



ATTACHMENTS

**Council Meeting
Under Separate Cover**

Wednesday, 28 January 2026

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Performance Agreement

Between

Central Otago District Council (Council)

And

Central Otago Museums Trust (the Trust)

1 January 2026 – 30 June 2027

Background:

Following Council's 2021-2031 Long-term Plan deliberations, the museum sector proposed the establishment of an independent trust to deliver a district museum function. This proposal was endorsed by Council in September 2021, and legal steps were put in place to establish the Central Otago Museum Trust in December 2021.

A two-year performance agreement was entered into by both parties in December 2021, and this was subsequently extended a further two years. The current performance agreement provides an extension of 18-months, to June 2027, to align with Council's adoption of its 2027-2037 Long-term Plan.

This performance agreement supersedes all previous performance agreements between these two parties.

Purpose of Document:

The purpose of this agreement is to specify the outcomes that are to be provided by the Central Otago Museums Trust in return for the investment provided by Central Otago District Council.

Funding:

The level of funding will be \$50,000 for the 2025/26 and 2026/27 financial years. During this period the Trust may apply for additional funding and support from funding sources and associates as appropriate, to support its district-wide museum initiatives and to implement the Central Otago District Museum Strategy.

The Trust is expected to maintain charitable status.

Outcomes:

The primary goal of the Trust is to deliver a district-wide museum function. This will be achieved by working from a museum network perspective and delivering on the key strategic



goals outlined in the 2021 Central Otago District Museum Strategy, and Central Otago Museums Trust Action Plan.

In particular, the Trust will support museums in Central Otago by:

- Fostering greater sharing of resources across museums
- Improving consistent policy development – including but not exclusive to risk management, museum strategies, collection and deaccession policies
- Supporting initiatives that enhance connections with visitors and community
- Delivering an action plan of agreed goals, derived from the Central Otago District Museum strategy

The Trust will support Council by:

- Providing connection and liaison with the museum sector as a whole
- Providing advice on the sector's collective view on relevant matters
- Providing advice on Council's museum grants round

Given that the Trust has been operating four years, Council will undertake a review of the Trust in the 2026 calendar year. The review will seek to understand the sector's view of the Trust and its performance, as well as suggestions and ideas for future. Council will survey current Trust members and representatives from the wider museum sector, and will work collaboratively with the Trust throughout the process.

Council's appointed liaison will facilitate the process with the Trust.

Term:

The term of this agreement will be from 1 January 2026 to 30 June 2027.

Review:

The Trust will provide a short written report on progress against the performance agreement outcomes for presentation to Council in:

- March 2026
- September 2026
- March 2027

Council's 2026 review will inform the structure and future support to the district-wide museum collective, and feed into Council's 2027-2037 LTP development process.

Signatures:

Signed for and on behalf of Central Otago District Council

Peter Kelly
CEO, Central Otago District Council

Date



Signed for and on behalf of Central Otago Museums Trust

Jane Lancaster
Chairperson, Central Otago Museums Trust

Date



**Central Otago Museums Trust****Performance Update February – September 2025**

COMT supports five museums across Central Otago, providing coordinated resources, professional development opportunities, and strategic initiatives that strengthen the district's museum sector. From February to September 2025, the Trust has focused on enhancing infrastructure, expanding community engagement, and advancing sector-wide priorities that build capacity and sustainability within Central Otago's Museum network.

Strategic Priorities 2025.**Value relationships with Mana whenua and other historical communities.**

Initiative	Highlights	Metrics / Impact
Taonga Tūturu Workshops Relationship building Gerard O'Regan	Held in Alexandra, Clyde, and Cromwell, these initiatives opened new cultural and research opportunities, including Protected Objects Act research with Carly Veyers. Continuing to expand our knowledge of Mātauranga Māori to better reflect it in our stories and visitor experiences.	5 workshops, 100+ participants. Central Otago museums included in thesis on POA.

Heritage Trust Engagement	Strengthening engagement with Heritage Trust.	Ongoing partnerships with heritage organisation
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Recognise that each museum has a unique story to tell

Initiative	Highlights	Metrics / Impact
Central Museums 100 (CM100)	The exhibition officially closed in April 2025; however, related activities are continuing. Museums will continue to display the exhibition through the 2025/26 summer season. It will also remain accessible online via Kōtuia, including its story and photographs.	120 attendees at launch, ongoing school & community engagement.
Digital & Online Presence	Project scoping and planning for the new COMT website is in progress, with professional imagery featuring museums and collections. Efforts are focused on documenting the unique aspects of each museum. The website will include an events calendar, resources, and detailed descriptions of the five museums.	Enhanced understanding, increased motivation, and improved accessibility for residents, tourists, and schools are reflected in greater attendance numbers, higher engagement in educational programs, and broader community participation.

Museum offerings are relevant for locals and visitors

Initiative	Highlights	Metrics / Impact
Visitor Engagement	Visitor Survey template completed for all museums. Increased newsletter, social media, and media coverage. Started writing articles	Consistent visitor feedback collection across all five museums, enabling

	for the Heritage newsletter on Central Otago sector updates. Collaborated with educators to boost student participation.	comparative analysis and targeted improvements. Greater sector awareness and outreach.
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Identify and share skills and resources, both human and physical

Initiative	Highlights	Metrics / Impact
Strategic Tools	Created the Foundational Framework document to record collection, facility, and operational data. Drafted a Financial Support Policy to help museums fund projects aligned with both individual and COMT strategies. Assisted museums with CODC applications and continue to seek and support funding opportunities.	Enable more strategic decision-making and resource allocation across museums. Directly contributes to the sustainability and growth of member museums.
Professional Development & Partnerships	Arranged for Shae Trewin (Te Papa) to visit all five museums, facilitating meetings for managers to address concerns, share aspirations, and identify needs. Additionally, organising upcoming professional development opportunities for managers, staff, and volunteers in the new year.	Direct professional support and knowledge exchange across network.

Collaborate with stakeholders to develop enduring relationships based on mutual trust

Initiative	Highlights	Metrics / Impact

Stakeholder Partnerships	Strengthening partnerships with Te Papa, Otago Museum, and Heritage Trust.	Enduring relationships supporting the museum network.
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Commit to the care and development of our collections

Initiative	Highlights	Metrics / Impact
Collections Care	Developing Disaster Management plan in line with recent work done in NZ museum sector. Ongoing conversations with Shae Trewin for advice and support.	Improved collections management and preservation standards.

Trust Meetings

Date	Venue
27 May 2025	Clyde
16 July 2025	Alexandra
2 September 2025	Alexandra

Rotating meetings provide trustees with first-hand understanding of museum operations, challenges, and opportunities.

COMT continues to build a sustainable, connected, and professional museum network that enhances heritage, education, community engagement, and tourism across Central Otago.

Independent Chair: Jane Lancaster MNZM



Central Otago Museums Trust
Statement of Financial Performance
1 July 2024 to 30 June 2025

INCOME	Note 1	Year to 30 June 2025
Grants – CODC (23/24) & (24/25)		\$ 100,000.00
Sale – Tig welder		\$ 2,000.00
Refund - ODT		\$ 20.00
Interest Non-P \$967.25, Co-Ord \$407.35 Projects \$742.15		\$ 2,116.75
Total Income		\$ 104,136.75
GENERAL EXPENSES		
Administration Costs		\$ 1,837.25
Co-Ordinator Contractor Note 2		\$ 17,610.79
Website		\$ 533.05
Accountant		\$ 0.00
Travel Reimbursements		\$ 189.00
Tig Welder Purchase		\$ 3,200.41
General Sub-total		\$ 23,370.50
CM 100 PROJECT EXPENSES		
Co-Ordinator Contractor		\$ 5,304.32
Curator Contractor		\$ 4,501.81
Preparator Contractor		\$ 0.00
Materials Purchases		\$ 345.39
Display Purchases		\$ 4,519.56
Technology Purchases		\$ 8,600.00
E-Hiving		\$ 1,897.50
Workshop Costs		\$ 0.00
Administration		\$ 229.20
Marketing		\$ 13,522.51
CM 100 Sub-total		\$ 38,920.29
MCH Return		
Total Expenditure		\$ 62,290.79
Surplus for Period		\$ 41,845.96
Opening Bank Balances Total	\$ 73,933.50	
Plus Total Income \$104,136.75	\$ 178,070.25	
Less Total Expenditure \$62,290.79	\$ 115,779.46	
Closing Bank Balances Total	\$ 115,779.46	

Notes:

1. All amounts shown are NZ Dollars and GST incl., where applicable.
2. MoCo Co-Ordinator time on Central Museums 100 Project is separately accounted for.
3. MoCo Trust Deed provides that 'no audit of financial statements shall be required unless the Board resolves otherwise'. (Cl. 17.3).



**Central Otago Museums Trust
Statement of Financial Position
as at 30 June 2025**

	Year to June 2025	
Current Assets		
Cash at Bank:		
BNZ 00 A/C (Non-Profit Org. General)	\$ 89,111.03	
BNZ 01 A/C (Projects)	\$ 4,797.30	
BNZ 02 A/C (Co-Ordinator)	\$ 21,300.31	
One-to-Sign	\$ 660.82	
Total Current Assets	\$115,779.46	
Current Liabilities	\$ 0.00	
Trust's Equity	\$115,779.46	

Assets: Equipment \$6,118.61

The Statement of Financial Performance included the transactions and balances of the Trust for the financial year 1 July 2024 to 30 June 2025. Note 3

Grants

The Trust would like to acknowledge the support of the following organisations:

Central Otago District Council . \$100,000.00

(Two annual \$50,000 CODC grants were received during this Trust's financial year.)

Annual Financial Report – Received and approved at AGM September 2025.

Signed

Chair: Trustee

Jane Lancaster

Barbara Fraser



Cemeteries Bylaw 2020

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Department:	Parks and Recreation
Document ID:	515108
Approved by:	Council resolution: 20.9.8
Effective date:	18 December 2020
Next review:	December 2025

The Central Otago District Council in pursuance of the powers contained in the Local government Act 2002, the Burial and Cremation Act 1964 and the Bylaws Act 1910, the Council hereby makes the following bylaw.

The Central Otago District Council resolved on the 18th of November 2020 at a duly called ordinary meeting of Council, to adopt the Cemeteries Bylaw 2020. Such resolution was made following the carrying out of the Special Consultative Procedure and other procedural requirements of the Local Government Act 2002.

The bylaw came into force on 18 December 2020.

The **COMMON SEAL** of the **Central Otago District Council** was hereunto fixed in the presence of:

Mayor

Chief Executive



Part 1. Preliminary

1. Title

- 1.1. This bylaw shall be known as the "Central Otago District Cemeteries Bylaw 2020".

2. Commencement

- 2.1. The bylaw shall come into effect on a date to be specified by Council resolution.

3. Purpose

- 3.1. The purpose of this bylaw
 - (a) Set standards to maintain and preserve cemeteries.
 - (b) Direct the positions and depths of all graves within a cemetery.
 - (c) Protect buildings, monuments, lawns, shrubs, plantations, and enclosures in a cemetery from destruction or damage.
 - (d) Prescribe conditions subject to which more than 1 deceased person, including the ashes of more than 1 deceased person, may be interred in any grave.
 - (e) Control or restrict the times at which or between which burials may be carried out.
 - (f) Regulate burial in a cemetery of the ashes of the dead.
 - (g) Subject to section 51 of the Burial and Cremations Act 1964, regulate and restrict the disinterment and removal of bodies.
 - (h) Regulate the use of, and any activities undertaken at cemeteries, in order to protect land, structures and infrastructure associated with cemeteries from damage, misuse, or loss.
 - (i) Prescribe fees payable in respect of goods or services provided by Council in relation to cemeteries.

4. Scope

- 4.1. This bylaw applies to all cemeteries or burial grounds owned or administered by or under the control and management of the Central Otago District Council.

5. Interpretation

- 5.1. For the purposes of this bylaw, the following definitions shall apply:

Act means the Burial and Cremation Act 1964 or any superseding legislation.



Bylaw means the Central Otago District Council Cemeteries Bylaw 2020.

Burial Ground has the meaning ascribed to it in the Act.

Caretaker means any person appointed under clause 10. For the purposes of section 17 of the Act, the Caretaker performs the functions of the sexton.

Cemetery or cemeteries means any land held, taken, purchased, acquired, set apart, dedicated or reserved under the provisions of the Act or before the commencement of the Act by the Central Otago District Council exclusively for the burial of the dead generally (including any Burial Ground) but excludes any closed cemetery.

Cemeteries administrator means the person appointed under clause 11.

Cemeteries Handbook means the document governing the operational standards for cemeteries adopted by the Council under clause 7.

Closed cemetery means a cemetery that has been closed in accordance with the Act.

Council means the Central Otago District Council.

Disinter or disinterment means the removal of a human body or ash remains from the earth or any vault.

Inter or interment means the placement of a human body or ash remains in a grave or any vault.

Monument includes a headstone, plaque, panel, or other memorial to a deceased person.

Monumental masonry work includes the establishment, repair, or modification of a monument.



Part 2. Standards of conduct and maintenance within cemeteries

6. Activities and conduct in cemeteries

- 6.1. The following activities may take place in cemeteries provided the activity is carried out in accordance with the Act, this bylaw, and the Cemeteries Handbook:
 - (a) Interment and disinterment;
 - (b) The installation and maintenance of memorials, monuments, headstones, and plaques; and
 - (c) Maintenance and construction of park features by Council approved contractors.
- 6.2. Every person present in a cemetery must conduct themselves in accordance with the Act, this bylaw, and any standards for behaviour set out in the Cemeteries Handbook.

7. Cemeteries Handbook

- 7.1. The Council may from time to time adopt by resolution, and may also amend by resolution, a Cemeteries Handbook that sets out rules and conditions relating to activities and behaviour in cemeteries. This includes, but is not limited to, the following:
 - (a) The location and availability of burial and ashes plots, and the purchase of exclusive rights on burial plots;
 - (b) The manner of burial, including the depth, preparation and testing of graves, size of caskets;
 - (c) Requirements for notification and application to the Council to carry out interments, disinterments, re-interments, grave maintenance, monumental masonry work, purchase burial rights, and in relation to any other good or service provided in a cemetery;
 - (d) Hours of access to cemeteries, when funerals can be held, and when maintenance and other work is allowed in cemeteries;
 - (e) The burial of poor persons, still born children and operational service personnel and their partners;
 - (f) Responsibility for the health and safety of persons visiting and working in cemeteries;
 - (g) Requirements for disinterments;
 - (h) Requirements concerning monuments, fences, signs, trees and shrubs, and other things that may be installed or kept on graves in, cemeteries, including what things are not allowed;



- (i) The type of maintenance and other work that can be carried out in cemeteries, and who is responsible for carrying out maintenance or other work;
- (j) Standards of behaviour for persons in cemeteries, including whether animals or vehicles may be brought into cemeteries and under what conditions;
- (k) Special conditions related to particular cemeteries or types of cemeteries;
- (l) Prescribing fees associated with interments, disinterments, re-interments, grave maintenance, monumental masonry work, burial rights, and in relation to any other good or service provided in a cemetery; and
- (m) Stating the forms that must be used by any person to apply to the Council in relation to services provided at cemeteries.

7.2. If a person carries out an activity in a cemetery that does not comply with any clause in the Cemeteries Handbook, the Council or the Cemeteries Administrator may do any of the following:

- (a) Direct the person to comply with the relevant clause in the Cemeteries Handbook.
- (b) Direct Council employees, the Caretaker, or a contractor to carry out work in the cemetery to achieve compliance with the Cemeteries Handbook.
- (c) Recover from the person who breached the Cemeteries Handbook the costs of any work undertaken to rectify the breach as a debt due to the Council.

8. Prohibited activities

- 8.1. No person, other than a Caretaker or person(s) authorised by a Caretaker, shall in or near any part of a cemetery:
 - (a) Engage in interment or disinterment
 - (b) Operate any burial machinery or equipment
- 8.2. No person shall in or near any part of a cemetery:
 - (a) Prevent, interrupt, or delay the burial of any deceased person, or human remains;
 - (b) Cause a nuisance or annoyance to people lawfully within a cemetery or approaching a cemetery for a lawful purpose.
 - (c) Cause any damage to land, buildings or chattels located in a cemetery, including but not limited to lawns, shrubberies, plantations, enclosures, monuments, and graves.
- 8.3. No person shall engage in installing or tending a memorial or monument in a cemetery while an interment is happening at an adjoining plot.



9. Promotional activities

- 9.1. No person shall within any cemetery promote, advertise, or tout any goods or services for sale or supply, without obtaining permission in writing from the Council under clause 9.3.
- 9.2. No person, including a person affiliated or contracted with a media organisations, shall attend any funeral held in a cemetery for the purpose of filming, taking photographs, or recording unless either:
 - (a) It is solely for a private purpose; or
 - (b) Permission in writing for the occasion is obtained from the Council under clause 9.3.
- 9.3. The Council may grant permission to conduct the activities prohibited in clause 9.1. and 9.2. after consulting with the Funeral Director managing the interment in question.

Part 3. Cemetery Administration

10. Appointment of caretakers

- 10.1. The Council may appoint a person to the role of Caretaker for any cemetery or cemeteries within the District.
- 10.2. Any person appointed by the Council as a Caretaker prior to the commencement of this bylaw through an agreement between the Caretaker and the Council, shall be deemed to be validly appointed in accordance with clause 10.1 of this bylaw.
- 10.3. The appointment of a Caretaker shall continue until the expiry of the agreement between the Caretaker and the Council, unless revoked at the discretion of the Council.
- 10.4. The functions of a Caretaker shall include the following:
 - (a) The burial of human remains (caskets and ashes) and interment;
 - (b) Disinterment and exhumation of human remains in accordance with section 51 of the Act;
 - (c) Preparing, excavating, and filling in graves;
 - (d) Supplying and safely operating burial equipment and machinery.
- 10.5. The Caretaker must not undertake an interment at a cemetery unless requested by the Council or a cemeteries administrator.



- 10.6. The Caretaker must act in accordance with all relevant New Zealand standards, the Cemeteries Handbook, Council policies and bylaws, and any other professional and legal requirements applicable to their role.

11. Cemeteries Administrator

- 11.1. The Council may appoint any person to be a cemetery administrator and may revoke that appointment at any time.
- 11.2. The functions of a cemetery's administrator shall include maintaining cemetery records, making requests to the Caretaker regarding a new burial of a deceased person or preparation for a new burial.

12. Permission to carry out monumental mason work

- 12.1. No person may carry out any monumental masonry work at a cemetery unless in accordance with permission issued by the Council under clause 12.
- 12.2. The Council may grant permission to allow a person to carry out monumental masonry work at a cemetery subject to the following conditions:
 - (a) The monumental masonry work is authorised by the owner of the plot or next of kin; and
 - (b) The monumental masonry work satisfies all applicable requirements in the Cemeteries Handbook.
- 12.3. The Council may require any person who has undertaken monumental masonry work other than in accordance with clause 12.2 to remove or carry out repairs on the monumental masonry work to meet requirements of the Cemeteries Handbook.
- 12.4. If a person fails without reasonable excuse to comply with a direction from the Council under clause 12.3 within 30 days, the Council may remove the monumental masonry work or carry out the repairs, and any costs incurred by the Council shall be a debt payable by that person to the Council.

13. Delegations

- 13.1. Any of the powers and functions of the Council set out in this bylaw may be delegated by it to its Chief Executive Officer and sub - delegated by the Chief Executive Officer to any other person deemed to be suitably qualified in the opinion of the Chief Executive Officer.



Part 4. Enforcement

14. Offence

- 14.1. A person who contravenes clauses 6.2, 8.1, 8.2, 8.3, 9.1, 9.2, 10.5, 10.6, 12.1, or 12.3 of this bylaw commits a breach of this bylaw and is liable to fines under the Local Government Act 2002 and/or the Burial and Cremation Act 1964

15. Revocations

- 15.1. The Central Otago District Council General Bylaw 2008, Part 5; Cemeteries and Crematoria is revoked.

16. Savings

- 16.1. Any exclusive right of burial, permit, certificate, licence, warrant, or other form of approval made under the Central Otago District Council General Bylaw 2008, Part 5; Cemeteries and Crematoria continues in force as if the former bylaw had not been revoked and expires on the date specified (if any).
- 16.2. Any application for a permit, certificate, license, warrant, or other form of approval made under the Central Otago District Council General Bylaw 2008, Part 5; Cemeteries and Crematoria that was filed before the day on which this bylaw commences must be dealt with by the Council as if it had been made under this bylaw.



Central Otago District Council

Cemeteries Handbook 2025

Central Otago District Council
1 Dunorling Street
Alexandra 9340
New Zealand
03 440 0056

December 2025 version 3.



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Introduction

The Central Otago District Council Cemeteries Handbook (Handbook) contains the rules and conditions that apply to provision of services, operational requirements, and acceptable conduct in cemeteries owned by, or operated by the Central Otago District Council (the Council). The Handbook also provides information to assist the smooth running, operation, and provision of information to the public about council cemeteries.

The rules and conditions applicable to council cemeteries contained in the Handbook were made in accordance with the Central Otago District Council Cemeteries Bylaw 2020.

Operational Cemeteries

The cemeteries operated by the Central Otago District Council are:

- Alexandra Cemetery
- Blacks Cemetery - Omakau
- Clyde Cemetery
- Cromwell Cemetery
- Ettrick Cemetery
- Naseby Cemetery
- Nevis Cemetery
- Ranfurly Cemetery
- Roxburgh Cemetery
- St Bathans Public Cemetery

For interments in these cemeteries please contact the Cemeteries Administrator, phone 03 440 0618, between the hours of Monday to Friday 9.00am to 4.00pm.

Email: cemeteries@codc.govt.nz

Web: www.codc.govt.nz

Other Cemeteries

The following Central Otago cemeteries are closed, and interments are no longer allowed.

- Litany Street, Cromwell
- Hamiltons Cemetery, Waipiata
- Manuherikia Burial Site
- Poolburn Cemetery

Trust Cemeteries

The following Central Otago cemeteries are each run by cemetery trustees: contact details are available on the council website. The Central Otago District Council Cemeteries Bylaw 2020 does not apply to these cemeteries.

[Trust Cemeteries - Central Otago District Council \(codc.govt.nz\)](http://www.codc.govt.nz)

- Blackstone Cemetery
- Drybread Cemetery
- Gimmerburn Cemetery
- Kyeburn Diggings cemetery



- Millers Flat Cemetery
- Moa Creek Cemetery
- Swinburn Kokonga Cemetery
- Tarras Cemetery
- St Bathans Catholic Cemetery - denominational

Definitions

Act means the Burial and Cremation Act 1964 or any superseding legislation.

Burial Right means the exclusive right to a burial in a particular plot.

Bylaw means the Central Otago District Council Cemeteries Bylaw 2020

Caretaker means any person appointed under clause 10 of the Bylaw. For the purposes of s17 of the Act, the Caretaker performs the functions of the sexton.

Cemetery or **cemeteries** means any land owned or operated by the council as a cemetery but excludes any closed cemetery.

Cemeteries Administrator means the person appointed under clause 11 of the Bylaw.

Closed Cemetery means a cemetery that has been closed in accordance with the Act.

Council means the Central Otago District Council.

Disinter or **disinterment** means the removal of a human body or ash remains from the earth or any vault.

Handbook means this document, which contains the rules and conditions that apply to provision of services, operational requirements, and acceptable conduct.

Inter or **interment** means the placement of a human body or ash remains in a grave or any vault.

Monument includes a headstone, plaque, panel, or other memorial to a deceased person.

Monumental Masonry Work includes the establishment, repair, or modification of a monument.

Natural Burial means a burial that has a low environmental impact, including the body not being treated with chemicals or oils that prevent or slow down the decay of the body by bacteria. Natural burial areas are planted with trees to encourage ecological restoration, long term, individual plots may not be identifiable.



1. General Information

1.1 Opening Hours and Hours for Interments

Cemeteries operated by the Council are open for public visiting seven days a week. Cemeteries are open for interments Monday to Saturday;

- Summer hours: 9.00am – 4.00pm.

- Winter hours: 9.00am – 3.30pm.
- Saturdays (year-round): 9.00am – 1.00pm

Cemeteries are closed for interments on Sundays and public holidays.

Specific burials required for religious beliefs outside these times may be undertaken by prior arrangement with Council

The expected time of arrival in the cemetery must be specified on the 'Application for Interment' form. If the expected arrival time is going to change by more than 15 minutes of the original notified time, the Cemeteries Administrator or Caretaker must be notified of the new time.

A Saturday fee will be charged for all interments, including ash interments, taking place on a Saturday. No interments will be scheduled on Sundays and public holidays.

Note: Due to its location and climatic conditions experienced in winter, access to the Nevis Cemetery for interments may not be possible.

1.2 Cemetery Fees and Forms

A table showing applicable cemetery fees can be found on the council website along with application forms for accessing cemetery related services.

The applicable fees must be paid in full prior to the event (e.g. burial right, interment, disinterment, maintenance) taking place. Payment can be made by automatic payment or directly to council.

The person requesting an interment or disinterment must submit the appropriate forms to the Council's Cemeteries Administrator who will confirm the fee applicable, prior to the interment taking place. Further detail and arrangement regarding prior payment will be communicated to the applicant by the Cemeteries Administrator.

The forms referred to in this Handbook are available on the council website
[Cemeteries - Central Otago District Council \(codc.govt.nz\)](http://Cemeteries - Central Otago District Council (codc.govt.nz))

- Apply for an Interment (Burial) Authority to Open a Plot
- Application for Adjacent Plot Purchase (Burial Right)
- Cemetery – apply to erect a memorial headstone, plaque or monument

1.3 Booking Procedure

The Cemeteries Administrator is to be notified by email or telephone of an intended burial. The minimum notice for an Application for Burial or Interment to be processed by the Council at least 8



working hours prior to interment. For Nevis Cemetery, 3 working days prior to the time of interment is required.

1.4 Pet Burials

No animal(s), including cats, dogs, birds or fish, either as ashes or as a body, may be interred in a council cemetery unless placed in a sealed casket with the deceased.

2. Interments

2.1 Application for Interment

The person arranging the interment must lodge the following relevant applications with the Cemeteries Administrator:

- Apply for an interment (burial)

[Apply for an interment \(burial\) - My CODC](#)

- Authority to open a plot (additional to application for interment, if an interment of deceased person or human remains is to take place in an occupied plot)

No interments (of a deceased person or other human remains) can take place in a council cemetery until the Council has approved the application(s) referred to above, and the applicable fee(s) has been paid (refer section 13 of this Handbook).

2.2 Allocation of Plots

Council has responsibility for allocating plots for burials. If an applicant requests that an interment occur in a particular area of a council cemetery, the request will be considered provided there are vacant, plots available, and the request is consistent with any requirements in this handbook.

No burial or ash interment may take place without the approval of the person holding burial rights to that plot. If that person is deceased or debilitated, the immediate next of kin or the person acting on behalf of the deceased or their estate may give approval for a burial in the plot or placement of a monument.

2.3 Hours for Interments

2.4 Notification of Interment

Notification of all burials shall be submitted to the council at least 8 working hours before the proposed burial (except for Nevis Cemetery which requires 3 working days' notice).

Applications involving shorter notice may, as an exception, be considered by the council in consultation with the Caretaker and a late fee may apply. Applications must be made using the application for burial or ash interment form along with the authority to open a plot form if required.

2.5 Ash Interments

The bookings and forms required for ash interments are managed in the same way as a casket interment. The Caretaker will not be on site for the interment but returns to the site following the ash interment to ensure the area is secure.



Note: Scattering of ashes in any cemetery is not permitted.

2.6 Grave Preparation

Only a Caretaker appointed in accordance with the Bylaw may dig and prepare the grave (for ashes or a casket) in a council cemetery.

For burials in graves covered by a concrete cap or surrounds, only the Caretaker or an approved monument mason can break the concrete. A fee will apply (refer section 13 of this Handbook).

It is the responsibility of the owner of burial rights to that plot to reinstate the concrete cover after burial provided an approved monument permit is obtained. If that person is deceased or debilitated, that person's estate or the person who gave approval on their behalf is responsible for reinstating the cover after burial.

If the person who owns burial rights to the plot does not reinstate the concrete within a reasonable time, the council may remove the concrete completely, and replace with lawn, or cover over with stones.

A request may be made to the council for friends and family of the deceased to fill in the grave, subject to the conditions set out in clause 6.2 of this Handbook.

2.7 Interment Equipment

Equipment for carrying out interments is supplied and removed by the Caretaker, who is responsible for ensuring all health and safety procedures are complied with while on site.

2.8 Dis-interment / Re-interment

Any application received by the council shall be processed pursuant to sections 51 and 55 of the Burial and Cremations Act 1964 (or superseding legislation), and subject to the payment of fees referred to in clause 13 of this Handbook. This application relates to disinterment / re-interment of the deceased or ashes of the deceased.

2.9 Poor Person's Burial

The Burial and Cremation Act 1964 require the council to bury the bodies of poor persons, and persons from any hospital, penal institution, or other public institution free of charge upon an order from a Justice of the Peace. An application for interment form must still be completed by an authorised agent before the burial takes place.

2.10 Cromwell Returned Serviceman Area (in association with the RSA)

Ex-Service Personnel who have had war service or service that is defined equivalent to war service, and their spouses or partners, may be buried in any designated service person area.

If the interment of a deceased veteran is to be in the serviceman area, a standard ex-service plaque is available at a subsidized rate through Veterans' Affairs New Zealand. In the serviceman area, only the standard ex-service memorial plaque is permitted. The plaques are of uniform style and there is no provision for personal messages or photographs.



If the interment is to be outside the service person area of the council cemetery, the next of kin can order a standard ex-service memorial at a subsidized rate through New Zealand Returned Service Association.

Details of war service need to be supplied on the 'application for interment' form. Failure to provide this information may result in the application being declined.

Specifications for Service Person's Interment:

Only service personnel and their spouse or partner may be interred in the serviceman area.

Double depth interments are permitted in the service person area to allow for the spouse or partner of the deceased veteran to be interred in the same plot. A double plaque commemorating both deceased persons is provided at a subsidized rate by New Zealand Returned Service Association.

If the spouse or partner wishes to be interred to the side of the service person, they can purchase the burial right for the adjoining plot subject to the standard fee (see clause 13).

Children cannot be interred in a service person's plot unless they are eligible for interment in the service person area in their own right.

War Service Eligibility & Contacts:

Please refer to Veterans' Affairs New Zealand website for information regarding eligibility

www.veteransaffairs.mil.nz

Free phone (NZ): 0800 483 8372 (0800 4 VETERAN).

2.11 Locating Graves

Please contact the council or alternatively visit the council website for further information. [Cemetery Record Search - Central Otago District Council \(codc.govt.nz\)](http://www.codc.govt.nz)

2.12 Grave Testing

A testing service is available at no cost to the applicant to obtain the availability of sufficient space for a second interment in an existing grave.

2.13 Natural Burials

The council has no areas designated for Natural burials.



3. Pre Purchase

3.1 Pre-purchase of Burial Rights

The council does not allow for the pre-purchasing of burial rights; however, the family has the option to purchase the adjacent plot following an interment. The following conditions must be satisfied:

- Council must be advised at the time of the burial or ash interment.
- An 'adjacent plot purchase' application form must be received within 10 working days from the interment.
- Payment must be made within 1 month.
- The purchaser is a relative of a deceased person who is being interred at a council cemetery and wishes to purchase a burial right to an adjacent plot.
- The adjacent plot is vacant and not subject to another burial right.

Unless the above conditions are satisfied, there is no ability to pre-purchase a burial right.

3.2 Application for Adjacent Plot Purchase

In order to pre-purchase burial rights, a person must lodge a completed application for adjacent plot purchase form with the council in accordance with the requirements in section 3.1 and pay the applicable fee (refer section 13 of this Handbook).

3.3 Duration of Burial Rights

Sometimes burial rights are never used, and thus take up valuable space in cemeteries. If no interment occurs within 60 years of the burial rights being purchased, then the council will attempt to locate the purchaser or next of kin to confirm if the plot is still required. If the purchaser and next of kin are unable to be located, then the plot ownership reverts back to the council in accordance with section 10 of the Burial and Cremation Act 1964.

3.4 Transferring Burial Rights

Should a plot no longer be required, the holder of the burial rights may transfer their interest in the plot to another party. The current burial right holder and purchaser must email the change of ownership details to the council.

The council will not re-purchase burial rights after they have been sold.



4. Burial Interments

4.1 Size of Burial Plots

Unless otherwise specified by the Cemeteries Administrator, the standard size for all new casket's burials are as follows.

- Burial plot: 1200mm x 2700mm

If a larger plot is required, arrangements must be made at the time of booking and confirmed with the Cemeteries Administrator.

4.2 Depths of Interments

The standard depth of interments shall be sufficient to enable ground cover, to the existing ground level, of at least a minimum of:

- Single interment: 1700mm
- Double interment: 2000mm

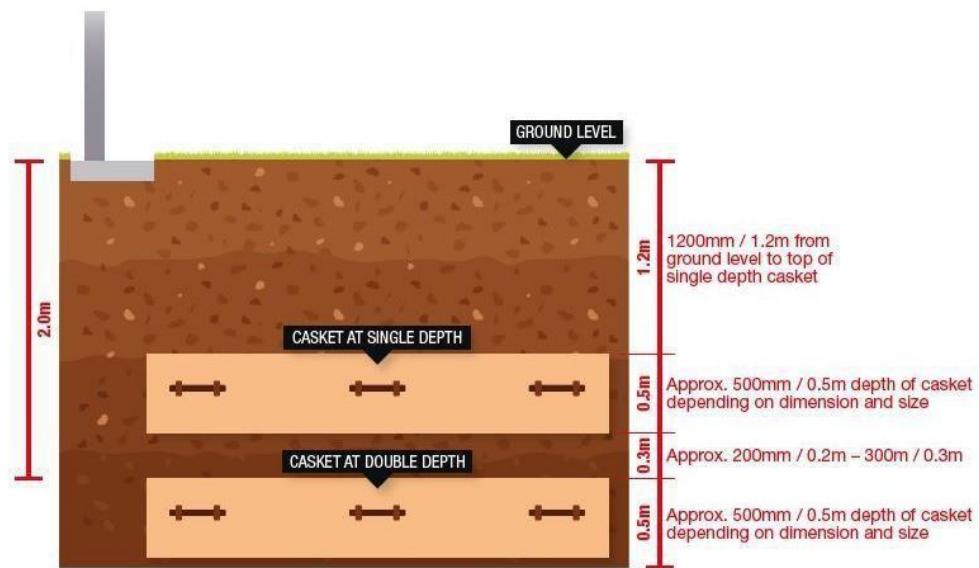
Please refer to Appendix A - Interment Depth for Casket Burials and Ash Interments.

The Cemeteries Administrator may allow a burial at a non-standard depth on a case-by-case basis; provided the Cemeteries Administrator takes into account any health and safety implications.



4.3 Burial Plots

No more than two caskets and four ash interments can be interred in each burial plot. [Please refer to the diagram below]



5. Ash Interments

5.1 Size of Plots for Interments

Unless otherwise specified by the Cemeteries Administrator, the standard size for all new ash plots is as follows:

- Ash plot: 600mm x 300mm

5.2 Depths of Interments

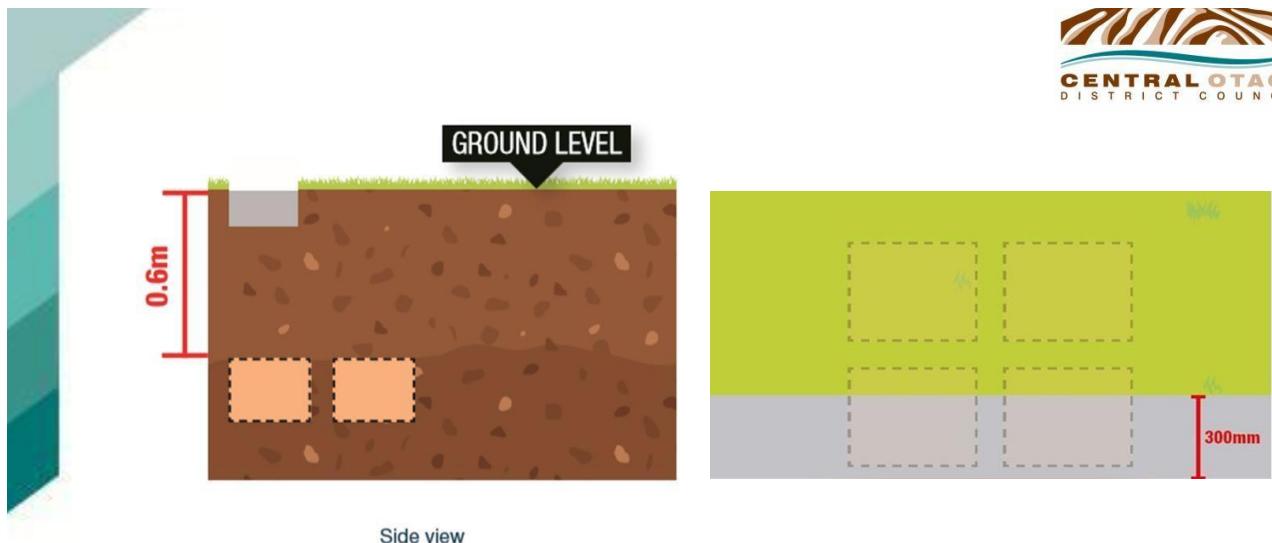
The standard depth of interments shall be sufficient to enable ground cover, to the existing ground of at least a minimum of:

- Ash interment: 600mm

All new ash plots can hold up to a maximum of four ash interments depending on urn size:

- Two in front of the headstone
- Two under the headstone

[Please refer to the diagram below]



6. Monumental Work and Monuments

6.1 Installation of Monuments and Plaques

Where appropriate the council will provide a concrete beam for headstones to be installed upon. cemetery beams can differ in size and it is up to the Monumental Mason to ensure the headstone meets the specifications outlined in clause 6.3.

Only monumental masons, recognised by the council, will be permitted to erect monuments within a council cemetery. Council endorses and recognises the importance of the New Zealand Master Monumental Masons Association, by 1st July 2021 all monumental masons working in council cemeteries are required to be members or hold a New Zealand Certificate in Stonemasonry (Level 4).

No monumental masonry work may commence until the council has granted permission for the work under the bylaw. A monument permit is required for any monumental work including alterations or modifications being undertaken in a council cemetery, to ensure the headstone is placed on the correct plot and also to ensure they adhere to specifications in this Handbook.

Owners of burial rights, or if deceased, the immediate next of kin, may give permission for a monument to be erected, or an additional inscription to be added to an existing monument. Typically, a monumental mason applies for the permit on behalf of the burial rights owner / next of kin.

The council can provide information regarding local monumental masons.



6.2 General Specifications for Monuments and Plaques

As per NZS 4242:2018 a monument must not be made out of sandstone, limestone, wood, fibreglass, ceramic, plastic, glass or any other unsuitable material specified by the Cemeteries Administrator.

No photographs, images or text of any description are permitted on the reverse side of a headstone. Concrete base work for all monuments shall:

- not stand higher than 150mm (usually 1000mm) above the highest point of the concrete beam or ground level, whichever is the higher.
- be laid to the satisfaction of the Council and in accordance with sound engineering principles as set out in NZS 4242:2018 Headstones and Cemetery Monuments.
- not be wider than 1000mm and stand no higher than 1500mm.

Plaques must have a minimum clearance of 10mm from the edge of the plaque to the edge of the plot on any ashes beam and be no more than 10mm thick. It is the responsibility of the plot owner to ensure that the plaque is of the correct dimensions for the particular plot concerned.

No monumental masons may mix cement or mortar anywhere in the cemetery otherwise than on a watertight platform.

All necessary precautions shall be taken to ensure that no damage is done to footpaths, roads, plots or grass.

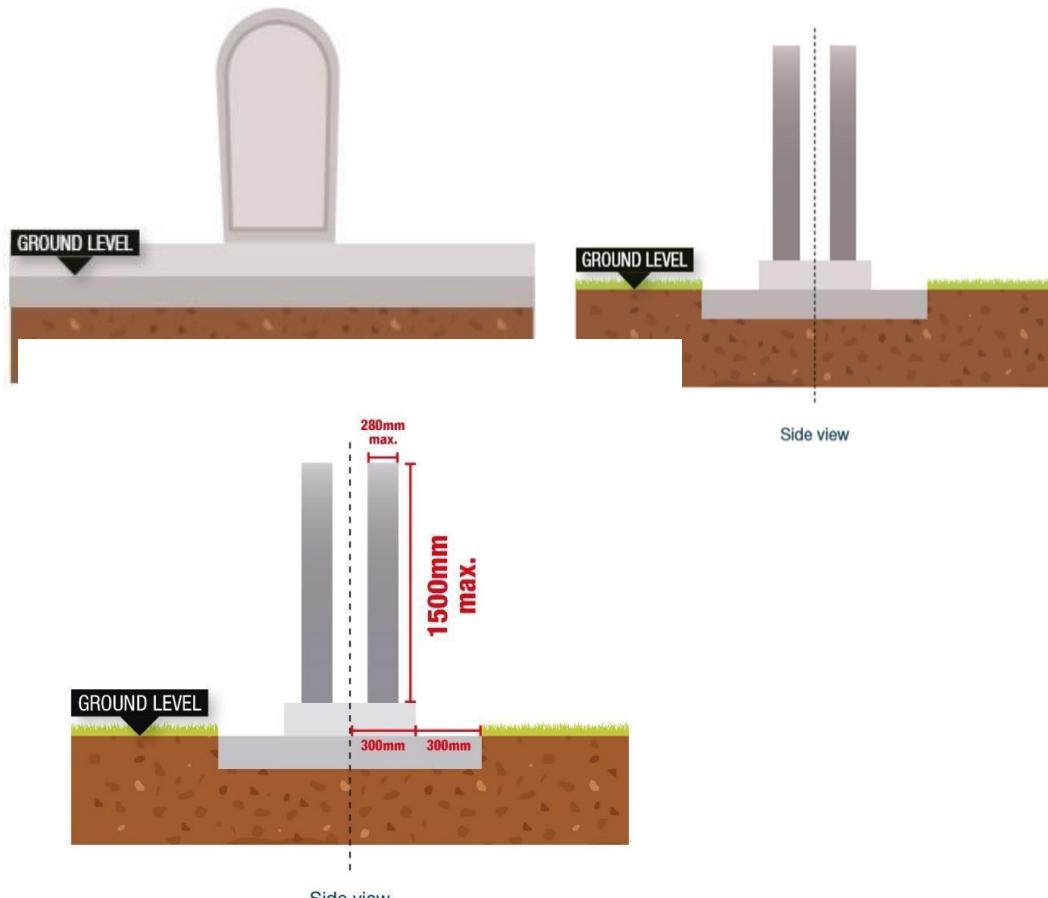
6.3 Specifications for Monuments and Plaques for Individual Cemeteries

There are different requirements for monuments in different cemeteries. All monuments including headstones and plaques are to be constructed in accordance with NZS 4242:2018, sound engineering principles, and to the satisfaction of the council.

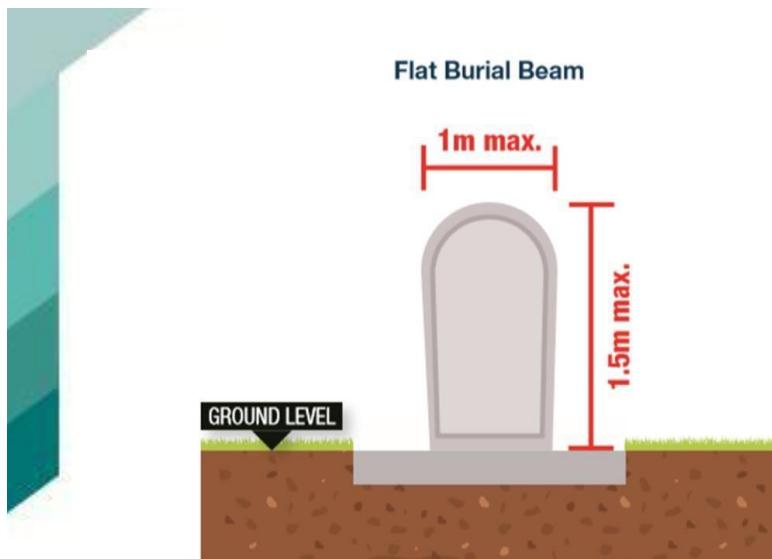


Tiered Burial Beam Specifications

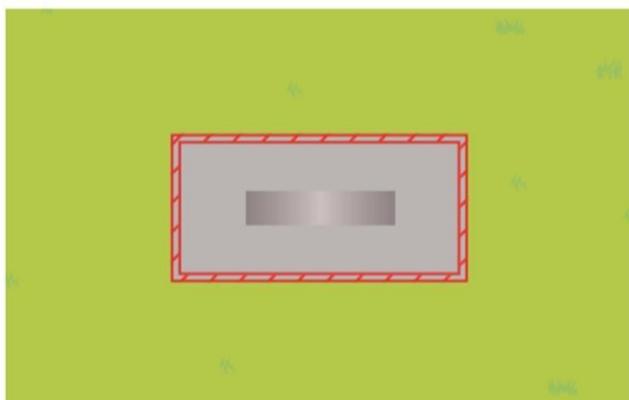
Tiered Burial Beam



Flat Burial Beam and Plaque Specifications for a Burial Plot



Front view



The headstone/plaque must have minimum clearance of 10mm from the edge of the beam

Top view

6.4 Monument Maintenance

Maintaining monuments is the responsibility of the burial rights owner or their representative.

The council does not take any responsibility for damage caused by earthquake, age or vandalism to any monument.

The council may remove from the cemetery any monuments that have fallen into a state of disrepair, if the Caretaker or Cemeteries Administrator determines that a monument is a health and safety risk. If the risk is not significant, the Cemeteries Administrator may give the person responsible (the owner or next of kin) written notice to repair or remove the item. Failure to comply with the notice will result in the monument being removed at the cost to the person who owns the burial rights to that plot.

If a monument poses a significant health and safety risk or there is no owner or representative available to effect repairs or permit removal, an approved monumental mason may lay the monument flat within the grave surround or remove it from the cemetery if there is no grave surround.



A photographic record of the monument will be taken and filed with the cemetery records if the monument is removed.

6.5 Removal

No person shall remove from any cemetery or grave, any headstone, monument or plaque, without permission from the council.

If the council is asked to remove a memorial, no responsibility will be taken for any damage done in the process of removal.

7. Health and Safety

7.1 Caskets

The casket size, shape, including the type and size of the handles are to be recorded on the application for interment. The council retains discretion to determine the appropriate dimensions of a suitable casket.

7.2 DIY Caskets

The council allows for DIY caskets in the cemetery; however, they must have prior approval from the funeral home. For further guidance around these please contact a funeral home directly.

7.3 Shoring Boards

Graves must be shored up in cemeteries for safety reasons. The shoring boards will be removed at the conclusion of the burial unless the family or friends wish to hand fill the grave. A request to hand fill a grave must be made on the application for interment form under 'special instructions' prior to the interment.

7.4 Request to Fill Grave

Friends and family of the deceased can request that the Caretaker allow them to fill in the grave. There are two options available:

- Only fill the grave to cover the casket
- Fill the complete grave by hand only

The council must be advised of this request before the interment takes place and is to be outlined under 'special instructions' on the 'application for interment' form. If this option is requested the Caretaker will be required to remove the shoring boards with the appropriate equipment to allow the grave to be filled. Families will need to follow the directions of the Caretaker during this process.

Instructions will be provided to funeral directors to explain the process for backfilling of interments at Central Otago cemeteries to families. The soil will be left beside the grave when the grave is dug.

Following the service:

- The Caretaker will dismantle the board set up which may require the use of a digger
- The Caretaker will place boards around the open grave for the family to safely stand on while back filling the grave



- The Caretaker will supply shovels for the family to use.

There may be a 20-30-minute delay from the end of the service before backfilling can commence. Suitable space will be required around the grave at this time to allow the Caretaker to undertake the work in a safe manner.

7.5 Site Safety at Gravesite

The funeral director will advise the Caretaker upon arrival of the deceased person to the gravesite, and at that time the site will be handed over to the funeral director. The funeral director is then responsible for the safety of the members of the public at the gravesite until the funeral director formally hands the site back to the Caretaker and members of the public must follow the direction of the Caretaker.

Any persons in attendance and / or involved in a burial or interment procedure in a council cemetery, must adhere to all directions given by the Caretaker at all times.

8. Behaviour in Cemeteries

8.1 Vehicles in Cemeteries

Vehicles are only permitted to use designated roadways and car parks while in the cemetery. The use of vehicles must adhere to the cemetery speed limit.

Vehicles may only access cemeteries from:

- 7.00am to 8.30pm between October and March
- 8.00am to 5.00pm between April and September

The speed limit in all council cemeteries shall not exceed 20km/hour unless a different speed limit is specified, ordinary traffic rules are to be observed at all times.

The drivers of all vehicles must give way to any funeral procession (cortege) in any cemetery. If the Caretaker indicates that a vehicle should stop or move, the driver must respond as directed.

The Caretaker or Cemeteries Administrator may temporarily close the cemetery to vehicles, provided the closure is clearly displayed using appropriate signage. No private vehicle is to be left or taken into any cemetery when the cemetery is closed.

8.2 Control of Dogs within Cemeteries

Dogs are not permitted in cemeteries as per the Central Otago District Council Dog Control Bylaw.

8.3 Horses and Other Animals

No horses or other animals are permitted in any council cemeteries.

8.4 Promotional Activities

The promotion or advertising of goods or services within a council cemetery is not permitted.

8.5 Photography or Filming

No commercial photography, filming or recording is permitted in a council cemetery unless it is solely



for a private purpose, or it is in accordance with permission granted by the council under clause 9 of the Bylaw.

8.6 Misconduct

No one may disturb or interrupt a funeral or cause an annoyance or nuisance within a council cemetery, or cause damage to land, buildings or chattels in a cemetery.

8.7 Authorisation to Conduct Certain Activities

No one other than a Caretaker or person authorised by a Caretaker may engage in interment or disinterment or operate any burial machinery or equipment in a council cemetery.

9. Tributes

9.1 Wreaths and Other Tributes

Wreaths, food items, and other floral tributes or ornaments not permanently fixed to a monument may be placed on the plot for a period of ten days following an interment. After ten days items must be removed or relocated to the concrete beam.

If items are not claimed after ten days, the council may remove and dispose of the items. The council may also remove any neglected or broken items.

No ceremonial fires are permitted.

9.2 Temporary Markers

Any temporary marker must be removed once a permanent monument is erected.

If the Caretaker, considers that a temporary maker has fallen into a state of disrepair, it may be removed.



10. Maintenance of Plots and Graves

10.1 Lawn Areas

The council maintains plots and graves in lawn areas including mowing.

Any plants (including trees and shrubs) placed on a grave following an interment will be removed after ten days and the area sown with grass seed. The grave will be maintained as lawn.

10.2 Areas with Planting

No new plants or shrubs are to be planted on graves without council permission.

Existing plants may remain providing family or friends maintain them. If any plants are not being maintained, encroaching outside the plot area or inhibiting cemetery maintenance, the council may remove them. Any plant identified in the Otago Regional Council's Operational Pest Management Plan, and found growing on a plot or grave, will be removed.

11. Disinterment

11.1 Disinterment

Any requests to disinter either a body or ashes must be made in the first instance to a funeral director, who must apply to the council for the disinterment.

Any application received by the council shall be conducted pursuant to sections 51 and 55 of the Burial and Cremations Act 1964 (or superseding legislation), and subject to the payment of fees as the council may determine from time to time. This application relates to disinterment / re-interment of the deceased or ashes of the deceased.

12. Genealogical Information

The council has a number of cemetery burial records available online:

[Cemetery Record Search - Central Otago District Council \(codc.govt.nz\)](http://codc.govt.nz)

The council is committed to adding all cemeteries it is responsible for to this data base. These will be added as and when resources allow.



13. Cemetery Fees

Check the council website link for the current schedule of fees and charges.

[Fees and Charges Schedule.pdf \(codc.govt.nz\)](http://codc.govt.nz)



**Council
15 July 2020**

Report for Decision

Cemeteries Bylaw 2020 (Doc ID 448248)

1. Purpose of Report

To consider the approval and public notification of the proposed Cemetery Bylaw and associated Cemeteries Handbook following the Special Consultative Procedure.

Recommendations

That the Council

- A. **Receives** the report and accepts the level of significance.
- B. **Agrees** that the proposed Central Otago District Council Cemeteries Bylaw 2020 is the most appropriate way to address and regulate the management of cemeteries in the Central Otago district.
- C. **Approves** the proposed Central Otago District Council Cemeteries Bylaw 2020 and proposed Cemeteries Handbook as the preferred option for managing cemeteries.
- D. **Authorises** the proposed Central Otago District Council Cemeteries Bylaw 2020 and proposed Cemeteries Handbook for public consultation following the special consultative procedure.
- E. **Appoints** Councils Hearings Panel to hear any submissions and to make a recommendation to Council on the proposed Central Otago District Council Cemeteries Bylaw 2020 and proposed Cemeteries Handbook.

2. Background

Council's previous Cemetery Bylaw formed part of a set of general bylaw provisions, specifically General Bylaws 2008 Part 5 Cemeteries and Crematoria. This bylaw has expired, therefore it is recommended a new bylaw is prepared for reasons outlined within this report.

Once the proposed bylaw is adopted it will be included as part of councils ongoing review of bylaws. This review will be undertaken every 5 years as part of a programmed bylaw review.

Report author: Parks and Recreation Manager

3. Discussion

Overview and Background

Council's existing Cemeteries and Crematoria Bylaw 2008 has expired and is no longer enforceable.

The Burial and Cremation Act 1964 and the Local Government Act 2002 provide Council with the ability to develop bylaws to manage activities within its cemeteries. Any new or reviewed bylaw must follow the special consultative process and requirements specified in section 155 of the Local Government Act 2002.

Section 155 of the Local Government Act 2002 requires Council, before commencing the process for making a bylaw, to determine whether a bylaw is the most appropriate way of addressing the perceived 'problem'. If a local authority has determined that a bylaw is the most appropriate way of addressing the perceived 'problem', it must, before making the bylaw, determine whether the proposed bylaw;

1. Is the most appropriate form of bylaw; and
2. Gives rise to any implications under the New Zealand Bill of Rights Act 1990.

Bylaws must be consistent with the New Zealand Bill of Rights Act 1990,

The provisions included in the proposed bylaw deal with the following issues:

- (a) To ensure activities undertaken within cemeteries are carried out in accordance with the Act and any conditions adopted by the council in its Cemeteries Handbook, including:
 - Interments and disinterments;
 - The installation and maintenance of vaults, monuments, fences, trees and shrubs and other things on graves and in cemeteries;
 - Working in a cemetery;
 - The purchase of burial plots (including exclusive rights of burial).
- (b) Requiring that people in cemeteries must act in accordance with the standards for behaviour set out in the Cemeteries Handbook adopted by the council.
- (c) Making provision for the council to be able to prescribe fees and charges payable in relation to activities in cemeteries.

The Proposed Cemeteries Bylaw is attached at Appendix 1.

The Cemeteries Handbook sets out rules relating to activities and behaviour in cemeteries. These rules can in future be amended (after seeking community views) without having to amend the bylaw itself. Using this process means the handbook can more easily be kept up to date, as minor amendments can be made with appropriate targeted consultation without having to use the more extensive special consultative procedure process that must be used when amending a bylaw.

The current bylaw places no limits on the number of plot reservations that can be purchased. It is proposed to limit this to two plots. The first to be purchased at the time of

Report author: Parks and Recreation Manager

burial with the right to purchase the next adjoining plot. A full burial plot can accommodate two casket burials and four sets of ashes.

A number of councils limit the number of plots that can be reserved including Queenstown, Waitaki and Gore councils. Limiting the number of plots that can be purchased helps ensure ratepayers and residents have fair access to the cemeteries within the district. It also minimises the need for council to keep developing cemeteries before areas already developed are fully utilised.

During Level 4 of the COVID-19 pandemic, staff working in the Emergency Operations Centre were asked to provide information on burial spaces available across the district. Across all cemeteries there are approximately 500 reserved plots. To meet the demand for reserved plots which are over and above the 150 actual districtwide interments undertaken each year, council must install cemetery beams well in advance. In other words, council is undertaking capital investment well before it is actually required.

Reserved plots are not issued until paid for.

Section 155 Analysis

Section 155 of the Local Government Act 2002 requires the Council to determine whether a new bylaw to be made is “the most appropriate way to address the perceived problem”, that it is in the most appropriate form, and is consistent with the New Zealand Bill of Rights Act 1990.

The ‘problem’ in this instance is to ensure the appropriate management of cemeteries and the various activities that take place in them are within accepted parameters. These activities must comply with the Burial and Cremations Act 1964, as well as community, social and religious expectations. A bylaw has been an effective tool in the past to ensure cemeteries are operated in a way consistent with community expectations. Staff recommend that that bylaws are still the most appropriate way to address issues in cemeteries.

Section 77 of the Local Government Act 2002 requires the Council, in the course of the decision-making process, to seek to identify and assess all reasonably practicable options for the achievement of the objectives. This is also part of the assessment under section 155. These options are detailed within the options section of this report.

It is recommended that the draft bylaw be authorised for the special consultative procedure process.

Adopting a new bylaw is an appropriate mechanism for managing activities within the districts’ cemeteries. Approving the Cemeteries Handbook is not unreasonable because the scope of the handbook is provided for in the bylaw.

Section 15 of the New Zealand Bill of Rights Act 1990 provides that

“every person has the right to manifest that person’s religion or belief in worship, observance, practice, or teaching, either individually or in community with others, and either in public or in private”.

Section 20 also states that:

Report author: Parks and Recreation Manager

"a person who belongs to an ethnic, religious, or linguistic minority in New Zealand shall not be denied the right, in community with other members of that minority, to enjoy the culture, to profess and practise the religion, or to use the language, of that minority".

These rights may have some relevance to bylaws made for the purposes of regulating cemeteries. For example, if a bylaw attempted to control the way in which religious ceremonies at funerals could be conducted, it may breach one of these rights. In some circumstances it may be appropriate for a bylaw to provide controls that appear to limit these rights, particularly if the purpose related to the safety of persons in the cemetery. The shared use of cemeteries by different persons of different religions may also be a reason for limitations.

Limitations on a right may be appropriate if the limitation is considered "a reasonable restriction in a free and democratic society", in accordance with section 5 of the New Zealand Bill of Rights Act 1990. The draft Central Otago District Council Cemeteries Bylaw 2020 does not provide for any limitations on, or contain inconsistencies with, the New Zealand Bill of Rights Act 1990, although the Cemeteries Handbook proposes some limitations on grave ornamentation. If this limit is contrary to any of the rights in the Act, then it is a reasonable restriction in accordance with section 5 of the act.

Special Consultative Procedure

The SCP process under the Local Government Act 2002 requires that the Council prepare a statement of proposal that must include;

- (a) a draft of the bylaw as proposed to be made or amended; or
- (b) a statement that the bylaw is to be revoked; and
- (c) the reasons for the proposal; and
- (d) a report on any relevant determinations by the local authority under section 155.

The Act also requires the Council to prepare a summary of information and to determine the appropriate manner for distributing that summary. Section 89(c) requires that it be distributed as widely "as reasonably practicable, having regard to the matter to which the proposal relates". Section 83(e) of the Act also requires public notice of the proposal and the consultation being undertaken.

4. Options

Option 1 - (recommended)

Approve the new Cemetery Bylaw to provide consistent management and operation of Council cemeteries.

Advantages:

- The public have the opportunity to engage with the process.
- Enable the day to day activities undertaken within a cemetery to be incorporated into the Cemeteries Handbook, which can be amended from time to time without triggering a special consultative procedure.
- A new bylaw will ensure an updated modern bylaw reflects the views of the community.

Report author: Parks and Recreation Manager

Disadvantages:

- The creation of a new bylaw takes a considerable amount of time.

Option 2

Do not approve the new Cemetery Bylaw.

Advantages:

- Council is not required to undertake a special consultative procedure and subsequent hearing of any submissions.
- The process to amend the bylaw is time consuming and bureaucratic.

Disadvantages:

- The public have no opportunity to become involved in the process.
- Not having a cemeteries bylaw in place would exclude management of the issues relating to cemetery operations such as correct interment procedures and headstone installation.

Option 3

Seek voluntary cooperation for any activity undertaken in Council cemeteries.

Advantages:

- No requirement to create a bylaw or undertake the special consultative procedure.

Disadvantages:

- No guarantee that activities undertaken in a council cemetery will be managed appropriately.

5. Compliance

Local Government Act 2002 Purpose Provisions	This decision enables democratic local decision making and action by, and on behalf of the community through the special consultative procedure. More details on the Local Government Act 2002 requirements have been covered within the body of the report.
Financial implications – Is this decision consistent with proposed activities and budgets in long term plan/annual plan?	There is no direct impact on rates or charges through this review, the introduction of the new bylaw or the introduction of the Cemeteries Handbook. Any changes to the current cemeteries' fees will be addressed, if required, through the annual fees and charges process.
Decision consistent with other Council plans and policies, such as the District Plan, Economic Development Strategy, etc?	The existing bylaw has expired.

Report author: Parks and Recreation Manager

Considerations as to sustainability, the environment and climate change impacts	Not applicable.
Risk Analysis	Not applicable.
Significance, Consultation and Engagement (internal and external)	The Local Government Act 2002 requires Council to follow the special consultative procedure when reviewing bylaws. This enables the public to have input into the process. Under Councils Significance and Engagement Policy making, amending or revoking a bylaw is classified as having a high level of significance.

6. Next Steps

The proposed process for adopting a new bylaw is as follows:

- a) Consideration of this report by the Council, and the adoption of the recommendations to authorise the special consultative procedure - 15 July 2020.
- b) The special consultative procedure - from 20 July – 21 August.
- c) The hearings panel hears submissions and makes recommendations to council to adopt (or not) the final version of the proposed cemeteries bylaw and cemeteries handbook – 13 October.
- d) The Council receives recommendation report from hearings panel – 18 November.
- e) The proposed date for the cemeteries bylaw 2020 and cemeteries handbook to take effect - 1 December 2020.

The special consultative process will include targeted consultation with local Funeral Directors and Cemetery Trustees.

Attachments

- Appendix 1: Proposed Cemeteries Bylaw 2020.
- Appendix 2: The Proposed Statement of Proposal.
- Appendix 3: Proposed Cemeteries Handbook.
- Appendix 4: Summary Table analysis.
- Appendix 5: Summary of Statement of Proposal.

Report author:



Gordon Bailey
Parks and Recreation Manager
15/06/2020

Reviewed and authorised by:



Louise van der Voort
Executive Manager - Planning and Environment
1/07/2020

Report author: Parks and Recreation Manager



Cemetery Bylaw Review

Summary Statement of Proposal





Central Otago District Council is reviewing the **Cemetery Bylaw**.

The Cemetery Bylaw regulates the operations and maintenance of Cemeteries within the district.

It ensures activities undertaken within cemeteries are consistent with the Burial and Cremations Act 1964 and with Council's Cemeteries Handbook (available at lets-talk.codc.govt.nz or codc.govt.nz). It includes:

- Directing the positions and depths of all graves within a cemetery.
- Protecting buildings, monuments, lawns, shrubs, plantations, and enclosures in a cemetery from destruction or damage.
- Prescribing conditions for the interment of more than one deceased person in a grave, including ashes.
- Controlling the timing when burials may be carried out.
- Regulating the burial of ashes in a cemetery.
- Regulating the disinterment and removal of bodies, in accordance with legislation.
- Regulating activities undertaken at cemeteries.
- Prescribing fees in relation to cemeteries.

The Bylaw became operative on 18 December 2020. It must be reviewed five years after enactment, then every ten years. It will next be reviewed in 2035.

Council are not proposing any changes to the Bylaw. One minor amendment has been made to the Cemeteries Handbook – to clarify that after hours burial arrangements can be made for religious or cultural reasons.

The Council has determined that a bylaw is required to control activities undertaken within Cemeteries owned by the Council. Alternatives considered include legislation, education, providing or delivering services, regulation, or referral to another agency.

Consultation will be open from **Date to Date**. Oral submissions will be heard either at a Hearing following the conclusion of consultation. All submitters who indicated an interest in speaking will be offered the opportunity to do so.

The Proposed Bylaw comes into effect on **DATE**, subject to the above.

Copies of this Statement of Proposal, the proposed Bylaw, the Cemeteries Handbook, and the Section 155 Analysis are available at lets-talk.codc.govt.nz or at any Council Service Centre.

Have your say from **DATE to DATE** at:

lets-talk.codc.govt.nz



Appendix 1: Vincent Ward RMP

- **Aronui Dam** legally described as:
 - Section 121 Block I Fraser SD – 3.0351 ha
- **Blackmore Park & Lanes Dam** legally described as:
 - Lot 47 DP 7838 – 0.4230 ha
 - Lot 1 DP 538241 – 1.0221 ha
 - Total: 1.4451 ha
- **Chatto Creek Recreation Reserve** legally described as:
 - Sec 8 BLK X Tiger Hill SD – 0.24525 ha
 - Sec 11 BLK X Tiger Hill SD – 0.1983 ha
 - Total: 0.44355 ha
- **Molyneux Park Extension** legally described as:
 - Lot 100 DP 562079 – 6.2109 ha
- **Dunstan Recreation Reserve** legally described as:
 - Sec 134 BLK I Leaning Rock SD – 7.8521 ha
 - Sec 135 BLK I Leaning Rock SD – 6.8534 ha
 - Sec 1 Sec 127 BLK I Leaning Rock SD – 4.8582 ha
 - Total: 19.5637 ha
- **Gillaly Way Access** legally described as:
 - Sec 1 SO 24753 – 0.0727 ha
 - Lot 4 DP 21338 – 0.4161 ha
 - Total: 0.4888 ha
- **Half Mile** legally described as:
 - Sec 195 BLK I Fraser SD – 14.4591 ha
- **Kamaka Walkway** legally described as:
 - Lot 15 DP 20528 - 0.3121 ha
 - Lot 4 DP 22371 - 0.0200 ha
 - Lot 5 DP 22371 - 0.0103 ha
 - Lot 53 DP 16869 - 0.1194 ha
 - Pt Lot 14 DP 20528 - 0.2363 ha
 - Total: 0.6981 ha
- **Koreke Lane Park** legally described as:
 - Lot 300 DP 590051 - 0.1022
- **Larch Crescent Walkway** legally described as:
 - Lot 48 DP 557007 - 0.4495
 - Lot 47 DP 557007 - 0.0811
- **Ophir Swimming Pool** legally described as:
 - Lot 3 DP 20750 – 0.3347 ha
- **Richards Park** legally described as:
 - Lot A DP 1457 – 0.2110 ha
- **Sunderland Street** legally described as:
 - Sec 126 BLK XXVI TN of Clyde – 0.0332 ha
- **Alexandra Town Belt** legally described as:



- Lot 4 DP 462881 – 2.9476 ha
- Lot 7 DP 429123 – 11.3085 ha
- Lot 8 DP 429123 – 6.6898 ha
- Section 1 SO 535436 – 1.0912 ha
- Lot 1 DP 580397 – 6.6616 ha
- Lot 2 DP 462881 – 1.1140 ha
- Sec 2 SO 497121 – 1.8933
 - Total: 31.706 ha



Appendix 2: Cromwell Ward RMP

- **Austin Place Greenway / Gair Avenue Greenway** – Smitham Drive legally described as:
 - Lot 408 DP 518750 – 0.0292 ha
- **Austin Place Greenway** legally described as:
 - Lot 32 DP 16252 – 0.2287 ha
 - Lot 30 DP 16251 – 0.3459 ha
 - Total: 0.5746 ha
- **Begg Lane Accessway** legally described as:
 - Lot 101 DP 546309 – 0.0831 ha
- **Begg Lane Reserve** Lot legally described as:
 - 100 DP 563843 – 0.0613 ha
- **Bruce Street Greenway PT** Stopped Bruce Street legally described as:
 - Sec 124 BLK III Cromwell SD – 0.3122 ha
 - Lot 18 DP 20490 – 0.3924 ha
 - Sec 15 BLK XXIV Tn of Crom – 0.3649 ha
 - Sec 15 BLK XLI Tn of Crom – 0.6202 ha
 - Sec 15 BLK LXV Tn of Crom – 0.2938 ha
 - Total: 1.9835 ha
- **Cromwell Greenway A** legally described as:
 - Sec 118 BLK III Crom SD – 0.9974 ha
- **Cromwell Greenway B** legally described as:
 - Sec 120 BLK III Crom SD – 3.5306 ha
- **Molyneux Avenue Greenway** legally described as:
 - Sec 18 BLK XXXIX Tn of Crom – 0.9029 ha
- **Cromwell Greenway D** legally described as:
 - Lot 2 DP 512646 – 0.6487 ha
- **Cromwell Greenway E** legally described as:
 - Lot 4 DP 24514 – 3.4419 ha
- **Cromwell Greenway F** legally described as:
 - Austin Place Greenway Lot 31 DP 16251 – 0.2192 ha
- **Cromwell Greenway G** legally described as:
 - Anderson Park Sec 8 BLK XCII Tn of Crom – 1.8656 ha
- **De Bettencor Place Accessway** legally described as:
 - Lot 36 DP 361475 – 0.0503 ha
- **Down Street** Greenway legally described as:
 - Sec 15 BLK LXIII Tn of Crom – 0.2940 ha
- **Down Street South Reserve** legally described as:
 - Sec 15 BLK XIV Tn of Crom – 0.0533 ha
- **Elite Court Accessway** legally described as:
 - Lot 301 DP 350184 – 0.1223 ha
- **Ferry Lane Reserve** legally described as:
 - Lot 60 DP 24318 – 0.5692 ha
 - Lot 64 DP 24318 – 0.2947 ha



- Total: 0.8639 ha
- **Gair Avenue Greenway East** legally described as:
 - Lot 1 DP 407340 – 2.156 ha
- **Gair Avenue Greenway West** legally described as:
 - Sec 6 SO 24009 – 1.5285 ha
- **Lakeview Estate Reserve Walkway (Bell Avenue)** legally described as:
 - Lot 31 DP 23666 – 0.0582 ha
- **Butchers Drive Reserve/Melmore Terrace Reserve/Kawarau Court Reserve** legally described as:
 - Lot 27 DP 303906 – 1.7662 ha
 - Sec 5 SO 324541 – 0.0380 ha
 - Pt Lot 2 DP 24198 – 0.8269 ha
 - Total: 2.6311 ha
- **Nepulsultra Recreation Reserve** legally described as:
 - Lot 1 DP 17280 – 0.2093 ha
 - Lot 2 DP 17280 – 2.6650 ha
 - Sec 3 BLK XCIII Tn of Crom – 0.4072 ha
 - Total: 3.2815 ha
- **Olds Crescent Reserve North** legally described as:
 - Lot 2 DP 493016 – 1.1095 ha
- **Olds Crescent Reserve South** legally described as:
 - Lot 3 DP 493016 – 0.1442 ha
- **Pisa Moorings Reserve** legally described as:
 - Lot 34 DP 24952 – 0.4621 ha
- **Pioneer Court Reserve** legally described as:
 - Lot 5 DP 24514 – 0.3881 ha
- **Prospectors Park 1** legally described as:
 - Lot 201 DP 556860 – 0.2676 ha
- **Prospectors Park 2** legally described as:
 - Lot 200 DP 556859 – 0.0530 ha
- **Prospectors Park 3 (AKA Wallis Drive)** legally described as:
 - Lot 203 DP 556860 – 0.0744 ha
- **Roberts Drive Reserve** legally described as:
 - Lot 33 DP 24297 – 0.1422 ha
 - Lot 61 DP 25116 – 0.0469 ha
 - Sec 1 SO 24076 – 0.1209 ha
 - Total: 0.3100 ha
- **SH8 Reserve (AKA Murray Terrace Reserve)** legally described as:
 - Sec 4 SO 594762 – 0.8877 ha
- **Sugarloaf Scenic Reserve** legally described as:
 - Sec 1 SO 24210 – 36.2135 ha
 - Lot 15 DP 418764 – 24.9886 ha
 - Lot 16 DP 418764 – 25.3079 ha
 - Lot 206 DP 404040 – 40.3750 ha
 - Lot 6 DP 433991 – 16.7201 ha



- Total: 143.6051 ha
- **Waenga Drive Reserve** legally described as:
 - Sec 2 SO 593544 – 0.7848 ha
- **Wooing Tree Greenway** legally described as:
 - Lot 804 DP 596413 – 0.8357 ha
- **Wooing Tree Park** legally described as:
 - Lot 805 DP 596413 – 0.3973 ha



DRAFT ECONOMIC DEVELOPMENT STRATEGY 2025 SURVEY REPORT

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Background

We know that economic wellbeing is important to the people of Central Otago. Through the Shaping Tomorrow Together project, 500-1000 members of the community told us about their motivations for living in Central Otago, and about their aspirations for Central Otago over the next 50 years. We now want to build on those results, with a focus on economic development. We created this draft with your input - have we got it right?

Council's Economic Development Strategy articulates where we want to be and how we are going to get there. The 10-year strategy is built around a shared vision, target, and four key pillars.

Our Target: Increase the average Central Otago wage income to the national average by 2035.

Key pillars:

Fostering Sustainable Growth and Innovation – Encouraging industries and initiatives that drive economic growth while protecting the environment and enhancing innovation and resilience

Building Thriving and Inclusive Communities – Supporting resilient communities with access to quality housing, healthcare, childcare, and public spaces that foster belonging and vibrancy

Enabling Connected and Resilient Infrastructure – Investing in future-ready infrastructure that enhances transport, digital connectivity, and economic productivity

Partnership and Collaboration – Strengthening partnerships with mana whenua, regional businesses and organisations, and national stakeholders to drive sustainable growth and shared success.

This report presents findings from community engagement on the draft Economic Development Strategy for the purposes of finalising the strategy.

Research Design

Context

Initial community engagement began in August and September 2024 and involved 11 workshops and an online survey. The workshops were held across five towns and included a mix of community workshops for each ward (Alexandra, Cromwell, Maniototo, and Teviot) and industry focussed workshops (construction, horticulture and viticulture, professional services, agriculture and tourism, hospitality and retail). An online survey ran over the same period receiving over 200 responses. Engagement with mana whenua was also undertaken over this period. Based on community input through the initial community engagement, the draft strategy was produced.

This report summarises the results of the community consultation on the Draft Strategy. The consultation on the Draft Strategy was carried out between 13 October and 28 November 2025. We received 18 submissions. Fifteen submissions were received through the Let's Talk consultation platform and three were received through email. One of the hard copy submissions received was collectively as Mana Whenua through Te Rūnanga o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou, and Hokonui Rūnaka to acknowledge and support the Central Otago District Council Draft Economic Development Strategy. This submission is included as Appendix Two.

Method

This survey was conducted primarily using the Let's Talk - Kōrero Mai (Let's Talk) consultation software, although hard copy submissions were accepted. Participants who submitted through Let's Talk were required to register. The sample gathered was based on self-selection.

For information on the demographics of the respondents, please see Appendix One.

Questionnaire Design

Respondents were provided the Draft Economic Development Strategy, as well as a summary 'Plan on a Page' that highlighted the key provisions. Respondents were asked one overall question about whether the strategy's target to increase the average Central Otago wage income to the national average by 2035 is the right target for the strategy.

Other questions in the survey were designed around the four pillars, with one survey question asking for feedback for each pillar. These questions gauged how satisfied people were with each of those pillars and the projects outlined to achieve those goals. In addition to the multiple-choice questions, each question provided an opportunity for commentary. Respondents also had an opportunity to comment on whether they see an opportunity to

collaborate or partner with Council on a project or activity and to be notified of future economic development activities.

At the end of the survey, there was one question seeking feedback on how respondents heard about this community engagement opportunity.

None of the questions were mandatory, allowing respondents to answer those that were relevant and skip those that were not.

Survey Promotion

This survey was promoted in a number of ways, including through a CODC media release [Council Seeks Community Input on Draft Economic Development Strategy - Central Otago District Council](#), advertising in The Noticeboard (The News), community bulletins, Central App and Facebook posts. Stakeholders, including community and industry groups, were contacted and encouraged to provide feedback. Presentations were given to the Alexandra Council of Social Services (ACOSS) and at the Cromwell Collective (network of social service organisations in Cromwell), Cromwell Community Board, Maniototo Community Board, Teviot Valley Community Board, Vincent Community Board, Elevate Central Business Breakfast, Ranfurly Business Breakfast, Roxburgh Teviot Valley Networking Group, and Cromwell Business Network.

The Let's Talk registered users who indicated an interest in being informed about Economic Development (587 users) were sent an email with a link to the survey to encourage engagement. To find out more about the traffic to the Let'sTalk project page, see Appendix Three.

Internally in the Council, efforts were made to inform staff and elected members about this consultation through an article in Sharepoint (intranet). Public screens positioned through the District in Council offices and libraries displayed information promoting this survey.

Survey Results:

Respondents had the opportunity to provide feedback on the strategy's target, each of the four pillars, and opportunities for future collaboration with Council on a project or activity. Respondents were provided six different opportunities to comment on each of the key questions in the survey. Quantitative results reflect only those who answered the specific questions on the survey and excludes general feedback received outside of the survey tool.

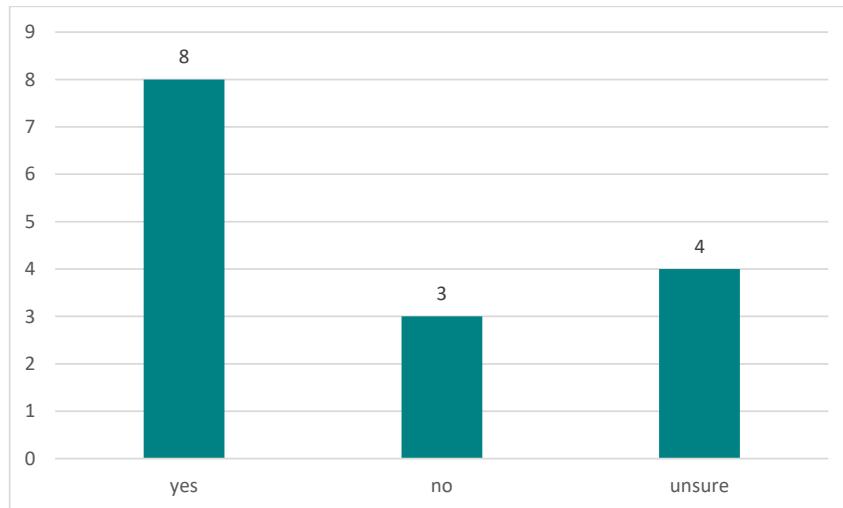
Artificial Intelligence (AI) tools were used to assist with the analysis of the results.

General feedback

The strategy's target is to increase the average Central Otago wage income to the national average by 2035.

The average Central Otago wage is 85% of (15% below) the national average. The intention of the target is to provide a measurable goal and highlight the focus of this strategy to increase wages through increased productivity. Economic theory shows that gains in productivity are shared between business owners and employees (wages).

Respondents were asked, *“Do you agree that this is the right target for this Strategy?”*



N=15

Respondents were then asked if they *“Would like to comment further on the target of the Draft Economic Development Strategy?”* A total of 16 comments were received from 15 respondents on this question. The information below outlines the commonly mentioned themes that respondents identified.

Practicality of the target (4 comments). Respondents debate whether the national average wage target is realistic or sustainable for the region's unique small, family-run business economy. Others indicated that there is a need to account for potential statistical skewing (seasonal workers).

Housing and affordability (2 comments). Respondents raised what they believed was an immediate social crisis caused by high rents, high rates, Air BnBs, and the resulting staff retention issues.

Implementation and strategy (2 comments). Some expressed the concern that the strategy lacks a clear action plan, sufficient investment, and coordination across Council plans.

Environmental sustainability (2 comments). Respondents noted the need to balance productivity and growth against environmental sustainability and natural resource limits.

Wages and productivity (2 comments). Some respondents questioned whether productivity automatically leads to higher wages but affirmed that productivity focus is key.

Strategy resilience (2 comments). Respondents acknowledged the dependency in the district on high-value horticulture and the need to diversify.

Critique of Council (2 comments). Some respondents expressed concern about Council decisions relating to business closures and possible 'greenwashing' of large-scale solar projects.

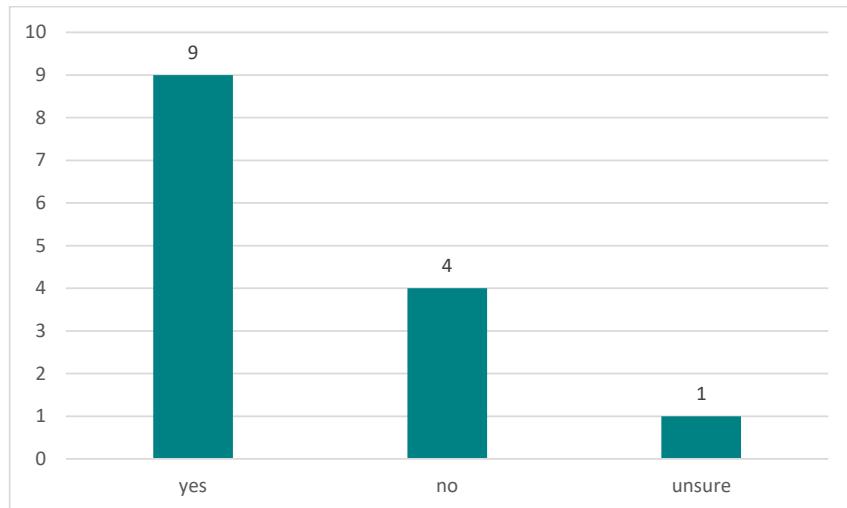
Four strategic pillars

Pillar 1: Fostering sustainable growth and innovation. More detail can be found on pages 19-23 of the strategy.

Objectives:

- A dynamic, innovative, and diversified economy that explores new markets and strengthens industry resilience.
- Central Otago supports the transition to renewable energy and strengthens climate resilience across the district.
- A sustainable, authentic, and year-round visitor destination.
- Strong industry partnerships for collaboration, innovation, and workforce growth.

Respondents were asked, *“Do you agree with the objectives of Pillar 1?”*



N=14

Respondents were then asked, *“Would you like to provide comments on Pillar 1?”* A total of 11 comments were received from 14 respondents on this question. The information below outlines the commonly mentioned themes that respondents identified.

Opposition to large-scale projects (3 comments). Respondents expressed strong concern regarding large scale projects from Tarras airport and gold mine proposals to large solar and wind farms, fearing they would displace existing industries, damage the environment, and alter the region's character.

Sustainable tourism (3 comments). Feedback highlighted the risk of "over-tourism," urging a strategy that prioritizes local values and quality experiences rather than becoming "another Queenstown."

Strengthening local business resilience (2 comments). These respondents preferred supporting existing small businesses and agriculture over attracting speculative new industries or large external investors.

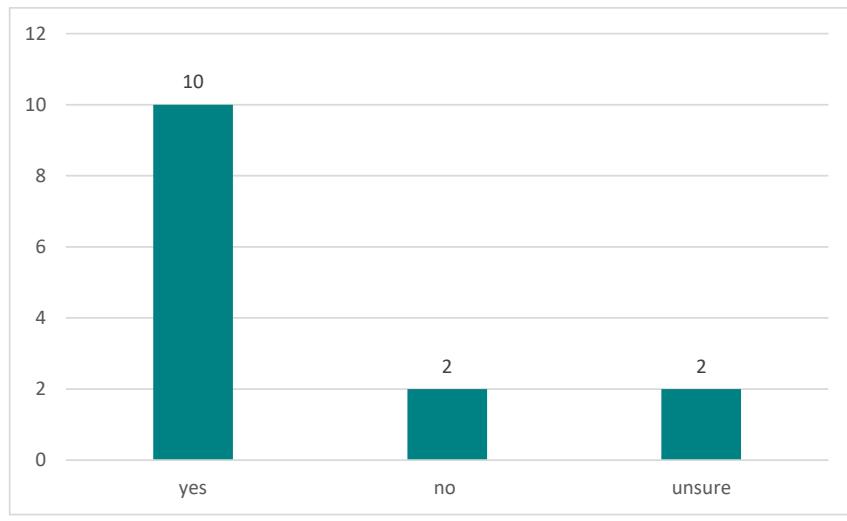
Environmental accountability (3 comments). Comments called for environmental protection and impact limits, and the need for ecological and biodiversity monitoring metrics.

Pillar 2: Building thriving and inclusive communities. More detail can be found on pages 25-30 of the strategy.

Objectives:

- Affordable, quality housing for thriving, inclusive communities.
- Accessible healthcare and childcare for a thriving, resilient workforce.
- Revitalised town centres fostering economy, community, and identity.
- A skilled, adaptable workforce supporting growth and resilience.
- Inclusive, connected communities that drive workforce participation, innovation, and economic development.

Respondents were asked, *“Do you agree with the objectives of Pillar 2?”*



Respondents were then asked, *“Would you like to provide comments on Pillar 2?”*

A total of 17 comments were received from 14 respondents on this question. The information below outlines the commonly mentioned themes that respondents identified.

Support for small businesses (6 comments). These respondents focused on the need to provide direct aid, resources and a supportive environment for local businesses, startups and entrepreneurs.

Workforce development and education (4 comments). Respondents indicated the importance of training, education, and skill development to ensure a local, qualified workforce that meets current and future economic demands.

Housing and vibrant town centres (4 comments) Affordable housing was highlighted in these comments. Respondents had a range of views on how this could be achieved.

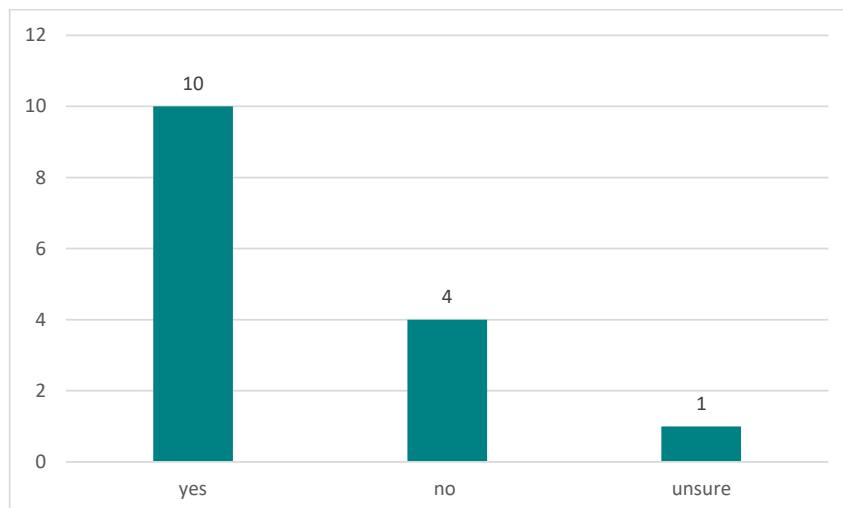
Infrastructure and technology (3 comments). Respondents highlighted the need for modernising physical and digital infrastructure to facilitate business growth and economic activity.

Pillar 3: Enabling connected and resilient infrastructure. More detail can be found on pages 33-37 of the strategy.

Objectives:

- A resilient, sustainable transport network enhancing growth and accessibility.
- Stronger digital connectivity driving innovation and equity.
- Reliable, sustainable water infrastructure.
- Climate-resilient infrastructure ensuring safety and stability.

Respondents were asked, *“Do you agree with the objectives of Pillar 3?”*



N=15

Respondents were then asked, *“Would you like to provide comments on Pillar 3?”* A total of 17 comments were received from 15 respondents on this question. The information below outlines the commonly mentioned themes that respondents identified.

Transportation and connectivity (5 comments). Respondents expressed the need to improve transportation infrastructure, focusing on practical public transportation, road maintenance, active transport (walking/cycling), and connectivity between towns and regions.

Infrastructure (3 comments). These comments focused on the need to plan for long-term population trends and avoid infrastructure that will negatively impact the environment. One respondent indicated that a new wastewater plant should be a priority.

Digital infrastructure (3 comments). Respondents noted a desire to expand digital infrastructure, but to consider the social impact of future digital projects as many prefer face-to-face interaction. Another comment noted the risk of overreliance on digital systems in the event of a civil defence emergency.

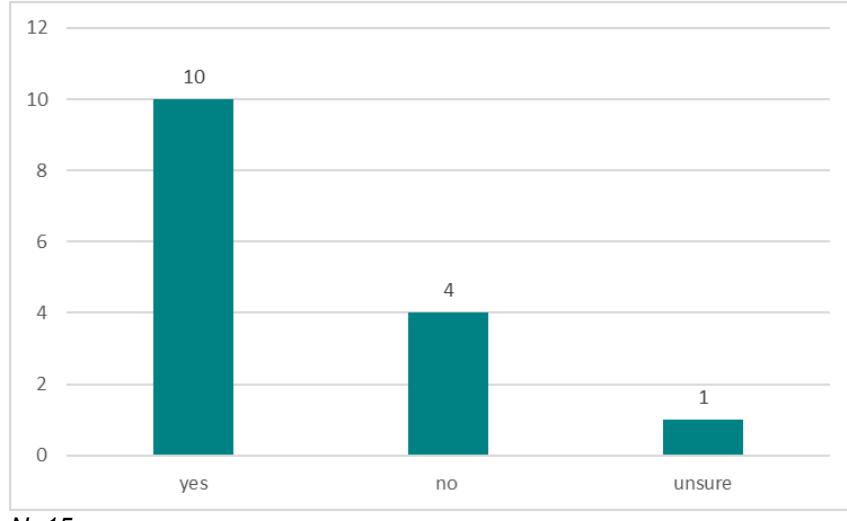
Environment (2 comments). Comments under this theme urged a practical approach to climate resilience and a need to understand the earth's regenerative capacity.

Pillar 4: Partnership and collaboration. More detail can be found on pages 39-41 of the strategy.

Objectives:

- Strengthen the Māori economy and Cultural Integration.
- Embed mana whenua economic aspirations across regional development
- Collaborate across regions and sectors to drive resilience and opportunity.

Respondents were asked, *“Do you agree with the objectives of Pillar 4?”*



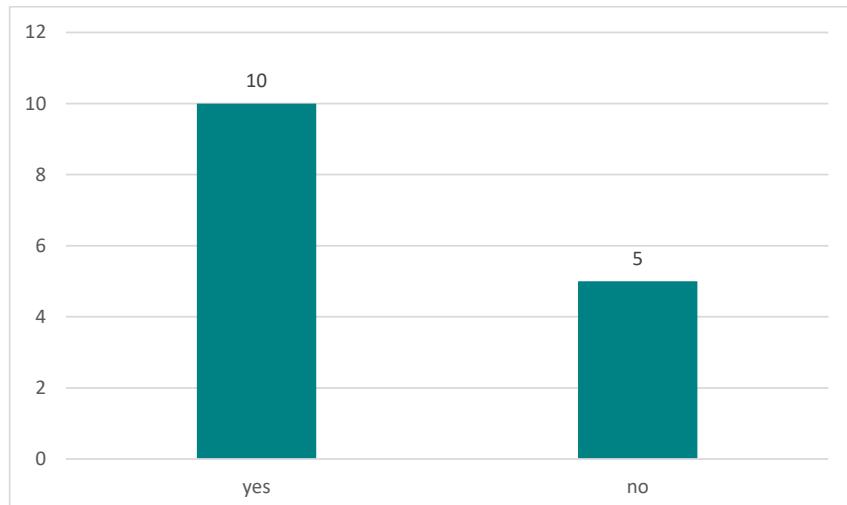
Respondents were then asked, *“Would you like to provide comments on Pillar 4?”* A total of 16 comments were received from 15 respondents on this question. The information below outlines the commonly mentioned themes that respondents identified.

Partnership and inclusion (6 comments). Respondents expressed support for strong community partnerships, specifically with Māori, ensuring the strategy is inclusive of all cultural and ethnic groups.

Industry engagement with Council (4 comments). Respondents indicated that there is a need for a structured business engagement framework, a proactive responsive council culture, and strengthening procurement guidelines to preference local suppliers where viable. One respondent noted the need to include community in collaboration as well as industry because the community businesses operate and give social license to operate.

Planning and regional connections (4 comments). Respondents requested a strategic overview of how all pillars interact and link with regional partners and neighbouring councils to ensure cohesion, especially when projects overlap political boundaries.

Respondents were asked, “*Do you see an opportunity to collaborate or partner with Council on a project or activity?*”



N=15

Respondents were then asked, “*What opportunities for collaboration or partnership do you see in the future?*” A total of 12 comments were received from 15 respondents on this question. The information below outlines the commonly mentioned themes that respondents identified.

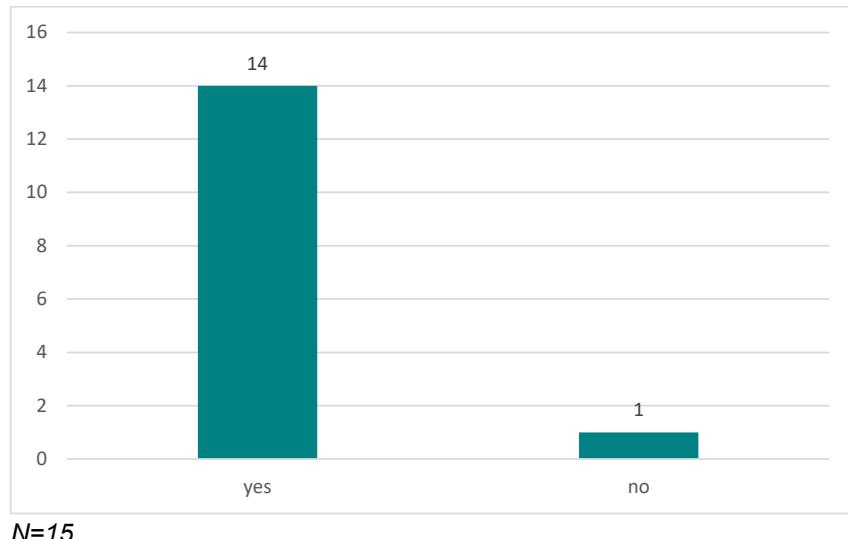
Proposed large-scale projects (3 comments). Specific projects that were mentioned include Tarras Airport, Maniototo Plains Solar farm, and mines. Respondents focused on the need to get information, integrating the projects into the community, and providing a community perspective on their potential impact.

Governance and engagement (3 comments). Respondents suggest specific mechanisms and improvements for how the council should conduct consultation, handle planning, and engage with the business community. Specific ideas suggested including digging deeper into community resources and aspirations, elected member advocacy and involvement in Business South's quarterly business-Council economic roundtables.

Targeted workforce support (2 comments). Respondents expressed the need for targeted support for the region's main economic driver (agriculture) through policy and general workforce upskilling.

Facilities (2 comments). These comments expressed a clear need for upgrades to a specific community facility. An upgrade to floodlights and facilities for the football club in Alexandra and revitalising the Cromwell Mall were both specifically mentioned.

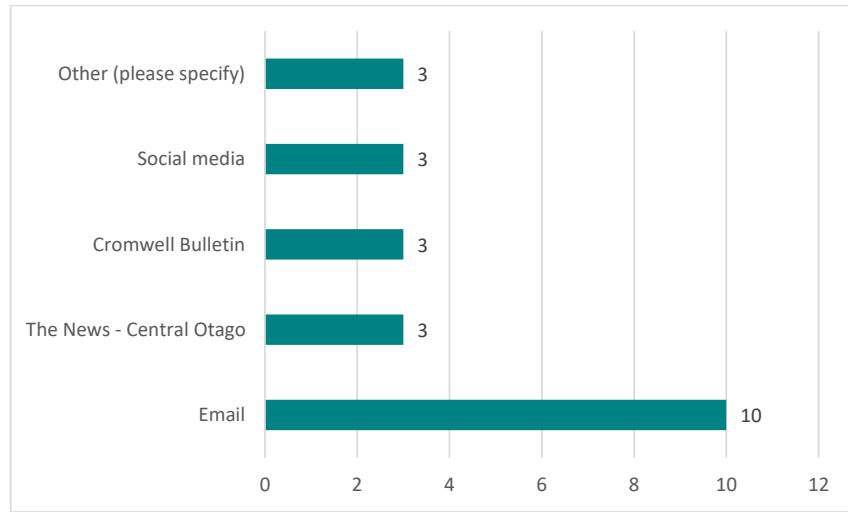
Finally, respondents were asked, “*Would you like to be notified of future economic development activities?*”



N=15

Before you go...

To improve our communications, please tell us how you learned about this feedback opportunity. May tick more than one.

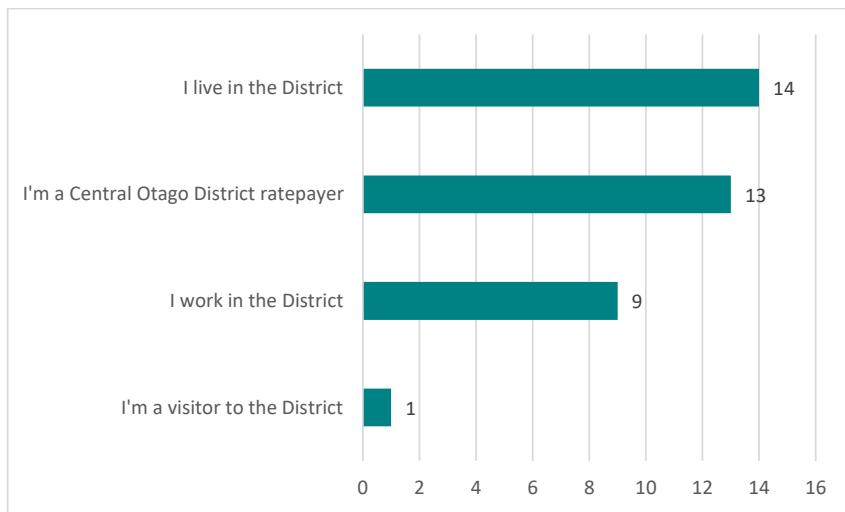


N=22

12

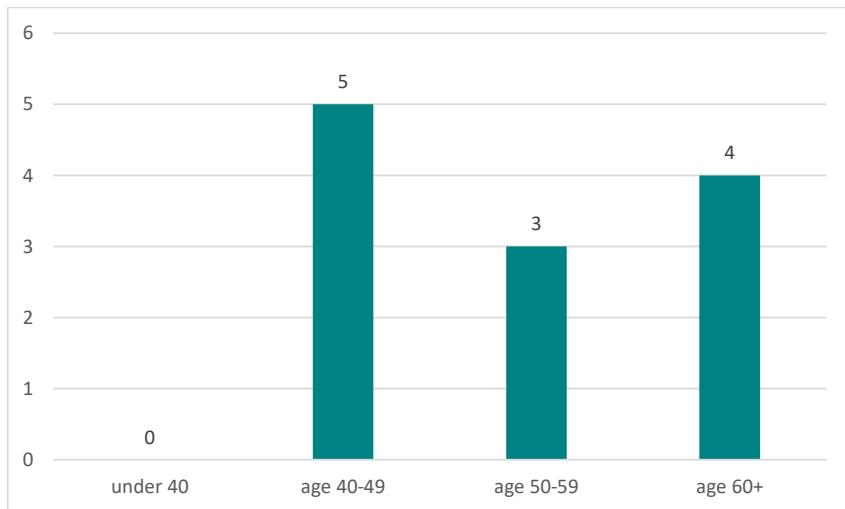
Appendix One: Demographics

Connection to the Central Otago District? Select all that apply.



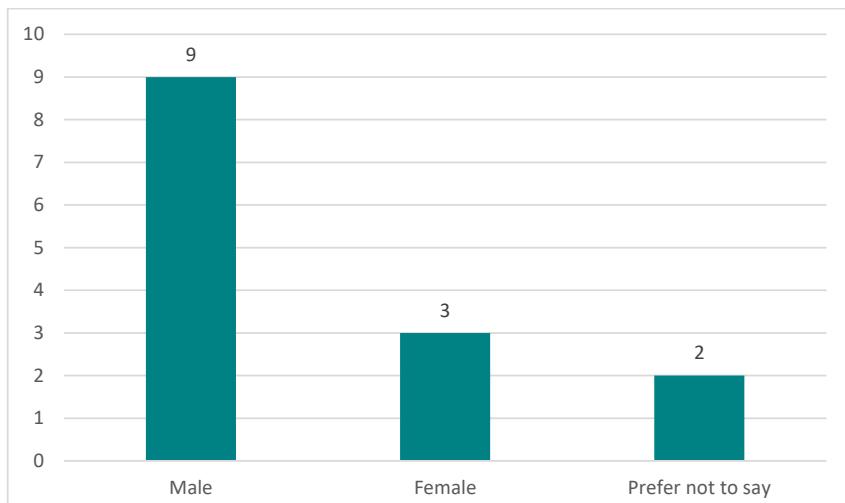
N=37

Age

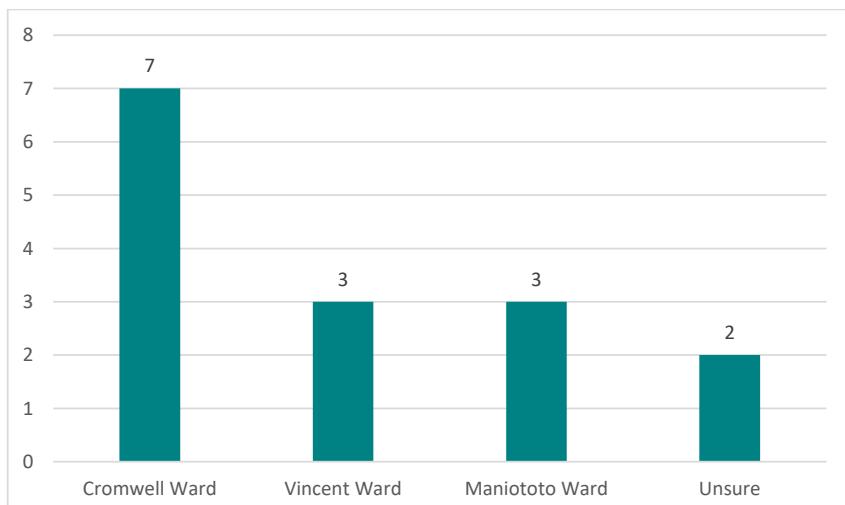


N=12

13

Gender

N=14

Ward

N=15

14

Appendix Two: Mana whenua support letter



Te Rūnanga o Ōtākou



19 November 2025

Nick Lanham
Council Economic Development Manager
Central Otago District Council
nick.lanham@codc.govt.nz

Tēnā koe Nick,

We write collectively as Mana Whenua through Te Rūnanga o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou, and Hokonui Rūnaka to acknowledge and support the *Central Otago District Council Draft Economic Development Strategy*.

We appreciated the opportunity to contribute to its development and to review the draft. Our rūnaka recognise the progress CODC has made in shaping a long-term economic vision for the district. As noted in our earlier correspondence, we remain committed to partnering with Council to ensure the strategy reflects our shared aspirations and supports a resilient, productive, and sustainable economic future for Central Otago.

Support for the strategy and intent to partner

We offer our support for the draft strategy at this stage, acknowledging both its direction and the opportunity it presents to strengthen the role of Mana Whenua in the district's economic development landscape. Our collective intent is to work alongside Council at a strategic level to ensure Mana Whenua perspectives are incorporated in a practical and enduring way.

We see opportunities to collaborate on shared economic priorities that enhance regional prosperity, support local businesses and communities, and contribute to sustainable long-term growth.

Looking ahead

We welcome further engagement as the strategy is refined and moves toward implementation. Establishing a structured and enduring partnership approach will support stronger outcomes for the district and ensure the strategy is grounded in the values, history, and aspirations of Mana Whenua.

Please accept this letter as our collective support for the draft strategy, alongside our commitment to continued partnership as CODC progresses this important kaupapa.



Te Rūnanga o Ōtākou



Kāti Huirapa Rūnaka ki Puketeraki

Nāku noa, nā

Rūnaka	Chairperson name	Chairperson signature
Te Rūnanga o Moeraki	Justin Tipa	
Kāti Huirapa Rūnaka ki Puketeraki	Matapura Ellison	
Te Rūnanga o Ōtākou	Nadia Wesley-Smith	
Hokonui Rūnaka	Terry Nicholas	

Appendix Three: Let's Talk

An **aware** visitor has made at least one single visit to the site or project.

An **informed** visitor has taken the next step and clicked on something.

An **engaged** visitor has contributed in some way or participated in a survey or quick poll.

Traffic Channel

Direct – typed the URL or clicked a link in an email

Social – traffic generated by social media

Email – traffic that arrived via direct email campaigns within Let's Talk (such as a newsletter)

.Gov sites – any site with a .gov or .govt that refers traffic to the consultation

Search engines – traffic generated via search engines such as Google

Referrals – traffic from links on any other non-government website

Traffic Channel	Source	Aware-Visits	Informed-Visits	Engaged-Visits
Direct	-	236	109	10
Referrals	android-app	1	1	0
Referrals	auc-word-edit.officeapps.live.com	1	0	0
Referrals	centralapp.nz	7	0	0
Referrals	codc.sharepoint.com	6	6	0
Search Engine	bing	2	0	0
Search Engine	duckduckgo	2	1	0
Search Engine	google	74	64	0
Email	ehq	248	90	5
Email	google	1	1	0
Social	facebook	34	14	2
.GOV sites	gov	26	9	1



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[Central Otago Economic Development Strategy 2025–2035](#)

Central Otago District Council

Foreword from the Mayor

As Mayor of Central Otago, I am proud to present our Economic Development Strategy for 2025–2035.

This strategy embodies the aspirations, values, and vision of our community, a community deeply rooted in its people, its environment and its unique way of life.

The foundation of this strategy lies in the 2024 community conversations that shaped our District Vision: Central Otago - Our Place in the World. Together, we identified what we collectively strive for as a district:

- **Grounded in Respect for the Environment**, recognising that our well-being depends on protecting the natural environment that sustains us.
- **Advanced by Economic Prosperity**, embracing growth, innovation, and sustainable opportunities that empower our people and businesses to thrive.
- **Empowered by a robust Social Fabric**, fostering vibrant, safe, and inclusive communities where everyone feels they belong.
- **Enriched by Expressions of our Culture**, celebrating the region's identity, traditions, heritage, and creativity that define who we are as Central Otago.

Central Otago stands at a pivotal moment in its history. Our region is growing, our industries are evolving, and our natural environment continues to inspire us while demanding our stewardship. This strategy provides a clear and focused roadmap to navigate these changes. Building on the strengths of our communities, businesses, and partnerships, while addressing critical challenges such as housing, infrastructure, climate resilience, and sustainable growth.

This plan is not just a document, it's a shared vision. It reflects the voices and contributions of many: our residents, businesses, mana whenua, and stakeholders who shared their ideas, hopes, and aspirations. To each of you, thank you.

As we move forward together, I encourage each of us, individuals, businesses, and organisations, to play an active role in bringing this strategy to life. Together, we can ensure that Central Otago remains an extraordinary place to live, work, and visit, for generations to come.



Tamah Alley
Mayor of Central Otago

Central Otago Economic Development Strategy 2025–2035

Central Otago District Council

Our Shared Vision in Central Otago

Central Otago is a region defined by its stunning landscapes, strong sense of community, and vibrant culture. It's a place where people value connection, opportunity, and the unique identity of the district. In 2024, extensive community input shaped our District Vision: Central Otago - Our Place in the World. This vision represents a shared commitment to creating a region where people can live, work, and thrive.

Central Otago - Our Place in the World is built on four key outcomes:

- Grounded in respect for the environment
- Advanced by increased economic prosperity
- Empowered by a robust social fabric
- Enriched by expressions of our culture

Economic development plays a critical role in achieving these outcomes by activating economic growth that supports environmental protection, social connection, and cultural preservation. By focusing on this balance, the Economic Development Strategy 2025–2035 aims to foster prosperity while ensuring Central Otago remains an incredible place to live, work and thrive. This strategy ensures progress that safeguards what makes the region special, delivering long-term benefits for the community and its future.

Our Target: Increase the average Central Otago wage income to the national average by 2035.

Increasing economic prosperity will depend on how fully Central Otago embodies and champions our World of Difference regional identity values. It will also hinge on our ability to foster strong partnerships with mana whenua, particularly the Papatipu Rūnaka of Ngāi Tahu whose values, knowledge, and economic aspirations are integral to this region's identity and future prosperity. Collaboration with our communities and key partners across industry and government is essential. Increasing the average wage comes from improving productivity by working smarter not harder. Looking ahead, we must seize opportunities to enhance what we already do well, and to explore new and better ways of doing things.

Increased Economic Prosperity

A thriving Central Otago where increasing incomes, sustainable growth, and shared prosperity are driven by innovation, investment, and the adoption of new technologies.

Regional Identity – Living our values

The Central Otago A World of Difference identity articulates a set of values that characterise its people and place.

Our values reflect the way we in Central Otago think, act, and treat one another—with respect, care, and an appreciation for our diversity. They also express our commitment to honouring our environment and making decisions that consider the wellbeing of future generations.



A WORLD OF DIFFERENCE
www.centralotagonz.com



Mana Whenua

We have been working alongside our mana whenua partners on this strategy and in the future hope that mana whenua values will underpin the work that we do.



Tohu whenua in the Ida Valley

Central Otago Economic Development Strategy 2025–2035

Central Otago District Council

Why Act?

Central Otago is experiencing rapid population growth, placing increasing pressure on housing, infrastructure, and essential services. At the same time, lower household incomes compared to national averages highlight the need for greater economic productivity and diversification. Thinking ahead is critical to maintaining the region's exceptional quality of life while ensuring sustainable economic growth, improved wages, and resilience in the face of these challenges.

At the same time, the region is on the cusp of significant large scale projects and transitions. Projects such as the proposed Central Otago Airport, Bendigo Goldmine, Falls Dam and Maniototo Plains Solar Farm represent some of the most transformative opportunities for the region since the construction of the Clyde Dam in the 1980s. These developments, should they proceed, have the potential to drive substantial growth, but careful consideration and management is essential to deliver long-term, sustainable benefits.

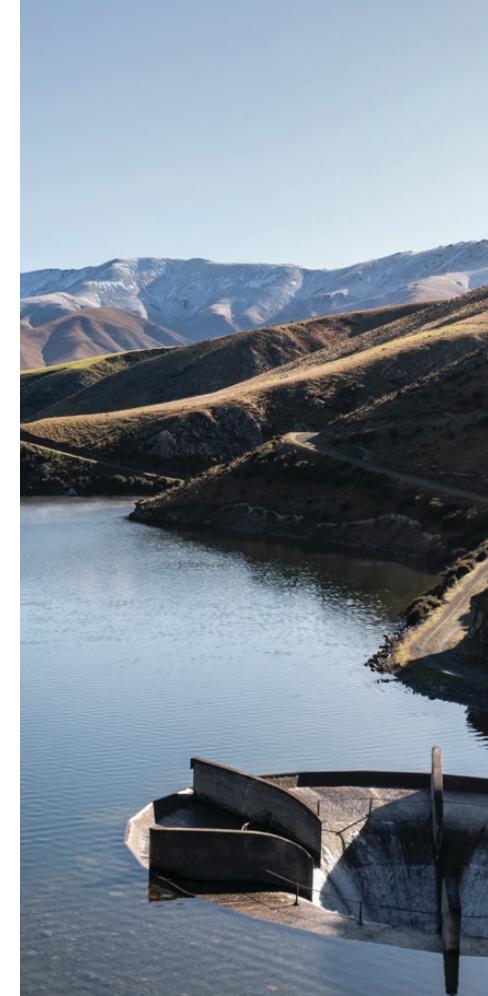
Global challenges, including climate change, rapid technological advancements, and the shift toward sustainable practices, further emphasise the need for decisive action. By planning strategically now, Central Otago can position itself to thrive in an ever-changing world.

The link between productivity, wages and economic prosperity

Increasing the average wage income provides our community with a greater ability to afford to live well - economic prosperity.

Economic theory shows that increased wage income is the result of increased productivity. Productivity is the measure of how effective an area is at turning the work of its people into economic activity. If we have higher productivity, then we get more (output) for less (input) and that the output of increased productivity is shared between capital owners (businesses) and workers (i.e. wages). Increasing productivity is about working smarter not harder.

This strategy aims to increase productivity and ultimately wages through a series of projects outlined in this strategy.



Falls Dam

[Central Otago Economic Development Strategy 2025–2035](#)

Central Otago District Council

Council's Role

Council's mission is to support and enable a safe, healthy and thriving community and environment as articulated in the community outcomes.

Council's role is to provide leadership, good quality local infrastructure, public services and regulatory functions and to support local economic growth and development.

When doing this it is mindful of rising costs and aims to deliver its services well with affordability in mind. It provides these services to meet the needs of the community as expressed in the community outcomes below.

International, national and regional factors will inevitably impact the extent of the Council's influence on economic development. Although the Council cannot control every aspect of the economy, it remains deeply committed to addressing the broad range of issues that impact the wellbeing of Central Otago's communities and has different levers to achieve these.

Control

Core business, statutory responsibilities, service provision. Council facilities and services, buildings and other assets.
Direct decision-making and action is possible (and necessary).

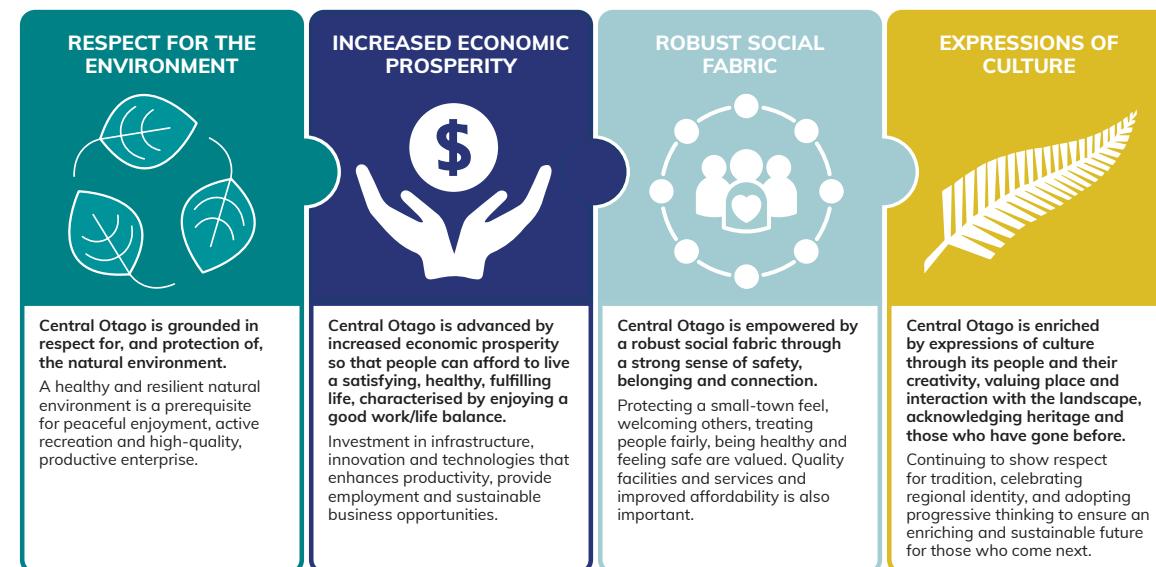
Influence

Area of partial or shared responsibility or influence.
Advocacy, lobbying, education and communication are possible. Actions may be possible in collaboration with other organisations/levels of government.

Interest

Wide range of issues of importance to the community.
Awareness/understanding in important. Possible education, advocacy, lobbying of role.

Community Outcomes



Central Otago Economic Development Strategy 2025-2035

Central Otago District Council

Strategic Objectives

Central Otago's Economic Development Strategy 2025-2035 provides a clear framework to guide our region toward sustainable, inclusive growth while preserving the unique values and identity that make Central Otago exceptional. This strategy builds on the 2019-2024 Economic Development strategy and is a direct response to the opportunities and challenges facing our district. It reflects the collective aspirations of our residents, iwi, businesses, and stakeholders.

Developed through extensive consultation including community workshops, surveys, and industry engagement this strategy embodies a shared vision for a thriving, resilient future. It complements and should be read in conjunction with Central Otago District Council's plans and strategies.

Strategic Pillars and Outcomes

This strategy is built around four interwoven strategic pillars, which provide the foundation for economic development in Central Otago. Each pillar addresses critical aspects of the district's future. The strategy's long-term success will be measured by its ability to deliver tangible outcomes to communities and industries across Central Otago.

Pillars

Fostering Sustainable Growth and Innovation

Encouraging industries and initiatives that drive economic growth while protecting the environment and enhancing innovation and resilience.

Building Thriving and Inclusive Communities

Supporting resilient communities with access to quality housing, healthcare, childcare, and public spaces that foster belonging and vibrancy.

Enabling Connected and Resilient Infrastructure

Investing in future-ready infrastructure that enhances transport, digital connectivity, and economic productivity.

Partnership and Collaboration

Strengthening partnerships with mana whenua, regional businesses and organisations, and national stakeholders to drive sustainable growth and shared success.

Outcomes

- **Resilient and innovative industries**, capable of adapting to economic shifts while driving sustainable, high-value returns.
- **Thriving communities**, where residents enjoy a high quality of life with affordable housing, accessible healthcare, and vibrant public spaces.
- **Future-ready infrastructure**, designed to be efficient, accessible, and climate-resilient, supporting businesses, tourism, and residents alike.
- **Strengthened relationships and regional collaboration**, ensuring that economic success is shared, inclusive, and culturally enriched.

Plan on a Page

Central Otago - A World of Difference Values Central Otago District Vision				
Increased Economic Prosperity: A thriving Central Otago where increasing incomes, sustainable growth and shared prosperity are driven by innovation, investment, and the adoption of new technologies.				
Our Target	Increase the average Central Otago wage income to the national average by 2035.			
Our Pillars	Pillar 1 Fostering sustainable growth and innovation	Pillar 2 Building thriving and inclusive communities	Pillar 3 Enabling connected and resilient infrastructure	Pillar 4 Partnership and collaboration
Our Objectives	<ul style="list-style-type: none"> > A dynamic, innovative, and diversified economy that explores new markets and strengthens industry resilience. > Central Otago supports the transition to renewable energy and strengthens climate resilience across the district. > A sustainable, authentic, and year-round visitor destination. > Strong industry partnerships for collaboration, innovation, and workforce growth. 	<ul style="list-style-type: none"> > Affordable, quality housing for thriving, inclusive communities. > Strong healthcare and childcare for a thriving, resilient workforce. > Revitalised town centres fostering economy, community, and identity. > A skilled, adaptable workforce supporting growth and resilience. > Inclusive, connected communities that drive workforce growth, innovation, and economic development. 	<ul style="list-style-type: none"> > A resilient, sustainable transport network enhancing growth and accessibility. > Stronger digital connectivity driving innovation and equity. > Reliable, sustainable water infrastructure. > Climate-resilient infrastructure ensuring safety and stability. 	<ul style="list-style-type: none"> > Strengthen the Māori economy and Cultural Integration. > Embed mana whenua economic aspirations across regional development. > Collaborate across regions and sectors to drive resilience and opportunity.
Our Projects	<ol style="list-style-type: none"> 1.1: Diversify and strengthen key industries 1.2: Champion renewable energy and climate resilience 1.3: Leverage tourism for sustainable growth 1.4: Encourage industry collaboration and innovation 	<ol style="list-style-type: none"> 2.1: Increase housing affordability and availability 2.2: Enhance healthcare and childcare 2.3: Foster vibrant town centres 2.4: Strengthen workforce training and development 2.5: Build on central otago's welcoming communities framework 	<ol style="list-style-type: none"> 3.1: Enhance transport connectivity 3.2: Expand digital infrastructure 3.3: Upgrade water and wastewater systems 3.4: Ensure climate ready infrastructure 	<ol style="list-style-type: none"> 4.1: Foster māori-led economic development 4.2: Regional, national and sectoral collaboration initiatives
Our Desired Outcomes	Resilient and Innovative Industries	Thriving Communities	Future-ready Infrastructure	Strengthened Relationships and Enhanced Regional Initiatives

Our Economic Context

By the Numbers



32,501
Expected resident population by 2034¹



2.9%
Average annual population increase in the last 5 years²



55%
Of the population will be of working age (15-64) by 2048²

¹ Rationale Limited, 'Growth Projections 2022' for Central Otago District Council

² Stats Tatauranga Aotearoa <https://explore.data.stats.govt.nz>

Changes in growth from 2020 to 2024

	Central Otago 2024	Growth in Central Otago since 2020	National Growth since 2020
GDP	\$1,982m	11.9%	9.3%
Population	25,500	7.1%	4.2%
GDP Per Filled Job	\$132,244	4.9%	1.7%
Business Units	4,236	10.9%	8.7%

Incomes, affordability and unemployment 2024

	Central Otago	New Zealand
Mean Annual Earnings	\$66,867	\$78,731
Mean Household Income	\$108,606	\$132,873
Mortgage Payment Proportion of Income	55.2%	48.9%
Unemployment	1.4%	4%

Source: Infometrics – Central Otago District Council

By the Numbers



22%
Increase in new businesses
in the last decade



92%
Of businesses employ
less than 10 employees



10.6%
Of total employment
was from tourism

Employment by industry 2024

	Central Otago % of total	New Zealand % of total
Agriculture, forestry and fishing	18.5	5.2
Mining	0.3	0.2
Manufacturing	5.2	9.0
Electricity, gas, water and waste services	1.3	0.8
Construction	16.5	10.4
Wholesale trade	3.6	4.7
Retail trade	8.9	8.7
Accommodation and food services	6.0	6.5
Transport, postal and warehousing	3.6	4.0
Information media and telecommunications	0.9	1.5
Financial and insurance services	0.8	2.7
Rental, hiring and real estate services	2.6	2.3
Professional, scientific and technical services	6.0	9.8
Administrative and support services	7.2	5.0
Public administration and safety	2.2	5.5
Education and training	4.4	7.5
Health care and social assistance	6.9	10.4
Arts and recreation services	1.7	1.9
Other services	3.5	3.9
Total	100	100

Source: Infometrics – Central Otago District Council

Central Otago Economic Development Strategy 2025–2035

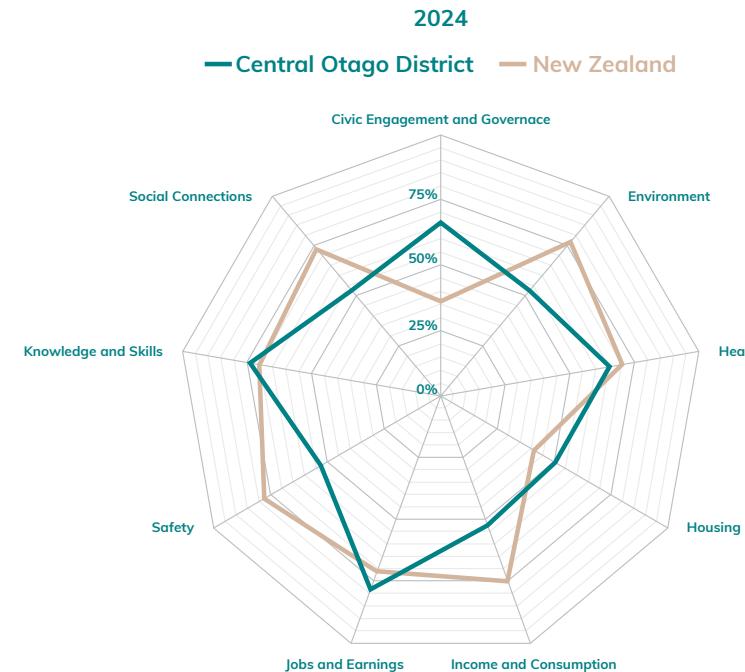
Central Otago District Council

By the Numbers

Wellbeing Radar

The wellbeing domains and indicators used to inform the strategy include:

- Environment** (emissions per capita, waste diversion rate);
- Health** (drinking water quality, life expectancy, mental health presentation rate, suicide rate);
- Housing** (housing affordability, rental affordability, household crowding rate, home ownership rate);
- Income and Consumption** (benefit dependency ratio, earnings, household income);
- Jobs and Earnings** (NEET rate, skilled worker rate, unemployment rate, workers in declining industries);
- Safety** (crime rate, road fatalities, workplace injury rate);
- Knowledge and Skills** (ECE participation, workforce with NCEA Level 3, school leavers with NCEA Level 2, secondary-tertiary transitions);
- Social Connections** (work commuting time, dependency ratio, internet access, truancy rate); and
- Civic Engagement and Governance** (general and local election turnout).



How to Read the Wellbeing Radar Chart

The closer the line is to the outer edge, the higher the percentage score in that wellbeing category.

Source: Infometrics – Central Otago District Council

Central Otago Economic Development Strategy 2025–2035

Central Otago District Council

Our Strengths

A place of strong landscapes and people, Central Otago thrives on its community spirit, welcoming nature, and focus on well-being. The region offers exceptional outdoor recreation, family-friendly amenities, and a balanced lifestyle. Its economy is driven by strong industry groups and a diversified economy, with strengths in construction, agriculture, horticulture, and viticulture, producing premium goods like merino wool, stone fruit, and Pinot Noir. Growing adoption of agri-tech and renewable energy are further positioning Central Otago as a hub for sustainable innovation and economic resilience.

Strategically located near key transport routes, the region benefits from investments in renewable energy, water management, and modern infrastructure. Its identity is shaped by authentic place-based tourism, cultural heritage, and strong partnerships among local government, mana whenua, businesses, and communities. Central Otago's resilience and adaptability make it a vibrant and distinctive region.

These strengths highlight Central Otago's dynamic, resilient economy and its engaged, growing population.

Economic Strengths

Growth

- Economic growth in Central Otago District averaged 3.9% pa over the 10 years to 2024 compared with an average of 3.0% pa in New Zealand.
- Employment growth in Central Otago District averaged 3.2% pa over the 10 years to 2024 compared with average employment growth of 2.3% pa in New Zealand.

Low Unemployment

- In the year to March 2024, the annual average unemployment rate in Central Otago District was 1.4% pa compared with an average of 4.0% pa in New Zealand.

Industry Leaders

- Construction and agriculture contributes over 35% of employment.
- Tourism accounts for 10.6% of employment with \$285.9 million in visitor spending (2024).

Entrepreneurship

- Self-employment is high at 23.1%, compared to 15.5% nationally (2024).

Population Growth

- Grew 7.1% since 2020 compared to the national average of 4.2%.

Quality of Life

- High living standards, low unemployment, and strong youth engagement in education and work.

Source: Infometrics – Central Otago District Council

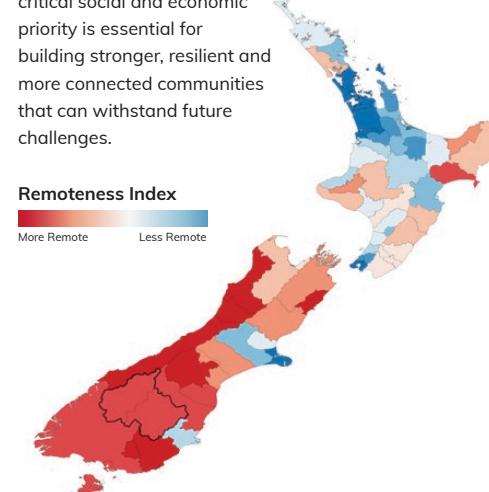
Central Otago Economic Development Strategy 2025–2035

Central Otago District Council

Our Challenges

While Central Otago's economy is growing, several challenges threaten its long-term sustainability. Lower productivity and income levels, an aging population, and difficulties retaining young talent are key concerns. Rapid population growth is also straining housing affordability and infrastructure. Heavy reliance on a few key industries and seasonal employment patterns makes the economy vulnerable to downturns, while climate change and technological shifts add further pressure.

Central Otago is also one of the most geographically remote areas in New Zealand, presenting unique challenges for social, transport, and digital connectivity. Addressing both physical and digital connectivity as a critical social and economic priority is essential for building stronger, resilient and more connected communities that can withstand future challenges.



Source: Fresh Info. Based on driving distance to other population centres

Economic Challenges

Low Productivity & Incomes

- GDP per job is 11% below the national average, and household incomes are 19% lower.

Aging Workforce & Youth Retention

- The population aged 65+ is set to rise to 31% by 2048 from 24.7% in 2024, while retaining young workers remains difficult.

Housing & Infrastructure Strain

- The cost of housing has risen significantly, reaching 7.7 times the average income. At the same time, the high cost of delivering new infrastructure to meet population growth is placing increasing pressure on long-term planning and investment decisions.

Economic Vulnerability

- Heavy reliance on construction and agriculture (35% of jobs) and seasonal industries heightens economic risk.

Environmental & Technological Pressures

- Climate change is placing increasing pressure on the primary sector. These impacts are compounded by tightening environmental regulations, including minimum flow requirements and water allocation limits which affect how landowners manage water use. At the same time, smaller businesses often lack the resources to adopt new technologies that could help improve efficiency or resilience.

Geographic Remoteness

- Central Otago's isolation makes physical and digital connectivity a critical priority for fostering community resilience and economic opportunity.

By tackling these challenges through targeted actions, Central Otago can sustain economic growth and protect its quality of life.

Proposed Large-Scale Projects

Central Otago currently has several proposed significant development projects—the Central Otago Airport by Christchurch International Airport Limited, Falls Dam, the Bendigo Goldmine by Santana Minerals, and the Maniototo Plains Solar Farm by Helios Energy. These initiatives present major economic opportunities, such as increased regional connectivity, job creation, renewable energy generation, and infrastructure investment. However, they also pose challenges and need to ensure alignment with Central Otago's vision for sustainable and inclusive growth, and community resilience.

Success will require robust stakeholder engagement, careful evidence-based evaluation, and strategic planning to balance economic growth with the protection of the region's natural, cultural, and social assets.



Clyde Dam



Teviot Valley Orchards

17



Image Credit: Solayer

Pillar 1: Sustainable Growth and Innovation

Innovation must drive sustainable growth, creating a legacy of balance and progress.

By championing innovation, culture, renewable energy, sustainable tourism, industry collaboration, biodiversity and effective waste management, Central Otago can build a resilient, future-ready economy. **Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.**

Objectives:

- > A dynamic, innovative, and diversified economy that explores new markets and strengthens industry resilience.
- > Central Otago supports the transition to renewable energy and strengthens climate resilience across the district.
- > A sustainable, authentic, and year-round visitor destination.
- > Strong industry partnerships for collaboration, innovation, and workforce growth.

Pillar One Projects:

Project 1.1: Diversify and Strengthen Key Industries

Project 1.2: Champion Renewable Energy and Climate Resilience

Project 1.3: Leverage Tourism for Sustainable Growth

Project 1.4: Encourage Industry Collaboration and Innovation

PILLAR 1: SUSTAINABLE GROWTH AND INNOVATION

Project 1.1: Diversify and Strengthen Key Industries

DESCRIPTION

Central Otago's economic prosperity hinges on the growth and innovation of core industries like agriculture, horticulture, viticulture, construction, and tourism.

This project focuses on enhancing the competitiveness of these industries, for example by introducing new high-value crops, advancing sustainable practices, attracting investment, and positioning the region as a leader in diversified economic growth.

COUNCIL'S ROLE IN DELIVERY

Influence: Working with businesses and regional groups to support economic diversification.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
A dynamic, innovative, and diversified economy.	<p>Foster Innovation in Traditional Industries</p> <ul style="list-style-type: none"> Facilitate partnerships between industries and research institutions (e.g. Plant and Food) to trial new technologies like precision irrigation, climate-resilient crops, sustainable winemaking, and innovative construction practices. Collaborate with mana whenua to explore opportunities for culturally aligned enterprise, including sustainable land use, food systems, and value-added production informed by mātauranga Māori. <p>Encourage Diversity within Industry</p> <ul style="list-style-type: none"> Explore high-value crops suited to Central Otago's climate and soils, such as ginseng, saffron, and organic wine varieties. Promote startup support initiatives to provide mentorship, industry connections, and funding pathways for early stage businesses. <p>Expand Market Access and Promotion</p> <ul style="list-style-type: none"> Work with government agencies to promote Central Otago's premium products internationally. <p>Support Sustainable Resource Use</p> <ul style="list-style-type: none"> Advocate for renewable energy, water storage solutions, resource-efficient methods, biodiversity, circularity, and effective waste management to foster environmental resilience and sustainability. <p>Attract Targeted Investment</p> <ul style="list-style-type: none"> Develop marketing materials showcasing investment opportunities in priority industries like renewable energy, agri-tech, and premium food and wine. Partner with regional and national economic development agencies to engage investors and position Central Otago as an attractive destination for investment. Highlight successful case studies to inspire confidence among potential investors. 	<ul style="list-style-type: none"> > Diversified economy with growth in high-value and innovative industries. > Increased investment driving high value job creation, innovation, and infrastructure development. > Strengthened partnerships with investors, mana whenua and stakeholders, contributing to long-term economic resilience.

PILLAR 1: SUSTAINABLE GROWTH AND INNOVATION

Project 1.2: Champion Renewable Energy And Climate Resilience

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Central Otago supports the transition to renewable energy and strengthens climate resilience across the district.	<p>Enabling Regulations</p> <ul style="list-style-type: none"> Review and, where appropriate, streamline consenting processes to support well-designed small-scale renewable energy projects, while maintaining environmental and planning integrity. <p>Infrastructure Development</p> <ul style="list-style-type: none"> Support the development of EV charging infrastructure and modernise public assets to accommodate green technology. Investigate how council infrastructure projects can integrate climate resilience and energy-efficient approaches. <p>Foster Partnerships:</p> <ul style="list-style-type: none"> Facilitate connections between landowners, energy providers, and central government to explore shared renewable energy initiatives, including potential funding pathways. <p>Encourage Innovation:</p> <ul style="list-style-type: none"> Advocate for and support programmes that incentivise the use of sustainable building materials and energy-efficient technologies across sectors. 	<ul style="list-style-type: none"> > Increased adoption of renewable energy technologies driving job creation, innovation, and economic resilience. > Increased productivity > Reduced carbon footprint and enhanced infrastructure supporting a low-carbon, future-ready economy. > Strengthened partnerships and collaboration fostering community-led climate resilience initiatives.

Central Otago Economic Development Strategy 2025–2035

Central Otago District Council

PILLAR 1: SUSTAINABLE GROWTH AND INNOVATION

Project 1.3: Leverage Tourism

DESCRIPTION

Central Otago's Destination Management Plan (DMP) provides a strategic framework to guide the sustainable growth of tourism in the region. This project will align with the DMP's goals by leveraging Central Otago's regional brand to promote its natural landscapes, cycle trails, wine, and local produce.

The focus will be on creating year-round tourism opportunities, by building out the shoulder seasons to maximise visitation and economic benefits. It will also address infrastructure gaps and ensure that tourism development reflects the region's unique identity and values while delivering measurable benefits to its communities and environment.

COUNCIL'S ROLE IN DELIVERY

Control: Through Tourism Central Otago, CODC leads tourism strategy, branding, marketing and initiatives to align with regional goals.

Influence: Collaborating with other regional tourism organisations, local operators, and national tourism agencies.

Interest: Raising awareness and advocating on behalf of local communities and businesses on issues outside of Councils control.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
A sustainable, authentic, and year-round visitor destination.	<p>Leverage the Central Otago Regional identity</p> <ul style="list-style-type: none"> Support the DMP's vision by strengthening the established regional brand to differentiate Central Otago as a destination for authentic, active, and sustainable tourism. <p>Enhance Infrastructure</p> <ul style="list-style-type: none"> Address infrastructure challenges identified in the DMP to support visitor growth and improve the quality of the tourism experience. <p>Develop Year-round Tourism</p> <ul style="list-style-type: none"> Support events and activities that align with the DMP's goal of establishing Central Otago as a multi-season destination. <p>Cycle Tourism Integration</p> <ul style="list-style-type: none"> Build on the DMP's emphasis on active tourism by expanding and enhancing cycle trails and related experiences. <p>Night Sky Tourism Development</p> <ul style="list-style-type: none"> Align with the DMP's focus on sustainable, niche tourism by capitalising on Central Otago's dark skies to create new visitor experiences. <p>Cultural Collaboration with Mana Whenua</p> <ul style="list-style-type: none"> Reflect the DMP's commitment to cultural authenticity by partnering with mana whenua to integrate Māori heritage into the region's tourism offerings. <p>Sustainability in Tourism Development</p> <ul style="list-style-type: none"> Support the DMP's commitment to environmental and social sustainability by embedding eco-friendly practices in tourism growth. 	<ul style="list-style-type: none"> > Expanded year-round tourism visitation driving job creation, economic growth, and community resilience. > Enhanced infrastructure and attractions supporting sustainable tourism and improved visitor experiences. > Strengthened partnerships and collaboration integrating cultural heritage and environmental sustainability into tourism development.

PILLAR 1: SUSTAINABLE GROWTH AND INNOVATION

Project 1.4: Encourage Industry Collaboration and Innovation

DESCRIPTION

This project aims to establish Central Otago as a hub for innovation and collaboration by connecting industries, educational institutions, and communities. By fostering cross-sector networks, promoting digital resilience, and celebrating success, the region can enhance productivity, knowledge-sharing, and technological adoption.

COUNCIL'S ROLE IN DELIVERY

Influence: Facilitating partnerships between industries, educational institutions, and researchers.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Strong industry partnerships for collaboration, innovation, and workforce growth.	<p>Create Regional Innovation Hubs</p> <ul style="list-style-type: none">• Create physical and/or digital spaces for collaboration between businesses, researchers, and educational institutions. <p>Promote Cross-Sector Collaboration</p> <ul style="list-style-type: none">• Develop networks that connect industries to co-develop products and services, leveraging digital tools for communication and resource sharing. <p>Support Business Innovation:</p> <ul style="list-style-type: none">• Partner with institutions to provide training, mentorship programmes, and resources that strengthen businesses' ability to innovate and adapt to technological advancements. <p>Leverage Digital Connectivity</p> <ul style="list-style-type: none">• Promote the adoption of resilient technologies and digital tools to enhance productivity, enable knowledge-sharing, and foster sustainability across sectors. <p>Celebrate and Share Success</p> <ul style="list-style-type: none">• Host expos and share success stories to inspire further collaboration, innovation, and digital advancements across industries.	<ul style="list-style-type: none">➢ Enhanced collaboration between industries, educational institutions, and communities driving innovation, productivity, and economic growth.➢ Increased adoption of robust digital technologies and shared resources to enable sustainable practices and workforce development.➢ Strengthened partnerships and innovation positioning the region as a leader in cross-sector collaboration and digital advancement.



Image Credit: James Jubb

Pillar 2: Building Thriving and Inclusive Communities

Connections must be nurtured, for communities to truly thrive.

By addressing housing affordability, enhancing healthcare access, revitalising town centres, strengthening workforce development, and embracing a Welcoming Communities approach, the region is building a foundation for long-term resilience.

These priorities ensure that Central Otago remains a welcoming, connected, and vibrant place to live, work, and visit where everyone, including newcomers can prosper and enjoy an exceptional quality of life.

Objectives:

- > Affordable, quality housing for thriving, inclusive communities.
- > Accessible healthcare and childcare for a thriving, resilient workforce.
- > Revitalised town centres fostering economy, community, and identity.
- > A skilled, adaptable workforce supporting growth and resilience.
- > Inclusive, connected communities that drive workforce participation, innovation, and economic development.

Pillar Two Projects:

Project 2.1: Increase Housing Affordability and Availability

Project 2.2: Enhance Access to Healthcare and Childcare

Project 2.3: Foster Vibrant Town Centres

Project 2.4: Strengthen Workforce Training and Development, and Participation

Project 2.5: Build on Central Otago's Welcoming Communities Framework

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.1: Increase Housing Affordability and Availability

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Affordable, quality housing for thriving, inclusive communities.	<p>Engage Community and Industry Stakeholders</p> <ul style="list-style-type: none"> Work with local and regional stakeholders including mana whenua to develop housing solutions. <p>Advocate for Policy Changes</p> <ul style="list-style-type: none"> Advocate for government support for housing supplements and affordable housing policies. Promote investment in innovative housing solutions. <p>Support Diverse Housing Development</p> <ul style="list-style-type: none"> Promote mixed-use and higher-density developments in town centres. Encourage innovative housing models like co-located units, tiny homes, and modular designs. <p>Encourage Developers and Landowner Partnerships</p> <ul style="list-style-type: none"> Streamline planning and approval processes for affordable housing projects. Support connection between landowners and developers to release residential zoned land in high-demand areas. <p>Enhance Seasonal and Worker Accommodation</p> <ul style="list-style-type: none"> Develop policies to incentivise seasonal housing solutions, such as shared accommodation hubs, where appropriate. Explore rental models to ensure long-term housing availability for workers. 	<ul style="list-style-type: none"> Increased availability of a range of affordable housing options, supporting thriving and inclusive communities. Enhanced partnerships with stakeholders driving innovative housing solutions and streamlined development processes. Improved access to seasonal and workforce accommodation ensuring economic and social resilience.

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.2: Enhance Access to Healthcare and Childcare

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Accessible healthcare and childcare for a thriving, resilient workforce.	<p>Attract and Retain Healthcare Professionals</p> <ul style="list-style-type: none"> Advocate for incentives such as housing support and professional development opportunities. <p>Expand Healthcare Infrastructure</p> <ul style="list-style-type: none"> Collaborate with regional and national health authorities, neighbouring regions and stakeholders to advocate for investment in, and support for, improved healthcare access for Central Otago. Advocate for mobile health services to improve access in remote locations. <p>Strengthen Aged Care Services</p> <ul style="list-style-type: none"> Support the expansion of aged care facilities to meet local need within Central Otago. <p>Advocate for Localised Mental Health Support</p> <ul style="list-style-type: none"> Collaborate with healthcare providers and government agencies to establish satellite mental health services or regular outreach clinics in Central Otago, reducing the need for long-distance travel to Dunedin. <p>Leverage Technology for Accessibility</p> <ul style="list-style-type: none"> Promote the use of telehealth options for mental health appointments, ensuring businesses and individuals have access to private, reliable spaces and internet connectivity for virtual consultations. <p>Address Childcare Gaps</p> <ul style="list-style-type: none"> Identify opportunities for infrastructure development to meet the growing demand for childcare. Collaborate with local businesses, community organisations, and government agencies to attract childcare providers to Central Otago and advocate for funding and incentives to establish or expand services. <p>Foster Community-Led Health Initiatives</p> <ul style="list-style-type: none"> Encourage the design of culturally appropriate health services with iwi and local organisations. Promote preventive health measures to reduce long-term healthcare costs. 	<ul style="list-style-type: none"> Expanded healthcare and childcare infrastructure ensuring equitable access and improved well-being for all communities. Increased retention and attraction of skilled professionals. Strengthened mental health, aged care, and childcare services supporting a thriving, resilient workforce and healthier communities.

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.3: Foster Vibrant Town Centres

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Revitalised town centres fostering economy, community, and identity.	<p>Enhance Streetscapes and Public Spaces</p> <ul style="list-style-type: none"> In partnership with mana whenua and community, assess and prioritise streetscape improvements in Roxburgh, Ranfurly and Alexandra focusing on upgrading pedestrian pathways, green spaces, public art, and seating to create inviting and vibrant environments. <p>Redevelopment of Cromwell Mall</p> <ul style="list-style-type: none"> Support the redevelopment of the Cromwell Mall. Comprising mana whenua, property owners, tenants, businesses, community representatives, and Council members to collaboratively explore revitalisation opportunities. <p>Support Local Businesses</p> <ul style="list-style-type: none"> Offer resources to help businesses adapt to consumer trends, especially in relation to Direct to Consumer support. <p>Encourage Mixed-Use Development</p> <ul style="list-style-type: none"> Promote developments combining retail, office, co-working spaces and residential spaces. <p>Provision of resources within co-working spaces</p> <ul style="list-style-type: none"> Provide resources and networking opportunities within co-working spaces to foster collaboration, business growth, and innovation. <p>Support Community Events</p> <ul style="list-style-type: none"> Provide assistance to community groups and organisations to help facilitate farmers' markets, festivals, and outdoor performances that boost engagement and economic activity. 	<ul style="list-style-type: none"> Revitalised town centres with enhanced streetscapes and public spaces that attract residents, visitors, and economic activity. Increased support for local businesses and mixed-use developments fostering economic growth and community engagement. Increased community use including events and cultural activities enriching the social and economic fabric of Central Otago.

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.4: Strengthen Workforce Training and Development, and Participation

DESCRIPTION		
<p>A dynamic workforce is vital for Central Otago's economic and social success. By enhancing training opportunities, promoting youth employment, and upskilling workers, the region can address current and future industry needs while creating meaningful pathways for residents to thrive.</p>		
COUNCIL'S ROLE IN DELIVERY		
	<p>Influence: Working with educational institutions and businesses to upskill the workforce.</p>	
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
A skilled, adaptable workforce supporting growth and resilience	<p>Enhance Vocational Training Opportunities</p> <ul style="list-style-type: none">Collaborate with industry and educational institutions to deliver industry-specific training programmes. <p>Promote Youth Engagement in the Workforce</p> <ul style="list-style-type: none">Support employment, apprenticeships and school-to-work initiatives to provide practical career pathways for young people. <p>Upskill and Reskill the Existing Workforce</p> <ul style="list-style-type: none">Develop initiatives to support continuous learning and transitions to new industries like renewable energy. <p>Support Seasonal Workforce Needs</p> <ul style="list-style-type: none">Advocate for the provision of training tailored to seasonal workforce requirements in agriculture, horticulture, tourism, and viticulture. <p>Strengthen Regional Collaboration</p> <ul style="list-style-type: none">Partner with neighbouring regions and mana whenua to address shared workforce challenges and design innovative solutions.	<ul style="list-style-type: none">Expanded vocational training and workforce upskilling, with more businesses actively engaging in training to meet current and future industry needs across Central Otago.Increased youth employment through apprenticeships and school-to-work initiatives creating meaningful career pathways.Strengthened regional collaboration addressing shared workforce challenges and fostering a resilient, adaptable workforce.

Central Otago Economic Development Strategy 2025-2035

Central Otago District Council

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.5: Build On Central Otago's Welcoming Communities Framework

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Inclusive, connected communities that reflect cultural identity and diversity, and drive workforce participation, innovation, and economic development.	<p>Support Workforce Integration</p> <ul style="list-style-type: none"> Partner with local industries to establish programmes that ease the transition of newcomers into the workforce, including mentorship and skills recognition initiatives. <p>Foster Cross-Cultural Connections</p> <ul style="list-style-type: none"> Host events, workshops, and cultural exchanges that connect newcomers with local businesses and communities, promoting collaboration and innovation. Partner with mana whenua to promote cultural visibility and support initiatives that showcase the unique cultural strengths of our district. <p>Enhance Accessibility to Services</p> <ul style="list-style-type: none"> Develop multilingual resources to help newcomers navigate employment, housing, healthcare, and educational systems, enabling faster economic participation. <p>Promote Inclusive Business Practices</p> <ul style="list-style-type: none"> Encourage businesses to adopt inclusive hiring and workplace practices to reflect the region's diversity and strengthen innovation within industries. <p>Celebrate and Leverage Diversity</p> <ul style="list-style-type: none"> Showcase the economic and cultural contributions of diverse communities through campaigns, events, and case studies that highlight success stories and inspire further growth. 	<ul style="list-style-type: none"> > Increased attraction and retention of skilled workers, migrants, and entrepreneurs, strengthening the regional workforce and economy. > Enhanced social cohesion and inclusion, leading to greater workforce productivity and innovation. > Improved participation of newcomers in economic and community life. > A regional reputation as a welcoming, inclusive, and economically vibrant destination.



Olivers in Clyde

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Hawkduns at sunset

Pillar 3: **Connected and Resilient Infrastructure** Strong foundations connect us, weaving resilience through our communities.

Connected and resilient infrastructure is essential for Central Otago's future growth and sustainability, especially given its geographic remoteness.

By enhancing transportation networks, upgrading digital infrastructure, modernising water and wastewater systems, and prioritising climate-ready solutions, the region can bridge the challenges of distance, supporting thriving communities, robust industries, and a vibrant visitor economy.

Objectives:

- > A resilient, sustainable transport network enhancing growth and accessibility.
- > Stronger digital connectivity driving innovation and equity.
- > Reliable, sustainable water infrastructure.
- > Climate-resilient infrastructure ensuring safety and stability.

Pillar Three Projects:

Project 3.1: Enhance Transportation Connectivity

Project 3.2: Expand Digital Infrastructure

Project 3.3: Upgrade Water and Wastewater Systems

Project 3.4: Ensure Climate-Ready Infrastructure

PILLAR 3: CONNECTED AND RESILIENT INFRASTRUCTURE

Project 3.1: Enhance Transportation Connectivity

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
A resilient, sustainable transport network enhancing growth and accessibility.	<p>Expand Public and Low-Emission Transport Options</p> <ul style="list-style-type: none"> Advocate for and facilitate partnerships with transport providers to introduce regional shuttle services connecting key hubs (e.g., Cromwell, Alexandra, Clyde) to major destinations, helping to reduce emissions and road congestion. Assess the viability of on-demand transport services in rural and remote areas to improve accessibility for residents and workers. <p>Invest in Sustainable Road Infrastructure and Safety</p> <ul style="list-style-type: none"> Prioritise road improvements that enhance the safe and efficient movement of freight and passenger vehicles, with a focus on durability against extreme weather conditions. <p>Optimise Freight Logistics and Reduce Transport Emissions</p> <ul style="list-style-type: none"> Partner with local industries to adopt digital logistics solutions, such as freight coordination apps and shared freight hubs, to improve supply chain efficiency and lower transport emissions through consolidated delivery networks. <p>Strengthen Active Transport and Cycle Networks</p> <ul style="list-style-type: none"> Expand and connect existing walking and cycling trails to residential areas, schools, and commercial hubs to reduce vehicle dependence. Enhance amenities along cycle trails (e.g., rest stops, secure bike storage, e-bike charging stations) to support both local commuters and visitors. <p>Regional Collaboration on Airport Development</p> <ul style="list-style-type: none"> Promote a coordinated regional planning approach for air connectivity. <p>Plan for Future Mobility and Transport Innovation</p> <ul style="list-style-type: none"> Collaborate with tourism operators to explore low-carbon transport options for visitor experiences, supporting sustainability goals in the tourism sector. 	<ul style="list-style-type: none"> > Expanded transport options improving accessibility, connections, and supporting community and economic growth. > Enhanced transport infrastructure ensuring safe, efficient, travel. > Strengthened regional collaboration driving innovative, low-carbon transport solutions and integrated connectivity.

PILLAR 3: CONNECTED AND RESILIENT INFRASTRUCTURE

Project 3.2: Expand Digital Infrastructure

DESCRIPTION

Digital infrastructure is vital for a thriving modern economy and connected communities. Expanding broadband coverage, promoting digital adoption, and integrating smart technologies will position Central Otago as a leader in innovation while reducing the digital divide.

Enhanced digital infrastructure will also support the development of business and industrial hubs and enable the growth of the remote work and digital economy sectors.

COUNCIL'S ROLE IN DELIVERY

Influence: Partnering with private providers and advocating for government investment.

Interest: Raising awareness of digital connectivity in Central Otago and the options available to users.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Stronger digital connectivity driving innovation and equity.	<p>Expand Broadband and Mobile Coverage</p> <ul style="list-style-type: none"> Partner with telecommunications providers to extend high-speed internet and mobile coverage to underserved areas. Explore solutions to provide reliable connectivity in remote regions, enabling greater technology adoption for farmers and other remote users. <p>Ensure Accessibility and Awareness for Farm Employees</p> <ul style="list-style-type: none"> Promote awareness and accessibility of smartphones and farm management apps for farm employees, emphasising their importance in modern farming operations. Collaborate with agricultural organisations to provide training and support for employees to adopt these technologies effectively. <p>Support Business and Industrial Hub Development</p> <ul style="list-style-type: none"> Leverage Cromwell's strategic location by developing business and logistics hubs with robust digital infrastructure. <p>Enable Remote Work and the Digital Economy</p> <ul style="list-style-type: none"> Invest in telecommunications infrastructure to attract remote professionals seeking a high-quality lifestyle while working for global organisations. <p>Promote Digital Adoption</p> <ul style="list-style-type: none"> Increase awareness of training programmes (offered through Business South and the Queenstown Chamber of Commerce), and incentives to support businesses and residents in using digital tools (e.g., Direct to Consumer, social media, Google Ads) effectively. <p>Develop Smart Infrastructure</p> <ul style="list-style-type: none"> Streamline public services through digital platforms (such as mobile apps), improving accessibility and efficiency for residents. 	<ul style="list-style-type: none"> Expanded broadband and mobile coverage bridging the digital divide and enabling equitable access to technology across Central Otago. Enhanced support for remote work, digital economy sectors, and business hubs driving innovation and economic growth. Increased adoption of smart technologies and digital tools improving productivity, connectivity, and public service efficiency.

PILLAR 3: CONNECTED AND RESILIENT INFRASTRUCTURE

Project 3.3: Upgrade Water and Wastewater Systems

DESCRIPTION

Water and wastewater systems are critical to supporting Central Otago's growth and preserving its natural resources.

By upgrading infrastructure, enabling access to improved borrowing, and promoting sustainable practices, the region can meet the needs of its growing population while safeguarding water quality.

COUNCIL'S ROLE IN DELIVERY

Control: Council-managed infrastructure and service delivery (as at time of writing the strategy, but likely to move to 'influence' over the life of the strategy).

Influence: Council issues the statement of expectations to a council controlled organisation.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Resilient, reliable, accessible water infrastructure sustainably providing safe and healthy water.	<p>Upgrade Existing Systems</p> <ul style="list-style-type: none">• Prioritise infrastructure upgrades to meet the level of service and growth needs, and communicate the plan.• Ensure treatment is cost effective and provides the required levels of service. <p>Implement a Sustainable Financial Model</p> <ul style="list-style-type: none">• Development charges are reflective of the costs of providing enabling infrastructure.• Access to sufficient debt capacity to enable intergenerational funding for large infrastructure projects. <p>Promote Sustainable Water Use</p> <ul style="list-style-type: none">• Introduce more effective volumetric charging.• Support community education programmes on water conservation and sustainable practices.• Reduce stormwater inflow into the wastewater networks.	<p>> Safe and healthy water, capacity to service planned growth needs, reduced impact on the environment, and increased resilience to climatic events.</p> <p>> Increased community adoption of sustainable water practices reducing strain on infrastructure and preserving natural resources.</p>

PILLAR 3: CONNECTED AND RESILIENT INFRASTRUCTURE

Project 3.4: Ensure Climate Ready Infrastructure

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Climate-resilient infrastructure ensuring safety and stability.	<p>Design Resilient Infrastructure</p> <ul style="list-style-type: none"> Update infrastructure standards to National Engineering Design Standards (three waters). Review and update Infrastructure resilience and emergency response plans. Identify options for improving resilience of water supplies which are vulnerable to climatic events. Incorporate mātauranga Māori and mana whenua perspectives in the development of climate adaptation and resilience strategies. <p>Prioritise Risk Mitigation Projects</p> <ul style="list-style-type: none"> Conduct risk assessments to identify vulnerable public infrastructure and prioritise upgrades. Collaborate with emergency services and local businesses to enhance disaster preparedness and response. <p>Advocate for Climate Funding</p> <ul style="list-style-type: none"> Secure support from government for resilience projects. Partner with private investors to fund innovative climate-ready infrastructure initiatives. 	<ul style="list-style-type: none"> Enhanced infrastructure resilience mitigating risks from severe weather events and supporting long-term community safety. Increased integration of nature-based solutions promoting environmental sustainability and urban adaptation to climate change. Secured funding for climate-resilient projects through government and private sector partnerships ensuring sustainable development.



Ida Valley

Pillar 4: Partnership and Collaboration

Shared identities weave prosperity through the strength of collaboration.

To drive sustainable economic growth and resilience, Central Otago aims to create the conditions that support and foster the growth of the Māori economy. Strengthening relationships with mana whenua and supporting Māori enterprises will empower Māori-led initiatives and ensure cultural values are central to regional development.

Additionally, fostering cross-regional and cross-sector collaboration will enable the region to address shared challenges, leverage collective strengths, and co-create innovative solutions that benefit all communities.

Objectives:

- > Strengthen the Māori Economy and Cultural Integration.
- > Collaborate across regions and sectors to drive resilience and opportunity.

Pillar Four Projects:

Project 4.1: Foster Māori-Led Economic Development

Project 4.2: Regional, National and Sectoral Collaboration Initiatives

PILLAR 4: PARTNERSHIP AND COLLABORATION

Project 4.1: Foster Māori-led Economic Development

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Strengthen the Māori Economy and Cultural Integration.	Partner with mana whenua to facilitate economic opportunities <ul style="list-style-type: none"> Engage mana whenua to shape regional strategies and projects that deliver mutual benefit. Collaborate on economic initiatives that align with mana whenua values and economic aspirations. Support access to funding, procurement pathways, and skills development for mana whenua enterprises. 	> Strengthened understanding of our local Māori economy, including mana whenua businesses and economic aspirations contributing to shared prosperity and regional resilience.
Embed mana whenua economic aspirations across regional development.	Strengthen Māori Business Ecosystems <ul style="list-style-type: none"> Deepen the understanding of the Maori economy, including mana whenua within Central Otago to identify opportunities. Increase the awareness of Maori businesses to current and future commercial opportunities in Central Otago. Facilitate access to funding, mentorship, and training opportunities for Māori entrepreneurs and enterprises. Establish networks connecting Māori businesses with local, regional, and national markets. 	> Increased integration of mana whenua values and economic priorities into tourism and regional strategies, enriching cultural authenticity and community identity. > Co-designed initiatives that deliver sustainable, mutually beneficial outcomes for mana whenua and wider Māori businesses.

PILLAR 4: PARTNERSHIP AND COLLABORATION

Project 4.2: Regional, National and Sectoral Collaboration Initiatives

DESCRIPTION		
COUNCIL'S ROLE IN DELIVERY		
OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Collaborate across regions and sectors to drive resilience and opportunity.	<p>Continue Regional Partnerships</p> <ul style="list-style-type: none"> Maintain collaboration with the Otago Regional Economic Development Group to advance initiatives that enhance regional connectivity and shared economic opportunities. <p>Position Central Otago as a Premier Filming Destination</p> <ul style="list-style-type: none"> Strengthen partnerships with Film Otago Southland to attract more film projects to Central Otago. <p>Promote Knowledge Sharing</p> <ul style="list-style-type: none"> Host and promote forums, workshops, and events to facilitate the exchange of ideas and best practices across sectors. Where applicable encourage new projects to the region to engage with community to promote an understanding of their work. <p>Collaborate Across Regions & Sectors for Shared Solutions</p> <ul style="list-style-type: none"> Work with neighbouring regions, other region's who can positively impact Central Otago's development, national partners and relevant stakeholders across sectors to address both challenges and realise opportunities Develop coordinated strategies that leverage collective resources and expertise for sustainable regional solutions. 	<ul style="list-style-type: none"> Strengthened regional and national partnerships fostering shared solutions to address key challenges and unlock economic opportunities. Increased knowledge-sharing and collaboration across sectors driving innovation, sustainability, and best practices. Coordinated strategies leveraging collective resources and expertise ensuring long-term resilience and regional prosperity.

From Strategy To Action

The Central Otago Economic Development Strategy outlines a shared vision for a thriving, sustainable, and inclusive future. To translate this vision into reality, the next steps focus on developing a detailed action plan that prioritises initiatives, aligns resources, and engages stakeholders effectively.

Key Actions:

Annual Action Plan Development:

- Break down the strategy into specific, actionable initiatives for each pillar and project.
- Define timelines, milestones, and measurable success indicators to track progress.

Stakeholder Engagement:

- Identify key stakeholders for each project, including community groups, iwi partners, businesses, and government agencies.
- Establish clear roles and responsibilities to ensure collaboration and accountability.

Prioritisation Framework:

- Utilise prioritisation matrix to assess each initiative based on impact, feasibility, and alignment with strategic objectives.
- Focus resources on high-priority actions that deliver maximum benefit in the short, medium, and long term.

Resource Allocation:

- Secure funding and resources needed to implement priority projects.
- Leverage partnerships, grants, and private-sector investment to maximise impact.

Ongoing Collaboration:

- Convene regular forums and working groups to maintain momentum and foster cross-sector collaboration.
- Strengthen relationships with regional partners to address shared challenges and opportunities.

Monitoring and Review:

- Develop a framework for monitoring progress, gathering feedback, and adapting the strategy as needed.
- Share updates with stakeholders and the community to maintain transparency and engagement.

Call To Action

This strategy marks the beginning of a collaborative journey toward a prosperous Central Otago. The collective effort of our communities, iwi, businesses, and partners will be pivotal in achieving our shared vision. Together, we will build an enduring legacy of innovation, inclusivity, and sustainability for future generations.

By focusing on action, prioritisation, and collaboration, Central Otago can ensure that the aspirations of this strategy are realised, creating a region that continues to inspire and thrive.





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Alexandra Water Main Renewals – December 2025



Estimated Start: 01/07/2022	Estimated Finish: 01/03/2025	Funding Source: Long Term Plan	Project Stage: Execution
Executive Sponsor: Julie Muir	Project Owner: Andrew Watson	Programme Manager: Patrick Keenan	Project Manager: Josh Wight
Key Stakeholders: Community Groups, Land Information New Zealand (LINZ), Ratepayers Directly Impacted, Utility Companies			
Key Project Deliverables			

Replacement of identified ageing watermains on Bridge Hill and Enterprise Street. Improve resilience and cater for growth.

Status Update	Next Steps
Enterprise Street renewals are now complete. The Bridge Hill pipe installation is progressing well, with construction completed on Earnsleugh Road and Aronui Road. Pipeline installation is currently nearing 80% completion. All traffic management on mainthroughfares has now been removed with all trenches resinated.	<ul style="list-style-type: none"> Continue to progress pipeline installation at Bridge Hill in Gillaly and up to the reservoir.

Project Health			
Flag	Previous Status	Current Status	Status Description
Overall Status	G	G	Enterprise Street renewals have been completed. Work is progressing on Bridge Hill with nearly 80% of pipe installation completed.
Finances	G	A	Additional scope has been added to construct a temporary access for residents in Gillaly Way and addition of a falling main from Reservoir to Aronui Road. Reservoir connection being reviewed to future—proof operational maintenance
Risks	G	G	Rock has been encountered at varying levels throughout Earnsleugh Rd as expected. More may be encountered on the route up to the Bridge Hill Reservoir
Issues	G	A	Design details around reservoir connection and pipeline installation are being revised due to operational enhancements and constructability issues.
Scope	G	G	Installation of the falling main from the reservoir on Bridge Hill to Aronui Road has been approved to be added to the scope of work.
Communications	G	G	The detour on Earnsleugh Road has been removed, and further updates will continue to be communicated to the public.

Budget			Project Issue / Risk Analysis – Key Rated Risks			
			I / R	Flag	Risk Name	Status Comments
			Risk	A	Environmental	Construction activity may cause significant noise and vibration emissions along with effects to the flow of traffic in the area. Regular monitoring will be required. Minimising traffic management disruption and public notifications of activities to be at the forefront.
			Risk	G	Stakeholder Relationships	Pipeline construction will likely require extensive rock breaking, creating reasonable levels of noise and vibration.
			Risk	G	Rock Removal	There is a high likelihood of encountering significant rock on the proposed Bridge Hill alignment. This will require removal to install the pipe to specification.
			Issue	G	Earnsleugh Road Detour	East bound lane on Earnsleugh Road between SH8 and Aronui Road required a detour to be in place for the duration of the Earnsleugh Road section of pipe installation. Traffic light reliability was mitigated by provision of a new set of lights.

Milestone Report						
	2021	2022	2023	2024	2025	
Phase Completion						
Initiation						
Investigation						
Design						
Procurement						
Execution						
Completion						

Alexandra Water Main Renewals – December 2025



Above: Gillaly Way trenching and pipe installation



Above: Aronui Road valve configuration at intersection of Earnscleugh Rd, reinstatement prep and new TTM traffic light on Aronui Road

Cromwell Water Treatment Upgrade – December 2025



Estimated Start: 01/07/2021	Estimated Finish: 01/05/2026	Funding Source: Long Term Plan	Project Stage: Execution
Executive Sponsor: Julie Muir	Project Owner: Andrew Watson	Programme Manager: Patrick Keenan	Project Manager: Adele Eyers

Key Stakeholders: Central Government, Ngai Tahu, Ratepayers Community Wide, Taumata Arowai, Utility Companies

Key Project Deliverables

Identify and construct water extraction and treatment plant to meet NZ Drinking Water Standards and provide sufficient capacity for growth.

Status Update	Next Steps
<p>Bore head buildings: Design approved and materials ordered.</p> <p>Building consents issued – Motor control centre building at borefield and water treatment plant</p> <p>Scour line at water treatment plant tested. Functioning as planned.</p> <p>Earthworks and platform construction for the bore sites and the Motor Control Centre have commenced.</p> <p>Temporary protozoa barrier (UV container): Installation and commissioning completed</p> <p>Reservoir tie-ins completed</p>	<p>Reviewing programme completion date: currently May 2026 may need extended to June 2026.</p> <p>Stakeholder and residential communications: Ongoing.</p> <p>Building construction for borefield, motor control centre building and water treatment plant buildings</p> <p>Completion of high voltage cabling and transformer at McNab Road</p> <p>Tie-in connections: Planning underway for AC water main, and scour line (temporary by-pass line required).</p>

Project Health

Flag	Previous Status	Current Status	Status Description
Overall Status	A	A	Work is progressing well, challenges are emerging with old infrastructure and tieing in, particularly around the water treatment plant.
Finances	G	A	Tracking on budget however items in relation to tie-ins and ageing existing infrastructure currently being worked through that may impact overall final cost.
Risks	A	A	May 2026 completion. Tie-in connections at the water treatment plant site.
Issues	G	A	Challenges with the water treatment plant site and configuring final pipeline configuration and commissioning.
Scope	G	G	Detailed designs have now been completed. Consent work and construction implementation ongoing
Communications	G	G	Stakeholder communications in place via email and social media

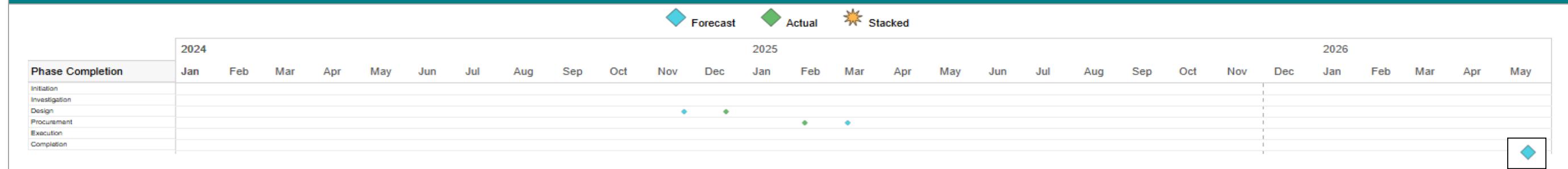
Budget



Project Issue / Risk Analysis – Key Rated Risks

I / R	Flag	Risk Name	Status Comments
Risk	A	Time over-run	Construction programme being finalised with Apex Water Ltd. The current completion date is May 2026. Current risk is timing of concrete panels for buildings. May delay completion to June 2026.
Risk	A	Stakeholder Relationships	Continuing public comms via website project updates, Facebook and letter drops and emails where required. ORC, LINZ, Community, Contact Energy, Aurora and Iwi are being kept up to date throughout the project.
Risk	A	Plant/material supply and delivery	Temporary protozoa barrier is in place and fully functioning. Leased from Queenstown Lakes District Council.
Risk	A	Cost over-run	Installing the temporary protozoa barrier has consumed a large portion of the project contingency. Costs of other work such as tie-in connections are being designed and priced.

Milestone Report



Cromwell Water Treatment Upgrade – December 2025



Above – McNab Road reservoir site. New reservoir inlets constructed



Above – Temporary water treatment plant - protozoa barrier



Above – Motor control centre and borefield building earthworks

Ranfurly and Patearoa Water Treatment Upgrades – December 2025



Estimated Start: 01/07/2021

Executive Sponsor: Julie Muir

Estimated Finish: 31/12/2025

Project Owner: Andrew Watson

Funding Source: CAPEX

Programme Manager: Patrick Keenan

Project Stage: Execution

Project Manager: Ejas Nazar

Key Stakeholders: Community Groups, Otago Regional Council, Ratepayers Directly Impacted, Taumata Arowai

Key Project Deliverables

Provide treatment processes meeting New Zealand Drinking Water Quality Assurance Rules for protozoa treatment. Upgrade the water treatment plants for improved resilience.

Status Update

Patearoa site has had the container plant installed with connections to existing infrastructure underway. Successful commissioning of the Patearoa plant completed. Boil water notice has been lifted. All compliance requirements have been met at Patearoa. The delayed delivery of the cartridge filter housing pushed back the commissioning of the Ranfurly treatment plant. Commissioning of the Ranfurly plant is planned to progress in January 2026.

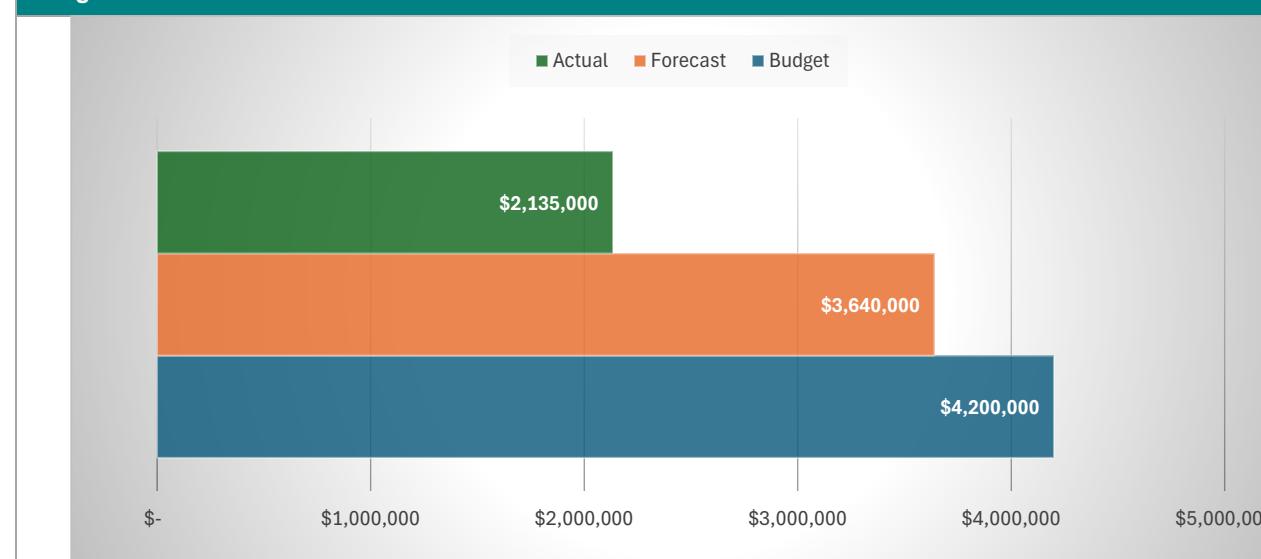
Next Steps

- Complete commissioning of treatment plant at Ranfurly.

Project Health

Flag	Previous Status	Current Status	Status Description
Overall Status	A	A	Commissioning of the Ranfurly treatment plant in early January
Finances	G	G	Project has had some variations approved within the allocated budget and available contingency. Final forecast review to be adjusted.
Risks	A	A	Delay in construction due a long lead time for critical components
Issues	G	G	Cartridge filter housing delivered to Fulton Hogan yard and installed to the container
Scope	G	G	No major scope changes
Communications	G	G	We continue to update the community on progress through Facebook, the Council website, and other channels. The removal of the Boil Water Notice has also been communicated.

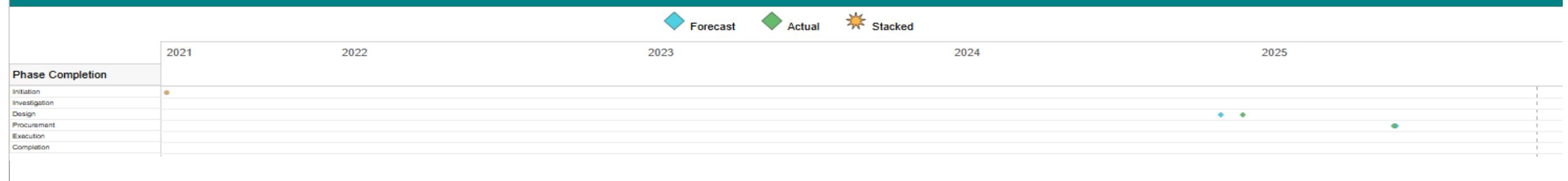
Budget



Project Issue / Risk Analysis – Key Rated Risks

I / R	Flag	Risk Name	Status Comments
Risk	A	Council reputation	The delay in the project is not expected to affect the Council's reputation, as the temporary treatment plant is in operation to avoid issuing further boil water notices to Ranfurly.
Risk	G	Plant/material supply and delivery	Delivery of a communication card which needed to be installed in the UV reactor for compliance reporting has been received and installed.
Issue	G	Delay in Cartridge Filter delivery	The cartridge filter is delivered and installed in new Ranfurly container. The revised commissioning date is now early January. In the meantime, Ranfurly is operating with a temporary UV plant, ensuring continued compliance.

Milestone Report



Ranfurly and Patearoa Water Treatment Upgrades – December 2025



Pictured: Patearoa water treatment plant site – container lifted into place, interior of container and site adjacent to Sowburn.



CODC Submissions

Name of Initiative & Agency Engaging	Description	Submission Writer(s)	Overview Presentation to Council	Circulate Draft to Councillors Due Date	Feedback Received From Councillors Due Date	Submission Due date
Simplifying Local Government https://www.dia.govt.nz/simplifying-local-government Department of Internal Affairs	Proposal to replace regional councils with combine boards of Mayors and to require those boards to produce a reorganisation plan for the region.	Alix Crosbie Saskia Righarts	28 January 2026	6 February 2026	13 February 2026	4.30pm 20 February 2026
Development Levies Consultation and Local Government (Infrastructure Funding) Amendment Bill http://www.dia.govt.nz/development-levies-consultation . Department of Internal Affairs	Material engages on the replacement of development contributions with a system of levies. It includes a consultation document, a partial exposure draft of the Bill, and asks for views on the Commerce Commission as the regulator.	Julie Muir Quinton Penniall	28 January 2026	6 February 2026	13 February 2026	4.30pm 20 February 2026
Rates Capping		Paul Morris	N/A	20 January 2026	27 January 2026	4 February 2026

Planning Bill and Natural Environment Bill https://www3.parliament.nz/en/pb/sc/make-a-submission/document/54SCENV_SCF_BA467863-D6B0-4968-1027-08DE369D9192/planning-bill-and-natural-environment-bill#RelatedAnchor	Replace the Resource Management Act (RMA) with a new planning framework. Strengthen environmental protections under the new system.	Fiona Garrett Ann Rogers	28 January	2 February 2026	9 February 2026	4.30pm 13 February 2026
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Key Risk Register
December 2025

Risk Ref.	Risk Name	Risk Description	December 2025 Risk Rating	Key Risk Drivers
KR1	3 Waters Management	Risk that Council is unable to effectively manage 3 Waters activity, due to uncertainty, insufficient funding and resources. This could result in breach of regulation, increased costs, prosecution, poor staff morale and resignation, difficulty in finding contractors to complete required work. Financial pressure requires innovative design and trade-offs that involve accepting higher risk for a lower cost solution.	Very High	<ul style="list-style-type: none"> - Water Service Delivery Plan to be approved by DIA - Continued increases in regulatory focus - Increased investment required in order to meet legislative and regulatory requirements
KR18	Affordability and Financial Sustainability	Risk that Council is unable to balance ratepayer affordability and financial sustainability due to increasing regulatory standards and central government expectations, significant increases in infrastructure costs, or flawed decision-making, resulting in reduction in service levels, resident and ratepayer dissatisfaction, and negative impacts on the district as a whole.	Very High	<ul style="list-style-type: none"> - Increased regulatory focus across sector - Increasing costs of renewing and replacing infrastructure - LTP 2025/34 consultation feedback showed that communities do not wish to see a drop in service levels
KR17	Cybersecurity & Systems	Risk that systems are compromised by an external source (e.g., hacking, ransomware, DOS) due to systems not being fit for purpose, lack of staff awareness of phishing attacks, or failure to maintain a sufficiently secure environment, resulting in loss of data, system outage, compliance breaches, breach of the Privacy Act, financial loss, and an inability to provide critical services.	High	<ul style="list-style-type: none"> - External environment evolving at pace - Continuous progress being made by bad actors
KR5	Major Emergency Event	Risk that Council is unable to adequately respond to a civil defence or emergency event, due to the scale of the event and its manageability, inadequate resources, insufficient trained civil defence staffing numbers, lack of budget, or ineffective planning, resulting in legislative breaches, increased safety concerns, dissatisfaction amongst ratepayers and residents, and reputational damage.	High	<ul style="list-style-type: none"> - Naturally driven impacts are extremely difficult to mitigate
KR3	Business Continuity	Risk that Council is unable to perform its core, essential duties due to a business continuity event, resulting in legislative breaches, financial loss, dissatisfaction amongst ratepayers and residents, and reputational damage.	High	<ul style="list-style-type: none"> - Business Continuity Events can be varied and are unanticipated - Business Continuity Plan review programmed for 2025/26
KR4	Climate Change	Risk that the negative impacts of Climate Change are more severe or difficult to manage as a result of Council inaction and lack of understanding or strategy, resulting in environmental harm, inability to effectively respond to weather events, impact on key income streams for the district, breach of legislation, and increased financial burden.	High	<ul style="list-style-type: none"> - Climate change impacts have been modelled with strategies and plans inclusive of this modelling as and when reviews take place
KR9	Serious Harm Incident	Risk of serious injury or fatality incident at a Council facility, on Council land, or when attending, participating in, or undertaking a Council service due to failings relating to physical safety, lack of H&S training and awareness, or untreated hazards, resulting in reputational damage, potential fine, legislative breach, and staff dissatisfaction.	Medium	<ul style="list-style-type: none"> - Council operates a number of swimming pools, which pose inherent risk to users. - Council is the PCBU (Person Conducting a Business or Undertaking) under the Health and Safety at Work Act 2015 for a number of high risk activities, such as working in the road corridor.

Risk Ref.	Risk Name	Risk Description	December 2025 Risk Rating	Key Risk Drivers
KR2	Critical Asset/Infrastructure Failure or Damage	Risk that a critical asset or infrastructure fails or is damaged, due to failure to identify ongoing deterioration, or maintenance/ oversight processes not being followed or not being fit for purpose, resulting in critical services/infrastructure being unavailable to the community, financial loss, and potential reputational damage.	Medium	- Council is responsible for maintaining roading networks, and providing Three Waters services. Impacts of a loss or degradation of key assets for critical services would be significant and whilst likelihood can be addressed, impacts are more difficult to mitigate
KR12	Critical Supplier Failure	Risk that a critical supplier ceases to operate or is unable to fulfil their contract due to circumstances outside Council control, resulting in service degradation or delay, unbudgeted financial outlay, and community dissatisfaction.	Medium	- Council is reliant on a small number of critical suppliers across multiple disciplines, including maintenance contracts, and IT service providers
KR7	Potential Claims in relation to Compliance and Regulatory Activities	Risk that claims are made against Council relating to compliance and regulatory activities, due to processes not being appropriately or correctly defined or followed, resulting in unfavourable judgements, unplanned financial outlay, buildings being unsuitable or unsafe, reputational damage, or loss of accreditation.	Medium	- CODC's building demographic does not present significant risk in relation to claims in this area
KR11	Attraction & Retention of Skilled Resource	Risk that CODC cannot attract or retain suitably skilled staff, due to external factors or an inability to improve/maintain staff satisfaction and workplace culture, resulting in reduced productivity, non-achievement of AP/LTP activity, and community dissatisfaction.	Medium	- Recruitment for specialist or technical roles can sometimes be challenging or lengthy
KR15	Changing Regulatory and Legislative Environment	Risk that Council's ability to respond to and deliver upon central government expectations or reform activity is compromised due to political uncertainty, or lack of external consideration in decision-making, resulting in inefficient use of time, resources, and funds, public dissatisfaction, and reputational damage.	Medium	- This risk is strongly linked to others, with increased volume and pace of externally driven change putting pressure on the organisation - Key changes in progress or upcoming include: RMA Reform Systems Improvement Bill Building Act changes
KR16	Operational Delivery Against LTP	Risk that Council is unable to deliver community outcomes as detailed within the Long Term Plan, due to financial limitations, changes in the external environment, and workload challenges, resulting in community dissatisfaction, reputational damage, and breach of legislation.	Medium	- CODCs Long-Term Plan 2025/34 sought to improve achievability of LTP delivery, however, changes to the local government sector continue to result in increased workloads and external pressures
KR10	Privacy and Information Management	Risk that information is not accurately or appropriately managed or supported, due to processes not being accurately defined or followed, human error, or malicious intent, resulting in breach of legislation, increased vulnerability, and reputational damage.	Medium	- Legislative requirements and impacts of a legislative breach
NEW KR19	Legislative and Regulatory Compliance	Risk that water and wastewater provisions do not meet expected standards due to non-compliance with legislation and regulation. This could result in unsafe drinking water, regulatory actions/sanctions, prosecution, unplanned financial outlay, negative impacts on communities, community dissatisfaction and loss of confidence, and/or reputational damage.	Medium	- Increased regulatory requirements and scrutiny - Currently awaiting new wastewater performance standards - Regulator set to increase focus in the short-term

Risk Ref.	Risk Name	Risk Description	December 2025 Risk Rating	Key Risk Drivers
NEW KR20	Cromwell Hall Operational Readiness	Risk that Cromwell Hall is not able to open as planned due to operational activities not having been finalised or commissioned, resulting in financial loss, reputational damage, and community dissatisfaction.	Medium	- Timeframes for completion of all activities are tight - Venue director now appointed, working alongside operational readiness manager to support progress
KR13	Failure in Meeting Obligations to Iwi	Risk that Council fails to meet obligations to Iwi (Te tiriti o Waitangi) due to a lack of adequate communication and engagement, or understanding and awareness, resulting in poor community outcomes, missed opportunities, inappropriate or uninformed decision-making, legislative breach, loss of funding and reputational damage.	Low	- CODC's relationship with Aukaha guides the approach to ensuring appropriate engagement and the meeting of obligations
KR14	Major Fraud Perpetration	Risk that a major fraud is perpetrated by a member of staff, owing to a lack of preventative measures and oversight, resulting in financial loss, reputational damage, and inappropriate decision making.	Low	- Strong control environment in place

CENTRAL OTAGO DISTRICT COUNCIL

INDEPENDENT EVALUATION REPORT



Te Korowai
//
November 2025

An independent evaluation report issued by the Independent Evaluation Panel for Te Korowai, local government's continuous improvement programme.

*Period of assessment: August 2025

ASSESSMENT SUMMARY

At a glance >

25,500 people call Central Otago District home. Central Otago is 9,968km² in size, the fourth largest district by land area in New Zealand.

With significant sustained population growth seen over the last several years set to continue, the population is projected to reach up to 41,500 by 2035.

Central Otago District Council (CODC) maintains 1926km of roads and 177 bridges across the district. 1200ha of reserve land is appropriately managed, which is made up of 54 parks, 19 of which include playgrounds. Horticulture and viticulture plantings cover 4,609 hectares of district land.

Central Otago is home to two all-season aquatic centres, with another two seasonal pools available through the summer months. In addition to maintaining and managing these facilities, CODC provides a swim school service, which had a total of 2,962 enrolments over the last financial year.

CODC operates seven libraries across the district, with total visits across all libraries exceeding 40,000 per quarter over the last year.

The Council manages eight water treatment plants and seven wastewater treatment plants.

Central Otago's Gross Domestic Product (GDP) was \$1,982.2m in 2024, accounting for 0.5% of national GDP. 36% of employment across the district is attributed to construction or agriculture, with self-employed workers accounting for 23.1% of the workforce in 2024.



AT A GLANCE

TE KOROWAI – CENTRAL OTAGO DISTRICT COUNCIL

2

BELOW INFO FROM CENTRAL OTAGO DISTRICT (2023 census)

**Serves:**

25,800

[\(Infometrics Regional Economic Profile | Central Otago District | Overview\)](#)**Occupied private dwellings:**

12,441

[\(Central Otago District, Place and ethnic group summaries | Stats NZ\)](#)**Population is a mix of:****AGE:**

65 YEARS AND OLDER	25.2%
15-64 YEARS	59.3%
UNDER 15 YEARS	15.5%

[Regional Economic Profile | Central Otago District | Census | Broad age group](#)**ETHNICITY:**

EUROPEAN	89.8%
MĀORI	9.5%
PACIFIC PEOPLES, ASIAN, MIDDLE EASTERN/LATIN AMERICAN/AFRICAN, OTHER	9.3%

[Regional Economic Profile | Central Otago District | Census | Ethnicity](#)

BELOW INFO FROM CENTRAL OTAGO DISTRICT COUNCIL WEBSITE

**Water bodies**

- > CLUTHA MATA-AU RIVER
- > MANUHERIKIA RIVER
- > LAKE DUNSTAN
- > LAKE ROXBURGH

[The Central Otago Water Story - Central Otago, A World of Difference](#)**Population growth:**

1.2% GROWTH 2024-2025

[Regional Economic Profile | Central Otago District | Population growth](#)

**What % of NZ total Land area**9,968KM² = 3.7%**Real Gross domestic product per person**

\$77,733

Regional Economic Profile | Central Otago District | GDP per capita**How many KM of roads**

1,926KM

Roading - Central Otago District Council**Iwi**

The seven southernmost rūnaka have varied manawhenua interests in the Central Otago area. They are:

Four of the five Otago Rūnaka:

- > Te Rūnanga o Moeraki
- > Kāti Huirapa Rūnaka ki Puketeraki
- > Te Rūnanga o Ōtakou
- > Hokonui Rūnanga

The three Southland (Murihiku) Papatipu Rūnaka:

- > Te Rūnanga o Waihōpai
- > Te Rūnanga o Awarua
- > Te Rūnanga o Ōraka-Aparima

Te Rūnanga o Ngāi Tahu represents the iwi interest.

Wāhi Tūpuna - Central Otago District Council



Kia ora Tamah raua ko Peter,

On behalf of Local Government New Zealand, congratulations on reaching this point in our local government continuous improvement programme, Te Korowai.

In Māori culture, the korowai refers to a traditional cloak that serves as a protective garment, shielding its wearer from external elements. The process of weaving a korowai involves the collaboration of multiple craftspeople, each contributing their skills and knowledge to create a unified piece. As a cloak is woven, it gradually takes shape and transforms from individual threads into a cohesive garment.

In the name Te Korowai, we seek to share core values of protection, strength, unity and growth. Te Korowai is our commitment to supporting and empowering councils/kaunihera on their journey towards excellence and continuous improvement.

Members of the Central Otago District Council have shown great strength and unity in their participation in this programme. We were thrilled to gain input from 42 kaimahi including 28 staff, 14 councillors (9 Councillors, 5 Community Board Members) and 5 ELT members along a range of diverse stakeholders who shared their views openly and constructively.

They provided a balanced and reasoned view of your performance. They are both motivated by the opportunities ahead and pragmatic about the challenges you face. They are also committed to supporting your strive for excellence.

Our sincere thanks to everyone involved.

Ngā mihi,

A handwritten signature in black ink, appearing to read 'Toby Stevenson'.

Toby Stevenson,
Chair, Te Korowai

HOW TE KOROWAI WORKS?

Te Korowai applies a descriptive, action orientated four-point range of performance benchmark as outlined below.

Mauri Moe - INACTIVE:

When in this state, a council considers there is no need to change, or organisational agreement to change or unawareness of the change that is needed.

Mauri Oho - AWARE:

At this stage, a council has acknowledged there is a need to invest and recognise the need to change. Performance demonstrates a transition from inactivity or low performance to active involvement, suggesting a willingness to explore untapped potential and initiate progress.

Mauri Tū - ACTIVE:

In this state, a council has made a commitment and developed a plan to change. They are undertaking the work and actions required to realise the aspiration statement.

Mauri Ora - THRIVING:

This signifies a state of vitality or flourishing within the organisation. It represents a high level of awareness, active involvement and continuous evolution, where the organisation is vibrant, adaptive and thriving in its activities and relationships.

YOUR EVALUATION

Attached to this letter is your independent assessment report, including areas of strength and weakness, a statement of overall performance and a statement of performance across the four priority areas. When interpreting the data note that the four priority areas are not weighted equally, with financial management and service delivery considered to hold more bearing on overall performance than governance, leadership and strategy.

Overall, your performance has been evaluated as **Mauri Tū**, recognising that the Council demonstrates strong and stable leadership, a capable workforce, and a maturing approach to district-wide governance that supports coherent decision-making. The organisation shows good performance across key services, collaborates effectively with iwi and neighbouring councils, and maintains a constructive internal culture. Financial management is generally sound, with growing awareness of long-term risks, though challenges remain around capital delivery, infrastructure renewal—particularly bridges—and exposure to Alpine Fault. Continued integration of community views, clearer evidence in decision-making, and greater transparency of strategic risks will further strengthen its performance. Overall, the Council's solid foundations, positive trajectory, and active commitment to improvement align well with the benchmark of Mauri Tū.

Across the four priority areas, your council has been evaluated as follows:

PRIORITY 1/

Governance, leadership and strategy

Your performance has been evaluated as **Mauri Tū**.

PRIORITY 2/

Financial decision making and transparency

Your performance has been evaluated as **Mauri Tū**.

PRIORITY 3/

Service delivery and asset management

Your performance has been evaluated as **Mauri Tū**.

PRIORITY 4/

Communications and engagement

Your performance has been evaluated as **Mauri Ora**.

MAKING SENSE OF IT ALL

When processing all this information, it is important to reflect on both the areas for improvement and the strengths in your council. Celebrate your strengths and continue to invest in them. It can take very little for things to change for the worse. For example, a community's view of council communication and asset management could change dramatically following a single, severe weather event.

Similarly, while it can be tempting to focus on where performance has slipped, there are many factors that can lead to this. A change in personnel, external change or a failure to address something that becomes more problematic as time passes.

Community priorities are also a factor in evaluation. A council may be high performing in terms of service delivery, but if they are not focused on the things the community has deemed most important, then the council's performance will be evaluated less positively.

Regardless of the outcome, Te Korowai is a programme to support ongoing performance improvement and the strive for excellence. Te Korowai takes a holistic focus and is less about your 'starting point' and more about supporting you to continually move in a positive direction through self-reflection, planning and carefully targeted action.

NEXT STEPS:

Local Government New Zealand and your development consultant Mark Abbot will be in touch to discuss this information in more detail.

We will work alongside you to plan for how you can celebrate, reinforce and protect your areas of strength and address your areas of weakness in a practical and realistic manner.

We look forward to continuing to work alongside you.



OVERVIEW

Central Otago's wide landscapes and dispersed communities present both opportunities and challenges for effective local governance. The Council was previously structured around four wards, with councillors rubber stamping community board decisions. Now, the Council is well into modernisation of its decision making with a focus on the district, rather than through the lens of the wards. It calls this "districtisation". The next LTP will need to pull together community wishes, with the views of elected members, and a changing role for the Council and the community boards. There is greater financial accountability for operating groups with improved reporting to Council and that accountability needs to continue to improve.

COUNCIL'S CURRENT CONTEXT

- GOVERNANCE AND ORGANISATION:** The Council has reshaped the operating structure and council decision structures to a district focus, and away from a ward orientation.
- SERVICES MANAGEMENT:** Water services will move to a Council Controlled Organisation (CCO), the roading network is dry, low volume and largely gravel, but bridges are nearing the end of their economic life.
- DISTRICT CHALLENGES:** Climate change risk is less than could be expected but the district sits on the Alpine Fault (and self-insures its assets).
- STAKEHOLDER RELATIONSHIPS:** The Council works positively and proactively with its neighbouring councils and has a well organised interface with iwi.
- POLICY COMPLIANCE:** Policies abound across the Council, accompanied by a clear intent to improve and implement those related to risk.

KEY CHALLENGES AND OPPORTUNITIES

Key Challenges and Opportunities:

- CLIMATE CHANGE:** Climate change is less impactful in this relatively dry catchment, and the Clutha dams assist with managing flood risk. However, there is considerable climate risk on the alluvial plains of Roxburgh.
- REGULATORY IMPLEMENTATION:** Resource consenting and ongoing District Plan updates will continue to challenge this small council facing significant growth challenges.
- INFRASTRUCTURE MANAGEMENT:** There are strengths in the roading network and water distribution. However, wastewater treatment and bridge replacement pose significant challenges.
- ORGANISATIONAL CULTURE:** There is a strong organisational culture of wellbeing and strong, respected leadership.
- STAKEHOLDER ENGAGEMENT:** There is a clear view of the communities' wishes of and for the district, but this has not yet been fully integrated into council planning.
- REGIONAL COORDINATION:** There is openness to working with other councils, as demonstrated by the formation of a water CCO with two other Otago-Southland councils and the involvement in a possible regional deal with Queenstown Lakes.

COMMONLY USED TERMS



Term	Definition
Asset Management Plan (AMP):	A tactical plan for managing a council's infrastructure and other assets to deliver an agreed standard of service.
Councillors and board members:	The councillors and board members referenced in this report reflect the cohort in office prior to the 2025 local government elections; consequently, the composition of some groups will have changed following the elections.
Infrastructure:	Stop water banks, pumping stations, water gates and science monitoring equipment including meters and telemetry.
Local Government Act 2002:	The legislation that provides a framework and powers for councils to decide which activities they undertake and the manner in which they will undertake them.
Long Term Plan (LTP):	The document required under the Local Government Act that sets out a council's priorities in the medium to long-term.
Council Controlled Organisation (CCO):	CCO's may be shared with other councils or be standalone for one district. They must be structured and operated differently, with direct accountability to customers, regulators, and ratepayers and shareholders.



KEY FINDINGS

KEY FINDINGS

TE KOROWAI – CENTRAL OTAGO DISTRICT COUNCIL _____ 12

We found a Council with strong leadership and a positive, wellbeing-focused culture. There has been considerable development of capability in, and thinking about, future management of water assets culminating in a decision to form a water CCO with two other councils. The decision-making environment and accountability for decisions is improving.

The Council benefits substantially from a low-cost road network, a relatively modern water distribution system, and a lower exposure to flood risk than many other councils. However, it sits on a faultline, has bridges reaching the end of their economic life, and will need to work with the CCO on the high capital cost of renewing wastewater plants. The community has expressed its wishes for less intensification and no international airport and resource consents asked of the Council will become more complex for the Council to manage.

**STRENGTHS/**

- > Considerable staff commitment to the organisation, what it does and to each other, with employees having a deep connection to the district.
- > Strong leadership skills and clear communication, as well as a willingness to address performance.
- > Councillors competent to make tough decisions, and who work together as a team.
- > The clear decision to form a water CCO allows the Council to move ahead.
- > The pragmatism of joining up with neighbouring Councils means a stronger organisation to deal with drinking water and waste water issues.
- > A robust balance sheet with an extensive but low-cost roading network.

**AREAS OF IMPROVEMENT/**

- > Resource consenting activities are fragile, and complexity of resource consents will increase, requiring close monitoring of this council activity, and evolution of the current approach and resourcing.
- > Some strategic financial risks and costs are not fully accounted for, such as decisions to not rate for depreciation on bridges and, more recently, three-waters assets.
- > Further consideration could be given to self-insure council assets, including the road network and water reticulation, in the context of long-run financial forecasting and scenario planning.
- > Bedding down the centralisation of decision making in one council versus four wards is in mid-step and could benefit from a strategic approach, integrated with the next LTP.
- > Continuation of asset management systems upgrades, in particular those transferring to the CCO.

Leading
Locally >

Governance Leadership & Strategy

SETTING THE DIRECTION FOR THE REGION

CODC adopted its 2025-34 Long Term Plan, *Taking the Journey TOGETHER, te haere tahi* (LTP), in June 2025. The timing took advantage of the option made available to councils by the incoming Government to defer the process by one year from 2024, given the uncertainty around its approach to water services delivery.

The additional year enabled CODC to undertake extensive consultation on water delivery reform, and to develop its preferred option of a water services CCO (which has subsequently also been embraced by two neighbouring councils). This also provided an opportunity for CODC to focus on developing new vision, mission, and value statements under the leadership of its relatively new Chief Executive (CE) and the incoming Mayor. This was followed by work on a new set of community outcomes, which Council developed for inclusion in the LTP.

At the same time, CODC's "Shaping Tomorrow Together" project was under way to identify the aspirations of the people of Central Otago and to create a 50-year vision for the district. "Shaping Tomorrow Together" was a comprehensive outreach initiative which involved workshops, focus groups (including with youth), an online survey, and active engagement with mana whenua. Nearly 1,000 members of the community registered for the project, and nearly 500 participated in the online survey.

Council endorsed the resulting District Vision in April 2025. The project provided a rich data source for the new set of community outcomes that came too late for the current LTP. However, CODC intends to use the results of the project as an important input to the development of its direction in future LTPs.

The LTP sets out clearly the direction of CODC's activity over the period of the plan. This includes a comprehensive explanation of its decided option for future water services delivery – on which the community, not unexpectedly, had a range of views. The consultation process attracted a strong level of community engagement, with a total of 903 public submissions and a further 313 submissions from youth participants.

While CODC can rightly be proud of its achievements in setting the direction both for the community and for its own work, it remains important to work on projecting the District Vision and its own strategic direction to the community. Neither the District Vision nor the new community outcomes figured strongly in the external stakeholder discussions which formed part of the assessment.

“DISTRICTISATION¹”

In the context of direction-setting, it is also important to mention the recent change in the relationship between Council and its four community boards. Central Otago is a large district with a relatively small and dispersed population. This makes its four wards an important element of its geographical and community identity.

Consequently, the community boards play a highly important role. Historically, CODC has made extensive use of ward-based rating. Moreover, from CODC's inception the Council delegated much of its local decision-making to the boards, including authority to commit expenditure. Perhaps because of this, there has also been a high degree of cross-representation between Council and the boards, with up to three councillors also sitting as community board members.

This approach has been changed during the past triennium, through a process described as “districtisation”. The issue has been recognised as one of high strategic significance to CODC, both in terms of its identity and for its future direction as a local authority. After much consultation and debate, the boards' individual budgets have been removed and their spending delegations revoked. The cross-representation balance will also change at the forthcoming election, resulting in only one elected member of Council also being a member of each board.

These changes will enable the boards' role to be more aligned with practice elsewhere, i.e. as a forum for identifying and considering community issues and the channelling of that input into Council decision making.

By and large, the community boards are comfortable with the level of their input to Council decisions under their new role (outlined earlier), including their access to staff who are writing reports. The Chief Executive has designated an ELT member for each board as its “champion”. While this is a positive move which will improve cohesion and enable continuous improvement in Council's new interface with the boards, it appears to be in need of further role definition (and perhaps a change in the role's title). The boards will need confidence going forward that their voice continues to be heard in all the matters of Council business that concern them, and that their input to decisions is adequately reflected in reports. The report template could usefully be reviewed for this purpose.

While districtisation attracted mixed support from the four wards (driven by concerns such as loss of local autonomy and the risk of locally held assets being used for cross-subsidisation), the transition appears to have been broadly successful. CODC is now in a stronger position to make spending decisions in the interests of the whole district, while the boards can be expected to remain strong voices for their communities. But the relationships will continue to need strong attention, especially if the emerging level of unrest among some board members continues.

¹Districtisation refers to district-wide funding

EFFECTIVELY MANAGING COUNCIL BUSINESS

CODC's elected members are a strong and diverse group, who work collaboratively and in a non-partisan way to govern Council business. They are supported by an experienced Chief Executive, who is a strong leader and an effective manager of an experienced Executive Leadership Team (ELT) and a lean but highly committed staff complement.

At governance level, the transition during this triennium from a long-serving and highly respected Mayor to a new holder of the office, drawn from within the group, appears to have been seamless and successful. The new Mayor has won the respect of her colleagues and works hard to keep them working as a team.

The Mayor is strongly supported by the Deputy Mayor and a number of other senior councillors, as well as by newer members. While they acknowledge that they do not always agree, the elected members recognise that their diversity is a strength. There is strong recognition and respect for the democratic process, and a shared understanding of the need to take collective responsibility even if there has been a divided vote. Elected members have a sound awareness of conflict-of-interest principles and their importance in small communities. There exists a comprehensive interests register, and the options for managing a conflict situation in a meeting are well understood. There has been only one code of conduct complaint in recent times (which involved the then Mayor and a community board member). The complaint was investigated appropriately and had a positive outcome that left no lasting ill-feeling.

This relatively stable political environment has enabled a strong sense of mutual respect and trust to develop at CODC between elected members, officers and staff. The governance structure is relatively “flat”, with only two committees (an Audit and Risk Committee, which has a respected independent chair, and an Executive Committee, tasked among other things with reviewing the Chief Executive's performance). A portfolio system was introduced under the previous Mayor and appears to be working effectively. Portfolio holders can interact with ELT members independently of the Chief Executive, who encourages an “open door” approach and a culture of being free to ask questions. Elected members meet informally with the ELT before each Council meeting, and this provides a further opportunity to discuss agenda items and ensure a common understanding of the issues. This incentivises evidence-based discussion and decision making and helps avoid adversarial or politically-motivated questioning of officers during meetings.

While this approach is a strength, the Mayor and Chief Executive also understand that the current standard of governance is the result of a lot of work to develop a collegial culture which will need sustained effort into the future; and that it remains important to understand the need for underlying protocols to protect staff from politically-motivated interference should it occur in future.

Elected members also find workshops with staff a useful means of getting to grips with issues and providing strategic direction to management. Workshops may involve Council, the Audit and Risk Committee, and the community boards. A Council workshop on risk appetite is an example of a successful initiative that drove a change in business practice.

Business planning and management is also effective, although there is a recognition of the need for further work to integrate strategy into service delivery and outcome-based accountability.

The new community outcomes are also strongly embraced by management as drivers for managing the business. As such, they can be expected to provide direction for the implementation of the LTP and subsequent Annual Plans.

There is also an annual Organisational Business Plan (Plan), which is supported by a comprehensive set of strategies, policies and plans intended to drive all facets of the business. The current Plan was developed off a risk analysis and includes a set of strategic statements intended to drive performance and measurement. It brings together the KPIs, targets, and performance measures for each area of Council's service delivery.

Each measure is visibly linked to the relevant community outcomes. However, the related performance measures are largely output-focused. Management provides quarterly reporting on the Plan to the Audit and Risk Committee and to Council. Elected members have a good level of awareness of the importance of business planning and managing business risk. However, further work is needed to align measures and reporting to the new vision, mission, and goals to drive business activity and enable CODC to provide an integrated, outcome-focused picture of its performance to its stakeholders. The Chief Executive intends this work to start with the development of the next round of business plans. It will be important to take an integrated, strategic focus across the business that is linked to the vision and mission statements and the community outcomes. While the widespread use of strategies and policies clearly reflects a wish to meet standards of good practice, there is a sense of policy overload in the organisation which carries the risk of undermining that focus within management-level decision-making and service delivery. A rationalisation of the suite of strategies and policies would be helpful, while at the same time seeking to improve the important linkages across all strategic documents.

DEVELOPING ELECTED MEMBER CAPABILITY

The elected members of CODC have a wide range of backgrounds and levels of experience in local government. There is strong recognition of the importance of capability development, although the approach to this important aspect of sound governance is still a work in progress.

The induction process is comprehensive and appears to be effective. An effective induction programme is in place for incoming members, which in this triennium included an in-house workshop and attending governance training in a neighbouring district. Councillors were invited to the Ōtākou Marae at the start of this triennium to broaden their understanding of te ao Māori and the local context. This was highly appreciated, and a number of members found their first visit to a marae enlightening and helpful.

Induction is also provided for incoming members of the community boards. Information nights are held for candidates during the pre-election period.

CODC also recognises the need for continuous improvement of capability. The more experienced elected members are keen to provide guidance and mentoring to newer colleagues on an ongoing basis, and their "wisdom" is highly valued. Where individual councillors identify training needs or opportunities, the Mayor will support attendance. The Mayor herself attended the Institute of Directors' week-long company directors course soon after taking up office and found this invaluable.

The capability development approach also includes interaction with other local authorities and their members. For example, councillors and the Mayor attend six-monthly meetings with local partner councils and the Regional Council.

However, where the approach falls short of good practice is that there are, as yet, no formal personal development plans in place for elected members (or, indeed, community board members). Neither is there any method for assessing members' progress as members and in local authority governance, or any self-review or 360-degree feedback process. Elected members could benefit from more structure around their development. The fact that there will be at least three new members in the next triennium provides a good opportunity to consider this. A good practice approach could, for example, include developing a matrix of capability around the table, more formal mentoring arrangements, a self-review mechanism, 360-degree feedback on performance, and an agreed and funded development plan for each councillor.

ENSURING WELL-INFORMED COUNCIL DECISIONS

CODC's systems around decision-making are well established and sound. Most meetings are held in public, and meetings are live-streamed. The practices concerning agendas and minutes (and their publication) are well established. Standing Orders conform with practice across the sector, and delegations are approved by Council and reviewed regularly. The frequency of Council meetings has recently been increased, from six-weekly to monthly, which appears to be a positive move.

The reporting system to Council is well-established but also needs continuous improvement. Reports are prepared using a standard template within the InfoCouncil system. This has the purpose of the paper and the recommendations sitting at the top followed by sections on background, discussion of the issues, financial considerations, and elaboration of the options for decision. This enables an approach based on evidence and intervention logic. However, improvements to the template could be considered, for example to provide more visibility on costs and benefits.

Report writers receive training on using InfoCouncil and on the expected report writing standards. All writers also receive information in advance of every meeting (whether of Council, a committee, or a community board) about the current items on the agenda and the relevant deadlines. This practice is supported by a reporting calendar, which is prepared annually and sits alongside the calendar of meetings.

However, while most reports to Council are well written and readable, decisions on major issues (including significant capital expenditure) are often based on inputs by consultants and there is a need for improvement in the use of business case methodology (see Priority 3). A related area for improvement is to reduce the amount of supporting material with council reports. Council meeting packs can on occasion be more than 1,000 pages in length, and elected members often find it difficult both to get through all this material and to understand what is most important to read. These improvements should be addressed as a priority in the next triennium, perhaps with the benefit of enhanced guidance to report writers on the integration of business risk and cost benefit analysis into reports, along with the ongoing exploration of technology-based solutions.

Management has a strong commitment to its information services, of which the effective use of technology forms a strong part.

LEADING LOCALLY

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The Chief Information Officer has line of sight across the organisation, and is receptive to requests for the use of technology including the fast-developing artificial intelligence applications that are available to support decision making. An example at governance level is the use of the AI Factory tool to assist elected members in their analysis of public submissions on the LTP. Members are keen to understand how AI can be further utilised to support improvements in reporting, especially on technical subjects.

CODC's approach to risk is also sound but maturing. Like good governance, good risk assessment and management are always a work in progress. Strategic risk discussion and the use of the risk register do not yet appear to play a central role at the governance level. Mention has been made of the work of the Audit and Risk Committee, whose independent chair has driven the process of understanding risk appetite at governance level. However, CODC is still on its risk management "journey" (see Priority 2). As part of this "journey", the elected members may benefit from having regular strategic risk discussions, including on issues such as risk appetite and deeper dives on specific issues (for example, in the context of a section 17A review or a major capital project). The informal financial and risk group involving both the Mayor and managers (see Priority 2) is a positive development.

DRIVING CHIEF EXECUTIVE PERFORMANCE

The Chief Executive's performance expectations are set through his position description. The Executive Committee is responsible for overseeing the employment relationship on behalf of Council, which reviews and ratifies the terms and conditions and performance objectives and standards. The Executive Committee then conducts a periodic review of performance and reports back to Council.

Other mechanisms for performance oversight include weekly meetings with the Mayor and CE-only time at the start of council meetings.

The performance objectives that Council approved in December 2024 are in the form of benchmarks for particular aspects of the Chief Executive's role. They include, for example, maintaining a public profile and external relationships and ensuring the delivery of key projects, along with ensuring sound business planning, communications, and continuous improvement in customer relations.

Council acknowledges that these objectives are not yet linked with the vision, mission and values stated in the LTP, or with the new community outcomes. Council could benefit from prioritising achieving those synergies in the Chief Executive's KPIs, not only for effective performance management but also in embedding the LTP's aspirations and outcomes across the Council's business. This could, in turn, help drive CODC's accountability to the community for both its financial and non-financial performance and its future-focused performance aspirations.

Regular, formal assessment is also important in driving both personal and organisational performance. This could include a structured approach, including self-assessment and 360-degree reviews, undertaken by the committee responsible for performance oversight but without undermining the full Council's role as the employer.

CREATING EFFECTIVE IWI PARTNERSHIPS

CODC has an established and enduring relationship with Kāi Tahu, as represented by a number of bodies which have mana whenua in the district. This relationship is conducted through Aukaha (1997) Limited, a vehicle established by Kāi Tahu to manage relationships and consultation activities throughout its rohe. The relationship is documented in a Partnership Protocol, which was most recently renewed in July 2025. The Protocol is designed to enable CODC to meet its consultation obligations under legislation, and across its various duties and functions.

CODC and Aukaha hold quarterly hui, at which a programme of work between the two bodies is established and matters of mutual interest are discussed. This ensures that mana whenua are aware of current and future Council work programmes and can participate in those processes.

The partnership is also evident in particular areas of the Council's business. For example, in relation to the Resource Management Act, CODC is aware of its Te Tiriti obligations and effort is made to ensure they are followed. Key items in relation to spatial planning and other RMA activities are taken to Aukaha to gain views and understand the desired involvement in each project. This approach is also followed in relation to water, with early engagement in scoping of projects and in design work. This is recognised as especially important when scoping wastewater renewal projects.

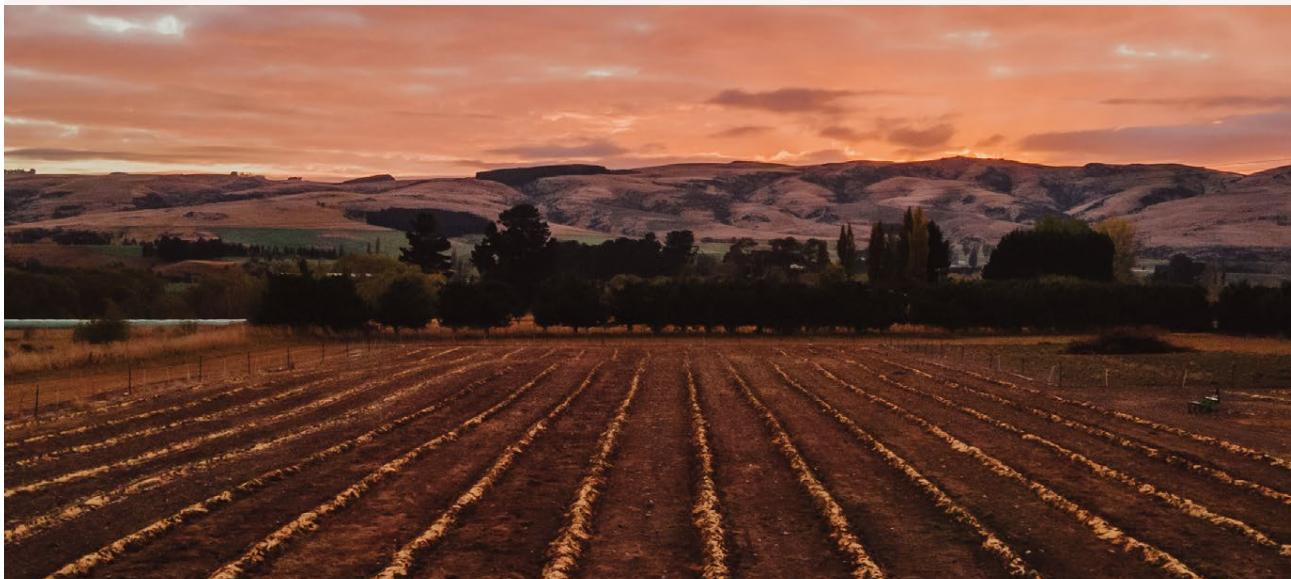
The District's Destination Management Plan was also developed in partnership with mana whenua. There has been strong engagement with mana whenua in relation to the Cromwell Town Hall development, including to incorporate impressive design elements of the building.

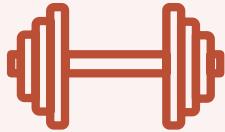
Despite these strengths, the partnership with iwi is having to be played out through the relationship with Aukaha. The Central Otago district does not have any marae, and although Council maintains relationships with local kaumatua it does not meet the threshold for consideration of a Māori ward. Engagement with mana whenua has indicated a strong preference not to establish such a ward.

CODC nevertheless assesses its relationship with mana whenua as strong and developing. Primary responsibility for the relationship sits with the Mayor and Chief Executive, both of whom are strongly engaged in its importance. Elected members are also conscious of the importance of strong and effective iwi partnerships, and (as stated earlier) benefited from the marae visit at the start of this triennium.

It is clear that Māori organisations are struggling with the speed, extent, and impact of legislative and policy changes under the current Government. Aukaha is no exception to this. Its capacity to engage with CODC and respond to consultation requests is consequently limited and will be affected for some time. This is also likely to pose challenges for CODC as it develops its own response to those legislative changes which will be in need of mana whenua input.

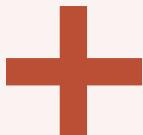
In relation to water services and projects, it will also be essential that the new CCO develops its own processes for continuing the existing collaboration.





STRENGTHS/

- > The 50-year District Vision and CODC's own vision and mission statements contributed successfully to the development of new community outcomes for the 2025-34 LTP, with strong community participation.
- > A clear vision for the future of water services and the outcomes of the "districtisation" project will provide a sound basis for CODC's future direction under the LTP.
- > Elected Members work collaboratively and in a non-partisan way to govern Council business, fostering a high level of trust with management that enhances the quality of decision making.
- > Management's strong commitment to its information services, of which the effective use of technology forms a strong part, is resulting in efficiency gains at both governance and management levels of the organisation.
- > The risk management approach is being embedded across the organisation, with Elected Members showing strong leadership on risk appetite and through the work of the Audit and Risk Committee.
- > A partnership with mana whenua is maintained through the Aukaha relationship.



AREAS OF IMPROVEMENT/

- > More work to embed the community outcomes across the business and with the community could be beneficial, in particular by integrating strategy into service delivery and promoting outcome-based accountability.
- > CODC could benefit from a development programme for elected members, to formalise the existing ad-hoc arrangements.
- > Community board engagement following the "districtisation" reset could benefit from being more consistent in ensuring that boards feel trusted, informed, and that their perspectives are considered in Council decision making.
- > Council meeting packs could be made more manageable for elected members, perhaps with greater use of technology. Improved use of business cases and improvements to the report template could improve the visibility of the key inputs to decision making.
- > The Chief Executive's performance measures would benefit from being linked more clearly to the community outcomes and strategy implementation.
- > Strategic risk discussion and the use of the risk register could play a stronger and more central role at the governance level.

Investing
money well >

**Financial
decision-making
and
transparency**

INVESTING MONDAY WELL

TE KOROWAI – CENTRAL OTAGO DISTRICT COUNCIL _____ 21

The CFO is proactive, and new systems are improving efficiency. Financial literacy is growing across the organisation, and finance is increasingly embedded in planning and decision-making. All that is positive progress, though still evolving.

The balance sheet is generally sound with manageable debt. However, bridge replacement is under-provisioned – and bridge depreciation is not being rated for. Earthquakes pose the main hazard, and the Council self-insures. A dedicated emergency fund for roading is positive, but likely too small to be impactful other than for small events.

There is great hope the required investment on wastewater plants will be less than currently forecast with a more permissive regulatory approach. Also, the Council expects the burden of future debt will be the CCO's issue rather than its own. However, the Council may also find that the CCO requires borrowing from council to fund capital replacement or face considerably greater financing costs. The CCO may also need to come back to its shareholders for a guarantee, or to access funds through local government borrowing arrangements.

Forecasting and financial scenario planning is therefore needed to reimagine the organisation's balance sheet without water assets and understand fully the implications for ratepayers and decision-makers. Consideration of the likely impacts of the Council's ownership interest in the water CCO, including the risk of rising debt to fund wastewater assets, could be beneficial.

A bridge strategy is being developed and will begin with assessing costs and making strategic decisions about which to maintain or replace. Many bridges are now at their theoretical end of life, with higher levels of service expected from them, such as 50 tonne milk tankers. Early planning will prevent forced, reactive decisions later. Undertaking this work would be particularly useful in clarifying whether an underlying bridge infrastructure deficit exists.

FINANCIAL PLANNING

There has been considerable change in the financial management, reporting and accountability framework for financial planning and reporting for the Council over the last few years. Previously, accounting was at the ward level and through operating groups and then aggregated, whereas now there is a better district wide view of finances.

The change from four wards to one district for rating and expenditure purposes fundamentally changes the way the Council can think about its finances, assets and its financial strategy.

The current financial strategy in the LTP is a holding pattern, waiting on a material reset in 2027 when the CCO for water is established, and assets moved from the Council, but with the Council holding a share in the CCO. The CFO is very clear there is a large due diligence job of work to establish the CCO (as there will be for many councils). We were left with a strong sense that the Council and its finance staff are very clear about the extent of the change and what is needed. There is also opportunity for the Council, which, without three-waters, will have borrowing capacity that otherwise would have been used by water asset replacement.

Depreciation is sometimes rated and sometimes not. For instance, depreciation has not been rated on three-waters' assets (valued at \$140 million) for the last few years. All of that is being passed on to the new entity. This feels like passing the problem off that will, in any case, circle back to ratepayers as they will be paying future water charges. Further, there is rating for depreciation on roads at one percent. But there is no rating for bridge assets, with many bridges due for replacement. Not rating for depreciation is a common practice, but to be discouraged. Renewals should be fully funded, while development contributions pay for growth.

We note the auditors issued two Emphasis of Matter; one in relation to how the Council recognised the transfer of assets to the new water entity because there was uncertainty at the time as to what option would be chosen by Council. The second Emphasis of Matter was in relation to the uncertainty of achieving land sales over the 10-year period of the LTP.

There will inevitably be reluctance to continue the steep rate increases of previous years. That is appealing to ratepayers in the short term, and to address the risks around this we would encourage some long-term financial scenario planning, to show what the ratepayers' costs are of three-waters, and Council spending, taking into account asset replacements. Until the new bridge strategy and the underlying work is complete, it is not clear how large the bridge replacement deficit is. These issues could also be addressed in the rating review which is underway.

²This decision would probably not have been taken had the Council continued with three waters delivery in house.

INVESTING MONEY WELL

TE KOROWAI – CENTRAL OTAGO DISTRICT COUNCIL _____ 22

There is a move to refresh the Council's emergency reserve which it is doing through rating. This is sensible as, in an emergency, even if funds are released from insurers or government, it still takes time to gain approvals.

With districtisation, the Council is tidying up community board reserves which are currently in deficit. The finance function has managed to deal with all ward deficits, and community board reserves are used up, and the Council is now picking up responsibility for funding activities that were previously funded through the wards. The Council will take up the responsibility for creating reserves for swimming pools and other community assets.

BUDGETING AND COST ALLOCATION

The Council recognises its financial literacy is lower than could be expected, with some highlights – for example, we learned that Finance is now routinely involved in the planning stage of projects by other teams. The Council has commissioned an internal audit to query the level of financial acumen. Previously, budgets and the LTP were “seen as a finance only thing”.

There is a view expressed by senior management that financial decision making may still not be mature.

For instance, one senior manager noted it is still a tendency with Councillors to support charismatic spending but not to invest in the capacity and capability of the council. By way of example, it might be easier to expand a community service such as the library than to invest further in technology. This is a subtle issue that we did not have time to fully investigate, but the answer might lie in how Council papers frame benefits from productivity improvements or risk reduction.

The Council staff acknowledged that an LTP was being developed, then was switched to an advanced annual plan, so there is not a lot of science in it. The Council identified to us there was a conscious decision to not balance the budget other than with land sales, which is highlighted in the audit report.

Now, the finance function works closely with the operating groups to ensure both capital and expenditure decisions work in tandem. Overall, however, budgeting, cost control and alignment to the LTP is improving but still a work in progress.

MANAGING INVESTMENTS

There are two Council property developments in Cromwell. One is commercial, and the other is residential. The commercial development is well subscribed, but there is more uncertainty around the residential development.

Endowment lands are an issue in managing investments. There are still endowments of, for instance, land which is ward or town specific, which could become stranded or might be used inefficiently. This is particularly true of Cromwell which has considerable endowments. However, over time, with consultation and debate from the district's ratepayers, those endowments sit in the background waiting on further discussion. If all pulled together, they could represent a useful investment fund for the district to assist with core investment or be set aside as a resilience fund. However, at this point it is likely this would be very unpopular and without a clear rationale and careful engagement could be seen as a money grab.

The Council has decided to self-insure its asset base. Self-insurance may or may not make sense but, if self-insuring, a larger emergency fund could be required. The road network is mostly dry, and flood risk is largely managed with the network of dams, so the exposure to that aspect of risk to climate change may not be as great as expected. Pip fruits and viticulture do well in extremes. However, the Council sits on the Alpine Fault and has approximately \$1.2 billion of assets. Close consideration of which assets to insure or not could be a useful exercise, as well as looking again at joining the Council collective on insurance of underground assets. The asset base of the Council will look very different in 2027, and that might be another point to reconsider matters.

MANAGING AUDIT, RISK & CONTROL

The Audit and Risk Committee has an independent chair, and the committee has greatly strengthened its approach and overview of risk. From the committee's perspective, the top two risks are Councils financial sustainability, and three-waters.

Risk awareness and risk management systems are developing. The ongoing work to embed a risk culture in the organisation (as well as at governance level – see Priority 1) is being enhanced by the appointment of a fulltime Risk and Procurement Manager.

This position was previously part time and shared with another council but has been filled after much effort and an eighteen-month gap. "There was a definite vacuum." There is now a much-improved awareness of risk. This has resulted in, for example, a deep dive on risks around affordability and financial sustainability. The Council wanted to know what the intent of that risk was. The Council is in the middle of rolling out the risk management framework, meeting with each of the teams, and making it clear that those teams own that risk register. Risk registers have been developed across the organisation, and risks are considered regularly by ELT.

In health and safety, the Council describes itself as doing the right thing for the right reason rather than being as formalised as it needs to be. An external review highlighted several issues, all of which are being addressed. There is a strategy, and the Health and Safety Management System is currently in draft. There is evidence of good work, and maintaining momentum will be important. The Audit and Risk Committee oversees health and safety risk.

We also note the useful exercise in risk appetite undertaken with the Councillors (see Priority 1). Councillors were asked to identify, discuss and reach agreement on their preferred level of risk across different categories (e.g. appetite for risk in regulatory activities). The nominated appetite for health and safety risk was "medium". On probing, this was because the Council operates four pools, and it is prohibitively expensive to fund to a "low" risk appetite for them. But this may have skewed the overall risk appetite. We suggest thinking about the health and safety risk of staff and contractors, many of whom are working with heavy equipment, as a different category of risk.

There is now an informal financial and risk oversight group in addition to the Risk and Audit Committee which includes the mayor, and conversations with that group are free and frank. This group operates separate from formal council committees and meets more often.

REPORTING PERFORMANCE

There are a few audit matters including a decision to not balance the budget and capital estimates related to three waters. We do not regard these as significant and they are being resolved.

A credit rating was sought, and an AA rating received.

BEING CLEAR AND TRANSPARENT

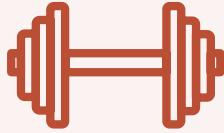
In the past, there has been less than desirable transparency of reporting through to the Council. This is likely to be, in part at least, a legacy of the ward structure. Now, there is clear reporting on variances and there is a focus on improving reporting, and accessibility of financial reporting.

VALUE FOR MONEY

We were asked explicitly whether the Council is delivering value for money. This request was likely to have been made because of the large rate increases in the district. We have not conducted a value for money audit – that is well beyond the scope of a two-day visit. But we make the following comments:

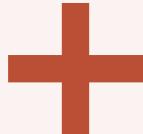
- > Districts with large geographic areas and small populations always face additional cost through a large road network, bridges and a distributed drinking water and wastewater system. It is likely that the increase in investment in staff in water was needed. And roads are run effectively at low cost.
- > There is a desire for a reasonable level of service, which means more staff – for instance, pools are run by Council staff. Whether to buy that service in, or outsource, additional levels of service will bring additional cost.
- > There is incremental improvement in delivery, efficiency and value of community services.
- > The one-off but expensive issue of not recognising the operating costs of Cromwell Hall in the project planning and costing can possibly be laid at the feet of a confused accountability structure through the wards. But it also illustrates a need for better business cases and, possibly, improvements to the board report templates (see also Priority 1) that capture total expenditure including capital and operating expenditure and include more visible cost benefit analysis.

The CFO is a strong supporter of zero-based budgeting, on a three-year cycle, to review activity levels, activity costs and highlight hidden reserves and slush funds.



STRENGTHS/

- > The balance sheet is generally sound, with manageable debt.
- > The existence of a dedicated emergency fund for roading is positive.
- > Financial capability is growing, the CFO is proactive, and new systems are being developed to improve transparency and reporting.
- > Financial literacy is growing across the organisation, and finance is increasingly embedded in planning and decision-making.
- > Risk management is evolving, and a systematic culture is developing.
- > The region has natural advantages (dry network, limited flood risk) which assist in financial sustainability.



AREAS OF IMPROVEMENT/

- > Future scenario planning would be valuable to reimagine the organisation without water assets and understand the implications for ratepayers and decision-makers.
- > Earthquakes pose the main hazard. The Alpine Fault is expected, at some point, to rupture. Exploring financial resilience against this risk could provide valuable insights and inform one of the Council's financial scenarios.
- > With that knowledge, the Council might then reconsider its decision to self-insure and decide to either continue to self-insure or join the council collective insurance scheme.
- > Depreciation is not being rated for replacement of bridges and now, as bridges come to the end of their economic life, a bridge strategy would be valuable to chart a course to identify likely replacement cost and how it will be funded.
- > The first two years of the LTP include a decision to reduce funding of depreciation to provide rates relief. We encourage the Council to rate for depreciation.
- > The current medium risk appetite for health and safety risk may need refining. Different activities (e.g., pools) could be separated rather than applying a one-size-fits-all approach to health and safety risks.

Delivering
what's
important >

Service Delivery and Asset Management

The district covers a large geographic area, with a large road network, much of it unsealed, and with dispersed drinking water and wastewater plants servicing rural communities. There are several towns with considerable heritage, and some effort to retain a level of community services in each of the four wards. Climate change is not as impactful on this district as others, but there is earthquake risk.

Growth prospects are more uncertain than they have been, and there is a clear preference from stakeholders to not have a new airport and to resist intensification. They prefer a quieter pace of life.

“Our service goal is to be the easiest council to be with and be the happiest people.”

SPATIAL PLANNING

We were presented with a set of well-prepared plans based on the towns in the district. Stakeholders noted the last District Plan had not been changed for quarter of a century and had been out of date for around a decade. As a result, development tended to be for non-compliant activities, and developer driven.

The stakeholders also noted that the spatial plans have no legal weight. A view was expressed that the Cromwell plan was out of date within a year and that the Council's conclusion that people did not want to expand beyond boundaries had been met with a general outcry.

The Council does not have a big focus on regional spatial planning, but there is considerable regional effort to provide districts with relevant hazard risk information and money has been set aside in Regional Deals to undertake regional spatial planning. The regional council works closely with the district council to ensure the hazard information is in the plans. Most risk is focussed on Roxburgh and Teviot Valley. The alluvial plans through Roxburgh are also a material risk.

Flood risk from the Clutha River is largely managed through Contact Energy's dams and their storage capacity. The Council has confidence in the use of controlled release when necessary.

REGULATORY

Resource consents

Stakeholders noted that senior staff have been “lost” in the last five years, creating a vacuum in decision making capability. Previously, a developer could be sure of the lot sizes for a simple rural subdivision but now, there is less consistency and expert advice is needed, despite activities being the same or similar to previous activities. A stakeholder noted that two of the five developments submitted had been declined and had been taken to the Environment Court.

There was an influx of applications before the District Plan changes were implemented, which is not unusual and has been seen around the country as council plans change.

Stakeholders, staff and senior management are all aware of the consenting issues. There is a low satisfaction rating for the Council at 53 percent. There have been considerable issues attracting staff. There is a small team, which is being boosted by a panel of consultants with twelve specialties – planners, ecology, landscape, economists, traffic, acoustic engineers, commissioners, etc. Most consents have a land or water engineering component, and access to engineering expertise is a bottleneck.

The Council also observes that resource consents are getting more complex, with more scale. The Council has operated a hearings panel, and this has required a great deal of staff assistance to this panel with the current planner, who might go to the panel, and then would assist the panel with drafting. This structure may not be fit for purpose for the growing complexity of consenting.

The fast-track legislation has put further pressure on the small team. There are three consents needing to be processed for a goldmine (which is a highly controversial project in the district), and the principal planner has been dedicated to ensuring the Council can meet the many expectations of it. There is expected to be a further consent for a large comprehensive housing proposal. The regional and district councils work collaboratively to reduce coordination costs, including through joint hearings.

The team is aware of the desirability of both rigour and consistency. There have been some issues with consistency of approach within the team, tending to confirm the adverse stakeholder comment, the Chief Executive is looking to develop the tools to assist with consistency of interpretation. Currently, important plan interpretations are shared on Teams, but there is a desire for a better tool such as an electronic District Plan. There is region wide collaboration – such as for implementation of the National Policy Statement on high and productive land.

There were 15 appeals on Plan Change 19 with 13 or 14 expected to be resolved and one likely to proceed to the Environment Court.

Helpful changes in the consenting team might include a review of staff delegations so that decisions happen at the staff level; considering redesign of the panel; working with other councils to develop regional (or national) templates; and above all addressing the recruitment issue. We were told that the issue is “on the ELT radar”.

Building consents

The Council is achieving its time targets on building consents 90 percent of the time. The International Accreditation New Zealand (IANZ) reviews of this activity indicate it is “low risk”, with a need to improve compliance schedules being the main area for improvement. There are about 900 consents a year, peaking at 1,100, with a staff of ten. Staff capability is good. Like all building consent activities, it is a busy area, with rapid policy change and “short fuses” for implementation. However, the Council manages 83 percent of inspections within a three-day timeframe. Like many Councils, building consent numbers are down, five percent for this Council. The lower number of consents will impact on consent revenue given that it is 90 percent user pays.

There is a risk-based approach to inspections. With trusted operators, inspection can be by photo. The Council has a low appetite for risk in this area, and could increase effort in inspections. There is some complaint from rural customers that inspections are once a week rather than immediate, as the Council does not have the capacity to offer a differential service (at a differential price).

Previously records were paper, then PDFs. More recently, approval is being sought to implement Objective Build, which will make a significant difference to mobility through accessing records and files remotely.

Other regulatory

Freedom camping has not been an issue for this Council. Most freedom campers are on sites in the Cromwell area which are managed by Land Information New Zealand (LINZ). The regulatory team has issued a draft Parks and Reserves bylaw which has been approved for consultation through the special consultative process. That will give the Council more tools to manage the eight to ten notices that it deals with at present.

Parking is a new area for enforcement, specifically in Cromwell. There has been a community survey asking whether restrictive parking is necessary and how it could be implemented. The intent is that parking will be tailored to community and retail needs.

The officer undertaking parking enforcement was previously the animal control officer, and that animal control function is now outsourced. The number of animal related service requests has halved due to a tactic of fast response. There is a patrol for barking dogs and roaming dogs ensuring the animal control officer is seen. The response is graduated, and the Council does not shy away from enforcement. It is, for example, acting against a recidivist dog owner, aiming to have them disqualified as an owner for two years. There is not much need to destroy animals, as the district has a private dog refuge.

There is reconsideration of alcohol policy, which will include possible extension of the existing restriction for the blossom festival.

We understand that members of the food team are getting close to retirement age.

WASTE

There are 15 closed landfills to manage and four transfer stations, with compactors at Alexandra and Cromwell. Also, there are curb-side collections. The contractor owns collection vehicles and bins for transport; however, all compactors and plant machinery are owned by CODC.

The activity has been under review, and the Council recently engaged with other councils in an Otago-wide solid waste audit. This included a SWOT analysis and development of a plan. Bin asset management is being worked on, as the database is not centralised. An organic collection has been rolled out, and there is a plan to build an organic plant for the district. Some asset renewals are also coming up and there is an intention to review the transfer stations. Likely, the strategic issue for the Council will be growth in collections.

THREE-WATERS

Three-waters has been an area of considerable focus for the Council, culminating in the decision to transition activities to a CCO jointly with Clutha and Gore (Waitaki was part of the original working group but has not joined with the other councils). Senior Council officers are part of a cross-council working party. It sees a lot of opportunity in the new shared CCO such as learning from each other on backflow, water metering, and sharing of scarce assets such as tankers for areas with boil water notices.

Waste water

There is considerable uncertainty over the cost of replacing non-compliant wastewater plants. Under current regulatory settings, the plants would have to discharge to land. It is possible the regulations may in future allow discharge to water of significantly diluted wastewater. If that is the case, then the cost of upgrading will be materially less, by tens of millions: the current estimate of replacing plants to meet the current standard, requiring discharge to land, is \$130 million. The Council has assumed the standard will change and has budgeted \$60 million assuming discharge of highly diluted water will be possible.

Drinking water

The Council is moving at a good rate to bring drinking water supplies into regulatory compliance. As an immediate step, the Council is installing temporary protozoa barriers for non-compliant supplies. Lake Dunstan, which includes Clyde's and Alexandra's supply, is compliant. Roxburgh is also compliant. Ranfurly, Patearoa and Cromwell do not have protozoa barriers and, under the drinking water regulations, need a backflow plan.

The Council's water team is working on the backflow issue by, first, installing backflow on council irrigation: "let's get our own house in order." There might then need to be a policy on backflow with doctors and vet practices, which typically have issues with backflow from equipment such as autoclaves. And, from time to time, water hardness becomes an issue in Roxburgh when the Clutha is high.

After getting the drinking water plants compliant, the district needs storage management plans. There are hydraulic models for the Cromwell and Vincent (Alexandra and Clyde) wards, but not for others. This is a strategic issue as, over time, water availability could constrain growth.

In general, the district has young reticulation networks; only a small portion are very old. The water team is developing the renewal plan, with better information on age, criticality and maintenance. (For example, a pipe broke recently, and the asset data recorded a different diameter from the actual diameter of the pipe.) Some mains have gone past expected useful life, but the breakage level is low.

Introduction of water meterage was a decision made 12 years ago that now stands the Council in good stead.

Wastewater plants are more problematic, and as noted above the costs of upgrading to new levels of service are very material depending on future regulatory settings. These costs are still emerging. Wisely, the Council is waiting on clarification of future regulations before proceeding. Currently:

- > The plant in Alexandra is old but with upgrades planned. There is a significant shift in level of service to discharge to water with dilution factor.
- > The Omakau plant has had issues as located in the flood plain and might need to be relocated.
- > Ranfurly's plant discharges to an intermittent water course, and the water team is looking to upgrade that plant.

The Otago Regional Council has issued abatement notices at Ranfurly and Naseby, but both are being addressed. The relationship between regional and district council on this matter is very good.

Stormwater networks are described as very basic. The district has low rainfall – between 400 and 500 mm in a year. With new developments, the Council is increasing the requirements for discharge to ground and, with its own development in Cromwell, is installing retention. Stormwater inflow to wastewater networks is an issue, for instance in Ranfurly. There will need to be a willingness on the part of councillors to fix that issue.

There is Supervisory Control and Data Acquisition at all sites, and the water team has appointed a process engineer to develop an upgrade and renewal plan.

TRANSPORT

There are 1,926 kilometres of roads in the district, many of which are gravel. Gravel roads are managed through a KPI on how much the Council grades. Staff indicated that "farmers will always tell the Council there is never enough activity". The Council limits its work programme to the New Zealand Transport Agency (NZTA) funding, and as with all local authorities NZTA is requiring the Council to maintain the road network with a diminishing budget. This is forcing further prioritisation, and level of service will have to decline.

Despite that, the district has one of the lowest cost per kilometre networks in the country and this is partly due to a successful contract with Fulton Hogan. The annually agreed contractual budget is a “target cost” and the Council can move money around to different priorities. The contractor has a multi-skilled team that can flex to changing needs. Activities are prioritised through discussions with the contractor, and accountability for completing work to standard sits with the contractor. Funding activity, resourcing activity, and sourcing inputs such as aggregate are shared problems. A large proportion of Council spend is on aggregate.

The contract has been in place a long time, and residents will often contact Fulton Hogan directly. Fulton Hogan has excellent network knowledge and is hugely vested in the district.

There are Council programmes, but the contractor has day-to-day licence: “they find and fix”.

The biggest risk to operation of the contract is loss of institutional knowledge on the Fulton Hogan side. This is acknowledged and being addressed by Fulton Hogan, and the council team is ready to step up if needed. Input costs are increasing, and aggregate is an issue, particularly for unsealed surfaces. The Council is finding new sources in some areas, and with some longevity.

Broadly speaking, the network is being maintained at current levels. There are occasional small reductions in the network, such as not repairing a link road or not reinstating a bridge. As already noted, many bridges are coming to the end of their lives. The pending bridge strategy is much needed. It is expected to include a matrix looking at traffic volumes, detour length, etc, to look to minimise the impact of a bridge closure. Land use change has meant dairy tankers and much larger agricultural equipment which is beyond the design parameters of many bridges. Bridges have not been rated, and there is no reserve to assist with the cost of renewal. NZTA may subsidise replacement of bridges but would need proof the bridge is at end of life and may choose to subsidise a wash-over culvert rather than a bridge replacement.

In the case of emergency, there is an emergency council wide fund, currently being replenished.

NZTA praised the roading team. “They are a smart buyer, they know what they can afford and what they can't. They do what they have to.” NZTA also noted that, compared to other councils, the affordable nature of a dry network with low volumes is a strength. “It feels the gods have smiled on them.”

COMMUNITY FACILITIES AND PROPERTY

There is currently no facilities strategy. The approach to facilities is changing. Previously, there was a return on investment approach to property; now, there is a much more community-oriented approach which was partly triggered by consultation on community hall closures during the most recent LTP process. There are 17 community halls, one servicing a community which has a land mass ratio of two people per square kilometre.

There is a great deal of heritage in the district, and there are several community museums. There are cemeteries to manage, such as that at Naseby with history and archaeological graves. The external engagement suggested that there is, possibly, an opportunity to better draw together these separate resident-run museums and to more prominently highlight the district's heritage.

There are 300 hectares currently under management, largely through an outsourcing agreement with a district-wide contractor. The regional council noted that it works with the Council on pest management, including rabbits. Like the roading contract, this is managed to a target budget.

The new Cromwell Town Hall will be an important strategic asset, but the Council acknowledges a mistake in the decision-making process and the associated advice. The decision had taken some years to work through, and the focus was on the capital cost. But the operating expenditure, which will include the cost of employing an entire team, was not considered at the time of the actual decision. With the effort and money going into this project, the development of the town centre is in abeyance.

COMMUNITY SERVICE CENTRE AND LIBRARIES

There is a very high satisfaction rating for community services at 95 percent.

Community service has “been on a journey”. Prior, nothing was integrated, and the majority of the council divisions were not using service requests. Now, most are integrated through a service centre and the Council is moving to self-service kiosks. The website and customer interface are also being upgraded, and the intention is that you could look up your rates or pay for whatever you need online.

Most service centres are staffed by two or three people. As with other councils, the libraries are becoming the centre of things and a community hub. The library, service centre and i-Site are all in one place in Roxburgh. There is Radio Frequency Identification (RFID) in libraries, and a library upgrade and restructuring in Cromwell. Overall, through the libraries, there are 120,000 loans each year. A collection agreement with Queenstown Lakes District Council reduces costs and increases the collection. Over time, two hubs with mobile libraries are the vision, down from the current seven libraries, two integrated with schools. The Council will reduce its effort in I-Sites as these are seen as less necessary with the availability of accommodation apps.

The community services head count has been held constant, and 64 percent of service requests are now resolved, up from 54 percent, with a goal of 80 percent. Management software called Genesis (a call centre with artificial intelligence) has been implemented, providing monthly performance reports. For instance, the Council can now see that there are 700 requests for booking building inspections; the service centre that has passed it on; and that it has been booked. But there is yet to be visibility over whether a request is complete.

In common with other councils, the team reported growing levels of aggression with the service team. This is thought to be partly responsible for the high turnover of staff. Incidents are taken seriously, and support is provided to affected staff. Training in de-escalation has been given.

Pools are an important part of community services, with 130,000 admissions per annum to aquatic facilities. Thirty percent of the cost is user pays, although the overall cost of \$1.5 million is about the same as that projected to run the Cromwell Town Hall. Pool management is undertaken by Council-employed staff, and there is great pride in the swimming school and other initiatives. Two of the four pools are all-year pools. There was speculative comment about introducing artificial intelligence for lifesaving, providing an increased level of service while reducing staffing requirements; which could be highly beneficial to this Council and its pool users.

INVESTMENT PLANNING FOR INFRASTRUCTURE

We observed several business cases by consultants. One was thin. The other was engineering focused. Neither of the business cases we observed would have helped in decision-making. Where a business case could have been useful, it was not undertaken.

As a discipline, even for an additional staff member, we suggest a clear statement of the problem, quantification of that problem, and then costing of alternatives with estimates of how that problem is addressed. Cost estimates need to be of total cost, including both capital and operating expenditure and be over a ten-year period at a minimum. For infrastructure assets, a 30-year horizon is more useful.

As noted in Priority 1, until recently most decision making happened at the ward level, with Councillors having only the right of final approval. Now, decisions are made at Council level. But it will remain important to ensure community board input to the process of decision-making.

DELIVERY ON CAPITAL SPENDING

There was a general concern in the papers presented to us about the ability of the Council to spend its capital at the pace identified in budgets. “Year-to-date against the revised budget, 51 percent of the total capital spend against the revised capital budget has been expensed. This level of capital project completion is a cause for concern and impacts budgeting.”

We were given different figures in the meetings, although they went to the same issue. The capital programme is quite large, at around \$75 million, of which only 75 percent is spent to timetable. That in turn pushes into the next year, which becomes \$75 million plus the remainder of the last year, so around \$90 million.

The various divisions of the council indicated that consolidating projects makes them more attractive to the market. The Council reports that, after the post-Covid sharp increase in costs, there is now more than adequate competition and much more competitive pricing.

In prior years, there was no reporting of capital projects (other than water capital projects) to the executive team. Reporting has now been kick started, with a dashboard of capital spend and reforecasting of spend being available quarterly and in future monthly.

PROCUREMENT

There are positive procurement practices in place, with a procurement policy that meets good practice standards supported by the work of the Risk and Procurement Manager and targeted use of consultants. There is careful packaging of works to ensure competition. Conflict of interest declarations are in use, and there is active probity management for major procurements.

The approach to procurement design generally shows an acceptable balance between cost and non-financial attributes and weightings. Importantly for a district with a large area and small population, this includes an element of capability-building for local contractors evidenced in weightings. However, the Council procures for skills rather than using social procurement as such.

PEOPLE, CAPABILITY & CULTURE

We were impressed at the clear focus and priority on people, capability and culture. An HR strategy was instituted in 2019, and wellness, values and culture have been a major focus. Morale is good and staff appreciate working for Council. External stakeholders notice the wellness attitude of the Council to its staff. There is a clear focus on values, and adequate performance management. Cadets are hired and trained. All of it is based around retention and attraction. KPIs such as absenteeism are available on a dashboard. The aim is to be an employer of choice, and turnover has fallen from 33 percent to a little under 14 percent.

There are frameworks for appraisal, learning and development. Remuneration has been addressed, and flexible working is valued. The predominant theme of exit interviews has changed over time from career development to leaving because a partner has an opportunity. A high 75 percent of staff are happy working at Council.

This was reflected in the staff session, which came up with a lot of positives and very few to-dos that weren't already being addressed:

- > like our leadership, leadership provides forward thinking empowerment
- > clear communication and leadership particularly from executive leaders
- > cross collaboration between teams is good, everyone seems welcoming
- > have observed that people care about what they are doing and about each other
- > the people I work with in general are trying to deliver the best services
- > we care because of communities
- > job satisfaction, personal development, been on a journey
- > everyone has a desire to serve the community and deep connection
- > collegiality in the whole thing
- > far more opportunities
- > opportunities for growth and development, also the level of belief, a really good culture of supporting our staff, and making them believe in what they're doing
- > enjoy the flexibility, attention loyalty and value
- > work life balance
- > actively encouraged that you have a work life balance

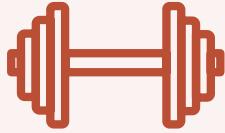
BUILDING AND PLANNING FOR THE FUTURE

We were told that the previous council did not have a vision, but through the “Shaping Tomorrow Together” project (see Priority 1) a survey was undertaken of where the district wanted to be in 30 years’ time. From that, a District Vision emerged which, in turn informed the Council’s own vision and mission statement as reflected in the LTP.

The disconnect in these two pieces of work was that the District Vision was generated by the community and shaped by staff before being adopted by Council, but that the councillors did not generate it.

In planning for the future, the next step will be to take this vision and integrate it in the next LTP.

The decision to establish the water CCO will be a key issue for the Council’s future capacity and capability to develop its infrastructure and deliver its services. In three years, the Council will be materially smaller with 26 fewer staff and \$30 million less revenue. This, along with the bedding in of the “districtisation” process, will provide both opportunity and risk.



STRENGTHS/

- > Very positive staff comments about culture reflecting strong, values-based leadership.
- > A supportive, wellbeing focussed staff culture.
- > Strong enthusiasm and uptake of digital tools, with efficiency gains already evident.
- > A low cost, dry low volume network, underpinned by good management, a solid contract mechanisms and relationships.
- > A relatively modern network without the “breakage” issues of many others.
- > Innovation in using AI, such as in assisting with call centre effectiveness.
- > Meeting the needs of fast-track consent applications through close cooperation with the regional council and with a dedicated senior planner.



AREAS OF IMPROVEMENT/

- > Resource consent activity requires a great deal of support to resolve staff issues, reshape approach to increasingly complex applications and offer applicants greater consistency.
- > Further work required to bring drinking water supplies fully up to scratch.
- > The direction and costs of wastewater plants requires more consideration and awaits clarification of national wastewater performance standards.
- > Programme management, project linkages and processes would benefit from streamlining.
- > Asset management maturity is still evolving.
- > Development and implementation of a bridge strategy would be encouraged.
- > Approach to business case could evolve so that they are more focussed on the problem, measurement of the problem, cost benefit of different options, and less engineering focussed.

Listening
and
responding >

**Communicating
and Engaging
with the public
and businesses**

CODC has a highly committed approach to communicating with the broad range of social and geographical communities which make up the district. The recent development of the 30-year District Vision will provide a launching pad for future communications endeavours, using CODC's wide range of communication channels and supported by its proactive use of technology.

While the communications approach produces excellent metrics and a high rate of resident engagement with CODC and its activities, ongoing work is needed to ensure that feedback on Council decisions reaches those who seek it. Council's reputation will also be enhanced by members of the public having confidence that they can reach the right people when they need it, and that they perceive decisions affecting their interests to be timely and consistent.

COMMUNICATIONS POLICIES

All CODC projects that seek out engagement with the community and stakeholders require a written communications plan. These plans use a standard format that includes the purpose and objectives of the communication, target audiences and key messages, risks, and an action delivery plan. Council's social media channels and the "Let's Talk" page on its website are increasingly useful means of communication.

There is a comprehensive Media Policy, which acknowledges the wide range of channels (including social media) that are used for communications with CODC's various communities of interest. The "core objective" of the policy is for Council to be using media channels to inform and engage with the community, and that the community in turn feels informed about Council activities. A secondary objective is to enhance trust in Council, its brand and its reputation.

However, the Media Policy does not apply to the elected members in their capacity as such (or indeed to members of the community boards). Aside from when the Mayor or a portfolio holder is speaking formally on behalf of Council, the elected members use their own social media accounts to communicate with their constituencies. The strong sense of collective responsibility among the current Members, which includes an agreement that, once a decision is taken, then all will abide by it, reduces the risk of inconsistent or inappropriate communication by Members in their personal capacities. Moreover, communication forms part of Members' induction, and opportunities exist for media training across platforms. But, other than the Code of Conduct, there are no mechanisms for ensuring that Members' use of communication channels, especially social media, is appropriate for the nature of their office while also respecting their autonomy to communicate with constituents in their own way. This is an issue for CODC, which could usefully be addressed in the relevant risk register and in the Communications Strategy which is currently under development.

CODC also recognises the trend across society of negative commentary about public bodies and elected officials. The associated risks are fully recognised, especially in terms of the spreading of misinformation and disinformation and the risks to trust in, and safety of, staff (especially those who work remotely) and elected members.

Another area of focus for the Communications Strategy could be the new role of the four community boards (following the "districtisation" process referred to under Priority One). As organs of Council, the boards will play an increasingly important role as CODC implements the new community outcomes set out in the 2024-35 LTP, consistent with the 30-year District Vision.

As in any enterprise which relies on effective stakeholder communication, the quality of CODC's communications in the general sense can be undermined by poor quality in individual interactions with some members of staff. While recent surveys and feedback from stakeholders show that most customer engagement is positive, the assessment found a level of dissatisfaction in some parts of the business community about individual interactions with those teams (in particular, the resource consenting team) which are stretched in terms of the number and level of experience of their personnel and are seen as delivering inconsistent decisions. Council's reputation will be enhanced by those members of the public (especially professionals) who engage frequently with staff in these and other service areas having confidence they can reach the right people when they need it, and that they perceive decisions affecting their and their clients' interests to be timely and consistent. When feedback of this nature reaches elected members, it is important that management is receptive to it and able to understand the issues in risk management terms. The pending Communications Strategy could also usefully address this need.

ENGAGEMENT ON PLAN CHANGES AND OTHER CONSULTATIONS

The use of communications plans appears to be producing strong results in terms of consultation on, and communication about, major projects and other initiatives that are important to the community.

CODC's 2025-34 LTP consultation attracted 1,216 submissions, an increase of approximately 50 percent on the previous LTP. The consultation also successfully targeted the hard-to-reach youth demographic, resulting in more than 300 submissions. One measure of the success of the feedback was the decisions made by the elected members, in response to submissions, to keep a number of council facilities operational rather than being closed or divested (as had been proposed in the consultation document).

All submitters are given feedback on consultation outcomes where return contact details are provided (for example, when using the Let's Talk platform on the website). Consultation analysis reports and Council decisions are made available through the website and by other means. However, as noted earlier and in keeping with any communications programme, it is important in strategic terms to keep translating that individual feedback into broader community understanding of Council decisions and their impact.

EXTERNAL COMMUNICATION

Early results from the 2024/25 Residents Opinion Survey show an increase in satisfaction across many of the measures of CODC's community engagement. CODC can be rightly proud of its strong level of engagement and the generally positive reputation it has in its communities.

The Mayor is the leading spokesperson for CODC. She is without doubt an effective communicator with a sense of enthusiasm for, and pride in, the district and the work of her Council. Using various communication channels, she provides regular updates on key topics and other issues of the day, aiming to reach a wide audience in an effective manner. These include social media posts, radio interviews, and a newspaper column. The Chief Executive also has a regular radio slot after each Council meeting.

One aspect of CODC's communications approach in which it takes pride in is its Welcoming Communities programme. This supports the integration of newcomers to the fast-growing district, offering safe, friendly, and accepting communication and activities. The focus is two-fold, with a programme aimed at those new to New Zealand, as well as other sessions aimed at those who have moved to the district from other areas of the country. This communication has had good feedback from community members.

Staff use social media and website metrics and anecdotal feedback (including one-on-one conversations with staff, emails, social media exchanges, etc) to measure the success of communications against the objectives of each communication plan. The number of subscribers to CODC's Facebook page has increased by 10 percent (to approximately 11,000 users) in the past year. Despite this, the latest residents' survey shows that residents still rely strongly on community newspapers and bulletins, as well as the website and social media platforms, for obtaining information about Council activities.

Despite the success of the website as a communications tool, CODC acknowledges that the site is in need of an overhaul and that the search facility is difficult for some users. A recent audit of the site will provide direction for future enhancement.

HAZARDS

Central Otago is fortunate in being less exposed than other districts to the effects of sudden weather events. The risk of flooding is real, as graphically illustrated by photos of the 1990s floods that hang on the wall in the Alexandra office. But CODC is confident of its ability to manage rainfall event risks, including by relying on the operator of the Clutha dams to regulate water flow.

The main focus of emergency planning in the district is, understandably, the risk of a major earthquake. CODC is an active participant in the region-wide planning for an “AF8” event on the Alpine Fault. Its provision of office accommodation to the locally-based Otago Regional Council (ORC) Civil Defence Emergency Management staff helps greatly in this, also enabling emergency planning to be well integrated into CODC’s own business as usual activities.

The ORC is satisfied with the level of CODC’s commitment and participation in AF8 planning.

This level of preparedness can also be seen in the communications sphere. For example, emergency communication codes are held in both Alexandra and Dunedin, and back-up connectivity is available through the use of Starlink. At Alexandra, this is supported by a recently upgraded emergency generation capacity (which was illustrated during a power outage during the assessment visit, when back-up power was activated quickly and efficiently).

INTERNAL COMMUNICATION

As with any organisation, the risk of siloes poses an internal communication risk. This needs constant management. Staff feedback during the assessment showed a highly satisfied workforce, but some staff acknowledged the need to keep a focus on communicating across teams. There was also reference to the small size of the workforce and the sheer volume of issues and information involved in CODC’s work. This could usefully be treated as a key risk factor in internal communication.

Internal communication between the elected office holders and staff is another inherent area of risk for a local authority. Communication between the elected members of Council and senior staff at CODC is strong and effective (as recorded under Priority One). However, there was broad acknowledgment that internal communications involving the community boards remains a significant challenge on both sides of the relationship following “districtisation”. Management has acknowledged the importance of the relationship by designating a senior staff member as a “champion” for each community board (as also noted under Priority One). But further work will be needed to make this effective. The boards will need to perceive that they are valued and trusted into the future, and seek mechanisms to ensure their views are sought at both governance and management level within the organisation and then integrated into decision making. And, in return, Council itself will need confidence in the boards doing their work as representatives of the community and channelling useful information into its processes.

ENGAGING DIGITALLY

CODC is positively and proactively embracing the information age. The Chief Executive is committed to the enhanced use of technology in all its various forms from analytics to external communications. The establishment of the role of a Chief Information Officer who has both systems and digital expertise, and is supported with budget, is producing strong results both at management and governance levels within the organisation. As a result, CODC appears to be well placed to take best advantage of the rapid growth in artificial intelligence and all that it offers.

Increased digital activity also of course carries risks, both in terms of oversight of the use of technology and ensuring its proper and ethical use in practice. The principles of IT governance are well known and understood, with many best practice materials being available.

The implementation of the necessary oversight structures should be treated as a strategic risk, with line of sight both to the Executive Leadership Team and to the Audit and Risk Committee, with ultimate oversight by Council.

BUILDING GOOD RELATIONSHIPS

Māori/Iwi

As noted under Priority One, the Central Otago district has a relatively low presence of iwi organisations with there being (for example) no marae in the district. The district does not qualify for a Māori ward, and there has been no push for one to be established.

However, that does not mean CODC is failing to take seriously the responsibility of building relationships with those who have mana whenua in the district. Quite the opposite: CODC is actively engaged in building such relationships and ensuring that the voice of mana whenua is heard in all its activities.

The focus of these efforts is likely to remain the partnership with Aukaha, not only in a transactional sense (i.e., being the means by which mana whenua is kept informed of, and consulted on, key Council activities) but also through the broad agendas and exchanges of information at the quarterly hui that are attended by the Mayor and the Chief Executive. But in a broader sense CODC remains committed to understanding te ao Māori and projecting itself as an organisation that is committed to the principles of Te Tiriti o Waitangi in its work. This involves developing relationships with iwi leaders in a mana-to-mana way, outside Council's existing relationship with Aukaha. As noted earlier, the incorporation of indigenous designs and motifs in the new Cromwell Memorial Hall will be a visible manifestation of this commitment.

The assessment team only had an opportunity to seek feedback from Aukaha's Acting CEO, but he expressed appreciation of CODC's commitment to building relationships with mana whenua.

Business

CODC has a high level of engagement with the local business community. Council rightly recognises this as a key point of focus in its work in the district, given the strong population growth and the fast-growing tourism and other industries that are also fuelled by the proximity to Queenstown Lakes.

Day to day responsibility for engagement with the business community sits with the Economic Development Manager. He engages with the district's business community through various means, such as in-person meetings and events, website communications, and newspaper articles, and through social media.

The CentralOtagoNZ.com website, hosted by CODC, offers details on starting and growing a business within the district.

The Economic Development Manager's contact details are made readily available on this website, with information about his availability to provide advice and make connections across the district. CODC also offers a business directory and actively supports the development and delivery of business events (with involvement of the Tourism Team).

The Mayor and other elected members are also actively involved in business outreach, including through the Mayor's Taskforce for Jobs initiative (funded through central government) and CODC's membership of Business South.

Feedback from local business leaders was very positive, although as noted earlier there was evidence of concern about unclear lines of communication and inconsistent decision making in some areas such as resource consenting. The Chief Executive acknowledged this issue, which can be attributed in part to the small size of CODC's workforce and the challenges it faces in recruiting and retaining staff expertise.

Central government

CODC's business as usual relationships with central government agencies (such as NZTA) appear to be strong. It is a willing participant in central government initiatives such as reducing youth unemployment, raising the productivity of the primary sector, and pursuing other economic development initiatives. The Mayor is actively involved in some of this work and sits as a member of the Southern Lakes Health Trust.

CODC is also strongly engaged in current central government initiatives, including water reform and (with Queenstown Lakes and Otago Regional Council) the prospect of a regional agreement.

District councils

CODC enjoys positive relationships with its neighbouring councils (in particular, Queenstown Lakes, Gore, Waitaki, and Clutha). This can be seen, for example, in staff sharing arrangements with Waitaki District Council; the joint decision of Central Otago, Gore and Clutha to establish a shared water services agency; and the initiative with Queenstown Lakes to pursue a regional agreement with central government.

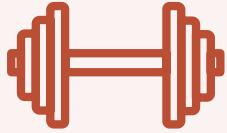
These relationships will remain important as the Central Otago district continues to show strong population growth itself, and as growth in neighbouring districts (especially Queenstown Lakes) has spillover effects in the district.

Reputation

Overall, CODC appears to have a strong and positive reputation in its community. Issues such as the water reforms and the “districtisation” process have posed significant reputational challenges in some of its communities and among parts of its demographic. But CODC has managed those issues effectively and in a manner that shows a willingness to engage with and listen to its communities. CODC also demonstrates strong governance, without the types of challenges that afflict some other councils, and effective management under the leadership of a popular Chief Executive. These strengths undoubtedly reinforce its reputation with the community.

This reputation is to be treasured. It will no doubt require continued effort through the difficult challenges that will be faced in coming years, especially as the water reforms kick in and the pressures of development require ever wiser and more sensitive decision-making.





STRENGTHS/

- > A strong focus on communications, with dedicated staff supported by the use of communications plans for major initiatives supported by a media policy.
- > The use of diverse channels of communication, with increasing emphasis on digital communications, supported by active communication efforts by the Mayor.
- > The capacity to assess the effectiveness of communications using metrics and a range of other mechanisms, and to provide feedback to the community in various ways.
- > Positive relationships with the business community, with strong engagement at various levels.
- > A focus on enhancing iwi and mana whenua relationships beyond the existing (and strong) engagement with Aukaha.



AREAS OF IMPROVEMENT/

- > Ensuring that the outcomes of consultation processes is communicated strongly to the community.
- > Developing a shared understanding of the new role of the community boards, and implementing through effective (two-way) internal communications.
- > Developing protocols and risk mitigations around elected members' use of private social media accounts for their communications.
- > Ensuring that communications efforts are not undermined by members of the public lacking confidence that they can reach the right people when they need it and that decisions affecting their interests are timely and consistent.
- > Improving the accessibility of the website through planned enhancements.



Status Updates		Committee:	Council		
Meeting	Report Title	Resolution No	Resolution	Officer	Status
25/09/2019	Consideration of New Zealand Standard (NZS) 4404:2020 (Doc ID 422658)	19.8.10	<p>Recommendations</p> <p>A. <u>RESOLVED</u> that the report be received, and the level of significance accepted.</p> <p>B. <u>AGREED</u> to adopt NZS 4404:2010 as Council's subdivision standard subject to the development of an updated addendum for local conditions.</p>	General Manager - Planning and Infrastructure	<p>21 Jan 2026 Three Waters have finished their review of 4404. Final drafting delayed due to vacancy. Role being filled February and this work will be picked back up.</p> <p>02 Dec 2025 There are no additional updates at this stage. Three Waters is in the process of drafting their sections, with the goal of finalising the draft in December.</p> <p>18 Nov 2025 No further update. Three Waters is currently drafting their relevant sections, with the aim of completing the draft by December.</p> <p>16 Oct 2025 Three Waters is currently drafting their relevant sections, with the aim of completing the draft by December.</p> <p>11 Sept 2025 No further update at this point in time.</p> <p>13 Aug 2025 No further update.</p> <p>21 Jul 2025 Draft document completed with the exception of 3Waters updates. Awaiting direction on 3Waters standards prior to inclusion.</p> <p>10 Jun 2025 No further update.</p> <p>15 May 2025 Draft document expected to be complete by 30 June.</p> <p>14 Apr 2025 Working with planning, infrastructure and parks teams to continue drafting sections</p> <p>17 Mar 2025 Drafting of all sections underway.</p> <p>12 Feb 2025 Drafting of roading and landscaping sections</p>

					<p>underway.</p> <p>15 Jan 2025 Project scoping finalised - being reviewed by project team.</p> <p>05 Dec 2024 Project scoping underway with relevant teams.</p> <p>13 Nov 2024 Land Development Engineer started 18/11/24 on a fixed term contract for the update of 4404 addendum. Project scoping with relevant teams underway.</p> <p>16 Oct 2024 Fixed term offer made for land development engineer. The role is project specific for the NZS4404 update and fixed term through to 30 June 2025.</p> <p>14 Aug 2024 Project still contingent on availability of resource</p> <p>18 Jul 2024 The project's start date will be contingent on available resources, and we have approached a potential candidate to support our Engineering team, who will also assist in updating the standards.</p> <p>13 Jun 2024 Project commencement will depend on resourcing and we are currently recruiting for a new staff member in the Engineering team who will take this on as their responsibility.</p> <p>07 May 2024 Funding has been included in the 2024/25 Annual Plan to review and update Council's addendum to NZS4404. The project is currently being scoped and work is set to begin from 1 July.</p> <p>08 Feb 2024 Funding to progress development of updated standards has been included in 2024/25 AP. Awaiting funding to progress.</p>
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					<p>08 Jan 2024 No change.</p> <p>14 Nov 2023 Applying for funding as part of Council's LTP process to progress this piece of work.</p> <p>06 Oct 2023 No Change.</p> <p>15 Sept 2023 No Change</p> <p>04 Jul 2023 No change.</p> <p>14 Jun 2023 No change.</p> <p>18 May 2023 No change.</p> <p>11 Apr 2023 No change.</p> <p>17 Feb 2023 No Change</p> <p>10 Jan 2023 No change</p> <p>01 Dec 2022 No change</p> <p>28 Oct 2022 No change.</p> <p>19 Sept 2022 No change.</p> <p>08 Aug 2022 No change.</p> <p>23 Jun 2022 No change.</p> <p>19 May 2022 No change.</p> <p>March 2022 Due to work programme commitments this item has been deferred. Looking to potentially add to the 2023 work schedule.</p> <p>January 2021 – February 2022 No change.</p> <p>December 2020 The status of this work will be reviewed in February 2021 and a further</p>
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					update provided then. January 2020 - November 2020 No change. December 2019 Workshops continuing for updating engineering standards. The Environmental Engineering team will be working with planning to ensure the design standards from the Cromwell masterplan are developed alongside the updated engineering standards. November 2019 Drafting of an updated addendum is underway and expected to be included in report to Council in early 2020. October 2019 Action memo sent to the Environmental Engineering Manager.												
15/07/2020	Lease of Kyeburn Reserve - Ratification	20.5.4	<p>Recommendations</p> <p>That the Council:</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Agrees to grant the Kyeburn Committee a lease pursuant to Section 61(2A) of the Reserves Act 1977, on the following terms:</p> <table> <tr> <td>1. Permitted use:</td> <td>Community Hall</td> </tr> <tr> <td>2. Term:</td> <td>33 years</td> </tr> <tr> <td>3. Rights of Renewal:</td> <td>None</td> </tr> <tr> <td>4. Land Description</td> <td>Sec 20 Blk V11 Maniototo SD</td> </tr> <tr> <td>5. Area:</td> <td>0.4837 hectares</td> </tr> <tr> <td>6. Rent: if requested</td> <td>\$1.00 per annum</td> </tr> </table>	1. Permitted use:	Community Hall	2. Term:	33 years	3. Rights of Renewal:	None	4. Land Description	Sec 20 Blk V11 Maniototo SD	5. Area:	0.4837 hectares	6. Rent: if requested	\$1.00 per annum	Statutory Property Team Leader	<p>09 Jan 2026 No further progress to report.</p> <p>03 Dec 2025 A final attempt was made to get a response from the Secretary of the Kyeburn Hall Committee. The Secretary was advised that should no response be received, a further report will be submitted to Council for consideration of the options available. If no response received by early January a report back on the matter will be prepared.</p> <p>05 Nov 2025 No further progress has been made with the Kyeburn Hall Committee. Will be followed up again in November 2025.</p> <p>07 Oct 2025 No further progress has been made to date.</p> <p>08 Sept 2025 Still awaiting further feedback from the new Secretary of the Kyeburn Hall Committee.</p> <p>07 Aug 2025 The Statutory Team was advised that there is a new secretary of the Kyeburn Hall Committee, Amie Pont. We have communicated with Amie as to the requirement for the Committee to become</p>
1. Permitted use:	Community Hall																
2. Term:	33 years																
3. Rights of Renewal:	None																
4. Land Description	Sec 20 Blk V11 Maniototo SD																
5. Area:	0.4837 hectares																
6. Rent: if requested	\$1.00 per annum																

			<p>Subject to the Kyeburn Hall Committee</p> <ol style="list-style-type: none">1. Becoming an Incorporated Society2. Being responsible for all outgoings, including utilities, electricity, telephone, rubbish collection, rates, insurance and ground maintenance	<p>and Incorporated Society before we can enter into a lease. Amie confirmed that she will again take the matter to the Committee at their next meeting and appeared to be willing to register as an Incorporated Society. Awaiting feedback from the Kyeburn Committee.</p> <p>21 Jul 2025 No further progress to report.</p> <p>09 Jun 2025 Matter still on the to do list. No further progress has been made.</p> <p>14 May 2025 Matter only referred to Statutory Team now. Due to a big backlog of outstanding leases and Road Stoppings this matter has not been looked at yet.</p> <p>14 May 2025 Action reassigned to Zeelie, Zelda by Reynolds, Sarah - New officer</p> <p>14 May 2025 No updates.</p> <p>15 Apr 2025 No progress, this has been passed onto Statutory Property to reassess and progress.</p> <p>18 Dec 2024 Issue will be passed to property statutory staff. ON HOLD.</p> <p>15 Jan 2024 Have not received a response from Kyeburn Hall Committee. ON HOLD.</p> <p>13 Nov 2023 6/11/2023 – Requested that the Kyeburn Hall Committee table at their AGM and General meeting the outstanding issue of picking up the ground lease. The Kyeburn Hall Committee reported back that it is under discussion with the Kyeburn Library Committee Inc. for the lease to be picked up given the Kyeburn Library Committee are already incorporated.</p>
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						<p>11 Oct 2023 No change. On hold.</p> <p>14 Sept 2023 No change, on hold</p> <p>17 Aug 2023 No change, on hold.</p> <p>23 Jun 2023 No change, on hold.</p> <p>12 Jun 2023 No change. On hold.</p> <p>02 May 2023 No change. On hold.</p> <p>27 Apr 2023 No change. On hold.</p> <p>27 Mar 2023 No change. On hold.</p> <p>21 Feb 2023 No change. On hold</p> <p>06 Jan 2023 No change, on hold.</p> <p>25 Nov 2022 The Kyeburn Hall Committee have now advised they don't want to become an Incorporated Society, they are looking to an existing Incorporated Society in the area to see if the ground lease could be picked up by them. Awaiting for further information from the Kyeburn Hall Committee in the new year.</p> <p>28 Oct 2022 No change. On Hold.</p> <p>14 Sept 2022 No Change. On Hold</p> <p>09 Aug 2022 No change on hold</p> <p>18 May 2022 No change to the status of this item. Still on hold.</p> <p>August 2021 ON HOLD until meeting able to take place.</p> <p>July 2021</p>
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					Meeting request to the Committee for July 2021 was declined by the Committee citing workloads and health issues of committee members. The Committee will make contact when their schedule allows. June 2021 May meeting was postponed until July 2021. February – April 2021 Property and Facilities Officer - Ranfurly to meet Committee in May 2021 and discuss next steps. January 2021 Waiting for confirmation of their status as an Incorporated Society before issuing the lease. September – December 2020 Kyeburn Hall Committee to follow up progress on getting their status as an Incorporated Society, in response to email sent to them September 2020. August 2020 Advised Kyeburn Hall Committee of Council's resolution and waiting for confirmation of their status as an Incorporated Society before issuing the lease. July 2020 Action memo sent to Property and Facilities Officer – Maniototo
26/01/2022	Alexandra Airport Masterplan	22.1.3	That the Council B. Adopts the proposed Alexandra Airport Masterplan. C. That a business and financial strategy be developed to support the implementation of the Airport Masterplan.	Property Officer	15 Jan 2026 No further update until report from water consultant is received. 02 Dec 2025 Water Services team have engaged a consultant to assess any upgrade requirements to enable the Alexandra Airport to be connected to the on demand Alex town water supply at cost of around \$58,000 which is being funded from budget intended for physical works for the airport water connection. They have advised it is not possible to temporarily connect to the town water supply as a private water supplier using the existing airport water

					<p>reticulation system. So connection to the town supply will be delayed until the consultant has completed the assessment in March 2026 and any required upgrade work has been priced to be either included in the LTP 2027-37 or additional budget is approved through Council report. In the meantime Council will continue to pay the annual costs for Dunstan Road water company supply. No further hangar sites can be leased or developed and water use for existing sites may need to be monitored over summer when there have been flow issues previously. A report will come back to Council in 2026 once results of the assessment are known.</p> <p>14 May 2025 Update on Alexandra Airport on hold until requirements for water supply have been confirmed which are still in progress. ON HOLD</p> <p>16 Apr 2025 There have been further delays connecting the airport to the town water supply.</p> <p>17 Mar 2025 Update delayed until April meeting due to further information required for water supply.</p> <p>12 Feb 2025 An update including information on the runway reseal and water supply is planned for the March 2025 meeting.</p> <p>16 Jan 2025 An update is planned for the March 2025 meeting.</p> <p>15 Nov 2024 Report will come to Council in the New Year with more information on Airport. ON HOLD</p> <p>15 Oct 2024 Council have applied for a water connection and this should go live before the end of the year.</p> <p>13 Sept 2024 Discussions still ongoing regarding town</p>
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					<p>water supply connection.</p> <p>14 Aug 2024 Report expected to go to September meeting if details on connecting to town water supply can be finalised.</p> <p>17 Jul 2024 A report will go to Council meeting in August or September.</p> <p>12 Jun 2024 Information still being collated and staff waiting on key updates on water connection and reseal procurement. Once this information is finalised a report will go to the next available Council meeting.</p> <p>09 May 2024 Property staff reviewing and collating information for 26 June report.</p> <p>09 Apr 2024 Still waiting on further information regarding connection to Alexandra Town water supply in order to provide full overview to Council of progress with development.</p> <p>06 Mar 2024 Report to Council delayed as further information required.</p> <p>12 Feb 2024 An information only report regarding the Alexandra Airport will be presented to Council at March meeting which will provide a financial update.</p> <p>09 Jan 2024 Finance are working on reconciliation of Airport budgets, capital expenditure and required rates contributions to be updated in Long Term Plan 2024-34.</p> <p>09 Nov 2023 No further update.</p> <p>11 Oct 2023 No further update. Financial strategy will be reviewed as part of the LTP process.</p> <p>15 Sept 2023 Updated cost estimate for the new hangar</p>
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					<p>development have been included for new LTP</p> <p>17 Aug 2023 Updated cost estimates being prepared for new hangar development to be included in the LTP financials.</p> <p>04 Jul 2023 No further update.</p> <p>13 Jun 2023 No further update. Financial strategy will be reviewed as part of the LTP process.</p> <p>19 May 2023 No further update.</p> <p>06 Apr 2023 Due to drop off in interested parties more clarity required on demand for new hangar sites. Financial strategy will be reviewed as part of the LTP 2024-34 process.</p> <p>20 Feb 2023 Investigations still in progress for infrastructure.</p> <p>20 Dec 2022 Investigations in progress for options for infrastructure required for new hangar site development.</p> <p>25 Nov 2022 Draft concept plan prepared. Meeting planned in New Year to update stakeholders and seek feedback.</p> <p>28 Oct 2022 No change. Plans still in progress.</p> <p>15 Sept 2022 Business plan and concept plans for new hangar precinct are in progress</p> <p>12 Aug 2022 No change</p> <p>20 Jun 2022 Business plan and concept plans for new hangar precinct are in progress</p> <p>19 May 2022 Masterplan included in Vincent Spatial Plan press release to inform public it has been</p>
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					adopted and is available on CODC website. Work progresses on planning for next stage of development and business plan. 05 Apr 2022 The Masterplan has been added to the CODC website. 22 Feb 2022 Copy of adopted Masterplan will be uploaded to Council's website. Business and financial strategy planning has begun for the new hangar precinct budgeted in Year 2 of the LTP 2021-31. 03 Feb 2022 Information still being collated and waiting on some key outcomes concerning water connection and update on resealing procurement. Once this information is available a report will be presented to Council at next meeting.
24/09/2024	Visitor Levy and Short Term accommodation	24.11.12	That the Council <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Adopts a formal supportive position of Queenstown Lakes District Council's proposal to introduce a localised visitor levy. C. Adopts a supportive position on the investigation of a localised visitor levy within Central Otago in the absence of a national visitor levy. D. Instructs staff to provide a cost/benefit analysis on the introduction of a commercial or targeted rate on short-term rental properties within Central Otago. 	Regional Deals Lead	04 Aug 2025 Will be part of the Regional Deals discussion. On hold until worked through there. ON HOLD. 15 May 2025 On hold until response received from DIA. ON HOLD 16 Apr 2025 Still waiting for the Regional Deals proposal response from DIA. 12 Mar 2025 No further updates. 12 Feb 2025 This is now part of the Regional Deals conversations. 13 Jan 2025 No further updates. 18 Nov 2024 Staff working to develop a budget for 2025/26 financial year LTP input. Update to come in March 2025. 18 Oct 2024 Work has begun on this.

					04 Oct 2024 Action memo was sent to staff.
30/10/2024	Private Plan Change 23 (Hartley Road Partnership) - Decision on Acceptance	24.12.10	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Resolves that Plan Change 23 be accepted under Schedule 1, Clause 25 (2) (b) of the Resource Management Act 1991 and notified as a private plan change under Schedule 1, Clause 26.</p>	Principal Policy Planner	<p>12 Jan 2026 Hearing to be scheduled - working on date with applicant</p> <p>13 Nov 2025 Applicant is overseas again and will look at going to hearing in February</p> <p>16 Oct 2025 Plan Change still on hold awaiting confirmation of a hearing date. The hold has been requested by Hartley Road Partnership. Working towards a hearing in either December or February.</p> <p>09 Sept 2025 No further update at this time.</p> <p>15 Aug 2025 No Change - date for Hearing being worked on</p> <p>17 Jul 2025 No Change</p> <p>11 Jun 2025 Section 42A report being drafted. Hearing after September at request of Plan Change requestor. Likely to be October due to key staff availability.</p> <p>16 Apr 2025 Further submissions have closed and a hearing date is being scheduled.</p> <p>17 Mar 2025 Summary submission is in. Currently looking to schedule the hearing.</p> <p>17 Feb 2025 Summary of submissions notified.</p> <p>15 Jan 2025 submissions close 17th January</p> <p>12 Dec 2024 No Change</p> <p>15 Nov 2024 Plan Change 23 Notified 16th November - Submissions close 17th January</p>

					06 Nov 2024 Action memo sent to staff.
29/05/2024	Plan Change 19 - Recommended Decision of the Hearings Panel	24.6.12	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Adopts the decision on Plan Change 19.</p> <p>C. Approves the notification of the decision in accordance with clause 11 of the First Schedule to the Resource Management Act 1991.</p>	Principal Policy Planner	<p>12 Jan 2026 No change</p> <p>13 Nov 2025 Of the 15 appeals, we have reached agreement on 14, thirteen of which have been resolved and either gone back to the court for sign off or a consent order has been issued, and one is in the process of being finalised. Agreement has not been reached with regard to one of the appeals, which will proceed to court.</p> <p>16 Oct 2025 Of the 15 appeals, we have reached agreement on 14, ten of which have gone back to the court for sign off and the remaining four are in the process of being finalised. Agreement has not been reached with regard to one of the appeals, which will proceed to court.</p> <p>09 Sept 2025 No change - continue to work through post mediation agreements/outcomes.</p> <p>15 Aug 2025 No Change - working through post mediation agreements/outcomes on 14 out of 15 appeals and responding to the court. At this stage only one appeal likely to go to court.</p> <p>17 Jul 2025 No Change</p> <p>11 Jun 2025 Court assisted mediation completed, post settlement actions prior to reporting to the Environment Court required of all parties.</p> <p>16 Apr 2025 Still awaiting the May / June mediation dates.</p> <p>17 Mar 2025 There have been informal discussions with all parties and two appeals have been</p>

					<p>resolved. Formal mediation has been set for May / June 2025.</p> <p>17 Feb 2025 Informal discussions have been held with appellants. Now waiting for mediation dates from the Environment Court.</p> <p>15 Jan 2025 Informal discussions continuing.</p> <p>12 Dec 2024 Informal Discussions progressing</p> <p>15 Nov 2024 Informal discussions commenced</p> <p>17 Oct 2024 Mediation not available through Environment Court until March/, April - Council requested approval to engage in informal discussions with appellants prior to that which has been approved.</p> <p>13 Sept 2024 Submissions grouped along with section 274 parties. Leave sought from Court to undertake informal discussions with submitters.</p> <p>15 Aug 2024 14 appeals received, all submitters have been notified on our website. No decision has been made on what parts of PC19 can become operative.</p> <p>19 Jul 2024 Appeal period closes on 9 August.</p> <p>13 Jun 2024 Decision notified 8th June - 30 day appeal period</p> <p>06 Jun 2024 Action memo sent to staff.</p>
28/05/2025	Cromwell Memorial Hall Operations Decisions	25.11.3	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Approves the recommendation from the Cromwell Community Board that the café space and cinema and catering kitchen being considered for lease to</p>	Facility Experience Manager	<p>12 Jan 2026 No update following the Christmas / New Year break.</p> <p>05 Dec 2025 Feedback from CCB has been received following the presentations. Staff are now working with the preferred lessees to</p>

			<p>commercial operators through Councils normal procurement process.</p> <p>C. Approves that staff seek broad options through expressions of interest to run the spaces in recommendation B so all opportunities can be considered.</p> <p>D. Agrees that staff bring a report back to Cromwell Community Board and Council to review the expressions of interest for consideration.</p> <p>E. Authorises the Chief Executive to do all that is necessary to give effect to the resolution.</p>		<p>provide the best outcome for the community and the facility.</p> <p>14 Nov 2025 Registrations of interest that met the criteria have presented their vision to the CCB at a workshop on 12 November. Report for Information will go to CCB on 25 November.</p> <p>08 Oct 2025 Registrations of Interest that met criteria will be invited to present their vision/concept to Cromwell Community Board and Council.</p> <p>08 Sept 2025 Registrations have closed and are being assessed.</p> <p>18 Aug 2025 Registrations have been extended to 29 August. Will be assessed after closing date.</p> <p>17 Jul 2025 Registrations of Interest are open.</p> <p>13 Jun 2025 Registrations of Interest will open during the week beginning 16 June.</p> <p>06 Jun 2025 Action memo sent to report writer.</p>
28/05/2025	Museum Fitout within the Cromwell Memorial Hall	25.11.4	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Approves council officers facilitate the fitout of the museum in the new Cromwell Memorial Hall to work in conjunction with the Cromwell Museum Trust.</p> <p>C. Approves to delegate financial authority to the Chief Executive in the amount \$1.6 million enabling awarding the design and fitout to nominated suppliers as per the procurement policy process, subject to successful external grant funding of the full amount.</p> <p>D. Notes that \$1.1m has been approved from Central Lakes Trust, and \$350,000 has been approved from Lotteries.</p> <p>E. Authorising the Chief Executive Officer to do all that</p>	Project Manager - Property	<p>12 Jan 2026 Items with long lead time have been purchased. Final plans and programme being worked through to limit impact on overall build. Naylor Love, and Jasmax working with StoryInc proving efficient.</p> <p>02 Dec 2025 Variation to main contract has been agreed. Naylor Love to liaise with StoryInc as primary subcontractor for the fitout. Initial procurement of long lead time products secured.</p> <p>18 Nov 2025 Council staff and Cromwell Museum Trust are working with StoryInc, Naylor Love and Jasmax to progress the fitout.</p> <p>10 Oct 2025 With funding approved and design on track,</p>

			<p>is necessary to give effect to these resolutions.</p>		<p>Council staff are working alongside design and construction teams to ensure the Museum install is seamlessly integrated with overall construction.</p> <p>09 Sept 2025 Funding from OCT successful. As per resolution \$1.6 million available for the Museum fitout. Concept design presentation presented to CCB. Base build changes underway and incorporated into the wider project.</p> <p>15 Aug 2025 Potential funding from OCT is still in progress. Concept/detailed design is progressing with Jasmax (Story Inc as subcontractor) and should be ready for review end of August 2025. Base build considerations have been incorporated into schedule.</p> <p>15 Jul 2025 Action reassigned to Winders, Bex by Reynolds, Sarah - Change of roles</p> <p>15 Jul 2025 External funding totalling \$1.45M has been allocated to the Museum Fitout, potential funding from OCT is still in progress. Design is progressing with Jasmax (Story Inc as subcontractor) including Aukaha with Museum staff. Naylor Love have and design team have worked together to get the base build underway within current schedule.</p> <p>13 Jun 2025 Funding has been confirmed from Lotteries in the amount of \$350,000. With the previous \$1.1M from CLT, this totals \$1.45M able to be allocated to the Museum Fitout. Design is underway with Jasmax (Story Inc as subcontractor) including Aukaha with Museum staff. Early engagement with Naylor Love on incorporation into base build underway.</p> <p>06 Jun 2025 Action memo sent to report writer.</p>
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25/06/2025	Proposal to Consider the Requirement for an Esplanade Strip/Reserve - Hindon Street Road Stopping	25.12.13	That the Council <ol style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Agrees to determine that an esplanade strip/reserve is not required in terms of section 118 of the Public Works Act, 1981 in the case of the approved road stopping of the unformed legal road adjacent to the intersection of River Street and Hindon Street, Omakau. C. Authorises the Chief Executive to do all that is necessary to give effect to the resolution. 	Statutory Property Team Leader	09 Jan 2026 No further progress to report. 03 Dec 2025 Council Solicitors still working on the final legal processes. 05 Nov 2025 Solicitors still in process of finalising. 07 Oct 2025 A few additional issues with the final survey plan had to be worked through before approval from LINZ could be requested. This is now in final stages with the Council Solicitors. 08 Sept 2025 Finalisation of the Road Stopping still being processed by Council Solicitors. No further progress to report. 14 Jul 2025 Council Solicitor provided with the necessary certificate declaring no Esplanade strip/reserve required. Road Stopping now in process of being finalised. 13 Jul 2025 Action memo sent to report writer.
25/06/2025	Abbeyfield Development - Clutha Street - Request to gift part of Section 13 BLK XXXIV TN of Alexandra	25.12.4	That the Council <ol style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Approves the proposal to gift the land indicated on site plan, Appendix "1" of the report, being part of Section 13 BLK XXXIV TN of Alexandra to Abbeyfield New Zealand (Alexandra) for amalgamation to proposed Lot 2 provided that: <ol style="list-style-type: none"> (a) All legal and survey costs associated with the boundary adjustment, amalgamation and uplifting of designation be paid by Abbeyfield (Alexandra). (b) A survey of the land be done at the cost of Abbeyfield Alexandra. (c) The gifted land is utilised for the development of affordable housing. 	Statutory Property Team Leader	09 Jan 2026 No further progress to report. 03 Dec 2025 Still awaiting actions from Abbeyfield. No further progress to report. 05 Nov 2025 No further progress to report at this stage. 07 Oct 2025 Abbeyfield's representative has asked for approval for soil tests to be done. This has been done and they are still in process of purchase of the land required for the development. 08 Sept 2025 No further progress to report at this stage. 14 Jul 2025 On 2 July 2025 copy of Council Resolution sent to Abbeyfield Alexandra. No further

			<p>(d) Should the development not proceed the land be returned to Council.</p> <p>C. Authorises the Chief Executive to do all that is necessary to give effect to the resolution.</p>		<p>action required from CODC staff at this stage. Abbeyfield to still complete purchase of land and will be in contact once the process has been completed.</p> <p>13 Jul 2025 Action memo sent to report writer.</p>																					
30/07/2025	Ratification of the Cromwell Community Board Resolution 25.4.4 (Proposed New Lease to Cromwell Bike Park Incorporated on Nelplusultra Recreation Reserve)	25.15.17	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Agrees to ratify Resolution 25.4.4 to grant a lease to Cromwell Bike Park Incorporated on leased areas indicated on Figure 1 of the report of the Nelplusultra Recreation Reserve, being part of Lot 2 Deposit Plan 17280 on the following terms and conditions:</p> <table> <tbody> <tr> <td><input type="checkbox"/></td> <td>Commencement</td> <td>1 July 2023</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Term years</td> <td>Fifteen (15)</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Right of Renewal</td> <td>One (1) right of renewal for another Fifteen (15) years</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Rental (if demanded)</td> <td>\$1 per annum</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Outgoings</td> <td>100%</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Final Expiry Date</td> <td>30 June 2053</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Cancellation Clause</td> <td>Five (5) years advanced notice of cancellation</td> </tr> </tbody> </table> <p>C. Authorises the Chief Executive to all that is necessary to give effect to the resolution.</p>	<input type="checkbox"/>	Commencement	1 July 2023	<input type="checkbox"/>	Term years	Fifteen (15)	<input type="checkbox"/>	Right of Renewal	One (1) right of renewal for another Fifteen (15) years	<input type="checkbox"/>	Rental (if demanded)	\$1 per annum	<input type="checkbox"/>	Outgoings	100%	<input type="checkbox"/>	Final Expiry Date	30 June 2053	<input type="checkbox"/>	Cancellation Clause	Five (5) years advanced notice of cancellation	Statutory Property Team Leader	<p>09 Jan 2026 No further progress to report.</p> <p>03 Dec 2025 Still awaiting signed agreement from Bike Park.</p> <p>05 Nov 2025 The Cromwell Bike Park advised that they are still working through the lease documents with their solicitor before signing.</p> <p>07 Oct 2025 Lease documents sent for signature on 11 August 2025 to Bike Park. No yet received back. Being followed up.</p> <p>08 Sept 2025 Still awaiting signed agreement from Bike Park.</p> <p>11 Aug 2025 Lease agreement finalised and sent to lessee for execution.</p> <p>11 Aug 2025 Action memo sent to staff.</p>
<input type="checkbox"/>	Commencement	1 July 2023																								
<input type="checkbox"/>	Term years	Fifteen (15)																								
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<input type="checkbox"/>	Cancellation Clause	Five (5) years advanced notice of cancellation																								
30/07/2025	Road Stopping Adjacent to 34 Mutton Town Road - Mutton Town Limited	25.15.18	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Agrees to approve the proposal to stop the unformed legal road, as shown in Figure 3 (the Scheme Plan), in accordance with the provisions of</p>	Statutory Property Team Leader	<p>09 Jan 2026 No further progress to report.</p> <p>03 Dec 2025 A meeting has been scheduled with The Property Group to inform staff of the result of their evaluation and to advise on the way forward.</p> <p>05 Nov 2025</p>																					

			<p>the Public Works Act 1981, subject to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The proposed marked 'Section 1' on the Scheme Plan as shown in Figure 3 of the report being stopped and amalgamated with Record of Title OT 9B/1133. <input type="checkbox"/> The stopping and legislation being approved by the Minister of Lands. <input type="checkbox"/> The final survey plan being approved by the Chief Executive. <input type="checkbox"/> The owner of 34 Mutton Town Road pays all the cost in relation to the road stopping. <p>C. Authorises the Chief Executive to do all that is necessary to give effect to the resolution.</p>		<p>Further valuations needed to be obtained to compare with other Mutton Road Stopping. This is being evaluated before final value can be established. After this the procedures to complete will commence.</p> <p>07 Oct 2025 Road Stopping procedures still being worked through.</p> <p>25 Aug 2025 Valuation of land has been obtained and draft SO plan prepared. These are being reviewed before proceeding with the approval of the SO plan and referral to the Council Solicitors for preparation of the Sales and Purchase agreements and LINZ approval to be obtained.</p> <p>11 Aug 2025 Final Survey and Valuation being prepared by The Property Group. Completion would take months.</p> <p>11 Aug 2025 Action memo sent to staff.</p>
27/08/2025	Parks and Reserves Bylaw	25.17.4	<p>That the Council</p> <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Authorises the Draft Parks and Reserves Bylaw is consulted on using the Special Consultative Process. C. Notes that consultation will take place following local body elections. D. Agrees that Council appoints a hearings panel to consider submissions received and make recommendations to Council. 	Parks and Recreation Manager	<p>12 Jan 2026 Bylaw was adopted. CLOSED</p> <p>28 Nov 2025 Report will be tabled at the December Council meeting.</p> <p>14 Nov 2025 Consultation closes 17 November. Submissions will then be analysed and reported to Council.</p> <p>08 Oct 2025 Out for consultation from 17 October.</p> <p>15 Sept 2025 This item will go out for consultation in the new triennium.</p> <p>01 Sept 2025 Action memo sent to staff.</p>
27/08/2025	Cromwell Junior And Senior Football Clubs Joint Lease of	25.17.6	<p>That the Council</p> <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. 	Statutory Property Team Leader	<p>09 Jan 2026 COMPLETED - New Lease documents executed.</p> <p>03 Dec 2025</p>

	Alpha Street Pavillion		<p>B. Agrees to ratify the Cromwell Community Board Resolution 25.5.2 dated 5 August 2025 that a joint lease agreement with the Cromwell Junior and Senior Football Clubs for the lease of the Alpha Street Pavillion located on land designated for Recreation Purposes being Part of Lot 1 DP 315494 SEC 4 Block XCII Town of Cromwell be granted on the following terms and conditions:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Commencement 1 July 2025 <input type="checkbox"/> Term Five (5) Years <input type="checkbox"/> Right of Renewal Two (2) right of renewals for another Five (5) years <input type="checkbox"/> Rental \$290 per annum plus GST <input type="checkbox"/> Rent review periods Five (5) yearly <input type="checkbox"/> Rent Review Date 1 July 2030 and 1 July 2035 <input type="checkbox"/> Final Expiry Date 30 June 2040 <input type="checkbox"/> Cancellation Clause Six (6) month cancellation clause included. <p>C. Authorises the Chief Executive to all that is necessary to give effect to the resolution.</p>		<p>All information requested from the Football Clubs have been supplied to them. They advised that they will revise these and consult with their legal advisor before returning signed agreement.</p> <p>17 Nov 2025 The list of questions received from the club has been worked through and will be finalised soon. The club also met with Council staff relating to these matters in question week of 10th November. Once all the information has been supplied back to the clubs we expect to get the signed agreement for execution.</p> <p>07 Oct 2025 Clubs indicated that they had some questions and request for info via their solicitor who reviewed lease documentation on their behalf. Statutory Team is working through these matters.</p> <p>01 Sept 2025 Lease agreement sent to clubs for signature.</p>
27/08/2025	Road Stopping Adjacent to 15 Alpha Street Cromwell - Wallis	25.17.7	<p>That the Council</p> <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Agrees to ratify the Cromwell Community Board Resolution 25.5.3 dated 5 August 2025 to stop part of the legal road, as shown in Figure 3, in accordance with the provisions of the Public Works Act 1981, subject to: <ul style="list-style-type: none"> <input type="checkbox"/> The proposed section marked in red on the Plan as shown in Figure 3 of the report being stopped and amalgamated with Record of Title 1100808. 	Statutory Property Team Leader	<p>09 Jan 2026 No further progress to report.</p> <p>03 Dec 2025 Still with Council Lawyers for final legal processing.</p> <p>17 Nov 2025 The road stopping has been processed and now with Gallaway Cook Alan for final legal procedures and sale of stopped road.</p> <p>07 Oct 2025 Valuation requested before matter handed to Solicitors for S & P agreement and final process of road stopping is completed.</p>

			<ul style="list-style-type: none"> <input type="checkbox"/> The stopping and legislation being approved by the Minister of Lands. <input type="checkbox"/> The final survey plan being approved by the Chief Executive. <input type="checkbox"/> The owner of 15 Alpha Street pays all the cost in relation to the road stopping. <input type="checkbox"/> The owner of 15 Alpha Street pays the value of the road reserve land to be taken, which is to be determined by an independent registered valuation. <p>C. Authorises the Chief Executive to do all that is necessary to give effect to the resolution.</p>		01 Sept 2025 In process.
24/09/2025	Proposed Road Stopping - Adj to 3168 Fruitlands- Roxburgh Road, Roxburgh	25.18.10	<p>That the Council</p> <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Agrees to approve the proposal to stop the unnamed unformed road adjacent to 3168 Fruitlands – Roxburgh Road, as shown in figure 1 (Proposed Road Stopping Plan), in accordance with the provisions of the Local Government Act 1974, subject to: <ul style="list-style-type: none"> <input type="checkbox"/> Public notification and advertising in accordance with the Local Government Act 1974. <input type="checkbox"/> No objections being received within the objection period. <input type="checkbox"/> The applicant paying for all cost of the road stopping including the purchase of the land at valuation. <input type="checkbox"/> The stopped road parcels of land being amalgamated with the applicant's Record of Title. <input type="checkbox"/> The final survey plan being approved by the Chief Executive Officer. <p>C. Authorises the Chief Executive to do all that is</p>	Statutory Property Team Leader	09 Jan 2026 No further progress to report. 03 Dec 2025 Valuation of road stopping has been requested. 05 Nov 2025 Application still being processed. 13 Oct 2025 In progress, nothing new to report, will update when further changes occur. 03 Oct 2025 Action memo sent to staff.

			necessary to give effect to the resolution.		
24/09/2025	Draft Economic Development Strategy 2025-2035	25.18.14	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Approves the draft Economic Development Strategy 2025-2035 for community engagement.</p>	Economic Development Manager	<p>12 Jan 2026 Revised draft coming to Council in January for adoption.</p> <p>28 Nov 2025 Submission period closed. Report will go to Council in early 2026.</p> <p>18 Nov 2025 Council approved the draft ED strategy in September to go out for community engagement. Community engagement will finish on 29 November and the updated strategy will go to Council for adoption early 2026.</p> <p>07 Oct 2025 Community engagement on draft strategy on track to begin 13 October.</p> <p>03 Oct 2025 Action memo sent to staff.</p>
26/11/2025	Extension of the Community Leasing & Licensing Policy	25.21.11	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Adopts the Community Leasing and Licensing Policy for an additional 13 months to July 2026.</p>	Policy & Strategy Lead	<p>19 Jan 2026 Policy updated. MATTER CLOSED.</p> <p>04 Dec 2025 Action memo sent to staff.</p>
26/11/2025	Extension of the Council-owned Earthquake-prone Buildings Policy	25.21.12	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Adopts the Council-owned Earthquake-prone Buildings Policy until October 2027.</p>	Policy & Strategy Lead	<p>19 Jan 2026 Policy updated. MATTER CLOSED.</p> <p>04 Dec 2025 Action memo sent to staff.</p>
26/11/2025	Regional Deals Memorandum of Agreement	25.21.14	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Approves an amendment to clause 2.1 and consequential amendments to three other clauses</p>	Regional Deals Lead	<p>14 Jan 2026 Amendment has been signed. MATTER CLOSED</p> <p>04 Dec 2025 Action memo sent to staff.</p>

			<p>of the Memorandum of Agreement to remove the requirement for mandatory Mayor/Chair membership.</p> <p>C. Authorises Her Worship the Mayor to sign the amended Memorandum of Agreement.</p> <p>D. Notes that the amended Memorandum of Agreement must be approved by the three Partner Councils in accordance with clause 11.</p> <p>E. Notes that Otago Regional Council and Queenstown Lakes District Council will consider the amended Memorandum of Agreement at their November meetings.</p> <p>F. Reconfirms Her Worship the Mayor and Cr Paterson as Council's representatives to the Otago Central Lakes Regional Deal Negotiation Committee.</p>		
26/11/2025	Alcohol & Environmental Health Resourcing	25.21.3	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Approves the increase in additional costs of up to \$25,000 from reserves to be split between the alcohol licensing and environmental health cost centres as part of succession planning.</p>	General Manager - Planning and Infrastructure	<p>19 Jan 2026 Funding to be provided. MATTER CLOSED 04 Dec 2025 Action memo sent to staff.</p>
26/11/2025	Building Consent Management System	25.21.4	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Agrees to fund the implementation of the new consent management system from reserves.</p>	General Manager - Planning and Infrastructure	<p>19 Jan 2026 Implementation underway. MATTER CLOSED 04 Dec 2025 Action memo sent to staff.</p>
26/11/2025	Proposed Road Stopping - Unformed Unnamed Road Through Park	25.21.5	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Approves the proposal to stop the unformed,</p>	Statutory Property Team Leader	<p>09 Jan 2026 The Road Stopping is being processed. A valuation of the land created after stopping road has been requested. 04 Dec 2025</p>

	Burn Quarry		<p>unnamed road that goes through the Park Burn Quarry as indicated on the attached Title Plan – SO 616646 (appendix 1 to this report), in accordance with the provisions of the Local Government Act 1974, subject to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Public notification and advertising in accordance with the Local Government Act 1974 <input type="checkbox"/> No objections being received within the objection period. <input type="checkbox"/> The applicant paying for all cost of the road stopping including the purchase of the land at valuation. <input type="checkbox"/> The stopped road parcel of land being amalgamated with the applicant's Record of Title. <input type="checkbox"/> The final survey plan being approved by the Chief Executive Officer. <p>C. Agrees that a Section 345 certificate be issued stating that an esplanade strip/reserve is not required in terms of Section 345 of the Local Government Act 1974 as adequate access to Lake Dunstan is maintained and current lake access will not be affected.</p> <p>D. Authorises the Chief Executive to do all that is necessary to give effect to the resolution.</p>		Action memo sent to staff.
26/11/2025	Register of Delegations - Appointment of a Hearings Panel	25.21.7	<p>That the Council</p> <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Appoints Cr Paterson as the Chair of the Hearings Panel, with Crs Browne and McPherson as members of the Hearings Panel. C. Adopts the changes to the Register of Delegations. D. Notes that this iteration of the Register of Delegations will come into force on 27 November 2025. 	Governance Manager	<p>07 Jan 2026 The new Hearings Panel will have their first hearing in February 2026. MATTER CLOSED</p> <p>04 Dec 2025 Action memo sent to staff.</p>

26/11/2025	Elected Members' Remuneration	25.21.8	That the Council <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Approves the ratios for elected member remuneration as set out in the report. 	Governance Manager	07 Jan 2026 The Remuneration Authority has confirmed the pay structure and Councillors will be paid according to the determination. MATTER CLOSED 04 Dec 2025 Action memo sent to staff.
26/11/2025	Bannockburn Forrestry Block Harvest	25.21.9	That the Council <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Approves to harvest the 60-hectare Sandflat Road Forrestry Block - LOT 3 DP 403966. C. Recommends staff investigate the costs to replant the site to retain the carbon status and also presents options to the Board/Council for alternative uses for this site along with some indicative costs. D. Approves utilisation of any profit generated from the harvest either to fund the replanting of the block, including implementation of a post-planting management and weed control plan, or to explore alternative investment opportunities associated with the land and its future use. E. Approves to subsequently use any remaining profit to offset costs associated with the Bannockburn Industrial Subdivision. F. Approves removing the dog walking status on both sites. 	Project Manager - Property	12 Jan 2026 Investigation has begun into finding further information around carbon credits and what the next steps will look like. Closure over the holiday season meant limited responses. 04 Dec 2025 Action memo sent to staff.
17/12/2025	Collaboration on Recycling	25.22.10	That the Council <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Notes that Queenstown Lakes District Council has completed the Expression of Interest (EOI) stage and is progressing to a Request for Proposal (RFP), targeted for release to market in mid-January 2026. 	General Manager - Planning and Infrastructure	19 Jan 2026 Volumes provided to QLDC. MATTER CLOSED 19 Dec 2025 Action memo sent to staff.

			<p>C. Agrees that Central Otago District Council's mixed recycling volumes are included in Queenstown Lakes District Council's Request for Proposal.</p> <p>D. Notes that any proposal for Central Otago District Council to proceed with an alternative recycling processing solution or enter into a contract arrangement arising from the Queenstown Lakes District Council procurement will come back to Council for decision.</p>		
17/12/2025	Review of Rating Arrangements	25.22.11	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Authorises staff to commence a comprehensive rates review.</p>	Chief Financial Officer	<p>20 Jan 2026 Work has begun and will continue through the year. MATTER CLOSED</p> <p>19 Dec 2025 Action memo sent to staff.</p>
17/12/2025	Roxburgh Entertainment Centre Rebuild Project Location Options	25.22.23	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Approves the following recommendations from the Teviot Valley Community Board taking into account the information on public feedback and opinion poll results tabled at the meeting:</p> <p>That Council</p> <p>(a) Approve for the Roxburgh Entertainment Centre Project Steering Group to investigate current and alternative options for the location of the Roxburgh Entertainment Centre rebuild.</p> <p>(b) Approve that once the investigations are complete, a report be provided to the Teviot Valley Community Board and Council in March 2026 outlining the findings on current and alternative location options, to enable a decision on whether to change the project scope.</p> <p>C. Notes that the recent draft Teviot Valley Community</p>	Property Officer	<p>15 Jan 2026 The expression of interest for alternate locations will be released later in January. Investigations on current and alternate locations will be progressed from late January to early March to prepare findings for reports to TVCB and Council on 19 and 25 March.</p> <p>19 Dec 2025 Action memo sent to staff.</p>

			<p>Plan should feed into this investigation phase.</p> <p>D. Authorises the Chief Executive to do all that is necessary to give effect to Council's recommendation.</p>		
17/12/2025	Centrepoint Carpark Trees	25.22.3	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Approves that the two <i>Fraxinus angustifolia</i> subsp. <i>oxycarpa</i> 'Raywood' – Claret Ash trees and one Liquidambar tree are removed prior to autumn 2026 from the Centrepoint carpark Alexandra.</p> <p>C. Agrees that a suitable landscaping plan is actioned.</p> <p>D. Recommends that this work is carried out in accordance with Section 4.3 of the Tree Policy.</p> <p>E. Directs the Chief Executive to understand the ownership of the carpark and formalise a maintenance agreement with the property owners going forward.</p> <p>F. Authorises the Chief Executive to do all that is necessary to give effect to the resolution.</p>	Parks and Recreation Manager	<p>12 Jan 2026 Tree felling is scheduled for 24-25 March. A communication play is currently being developed.</p> <p>19 Dec 2025 Action memo sent to staff.</p>
17/12/2025	Draft Parks and Reserves Bylaw	25.22.4	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Resolves to consider the submissions on the Draft Parks and Reserves Bylaw.</p> <p>C. Adopts subject to amendments the Parks and Reserves Bylaw 2025.</p> <p>D. That Council apply to the Minister of Conservation for formal approval of the bylaw under section 108 of the Reserves Act 1977.</p> <p>E. Authorises the Chief Executive to do all that is necessary to give effect to the resolution.</p>	Parks and Recreation Manager	<p>12 Jan 2026 Bylaw has been adopted. MATTER CLOSED</p> <p>19 Dec 2025 Action memo sent to staff.</p>

17/12/2025	Adoption of the Audited 2024/25 Annual Report	25.22.5	<p>That the Council</p> <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Approves the Annual Report for the year ended 30 June 2025. C. Receives and notes the Audit opinion issued by Audit New Zealand in relation to the Annual Report for the year ended 30 June 2025. D. Adopts the Annual Report including the Audit New Zealand audit opinion for the year ended 30 June 2025. E. Authorises the Mayor and Chief Executive to sign the Annual Report 2024-2025 and Representation Letter on behalf of Council F. Authorises the Chief Executive to make any necessary minor edits and corrections to the annual report that may be required prior to publication. 	Chief Financial Officer	<p>14 Jan 2026 Annual Report has been adopted. MATTER CLOSED</p> <p>19 Dec 2025 Action memo sent to staff.</p>
17/12/2025	Cromwell Memorial Hall & Events Centre - Fees and Charges	25.22.6	<p>That the Council</p> <ul style="list-style-type: none"> A. Receives the report and accepts the level of significance. B. Approves the attached community fees and charges to be included in the 26/27 fees and charges schedule. C. Notes the Board will recommend commercial rates after further discussion. D. Notes that this is not an exhaustive list and directs staff to continue to develop fees and charges as the operation of the venue evolves. E. Notes staff have received multiple bookings for the facility and supports quoted fees and that charges for these bookings are retrospectively approved. F. Agrees that the RSA have preferential booking rights on 25 April and 11 November, and that no 	Facility Experience Manager	<p>12 Jan 2026 Council approved the fees and charges report presented. CLOSED</p> <p>19 Dec 2025 Action memo sent to staff.</p>

			<p>venue hire will be charged to the RSA on those days, for all bookable areas of the facility.</p> <p>G. Agrees that the RSA room would be kept free for RSA use on their meeting days and that the RSA would not be charged any venue hire on these days.</p> <p>H. Notes that a workshop would be held on 4 February 2026 to discuss purpose, performance targets and usage projections with the Cromwell Community Board and Council.</p>		
17/12/2025	Cromwell Memorial Hall & Events Centre - Naming discussion	25.22.7	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Agrees that the venue is dual named with an English name and a Te Reo Māori name gifted by Mana Whenua.</p> <p>C. Notes that the Board will hold a workshop on 4 February 2026 to clarify the purpose and intended use of the facility, and to identify its key stakeholders.</p> <p>D. Agrees that a community feedback process on the English name takes place in March 2026.</p> <p>E. Agrees that a name be approved via report to the Cromwell Community Board and to Council by the end of April 2026.</p> <p>F. Notes the option about Citizens Assemblies and the Cromwell Community Boards recommendation to consider this process for future consultation.</p>	Facility Experience Manager	<p>12 Jan 2026 Council resolved to have a dual English and Te Reo name and a workshop will be held on 4 February to clarify purpose, intended use of the facility and identify key stakeholders. Community feedback will occur in March and approved name to be report back to CCB and Council by the end of April 2026.</p> <p>19 Dec 2025 Action memo sent to staff.</p>
17/12/2025	Southern Waters Deed of Amendment - Commitment Agreement	25.22.8	<p>That the Council</p> <p>A. Receives the report and accepts the level of significance.</p> <p>B. Authorises the Chief Executive Officer to sign the Deed of Amendment and Cost Sharing set out in Attachment 1 of the report on behalf of the Council.</p>	Chief Executive Officer	<p>20 Jan 2026 Paperwork is completed. MATTER CLOSED</p> <p>19 Dec 2025 Action memo sent to staff.</p>

17/12/2025	Delegation to Appoint the Southern Waters Establishment Chair	25.22.9	That the Council A. Receives the report and accepts the level of significance. B. Agrees to delegate the power to appoint the Southern Waters Establishment Chair to Mayor Alley as the Council's representative on the Southern Waters Councils Executive Group comprising the mayors of Clutha, Gore and Central Otago District Councils.	Group Manager - People and Culture, Acting Group Manager - Community Vision	14 Jan 2026 Chair has been appointed. MATTER CLOSED





TŪHURA OTAGO MUSEUM**Report to Contributing Local Authorities****For the period 1 October 2025 to 30 November 2025****DIRECTORS REPORT**

*Celebrating the Tūhura Marketing Team's award success at the Grand Business South Awards night are (L to R):
Top row: Tāne Tāmati, Annah Taggart, Charlie Buchan, Christine Wierda, Anne Bridger;
Bottom row: Samantha Edwards-Ingle, Shanaya Cunningham, Emma McDonald, Rachel MacJeff*

Over the past two months, I've had the slightly surreal experience of standing under aurora-filled skies on both sides of the Pacific. In October, I travelled to Fairbanks, Alaska, as an invited speaker to attend an international STEVE conference – a gathering of scientists and aurora chasers trying to make sense of one of the stranger phenomena in near-Earth space. With curtains of green light and the odd purple STEVE arc overhead after the conference sessions, the conversations kept circling back to the same point: space weather isn't abstract. It shapes power grids, satellite networks, navigation systems – the infrastructure we all quietly rely on. Flying home to Ōtepoti, it struck me how directly that work connects to what we're doing here at Tūhura.

That same month, our outreach team quite literally shipped science across the ocean to the Chatham Islands, turning Kōpinga Marae into a pop-up space science hub for a week. Students built solar cells, tested hydrogen fuel cells and watched Starlab shows about aurora and the Sun. Parents came back to evening sessions. Locals stayed for hours, testing ideas and designing their own experiments.

That depth of engagement is precisely what we hope for when we talk about “inspiring curiosity” – and it’s being noticed well beyond Otago.

Back at the Museum, the period from 1 October to 30 November has been equally full. Our Kaupapa Māori team has supported a major Tāwhia te Mana Tūānuku Fellowship bid focused on Māori rock art, work that will feed directly into our forthcoming exhibition and a new book on these taoka. Pasifika communities have been deeply involved in the Pacific Cultures Gallery refresh, with all 12 Pasifika community groups selecting objects, and more than two-thirds of official Pacific Language Weeks being hosted onsite. Quietly, but steadily, relationships with iwi and Pacific communities are reshaping how our collections are cared for and presented.

Behind the scenes, the Collections team has continued the unglamorous but essential business of cataloguing, imaging and rehousing thousands of objects, from pinned butterflies and spiders to ethnographic textiles. New acquisitions – from Marilyn Sainty garments and Papua New Guinea taoka to bryozoans and bird skeletons – demonstrate that we remain a place where researchers, donors and communities trust that their material will be well cared for and well used.

Front of house, the Museum has been humming. The Gallery Gang exhibition opened at the end of November. It uses our galleries to create an inspirational makerspace for families. Our Education and Outreach teams have delivered busy holiday programmes, a full sleepover schedule, school visits across the region, and a strong presence at A&P shows. The Planetarium has had some of its most successful weekends since opening, with sold-out Lord of the Rings marathons, the return of Mesmerica and consistently high demand for Night Sky Live.

Our Marketing team’s award for Excellence in Marketing at the Grand Business South Awards night is a timely external endorsement of the work happening across Tūhura. The Team’s campaigns, alongside the efforts of our Events, Design, Visitor Experience and Facilities teams, are ensuring that the stories generated in our labs, stores and galleries actually reach the public – whether that’s through a packed astronaut talk, a Jane Austen high tea, national media coverage of flying whisper dishes, or a simple cruise-ship visit that turns into a lifelong memory.

But not everything is rosy. Commercial Christmas bookings are softer than in previous years, and we continue to manage visitor numbers, climate pressures in the Tropical Forest, and the long tail of supply delays on projects like the Pacific Cultures Gallery.

Despite the challenges, this reporting period shows a Museum that is outward-looking, scientifically engaged and deeply rooted in its communities – from the Chatham Islands and South Otago showgrounds to research networks in Aotearoa and aurora conferences in Alaska.

Ngā mihi,
Ian Griffin

My media work for the Museum:

I continue to write my weekly Skywatch Column in the Otago Daily Times
https://www.odt.co.nz/search/results/skywatch?sortby=published_at%20DESC

Talks:

I have presented one talk this period to the Otago Rock and Mineral Club, Dunedin on 6th November which was attended by 25 people.

KAUPAPA MAORI

We note with aroha the passing of Anna Gorham, a notable Murihiku weaver who has supported different kaupapa across Murihiku museums over many years, including with her art adorning the 'Overlander' in Southern Land Southern People.

The October meeting of Te Pae Ārahi was addressed in the last report. Beyond that, the major focus for Kaupapa Māori over this period has been Gerard O'Regan interviewing for a Te Apārangī Royal Society of NZ Tāwhia te Mana Tūānuku Fellowship. These highly contested research awards provide four years fulltime funding to the fellows. From 167 applications 22 were shortlisted for interview for the 10 of these research leader fellowships to be awarded across the NZ research sector. The research proposal submitted included addressing information gaps on Māori rock art and reframing it through both archaeological and mātauranga Māori informed lenses in our up-and-coming Māori rock art exhibition. The overall research will culminate in a new book on these treasures. The interview results are due to be notified in mid-December.

TAGATA MOANA

Engagement continues both onsite and within the Pasifika communities to gather information about artefacts chosen for the Pacific Gallery refresh. The focus is on indigenous names, usage, and cultural interpretations. For many these visits marked either their first time at Tūhura or a return after many years as Dunedin residents. Alongside this process, several communities have also raised the possibility of renaming the Pacific Cultures Gallery.

Highlights of Pacific Language Week events hosted at Tūhura include:

- Tuvalu Language Week was celebrated with a mini-exhibition opened by His Excellency, Mr Teue Tipu and organised by the community supported by the Museum.
- Papua Niugini (PNG) held their national poster shoot and closing of its 50th Independence.
- Vanuatu community in Dunedin celebrated their first Bislama Language Week 2025 at Tūhura.
- In total, eight out of twelve official Melanesia and Pacific Peoples Language Weeks were held at Tūhura Otago Museum this year.
- In total, twelve out of twelve Pasifika community groups came through to select their artefacts.

- New Caledonia, with Alliance Française Network NZ (AFNNZ) , attended by Ms Cecilia Madeleine, New Caledonia Government representative in Wellington.
- Initial liaison with a group visiting from Hawaii, to deliver their post-graduate material hosted by the University of Otago, Māori & Indigenous Doctoral Students Network (MIA) Conference. This may be a helpful contact for liaising with our taōka from Hawaii.

COLLECTIONS AND RESEARCH

Access requests completed

	Image/data	Item/physical
Taoka Māori		4
Humanities	1	2
Natural Science	3	4
Other		

Details:

- Simon Richardson visited to photograph our Crown Lynn 'Downtown' series side plates.
- Te Raita Ngāmoki and Emma Walters raraka class visit to view kākahu, kete muka, and tukutuku.
- Jackson Grey, Māori carver, visit to study tewhatewha.
- Wayne Marriott to view Tiwai archaeological excavation archives and photographs.
- Susan Ballantyne and members of her family visited to view part of the collection donated by her grandmother in the mid-20th century.
- We received a request from a C. Greenwood for provenance records for a group of Greek ceramics and the Corinthian helmet in our collection.
- Catherine Wolfe requested a taxidermy bowerbird image to be published alongside an article about new fossil bird discovery in New Zealand Geographic magazine.
- Naomi Smith with Save the Kiwi Trust requested information and images for Museum holdings of kiwi and cultural items made with kiwi.
- Shaun Thompson of Te Papa Tongarewa visited the Museum to examine *Porrhothele* and *Stanwellia* spider collections at Museum and has followed up with a loan request.
- Dr Colin Miskelly and Geoff Patterson requested permission to sample a native skink on loan to Te Papa for genetic testing and taxonomic studies.
- Neil Birrell visited the Museum to examine our beetle collections to gather information in work to complete a taxonomic revision of the genus *Anagotus*.
- Nic Rawlence and two master's students visited the Museum to practice making morphometric measurements on NZ falcon skeleton specimens.
- Playwrights Geoff Bonning and Chye-Ling Huang were hosted by Marcus Richards to discuss geological science in Antarctica and what it is like training as a geologist at Otago University. This is in preparation for a play they are writing about the geopolitics of the Antarctic treaty renegotiations in 2048, paired with flashbacks of the scientists all studying at OU together.
- Oraka Aparima Rūnaka kāhui kaumātua (five) visited taoka from their Western Southland takiwā held by the Museum.



Crown Lynn 'Downtown' series side plate showing a map of central Christchurch. F78.119 Gift of Mr & Mrs Siddle; Tūhura Otago Museum Collection

Loans

Outward loans sent:

- Loan of skinks sent to Colin Miskelly and Geoff Patterson at Te Papa.
- Loan of a snake skin and a peacock mount to Dunedin Public Art gallery that is featured in the Michael Zavros "Meet the Zavros's" exhibition.

Inward loans received:

- None

Other loan activity:

- OL2022-2 Loan of 213 pinned flies was returned from Te Papa Tongarewa.
- OL2011-1 Loan of a bryozoan was returned from Marine Science Department, University of Otago.

Collections item records

	This period	Financial year to date
New/digitised:	5,226	6,430
Revised:	24,178	33,061
Imaged:	806	1,498

Details/Highlights:

- Butterflies from the main pinned insect collection have been added to the database.
- Spiders in the main wet collection have been catalogued and added to the database.

- Inventories are ongoing, with a lot of work in the wet store, and in the Ethnographic Textile store, to “move” items in the database into their packing units, for easier access.
- Many more Pacific objects have been photographed and properly catalogued and housed during the work on the PCG gallery.
- A large number of archives that were digitised this year have been added to the database during this period.

Acquisitions and Deaccessions

	Acquisitions	Deaccessions
Humanities/Taoka Māori	5	
Natural Science	2	

Details/Highlights:

- A group of textile garments and accessories, most from the first half of the 20th century.
- A small collection of primarily Papua New Guinea artefacts from Emeritus Professor Glenn Summerhayes.
- A group of Marilyn Sainty garments.
- Pendant by Jane Dodd.
- Pendant by Debbie Adams.
- Assorted pre-2011 donations of skeletons and skulls from birds and mammals, including NZ falcon, Broad Billed Prion, Blue duck, Pheasant, Bittern, Erect Crested Penguin chick, Kaka, Red Crowned Parakeet, Wild Pig, Little Owl, Brushtail Possum, Cat, NZ fur seal skull.
- 25 Bryozoan specimens collected, identified, and curated by expert Dr Abby Smith.



Marilyn Sainty skirt. Gift of Jan Andrews; Tūhura Otago Museum collection

Enquiries

	Public Enquiries	Item Receipts
Humanities	12	2
Taoka Māori	10	5
Natural Science	5	9
Conservation		

- Humanities enquiries include: a miniature ivory painting; ancient Egyptian collections in New Zealand; Hawaiian cape; Sybil Lupp; family Bible; the Oliverburn hut; Olympic-related antiquities; model of the stern wheel steamer 'Balclutha'; lithic material from the Dordogne; repairing a painting; crew of the Philip Laing; Zulu greeting; archival scrapbook and photographs;
- Kaupapa Māori enquiries include: 2x mere pounamu ID; Taoka Māori from Taranaki prisoners; Visit to view Tallaburn waka huia in March 2026; Tikumu exhibition in December 2026; Taoka Māori from Tanners Point and Appleby Gardens; Tiwai Excavation Photographs and Archives; assistance with whānau korowai; artefact identifications (x3).
- Natural Science enquiries include: questions about Onumia the spade tooth whale; spider and bone ID's

Protected Objects Act

No taoka have been registered in this period, however, several taoka have been received for return to rūnaka that will be registered under the 'y' category.

Publications & Social Media: On the collection

	Internal researcher	External researchers
Research publications/papers	1	
Blogs		
Other	9	

The following is a reference list of recent publications on the collection by internal researchers:

- Harris, Anthony. Home of rarities at risk. *Otago Daily Times*, Nature file, Weekend Mix, 4 October 2025, p. 10
- Phillips, Cody. Avoiding the ovoid conclusion. *Otago Daily Times*, Cool and Collected, Weekend Mix, 18 October 2025, p. 3
- Harris, Anthony. Rare sighting of weed control moth in South. *Otago Daily Times*, Nature file, Weekend Mix, 18 October 2025, p. 8
- Phillips, Cody. Avoiding the ovoid conclusion. *Otago Daily Times*, Cool and Collected, Weekend Mix, 18 October 2025.
- Harris, Anthony. Peculiar parasitoids a puzzle. *Otago Daily Times*, Nature file, Weekend Mix, 25 October 2025, p. 9
- Harris, Anthony. Useful in a grisly way. *Otago Daily Times*, Nature file, Weekend Mix, 1 November 2025, p. 9

- Harris, Anthony. Elusive wasp takes flies home for food. *Otago Daily Times*, Nature file, Weekend Mix, 8 November 2025, p. 8
- Harris, Anthony. Threat to biodiversity. *Otago Daily Times*, Nature file, Weekend Mix, 15 November 2025, p. 7
- Harris, Anthony. Footloose traveller finds a foothold. *Otago Daily Times*, Nature file, Weekend Mix, 22 November 2025, p. 9
- Harris, Anthony. Freshwater jellyfish a surprise to some. *Otago Daily Times*, Nature file, Weekend Mix, 29 November 2025, p. 9
- Jean-Marie Graïc, Tommaso Gerussi, Bruno Cozzi, Rebecca M. Boys, Brian Chin Wing Kot, Matthew R. Perrott, Kane Fleury, Tabris Yik To Chung, Henry Chun Lok Tsui, Emma Burns, Trudi Webster, Stuart Hunter, Emma L. Betty, Odette Howarth, Carolina Loch, Sophie White, Steve Dawson, William Rayment, Ros Cole, Derek Cox, Tom Waterhouse, Hannah Hendriks, Anton van Helden, Muriel Johnstone, Ramari Oliphant Stewart, R. Ewan Fordyce, Karen A. Stockin. A contribution to the anatomy of two rare cetacean species: The hourglass dolphin (*Cephalorhynchus cruciger*) and the spectacled porpoise (*Phocoena dioptrica*). *The Anatomical Record*. 2025-10-22. DOI: [10.1002/ar.70045](https://doi.org/10.1002/ar.70045)
- Horomona, Te Rauparaha. Taonga carry us into the future. *Otago Daily Times*, Cool and Collected, Weekend Mix, 29 November 2025

Publications by external researchers:

- Kate Evans. The Track Makers. New Zealand Geographic. ISSUE 196 Nov - Dec 2025. <https://www.nzgeo.com/stories/the-track-makers/>
- Bill Morris. Dragonlust. New Zealand Geographic. ISSUE 196 Nov-Dec 2025. <https://www.nzgeo.com/stories/dragonlust/>
- Mary Duff. A Discovery in the Rocks. Childrens non-fiction. Publication date: 24 October 2025. ISBN: 9780473734916. Publisher: Mavesther Books.

Collection team contributions to projects, exhibitions, and programmes

Collection based projects:

- A funding expression of interest was made to the Coastal Peoples Southern Skies CORE for research on southern Māori waka, focused in a large part on taoka in the collection.
- Information on material held by the Museum on loan was collated for the Museum's Trust Board.
- Ngahina Hohaia, Taranaki artist, visited the taoka collection to explore ideas with Gerard O'Regan for her Dunedin Public Art Gallery artist in residency.
- Profs Deidre Brown and Ngarino Ellis, University of Auckland, visited to advise on taoka histories for a taurapa from Te Tai Tokerau.
- An initial proposal on the striking of the Heretaunga Whare has been communicated to Tamatea Pokai Whenua Trust.
- An internal research initiative on textile taoka from inland Otago has been initiated (Gerard O'Regan, Rachel Wesley, Moira White) towards identifying the origin of anomalous taoka.
- The initial review of the North Island kōiwi holdings has been completed and the report for Te Papa National Services is drafted.

In house exhibitions, programmes and gallery projects:

- Work on the summer exhibition, Gallery Gang, has progressed well with representative gallery objects selected and information added to the documents.
- The exhibition over 17-19 October on Jane Austen and two floor talks by Professor emerita Jocelyn Harris, which focussed on Jane Austen's global world view, were popular events that also offered an opportunity to showcase some of our less-often-displayed decorative arts collection.
- The Exhibition team held a Zoom meeting with Pip Steel, who is the owner and lender of the Boro garments that will replace the *Absolutely Agnes* exhibition in People of the World next year.
- A Victorian mourning dress was installed in Dress for Success in the People of the World gallery, as a rotation item for the mid-20th century suit that was previously on display
- Continued work and community engagement for the refreshed Polynesia Gallery.

External projects (e.g.: Industry networks, partnerships, community work and events)

- Elders from the Samoan community visited on Thursday 2 October to make selections for the Hall of Polynesia displays.
- Attended online talks (via Zoom) for the Computer Applications and Quantitative Methods in Archaeology (CAA) Australasia 2025 conference.
- We hosted a visit by representatives of the Yu Garden in Shanghai on 10 November. The group were in Dunedin for a sister-city visit.
- Filming for Suzy Cato's new kids show in Animal Attic with two natural science staff members and their children looking at and learning about whale teeth and baleen, and orangutan's long arms.
- Kane Fleury attended a debrief on the Humpback whale project at Karitane with Katihuirapa Ki Puketeraki.
- The Natural Science team have been planning an early December dissection of a striped dolphin with the Puketeraki whanau and Karen Stockin from Massey University Auckland.
- Marcus Richards has been at the Otago University's Geology Museum twice a month collaborating with Hon. Prof. Daphne Lee and Dr. Jeffery Robinson in helping to curate their collections and devising research opportunities.
- Book Launch for Mary Duff's children's book 'A Discovery in the Rocks', Southern Land Southern People gallery, 29th November 2025. Kane Fleury (an advisor for the project) attended and presented at the event.
- Tāne Tāmati joined the 'Inside Pounamu Workshop', 18-19 October, as part of the MBIE 'Strength of Pounamu' project led by Dr. Simon Cox and Dr. Nick Mortimer from Earth Sciences New Zealand with the University of Otago and Te Rūnanga o Ngāi Tahu.
- The Bryant family and Makaawhio Rūnanga were hosted and supported in seeing the return of a privately held toki pounamu to iwi care.
- Gerard O'Regan contributed to a Board meeting of Genomics Aotearoa.
- Advice was provided (by Zui) to Mania Niha, Awarua Rūnaka on the display of taoka and factors to be navigated in setting up a marae-based whare taoka.
- Support was provided to Te Rūnanga o Ōtākou for undertaking ZooMS analysis of bone artefacts returned from Okains Bay Museum.
- A two-day Christchurch hui of the National Repatriation Network was contributed to by Gerard O'Regan, Rachel Wesley and Tāne Tāmati.

- Ardgowan School, Oamaru, was supported in their *toi Māori* day with rock art presentations and hands-on activities delivered by Gerard O'Regan and Tāne Tāmati.
- A hui at Waihopai Marae of manawhenua and DoC to discuss the future of taoka from Whenua Hou (Codfish Island) was supported by Gerard O'Regan and Tāne Tāmati.
- An NZ Archaeological Association investigation of sustainable solutions for archaeological material has continued to be supported by Gerard O'Regan.
- An article on the archaeology of Moeraki by NZ Geographic Magazine has been supported, including advice from Gerard O'Regan and taoka photographic services by Kane Fleury.

Archives

- Work continues on the appraisal and cataloguing of series 0021: Executive office files. At this stage 64 boxes, or approximately 16 linear meters of records have been appraised.
- A full year's worth of scanned correspondence was converted to .jpg and made ready for upload to the website when it is ready.
- Shelving units were assembled in preparation for the reconstitution of the Museum's institutional library.

Honorary curators, volunteer and internship activity

- Dr Jane Malthus prepared and researched the textile component of the Jane Austen exhibition.
- Professor Glenn Summerhayes delivered the Friends Association's H. D Skinner Memorial Lecture on 6 November.
- Sam Crawford has continued a Duke of Edinburgh medal volunteer initiative collating and photographing a collection of lithic taoka from Tiwai Point.

Presentations, talks and interviews

Title	Date	External Audience	Delivered by
The Fashion of Kevin Berkahn – Eden in Dunedin	11 October 2025	General public	Jane Malthus
Bare legs, boudoir caps, pyjamas and furs: Radical swings in 1920s fashion	13 October 2025	2025 Ōtepoti Dunedin Heritage Festival	Jane Malthus
New Zealand's Vanished Birds at Tūhura Otago Museum	15 October 2025	California Academy of Sciences Youth Programs Leadership Council	On Lee Lau
An evening with Eden Hore	17 October 2025	2025 Ōtepoti Dunedin Heritage Festival satellite event	Jane Malthus, Michael Upchurch, Paula Penno
The Welcome of Strangers	18 October 2025	2025 Ōtepoti Dunedin Heritage Festival	Gerard O'Regan, Atholl Anderson, Jonathan West

Why Archaeology Matters: Reflections on 40 Years Working in the Western Pacific	6 November 2025	H.D. Skinner Memorial Lecture	Glenn Summerhayes
The Morioris of Chatham Island Memoirs of the Bernice P. Bishop Museum Volume IX, No. 1: 3	20 November 2025	Bibliographic Society of Australia and New Zealand 2025 conference	Moira White
1920s pātaka restoration at Tūhura Otago Museum	26 November 2025	New Zealand History Association 2025 conference	Moira White
Geologists Jostling in a Geopark	15 November 2025	Oamaru Heritage Celebrations 2025. Oamaru Noir: Scoundrels, Secrets and Shadows	Marcus Richards
Resurrecting a Manu from the past: ancient seabird conundrum solved (Poster Presentation)	24-28 November 2025	Conference of Australasian Vertebrate Palaeontology, Evolution and Systematics	Marcus Richards



Bare legs, boudoir caps,
pyjamas and furs: Radical
swings in 1920s fashion

13 Oct 2025, 5:30 pm – 6:30 pm
DPAGS Octagon Office, right next to i-Site

Conservation

Remedial

- O50.263 - The slender wooden weapon with five porpoise jaws had its broken fibre wrist cord stabilised and visually reintegrated with compatible materials.

- The leather and old adhesive on adzes D44.557, D28.627 and D23.912 were carefully cleaned off, using gentle mechanical cleaning and a little solvent where needed, so the stone surfaces are now clear and unobstructed
- IV158235 - The coconut crab specimen, which showed extensive cracking, detached limbs and stress from internal wires, was stabilised by reducing wire tension, reattaching major breaks with paraloid B-72, reinforcing fractures with a Lascaux mixture and consolidating minor cracks to restore overall structural stability
- D30.1264 - The disk had hardened adhesive on its fragile inner surface, which was gently softened and reduced, leaving only thin stable residues where needed to protect the original material.
- D23.856 - The detached shell on belt was resecured using colour-matched twine threaded through the shell and wrapped in the original style, providing stable attachment without adding stress to the shell or fibres.
- ACQ2025-1951 - The detached and brittle legs of two leaf insects and one scorpion were carefully unpinned, correctly aligned and reattached with a Lascaux adhesive mixture, restoring stability while preserving their original form

Projects

- Wet store project Top-up and Step-up
- Integrated pest management
- Testo environmental check

Training

- Several Front-of-House onboarding IPM Training

Personnel

- Anne Harlow attended the Museums Aotearoa Leadership Summit 13-14 October in Christchurch
- Xiaoya Zhou attended the NZCCM Nanocellulose workshop 21-24 October in Wellington.
- Marcus Richards attended the CAVEPS (Conference of Australasian Vertebrate Evolution Palaeontology & Systematics) conference in Adelaide - 24th to 28th November. Attended workshop on decolonising palaeontology, and a conference field trip 21st to 22nd visiting the Naracoorte cave system – a terrestrial megafauna fossil site. The next CAVEPS conference has been secured to be hosted by Otago Museum and Otago University in November 2027.

EDUCATION, OUTREACH AND FRONT OF HOUSE**Holiday Club Program**

Program Overview: The September-October holiday programme went smoothly for the full 10 week days of the school holidays. Quite a few first-time attendees immediately asked to be booked in again for the following day.

Sleepover Programs: for term 4 we already have a large number of sleepovers booked and the term is looking to be very busy (~25 sleepovers).

Verbal feedback so far has been very positive, with the biggest disappointments being the departure in the morning. Some parents and teachers have made comments about extra programmes in the morning to continue the learning as they found it so engaging that they wanted more.

All staff have finished training, with the majority remaining over the break into 2026.

Education Outside the Classroom (EOTC)

Student visits, by District

October Total: 422	3 weeks	November Total: 835	4 weeks
DCC	111	DCC	319
Queenstown & Lakes	262	Queenstown & Lakes	42
Waitaki	13	Waitaki	75
Clutha	15	Clutha	61
Canterbury	12	Canterbury	102
Southland	9	Southland	193
		Central	19
		Auckland	24

A table recording student number participation follows. Please note, these numbers include multiple programmes by the same class on the same visit, excluded from the Ministry's criteria for student counting, to be reported in Milestone Reports. This table does not include numbers from non-applicable institutions or adults.

Please note that Planetarium numbers for Education programmes are replicated in the Planetarium report.

Oct & Nov 25	Y 0-3	Y 4-6	Y 7-8	Y 9-10	Y 11+	TOTAL

Total	159	438	628	12	11	1248
Target	1350	1650	1500	1050	450	6000
% of Target	11.8%	26.5%	41.9%	1.14%	2.4%	20.8%
Adult Total	247					

Outreach

October:

Date	Region	Location	Event	Partner	Engagement
Saturday, 4 October 2025	Otago	Edgar Centre, Dunedin	Brick Show		650
Sunday, 5 October 2025	Otago	Edgar Centre, Dunedin	Brick Show		150
Sunday, 5 October 2025	Otago	Tūhura Otago Museum	Astronaut Visit		170
Wednesday, 8 October 2025	Chathams	Kōpinga Marae	Starlab screenings	Solar Tsunamis	16
Wednesday, 8 October 2025	Chathams	Chatham Islands Council Chambers	Evening talk	Solar Tsunamis	8
Wednesday, 8 October 2025	Otago	St Clair School	School Visit - Acids and Bases		115
Thursday, 9 October 2025	Chathams	Kaingaroa School	School visit	UoO, MI, DWC	9
Thursday, 9 October 2025	Chathams	Kōpinga Marae	Starlab screenings	Solar Tsunamis	50
Thursday, 9 October 2025	Chathams	Hotel Chathams Pub	Pub talks	MI, DWC	35
Friday, 10 October 2025	Chathams	Te One School	School visit	UoO	54
Friday 10 October	Chathams	Kōpinga Marae	Solar Tsunamis showcase opening	UoO	0
Saturday, 11 October 2025	Chathams	Kōpinga Marae	Science pop-ups + ST showcase	UoO, MI, DWC	25
Saturday, 11 October 2025	Chathams	Chatham Islands - The Den	Science pub quiz	UoO, MI, DWC	27
Sunday, 12 October 2025	Chathams	Kōpinga Marae	Science pop-ups + ST showcase	UoO, MI, DWC	61
Monday, 20 October 2025	Otago	St Clair Kindergarten	School Visit - Rockets		27

Monday, 20 October 2025	Otago	11 Cemetery Road, East Taieri, 9024	Star Lab		125
Tuesday, 21 October 2025	Otago	11 Cemetery Road, East Taieri, 9024	Star Lab		197
Wednesday, 22 October 2025	Otago	Mosgiel Central Kindergarten	School Visit - 5 Senses		34
					Total: 1753

November:

Date	Region	Location	Event	Engagement
Thursday, 6 November 2025	Dunedin	St Francis Xavier School	School Visit - Tūhura Tuarangi	50
Saturday, 22 November 2025	Clutha	Tapanui Showgrounds	West Otago (Tapanui) A&P Show	100
Saturday, 29 November 2025	Clutha	Balclutha Showgrounds	South Otago (Balclutha) A&P Show	150
				Total: 300

Locations visited by Outreach across Aotearoa and Otago:

Externally Contracted Outreach:***University of Otago's Solar Tsunamis – Parawhenua Kōmaru & MacDiarmid Institute Partnership******Chatham Islands Outreach Report***

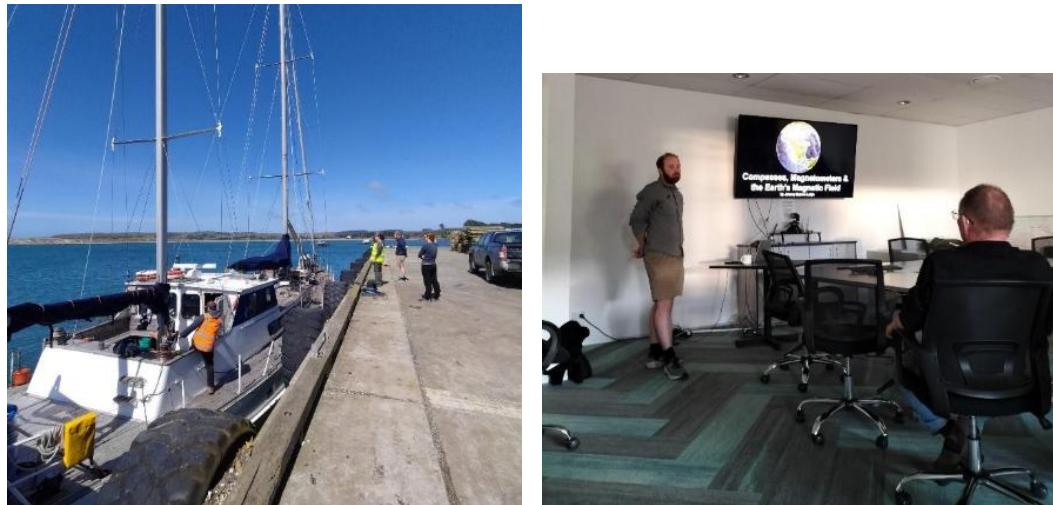
Marijn Kouwenhoven and Jessa Bader, accompanied by Anna Garden from the MacDiarmid Institute and the University of Otago, and Johnny Malone-Leigh from the Solar Tsunamis project and the University of Otago, travelled to Rēkohu/Wharekauri/Chatham Islands for a week of outreach activities. A summary of these activities is provided below.

Friday 3 October

Items were loaded onto *Evohe*, ready for the trip to the Chathams.

**Wednesday 8 October**

Evohe arrived at the Waitangi wharf and the team spent most of the day unloading the equipment and transporting it to Kōpinga Marae. The team was then formally welcomed onto the Marae by Heidi Lanauze (T'chieki Marae). Marijn and Johnny delivered two evening talks at the Chatham Islands Council Chambers while Jessa and Anna ran evening Starlab screenings of *Waihiko me te Parawhenua Kōmaru* and *Dinosaurs of Antarctica*.



Left: Unloading *Evohe*. Right: Johnny gives his talk at the Council Chambers.

Thursday 9 October

The team travelled to Kaingaroa School for a full day of outreach. We spent the morning doing whakawhanaungatanga before diving into three science sessions. The first was Solar Tsunamis-themed and the students learned about magnetism, electricity, and solar activity. The second session was led by Anna Garden; students made their own miniature solar cells and learned about water electrolysis using hydrogen fuel cell cars. The third session was about Light & Colour, led by Jessa.



Jessa explains what atoms and electrons are.



Students do the eddy currents 'magnet drop' demo.



Left: Anna shows students how to test the conductivity of glass solar cells. Right: A Kaingaroa student preps her solar cell.



Students testing their hydrogen-powered cars.



Left: Jessa explains how wavelengths of light correspond to different colours. Right: Students look at a laser dot through diffraction glasses.



That evening we ran another two outreach activities. Anna Garden delivered a talk on renewable energy at Hotel Chathams, and Marijn ran Starlab screenings of *Waihiko* and *Dinosaurs of Antarctica* at Kōpinga Marae.



Anna gives a talk at Hotel Chathams.

Friday 10 October

The team spent the whole day at Te One School to deliver outreach activities. After half an hour of whakawhanaungatanga with the whole school, the students split into groups and rotated between three different sessions: Solar Tsunamis, MacDiarmid Institute, and photonics and quantum science. It is worth noting that in the early stages of planning, Te One school had indicated they only wanted us to see their junior students (yr 0-4), explaining that the senior students were otherwise occupied. However, during the day on Thursday, the principal emailed to ask us if it was possible to see their senior students after all (yrs 5-8) as they had thought we were a different group, who had not successfully engaged the students in the past. Once the senior teacher realised who we were, she was very keen to have us engage her students. Comments we got after our programmes were "THIS is how teaching science should be done."



Students using diffraction glasses for the first time.



A Te One School student ignites a hydrogen balloon.

Saturday 11 October and Sunday 12 October

We hosted two community science days at Kōpinga Marae. The *Solar Tsunamis* showcase was installed in the central whare (the Hokomentai) and we provided an additional range of science activities in the adjacent dining area such as the hydrogen propulsion interactive, DIY graphite circuits, hydrogen fuel cells, a mini laser maze, coloured shadows, Newton's Disk making, and more. We also ran a schedule of larger demonstrations throughout the day, using the chemicals we were able to transport thanks to Evohe's license to transport hazardous chemicals, including fire hands, hydrogen balloons, liquid nitrogen clouds, and liquid nitrogen ice cream.

On Saturday evening the team ran a science-themed Pub Quiz at the Den. The quiz was well-attended, everyone enjoyed themselves and the team were able to take time to connect with the adults, sharing a bit about our work as we circulated around the tables, leading to some great discussions about renewable fuels, the electrical grid, and more. The winning team took home \$50 Hunting & Fishing gift cards, and the losing team was gifted *Solar Tsunamis* t-shirts as a consolation prize.



Anna demonstrates solar-powered water electrolysis.



Left: Adults also joined in! Right: The Tellurion continues to be a popular interactive.



Jessa sets off a liquid nitrogen cloud.



Patiently waiting for liquid nitrogen ice cream.



Quiz night at the Den.

Summary

This was an incredibly successful outreach trip. We got fantastic engagement from the Chatham Islands community and saw quite a lot of repeat visitors across the different events. What stood out was the depth of engagement from attendees of all ages. Students from the schools brought their parents along to the evening Starlab sessions and weekend community days. Quiz teams from the Saturday night came along to learn more. During both of the community days at the Marae we had a lot of visitors stay for 3-4 hours who wanted to see and do everything multiple times and began to design their own investigations along the lines of "if this special purply blue torch makes the UV reactive beads change colour, will this blue light do the same?". We don't tend to see this kind of in-depth engagement at more urban community drop-in sessions. We also noted the familiarity that developed over this time – while often in small communities, we will be recognised if we encounter students after the sessions while getting a meal, it is rare that they remember our names and things about us. Here, we quickly surpassed that level of familiarity with people remembering our names as well as facts about ourselves and the science we presented. A big facilitator of this was the unique

way in which we had arrived, which showed not only our determination to bring our gear when the Chatham Islands Shipping Ltd boat was in drydock, but also our own spirit of adventure, which resonated with a lot of the Island (many of whom make a living on boats). We were not merely fly-in science folk, like those who had visited before, who would talk at them or their kids and then leave.



Comments on our Chathams community Facebook post

Other Engagement & Outreach Activities

Five Senses Programme

Andrew Mills and Christine Wierda delivered the Five Senses programme to Mosgiel Central Kindergarten on Tuesday 22nd October, working with two groups of under-5s. The programme was very well received, with staff providing positive feedback on its accessibility. Staff particularly noted how effectively the programme catered to every child, demonstrating its strong age-appropriateness for early childhood.



Andrew demonstrating sound waves with the Rueben's tube

Tūhura Tuarangi Programme Update

St Francis Xavier school requested Tūhura Tuarangi as an outreach programme, however staff changes meant that previously used equipment was unavailable, so the programme was rewritten and delivered in an altered format on Thursday 6th November by Ashley Stewart.

The focus leans into the idea that contributing to space programmes is something anybody can do, from game designers to farmers and mechanics. It explores work being done across the country and has several interactive elements to keep the students engaged, including comparisons between titanium and plastic 3D printing being used for rocket constructions and equipment repair in space, activities explaining heat resistance using friction, IR cameras and sheep wool, and finally discussing fuel use, potential future options before wrapping up with a classic Hydrogen explosion.

The programme was very well received, fits perfectly within a 45-minute time frame with plenty of options to expand it for potential longer demonstrations.



Tūhura Tuarangi programme with Ashley

West Otago and South Otago A&P Shows

November marked the beginning of our busy A&P show season, kicking off with the West Otago show in Tapanui and the South Otago show in Balclutha. Diana Lillo and Rosie Marchant represented us at both of these, showing families how to use microscopes to look at specimens, and engaging them with various sensory demonstrations.

At the South Otago show we were pleased to come away with a certificate and ribbon for the 3rd Best Non-Farming Display.

We have two more A&P shows lined up before Christmas, in Wyndham and Milton.



At our stall in Tapanui, Diana shows children how to use microscopes to look at specimens.



Diana and Rosie at the South Otago A&P Show receiving our first A&P prize! (In recent years at least).

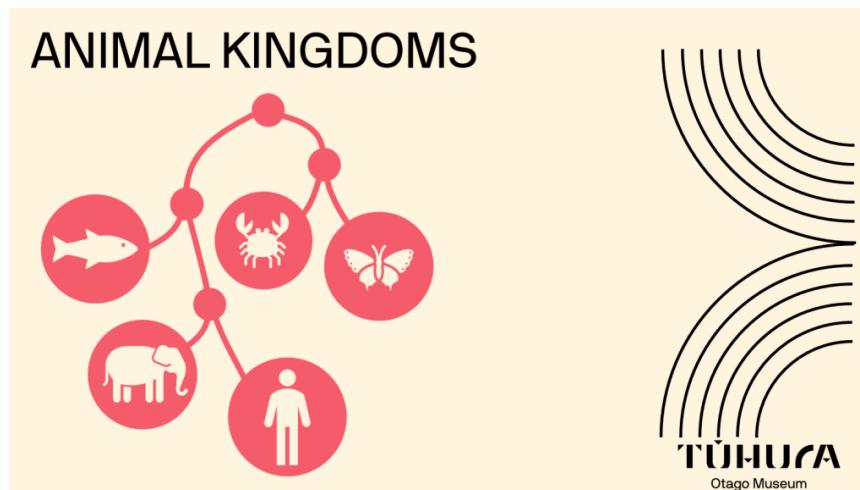


Diana impresses a crowd with a nitrogen cloud at the South Otago A&P Show.

Virtual Programmes – Animal Kingdoms

Mount Aspiring College requested another handful of virtual sessions for the Animal Kingdoms programme. Following discussions earlier in the year, and given the repeated requests of these sessions, some time has been spent updating the programme as a separate virtual version allowing future staff to familiarise themselves with a virtual-specific programme rather than adapting the in-person version, with engaging visuals added to supplement the programme.

There is the possibility for some of the activity materials to be sent to the school, but some have also been integrated into PowerPoint to allow them to be played virtually.



Living Environments

We recently introduced a new live exhibit to the Biozone: an axolotl display. The animal has settled in extremely well, and the addition has been met with great enthusiasm from visitors, especially our younger guests, who are delighted to welcome him into the collection.



Our axolotls are settling into their new home.

With several very hot days already occurring in the Tropical Forest, the team is actively managing conditions to keep temperatures as low and stable as possible. We are maximizing moisture in the environment through increased use of the waterfall and rain features, which helps maintain a suitable microclimate. All indicators suggest we are heading into a particularly tropical summer.

We also have potential developments underway involving native lizards. While details are still coming, we look forward to sharing this exciting news soon. Watch this space!

Science Centre

New neon light signage has been installed for both the Biozone and the entrance to the Tropical Forest. These additions have brought extra brightness and colour to the spaces, while also improving wayfinding by clearly highlighting the route for visitors.

We are still awaiting delivery of several new interactives—particularly those intended for the Light Zone. These components are currently en route, and our goal is to have them installed and operational for visitors by Christmas.

Tropical Forest, Tūhura Science Centre & First Flight

In October and November we printed 600 Tropical Forest trails and 500 Tūhura Science Centre trails. First Flight Butterfly Releases attracted 481 adults and 388 children during this period.

Science Saturdays continued with science shows and Explorations every Saturday, seeing higher numbers during Beerfest weekend and when cricket matches were on.

Visitor Experience

We printed 970 gallery trails including our Marine Mammal, Wild Wings gallery trails. Our group bookings remained good with group tour bookings, Kids West After School Club returned and a birthday party. A highlight was the return of cruise ships, averaging one per week in November with almost all tours booked to capacity. On 18 November we successfully toured 140 guests from Heritage Adventurer, all alumni representing Harvard, Yale, Dartmouth, MIT, Cornell, and the National Trust.

Front of House highlights included helping develop "The Gallery Gang's Big Adventure" booklets with our team contributing gallery trail questions. We've also prepared an Elf on the Shelf hunt for the galleries for the festive season, with special Christmas prizes ordered.

EVENTS

Public Events

The events team continued a busy month in October, with the second week of school holidays and a wide range of avian-themed programmes for family audiences. Over 1,100 visitors attended events across the month. A highlight was the visit from Astronaut Michael López-Alegría, who spoke to both a public audience and an invitation-only group about his record-breaking career and current work with Axiom. More than 250 guests attended these two events.

With the opening of iNDx 2025 we launched a programme to support the exhibition and encourage engagement from those on the spectrum as well as the wider public. This programme includes approximately 10 events across October–December, incorporating talks, sensory and craft sessions, and film screenings.

The events team partnered with the Readers and Writers Festival to host a celebratory weekend for Jane Austen's 250th birthday, including public talks with local Austen expert Jocelyn Harris, a display in the Beautiful Science Gallery, a sold-out film screening, and a popular dress-up High Tea. These events were well attended and received highly positive feedback, with many attendees hoping for more opportunities to dress up in the future.

At the end of October, a sold-out Museum Birthday Quiz with museum and birthday-themed questions was held in collaboration with Precinct and was well received.

November offered a diverse programme with a broad range of content for different audiences. This included further iNDx-related programming, with more than 60 guests attending the free public talk *Autism Through a Cultural Lens* with iNDx creator Tanea Patterson. Tūhura partnered with Southern Filmmakers to host the Dunedin screening of the South Island Film Festival, which sold out the Barclay Theatre.

The month concluded with the opening weekend of the Gallery Gang exhibition on 29–30 November. This family-friendly event featured storytelling, discounted offers, a bouncy castle, and face-painting. Unfortunately, changing weather conditions and generally low visitor numbers across the weekend impacted engagement. Saturday saw 462 visitors, with an estimated 50% participating in the free

offerings. Sunday was a busier day overall, with 920 visitors and approximately 400 engaging with family-friendly activities.

Perpetual Guardian Planetarium

As reflected in our tracking, a high number of special offers in the Planetarium shaped much of the events calendar throughout October and November.

Our monthly film night screening of *Terminator* was nearly sold out, with 48 visitors in attendance. The *Sense and Sensibility* screening for the Jane Austen celebration also reached near-capacity, demonstrating strong interest in a more diverse range of film offerings in this space. Music-themed documentaries *The Beatles* and *The Chills* were both well attended, and we plan to continue monthly weekend documentary screenings in 2026 based on this success.

School-holiday films also proved popular, with the final screening of *Spirited Away* for the October holidays selling out. The end of October delivered what was likely the most profitable weekend in the Planetarium since opening, with Tūhura hosting the second of our sold-out *Lord of the Rings* marathons featuring the extended editions. Only full-marathon tickets were sold at \$49 each, generating \$2,450 in gross ticket sales.

Following this, we debuted our first screening of Mesmerica for 2026, an immersive visual and musical experience last presented at Tūhura in 2018. With a combined base fee and commission of \$1,500, and with all three screenings selling out, Tūhura will receive an additional \$1,875 in commission each night before costs. As we negotiated for Mesmerica to cover staffing costs for each event, these events are highly lucrative. Strong attendance has prompted the addition of further sessions for November–December.

We have updated our reporting and ticket setup to better monitor attendance to individual shows and have changed our schedules to reflect these trends. The largest change has been an increase in Night Sky Live screenings with the highest attendance by a significant margin to these live shows.

During this reporting period, 1,150 visitors attended event screenings, and 885 attended standard daytime screenings in the Planetarium. An additional 633 students attended shows with education programmes. We look forward to continuing this momentum with a new and diverse programme in 2026 and are excited to further highlight the Planetarium to new and repeat visitors.

October					
Workshop	1-Oct	Avian Illustration	18	FREE	
Public talk	1-Oct	What's that Bird in My Garden? Cody Phillips	8	FREE	
Public talk	1-Oct	Bird Quiz	10	FREE	
Flim Screening	1-Oct	Mystery of giant birds	10	FREE	
Workshop	2-Oct	Avian Illustration	18	FREE	
Field trip	2-Oct	Orokonui Ecosanctuary Field Trip	12	PAID	

Planetarium Screening	3-Oct	The Terminator and Night Sky Live	48		PAID
Storytime	3-Oct	Storytime in Animal Attic (10.30am)	26	FREE	
Storytime	3-Oct	Storytime in Animal Attic (2.30pm)	19	FREE	
Workshop	4-Oct	Bird Feeder Workshop	6		PAID
Public Talk	5-Oct	Astronaut Michael López-Alegría: Journey to Infinity	265	FREE	
Workshop	7-Oct	Life Drawing Workshop	15		PAID
Workshop	10-Oct	iNDx Quiet Craft Night	3	FREE	
Public Talk	18-Oct	Jane Austen @250 Public Talk (Jocelyn Harris)	35	FREE	
Planetarium Screening	30-Oct	Us & NSL	22		PAID
Planetarium Screening	18-Oct	Sense & Sensibility	43		PAID
Planetarium Screening	12-Oct	The Beatles	43		PAID
Planetarium Screening	4-Oct	Spirited away	50		PAID
Readers and Writers Festival	19-Oct	Jane Austen @250 High Tea	40		PAID
Quiz Night Fundraiser	24-Oct	Museum Birthday Quiz	76		PAID
Planetarium Screening	25-Oct	Mesmerica	150		PAID
Performance	25-Oct	Sunny Side Up Choir	80	FREE	
Planetarium Screening	26-Oct	Lord of the Rings Extended Editions Marathon	50		PAID
Planetarium Screening	4-Oct	Mesmerica	150		PAID
Total			1,179		
November					
Workshop	5-Nov	Wine & Design – Jewelry Making	6		PAID
Public Talk	6-Nov	HD Skinner Lecture	43	FREE	
Public Talk	10-Nov	Autism Through a Cultural Lens	62	FREE	
Planetarium Screening	1-Nov	Casper	30		PAID
Planetarium Screening	7-Nov	Die Hard & NSL	16		PAID
Planetarium Screening	15-Nov	Mesmerica	150	FREE	
Planetarium Screening	16-Nov	The Chills	37		PAID

Planetarium Screening	23-Nov	Mesmerica	150		PAID
Planetarium Screening	30-Nov	Mesmerica	150		PAID
Planetarium Screening	8-Nov	Mesmerica	119		PAID
Sensory Offer	14-Nov	iNDx Late Night (Moa Night)	6	FREE	
Film Festival	15-Nov	Little Cinema - South Island Film Festival	71		PAID
Public AGM	17-Nov	Wildlife Hospital AGM	45	FREE	
Film Screening	20-Nov	The Stimming Pool	30	FREE	
Wellbeing Offer	26-Nov	Yoga with the Butterflies	36		PAID
Exhibition Opening	29-Nov	Gallery Gang Opening Weekend	620	FREE	
Public Talk	2-Jan	iNDx Ask Me Anything	12	FREE	
Book Launch	29-Nov	Mary Duff - Book Launch (A discovery in the rocks) with Q&A with Kane Fleury	30	FREE	
Performance	30-Nov	Christmas Choirs - Sunny Side Up	60	FREE	
Total			1,665		

Commercial Events

October was a busy month for commercial events, more so than in recent years. We hosted 15 commercial bookings, including two large dinners and two conferences across multiple spaces. The majority of other October events were tertiary-related, and we have seen an increase in bookings from tertiary providers compared with earlier in the year. One large four-day conference was heavily affected by severe weather and high winds in Dunedin, which delayed flights. As a result, approximately half of the attendees either arrived late or were unable to attend.

November trended toward smaller functions, with 14 bookings across the month. A large conference combined with a dinner at the end of November was well attended and organisers provided extremely positive feedback. This month also saw an increased number of bookings in the HD Skinner Annex.

Moving into December, we have seen a continued downturn in commercial Christmas functions for both November and December compared with previous years, despite running multiple promotional campaigns. We hosted only two Christmas functions during this period, both with fewer than 50 attendees. Looking ahead, our focus will shift toward business events and strengthening relationships with tertiary providers to promote repeat and high-value bookings. We have received strong feedback on the upgrades to the Hutton Theatre and intend to significantly increase the hire rate for this space in 2026, along with a broader pricing increase across Tūhura venues.

Feedback

"Just wanted to say thank you again for hosting us the other night and putting the students at ease. It was great to see them practicing in unfamiliar surroundings and I know they took a lot from the experience."

"Thank you for speaking at our Zui: Hello Sunshine! Planning engaging museum programming for memorable summer experiences.

Shae couldn't have said it better – thank you to our speakers for your emphasis on low-cost, family friendly, equitable programming. Your communities are lucky to have you!"

"The symposium was a great success, and we've received lots of positive feedback so far. Participants loved the location, and I personally think the venue is fantastic. The setup was lovely.....

Overall, everything was fantastic. The support from you and your team made it a wonderful experience for everyone, and I hope we'll have the opportunity to return in the future."

"Thank you, Rachel, and thanks for looking after us last week. Our two events went really well, and I received lots of positive comments about the venue and the food.

I'll definitely keep you in mind for future events."

"Hi Rachel

This is a big thank you to you and your lovely staff who made... such a success.

An extra thank you to Georgette she went the extra mile for us, please pass this on. It was a great venue and would definitely use it again."

"It went great. My feedback is change nothing."



The events team was excited to upgrade the popcorn machine after 7 years!



Images from the High Tea and Floor talk as part of our Jane Austen @250 celebration.



Emerita Professor Jocelyn Harris speaking at the Jane Austen 250 celebrations.



Merry Christmas from the events team! We upgraded some Christmas decorations for a fresh and traditional look in 2025 tree decorating.

EXHIBITIONS AND CREATIVE SERVICES

Exhibitions and displays currently open:

- *A Peep Show of Birds* – runs until 2 May 2027.
- *Absolutely Agnes – A Hallenstein Family Legacy* is in People of the World – ongoing.
- *Heavenly Pop Hits: The Legacy of Martin Phillipps* display in People of the World Gallery – ongoing
- *26th Tūhura Photography Awards* – closed on 13 October with 20,705 visitors through.
- *iNDx* art exhibition in Beautiful Science Gallery – closes 7 December. Tom Fox completed a portrait in the Atrium as part of a live demonstration. This piece will be auctioned off with proceeds going to future *iNDx* exhibition projects.

- *The Gallery Gang – Your ultimate crafty family exhibition* – large scale makerspace activities for the holidays. We have developed cute characters who represent each of the Museum's permanent galleries, and the activities will encourage visitors to go and explore the wider Museum spaces in more detail – opened 29 November to 8 February 2026. This is a ticketed exhibition.
- Small intervention for the 250th birthday of Jane Austen, 17-19 October 2025 in collaboration with the Events Team.
- Hou Rongo – Moriori, Music and Manawa from 2024 with the University of Otago was packed and sent to Nelson Museum for an exhibition opening in December

In Development:

- *Soft Lines - Ruby Jones* display in Beautiful Science gallery 12 December 2025 – 29 March 2026
- Display in the Atrium to coincide with the 100th anniversary of the Friends of the Museum in April 2026
- Pacific Cultures Gallery refresh ongoing. Delay in carpet arrival due to shipping. Will arrive in Dunedin 22 December and be installed early January. Following installation it requires 2 weeks of offgassing. Object installation will happen in late January with an early March opening.
- *27th Tūhura Photography Competition and Exhibition* – Competition 5 December 2025 – 3 February 2026. Exhibition 2 April – 19 July 2026.
- *Hīkoi o te taoka – Hoiho* - In partnership with the Otago Peninsula Restoration Alliance, life-sized fiberglass penguins will be painted by national artists and toured nationwide to raise awareness and funds for the endangered Hoiho, with their final display highlighting both the artists' work and the conservation message at the Museum.
- Discussions underway for a replacement exhibition in People of the Word to replace the *Absolutely Agnes* display, likely May 2026.
- Contract received for *Dinosaurs – Surviving Extinction*, opening 5 September 2026 until 17 January 2027 in Special Exhibition Gallery.
- Discussions underway for an exhibition in Beautiful Science Gallery centred around Tikumu.
- Artsenta 40th anniversary display in Beautiful Science Gallery September 2026, focusing on their history but also the impact of creativity on mental health
- Planning underway for a collaboration with iD Fashion Dunedin for a show which has the potential to tour for early 2027. Concept was presented at the Network of Australasian Museum Exhibitors conference and well received.
- Discussions with UK Design Museum about a potential exhibition which will be travelling to Australia in 2027.
- Have had an initial discussion with the national Portrait Gallery in London who have a show touring to Australasia in 2028.
- *Tohu Whēnua, Tohu Ora*, the Rock Art collaboration with Canterbury Museum ongoing.

Design:

- Museum Shop refresh. A lot of time has been spent working through the refresh of the Museum store, preparing for the pop-up shop, and developing new products internally to

showcase the Museum, but also engaging with local artists and creatives to source additional products and works that align with the stories the Museum wants to share. This will be a large piece of ongoing work. A capsule collection has also been developed for the Ruby Jones exhibition, and an activity pack for the *Gallery Gang* exhibition.

- Design services for upcoming programmes and events, including collateral, marketing and supporting materials from Planetarium to Makerspace and school holidays.
- Assisting with environment design in the Hutton Theatre, painting and carpet complete. Feature wall to be installed.
- Assisted with labels and signage for Language Week displays.
- Designing new collateral for Marketing, flyers, stickers, signage etc.
- Working with Science team on preparation of interactive development and signage for upgrading displays.
- Annual Report design.
- Craig Scott featured on the OAR FM Otago Institute podcast with Dr Barbara Anderson about exhibitions.
- Craig Scott and Shanaya Cunningham met with colleagues who were visiting from Museum's Wellington.
- Craig and Shanaya attended the Network of Australasian Museum Exhibitors conference 10-11 November.
- Shanaya was an external examiner for the Otago Polytechnic Communication Design third year assessments.
- The team organised the staff Christmas Party held on 28 November.

MARKETING

Tūhura Otago Museum Marketing Board Report – October & November

This period has been a landmark one for the Marketing team, demonstrating our strategic impact well beyond traditional promotion and advertising. Our work has not only elevated the Museum's profile but actively contributed to concept development, exhibition creation, event facilitation, and securing funding and sponsorship, showcasing the team's integral role across multiple areas of Museum operations.

Award Recognition

The Marketing team was honoured with the Grand Business South Excellence in Marketing Award, recognising our outstanding achievements over the past two years. This award highlights the Museum's innovation and leadership in marketing and engagement, and has generated its own media coverage, reinforcing Tūhura Otago Museum's reputation regionally and nationally. It is also a reflection of the great work done by our museum colleagues particularly the Design team, who helped bring our marketing ideas to life.

Cruise Ship Season

With the start of the cruise ship season, the Museum has experienced strong visitor engagement, welcoming 145 passengers on the first day alone.

Exhibition and Event Leadership

- The Marketing team played a central role in the conceptualisation, creation, and promotion of the Photography Exhibition, ensuring both operational and audience engagement objectives were met.
- For the summer exhibitions, *Soft Lines: Illustrating Empathy with Ruby Jones* and *The Gallery Gang's Big Adventure*, Marketing collaborated closely with Design, contributing to concept development, proofing, exhibition set-up, and targeted promotional campaigns, ensuring both creative integrity and audience reach.
- The team also successfully organised and promoted a sold-out event with astronaut Michael Lopez-Alegria, in partnership with the US Embassy, demonstrating capacity to deliver high-profile, educational, and inspirational experiences.

Revenue Generation and Sponsorship

Marketing has supported revenue generation or savings through strategic initiatives, including the pop-up shop, where we negotiated a cheap lease at Meridian Mall, assisted with set-up, and drove promotion, resulting in strong commercial performance. Additionally, the team has secured sponsorship for the 2026 Photography Competition/Exhibition, expanding resources beyond typical marketing functions.

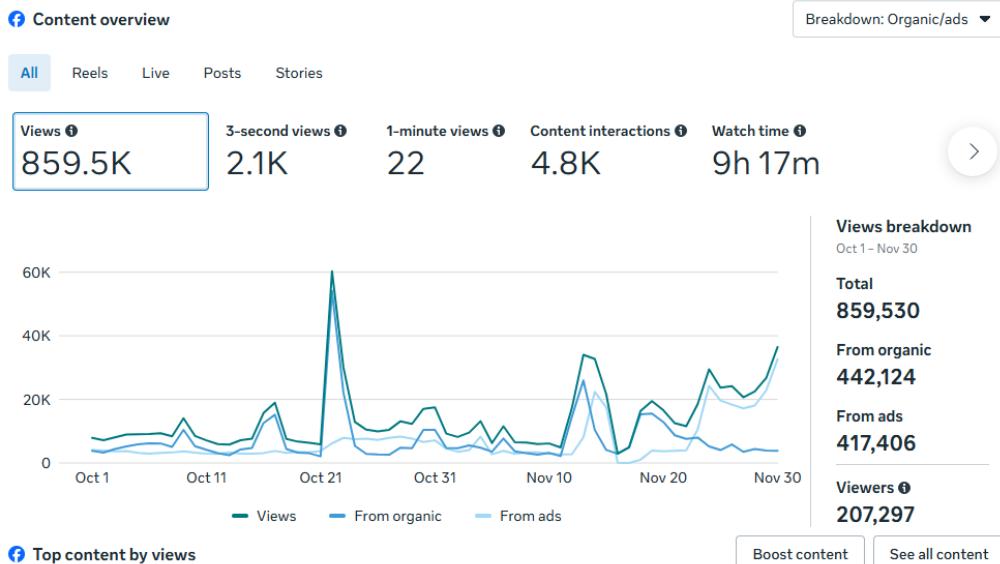
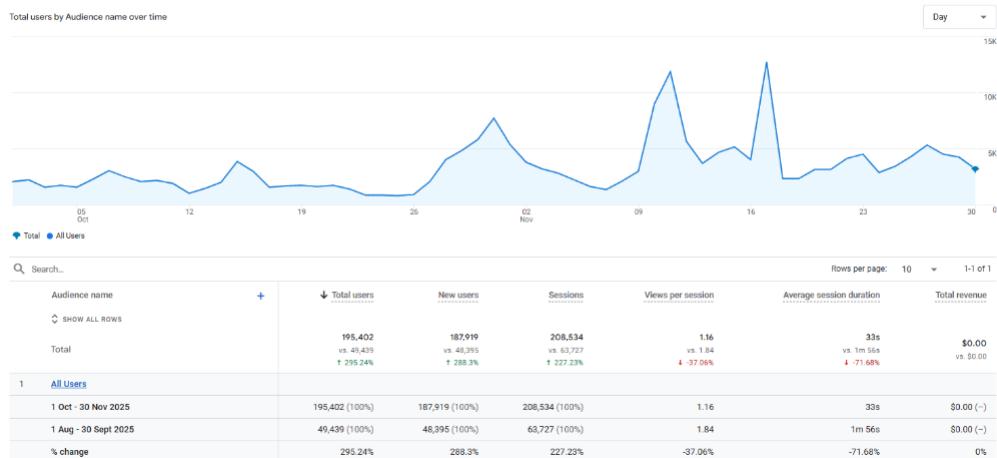
Campaigns

The team has delivered multiple high-impact campaigns, including:

- Christmas venue-hire promotions and Halloween event campaigns.
- Language Week and Jane Austen promotions.
- Education and outreach campaigns, creating tailored collateral for teachers and directly engaging primary schools across Otago, Southland, and Canterbury to drive participation in school holiday, educational programmes, and outreach programmes.

Digital Engagement

Website traffic over this two-month period has been particularly strong, reflecting high levels of public interest and engagement with the wide range of events and exhibitions on offer. The Photography Competition, in particular, was one of the most successful to date, and we believe the strong engagement numbers reflect this interest. Social media performance has also been notable, driven by organic campaigns (such as posts about the whisper dishes flying away) and staff profiles that celebrate and highlight our team while fostering meaningful engagement with our audiences.





Media Coverage

We achieved strong local and national media exposure during this period. Notable highlights include the national news coverage of the unusual Dunedin weather blowing away our whisper dishes, as well as features on exhibition openings, display launches, and research projects from the Natural Science team.

2 Oct	Local	The Star	Events	https://www.odt.co.nz/the-star/choir-singing-out-more-members
2 Oct	Local	The Star	Events	https://www.odt.co.nz/the-star/creativity-set-delight-fest
2 Oct	Regional	ODT	Marketing	https://www.odt.co.nz/business/finalists-running-southern-business-awards
6 Oct	Regional	ODT	Events	https://www.odt.co.nz/news/dunedin/astronaut-shares-space-stories
7 Oct	National	Music NZ	iNDx	https://www.muzic.nz/news/dunedin-artist-with-autism-creates-fingerprint-portrait-of-the-chills-martin-phillips/
9 Oct	Local	The Star	Events	https://www.odt.co.nz/the-star/building-beyond-space-station
13 Oct	National	Forest & Bird	Collections	https://www.forestandbird.org.nz/resources/spider-tale
16 Oct	Local	The Star	Collections	https://www.odt.co.nz/the-star/all-name-style-jane
18 Oct	Regional	ODT	Collections	https://www.odt.co.nz/lifestyle/magazine/avoiding-ovoid-conclusion
18 Oct	Regional	ODT	Display	https://www.odt.co.nz/news/dunedin/pride-austen%2899s-work-example-sensibility

20 Oct	Regional	ODT	Events	https://www.odt.co.nz/news/dunedin/high-tea-best-enjoyed-austen-style
23 Oct	Regional	ODT	Museum Wind	https://www.odt.co.nz/news/dunedin/watch-wind-rips-branch-otago-museum-tree
23 Oct	National	NZ Stuff	Museum Wind	https://www.stuff.co.nz/nz-news/360864293/century-old-trees-no-match-dunedins-wind-gusts
23 Oct	National	One News	Museum Wind	https://www.tvnz.co.nz/shows/one-news-at-6pm/episodes/s2025-e296
25 Oct	Regional	ODT	Photography Competition	https://www.odt.co.nz/news/dunedin/mt-cook-pic-people%E2%80%99s-favourite
28 Oct	National	Daily Encourager	iNDx	https://dailyencourager.co.nz/painting-the-chills/
30 Oct	Local	The Star	Events	https://www.odt.co.nz/the-star/medieval-tones-art-focus
Nov	National	NZ Geo	Research (Natural Science)	https://www.nzgeo.com/stories/the-track-makers/
Nov	National	NZ Geo	Research (Natural Science)	https://www.nzgeo.com/stories/dragonlust/
11 Nov	Regional	ODT	Marketing	https://www.odt.co.nz/features/sponsored-content/business-south-awards/excellence-marketing-0
13 Nov	Local	The Star	Event	Pupils jam out Otago Daily Times Online News
13 Nov	National	Stuff	Science	https://www.stuff.co.nz/nz-news/360885607/another-aurora-coming-heres-where-you-can-get-best-views
13 Nov	Regional	ODT	Marketing team	https://www.odt.co.nz/business/united-machinists-top-list-awards
13 Nov	National	NZ Marketing Magazine	Marketing team	https://nzmarketingmag.co.nz/tuhura-otago-museum-marketing-team-wins/
21 Nov	Local	The Star	Event	https://www.odt.co.nz/the-star/festive-light-tours-back
26 Nov	Regional	ODT	Gallery Gang	https://www.odt.co.nz/news/dunedin/mums-share-importance-creativity-exhibition
30 Nov	Regional	ODT	Collections	https://www.odt.co.nz/lifestyle/magazine/taonga-carry-us-future

Over October and November, the Marketing team has demonstrated strategic leadership, moving beyond traditional marketing to actively shape exhibitions, drive audience engagement, facilitate high-profile events, and support commercial growth. These efforts reflect a proactive, integrated approach, positioning Tūhura Otago Museum as a cultural and educational leader in the region.

FACILITIES, ASSETS AND TECHNOLOGY

The Facilities team are working on or have completed the following projects:

- Repair gas water heater in Annex
- Remove 2 x wall in Tūhura science centre
- Install 2 new plugs in Tropical Forest
- Safety line inspection on roof
- 3 monthly HVAC checks
- Annex HVAC service
- Annex BWOF checks
- Museum BWOF checks
- Remove shop main doors
- Build and paint objects for summer exhibition
- Fire alarm testing
- 3 x lift inspections
- Clear sumps around Museum

END OF REPORT