Although it appears that the council is making a considerable surplus in each year, this statement does not show depreciation expenditure, which is in effect the level of renewal expenditure that is funded from rates.

The bottom line indicates that the surplus is spent on the funding of capital expenditure, and a combination of repayment of debt and movement in reserves.

(All in $000s)	ACTUAL		FORECAST				
	Annual Report	Annual Report	Long Term Plan	Annual Plan	Long Term Plan	Long Term Plan	Long Term Plan
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Sources of Operating Funding							
General rates, UAGC's, rates penalties	5,242	6,845	7,441	8,381	9,075	8,680	8,727
Targeted rates	24,698	24,409	28,396	33,334	41,725	45,094	49,733
Subsidies and grants for operating purposes	7,712	8,755	9,529	15,650	8,613	8,879	9,028
Fees and charges	6,565	6,529	7,223	6,156	6,844	6,996	7,165
Interest and dividends from investments	1,133	1,906	1,601	1,301	1,774	1,840	1,904
Fuel tax, infringement fees and other receipts	195	157	1,675	1,709	1,746	1,782	1,818
TOTAL SOURCES OF OPERATING FUNDING	**45,545**	**48,601**	**55,865**	**66,531**	**69,777**	**73,271**	**78,375**
Applications of Operating Funding							
Payments to staff and suppliers	43,247	54,180	51,089	52,603	50,733	51,418	52,395
Finance costs	2,509	5,462	6,240	5,805	10,367	11,559	12,620
Other operating funding applications	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING	**45,756**	**59,642**	**57,329**	**58,408**	**61,100**	**62,977**	**65,015**
SURPLUS (DEFICIT) OF OPERATING FUNDING	**(211)**	**(11,041)**	**(1,464)**	**8,123**	**8,677**	**10,294**	**13,360**

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FUNDING IMPACT - CONTINUED

(All in $000s)	ACTUAL		FORECAST				
	Annual Report	Annual Report	Long Term Plan	Annual Plan	Long Term Plan	Long Term Plan	Long Term Plan
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Sources of Capital Funding							
Subsidies and grants for capital expenditure	4,030	8,916	6,159	8,878	10,513	9,256	9,009
Development and financial contributions	-	-	-	-	-	-	-
Increases in debt	34,576	50,552	46,473	47,316	22,691	20,216	5,184
Gross proceeds from sale of development property	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING	**38,606**	**59,468**	**52,632**	**56,194**	**33,204**	**29,472**	**14,193**
Applications of Capital Funding							
Capital expenditure to meet additional demand	381	-	340	720	240	287	293
Capital expenditure to improve level of service	23,724	30,342	23,805	18,942	2,523	15,962	7,484
Capital expenditure to replace existing assets	13,792	19,712	25,207	43,128	37,862	22,304	18,918
Increase (decrease) in reserves	498	3,172	(1,180)	(799)	1,580	1,593	2,183
Increase (decrease) in investments	-	(4,799)	2,995	2,327	(323)	(380)	(1,325)
TOTAL APPLICATIONS OF CAPITAL FUNDING	**38,395**	**48,427**	**51,167**	**64,318**	**41,882**	**39,766**	**27,553**
SURPLUS (DEFICIT) OF CAPITAL FUNDING	**211**	**11,041**	**1,465**	**(8,124)**	**(8,678)**	**(10,294)**	**(13,360)**
FUNDING BALANCE	-	-	-	-	-	-	-

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

This statement reflects council's revenue and expenditure and, every three years, the movement in property, plant and equipment caused by a revaluation to current replacement costs. From a balanced budget perspective, it is important to have a surplus each year unless specifically resolved by Council.

(All in $000s)	ACTUAL		FORECAST				
	Annual Report	Annual Report	Long Term Plan	Annual Plan	Long Term Plan	Long Term Plan	Long Term Plan
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Expenditure							
Revenue							
Rates	29,439	30,706	35,836	41,716	50,801	53,774	58,460
Grants, Subsidies and Donations	11,889	17,836	15,688	24,528	19,126	18,135	18,038
Interest Revenue	1,133	1,906	1,601	1,301	1,774	1,840	1,904
Fees and Charges	4,477	3,763	7,223	6,156	6,844	6,996	7,165
Other Revenue	4,047	6,664	1,675	1,709	1,746	1,782	1,818
TOTAL REVENUE	**50,985**	**60,875**	**62,023**	**75,410**	**80,291**	**82,527**	**87,385**
Expenditure							
Employee Benefit Expense	8,847	13,209	14,540	14,815	14,781	15,053	15,323
Finance Costs	2,509	5,838	6,240	5,805	10,367	11,559	12,620
Depreciaiton and Amortisation	16,019	17,109	16,993	17,405	19,200	18,971	19,116
Movement in Landfill Provision	-	-	-	-	-	-	-
Other Expenses	32,835	40,639	36,548	37,788	35,952	36,365	37,071
TOTAL EXPENDITURE	**60,210**	**76,795**	**74,321**	**75,813**	**80,300**	**81,948**	**84,130**
SURPLUS (DEFICIT) FOR THE YEAR	**(9,225)**	**(15,920)**	**(12,298)**	**(403)**	**(9)**	**579**	**3,255**
Other Comprehensive Revenue & Expense							
Fair Value on Unlisted Shares - Gain/(Loss)	(3)	1	-	-	-	-	-
Gain/(Loss) on Assets	19,400	485,596	-	116,381	-	-	100,575
TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR	**10,172**	**469,677**	**(12,298)**	**115,978**	**(9)**	**579**	**103,830**

FINANCIAL POSITION STATEMENT

This statement, also known as the balance sheet, demonstrates council has a sound financial position. It shows the assets council owns and the value of these, which in Clutha's case is just over $1.1 billion. It also shows how Council has funded the acquisition of those assets. Council's main assets are its property, plant, and equipment, for example roads, water, and sewerage infrastructure.

(All in $000s)	ACTUAL		FORECAST				
	Annual Report	Annual Report	Long Term Plan	Annual Plan	Long Term Plan	Long Term Plan	Long Term Plan
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Current Assets							
Cash and Cash Equivalents	7,069	11,927	485	485	485	485	485
Debtors and Other Receivables	6,515	7,436	5,379	5,379	5,379	5,379	5,379
Other Financial Assets	31,737	27,168	33,350	34,285	36,082	37,295	38,153
Non Current Assets Held For Sale	2,477	3,733	2,477	2,477	2,477	2,477	2,477
Development property	3,855	3,206	2,950	750	1,350	850	450
TOTAL CURRENT ASSETS	47,798	50,264	41,691	42,626	44,423	45,636	46,494
Non Current Assets							
Property, Plant and Equipment	1,371,639	1,888,448	1,350,073	1,475,217	1,522,711	1,544,506	1,664,471
Intangible Assets	143	96	683	819	467	325	372
Assets Under Contruction	-	-	77,785	91,222	69,058	66,986	55,128
Other Financial Assets	1,634	2,865	-	-	-	-	-
TOTAL NON-CURRENT ASSETS	1,373,416	1,891,409	1,428,541	1,567,258	1,592,236	1,611,817	1,719,971
TOTAL ASSETS	**1,421,214**	**1,941,673**	**1,470,232**	**1,609,884**	**1,636,659**	**1,657,453**	**1,766,465**
Current Liabilities							
Payables and Accruals	12,836	12,359	10,846	10,846	10,846	10,846	10,846
Employee entitlements	1,096	1,502	1,096	1,096	1,096	1,096	1,096
Borrowings	14,216	34,067	26,452	31,606	35,289	38,587	39,523
Other	-	-	1,281	1,281	1,281	1,281	1,281
TOTAL CURRENT LIABILITIES	28,148	47,928	39,675	44,829	48,512	51,810	52,746
Non Current Liabilities							
Borrowings	1,232	1,534	1,232	1,232	1,232	1,232	1,232
Provisions	58,300	89,000	138,882	157,307	184,873	201,792	206,039
Other Non-Current Liabilities	13	13	13	13	13	13	13
TOTAL NON CURRENT LIABILITIES	59,545	90,547	140,127	158,552	186,118	203,037	207,284
TOTAL LIABILITIES	**87,693**	**138,475**	**179,802**	**203,381**	**234,630**	**254,847**	**260,030**
NET ASSETS	**1,333,521**	**1,803,198**	**1,290,430**	**1,406,503**	**1,402,029**	**1,402,606**	**1,506,435**
Accumulated Comprehensive Revenue & Expense							
Reserves	1,111,913	1,602,226	1,111,528	1,229,112	1,232,367	1,233,960	1,336,718
Retained Earnings	221,608	200,972	178,902	177,391	169,661	168,647	169,717
TOTAL EQUITY	**1,333,521**	**1,803,198**	**1,290,430**	**1,406,503**	**1,402,028**	**1,402,607**	**1,506,435**

SUMMARY OF NON FINANCIAL PERFORMANCE MEASURES FOR THE YEAR ENDING 30 JUNE 2025

These are our non financial or performance measures. Some of the 2025 results are being finalised for auditing so are not shown.

(All in $000s)		Actual 2023	Actual 2024	Target per Long Term Plan 2025	Actual YTD (July 2024 - March 2025) 2025
MEASURE					
COMMUNITY LEADERSHIP					
Level of Service 1: Provide a effective leadership, representation and service to residents and ratepayers					
Satisfaction with decision-making, leadership and planning of elected members (Council)	Greater than or equal to	62%	47%	80%	53%
Level of Service 2: Monitor rates affordability and provide prudent, effective and efficient financial management					
To stay within rates limits - per Annual Plan		29.2M 4.54%	30.5M 4.23%	36.3M 14.36%	N/A
ROADING					
Level of Service 1: Provide an effective and sustainable local roading network					
Average quality of ride on the sealed road network (as per smooth travel exposure)	Greater than or equal to	96%	96%	96%	N/A
Percentage of the sealed local network that is resurfaced	Greater than or equal to	3%	3.5%	6%	N/A
% of customer service for roads and footpaths responded to within timeframes	Greater than or equal to	89%	72.6%	95%	89.4%
Level of Service 3: Provide an effective and sustainable network of footpaths throughout the district					
Number of fatalities and serious injury crashes	Less than or equal to	17	7	10	N/A
Average speed residents feel they can safely travel at on unsealed roads (km per hr) (new)	Greater than or equal to	N/A	N/A	60-70	70
FOOTPATHS					
Level of Service 1: Provide an effective and sustainable local roading network					
Percentage of footpaths that are in good, very good or new / near new condition	Greater than or equal to	92%	93%	93%	N/A
BRIDGES					
Level of Service 4: Provide a safe and economic network of bridges throughout the district					
Percentage of bridges on key routes that meet heavy vehicle (50 max) safety requirements	Greater than or equal to	92.3%	93.4%	93%	N/A

SUMMARY OF NON FINANCIAL PERFORMANCE MEASURES FOR THE YEAR ENDING 30 JUNE 2025

(All in $000s) MEASURE		Actual 2023	Actual 2024	Target per Long Term Plan 2025	Actual YTD 2025
URBAN WATER					
Level of Service 1: Water from Council urban supplies is safe to drink					
Compliance with the NZDW Standards for bacteriological compliance		0%	86%	100%	86%
Compliance with the NZDW Standards for protozoal compliance	Greater than or equal to	0%	81%	100%	91%
Level of Service 2: Urban supplies provide a continuous and reliable source of water to consumers					
Number of drinking water complaints (Requests for Service) per 1000 connections about:					
Clarity	Less than or equal to	8.69	7.90	17.00	16.60
Taste	Less than or equal to	0.38	0.75	3.00	0.90
Odour	Less than or equal to	0.00	0.56	2.00	0.20
Pressure	Less than or equal to	4.54	6.21	5.00	4.50
Continuity	Less than or equal to	27.97	15.43	30.00	15.40
Council's response to any of these issues.	Less than or equal to	0.00	0.94	14.00	0.20
Average consumption of drinking water per resident per day (litres per day)	Less than or equal to	530	541	650	N/A
Level of Service 3: Urban water schemes are managed effectively and efficiently					
Median response time (in hours) from notification of fault or unplanned interruption to when personnel reach the site:					
Urgent	Less than or equal to	4.15	1.83	4.00	1.07
Non-urgent	Less than or equal to	18.75	19.60	24.00	6.19
Median response time (in hours) from notification of fault or unplanned interruption to when personnel confirm resolution:					
Urgent	Less than or equal to	24.84	23.80	12.00	17.88
Non-urgent	Less than or equal to	76.62	105.81	48.00	68.84
Percentage of real water loss from Council's reticulation system	Less than or equal to	28.3%	23.1%	29%	N/A
RURAL WATER					
Level of Service 1: Water from Council rural schemes is safe to drink					
Compliance with the NZDW Standards for bacteriological compliance		0%	62%	100%	35%
Compliance with the NZDW Standards for protozoal compliance	Greater than or equal to	0%	63%	100%	53%
Level of Service 2: Rural schemes provide a continuous and reliable source of water to consumers					
Number of drinking water complaints (Requests for Service) per 1000 connections about:					
Clarity	Less than or equal to	6.52	12.92	12.00	9.40
Taste	Less than or equal to	1.78	0.00	5.00	0.60
Odour	Less than or equal to	0.59	0.00	3.00	0.00
Pressure	Less than or equal to	144.55	147.97	200.00	103.90
Continuity	Less than or equal to	237.56	223.72	250.00	137.40
Council's response to any of these issues.		0.00	7.05	14.00	5.30

SUMMARY OF NON FINANCIAL PERFORMANCE MEASURES FOR THE YEAR ENDING 30 JUNE 2025

(All in $000s) MEASURE		Actual 2023	Actual 2024	Target per Long Term Plan 2025	Actual YTD 2025
Level of Service 3: Rural water schemes are managed effectively and efficiently					
Median response time (in hours) from notification of fault or un-planned interruption to when personnel reach the site:					
Urgent	Less than	9.22	4.22	4.00	3.47
Non-urgent	Less than	23.08	20.54	24.00	18.24
Median response time (in hours) from notification of fault or un-planned interruption to when personnel confirm resolution:					
Urgent	Less than	45.34	22.05	24.00	26.82
Non-urgent	Less than	55.26	33.04	48.00	25.50
WASTEWATER					
Level of Service 1: Provide wastewater services that effectively collect and dispose of wastewater					
Number of dry weather wastewater overflows expressed per 1,000 wastewater connections to that sewerage system	Less than or equal to	4.2	3.2	6	2.50
Level of Service 2: Wastewater schemes are managed efficiently and effectively					
Median response time (in hours) from notification of fault to when personnel:					
Reach the site (response)	Less than	1.6	2.4	2	13.91
Confirm resolution of blockage or other fault	Less than	12.8	22.4	12	76.90
Number of complaints per 1,000 connections about any of the following:					
Wastewater odour	Less than	2.5	1.1	3	0.80
Wastewater system faults	Less than	2.1	1.5	10	1.50
Wastewater system blockages	Less than	7.8	6.3	8	3.40
Council's response to any of these issues	Less than	0.0	0.0	5	0.00
Compliance with Council's resource consents for wastewater discharge, measured as number of:					
Abatement notices		7	2	0	3
Infringement notices		5	4	0	6
Enforcement orders		0	0	0	0
Convictions		0	0	0	0

SUMMARY OF NON FINANCIAL PERFORMANCE MEASURES FOR THE YEAR ENDING 30 JUNE 2025

(All in $000s) MEASURE		Actual 2023	Actual 2024	Target per Long Term Plan 2025	Actual YTD 2025
STORMWATER					
Level of Service 1: To provide stormwater drainage that protects against the effects of flooding					
Flooding events to habitable floors due to overflows from a council stormwater system		0.00	2.00	0.00	0.00
Number of flooding events that occur in a territorial authority district (i.e. an overflow from a Council stormwater system)	Less than	6.00	13.00	23.00	11.00
Number of complaints about performance of stormwater systems (per 1,000 connected properties)	Less than or equal to	0.00	0.19	10.00	0.00
Median response time from notification of fault to when personnel reach the site	Less than	21.70	82.90	12.00	45.06
Compliance with Council's resource consents for discharge from stormwater systems measured by the number of:					
Abatement notices		0	0	0	0
Infringement notices		0	0	0	0
Enforcement orders		0	0	0	0
Successful prosecutions received		0	0	0	0
SOLID WASTE					
Level of Service 1: Provide a facility in the district for the disposal of solid waste					
Resident satisfaction with refuse / recycling service		90%	89%	80%	92%
Kilogrammes of waste per resident to Mt Cooee landfill (Population data as at 30 June 2021)	Less than or equal to	513.93	501.38	462	340.97
Level of Service 2: Provide waste minimisation services and education					
Kilogrammes of waste per resident diverted from Mt Cooee landfill (Population data as at 30 June 2021)	Greater than or equal to	64.22	63.58	59	46.54
COMMUNITY SERVICES					
LIBRARIES, SERVICE CENTRES AND INFORMATION CENTRES					
Level of Service 1: Operate a network of community facilities throughout the district including library / service / information centres, pools, halls, playgrounds, sportsgrounds, parks and reserves					
Resident satisfaction with community facilities	Greater than	87%	90%	90%	92%
ECONOMIC AND COMMUNITY DEVELOPMENT					
Level of Service 1: Support the District's communities and economy through community planning, facilitation and support					
Percentage of projects and activities identified in Our Place Community Plans completed (Based on an increase from 1 July 2024 result of 36.39%)(new)	Greater than or equal to	N/A	N/A	4% INCREASE	11.52%

SUMMARY OF NON FINANCIAL PERFORMANCE MEASURES FOR THE YEAR ENDING 30 JUNE 2025

(All in $000s) MEASURE		Actual 2023	Actual 2024	Target per Long Term Plan 2025	Actual YTD 2025
REGULATORY AND EMERGENCY SERVICES					
Level of Service 1: To provide an application processing service where consents are processed within statutory timeframes in an efficient manner					
Building and Regulatory Services Department applications lodged and processed within statutory timeframes	Equal to	N/A	N/A	100%	93.00%
Planning Team applications lodged and processed within statutory timeframes	Equal to	N/A	N/A	100%	100.00%
Level of Service 2: To retain registration as a Building Consent Authority					
Customer service requests are responded to within targeted time frames	Equal to	N/A	N/A	100%	100.00%
Level of Service 3: Complaints are prioritised and responded to in an efficient manner					
Building and Regulatory Services Department customer service requests are called back within targeted time frames	Greater than or equal to	N/A	N/A	95%	95.27%
Planning Team customer service requests are called back within targeted time frames	Greater than or equal to	N/A	N/A	95%	96.65%
INTERNAL SERVICES					
Level of Service 1: We handle customer requests for service efficiently and effectively					
Percentage of service requests resolved within time frames	Greater than or equal to	90%	77%	95%	95.12%
Level of Service 2: We deliver on our work programmes					
Percentage of capital projects completed	Greater than	73.34%	73.12%	85%	N/A

BASIS OF PREPARATION

This Pre-Election Report brings together information published in council's Long Term Plan, Annual Plans, Annual Reports, Consultation Documents, and associated summaries. It reflects the policies and strategies contained in the 2024/34 Long Term Plan and service level decisions of the Council at that time.

The financial information contained in this report has been compiled from the following sources:

- Years 2022/23 and 2023/24 have been extracted from the respective Annual Reports, which have been audited by the Auditor General.
- The 2024/25 year is an estimate and is not yet audited.
- The 2025/26 year has been extracted from the 2025/26 Annual Plan.
- Information from 2026/27 onward has been extracted from the 2024/34 Long Term Plan which has been audited by the Auditor General.

There is no requirement for the Pre-Election Report to be separately audited. However, most of the information in this report has already been audited as disclosed above.

Changes that Council makes in the next Long Term Plan 2027/37 will alter the forecasts in this report.

VOTING INFORMATION

Local government triennial elections are being held by postal vote on Saturday 11 October 2025 and will be undertaken by 'Independent Election Services', under contract to the Clutha District Council.

The first past the post (FPP) electoral system will be used for the Clutha District Council, Clutha Licensing Trust, Mataura Licensing Trust and Gore Health Trust elections. Single Transferrable voting system will be used for the Otago Regional Council elections.

Elections will be required for the following positions:

Mayor (elected 'at large')

Councillors (9)

- **Balclutha Ward (2)**
- **Bruce-Waihola Ward (1)**
- **Milton Ward (1)**
- **Catlins Ward (1)**
- **Clinton-Clydevale Ward (1)**
- **Kaitangata-Matau Ward (1)**
- **Lawrence-Tuapeka Ward (1)**
- **West Otago Ward (1)**

Community Board members (12)

- **Lawrence-Tuapeka Community Board (6)**
- **West Otago Community Board (6)**