

# Waimakariri District Council

## Audit and Risk Committee

# Agenda

Tuesday 10 December 2024

8.30am

Council Chambers  
215 High Street  
Rangiora

**Members:**

Cr Jason Goldsworthy (Chairperson)

Cr Neville Atkinson

Cr Tim Fulton

Cr Joan Ward

Cr Paul Williams

Mayor Dan Gordon (ex officio)

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**A MEETING OF THE AUDIT AND RISK COMMITTEE WILL BE HELD IN THE COUNCIL CHAMBER, RANGIORA SERVICE CENTRE, 215 HIGH STREET, RANGIORA ON TUESDAY 10 DECEMBER 2024 AT 8.30AM.**

Recommendations in reports are not to be construed as  
Council policy until adopted by the Council

**BUSINESS**

Page No

1 **APOLOGIES**

2 **CONFLICTS OF INTEREST**

*Conflicts of interest (if any) to be reported for minuting.*

3 **CONFIRMATION OF MINUTES**

3.1 **Minutes of a meeting of the Audit and Risk Committee held on Tuesday 12 November 2024**

6-13

*RECOMMENDATION*

**THAT** the Audit and Risk Committee:

- (a) **Confirms**, as a true and accurate record, the circulated Minutes of a meeting of the Audit and Risk Committee, held on 12 November 2024.

3.2 **Matters Arising**

4 **PRESENTATION/DEPUTATION**

4.1 **Kaiapoi Promotions Association**

Members of the Kaiapoi Promotions Association will be in attendance.

5 **REPORTS**

5.1 **Audit New Zealand Report to the Council for the year ended 30 June 2024 – Greg Bell (Acting General Manager Finance and Business Support)**

14-53

*RECOMMENDATION*

**THAT** the Audit and Risk Committee:

- (a) **Receives** report No. 241125208414.
- (b) **Receives** Audit New Zealand's Report to Council for the year ending 30 June 2024 (TRIM 241127210456).
- (c) **Notes** there are no significant matters arising from the audit. Audit New Zealand have made a number of recommendations where processes could be improved, and staff have agreed with the recommendations.

**5.2 Outcomes of the Waimakariri District Council Health and Safety Risk Register Review September 2024 – Katrina Blake (Health, Safety and Wellbeing Manager)**

54-61

*RECOMMENDATION*

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 241122207615.
- (b) **Notes** that there has been no significant change in risk assessments during this review, however, there has been an improvement in the quality of descriptors of current control measures/risk treatments for each risk.
- (c) **Notes** the current Health, Safety and Wellbeing Risks (Appendix A).
- (d) **Approves** the general updates to Health, Safety and Wellbeing risk register.

**5.3 Cyber Security – Status Report – Owen Payne (Cyber Security Analyst)**

62-77

*RECOMMENDATION*

**THAT** the Audit and Risk Committee:

- (a) **Receives** report No. 241029187446.
- (b) **Notes** that our overall Framework compliance score sits at 84.26% against a New Zealand Wide benchmark of other council of 58.19%.
- (c) **Notes** that the benchmark score is compared against the progress of 49 New Zealand Councils that are enrolled and actively using the framework.
- (d) **Notes** that the Council is currently assessing their targets for the SAM for Compliance Framework.
- (e) **Notes** that in the next 6 months we will focus on improving our Incident response plan, engaging a supplier for extended incident response and support, implementing information governance controls and software and investigating improvements to supplier management.

**5.4 Reporting on LGOIMA Requests for the period 1 September 2024 to 30 November 2024 – Thea Kunkel (Governance Team Leader)**

78-87

*RECOMMENDATION*

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 241127209850 for information.
- (b) **Notes** that the Council received 51 requests and responded to 60 official requests of information from 1 September 2024 to 30 November 2024, nine fewer than the 69 official requests responded to in the same period in 2022/23.
- (c) **Notes** that a workshop will be held with the Council in February 2025 regarding a proposed LGOIMA charging process.



**5.5 Annual Report and audited accounts for Enterprise North Canterbury for the year ended 30 June 2024, and Promotion of Waimakariri District Business Plan Report to June 2024 – Simon Hart (General Manager Strategy, Engagement and Economic Development)**

88-137

*RECOMMENDATION*

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 241111199322.
- (b) **Receives** the Annual Report and Statement of financial Performance for year ending 30 June 2024.
- (c) **Receives** the District Promotion Annual Report to 30 June 2024.
- (d) **Acknowledges** the work carried out by Enterprise North Canterbury over the year and thanks the Trustees and staff for their efforts.
- (e) **Circulates** this report to all Community Boards.

**6 PORTFOLIO UPDATES**

**6.1 Audit, Risk, Annual / Long Term Plans – Councillor Joan Ward**

**6.2 Communications and Customer Services – Councillor Joan Ward**

**7 QUESTIONS**

**8 URGENT GENERAL BUSINESS**

**NEXT MEETING**

The next meeting of the Audit and Risk Committee will be held on Tuesday 11 February 2024 at 9am.

**WAIMAKARIRI DISTRICT COUNCIL**

**MINUTES OF THE MEETING OF THE AUDIT AND RISK COMMITTEE HELD IN THE COUNCIL CHAMBERS, RANGORA SERVICE CENTRE, 215 HIGH STREET, RANGIORA ON TUESDAY, 12 NOVEMBER 2024, WHICH COMMENCED AT 9AM.**

**PRESENT**

Councillor J Goldsworthy (Chairperson), Deputy Mayor Atkinson, Councillors J Ward and P Williams.

**IN ATTENDANCE**

Councillors B Cairns and A Blackie.

G Bell (Acting General Manager Finance and Business Support), C Brown (General Manager Community and Recreation), P Christensen (Finance Manager), M Harris (Customer Services Manager), D Young (Senior Engineering Advisor) H Street (Corporate Planner) and K Rabe (Governance Advisor).

**1 APOLOGIES**

Moved: Deputy Mayor Atkinson

Seconded: Councillor Ward

**THAT** the Audit and Risk Committee:

- (a) **Receives and sustains** apologies for absences from Mayor Gordon and Councillor Fulton.

**CARRIED**

**2 CONFLICTS OF INTEREST**

No conflicts of interest were declared.

**3 CONFIRMATION OF MINUTES**

**3.1 Minutes of a meeting of the Audit and Risk Committee held on Tuesday 10 September 2024**

G Bell noted that in the fourth paragraph of the Bancorp Treasury update it stated that *"the Council had a AAA- rating"* when it should actually read that the Council had an *"AA (negative outlook) rating"*.

Moved: Councillor Williams

Seconded: Deputy Mayor Atkinson

**THAT** the Audit and Risk Committee:

- (a) **Confirms**, as a true and accurate record, the circulated Minutes of a meeting of the Audit and Risk Committee, held on 10 September 2024, subject to the change to item 4.4 Bancorp Treasury as noted above.

**CARRIED**

**3.2 Matters Arising**

Nil.

#### 4 PRESENTATION/DEPUTATION

There were no presentations or deputations.

#### 5 REPORTS

##### 5.1 2024/25 Capital Works September Quarterly Report – D Young (Senior Engineering Advisor), G Cleary (General Manager Utilities and Roading) and C Brown (General Manager Community and Recreation)

D Young and C Brown were in attendance to present this report which advised the Committee of the delivery progress of the 2024/25 Capital Works programme. D Young gave a brief overview and took the report as read.

Deputy Mayor Atkinson noted that many of the projects listed under 'Drainage' were marked as over budget and queried the reason for this. D Young replied that most of those were projects carried forward from the previous year which had been delayed for various reasons. D Young agreed to supply more comprehensive narrative on these projects in the next report.

Councillor Williams noted that the 'replacement irrigator and insurance implications' were shown as 'an at risk' project and questioned why this was so. D Yong was unsure of the detail however believed it had to do with consenting issues and agreed to send further information to members.

Councillor Cairns noted that in paragraph 9.3.3 it stated that the 'Kaiapoi wharf pontoon 1 and River Wall' in the redzone food forest project was listed as 'at risk' and asked why this was. C Brown noted that a report on this would be presented to the Kaiapoi-Tuahiwi Community Board in December 2024. The pontoon and river wall project were almost complete and the remaining part of the project, the building of the education centre, would not be completed within the financial year which automatically tagged the project as at risk in the reporting system. However, the project as a whole was progressing well.

D Young further clarified that the reporting system was very specific and if a project showed that not all of the budget would be spent or that a project may over run the timeframe it was tagged as at risk. The delay could be due to building delays, consenting issues or weather conditions. D Young also stated that the report was merely a summary or overview and the detail could be found in the attachments to the report.

Councillor Cairns confirmed that the Heritage and Mahinga Kai was currently on track other than the education centre not being completed by the end of the financial year.

Moved: Deputy Mayor Atkinson

Seconded: Councillor Ward

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 241031188944.
- (b) **Notes** the actual and predicted achievement across all tracked Capital Expenditure.
- (c) **Notes** that of the \$91.31 million total capital spend, \$22.34 million (24%) has been completed, and \$74 million (81%) is predicted to be completed (subject to weather and other matters outside our control).
- (d) **Notes** that progress towards achieving the 24/25 Capital Works Programme is well advanced across most areas. However, there are a number of projects either delayed or at risk, as reported elsewhere.

**CARRIED**

Deputy Mayor Atkinson commended the monitoring and reporting of the capital works programme which made getting answers to questions easy and made understanding the Council's delivery status easy to determine.

Councillor Ward thanked the staff for their work in monitoring and keeping Councillors abreast of delivery of the programme.

Councillor Goldsworthy also appreciated the detailed information in the report.

**5.2 Non-Financial Performance Measures for the quarter ended 30 September 2024 – H Street (Corporate Planner)**

H Street presented the non-financial performance measures for the first quarter noting the targets had been reviewed and amendments made to some measures.

Councillor Goldsworthy queried if the changes had made a difference to staff time when monitoring and was told that the exercise had been an interesting and useful exercise and it would take some time to see the impact of any changes made.

Moved: Councillor Goldsworthy      Seconded: Deputy Mayor Atkinson

**THAT** the Audit and Risk Committee:

- (a) **Receives** report No. 241029187842.
- (b) **Notes** 67 (75%) of performance measures for the first quarter of the 2024/25 financial year were achieved, and 28 were not achieved.
- (c) **Notes** 20 (23%) of the measures did not meet targets, but nine were within 5% of being achieved.
- (d) **Notes** 3 (2%) of the measures will be reported later in the financial year.
- (e) **Notes** all measures have been reviewed for the 2024-2034 Long Term Plan and adopted for the 2024- 2027 financial years.

**CARRIED**

Councillor Goldsworthy again stated that he was appreciative of the detailed report and the attention given to monitoring by staff.

**5.3 Sefton Community Library- Application for a Rates Remission – M Harris (Customer Services Manager)**

M Harris presented the report which requested the granting of a rates remission of \$771.71 to the Sefton Community Library Trustees. She acknowledged that a rates remission had been granted to the Trustees for several years however she believed that the High Court would be making a decision regarding the ownership of the building within the next year.

Councillor Williams queried if the Trustees could rent out the building for storage or some other function in an effort to generate some income. M Harris replied that the building was abandoned and was not safe for any type of use.

Moved: Deputy Mayor Atkinson      Seconded: Councillor Ward

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 240924163810.
- (b) **Approves** a rates remission of \$771.71 to cover the 2024/25 rates on the Sefton Community Library Trustees property at 14 Pembertons Road, Sefton (Rates Assessment 2144019400) under the Policy for Remission of Rates in Miscellaneous Circumstances.

- (c) **Notes** the High Court decision in relation to the ownership of the property is expected to be released in late October 2024.

**CARRIED**

Deputy Mayor Atkinson noted that this situation had been dragging on for some years and until the High Court allowed the building to be sold and demolished the Council would have to continue to grant rates remissions. Councillor Ward concurred.

**5.4 Annual Report for Te Kōhaka o Tūhaitara Trust for the year ended 30 June 2024 – P Christensen (Finance Manager on behalf of Te Kōhaka o Tūhaitara Trust)**

A Blackie, Chairperson of the Trust and P Christensen presented the Trust's annual report for the year ended June 2024. A Blackie noted that the report had been written by J Hullen, the previous Chair, and would have been presented by the General Manager however he was currently on leave. The report was taken as read.

Councillor Goldsworthy asked for clarification on the financial status of the Trust and A Blackie replied that in the previous financial year the Trust had taken over the running of the Waikuku Camp which had resulted in a loss of funds which was exacerbated by a staff personal grievance process. The withdrawal of some grant funding by the Runanga had also had an impact on the finances however the financial situation was hoped to recover in the near future.

Moved: Councillor Ward

Seconded: Councillor Goldsworthy

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 241023184317.
- (b) **Receives** the Annual Report of the Te Kōhaka o Tūhaitara Trust for the year ended 30 June 2024.
- (c) **Acknowledges** the work carried out by the Te Kōhaka o Tūhaitara Trust and thanks the Trustees, and staff for their efforts.
- (d) **Circulates** the report to the Community Boards for information.

**CARRIED**

Councillor Ward acknowledged the challenges faced by the Trust over the last year and thanked A Blackie for his efforts in mitigating the damage that could have been encountered.

G Bell acknowledged and thanked A Hagerty for his work in ensuring the Trust's audit was successful noting that the Council had paid the audit fees for the Trust.

Deputy Mayor Atkinson noted that he was not supportive of the increased fees for auditing services and believed that the local authorities should be more vocal regarding the increased fees being charged for an essential service such as audits.

**5.5 Financial Report for the period ended 30 September 2024 – P Christensen (Finance Manager)**

P Christensen presented the financial report for the period ended 30 September 2024 and took the report as read.

Councillor Williams noted that the use of the term 'surplus' gave the wrong impression to the public and queried if another term could be used. G Bell noted that this was an accounting term however staff could specify this as operational surplus. Councillor Williams then asked if the term could be explained that the surplus was not a 'profit' so that the public did not think that the Council was making money at their expense. G Bell agreed that this could be done.

Deputy Mayor Atkinson requested that the Comms Team put together a paragraph explaining the usage of the term 'surplus' and it be emailed to all Councillors so that a consistent message was sent when members of the public asked elected members about the Council's surplus funds.

Moved: Councillor Williams                      Seconded: Deputy Mayor Atkinson

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No.241030188224.
- (b) **Notes** the surplus for the period ended 30 September 2023 is \$1.2 million. This is \$0.9 million under budget.

**CARRIED**

**6 PORTFOLIO UPDATES**

**6.1 Audit, Risk, Annual / Long Term Plans – Councillor Joan Ward**

**Annual report**

The annual report was adopted by the Council on 15 October 2024, well within the statutory deadline. The full annual report and summary were available on the Council's web-site. Audit New Zealand had not yet issued their detailed report on its work, however we hope that this would be reported to the next meeting of the Committee.

**Treasury management**

On 15 October 2024 Council repaid a \$10 million loan to the Local Government Funding Agency and took out a new loan of \$20 million. This net increase in borrowing of \$10m takes the total debt to \$210 million. The additional borrowing was needed to pay for this year's capital works programme. The floating interest rate for the loan was 5.22% for the first three months.

**Annual Plan 2025/26**

Work on the annual plan 2025/26 was now underway, with the budget holders due to return their first draft budgets to the finance team by 14 November 2024. The finance team would then start the detailed analysis of the draft budgets for review by the management team in December 2024.

**6.2 Communications and Customer Services – Councillor Joan Ward**

*Communications*

**Local Water Done Well**

Staff had formed a protocol for communications across WDC, Hurunui and Kaikoura councils as the Council explores a joint plan re Local Water Done

Well. Regardless of the final shape or form this may take, this has ensured that any responses to media queries on this topic were uniformed and the media could not play partners off against one another. The workshops in December would have a holding statement prepared and each councils comms regarding the 'options report' for them to consider in early 2025 and would have a central review from the councils perspective.

### **Online engagement platform / success of database building through Parking Management Plan**

Currently 2,830 registered users of the engagement platform. This was built by requiring registrations from users through a short and simple process before accepting submissions. This was normal for local government however recently the database had been used for the Parking Survey which had outstanding results. An email was sent to database subscribers who expressed an interest in roading/town centres/parking projects. There were 1,700 recipients of an email that encouraged submissions. Within hours there was a 68% open rate of the email (anything over 30% was considered exceptional), 365 click throughs, 514 webpage visits and those before were the submissions. 424 visitors (this was lower than visits because it doesn't count multiple visits from the same user) and 195 submitters of which the quality of submission was high.

### **Northern Pegasus Bay Bylaw**

This bylaw was adopted in October 2024 and had become operative in November 2024. It followed an 18-month engagement process that involved key stakeholders, members of the public, community meetings etc. Council received feedback from 428 residents on the bylaw and were updating signage in beach access areas during the coming months. Of note was the trialling of a new signage material that was completely recyclable.

### **Newsletter – Civil Defence series**

One of the core tasks of a Civil Defence PIM (Public Information Manager) was raising awareness of hazards and risks. Council thought it would also raise awareness of the role of an Emergency Operations Centre and highlighted the amazing staff who helped coordinate its responses to emergencies. To do this Council profiled the staff and used its e-newsletter as well as social channels to do so:

- What happens at an Emergency Operations Centre - <https://www.waimakariri.govt.nz/council/news-and-information/2024/10/what-happens-at-an-emergency-operations-centre>
- Meet Waimakariri's Civil Defence Team: the Controller - <https://www.waimakariri.govt.nz/council/news-and-information/2024/10/meet-waimakariris-civil-defence-team-the-controller>
- Meet Waimakariri's Civil Defence Team: the Personal Assistant Supporting Our Controller - <https://www.waimakariri.govt.nz/council/news-and-information/2024/10/meet-waimakariris-civil-defence-team-the-personal-assistant>
- Meet Waimakariri's Civil Defence Team: the Planning Manager - <https://www.waimakariri.govt.nz/council/news-and-information/2024/10/meet-waimakariris-civil-defence-team-the-planning-manager>
- Meet Waimakariri's Civil Defence Team: the Intelligence Manager - <https://www.waimakariri.govt.nz/council/news-and-information/2024/10/meet-waimakariris-civil-defence-team-the-intelligence-manager>
- Have You Got Your Grab Bag Ready? - <https://www.waimakariri.govt.nz/council/news-and-information/2024/10/have-you-got-your-grab-bag-ready>

- Meet Waimakariri's Civil Defence Team: PIM Managers - <https://www.waimakariri.govt.nz/council/news-and-information/2024/11/meet-waimakariris-civil-defence-team-pim-managers>

### **Social Media highlights**

Facebook continued to be the primary social channel with 24,500 followers and regular post engagement of approx. 49,000. The Council grows by approximately 120 followers per month. Instagram was growing organically and targets a lower age demographic and had approximately 600 posts. This year the Council had been paying special attention to LinkedIn to target a different demographic or residents. It had 2,783 followers currently and the content reached anywhere between 500 to 900 impressions depending on the post. This was not only a different audience to other social platforms however allows a vehicle for the Council to 'own its successes' and use this to attract high quality candidates to its vacancies.

### **Libraries website upgrade**

Staff were helping the Libraries team upgrade its website in the same programme that the full Council website had been upgraded. To do this staff were using internal knowledge, working with its supplier Squiz, and upskilling staff on the platform to do as much as possible for themselves. The reason for working with a templated starting point was that it allowed the Libraries to undertake this project for as low a cost as possible.

### **Other highlights**

- Over 100 media queries received and responded to in the last quarter
- 49 news stories produced during the same period
- 147,000 hits to the website. With search continuing to dominate the page visits. Almost 70% of traffic was coming from Google, 19% from other search engines and 3% from Facebook. What this indicated was that people visit the site to achieve tasks and the top searched event items confirmed were – Rates, District Plan, Dogs, Lims, Fees and Charges, Fact Sheets, and Halls and Venues

### *Customer Services*

- The second instalment of rates was due on 20<sup>th</sup> November 2024 so busy with the payments coming in.
- Staff had sent out 240 mortgagee notification of rates arrears letters this month. There were 36 further accounts with no mortgage and a final notice would be sent to those ratepayers.
- Numbers are reduced from 902 in August 2024 and 469 in September 2024 therefore great to see that so many people have paid or have made payment arrangements.
- LIM numbers were up with 264 LIMs issued during October 2024 which was the busiest October since 2003 when 296 were issued.
- The team had been really busy with Datascape work, with staff working on LIMs, Cemeteries, Contacts, Rates, Finance (Debtors and cash receipting) and Animals.

## **7 QUESTIONS**

## **8 URGENT GENERAL BUSINESS**



**NEXT MEETING**

The next meeting of the Audit and Risk Committee will be held on Tuesday 10 December 2024 at 9am.

THERE BEING NO FURTHER BUSINESS, THE MEETING CONCLUDED AT 11.02AM.

**CONFIRMED**

\_\_\_\_\_  
Chairperson  
Councillor Goldsworthy

\_\_\_\_\_  
2024

\_\_\_\_\_  
Date

UNCONFIRMED

**WAIMAKARIRI DISTRICT COUNCIL****REPORT FOR DECISION**

**FILE NO and TRIM NO:** FIN-01 / 241125208414

**REPORT TO:** Audit and Risk Committee


**DATE OF MEETING:** 10 December 2024

**FROM:** Greg Bell, Acting General Manager Finance & Business Support

**SUBJECT:** Audit New Zealand Report to the Council for the year ended 30 June 2024

**SIGNED BY:**  
(for Reports to Council, Committees or Boards)

\_\_\_\_\_ General Manager

\_\_\_\_\_  Chief Executive

**1. SUMMARY**

- 1.1. The purpose of this report is to present Audit New Zealand's Report to the Council for the year ended 30 June 2024.
- 1.2. The Annual Report was adopted by Council on 15 October 2024 and the Auditor issued an unmodified audit opinion on the same date. An unmodified opinion means that in the Auditor's view the financial statements and statement of service performance present fairly the Council's results for the year.
- 1.3. In her Report to the Council the Auditor has made three new recommendations in relation to our processes for compiling the Annual Report and followed up progress on implementing previous recommendations. Key matters addressed during the audit are also included in the report, including the revaluation of assets and the correction of an error in the 2022/23 Annual Report in relation to the number of complaints received about Council's water supply.

**Attachments:**

- i. Audit New Zealand Report to the Council for the Year Ended 30 June 2024 (TRIM 241127210456)

**2. RECOMMENDATION**

**THAT** the Audit and Risk Committee:

- (a) **Receives** report No. 241125208414.
- (b) **Receives** Audit New Zealand's Report to Council for the year ending 30 June 2024 (TRIM 241127210456).
- (c) **Notes** there are no significant matters arising from the audit. Audit New Zealand have made a number of recommendations where processes could be improved and staff have agreed with the recommendations.

**3. BACKGROUND**

- 3.1. Under the Local Government Act 2002, the Council is required to produce an Annual Report and a Summary Annual Report, with both to be audited by an Auditor appointed by the Auditor-General. The Auditor-General has appointed Audit New Zealand to undertake the audit.

- 3.2. The audit is completed in two stages, an interim stage that focuses on underlying systems and a final stage that focuses on the financial statements and performance information. The Auditor is responsible for issuing an audit opinion on the full and summary annual reports. An audit opinion can be unmodified (a clean opinion), modified (a qualified opinion) or be unmodified but include an emphasis of matter to highlight an aspect of the annual report.
- 3.3. After the Audit Opinion is issued the Auditor provides the Council with a Report to the Council that sets out the findings of the audit, including any observations and recommendations for improvements to processes.

#### **4. ISSUES AND OPTIONS**

- 4.1. The Auditor issued an unmodified opinion on the Annual Report on 15 October - this was the second local authority audit to be completed in the 2023/24 round.
- 4.2. The Report to the Council summarises some of the key matters that were covered during the audit, including the revaluation of assets and accounting for the new Council Enterprise System. It also notes the correction of an error in the 2022/23 Annual Report relating to the recording of the number of complaints received in relation to water supply. The Council had previously excluded complaints that were found to be without foundation, but the Department of Internal Affairs guidance requires all service requests to be included (otherwise there is a degree of subjectivity in relation to the numbers recorded).
- 4.3. Some additional hours were required to complete the audit work, partly due to the out of cycle revaluation of three water assets (required because of high inflation for infrastructure) and delays at the start of the audit (the audit was started earlier than in previous years and not all the documentation was available on time). The Auditor will seek additional fee recovery for some of the extra hours worked.
- 4.4. The Auditor has made three recommendations in the report, plus has followed up on previous years' recommendations. The details explaining the reasons for the new recommendations are included in the report, and the specific recommendations and the staff responses are set out below.

##### 4.4.1. Infrastructure asset valuations – Unit rate information

###### Recommendation

*Develop and maintain a standard unit rate database for three water revaluations.*

###### Management comment

*Council already has and is maintaining a unit rate. This will be provided in subsequent audits.*

##### 4.4.2. Completeness and valuation of vested assets

###### Recommendation

- *Recognise vested assets in the correct financial period;*
- *Investigate alternative ways in which land assets are valued and recognised in the correct financial period; and*
- *Improve the process to recognise the value of three water assets accurately.*

###### Management comment

*Processes will be reviewed to recognise vested assets in the correct financial period.*  
*Processes will be reviewed to improve recognition value of three water assets.*

#### 4.4.3. Review roading estimates of traffic count

##### Recommendation

- *implement a rotation program to ensure all the carriageways being counted at least once every two years;*
- *engage independent peer review to assess the appropriateness of the count estimates at least every two years.*

##### Management comment

*Another independent peer review of traffic counts will be performed during the 2024/25 financial year.*

- 4.5. Progress in relation to previous recommendations is summarised in Appendix 1 to the Auditor's Report. Of the five open or partially cleared recommendations, two have been implemented and three are to be implemented.
- 4.6. As an option, the Audit & Risk Committee could request alternative or further action be taken on one or a number of items provided within the Auditor's report.

#### **Implications for Community Wellbeing**

- 4.7. The audit process provides assurance to the community in relation to the reliability of the Council's financial and performance reporting. This information helps demonstrate Council's performance in relation the activities that support community wellbeing.
- 4.8. The Management Team have reviewed this report and support the recommendations.

## **5. COMMUNITY VIEWS**

### **5.1. Mana whenua**

Te Ngāi Tūāhuriri hapū are not likely to be affected by the subject matter of this report.

### **5.2. Groups and Organisations**

The Annual Report is a document that is often referenced and relied upon by investors, stakeholders, banks and financial institutions and the audit process provides assurance to these organisations.

### **5.3. Wider Community**

The wider community is not likely to be affected by, or to have an interest in the subject matter of this report. The Annual Report and the Auditor's Report are commenting on aspects of the outcomes agreed with the community.

## **6. IMPLICATIONS AND RISKS**

### **6.1. Financial Implications**

Most of the recommendation do not have financial implications although some involve changes to processes and systems and will require staff time.

As indicated above, the Auditor is likely to seek additional fees in relation to the audit.

**6.2. Sustainability and Climate Change Impacts**

The recommendations in this report do not have sustainability and/or climate change impacts.

**6.3. Risk Management**

The annual audit carried out by Audit New Zealand provides added assurance in respect of the accuracy of the Council's financial statements. Implementation of the recommended internal controls on a consistent basis could improve operational performance and/or reduce risk.

**6.4. Health and Safety**

There are not health and safety risks arising from the adoption/implementation of the recommendations in this report.

**7. CONTEXT**

**7.1. Consistent with Policy**

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

**7.2. Authorising Legislation**

Local Government Act 2002 section 98 (to prepare an Annual Report) & 99 (Audit of the Annual Report). Audit New Zealand carry out the Auditor functions required in relation to section 99 on behalf of the Controller and Auditor General.

**7.3. Consistency with Community Outcomes**

The publication of the Annual Report supports the achievement of community outcomes by reporting on the Council's performance and the delivery of its work programmes. The Auditor's work provides assurance in relation to the information in the Annual Report.

**7.4. Authorising Delegations**

Delegation S-DM 1022 provides that the Audit and Risk Committee has the jurisdiction to:

- Liaise with and manage the Council's relationship and arrangements with the Council's external auditors; and
- Review corporate risk assessment and internal risk management practices.

# Report to the Council on the audit of

Waimakariri District Council

For the year ended 30 June 2024

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## Key messages

We have completed the audit for the year ended 30 June 2024. This report sets out our findings from the audit and draws attention to areas where Waimakariri District Council (the Council) is doing well and where we have made recommendations for improvement.

### Audit opinion

We issued an unmodified audit report on 15 October 2024.

### Matters identified during the audit

#### Revaluation of assets

The Property, Plant and Equipment accounting standard, requires that valuations are carried out with sufficient regularity to ensure that the carrying amount does not differ materially from fair value.

The Council revalued its roading assets, three waters assets and buildings as at 30 June 2024 and provided fair value assessment for solid waste, land and greenspace. The revaluation exercise resulted in a revaluation gain of \$283 million across all revalued assets noted above.

We were satisfied that the revaluation of roading and three water assets are fairly stated and the carrying amount of solid waste, land and greenspace does not differ materially from their fair value and therefore, the full valuation is not required.

#### Material prior period error in water customer satisfaction performance measure

We noted a material prior period error in relation to the Department of Internal Affairs (DIA) mandatory measure on "The total number of complaints received about its water supply". This includes in regard to water clarity, taste, odour, water pressure or flow, continuity of supply, and Council's response to these. Historically, Council has only included complaints which they believe are at fault and excluded those complaint assessed as "without foundation". However, this is inconsistent with the DIA guidance issued in Sept 2020 which notes that the definition of 'complaints' includes any customer request about Council service areas for the purposes of reporting on the rules.

We requested management for further analysis of their customer service system requests to assess the extent of misstatement. Consequently, this included the reinstatement of the prior and current year results as there was a material prior period error.

Our review of the service performance report noted that adequate disclosures have been made as the performance result for FY2023 has been restated to correctly include all relevant complaints, including those where no work was required by the Council. This is discussed in detail in section 5.1.

#### Council Enterprise System (Datascope)

Council is in the process of implementing a new Council Enterprise system, Datascope, to replace its current system, TechOne. Council's replacement system is planned to go-live from 1 July 2025. We encourage management to consider the opportunity to ensure all assets capitalised are recorded in



the new accounting system rather than multiple spreadsheets. It is also a good practice to perform a monthly reconciliation of additions of the fixed asset register against the asset management system.

### **Other Matters**

Our other recommendations are summarised in section 1 below. The report also details the procedures we performed in response to the audit risks we identified in our audit plan.

### **Thank you**

We would like to thank the Council, management and staff for the assistance received during the audit.

A handwritten signature in blue ink that reads "Yvonne Yang". The signature is written in a cursive style with a large "Y" and "G".

Yvonne Yang  
Appointed Auditor  
27 November 2024

# 1 Recommendations



Our recommendations for improvement and their priority are based on our assessment of how far short current practice is from a standard that is appropriate for the size, nature, and complexity of your business. We use the following priority ratings for our recommended improvements.

Explanation	Priority
<p><b>Needs to be addressed <i>urgently</i></b></p> <p>These recommendations relate to a significant deficiency that exposes the District Council to significant risk or for any other reason need to be addressed without delay.</p>	<b>Urgent</b>
<p><b>Address at the earliest reasonable opportunity, <i>generally within six months</i></b></p> <p>These recommendations relate to deficiencies that need to be addressed to meet expected standards of best practice. These include any control weakness that could undermine the system of internal control.</p>	<b>Necessary</b>
<p><b>Address, <i>generally within six to 12 months</i></b></p> <p>These recommendations relate to areas where the District Council is falling short of best practice. In our view it is beneficial for management to address these, provided the benefits outweigh the costs.</p>	<b>Beneficial</b>

## 1.1 New recommendations

The following table summarises our recommendations and their priority.

Recommendation	Reference	Priority
<p><b>Infrastructure asset valuations – Unit rate information</b></p> <p>Develop and maintain a standard unit rate database for three water revaluations.</p>	3.1.3	Necessary
<p><b>Completeness and valuation of vested assets</b></p> <ul style="list-style-type: none"> <li>Recognise vested assets in the correct financial period.</li> <li>Investigate alternative ways in which land assets are valued and recognised in the correct financial period.</li> <li>Improve the process to recognise the value of three waters assets accurately.</li> </ul>	3.2	Necessary

Recommendation	Reference	Priority
<p><b>Review roading estimates of traffic count</b></p> <ul style="list-style-type: none"> <li>Implement a rotation program to ensure all the carriageways being counted at least once every two years.</li> <li>Engage independent peer review to assess the appropriateness of the count estimates at least every two years.</li> </ul>	5.2	Necessary

## 1.2 Status of previous recommendations

Set out below is a summary of the action taken against previous recommendations. Appendix 1 sets out the status of previous recommendations in detail.

Priority	Priority			
	Urgent	Necessary	Beneficial	Total
Open recommendations	1	3	1	5
Management accepts the risk recommendations	1	2	3	6
Implemented or closed recommendations	0	5	3	8
<b>Total</b>	<b>2</b>	<b>10</b>	<b>7</b>	<b>19</b>

## 2 Our audit report

### 2.1 We issued an unmodified audit report



We issued an unmodified audit report on 15 October 2024. This means we are satisfied that the financial statements and statement of service performance present fairly the District Council's activity for the year and its financial position at the end of the year.

### 2.2 Uncorrected misstatements

The financial statements are free from material misstatements, including omissions. During the audit, we have discussed with management any misstatements that we found, other than those which were clearly trivial. The misstatements that have not been corrected are listed in Appendix 2 along with management's reasons for not adjusting these misstatements. We are satisfied that these misstatements are individually and collectively immaterial.

### 2.3 Corrected misstatements

Corrected financial and disclosures are listed in Appendix 3.

The corrected financial misstatement had the net effect of reducing net surplus by \$55,000 and general equity by the same amount compared to the draft financial statements.

### 2.4 Quality and timeliness of information provided for audit



Management needs to provide information for audit relating to the annual report of the Council. This includes the draft annual report with supporting working papers. We provided a listing of information we required to management on 24 July 2024. This included the dates we required the information to be provided to us.

We worked with management to support the adoption of the annual report on the scheduled date. We would like to thank management for their constructive and ongoing engagement to complete the process.

We appreciate the effort of staff required to prepare the annual report document and the coordination that is needed across multiple areas of Council to obtain the necessary information. We would especially like to thank the Finance team, for the assistance provided to the audit team.

However, we faced significant delays in obtaining the trial balance and the annual report. In the first week of the audit, management advised us that there were going to be delays in the preparation of the annual report, namely due to the finalisation of asset revaluations.

Initially, we primarily worked on service performance reporting. An annual report workbook comprising of the statement of financial performance, financial position and cashflows was provided to us on 28 August which was two weeks later than the previously agreed timeframe. In addition, notes to the financial statements were being provided to us on a piecemeal basis which caused some inefficiencies in the auditing process.

Overall, the standard of supporting workpapers were generally of good quality.

**The impact of the above-mentioned delays has resulted in inefficiencies such as:**

- Administration time taken to prioritise with management and follow up on the information available to audit.
- Additional checking of audited information to the annual report and associated re-review of the same section work.
- Organising the work allocation amongst our audit team in light of the appropriate skills and experience, and resourced timeframes.

**Additional unbudgeted audit hours have been incurred in relation to:**

- Out of scope three waters infrastructure assets. Three water assets are revalued on a three yearly revaluation cycle in accordance with the Council's accounting policy. However, due to the carrying amount being materially different from the carrying amount a revaluation was triggered in the current year.
- Insufficient level of details provided in the building valuation report.
- Assessing the implication of the Mappazzo audit (found three water assets).
- Smoothness travel exposure roading measure which involves an understanding of traffic count estimates and judgement applied by the Council.
- Water supply customer satisfaction performance measure which has a material prior period error.

We acknowledge and appreciate management's assistance with addressing the issues above. However, we will seek approval from the Office of the Auditor-General to negotiate an additional fee recovery in light of these matters. Inefficiencies from our end will be borne by us.

#### **2.4.1 New audit tool transition**

We are scheduled to transit the Council's audit file onto our new audit tool. A key area for our transition work includes the trial balance and the corresponding mapping to financial statements enabling us to set up the file and determine the extent of audit work. We will not be able to commence our audit work until a complete trial balance is provided. This was not provided to the audit team on time for 2024 audit. We encourage management to

evaluate and enhance processes and systems to maintain and provide high quality financial information on a timely manner.

We also wish to discuss with management to bring forward certain testing or perform a hard close audit earlier than year end to smooth the flow for 2025 audit.

### 3 Matters raised in the Audit Plan



In our Audit Plan dated 1 May 2024, we identified the following matters as the main audit risks and issues:

#### 3.1 Valuation of Property, Plant and Equipment held at fair value

PBE IPSAS 17 *Property, Plant and Equipment*, requires that valuations are carried out with sufficient regularity to ensure that the carrying amount does not differ materially from fair value.

The latest revaluations summaries are as follows:

Asset class	Last revalued (previous revaluation if revalued this year)	Valuer	Revaluation movement for 2024
Roading	30 June 2024 (30 June 2023)	WSP	\$24 million (2%)
Three Waters	30 June 2024 (30 June 2022)	Council staff Peer reviewed by Brian Smith Advisory Services Limited	Overall \$236 million (27%) consists of: <ul style="list-style-type: none"> <li>Water supply \$111 million (41%)</li> <li>Sewer \$83 million (22%)</li> <li>Stormwater \$42 million (20%)</li> </ul>
Buildings (operational and infrastructure)	30 June 2024 (30 June 2022)	QV	\$23 million (18%)
<b>Total</b>			<b>\$283 million</b>

For assets valued under the optimised depreciated replacement cost method, the increases largely reflect higher unit rates due to increases in construction costs since the previous valuation.

Our sample testing included the review of unit rates or prices to most recent contracts and sector averages to confirm that the rates or prices used were reasonable. We reviewed the

revaluation process including source data collection, the methodology applied, and the reasonableness of the assumptions and critical judgments applied. Based on this review, we were satisfied that the revaluation increase was reasonable.

Valuers were engaged to verify that the methodology and supporting data, used to prepare the valuations, complies with the relevant accounting and auditing standards, and with New Zealand local authority asset management good practice (New Zealand Infrastructure Asset Management Manual and Valuation and Depreciation Guidelines). We assessed that the significant assumptions applied were reasonable.

We concluded that the roading, three water assets, and building valuations were appropriate for inclusion in the financial statements and are fairly disclosed.

We reviewed management's fair value assessments for the land, greenspace (community facilities assets) and solid waste and completed our own independent calculations. We are satisfied that the carrying values are not materially different to the fair value as at 30 June 2024.

### **3.1.1 Implication of found assets**

During the year, the Council contracted an external contractor to undertake a physical audit of their headworks assets for completeness on both Council sites and vested sites. The majority of the value of headworks assets identified are associated with sites acquired or constructed back in 1998. We assessed that the prior period error of previously unrecognised vested assets was not material.

### **3.1.2 Quality of Buildings valuation**

Council engaged QV for the valuation. The 86% of the assets were valued under the optimised depreciated replacement cost method as there is no active market. The increase is primarily driven by the increase in replacements costs of around 16%. We assessed that the valuation methodology, critical judgments applied and the methodology is reasonable.

As previously noted in 2022, the valuer could improve its report by outlining additional information on key inputs and assumptions, providing reconciliations and explanation of movements, outlining significant changes made, and providing a sensitivity analysis. This will improve efficiencies and avoid additional time effort with the valuer on information that could otherwise be included in the valuation report.

### **3.1.3 Infrastructure asset valuations – Unit rate information**

#### **Recommendation**

Develop and maintain a standard unit rate database for three water revaluations.



## Findings

As part of our audit of your three waters valuations this year we assessed the reasonableness of the unit rates used in estimating the replacement cost of the assets. As part of our planning in the future, we will request Council's analysis of the recent cost information used to develop these unit rates.

To develop unit rates for future valuations and fair value assessments, Council should maintain a unit rate database updated annually using normalised recent contract data and other cost indicators to develop cost data is consistent, accurate, and comparable. This information should also help to inform budgeting and procurement decisions.

Information sources to inform unit rates should include:

- Recent contract information for Council works related to new subdivisions.
- Sizeable renewal programmes.

Construction of new assets, such as water and sewerage treatment plants, for example.

- Information from vested assets.

Where Council has limited construction-based unit rate information available, reliable and relevant information to supplement its own unit rates may be obtained from other nearby local authorities and adjusted for relevant differences. The application of indices to previous unit rates may also be useful where gaps exist in cost information, however indexed unit rates should not be the primary source of information as they may be less reflective of the local construction market – especially over the medium term.

Council should also ensure that the indirect costs relevant to the contract (such as P and G and overheads), are based on accepted ranges used across the industry and are informed by information extracted from actual contracts.

## Management comment

*Council already has and is maintaining a unit rate database. This will be provided in subsequent audits.*

### 3.2 Completeness and valuation of vested assets

As outlined in our audit plan, we obtained a list of section 224c certificates (S224) issued during the year and after year end. We completed sample testing to as-built plans and reviewed the classification of the vested assets. We also followed up progress on implementation of our previous recommendations.

Our testing noted issues around the valuation and cut-off. We noted:

- Council recognises the vested land when it is valued by QV for rating purposes and updated into the rating database. We consider the amounts used as materially reasonable. However, there is a delay from developers obtaining the title information from Land Information New Zealand (LINZ) to updating of the rating database.

In our view, the Council should recognise the vested assets at the point time of the S224 certificate is issued as this is when Council is considered to have obtained control. However, the uncorrected misstatements which should have been recognised in FY2023 (\$1.2 million) is not material.

- We also identified a number of cut-off errors (accumulated to \$1.1 million) from both vested three water assets and roading assets, which should have been recognised in FY23 given the S224 certificates were issued before 30 June 2023.
- We also identified that Council was not able to consistently apply the most recent available quarterly index and the appropriate unit rate based on the specification of the assets for its valuation, however, the amount impacted is below our reporting threshold.

Overall, we assessed that the completeness and valuation of vested assets were fairly stated. The assessed value of prior period cut-off misstatements has been noted as uncorrected misstatements noted in Appendix 2 of \$2.3 million and these have been included in the letter of representation as part of the uncorrected misstatements.

In light of the issue, we assessed all the S224 certificates issued prior and post 30 June 2024 and we have not found any potential material error around cut-off as of 30 June 2024.

#### **Recommendation**

- recognise vested assets in the correct financial period;
- investigate alternative ways in which land assets are valued and recognised in the correct financial period; and
- improve the process to recognise the value of three water assets accurately.

#### **Management comment**

*Processes will be reviewed to recognise vested assets in the correct financial period.*

*Processes will be reviewed to improve recognition value of three water assets.*

### **3.3 Development contributions**

We reviewed the Council's controls to ensure all development contributions are charged in accordance with the policy, the accounting treatment, and disclosures within the annual report, and followed up on the implementation of our previous recommendations. No new matters were identified.

The status of our previous recommendations are in Appendix 1.

### **3.4 Management override**

Management override is a potential audit risk because in any organisation, management is in a unique position to perpetrate fraud because of management's ability to manipulate accounting records and prepare fraudulent financial statements by override of controls that otherwise appear to be operating effectively.

To address this risk, during the audit we:

- tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements;
- reviewed audit estimates for bias (including valuations and impairment assessments) and evaluated if there was any risk of material misstatement due to fraud, from bias; and
- evaluated the business rationale of any significant transactions, which were outside the normal course of business, or that otherwise appeared to be unusual given our understanding of the Council.

We found no indications of management override that would result in a material misstatement in the financial statements due to fraud.

### **3.5 Local Water Done Well programme**

The new Government's Local Water Done Well programme requires Councils to prepare a Water Services Delivery Plan by 3 September 2025.

Council is working with Hurunui District Council and Kaikoura District Council to explore arrangements for North Canterbury, with the possibility of joint Water Services Delivery Plan. The councils have appointed a consultant (Castalia) to support this process. Council's position is that it wishes to maintain ownership of its assets with accountability to the community and alignment with wider council planning.

We agree with management that the reforms to date have had no effect on the 2024 financial statements or performance information and there are no indications of the need to review the carrying value of assets and liabilities in the 2024 annual report as any future change is uncertain.

We are satisfied with Council's disclosure in the annual report on note 30, events after balance date.

## 4 Assessment of internal control and new recommendations



The Council, with support from management, is responsible for the effective design, implementation, and maintenance of internal controls. During our audit, we considered the internal control relevant to preparing the financial statements and the service performance information. We reviewed internal controls relevant to the audit to design audit procedures that are appropriate in the circumstances. Our findings related to our normal audit work and may not include all weaknesses for internal controls relevant to the audit.

### 4.1 Control environment

The control environment reflects the overall attitudes, awareness and actions of those involved in decision-making in the organisation. It encompasses the attitude towards the development of accounting and performance estimates and its external reporting philosophy and is the context in which the accounting system and control procedures operate. Management, with the oversight of Council, need to establish and maintain a culture of honesty and ethical behavior through implementation of policies, procedures and monitoring controls. This provides the basis to ensure that the other components of internal control can be effective.

We performed a high-level assessment of the control environment, risk management process, and monitoring of controls relevant to financial and service performance reporting. We considered the overall attitude, awareness, and actions of Council and management to establish and maintain effective management procedures and internal controls.

We consider that there is a culture of honesty and ethical behavior. The elements of the control environment provide an appropriate foundation for other components of internal control.

### 4.2 Internal controls

Internal controls are the policies and processes that are designed to provide reasonable assurance as to the reliability and accuracy of financial and non-financial reporting. These internal controls are designed, implemented, and maintained by the Council and management.

We reviewed the internal controls, in your information systems and related business processes. This included the controls in place for the key financial and non-financial information systems.

We have not identified any significant control deficiency that would have an implication of our audit opinion. However, we have issued a separate Management Letter addressed to the Acting General Manager, Finance and Business Support, where we note areas of improvement. We encourage management to evaluate and enhance processes and systems to maintain and provide high quality financial information on a timely manner.

## 5 Other matters identified during audit

In this section we outline other matters we identified during the audit.

### 5.1 Material prior period error in water customer satisfaction performance measure

Council's performance framework includes the DIA mandatory measures on "The total number of complaints received about its water supply" **in regard to** water clarity, taste, odour, water pressure or flow, continuity of supply, and Council's response to these.

Historically, Council has only included complaints which they believe are at fault and excluded those complaint assessed as "without foundation". However, this is inconsistent with the Department of Internal Affairs (DIA) guidance in Sep 2020 which notes that the definition of 'complaints' includes any customer request about Council service areas for the purposes of reporting on the rules. We have recommended improvements for measuring and reporting of complaint type performance measures.

We requested management for further analysis of their customer service system requests to assess the extent of misstatement. Consequently, this included the restatement of the prior year results.

Adequate disclosures were made in the statement of service performance outlining the matter. In addition, we confirmed with our technical team that our audit process and the disclosure within the annual report was appropriate.

### 5.2 Review roading estimates of traffic count

#### Recommendation

- Implement a rotation program to ensure all the carriageways being counted at least once every two years.
- Engage independent peer review to assess the appropriateness of the count estimates at least every two years.

#### Findings

Council's roading smooth travel exposure (STE) measure within its performance framework requires information on road roughness and traffic counts.

Council has a programme of traffic counts for its roading network. There are certain circumstances the traffic counts are required estimated where the road is relatively new and has not been counted yet, and where there are roundabouts and cul-de sacs, and or no-exit carriageway sections. Most of these sections are opted out for an actual traffic count due to impracticality and limited benefit.

The Council has established its own inhouse process to convert all the actual counts to an "estimates" in the Road Asset and Maintenance Management (RAMM) based on their best estimate and judgement as of each year end.

In 2022, an independent peer review was engaged to assess the appropriateness of these "estimates". We understand the Council intends to carry out another independent peer review of the "estimates" within the next 12 months.

**Management comment**

*Another independent peer review of traffic counts will be performed during the 2024/25 financial year.*

**5.3 Council enterprise system, Datascape**

Council is in the process of implementing a new Council Enterprise system, Datascape, to replace its current system, TechOne.

This includes (and not limited to) the overhaul of Council's financial information management system (FMIS), replacement of a new service request system and integration with other payroll/HR software applications.

Support for TechOne is scheduled to cease in October 2025. The planned go-live for the FMIS is 1 July 2025, in line with the financial year.

These changes have involved a significant amount of time and effort by Council staff. Additional work is required for us understand and assess the implications on our audit approach on both the financial and non-financial aspects.

A number of our recommendations are expected to be considered and addressed as a result of the implementation of this system as noted in Appendix 1. Of particularly interest is improvement of Council's capitalisation process for assets.

We concurred with management's assessment that these Software as a service (SaaS) costs are being expensed and this is in line with the IFRC guidance previously issued.

## 6 Public sector audit



The District Council is accountable to their local community and to the public for its use of public resources. Everyone who pays taxes or rates has a right to know that the money is being spent wisely and in the way the District Council said it would be spent.

As such, public sector audits have a broader scope than private sector audits. As part of our audit, we have considered if the District Council has fairly reflected the results of its activities in its financial statements and non-financial information.

We also consider if there is any indication of issues relevant to the audit with:

- compliance with its statutory obligations that are relevant to the annual report;
- the District Council carrying out its activities effectively and efficiently;
- waste being incurred as a result of any act or failure to act by District Council;
- any sign or appearance of a lack of probity as a result of any act or omission, either by the District Council or by one or more of its members, office holders, or employees; and
- any sign or appearance of a lack of financial prudence as a result of any act or omission by the District Council or by one or more of its members, office holders, or employees.

Our recommendations related to key management personnel are noted in section 4 above.

## 7 Useful publications



Based on our knowledge of the District Council, we have included some publications that the Council and management may find useful.

Description	Where to find it
<b>Performance reporting</b>	
Performance reporting is an essential part of the public sector's accountability to New Zealanders. Performance reporting is important, but it can also be difficult. This guide is to help those in the public sector who are responsible for preparing performance reports to find and use the many resources the Office of the Auditor-General have made available.	On the Office of the Auditor-General's website under publications.  Link: <a href="#">A guide to our resources to support better performance reporting</a>
Public organisations are responsible for reporting their performance to Parliament and the public in a way that meaningfully reflects their organisation's aspirations and achievements. The Auditor-General published a discussion paper that explores five areas for improvement in performance reporting.	On the Office of the Auditor-General's website under publications.  Link: <a href="#">The problems, progress, and potential of performance reporting</a>
The Office of the Auditor-General, the Treasury and Audit New Zealand have jointly prepared good practice guidance on reporting about performance. The guidance provides good practice examples from public organisations in central government. Those working in other sectors may also find this useful.	On Audit New Zealand's website under good practice.  Link: <a href="#">Good practice in reporting about performance — Office of the Auditor-General New Zealand (oag.parliament.nz)</a>
<b>Local government risk management practices</b>	
The Covid-19 pandemic is a stark reminder for all organisations about the need for appropriate risk management practices. In our audit work, we often see instances where councils do not have effective risk management. This report discusses the current state of local government risk management practices and what councils should be doing to improve their risk management.	On the Office of the Auditor-General's website under publications.  Link: <a href="#">Observations on local government risk management practices</a>
<b>Public accountability</b>	
Public accountability is about public organisations demonstrating to Parliament and the public their competence, reliability, and honesty in their use of	On the Office of the Auditor-General's website under publications.



Description	Where to find it
public money and other public resources. This discussion paper explores how well New Zealand's public accountability system is working in practice.	Link: <a href="#">Building a stronger public accountability system for New Zealanders</a>
The Office of the Auditor-General asked public organisations for an update on their response to the recommendations in their 2022 report “Improving value through better Crown entity monitoring”.	On the Office of the Auditor-General’s website under publications.  Link: <a href="#">Response to our recommendations about improving Crown entity monitoring</a>
<b>Setting and administering fees and levies for cost recovery</b>	
This good practice guide provides guidance on settings fees and levies to recover costs. It covers the principles that public organisations should consider when making any decisions on setting and administering fees and levies. It also sets out the matters public organisations should consider when calculating the costs of producing goods or providing services and setting charges to recover those costs.	On the Office of the Auditor-General’s website under publications.  Link: <a href="#">Setting and administering fees and levies for cost recovery: Good practice guide</a>
<b>Managing conflicts of interest involving council employees</b>	
This article discusses findings across four councils on how conflicts of interest of council employees, including the Chief Executive and staff, are managed.	On the Office of the Auditor-General’s website under publications.  Link: <a href="#">Getting it right: Managing conflicts of interest involving council employees</a>
<b>Tax matters</b>	
As the leading provider of audit services to the public sector, we have an extensive knowledge of sector tax issues. These documents provide guidance and information on selected tax matters.	On our website under good practice.  Link: <a href="#">Tax Matters</a>
<b>Sensitive expenditure</b>	
The Auditor-General’s good practice guide on sensitive expenditure provides practical guidance on specific types of sensitive expenditure, outlines the principles for making decisions about sensitive expenditure, and emphasises the importance of senior leaders “setting the tone from the top”. It also describes how organisations can take a good-practice approach to policies and procedures for managing sensitive expenditure.	On the Office of the Auditor-General’s website under good practice.  Link: <a href="#">Sensitive expenditure</a>

Description	Where to find it
<b>Conflicts of interest</b>	
<p>The Auditor-General has published guidance on conflicts of interest. A conflict of interest is when your duties or responsibilities to a public organisation could be affected by some other interest or duty that you have.</p> <p>The material includes a printable A3 poster, an animated video on predetermination and bias, gifts and hospitality, and personal dealings with a tenderer. There is also an interactive quiz.</p> <p>These can all be used as training resources for your own employees.</p>	<p>On the Office of the Auditor-General's website under 2019 publications.</p> <p>Link: <a href="#">Conflicts of interest</a></p>
<b>Severance payments</b>	
<p>Because severance payments are discretionary and sometimes large, they are likely to come under scrutiny. The Auditor-General has released updated good practice guidance on severance payments. The guide is intended to help public sector employers when considering making a severance payment to a departing employee. It encourages public organisations to take a principled and practical approach to these situations. The update to the 2012 good practice guidance reflects recent case law and changes in accounting standards.</p>	<p>On the Office of the Auditor-General's website under 2019 publications.</p> <p>Link: <a href="#">Severance payments</a></p>
<b>The Auditor-General's report on the results of recent audits</b>	
<p>The Office of the Auditor-General publishes a report on the results of each cycle of annual audits for the sector.</p>	<p>On the Office of the Auditor-General's website under publications.</p> <p>Links: <a href="#">Insights into local government: 2023</a></p>
<b>Good practice</b>	
<p>The Office of the Auditor-General's website contains a range of good practice guidance. This includes resources on:</p> <ul style="list-style-type: none"> <li>• audit committees;</li> <li>• conflicts of interest;</li> <li>• discouraging fraud;</li> <li>• good governance;</li> <li>• service performance reporting;</li> <li>• procurement;</li> </ul>	<p>On the Office of the Auditor-General's website under good practice.</p> <p>Link: <a href="#">Good practice</a></p>

Description	Where to find it
<ul style="list-style-type: none"> <li>• sensitive expenditure; and</li> <li>• severance payments.</li> </ul>	
<b>Procurement</b>	
<p>Value for money is an important measure of public sector performance that helps public organisations to strike the right balance between what is spent and what is achieved. In this article, the Auditor-General describes the public sector's challenge with defining, assessing, the reporting on value for money.</p>	<p>On the Office of the Auditor-General's website under publications.</p> <p>Link: <a href="#">Value for money – a simply complex problem</a></p>
<p>The Office of the Auditor-General are continuing their multi-year work programme on procurement.</p> <p>They have published an article encouraging reflection on a series of questions about procurement practices and how processes and procedures can be strengthened.</p> <p>Whilst this is focused on local government, many of the questions are relevant to all types of public sector entities.</p>	<p>On the Office of the Auditor-General's website under publications.</p> <p>Links: <a href="#">Strategic suppliers: Understanding and managing the risks of service disruption</a></p> <p><a href="#">Strategic suppliers: Understanding and managing the risks of service disruption - follow-up</a></p> <p><a href="#">Getting the best from panels of suppliers</a></p> <p><a href="#">Local government procurement</a></p>

## Appendix 1: Status of previous recommendations

### Open or partially cleared recommendations

Recommendation	First raised	Status
<b>Urgent</b>		
<p><b>Align the delegations within the expenditure system to the approved delegation financial authority (DFA) policy</b></p> <p>A review should be performed to ensure that the delegation limits set in the system align with the most recent delegation policy. This review should happen every time delegation policy is renewed.</p> <p>Where the transaction is over the Chief Executive's delegation limit, the District Council should establish an appropriate process for the approval of these transactions.</p>	2021	<p><b>In progress</b></p> <p>The ICT team is in the process of reviewing the delegations in TechOne with the DFA policy as part of the implementation of process to implement the new FMIS system, Datascape. It was noted that job descriptions were required to be aligned with the finance system. Once the delegations are reviewed and approved by finance, the ICT will then proceed to build the delegations with Datascape.</p> <p>There are currently no formal plans for a regular review and sign off on the DFA policy to the FMIS system at this stage.</p> <p><b>Management comment</b></p> <p><i>Processes to be reviewed.</i></p>
<b>Necessary</b>		
<p><b>Update s224 certificates issued into TechOne on a timely basis</b></p> <p>Regularly update s224 certificates issued into the TechOne system.</p>	2023	<p><b>In progress</b></p> <p>Our testing noted improvement of the s224s into TechOne. Based on the AIM's manual tracking spreadsheet of s224, there were around seven instances we noted that were not updated into TechOne. These instances ranged throughout the financial year.</p> <p>There was one instance where the consent was input into the incorrect financial year.</p> <p><b>Management comment</b></p> <p><i>The recommendation is in progress.</i></p>
<p><b>Review process for TechOne users</b></p>	2023	<p><b>In progress</b></p> <p>Access is being reviewed as part of the implementation of process to</p>

Recommendation	First raised	Status
<p>Implement a documented and regular formal review process for TechOne users.</p>		<p>implement the new FMIS system, Datascape. Access reviews will be in place as part of the standard operating procedures.</p> <p><b>Management comment</b></p> <p><i>Recommendation will be implemented as part of the new Council Enterprise System.</i></p>
<p><b>Development contributions connections completed by third parties</b></p> <p>Implement a formal process for development contributions relating to three water service connections completed by third party contractors.</p>	2023	<p><b>No change</b></p> <p>We were not unable to receive information to confirm any improvements. Management accepts the status as unchanged.</p> <p>In our previous report to Council, we were advised Council has reviewed these procedures with the Development Manager in the Project Delivery Unit. Council proposed to add another item on the checklist document to record the date that the service connection has been completed. The technical administration team will note down when a connection is completed if external party is engaged. This will provide evidence of the date when revenue can be recognised.</p> <p><b>Management comment</b></p> <p><i>The recommendation is in progress.</i></p>
<b>Beneficial</b>		
<p><b>FMIS system for Property plant and equipment information</b></p> <p>Set up the FMIS for an efficient approach of information to review property, plant and equipment balances, particularly for additions.</p>	2023	<p><b>No change</b></p> <p>Management has advised that they will be working to create an efficient approach to recording additions in Datascape.</p> <p><b>Management comment</b></p> <p><i>Recommendation will be implemented as part of the new Council Enterprise System.</i></p>

## Recommendations where management accepts the risk

Recommendation	First raised	Status
<b>Urgent</b>		
<p><b>Improvements to the overall valuation process</b></p> <ul style="list-style-type: none"> <li>Ensure the quality of the valuation reports is improved going forward.</li> <li>Present the valuation reports to the Audit and Risk Committee for review prior to the audit, to ensure the Audit and Risk Committee is comfortable with the judgements and assumptions applied in the valuations.</li> </ul> <p>Implement the improvement areas raised by the valuers.</p>		<p><b>No change</b></p> <p>Valuations this year included:</p> <ul style="list-style-type: none"> <li>Roading assets.</li> <li>Three waters.</li> <li>Buildings.</li> </ul> <p><b>Management accepts the risk</b></p> <p>Due to the tight timing involved, it is not practicable for valuations to be reviewed by the Audit and Risk Committee prior to the audit.</p>
<b>Necessary</b>		
<p><b>Fixed assets register and the asset management system</b></p> <ul style="list-style-type: none"> <li>Perform a monthly reconciliation of additions of the fixed asset register against the asset management system.</li> <li>Ensure all assets capitalised are recorded in the relevant asset management system.</li> </ul>	2022	<p><b>No change</b></p> <p>In our testing of asset additions, we noted an example where a roading asset in a subdivision was not updated. The Asset information team (AIM) team was not made aware of the as-built plan being available until our audit enquiry.</p> <p>Disposals are being captured in a spreadsheet which the AIM team populate, as roading assets are removed. Unfortunately, RAMM does not have the capability right now to have any historical data for deleted assets in its current form.</p> <p>There is scope to do a work around by management, but this will make the database a lot more complicated and not very user friendly unlike the current system Council has between GIS and Technology One.</p> <p>Datascape provides an opportunity to review this process.</p>
<b>Development Contributions</b>	2022	The development contributions revenue journals now contains the DC/RC

Recommendation	First raised	Status
<ul style="list-style-type: none"> <li>Implement a robust monitoring process for the development contributions revenue account.</li> <li>Analyse development contributions revenue received in advance and review the balances on a monthly basis to ensure that development contributions revenue is recognised in a timely manner.</li> <li>Implement a one-up review of the monthly recognition process for development contributions.</li> </ul>	2019	<p>number in the narration for improved ease of tracking.</p> <p>No other changes to processes in development contributions.</p> <p>Every month, the Assistant Accountant reviews the development contributions revenue and revenue in advance balance for revenue recognition. The Finance team leader independent review of this is evidenced as part of the journal authorisation process.</p> <p>No misstatements noted in regard to revenue recognition in our testing.</p>
<b>Beneficial</b>		
<p><b>Creditor Masterfile change report</b></p> <ul style="list-style-type: none"> <li>Independently review all significant creditor Masterfile changes to ensure the changes made are appropriate.</li> <li>Filter the report to identify the significant changes for review.</li> <li>Ensure all higher risk changes, such as adding new suppliers and the change of bank account numbers, are reviewed regularly to mitigate the fraud risk.</li> </ul>	2022	<p><b>No change</b></p> <p>Reliance is placed on the Accounts Payable Officer to check all bank numbers to invoice before payment rather than the detailed review of the masterfile reports.</p> <p>The master file report is reviewed on a sample basis.</p> <p>Management advised that when payments are made every invoice is checked by a second person (usually the Senior Accounts Administrator), back to supporting documents. Management believes this check of the payments is Council's primary control. As above an overview is provided prior to payment.</p> <p>In addition, management notes that that TechOne self-approval of transactions have been disabled.</p>
<p><b>Other taxes</b></p> <p>Adopt the recommendations raised by PwC for other taxes:</p> <ul style="list-style-type: none"> <li>Review all hurt and humiliation payments made in the last four years to establish a clear policy for processing them in accordance with contracts and legislation.</li> </ul>	2022	<p><b>No change</b></p> <p>The recommendations have not been implemented.</p> <p>Assessed as low risk except for hurt and humiliation payments. The Chief Executive approves all such payments and is satisfied that these are genuine</p>

Recommendation	First raised	Status
<ul style="list-style-type: none"> <li>• Establish clear processes for payments subject to withholding tax (WHT) and include a compliance review as part of the new supplier process.</li> <li>• Obtain IR330C certificates from contractors who are currently engaged to perform “schedular” activities and ensure WHT is withheld where appropriate.</li> <li>• Ensure there is at least one ‘back up’ person who is able to process pay runs.</li> </ul> <p>Ensure this person does this regularly to keep up to date with changes.</p>		<p>payments for hurt and humiliation payments which are not taxable.</p>
<p><b>CAPEX reconciliation (includes fully depreciated assets)</b></p> <p>Develop a plan to address the reconciliation issues between the capital spent and the value created (as recommended by the valuer in 2022’s valuation) and between the fixed asset register and general ledger including all financial statement note line items and appropriate accounting treatment in relation to the replacement of Roding assets.</p>	2021	<p><b>No change</b></p> <p><b>Operational assets - Differences between cost and accumulated depreciation in the Fixed asset register (FAR) - issue remains.</b> Management plans to address this matter when the new CES system is implemented as noted in section 5.2.</p> <p><b>Reconciliation issues between the capital spent and the value created</b></p> <p>This matter primarily relates to roading. The Roding asset data in the management database, RAMM, is overridden when there are asset renewals.</p> <p>It is a manual process to capture the asset information to identify the net book value of assets disposed and the new value. It is difficult to reconcile the capital spent and the value created as recommended by the valuer in the 2022 valuation.</p>



## Implemented or closed recommendations

Recommendation	First raised	Status (Closed)
<b>Necessary</b>		
<p><b>Process improvements to monthly reconciliation of QV Rating Valuation data to Rating Information Database</b></p> <p>On the monthly reconciliation between the external QV Rating Valuation data to the District's Rating Information Database, document the financial impact of reconciling items and evidence of independent review.</p>	2024 interim	<p>We sighted the reconciliation on 2 August 2024.</p> <p>There was evidence of independent review and reconciling items explained.</p>
<p><b>Prioritize review and update of Council's disclosure of Interest Policy</b></p> <p>Council prioritize review and update of the Disclosure of Interest Policy prior to the end of 2023/24 or 2024/2025.</p>	2024 interim	<p>Council's Disclosure of Interest Policy was signed as approved by the Chief Executive Officer and effective 17 May 2024. Next review date is due 17 May 2027.</p>
<p><b>Financial statements of the Waimakariri Public Arts Trust</b></p> <p>Waimakariri Public Arts Trust Prepare accounts for 2020/21, 2021/22 and 2022/23 of Waimakariri Public Arts Trust:</p> <ul style="list-style-type: none"> <li>• Align the Trust's balance date to Council.</li> <li>• Consider the Council exemption of Council controlled organisations (CCO's) under section 7 of the Local Government Act 2002.</li> </ul>	2023	<p>The Trust's balance date has changed to 30 June.</p> <p>Council's exemption of Council controlled organisations (CCO's) under section 7 of the Local Government Act 2002 was on 5 December 2023.</p> <p>However, the audit requirement in the Trust Deed has not been updated before 30 June 2024. Therefore accounts are expected to be prepared for the year ending 30 June 2024. We will follow up the status as part of the audit of the Waimakariri Public Arts Trust.</p>
<p><b>Reinstate one up approval of the Chief Executives credit card expenses</b></p> <p>Reinstate the process where credit card expenses of the Chief Executives are evidenced as approved by the Mayor.</p>	2023	<p>Management advised the process of obtaining the Mayor's approval and signature for the Chief Executive's credit cards will be reinstated. This is consistent with our sample testing.</p>
<p><b>Improve the process for recording the water connections and the corresponding unit rate</b></p> <p>Council updates its processes for water connections and clarifies with staff the</p>	2023	<p>Facts of the matter has been since clarified. We assess the matter as not material for further action.</p>

Recommendation	First raised	Status (Closed)
<p>meaning of "vested" in line with financial reporting purposes.</p> <p>"On Demand Service Connection" assets at a rate of \$500 per connection is reviewed for appropriateness and supportable to evidence.</p>		
<b>Beneficial</b>		
<p><b>Fraud policy review</b></p> <p>Council's fraud policy is available on the staff intranet. This fraud policy is dated 20 January 2014 and next review was due 1 July 2019.</p> <p>Council formally reviews its fraud policy to confirm its relevancy and updates this accordingly.</p>	2023	<p>Council Fraud policy is available on the intranet and was updated November 2023.</p> <p>We assessed that this policy materially met the minimum requirements expected from the Office of the Auditor-General.</p>
<p><b>Monitor for vested land within the centralised s224 AIM spreadsheet</b></p> <p>Include vested land within the centralised s224 AIM spreadsheet.</p>	2023	<p>The Asset Information Management (AIM) s224 monitoring spreadsheet has been updated to include an assessment whether land is expected to be vested.</p>
<p><b>Align Council's depreciation accounting policy with the relevant valuation reports</b></p> <p>Align the relevant valuation reports to the Council's depreciation accounting policy on an ongoing basis.</p>	2023	<p>We did not receive any updated assessments from management on the alignment of depreciation policies to valuation report.</p> <p>In our assessment of assets revalued in the previous year (2023) for roading and solid waste, we noted that the accounting policies did not require any further changes.</p> <p>Nevertheless, we will expect management to prepare such assessments going forward for our review.</p>

## Appendix 2: Uncorrected misstatements

Current year misstatements	Reference	Assets	Liabilities	Equity	Financial performance
		Dr (Cr)	Dr (Cr)	Dr (Cr)	Dr (Cr)
Vested assets revenue	1				2,350,000
Accumulated general funds				(2,350,000)	
Receivables	2	(443,000)			
Development contributions revenue					443,000

### Explanation of uncorrected misstatements

- 1 Estimated value of three waters and roading assets \$1.23 million, and land assets of \$1.12 million that vested in the 2022/23 financial year.
- 2 Projected overstatement based on sample error rate of development contributions receivable for invoices which were cancelled after year end.

Management has assessed these as immaterial for adjustment.

### Uncorrected disclosure deficiencies

We identified the following financial misstatement disclosures during the audit that were not corrected. In our opinion, these misstatements are not material and do not affect the audit opinion to be issued:

Detail of disclosure deficiency	Management's explanation for not correcting
<p>PBE IPSAS 17 <i>Property, Plant and Equipment</i> states that the cost of an item of property, plant and equipment comprises any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. It also states that "Depreciation of an asset begins when it is available for use, i.e., when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.</p> <p>A potential/extrapolated amount of \$3,361,468 within work in progress (WIP) should be classified as Property, plant and equipment asset classes. Depreciation of those assets should have begun on or before 30 June 2024.</p>	<p>Management does not consider the reclassification and corresponding depreciation charge as material to the report reader.</p>

**Uncorrected performance reporting misstatements**

There are no significant performance reporting disclosure deficiencies.

## Appendix 3: Corrected misstatements

### Corrected misstatements

Current year misstatements	Reference	Assets	Liabilities	Equity	Financial performance
		Dr (Cr)	Dr (Cr)	Dr (Cr)	Dr (Cr)
Other expenses	1				55
Payables			(55)		

### Explanation of corrected misstatement

- 1 Council recognised the accrual of additional audit fees for its long-term plan 2024/2034.

### Corrected disclosure deficiencies

Detail of disclosure deficiency
<p><b>Group of Activity Funding impact statements:</b></p> <ul style="list-style-type: none"> <li>Corrected the allocation of charges for Internal Council services and within the group of activities affecting Governance, District Development, Libraries and museums, Recreation, Community protection, Community development, Property management, Earthquake recovery.</li> <li>Corrected for consistent naming of Internal Council services in the statement of financial performance and note 5.</li> </ul>
<p>Expenditure note 6:</p> <ul style="list-style-type: none"> <li>Corrected employee benefits expense to agree to the annual plan 2023/24 and include additional information explaining the budgeting error.</li> <li>Updated to include the additional audit fee accrual for Council’s long-term plan of \$55k.</li> </ul>
<p>Property, plant and equipment note 17B</p> <ul style="list-style-type: none"> <li>Corrected to remove the “non-current assets held for sale assets” sold within the note . The carrying value \$1.9 million affected the presentation of the “Current year cost transfers” and “current year depreciation on transfers”.</li> <li>Corrected the prior year figures for depreciated replacement cost for operational and restricted buildings.</li> <li>Corrected “valuation at a glance” that land was not revalued for the 2023/24 financial year.</li> <li>Corrected roading values for “core assets” between “Additions-vested assets” and “Additions-constructed”.</li> <li>Corrected insurance asset disclosure for the value of “below ground assets”.</li> </ul>

Detail of disclosure deficiency
Funding depreciation note 22C – Corrected to clarify the chart of renewals fund.
Financial instruments note 24 - Corrected the impact of 0.5% change in the value of derivative financial instruments.
Commitment and contingencies note 25: <ul style="list-style-type: none"> <li>• corrected the breakdown of capital commitments; and</li> <li>• corrected the financial year for financial guarantees.</li> </ul>
Remuneration note 26 – Corrected the banding for employee remuneration for the last two banding categories.
Events after balance date note 30 – Corrected to include information on the water services reform programme.
Added "The accompanying accounting policies and notes form part of these financial statements" for all financial statements" for the Statement of Financial Performance, Statement of Other Comprehensive Revenue and Expense and Statement of Changes in Net Assets/Equity, Financial Position and Statement of Cash Flows.
Other information – Corrected information to be factual of Council's credit rating as AA negative outlook.

## Corrected performance reporting misstatements

The table below excludes the recommendations to elaborate on the performance result.

Detail of misstatement
Governance – Corrected the green (achieved) for "Hui held annually" to red (not achieved) to be consistent with the result.
Community protection <ul style="list-style-type: none"> <li>• corrected the results for "The percentage of building consent applications processed within the statutory 20 days"; and</li> <li>• corrected the results for "The percentage of code of compliance certificates issued within the statutory 20 days".</li> </ul>
Community development – Corrected the result for "Audit pool barriers every three years".
Wastewater <ul style="list-style-type: none"> <li>• Corrected the result for "The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system".</li> <li>• Corrected the result for "Percentage of the total number of wastewater consent conditions that have breaches that result in an Environment Canterbury report identifying compliance issues that require action". This included the result changing from achieved to note achieved.</li> </ul>

Detail of misstatement
<p>Water supply</p> <ul style="list-style-type: none"> <li>• Corrected the results for “The total number of complaints received by the local authority”. This also included update of the results recorded, including all service requests, and the update of the previous year results.</li> <li>• Corrected the results and updated the associated narrative information for drinking water bacterial compliance and protozoa compliance. This included the result changing from “achieved” to “not achieved”.</li> <li>• Corrected the “The percentage of real water loss from the networked reticulation system”.</li> </ul>
<p>Roading -Corrected the percentage result for “The average quality of ride on a sealed road network, measured by smooth travel exposure”.</p>
<p>Earthquake Recovery and Regeneration - Corrected the result for “2018/22: Recreation and Ecological Linkages”.</p>
<p>Council Controlled Organisations (CCOs) – Corrected the result for consistency for “A minimum of 60% net promoter score per annum”.</p>
<p>Critical judgements in applying the Council’s accounting policies:</p> <ul style="list-style-type: none"> <li>• updated to the correct page range for the statement of service performance; and</li> <li>• corrected the updated community Facilities and Sports Ground surveys.</li> </ul>
<p>Overall Service performance section – Corrected the target and results to be consistent with the service performance information for:</p> <ul style="list-style-type: none"> <li>• Water supply - “The total number of complaints received by the local authority”.</li> <li>• Water supply – include targets for drinking water.</li> <li>• Community protection – “The percentage of building consent applications processed within the statutory 20 days”.</li> <li>• Earthquake recovery and regeneration – “Implementation of the Red Zone Regeneration Plan”.</li> </ul>

## Appendix 4: Disclosures

Area	Key messages
Our responsibilities in conducting the audit	<p>We carried out this audit on behalf of the Controller and Auditor-General. We are responsible for expressing an independent opinion on the financial statements and performance information and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001.</p> <p>The audit of the financial statements does not relieve management or the Council of their responsibilities.</p> <p>Our Audit Engagement Letter contains a detailed explanation of the respective responsibilities of the auditor and the Council.</p>
Auditing standards	<p>We carried out our audit in accordance with the Auditor-General's Auditing Standards. The audit cannot and should not be relied upon to detect all instances of misstatement, fraud, irregularity or inefficiency that are immaterial to your financial statements. The Council and management are responsible for implementing and maintaining your systems of controls for detecting these matters.</p>
Auditor independence	<p>We are independent of the District Council in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: <i>International Code of Ethics for Assurance Practitioners</i>, issued by New Zealand Auditing and Assurance Standards Board.</p> <p>In addition to the audit, we have audited the District Council's long-term plan and carried out an assurance engagement of the Waimakariri District Council's Debenture Trust Deed. Other than the audit and these engagements, we have no relationship with or interests in the District Council. These engagements are compatible with those independence requirements.</p>
Fees	<p>The audit fee for the year is \$250,888, excluding disbursements as detailed in our Audit Proposal Letter.</p> <p>Other fees charged in the period are for the District Council's long-term plan and the limited assurance engagement of the Waimakariri District Council's Debenture Trust Deed, however, the engagement letter has not been agreed yet.</p>
Other relationships	<p>We are not aware of any situations where a spouse or close relative of a staff member involved in the audit occupies a position with the District Council that is significant to the audit.</p> <p>We are not aware of any situations where a staff member of Audit New Zealand has accepted a position of employment with the District Council during or since the end of the financial year.</p>



## AUDIT NEW ZEALAND

Mana Arotake Aotearoa

Level 3, 335 Lincoln Road  
PO Box 2  
Christchurch 8140

[www.auditnz.parliament.nz](http://www.auditnz.parliament.nz)



**WAIMAKARIRI DISTRICT COUNCIL****REPORT FOR INFORMATION**

**FILE NO and TRIM NO:** EXC-57 / 241122207615

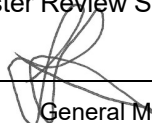
**REPORT TO:** Audit and Risk Committee

**DATE OF MEETING:** 10 December 2024

**AUTHOR(S):** Katrina Blake – Health, Safety and Wellbeing Manager

**SUBJECT:** Outcomes of the Waimakariri District Council Health and Safety Risk Register Review September 2024

**ENDORSED BY:**  
(for Reports to Council,  
Committees or Boards)

  
General Manager

  
Chief Executive

**1. SUMMARY**

- 1.1. The purpose of this report is to present to the Audit and Risk Committee the outcomes of the September 2024 Waimakariri District Council Health, Safety and Wellbeing Risk Register review, and associated action plan for high-risk and/or high consequence activities.
- 1.2. There are currently eight identified and recorded risk themes in the Health, Safety and Wellbeing Risk Register which sits alongside the Corporate Risk Register.
- 1.3. These include risks around Stress/low wellbeing, Harm from violent/aggressive public, Harm from hazards not identified or adequately managed and Workplace bullying/harassment. These are all stable with mitigations and management in place.
- 1.4. Although one risk is 'critical' and the remaining seven are 'high', substantial work has been completed within the past 12 months to monitor, manage and mitigate the perceived risks.
- 1.5. The Risk Register has a list of controls which are what is currently in place to manage risks and the associated risk treatments are the additional actions required to manage the risks. Over 60% of the controls and risk treatments have been either mitigated or are near completion. At the beginning of 2024 we had between 6-14 risk treatments per risk theme. Our current risk treatment per risk themes is sitting at 1-3. With all out standing in progress. Our next review will be focussed on adopting the current target risk ratings. These targets are currently 7 medium and 1 low.

**Attachments:**

- i. Appendix A: Summary of current Health, Safety and Wellbeing Risk Themes with ratings controls and treatments.

**2. RECOMMENDATION**

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 241122207615.
- (b) **Notes** that there has been no significant change in risk assessments during this review, however, there has been an improvement in the quality of the descriptors of current control measures/risk treatments for each risk

- (c) **Notes** The current Health, Safety and Wellbeing Risks (appendix A).
- (d) **Approves** the general updates to the Health, Safety and Wellbeing risk register.

### 3. **BACKGROUND**

- 3.1. The Waimakariri District Council Health and Safety Risk Register is reviewed twice-yearly, in a scheduled process which includes staff consultation and Management Team review. Any changes to risk ratings or control measures have been included in the Health and Safety Risk Register
- 3.2. Risk reporting provides awareness of key risks, improves accountability for the management of risk and the timely completion of treatment plans, the development of work plans and communication with key stakeholders.
- 3.3. As a person conducting a business or undertaking (PCBU), the Waimakariri District Council has a duty to manage risks to health and safety and identify hazards that could give rise to reasonably foreseeable risks to health and safety, in alignment with the Health and Safety at Work Act 2015 and the Health and Safety at Work (General Risk and Workplace Management) Regulations 2016.
- 3.4. The risks identified in this register are captured at an organisational health, safety and wellbeing level. Risk Treatments are in progress and some have been completed with the department Annual Work Plan.
- 3.5. The Health, Safety and Wellbeing risk register ('the register') is reviewed every six months. The review is led by the Health, Safety and Wellbeing Manager and is provided to all General Managers and Level 3 Managers for their assessment and comments.
- 3.6. The six-monthly review was completed at the end of October.
- 3.7. The outcomes of this review are presented in the Issues and Options section (Section 4) of this report.

### 4. **ISSUES AND OPTIONS**

- 4.1. A full in-depth review was undertaken of the current risk register to update completed risk treatments, controls, comments/notes and any additional information or clarification of the risk summary, causes and consequences.
- 4.2. For the purposes of consistency across all risk registers the 'Measure against controls' column has been removed. The content captured here did not provide any additional value and was identified as current control measures.
- 4.3. For the purposes of consistency across all risk registers, the 'Action Plan' tab has been removed. The content recorded is now captured in the Health, Safety and Wellbeing Team work programme.
- 4.4. Risk item #9 'Harm from working around waterways' has been removed and incorporated into risk item #3 'Harm from hazards not identified or adequately managed (e.g. working around waterways, faulty equipment, underground services etc)'.

### 5. **Implications for Community Wellbeing**

- 5.1 There are potential implications on community wellbeing by the issues and information that are the subject matter of this report. A large majority of the operational risks identified have a public facing aspect which could negatively impact on the health, safety or wellbeing of our communities if these are not managed or monitored appropriately.

## 6. **COMMUNITY VIEWS**

### 6.1. **Mana whenua**

Te Ngāi Tūāhuriri hapū may be affected by, or have an interest in, the subject matter of this report. Should the organisation not manage its health, safety and wellbeing risks appropriately, there are potential consequences that could have implications for our community.

### 6.2. **Groups and Organisations**

There are groups and organisations that may be affected by, or have an interest in, the subject matter of this report. Should the organisation not manage its health, safety and wellbeing risks appropriately, there are potential consequences that could have implications for our community.

### 6.3. **Wider Community**

The wider community may be affected by, or have an interest in, the subject matter of this report. Should the organisation not manage its health, safety and wellbeing risks appropriately, there are potential consequences that could have implications for our community.

## 7. **OTHER IMPLICATIONS AND RISK MANAGEMENT**

### 7.1. **Financial Implications**

There are no financial implications of the information provided in this report.

The operational budget is included in the Annual Plan/Long Term Plan and is primarily for staff resource and health, safety and wellbeing initiatives.

### 7.2. **Sustainability and Climate Change Impacts**

The recommendations in this report do not have sustainability and/or climate change impacts.

### 7.3 **Risk Management**

There are no risks directly arising from the information presented in this report. Each of these risks have been assessed on their consequence and likelihood and include any mitigation measures put in place, however, reading and acting on risk management reports is crucial for maintaining a safe, compliant, and efficient organisation. Regular review of risks is an essential part of good safety leadership.

### 7.3 **Health and Safety**

There are health and safety risks arising from the adoption/implementation of the recommendations in this report. Continuous improvement, monitoring, and reporting of Health and Safety activities are a key focus of the health and safety management system.

## 8. **CONTEXT**

### 8.1. **Consistency with Policy**

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

### 8.2. **Authorising Legislation**

The key legislation is the Health and Safety at Work Act 2015

8.3. **Consistency with Community Outcomes**

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

8.4. **Authorising Delegations**

Audit and Risk Committee and Council have the delegated authority to receive this report.

**Appendix A: Summary of current Health, Safety and Wellbeing Risk Themes with ratings and controls and treatments**

ID#	Risk description	Risk response (controls)	Rating	Risk treatments	Action to date
1.	Stress/low wellbeing	<ul style="list-style-type: none"> <li>Procedures, policies, guidelines and resources in place and available for all staff</li> <li>Peer Support Programme and Employee Assistance Programme (Raise) services available to all staff</li> <li>Training provided to people leaders and staff</li> <li>Regular reporting (sick leave usage, attrition rate, engagement of RAISE services etc)</li> <li>Annual Employee Engagement Survey</li> <li>Annual Health Checks</li> <li>Annual occupational health monitoring (WU)"</li> </ul>	Critical	<ul style="list-style-type: none"> <li>Develop and Implement Wellbeing Strategy</li> <li>Prioritise work programs across Business Units</li> <li>Robust recruitment and selection process</li> <li>Wellbeing training for people leaders</li> </ul>	<ul style="list-style-type: none"> <li>Create Stress Management Guide Completed</li> <li>Health and Safety Policies to be reviewed Completed</li> <li>Develop support resources Completed</li> <li>Refresher Training / Workshops</li> <li>Debriefing tools from adverse interactions</li> </ul>
2.	Harm from violent/aggressive public	<ul style="list-style-type: none"> <li>Procedures, policies, guidelines and resources in place and available for all staff</li> <li>Training provided to public facing staff</li> <li>Interaction Management Plans, system alerts, cameras, panic alarms (Aquatic and Library Facilities) and visitor sign in records in place</li> <li>Peer Support Programme and Employee Assistance Programme (EAP) services available to all staff.</li> <li>Trespass notices</li> <li>Security/restriction of entry</li> <li>Regular reporting (sick leave usage, attrition rate, engagement of RAISE services, employment relations case numbers etc)"</li> </ul>	High	<ul style="list-style-type: none"> <li>Update site security reviews</li> <li>Implement Site Security Review action plan</li> </ul>	<ul style="list-style-type: none"> <li>Review processes and training</li> <li>implement Site Security Review action plan</li> <li>Safe to speak up training (people leaders) Completed</li> <li>5. Personal body cameras Completed</li> <li>6. Implemented Site Security</li> </ul>
3.	Harm from hazards not identified or adequately managed (e.g. working around water ways, faulty equipment,	<ul style="list-style-type: none"> <li>All staff and contractors are trained / qualified / experienced / licensed</li> <li>Procedures, policies, guidelines and manuals in place and available for all staff</li> </ul>	High	<ul style="list-style-type: none"> <li>Investigate and implement site audits by leaders</li> </ul>	<ul style="list-style-type: none"> <li>Refresher training</li> <li>Review hazard response processes/SOPs</li> </ul>

	underground services etc)	<ul style="list-style-type: none"> <li>• Site Hazards identified by undertaking site induction, Take-5 form and Job Safety Analysis (JSA) prior to commencing work</li> <li>• Site Specific Safety Plans and Hazard Registers are communicated to staff and contractors.</li> <li>• Contractor and staff inductions to site</li> <li>• Regular audits carried out by Health, Safety &amp; Wellbeing Unit to ensure compliance</li> <li>• Personal Protective Equipment (PPE) provided and used by staff</li> <li>• Equipment maintained and pre-start checks undertaken before work commences.</li> <li>• Regular reporting (sick leave usage, HS&amp;W)</li> <li>• Registers maintained (competencies, equipment and maintenance schedule, training)"</li> </ul>			<ul style="list-style-type: none"> <li>• Equipment maintenance registers</li> <li>• Task based training</li> <li>• Leader ownership of H&amp;S culture</li> <li>• Investigate and implement site audits by leaders</li> </ul>
4.	Workplace bullying/harassment	<ul style="list-style-type: none"> <li>• Procedures, policies, guidelines and resources in place and available for all staff</li> <li>• Peer Support Programme and Employee Assistance Programme (EAP) services available to all staff.</li> <li>• Training provided to people leaders and staff</li> <li>• Regular reporting (sick leave usage, attrition rate, engagement of RAISE services, employment relations case numbers etc)</li> </ul>	High	<ul style="list-style-type: none"> <li>• Develop and Implement Wellbeing Strategy</li> <li>• Leadership development training</li> <li>• Robust recruitment and selection process"</li> </ul>	<ul style="list-style-type: none"> <li>• Refresher training</li> <li>• Develop existing and support resources</li> <li>• Upstander Training Completed</li> <li>• Training for people leaders - training being run by HR</li> <li>• Team Leaders - confidence in escalating</li> </ul>
5.	Working alone / safe working in the field	<ul style="list-style-type: none"> <li>• Procedures, policies, guidelines and manuals in place and available for all staff</li> <li>• In/Out board, Booking Systems (BU), Vehicle GPS, radios and Personal Locator Units (relevant field staff) in use</li> <li>• Regular reporting (sick leave usage, ACC)</li> <li>• Regular audits carried out by Health, Safety &amp; Wellbeing Unit</li> <li>• Training provided to relevant staff</li> </ul>	High	<ul style="list-style-type: none"> <li>• Review personal locator units and technology available</li> </ul>	<ul style="list-style-type: none"> <li>• Update alerts system</li> <li>• Refresher training on Field Manual</li> <li>• RUOK Wellbeing Survey</li> <li>• Auditing</li> </ul>

6.	Harm from hazardous substances.	<ul style="list-style-type: none"> <li>• Person/property alert system</li> <li>• Procedures, policies, guidelines and manuals in place and available for all staff</li> <li>• Hazardous Substance Inventories held for all WDC buildings/assets, including Asbestos registers and management plans.</li> <li>• Relevant staff and contractors are trained / qualified / experienced / licensed</li> <li>• Audits carried out by Health, Safety &amp; Wellbeing Unit to ensure compliance</li> <li>• Personal Protective Equipment (PPE) provided and used by staff</li> <li>• Site Hazards identified by undertaking Take-5 form and briefing/toolbox talks prior to commencing work</li> <li>• Occupational health monitoring undertaken</li> <li>• Regular reporting (sick leave usage, incidents)</li> </ul>	High	<ul style="list-style-type: none"> <li>• Create asbestos management system</li> </ul>	<ul style="list-style-type: none"> <li>• Review HSNO function and where this sits in the organisation Complete</li> <li>• Create asbestos management system</li> <li>• Adequate training</li> <li>• Supervision</li> </ul>
7.	Harm from work activity	<ul style="list-style-type: none"> <li>• Procedures, policies, guidelines and manuals in place and available for all staff</li> <li>• Training provided to all staff</li> <li>• Inductions (HS&amp;W and on site)</li> <li>• Appropriate equipment provided, maintained, any pre-start checks undertaken before work commences</li> <li>• Personal Protective Equipment (PPE) provided and used by staff</li> <li>• Occupational health monitoring (e.g. vaccinations, hearing etc)</li> <li>• New employee inductions (HS&amp;W and Fleet)</li> <li>• Site Specific Safety Plans and Hazard Registers in place, site audits undertaken</li> <li>• Relevant staff and contractors are trained / qualified / experienced / licensed</li> <li>• Permits</li> <li>• Regular reporting (sick leave usage, ACC, incident)</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• All Department Risk Registers completed and up to date</li> <li>• All Department Hazard Registers reviewed and up to date"</li> </ul>	<ul style="list-style-type: none"> <li>• Refresher training</li> <li>• Review SOPs</li> <li>• Workplace walkarounds</li> <li>• Permits</li> <li>• Competency records</li> </ul>



8.	Harm to volunteers	<ul style="list-style-type: none"> <li>• Procedures, policies, guidelines and manuals in place and available for all volunteers and supervising staff</li> <li>• Personal Protective Equipment (PPE) provided and used by volunteers</li> <li>• Health and safety plans provided (where required) and briefing/site induction prior to commencing work</li> <li>• Robust recruitment and vetting</li> <li>• Regular reporting (incident, attrition)</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Adequate Training and induction</li> </ul>	<ul style="list-style-type: none"> <li>• Develop volunteer handbook</li> <li>• Review training programme</li> <li>• Induction process</li> </ul>
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**WAIMAKARIRI DISTRICT COUNCIL****REPORT FOR INFORMATION**

**FILE NO and TRIM NO:** INF-49 / 241029187446

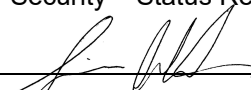
**REPORT TO:** AUDIT AND RISK COMMITTEE

**DATE OF MEETING:** 10<sup>th</sup> December 2024

**AUTHOR(S):** Owen Payne, Cyber Security Analyst

**SUBJECT:** Cyber Security – Status Report

**ENDORSED BY:**  
(For Reports to Council,  
Committees or Boards)

  
General Manager

  
Chief Executive

**1. SUMMARY**

- 1.1. The purpose of this report is to provide an update to the Committee on the Cyber Security work programme through the Cyber Security Status report.
- 1.2. Planned activities, that have been identified against our Association of Local Government Information Management (ALGIM) Sam for Compliance security framework, are progressing to timeline and budget and scoring significantly higher in comparison local government peers.  
(NOTE - SAM for Compliance is a cloud-based service that helps organisations easily understand how well their systems operate and are managed with an emphasis on cyber–security self- assessment and management)
- 1.3. This report is provided to the Committee every 6 months. This report covers the period from May to November 2024.

**Attachments:**

- i. Security Awareness Overall report – November 2024 (241029187453).
- ii. Sam For Compliance Status report – November 2024 (241029187452).
- iii. ALGIM SAM For Compliance Guidance (230725112428).

**2. RECOMMENDATION**

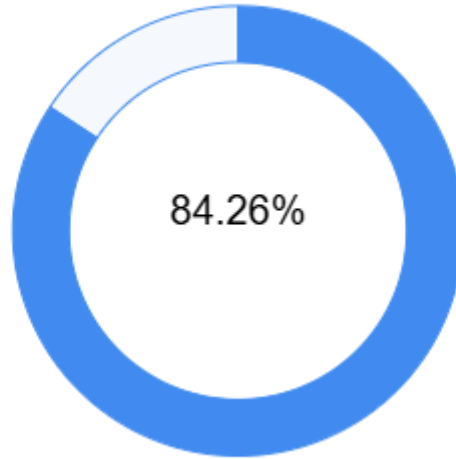
**THAT** the Audit and Risk Committee:

- (a) **Receives** report No. 241029187446.
- (b) **Notes** that our overall Framework compliance score sits at 84.26% against a New Zealand Wide benchmark of other council of 58.19%.
- (c) **Notes** that the benchmark score is compared against the progress of 49 New Zealand Councils that are enrolled and actively using the framework.
- (d) **Notes** that the Council is currently assessing their targets for the SAM for Compliance Framework.
- (e) **Notes** that in the next 6 months we will focus on improving our Incident response plan, engaging a supplier for extended incident response and support, implementing information governance controls and software and investigating improvements to supplier management.

### 3. ISSUES AND OPTIONS

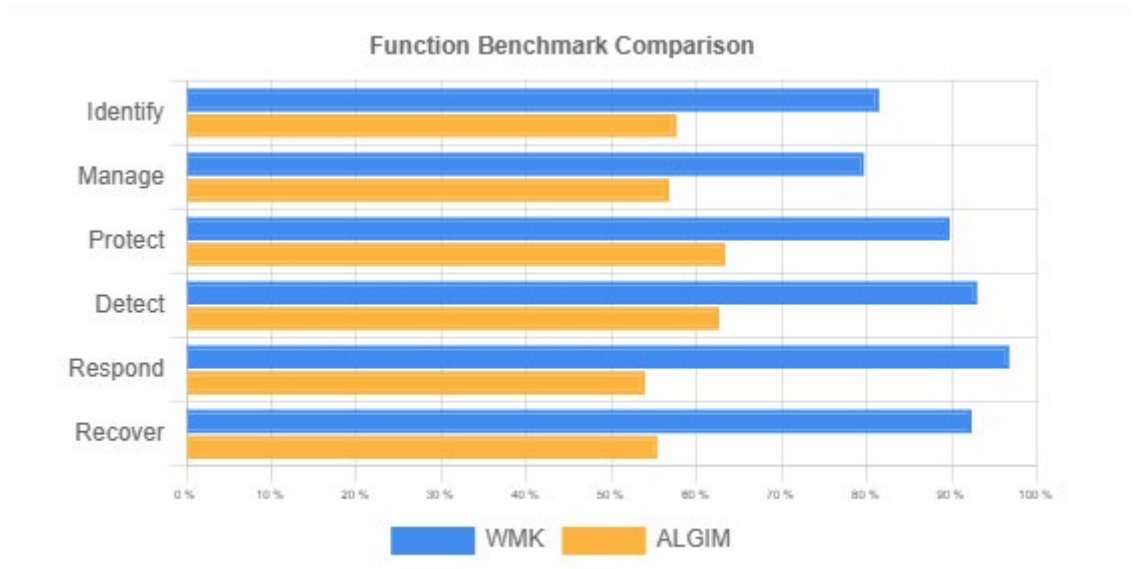
- 3.1. The Council measures its performance against the SAM for Compliance framework supplied by ALGIM. This system is used by more than 40% of local councils and has been developed specifically for New Zealand Local councils. The ALGIM framework is used by councils of a variety of sizes, small, medium and large.

ALGIM Local Government Programme Compliance Status



- 3.2. Below is this report's compliance score to the SAM for Compliance Framework compared to previously reported compliance scores and how we compare to a Benchmark Score of other Councils progress against the framework. The overall ALGIM benchmark score has increased as more councils adopt and progress the framework.

	WDC % Previous Score (Self-Assessment) 17/05/2024	WDC % Score (Self-Assessment) 29/10/2024	ALGIM Benchmark Score % 17/05/2024
Identify	80.13	81.41	57.62
Manage	78.99	79.66	56.73
Protect	89.73	89.73	63.33
Detect	92.97	92.97	62.64
Respond	95.65	96.74	53.90
Recover	92.31	92.31	55.37



- 3.3. The Council scores are trending higher in most areas, and against the benchmark of other Councils Waimakariri District Council is scoring significantly higher.
- 3.4. Within the Sam for Compliance Status report – November 2024 it is noted that Service Provider Management scores 31.95%. This control is relatively new to the SAM for Compliance Framework, and this was mentioned in the May 2024 Audit and Risk committee report. The low score reflects the fact that we have started, or activities are in progress for this control area, but have yet to be fully completed. Service provider management is a control to ensure that we understand and control any risks from service providers that Waimakariri District Council works with.
- 3.5. During the period of this report May to November 2024 we have not recorded any security breaches and we have successfully defended the Council from external threats.
- 3.6. Incident Response Training and testing for the management team was carried out in July of this year. A report was delivered along with recommendations for improvement to the Incident response plan. This training ensures that our management team understands how, and have confidence, to respond to a cyber security incident, and gives an understanding on the areas that need to be improved on our cyber security incident response plan. The training produced a series of recommendations for improvement. These recommendations have been reported back to the management team for consideration and implementation as appropriate.
- 3.7. The Information management team, of the Information and Technology Services (ITS) department, are investigating policy, process and technology improvements to support information management and information protection. A trial of Microsoft software (Purview) that will allow the marking of the sensitivity of information, and then implement controls to protect this information appropriately, is currently being developed.
- 3.8. A market test is being conducted to gather information that will allow us to develop a targeted Request for Proposals (RFP) with regards to selecting a partner to enhance the Council's incident response and security response capabilities. This market test is a request for information to all New Zealand organisations to provide information on the services that are on offer and an indicative price guide. This being done to provide further support to the organisation in the event of a cyber security incident where current staff may require additional expertise.

#### 4. **Implications for Community Wellbeing**

- 4.1. There are no implications on community wellbeing by the issues and options that are the subject matter of this report.

However, protecting the information that Council holds in relation to its work and members of our community is important with regards to the online safety, security and 'wellbeing' of our community.

- 4.2. The management team has reviewed this report and support the recommendations.

#### 5. **COMMUNITY VIEWS**

##### 5.1. **Mana whenua**

Te Ngāi Tūāhuriri hapū are not likely to be affected by or have an interest in the subject matter of this report.

##### 5.2. **Groups and Organisations**

There are no groups and organisations likely to be affected by, or to have an interest in the subject matter of this report.

##### 5.3. **Wider Community**

Introducing better security and protocols will provide assurance to Stakeholders that their information is secure and less likely to be unduly accessed.

#### 6. **OTHER IMPLICATIONS AND RISK MANAGEMENT**

##### 6.1. **Financial Implications**

Costs for implementing planned cyber security improvements are related to staff time, and any required funding is included in the Long Term Plan.

##### 6.2. **Sustainability and Climate Change Impacts**

The recommendations in this report do not have sustainability and/or climate change impacts.

##### 6.3. **Risk Management**

Risks are reviewed regularly and identified owner's signoff on risks and controls, ensuring the appropriate mitigation actions are carried out. We are actively managing risks for Information Technology.

##### 6.4. **Health and Safety**

There are aspects identified within this report that have direct and indirect implications on the health and safety of systems and people's welfare.

#### 7. **CONTEXT**

##### 7.1. **Consistency with Policy**

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

**7.2. Authorising Legislation**

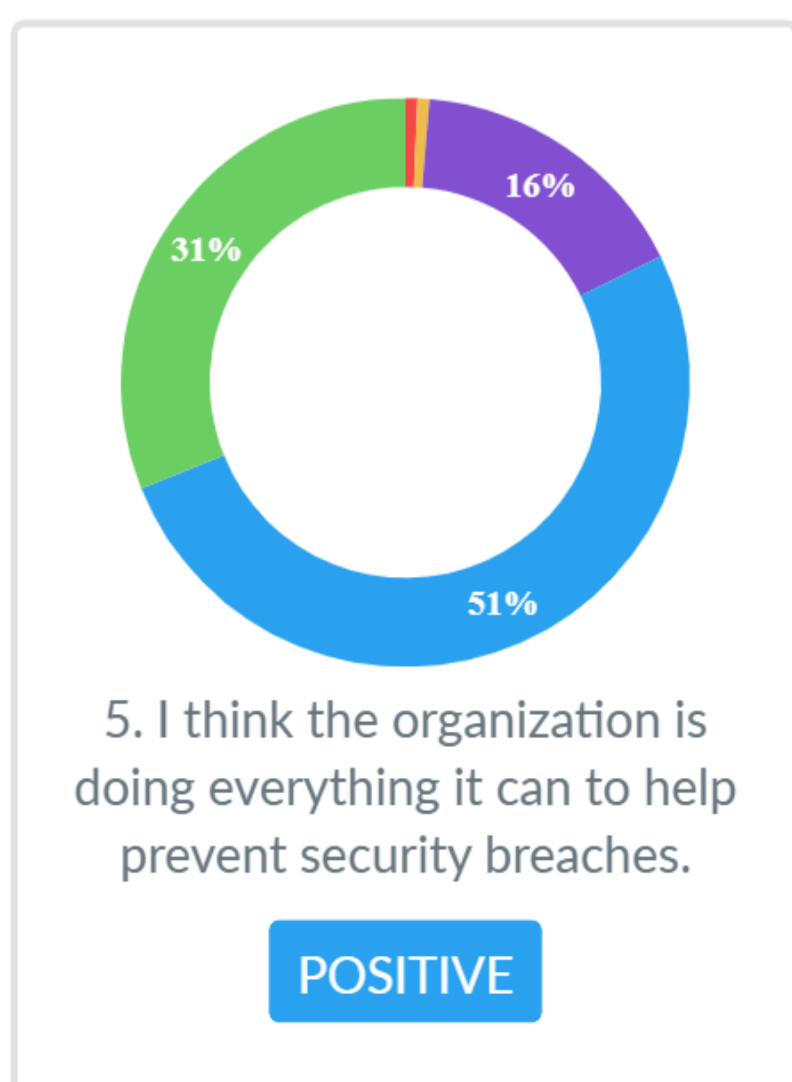
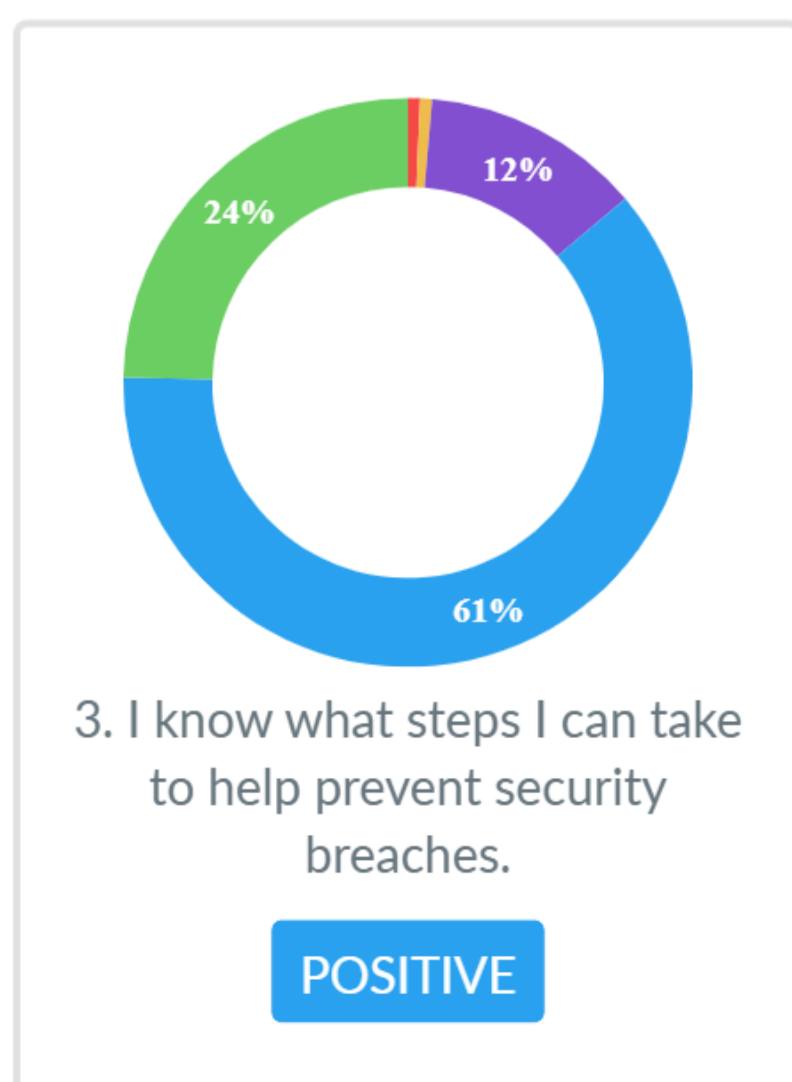
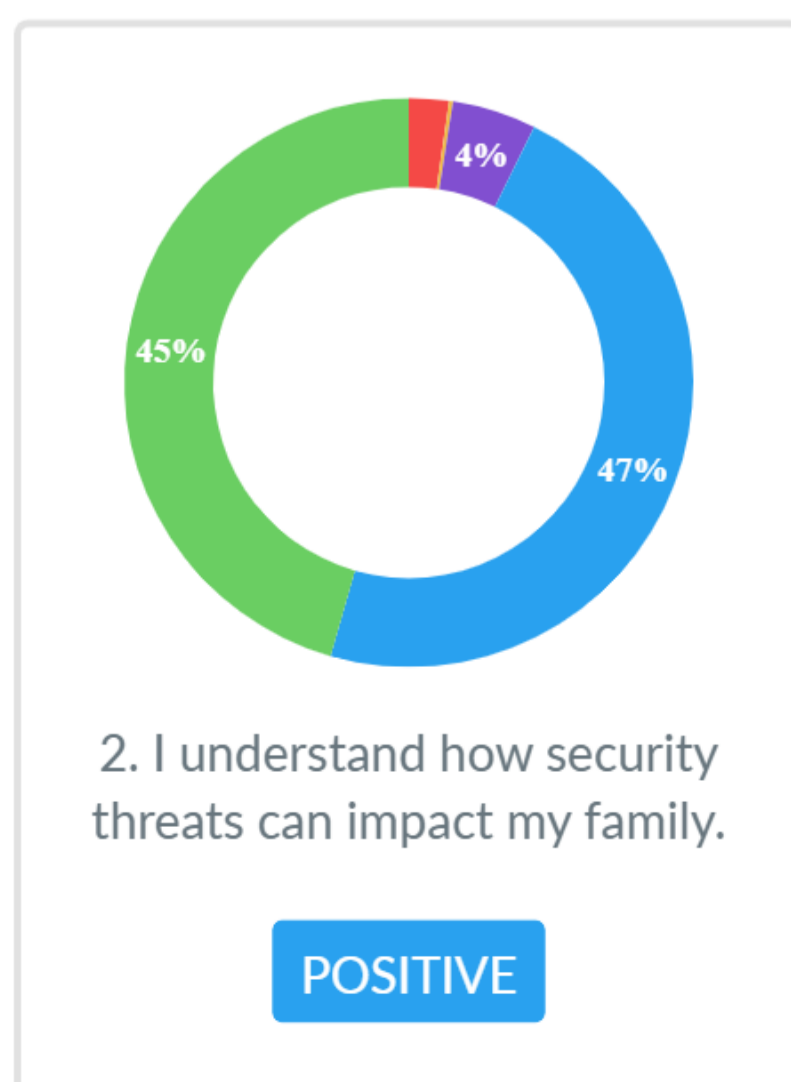
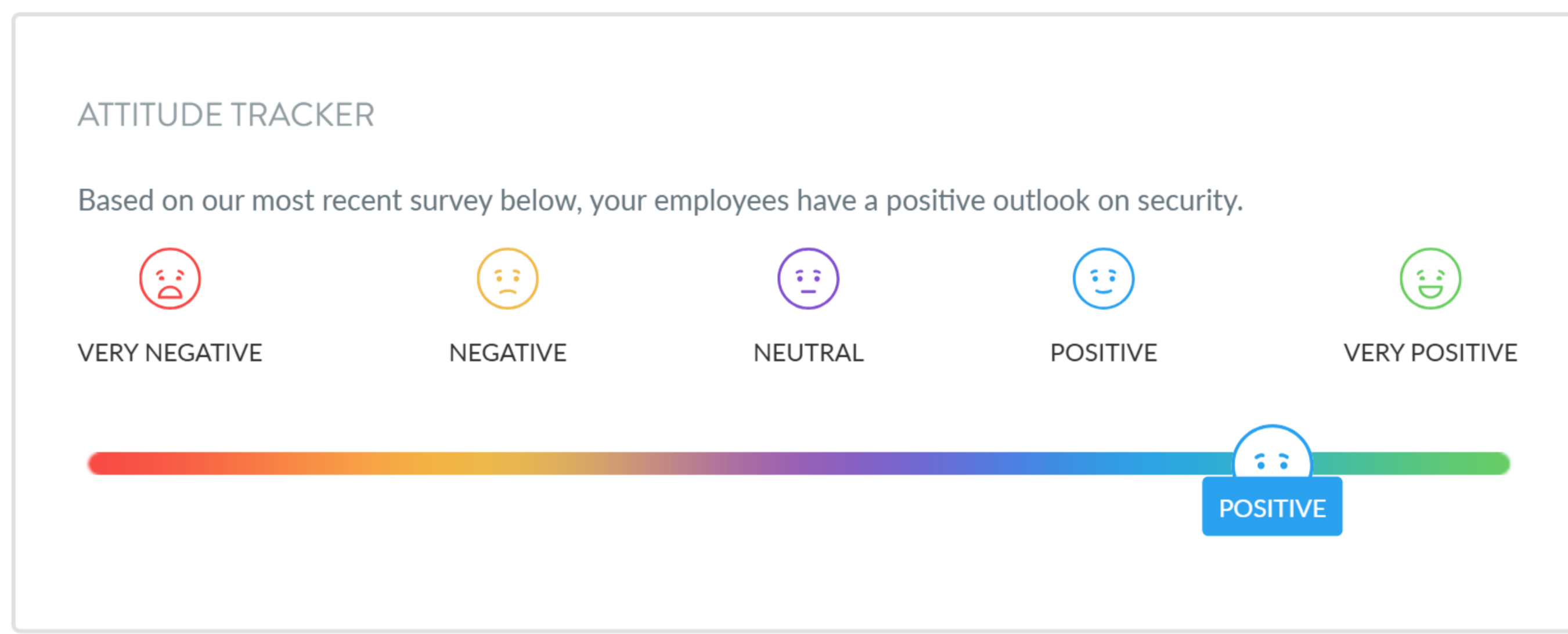
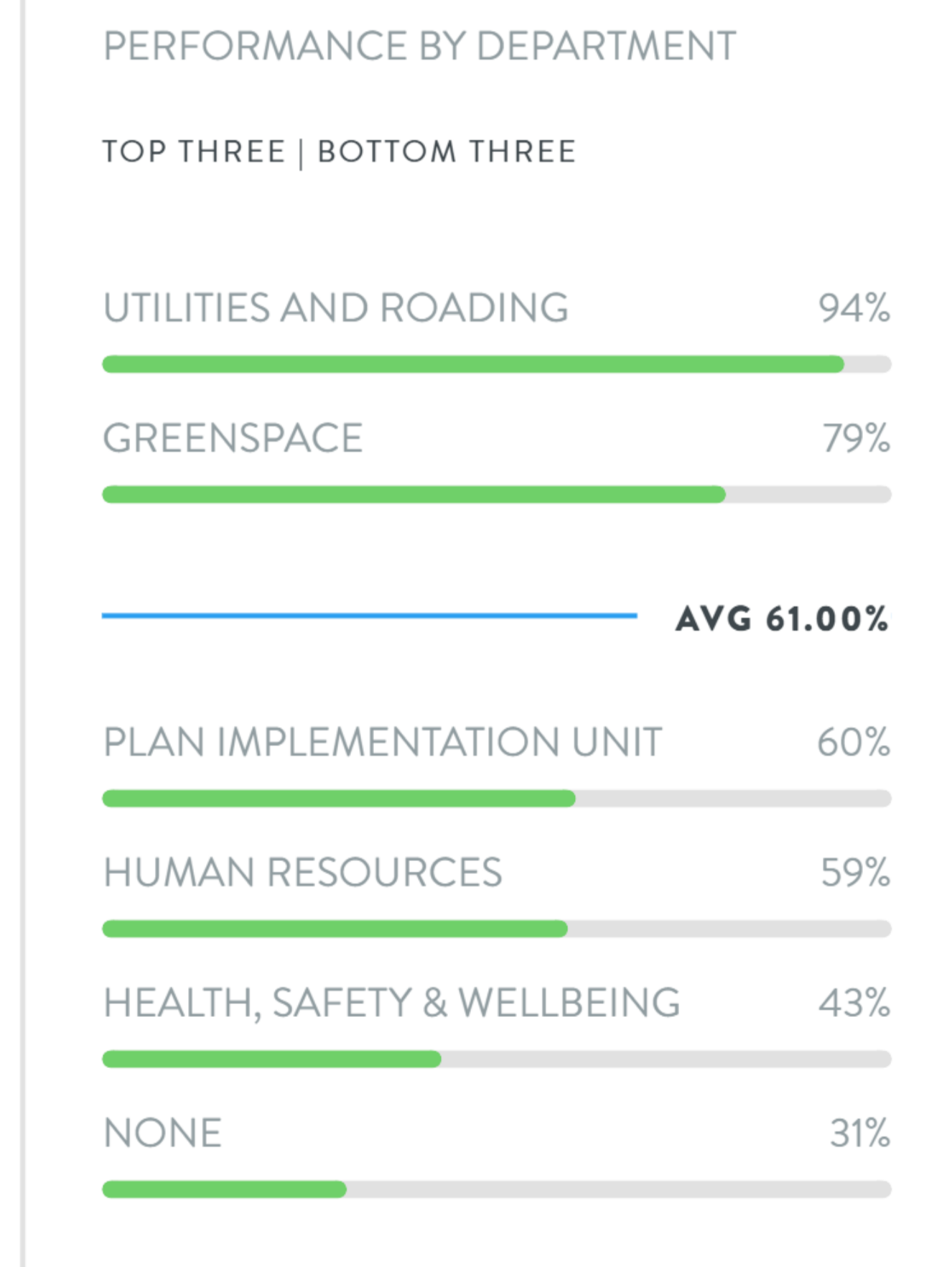
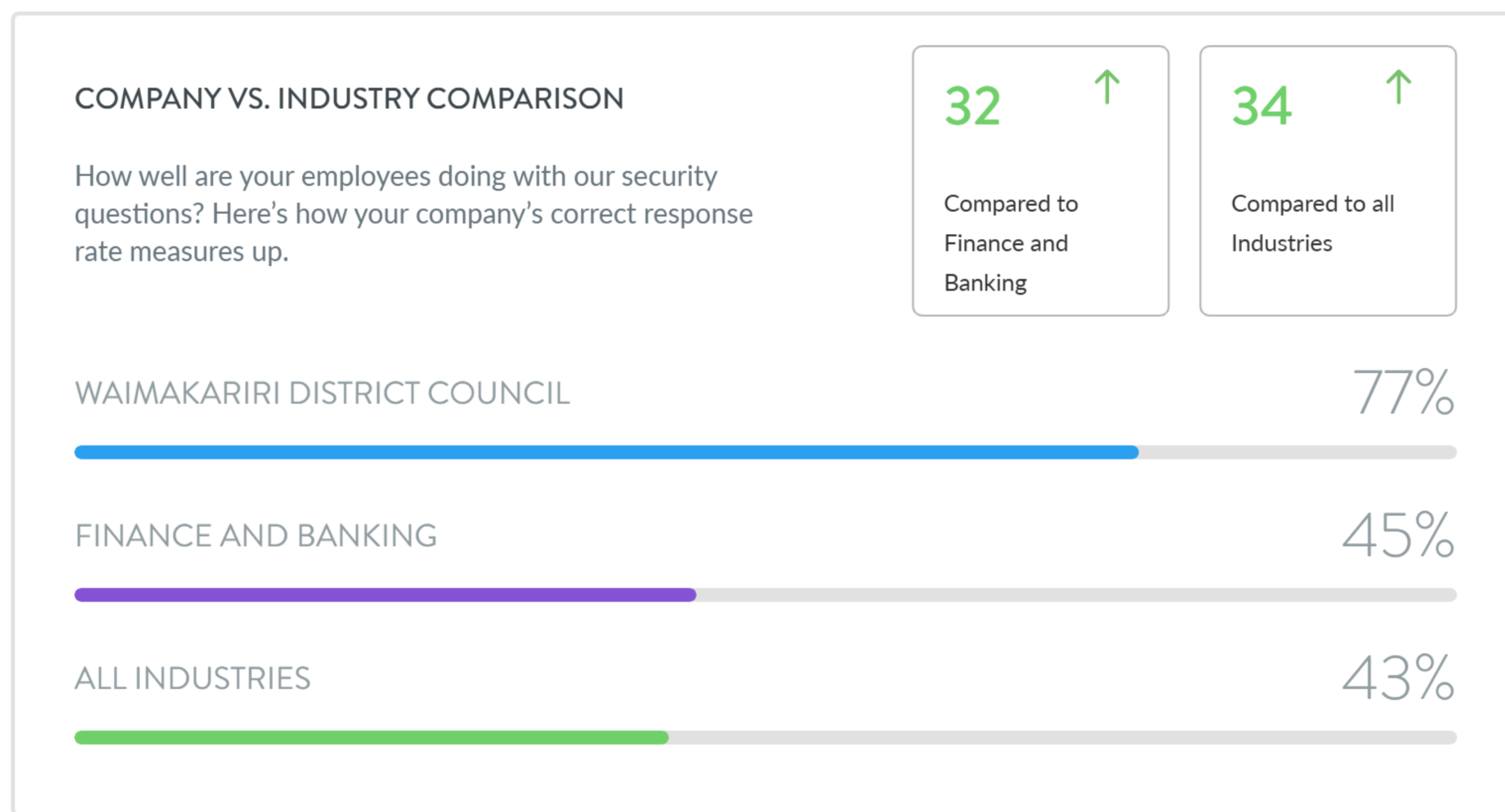
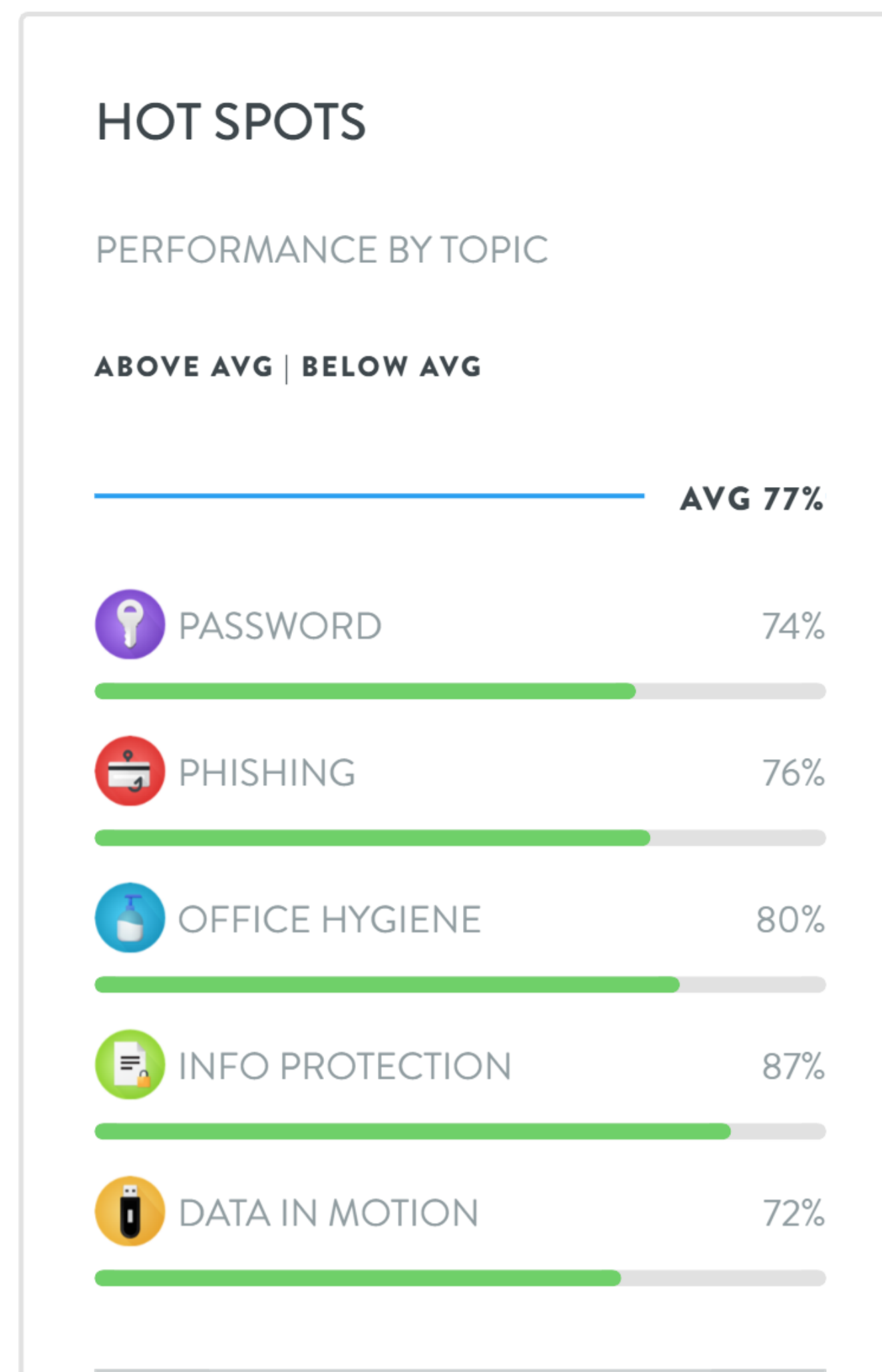
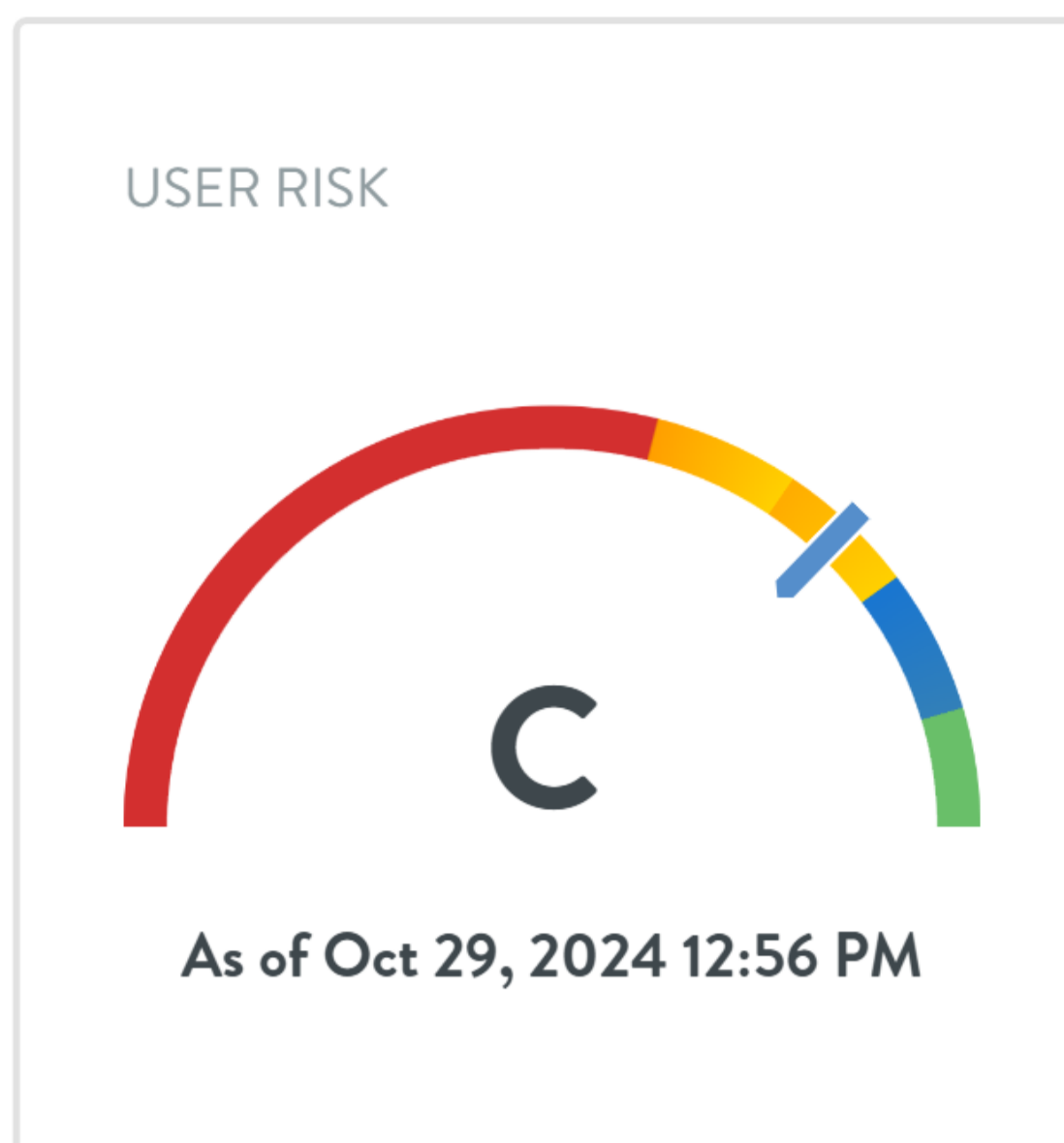
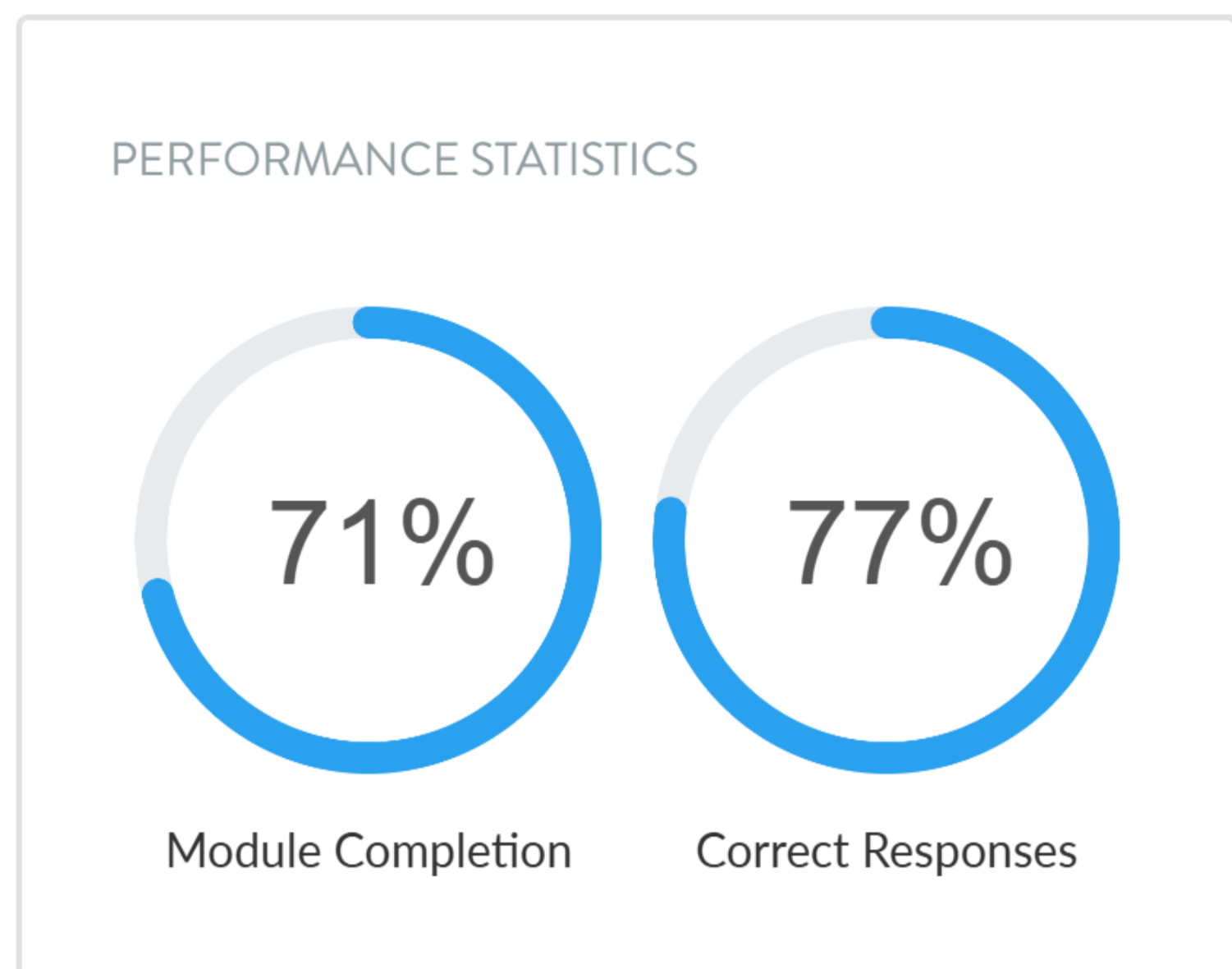
- Local government Act 2002
- Public Records act 2005
- Official Information act 1982
- The local government official information and meetings act 1987.
- Privacy act 1993

**7.3. Consistency with Community Outcomes**

The Council's community outcomes are not relevant to the actions arising from recommendations in this report.

**7.4. Authorising Delegations**

The management team have authority to approve Cyber Security related projects





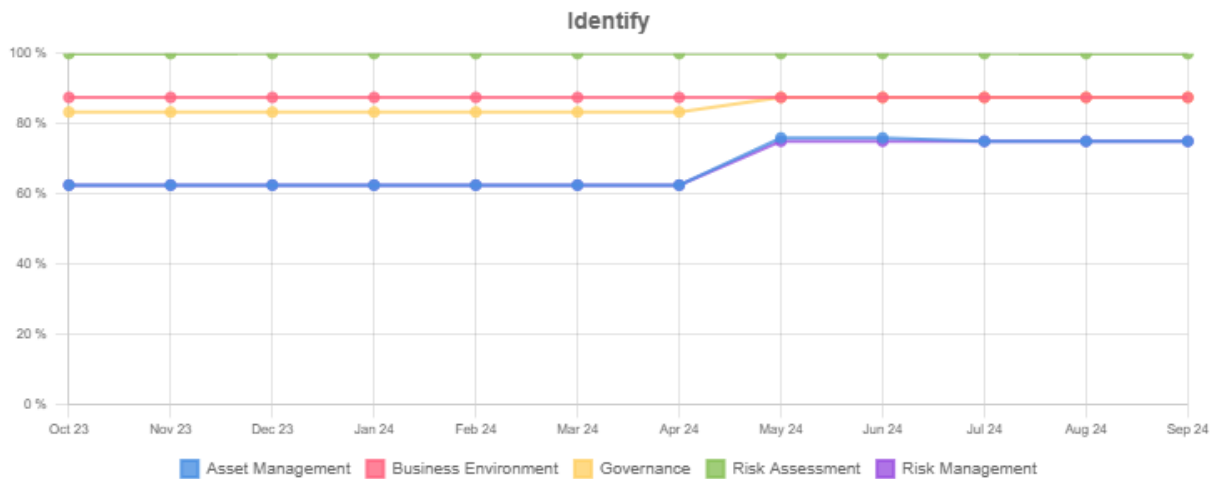
## Management Status Report

Framework: ALGIM Local Government Programme

As At Mon, Oct 28, 2024

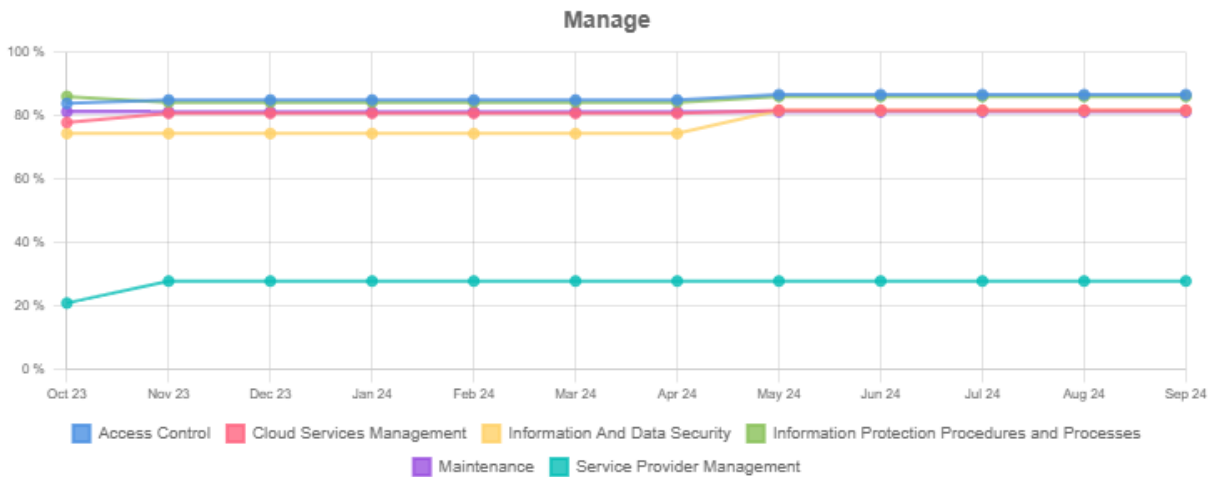


Function	Category	Description	Current Status
Identify (ID)	Asset Management	Assets are managed consistent with their relative importance to business objectives and Council's risk management strategy	77.88%
	Business Environment	The Council's mission, objectives, stakeholders and activities are understood and prioritised and this information is used to derive security roles, responsibilities and risk management decisions	87.50%
	Governance	Management understand the importance of information and information systems and assign the appropriate cybersecurity roles and responsibilities	87.50%
	Risk Assessment	Council understands the cyber security risk to operations, information, information systems assets and individuals	100.00%
	Risk Management	Council's priorities, constraints and risk tolerances are established and documented within a Risk Management Strategy. This document is used to support operational risk decisions	75.00%

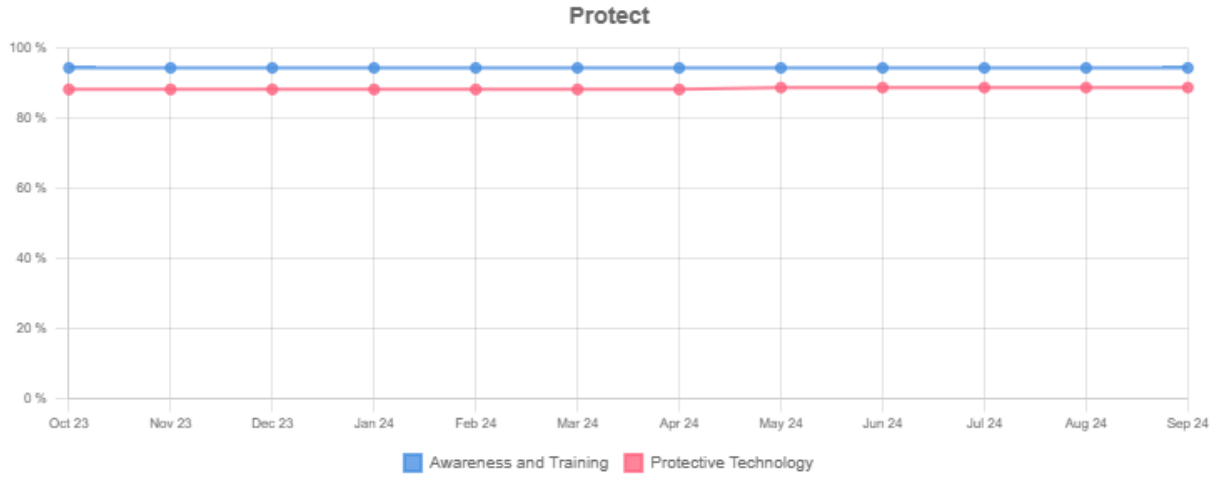




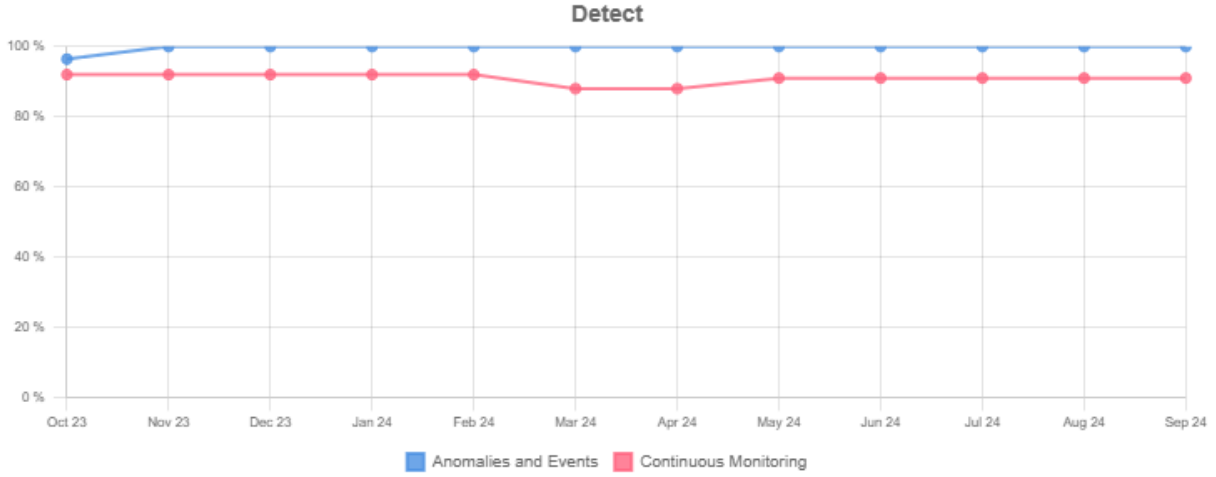
Function	Category	Description	Current Status
Manage (MN)	Access Control	Access to assets and associated facilities is limited to authorised users, processes or devices and to authorised activities and transactions	85.00%
	Cloud Services Management	IT services, systems and platforms that are provided by Cloud Service Providers are managed to ensure their confidentiality, integrity and availability	84.61%
	Information And Data Security	Information and records (data) are managed consistent with Council's risk strategy to protect the confidentiality, integrity and availability of information	82.93%
	Information Protection Procedures and Processes	Information, assets and resources are protected through the implementation of effective procedures and processes	86.11%
	Maintenance	Information systems and industrial control systems are maintained to ensure continuity of operations	81.25%
	Service Provider Management	Service Providers are managed to ensure that those that hold sensitive data, or are responsible for Council's critical IT platforms or processes, are protecting those platforms and data appropriately	31.95%



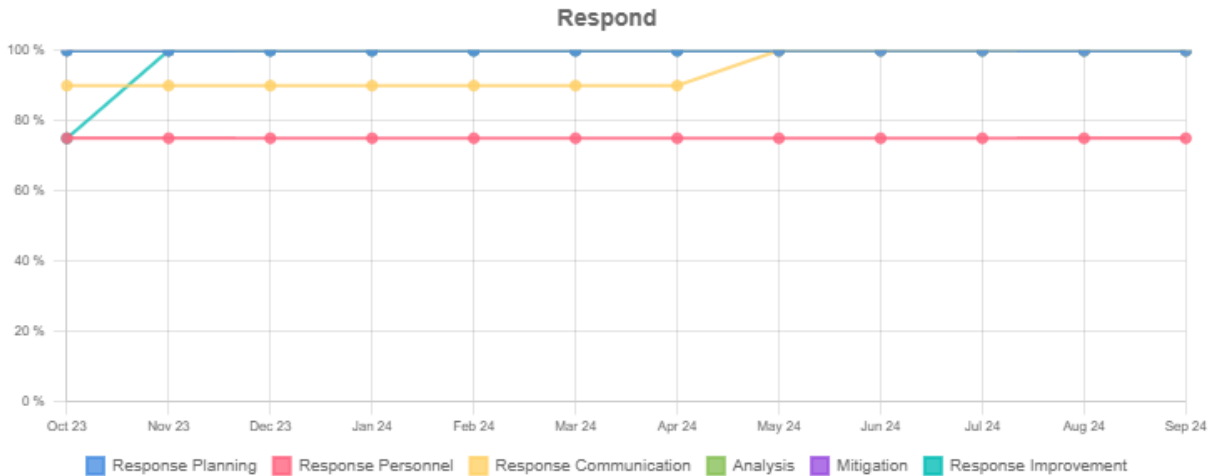
Function	Category	Description	Current Status
Protect (PR)	Awareness and Training	Council personnel and partners are provided cybersecurity awareness education and are adequately trained to perform their information security related duties and responsibilities consistent with related policies, procedures and agreements	94.44%
	Protective Technology	Technology is implemented and managed to ensure the security and resilience of systems and assets	88.83%



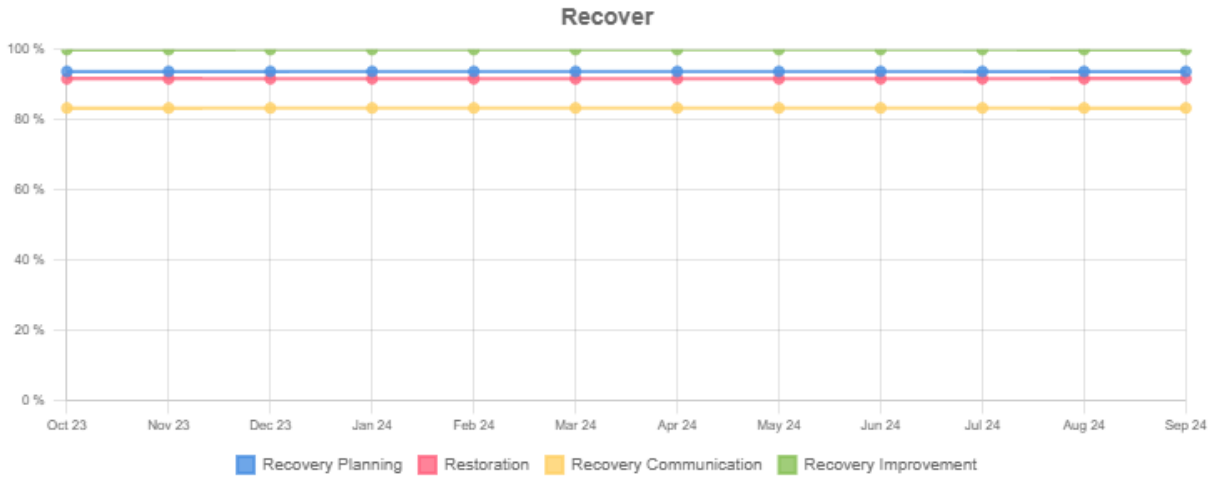
Function	Category	Description	Current Status
Detect (DE)	Anomalies and Events	Anomalous activity is detected in a timely manner	100.00%
	Continuous Monitoring	Information systems and assets are monitored at discrete intervals to identify cybersecurity events and verify the effectiveness of protective measures	91.00%



Function	Category	Description	Current Status
Respond (RS)	Response Planning	Response documentation that ensures an appropriate response to incidents and events is available	100.00%
	Response Personnel	Human resources with appropriate skill levels to successfully manage and mitigate an incident or event are available	81.25%
	Response Communication	Response activities are co-ordinated with, and communicated to internal and external stakeholders, as appropriate, to include external support from law enforcement and regulatory agencies	100.00%
	Analysis	Capability exists to carry out accurate analysis of an incident situation to ensure an appropriate response and actions	100.00%
	Mitigation	Capability exists to effectively manage an event, prevent its expansion, mitigate its effects and eradicate residual content causing least impact to the organisation	100.00%
	Response Improvement	Incident response capability subject to continuous improvement	100.00%



Function	Category	Description	Current Status
Recover (RC)	Recovery Planning	Council has documentation available to support a successful recovery	93.75%
	Restoration	Sufficient resources and facilities are available to facilitate a successful recovery operation	91.67%
	Recovery Communication	Council is able to minimise any negative impacts caused by an incident or event	83.33%
	Recovery Improvement	Recovery capabilities are subject to continuous improvement	100.00%





# What is ALGIM SAM for Compliance?

ITS | July 2023



Contents

**What is SAM for Compliance? ..... 2**

**The Framework ..... 2**



## What is SAM for Compliance?

SAM for Compliance is a **S**elf **A**ssessment and **M**anagement Platform that comprises a compliance framework and a risk module.

SAM for Compliance can be used to compare ourselves and provide guidance on the security controls that we need to implement to protect ourselves. It can use several different frameworks. Waimakariri District Council has been using SAM for compliance with the Association of Local Government Information Management (ALGIM) framework.

In conjunction with SAM for Compliance Ltd, ALGIM has defined a pragmatic cybersecurity framework specific to local government and based around the CIS Controls, that gives Councils the ability to manage and reduce organisational cybersecurity related risk. The objectives of the ALGIM Local Government Cybersecurity Improvement Programme are:-

- Promoting excellence and cybersecurity best practice within Local Government
- Rewarding achievement and improvement in Local Government cybersecurity
- Identifying opportunities for training and awareness to improve cybersecurity knowledge within Local Government
- Benchmarking Local Government cybersecurity

Councils participating in the programme can identify whether they are above or below average as compared to their peers.

As part of the programme, Councils that demonstrate defined levels of achievement and improvement will receive awards at the ALGIM annual conference. The most improved small, medium and large Council is recognised each year and awarded at the ALGIM annual awards ceremony. Councils are also recognised for achievement based on a three-tier structure - Levels 1 to 3.

The ALGIM Sam for Compliance framework has been designed and tailored to meet the requirements of New Zealand's Local Governments and comprises the best parts of several internationally recognised security frameworks.

## The Framework

Function	Category
Identify	<p>This Function defines how you identify how the business identifies:</p> <ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Business Environment</li> <li>• Governance</li> <li>• Risk Assessment</li> <li>• Risk Management</li> </ul>
Manage	<p>This function defines how we manage security in the following areas:</p> <ul style="list-style-type: none"> <li>• Access Control</li> <li>• Cloud Services Management</li> <li>• Information And Data Security</li> <li>• Information Protection Procedures and Processes</li> <li>• Maintenance</li> <li>• Service Provider Management</li> </ul>
Protect	<p>This function covers how we protect the organisation and covers:</p> <ul style="list-style-type: none"> <li>• Awareness and Training</li> <li>• Protective Technology</li> </ul>



Detect	<p>This function defines how we detect threats and events in our organisation and covers:</p> <ul style="list-style-type: none"> <li>• How we detect anomalies and Events</li> <li>• How we undertake Continuous Monitoring</li> </ul>
Respond	<p>This function covers how we organise and manage our response to events and incidents:</p> <ul style="list-style-type: none"> <li>• Response Planning</li> <li>• Response Personnel</li> <li>• Response Communication</li> <li>• Analysis</li> <li>• Mitigation</li> <li>• Response Improvement</li> </ul>
Recover	<p>This function covers our recovery and restoration operations following an incident and covers:</p> <ul style="list-style-type: none"> <li>• Recovery Planning</li> <li>• Restoration</li> <li>• Recovery Communications</li> <li>• Recovery Improvement</li> </ul>

**WAIMAKARIRI DISTRICT COUNCIL****REPORT FOR INFORMATION**

**FILE NO and TRIM NO:** GOV-32 / 241127209850

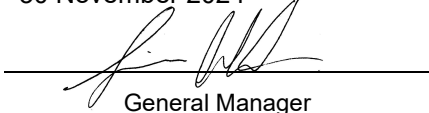
**REPORT TO:** AUDIT AND RISK COMMITTEE


**DATE OF MEETING:** 10 December 2024

**AUTHOR(S):** Thea Kunkel, Governance Team Leader

**SUBJECT:** Reporting on LGOIMA Requests for the period 1 September 2024 to 30 November 2024

**ENDORSED BY:**  
(for Reports to Council,  
Committees or Boards)

  
General Manager

  
Chief Executive

**1. SUMMARY**

- 1.1 This report provides an update to the Audit and Risk Committee on the requests for information made under the Local Government Official Information and Meetings Act 1987 (LGOIMA).
- 1.2 From 1 September 2024 to 30 November 2024, the Council received 51 official requests, 16 fewer than for the same period in 2022/23. Also, the Council responded to 60 official requests during the period under review, nine fewer than the official requests responded to in the same period in 2022/23. The official requests were mostly for information regarding the Council's debt funding, the Urban95 Conference, resource and building consents, the state of the Kaiapoi River, chlorination of drinking water supplies and the protection of penguins on Waimakariri beaches.

Attachments:

- i. Table of requests from 1 June 2024 to 31 August 2024 (Trim 241127210206).

**2. RECOMMENDATION**

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 241127209850 for information.
- (b) **Notes** that the Council received 51 requests and responded to 60 official requests of information from 1 September 2024 to 30 November 2024, nine fewer than the 69 official requests responded to in the same period in 2022/23.
- (c) **Notes** that a workshop will be held with the Council in February 2025 regarding a proposed LGOIMA charging process.

**3. BACKGROUND**

- 3.1 Any member of the public may request official information from the Council, and the LGOIMA prescribes how these requests are to be managed, the statutory timeframes for dealing with requests and the basis of decision-making on the release of information. The LGOIMA is the local government version of the Official Information Act, 1982, which people may be more familiar with, which applies to central government agencies.
- 3.2 Decisions on the release of information are delegated to the Chief Executive under the LGOIMA and are sub-delegated to the Governance Manager.

- 3.3 LGOIMA information is provided weekly to the Management Team and quarterly to the Audit and Risk Committee. The previous report covered the period of 1 June 2024 to 31 August 2024. This report, therefore, covers the period of 1 September 2024 to 30 November 2024.

#### 4. **ISSUES AND OPTIONS**

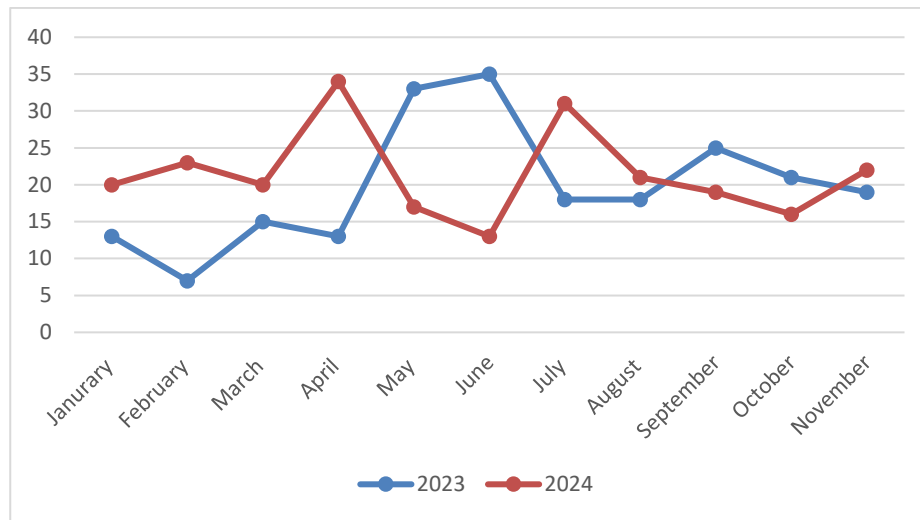
- 4.1 The Council processes requests for information in accordance with the LGOIMA and the Privacy Act 2020. The aim is to balance transparency and public interest issues with limits on disclosing personal information.
- 4.2 All information will be provided unless there is a good reason under the provisions of the LGOIMA for not releasing it. The Council is entitled to consider not releasing information if it would:
- prejudice the maintenance of the law.
  - endanger the safety of any person.
  - breach the privacy of any person.
  - disclose confidential or commercially sensitive information.
  - cause serious offence to Tikanga Māori or disclose the location of Waahi Tapu.
  - breach an obligation of confidence.
  - prejudice: public health or safety; the Council's right to legal professional privilege; the commercial activities of the Council; or negotiations being carried out by the Council.
- 4.3 Below in Table 1 is a summary of the number of official requests the Council responded to from 1 January 2024 to 30 November 2024. The Council took an average of 13 days to respond to official requests. In most cases, if the Council was unable to meet the statutory requirements of 20 working days, the requestor was advised of the Council's decision to provide the information and that an extension of time would be required per the provisions of Section 13(1) of the LGOIMA.

Month	Number of applications responded to	Number of responses not meeting the statutory requirements
January 2024	11	None
February 2024	24	Three (delay in accumulating the information).
March 2024	19	One (requestor requested additional information).
April 2024	32	One (waiting for legal advice).
May 2024	29	Two (advice from the Ombudsman, since released). Two (delay in accumulating the information).
June 2024	14	One (delay in accumulating the information).
July 2024	27	None
August 2024	16	None
September 2024	23	None
October 2024	16	None
November 2024	22	None
<b>Total</b>	<b>233</b>	<b>10</b>

**Table 1:** Summary of the number of Official Requests responded to from November 2023 to November 2024.

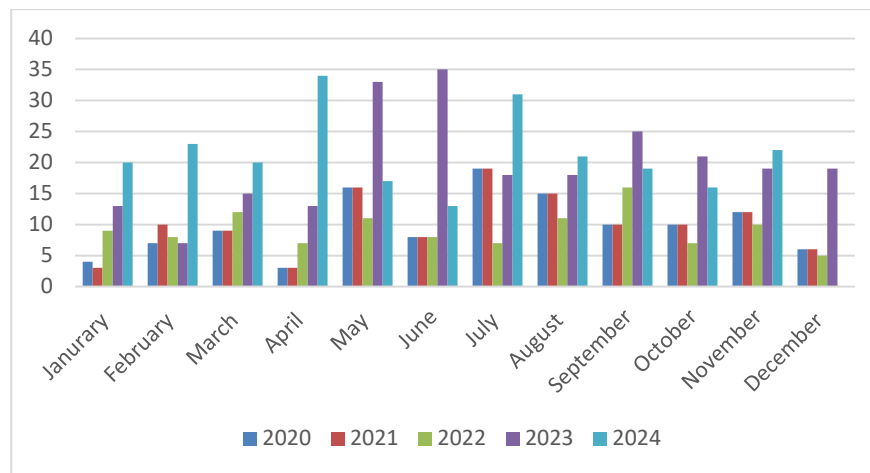
- 4.4 Staff spent approximately 120 hours responding to requests from 1 September 2024 to 30 November 2024. An internal process involves several staff and managers checking content before releasing information. Whilst there is an option to charge under section 13(1A) of the LGOIMA, the Council currently does not generally charge for the requested information, and the first hour associated with the request is not chargeable.
- 4.5 To date, the Council has not charged for any requests. However, the following request was considered substantial, and the Council, therefore, decided to seek payment for the time involved in processing it, as it would have significantly impacted the Council's ability to resource its other operations:

- Information regarding activities undertaken by the Council in the Kaiapoi River and its contributories — Staff would have to collate a large volume of data on the drains contributing to waterways, the main stem of the waterways themselves, the banks and in-stream. The initial estimated time required to do this was six hours.
  - Information regarding the Kaiapoi Sewerage/Oxidation/Wetland Ponds and the Ocean Outfall - Staff would need to collate a large volume of information on the Kaiapoi Wastewater Treatment Plant operations to provide the requested information. The initial estimated time required to do this was six hours.
  - Information relating to the dog control activity in the Waimakariri District. Staff would have to collate a large volume of data on dog control operations during the last five years. The initial estimated time required to do this was eight hours.
- 4.6 The request for information about the Kaiapoi River and its contributories was subsequently refined by the requestor, thus enabling the Council to respond to the amended request without charging. The Council is still awaiting feedback from the other two requestors before starting the information collation. The Council is not declining the requests but will not continue until deposits are received or the requests are amended. The clock, therefore, stops the processing of the requests until staff hear back from the requester. Since January 2024, the Council has sought payment for requests seven times. In five cases, the requester did not respond, and therefore, the information was not supplied. In two cases, the requester refined the questions, enabling the information to be supplied without charge.
- 4.7 The Council has authorised charging for LGOIMA requests by officially adopting these fees into its charging schedule on 25 June 2024, when it adopted its 2024-34 Long Term Plan. The aim of the fees is not total cost recovery, as the Ombudsman deems full cost recovery as inconsistent with the purpose of the legislation, which is to progressively increase the availability of official information to the public. The fees were based on the Ministry of Justice Charging Guidelines and endorsed by the Office of the Ombudsman. The guidelines provide for staff time to be charged \$76 per chargeable hour (including GST), irrespective of the seniority or grading of the staff member who deals with the request. Based on the Ministry of Justice Charging Guidelines, it is estimated that the cost to the Council to respond to LGOIMA requests from 1 September 2024 to 30 November 2024 was approximately \$9,120.
- 4.8 Since adopting the LGOIMA fees, the Council has held a non-decision workshop to discuss the formulation of a charging policy that would include a threshold of hours at which charging would be implemented. The Council indicated that the first two hours of processing of LGOIMA requests would be considered free in the future. A further workshop will be held with the Council in February 2025 to discuss the proposed policy in greater detail.
- 4.9 Graph 1 below outlines the number of Official Requests received from January 2024 to November 2024 compared to the same period in 2023. Although the number of requests decreased in the latter part of 2023, there was a spike in April 2024 due to the number of requests increasing regarding the Council's 2024/34 Long-Term Plan. The Council only received 11 LGOIMA requests in June 2024; the reason for the decrease in requests is unclear. However, the decline did not last. It should be noted that although there may again be a decrease in the number of requests received since August 2024, it does not mean that the level of work required to respond to the requests has also decreased. The nature of the LGOIMA requests contributes to the resources and time needed to respond. A single request may contain multiple questions or require substantial research and collation.



**Graph 1:** Summary of the number of Official Requests received – from January 2024 to November

- 4.8 Graph 2 below illustrates the increase in LGOIMA requests received by the Council during the last five years. The requests increased by 63% from 87 in 2020 to 236 in 2023. The Council has already received 233 requests in 2024.



**Graph 2:** Summary of the number of Official Requests received – from 2020 to November 2024

- 4.9 To promote transparency and accountability, the Council publishes a list of all the Requests for Information received on its website at <https://www.waimakariri.govt.nz/services/online-services/request-it>. (as per the attachment to this report). However, releasing the requested information will still be subject to the provisions of LGOIMA and the Privacy Act 2020. In addition, the Council will consider any potential civil or criminal liability that might result from the publication.
- 4.10 This Audit and Risk Committee report serves as an accountability tool to show that the Council is meeting its statutory obligations; it also highlights the number of requests being received and what general information is being sought, which may have a public interest element.
- 4.11 **Implications for Community Wellbeing**  
The issues and options in this report have no social and cultural implications for community well-being. Local Government Official Information and Meetings Act (LGOIMA) requests provide the community with an official pathway for accessing public information and learning about and/or participating in local democracy and Council activities.
- 4.12 The Management Team has reviewed this report and supports the recommendations.

## 5. **COMMUNITY VIEWS**

### 5.1 **Mana Whenua**

Te Ngāi Tūāhuriri hapū is not likely to be affected by or have an interest in the subject matter of this report.

### 5.2 **Groups and Organisations**

No other groups and organisations besides those who requested information are likely to be affected by or interested in this report's subject matter.

### 5.3 **Wider Community**

The wider community was consulted on the proposed charging for LGOIMA requests as part of the draft 2024-34 Long Term Plan process. A total of 17 persons commented that they did not consent to the proposed fees for official information requests. After considering all the submissions, the Council authorised charging for LGOIMA requests by officially adopting these fees into its charging schedule on 25 June 2024.

## 6. **OTHER IMPLICATIONS AND RISK MANAGEMENT**

### 6.1 **Financial Implications**

No financial implications are sought from this report.

The Council authorised charging for LGOIMA requests by officially adopting these fees into its charging schedule on 25 June 2024, when it adopted its 2024-34 Long Term Plan. The fees were based on the Ministry of Justice Charging Guidelines and endorsed by the Office of the Ombudsman. However, the Council indicated that the first two hours of processing LGOIMA requests would not be subject to a fee due to the impact on staff time and capacity. In the rare instances that the Council did charge for information, the requestor is advised before the work is undertaken, and options to refine the request are explored.

Charging for LGOIMA requests is not about full-cost recovery or dissuading the broader community from seeking information. It is to protect ratepayers from the costs of excessive requests for information, some of which may be considered vexatious or frivolous.

### 6.2 **Sustainability and Climate Change Impacts**

The recommendations in this report do not have sustainability or climate change impacts.

### 6.3 **Risk Management**

There are no risks arising from adopting the recommendations in this report.

### 6.4 **Health and Safety**

None.

## 7. **CONTEXT**

### 7.1 **Consistency with Policy**

These matters are not matters of significance in terms of the Council's Significance and Engagement Policy.

### 7.2 **Authorising Legislation**

- Local Government Official Information and Meetings Act 1987 (LGOIMA).
- Privacy Act, 2020

**7.3 Consistency with Community Outcomes**

People have wide-ranging opportunities for learning and being informed, and our people can easily obtain the information they need.

There are wide-ranging opportunities for people to contribute to the decision-making that affects our District.

**7.4 Authorising Delegations**

Decisions on releasing information are delegated to the Chief Executive under the LGOIMA and are sub-delegated to the Governance Manager.

## LGOIMA REQUESTS RECEIVED FROM 1 SEPTEMBER 2024 TO 30 NOVEMBER 2024.

DATE RECEIVED	REQUESTER	SUBJECT	DATE OF OFFICIAL RESPONSE	TIME FRAME OF RESPONSE (DAYS)
2/09/2024	Individual	Reports to the Arohatia te Awa Working Group	19/09/2024	13
4/09/2024	Individual	Council staff numbers	20/09/2024	12
4/09/2024	Individual	The Council's Debt funding	30/09/2024	18
4/09/2024	Individual	Resource consent for Ashley Village Services Ltd	13/09/2024	7
6/09/2024	Research	Council's approach to and use of Artificial Intelligence	24/09/2024	12
9/09/2024	Individual	Abatement notices served on the dog owners in West Eyreton	19/09/2024	8
10/09/2024	Individual	The land portfolio the Waimakariri District Council holds	4/10/2024	18
10/09/2024	Research	The Council's attendance of the Urban95 Conference	24/09/2024	10
11/09/2024	Research	Over-road structures and the corresponding signage	24/09/2024	9
11/09/2024	Individual	Payment of water rates	24/09/2024	9
16/09/2024	Individual	Abatement notices served on the dog owners in West Eyreton	4/10/2024	14
17/09/2024	Individual	CCTV footage at the intersection in Rangiora	11/10/2024	18
18/09/2024	Individual	List of all properties "owned" by the WDC	9/10/2024	15
20/09/2024	Research	Government Policy Statement on Land Transport 2024 – 2034	24/09/2024	2
24/09/2024	Individual	Rating RID Data for each property within the Waimakariri District	7/10/2024	9



DATE RECEIVED	REQUESTER	SUBJECT	DATE OF OFFICIAL RESPONSE	TIME FRAME OF RESPONSE (DAYS)
24/09/2024	Individual	Selling of the building consent lists	7/10/2024	11
25/09/2024	Individual	Activities undertaken by the Council in the Kaiapoi River and its contributors	16/10/2024	15
27/09/2024	Individual	Kaiapoi Sewerage/Oxidation/Wetland Ponds and the Ocean Outfall	18/10/2024	15
1/10/2024	Individual	Financial Statements for the Waimakariri District Council for 2022 and 2023 financial years	7/10/2024	4
3/10/2024	Individual	2024 Groundwater Monitoring Report for Landfills	17/10/2024 12/11/2024	10
7/10/2024	Individual	Council Policy for Weed Control	5/11/2024	20
8/10/2024	Individual	Statistics on land areas and holdings in the Waimakariri District	18/10/2024	8
10/10/2024	Individual	Abatement notices served on the dog owners in West Eyreton	15/10/2024	3
11/10/2024	Research	Policy on Council Workshops and Briefings	18/10/2024	5
15/10/2024	Media	Property in the past 20 years has been seized by the Council	31/10/2024	12
15/10/2024	Research	Off-licence application submitted to Council	4/11/2024	14
15/10/2024	Individual	Site visits was undertaken by WDC to Mount Thomas Road	11/11/2024	18
21/10/2024	Individual	Authority and Legislation	12/11/2024	15
22/10/2024	Individual	Various questions regarding the state of the Kaiapoi River	5/11/2024	10
22/10/2024	Research	Protection of penguins on Waimakariri beaches	5/11/2024	10

DATE RECEIVED	REQUESTER	SUBJECT	DATE OF OFFICIAL RESPONSE	TIME FRAME OF RESPONSE (DAYS)
24/10/2024	Research	Public Tree Removal and Planting Records	12/11/2024	12
24/10/2024	Individual	Activities undertaken by the Council in the Kaiapoi River and its contributors	12/11/2024	12
29/10/2024	Individual	Delivery, Acceptance and Comprehension of Documents delivered to the Council	7/11/2024	8
30/10/2024	Individual	Correspondence pertaining to Plan Change 31	28/11/2024	20
5/11/2024	Research	Information regarding District Licensing Committees	19/11/2024	10
6/11/2024	Parliament	Council's liability regarding their role as a Building Consent Authority (BCA).	Must respond by 04/12/2024	
8/11/2024	Research	Correspondence with Central Government officials relating to the fast-track projects	Must respond by 06/12/2024	
8/11/2024	Individual	Application documents for RC045397	26/11/2024	12
8/11/2024	Research	Protection of penguins on Waimakariri beaches	26/11/2024	12
14/11/2024	Individual	Copy of the official directive to the Council to chlorinate its Drinking Water Supplies	28/11/2024	13
18/11/2024	Media	All monies paid by the Council to iwi authorities and their commercial entities	Must respond by 16/12/2024	
18/11/2024	Media	Process the Council uses to track speed limit violations in Council-owned vehicles	19/11/2024	1
19/11/2024	Individual	The current loan debt of the Council	22/11/2024	3
19/11/2024	Individual	Sewage System and coastal outfall	28/11/2024	7
19/11/2024	Individual	Chlorine in Water Supply	28/11/2024	7

DATE RECEIVED	REQUESTER	SUBJECT	DATE OF OFFICIAL RESPONSE	TIME FRAME OF RESPONSE (DAYS)
19/11/2024	Individual	LGFA Loans and United Nations Sustainability Goals	Must respond by 17/12/2024	
21/11/2024	Individual	Documents relating to the dog control activity	Must respond by 19/12/2024	
21/11/2024	Individual	Concern regarding Water Treatment Plants	Must respond by 19/12/2024	
27/11/2024	Individual	Council's jurisdiction over property	Must respond by 16/01/2025	
29/11/2024	Individual	Correspondence about feeding seagulls	Must respond by 20/01/2025	

**WAIMAKARIRI DISTRICT COUNCIL****REPORT FOR INFORMATION**

**FILE NO and TRIM NO:** EXT-17 / 241111199322

**REPORT TO:** AUDIT AND RISK COMMITTEE


**DATE OF MEETING:** 10 December 2024

**AUTHOR(S):** Simon Hart, General Manager Strategy, Engagement and Economic Development

**SUBJECT:** Annual Report and audited accounts for Enterprise North Canterbury for the year ended 30 June 2024, and Promotion of Waimakariri District Business Plan Report to June 2024

**ENDORSED BY:**  
(for Reports to Council, Committees or Boards)

\_\_\_\_\_ General Manager

\_\_\_\_\_  Chief Executive

**1. SUMMARY**

- 1.1. The purpose of this report is to present the Enterprise North Canterbury (ENC) Annual Report and audited accounts for the year ending 30 June 2024, and Promotion of Waimakariri District Business Plan Report to June 2024.
- 1.2. The Annual Report received an unmodified (clear) auditor's report provided by PricewaterhouseCoopers (PwC) on 25 September 2024 for the year ended 30 June 2024.
- 1.3. ENC operates to an Annual Business Plan and budget which gives effect to the Council approved Statement of Intent (SOI). In November 2023 a 10 Year Strategic Plan was adopted by the ENC Board. The Strategic Plan included three key objectives and a number of performance measures to further guide the organisation, which further enabled ENC to support existing businesses to grow and prosper; attract and inspire businesses, mana whenua and Government to invest in our region and Promote the Waimakariri District.
- 1.4. The 2023/24 end of financial year audited accounts show the Trust with a net surplus, after tax of \$1,925 (2023: \$45,705). The Trust's primary purpose is not to make a profit. A significant amount of funding comes from grants and sponsorship to fund the activities undertaken.
- 1.5. The Balance sheet remains in a relatively healthy position, with Trust Equity of \$566,981 (2023: \$565,056). No term debt is held, with \$714,901 (2023: \$1,003,742) held in cash and short term investments to meet current liabilities of \$285,131 (2023: \$640,011).
- 1.6. Heather Warwick (Chief Executive) from Enterprise North Canterbury will be in attendance at the meeting to speak to the report and update the Audit and Risk Committee on the year and recent activities.

**Attachments:**

- i. Enterprise North Canterbury Annual Report and Statement of Financial Performance year ending 30 June 2024 (241030188130).
- ii. Independent Auditors Report (241030188133).
- iii. Enterprise North Canterbury District Promotion Annual Report to 30 June 2024 (241030188138).
- iv. Enterprise North Canterbury Case Studies to 30 June 2024 (241030188136).

## 2. **RECOMMENDATION**

**THAT** the Audit and Risk Committee:

- (a) **Receives** Report No. 241111199322.
- (b) **Receives** the Annual Report and Statement of Financial Performance for year ending 30 June 2024.
- (c) **Receives** the District Promotion Annual Report to 30 June 2024.
- (d) **Acknowledges** the work carried out by Enterprise North Canterbury over the year and thanks the Trustees and staff for their efforts.
- (e) **Circulates** this report to all Community Boards.

## 3. **BACKGROUND**

- 3.1. Enterprise North Canterbury is a council controlled organisation (CCO), where the Trustees are appointed by the Waimakariri and Hurunui District Councils.
- 3.2. The Trust was registered in August 2002 to provide promotional and economic development services on behalf of the Waimakariri and Hurunui District Councils and promote the region as a visitor destination.
- 3.3. The Trust is a not-for-profit organisation, but not exempt from taxation as it does not qualify as a charitable organisation as determined by Inland Revenue. A significant amount of funding comes from grants and sponsorship to fund the activities undertaken.
- 3.4. As an economic development agency, ENC seeks to improve the region's investment and business-enabling environment in so enhancing the region's competitiveness, retaining and increasing jobs, improving incomes, and enhancing economic well-being thus improving the quality of life of residents.

## 4. **ISSUES AND OPTIONS**

- 4.1. The Annual Report is prepared under Public Benefit Accounting Standards (Tier 3) as its total annual expenses are less than \$2m.
- 4.2. Enterprise North Canterbury (ENC) had a net surplus, after tax, for the year ended 30 June 2024 of \$1,925 compared with \$45,705 for the previous year.

<b>Summary Information</b>	<b>2023-2024</b>	<b>2022-2023</b>
Total Operating Income	1,550,664	1,342,466
Total Operating Expenditure	1,548,739	1,282,849
Net Surplus (Deficit) for the Year after taxation	1,925	45,705

- 4.3. The primary purpose of the Trust is not to make a profit and attempts to 'break even' with regards to the operations it undertakes. Although registered as a Charitable Trust, the Trust does not qualify for tax exemption status and therefore is subject to tax on any taxable earnings. Any unspent funds received by the Trust to undertake various activities are held as income in advance within the Balance Sheet. At year end \$195,773 (2023: \$526,864) funds were held in advance.
- 4.4. The Chairperson's report from Clare Giffard is provided on pages 2-4 of the Annual Report and provides a good summary and overview of the year's result.

## Promotion of Waimakariri District Annual Report 2023/2024

- 4.5. ENC are proud of their commitment to showcasing and promoting the opportunities of this wonderful district to visitors, business and local residents. Attracting more visitors who spend more and stay longer provides economic benefits. Making investment in Waimakariri easy for businesses, entrepreneurs and investors will also enable economic growth.
- 4.6. Waimakariri District Visitor Trends show that visitor spending is up 10.38% Year End to May 2024 compared to May 2023 and that our visitor origin is predominantly Canterbury (which excludes Christchurch, Selwyn and Ashburton) then Auckland and Otago (same as last year).
- 4.7. The Management Team have reviewed the information provided by ENC

### **Implications for Community Wellbeing**

There are not specific implications on community wellbeing by the issues and options that are the subject matter of this report. However, the activities of ENC support and enable economic development within the district which have a direct impact on the well-being of people within the Waimakariri District.

- 4.8. The Management Team has reviewed this report and support the recommendations.

## **5. COMMUNITY VIEWS**

### **5.1. Mana whenua**

Te Ngāi Tūāhuriri hapū are not likely to be affected by, or have an interest in the subject matter of this report.

### **5.2. Groups and Organisations**

There are no groups and organisations likely to be affected by, or to have an interest in the subject matter of this report.

### **5.3. Wider Community**

The wider community is not likely to be affected by, or to have an interest in the subject matter of this report.

## **6. OTHER IMPLICATIONS AND RISK MANAGEMENT**

### **6.1. Financial Implications**

There are no financial implications of the decisions sought by this report.

Council funding of ENC economic development and promotions activities are included in the Annual Plan/Long Term Plan.

Under section 65 of the Local Government Act, the Council must regularly undertake performance monitoring of council organisations to evaluate their contributions to the:

- Council's objectives for the organisation.
- Desired results set out in the organisation's statement of intent, and
- Overall aims and outcomes of the local authority.

### **6.2. Sustainability and Climate Change Impacts**

The recommendations in this report do not have sustainability and/or climate change impacts.

### 6.3. **Risk Management**

There are no risks arising from the adoption/implementation of the recommendations in this report.

### 6.4. **Health and Safety**

There are no health and safety risks arising from the adoption/implementation of the recommendations in this report.

## 7. **CONTEXT**

### 7.1. **Consistency with Policy**

This matter is not a matter of significance in terms of the Council's Significance and Engagement Policy.

### 7.2. **Authorising Legislation**

Local Government Act s.10 Purpose of Local Government and Part 5 council-controlled organisations and council organisations.

### 7.3. **Consistency with Community Outcomes**

The Council's community outcomes are relevant to the actions arising from recommendations in this report.

- Enterprises are supported and enabled to succeed.
- There is access to meaningful, rewarding, and safe employment within the district.
- Our district recognises the value of both paid and unpaid work.
- Our district readily adapts to innovation and emerging technologies that support its transition to a circular economy.
- There are sufficient and appropriate locations where businesses can set up in our District.
- There are sufficient skills and education opportunities available to support the economy.
- Our district transitions towards a reduced carbon and waste district.
- Our community groups are sustainable and able to get the support they need to succeed.

### 7.4. **Authorising Delegations**

Delegation S-DM 1022 provides that the Audit & Risk Committee has the jurisdiction to "Monitor performance of the Council-Controlled organisations on a six monthly basis".



# Annual Report

Year Ended 30th June 2024



## Enterprise North Canterbury Annual Report to June 2024

### ENC's Vision

*'To inspire, attract and retain individuals, businesses and social enterprises to invest in our region'*

ENC developed a new 10 year Strategic Plan in 2023 which was adopted by the Board at their November 2023 Board meeting and endorsed by the two Councils. It has three key objectives which will be the foundation for ENC's future strategic direction, Statement of Intent's (SOI) and Annual Business plans. It also aligns with Waimakariri Districts' 10 year Economic Development Strategy of which ENC plays a significant role in the delivery of projects.

This financial year continued to see the three objective and performance measures delivered with good results:

- Supporting existing businesses to grow and prosper
- Attract and Inspire businesses, Mana Whenua and Government to invest in our region
- Promote Waimakariri District

We thank both Waimakariri and Hurunui District Councils for the foundation funding (\$687k and \$56k respectively) that enables ENC to leverage additional funding from various Government agencies as well as sponsor businesses. This year we more than doubled the Council's grant to a turnover of \$1,550,664 which included an additional \$430,744 of Government funding and \$324,030 from sponsors and businesses.

We would also like to acknowledge the ENC Trustees who give their time and support to the team and business community. Thank you to Holly Sterne for completing two terms on the Board, including one as Chair. Welcome to the two new Trustees, Sarah Henderson and Rebecca Hyde.

### Key highlights in 2023/24:

#### ENC Economic Development Initiatives:

##### Supporting Existing Businesses to **Grow** and Prosper:

- Successful delivery of the Regional Business Partner Programme with NZTE
- Ran a very successful North Canterbury Business Awards at the new MainPower Stadium
- Ran two large business networking events (sponsored by MoMac and WDC)
- 26 new businesses registered for the annual new business networking function at ENC sponsored by Sidekick Accounting
- Ran two Supervising and Managing Others Workshops with 28 attendees
- Ran two free marketing workshops with 43 attendees

##### Attract and Inspire Businesses, Te Rūnanga o Ngāi Tahu and Government to **Invest** in our region – ENC:

- Worked closely with the owners (ECan and Te Kohaka Trust) of the recreational trails around Waimakariri District to deliver the Department of Internal Affairs funding to upgrade the cycle trails

- Ran the 2<sup>nd</sup> 'North Course' working with 21 local restaurants (33 last year) and included 41 producers with an increase in ratings from customers during the month of November from 206 last year to 546 this year (a 166% increase).
- We hosted Alexia the journalist from Auckland for two days to write up the four page article for [Cuisine Magazine profiling the top 4 winners of The North Course](#): Black Beech Wine & Pizza Bar, Brew Moon, No.31 Restaurant and The Office.
- Produced 3 new videos and photography for the website [www.northcanterbury.co.nz](http://www.northcanterbury.co.nz). This was self-funded by the businesses to showcase the region as a great place to work and live.
- Continued developing an employer toolkit for the website and adding information on immigration, visas and recruitment.

#### **Promoting the Waimakariri District:**

- ENC interviewed and supported 49 start up businesses and welcomed and promoted 79 new businesses to the district through social media and our newsletter.
- 97 people signed up to the online business start-up course.
- 11 new businesses were established as a direct result of varying levels of influence and assistance from ENC.
- Two new district promotional videos produced to promote Waimakariri District
- Marketing campaign 'Why not make a day of it' ran from November to April and was directed at Christchurch and included social media, Electronic Billboards, Stuff Media and Christchurch suburban newspapers
- New Official Visitor Guide produced and funded by 61 local operators (\$26k) and a further \$5k from Kiwi Gaming Foundation
- Distributed local event funding – to 15 local events in the amount of \$39,241

#### **Future Developments:**

ENC will continue to work hard for the two Councils and businesses who invest in their programmes. This will include:

- Deliver the three new objectives in ENC's 2023-33 Strategic Plan
- Fully utilise the MBIE Management Capability Funding allocation
- Deliver new training courses that will include Workplace Culture and Leadership
- Deliver the 3<sup>rd</sup> MADE NORTH CANTERBURY hospitality activation 'The North Course' to showcase local food and beverage on their menu for the month of November
- Continue to co-invest in the talent attraction project and 'Move on Up' campaign to support North Canterbury businesses in enticing new staff to their roles to the region
- Secure sponsorship and launch the 2025 North Canterbury Business Awards
- Work with Council to support businesses on their sustainability journey
- Deliver the Waimakariri District Promotion Contract to:
  - Get signage up on the Pegasus Bay Trail
  - Provide intensive promotion of the newly upgraded recreational tracks in Waimakariri
  - Attend the 2024 NZ Motorhome and Caravan Assn trade show in Hamilton
  - Work with ChristchurchNZ to implement the shared objectives within the Destination Management Plan (DMP)
  - Attract quality investment to Waimakariri District
  - Increase in number of visitors to the district through greater branding and marketing

The Board wish to thank all staff and contractors who collectively enabled ENC to meet and exceed its objectives throughout the year.

ENC is an apolitical and trusted local economic development agency. Our role is to deliver sustainable economic development in Waimakariri and Hurunui.

Our operating environment is first and foremost influenced by government policies, local Councils economic development strategies, markets, other national, regional and local agencies and the region's private sector investors.

We want to make a significant contribution to everything that makes North Canterbury great.

Clare Giffard  
ENC Chair

A handwritten signature in blue ink, appearing to read 'Clare Giffard'.



**ENC Strategic Objectives**

**Performance Measures 2023/24**

ENC Vision: 'To inspire, attract and retain individuals, businesses and social enterprises to invest in our region'

**STRATEGIC OBJECTIVE ONE: SUPPORTING EXISTING BUSINESSES TO GROW & PROSPER**

	Performance Measure	Target	Results
<p><b>Objective 1.1</b> Support businesses</p>	<p>Deliver the Regional Business Partner Programme for NZTE</p> <p>Attract Talent to the Region</p>	<p>Undertake 48 Capability Assessments and issue a minimum of \$80,000 NZTE Vouchers</p> <p>A minimum of 24 businesses referred to Business Mentors NZ</p> <p>Four businesses pay to be profiled on the website</p> <p>Twenty businesses pay to be part of the campaign 'Move on Up'</p> <p>Measure the number of local employers and recruiters who use website and</p>	<p>65 capability assessments (135%). <i>Achieved</i> NZTE only allocated \$60,000 of vouchers this year compared to \$80,000 last year. ENC issued \$68,469 vouchers issued (114%). <i>Not achieved due to NZTE vouchers.</i></p> <p>16 businesses referred to Business Mentors NZ (67%). This was not the best option for many of the businesses interviewed this year. <i>Not achieved.</i></p> <p>Three businesses paid for three new videos for the website therefore <i>Not achieved</i>. A further two businesses were profiled on the website.</p> <p>Two ENC surveys reflected that hiring skilled employees was no longer such a significant issue. Therefore it was decided to pause the Move on Up campaign. <i>Not achieved.</i></p> <p>The northcanterbury.co.nz website grew from 2,071 new users to 8,452 new users for this period.</p>

		Support new, expanding and declining businesses	toolkit to attract employees to the region to work and live.  Provide business support 50 new startup businesses and 50 existing businesses to grow/expand Track number of declining business and what additional support was provided	Two new additions to the employer toolkit (immigration and recruiting staff). 28 downloads of toolkit this period. <i>Achieved.</i>  59 startup businesses supported (118%) 51 expanding businesses supported (102%) 33 mature businesses supported 13 declining businesses supported and support options tracked. <i>Achieved.</i>
<b>Objective 1.2</b> <b>Celebrate and Recognise Business Leaders in the region</b>	Organise and Host the 2023 Business Awards Gala Dinner and Ceremony	Achieve at least 3 entries for all categories  Business Awards Gala event hosted  Sell 90% of available tickets to Gala Dinner and Ceremony	55 businesses over 9 categories (average of 6). Minimum entries in any category was 4. <i>Achieved.</i>  <i>Achieved.</i>  Gala held at MainPower Stadium which had 2000 seats available. However we had 371 people attend up from 370 (event held in 2018 at the Ohoka Hall). <i>Not achieved.</i>	
<b>Objective 1.3</b> To assist Hurunui Council establish economic projects in the district, improving the wellbeing and viability of Hurunui communities	Programme of initiatives agreed and implemented	ENC assists and supports all initiatives as agreed	<i>Not achievable</i> as no new initiatives were identified this year. However Hurunui businesses make up at least 20% of all ENC's economic development projects and initiatives.	
<b>Objective 1.4</b> To develop a new 10 year strategy commencing 2023	New Strategic Plan developed by September 2023	Adopt Strategic Plan by July 2024 taking into account submissions made to Council's LTP process	ENC Strategic Plan 2023-33 adopted at the Board meeting in November 2023 and received by both Councils in December 2023. <i>Achieved.</i>	



<p><b>Objective 1.5</b> Support the Implementation of the Waimakariri Economic Development Strategy</p>	<p>Agree implementation plan in conjunction with ENC's 2023-33 Strategic Plan</p>	<p>Draft implementation plan adopted by the Board by the end of December 2023</p>	<p>Draft implementation plan yet to be adopted by Council. However ENC commenced two projects within this plan. Sustainability in Business and Farm Diversification. ENC will work with WDC staff to plan the remaining economic development projects. <i>Not achieved.</i></p>
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**STRATEGIC OBJECTIVE TWO: ATTRACT & INSPIRE BUSINESSES, MANA WHENUA (Te Ngāi Tūāhuriri Rūnanga and Ngāti Kuri) & GOVERNMENT TO INVEST IN OUR REGION**

	Performance Measure	Target	Results
<p><b>2.1 Develop a North Canterbury Cycle Trail</b></p>	<p>Complete planning of cycle trail improvements from Kaiapoi to Waikuku and work commenced.</p>	<p>Planning completed Funder satisfied with final report</p>	<p>Project completed, final report submitted to DIA and funder satisfied. Signed off on 27<sup>th</sup> May 2024. <i>Achieved.</i></p>
<p><b>2.2 Deliver the MADE NORTH CANTERBURY Food and Beverage project to achieve greater collaboration</b></p>	<p>Local food and beverage producers and manufacturers are provided opportunities to collaborate and connect</p>	<p>Provide two networking functions for members each year  Undertake market research in 4 supermarkets with at least 100 people surveyed on brand awareness  Run The North Course annually and increase participation by 10%</p>	<p>One Flavours of Business networking functions held in 28<sup>th</sup> May 2024. <i>Not achieved.</i>  276 surveys completed. <i>Achieved.</i> However in only three supermarkets. <i>Not achieved.</i>  There was a higher participation rate from consumers from 206 to 546 (a 166% increase). <i>Achieved.</i></p>
<p><b>2.3 Collaborate with Te Ngāi Tūāhuriri Rūnanga and Ngāti Kuri</b></p>	<p>Activate relationships with the business entities through various projects involving ENC and both Councils</p>	<p>Meet annually with the commercial arm of both Runanga's in conjunction with the two Councils.</p>	<p>No meetings were held throughout the year. <i>Not achieved.</i></p>







## 2.0 General

### 2.1 Other Activities/projects implemented and achieved this year

- Two business opinion surveys were undertaken in October 2023 (58 responded) and April 2024 (with 53 respondents). Results were circulated to participants, the board and local newspaper.
- ENC ran two networking functions - July 2023 at The Better Half in Leithfield with 126 registering to attend. This was kindly sponsored by MoMac and on the 20<sup>th</sup> March 2024 at Lacebark Function Centre sponsored by Waimakariri District Council with 127 registering to attend.
- ENC ran a networking event for 'new businesses to North Canterbury' at the ENC Business Centre sponsored by Sidekick Accounting on the 16<sup>th</sup> of April 2024 with 26 businesses registered to attend the event.
- ENC produced 11 newsletters throughout the year

### 2.2 Sponsorship and Financial Support:

Other valued contributors toward our activities during the year included:

#### **Government Funders - \$430,744 (\$272,927 last year), major variations:**

- NZTE for the Regional Business Partner Programme - \$63,668 (\$55,800 last year)
- MBIE for the Regional Event Fund - \$83,799 (\$47,242 last year)
- DIA Community Facility Fund for the Pegasus Bay Cycle Trail development - \$273,917 (\$3,000 last year).
- No MBIE digital boost funding this year (\$120,000 last year)

#### **Business Funding - \$324,030 from businesses (\$185,418 last year):**

- **Business Centre Sponsors:** We are grateful to our existing sponsors MainPower (corporate), BDO (silver sponsor), Spark Business Hub Christchurch, Hellers, PLC, Hazeldine Construction; Ray White Morris & Co, and Misco Joinery, Ravenswood, Brannigans, Blackwells Department Store (bronze sponsors) and we welcomed a new bronze sponsor Harris Farms. This provided an income of \$66,005 (\$65,185 last year)
- **Business Service Partners:** six local partners contributing \$5,157 included Corcoran French, SRB Law, Muritai Group, North Canterbury Business Services, Success Factor and Attraction Studio.
- **Business Centre external bookings** were \$10,065 this financial year (\$11,538 last year)
- **Networking Events Sponsors:** ENC ran two networking functions fully sponsored by MoMac and Waimakariri District Council.
- **ENC Training Programmes:** ENC held two Supervising and Managing Others Courses which generated an income of \$29,224
- **North Canterbury Business Awards Sponsors:** \$57,000 included MainPower, Spark Business Hub Christchurch, BDO Christchurch, Hanmer Springs Thermal Pools and Spa, Misco Joinery, Rangiora PaknSave, Total Span, Harris Farms/Patoa Farms, Cartwright Catering, North Canterbury News and Kaikoura District Council.
- **North Canterbury Business Awards Ticket Sales:** \$62,510
- **Additional and valued sponsors:** \$1,200 from Morris & Co Ray White for Cycle Maps
- **The North Course - Hurunui Tourism** contributed \$5k to support the campaign

W. Coy.



- **Talent Attraction Programme** – Three new videos produced this year and fully funded by MainPower, Patoa Farms and Waikari Health Centre at an investment of \$20,712
- **Waimakariri Official Visitor Guide:** 61 operators paying \$26,707 and Kiwi Gaming Grant of \$5,000
- Kaiapoi isite net commission on sales: \$14,036 (\$10,731 last year)

## 2.3 Staff:

Our focus continues to be on matching staff skills and resources with the programme objectives sought by our funders. ENC is a team of 7 full time (6 last year) and 3 part time (3 last year) employees/contractors.

During this financial year:

- Pauline Guthrie – new position part time Visitor Information Assistant, commenced in her role in July 2023 and works 12 hours a week at the Kaiapoi isite.
- Kelly Lynch – new position Digital Communication Specialist commenced in a full time role in September 2023.
- Alissa Wilson – Business Development Manager, went on Maternity Leave in March 2024
- Retained existing valued staff Miles Dalton, Guy Graham, Janine Rogers, Zoe Williams, Anna Western-Bell.

We continue to attract and retain excellent staff which enables our organisation to forge ahead with projects. ENC has a well-regarded professional team who have formed strong relationships with the businesses in North Canterbury. Our main referrals are word of mouth from those who are satisfied with our engagement and delivery.

## 2.4 Governance

### Trustees:

- Clare Giffard was re-elected as Chair of ENC in September 2023
- Two new trustees Sarah Henderson and Rebecca Hyde commenced in February 2024
- Holly Sterne completed her two terms as a Trustee at ENC in February 2024

ENC continues to apply best practice principles in the governance and management of the Trust. During the course of the year:

### Reporting:

- The annual Draft Statement of Intent (SOI) based on the new Strategic Plan was submitted to both Councils prior to the 28 February as required. It was endorsed at the WDC Audit and Risk Committee meeting on the 14<sup>th</sup> of November 2023 and at HDC Council meeting on the 19<sup>th</sup> of December 2023.
- ENC presented their six month report and SOI to Hurunui District Council on the 2<sup>nd</sup> of April 2024 and to WDC's Audit and Risk Committee on the 12<sup>th</sup> of March 2024
- The Board approved the 2024/25 final Statement of Intent and annual business plan and budget at their May 2024 board meeting taking into account the additional \$39,000 gratefully received by Waimakariri District Council plus a lift in CPI.

**Processes:**

- Health and Safety remains as an agenda item at the beginning of every Board meeting and every monthly staff meeting.
- The Board Registration of Interest is updated annually and remains an Agenda item at each board meeting.
- The Risk Register is reviewed every six months by the Audit and Risk Committee
- New policies approved this period included:
  - Cyber Security Policy
  - Business Continuity Plan

**2.5 Rent:**

There is six months left on the lease to 15<sup>th</sup> of December 2024.

**3.0 CONCLUSION**

The breadth of services we provide is only possible because we are an independent and apolitical agency. This enables us to actively and successfully leverage our core funding to bring additional programmes and initiatives to support and grow North Canterbury economic development.

Transforming, strengthening and diversifying a regional economy is a long term game which includes building innovation and business support ecosystems, attracting investment and working on projects that involve the community, local and central government.

To support the growth of the North Canterbury economy, ENC will:

- Maintain strategic oversight of the health of the North Canterbury economy, including by promoting or conducting research.
- Facilitate merit-based and business-friendly projects and processes, including those contributing benefit to the private sector.
- Be a facilitator, but not an investor in business projects.
- Promote the sustainability of business.
- Have an awareness of the needs of the community within which businesses operate.
- Be a leader and connector of like-minded business-people.

We are grateful to the ongoing support of our councils and of our business community in enabling us to be the best we can be.

**ENTERPRISE NORTH CANTERBURY**

**ENTITY INFORMATION  
FOR THE YEAR ENDED 30 JUNE 2024**

***Legal name***

North Canterbury Economic Development Trust

***Type of entity and legal basis***

The Trust is a not for profit trust incorporated in New Zealand under the Local Government Act 1974. The trust is controlled by the Waimakariri and Hurunui District Councils and is therefore a council-controlled organisation as defined in section 6 of the Local Government Act 2002.

***The Trust's purpose or mission***

The primary objective of the Trust is to provide promotions and economic development services for the North Canterbury region. The trust on behalf of the Waimakariri and Hurunui District Councils focuses on developing existing businesses and promoting new businesses within the region. The Trust also promotes the region as a visitor destination.

***Structure of the Trust's operations, including governance arrangements***

The Trust comprises a Board of Trustees who oversees the governance of the Trust, a Chief Executive who is responsible for the day-to-day operations of the trust and reporting to the trustees, and five other full-time staff and three part-time staff who support the Chief Executive in delivering against the Trust's objectives. The trustees are appointed by the Waimakariri and Hurunui District Councils.

***Main sources of the Trust's cash and resources***

Operating and promotion grants received from the Waimakariri and Hurunui District Councils and central government agencies are the primary sources of funding to the Trust. Further funding is primarily provided from the sale of services provided by the Trust.



**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2024**

	Note	2024 \$ Actual	2023 \$ Actual
<b>Revenue</b>			
Council funding	1	743,432	841,598
Central government funding		430,744	272,927
Sales of goods and services		181,989	103,638
Other grants and donations received	2	128,005	71,048
iSITE commissions		14,036	10,732
Interest received		52,458	35,566
Depreciation recovered		-	6,957
		<hr/>	<hr/>
<b>Total Revenue</b>		<b>1,550,664</b>	<b>1,342,466</b>
<b>Expenditure</b>			
Employment related costs	3	710,314	658,750
Advertising and marketing costs		176,654	215,297
Rent costs		80,224	78,244
Depreciation of property, plant & equipment	9	27,015	26,681
Costs of providing goods & services		408,306	164,776
Other expenses	4	146,149	136,803
Loss on sale		77	2,298
		<hr/>	<hr/>
<b>Total Expenditure</b>		<b>1,548,739</b>	<b>1,282,849</b>
Net Surplus/(Deficit) for the year		<hr/> 1,925	<hr/> 59,617
Less taxation expense	5	-	13,912
		<hr/>	<hr/>
<b>Net Surplus/(Deficit) after taxation</b>		<b>1,925</b>	<b>45,705</b>

The accompanying notes form part of these financial statements

**ENTERPRISE NORTH CANTERBURY**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2024**

	Note	2024 \$ Actual	2023 \$ Actual
<b>Assets</b>			
<b>Current assets</b>			
Bank accounts and cash	6	73,710	373,356
Short term investments		641,191	630,386
GST refund due		35,909	84,794
Debtors and other receivables	7	14,454	26,048
Taxation Refund		17,311	-
Inventories	8	3,469	1,009
Prepayments		4,482	7,350
Total current assets		<b>790,526</b>	<b>1,122,943</b>
<b>Non-current assets</b>			
Property, plant and equipment	9	61,586	82,124
Total non-current assets		<b>61,586</b>	<b>82,124</b>
<b>Total Assets</b>		<b>852,112</b>	<b>1,205,067</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Creditors and accrued expenses	10	41,663	70,569
Grants and funding subject to conditions	11	195,773	526,864
Taxation payable		-	2,176
Employee costs payable	12	47,695	40,402
Total current liabilities		<b>285,131</b>	<b>640,011</b>
<b>Total Liabilities</b>		<b>285,131</b>	<b>640,011</b>
<b>Total assets less total liabilities</b>		<b>566,981</b>	<b>565,056</b>
<b>Trust Equity</b>			
Accumulated surpluses	13	566,981	565,056
<b>Total trust equity</b>		<b>566,981</b>	<b>565,056</b>

  
 .....  
 Clare Giffard  
 Chairman

  
 .....  
 Mike Weight  
 Trustee

The accompany notes form part of these financial statements

**ENTERPRISE NORTH CANTERBURY**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2024**

	Note	2024 \$ Actual	2023 \$ Actual
<b>Cash flows from operating activities</b>			
Receipts of council funding		762,112	723,582
Receipts of central government funding		98,337	232,384
Receipts from sale of goods and services		189,835	121,196
Net GST		46,962	(26,312)
Interest receipts		52,458	35,566
Receipts of other grants and donations		127,137	70,043
Payments to suppliers and employees		(1,539,718)	(1,243,426)
Net taxation refund		(19,487)	(8,720)
<i>Net cash flow from operating activities</i>		<b>(282,364)</b>	<b>(95,687)</b>
<b>Cash flows from investing and financing activities</b>			
Receipts from sale of property, plant and equipment		77	6,957
Receipts from sale of investments		630,386	915,777
Payments to acquire property, plant and equipment		(6,554)	(45,534)
Payments to acquire investments		(641,191)	(630,386)
<i>Net cash flow from investing and financing activities</i>		<b>(17,282)</b>	<b>246,814</b>
Net increase/(decrease) in cash for the year		(299,646)	151,127
Add opening bank accounts and cash		373,356	222,229
<b>Closing bank accounts and cash</b>	6	<b>73,710</b>	<b>373,356</b>

**ENTERPRISE NORTH CANTERBURY**  
**STATEMENT OF ACCOUNTING POLICIES**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**ACCOUNTING POLICIES APPLIED**

***Basis of preparation***

The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public sector) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Trust will continue to operate as a going concern.

***Goods & services tax***

The Trust is registered for GST. All amounts in the financial statements are recorded exclusive of GST, except for Debtors and other receivables, Creditors and other payables and Grants and funding subject to conditions, which are all stated inclusive of GST.

Commitments and contingencies are disclosed exclusive of GST.

***Significant accounting policies***

**Revenue**

***Grants***

Council, government, and non-government grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met (“use or return condition”). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied. All items shown in Note 11: Grants and funding subject to conditions have been reviewed annually to ensure they remain subject to their original conditions and are therefore not required to be returned.

***Sales of goods***

Revenue from the sale of goods is recognised when the goods are delivered to the customer.

***Sales of services***

Revenue from the sale of services is recognised by reference to the stage of completion of the services delivered at balance date as a percentage of the total services to be provided.

***Donated assets***

Revenue from donated assets is recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the value is readily obtainable or able to be estimated.



**Interest Received**

Interest revenue is recorded as it is earned during the year.

**Employee related costs**

Wages, salaries and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries and leave entitlements.

**Advertising, marketing, administration, overhead and function costs**

These are expensed when the related service has been received.

**Leases***Operating leases*

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments made under operating leases are recognised in the statement of financial performance on a straight-line basis over the term of the lease.

**Bank accounts and cash**

Bank accounts and cash comprise cash on hand, cheque or savings accounts and deposits held at call with banks. Short term investments are held for between 3 to 6 months and are therefore not readily available and because of this reason have not been classified as cash.

**Debtors**

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

**Inventories**

Inventories are initially recorded at cost. Goods held for sale are subsequently measured at the lower of cost and their net realisable value. Goods for use or distribution are subsequently measured at cost and written down if they become obsolete.

**Investments**

Investments comprise investments in term deposits over three months in length.

**Property, plant and equipment**

Property, plant and equipment is recorded at cost, less accumulated depreciation and impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the asset.

Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value is readily obtainable or able to be estimated.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount. For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Depreciation is recognised on a straight line basis at rates that will substantially write off the cost of the asset over its useful life. The useful life of major classes of assets are as follows:

Office furniture and equipment	4 to 20 years
Plant and equipment	20 years
Motor vehicles	5 years

**Creditors and other payables**



Creditors and other payables are stated at cost

**Employee costs payable**

Employee costs payable that the Trust expects to be settled within 12 months of balance date are measured at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date.

**Income Tax**

The Trust is subject to the provisions of the Income Tax Act 2007. Tax expense is calculated using the taxes payable method. As a result, no allowance is made for deferred tax. Tax expense includes the amount of income tax payable based on the taxable surplus for the current year, plus any adjustments to income tax payable in respect of prior years.

**Provisions**

The Trust recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

**Tier 2 PBE Accounting Standards applied**

The Trust has not applied any Tier 2 Accounting Standards in preparing its financial statements.

**CHANGES IN ACCOUNTING POLICIES**

All accounting policies have been applied on the same basis as the previous year.

## ENTERPRISE NORTH CANTERBURY

### Explanatory notes to and forming part of the financial statements for the year ended 30 June 2024

	2024 \$ Actual	2023 \$ Actual
<b>Note 1: Council funding</b>		
Waimakariri District Council	687,182	790,348
Hurunui District Council	56,250	51,250
Total council funding	743,432	841,598

All grants have been applied for the purposes provided and in accordance with obligations in any contractual agreements. If conditions of the grant are not met and there is such an obligation the grants are recorded as Grants in advance and funding subject to conditions and recognised as revenue when conditions of the grants are satisfied.

#### Note 2: Other grants and donations received

MainPower sponsorship	52,000	30,000
Food & beverage sponsorship	-	1,912
Silver & bronze sponsorship	31,005	35,186
North Canterbury Business Awards sponsorship	40,000	3,950
Kiwi Gaming Grant	5,000	-
Total other grants and donation received	128,005	71,048

#### Note 3: Employment related costs

Salaries & wages	626,103	532,196
Management contractors	82,068	123,142
Other employment related costs	2,143	3,412
Total employment related costs	710,314	658,750

#### Note 4: Other expenses

Administration and overhead costs	125,149	115,803
Audit fees paid to PricewaterhouseCoopers for the financial statement audit.	21,000	21,000
Total other expenses	146,149	136,803

OAG fees of \$2,106 are due for the 2024 financial statement audit (2023 \$2,016)

**ENTERPRISE NORTH CANTERBURY**

**Explanatory notes to and forming part of the financial statements  
for the year ended 30 June 2024**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
	<b>Actual</b>	<b>Actual</b>
<b>Note 5: Taxation</b>		
<b>Taxation expense</b>		
Net (Deficit)/Surplus before taxation	1,925	59,617
Tax @ 33%	635	19,673
Plus/(less) tax effects of non-deductible expenses	(822)	(461)
Plus tax losses (recognised)/not recognised	187	(5,300)
	-	13,912
<b>Components of tax expense</b>		
Current tax	-	13,912
<b>Taxation expense</b>	-	13,912

Unused tax losses of \$564.84 (2023 \$NIL) are available to carry forward and offset against future taxable income.

**Note 6: Bank accounts and cash**

Cash at bank and on hand	120	120
Westpac cheque account	65,719	138,658
Westpac online saver account	7,871	234,578
Total bank accounts and cash	73,710	373,356

All bank accounts and cash were held as cash or held within on call or short term accounts as at 30 June. Short term investments are held for between 3 to 6 months and are therefore not readily available and because of this reason have not been classified as cash.

**Note 7: Debtors and other receivables**

Total debtors and other receivables	14,454	26,048
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The carrying amount of receivables approximates their fair value.  
Trade receivables are shown net of impairment losses amounting to nil.

**Note 8: Inventories**

Stock held at Kaiapoi iSITE for sale	3,469	1,009
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**ENTERPRISE NORTH CANTERBURY**

**Explanatory notes to and forming part of the financial statements for the year ended 30 June 2024**

**Note 9: Property, plant and equipment (Office equipment includes Computer software at cost \$38,659, Amortisation for year ended 30 June 2024 of \$8,790 and Carrying amount of \$12,451)**

**At 30 June 2024**

	Cost		Accumulated Depreciation		Carrying Amount	Current Year		Current Year	Cost	Accumulated Depreciation		Carrying Amount
	1 July 2023	30 June 2024	1 July 2023	30 June 2024	1 July 2023	Additions	Disposals	Depreciation	30 June 2024	2023	2024	30 June 2024
<b>PPE</b>												
Office equipment	166,106	170,793	114,744	132,435	51,362	6,554	(1,867)	19,481	170,793	132,435	38,358	
Motor vehicles	37,668	37,668	6,906	14,440	30,762	-	-	7,534	37,668	14,440	23,228	
Total	203,774	208,461	121,650	146,875	82,124	6,554	(1,867)	27,015	208,461	146,875	61,586	

**At 30 June 2023**

	Cost		Accumulated Depreciation		Carrying Amount	Current Year		Current Year	Cost	Accumulated Depreciation		Carrying Amount
	1 July 2022	30 June 2023	1 July 2022	30 June 2023	1 July 2022	Additions	Disposals	Depreciation	30 June 2023	2023	2023	30 June 2023
<b>PPE</b>												
Plant	1,064	-	(1,064)	-	-	-	(1,064)	-	-	-	-	-
Office equipment	244,993	166,106	(174,765)	114,744	70,228	3,206	(82,093)	19,775	166,106	114,744	51,362	
Motor vehicles	28,101	37,668	(28,101)	14,440	-	37,668	(28,101)	6,906	37,668	6,906	30,762	
Total	274,158	203,774	(203,930)	146,875	70,228	40,874	(111,258)	26,681	203,774	121,650	82,124	



**ENTERPRISE NORTH CANTERBURY**

**Explanatory notes to and forming part of the financial statements  
for the year ended 30 June 2024**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
	<b>Actual</b>	<b>Actual</b>
<b>Note 10: Creditors and accrued expenses</b>		
Creditors	14,663	37,687
Accrued expenses	27,000	32,882
Total creditors and accrued expenses	41,663	70,569
<b>Note 11: Grants and funding subject to conditions (inc GST)</b>		
WDC promotion contract	109,023	90,343
DIA cycle trail	22,222	337,226
Other government grants	51,510	79,219
Other grants and donations	10,127	10,995
Sales of goods and services	2,891	9,081
Total grants and funding subject to conditions	195,773	526,864
<p>These amounts have been reviewed at balance date to ensure the conditions remain valid and they are therefore not required to be returned.</p>		
<b>Note 12: Employee costs payable</b>		
Accrued employee costs	24,510	20,950
Annual leave	23,185	19,452
Total employee costs payable	47,695	40,402
<b>Note 13: Equity</b>		
<b>Accumulated surpluses</b>		
Balance at 1 July	565,056	519,351
Surplus for the year	1,925	45,705
Total equity at 30 June	566,981	565,056

## ENTERPRISE NORTH CANTERBURY

### Explanatory notes to and forming part of the financial statements for the year ended 30 June 2024

#### Note 14: Related Parties

Enterprise North Canterbury is a Council Controlled Organisation (CCO) which provides services on behalf of the Waimakariri and Hurunui District Councils developing existing businesses and promoting new businesses within the region.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect the trust would have adopted in dealing with the party at arm's length in the same circumstances

	<b>2024</b>	<b>2023</b>
	\$	\$
<b>Waimakariri District Council</b>		
Services provided by the Trust (excluding GST)	687,182	790,348
Outstanding balances as at 30 June 2024:		
- Income in advance	109,023	90,343
- Accounts receivable	-	-
<b>Hurunui District Council</b>		
Services provided by the Trust (excluding GST)	56,250	51,250
Outstanding balances as at 30 June 2024:		
- Accounts receivable	-	-

No related party debts have been written off or forgiven during the year.

#### Note 15: Capital commitments and operating leases

##### Operating leases as lessee

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

	<b>2024</b>	<b>2023</b>
	\$	\$
Less than one year	39,482	78,965
Later than one year and not later than two years	-	39,482
Later than two years but not later than five years	-	-
Later than five years	-	-
	39,482	118,447

The Trust has no significant capital commitments contracted for at balance date.

#### Note 16: Contingent liabilities

The trust has no contingent liabilities and no contingent assets as at balance date (2023: NIL)

**ENTERPRISE NORTH CANTERBURY**

**Explanatory notes to and forming part of the financial statements  
for the year ended 30 June 2024**

**Note 17: Events after balance sheet date**

There were no significant events after balance sheet date.





## INDEPENDENT AUDITOR'S REPORT

### TO THE READERS OF NORTH CANTERBURY ECONOMIC DEVELOPMENT TRUST'S FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION FOR THE YEAR ENDED 30 JUNE 2024

The Auditor-General is the auditor of North Canterbury Economic Development Trust (the Trust). The Auditor-General has appointed me, Nathan Wylie, using the staff and resources of PricewaterhouseCoopers, to carry out the audit of the financial statements and statement of service performance of the Trust on his behalf.

#### Opinion

We have audited:

- the financial statements of the Trust on pages 12 to 24, that comprise the statement of financial position as at 30 June 2024, the statement of financial performance and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the statement of service performance of the Trust on pages 5 to 8.

In our opinion:

- the financial statements of the Trust:
  - o present fairly, in all material respects:
    - its financial position as at 30 June 2024; and
    - its financial performance and cash flows for the year then ended; and
  - o comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) Standards; and
- the performance information of the Trust on pages 5 to 8 presents fairly, in all material respects, the Trust's actual performance compared against the performance targets and other measures by which performance was judged in relation to the Trust's objectives for the year ended 30 June 2024.

Our audit was completed on 25 September 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Trustees and our responsibilities relating to the financial statements and the statement of service performance, we comment on other information, and we explain our independence.

#### Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





### **Responsibilities of the Trustees for the financial statements and the statement of service performance**

The Trustees are responsible on behalf of the Trust for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Trustees are also responsible for preparing a statement of service performance for the Trust that is fairly presented. This responsibility arises because the Trust has elected to prepare performance information in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) Standards.

The Trustees are responsible for such internal control as they determine is necessary to enable them to prepare financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error

In preparing the financial statements and the statement of service performance, the Trustees are responsible on behalf of the Trust for assessing the Trust's ability to continue as a going concern. The Trustees are also responsible for disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting, unless the Trustees intend to wind up the Trust or to cease operations, or have no realistic alternative but to do so.

The Trustees' responsibilities arise from the Local Government Act 2002.

### **Responsibilities of the auditor for the audit of the financial statements and the statement of service performance**

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and the statement of service performance.

We have agreed to audit the statement of service performance that the Trustees have elected to prepare for the Trust.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risk of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- We evaluate the appropriateness of the reported service performance within the Trust's framework for reporting its performance.



- We conclude on the appropriateness of the use of the going concern basis of accounting by the Trustees and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and statement of service performance, or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Trust to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Trustees regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities to audit the financial statements arise from the Public Audit Act 2001.

#### **Other information**

The Trustees are responsible for the other information. The other information comprises the information included on pages 2 to 4 and 9 to 11, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### **Independence**

We are independent of the Trust in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirement of the Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests in, the Trust.

 A handwritten signature in black ink, appearing to read 'Nathan Wylie', is written over a large, stylized circular flourish.
 

Nathan Wylie  
PricewaterhouseCoopers  
On behalf of the Auditor-General  
Christchurch, New Zealand

# PROMOTION OF WAIMAKARIRI DISTRICT

## ANNUAL REPORT TO 30 JUNE 2024

### 1.0 Introduction

This report has been prepared to meet the reporting requirements of the Statement of Intent for the 2023/24 year and follows the format of the 2023/24 Annual Business Plan and Five year Waimakariri Visitor Marketing Strategy and the newly developed Destination Management Plan.

Waimakariri District Visitor Trends show that visitor spending is up 10.38% Year End to May 2024 compared to May 2023 and that our visitor origin is predominantly Canterbury (which excludes CHC, Selwyn and Ashburton) then Auckland and Otago (same as last year).

### 2. Nature and Scope of Activities

This annual report is based on the 2023/24 business plan which has two key objectives with four goals. One focussed on the business sector, and the other three focused on the visitor sector and local residents (community). From a total WDC District Promotion grant of \$473,210 (plus \$78,755) from prior year income in advance carried forward) this financial year which includes staff wages, ENC management and all overheads it has been allocated as follows:

1. Business promotion - receives 27% of Council Grant
2. Visitor Activation Programme - receives 73% of Council Grant made up of:
  - Kaiapoi i-SITE receives 17% of Council Grant
  - Event grant and promotion of events receives 19% of Council Grant
  - District Marketing receives 37% of Council Grant

### 3. Key Highlights

- ENC business promotion:
  - Assisted the successful establishment of 11 businesses in the district (16 last year)
  - Assisted 49 potential or actual startups (63 last year)
  - Ran a networking event for new North Canterbury Businesses in April 2024 with 26 registering to attend.
  - Created a farm diversification resource on ENC's website for farmers looking at other business options for their land
  - Created a sustainable business resource on ENC's website for businesses looking to

- Mount Oxford gained Dark Skies accreditation with support from ENC
- Attended Polish Business Delegation meeting at Lincoln to promote Waimakariri. One connection made as a result.
- Business opinion surveys completed and disseminated, providing an honest view of the current business situation.
- Talent Attraction:
  - ENC has produced 3 new videos and photography for the website. This was self funded by the businesses at a value of \$20,700
  - Research was carried out prior to running a digital campaign and it was shown that businesses were not struggling to attract talent therefore there was no appetite to invest in and run a \$50k marketing campaign.
  - Work has continued on developing an employer toolkit for the website and adding information on immigration, visas and recruitment
- Visit Waimakariri Visitor Promotion
  - Why Not Make a Day of it? Summer/Autumn campaign launched 13 November and ran until April 2024 targeting Christchurch residents
  - Two new district video's created
  - Cycle Trail upgrades completed with signage ordered and soon to be installed
  - Hosted three professional conference organisers for a day in the district. They visited eight venues to view with potential to include in future bookings
  - 5,000 Waimakariri Cycle Trail maps updated and reprinted with sponsor support from Ray White Morris & Co
  - 8,453 Visitors Guides distributed throughout NZ
  - New Official Visitor Guide produced and funded by 61 local operators \$26k and Kiwi Gaming Foundation \$5k
  - Visit Waimakariri Facebook followers increased 6.87% and Instagram 14.1%
- Event Funding
  - Monthly events calendar produced by Visit Waimakariri with a EDM database of 1,611 subscribers (up 18.5%)
  - Local event funding – 15 events were funded and awarded \$39,241
  - Regional event fund (REF)- \$57,114 awarded this year to The North Course, Riversong Kaiapoi, The NC Business Awards, Wearable Arts Awards in Oxford and VW staffing and CHCNZ Admin.

## 4. District Promotion Plan's Four Goals

### OBJECTIVE ONE – BUSINESS PROMOTION

#### 1.1 Assisting business startups – big and small

Performance Measures	Targets	Comments
<p>Provide valuable statistics and resources to assist prospective businesses in their decision to establish or relocate their business in Waimakariri</p> <p>Make introductions and connections with local community, businesses and developers</p> <p>Assist in identifying appropriate locations suitable to the new business</p> <p>Provide an online business start up resource on ENC's website</p>	<p>At least 40 new businesses are supported with investigating setting up or expanding their business in the district</p> <p>At least 20 new businesses to the District will be profiled on ENC's Facebook</p> <p>Track and grow registrations to the online business startup course</p> <p>At least five new businesses set up as a result of ENC's level of influence and assistance</p>	<p>ENC assisted 49 potential or actual startup businesses with one-on-one interviews and providing information and resources. <i>Achieved.</i></p> <p>79 new businesses to the district were promoted in our newsletter and on ENC's Facebook (42 last year). <i>Achieved.</i></p> <p>97 people signed up to the online business startup course developed by ENC (72 last year). <i>Achieved.</i></p> <p>11 news businesses set up as a result of ENC. <i>Achieved.</i></p>

#### 1.2 Assisting or driving catalyst projects that meet the needs of the Waimakariri community and will enhance the business eco-system

Performance Measures	Targets	Comments
<p>Identify potential catalyst projects that will stimulate the local economy and work alongside other parties to drive these projects forward</p> <p>Provide data and data analysis to prospective investors</p> <p>Support development of new major attractions and facilities in the district where these will have a positive impact on our community.</p>	<p>At least 1 new major tourism project investigated and supported by ENC</p>	<p>Potential catalyst projects explored in this year included:</p> <ul style="list-style-type: none"> <li>○ Pegasus Bay Trail (Waimakariri section completed)</li> <li>○ Oxford Dark Skies Project (Dark skies accreditation achieved)</li> <li>○ Mamlambo Fossils (Launched part time)</li> <li>○ Oxford Observatory</li> <li>○ Solar Energy project</li> <li>○ Major health care facility</li> <li>○ Organic waste management project</li> <li>○ Hotel and Resort (unsuccessful)</li> <li>○ Primary sector training facility (unsuccessful)</li> <li>○ Motel and retail development (unsuccessful)</li> </ul>

<p>Assist with establishing a major tourism attraction in Waimakariri</p>	<p>Administer, update and improve the invest section of the ENC website and track and grow online visitations</p> <p>Measure the number of downloads of the talent attraction toolkit</p> <p>Large businesses help fund a Move On Up Online Campaign to attract staff to the region and their jobs</p>	<p>1,246 visits to our investment pages, a 29% increase on the previous year. <i>Achieved.</i></p> <p>28 downloads of new toolkit for employers since it started. <i>Achieved.</i></p> <p><i>Not achieved</i> due to businesses not struggling to recruit.</p>
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### 1.3 Promoting the district as a diverse and dynamic business community

To raise the awareness of the District as a business destination by profiling the benefits and opportunities of the region, ENC will:

Performance Measures	Targets	Comments
<p>Host a significant section on ENC's website on the business ecosystem in Waimakariri District</p> <p>Provide case studies of local businesses as part of the marketing profile</p> <p>Improve social media business promotion channels</p>		<p>Attended Polish Business Delegation meeting at Lincoln to promote Waimakariri. Once connection made as a result.</p> <p>2 business opinion surveys completed and disseminated, providing an honest view of the current business situation. <i>Achieved.</i></p> <p>Maintained and updated webpages showing the strengths of Waimakariri and individual towns for investment or development.</p> <p>3 case studies of local businesses completed, added to our website and published in the North Canterbury News (Claxby Estate, Chatterton Homes, Misco Joinery)</p>

## OBJECTIVE TWO VISITOR ACTIVATION PROGRAMME

### 2.1 Collaboration

Create new collaborations locally and beyond the district to support greater promotion of the district.

#### 2.1.1 Visitor Marketing Programme – Maintain and Grow Collaboration

Create new collaborations locally and beyond the district to support greater promotion of the district.

Performance Measures	Targets	Comments
Coordinating networking functions for visitor businesses	Two visitor themed functions held annually	1 Visitor Industry Function and 1 Business Venues Workshop. <i>Achieved.</i>
Meet with Town Centre Promotions Association for regular updates	Attend quarterly catchup meetings set up by WDC	This has stalled with the change in Chair's and Council not setting up regular meetings Not achieved. CE attended the Rangiora AGM and have continued to work closely with KPA and OPAC on a project basis.
Provide monthly events/activities calendar and quarterly visitor industry newsletters to local media to pick up stories	10 events/activity calendars and quarterly newsletters sent to media	12 event calendars 4 newsletters sent 1 news story published. <i>Achieved.</i>
Partner with ChristchurchNZ on collaboration opportunities that align with the new DMP	Quarterly meetings to identify these projects	CNZ held 3 meetings and attended. <i>Achieved.</i>

#### 2.1.2 Formalise arrangements with neighbouring agencies able to promote and develop Waimakariri's visitor offering

Performance Measures	Targets	Comments
Partner with ChristchurchNZ for collaboration opportunities that align with the Ōtautahi and Surrounding Areas Destination Marketing Plan	Uptake of partnership opportunities with ChristchurchNZ aligning with DMP	Work in progress whilst CNZ is formulating the projects - ongoing

Collaborate with Hurunui and Selwyn and other Canterbury districts		Collaborated with CNZ and Selwyn and Ashburton tourism units to develop the Christchurch and Surrounds Destination Management Plan (DMP) . <i>Achieved.</i>
Collaborate with TKoT, ECan and WDC to advocate for better track surfaces, signage and wayfinding for cycle trails	Better track surfaces, new signs and wayfinding for cycle trails continuously advocated	DIA funding used to upgrade and connect trails within TKOT and ECan parks from the CNC pathway to Rangiora. <i>Achieved.</i>

## 2.2 New Destination Appeal

Generate new destination appeal by building on what we have and leveraging new investment.

### 2.2.1 Generate and Grow District Promotional Material

Performance Measures	Targets	Comments
Distribute Official Visitor Guide	9,500 copies of Visitor Guide distributed	8,453 Visitor Guides distributed via Visitor Point, 1,200 by isite and VW team. <i>Achieved.</i>
Create new Official Visitor Guide/Walking and Cycling Guide	New 2023-25 Official Visitor Guide produced fully funded by advertisers	New Visitor Guide created and fully funded by 61 local operators \$25,707 and Kiwi Gaming Foundation grant of \$5k. <i>Achieved.</i>
Acquire seasonal imagery for promotional purposes and for public use	Photo library produced and shared	Image library created and available on request. <i>Achieved.</i>
Continue to update and create day trip itineraries.	Relevant and updated itineraries and available on line and from Kaiapoi i-SITE.	36 district itineraries regularly updated and available on website and Kaiapoi isite. <i>Achieved.</i>

### 2.2.2 Support development of, and leverage, new major attractions and facilities that open in the district

Performance Measures	Targets	Comments
Promote the development of a connected network of cycleways	Connected cycleways promoted via social media and maps	Cycle trails promoted on social media and via maps produced by Visit Waimakariri (5,000 and sponsored by Morris & Co Ray White). <i>Achieved.</i>



(on-road) and cycle trails (off-road).		
Promote the new visitor attractions and venues.	New Visitor attractions and venues promoted	Events at local venues and new attractions shared and promoted on social media and website. <i>Achieved.</i>

### 2.2.3 Support event activity that will fill venues off peak, help define the district and that can be anchored permanently

Performance Measures	Targets	Comments
Continue to build on a Business Venues Strategy to attract business events in to our district	Attend Meetings Tradeshow 2024, Relationships established and ongoing with ChristchurchNZ Business Events Team, Venues promoted via our website	Meetings Tradeshow not attended. Not achieved. Ongoing relationship with CNZ Achieved. Venues listed and promoted on website. <i>Achieved.</i>
Produce and grow the electronic distribution of a monthly Waimakariri Event/Activities Guide	5% increase of uptake of monthly electronic calendar, A monthly events/activities guide is produced and distributed	18.5% increase in uptake of events calendar. <i>Achieved.</i> 12 events/activities guides produced and distributed. <i>Achieved.</i> Maps downloaded from the website include: Rangiora Street Maps 53; Kaiapoi Street Maps 74 Itineraries 176 Cycling Maps 3,266 Walking and Cycling Guide 125 Official Visitor Guide 104
Promote regular events and markets via the Visit Waimakariri social media channels	Two event posts per week (when events are on) inclusive of what's on in weekend	When appropriate, two events posts per week. <i>Achieved.</i>
Run competitions with giveaways in partnership with event organisers to increase traffic to online channels and website	Five events giveaways for events created for the year	Four event giveaways, five visitor attraction giveaways with local business to make up for lack of events available. <i>Not achieved.</i>

### 2.2.4 Administer Waimakariri Event Contestable Fund

Performance Measures	Targets	Comments
Provide and distribute a contestable events fund for the promotion of events and/or to fund event coordination	A contestable event fund is fully subscribed, Measured the reach and impact of each event funded	15 events funded this financial year (5 in August 2023 and 10 in March 2024) Awarded a total of \$39,341 The total value of the 15 events were \$494,979 <i>Achieved.</i>
Maintain and adhere to the funding conditions (e.g allocations, criteria and application forms) of the event fund with the Events Funding Panel, and implement any enhancements to ensure criteria are relevant, realistic and achievable.		New enhancements to the criteria were considered by the event panel in June and recommendations made to Council. <i>Achieved</i>
Meet with The Events Funding Panel <sup>1</sup> twice a year to review applications for visitor and community events applying to the Waimakariri Event Fund Contestable Fund	ENC will monitor for the Council <ul style="list-style-type: none"> <li>The proportion of innovation i.e new events vs existing</li> <li>The reject rate (is the fund big enough)</li> </ul>	<i>Achieved.</i> Independent funding panel consisting of Christine Watton, Clare Giffard and James Flanagan met three times during the year to consider event applications. New events funded = 9 (60%) Existing events funded = 6 (40%) Rejected events = 4 (21%)

### 2.2.5 Administer the Regional Events Fund (100% Govt funded)

The Regional Events Fund (REF) was set up by MBIE in February 2021 and is designed to stimulate inter and intra-regional visitation through funding events that will encourage expenditure missed by international visitor markets. \$50m was made available across NZ with \$7m allocated to Canterbury and \$163,316 allocated to Waimakariri District

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<sup>1</sup> This Event Funding Panel comprises: James Flanagan, Christine Watton and Claire Giffard

Performance Measures	Targets	Comments
Fund major events that will showcase the region	REF two funding rounds promoted and administered	2 x rounds completed. <i>Achieved.</i>
Identify potential signature events that will add value to the district	Work with event organisers to stimulate a signature event for the district	Worked with North Canterbury Wearable Arts event organisers. <i>Achieved.</i> Worked with the new event Riversong. <i>Achieved.</i>
Provide capability building to local event organisers and organisations to help grow their events	At least two existing events are supported by expert event organisations	No workshops held this year, instead Zoe and Heather work with event organisers often on a one to one basis. <i>Achieved.</i> 26 venues were added to the VW website and promoted. <i>Achieved.</i>

### OBJECTIVE THREE LOCAL AWARENESS AND AMBASSADORS

Improve local awareness and encourage locals to act as ambassadors/champions.

#### 2.3.1 Encourage locals to try new things and improve their awareness of things to do in the district

Performance Measures	Targets	Comments
Provide activity/event information to locals	Monthly event/activities newsletter in Chatter, Woodpecker and Social Media Community pages	12 event/activities calendar provided. <i>Achieved.</i>
Identify and supply promotional collateral to businesses to display	Businesses, organisations identified and provided with district promotional collateral	Cafes, accommodation businesses and bike shops displaying promotional collateral. Increased recipients by 20%. <i>Achieved.</i>

#### 2.3.2 Refocus activities of Kaiapoi isite

The Kaiapoi i-SITE is the official Visitor Centre for Waimakariri District and has national i-SITE accreditation. The i-SITE New Zealand brand is owned and managed by Tourism New Zealand (TNZ).

Performance Measures	Targets	Comments
Provide coordinated, consistent, and professional District-wide information to residents and	Meet i-SITE NZ membership accreditation and achieve income from business partners and commissions	Met all isiteNZ standards. <i>Achieved</i> Completed and passed Qualmark. <i>Achieved.</i> No income from brochure display this year. <i>Not achieved</i>

visitors, as set out in i-SITE standards and requirements		Visitor numbers up 9.5% on last year. <i>Achieved</i> . Net Commissions \$14,435 vs \$11,295 last year (up 27.4%). <i>Achieved</i> .
Raise the awareness of its services to local residents and tourism operators to achieve increased sales, bookings and commission.	ENC will work with Tourism NZ and key regional stakeholders to roll out the new brand in Kaiapoi as a Tier 2 i-SITE.	isiteNZ funded the new branding signage for Kaiapoi isite and paid half of the door counter. These were all requirements to meeting criteria. <i>Achieved</i> . Tier 2 status achieved this year. <i>Achieved</i> .

## OBJECTIVE FOUR VISITOR AWARENESS AND AFFINITY

### 2.4.1 Grow visitor awareness and affinity for the experiences in our district

Performance Measures	Targets	Comments
Produce an annual marketing and digital plan	Annual marketing and digital plan developed and implemented	Annual Marketing and digital plan developed. <i>Achieved</i> .
Establish summer and autumn marketing campaigns, building on 'Why Not Make a Day of It' campaign	Summer and autumn campaigns delivered and measured	Campaigns delivered and measured. <i>Achieved</i> .  We used our itineraries, website pages as the hook and we drove the audiences there via Google Ads, STUFF digital and our social media channels. We wrote and directed two videos that helped us get more people engaged with viewing the district through boosted posts and paid for Google ads. We utilised billboards and the Press to further promote brand awareness.  Results showed that over the digital platforms we used we had a social media reach of 234,521, overall platforms impressions 3,588,479, clicks to our website 27,844 and over 35,000 completed views of our videos. \$24k marketing spend.
Grow Website and Social Media Website to be kept on brand and current Website is continually optimised Facebook and Instagram is growing	Website updated with appropriate campaigns Website optimised  10% growth in website views  10% growth in social media platforms	Website updated with campaigns. <i>Achieved</i> . Website optimised regularly. <i>Achieved</i> .  104,678 views compared to 79,016 previous year (up 32.47%). <i>Achieved</i> . 8,351 FB followers compared to 7,807 previous year (up 6.96%)

		1,753 Instagram followers compared to 1,536 previous year (up 14.13%) <i>Achieved.</i>
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#### 2.4.2 Work with others to promote the district

Performance Measures	Targets	Comments
Promote the district through TNZ and CNZ websites	ChristchurchNZ and TNZ websites updated seasonal with Waimakariri information	Websites updated seasonally. <i>Achieved.</i>

## 4. Summary

### In the coming year to deliver the 2024/25 business plan we will:

#### Business Attraction:

- Work with other Canterbury organisations to create a coordinated marketing approach for the growing dark skies visitor market
- Assist Oxford Observatory in their efforts to maximise use of their facility
- Assist developers and landlords to find suitable tenants
- Assist major new projects such as Browns Rock Solar and Stirling Geriatric Hospital.
- Support 50 potential startup businesses
- Promote 40 new startup businesses
- Provide 1 networking meeting for new business owners
- Assist 5 commercial businesses to launch
- Keep data and information on investment and talent attraction webpages up to date
- Continue to find options and resources for farmers looking to diversify

#### Visitor Attraction:

- Signage up on the Pegasus Bay Trail
- Partner with ChristchurchNZ for collaboration opportunities that align with the Ōtautahi and Surrounding Areas Destination Marketing Plan on Dark Sky Canterbury
- Develop and deliver the annual marketing plan incorporating the annual campaign
- Deliver the Regional Event Funding
- Allocate Waimakariri District event funding twice a year.
- Host a networking function for venues listed on our website who are interested in business events.
- Attend the 2024 NZMCA expo in Hamilton



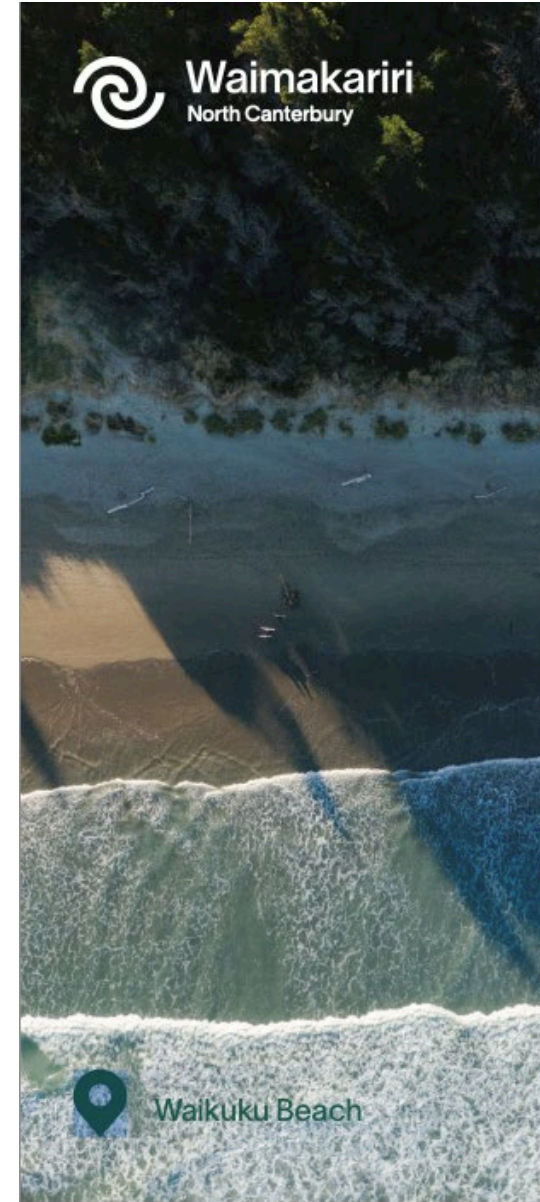


Waimakariri  
North Canterbury



Kaiapoi Island







# Case Studies

YEAR ENDED 30TH JUNE 2024



## CASE STUDY

## Business Support

# Buisness Resources

## PLANNING

**Goals** (from 2023/2024 Business Plan):

- Support the Implementation of the Waimakariri Economic Development Strategy

### Targets:

- Work with Council to progress the priority projects of the 2023-33 Waimakariri Economic Development Strategy

## ACTION

The ENC Business Resource pages are an essential tool for assisting businesses. They provide connections to resources, tools and guides covering every aspect of running a business.

In the draft Waimakariri Economic Development Strategy there is a focus on business environmental sustainability with 9 individual actions noted by the council as requiring ENC leadership or input under Sustainable Future. This included land use change, diversification, and preparing businesses for climate change.

ENC carried out research on the possible opportunities for farmers to diversify.

We talked to a wide range of farmers, farming organisations, climate change experts and those who had already diversified. We also compiled the studies that had already been done around land diversification for Canterbury and New Zealand.

ENC also carried out research on all the available information on providing businesses with tools to start or progress their carbon reduction journey.

## OUTCOME

What we found:

- That there had already been more than enough studies done around diversification that farmers were able to assess what crops what grow well on their land.
- That information already available was scattered and hard to find unless you knew exactly what you were looking for.
- That there had been no research done on suitable paths to market. That meant that while farmers knew what they could grow, they did not know what the best options were to successfully sell what they grew.

We assessed a range of traditional crops and 'new' options and approached industry groups, wholesalers and large retailers to assess what the demand was for those crops. From that we were able to identify a range of options for farmers and the viability of each of the options. All of this, along with crop studies, were compiled into a usable resource that is easily accessible.

- We now have a new Farm Diversification resource page
- We have significantly updated our Sustainability in Business resource page

These pages add to our large library of resource that we provide to businesses at no charge. There are a total of 13 resource pages taking businesses through every aspect of their business journey. Each page has been thoroughly researched and compiled. We are the only EDA in New Zealand to provide in-depth resource pages.





CASE STUDY

Business Support

# Visual Optics

PLANNING

**Goals** (from 2023/2024 Business Plan):

- Deliver the Regional Business Partner Programme (RBP) for NZTE and issue vouchers where appropriate
- Support new, existing and declining businesses

**Targets:**

- Undertake at least 48 capability assessments for MBIE and issue capability vouchers.

**ACTION**

Visual Optics is a boutique specialty wholesale lens supply and fitting laboratory, crafting and supplying the ophthalmic industry with extreme and specialty lens prescriptions. Sarah started the business in 2020 after her former workplace in Christchurch closed and she saw a niche that needed filling.

“We set out to fill a gap in the market, supplying high and unique prescriptions to optometrists, and giving the personal touch to cosmetic fitting,” recalls Sarah. “This was an area that was becoming less and less accessible for customers through the big corporates, as they moved towards supplying basic prescriptions and remote edging of lenses offshore.”

With her extensive industry knowledge and drive to succeed, Sarah managed to not only get Visual Optics off the ground at a time when businesses across the world were struggling, but has since managed significant growth; something she turned to Enterprise North Canterbury (ENC) for assistance with.

- ENC were able to provide Sarah with the right information when developing her business. Business ownership and management has so many factors to it, and without the knowledge and support, I’m sure many businesses would fail, or their growth may well be hindered.
- ENC connected Sarah with funding for business mentoring through the Management Capability Development Fund (RBP). Whilst she had previous operations and management skills she had limited knowledge of everything else required to actually make a business work.
- Without the funding from RBP she said she would never have been able to afford the valuable mentoring and training that she received from the professional coach.

**OUTCOME**

Where Sarah is today is a long way from where she started four years ago. With larger premises, new equipment and being awarded the Winner of the 2023 New Emerging Business Award at the North Canterbury Business Awards, under its belt, Visual Optics is growing steadily.

“Our popularity, knowledge and ability to supply extreme prescriptions continues to grow as the word spreads around the country, so we will continue to grow as the market requires.”

Sarah adds that she fully intends to make use of any further funding or training opportunities available to the business through ENC. “ENC are a credit to the region for their work and platforms they provide, along with making this type of funding available to business owners.

“As well as funding for business mentoring they host business networking functions and other training opportunities which we will be utilising in the future.”





## CASE STUDY

## Visitor Attraction

# Cycle Trail Upgrades

## PLANNING

**Goals** (from 2023/2024 Business Plan):

- Assist or drive catalyst projects that meet the needs of the Waimakariri community and will enhance the business eco-system

### Targets:

- With funding from Department of Internal Affairs (DIA) upgrade and enhance existing cycle track surfaces, provide new signs and wayfinding for cycle trails

## ACTION

ENC was successful in attracting DIA funding to create a high quality cycle trail on the eastern part of Waimakariri, utilising and improving existing assets in order to improve accessibility and attractiveness of cycling in this part of the district and connecting to Christchurch offroad trails and Hurunui Heartland trails.

This year, \$290,000 was allocated across organisations for; consultation, physical upgrading of trails and accessibility work, signage and installation. The Trail encompasses ECan stop banks from the CNC, to Kaiapoi, Pines/Kairaki, The Tūhaitara Coastal Park trails to Woodend, Waikuku and then back on the ECan stops banks to Rangiora.

- We worked with ECan and TKOTT to gain access to parks, hear their concerns, ensure both agencies aligned with connection of trails
- ECan consulting with their Engineering Division who oversee stop banks to gain permission to upgrade trails
- Physical upgrading of trails overseen by the respective park owners and was completed by end of Feb 2024.
- Determined signage throughout the park, including the updating of existing signage to incorporate the Pegasus Bay Trail, distances and then developing new PBT signs as required. Over 200 signs in total, includes confidence markers.
- WDC were consulted and agreed to install signage on the connecting roads within the trail. This will happen in the next year budget round
- The report to DIA on how funds were allocated and benefits has been submitted and DIA have closed off the application.

## OUTCOME

There is now an accessible trail that is utilized by:

- Locals for walking (with or without dogs) and cycling
- Cyclists coming from Christchurch off the CNC Cycle Path
- Cycle groups from around the country, stay in local accommodation and cycle the trail
- Visit Waimakariri is marketing the cycle tracks as a draw card to get people coming in to our district, staying and eating.

Feedback from the park owners has stated that the community has a great deal of pride in this trail and that also they are seeing an uptake of users. This is a trail that can be marketed to everyone as the premise of this trail was to be accessible to all. It is also regarded as Stage One in the development of a multi-day cycle trail called the Pegasus Bay Trail which will end in the Waipara Vineyards.





## CASE STUDY

## Visitor Attraction

## “Why Not Make A Day of It” Campaign

## PLANNING

**Goals** (from the 2023/2024 Business Plan):

- Grow visitor awareness and affinity for experiences in our district

**Targets:**

- Annual marketing and digital plan developed and implemented
- Campaigns delivered and measured

## ACTION

Following on from two previous campaigns and utilising our relatively fresh look and feel, the theme of WHY NOT MAKE A DAY OF IT, was still relevant to the audience we were targeting and the offerings of Waimakariri Visitor Industry and therefore we chose to use this again.

The audiences were tailored and targeted with a focus on families, active relaxers, adventurers and explorers. Through different digital media platforms using both push (putting ads out there to everyone) and pull (attracting those actively seeking activities like ours) marketing, we utilized the themes representing our strong assets in the district. These included walking, cycling, gardens, shopping tying them into the towns.

Two videos were written and directed by Visit Waimakariri to provide another platform for viewing and used via social media, STUFF and Google Ads.

The campaign ran from mid-November 2023 to mid-April 2024 with 6 weeks of STUFF digital marketing, continuous Google Ads and social media, billboards and 3 adverts in the Weekend section of the Christchurch Press.

## OUTCOME

- Two new videos were produced to form part of the campaign
- Results showed that over the digital platforms we used we had a social media reach of 234,521, over all platforms impressions 3,588,479, clicks to our website 27,844 and over 35,000 completed views of our video.
- Website page views 23,951. Marketing collateral downloaded from website (cycle maps, and itineraries) 2,325.
- We are confident that this campaign has continued to grow the awareness of Waimakariri as a place to visit and explore.







### ACTION

Wild Child Ferments is Olivia Johnson’s small startup business based in Amberley. She had begun selling a variety of Kimchi and Sauerkraut at the Amberley Farmers Market. She contacted MADE NORTH CANTERBURY and we were able to provide the following assistance:

- Olivia collaborated with Brew Moon with her kimchi a stunning addition to their beef hotdog as part of The North Course 2023.
- Her business was profiled in Cuisine Magazine as part of a series of articles we wrote celebrating The North Course in 2024.
- Cuisine Magazine then interviewed her for a full profile and she also appeared on Nine to Noon Show on Radio NZ.
- Olivia has also attended our ‘Flavours of Business’ Networking meeting for food producers where valuable connections were made as well as ENC networking meetings which cater to all business types enabling her to make more connections.
- We linked her with PAK’nSAVE and she now supplies product to them.
- Olivia continues to be a stall holder at the Amberley Farmers Market every Saturday

### OUTCOME

MADE NORTH CANTERBURY has proven to be an effective vehicle for local food and beverage producers to grow their businesses, particularly for smaller producers. The collaborations that have been made as a result of this project are invaluable and the public are more aware of the scope of produce available locally.

MADE NORTH CANTERBURY is a model that other regions seek to emulate and we have had multiple requests asking us to share our model with them.

She now uses the MADE NORTH CANTERBURY mark on her label packaging.

### CASE STUDY

### Made North Canterbury

## Wild Child Ferments

### PLANNING

**Goals** (from the 2023/2024 Business Plan):

- Local food and beverage producers and manufacturers are provided opportunities to collaborate and connect

**Targets:**

- Run the North Course annually and increase participation by 10%
- Opportunities identified to attend and profile MADE NORTH CANTERBURY members at event and trade shows

