

Notice of the Ordinary Council Meeting

Buller District Council

Te Kaunihera O Kawatiri

Agenda | Rārangi take

Date: Tuesday 25 November 2025
Time: 4:30 pm
Location: Clock Tower Chambers, Palmerston
Street, Westport

Chairperson His Worship the Mayor Chris Russell

Deputy Mayor Shayne Barry

Members

- Cr Linda Webb
- Cr Dave Hawes
- Cr Rosalie Sampson
- Cr Toni O'Keefe
- Cr Philip Rutherford
- Cr Colin Reidy
- Cr Ray Curnow
- Cr Dave Hingston
- Cr Paul Reynolds

Quorum (6)



BULLER
DISTRICT COUNCIL
Te Kaunihera O Kawatiri



BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Council

Chairperson:	Mayor
Membership:	The Mayor and all Councillors
Meeting Frequency:	Monthly – or as required
Quorum:	A majority of members (including vacancies)

Purpose

The Council is responsible for:

1. Providing leadership to, and advocacy on behalf of, the people of Buller district.
2. Ensuring that all functions and powers required of a local authority under legislation, and all decisions required by legislation to be made by local authority resolution, are carried out effectively and efficiently, either by the Council or through delegation.

Terms of Reference

1. To exercise those powers and responsibilities which cannot legally be delegated by Council:
 - a) The power to set district rates.
 - b) The power to create, adopt and implement a bylaw.
 - c) The power to borrow money, or purchase or dispose of assets, other than in accordance with the Long Term Plan.
 - d) The power to adopt a Long Term Plan or Annual Plan, or Annual Report.
 - e) The power to appoint a Chief Executive Officer.
 - f) The power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the Long Term Plan, or developed for the purpose of the Council's governance statement, including the Infrastructure Strategy.
 - g) The power to adopt a remuneration and employment policy for Chief Executive Officer.
 - h) The power to approve or change the District Plan, or any part of that Plan, in accordance with the Resource Management Act 1991.
 - i) The power to approve or amend the Council's Standing Orders.
 - j) The power to approve or amend the Code of Conduct for Elected Members.
 - k) The power to appoint and discharge members of committees.
 - l) The power to establish a joint committee with another local authority of other public body.
 - m) The power to make the final decision on a recommendation from

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

the Parliamentary Ombudsman, where it is proposed that Council not accept the recommendation.

2. Health & Safety obligations and legislative requirements are met. To exercise the following powers and responsibilities of Council, which the Council chooses to retain:
 - a) Resolutions required to be made by a local authority under the Local Electoral Act 2001, including the appointment of an electoral officer and reviewing representation arrangements.
 - b) Approval of any changes to Council's vision, and oversight of that vision by providing direction on strategic priorities and receiving regular reports on its overall achievement.
 - c) Adoption of governance level strategies, plans and policies which advance Council's vision and strategic goals.
 - d) Approval of the Triennial Agreement.
 - e) Approval of the local governance statement required under the Local Government Act 2002.
 - f) Approval of a proposal to the Remuneration Authority for the remuneration of Members.
 - g) Approval of any changes to the nature and delegations of the Committees.
 - h) Approval of funding to benefit the social, cultural, arts and environmental wellbeing of communities in Buller District
 - i) Ensuring Buller is performing to the highest standard in the area of civil defence and emergency management through:
 - i) Implementation of Government requirements
 - ii) Contractual service delivery arrangements with the West Coast Regional Group Emergency Management Office
 - j) All other powers and responsibilities not specifically delegated to the Risk and Audit Committee, subcommittees, independent hearing panels or Inangahua Community Board.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Venue: Clock Tower Chambers

Live streamed on Buller District Council YouTube channel

Agenda Topic

1 Apologies.....	5
2 Members Interests.....	6
3 Confirmation of Previous Minutes.....	7
4 Action Points.....	22
5 Officers Reports.....	25
5.1 End of Triennium Minutes.....	25
5.2 District Licencing Committee – Chair Appointment.....	52
5.3 Establishment of Committees of Council.....	107
5.4 Elected Members Remuneration Post Election 2025.....	165
5.5 Buller District Council 2025 Residents Survey.....	173
5.6 Gifting of the Karamea Water Bore to Ministry of Education.....	237
5.7 Buller Holdings Limited Annual Report 30 June 2025.....	243
5.8 Buller Holdings Ltd Letter of Expectation 2026/2027.....	285
6 Chief Executive Officer Report.....	294
6.1 Chief Executive Officer Report.....	294
7 Public Excluded Reports.....	312
7.1 Insurance Cover Placement 2025-2026.....	312

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM: 1.1 APOLOGIES

Prepared by: Simon Pickford
Chief Executive Officer

REPORT PURPOSE

1. That Buller District Council receive any apologies or request for leave of absence from elected members.

DRAFT RECOMMENDATION

1. That there are no apologies to be received and no requests for leave of absence.

OR

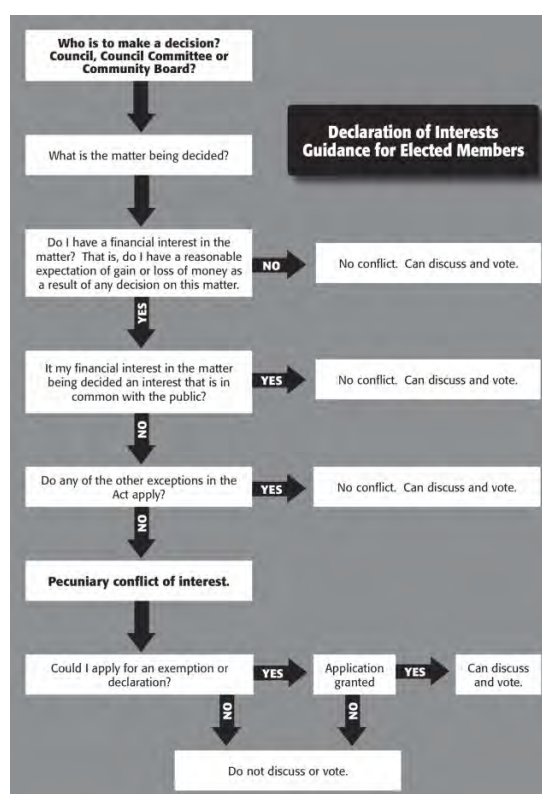
2. That the Buller District Council receive apologies from (insert councillor) and accepts councillor (insert name) request for leave of absence.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM: 2.1 MEMBERS INTERESTS

Prepared by: Simon Pickford
Chief Executive Officer

1. Members are encouraged to consider the items on the agenda and disclose whether they believe they have a financial or non-financial interest in any of the items in terms of Council's Code of Conduct.
2. Councillors are encouraged to advise the Governance Advisor, of any changes required to their declared Members Interest Register.
3. The attached flowchart may assist members in making that determination (Appendix A from Code of Conduct).



DRAFT RECOMMENDATION

- 1. That Members disclose any financial or non-financial interest in any of the agenda items.**

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM: 3.1 CONFIRMATION OF PREVIOUS MINUTES

Prepared by: Simon Pickford
Chief Executive Officer

DRAFT RECOMMENDATION

1. That Council receive and confirm the Public Minutes from:

- Inaugural Council Meeting 29 October 2025
- Extraordinary Council Meeting 10 November 2025

Attachments

1. 2025-10-29 Inaugural Council Meeting Minutes [**3.1.1** – 10 pages]
2. 2025-11-10 ECM Minutes Unconfirmed [**3.1.2** – 4 pages]

Notice of the Inaugural Council Meeting

Buller District Council

Te Kaunihera O Kawatiri

Minutes | Rārangi take

Date: Wednesday 29 October 2025
Time: 1:00 pm
Location: Clock Tower Chambers, Palmerston
Street, Westport

Chairperson His Worship the Mayor Chris Russell

Deputy Mayor Shayne Barry

Members

- Cr Linda Webb
- Cr Dave Hawes
- Cr Rosalie Sampson
- Cr Toni O'Keefe
- Cr Dave Hingston
- Cr Ray Curnow
- Cr Paul Reynolds
- Cr Philip Rutherford
- Cr Colin Reidy

Quorum (6)



**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
29 OCTOBER 2025**

PRESENT: Mayor C Russell, Cr D Hawes, Cr L Webb, Cr T O'Keefe, Cr D Hingston, Cr C Reidy, Cr R Curnow, Cr P Rutherford, Cr S Barry, Cr P Reynolds

PRESENT VIA ELECTRONIC LINK: Nil

IN ATTENDANCE: S Pickford (CEO), L Crichton (Interim Group Manager Corporate Services), K Trigg (Group Manager Community Services), S Bastion (Group Manager Regulatory Services), C McDonald (Governance Secretary)

IN ATTENDANCE VIA ELECTRONIC LINK: Nil

MEDIA: L Scanlon (Westport News), L Gregory (Grey Star)

PUBLIC FORUM: Nil

MEETING DECLARED OPEN AT: 1:00pm

1 OFFICERS REPORTS

1.1 Declaration of Oath

Discussion:

It was noted that R Sampson and F Tumahai were apologies for this meeting.

R Sampson will be sworn in at the next Council Meeting.

The Mayor was sworn in by the CEO

The Councillors were sworn in by the Mayor.

Meeting adjourned at 1:13pm

1.2 Appointment of the Deputy Mayor

Discussion:

Meeting reconvened at 1:52pm

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
29 OCTOBER 2025**

RESOLUTION NUMBER: 2025-OCM/24

RESOLVED

That Council:

- 1. Receive the report**
- 2. Note that His Worship the Mayor is exercising the powers assigned to him in Sec 41A(3) of the Local Government Act 2002 to appoint at this meeting Shayne Barry as the Deputy Mayor.**

9 / 0

Moved: Mayor Chris Russell

Seconded: Cr Dave Hawes

CARRIED UNANIMOUSLY

1.3 Statutory Responsibilities of Members

Discussion:

Nil.

RESOLUTION NUMBER: 2025-OCM/25

RESOLVED

- 1. That the Statutory Responsibilities of Members from Simon Pickford, Chief Executive Officer dated 29 October 2025 be received.**

9 / 0

Moved: Cr Shayne Barry

Seconded: Cr Toni O'Keefe

CARRIED UNANIMOUSLY

1.4 Adoption of Elected Members Code of Conduct 2025-2028

Discussion:

S Pickford spoke to the reform coming from Central Government regarding a standardised Code of Conduct.

RESOLUTION NUMBER: 2025-OCM/26

RESOLVED

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
29 OCTOBER 2025**

That Council:

- 1. Adopt the Code of Conduct for Elected Members 2025–2028 (Attachment 1), noting this version will be superseded by a mandatory standardised Code of Conduct expected from Central Government in early 2026.**

9 / 0

**Moved: Cr Dave Hawes
Seconded: Cr Dave Hingston
CARRIED UNANIMOUSLY**

1.5 Adoption of Standing Orders 2025–2028

Discussion:

The following amendments were tabled:

Removal of Standing Order 19.3 casting vote

Moved: Cr T O'Keefe

Seconded: Cr L Webb

6/3

Motion Carried

9.8 Change of two working days to five days

Moved: Cr R Curnow

Seconded: Cr P Rutherford

The amendment was withdrawn

15.2 Public Forum – declined public forum speakers to be added to the agenda.

Moved: Cr R Curnow

Seconded: Cr L Webb

The amendment was withdrawn

RESOLUTION NUMBER: 2025-OCM/27

RESOLVED

That Council:

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
29 OCTOBER 2025**

- 1. That Council adopt the Standing Orders 2025–2028 (Attachment 1) with the following amendments:**

Removal of Standing Order 19.3 (Casting Vote)

8 / 1

Moved: Mayor Chris Russell

Seconded: Cr Dave Hawes

Cr P Rutherford against

CARRIED

1.6 Appointments to Inangahua Community Board

Discussion:

It was noted that the Inangahua Community Board Members will be sworn in at their Inaugural Meeting.

RESOLUTION NUMBER: 2025-OCM/28

RESOLVED

- 1. That Council make appointments to the Inangahua Community Board.**
- 2. That Council appoint the following to the Inangahua Community Board**

a. Dave Hawes

b. Linda Webb

9 / 0

Moved: Cr Philip Rutherford

Seconded: Cr Ray Curnow

CARRIED UNANIMOUSLY

1.7 Appointment of Pecuniary Interests Registrar

Discussion:

Nil.

RESOLUTION NUMBER: 2025-OCM/29

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
29 OCTOBER 2025**

RESOLVED

That Council:

- 1. Receives the report entitled Appointment of Pecuniary Interests Registrar, and,**
- 2. Approves and appoints the Chief Executive as the Registrar for Elected Members Pecuniary Interest in accordance with section 54G(1) of the Local Government Act 2002.**

9 / 0

Moved: Cr Colin Reidy

Seconded: Cr Shayne Barry

CARRIED UNANIMOUSLY

1.8 Establishment of Committee of Council

Discussion:

Cr Linda Webb left the meeting at 2:56 pm.

Cr Linda Webb returned to the meeting at 2:57 pm.

Recommendations one and eight were amended and read as below:

RESOLUTION NUMBER: 2025-OCM/30

RESOLVED

That Council:

- 1. Adopts the Terms of Reference for the 2025–2028 triennium for:**

- a. Council**
- b. Risk and Audit Committee**
- c. Reserve and Hall Subcommittees**
- d. Ngakawau–Hector Reserve Subcommittee**
- e. Inangahua Community Board**

(Noting that this will be revisited at the November Council Meeting.)

2. Establishes the Risk and Audit Committee for the 2025–2028 triennium.

8/1

**Moved: Mayor C Russell
Seconded: Cr P Reynolds
Cr C Reidy against
CARRIED**

3. Notes that the recruitment process for an Independent Chair for the Risk and Audit Committee commenced prior to the 2025 local elections, following the resolution passed by Council on 16 April 2025.

9/0

**Moved: Cr C Reidy
Seconded: Cr T O'Keefe
CARRIED UNANIMOUSLY**

4. Appoints Councillor Dave Hingston as Interim Chair of the Risk and Audit Committee until the Independent Chair is formally appointed.

9/0

**Moved: Cr C Reidy
Seconded: Cr T O'Keefe
CARRIED UNANIMOUSLY**

5. Appoints the Mayor, Deputy Mayor and Councillor Dave Hingston as a panel to shortlist and interview the candidates for the Independent Chair position.

9/0

**Moved: Cr C Reidy
Seconded: Cr P Reynolds
CARRIED UNANIMOUSLY**

6. Notes that once the panel review is completed, a report will be presented to full Council to make the appointment of the Independent Chair.

9/0

**Moved: Deputy Mayor S Barry
Seconded: Cr C Reidy**

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
29 OCTOBER 2025**

CARRIED UNANIMOUSLY

7. Notes that, under the 25 June 2025 resolution, the eleven Reserves and Halls Subcommittees and the Creative Communities Subcommittee were not discharged following the 2025 triennial election.

9/0

Moved: Cr C Reidy

Seconded: Cr D Hawes

CARRIED UNANIMOUSLY

8. Confirms that these subcommittees will report to the Risk and Audit Committee, noting that this is an interim measure until the final committee structure is appointed by Council.

10 / 0

Moved: Cr Toni O'Keefe

Seconded: Cr Dave Hingston

CARRIED UNANIMOUSLY

1.9 Adoption of the 2025 Calendar

Discussion:

It was discussed that the availability needed to suit those who are still working in their role as Councillor.

RESOLUTION NUMBER: 2025-OCM/31

RESOLVED

That Council:

1. Adopt the meeting schedule for the remainder of the 2025 year as outlined in Attachment 1 with the following amendments:

Meeting start time is 3:30pm for Council and Risk and Audit Committee

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
29 OCTOBER 2025**

Inangahua Community Board Meeting start time is 5:00pm

Workshop start time is 1:00pm

9 / 0

**Moved: Cr Linda Webb
Seconded: Cr Dave Hingston
CARRIED UNANIMOUSLY**

2 CEO REPORT

2.1 CEO Report

Discussion:

Cr Colin Reidy left the meeting at 3:39 pm.

Point 35 should say 2 Seddon Councillors – *noted and amended*

Cr Colin Reidy returned to the meeting at 3:41 pm.

An amendment to the resolution was tabled that reads:

"That the CEO report from Simon Pickford, CEO dated 29 October 2025 be received and that the Chief Executive is requested to provide council within 10 working days a comprehensive written report outlining the current financial position, major risks, outstanding audit matters and any other issues that may materially affect the Governance or operations of the Buller District Council."

Moved: Cr P Reynolds

Seconded: Cr R Curnow

The amendment was withdrawn.

RESOLUTION NUMBER: 2025-OCM/32

RESOLVED

- 1. That the CEO report from Simon Pickford, CEO dated 29 October 2025 be received.**

8 / 0

**Moved: Cr Linda Webb
Seconded: Cr Colin Reidy
CARRIED UNANIMOUSLY**

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
29 OCTOBER 2025**

There being no further business, the meeting is declared closed at 3:57pm.

The next Ordinary Council Meeting is scheduled for Tuesday 25 November 2025 at 3:30pm, Clocktower Chambers, Westport.

Notice of the Extraordinary Council Meeting

Buller District Council

Te Kaunihera O Kawatiri

Minutes | Rārangi take

Date: Monday 10 November 2025
Time: 4:30 pm
Location: Clock Tower Chambers, Palmerston Street, Westport



Chairperson His Worship the Mayor Chris Russell

Deputy Mayor Shayne Barry

Members

- Cr Linda Webb
- Cr Dave Hawes
- Cr Rosalie Sampson
- Cr Toni O'Keefe
- Cr Philip Rutherford
- Cr Colin Reidy
- Cr Ray Curnow
- Cr Dave Hingston
- Cr Paul Reynolds

Quorum (6)

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
10 NOVEMBER 2025**

PRESENT: Mayor C Russell, Cr D Hawes, Cr L Webb, Cr T O'Keefe, Cr D Hingston, Cr C Reidy, Cr R Curnow, Cr R Sampson, Deputy Mayor S Barry, Cr P Rutherford, Cr P Reynolds.

PRESENT VIA ELECTRONIC LINK: Nil.

IN ATTENDANCE: S Pickford (CEO), S Bastion (Group Manager Regulatory Services), C du Plessis (Manager Planning), B Little (Senior Policy Advisor), R Inwood (Planning Consultant), C McDonald (Governance Secretary)

IN ATTENDANCE VIA ELECTRONIC LINK: Nil.

MEDIA: Nil.

MEETING DECLARED OPEN AT: 4:39pm

1 APOLOGIES

1.1 Apologies

Discussion:

Nil.

RESOLVED

1. That there are no apologies to be received and no requests for leave of absence.

11 / 0

**Moved: Cr Shayne Barry
Seconded: Cr Dave Hawes
CARRIED UNANIMOUSLY**

2 MEMBERS INTERESTS

2.1 Members Interests

Discussion:

Nil.

BULLER DISTRICT COUNCIL
10 NOVEMBER 2025

RESOLVED:

- 1. That Members disclose any financial or non-financial interest in any of the agenda items.**

11 / 0

**Moved: Cr Paul Reynolds
Seconded: Cr Linda Webb
CARRIED UNANIMOUSLY**

3 OFFICERS REPORTS

3.1 Declaration of Oath

Discussion:

Councillor R Sampson was sworn in by Mayor C Russell.

3.2 Appointment to Te Tai o Poutini Plan (TTPP) Joint Committee

Discussion:

Cr C Rutherford nominated Cr L Webb to be the Elected Member appointed to the TTPP Joint Committee.

The recommendation has been amended to include the Councillor name and date.

RESOLUTION NUMBER: 2025-ECM/0

RESOLVED

That Council:

- 1. Confirms that the Mayor and Councillor Linda Webb are Buller District Council's representatives on the Te Tai o Poutini Plan (TTPP) Joint Committee, effective from 10 November 2025.**

11 / 0

**Moved: Cr Philip Rutherford
Seconded: Cr Ray Curnow
CARRIED UNANIMOUSLY**

**BULLER DISTRICT COUNCIL
10 NOVEMBER 2025**

3.3 Te Tai o Poutini Plan – Buller District Council Appeals

Discussion:

B Little and C du Plessis spoke to the report and answered questions.

RESOLUTION NUMBER: 2025-ECM/1

RESOLVED

That Council:

- 1. Delegate to the Chief Executive the power to appeal the decisions of the Te Tai o Poutini Plan Committee on the Proposed Te Tai o Poutini Plan, including, but not limited to, Variations 1 and 2.**
- 2. Delegate to the Chief Executive and the Group Manager Regulatory Services the power to give notice that Buller District Council wishes to be a party to any other appeal of the decisions of the Te Tai o Poutini Plan Committee on the Proposed Te Tai o Poutini Plan, including, but not limited to, Variations 1 and 2 (joint decision-making not required).**
- 3. Delegate to the Chief Executive, the Group Manager Regulatory Services and the Manager Planning Department the power to take all necessary steps to participate in (including the authority to negotiate or mediate), progress, settle (including as relates to costs) or discontinue any proceeding Buller District Council is a party to on the decisions of the Te Tai o Poutini Plan Committee on the Proposed Te Tai o Poutini Plan including, but not limited to, Variations 1 and 2 (joint decision-making not required).**

10 / 0

Moved: Cr Toni O’Keefe

Seconded: Cr Shayne Barry

CARRIED UNANIMOUSLY

There being no further business, the meeting concluded at 5:06pm

Next Meeting: Ordinary Council Meeting, Tuesday 25 November 2025,
3:30pm, Clock Tower Chambers, Palmerston Street, Westport.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM: 4.1 ACTION POINTS REPORT

Prepared by: Simon Pickford
Chief Executive Officer

DRAFT RECOMMENDATION

1. That Council receive the Action Points Report for information.

Attachments

1. Council Action Points November 2025 [**4.1.1** – 2 pages]

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

Council Action Points – CURRENT

No	Meeting Date / Action Point	Responsible	Update	Date Required By
25	<p>28 February 2024 Punakaiki Campground Lease D Marshall to bring back reports to April Council regarding proposal from the Leasee</p> <p>Update 25 September 2024 Staff to report on what needs to come back to Council in terms of decision-making regarding modifications and negotiations to the lease.</p> <p>Update 27 November 2025 Staff to also report on what element of Rate Payer money has been invested into the Campground.</p> <p>Update 27 August 2025 Staff to report on what element of Ratepayer money has been invested into the Campground. A Reserve Contribution Policy Workshop is scheduled for Wednesday 10 September 2025.</p>	<p>D Marshall M Sutherland L Crichton/A Blom</p>	<p>Staff have been focused on achieving the additional funding from TIF during the last month and on preparing the draft enhanced annual plan.</p> <p>Staff will be contacting the leasee over the effluent system installation in the coming month and will engage and report back on their proposal by end of June.</p> <p><u>Update 26 June 2024</u> Once the TIF Funding Agreement has been received and approved by Council, staff will contact the leasee regarding the effluent system project and report back to the August 2024 meeting.</p> <p><u>Update 31 July 2024</u> The 28 August Update is to include Camp Development Plans of the Leasee</p> <p><u>Update 28 August 2024</u> Due to staff illness this will be included in the September update to Council with the update on the Punakaiki Wastewater Treatment Plant</p> <p><u>Update 19 Sept 2024</u> Commencement of negotiations are being deferred until after the completion of the upgrade of the Punakaiki Wastewater Treatment Plant and due to staff changes in the Property Portfolio.</p> <p><u>Update 9 October 2024</u> Development of options for leasing and ownership of the Punakaiki Beach Camp will be undertaken following the completion of the Punakaiki Beach Camp Wastewater Disposal System Upgrade (expected completion by end of October 2024)</p> <p><u>Updated 12 November 2024</u> The Punakaiki Beach Camp Wastewater Disposal System Upgrade was completed by the end of October 2024 and the work is not in its maintenance period that expires in March 2025. This Action Point is now referred to the Group Manager Corporate Services with regards to the lease conditions and an update on this is to be brought to the December Council Meeting.</p> <p><u>Update 12 December 2024</u> Once all the information requested is gathered, a report outlining this information will be brought back to Council in the new year</p> <p><u>Update February 2025</u> Punakaiki Campground lease rental review is due November 2025. As part of facilitating the lease rental review – Council needs to update the Asset Management Plan. An Independent Contractor has been engaged to perform this work and once finalised an update will be reported to Council.</p> <p><u>Update March 2025</u> Asset Management Plan report due for completion 30 June 2025. Rent review due for completion following 16/11/25 review as detailed in Lease terms and conditions.</p>	<p>26 June 2024 28 August 2024 26 September 2024 30 October 2024 27 November 2024 18 December 2024 26 February 2025 26 March 2025 Ongoing</p>

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

			<p><u>Update 30 July 2025</u> Staff are to report the element of Ratepayer Money that has been invested into the Campground via email to Elected Members</p> <p><u>Update 21 August 2025</u> Elected Members have been emailed the following information on 19 August 2025: At the Council meeting on 30 July Council staff were asked to report the element of ratepayer money that has been invested into the Campground. In consultation with Infrastructure Services, we can confirm that apart from the 50/50 funded Tourism Infrastructure Fund (TIF) wastewater upgrade, BDC haven't paid for any other improvements in the past 2 years. The project total cost as reported to TIF was \$499,458 with half that amount to be contributed from the BDC Reserves Contribution Fund. TIF have paid their share.</p> <p><u>Update November 2025</u> With the change in Group Manager, an update will be brought to a future Council Meeting.</p>	
28	<p>30 July 2025 Karamea Special Purpose Road (SPR) Advocacy Plan pre 2027</p>	A Blom	<p>Reporting on this is to come back to Council in November</p> <p><u>Update November 2025</u> Currently in consultation with NZTA working on developing options for this plan.</p>	<p>26 November 2025 March 2026</p>

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

5 OFFICERS REPORTS

AGENDA ITEM: **5.1 END OF TRIENNIUM MINUTES**

Prepared by: Caitlin McDonald
 Governance Advisor

Reviewed by: Simon Pickford
 Chief Executive Officer

REPORT PURPOSE

1. The purpose of this report is to present the final meeting minutes of the preceding triennium to the newly elected council. These minutes serve as an official record of decisions, discussions, and actions undertaken by the outgoing council and provide context for the incoming members.
2. No decision is needed in relation to this information.
3. The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.

DRAFT RECOMMENDATION

- 1. That the End of Triennium Minutes Report dated 25 November 2025 be received.**

ATTACHMENTS

1. 2025-09-24 OCM Public Minutes Signed [**5.1.1** - 15 pages]
2. 2025-09-17 RAC Public Minutes Signed [**5.1.2** - 6 pages]
3. 2025-09-09 ICB Minutes Signed [**5.1.3** - 5 pages]

Notice of the Ordinary Council Meeting

Buller District Council
Te Kaunihera O Kawatiri



Minutes | Rārangi take

Date: Wednesday 24 September 2025
Time: 3:30 pm
Location: Clock Tower Chambers, Palmerston
Street, Westport

Chairperson His Worship the Mayor Jamie Cleine

Deputy Mayor Andrew Basher

Members

- Cr Linda Webb
- Cr Graeme Neylon
- Cr Rosalie Sampson
- Cr Toni O'Keefe
- Cr Phil Grafton
- Cr Annelise Pfahlert
- Cr Joanne Howard
- Cr Grant Weston
- Cr Colin Reidy
- Ngāti Waewae Representative Ned Tauwhare

Quorum (6)

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025**

PRESENT: Mayor J Cleine, Cr R Sampson, Cr T O'Keefe, Cr P Grafton, Cr G Weston, Cr J Howard, Cr A Pfahlert.

PRESENT VIA ELECTRONIC LINK: Cr G Neylon, Deputy Mayor A Basher, Cr L Webb

IN ATTENDANCE: S Pickford (CEO), P Numan (Group Manager Corporate Services), A Blom (Group Manager Infrastructure Services), K Trigg (Group Manager Community Services), S Bastion (Group Manager Regulatory Services), J Salmond (Corporate and Strategic Planning Manager), B Little (Senior Policy Advisor), B Oldham (Manager Infrastructure Planning), C McDonald (Governance Secretary),

IN ATTENDANCE VIA ELECTRONIC LINK: K Daly (Simpson Grierson)

MEDIA: E Curnow (Westport News)

PUBLIC FORUM: Nil.

MEETING DECLARED OPEN AT: 3:31 pm

1 APOLOGIES

1.1 Apologies

Discussion:

Cr C Reidy

Iwi Representative N Tauwhare

Cr L Webb will be late to the meeting.

RESOLVED

- 1. That the Buller District Council receive apologies from Cr C Reidy and Iwi Representative N Tauwhare.**

9 / 0

Moved: Mayor Jamie Cleine

Seconded: Cr Grant Weston

CARRIED UNANIMOUSLY

BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025

2 MEMBERS INTERESTS

2.1 Ordinary Council Meeting – 24 September 2025

Discussion:

Cr R Samspon has declared an interest in Agenda Item 4.5 and will abstain from voting on the applications she has an interest in.

Cr J Howard has declared an interest in Agenda Item 4.5 and will abstain from voting on the application she has an interest in.

RESOLVED:

- 1. That Members disclose any financial or non-financial interest in any of the agenda items.**

9 / 0

Moved: Mayor Jamie Cleine

Seconded: Cr Grant Weston

CARRIED UNANIMOUSLY

3 CONFIRMATION OF PREVIOUS MINUTES

3.1 Confirmation of Previous Minutes

Discussion:

It was noted that the Action Points have not been included in this Agenda. The Toilet Amenities Paper in this Agenda has completed the action point related to this.

The following Action Points will be added to the Action Points Register for the incoming Council:

Punakaiki Campground Lease
Karamea Special Purpose Road (SPR)

RESOLVED

- 1. That Council receive and confirm the Public Minutes from:**

- Ordinary Council Meeting 27 August 2025
- Extraordinary Council Meeting 29 August 2025

10 / 0

Moved: Cr Joanne Howard

Seconded: Cr Toni O'Keefe

CARRIED UNANIMOUSLY

4 OFFICERS REPORTS

4.1 Local Government Funding Agency (LGFA) Guarantor Accession Report

Discussion:

J Salmond spoke to the report and P Numan answered questions.

RESOLUTION NUMBER: 2025-OCM/11

RESOLVED

That Council:

- 1. Receives the LGFA Guarantor Accession report**
- 2. Approves the Council's entry into the Documents in relation to the Council's accession to the LGFA as a guarantor member**
- 3. Authorises the Mayor, and any one Councillor for the purposes of the above recommendations, execute the following:**
 - a. Accession Deed to Equity Commitment Deed; and**
 - b. Accession Deed to the Guarantee and Indemnity**
- 4. Delegates authority to the Chief Executive to execute the following documents for the purpose of the recommendation in (3) above:**
 - a. Security Issuance Certificate – Equity Commitment Deed**
 - b. Stock Issuance Certificate**
 - c. Security Stock Certificate – Equity Commitment Deed**
 - d. Security Stock Certificate**
 - e. Security Stock Issue Notice – Equity Commitment Deed**
 - f. Security Stock Issue Notice**
 - g. Chief Executive Certificate**

BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025

5. Delegates authority to the Chief Executive Officer to execute such other documents and take any other steps on behalf of the Council if necessary to give effect to the above recommendations.

8 / 1

Moved: Mayor Jamie Cleine

Seconded: Cr Phil Grafton

Cr R Sampson against

CARRIED

4.2 Adoption of Report Under Section 10a of the Dog Control Act 1996

Discussion:

S Bastion spoke to the report and answered questions.

RESOLUTION NUMBER: 2025-OCM/12

RESOLVED

That Council:

- 1. Adopts the Buller District Council Annual Report on Dog Control Policy and Practices for the 2024/2025 financial year.**
- 2. Requests staff to advise the Secretary for Local Government that the report has been published in accordance with Section 10A of the Dog Control Act 1996, and Section 5(1) of the Local Government Act 2002.**

9 / 0

Moved: Cr Toni O'Keefe

Seconded: Cr Annelise Pfahlert

CARRIED UNANIMOUSLY

4.3 Gambling Venues Policy

Discussion:

B Little spoke to the report and answered questions.

It was requested that an addition be added to the draft document that existing venues can carry on with the number of machines they have even if this is above the capped number.

BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025

It was suggested that this paper be held to the new Council, rather than the current Council making this decision.

It was suggested that incoming Council could be educated through a workshop.

Recommendation five has been added and reads as below.

RESOLUTION NUMBER: 2025-OCM/13

RESOLVED

That Council:

- 1. Receives the report;**
- 2. Accepts the Social Impact Assessment attached as Attachment 3;**
- 3. (a)Adopts the draft Gambling Venues Policy (Attachment 1) and associated Statement of Proposal (Attachment 2) for consultation; or**
- 4. Instructs the Chief Executive Officer to proceed with consultation on the draft Gambling Venues Policy, as required under the Local Government Act 2002.**
- 5. A workshop will be conducted with the new Council prior to any hearings of submissions after the Consultation period.**

9 / 0

Moved: Mayor Jamie Cleine

Seconded: Cr Grant Weston

CARRIED UNANIMOUSLY

4.4 Toilet Amenities

Discussion:

B Oldham spoke to the report and answered questions

It was suggested that for a workshop, the community input should be included to find out where the need lies and what cost effective solutions could be found.

RESOLUTION NUMBER: 2025-OCM/14

RESOLVED

BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025

That Council:

- 1. Receives the report.**
- 2. Notes that Toilet Amenities will be workshopped as part of the 2026/27 Annual Plan process**

9 / 0

Moved: Cr Annelise Pfahlert

Seconded: Cr Toni O'Keefe

CARRIED UNANIMOUSLY

4.5 Community Grants Applications

Discussion:

A spreadsheet was displayed for allocation of funding, and this will be included in the minutes.

Cr Linda Webb joined the meeting at 4:13 pm.

Cr J Howard declared an interest in the Menz Shed Application

Cr R Sampson declared an interest in the Karamea Historical Society and Market Cross Group Applications.

Recommendation four has been added and reads as below.

RESOLUTION NUMBER: 2025-OCM/15

RESOLVED

- 1. Council notes a Workshop was held on 10 September 2025 to discuss applications received.**
- 2. Council notes that the total amount for this allocation is \$80,000.00**
- 3. Council resolves to consider the applications and determine the allocation of grants funding to be approved for each applicant.**

10 / 0

Moved: Mayor Jamie Cleine

Seconded: Cr Annelise Pfahlert

CARRIED UNANIMOUSLY

**BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025**

- 4. Approves the remaining amount of funding not allocated will be included in the Reserve and Hall Maintenance Budget.**

9 / 1

**Moved: Cr J Howard
Seconded: Cr T O'Keefe
CARRIED UNANIMOUSLY**

4.6 Riskpool Trust Deed Amendments

Discussion:

P Numan spoke to the report and answered questions.

RESOLUTION NUMBER: 2025-OCM/16

RESOLVED

DRAFT RECOMMENDATION

That Council:

- 1. Receives the report on proposed amendments to the Riskpool Trust Deed;**
- 2. Notes the purpose and effect of the proposed amendments as outlined in this report and the attached papers;**
- 3. Approves Buller District Council consenting to the amendments to the Riskpool Trust Deed, as set out in the attached letter dated 21 August 2025; and**
- 4. Authorises the CEO to sign and return the attached consent form on behalf of Council.**

10 / 0

**Moved: Cr Toni O'Keefe
Seconded: Cr Phil Grafton
CARRIED UNANIMOUSLY**

**BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025**

4.7 Appointment of Proxy Vote for 2025 BHL AGM

Discussion:

Nil.

RESOLUTION NUMBER: 2025-OCM/17

RESOLVED

That Council:

- 1. Approve the Mayor and the Deputy Mayor Elect, in the mayor's absence, to be appointed as the proxy vote for the Council at the 2025 annual general meeting for Buller Holdings Limited and its subsidiaries.**

10 / 0

Moved: Mayor Jamie Cleine

Seconded: Cr Annelise Pfahlert

CARRIED UNANIMOUSLY

4.8 Continuation Of Westport Rating District Joint Committee

Discussion:

Nil.

RESOLUTION NUMBER: 2025-OCM/18

RESOLVED

That Council...

- 1. Receive this report;**
- 2. Agrees that the Westport Rating District Joint Committee will continue to operate and will not be disbanded when the new Council members take office after the 2025 local election, and**
- 3. Confirm that the community representatives currently appointed to the Westport Rating District Joint Committee are reappointed to the Committee following the 2025 triennial local election.**

9 / 1

Moved: Cr Grant Weston

Seconded: Deputy Mayor Andrew Basher

CARRIED

4.9 Interregnum Report

Discussion:

It was suggested that the incoming Council could be sworn in prior to the Inaugural Meeting.

RESOLUTION NUMBER: 2025-OCM/19

RESOLVED

That the Council:

1. Notes that following the 2025 local government elections, elected members cannot act in their official capacity until they have been sworn in at the inaugural Council meeting.
2. Delegates to the Chief Executive, from the day after the declaration of the official election results until the swearing-in of the new Council, all responsibilities, duties, and powers of the Council except those that cannot be delegated under Clause 32(1) of Schedule 7 of the Local Government Act 2002.
3. Notes that any decisions made under this delegation are to be limited to those matters that cannot reasonably wait until the new Council is sworn in and must be made in accordance with Council's existing policies, plans, and budgets.

10 / 0

Moved: Mayor Jamie Cleine

Seconded: Cr Toni O'Keefe

CARRIED UNANIMOUSLY

5 MAYOR'S REPORT

5.1 Mayor Monthly Update Report

Discussion:

Mayor J Cleine gave an update on the TTPP meetings that he has attended.

Valedictory speeches were heard from Cr G Neylon, Cr A Pfahlert and Cr J

**BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025**

Howard

RESOLUTION NUMBER: 2025-OCM/20

RESOLVED

That Council:

- 1. Receives the Mayor Monthly Update Report dated 24 September 2025 for information and discussion.**
- 2. Notes Inwards and Outwards Correspondence and provides directions for any responses required.**
- 3. Notes the valedictory addresses provided by Cr Neylon, Cr Pfahlert and Cr Howard.**

10 / 0

Moved: Cr Grant Weston

Seconded: Cr Toni O'Keefe

CARRIED UNANIMOUSLY

6 CEO REPORT

6.1 Chief Executive Officer Report

Discussion:

RESOLVED

- 1. That the Chief Executive Officer Report dated 24 September 2025 be received.**

10 / 0

Moved: Mayor Jamie Cleine

Seconded: Cr Phil Grafton

CARRIED UNANIMOUSLY

7 PORTFOLIO LEADS VERBAL UPDATE

7.1 Portfolio Leads Verbal Update

Discussion:

RESOLVED

1. That Council receive verbal updates from the following Chairs and Council Representatives, for information:

a. Inangahua Community Board – Councillor Webb

Just had last meeting of triennium. The Reefton Historic Trust has been supported with their restoration of the Fairlie Engine. The Service Centre will keep its existing name and the HVAC at the pool is out for tender.

b. Regulatory Environment & Planning – Councillors Neylon and Basher

Nothing to update.

c. Community Services – Councillors Howard and Pfahlert

Met with Governance and Community Service team for input to improve next term (specifically Council induction topics.) Handovers are being prepared for portfolios. The tourism summit guest speaker presentations can be viewed on the website. Community outreach days are set for the remainder of the year. It is not too late to enrol to vote.

d. Infrastructure – Councillors Grafton and Weston

The portfolio works well having monthly meetings. The Pump track at Victoria Square needs some work. The trunk main was successful and is now completed. The Cobden Street works are almost complete. The Livestock Water supply has had some physical work started and should be up and running by the summertime.

e. Corporate Policy and Corporate Planning – Councillor Reidy

Cr C Reidy absent.

f. Smaller and Rural Communities – Councillors O’Keefe and Webb

Cr T O’Keefe thanked the subcommittees for their hard work through the last three years – there is a lot of hard work and volunteer time that goes into these. The community drop in sessions have worked well and community engagement is encouraged to keep these going.

g. Iwi Relationships – Ngāti Waewae Representative Ned Tauwhare and Mayor Cleine

Conversations have started around what representation looks like in the new triennium.

h. Te Tai o Poutini Plan – Mayor Cleine and Councillor Neylon

BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025

Cr G Neylon stated that the District Plan was the people's plan. It should be how the community wants to see their district prosper. The TPPP seems to have drifted away from this core value and taken over by the law and consultants. He thanked everyone who has been involved in the past district plan.

i. Joint Committee Westport Rating District – Mayor Cleine, Councillor Howard and Councillor Reidy

Meeting on Monday 29 September

j. Regional Transport Committee – Councillor Grafton

Nothing to update.

10 / 0

Moved: Mayor Jamie Cleine

Seconded: Cr Annelise Pfahlert

CARRIED UNANIMOUSLY

8 PUBLIC EXCLUDED REPORTS

8.0 Public Excluded Reports

Discussion:

Nil.

RESOLUTION NUMBER: 2025-OCM/23

RESOLVED

That the public be excluded from the following parts of the proceedings of this meeting.

1. 1.1 CONFIRMATION OF PREVIOUS MINUTES

(2) Subject to sections 6, 8, and 17, this section applies if, and only if, the withholding of the information is necessary to—

(b) protect information where the making available of the information—

(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or

(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or

BULLER DISTRICT COUNCIL
24 SEPTEMBER 2025

(j) prevent the disclosure or use of official information for improper gain or improper advantage.

10 / 0

Moved: Mayor Jamie Cleine
Seconded: Cr Toni O'Keefe
CARRIED UNANIMOUSLY

Moved into Public Excluded at 5:32pm

Jamie Cleine

Simon Pickford


Simon Pickford (Oct 7, 2025 14:01:48 GMT+13)

06/10/25

07/10/25

BULLER DISTRICT COUNCIL 25 NOVEMBER 2025

Ordinary Council Meeting

24 September 2025

Community Grants Allocations

#	Organisation Name	Amount requested	Purpose	Amount Allocated
1	Buller Ladies Chair Yoga	\$1,800.00	Funds for a larger TV Screen	\$1,800.00
2	Buller Wheelchair Bus Incorporated	\$10,682.00	Maintain bus service to the community by covering fuel, insurance and RUC	\$10,682.00
3	Carters Beach RHS - Chairs	\$14,491.00	Replace existing stock of chairs	\$0.00
4	Carters Beach RHS - Heaters	\$6,000.00	Heaters upgrade	\$0.00
5	Carters Beach RHS - Stage	\$24,702.00	Provide a staging option for the Hall	\$0.00
6	Citizens Advice Bureau Buller	\$13,358.68	Funds to cover the rent of the office at the Clocktower	\$13,358.68
7	Inangahua A & P and Sports Association	\$1,950.00	To cover the Reefton Sports Park hire for the annual A&P show	\$1,950.00
8	Kaitiaki Mokihinui Charitable Trust	\$900.00	To care for and maintain the Chasm Creek Walkway, Seddonville	\$900.00
9	Karamea ANZAC Community Coordinator	\$2,500.00	Funding for a new memorial bronze plaque	\$2,500.00
10	Karamea Historical Society	\$3,000.00	Assistance with increased insurance costs for building and liability cover	\$3,000.00
11	Kawatiri Riding For The Disabled	\$5,000.00	Seeking funds for paddock hand wages for the year	\$5,000.00
12	Market Cross Community Group	\$4,532.75	The cost of insurance for the premises	\$4,532.75
13	Northern Buller Museum	\$5,224.00	Seeking funding to purchase a kitset garden shed for use by our gardening volunteers	\$5,224.00
14	Reefton Seido Karate	\$600.00	To support two karate events in Reefton, the Reefton Seido Summer Sessions	\$600.00
15	Southern Cancer Society Trust	\$5,000.00	Seeking funds to support the West Coast Cancer Society Centre	\$5,000.00
16	Waimangaroa Recreation Reserve Domain	\$5,000.00	Seeking funding for inaugural 'Rhythm and Food Festival'	\$2,198.00
17	Westport Menz Shed	\$2,500.00	Funding towards General expenses to keep membership affordable as most are beneficiaries or retired	\$2,500.00
Total Requested		\$107,240.43	Allocated	\$59,245.43
Total Funding Available		\$80,000.00		
			Remaining	\$20,754.57

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



**MEETING OF THE RISK AND AUDIT COMMITTEE, HELD AT 3:30PM ON
WEDNESDAY 17 SEPTEMBER 2025 AT CLOCKTOWER CHAMBERS,
PALMERSTON STREET, WESTPORT.**

PRESENT: Deputy Mayor A Basher, Mayor J Cleine, Cr R Sampson, Cr T O'Keefe, Cr G Weston, Cr P Grafton, Cr J Howard, Cr C Reidy, Cr L Webb, Cr A Pfahler

PRESENT VIA ELECTRONIC LINK: Nil

IN ATTENDANCE: S Pickford (Chief Executive Officer), A Blom (Group Manager Infrastructure Services), P Numan (Group Manager Corporate Services), J Curtis (Manager Capital Works), G Pellow (Financial Accountant), S Singh-Naicker (Management Accountant), D Venz (Harbour Master), P Bicknell (Programme Manager - Recovery), C Borrell (Governance Assistant)

IN ATTENDANCE VIA ELECTRONIC LINK: Nil

MEDIA: Ellen Curnow (Westport News)

PUBLIC FORUM: Nil

MEETING DECLARED OPEN AT: 3:32pm

1. APOLOGIES (Page 9)

Discussion:

Cr G Neylon, N Tauwhare (IWI Representative).

RESOLVED

That the Risk and Audit Committee receive apologies from Cr G Neylon and N Tauwhare (IWI Representative).

**Deputy Mayor A Basher/Cr L Webb
10/0**

CARRIED UNANIMOUSLY

2. MEMBERS INTERESTS (Page 10)

Discussion:

Nil

RESOLVED That Members disclose any financial or non-financial interest in any of the agenda items.

**Deputy Mayor A Basher/Cr G Weston
10/0**

CARRIED UNANIMOUSLY

3. CONFIRMATION OF PREVIOUS MINUTES (Page 11)

Discussion:

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



RESOLVED That the Risk and Audit Committee receive and confirm the Public Meeting Minutes from 13 August 2025.

Mayor J Cleine/Cr P Grafton
10/0
CARRIED UNANIMOUSLY

4. ACTION POINTS (Page 18)

Discussion:

Details of REX to be added to 252.

RESOLVED That the Risk and Audit Committee receive the September Action Point Report for information.

Deputy Mayor A Basher/Cr P Grafton
10/0
CARRIED UNANIMOUSLY

5. WORK PLAN (Page 20)

Discussion:

Nil.

RESOLVED That the Risk and Audit Committee receive the Risk and Audit Work Plan for information.

Deputy Mayor A Basher/Cr T O'Keefe
10/0
CARRIED UNANIMOUSLY

6. BETTER OFF FUNDED PROJECT STATUS REPORT AUGUST 2025 (Page 22)

Discussion:

P Bicknell spoke to the report and answered questions. The community hub feasibility study has been completed but is not owned by Buller District Council. The Reefton campground opening Friday 12 September went well.

RESOLVED That the NEMA and Better Off Funding Project Status Report Summaries dated 17 September 2025 be received.

Deputy Mayor A Basher/Cr G Weston
10/0
CARRIED UNANIMOUSLY

7. BULLER DISTRICT COUNCIL PROJECTS CONTROL GROUP REPORT (Page 46)

Discussion:

J Curtis spoke to the report and answered questions.

High risk added to Reefton swimming pool with cost becoming a significant factor. Mokihinui campground sewerage design has been confirmed, now moving into the tender process. Karamea highway corner widening is the result of tightness of the corners around bluffs.

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



RESOLVED That the Buller District Council Projects Control Group Report dated 17 September 2025 be received.

Deputy Mayor A Basher/Cr J Howard

10/0

CARRIED UNANIMOUSLY

8. PORT AND DREDGE – OPERATIONS REPORT AUGUST 2025 (Page 567)

Discussion:

D Venz spoke to the report and answered questions.

The bell pump will be fine-tuned later this month. The yet to be built pontoon is oversubscribed.

The Port and the Kawatiri Dredge are separate entities, ring fenced individually.

A Health and Safety update will be included in future Health and Safety reports.

RESOLVED That the Port and Dredge – Operations Report August 2025 - dated 17 September 2025 be received.

Deputy Mayor A Basher/Cr P Grafton

9/1

**Cr C Reidy against
MOTION CARRIED**

9. STRATEGIC RISK MANAGEMENT REPORT (Page 119)

Discussion:

P Numan spoke to the report and answered questions. Feedback from councillors at June meeting has been incorporated. Section 8 has additional information of changes to the residual risk score. As part of the monthly review new risks have been added.

Cr J Howard made the following suggestions:

1. Number 19, be removed from the register as sufficient candidates were received for the election and it is no longer a risk. It could be added back in 3 years for the next local body election.
2. Number 2, the impact is too high and should be 4 in the overall significant rating.
3. Number 10, the reliance on rates income. The commentary seems to be all around the port and dredge. Should it be listing or commenting on the other things we are doing? We have housing generating income, advocacy for royalties, a property rationalisation. The risk isn't around the port; the risk is around reliance on rates income.
4. Number 8, spelling mistake – should be “contacted” not “contracted”.
5. Number 20, the economic business and industry in the district, We don't specifically mention tourism. Some of the things we could mention is having representation on the district management steering group or collaboration with Promoting Buller supporting the information centres and museum. Recognising tourism is still a major contributor in the economic field and we are doing some positive things there.
6. Number 28, is this risk on the right table, is it more operational? Isn't this more about control of confidential information generally, or has council got adequate oversight on policies and procedures? When you take it down to a single incidence

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



is this what you are really looking at at the strategic level of risk? If it is an incident, should it be through a CEO report or an email to Councillors?

7. Should the risk of having no air service to Westport be added to the register?

The committee agreed that detailed minutes be prepared, and Cr J Howard's recommendations incorporated into the risk register.

RESOLVED That the Strategic Risk Management Report to September 2025 dated 17 September 2025 be received subject to the changes from recommendations as minuted.

Deputy Mayor A Basher/Cr P Grafton
10/0

CARRIED UNANIMOUSLY

10. WESTPORT AIRPORT AUTHORITY – DRAFT FULL YEAR REPORT TO 30 JUNE 2025 (Page 131)

Discussion:

G Pellow spoke to the report and answered questions.

Staff to provide a response to councillors' question about the approximate \$1,400 decrease in farm leasing fees.

RESOLVED That the Westport Airport Authority – Draft Full Year Report To 30 June 2025 be received.

Deputy Mayor A Basher/Cr A Pfahlert
10/0

CARRIED UNANIMOUSLY

11. INVESTMENTS AND BORROWINGS REPORT AS AT 31 AUGUST 2025 (Page 147)

Discussion:

P Numan spoke to the report and answered questions. Sponsorship of the NBS Theatre by NBS is not contingent on having funds invested with them. Councillors requested a breakdown of the \$11 million, as only \$9.5 million has been detailed so far.

Cr A Pfahlert departed the meeting 5:01pm

Cr A Pfahlert returned to the meeting 5:06pm

RESOLVED That the Investments and Borrowings report as at 31 August 2025 dated 17 September 2025 be received.

Cr G Weston/Cr J Howard
9/1

**Cr R Sampson against
MOTION CARRIED**

12. DEBT MANAGEMENT REPORT AS AT 31 JULY 2025 (Page 150)

Discussion:

Cr C Reidy departed the meeting 5:12pm

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



RESOLVED That the Debt Management Report as at 31 July 2025 dated 17 September 2025 be received.

Cr L Webb/Cr A Pfahler

9/0

**Cr C Reidy not present for vote
CARRIED UNANIMOUSLY**

13. BULLER DISTRICT COUNCIL MULTI-YEAR PROJECTS FUNDING REPORT (Page 155)

Discussion:

Cr C Reidy returned to the meeting at 5:15pm

Staff to respond to councillors' question regarding what percentage the \$5 million carryover represents of the capital expenditure.

RESOLVED

That Risk and Audit Committee recommend to Council, that the carryover budget of \$5,063,874 from the 2024-25 year be added to future Capital budgets as follows to be approved (as per Attachment 1):

Move to 2025 – 26 \$4,923,874

Move to 2026 – 27 \$ 70,000

Move to 2027 – 28 \$ 70,000

Cr C Reidy/Cr T O'Keefe

10/0

CARRIED UNANIMOUSLY

14. PMO REVIEW: SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE KPMG PROJECT MANAGEMENT OFFICE REVIEW (Page 161)

Discussion:

S Pickford spoke to the report.

A Blom answered questions.

There is a two-year period to repay the \$254,527.87 to NZTA. Repayment funds will come from deferring approved reseals, subject to NZTA's approval of any postponements.

RESOLVED That the report "PMO Review: Summary of Actions Taken in Response to the KPMG Project Management Office Review" dated 17 September 2025 be received.

Deputy Mayor A Basher/Cr T O'Keefe

9/1

**Cr C Reidy against
MOTION CARRIED**

15. LGOIMA UPDATE: 1 April – 30 June 2025 (Page 177)

Discussion:

S Pickford spoke to the report and answered questions.

A policy is not required to charge for LGOIMA time.

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



A request was made for LGOIMA submitter names to be released. Staff to confirm if this request can be accommodated.

RESOLVED That the LGOIMA Update dated 17 September 2025 be received.

Deputy Mayor A Basher/Mayor J Cleine

10/0

CARRIED UNANIMOUSLY

16. PUBLIC EXCLUDED REPORT (Page 292)

Discussion:

RESOLVED That the public be excluded from the following parts of the proceedings of this meeting.

Item No.	Minutes/ Report of:	General Subject	Reason For Passing Resolution under LGOIMA
PE 1	Paul Numan Group Manager Corporate Services	Confirmation of Previous Public Excluded Minutes	(s 7(2)(i)) - enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or (s 7(2)(j)) - prevent the disclosure or use of official information for improper gain or improper advantage.
PE 2	Mayor Jamie Cleine	Director recommendation and recruitment for Buller Holdings and subsidiaries	(s 7(2)(a)) - Protect the privacy of natural persons, including that of deceased natural persons;
PE 3	Paul Numan Group Manager Corporate Services	Payroll And Creditors Process Improvements Schedule	(s7(2)(a)) - protect the privacy of natural persons, including that of deceased natural persons
PE 4	Paul Numan – Group Manager Corporate Services	Update on the Kawatiri dredge.	(s7(2)(b)(ii)) - protect information where the making available of the information would: ii. Be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.

Deputy Mayor A Basher/Cr G Weston

8/2

**Cr C Reidy and Cr L Webb against
MOTION CARRIED**

MOVED INTO PUBLIC EXCLUDED: 5:47PM

Andrew Basher

Simon Pickford

Andrew Basher

Simon Pickford
Simon Pickford (Oct 7, 2025 16:37:28 GMT+13)

07/10/25

07/10/25

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025



MEETING OF THE INANGAHUA COMMUNITY BOARD, HELD AT 5.00PM ON TUESDAY 9 SEPTEMBER 2025, AT THE WOMEN'S INSTITUTE ROOMS, BULLER ROAD, REEFTON

PRESENT: Cr L Webb (Chair), R Abbey, A Neil, A Bollinger

IN ATTENDANCE: K Trigg (Group Manager Community Services), B Oldham (Manger Infrastructure Planning), C McDonald (Governance Secretary)

PRESENT VIA ELECTRONIC LINK: Cr G Neylon

MEDIA: L Williams (Grey Star)

PUBLIC FORUM:

John Bougen – Spoke to say thank you to Inangahua Community Board Members on behalf of Reefton Inc. and himself. The Inangahua Community Board support has helped greatly in the last three years to achieve goals around the community. He also thanked Council staff for their work in the background.

Meeting Declared Open At: 5:00pm

1. APOLOGIES (Page 8)

Discussion:

D Giddens

RESOLVED That the Inangahua Community Board receives apologies from D Giddens

Cr L Webb/A Bollinger
5/0

CARRIED UNANIMOUSLY

2. MEMBERS INTEREST (Page 9)

Discussion:

Nil.

RESOLVED that Inangahua Community Board members disclose any financial or non-financial interest in any of the agenda items.

Cr L Webb/R Abbey
5/0

CARRIED UNANIMOUSLY



3. INANGAHUA COMMUNITY BOARD CHAIR'S REPORT (Page 10)

Discussion:

Fairlie Engine:

A deputation has been given to Nigel O'Malley on behalf of the Reefton Historic Trust Board.

Community support for the Engine has been great and there have been designs and pricing completed.

The clear directive is to keep the asset within the Reefton Community.

Dave Hawes acknowledged the family behind the train and its ownership, specifically thanking them for their work and the gifting of the train to Reefton Historic Trust.

The Inangahua Community Board could appoint a member to be part of the group within the Reefton Historic Trust Board.

The Reefton Historic Trust has a good income stream, and the old engine shed now belongs to the trust.

The aim for the project completion (moving the Train) is within 1-2 years (funding dependant)

RESOLVED

1. That the Inangahua Community Board support the restoration project through the Reefton Historic Trust as per the Long Term Plan 2025-2034 Submission.
2. Appoint Cr L Webb to the Fairlie Engine Restoration Group on behalf of the Inangahua Community Board until the beginning of the new Triennium.

A Bollinger/A Neil

5/0

CARRIED UNANIMOUSLY

Cr L Webb thanked the people who organised the Commemorative Parade and the ROARS 30th Anniversary Concert.

There is the opening of the Reefton Campground Cabins this coming Friday.

20th September is the Globe Cycle Trail official opening.

The Inangahua Community Board has done a lot over the last three years, and Cr L Webb thanked all of the members for their contributions and members of the public for their engagement.

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



RESOLVED That the Inangahua Community Board receive the report for discussion and information.

**Cr L Webb/A Bollinger
5/0**

CARRIED UNANIMOUSLY

4. CONFIRMATION OF MINUTES (Page 11)

Discussion:

Nil.

RESOLVED That the Inangahua Community Board receive and confirm minutes from the meeting of 8 July 2025.

**Cr L Webb/Cr G Neylon
5/0**

CARRIED UNANIMOUSLY

5. ACTION POINTS (Page 31)

Discussion:

Nil.

No.	Action Point / Meeting Date	Responsible	Update	Date Required By

RESOLVED That the Inangahua Community Board receive the action points report for information.

**Cr L Webb/A Neil
5/0**

CARRIED UNANIMOUSLY

6. INANGAHUA COMMUNITY BOARD UPDATE (Page 16)

Discussion:

Reefton Visitor and Service Centre

The feedback received in response to the question posed to the community regarding the re naming was 50/50 split between keep the same or change.

It was suggested that the existing name serves its purpose well.

Ngāti Waewae was contacted for feedback but had not replied at the time of the meeting.

The existing name highlights both roles that the Centre plays. Visitors know that it is a Visitors Centre and local residents know that it is a Service Centre.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025



RESOLVED That the Inangahua Community Board recommends that the Reefton Visitors and Service Centre name remains as is.

Cr L Webb/A Bollinger
5/0

CARRIED UNANIMOUSLY

Reefton Skate Park

There is enough budget to re surface some of the area and then monitor it. The bowl also needs some attention.

Once a solution is found, costings will be completed. The safety improvements will be done, but a solution is needed for long term.

Reefton Pool HVAC Installation

The NBS was applied for through a Government Tendering Service and no tenders were received.

Through procurement, Buller District Council is able to directly procure.

ESL (Electro Services Limited) did not have confidence in the design of the system and could not be confident in completing the work. A new design has been completed which has a 12-16 week lead time for it to be initiated.

The pool can open with the way it operates now. It would only need to be closed for a few days for ESL to install the ventilation.

Reefton Service Centre Entrance

The quote to have a single opening automatic door and mechanism to be installed is around \$18,000.00

There is no budget for this, and it is a building that Council does not own, and it is unsure how Council would be able to spend capital on a building that is not owned.

Practically a door entrance would be better for someone who is using a wheelchair.

Cr G Neylon departed the meeting at 5:45pm

It was suggested that there is a request put to Council for the overspend of the Inangahua Community Board budget.

Cr G Neylon returned to the meeting at 5:47pm

Theatre Update

There was suggestion of installing dimmable lighting in the Theatre. There may not be budget for lighting in the theatre.

Infrastructure Update Spreadsheet:

B Oldham gave updates on the projects listed in the spreadsheet.

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



RESOLVED

1. That the Inangahua Community Board receive this report for information.
2. That the Inangahua Community Board recommend to Council to approve extra budget for the installation of the single opening automatic door and mechanism in the Reefton Visitor and Service Centre as per the Long-Term Plan Submission.

Cr G Neylon/A Neil

5/0

CARRIED UNANIMOUSLY

7. VALEDICTORY SPEECHES (Page 38)

Discussion:

Speeches were heard from R Abbey, A Neil and Cr G Neylon.

RESOLVED That the Inangahua Community Board hear valedictory speeches from members not seeking re-election and thank them for their service.

Cr L Webb/A Bollinger

5/0

CARRIED UNANIMOUSLY

PUBLIC FORUM RESPONSES:

Discussion:

John Bougen – Thank you for turning up and for your support. Reefton has done very well for itself, and it is a big part due to the volunteers.

There being no further business the meeting concluded at: 6:00pm

- **Next meeting:** To be confirmed.

Confirmed by Cr L Webb (Chairperson):



01/10/25

Date:.....

Confirmed by S Pickford (CEO):



03/10/25

Date:.....

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM:	5.2 DISTRICT LICENCING COMMITTEE – CHAIR APPOINTMENT
Prepared by:	Bronwyn Little Senior Policy Adviser
Reviewed by:	Simon Bastion Group Manager Regulatory Services
Public Excluded:	No

EXECUTIVE SUMMARY

1. District Licensing Committees (DLCs) are established under the Sale and Supply of Alcohol Act 2012 (the Act) and administered by councils.
2. Council is responsible for establishing and maintaining a list of DLC members by selecting and appointing at least three members in total to the DLC including a chairperson (either an elected member or a commissioner appointed from the community).
3. Currently the DLC list has six members including the chair (former councillor Mr Graeme Neylon). Mr Neylon has advised that he will step down from the role as soon as a new chair has been appointed. As Mr Neylon is no longer a councillor he will need to be appointed as a commissioner to continue as chair in the interim.
4. This report requests approval to undertake a recruitment process for a commissioner from the community to take the role of chairperson following the process outlined in best practice guidelines.
5. The Act also provides for the appointment of an elected member to the role of deputy chairperson. This role has not been appointed to date however Council may wish to appoint a councillor to this role to ensure the DLC can continue to function in the chairperson's absence.

DRAFT RECOMMENDATION

That Council:

1. **Appoints Mr Graeme Neylon as commissioner to the Buller District Council District Licensing Committee;**

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

- 2. Thanks Mr Neylon for his expertise and service to the Buller District Council District Licensing Committee over the past 15 years;**
- 3. Appoints Cr (name inserted) as deputy chairperson to the Buller District Council District Licensing Committee;**
- 4. Instructs the Chief Executive Officer to undertake a community recruitment process in line with guidance from Health Promotion – Health New Zealand for a commissioner from the community;**
- 5. Appoints the Mayor and Mr Neylon to be part of the Appointment Panel along with the Chief Executive Officer and Group Manager Regulatory Services; and**
- 6. Instructs the Appointment Panel to assess applications, interview applicants with appropriate skills and experience and report back to Council with a recommendation.**

ISSUES & DISCUSSION

BACKGROUND

District Licensing Committees

6. Anyone wanting to sell and supply alcohol to the public in New Zealand must apply to their local council for a licence. The DLC is a committee of Council which is selected to consider applications. When an application is received, the DLC considers the application, agency reports, evidence and submissions presented to it against the criteria in the Act and any relevant case law, evaluates the evidence, determines facts, forms opinions and draws conclusions to make its decision. DLCs are established under the Act and administered by councils.
7. Within their local areas, DLCs decide applications for:
 - new and renewal applications for on-, off- and club licences
 - special licences
 - new and renewal applications for manager's certificates
 - opposed acting or temporary appointments of managers
 - variation of licence conditions
 - temporary authorities and temporary licences
 - orders to vary, revoke, suspend or cancel a special licence.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

8. The chair of the DLC can be either an elected member of the council or a commissioner from the wider community appointed by the Chief Executive, on the recommendation of the council. Councils must establish, maintain and publish a list of people approved to be members of that council's DLC. Councils can establish a combined list with one or more territorial authorities.
9. The various roles can be summarised as follows:

Role	Main Responsibilities	Appointment
Chair	Leads hearings, manages process, writes decisions, can decide unopposed applications alone	Elected councillor or appointed commissioner
Commissioner	Acts as chair with full powers and duties	Appointed by council's CEO on recommendation of the council
List Member	Assists in hearings and decision-making, forms quorum	Appointed by Council to an approved list

10. The Act also provides for the appointment of a councillor to be deputy chairperson and act in place of the chairperson when required.
11. Each DLC has a minimum quorum of three members to make decisions on applications, made up of two from the Council's list and one member as the chairperson. There are exceptions to the quorum when no objections are received to the various applications and in these matters the quorum is one member which must be the chairperson, so the chairperson can consider and decide those applications on their own. Hearings are required for applications with objections and the quorum of three is then required for a decision to be made.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller District Council DLC

12. The Buller District Council (BDC) DLC was established in line with new legislation in 2013. At the time Cr Graeme Neylon was appointed as chairperson and a recruitment process was undertaken to fill the member positions. Through that process community members were appointed to the list. Over time individual councillors have also been appointed to the DLC for limited time periods and community-based list members have resigned. Appointments of councillors are usually made at the beginning of each triennium although they can be made by Council resolution during a council term. The term for each councillor appointment is five years and continues even if the appointee is not re-elected.
13. In March 2025, three of the then current councillors – Pfahlert, Webb, and Basher – were appointed to the Buller DLC. These appointments last for five years, even as noted above if they no longer hold a position on Council. At that same meeting the Chief Executive Officer (CEO) was instructed to undertake a community recruitment process for further list members. Out of seven applicants three were interviewed by the Appointment Panel (Cr Neylon, the CEO and the Group Manager Regulatory Services). The Panel recommended that two members be appointed to the DLC – Mr David Sanders and Mr Dean van Mierlo. Council subsequently appointed both to the DLC in June 2025.
14. Only Councillor Webb has been elected to the current Council and is therefore the only elected member on the list. Ms Pfahlert and Mr Basher have indicated that they are prepared to remain on the member list if training can be made available. Council staff have arranged for suitable training which all members will be encouraged to undertake.

Chairperson

15. The position of chairperson is the most time consuming of the DLC roles and the role that required the most expertise. As noted above many of the decisions required under the Act are handled by the chairperson alone. The chair is responsible for considering all unopposed applications and for writing up the decisions based on officer's recommendations. They also need to chair any hearings, consider

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

submissions along with the other DLC members on the hearing panel and write up a report outlining the decision.

16. Health Promotion – Health New Zealand, in association with Taituarā and LGNZ, has developed a guide to selecting and appointing DLCs which is attached as **Attachment 1**. This guide sets out best practice for the appointment of new members, chairs and commissioners.

17. The table below sets out the DLC's workload in Buller District for recent years:

	Special Licences	New Managers	Renewal Managers	On Licence Renewals	On Licence New	Temporary Authority ON	Off Licence Renewal	Off Licence New	Temporary Authority Off	Club Renewal	Club New	Total	Hearings
2022	38	32	57	11	5	3	7	2	2	0	1	158	0
2023	57	36	46	8	4	3	8	1	1	0	1	165	0
2024	77	52	68	15	6	8	3	2	2	5	0	161	2
2025	62	33	59	17	4	3	7	2	3	5	0	195	0

18. Until the recent election, the position of chairperson was held by former councillor Graeme Neylon. Mr Neylon has served in this capacity since the establishment of the DLC in 2013, including periods as a commissioner when he was not a councillor. His extensive experience and expertise have been invaluable to the Committee over the past 15 years.
19. Mr Neylon has advised that he wishes to step down from the position of chairperson but is prepared to remain in the role until a successor is appointed. As Mr Neylon is no longer an elected member, it is necessary to formally appoint him as a commissioner to enable him to continue temporarily as chairperson.
20. A new chairperson must now be appointed. As outlined above, this position may be filled by either an elected member or a commissioner appointed from outside Council.
21. The guide attached as **Attachment 1** provides, on pages 6–9 of the document, detailed guidance on essential and desirable knowledge, skills and experience when looking for a chair – either an elected

member or a commissioner. As can be seen the list of essential requirements is both extensive and wide ranging.

Deputy Chair Position

22. The Act provides for the position of deputy chair within the DLC, but this position is not mandatory. Under section 189 of the Act, the deputy chair is required to act in place of the chairperson if the chairperson is unable to perform their duties due to illness, absence from New Zealand, or another valid reason. The person in the position of deputy chairperson must be an elected member.

23. To date, the position of deputy chair has not been filled. Council may wish to consider appointing a deputy chair to ensure continuity in the event of any unforeseen absences by the chairperson. This would allow the District Licensing Committee to continue operating effectively and within the legislation, including making decisions that can be made by the chairperson alone and conducting hearings.

OPTIONS FOR APPOINTMENT OF CHAIRPERSON

Option 1- Status Quo

24. Do nothing – this would mean that the Buller DLC is without a chairperson

Advantages

- None identified

Disadvantages

- Does not meet legislative requirements
- Applications cannot be processed

Option 2 – Appoint Mr Neylon as Commissioner and chair. Undertake recruitment for Commissioner (from the community)

25. Mr Neylon would be appointed a commissioner and chair until a commissioner has been appointed (as chairperson) following a community recruitment process. If a commissioner is appointed as chair, they should have specialist skills and expertise in conducting hearings or a background relevant to the role.

Advantages

- DLC can continue to function in line with legislation
- Recruitment in the community would provide opportunity for the wider community to apply for the position
- Range of skills and experience needed may be more likely to be found in the wider community.

Disadvantages

- Recruitment process time and resources

Option 3 – Appoint an elected member to the role as chairperson

26. Appoint an elected member as chairperson at this meeting – either an existing DLC member or another councillor. There is no requirement in the Act for an elected member who is appointed as the chair of a DLC to have experience relevant to alcohol licensing matters. However, it would be desirable for the chair to have relevant skills or experience in leading a hearing and knowledge of alcohol harm and how it impacts local communities.

Advantages

- Immediate replacement for Mr Neylon
- Elected members have experience in administration and meeting protocols

Disadvantages

- No open recruitment process.
- Range of skills and experience needed may be more likely to be found in the wider community.
- Existing workload for councillors is considerable preparing for and attending Council and committee meetings
- May create a perception of bias by Council.

Preferred Option

27. The preferred option is Option 2 above. It provides for a member of the community with the appropriate skills and expertise to take on the role of chairperson of the DLC. Appointing Mr Neylon as Commissioner and

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

chair for the interim period would allow to the DLC to continue to function until a commissioner is appointed to the role.

OPTIONS FOR APPOINTMENT OF DEPUTY CHAIRPERSON

Option 1 – Status Quo

28. Continue with the DLC as it stands – no deputy chairperson

Advantages

- DLC can continue as it has since it was established

Disadvantages

- In the absence of the chairperson the work and responsibilities of the DLC are unable to be undertaken
- The appointment of a new chairperson would need to be formally resolved should the appointed chairperson (elected member or commissioner) be unable to undertake their duties

Option 2 – appoint a deputy chairperson

29. Appoint an elected member as deputy chairperson

Advantages

- DLC could continue to function in the absence of the chairperson
- The deputy chairperson could potentially gain experience and skills in the role of chairperson

30. Disadvantages

- Most elected members, including the councillor on the current membership list, do not have experience as DLC members or as chairs.

PREFERRED OPTION

31. The preferred option is Option 2 above. Appointing a deputy chair would provide coverage in the absence of the chairperson, ensuring continuity

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

of the DLC's functions. There is no additional cost to Council, as any work undertaken would normally have been charged by the chairperson. Training has been arranged for all list members and will include the responsibilities of both the chairperson and deputy chairperson.

NEXT STEPS

32. If Council selects Option 2 for both the appointment of a commissioner as chairperson and an elected member as deputy chairperson, the following steps will be undertaken:

- Council appoints Mr Neylon as a Commissioner and the chair of the DLC.
- Council appoints a deputy chairperson to the DLC.
- Council instructs the Chief Executive Officer to proceed with a community recruitment process for a commissioner (chair position) considering the matters set out in the guidance document.
- Council appoints the Mayor and Mr Neylon to be part of the Appointment Panel alongside the Chief Executive and Group Manager Regulatory Services.
- Appointment Panel undertakes assessments of applications and interviews.
- Appointment Panel makes a recommendation to Council for a resolution instructing the Chief Executive Officer to appoint the recommended applicant to the position of Commissioner/chairperson of the DLC.

CONSIDERATIONS

Strategic Impact

33. This report addresses the Council's legal responsibilities under the Act to appoint and support a DLC, including a chairperson.

Significance Assessment

34. Section 76AA of the Local Government Act requires the Council to adopt a policy on significance and engagement. The Council Policy on significance can be found by clicking the following link:

<https://bullerdc.govt.nz/media/f2ofzb4z/significance-and-engagement-policy-ltp-2025-2034.pdf>

35. This report is assessed as being low significance. Council is simply fulfilling its legislative requirements to appoint a chairperson to the DLC.

Risk Management Implications / Opportunities

36. The following risk has been identified with the issues identified in this report.

37. Legal:

Council is required to appoint a chairperson on the DLC to undertake the work prescribed to the DLC under the Act.

Policy & Legislative Considerations

38. The Buller DLC was established as required under section 186 of the Sale and Supply of Alcohol Act 2012. The purpose of the committee is to consider all applications for liquor licences and other matters relating to the sale and supply of alcohol within the Buller District, including conducting licencing hearings, as provided under section 187 of the Act.

39. Functions of the DLC under the Act include:

- determining applications for licences, managers' certificates and renewals (section 187(a)(b)).
- determining temporary authority applications (on/off-licences) (section 187(c)).
- varying, suspending or cancelling special licences (section 187(d)).
- referring applications to Alcohol Regulatory and Licensing Authority (ARLA) (section 187(f)).
- conducting inquiries and making reports as required by ARLA (section 187(g)).
- other functions conferred on it by any Act. (section 187(h)).

40. As stated above, Council must establish, maintain and publish a list of persons approved to be members of the DLC. Members are appointed for five years and can be reappointed for one or more periods of five years. A DLC member can resign at any time and can be removed for inability to perform functions, neglect, bankruptcy or misconduct.

41. A chairperson must be appointed to the DLC. The chairperson can be either an elected member or an external appointed Commissioner. Each DLC has a quorum of three members, made up of two from the

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Council's list and one member as the chairperson (sections 189 and 191). See above for exceptions and requirements for hearings.

42. The Act (section 192) sets out the requirements for members of the DLC as noted above. The chairperson can be an elected member or an appointed Commissioner.

Māori Impact Statement

43. The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value; therefore, this decision does not specifically impact Tangata Whenua, their culture and traditions. However, it is noted that Māori are disproportionately affected by alcohol harm in New Zealand. Option 2, to appoint a commissioner as chair, allows for individuals from the Māori community to apply for the position of chairperson.

Financial Considerations

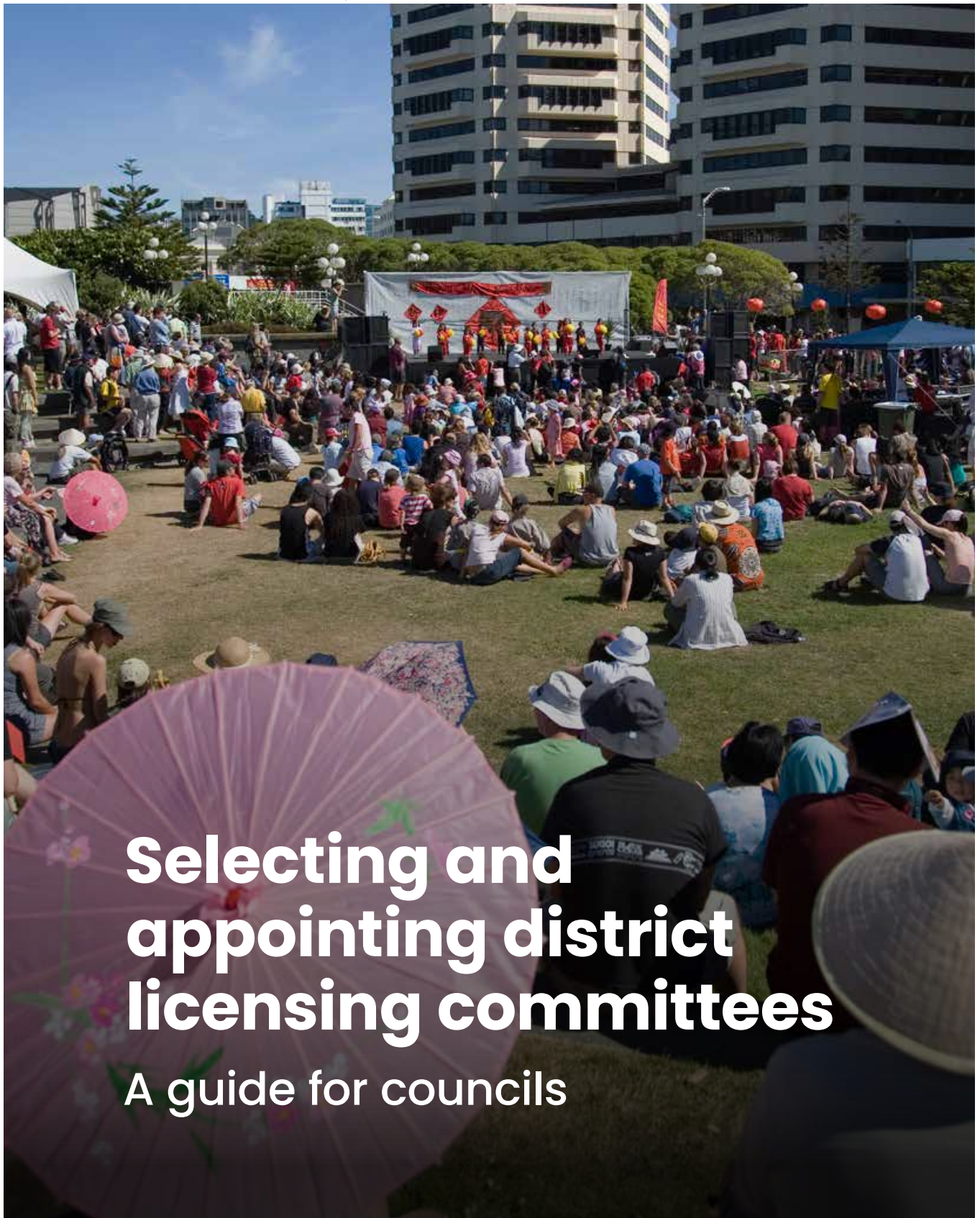
44. The costs of the DLC are covered by the fees charged for the various applications. Payments to the chair and members are determined by the Minister of Justice in accordance with the Cabinet fees framework, the DLC chair will receive remuneration at a rate of \$624.00 per day or \$78.00 per hour for part days. The DLC chair will also be reimbursed for reasonable expenses incurred in the discharge of duties associated with the position.
45. As noted above, payment to a deputy chair acting in the role of chairperson would not result in additional cost to Council, as it would replace the payment normally made to the chairperson.

Communication Internal / External

46. Communications around the recruitment of a commissioner from the community, should this option be chosen, would be organised by the Communications and Engagement team.

ATTACHMENTS

1. Selecting and Appointing DLCs [5.2.1 – 44 pages]



Selecting and appointing district licensing committees

A guide for councils



We would like to acknowledge the input and support provided by the advisory group established for the purposes of this project as well as members of the District Licensing Committee Advisory Group, the Local Government Alcohol Reference Group and the Regulatory Agencies Steering Group. We would also like to thank Ko Tātou Local Government New Zealand, and the Taituarā for their contributions.

Disclaimer

The information contained in this online guide is intended as a general guide. While reasonable measures have been taken to ensure that the information is current and accurate as at May 2024, Health Promotion, Health New Zealand – Te Whatu Ora cannot accept any liability for any inaccuracy, omission or deficiency in relation to the information. It is not legal advice and you should not rely on anything contained in this guide in any legal proceedings. The information provided does not replace or alter the laws of New Zealand, and you should consult the legislation and obtain your own legal and professional advice, as appropriate. Health New Zealand – Te Whatu Ora will not accept liability for any action taken in reliance on anything contained in this online guide.

Contents

About this guide	1
1. A brief introduction to DLCs	2
2. Who can be on a DLC?	4
2.1 What the Act says	4
2.2 What this means: good practice guidance	4
3. Who can't be on a DLC?	11
3.1 What the Act says	11
3.2 What this means: good practice guidance	11
4. Considering your local context	14
4.1 Local needs and demands	14
4.2 Achieving the right mix	14
4.3 Timing of DLC appointments	15
5. Running a robust selection and appointment process	17
5.1 Who should be involved?	17
5.2 Attracting a wide pool of skilled candidates	18
5.3 The process in detail	18
6. Dealing with challenges	21
7. Providing ongoing support for your DLC	22
8. Tools and resources	23
8.1 Advertisements	23
8.2 Position description	25
8.3 Interview questions	29
8.4 Scoring sheet for candidates	35



About this guide

Who is this guide for?

This guide is for council staff responsible for managing the selection and appointment of district licensing committees (DLCs). The guide will be useful whether you are new to the process or you have had previous experience. It may also be of interest to elected members of council and prospective DLC members.

How will this guide help you?

This guide will support you to:

- understand the range of skills that a DLC needs
- run a robust selection and appointment process
- appoint a DLC with the necessary knowledge, skills and experience
- give effect to the Sale and Supply of Alcohol Act.

The Sale and Supply of Alcohol Act 2012 (the Act) aims to minimise harm from alcohol by managing the way it is sold, supplied and consumed. The Act introduced a system of alcohol licensing intended to enhance community participation in licensing decisions.

DLCs have an important role under the Act – to consider and decide on all applications for alcohol licences within their local areas. DLCs need the right mix of skills to do their job well.

Councils are responsible for selecting and appointing DLCs. This is an important first step in ensuring that DLCs can carry out their role effectively. This guide will help you run a robust selection and appointment process. You can tailor the guidance to fit your local circumstances, the size of your community and the number of licensing applications you receive.

What does this guide cover?

1. A brief introduction to DLCs
2. Who can be on a DLC?
3. Who can't be on a DLC?
4. Considering your local context
5. Running a robust selection and appointment process
6. Dealing with challenges
7. Providing ongoing support for your DLC

Section 8 provides resources such as examples of advertisements, job descriptions and interview materials that you can use and adapt for your council.

1. A brief introduction to DLCs

This section provides background information on DLCs and relevant legal requirements under the Act. It covers:

- 1.1 What DLCs do
- 1.2 The legal status of a DLC
- 1.3 Relevant sections of the Act

1.1 What DLCs do

Anyone wanting to sell and supply alcohol to the public in New Zealand must apply to their local council (territorial authority) for a licence. DLCs consider and decide all applications for licences and manager's certificates (s 187 of the Act).

DLCs are established under the Act and administered by councils. Each council must establish and maintain a list of DLC members. They can have their own list or have a combined list with one or more other councils (s 192).

A DLC considers the application, agency reports, evidence and submissions presented to it against the criteria in the Act and any relevant case law. It then objectively evaluates the evidence, determines facts, forms opinions and draws conclusions to make its decision.

Within their local areas, DLCs decide applications for:

- new and renewal applications for on-, off- and club licences
- special licences
- new and renewal applications for manager's certificates
- opposed acting or temporary appointments of managers
- variation of licence conditions

- temporary authorities and temporary licences
- orders to vary, revoke, suspend or cancel a special licence.

1.2 The legal status of a DLC

A DLC is a committee of council (s 200(1)), is administered by the council, and may include councillors. However, it is an independent inquisitorial and impartial body. In DLC hearings the parties or their representatives cannot question other parties or witnesses of other parties, this will be the role of the DLC. In addition, DLCs are not required to publicise or run their meetings in the same way as other council committees (s 207 of the Act and part 7 Local Government Official Information and Meetings Act 1987 [LGOIMA]).

DLCs have the powers of a commission of inquiry under the Commissions of Inquiry Act 1908. As a commission of inquiry, a DLC has a quasi-judicial role. DLCs have powers and procedures similar to those of a court of law or a judge and are obliged to objectively make findings of facts and draw conclusions from them. This means, for example, that a DLC can issue summonses requiring the attendance of witnesses before it or the production of documents. It also has the power to rehear any matter that it has determined (s 201(4)). DLCs should not be subject to influence from the council (or from any other third party). A council can, if it wishes, be represented and participate in a DLC hearing (s 204). However, a council cannot override a decision of a DLC.

A decision of a DLC can be appealed to the Alcohol Regulatory and Licensing Authority (ARLA) by any party to the decision. Decisions of ARLA can be appealed to the High Court, then the Court of Appeal, and up to the Supreme Court.

1.3 Relevant sections of the Act

The following sections of the Act relate to the appointment and operation of DLCs:

99	Applications to be made to licensing committee
186	Territorial authorities to appoint district licensing committees
187	Functions of licensing committees
188	Powers of licensing committees
189	Composition of licensing committees
190	Meetings of licensing committees
191	Quorum
192	Territorial authority to establish and maintain list of licensing committee's members
193	Appointment of commissioners
194	Resignation or removal
200	Application of Local Government Official Information and Meetings Act 1987
201	Licensing authority and licensing committees have powers of commissions of inquiry
202	Procedure
203	Proceedings of licensing authority and licensing committees
203A	Licensing committees must establish appropriate procedures
204	Right of certain persons to appear in proceedings
207	Evidence in proceedings before licensing authority or licensing committee
208	Licensing authority or licensing committee may waive certain omissions
211	Decisions to be given in writing



2. Who can be on a DLC?

This section explores who can be on a DLC by considering:

2.1 What the Act says

2.2 What this means: good practice guidance

2.2.1 What is good standing?

2.2.2 What is relevant knowledge, skills or experience?

2.2.3 Detailed guidance on essential and desirable knowledge, skills and experience

2.1 What the Act says

Councils must have a list of DLC members

Councils must establish, maintain and publish a list of people approved to be members of that council's DLC. Councils can establish a combined list with one or more territorial authorities.

Members must have: "experience relevant to alcohol licensing matters" (s 192(2)). Members can be elected councillors or people from the community. Members are included on the list for a fixed term of up to five years and can be reappointed for one or more periods of up to five years.

Councils can appoint commissioners

Councils can appoint a commissioner to any of its DLCs. A commissioner has all the functions, powers and duties of the chair (s 193(1)) and can be appointed as a chair (s 189(2)).

The Act requires a commissioner to be someone who: "is of good standing in the community and has the necessary knowledge, skill, and experience relating to matters that are likely to come before the committee" (s 193(2)).

Commissioners are appointed for a fixed term of up to five years and can be reappointed for one or more periods of up to five years.

The composition of a DLC

Each DLC, which is selected to consider an application, is made up of a chair and two members. The chair can be either an elected member of the council (from the approved member list) or a commissioner appointed by the chief executive, on the recommendation of the council.

2.2 What this means: good practice guidance

The Act does not define or set out:

- good standing or the necessary knowledge, skill and experience relating to matters that are likely to come before the committee (required for commissioners)
- the experience relevant to alcohol licensing matters (required for members).

In the absence of such detail, this document provides some guidance to councils about good standing and the types of knowledge, skills and experience that would contribute to the effective running of a DLC.

2.2.1 What is good standing?

A commissioner must be someone who "is of good standing in the community and has the necessary knowledge, skill, and experience relating to matters that are likely to come before the committee" (s 193(2)).

The Act does not give a definition of "good standing in the community". When considering good standing you could think about whether an applicant:

- is of good character eg, do they have any convictions? Have they been bankrupted?

- has a good reputation and is held in high regard in their community
- holds positions of leadership within a community eg, school board of trustees or iwi authority
- belongs to a professional organisation that upholds professional standards of ethics.

2.2.2 What is relevant knowledge, skills or experience?

In considering what might be relevant knowledge, skills or experience, it is useful to think about the skills that DLCs need to carry out their role effectively.

DLCs must understand alcohol-related harm and how it can be minimised

All members must have an understanding of the nature of alcohol-related harm – what it is, how it impacts communities (particularly high risk communities), and how it can be minimised. While alcohol-related harm is often perceived as direct harm, DLCs need to understand the deeper and more complex layers of impacts on communities. Alcohol-related harm is not just about rubbish and noise. It is also about the broader health, social, economic and cultural impacts (both direct and indirect) of the sale, supply and consumption of alcohol, particularly inappropriate or excessive consumption of alcohol.

DLCs need experience in legal processes

There are different views about the need for legal training and skills on DLCs. Many applicants have legal representation for hearings, so having a DLC that is suitably experienced to address matters of law raised by lawyers is necessary. Some councils value legal expertise and only have lawyers on their DLC. Other councils don't believe that formal legal expertise is essential for a well-functioning DLC and have no lawyers at all. In these cases, chairs may have experience in legal and

regulatory processes such as the Natural & Built Environment Act 2023 and councils provide legal advice or support to their DLC.

DLCs need skills to facilitate community participation

One of the key drivers behind the Act was to enhance community participation in licensing decisions. DLC practices can have a big impact on the willingness and ability of the community to take part. DLCs need skills and experience to work effectively with community participants in hearings.

When selecting and appointing your DLC you might want to consider:

- the skills and experience that members have in working with communities or running hearings in a way that makes community members feel welcome. This is particularly important for members of the community appearing as objectors who may not be familiar with judicial processes
- whether members have an understanding of:
 - the diversity of the community/communities that the DLC is responsible for
 - how alcohol-related harm impacts disproportionately across different communities and population groups
 - differing patterns of alcohol-related harm in the local community
 - barriers that some communities face to participating in the licensing and hearings process and how these might be addressed
- whether members are available to attend hearings in the evening, at different locations, or via video conferencing
- whether your chair and members have appropriate skills (or can demonstrate a desire to upskill) in te reo Māori (language), pronunciation, and tikanga (customs).. You can provide support for your DLC members to build this capacity.

BULLER DISTRICT COUNCIL 25 NOVEMBER 2025

6 • Selecting and appointing district licensing committees: A guide for councils

You might also think about how the diversity of your DLC reflects the community it serves, in particular those most affected by alcohol-related harm.

The table below provides some detailed suggestions for relevant knowledge, skills and experience.

2.2.3 Detailed guidance on essential and desirable knowledge, skills and experience

It provides good practice guidance on essential and desirable knowledge, skills and experience for DLC chairs and commissioners (C), and members (M).

We have not differentiated between chairs and commissioners in this table. Chairs, regardless of whether they are elected members or appointed commissioners, need to have the same knowledge, skills and experience to run effective hearings and decision-making processes.

	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
Knowledge, understanding or experience of:			
✓ Te Tiriti o Waitangi/ the Treaty of Waitangi	C, M		While the Sale and Supply of Alcohol Act 2012 does not refer to Te Tiriti o Waitangi, it is good practice for all people in public office to have a knowledge and understanding of Te Tiriti and its implications for their decision-making roles.
Law and legal processes			<i>This experience could be through other roles such as an employer or a mediator.</i>
✓ the law and its application (including the Act, case law and written decisions)	C	M	An understanding of law and how it is applied is essential for chairs. Chairs need to understand and apply the Act, case law and written decisions.
✓ judicial processes	C	M	DLCs are quasi-judicial bodies so understanding or experience of judicial processes is essential for chairs who manage hearings.
✓ natural justice and its application	C, M		Chairs and members must understand what natural justice is and what they need to do as decision makers to achieve it.
Sale and Supply of Alcohol Act 2012			
✓ the object of the Act	C, M		All members must be familiar with the object of the Act.
✓ alcohol-related harm and its impacts on communities	C, M		All members must have an understanding of the nature of alcohol-related harm – what it is, how it impacts communities (particularly high-risk communities), and how it can be minimised.

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

Selecting and appointing district licensing committees: A guide for councils • 7

	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
✓ the Act and its application	C	M	Chairs must have a thorough understanding of provisions of the Act and their application.
✓ alcohol licensing (including local alcohol policies if relevant)	C	M	Chairs need a thorough understanding or experience of alcohol licensing processes.
Hearings			<i>This could be through experience in other roles such as an employer or a mediator – and as a facilitator or a participant in hearings.</i>
✓ the purpose of hearings	C, M		Chairs and members must understand the purpose of hearings.
✓ hearing procedures (and the unique nature of DLC hearings procedures)	C	M	Chairs are responsible for running hearings, so must have knowledge, skills and/or experience in hearings procedures generally, and DLC hearings in particular.
✓ skills around inquiry	C	M	Ability to elicit information required via questioning of all parties in order to make a good decision.
✓ the nature of evidence	C	M	Chairs need to understand the nature of evidence, what does (and doesn't) constitute evidence, and how evidence differs from submissions.
✓ conflict of interest and bias and the appearance of conflict of interest or bias	C, M		Chairs and members must understand the nature of conflicts of interest and bias and be able to apply them to their own situations.
✓ operating under rules of confidentiality	C, M		Chairs and members must be able to operate under rules of confidentiality.
The community			
✓ the local community in which the DLC operates	C, M		Chairs and members need to have a good understanding of the local community in which the DLC operates, including: <ul style="list-style-type: none"> • the demography of the community • whether and how it is changing • the environment that the premises are, or would be, in • groups within the community who experience more alcohol-related harm • whose views are (and aren't) being presented.
✓ the local community's concerns and expectations around alcohol and alcohol-related harm	C, M		Chairs and members need to have a good understanding of the local community's concerns around alcohol and alcohol-related harm

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

8 • Selecting and appointing district licensing committees: A guide for councils

	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
✓ the nature of the licensing environment and alcohol-related harm in the community in which the DLC operates	C, M		Chairs and members need to be familiar with: <ul style="list-style-type: none"> the local licensing environment: <ul style="list-style-type: none"> numbers and types of on- and off-licence and club licence premises the local environment that the application is for, and the nature of the current alcohol-related harm that exists there: <ul style="list-style-type: none"> who is affected, where, when? where is the alcohol sold, supplied and consumed?
✓ the local iwi, hapū, and Māori communities	C	M	Chairs should have an understanding of local Māori communities: their aspirations; their concerns and expectations about alcohol and alcohol-related harm.
✓ the cultural and ethnic make-up of the local community	C	M	Chairs should have an understanding of the cultural and ethnic make-up of local communities: their aspirations; their concerns and expectations about alcohol and alcohol-related harm.
✓ working with community and community groups		C, M	Previous experience or skills in working with community groups would be valuable to have on any DLC, particularly if they are to provide an environment that is welcoming to public objectors who are not familiar with legal environments.
Skills in:			
Communication and teamwork			
✓ oral communication	C, M		Chairs and members need to be able to communicate effectively with one another, with staff, and with participants at hearings.
✓ listening and asking questions to gain understanding	C, M		Chairs and members must be active listeners who can use questions to gain understanding and elicit information from all parties.
✓ considering information from a variety of sources in an objective, unbiased way and being open-minded in reaching a conclusion	C, M		The key role of the DLC is to evaluate information from a range of parties (often in opposition to one another), consider this in an objective and unbiased way, and come to a conclusion within the context of the Act.
✓ written communication	C	M	Chairs undertake most written communication on behalf of the DLC (including minutes and decisions) so must have strong skills in this area.

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

Selecting and appointing district licensing committees: A guide for councils • 9

	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
✓ te reo Māori	C	M	It is a requirement of the legislation that evidence can be provided in te reo Māori. Chairs should have an understanding of te reo Māori (or have demonstrated a commitment to upskilling) so that they are able to run and manage hearings effectively and appropriately (as required).
✓ tikanga	C	M	Chairs and members must have a good understanding of tikanga as it is a requirement in the legislation for tikanga to be incorporated into proceedings.
✓ computer literacy	C, M		Chairs and members need computer literacy to carry out their role effectively, for example: <ul style="list-style-type: none"> • email communication • research (eg, case law) • downloading, uploading and amending DLC documents and decisions • running online hearings.
✓ facilitating good working relationships with other DLC members	C, M		Chairs and members need to have good interpersonal skills and be able to build good working relationships with others.
Responsibilities of the chair			
✓ running hearings	C		The chair must be able to run or chair hearings in a way that: <ul style="list-style-type: none"> • is fair and effective • is inclusive of members of the community appearing as objectors who may not be familiar with judicial processes • ensures that no party dominates proceedings and that members are addressing questions to all parties • ensures procedures are correctly followed • achieves natural justice.
✓ writing clear and well-thought-out decisions	C		Chairs are responsible for writing decisions on behalf of the DLC. They must be able to write decisions that: <ul style="list-style-type: none"> • are well structured, logical and clear • outline the considerations of the DLC in reaching its evaluations, opinions and conclusions • refer to relevant case law • are legally sound.

	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
Personal qualities			
✓ willingness to upskill and develop new knowledge		C, M	Chairs and members need to be open to upskilling where necessary and developing their knowledge.
✓ willingness to make decisions (that may be unpopular) and be subject to media scrutiny and appeals by higher authorities such as ARLA and the High Court		C, M	The decisions made by DLCs will sometimes be unpopular and subject to scrutiny by the courts and the media. Members and chairs need to have the resilience to manage such scrutiny and criticism.



3. Who can't be on a DLC?

This section explores who can't be on a DLC by considering:

3.1 What the Act says

3.2 What this means: good practice guidance

3.2.1 General principles for decision makers

3.2.2 Managing conflicts and bias

3.1 What the Act says

You cannot appoint a commissioner (s 193(3)) or a list member (s 192(5)) if:

- 1 the person is:
 - a police officer, or
 - a Medical Officer of Health, or
 - an alcohol licensing inspector, or
 - an employee of the territorial authority
- 2 the council believes that the person has, directly or by virtue of his or her relationship with another person, such an involvement or appearance of involvement with the alcohol industry that he or she could not perform his or her duties without actual bias or the appearance of bias.

Chairs who were appointed to the DLC as an elected member of council cannot remain on the DLC if they are no longer an elected member of the council. However, the council could choose to reappoint them as a commissioner if the individual has the necessary knowledge, skill and experience relating to matters that are likely to come before the committee (s 193(2)).

3.2 What this means: good practice guidance

DLCs make important decisions on applications for licences under the Act and, in doing so, must run a fair process. Councils must ensure that the people they appoint to their DLC can run a fair and objective decision-making process.

The Act specifically prohibits the appointment of anyone to a DLC who could not perform their duties due to bias or the appearance of bias as a result of their involvement, or the appearance of their involvement, in the alcohol industry.

However, considerations of bias and conflict of interest are not restricted to those with industry involvement. Every member or official of a public entity has professional and personal interests and roles. Occasionally, some of those interests or roles overlap. This is almost inevitable in a small country like New Zealand, where communities and organisations are often close-knit and people have many different connections. Elected members of council have extensive involvement in their communities and a great deal of local knowledge. This knowledge can help inform the decision-making processes of the DLC; however, this closeness to the community can also give rise to a conflict of interest or a perception of bias.

Conflicts of interest sometimes cannot be avoided, and can arise without anyone being at fault. They are a fact of life. But they need to be managed carefully. Even where no conflict of interest exists, councils and DLCs must be careful to avoid any perception of a conflict of interest. DLCs need to be impartial and be seen to be impartial.

This section sets out some general principles for decision makers and some specific guidance on managing bias and conflicts of interest.

3.2.1 General principles for decision makers

Decision makers must uphold natural justice

Natural justice is about fair process. It means that any public decision-making body, including a DLC, must be independent and impartial and its procedures must be fair and transparent. Natural justice can be enforced by the courts, administrative tribunals or ombudsmen. Determining whether a decision complies with natural justice will generally depend on whether a fair and proper procedure was followed in making it.

Decision makers must avoid bias and the appearance of bias

Decision makers must be unbiased in all procedures, when holding a hearing or making a decision. A decision maker must be impartial and must make a decision based on a balanced and considered assessment of the information and evidence before them without favouring one party over another. Even where no actual bias exists, decision makers should be careful to avoid the appearance of bias.

Decision makers must avoid conflicts of interest

The Office of the Auditor-General defines it the following way: "Put most simply, a conflict of interest can arise where two different interests overlap."

In the public sector, there is a conflict of interest where a member's or official's duties or responsibilities to a public entity could be affected by some other interest or duty that the member or official may have.

The other interest or duty might exist because of:

- the member's or official's own financial/business interests or those of his or her family

- a relationship or other role that the member or official has or something the member or official has said or done.

3.2.3 Managing conflicts and bias

Involvement in the alcohol industry – what might this mean?

Examples of involvement in the alcohol industry that might lead to real or perceived bias or conflicts of interest for DLC members could include (but are not limited to):

- having a financial interest in a licensed premises
- having family members with interests in a licensed premises
- having close personal or working relationships with licensees
- being the property owner of the site of a licensed premises.

People who have had involvement in the alcohol industry will have knowledge, skills and experience that would be useful on DLCs. For example, ex-licensees would bring knowledge of the practical application of the Act in licensed premises. In this case, you might consider how much time has passed since they left their role. It is not easy to prescribe a specific length of time – it should be long enough that the person is unlikely to be dealing with parties they have worked closely with, but recent enough that their knowledge and skills are still relevant.

If you are thinking about appointing someone with previous involvement with the industry, then consider:

The nature of their relationships

- Who does the individual have professional relationships with?
- Could these relationships lead to bias or a perception of bias?

Awareness

- Does the person concerned have an awareness of their potential bias and whether/how it could be managed?

The observer test

- Would a reasonably informed, objective observer consider that the individual could perform their duties without bias or a perception of bias?

Managing bias and conflicts of interest in the selection and appointment process

Run a robust selection and appointment process

The best way to avoid and manage any concerns about bias and conflict of interest of DLC members is to run a robust selection and appointment process. See [Section 5.3](#) for more details.

Document your process

Document your selection and appointment process. If the council is challenged about an appointment (or the decision of a DLC), you will have documentation which can be made publicly available (subject to necessary privacy redactions).

Keep good notes of interviews, assessments of candidates, panel decisions and of course council decisions. Document the consideration of any potential bias or conflict of interest and the resulting conclusions. Make sure that all

documents are filed in the council's electronic filing system and can be easily retrieved at a later date.

Managing bias and conflicts of interest in DLC decision making on specific applications

There are many ways that bias can be managed in the context of a specific application including:

- assessing the relationships between DLC members/chairs and applicants or parties to a hearing
- members excluding themselves
- appointing an outside commissioner if required
- allowing for concerns about bias prior to a hearing, for example:
 - all DLC members/chairs could have a photo and short biography on the council website
 - when an application is advertised and a committee is selected, the parties could be sent a link to the biographies
 - council could provide a timeframe for parties to state any concerns around bias of members prior to the hearing
- members making a declaration at the start of the hearing that they have no conflicts. Parties can object and be heard in 'chambers' if required
- the DLC referring the case to ARLA (s 170(a)).

For more information on managing conflicts of interest see the Office of the Auditor-General's guide – [Managing conflicts of interest: Guidance for public entities](#).

4. Considering your local context

Each territorial authority must establish and maintain a list of DLC members. You can have your own list or have a combined list with one or more other territorial authority. Each territorial authority must have at least one DLC; larger metropolitan centres may have more than one. This section of the guide focuses on your local context and what you need to think about in selecting, appointing and administering your DLC. It considers:

- 4.1 Local needs and demands
- 4.2 Achieving the right mix
- 4.3 Timing of appointments

4.1 Local needs and demands

DLCs in large metropolitan areas regularly deal with high numbers of applications. While the majority are still dealt with 'on the papers' (by the chair), these DLCs may have more than 20 public hearings a year. Depending on the number of members on the list and the practices of the council, these members are likely to be involved in many hearings. Some councils in larger cities have several DLCs and a pool of chairs that can rotate.

In contrast, many smaller towns or rural areas have only a few applications per year and even fewer public hearings. Councils in smaller provincial and rural areas may have only one chair (either an elected member or a commissioner), who takes part in every hearing. If you only appoint one chair, you will need to appoint a competent deputy chair who can cover the chair if they are on leave or unwell.

Where neighbouring councils have shared lists of DLC members, DLCs can cover multiple council areas. This can be useful in areas

where there are few applications and members have less chance of being involved in a hearing and keeping their skills up to date.

You need enough members to cover each other's holiday or illness or any conflicts of interest. Four members must be available for each hearing: three for the hearing and one alternative in case of illness.

Things to think about:

The demand in your community

- What is the population of your city or district? Is it likely to change significantly in the next five years?
- How many applications do you generally receive each year? Is this likely to change significantly in the next five years (eg, as a result of rapid urban growth)?
- How many hearings have you had each year in the recent past? Is this likely to change significantly in the next five years?

The make-up of your DLC

- How many DLCs do you need to meet the demand in your community?
- How many members do you need?
- How many chairs/commissioners do you need?
- What should be the ratio of chairs/commissioners to members?
- Do you need your own list of members or could you share with neighbouring councils?
- Do you have enough members to cover illness, leave and conflicts?

4.2 Achieving the right mix

Consider the overall make-up of your DLC. It is unlikely that any individual, whether they are a chair, commissioner or list member, will bring all the skills, experience and qualities needed. Rather, it is important that you get the right mix of skills in the pool.

Elected members, commissioners and community members can bring different things to a DLC. You can use a combination of each to build a DLC that reflects the needs and skills of your community and council.

Different options include:

- **No elected members** – you can have commissioners as chairs and community members as list members. This approach can de-politicise the process, emphasising the independence and separation of the DLC from the elected members. It provides for elected members to advocate more broadly for their community on alcohol issues, ensuring no conflict of interest.
- **Commissioners and elected members** – if your elected members have great understanding of the local community but little experience in alcohol licensing, a commissioner can provide that knowledge and help build local capability.
- **Elected members and community members** – if you have elected members with the necessary skills and experience but you want to reflect your community (or particular parts of it) or broaden your skill base, you might include list members from the community.
- **Only elected members** – some councils value the local knowledge that elected members bring and so only have elected members on their DLCs. This can work if your elected members have the skills required for a DLC to function effectively, such as knowledge and experience of legislation, regulation, alcohol licensing, hearings and decision writing. However, this could increase the likelihood of conflict of interest, raise perceptions of bias, and reduce advocacy options for elected members to participate in hearings. The need to be available for hearings may also impact on their elected member duties.

4.3 Timing of DLC appointments

4.3.1 Tenure

Councils can appoint DLC members, chairs and commissioners for up to five years. They can be reappointed for one or more periods of up to five years.

A DLC member can resign at any time and can be removed for inability to perform functions, neglect, bankruptcy or misconduct.

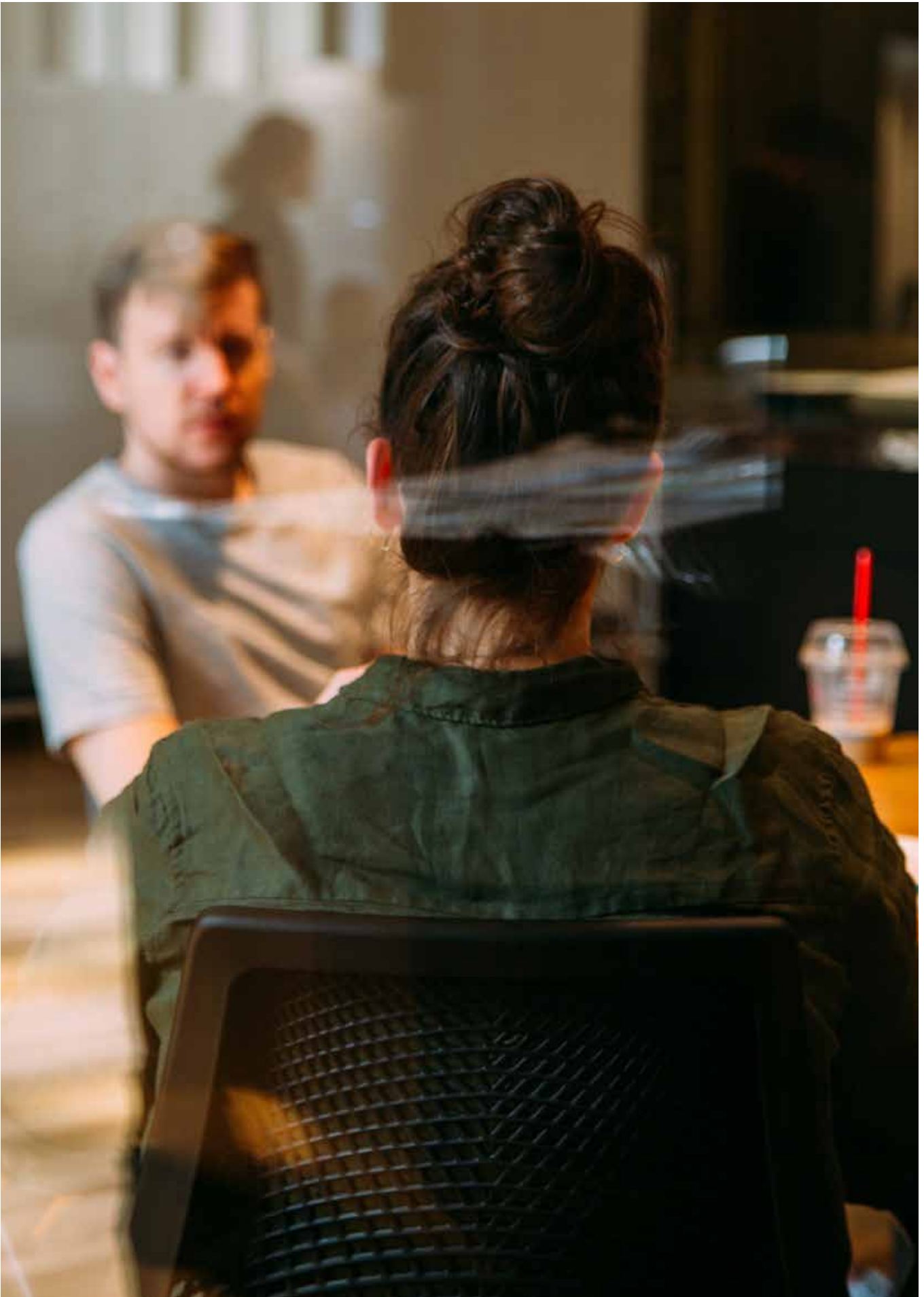
Chairs who were appointed to the DLC as an elected member of council cannot remain on the DLC if they are no longer an elected member of the council. However, the council could choose to reappoint them as a commissioner if the individual has the knowledge, skills and experience relating to matters that are likely to come before the committee.

4.3.2 Timing of appointments

You need to think about when you will appoint members and for how long. You can predict the timing of some appointments – such as when a term ends or following local government elections. Some others will not be as predictable, for example if a member resigns during their term.

Some councils stagger their appointments or appoint members for different lengths of time so that terms do not all end at the same time. This can help with succession and maintaining knowledge within the DLC, but it can also be very resource intensive.

You need to start recruitment of new members several months before the expiry of an outgoing member. See Section 5.3, which outlines the selection and appointment process in detail.



5. Running a robust selection and appointment process

Your selection and appointment process must be robust, transparent, objective and well managed. This section provides guidance to help you achieve this. It covers:

5.1 Who should be involved?

5.2 Attracting a wide pool of skilled candidates

5.3 The process in detail

5.1 Who should be involved?

5.1.1 Recruitment staff

Recruitment staff should run and manage the selection and appointment process. The staff who are usually involved include regulatory managers, DLC advisors and hearings advisors. Inspectors should not be involved. Recruitment staff should advise elected members on the selection and appointment process, run the selection process, and provide recommendations on appointments to council.

5.1.2 Elected members

Different councils involve elected members at different levels. Whatever involvement elected members may have, the key is to maintain transparency and objectivity in the process.

Many councils keep elected member involvement to a minimum: elected members are informed of the process at the start and approve staff recommendations for appointments at the end. Elected members have no active involvement in implementing the process or making decisions about who is appointed.

Other councils involve elected members at particular points in the process. For example, some councils who have elected members on their DLC include them on interview panels. Any elected members involved in the selection process would need to follow the selection criteria and assessment process in a transparent and objective manner, as with other members of the selection panel.

Remind elected members of the potential risks of not following good process (challenges to the appointment process and associated legal costs, reputational risks, a DLC without the necessary skills, poor decisions by the DLC, etc).

5.1.3 Members of iwi or Māori committees

Several councils have provided for an iwi or Māori voice in the selection and appointment process. You could do this by involving members of your local iwi, hapū or Māori advisory board/committee in: determining selection criteria; interviewing candidates; shortlisting; or making recommendations for selection.

5.1.4 External contractors

Some councils have used an external contractor to run the entire process. This can assist in providing transparency and independence from the council. However, this option can be costly and so may not be available to all councils.

5.2 Attracting a wide pool of skilled candidates

Section 2.2.2 outlined the skills, experience and knowledge that DLCs need. These include an understanding of alcohol-related harm and how it can be minimised; experience in legal processes; and skills to facilitate community participation.

Your DLC can be more effective if members have a thorough understanding of:

- the local community in which the DLC operates including the local iwi, hapū, and Māori communities
- the local community's concerns and expectations around alcohol and alcohol-related harm
- the nature of the licensing environment and alcohol-related harm in the community in which the DLC operates.

Try and attract as wide a range of candidates as possible. You might need to be proactive to attract candidates that have the necessary experience and reflect the community the DLC serves. Organisations that you might approach to seek a broader range of candidates could include:

- hapū or iwi organisations
- community health providers – including Māori, Pacific or migrant health providers
- legal associations – such as Community Law or the Māori Law Society
- youth organisations
- women's organisations such as the Māori Women's Welfare League or Rural Women New Zealand
- Māori Wardens.

5.3 The process in detail

1. Potential review of any appointment policy
2. Preparation and planning
3. Seeking council approval for the process
4. Establishing an appointment panel
5. Developing your documentation
6. Advertising, notifying and proactively seeking out candidates
7. Screening your applicants and assessing eligibility
8. Carrying out the interviews
9. Selecting your candidates and considering the mix of your DLC
10. Providing recommendations to council on appointments
11. Confirming contracts for services.

1. Potential review of any appointment policy

If your council has an appointment policy, consider whether it needs a review before you start your selection and appointment process. If it does need to be reviewed, work out how long this will take, who will need to be involved, and whether council will have to sign off the final policy.

2. Prepare and plan

How many DLCs do you need?

Think about the demand in your community and how the make-up of your DLC can respond to this demand. You need an idea of how many DLCs you will need and whether you can share with neighbouring councils. Think carefully about the ratio of chairs/commissioners to members. For more information and questions to consider see [Section 4.1](#).

Elected members, commissioners, or community members?

Elected members, commissioners, and community members can bring different things to a DLC. You can use a combination of each to build a DLC that reflects the needs and skills of your community and council. Section 2.2.2 looked at the skills needed for a DLC and the different options for getting these. Think about the skills that exist among your elected members and whether you need or want to seek candidates from the community.

Consider your process

Think ahead of time about how you will run your process:

- Who will run the process?
- Who else will be involved in the process and at which stages?
- Who will make decisions?
- Do you need to proactively seek out candidates? When and how will you do this?
- Who will be responsible for drafting key documents?
- What is your timeline?
- How will you communicate with people involved in the process?
- What will the process cost and is the money allocated in your budget?
- When does council need to make decisions or be informed?

Appointing elected members

Many councils appoint elected members to their DLC following local body elections as part of the process of assigning committee roles within council. The appointment of community members/commissioners then happens on a different timeframe. Elected members are not usually interviewed in the same way as community members, so some of the steps set out in this process may not apply when appointing elected members to DLCs.

3. Seek council approval for the process

Draft a paper to council outlining your proposed process before you start it. You should cover:

- the number of DLCs, chairs, commissioners and members you propose to appoint
- when and how elected members will (and won't) participate in the process.

4. Establish an appointment panel

Based on the decisions made by council in Step 3, establish your appointment panel.

5. Develop your documentation

You will need several documents for applicants as well as internal documentation of the process. It is critical that you document your process accurately in case you are challenged at a later stage. You may want to involve your appointment panel in this step of the process, or they might lead this step.

For applicants you will need:

- advertisements
- job descriptions
- FAQs (optional).

In your communication to potential applicants you need to be clear about the role(s), the skills and experience required, eligibility criteria and conflicts of interest, along with likely time commitments and remuneration.

For your own processes you will need

- criteria for selection
- interview questions
- scoring sheet for candidates
- reports to council.

You can find examples and templates for these documents in **Section 8 of this guide**.

6. Advertise, notify and proactively seek out candidates

Seek out candidates through a range of channels including:

- your council website
- online job and career sites
- newspapers
- council's community and business networks
- iwi, hapū and Māori networks
- proactively seeking out potential candidates (see Section 5.2 for more information).

7. Screen your applicants and assess eligibility

Once applications have been received, the appointment panel will need to screen them for eligibility and skills. See Section 3 for more information on eligibility and Section 2.2.2 for more information on skills.

8. Carry out the interviews

The appointment panel will then carry out the interviews with the chosen candidates.

9. Select your candidates and consider the mix of your DLC

The interview panel will select their preferred candidates. As part of this process they will need to consider the overall mix of skills and how these match the skills required of a DLC. See Section 4.2 for more information on achieving the right mix.

This step will also cover: short-listing; acceptance of role; drawing up the contract for services.

10. Provide recommendations to council on appointments

Draft a paper to council with recommendations for appointment of members and commissioners. You might go through the relevant council committee before going to full council.

11. Confirm contracts for services

The final step in the process is to confirm the contract for services with members. Some councils only have contracts with list members who are not elected members. Others have contracts with all list members including elected members.



6. Dealing with challenges

Following the best practice set out in this guide will support you to run a robust, transparent and objective selection and appointment process. However, despite your best efforts, you are likely to run up against problems or face risks to your process.

This section provides some ideas for dealing with these risks and challenges. It is a good idea to talk with colleagues in your council or other councils if you are facing risks or challenges: you don't have to have all the answers.

Risk to the process/ Challenges	Options
Difficulty attracting skilled candidates	<ul style="list-style-type: none"> Proactively seek out skilled candidates through relevant organisations or contacts Consider appointing a commissioner Consider having a combined members' list with neighbouring councils. This can provide a greater pool of skills and expertise to select from Think about training or mentoring to upskill your members (including regional and national training or mentoring) See Section 2.2.2 for information on skills required
<p>Your DLC does not have a good understanding of your community and the impacts of alcohol-related harm on it</p> <p>OR</p> <p>Your DLC does not reflect the community it serves</p>	<ul style="list-style-type: none"> Consider the current and projected demographics of your community. Is your community changing? If so, how? Proactively seek out skilled candidates through relevant organisations or contacts to address gaps Think about who is applying to your DLC and being appointed (and who isn't). Do you need to review your processes and documentation to attract different people? Consider having a combined members' list with neighbouring councils. This can provide a greater pool of skills and expertise to select from See Section 5.2 for more ideas
Politicisation of the process/ Councillors not supporting staff recommendations for appointments	<ul style="list-style-type: none"> Prepare and plan your process (see Section 5.3) Have a DLC Appointment Policy which sets out the process for appointments and reappointments Draft a paper to council outlining your proposed process before you start it. Clearly set out the roles of councillors and staff from the beginning. Seek council agreement to the process Remind elected members of the potential risks of not following good process (challenges to the appointment process and associated legal costs, reputational risks, a DLC without the necessary skills, poor decisions by the DLC, etc)
Too many members, chairs or commissioners	<ul style="list-style-type: none"> Prepare and plan your process (see Section 5.3) Consider the demand for alcohol licensing in your community and the make-up of the DLC to provide for it (see Section 4.1) Clarify your community's requirements in your initial paper to council Start small and add members later if necessary. It is easier to add members than remove them

7. Providing ongoing support for your DLC

Councils are responsible for resourcing and supporting DLCs so that they can fulfil their obligations under the Act effectively. The level and nature of support may vary across councils depending on their size and capability. All councils should provide an induction for new members.

Learning can be formal and structured (with associated costs) but it can also be informal and unstructured, for example meeting neighbouring DLCs for a morning tea or going out with Police and licensing staff on weekends. Different people have different learning styles: some like a written, formal document to take away and read; some prefer an informal chat. Talk to your members about their learning styles and what they would find helpful.

More experienced DLC members could provide mentoring to new members on a range of topics. Support could also come from council staff such as the DLC secretary or members of the council's legal team. Councils can hire external people to provide specific technical guidance, for example on hearing procedures, the assessment of evidence and submissions, and writing decisions.

Understanding the impact of alcohol-related harm on different communities is important for all DLC members. You might consider providing training opportunities for members to gain a deeper understanding of this, for example through access to health equity training, or attending a local hospital's emergency department.

In some regions, councils coordinate shared training for DLCs from across the region. Councils also hold regular training and invite DLCs from other areas to attend. This is a great way for DLCs to upskill and network.

Training support can also come from national bodies such as [Ko Tātou Local Government New Zealand](#) and [Health Promotion, Health New Zealand – Te Whatu Ora](#) or the [national DLC network](#). It is worth finding out about resources and training opportunities that these groups provide.



8. Tools and resources

Section 8 provides resources such as examples of advertisements, job descriptions and interview materials that you can use and adapt for your council.

8.1 Advertisements

8.2 Position description

8.3 Interview questions

8.4 Scoring sheet for candidates

We have not provided example contracts, but you can access [central government model contract templates](#) through the Ministry of Business, Innovation and Employment.

8.1 Advertisements

Advertisement Example 1

District Licensing Committee Members and Chairs

Great decision-making skills? Former alcohol licensing experience? We are calling for applications from persons interested in making alcohol licensing decisions to be part of [NAME] District Licensing Committee.

The District Licensing Committee is responsible for determining all alcohol

licences and manager's certificates in [AREA]. We are looking for applicants with strong skills and experience, including:

- relevant alcohol licensing experience in previous roles
- demonstrated knowledge of the Sale and Supply of Alcohol Act 2012 and how it is applied
- highly developed decision-making skills and investigative ability
- demonstrated knowledge of the hearing process
- an understanding of [AREA] communities and their expectations around alcohol licensing
- strong oral and written communication skills
- some knowledge of alcohol-related harm in [AREA]
- knowledge of tikanga
- understanding of te reo Māori or a demonstrated commitment to upskilling.

Please note that applicants must not have any involvement, or the appearance of involvement, in the alcohol industry or alcohol retail business.

Applicants should be prepared for flexible working hours, noting that this is not a full-time role. Successful candidates will be contracted to [NAME] council and will not be employees of the council. Work will be on an 'as required' basis at the remuneration rate set by the Minister of Justice for a term that expires in June [year].

Preference will be given to candidates that live in the [NAME] area/region.

Any enquiries please contact [NAME] on [NUMBER].

Applications close on [date] at [time]

Applicants must apply via our website [WEBSITE] including a recent copy of their curriculum vitae, and if you are applying to be a chair or commissioner, examples of recent decisions you have written.



Advertisement Example 2

Expressions of Interest – New District Licensing Committee for [NAME] Council

Great decision-making skills? Former alcohol licensing experience? We are calling for applications from persons interested in making alcohol licensing decisions to be part of [NAME] District Licensing Committee.

Expressions of interest are invited from suitable persons for consideration for appointment as the Commissioner and Licensing Committee Members. The District Licensing Committee consists of a Commissioner and two other Committee Members drawn from a list of members appointed by [NAME] Council.

The District Licensing Committee has responsibility for all local decisions on applications made under the Sale and Supply of Alcohol Act 2012, including:

- premises licence applications – new, renewals, variations
- new applications and renewals of manager's certificates
- applications for temporary authority
- special licences variations, suspensions and cancellations.

Council is keen to reflect the diversity of the community it serves and encourages applicants who can demonstrate:

- knowledge of alcohol licensing and the legal framework
- an understanding of the impact of alcohol-related harm on communities
- highly developed analytical and decision-making skills
- experience applying legislative and regulatory frameworks

- knowledge of and familiarity with the conduct of public hearings
- excellent verbal and written communication skills
- the highest standard of professional and personal integrity
- knowledge of te reo Māori and tikanga.

DLCs are quasi-judicial committees of Council with decisions being appealable to the Alcohol Regulatory and Licensing Authority. It is preferable that applicants for Commissioner or Chair have demonstrable experience in writing decisions in a legal context.

Further information on the roles, including application details, position competencies and remuneration can be found on Council's website.

Applicants should demonstrate how their ability to make decisions on alcohol matters and their experience of hearings processes will benefit Council's DLC.

Applications close on [date] at [time]

Applications should be made to:

The Secretary
[NAME] District Licensing Committee
[ADDRESS]

Or by email to the Secretary of the District Licensing Committee [EMAIL]

8.2 Position description

Position Description Example 1 – Chair/Commissioner

[NAME] Council

POSITION DESCRIPTION

POSITION TITLE: Chairperson/Commissioner,
District Licensing Committee

Position purpose

The purpose of this position is to chair a [NAME] Council District Licensing Committee (DLC) that will consider and determine applications made under the Sale and Supply of Alcohol Act 2012.

More particularly, the functions of the DLC are to:

- consider and determine licence applications, renewals, variations, suspensions and cancellations
- consider and determine new applications for and renewals of manager's certificates
- consider and determine applications for temporary authority
- conduct inquiries and make reports to the Alcohol Regulatory and Licensing Authority (ARLA)
- with the leave of ARLA, refer applications to ARLA.

A DLC consists of three members appointed by a territorial authority for its district.

The DLC will have to issue reasoned decisions in writing and send copies to the relevant parties.

In its decision making, the DLC will have regard and, where applicable, give effect to the [NAME] Council Local Alcohol Policy.

Workload

The workload of the DLC will depend on the number of applications received and the number of these applications that are objected to by members of the public or where reporting agencies are in opposition. All uncontested applications are to be considered on the papers by the Chairperson/Commissioner, while contested applications are considered by the full DLC.

A DLC can transfer an application to ARLA for its consideration, with the agreement of the Chair of ARLA.

The table attached as Appendix A outlines the types and numbers of applications that have historically been lodged at [NAME] Council.

As formal meetings will only be required for contested applications, an estimate has been made as follows based on historical data:

- Chair: 7 hours per week to consider and determine uncontested applications
- Full DLC: 3 half day hearings per annum (total one and half days)

Remuneration

As determined by the Minister of Justice in accordance with the Cabinet fees framework, the DLC Chair will receive remuneration at a rate of \$624.00 per day or \$78.00 per hour for part days.

The DLC Chair will also be reimbursed for reasonable expenses incurred in the discharge of duties associated with the position.

Duration of appointment

The appointment will be for a period of up to five years. The appointee may be reappointed for one or more further terms.

A Chairperson/Commissioner may resign from office at any time by written notice to the relevant territorial authority.

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

26 • Selecting and appointing district licensing committees: A guide for councils

The territorial authority may at any time remove a member of a DLC or a Chairperson/Commissioner appointed to a DLC for inability to perform the functions of office, bankruptcy, neglect of duty, or misconduct, proved to the territorial authority's satisfaction.

Person specification

A person can only be appointed as a Chairperson/Commissioner if that person is of good standing in the community and has the necessary knowledge, skill and experience relating to matters that are likely to come before the DLC.

Additionally, a person must not be a Chairperson/Commissioner or DLC member if:

- a. the territorial authority believes that person has, directly or by virtue of his or her relationship with another person, such an involvement or appearance of involvement with the alcohol industry that he or she could not perform his or her duties without actual bias or the appearance of bias; or

- b. the person is a constable, a Medical Officer of Health, an inspector (Alcohol Licensing), or an employee of the territorial authority.

Important functional relationships

Internal

- DLC Secretariat staff
- Other staff of the [NAME] Council

External

- Police
- Medical Officers of Health representatives
- Licensing inspector(s)
- Fire and Emergency NZ
- ARLA

Appendix A

Types and numbers of applications that have historically been lodged at [NAME] District Council:

TYPE	1 July 2023 – 30 June 2024	1 July 2022 – 30 June 2023	1 July 2021 – 30 June 2022	1 July 2020 – 30 June 2021	1 July 2019 – 30 June 2020
Special licences					
On-licences					
Club licences					
Off-licences					
Manager's certificates					
Temporary authorities					
TOTAL					
Number of hearings held					

Position Description Example 3 – List Member

[NAME] Council

POSITION DESCRIPTION

POSITION TITLE: List Member, District Licensing Committee

Position purpose

The purpose of this position is to act as a List Member of a [NAME] District Licensing Committee (DLC) that will consider and determine applications made under the Sale and Supply of Alcohol Act 2012.

More particularly, the functions of the DLC are to:

- consider and determine licence applications, renewals, variations, suspensions and cancellations
- consider and determine new applications for and renewals of manager's certificates
- consider and determine applications for temporary authority
- conduct inquiries and make reports to the Alcohol Regulatory and Licensing Authority (ARLA)
- with the leave of ARLA, refer applications to ARLA.

A DLC consists of three members appointed by a territorial authority for its district.

The [NAME] Council has an appointed Chairperson/Commissioner to chair the DLC.

The Council will maintain a list of DLC members from which members will be appointed to sit in accordance with terms of reference agreed by the Council.

The DLC will issue reasoned decisions in writing and send copies to the relevant parties.

In its decision-making, the DLC will have regard and, where applicable, give effect to the [NAME] Council Local Alcohol Policy.

Workload

The workload of the DLC will depend on the number of applications received and the number of these applications that are objected to by members of the public or where reporting agencies are in opposition. All uncontested applications are to be considered on the papers by the Chairperson/Commissioner, while contested applications are considered by the full DLC.

A DLC can transfer an application to ARLA for its consideration, with the agreement of the Chair of ARLA.

The table attached as Appendix A outlines the types and numbers of applications that have historically been lodged at [NAME].

As formal meetings will only be required for contested applications, an estimate has been made as follows based on historical data:

- Chairman: 7 hours per week to approve uncontested applications
- Full DLC: 3 half day hearings per annum (total one and a half days)

List members will be rotated as required to sit at hearings; rotation will be influenced by such factors as availability, location of hearing, territorial locality of premises involved, conflict of interest etc.

Remuneration

As determined by the Minister of Justice in accordance with the Cabinet fees framework, a DLC list member will receive remuneration at a rate of \$408.00 per day or \$51.00 per hour for part days.

A list member will also be reimbursed for reasonable expenses incurred in the discharge of duties associated with the position.

Duration Of Appointment

The appointment will be for an initial period of up to five years. The appointee may be reappointed for one or more further terms of up to five years.

A list member may resign from office at any time by written notice to the relevant territorial authority.

The territorial authority may at any time remove a list member of a DLC for inability to perform the functions of office, bankruptcy, neglect of duty, or misconduct, proved to the territorial authority's satisfaction.

Person specification

A person must not be approved to be included on the DLC members' list unless that person has experience relevant to alcohol licensing matters.

Additionally, a person must not be a DLC list member if:

- the territorial authority believes that person has, directly or by virtue of his or her relationship with another person,

such an involvement or appearance of involvement with the alcohol industry that he or she could not perform his or her duties without actual bias or the appearance of bias; or

- the person is a constable, a Medical Officer of Health, an inspector (Alcohol Licensing), or an employee of the territorial authority.

Important functional relationships

Internal

- DLC Secretariat staff
- Other staff of the [NAME] Council

External

- Police
- Medical Officers of Health representatives
- Licensing inspectors
- Fire and Emergency NZ
- ARLA

Appendix A

Types and numbers of applications that have historically been lodged at [NAME] District Council:

TYPE	1 July 2023 – 30 June 2024	1 July 2022 – 30 June 2023	1 July 2021 – 30 June 2022	1 July 2020 – 30 June 2021	1 July 2019 – 30 June 2020
Special licences					
On-licences					
Club licences					
Off-licences					
Manager's certificates					
Temporary authorities					
TOTAL					
Number of hearings held					

8.3 Interview questions

Interview Questions Example 1
– List Member

Position	DLC Member
Applicant	
Panel member	
Date	

Compulsory conflict of interest question:

Can you confirm that there is no potential, perceived or actual conflict of interest between any current professional or private interests you may have and [NAME] Council? (eg, Do you or a family member have a private business that does or potentially may do business with [NAME] Council?)

Opening question: What attracted you to apply for this position?

What do you consider are the community concerns and expectations around alcohol and addressing alcohol-related harm for this territorial authority?

How do you think we can address these concerns through alcohol licensing?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

Can you tell us about your knowledge and experience in working with legislation?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

1. What is your understanding of the Sale and Supply of Alcohol Act 2012 and its purpose?

2. What is your understanding of the role of DLC committees and members?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

Can you tell us about your experience in meeting protocols ie, types of meetings you have been involved with and your role/responsibilities?

Describe your specific role.

Exactly what did you do?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

Can you tell us about a time you were involved in a decision-making process with multiple stakeholders with differing views?

What was the situation?

How did you approach this?

What was challenging?

What did you do?

What was the end result?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

What are the key communication strengths you will bring to this role, and how have you demonstrated these in previous roles?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

What do you think are the key requirements for working as a team, and how have you demonstrated these in previous roles?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

Please confirm the time you are able to commit to the DLC:

Post questions:

Ask candidate if they have any questions

Confirm referee details on CV. We will tell candidate of our intention to contact referees

Interview Questions Example 2
– Commissioner

Position	DLC Commissioner
Applicant	
Panel member	
Date	

Compulsory conflict of interest question:

Can you confirm that there is no potential, perceived or actual conflict of interest between any current professional or private interests you may have and [NAME] Council? (eg, Do you or a family member have a private business that does or potentially may do business with [NAME] Council?)

Opening question – What attracted you to apply for this position?

1. Can you tell us about your experience in chairing committees?

2. Can you tell us about the most challenging committee/board decision-making process you have been involved in?

What was your role?

What factors did you consider?

What were the risks?

What was the outcome?

How did you address being challenged on perceived bias or pre-determined outcomes?

3. Can you tell us about your understanding of the powers of a Commission of Inquiry, and how it would relate to your role as Commissioner?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

1. An expectation of the role of Commissioner is writing legal decisions, in particular from licensing hearings. Can you tell us about the most complex legal decision or legal report that you have written?

2. What factors do you take into account when preparing and writing reports/decisions?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

1. What is your experience in working with the Sale and Supply of Alcohol Act 2012?

2. How do you ensure that you keep up to date with current trends/case law/and legal considerations in relation to the Sale and Supply of Alcohol Act?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

1. What do you consider are the community concerns and expectations around alcohol and addressing alcohol-related harm for this territorial authority?

2. How do you think we can address these concerns through alcohol licensing?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

What are the key leadership and communication strengths you will bring to this role, and how have you demonstrated these in previous roles?

Little or no evidence	Some evidence	Good evidence	Strong evidence
1	2	3	4

Council is moving towards end-to-end electronic processing of licensing applications.

What challenges would receiving electronic application packs, and writing and issuing of electronic decisions present to you in your role as Commissioner? What support would you require to undertake this processing?

Please confirm the time you are able to commit to the DLC:

Post questions

Ask candidate if they have any questions

Interview close

Confirm referee details on CV. We will tell candidate of our intention to contact referees

Interview Questions Example 3 *– Generic*

Interview Questions for Members of the [NAME] District Licensing Committee

1. What were the key factors that made you decide to register your interest as a member of the District Licensing Committee?
 - a. What are the main strengths you could bring to this role?
 - b. What is your current knowledge of what the District Licensing Committee does?
2. How would you proceed to advocate for your viewpoint effectively to the other Committee members during a hearing?
 - a. What is your style in dealing with conflicting viewpoints?
3. How do you assimilate new information? eg, Are you a note taker, do you research your topic etc?
 - a. After you have a clear overview of the topic, how do you demonstrate an understanding of what this means and articulate it to a varied audience?
4. Where do you see the value in research documents and overseas literature/studies in assisting the Committee when making a decision?
5. What is your knowledge level of tikanga and te reo Māori? What is your level of commitment to upskilling in these areas?
6. How do you think the balance should be addressed between the perceived harm and other social consequences in the community and the need for a vibrant inner city precinct?
 - a. Do you have a personal opinion on this topic?
7. How do you believe you can represent the diversity of our community?
 - a. Can you share with us your experience of dealing with a diverse range of people?
8. What in your opinion is the driving force of the Sale and Supply of Alcohol Act?
9. It is important that we engage with our stakeholders at all levels. What are some of the key factors that you think would put people at ease if they were appearing before the Committee?
10. What awareness do you think is necessary in regard to the decisions of the Committee where ultimately these decisions could result in having a detrimental impact on the livelihood of the applicants?
11. If appointed to the Committee, do you think that you would be open to criticism by our community for any perceived conflict of interest or bias?
 - a. If so, can you share this with us?
12. Do you have any questions for the panel?

8.4 Scoring sheet for candidates

Scoring Sheet Example 1 – List Member

Applicant evaluation – DLC list member

Follow the three steps below to tally the applicant’s interview score:

Scoring:

Complete your scoring straight after the interview is complete and the applicant has left the room. The panel will discuss and agree on a score using the Competency Rating at the bottom of each page.

How to work out your Applicant Total Score:

First work out the weighted score, after which you can tally the Total Score. Follow the instructions in the header of the scoring table and example table below. Finally, add the total scores together to determine the Applicant Total Score.

Example:

Key requirement/ competency	Score	Weighting	Weighted score	Total score
Customer Service	2	20	2 x 20 = 40	40 divided by 4 = 10

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

36 • Selecting and appointing district licensing committees: A guide for councils

Applicant name				
Interview panel				
Date & time				

Competency/ Key requirements	Score (Out of 4)	Weighting (All weightings should add up to 100)	Weighted score (Score x weighting)	Total score (Weighted score divided by 4)
Experience relevant to alcohol licensing • Knowledge of the Act and/or licensing		20		
Understanding of alcohol-related harm		20		
Understanding of community expectations around alcohol licensing		15		
Experience in a legislative or regulatory framework		10		
Familiarity with public meeting and hearings • Knowledge of meeting protocols • knowledge of tikanga		10		
Decision making • Understands written decision making		10		
Communication • Good oral communication skills • Skills in questioning • Good listener • Knowledge of te reo Māori		10		
Team work • Ability to work as part of a team • Understands role requirements		5		
SUB-TOTALS		100		
APPLICANT TOTAL SCORE				/100

Scoring Sheet Example 2 – Commissioner

Applicant evaluation – DLC Commissioner

Follow the three steps below to tally the applicant's interview score:

Scoring:

Complete your scoring straight after the interview is complete and the applicant has left the room. The panel will discuss and agree on a score using the Competency Rating at the bottom of each page.

How to work out your Applicant Total Score:

First work out the weighted score, after which you can tally the Total Score. Follow the instructions in the header of the scoring table and example table below. Finally, add the total scores together to determine the Applicant Total Score.

Example:

Key requirement/ competency	Score	Weighting	Weighted score	Total score
Customer Service	2	20	$2 \times 20 = 40$	40 divided by 4 = 10

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

38 • Selecting and appointing district licensing committees: A guide for councils

Applicant name				
Interview panel				
Date & time				
Competency/ Key requirements	Score (Out of 4)	Weighting (All weightings should add up to 100)	Weighted score (Score x weighting)	Total score (Weighted score divided by 4)
Chairing formal committees or tribunals <ul style="list-style-type: none"> Knowledge and experience of the hearings procedure Understanding Commission of Inquiry powers Knowledge of tikanga 		25		
Writing decisions in a legal context <ul style="list-style-type: none"> Understanding and interpreting case law Preparing and writing legal decisions 		20		
Experience relevant to alcohol licensing <ul style="list-style-type: none"> Knowledge of the Act Experience of legal and regulatory alcohol environment Knowledge of alcohol licensing 		15		
Understanding of community expectations around alcohol licensing		10		
Understanding of alcohol-related harm		10		
Leadership and decision making <ul style="list-style-type: none"> Considers information in an unbiased way Operates independently Shows balanced assertiveness 		10		
Communication <ul style="list-style-type: none"> Strong oral and written communication skills Skills in questioning Knowledge of te reo Māori 		10		
SUB-TOTALS		100		
APPLICANT TOTAL SCORE				/100

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– Te Whatu Ora**

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BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM:	5.3 ESTABLISHMENT OF COMMITTEES OF COUNCIL
Prepared by:	Chris Russell Mayor
Public Excluded:	No

EXECUTIVE SUMMARY

1. This report recommends establishing Council committees and appointing elected members to governance and external roles. It reflects the newly elected Mayor's commitment to building strong relationships and fostering inclusive decision-making.
2. It reaffirms Buller District Council's partnership with Ngāti Waewae, proposing continuing committee-level representation including voting rights, except at full Council.
3. Feedback has been sought on meeting frequency and timing, noting that more committees mean more meetings noting that most can be attended remotely. Workshops will support strategic items like the Annual and Long-Term Plans, aligning with the Ombudsman's *Open for Business* report which highlights their value in informed decision-making.
4. The previous portfolio system had mixed success; the committee structure presented in this report reflects current governance needs, sector best practice, and the evolving expectations of local government.
5. Earlier meeting times are considered best practice but must be balanced with elected members' availability.

DRAFT RECOMMENDATION

That Council:

1. **Receive the report for information.**
2. **Notes that, pursuant to section 41A(3)(b) of the Local Government Act 2002, the Mayor has established the following committees of Council:**

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Risk and Audit Committee
Chief Executive Review and Performance Committee
Community Services Committee
Regulatory Hearings Committee

3. Notes that, pursuant to section 41A(3)(c) of the Local Government Act 2002, the Mayor has appointed the following chairpersons to the committees of Council:

- a. Councillor Dave Hingston as Interim Chair of the Risk and Audit Committee until an Independent Chair is appointed.**
- b. Mayor Chris Russell as Chair of Chief Executive Review and Performance Committee.**
- c. Deputy Mayor Shayne Barry as the Chair of the Community Committee and Councillor Toni O’Keefe as the Deputy Chair.**
- d. Councillor Linda Webb as Chair Regulatory Hearings Committee and Councillor Phil Rutherford as Deputy Chair.**

4. Approve the appointment of Councillors to the following Subcommittees of the Community Committee:

Reefton Reserve Subcommittee	Councillor Dave Hawes
Springs Junction–Maruia Reserve and Hall Subcommittee	Councillor Dave Hawes
Inangahua Junction Reserve and Hall Subcommittee	Councillor Linda Webb
Ngakawau–Hector Reserve Subcommittee	Councillor Toni O’Keefe

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Mokihinui Reserve and Hall Subcommittee	Councillor Dave Hingston
Waimangaroa Reserve and Hall Subcommittee	Councillor Toni O'Keefe
Karamea Reserve Subcommittee	Councillor Rosalie Sampson
Seddonville Reserve Subcommittee	Councillor Toni O'Keefe
Little Wanganui Reserve and Hall Subcommittee	Councillor Rosalie Sampson
Carters Beach Reserve and Hall Subcommittee	Councillor Ray Curnow
Omau Reserve Subcommittee	Councillor Toni O'Keefe
Creative Communities Subcommittee	Councillor Rosalie Sampson and Councillor Paul Reynolds

5. Approve the Appointment of Councillors to Advisory Groups, Working Groups and other Committees requiring representation:

Regional Transport Committee	Councillor Rosalie Sampson
Westport Rating District Joint Committee	Mayor Chris Russell, Councillors Paul Reynolds and Phil Rutherford
Development West Coast, Destination Management Governance Group	Deputy Mayor Shayne Barry
Local Water Done Well Governance Group	Mayor Chris Russell, Councillors Colin Reidy and Dave Hawes (Deputy Mayor Shayne Barry as a proxy if required)

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Economic Development Working Group	Deputy Mayor Shayne Barry, Councillors Paul Reynolds, Ray Curnow, Dave Hingston, Dave Hawes, Toni O’Keefe and Phil Rutherford
West Coast Primary Health Organisation	Linda Webb

- 6. Appoints Mayor Chris Russell to the Civil Defence Emergency Management Joint Committee, with Councillor Dave Hingston providing a proxy vote and acting in an informal advisory capacity. Councillor Toni O’Keefe is appointed as the alternate representative, in the event that Chris Russell or Dave Hingston are unavailable.**
- 7. Notes, Mayor Chris Russell and Councillor Linda Webb have been appointed to the Te Tai Poutini Plan Committee.**
- 8. Appoints Councillor Phil Rutherford as the alternate representative to the Te Tai Poutini Plan Committee, to act as proxy in the event that appointed member is unavailable.**
- 9. Note the appointment of Councillors, Linda Webb and Dave Hawes to the Inangahua Community Board as per council resolution 29th October 2025.**
- 10. Council approves the continuation of Ngāti Waewae representation and voting rights at committee level, the exception being full council.**
- 11. Adopt the Governance Structure including Terms of Reference as per Attachment 1.**
- 12. Adopts the 2026 Council and Committee dates per Attachment 2.**

ISSUES & DISCUSSION

BACKGROUND

6. The structure presented for Councillor consideration includes several updates to better reflect current governance needs, sector best practice, and the evolving expectations of local government. These changes aim to support effective decision-making, ensure

transparency, and balance the capacity of both returning and newly elected members.

RISK AND AUDIT COMMITTEE

7. Council is progressing with the establishment of a revised Risk and Audit Committee, aligned with the Auditor-General's recommended best practice. The updated structure introduces a clearer separation between risk governance and financial oversight, while retaining the use of an independent chair to ensure objectivity and credibility.
8. The revised Terms of Reference reflect a more focused scope, with several responsibilities previously held by the committee now allocated to other governance bodies, including the Community Committee and the Regulatory Hearings Committee. As a result, the committee's meeting frequency has been adjusted to quarterly, ensuring appropriate oversight while recognising the reduced workload and the need to manage elected member capacity.
9. It is noted that some changes to the committee's structure and reporting have been requested. Staff will work with governance to incorporate this feedback and bring forward updates in the new year. These changes aim to strengthen internal controls, enhance transparency, and ensure the committee remains fit-for-purpose within Buller District Council's overall assurance framework.
10. A new set of financial reports will be introduced to Council meetings to support regular and meaningful governance oversight. Staff have received feedback on the format and clarity of current financial reports and will work to incorporate these improvements in the new year. However, the immediate priority remains the finalisation and adoption of the outstanding Annual Reports and providing a clear and accurate picture of Council's financial position.
11. In parallel, system improvements have been initiated to support more timely and effective financial reporting. These enhancements are expected to improve the accuracy, accessibility, and relevance of financial information presented to Council, thereby strengthening its ability to monitor performance and make informed decisions.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

12. This integrated approach ensures that financial matters remain a core focus of Council's governance responsibilities, with full visibility and shared accountability across all elected members.

COMMUNITY COMMITTEE

13. An updated Community Committee is proposed to oversee Council's grants programme and provide governance oversight of the I1 Reserve and Hall Subcommittees, as well as the Creative Communities Subcommittee (CNZ). These subcommittees previously operated under the previous Community, Environment and Services Committee (CESC). Councillor appointments to these subcommittees are included in this report to support continuity and readiness for re-establishment.
14. The purpose of the Community Committee is to approve and allocate Council's community grants and related funding initiatives, support the effective operation of Council-appointed subcommittees, and oversee external funding programmes such as the Creative Communities Scheme and Rural Travel Fund. The committee's role promotes social, economic, environmental, and cultural well-being across Buller District communities, in alignment with Council's strategic priorities and the principles of the Local Government Act 2002.
15. The Terms of Reference indicate full membership to this committee. However, discussion is welcome on whether a smaller membership of either *five* or *seven* members might be considered, as an option to support timely decision-making and help meetings run smoothly.
16. The I1 Reserve and Hall Subcommittees are made up of dedicated volunteers from across the district. They embody a strong sense of localism and contribute valuable mahi to the care and management of our well-used community reserves. Their work reflects the importance of community-led stewardship and the value of local knowledge in supporting Council's wider objectives.

REGULATORY HEARINGS COMMITTEE

17. The Regulatory Hearings Committee has been reestablished this triennium to better meet the needs of hearings outside the scope of the Resource Management Act 1991. In the previous triennium, the absence of a dedicated committee resulted in a number of additional Council

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

meetings being required to conduct hearings, placing added demands on the Council's meeting schedule and governance time.

18. The purpose of the committee is to conduct fair and effective hearings and make determinations or recommendations on Council's regulatory functions under relevant legislation and other matters referred to the committee. This includes statutory hearings such as objections under the Dog Control Act 1996, matters under the Impounding Act 1955, and road stopping or closures under the Local Government Act 1974. The committee also considers matters arising under Council bylaws and policies, including applications for dispensation, and may be directed by Council to hear submissions following special consultative processes or other legislative requirements.
19. The committee holds recommendatory powers and may make recommendations to Council or other committees as appropriate. Its establishment provides a more efficient and structured approach to handling regulatory hearings, reducing the need for ad hoc meetings and supporting timely, consistent decision-making

DISTRICT LICENSING COMMITTEE

20. A separate paper is being tabled for the November Council meeting to outline and resolve District Licencing Committee matters.

INFRASTRUCTURE OVERSIGHT

21. It was determined that a separate Infrastructure Committee, as held in previous trienniums, is not required. Capital works programme reporting is received by the Risk and Audit Committee, providing regular updates on progress and workplans for major projects. This approach ensures visibility and accountability without the need for a standalone committee. This could be changed to a monthly reporting to full Council if requested.

WEST COAST PRIMARY HEALTH ORGANISATION

22. Following the resignation of Graeme Neylon from the West Coast Primary Health Organisation Board of Trustees, the Buller District Council has been invited to nominate a new trustee to serve the remainder of the term, ending 20 March 2028. This can be found as **Attachment 3**.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

23. This position does not require the nominee to be a councillor, and Council may choose to run an expression of interest process to identify suitable candidates. However, noting the time constraints ahead of the next Board meeting on 11 December 2025, it is recommended that a councillor be appointed to ensure attendance at that meeting. Nominations are requested by 3 December 2025

MEETING FREQUENCY, PARTICIPATION, AND PROPOSED CALENDAR

24. Feedback was sought from elected members on meeting frequency, timing, and structure. As more committees are established, the number of meetings required each month increases. While remote attendance is available for both meetings and workshops, the cumulative time commitment—including travel—must be considered, especially for councillors balancing other work or community obligations or travelling from remote areas.
25. Workshops, particularly for strategic matters such as the Annual and Long Term Plans, remain essential to Council’s planning and decision-making processes. As noted in the Ombudsman’s *Open for Business* report, *“workshops are a valuable tool for elected members to gain information and understanding, and to test ideas before making decisions in formal meetings.”*
26. Earlier meeting times are generally considered best practice for effective decision-making, but this must be weighed against elected members’ availability. To support better planning and time management, It is proposed to set aside two full days per calendar month for scheduled meetings and workshops. These days would serve as placeholders and may be cancelled if not required. Extraordinary meetings may still be called when absolutely necessary.
27. Council presentations, workshops, and formal meetings will continue to be recorded and livestreamed to ensure transparency and accessibility for the community. Members are able to attend remotely, providing flexibility and making it easier for elected members to participate.
28. Council remains committed to public engagement. Public forum remains (in person and via Zoom), other avenues such as written submissions, mayoral drop-in sessions, and councillor-led community

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

meetings are actively supported to ensure participation remains accessible and meaningful.

COUNCILLOR FEEDBACK AND CALENDAR DESIGN

29. Feedback from elected members showed a range of preferences. A survey of councillors with travel or work commitments revealed some preferred earlier start times and full-day formats, while others favoured later starts to allow for morning obligations and safer travel. There was broad support for consolidating meetings into fewer days per month, with requests for more consistency and advance notice. Health and safety concerns were also raised, particularly around winter travel and fatigue.

PROPOSED 2026 MEETING CALENDAR

30. The proposed 2026 calendar (**Attachment 2**) has been developed in direct response to this feedback. It aims to strike a practical balance—ensuring availability without excluding members and maintaining a rich and diverse Council table that reflects the wider community.
31. Two dedicated days per month are proposed for Council meetings and workshops. Formal meetings will begin at 1:00pm to allow sufficient time for travel, with workshops starting no earlier than 10:00am. This structure helps avoid late finishes, supports health and safety, and promotes effective decision-making.
32. This approach aligns with regional practice: Westland District Council typically begins meetings at 1pm, Grey District Council at 3:00pm, and West Coast Regional Council at 9:30am—though times vary depending on meeting type. Buller’s proposed schedule incorporates these insights while tailoring timing to local needs.
33. Morning workshops will remain focused on strategic and information-sharing purposes, with no formal decisions made. These sessions will be livestreamed and recorded. Council continues to encourage public participation through multiple channels beyond the public forum, including written submissions and community engagement initiatives. This revised calendar supports effective governance, improved planning, and inclusive participation across the district.

RELATIONSHIP WITH NGĀTI WAEWAE

34. Buller District Council maintains a strong and evolving partnership with Ngāti Waewae, underpinned by a Memorandum of Understanding that reflects our commitment to working collaboratively with mana whenua. This relationship continues to grow in both governance and operational spheres, with Ngāti Waewae contributing to decision-making processes.
35. As part of this commitment, Council supports Ngāti Waewae's representation at the committee governance level with voting rights, excluding full Council. This approach aligns with the principles of the Treaty of Waitangi—particularly partnership, participation, and protection—and ensures that iwi perspectives are embedded in Council's strategic direction.

CONSIDERATIONS

Strategic Impact

36. The proposed governance structure and meeting calendar support Council's strategic objectives by promoting effective decision-making, transparency, and inclusive participation. The revised committee arrangements and meeting schedule are designed to enhance governance efficiency, ensure appropriate oversight, and reflect best practice across the local government sector.

Significance Assessment

37. Section 76AA of the Local Government Act requires the Council to adopt a policy on significance and engagement. The Council's policy can be accessed [here](#).
- This report is assessed as being of **low significance** in terms of Council's Significance and Engagement Policy. While the proposed changes affect internal governance arrangements, they do not impact levels of service, community assets, or financial thresholds.

Risk Management Implications / Opportunities

38. The following risks or opportunities are identified with the issues identified in this report.

39. The proposed structure reduces the risk of governance inefficiencies, duplication of effort, and inconsistent oversight. It provides opportunities to:

- Improve clarity of roles and responsibilities across committees.
- Enhance financial and risk governance through streamlined reporting.
- Support councillor wellbeing and participation by reducing ad hoc meetings and improving scheduling predictability.
- Strengthen public confidence through transparent and accessible decision-making processes.

Policy & Legislative Considerations

40. The proposed governance structure aligns with the Local Government Act 2002 and relevant legislation, including the Sale and Supply of Alcohol Act 2012. It reflects best practice guidance from the Auditor-General and Ombudsman.

41. The Risk and Audit Committee follows Auditor-General recommendations by separating financial and risk oversight and appointing an independent chair. The District Licensing Committee structure complies with SSAA 2012, introducing an independent chair and councillor deputy to ensure impartiality. The newly established Regulatory Hearings Committee meets statutory requirements for hearings under various Acts, improving efficiency and reducing ad hoc meetings. The Community Committee supports Council's obligations to promote community well-being and oversee funding programmes.

42. The proposed meeting calendar and use of workshops reflect Ombudsman guidance, promoting transparency and informed decision-making while balancing councillor availability and wellbeing. Together, these changes ensure Council's governance remains compliant, transparent, and fit-for-purpose.

Māori Impact Statement

43. The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value; therefore, this decision does not specifically impact Tangata Whenua,

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

their culture and traditions. However, the report affirms Council's ongoing partnership with Ngāti Waewae.

Financial Considerations

44. There are no direct financial implications arising from the proposed governance structure or meeting calendar. Any costs associated with the recruitment of an independent chair for the District Licensing Committee or system improvements for financial reporting are expected to be met within existing budgets.

Communication Internal / External

45. The proposed changes will be communicated to elected members and relevant staff. The updated meeting calendar will be published on Council's website and promoted through Council's communication channels. Public engagement will continue to be supported through livestreamed meetings, written submissions, drop-in sessions, and community outreach

ATTACHMENTS

1. 2026 Calendar [**5.3.1** - 1 page]
2. Buller District Council Request November 2025 [**5.3.2** - 1 page]
3. Governance Structure and Terms of Reference 2025-2028 [**5.3.3** - 44 pages]

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

MEETING SCHEDULE 2026																									
Date	Day	January	Day	February	Day	March	Day	April	Day	May	Day	June	Day	July	Day	August	Day	September	Day	October	Day	November	Day	December	Date
1	T	Public Holiday	S		S		W		F		M	Public Holiday	W		S		T		S				T		1
2	F	Public Holiday	M	Public Holiday	M		T		S		T		T		S		W		F		M		W		2
3	S		T		T		F	Public Holiday	S		W		F		M		T		S		T		T		3
4	S		W		W		S		M		T		S		T		F		S		W		F		4
5	M		T		T		S		T		F		S		W		S		M	CNZ	T		S		5
6	T		F	Public Holiday	F		M	Public Holiday	W		S		M		T		S		T		F		S		6
7	W		S		S		T	CNZ	T		S		T	ICB	F		M		W		S		M		7
8	T		S		S		W		F		M		W	Workshop	S		T	ICB	T		S		T		8
9	F		M		M		T		S		T		T		S		W	Community/RAC	F		M		W	Community/RAC	9
10	S		T		T	ICB	F		S		M	Community/RAC	F	Public Holiday	M		T		S		T	ICB	T		10
11	S		W	Workshop	W	Community/RAC	S		S		T		S		T		F		S		W	Workshop	F		11
12	M		T		T		S		T	ICB	F		S		W	Workshop	S		M		T		S		12
13	T		F		F		M		W	Workshop	S		M		T		S		T		F		S		13
14	W		S		S		T		T		S		T		F		M		W	Workshop	S		M		14
15	T		S		S		W	Workshop	F		M		W		S		T		T		S		T		15
16	F		M		M		T		S		T		T		S		W		F		M		W	Council	16
17	S		T		T		F		S		W		F		M		T		S		T		T		17
18	S		W		W		S		M		T		S		T		F		S		W		F		18
19	M		T		T		S		T		F		S		W		S		M		T		S		19
20	T	ICB	F		F		M		W		S		M		T		S		T		F		S		20
21	W		S		S		T		T		S		T		F		M		W		S		M		21
22	T		S		S		W		F		M		W		S		T		T		S		T		22
23	F		M		M		T		S		T		T		S		W		F		M		W		23
24	S		T		T		F		S		W		F		M		T		S		T		T		24
25	S		W	Council	W	Council	S		M		T		S		T		F		S		W	Council	F	Public Holiday	25
26	M		T		T		S		T		F		S		W	Council	S		M	Public Holiday	T		S	Public Holiday	26
27	T		F		F		M	Public Holiday	W	Council	S		M		T		S		T		F		S		27
28	W		S		S		T		T		S		T		F		M		W	Council	S		M		28
29	T				S		W	Council	F		M		W	Council	S		T		T		S		T		29
30	F				M		T		S		T	Council	T		S		W	Council	F		M		W		30
31	S				T				S				F		M				S				T		31

Committee	Time	Workshops
Workshop	Scheduled backwards from 3pm - 10am	Workshops prior to meetings will be scheduled no earlier than 10am. All
Community	1pm - 3pm	Workshops will be live streamed/recorded.
Risk and Audit	3pm - 5pm	For workshop only days, any workshops will
Council	1pm - 6pm	be confirmed a minimum of two weeks prior.
Creative Communities	2:30pm	
Inangahua Community Board	5pm - 7pm	
Unless urgent - no other meetings / workshops to be booked outside of these days		
Earliest start for the day 10am - latest finish is 6pm.		

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025



14 November 2025

Simon Pickford
Buller District Council
PO Box 21
WESTPORT 7866

Dear Simon

Re: West Coast Health Trustee

The West Coast Primary Health Organisation t/a West Coast Health has nine trustees, each of whom serves a term of three years. The Trust Deed 'staggers' the terms, such that each year three Trustee positions come up for nomination, the next year a different three and so on.

With the recent resignation of Graeme Neylon from our Board of Trustees we are seeking a nomination from the Buller District Council for the remainder of the term, 21 March 2025 through to 20 March 2028.

The next Board meeting is Thursday 11 December 2025. If it is possible to receive the nomination by Wednesday 3 December 2025, we would be able to accept it at the board meeting on 11 December 2025.

Our website <https://westcoasthealth.nz/> will give some idea of the ranges of services in which West Coast Health is engaged. Our latest Annual Report is also on the website.

The person your organisation nominates will be appointed as a Trustee by the existing Trustees. Once appointed, your nominee is first and foremost a Trustee of the Trust, not a representative of your organisation. Your organisation has no ability under the Trust Deed to remove that Trustee once appointed. Your organisation will have the ability to nominate again for this position on the Trust Board if the nominee resigns or when his or her term of office concludes.

If you have any questions, please feel free to phone me.

Yours sincerely

Caro Findlay
Chief Executive

West Coast Primary Health Organisation t/a West Coast Health
Top floor, 163 Mackay Street,
P O Box 544, Greymouth 7805.
Phone: (03) 768 6182

Governance Structure

Terms of Reference and Delegations for Council and Committees of Council.

2025–2028 Triennium

Adopted:

Introduction

Governance Structure

This document sets out the Governance Structure by which Buller District Council:

- carries out its governance functions; and
- formally delegates its powers and responsibilities.

The Governance Structure is developed in accordance with the provisions and requirements of the Local Government Act 2002 and is based on the following Governance principles:

1. Transparency and Accountability

Council decisions and operations must be open and transparent, with clear lines of accountability to the public.

2. Effective Representation

Elected members represent the interests of their constituents and the wider district, ensuring diverse voices are heard.

3. Strategic Leadership

The Council provides strategic direction for the district, setting priorities and long-term goals through plans and policies.

4. Collaboration and Inclusivity

The Council works with iwi, community groups, and stakeholders to ensure inclusive decision-making, including a non-elected Māori representative position.

5. Ethical Conduct and Integrity

Members are expected to act with honesty, fairness, and integrity, avoiding conflicts of interest and maintaining public trust.

6. Responsiveness and Adaptability

Council structures and delegations are reviewed and amended as needed to respond to changing circumstances and community needs.

The Governance Structure for Buller District Council is adopted at the beginning of each triennium. It sets out in full the delegations to the Risk and Audit Committee, Community Committee, Regulatory Hearings Committee, Chief Executive Review and Performance Committee, Independent Hearing Panels or Inangahua Community Board.

The Governance Structure may also be reviewed and amended as necessary throughout the Triennium.

The Role of the Mayor

Section 41A of the Local Government Act 2002 confers a number of powers and responsibilities to the Mayor.

The Mayor may:

- Define and promote a vision for the advancement of Buller and the people of Buller and provide leadership to achieve that vision.
- Lead the development of council plans, policies and budgets (including the Annual Plan and Long Term Plan) for consideration by the Council.
- Ensure effective engagement between the Council and the people of Buller.
- Appoint the Deputy Mayor.
- Establish committees of the governing body (Council) and appoint the chairperson and deputy chairperson for each of those committees.

Non-elected Māori Representation

The inclusion of a non-elected, Iwi Representative role into the Buller District Council Governance structure formally recognises the importance of the crucial relationship with Te Rūnanga o Ngāti Waewae.

Te Rūnanga o Ngāti Waewae will have a non-elected, voting Māori Representative position on all Council Committees and will hold a non-elected, non-voting Māori Representative position at full Council meetings.

Te Rūnanga o Ngāti Waewae are already legally recognised as mana whenua by Council in regard to meeting its existing obligations under legislation around consenting.

The appointment further strengthens, develops and extends the Council relationship with Te Rūnanga o Ngāti Waewae especially across Council's wider cultural, social, economic, environmental and legal interests in regard to its district obligations.

Under the Crown's obligations arising from Te Tiriti o Waitangi, Te Rūnanga o Ngāti Waewae as mana whenua are always going to be heavily engaged in future direction setting for the West Coast Te Tai Poutini in general, and also, specifically, for the Buller district. For Council then, a strong and positive relationship with Te Rūnanga Ngāti Waewae is important on every level.

Ambiguity and Conflict

For clarity, matters that are not delegated by the Council to a committee or another subordinate decision-making body, or to the Chief Executive Officer or other Council officer, are to be determined by the whole of Council.



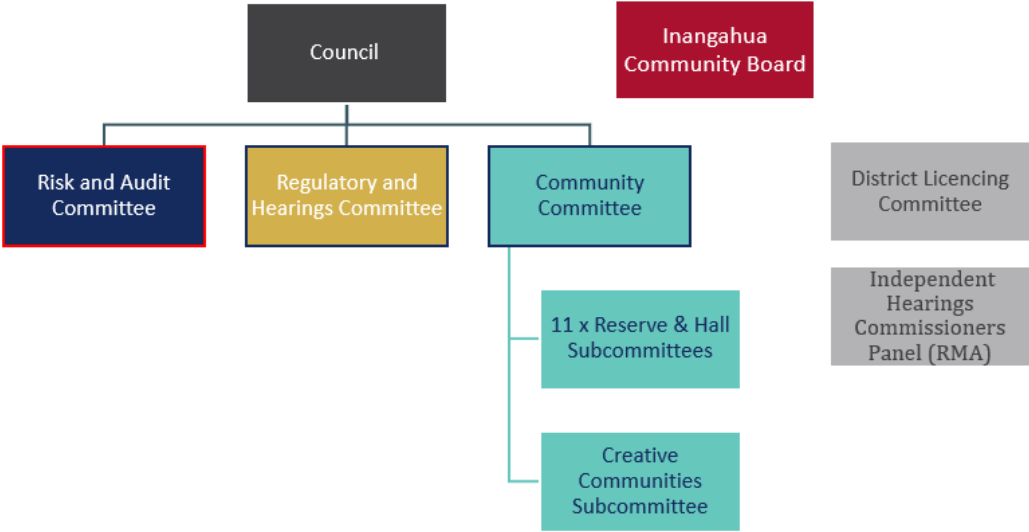
In the event of uncertainty or dispute as to the authorisation of the Risk and Audit Committee to act in respect of a particular matter, due to ambiguity or conflict between the provisions of the Terms of Reference, the Chief Executive Officer will prepare a written report on the matter for Council's consideration. The decision of Council will be final and binding.

Interpretation

References to legislation in this Governance Structure include its amendments, re-enactments and substitutions, as well as any regulations made under that legislation.



Council Structure



BULLER DISTRICT COUNCIL
25 NOVEMBER 2025



Council

Chairperson:	Mayor
Membership:	Mayor and all Councillors
Meeting Frequency:	Monthly – or as required
Quorum:	A Majority of Members (including vacancies)

Purpose

The Council is responsible for:

1. Providing leadership to, and advocacy on behalf of, the people of Buller district.
2. Ensuring that all functions and powers required of a local authority under legislation, and all decisions required by legislation to be made by local authority resolution, are carried out effectively and efficiently, either by the Council or through delegation.

Terms of Reference

1. To exercise those powers and responsibilities which cannot legally be delegated by Council:
 - a. The power to set district rates.
 - b. The power to create, adopt and implement a bylaw.
 - c. The power to borrow money, or purchase or dispose of assets, other than in accordance with the Long Term Plan.
 - d. The power to adopt a Long Term Plan or Annual Plan, or Annual Report.
 - e. The power to appoint a Chief Executive Officer.
 - f. The power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the Long Term Plan or developed for the purpose of the Council's governance statement, including the Infrastructure Strategy.
 - g. The power to adopt a remuneration and employment policy for Chief Executive Officer.
 - h. The power to approve or change the District Plan, or any part of that Plan, in accordance with the Resource Management Act 1991.



- i. The power to approve or amend the Council's Standing Orders.
 - j. The power to approve or amend the Code of Conduct for Elected Members.
 - k. The power to appoint and discharge members of committees.
 - l. The power to establish a joint committee with another local authority of other public body.
 - m. The power to make the final decision on a recommendation from the Parliamentary Ombudsman, where it is proposed that Council not accept the recommendation.
 - n. Health & Safety obligations and legislative requirements are met.
2. To exercise the following powers and responsibilities of Council, which the Council chooses to retain:
- a. Resolutions required to be made by a local authority under the Local Electoral Act 2001, including the appointment of an electoral officer and reviewing representation arrangements.
 - b. Approval of any changes to Council's vision, and oversight of that vision by providing direction on strategic priorities and receiving regular reports on its overall achievement.
 - c. Adoption of governance level strategies, plans and policies which advance Council's vision and strategic goals.
 - d. Approval of the Triennial Agreement.
 - e. Approval of the local governance statement required under the Local Government Act 2002.
 - f. Approval of a proposal to the Remuneration Authority for the remuneration of Members.
 - g. Approval of any changes to the nature and delegations of the Committees.
 - h. Approval of funding to benefit the social, cultural, arts and environmental wellbeing of communities in Buller District



- i. Ensuring Buller is performing to the highest standard in the area of civil defence and emergency management through:
- j. Implementation of Government requirements
- k. Contractual service delivery arrangements with the West Coast Regional Group Emergency Management Office
- l. All other powers and responsibilities not specifically delegated to the Risk and Audit Committee, Community Committee, Regulatory Hearings Committee, Subcommittees, independent hearing panels or Inangahua Community Board.

Common Delegations

The following delegations from Council are common to the Risk and Audit Committee, the Community Committee, and the Regulatory Hearings Committee and Chief Executive Review and Performance Committee within their respective areas of responsibility.

General Principal

1. The work of these Committees will be in accordance with the priorities and work programme agreed by the Council.
2. These Committees have the powers necessary to perform the Committee's responsibilities, in accordance with the approved Long Term Plan and Annual Plan budgets. Subject to confirmation of compliance with the financial strategy.

Consultation and engagement

1. Ensure appropriate, effective, and transparent engagement with the community, tangata whenua and other stakeholders.
2. Conduct any public engagement required on issues before the Committee, in accordance with Council's Significance and Engagement Policy.
3. Conduct hearings, where appropriate, to consider submissions from members of the public and external organisations, making determinations on such matters unless they are reserved for Council to decide.

Submissions and legislation

1. Approve submissions to external bodies/organisations on legislation and proposals, related to the Committee's areas of responsibility, that impact governance policy or matters.
2. Monitor and oversee strategic projects and programmes.
3. Monitor Council's Asset Management Plans/Strategic Infrastructure Plan.

Contracts

1. Approve and monitor contracts and other legally binding arrangements provided that such contracts/arrangements:
 - a. Do not require the approval of the whole of Council; and

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



- b. Fall within the budget approved under the Long Term Plan or Annual Plan and have a value exceeding the Chief Executive's financial delegation.

Other

1. Consider and make decisions which are within the Chief Executive Officer's delegations, and which the Chief Executive Officer has referred to the Committee for recommendation to Council.
2. Consider and make decisions on operational matters that fall within a Committee's area of responsibility that are outside of delegations to the Chief Executive Officer or other Council officers.
3. Commission new Committee reports and work required to respond to significant or compliance issues, or to complete the agreed programme of Council.
4. Monitor Audit recommendations and ensure completion.



Risk and Audit Committee

Reports to:	The Council
Independent Chairperson:	To be Appointed
Membership:	The Mayor, all Councillors and Māori
Meeting Frequency:	Quarterly
Quorum:	A majority of members (including vacancies)

Purpose

The Risk and Audit Committee provides independent oversight of Council's risk management, internal controls, audit processes, and compliance systems. It supports Council in fulfilling its governance responsibilities under the Local Government Act 2002 and promotes transparency, accountability, and continuous improvement across Council operations.

The Committee is responsible for:

1. Providing independent oversight of Council's risk management, internal control, audit, and compliance frameworks.
2. Supporting Council's governance responsibilities under the Local Government Act 2002.
3. Ensuring transparency, accountability, and continuous improvement in Council's assurance systems.
4. Overseeing risk and governance matters related to Council-Controlled Organisations (CCOs), including reviewing Statements of Intent, quarterly performance reports, and major transaction proposals

In addition to the common delegations, the Risk and Audit Committee is delegated the following Terms of Reference and powers:

Terms of Reference:

The Committee will:

1. Review Council's risk management framework, including the risk register, and provide assurance that risks are identified, assessed, and managed effectively.
2. Assess the effectiveness of internal controls, including Council's approach to insurance and business continuity.

3. Engage with external auditors, agree on audit scope and terms, and review audit findings and management responses.
4. Approve and monitor the internal audit programme, ensuring independence, access, and adequate resources.
5. Assess whether Internal Audit recommendations have been effectively implemented by management, including follow-up on agreed actions and timelines.
6. Review and endorse the annual Internal Audit Plan, ensuring appropriate organisational structures, authority, access, independence, resourcing, and reporting arrangements are in place, and recommend its adoption to Council.
7. Monitor Council's compliance systems, including legislative, regulatory, and policy obligations.
8. Oversee the implementation of audit recommendations, ensuring timely and appropriate action.
9. Review governance and risk matters related to CCOs, including feedback on Statements of Intent and major governance transactions.
10. Receive quarterly reports from CCOs, including board performance, and undertake reviews or make recommendations to Council as appropriate.
11. Commission independent reviews or investigations, where significant risk or compliance issues arise.
12. Receive assurance reports, including accountability statements from funded entities where relevant.
13. Review Council's Annual Reports and Long-Term Plans (LTPs) with a focus on identifying risks of error, legislative compliance, and assurance of integrity in reporting, and recommend these documents to Council for adoption.

The Committee is delegated authority to:

1. Recommend improvements to Council's risk, audit, and compliance frameworks.
2. Recommend governance actions in response to audit findings or risk assessments.
3. Recommend changes to Council's internal audit programme or risk management strategy.



4. Provide quarterly reports to Council summarising Committee activities, findings, and recommendations.

The Committee is delegated the following recommendatory powers:

- The Committee may make recommendations to Council.
- The Committee may make recommendations to other Committees.

Special Notes: / Reporting and Administration:

1. The Committee is chaired by an independent appointee who is not an elected member, ensuring impartial oversight and alignment with best practice governance standards.
2. All other members are elected representatives appointed for a term aligned with the triennial election cycle, with eligibility for reappointment.
3. Committee members must act independently and in the best interests of Council's governance.
4. The Chief Executive Officer and Group Manager Corporate (and Commercial) Services attend all meetings but are not members and hold no voting rights. Other officers may attend as required to support governance reporting.
5. The Chairperson shall present an annual self-review to Council summarising the Committee's performance and key governance outcomes.
6. The Chief Executive shall promptly advise the Committee of any material governance risks, breakdowns in internal controls, or incidents of fraud or malpractice.

Resource Management Act 1991 Hearings Commissioners' Panel

Reports to:	The Council
Chairperson:	As Appointed
Membership:	With up to three sitting at any one time (including the Chairperson, if required.)
Meeting Frequency:	As required

Purpose:

To undertake certain hearings under the Resource Management Act 1991 (RMA), unless otherwise reserved by full Council.

Terms of Reference:

1. The power to hear and decide any of the following RMA matters:
 - a. Application for a resource consent or change to conditions of resource consent;
 - b. Notice of objection;
 - c. Notice of requirement to designate land and later a designation; for a heritage order and alteration to a heritage order; and
 - d. Any other RMA matter as directed by Council
2. The power to exercise all procedural powers under the RMA relevant to the matter to be heard from the date selection being confirmed by the Group Manager Regulatory Services until the date the final decision is delivered by the hearings commissioner(s).

Special Notes:

- The Group Manager Regulatory Services is delegated authority to select the Hearings Panel Commissioner/s from the Ministry of Environment list of certified RMA decision makers.
- The Group Manager Regulatory Services is delegated authority to appoint a Commissioner as Chairperson to a Hearings Panel who has chair certification from the Ministry for Environment list of certified RMA decision makers.
- It is noted that, in accordance with Section 100A of the RMA, if an applicant or submitter requests that the Council delegate its functions, powers, and duties to hear and decide an application to one or more hearings commissioners who are not councillors, then the Group Manager Regulatory Services must action this request and delegate the hearing and decision-making responsibilities accordingly.

Regulatory Hearings Committee

Reports to:	The Council
Chairperson:	
Deputy Chairperson:	
Membership:	The Mayor, all Councillors and Māori
Meeting Frequency:	As required
Quorum:	A panel of three members to be appointed for each hearing.

Purpose

1. To conduct fair and effective hearings and make determinations or recommendations on the Council's regulatory functions under legislation and other matters as referred to the Committee as set out below.

In addition to the common delegations, the Hearings Committee is delegated the following Terms of Reference and powers:

Terms of Reference:

1. To hear and determine any statutory or regulatory hearings under relevant legislation unless otherwise delegated or retained by the Council, including (but without limitation):
 - objections under the Dog Control Act 1996;
 - matters under the Impounding Act 1955;
 - matters concerning road stopping or closures under the Local Government Act 1974.
2. To hear and determine matters arising under Council bylaws and policies, including applications for dispensation from compliance with the requirements of bylaws or policies.
3. To hear and determine other matters that require hearings or submissions following the completion of a special consultative process, where directed by Council.
4. To determine matters under any other legislation requiring a hearing process, where directed by Council.

The Committee is delegated the following recommendatory powers:

- The Committee may make recommendations to Council.
- The Committee may make recommendations to other Committees.

Special Note:

- The Committee may request expert advice through the Chief Executive when necessary, within budget and the Committee's terms of reference.
- The Chairperson of the Committee, in consultation with the General Manager Regulatory Services, is delegated the power to determine the composition of any hearings panel to be convened under the Committee's terms of reference.
- When determining the make-up of the Panels, the following factors must be considered:
 - Any conflict of interest (known, perceived or potential).
 - Any conflict of interest identified by the Chair or raised by applicants and/or submitters.
 - The need for specific expertise in particular cases.
 - The need for any particular local knowledge.
- The Chief Executive Officer (or their delegate) and Group Manager Regulatory Services are required to attend all meetings but are not members and have no voting rights. Other Council officers may attend the committee meetings, as required.
- Written updates may be requested to be provided to Council meeting from the Chair and Group Manager Regulatory Services from time to time.

Community Committee

Reports to:	Council
Chairperson:	
Deputy Chairperson	
Membership:	The Mayor, all Councillors and Māori
Meeting Frequency:	Quarterly
Quorum:	5

Purpose

The Community Committee provides strategic oversight of Council's community funding initiatives, as outlined in the Long Term Plan and Annual Plan, and upholds Council's commitment to the four well-beings. It also supports Council-appointed subcommittees—such as those overseeing reserves, halls, and creative initiatives—by providing governance oversight to strengthen their effectiveness, ensure alignment with Council's strategic priorities, and promote transparent, accountable operations.

The Community Committee is responsible for:

1. Approving and allocating Council's community grants and related funding initiatives, as outlined in the Long Term Plan. This includes supporting projects that promote the social, economic, environmental, and cultural well-being of Buller District communities, in alignment with Council's strategic priorities and the Local Government Act 2002.
2. Providing leadership and support to Council-appointed subcommittees overseeing reserves and halls. This includes enabling effective operation within delegated responsibilities, fostering community representation, and ensuring alignment with Council's objectives and statutory obligations.
3. Overseeing the Creative Communities Subcommittee in accordance with the agreement between Council and Creative New Zealand (CNZ), ensuring responsible administration of arts funding and support for community-led creative initiatives.
4. Overseeing the Rural Travel Fund (RTF) in accordance with the funding agreement with Sport New Zealand (SPARC), ensuring responsible administration of external grant revenue to support equitable access to sporting opportunities for rural youth.
5. Exercising responsibilities in accordance with the principles of local government, including promoting community well-being and enabling democratic decision-making. These principles are reflected in the Long Term Plan, noting proposed



amendments to section 10 of the Local Government Act 2002 under the System Improvements Bill.

In addition to the common delegations, the Community Committee is delegated the following Terms of Reference and powers:

Terms of Reference:

The Committee will:

1. Receive and consider presentations and reports from stakeholders, government departments, organisations, and interest groups on community development and well-being. This includes presentations from recipients of Council grants (e.g., sports trusts and community groups).
2. Approve and set priorities for community funding, including the Community Grants and Rural Travel Fund, within the parameters of the Long Term Plan and Annual Plan. Significant changes to funding structures or priorities must be progressed through the Long Term Planning process.
3. Coordinate and decide on proposals and applications for external and Council funding related to environmental initiatives, public art, recreational and community facilities, and local amenities.
4. Monitor and oversee the Reserves and Halls Subcommittees, ensuring alignment with Council's strategic objectives and reporting requirements. Subcommittees will report to the Committee on a six-monthly basis.
5. Monitor and oversee the Creative Communities Subcommittee, including approval of funding allocations in accordance with CNZ guidelines and Council policy. Reports will be received following each CNZ funding round

The Committee is delegated authority to:

1. Approve applications and distribute funding through the Community Grants, Rural Travel Fund, and other community-focused funding streams, in line with the Long Term Plan, Annual Plan, and relevant Council policies.
2. Review the processes and criteria used to assess funding applications, ensuring transparency, equity, and alignment with Council's strategic priorities and the four well-beings as retained in the Long Term Plan.
3. Receive and request accountability statements from grant recipients and direct the Chief Executive to follow up on any outstanding reporting requirements.



4. Appoint and remove members of Reserves and Hall Subcommittees considering the recommendations of the respective Subcommittees.

The Committee is delegated the following recommendatory powers:

- The Committee may make recommendations to Council.
- The Committee may make recommendations to other Committees.

Special Notes: / Reporting and Administration:

1. The Chief Executive Officer (or their delegate) and Group Manager Community Services are required to attend all meetings but are not members and do not hold voting rights. Other Council officers may attend as required.
2. Written updates may be requested from the Chair and Group Manager Community Services for Council meetings.
3. The Reserves and Halls Subcommittees shall report to the Community Committee on a half-yearly basis, or as otherwise directed, providing updates on activities and alignment with Council objective

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



Chief Executive Review and Performance Committee

Reports to:	Council
Chairperson:	Mayor
Deputy Chairperson	Deputy Mayor
Membership:	The Mayor, Deputy Mayor and One Councillor
Meeting Frequency:	Annually as required

Purpose

The Chief Executive Review and Performance Committee is responsible for:

1. Acting for and advising Council on matters pertaining to the employment and performance of the Council's Chief Executive Officer.

Terms of Reference:

1. To develop and consult with Council annually on performance targets and key performance indicators for the Chief Executive, including associated methods of measurement and processes of judgement.
2. To negotiate annually with the Chief Executive performance targets and key performance indicators including associated methods of measurement and processes of judgement.
3. To conduct an annual review of the Chief Executive's performance and remuneration in accordance with the agreed processes, in April/May of each year or such other time as agreed with the Chief Executive.
4. To develop and consult with Council, appropriate amendments or adjustments to the terms and conditions of employment and the remuneration of the Chief Executive arising from the annual review.
5. To negotiate and determine any agreed amendments or adjustments to the terms and conditions of employment and the remuneration with the Chief Executive annually.
6. To develop and agree with the Chief Executive, an annual development plan to address any training needs or preferences.

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



7. To meet with the Chief Executive at least once each year to discuss progress on performance targets and key result areas and the agreed personal development plan and negotiate any revision or change as is considered necessary.
8. To consider and advise Council on all matters relevant to the employment of the Council's Chief Executive.
9. To represent Council in regard to any issues which may arise in respect to the Chief Executive's job description, agreement, performance objectives or other similar matters
10. To conduct and complete a review of employment under clause 35 schedule 7 Local Government Act 2002 and make a recommendation to Council as to continued appointment or vacancy under clause 34 schedule 7 Local Government Act 2002.

The Committee is delegated the following powers to act:

- To make all decisions necessary to fulfil the role and scope of the committee subject to the limitations imposed.
- To negotiate and recommend to Council on performance agreement measures and annual remuneration.
- To engage external advisors where required in order to fulfil its responsibilities.

The Committee is delegated the following recommendatory powers:

- The Committee may make recommendations to Council.

Special Notes:

- The Chief Executive Review and Performance Committee is not delegated authority to:
 - Approve the Chief Executive's annual remuneration; or
 - Appoint the Chief Executive.

Creative Communities Subcommittee

Reports to:	Community Committee
Chairperson:	To be elected annually by the Subcommittee
Meeting frequency:	Biannually
Quorum	A majority of members (excluding vacancies)

Purpose:

The Creative Communities Subcommittee is the assessment committee for assessing applications and allocating funding provided to Council by Creative New Zealand through the Creative Communities Scheme.

Terms of Reference:

The Creative Communities Subcommittee considers local community arts applications to the Creative Communities Scheme and make grants in terms of the criteria specified by the scheme's funders, Creative New Zealand.

The Subcommittee is delegated the following powers:

The Creative Communities Subcommittee has full delegated authority to make distributions from the funding received annually from Creative New Zealand.

The Committee is delegated the following recommendatory powers:

The Subcommittee may make recommendations to the Community Committee on local priorities for arts participation.

Special Notes:

- The Subcommittee may not delegate any of their responsibilities, duties or powers to a committee, subcommittee, or person.
- Verbal updates may be requested to be provided to the Community Committee meetings from the Group Manager Community Services from time to time.

Chairperson

The Subcommittee must have a chairperson who shall be elected by Subcommittee members annually.

The chairperson is responsible for:



1. The efficient functioning of the Subcommittee.
2. Setting the agenda for Subcommittee meetings.
3. Ensuring that all members of the Subcommittee receive sufficient timely information to enable them to be effective Subcommittee members.
4. Attending Community Committee meetings as required to represent the interests of the Subcommittee.
5. Being the link between the Subcommittee and Council staff.

Contacts with media and outside agencies

The Mayor acts as the official spokesperson for the Council with the media and may provide approval for elected members to function as an official spokesperson. Subcommittee members, including the chairperson, do not have delegated authority to speak to the media and/or outside agencies on behalf of the Council.

The Council, after consultation with the Subcommittee Chair, will manage the formal communications between the Subcommittee and the community in the exercise of its business.

Correspondence with central government, other local government agencies or other official agencies will only take place through Council staff.

Frequency of meetings

The Subcommittee shall hold two formal meetings per year for funding rounds.

Conduct of affairs

The Subcommittee shall conduct its affairs in accordance with the *Local Government Act 2002*, the *Local Government Official Information and Meetings Act 1987*, the *Local Authorities (Members' Interests) Act 1968*, and Council's Standing Orders and Code of Conduct.

Quorum

The quorum at a meeting of the Subcommittee shall consist of:

1. Half of the members if the number of members (excluding vacancies) is even; or
2. A majority of members if the number of members (excluding vacancies) is odd.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025



Remuneration

No honorarium or meeting allowance will be payable to Subcommittee members.

Other delegations and responsibilities

None

NGAKAWAU-HECTOR RESERVE SUBCOMMITTEE

Reports to:	Community Committee
Meeting Frequency:	Annually and as required

Preamble:

The administration of the Ngakawau-Hector Reserves was transferred to the Buller District Council by The Local Government (West Coast Regional) Reorganisation Order 1989. The role of the former Reserve Boards and subsequent Subcommittees has been to manage reserves in accordance with the Reserves Act 1977 for the benefit of the local community and wider Buller District.

In making these Terms of Reference and Delegations Council recognises the functions, powers, and duties delegated to the Ngakawau-Hector Reserve Subcommittee by this document are important to the community and therefore require legislative standards to be met. In making these delegations Council also recognises there are a range of community facilities located on public land that are and will remain in community ownership. These aspects are to be managed through Licences to Occupy and Reserve Management Plans specific to each Reserve.

TERMS OF REFERENCE

PURPOSE:

1. The purpose of Ngakawau-Hector Reserve Subcommittee (Subcommittee) is to manage the Ngakawau/Hector Recreation Reserve ('the reserve') for the benefit of the local community and wider district in accordance with the Reserves Act 1977 and the Reserve Management Plan (when it is completed and approved) with the support of Council;
2. Develop, in partnership with Council, Reserve Management Plans where required and within Council's budgets as set out in Council's Annual Plan;
3. Make recommendations to council on property (including land & buildings) acquisitions and disposals in relation to the reserve.
4. Council and the Subcommittee recognise that Council is responsible for the reserve in the district under the Instrument of Delegation for Territorial Authorities (dated 12 June 2013) and as the administering body under S.40 Reserves Act 1977;

COUNCIL RESPONSIBILITIES:

1. Council recognises that Reserve Subcommittees are comprised of volunteers (with one ward elected member) and that in undertaking its work with the Subcommittee

it has a responsibility to work in partnership with its subcommittees and their members for the benefit of communities and the region as a whole.

2. The Community Committee will appoint members of the Subcommittees under Schedule 7 s31(2) LGA 2002
3. In partnership with the Subcommittee and local community develop Reserve Management Plans in accordance with S41 Reserves Act 1977, to provide clear guidelines for maintenance and development programmes in the best interests of the local community and District and within the provisions of the Reserves Act 1977.
4. If disputes arise concerning these terms of reference or any other matter concerning the Subcommittee, Council agrees to work cooperatively to find a resolution with all parties adhering to the Principles of Governance as set out in Section 3 of the Council's Code of Conduct;
5. If a dispute resolution cannot be reached, Council agrees to use an appropriate independent mediator to mediate between the parties or an arbitrator to help produce a resolution which is acceptable to both parties and does not in any way contradict the provisions and responsibilities of Council as set out in the LGA 2002 or the Reserves Act 1977;
6. To produce and distribute the Subcommittee Order Paper for the formal annual/biennial subcommittee meeting, give public notice for the meeting and, if required, to provide secretarial support at the meeting.
7. To consider recommendations from the Subcommittee on property (including land & buildings) acquisitions and disposals in relation to the reserve.

GENERAL TERMS OF REFERENCE:

The Subcommittee:

1. Is to be formally appointed by the Community Committee under S30 (2), Schedule 7 LGA Act 2002, which also has the power:
 - under s30 (5b), Schedule 7 LGA2002 to discharge or reconstitute the subcommittee; and
 - under s31 (2) Schedule 7 LGA 2002 to appoint and discharge any member of the Subcommittee.
2. Will be discharged on the coming into office of the members of Council elected at the triennial general election of members unless Council resolves otherwise under S30 (7) Schedule 7 LGA2002.

3. Will have its members formally appointed by the Community Committee following the Local Government triennial election of members (unless the Council resolves otherwise) in the following way:
 - a. Prior to each Local Body election Council to call for expressions of interest from those living within the local area who have the skills, attributes or knowledge that will assist the work of the subcommittee and who have been nominated by at least two residents or ratepayers within the local area;
 - b. A Special Meeting will be called by the Subcommittee and attended by the nominees and public;
 - c. All those attending the Special Meeting can vote on each of the nominees with a majority of votes needed for a candidate's name to be forwarded to the Community Committee for formal appointments;
 - d. On the re-establishment of the subcommittee the Community Committee will formally appoint these individuals to the subcommittee for the period of the triennium.
 - e. If new members are required to be appointed during the triennium the same process above will also be followed
4. Is subject in all things to the control of the Community Committee (s30 (4) Schedule 7 LGA 2002) and must conduct all general and special directions of the Community Committee given in relation to the Subcommittee or its affairs; and
5. Is prohibited from appointing any subordinate body.

DELEGATIONS

The delegations to the Subcommittee are as follows:

1. The maintenance and operation of the reserve as necessary for the safe, efficient, and effective management of the reserve
2. The negotiation of Licences to Occupy for the reserve provided such licence shall be temporary in nature (up to 3 years) and capable of being terminated on no more than one month's notice, and be in accordance with the Reserves Act 1977 (Section 74 Licences to Occupy reserves temporarily)
3. The letting of facilities



4. The setting of fees and charges for the reserve (Council to be advised of fees and charges for each following financial year by February of each year)
5. The raising and expenditure of finance (in accordance with the financial delegations below)
6. To enter contracts necessary for the efficient running and suitable use of the reserve in accordance with the financial delegations below;

FINANCIAL

Invoices

- All invoices for goods and/or services cost no more than \$10,000 for budgeted items, and \$2,000 for non-budgeted items may be authorised for payment by the Treasurer and Secretary of the Subcommittee.
- Approval of the payment of invoices over \$10,000 for budgeted items and \$2,000 for non-budgeted items must be authorised by a Council staff member with appropriate delegated authority.

Contracts

- All contracts for goods and/or services costing no more than \$10,000 for budgeted items, and \$2,000 for non-budgeted items may be authorised by the Treasurer and Secretary of the Subcommittee.
- Approval of contracts over \$10,000 for budgeted items and \$2,000 for non-budgeted items must be authorised by a Council staff member with appropriate delegated authority

EXERCISE OF DELEGATIONS

The exercising of delegations are to be read in conjunction with clause 2.1 (Council Responsibilities) above.

In exercising the delegated powers, the Subcommittee will operate within:

- Policies, plans, standards, or guidelines that have been established and approved by Council;
- The annual budget as approved by the Community Committee;
- All general and special directions of the Community Committee and Council given in relation to the Subcommittee.

POWER TO DELEGATE

The Subcommittee may not delegate any of their responsibilities, duties or powers to a committee, subcommittee, or person.

CESSATION OF SUBCOMMITTEE

1. The Subcommittee may be terminated by resolution of the Community Committee or Council recognising the matters set out in 2.1 and 2.3 above
2. If the Subcommittee is terminated, any money raised by the Subcommittee must, in the first instance, be allocated to the reserve associated with the terminated Subcommittee

MATTERS WHICH ARE NOT DELEGATED BY COUNCIL:

The power to:

1. Make a rate or bylaw;
2. Borrow money, or purchase or dispose of assets, unless budgeted for or approved;
3. Acquire, hold, or dispose of land;
4. Appoint, suspend, or remove staff;
5. Institute an action for the recovery of any amount; or
6. Issue and police building consents, notices, authorisations, and requirements under any Acts, Statutes, Regulations, By-laws and the like.

MEMBERSHIP

The membership of the Subcommittee consists of:

- One Ward member elected under the Local Electoral Act 2001; and
- Appointed members – up to 10, (see 3.3 for method of appointment)

OFFICERS OF THE SUBCOMMITTEE

1. The Subcommittee must have a chairperson, secretary, and treasurer and up to seven committee members who shall be appointed by Council (as outlined in 3.3 above)
2. The Chair's main duty is to guide the meeting so that fair and satisfactory decisions are reached on the various items on the agenda.
3. The Secretary shall summon the meetings, co-ordinate the agenda for meetings and workshops, keep a true record of the proceedings and distribute these to members and the Community committee as soon as practicable. Noting that council staff will manage the annual meeting.



4. The Treasurer is responsible for oversight of payments made, and deposits to, the subcommittee's nominated bank account; and preparing income and expenditure accounts with a balance sheet at the end of the financial year to be audited by Council. The annual balance date for all financial reports will be June 30th.

FINANCIAL ACCOUNTABILITY

The Subcommittee shall:

1. Develop and approve an annual budget each financial year
2. Provide its Annual budget by the dates specified by Council's Community Committee for approval;
3. Present to the Council any other report it is requested to provide.
4. Keep clear and accurate accounts and records of all transactions and make them available to the Council on request.
5. Provide its Annual Report and Annual Accounts to the Council's Chief Financial Officer, by the date specified by Council for review on the understanding this review will form part of the information Council will present during its overall annual Audit. Members of the Subcommittee shall not be personally liable for any act done or omitted to be done in good faith in the course of operations of the Subcommittee or for any debt or other liability lawfully incurred by the Subcommittee.

Council has the following two requirements for the review and verification of banking arrangements:

1. Copies of all bank account and investment statements as of 30 June certified as being true and correct by the Chairperson and the Treasurer/Secretary on behalf of the Subcommittee.
2. A letter signed on behalf of the Subcommittee certifying that during the period:
 - no new bank or investment accounts were opened,
 - no monies were borrowed, and
 - no guarantees were sought or given.

The above has been agreed to on the understanding that it does not detract from the ability of an external auditor appointed by the Office of the Auditor-General to request bank confirmation if deemed necessary.

CONTACT WITH MEDIA

1. All Subcommittee Members are free to express a personal view in the media, at any time, provided that this is:
 - Sanctioned by the Subcommittee Chair; and
 - Does not state or imply that it represents the views of Council, its employees, or officers.

FREQUENCY OF MEETINGS

1. The Subcommittee shall hold at least one formal meeting per year.
2. This formal meeting will be administered by Council and follow all requirements for council meetings including agenda compilation (with Chair), advertising, distribution of agenda, secretarial and officer support at meetings if required and preparation and distribution of minutes;
 - For the avoidance of doubt, this clause does not prevent the Subcommittee holding informal meetings, workshops or working bees outside of the formal meeting schedule.

CONDUCT OF AFFAIRS

Subcommittee members, Councillors and council staff will work together in partnership in accordance with Standing Orders, Council's Codes of Conduct (for both Councillors and Staff), and any relevant legislation.

QUORUM

The quorum at a meeting of the Subcommittee shall consist of:

- Half of the members if the number of members (including vacancies) is even; or
- A majority of members if the number of members (including vacancies) is odd.

REMUNERATION

No honorarium or meeting allowance will be payable to Subcommittee members unless first agreed by formal resolution of the Community Committee.

OTHER DELEGATIONS AND RESPONSIBILITIES

These general provisions and delegations can be superseded by specific Reserve Management Plans and Reserve and Hall Subcommittee Terms of Reference and Delegations in consultation with the subcommittee and as resolved by the Community Committee.



Reserve And Halls Subcommittees

Reports to:	Community Committee
Meeting Frequency:	Annually and as required.

PURPOSE:

1. The purpose of Reserve and Hall Subcommittees is to manage the reserves and/or halls with the support of Council;
2. In making these delegations the Council recognises that it is responsible for the reserves and halls in the district under the Instrument of Delegation for Territorial Authorities dated 12 June 2013 and as the administering body (specific to each reserve) under S.40 Reserves Act 1977.

COUNCIL RESPONSIBILITIES:

1. The Risk and Audit Committee will appoint members of the Subcommittees under Schedule 7 cl31(2) LGA 2002
2. In partnership with the Subcommittee and local community endeavour to develop Reserve Management Plans in accordance with s41 Reserves Act 1977, to provide clear guidelines for maintenance and development programmes in the best interests of the local community and District and within the provisions of the Reserves Act 1977.
3. If disputes arise concerning these terms of reference or any other matter concerning the Subcommittee, cooperatively work to find a resolution with all parties adhering to the Principles of Governance as set out in Section 3 of the Council's Code of Conduct;
4. If a dispute resolution cannot be reached, use an appropriate independent mediator to mediate between the parties or an arbitrator to help produce a resolution which is acceptable to both parties and does not in any way contradict the provisions and responsibilities of Council as set out in the LGA 2002 or the Reserves Act 1977;
5. To produce and distribute the Subcommittee Order Paper for the formal annual/biennial subcommittee meeting, give public notice for the meeting and, if required, provide secretarial support at the meeting;

GENERAL TERMS OF REFERENCE:

The Subcommittees

1. Are to be formally appointed by the Risk and Audit Committee under cl30 (2), Schedule 7 LGA Act 2002, which has the power under cl30(b), Schedule 7 LGA2002 to discharge or reconstitute the subcommittee and under cl31(2) to appoint and discharge members of the Subcommittee
2. Will be discharged on the coming into office of the members of Council elected at the triennial general election of members unless Council resolves otherwise
3. Will be formally appointed by Council following the Local Government triennial election of members in the following way:

Following a call for expressions of interest from those living within the local area who have been nominated by at least two residents or ratepayers within the local area and have the skills, attributes, or knowledge that will assist the work of the subcommittee

1. Is subject in all things to the control of the Community Committee (s30 (4) Schedule 7 LGA 2002) and must conduct all general and special directions of the Community Committee given in relation to the Subcommittee or its affairs;
2. Is prohibited from the disposing of or purchasing of land or buildings without the express approval of the Risk and Audit Committee and/or Council, whichever is appropriate; and
3. Is prohibited from appointing any subordinate body.

THE ROLE OF RESERVE AND HALLS SUBCOMMITTEES IS TO:

1. Manage the reserve and hall for the benefit of the local community and wider district (including all that land identified in Appendix 1) in accordance with the Reserves Act 1977 and the Reserve Management Plan when it is completed and approved;
2. Develop, in partnership with Council, Reserve Management Plans where required and within Council's budgets as set out in Council's Annual Plan;
3. Make recommendations to council on property (including land & buildings) acquisitions and disposals in relation to the reserve or hall.
4. Develop and approve an annual budget each financial year to achieve 4.1 above

DELEGATIONS

The delegations to the Subcommittee are as follows:

1. The maintenance and operation of the reserve
2. The negotiation of Licences to Occupy for the reserve provided such licence shall be temporary in nature (up to 3 years) and capable of being terminated on no more than one month's notice, and be in accordance with The Reserves Act 1977 Section 74 Licences to Occupy reserves temporarily
3. The letting of facilities
4. The setting of fees and charges for the reserve (Council to be advised of fees and charges for each following financial year by February of each year)
5. The raising and expenditure of finance (in accordance with the financial delegations below)
6. To enter contracts necessary for the efficient running and suitable use of the reserve in accordance with the financial delegations below;

FINANCIAL

INVOICES

All invoices for goods and/or services cost no more than \$10,000 for budgeted items, and \$2,000 for non-budgeted items may be authorised for payment by the Treasurer and Secretary of the Subcommittee.

Approval of the payment of invoices over \$10,000 for budgeted items and \$2,000 for non-budgeted items must be authorised by a Council staff member with appropriate delegated authority.

CONTRACTS

All contracts for goods and/or services costing no more than \$10,000 for budgeted items, and \$2,000 for non-budgeted items may be authorised by the Treasurer and Secretary of the Subcommittee.

Approval of contracts over \$10,000 for budgeted items and \$2,000 for non-budgeted items must be authorised by a Council staff member with appropriate delegated authority

EXERCISE OF DELEGATIONS

In exercising the delegated powers, the Subcommittee will operate within:

1. Policies, plans, standards, or guidelines that have been established and approved by Council;
2. The annual budget as approved by the Risk and Audit Committee;



3. All general and special directions of the Risk and Audit Committee and Council given in relation to the Subcommittee.

POWER TO DELEGATE

The Subcommittee may not delegate any of their responsibilities, duties or powers to a committee, subcommittee, or person.

CESSATION OF SUBCOMMITTEE

- 1.1 The Subcommittee may be terminated by resolution of the Community Committee or Council;
- 1.2 If the Subcommittee is terminated, any money raised by the Subcommittee must, in the first instance, be allocated to the reserve associated with the terminated Subcommittee

MATTERS WHICH ARE NOT DELEGATED BY COUNCIL:

1. The power to:
 - Make a rate or bylaw;
 - Borrow money, or purchase or dispose of assets;
 - Acquire, hold, or dispose of property;
 - Appoint, suspend, or remove staff;
 - Institute an action for the recovery of any amount; or
 - Issue and police building consents, notices, authorisations, and requirements under any Acts, Statutes, Regulations, By-laws and the like
2. The powers and duties conferred or imposed on Council by The Public Works Act 1981 or those powers listed in the Section 34 (2) of The Resource Management Act 1991

MEMBERSHIP

The membership of the Subcommittee consists of:

- One Ward member elected under the Local Electoral Act 2001; and
- Appointed members – up to 10 following a call for expressions of interest from those living within the local area who have been nominated by at least two residents or ratepayers within the local area and have the skills, attributes, or knowledge that will assist the work of the subcommittee

OFFICERS OF THE SUBCOMMITTEE

The Subcommittee must have a chairperson, secretary, and treasurer and up to seven committee members who shall be appointed by Council (as outlined above)



- The Chair's main duty is to guide the meeting so that fair and satisfactory decisions are reached on the various items on the agenda.
- The Secretary shall summon the meetings, co-ordinate the agenda for meetings and workshops, keep a true record of the proceedings and distribute these to members and the Community Committee as soon as practicable. Noting that council staff will manage the annual meeting.
- The Treasurer is responsible for oversight of payments made, and deposits to, the subcommittee's nominated bank account; and preparing income and expenditure accounts with a balance sheet at the end of the financial year to be audited by Council. The annual balance date for all financial reports will be June 30th.

FINANCIAL ACCOUNTABILITY

The Subcommittee shall:

- a. Develop and approve an annual budget each financial year
- b. Provide its Annual budget by the dates specified by Council's Risk and Audit Committee for approval;
- c. Present to the Council any other report it is requested to provide.
- d. Keep clear and accurate accounts and records of all transactions and make them available to the Council on request.
- e. Provide its Annual Report and Annual Accounts to the Council's Chief Financial Officer, by the date specified by Council for review on the understanding this review will form part of the information Council will present during its overall annual Audit.

Members of the Subcommittee shall not be personally liable for any act done or omitted to be done in good faith in the course of operations of the Subcommittee or for any debt or other liability lawfully incurred by the Subcommittee.

CONTACT WITH MEDIA

Chairperson may speak on behalf of the subcommittee provided that:

- a. media comments must not state or imply that they represent the views of the Council;
- b. where the chair is making a statement that is contrary to a Council decision or Council policy, the member must not state or imply that his or her statements represent a majority view;

- c. media comments must observe the other requirements of the Code (of Conduct), e.g. not disclose confidential information; compromise the impartiality or integrity of staff; or avoids aggressive, offensive or abusive comments which reflects adversely on the member or the Council; and
- d. media comments must not be misleading and should be accurate within the bounds of reasonableness.

All Subcommittee Members are free to express a personal view in the media, at any time, provided a) to d) above are observed.

FREQUENCY OF MEETINGS

1. The Subcommittee shall hold at least one formal meeting per year.
2. This formal meeting will be administered by Council Staff and follow all requirements for council meetings including agenda compilation (with Chair), advertising, distribution of agenda, secretarial and officer support at meetings if required and preparation and distribution of minutes;
3. For the avoidance of doubt, this clause does not prevent the Subcommittee holding informal meetings, workshops or working bees outside of the formal meeting schedule

CONDUCT OF AFFAIRS

The Subcommittee shall conduct its affairs in accordance with the Local Government Act 2002, the Local Government Official Information and Meetings Act 1987, the Local Authorities (Members' Interests) Act 1968, and Council's Standing Orders and Code of Conduct.

QUORUM

The quorum at a meeting of the Subcommittee shall consist of:

- Half of the members if the number of members (including vacancies) is even; or
- A majority of members if the number of members (including vacancies) is odd.

REMUNERATION

No honorarium or meeting allowance will be payable to Subcommittee members unless first agreed by formal resolution of the Community Committee.

OTHER DELEGATIONS AND RESPONSIBILITIES

These general provisions and delegations can be superseded by specific Reserve Management Plans and Reserve and Hall Subcommittee Terms of Reference and

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



Delegations in consultation with the subcommittee and as resolved by the Community Committee.

Inangahua Community Board

Reports to:	Council
Quorum:	A majority of members (including vacancies)
Meeting Frequency:	Bimonthly

Purpose:

1. The purpose of these delegations is to give effect to the local community empowerment model which is a partnership approach to the governance of the District that will primarily be delivered through the Inangahua community board.
2. The intent of these delegations is to delegate authority and, as far as possible, responsibility to the Inangahua community board to allow the community board to effectively govern and provide recommendations to the Buller District Council regarding local issues associated with their areas.
3. In making these delegations the Council recognises that it is ultimately responsible for the governance of the district and therefore retains the right to set minimum standards and to review community board recommendations associated with the exercise of these delegations.

In making these delegations the Council undertakes to:

- Provide for and give consideration to community board input into significant governance decisions affecting the respective community board area.

The Inangahua Community Board is delegated the following Terms of Reference and Powers:

TERMS OF REFERENCE:

Community Board Status

A community board (Local Government Act 2002, s.51) is:

1. An unincorporated body; and
2. Not a local authority; and
3. Not a committee of the Council.

Role

The legislative role of community boards (*Local Government Act 2002, s.52*) is to:

1. Represent, and act as an advocate for, the interests of its community, and



2. Consider and report on all matters referred to it by Council, or any matter of interest or concern to the community board: and
3. Maintain an overview of services provided by the Council within the community: and
4. Prepare an annual submission to the Council for expenditure within the community: and
5. Communicate with community organisations and special interest groups within the community: and
6. Undertake any other responsibilities delegated to it by Council.

Delegations

In exercising the delegated powers, the community board will operate within:

1. Policies, plans, standards or guidelines that have been established and approved by Council:
2. The approved Council budgets for the activity

In addition to the community boards legislative role the community board is responsible for and accountable to the Council for:

1. Providing local leadership and developing relationships with Council, the community, and community organisations in developing local solutions within the Community board area.
2. Assisting the organisation with consultation with local residents, ratepayers, Iwi, community groups and other key stakeholders on local issues including input into the Long Term Plan and the Annual plan.
3. Making recommendations to Council on leases, licenses or concessions associated with all Council owned property included within the locally funded activities of the community board area, excluding Council administration land and buildings.
4. Making recommendations to council on property (including land & buildings) acquisitions and disposals in the local area.

Note:

None of the delegations may be sub delegated

- Council retains decision making authority associated with new or existing maintenance contracts.

Additional financial delegations

Community Board has the authority to approve annual expenditure from a discretionary fund determined by Council on an annual basis, for local activities with the following parameters:

1. The decision meets relevant legislation and Council policy requirements including any controls on the use of funds from the respective account.
2. The decision is made after considering a report from staff or community members.
3. This expenditure may be operating or capital in nature, or a mixture of the two.
4. This expenditure cannot fund the “additional capacity” component of capital projects. It can only fund renewal or increased level of service components of capital projects

Power to delegate

The Community Board may not delegate any of their responsibilities, duties or powers to a committee, subcommittee or person

MATTERS WHICH ARE NOT DELEGATED.

Council does not delegate:

1. The power to:
 - Make a rate or bylaw.
 - Borrow money, or purchase or dispose of assets.
 - Acquire, hold or dispose of property.
 - Appoint, suspend or remove staff.
 - Adopt a long term plan or annual plan or annual report.
 - Institute an action for the recovery of any amount.
 - Issue and police building consents, notices, authorisations, and requirements under any Acts, Statutes, Regulations, By –laws and the like.
 - Enter into contracts and agreements.
 - Incur expenditure in excess of the approved Community budget; or
2. The powers and duties conferred or imposed (on Council) by The Public Works Act 1981 or those powers listed in the Section 34 (2) of The Resource Management Act 1991



Review of a Community Board decision

In recognition of Council's ultimate responsibility for the governance of the District, that Council retains the right to review any decision of a community board where it believes:

1. The decision is not consistent with the Council's vision, mission, values and goals.
2. Where it believes the community board decision has contravened any relevant legislation.
3. The powers and functions of community boards as defined in the Local Government Act 2002 have been exceeded.
4. The delegations of the community board have been exceeded.
5. The decision will unduly impact on the ability of the Council to provide a district wide level of service where it believes it is necessary to do so.
6. The decision is contrary to the Council's Ten Year Plan, adopted council policy, plan or strategy or any other authority, license, consent or approval.

Decision review process

A decision to review and determine the associated course of action associated with a community board decision will be made jointly by the Mayor and Chief Executive. The relevant community board chairperson will be consulted in the process of the Council determining whether a community board decision will be reviewed. Generally the course of action will include one of the following:

1. Refer the decision back to the community board for reconsideration; or
2. Refer the decision to the Council, one of its committees or its delegated representative for determination.

Community Board to Council decision referral process

In exceptional circumstances, community boards may refer any decision to Council or its delegated committee for determination subject to that referral including the reasons the decision has been referred to the Council for determination.

Membership

The membership of the community board (Local Government Act 2002, s.50) consists of:

1. Members elected under the Local Electoral Act 2001; and



2. Members appointed in accordance with the Local Electoral Act 2001 by the Buller District Council.

Chairperson

The community board must have a chairperson (Local Government Act 2002, Schedule 7, Clause 37), who shall be elected at the first meeting of the community board in accordance with the Local Government Act 2002, Schedule 7, Clause 25 or in accordance with any subsequent amendment to this Act.

The chairperson is responsible for:

1. The efficient functioning of the community board.
2. Setting the agenda for community board meetings.
3. Ensuring that all members of the community board receive sufficient timely information to enable them to be effective community board members.
4. Attending Council meetings to represent the interests of the Community Board.
5. Being the link between the community board and Council staff.

Contacts with media and outside agencies

The Mayor acts as the official spokesperson for the Council with the media and may provide approval to elected members to act as an official spokesperson.

Community board members, including the chairperson, do not have delegated authority to speak to the media and/or outside agencies on behalf of the Council.

The Group Manager for the community board area, after consultation with the Community Board Chair, will manage the formal communications between the community board and its constituents, and for the community board in the exercise of its business. Correspondence with central government, other local government agencies or other official agencies will only take place through Council staff.

Frequency of meetings

The community board shall meet at least two monthly.

Conduct of affairs

The community board shall conduct its affairs in accordance with the *Local Government Act 2002, the Local Government Official Information and Meetings Act*



1987, the *Local Authorities (Members' Interests) Act 1968*, Councils Standing Orders and Code of Conduct.

Quorum

The quorum at a meeting of the community board shall consist of:

1. Half of the members if the number of members (including vacancies) is even; or
2. A majority of members if the number of members (including vacancies) is odd.

Remuneration

Elected members will be reimbursed in accordance with the current Local Government Elected Members' Determination.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

**AGENDA ITEM: 5.4 ELECTED MEMBERS REMUNERATION POST
ELECTION 2025**

Prepared by:	Simon Pickford Chief Executive Officer
Public Excluded:	No

EXECUTIVE SUMMARY

1. This Report sets out remuneration for Council under Remuneration Authority legislation for the incoming Council post the October 2025 elections.
2. Council is required to have a resolution to approve roles that attract additional remuneration above the base rate. This could include remuneration proposed for the deputy mayor, committee chairs and Councillors.

DRAFT RECOMMENDATION

That Council:

- 1. Receives this report.**
- 2. Notes the Remuneration Authority sets the minimum allocable to councillors is \$27,954. The total pool for 2025/26 is \$363,402.**
- 3. Resolves that Shayne Barry receive remuneration of \$48,402, per year for the role of Deputy Mayor, this includes the role of Chair of the Community Committee.**
- 4. Resolves that Councillor Linda Webb receive remuneration of \$37,000 per year for the role of Chairperson Regulatory Hearings Committee.**
- 5. Resolves that all other Councillors receive remuneration of \$34,750, per year for the role of Councillor. The role includes deputy chairpersons, appointees to reserve and hall subcommittees as well as representation on other community bodies or organisations on behalf of Council as required.**

ISSUES & DISCUSSION

BACKGROUND

Remuneration Authority Process

3. Local Authority elected member remuneration is set by the Remuneration Authority.
4. Remuneration for mayors and elected Councillors is determined within a local government pay scale which considers three factors:
 - the size of the governance role of each Council,
 - the average time required by an elected member on a Council of a particular size, and
 - a general comparison with parliamentary salaries.
5. Based on this information, the remuneration authority determines an annual salary for a local authority's mayor, and a \$ value pool of remuneration as a collective, reflecting the size of the actual total governance roles of Councils rather than the number of Councillors for the balance of the Council elected members.
6. The Remuneration Authority allows each local authority to make recommendations on the allocation of their own pool amongst the various positions that Councillors undertake on their Council.
7. In addition to the set remuneration, there is also provision for elected members to be paid for their involvement in hearings and related meetings for resource consents and district/regional plans under the Resource Management Act.

Additional Payments

8. Elected members are entitled to receive additional payments for the following work:
 - Resource consent hearings under the Resource Management Act 1991 (RMA) or the
 - Housing Accords and Special Housing Areas Act 2013 (HASHA)
 - District Plan hearings
 - Regional Plan or Regional Policy Statement hearings.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

9. These fees are not part of the governance remuneration pool covering Councillors' remuneration and positions of additional responsibility. There is no annual cap on the payment of fees for these hearings.
10. The hourly rate paid to attend hearings is proposed to align with the District Licencing Committee fees as follows:
 - \$51 an hour for a hearing Member; and
 - \$78 an hour for a hearing Chair.
11. The Authority does not have any jurisdiction over fees related to alcohol licensing hearings.
12. Elected member remuneration, meetings fees and hourly rates noted above are all subject to income tax.
13. Elected members are also entitled to a range of allowances that reimburse them for expenditure required in undertaking their duties. All allowances are paid at the discretion of the Council. This has not altered significantly from past allowances that have been available for elected members to claim and is included in proposed Council expenditure.
14. Allowances include mileage. Childcare allowances can be paid in certain circumstances. Travel time allowances can also be paid. Refer to the applicable Remuneration Determination for amounts.
15. This Council provides a computer device to elected Council members plus a yearly ICT allowance for internet services and cell phone.
16. The Remuneration Authority sets the ICT allowances annually and Elected Members can only claim for what is not provided to them by Council. These are all covered by Council's adopted Sensitive Expenditure Policy.

Implementing the New Remuneration Pool

17. The key guidelines for implementing the new remuneration policy are as follows.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

18. Each Council's governance pool is aligned with their ranking of the Council on the relevant size index and within the framework of the new local government pay scale.
19. The governance pool will provide the total amount that can be paid in remuneration to Councillors in each individual Council (aside from the mayor or Regional Council chair). The governance pool will not have any relationship to the number of Councillors. Thus, if a Council wishes to change the number of Councillors and the Local Government Commission agrees, the size of the governance pool will not change, it will just have to be shared amongst more or fewer people.
20. Each Council will need to decide how it wants to allocate its pool according to its own priorities and circumstances. Roles to which additional differential remuneration can be attached may include not just "internal" Council roles such as Deputy Mayor, committee Chair or portfolio holder, but also other jobs representing the Council on outside groups.
21. There are four requirements for each Council:
 - The whole pool must be used. We understand that in any community there will be pressure to "keep rates down" by paying Councillors less and we feel it is important that Councils are protected from such pressure.
 - The Council will need to decide a "base remuneration" for Councillors who have no additional responsibilities. This could be higher than the minimum allowable remuneration set by the Authority.
 - For any roles which attract additional remuneration above the base rate, the Council will be required to have a formal vote which must include the following: a title and short description of each role (i.e. what are the requirements for the Councillor who undertakes it), the proposed annual dollar value of remuneration attached to the role and, course, the name of the Councillor elected to fill that role.
 - Following its formal decision-making, the Council will need to forward their proposal for additional remuneration to the Authority for consideration and inclusion in the determination.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

22. Other key points in the implementation of the new remuneration pool structure are;
23. Councils can't exceed the total remuneration pool set for each Council.
24. The allowances that cover all elected members are not part of the Council's governance remuneration pool. The recompensing of allowances and hearing fees to elected members comes out of the fund set aside by the Council for such payments.
25. The governance remuneration pool does not apply to the annual remuneration of mayors or community board members. The remuneration of mayors and community board members was set by the Authority in Schedule 2 of the above determination, and their new pay rates apply on and from the day following the date that their Council's official results are declared.
26. If Council proposes to disestablish a position of responsibility, it will need to review its allocation of its governance remuneration pool. As the pool is required to be fully allocated, the released amount available from the disestablished position will need to be reallocated amongst the other existing positions covered by the pool.
27. If Council proposes to establish a new position, it will need to review the allocation of its governance remuneration pool. Because the pool will already be fully allocated, the new position, if it is not replacing an existing position, will require a reallocation of the remuneration paid to other positions that were previously approved by the Authority.
28. The current elected Members remain in office until the official results are declared. This means that all current elected members will continue on current rates of pay till midnight on the day that the official results are declared. This applies to returning members, whether they were elected unopposed or in a contest, and to members who are defeated or did not contest the election.
29. On the day after the day Councils' official results are declared, all elected Councillors will be paid the minimum rate that is prescribed in the determination.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

30. The new Council will need to make decisions regarding positions of responsibility and consequent remuneration, including the base remuneration for Councillors with no positions of responsibility.
31. The remuneration authority sets that annual remuneration of the Chairperson and members of a community Board. From the day after the election day, the annual values of remuneration for the Inangahua Community Board are \$8,577 for the Chairperson and \$4,289 for each member.

Proposed Remuneration for Buller District Council

32. The overall allowable pool for allocation for Buller District Council is \$363,402. The pool has a minimum Councillor base salary set at \$27,954.
33. The proposed remuneration based on the structure that was adopted by Buller District Council at its October meeting is set out in the table below.

Title of proposed position	Total number of members per position	Position remuneration		Remuneration pool (\$363,402) balance
Mayor (fixed salary, not included in the \$363,402)	1	131,959		N/A
Deputy Mayor, Including Community Committee Chair	1	48,402		315,000
Regulatory Hearings Committee Chair	1	37,000		278,000
Councillor	8	34,750		0

34. The proposed allocation fully utilises the pool allocated to Buller District Council as required by the Remuneration Authority legislation.

CONSIDERATIONS
Strategic Impact

35. The remuneration structure supports Council's ability to attract and retain capable elected members by ensuring fair compensation for governance responsibilities. It also reinforces transparency and accountability in the allocation of public funds and enables Council to align remuneration with strategic priorities and roles of responsibility.

Significance Assessment

36. Section 76AA of the Local Government Act requires the Council to adopt a policy on significance and engagement. The Council Policy on significance can be found by clicking the following link:

<https://bullerdc.govt.nz/media/f2ofzb4z/significance-and-engagement-policy-ltp-2025-2034.pdf>

37. This report is assessed as being of low significance.

Risk Management Implications / Opportunities

38. The following risks or opportunities are identified with the issues identified in this report.

39. Risk:

Failure to allocate the full governance remuneration pool or to meet statutory requirements may result in non-compliance with the Remuneration Authority's determination and reputational risk.

40. Opportunity:

A well-structured remuneration framework enhances governance effectiveness, supports elected member engagement, and ensures equitable recognition of roles and responsibilities.

Policy & Legislative Considerations

41. This report is guided by the Local Government Act 2002 and the determinations of the Remuneration Authority. It also aligns with Council's Sensitive Expenditure Policy and Elected Members Expense Policy. The remuneration structure must comply with statutory obligations and be formally approved by Council before submission to the Authority.

Māori Impact Statement

42. The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value;

therefore, this decision does not specifically impact Tangata Whenua, their culture and traditions.

Financial Considerations

43. There is no financial implication relevant to this decision beyond the allocation of the governance remuneration pool and approved allowances, which are already included in Council's proposed expenditure.

Communication Internal / External

44. Internal Communication

Governance and HR teams will coordinate the allocation process, formal voting, and documentation for submission to the Remuneration Authority.

Elected members will be informed of their ratified remuneration and any roles of additional responsibility.

46. External Communication

The Remuneration Authority will be notified of Council's proposed allocation.

The final remuneration structure, once ratified by the Remuneration Authority will be published for public transparency.

Community Board members will be advised of their remuneration entitlements as per the Authority's determination.

ATTACHMENTS

Nil

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM: **5.5 BULLER DISTRICT COUNCIL 2025 RESIDENTS SURVEY**

Prepared by: Krissy Trigg
 Group Manager Community Services

Reviewed by: Simon Pickford
 Chief Executive Officer

Public Excluded: **No**

REPORT PURPOSE

1. This report informs Council of the key findings from the 2025 Buller District Council Residents' Survey. It provides an overview of community perceptions and satisfaction levels across Council services and activities. The report outlines key results, identifies trends, and highlights areas for improvement to support informed decision-making and future planning.
2. This survey was commissioned as part of a Key Performance Indicator set by Council for the Chief Executive. It represents the first statistically valid, independently conducted residents' survey for Buller District Council, establishing a baseline measure of community satisfaction and perceptions of Council performance.
3. The survey provides an evidence-based benchmark that will inform future planning, communication, and service delivery improvements. Council intends to undertake a residents' survey every two years to track progress and measure changes over time.
4. No decision is needed in relation to this information.

EXECUTIVE SUMMARY

5. The 2025 Residents' Survey provides insight into community satisfaction with Buller District Council's services, facilities, communication, and overall performance. Commissioned as part of the Chief Executive's performance measures, the survey helps assess Council's effectiveness in delivering services and engaging with the community.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

6. Conducted by Key Research, the survey gathered 411 responses from a representative sample of residents between 5 September and 12 October 2025, achieving a 95% confidence level with a margin of error of $\pm 4.83\%$.
7. The level of response meets the requirements for statistical validity and provides confidence that the results are representative of the wider community, while also establishing a baseline for future surveys.
8. Results show strong satisfaction with core services (47%) and public facilities (73%), alongside high satisfaction with parks and open spaces (70%) and quality of life (73%). However, overall satisfaction with Council's performance is low at 28%, primarily influenced by perceptions of value for money (21%) and rates affordability (36%), with comments focused on high rates and financial management concerns.
9. Key improvement areas include annual property rates, water management, and roads and footpaths, while parks, reserves, and public facilities continue to be areas of strength and community pride.
10. Satisfaction with communication and engagement remains moderate (41%), with residents identifying Council's Facebook, the Council website, and local news as main information sources. While most residents (86%) know where to access Council information, only 21% engaged with Council activities in the past year, and over half (51%) felt their participation would not make a difference.
11. The findings provide valuable insight for Council's future planning, communication, and service improvement priorities, ensuring resources are directed toward areas that most influence community satisfaction and trust.

OPPORTUNITIES AND NEXT STEPS

12. The 2025 Residents' Survey provides a valuable baseline for understanding community perceptions and priorities. While satisfaction is strong in areas such as parks, reserves, and public facilities, the findings highlight opportunities for improvement in financial transparency, rates affordability, water management, and roading.
13. Council will use these insights to:

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

- Review communication on rates and spending to ensure residents clearly understand how rates are invested in community services and infrastructure.
 - Strengthen engagement approaches through the Communication and Engagement Strategy, with work already underway to ensure residents perceive their participation as meaningful, including consideration of new channels and formats for consultation.
 - Identify service improvements in areas most affecting satisfaction and trust, such as water management and roads/footpaths.
14. The survey results will support councillors' decision-making by providing evidence-based insights that reflect community priorities. Initiatives and activities will be managed within existing Council budgets. Where changes to funding levels are required, councillors will make decisions through the Long Term Plan process, with the Annual Plan used to confirm or adjust budgets as appropriate.
15. The next residents' survey will be undertaken in two years' time to track satisfaction trends and provide a clearer measure of Council's Key Performance Indicators.
16. These opportunities will inform Council's future planning, resource allocation, and communication strategies, ensuring that improvements are targeted where they will have the greatest impact on community satisfaction and confidence
17. The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.

DRAFT RECOMMENDATION

- 1. That the Buller District Council 2025 Residents Survey be received.**

ATTACHMENTS

1. Residents Survey Report [5.5.1 – 61 pages]



Buller District Council

2025 Residents' Survey

Background, Objectives and Methods

Background

Buller District Council has an ongoing need to measure how satisfied residents are with the resources, facilities and services provided by the Council, and to prioritise improvement opportunities that will be valued by the community. Key Research has developed a comprehensive mechanism to meet this research need, through provision of an annual residents' survey.

Research Objectives

- Assess satisfaction among residents in relation to the services, facilities and other activities provided by the Council.
- Determine changes in performance over time and to facilitate measurement of progress against the Long-Term Plan.
- Assess Council performance on communication and community engagement with residents.
- Identify and prioritise opportunities for improvement that will be valued by residents.

Method

- A mixed method approach to data collection, consisting of a postal invitation to an online survey. Invites were sent to a random selection of 4,800 residents aged 18 years or older across the Buller District.
- A sample of n=411 responses was collected between 5 September and 12 October 2025, a response rate of 8.6%.
- The questionnaire was designed in consultation with Buller District Council and was structured to provide a comprehensive set of measures relating to core activities, services and infrastructure, and to provide a wider perspective of performance.
- Post data collection, the sample has been weighted so it is exactly representative of key population demographics based on the 2023 Census.
- At an aggregate level, the survey has an expected 95% confidence interval (margin of error) of +/- 4.83%.
- The margins of error associated with subgroups will be larger than this as the results become less precise as the sample size shrinks. Thus, results associated with particularly small sample sizes should be interpreted with caution.

The responses were given scores on a scale of 1 to 10, which were grouped as follows:

1-2 Very dissatisfied/Very poor

3-4 Dissatisfied/Poor

5-6 Neutral/Neither

7-8 Satisfied/Good

9-10 Very satisfied/Excellent

Notes

- Due to rounding, percentages may add to just over or under (+/- 1%) totals.
- %7-10: proportion of respondents who are satisfied (rated 7-10 out of 10).

Contents

Background, Objectives And Method	1
Executive Summary	2
Key Performance Measures	3
Services and Infrastructure	12
Water related Infrastructure	13
Roothing Infrastructure	19
Rubbish and Recycling services	22
Parks, Reserves, and Open Green Spaces and Other Public Facilities	24
Parks, Reserves and Open Spaces	25
Public Facilities	28
Priorities and Opportunities	32
Communication and Engagement	37
Civil Defence and Quality of Life	49
Sample Profile	54
Appendices	56

Executive Summary

DRAFT

- Satisfaction with **Overall core services** is relatively high, with nearly half of respondents satisfied (47%), reflecting positive perceptions of many service areas.
- However, satisfaction with **Overall performance** is relatively low (28%), largely driven by low satisfaction with **Value for money** (21%), which has the strongest influence on residents' overall perception of the Council. Results highlight that value for money and property rates are aspects of concern for residents, with **Rates are too high / lower rates / do not increase rates** being the most prevalent general comments provided by respondents (36%).
- Measures related to **Value for money** were identified as aspects for improvement, particularly **Annual property rates being fair and reasonable**, in addition to **Water management** and **Roads and footpaths**.
- **Parks, reserves, open green spaces** (70%) and **Public facilities** (73%) are the highest-rated aspects of Council services.
- Across other key metrics, 73% of residents rate their **Quality of life** as 'Good' or 'Excellent,' while one third (33%) believe that the **District is going in the right direction**.

Key Performance Measures

Trends in Satisfaction (%7-10)

Proportion of respondents who are satisfied

		2025
PF2_6	Sue Thompson Memorial Library (Westport)	91%
PF2_1	NBS Theatre	90%
PF2_3	Pulse Energy Recreation Centre (PERC Westport)	88%
PF2_2	Reefton Theatre	88%
PRO2_4	Cemeteries	81%
PRO2_2	Sports fields	79%
TW4_1	The reliability of the sewage system	77%
G1_1	Overall quality of your life	73%
PF3_1	Overall satisfaction with the Buller District public facilities	73%
PF2_4	Reefton swimming pool	70%
PRO2_5	Overall District's parks, reserves and open green spaces	70%
PRO2_1	Reserves, parks and open green spaces	70%
TW2_1	The reliability of the water supply	69%
PRO2_3	Playgrounds	69%
PF2_7	Public toilets	67%
CSERV3_1	How easy it was to make your enquiry or request	66%
CSERV3_4	How well Council staff understood your request and how they communicated with you	65%
CSERV3_3	The information provided being accurate	65%
TW2_5	The pressure or flow of the water	63%
PF2_5	The Inangahua County Library (Reefton Visitors and Service Centre)	61%
CSERV3_5	The resolution or outcome achieved	61%
CSERV3_6	How would you rate Council overall for how well they handled your enquiry	59%
RC2_1	Overall satisfaction with Council's rubbish bag and recycling kerbside collection service	57%
VM2_2	Invoicing is clear and correct	56%
TW2_3	The clarity of the water	56%

Trends in Satisfaction (%7-10)

Proportion of respondents who are satisfied

		2025
TW4_2	How the Buller District Council manages, treats and disposes of sewage	56%
CSERV3_2	How long it took to resolve the matter	54%
CD2_1	Satisfaction with the Council promoting being prepared in the event of an emergency	53%
PF5_1	Overall Core Services	47%
RF1_2	The safety of the roads	45%
TW2_4	The odour of the water	42%
RF1_3	The availability of footpaths	41%
ENG3_1	Satisfaction with the opportunities to engage with Council	41%
COM4_1	Satisfaction with how Council keeps residents informed	41%
RF1_1	How well the roads are maintained	38%
RF1_5	The safety of footpaths	34%
G2_1	Confident that the District is going in the right direction	33%
TW2_2	The taste of the water	32%
RF2_1	Overall satisfaction with the roads and footpaths in Buller District	32%
RF1_4	How well footpaths are maintained	29%
OV1_1	Overall satisfaction with Buller District Council	28%
TW9_1	Overall water management	25%
TW8_1	Ability to protect your property from flooding	25%
VM2_3	Know how rates are spent	23%
VM3_1	Value for money	21%
TW8_2	Keeping roads and footpaths free of flooding	21%
TW8_3	How well the stormwater system is maintained	20%
VM2_1	Annual property rates are fair and reasonable	19%
TW7_1	Council response to stormwater issues	10%

Key Performance Measures

Overall Satisfaction

- Nearly three in ten residents (28%) are satisfied with the **Council's overall performance**, while half (50%) are dissatisfied.
- Satisfaction is significantly lower among residents in the Seddon ward (21%) compared to those in the Westport ward (33%).

Overall Core Services

- Nearly half of residents (47%) rate the **Council's core services** 'Good' or 'Excellent'. Satisfaction is significantly higher among residents in the Westport ward (56%), compared with those in other wards.

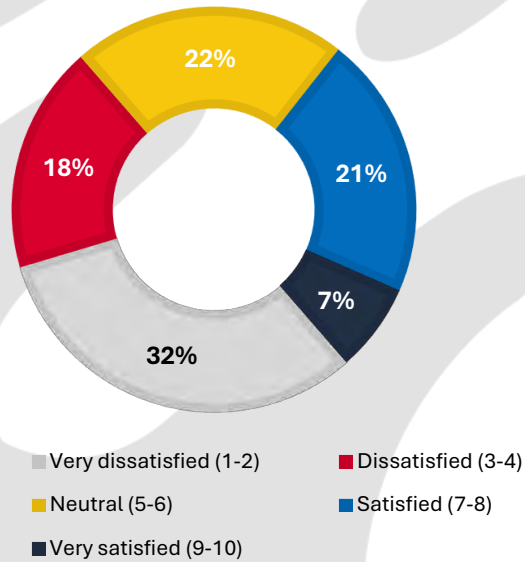


Value for Money

- Most residents (89%) report that they pay rates on a property in the Buller District. Among them, 21% are satisfied with how the Council spends rates on services and facilities, and with the value for money they receive.
- Among related measures, satisfaction is highest with **Invoicing is clear and correct** (56%), while **Annual property rates are fair and reasonable** received the lowest satisfaction score (19%).
- Concerns about rates and financial management are the most prevalent among residents, with 36% mentioning that **Rates are too high / lower rates / do not increase rates**. One third of residents (33%) raised concerns about **Council transparency and performance**, while another 33% mentioned that the Council should **Stop wasting money / focus on core services**. (See page 6).



Overall Satisfaction



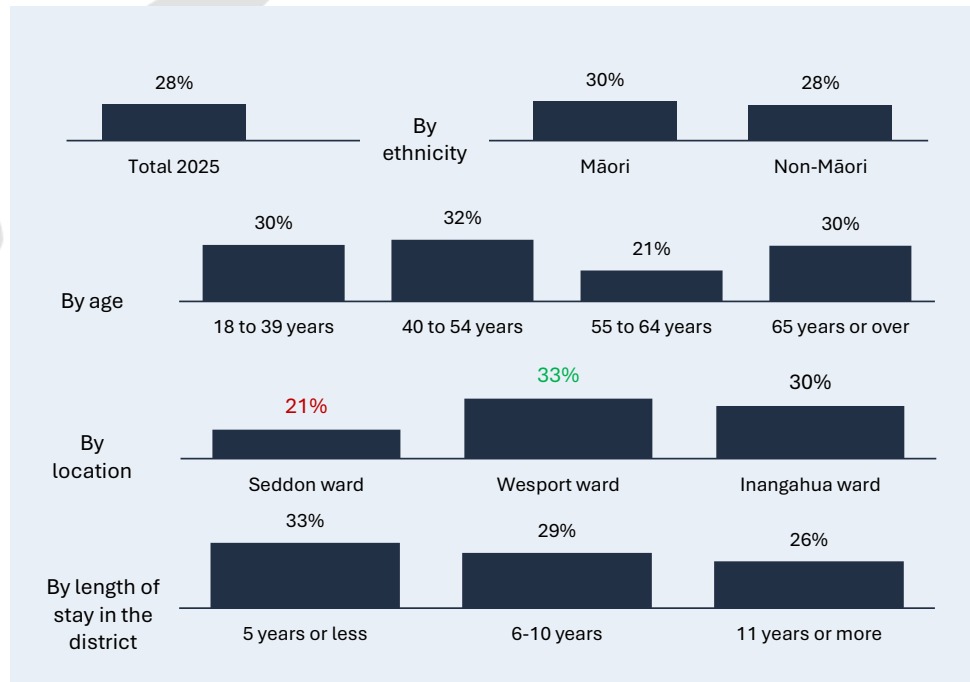
Between demographics

Significantly higher
Significantly lower

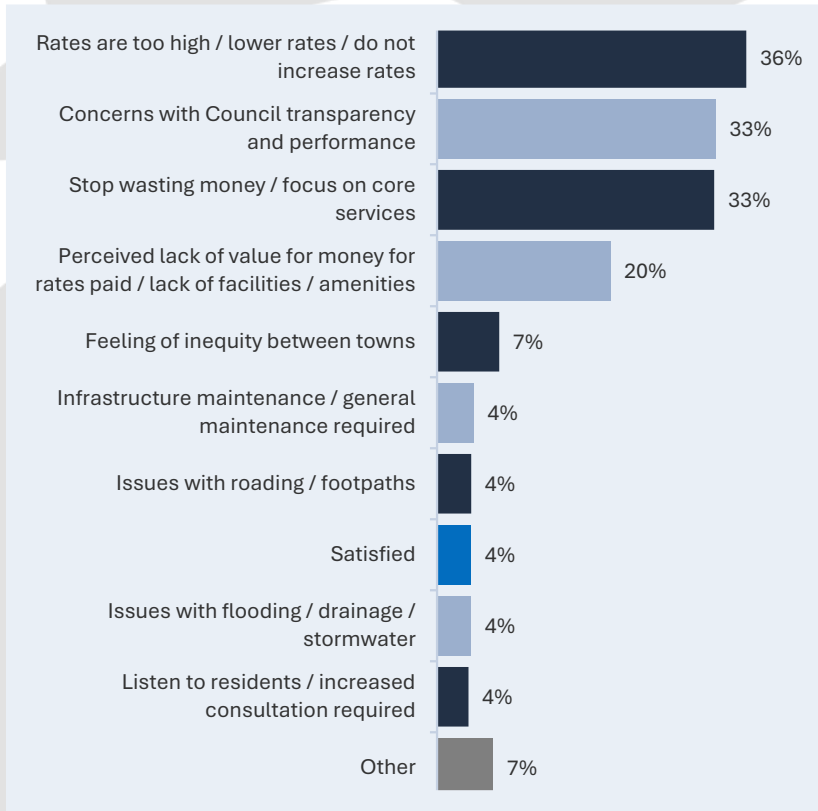
NOTES:

1. OV1. When you think about the Council overall, the services and facilities they provide, the rates they charge, and fees that you pay, overall, how satisfied are you with Buller District Council? n=404

Satisfied (% 7-10)



General Comments about the Council



NOTES:

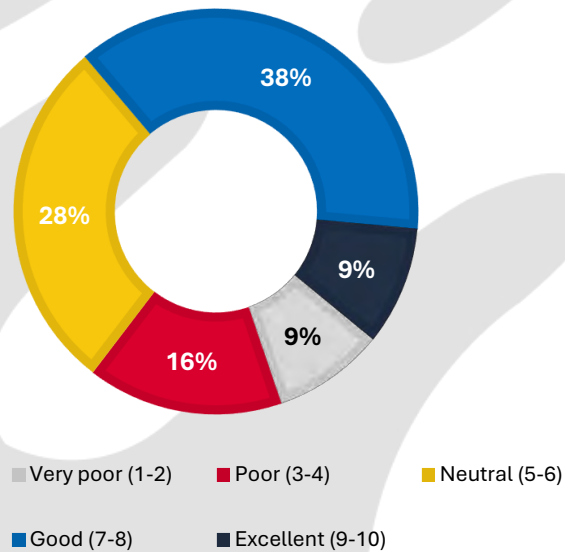
1. OV2. Are there any other comments you would like to make about Buller District Council? n=170

Selection of verbatim comments:

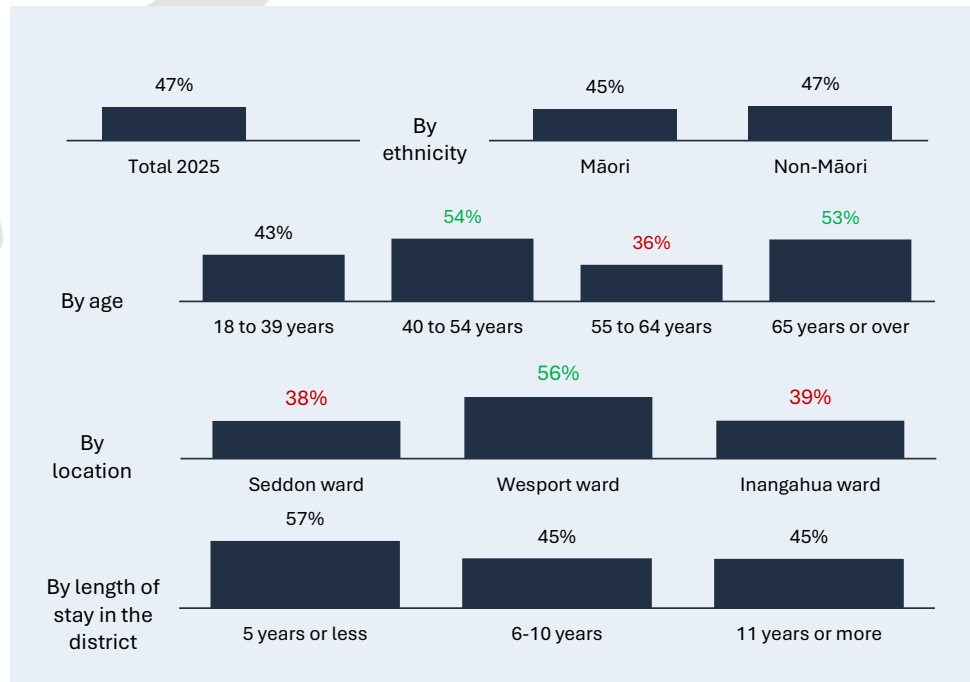
- We pay one of the highest rates in the country for nothing. Now the rates are almost going to double adding water rates.
- Rates are inordinately high considering how little is reinvested in Reefton, and what is spent here is not well targeted. Grossly overpriced public toilet building for example.
- Rates are too high for the value received.
- Please keep working to minimise rates increases and sort out our rubbish bag issue.
- The total rates and fees we pay for our property are too expensive for us. Council needs to manage its finances properly and be far more transparent about it.
- More transparency. Stop closed meetings.
- Transparency is not being provided by Council, have no idea where our rate money goes except on giving our Councillors a pay raise for doing nothing.
- I don't have much faith in Councils operating efficiently.
- There is too much focus on building monuments and the nice to haves instead of focusing on providing effective and functional core services.
- The facilities we have on offer are fantastic.
- As we are on a rural property, I feel our rates are very affordable compared to residential or commercial.
- It seems to be doing a very good job given the extraordinary challenges the District faces, and despite the disparaging comments from Central Government.
- I'm a believer that my rates are beneficial towards creating a better Buller District.
- Overall, I feel Council staff do a good job. It's hard to please everyone and the public sometimes don't appreciate the work that is done by Council.



Overall Core Services



Good (% 7-10)



Between demographics

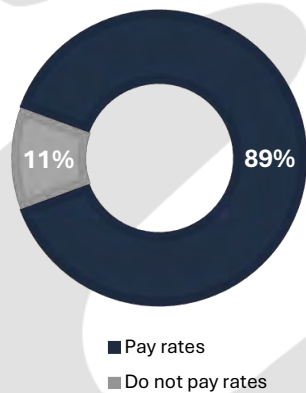
Significantly higher
Significantly lower

NOTES:

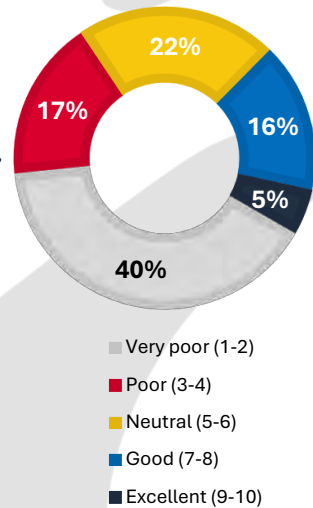
1. PF5. Everything considered, water management, roads, footpaths, rubbish and recycling collection, park reserves and open green spaces, and public facilities provided, how would you rate the Buller District Council for its overall services and facilities? n=404

Value for Money

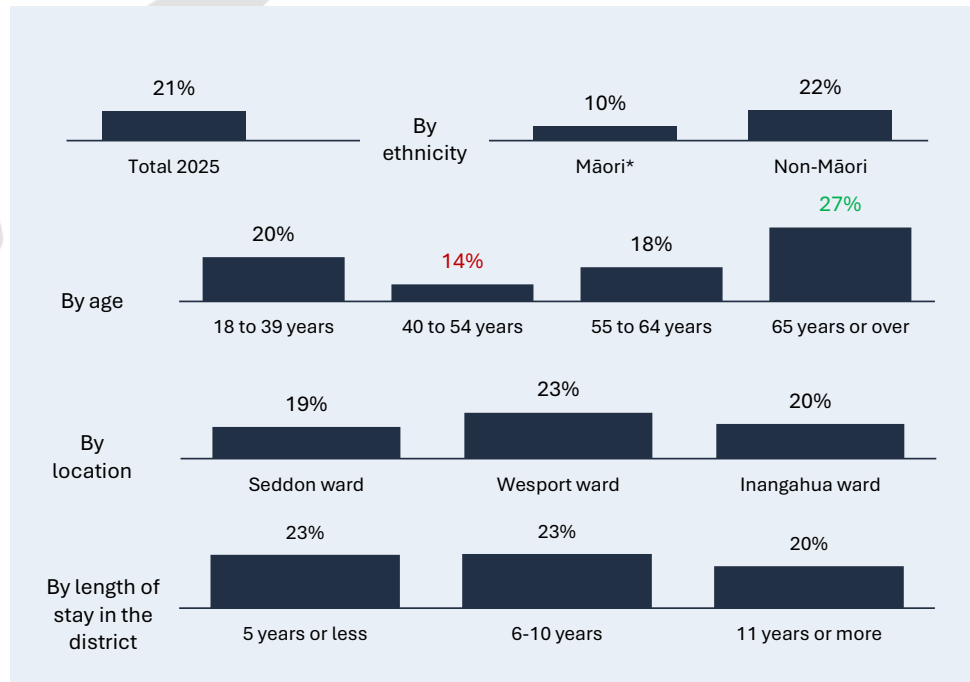
Ratepayers



Satisfaction



Good (% 7-10)



Between demographics

Significantly higher
Significantly lower

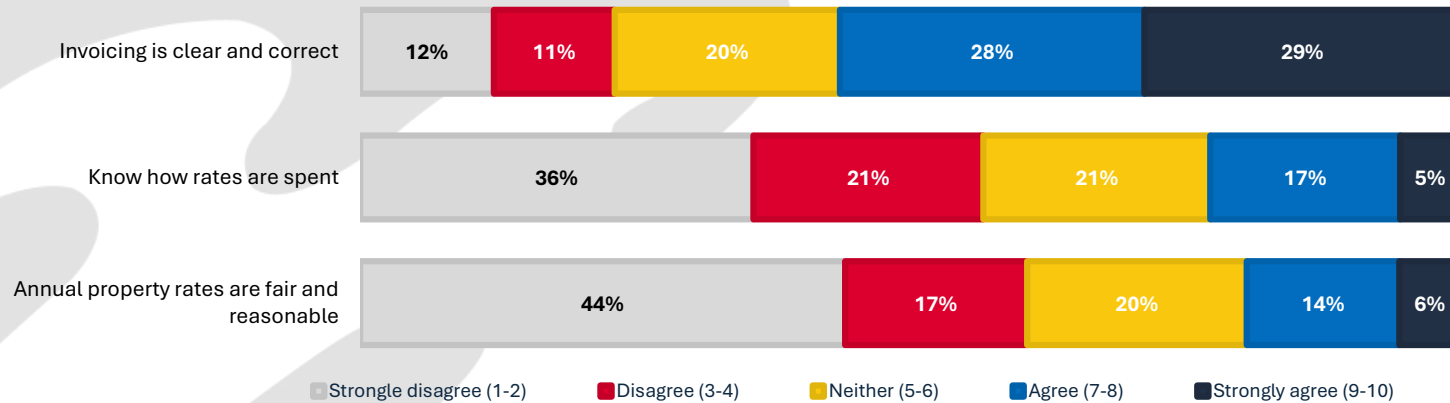
NOTES:

1. VM1. Do you pay rates on a property in the Buller District? n=411; Yes n=372

2. VM3. Thinking about everything Buller District Council has done over the past twelve months and what you have experienced of its services and facilities, how satisfied are you with how rates are spent on services and facilities provided by Council, and the value for money you get for your rates? n=357

3. *Caution: Small sample size (n<30). Results are indicative only.

Measures Related to Value for Money



Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori*	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
Invoicing is clear and correct	56%	49%	57%	59%	49%	54%	61%	54%	59%	54%	69%	48%	54%
Know how rates are spent	23%	22%	23%	14%	19%	27%	26%	21%	24%	24%	19%	27%	23%
Annual property rates are fair and reasonable	19%	10%	20%	11%	13%	17%	30%	24%	17%	15%	23%	16%	19%

Between demographics

Significantly higher
Significantly lower

NOTES:

- VM2. How strongly do you agree or disagree with the following statements?
 - Annual property rates are fair and reasonable n=365
 - Invoicing is clear and correct n=365
 - I know how my rates are spent n=359
- *Caution: Small sample size (n<30). Results are indicative only.

Satisfaction with Services and Infrastructure

Water related Infrastructure



Overall Water Management

- One quarter of residents (25%) are satisfied overall with the Council's **Water management**.
- Satisfaction is significantly higher among residents in the Westport (30%) and Inangahua (33%) wards compared to those in the Seddon ward (14%).

Water Supply

- Among connected residents, nearly seven in ten (69%) are satisfied with **The reliability of the water supply**.
- Residents aged 65 or over are significantly more likely to be satisfied with all aspects related to the water supply than respondents aged 18-39 years.

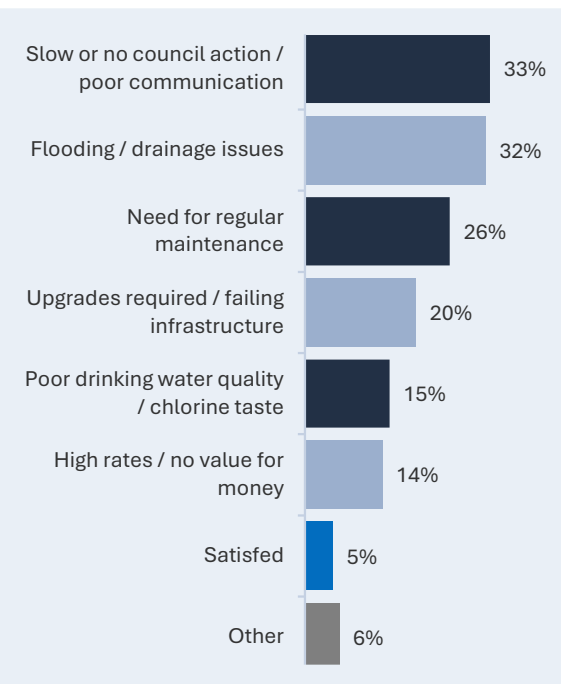
Sewerage System

- 77% of residents are satisfied with **The reliability of the sewerage system**. This perception is consistent across all subgroups.

Stormwater Services

- Nearly two in ten residents have experienced flooding in the last 12 months (18%), while 40% had issues with stormwater drainage in the last 12 months. Among them, 10% are satisfied with the **Council's response to stormwater issues**.
- 25% are satisfied with the **Ability to protect their property from flooding**, 21% are satisfied with **Keeping roads and footpaths free of flooding**, while 20% are satisfied with **How well the stormwater system is maintained**.

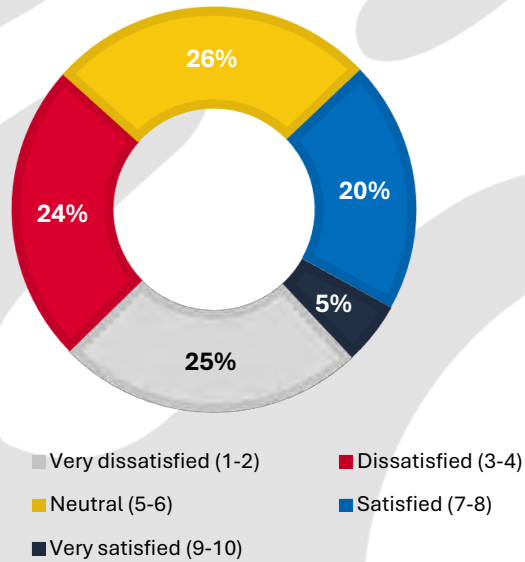
Comments on Council's Water Management



NOTES:

1. TW10. Are there comments you would like to make about the Council's water management? n=193

Overall Water Management



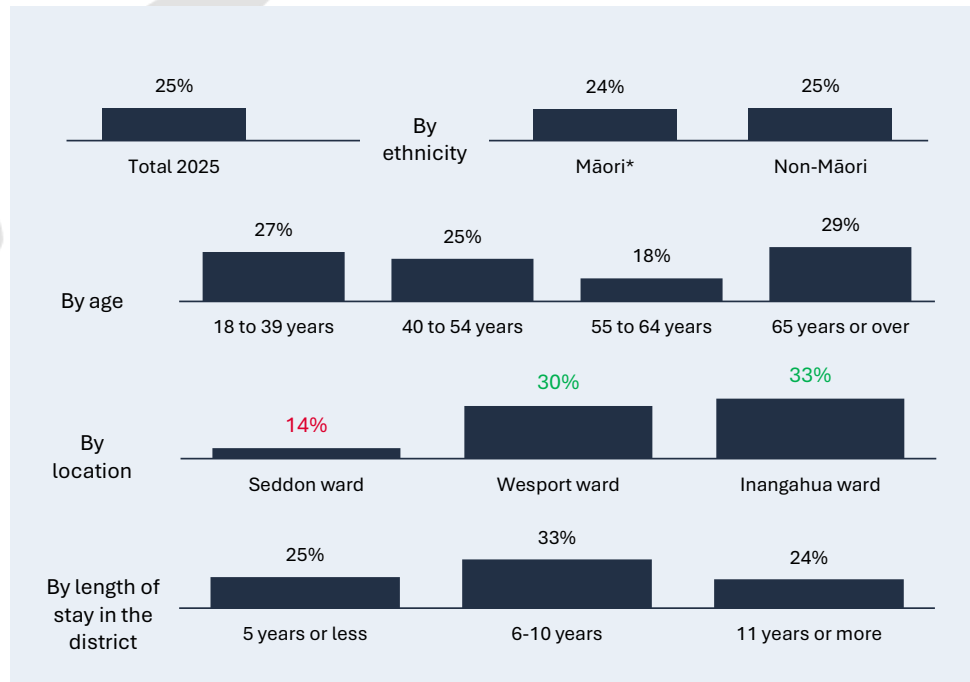
Between demographics

Significantly higher
Significantly lower

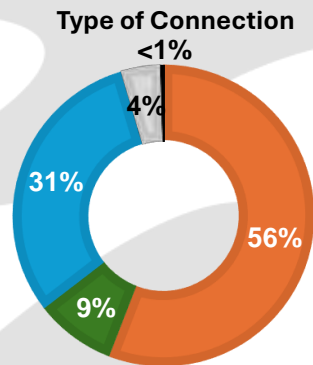
NOTES:

1. TW9. When you think about the supply of water, the management and disposal of stormwater and of wastewater, how would you rate your satisfaction with Council overall for its management of water in the Buller District? n=378
2. *Caution: Small sample size (n<30). Results are indicative only.

Satisfied (% 7-10)



Measures Related to Water Supply



■ A town supply
■ Your own system
■ A rural water scheme
■ Other

Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori*	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward*	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
The reliability of the water supply	69%	62%	70%	59%	70%	71%	80%	57%	71%	73%	66%	78%	69%
The pressure or flow of the water	63%	44%	65%	53%	60%	64%	76%	59%	63%	66%	55%	68%	64%
The clarity of the water	56%	27%	60%	44%	52%	67%	66%	52%	56%	59%	47%	54%	59%
The odour of the water	42%	31%	44%	35%	37%	45%	54%	55%	42%	36%	55%	44%	38%
The taste of the water	32%	13%	35%	22%	25%	44%	42%	52%	30%	25%	29%	33%	33%

NOTES:

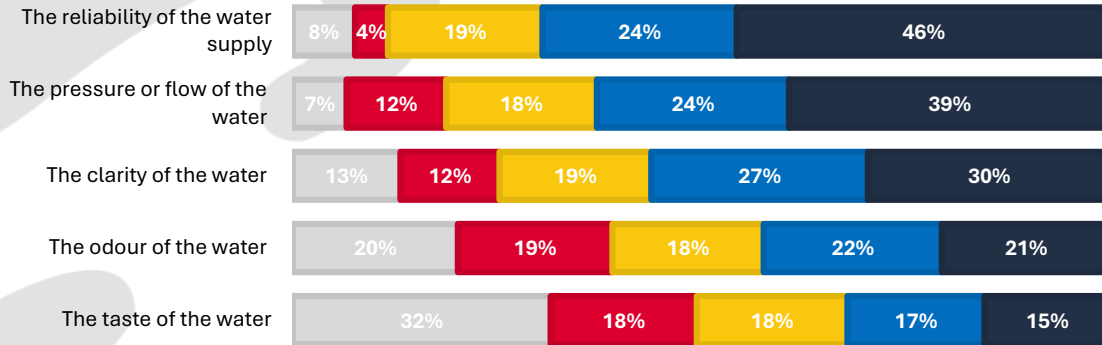
- TW1. Which of the following best describes your water supply connection? n=411
- TW2. Using a scale of 1 to 10 where 1 means 'Very dissatisfied' and 10 means 'Very satisfied', how would you rate your satisfaction with each of the following?
 - The reliability of the water supply n=295
 - The taste of the water n=295
 - The clarity of the water n=292
 - The odour of the water n=288
 - The pressure or flow of the water n=295
- *Caution: Small sample size (n<30). Results are indicative only.

Between demographics

Significantly higher

Significantly lower

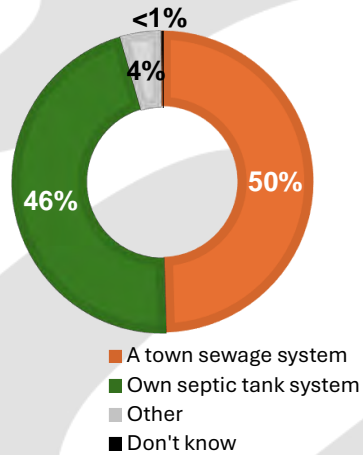
Satisfaction



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Measures Related to Sewage System

Type of Connection



Satisfaction

The reliability of the sewage system



How the Buller District Council manages, treats and disposes of sewage



Very dissatisfied (1-2) Dissatisfied (3-4) Neutral (5-6) Satisfied (7-8) Very satisfied (9-10)

Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori*	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
The reliability of the sewage system	77%	61%	80%	70%	78%	81%	83%	76%	79%	81%	70%	77%
How the Buller District Council manages, treats and disposes of sewage	55%	37%	58%	46%	54%	58%	66%	55%	56%	45%*	49%*	58%

NOTES:

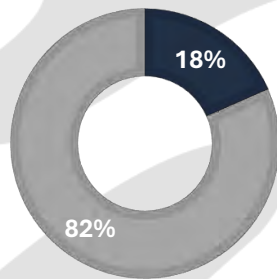
1. TW3. Which of the following best describes the sewage system that your property is connected to? n=411; A town sewerage system n=252
2. TW4. How would you rate your satisfaction with each of the following?
 - a. The reliability of the sewage system n=247
 - b. How the Buller District Council manages, treats and disposes of sewage n=205
3. *Caution: Small sample size (n<30). Results are indicative only.

Between demographics

Significantly higher
Significantly lower

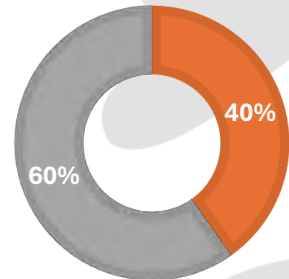
Stormwater Issues

Flooding Experience



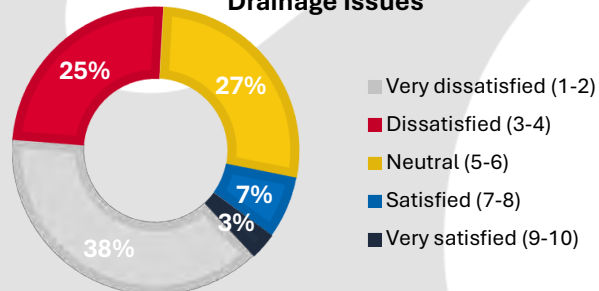
■ Have experience flooding in the last 12 months

Stormwater Drainage Issues



■ Had issues with stormwater drainage in the last 12 months

Satisfaction with Council Response to Stormwater Drainage Issues



■ Very dissatisfied (1-2)
■ Dissatisfied (3-4)
■ Neutral (5-6)
■ Satisfied (7-8)
■ Very satisfied (9-10)

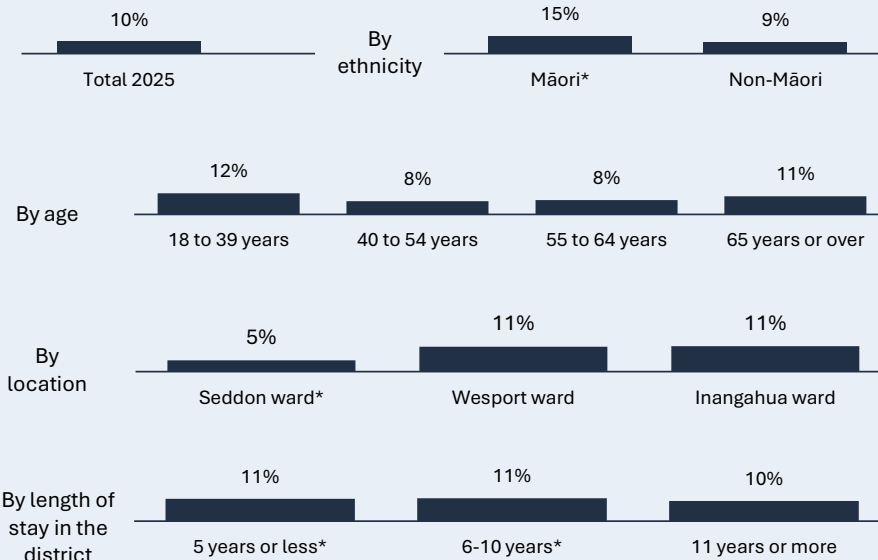
Between demographics

Significantly higher
Significantly lower

NOTES:

1. TW5. Have you experienced flooding in your property in the last 12 months? n=411; Yes n=79
2. TW6. Have you experienced issues with stormwater drainage in your area in the last 12 months? n=411; Yes n=175
3. TW7. How would you rate the Council's response to these issues? n=174
4. *Caution: Small sample size (n<30). Results are indicative only.

Satisfied (% 7-10)



Measures Related to Stormwater

Ability to protect property from flooding



Keeping roads and footpaths free of flooding



How well the stormwater system is maintained



Very dissatisfied (1-2) Dissatisfied (3-4) Neutral (5-6) Satisfied (7-8) Very satisfied (9-10)

Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori*	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
Ability to protect property from flooding	25%	30%	24%	22%	26%	25%	28%	13%	29%	34%	21%	36%	24%
Keeping roads and footpaths free of flooding	21%	17%	21%	9%	20%	21%	30%	22%	19%	24%	18%	29%	20%
How well the stormwater system is maintained	20%	23%	20%	14%	19%	21%	25%	22%	19%	20%	19%	25%	19%

NOTES:

1. TW8. How would you rate your satisfaction with Council's management of the stormwater system in terms of the following?

a. Ability to protect your property from flooding n=346

b. Keeping roads and footpaths free of flooding n=387

c. How well the stormwater system is maintained n=335

2. *Caution: Small sample size (n<30). Results are indicative only.

Between demographics

Significantly higher

Significantly lower

Roading Infrastructure

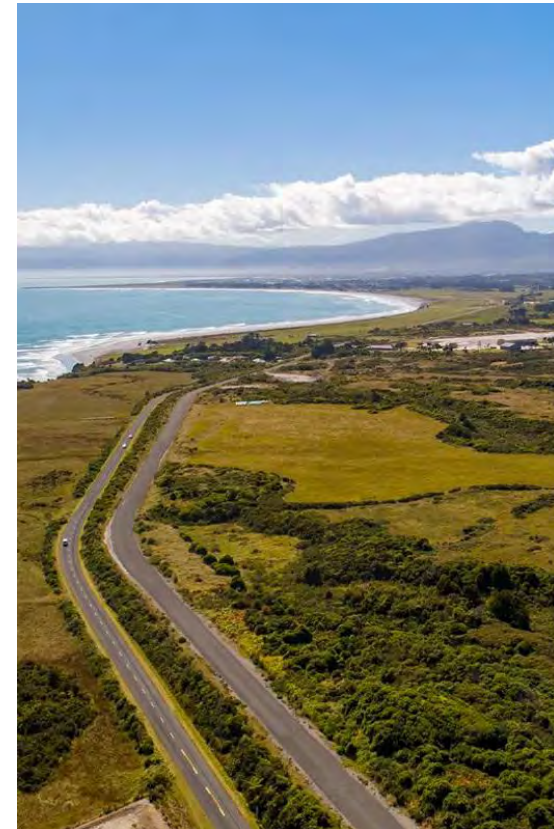


Overall Roads and Footpaths

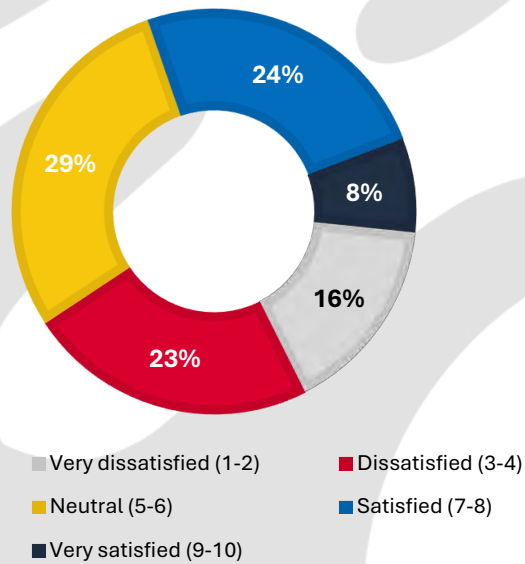
- Over three in ten residents (32%) are satisfied with **Roads and footpaths** in Buller District.
- Newer residents (those living in the district for five years or less) report higher satisfaction with **Roads and footpaths** (47%) compared to long-term residents (11 years or more) at 27%.

Related Measures

- Satisfaction with all measures related to roading infrastructure are the highest among residents in the Westport ward when compared to those in other wards.
- **The safety of the roads** recorded the highest satisfaction rating of 45%, followed by **The availability of footpaths** at 41%.
- In contrast, **How well footpaths are maintained** received the lowest satisfaction rating at 29%. This aligns with residents' comments in regard to the roading network in the district, with 45% mentioning that **Footpath maintenance is required** or that they are **Poor quality**. (See page 53)



Overall Roads and Footpaths



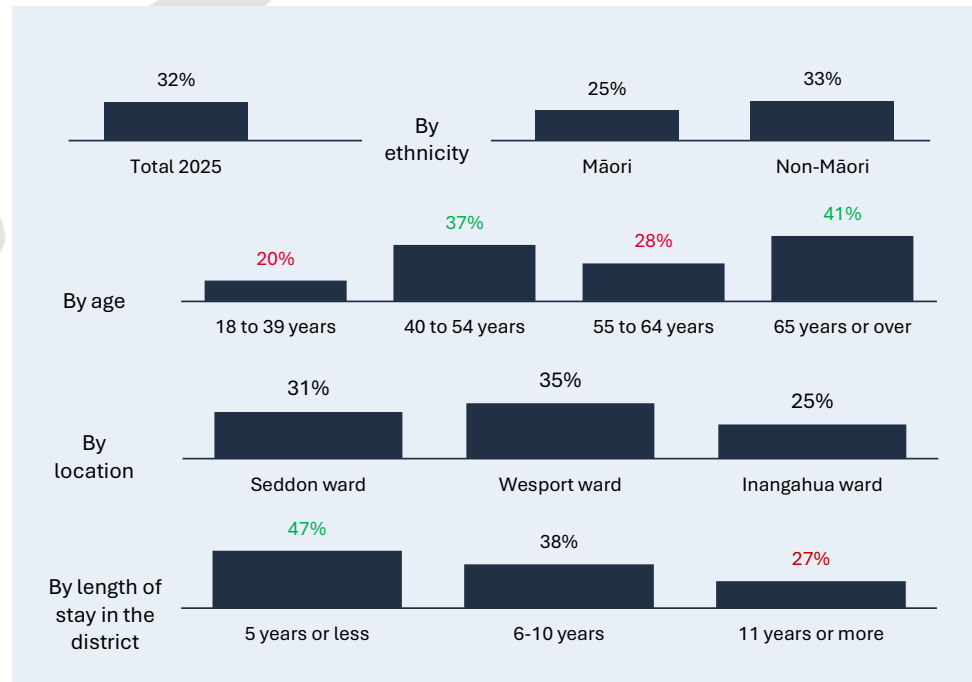
Between demographics

Significantly higher
Significantly lower

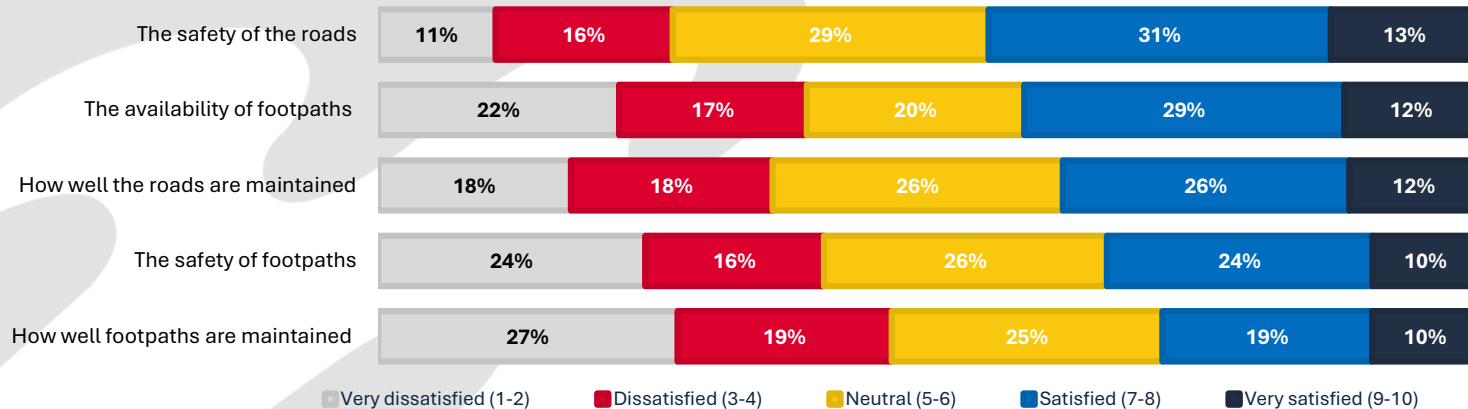
NOTES:

1. RF2. Overall, how satisfied are you with the roads and footpaths in Buller District? n=405

Satisfied (% 7-10)



Measures Related to Roads and Footpaths



Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
The safety of the roads	45%	42%	45%	26%	48%	52%	50%	43%	48%	37%	54%	47%	42%
The availability of footpaths	41%	27%*	43%	35%	60%	33%	40%	35%	54%	20%	43%	51%	39%
How well the roads are maintained	38%	35%	38%	24%	41%	37%	46%	35%	44%	26%	52%	42%	33%
The safety of footpaths	34%	23%	35%	24%	42%	28%	40%	33%	39%	22%	45%	40%	30%
How well footpaths are maintained	29%	21%*	30%	18%	36%	21%	38%	30%	31%	21%	46%	34%	23%

NOTES:

- RF1. Thinking about local roads provided by Buller District Council (excluding State Highways which are not Council managed roads), how satisfied are you with the following:
 - How well the roads are maintained n=404
 - The safety of the roads n=402
 - The availability of footpaths n=398
 - How well footpaths are maintained n=395
 - The safety of footpaths n=392

Between demographics

Significantly higher
Significantly lower

- *Caution: Small sample size (n<30). Results are indicative only.

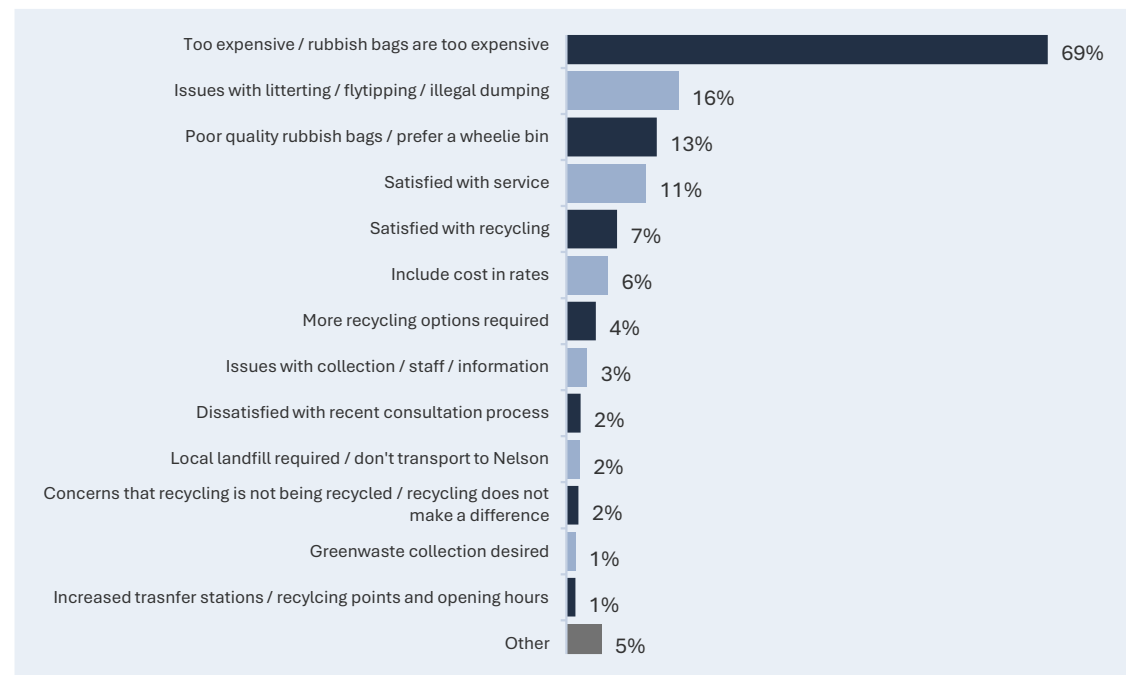
Rubbish and Recycling Services



Rubbish and Recycling Services

- The majority of Buller District residents (84%) **Receive Council rubbish bag and recycling kerbside collection service.**
- Among them, 57% are satisfied with the service they receive.
- Nearly seven in ten respondents (69%) mentioned that the service is **Too expensive, or rubbish bags are too expensive.**

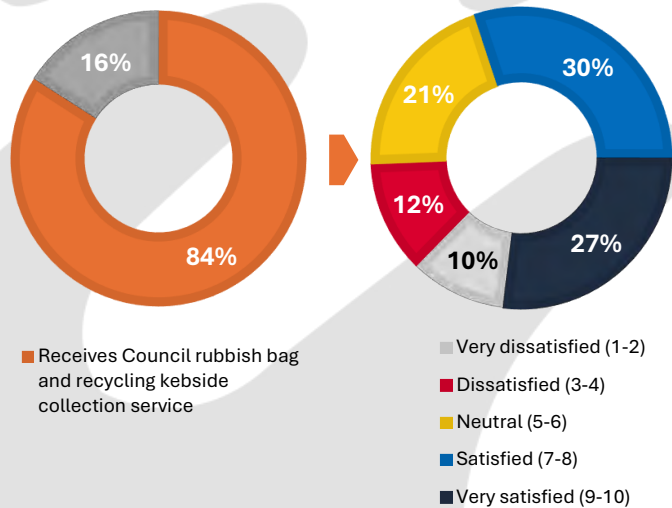
Comments on Rubbish and Recycling Services



NOTES:

1. RC3. Are there comments you would like to make about the Council's rubbish bag and recycling collection service? n=251

Rubbish and Recycling Services



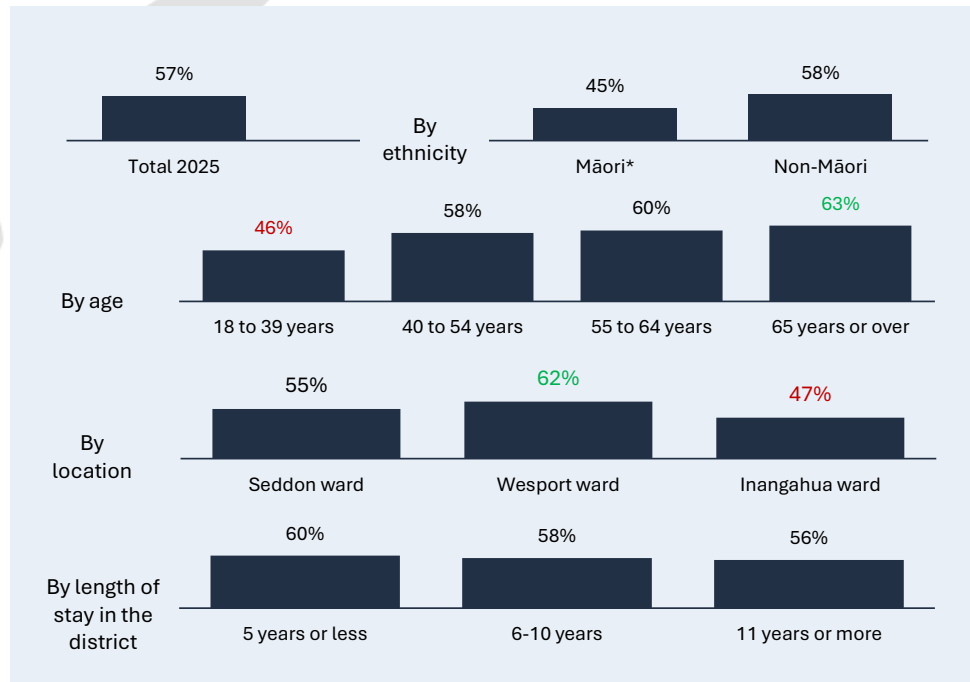
Between demographics

Significantly higher
Significantly lower

NOTES:

1. RC1. Is your property receiving the Council rubbish bag and recycling kerbside collection service? n=411; Yes n=365
2. RC2. Overall, how satisfied are you with Council's rubbish bag and recycling kerbside collection service? n=360
3. *Caution: Small sample size (n<30). Results are indicative only.

Satisfied (% 7-10)



Satisfaction with Parks, Reserves, and Open Green Spaces and Other Public Facilities

Parks, Reserves and Open Spaces



Overall District's Parks, Reserves and Open Green Spaces

- Most residents have visited **Reserves, parks, and open green spaces** in the district (75%).
- Satisfaction with the **Overall District's parks, reserves and open green spaces** is high at 70%.

Cemeteries

- Just over four in ten residents (41%) visited **Cemeteries** in the past year. 83% of visitors are satisfied with its use and maintenance, and is one of the highest rated facilities among all parks, reserves and open green spaces.

Sports fields

- Satisfaction is high for **Sports fields**, with 83% of visitors satisfied with their use and maintenance. Satisfaction is significantly higher among residents aged 18 to 39 (88%) and 40 to 54 (91%) compared to those aged 65 and over (70%).

Playgrounds

- **Playgrounds** have the lowest visitation, with 32% of residents having visited in the past year. Despite this, satisfaction is high at 73%.

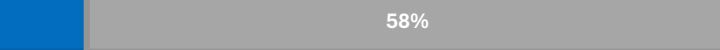


Parks, Reserves and Open Spaces: Visitation

Reserves, parks and open green spaces



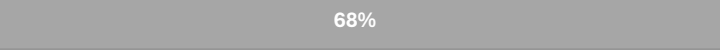
Sports fields



Cemeteries



Playgrounds



■ Visited in the past year

Visited (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Māori	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
Reserves, parks and open green spaces	74%	76%	79%	73%	76%	75%	69%	80%	75%	77%	81%	74%
Sports fields	44%	41%	54%	54%	29%	34%	26%	56%	34%	22%	33%	48%
Cemeteries	28%	42%	47%	28%	39%	47%	36%	43%	44%	16%	39%	48%
Playgrounds	39%	31%	54%	44%	19%	19%	15%	39%	47%	19%	24%	37%

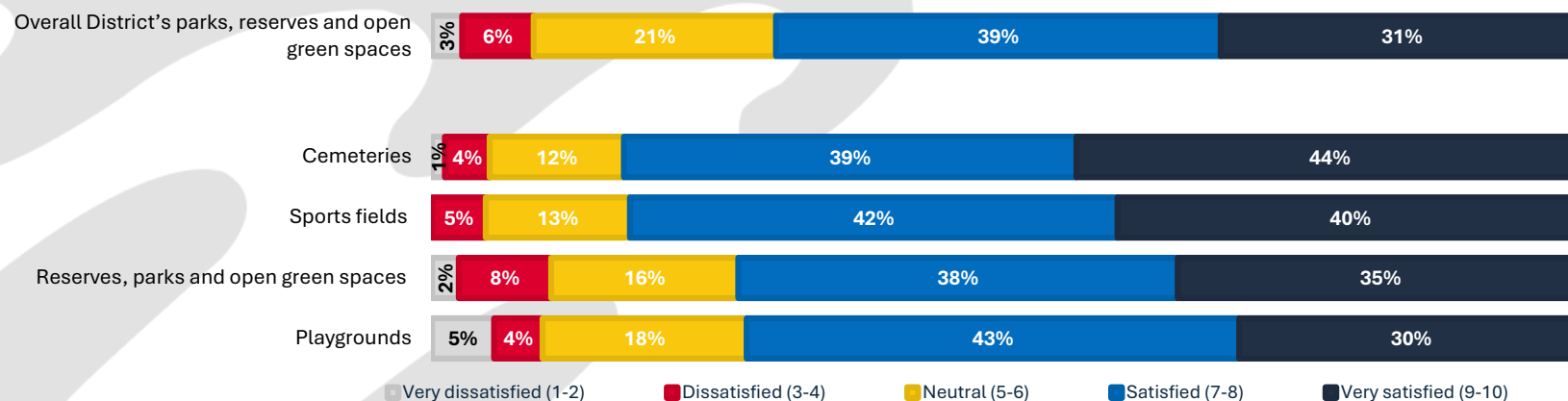
Between demographics

Significantly higher
Significantly lower

NOTES:

1. PRO1. Which of the following reserves, parks and open green spaces have you used or visited in the past year? Please select all that apply. n=411

Parks, Reserves and Open Spaces: Satisfaction (Users only)



Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori*	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport Ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
Overall District's parks, reserves and open green spaces	70%	67%	70%	61%	84%	67%	71%	56%	81%	64%	60%	73%	72%
Cemeteries	83%	80%	84%	83%*	100%*	76%	82%	81%*	87%	77%	67%*	83%*	85%
Sports fields	83%	74%	84%	88%	91%	79%	70%	70%*	87%	84%*	73%*	82%*	84%
Reserves, parks and open green spaces	73%	71%	74%	70%	81%	71%	73%	68%	77%	72%	63%	68%	77%
Playgrounds	73%	75%	72%	65%	82%	68%*	77%	73%*	79%	59%*	46%*	78%*	76%

NOTES:

1. PRO2. How satisfied are you with the use and maintenance each of the following?

- Reserves, parks and open green spaces n=318
- Sports fields n=178
- Playgrounds n=134
- Cemeteries n=180
- Everything considered, how satisfied are you with the District's parks, reserves and open green spaces, including how these are managed and maintained? n=373

Between demographics

Significantly higher
Significantly lower

2. *Caution: Small sample size (n<30). Results are indicative only.

Public Facilities



Overall Public Facilities

- Among visitors to a public facility, 73% are satisfied with **Overall Buller District public facilities**.

Public Toilets

- Among all public facilities, **Public toilets** have the highest visitation rate of 67%.
- Of those who have used the facility, 67% are satisfied.

District's Libraries (Sue Thompson Memorial and The Inangahua County Library)

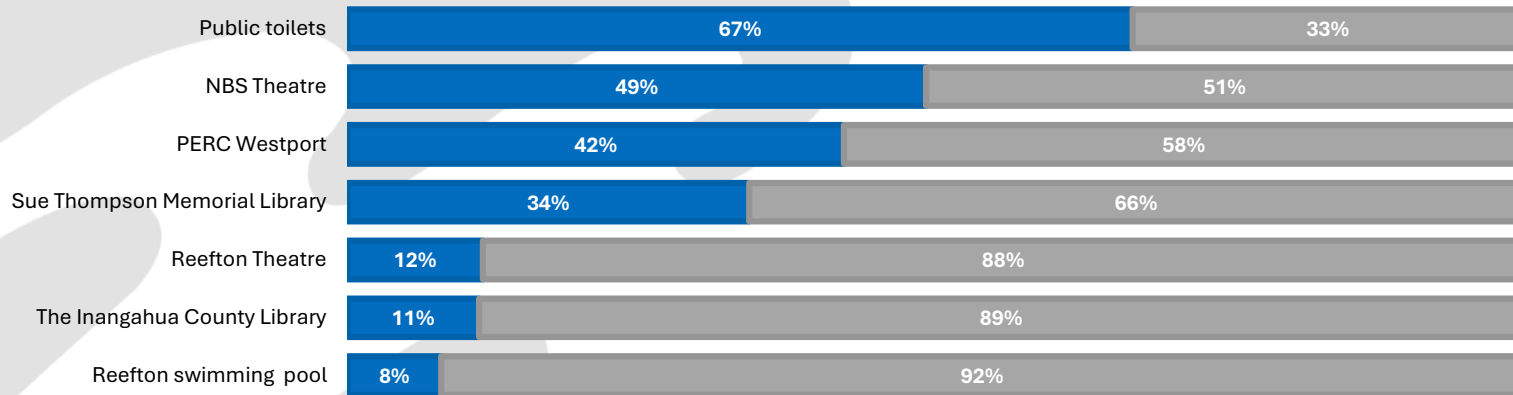
- Despite a relatively low visitation rate (34%), the **Sue Thompson Memorial Library** received the highest satisfaction rating (91%) among all public facilities.
- Satisfaction is significantly higher among residents from the Westport ward (98%) compared to those in the Seddon ward (85%).
- In contrast, the **Inangahua County Library** received the lowest satisfaction rating (61%) among all district public facilities.

District Theatres (NBS and Reefton)

- The district theatres also received high satisfaction ratings, with the **NBS Theatre** at 90%, followed by the **Reefton Theatre** at 88%.



Public Facilities: Visitation



Visited (% of respondents)

■ Visited in the past year

Ethnicity, Age, Location, Length of stay in the district	Māori	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua Ward	5 yrs or less	6-10 yrs	11+ yrs
Public toilets	69%	67%	60%	64%	71%	70%	87%	54%	62%	72%	79%	63%
NBS Theatre	46%	50%	46%	59%	49%	45%	43%	70%	6%	46%	36%	53%
PERC Westport	55%	41%	50%	59%	31%	33%	28%	63%	15%	36%	24%	47%
Sue Thompson Memorial Library	36%	34%	27%	32%	29%	45%	43%	39%	6%	34%	40%	33%
Reefton Theatre	14%	11%	11%	14%	8%	13%	2%	1%	58%	9%	17%	11%
The Inangahua County Library	14%	11%	15%	4%	11%	14%	-	1%	60%	11%	10%	12%
Reefton swimming pool	8%	8%	15%	6%	5%	7%	-	1%	41%	7%	10%	8%

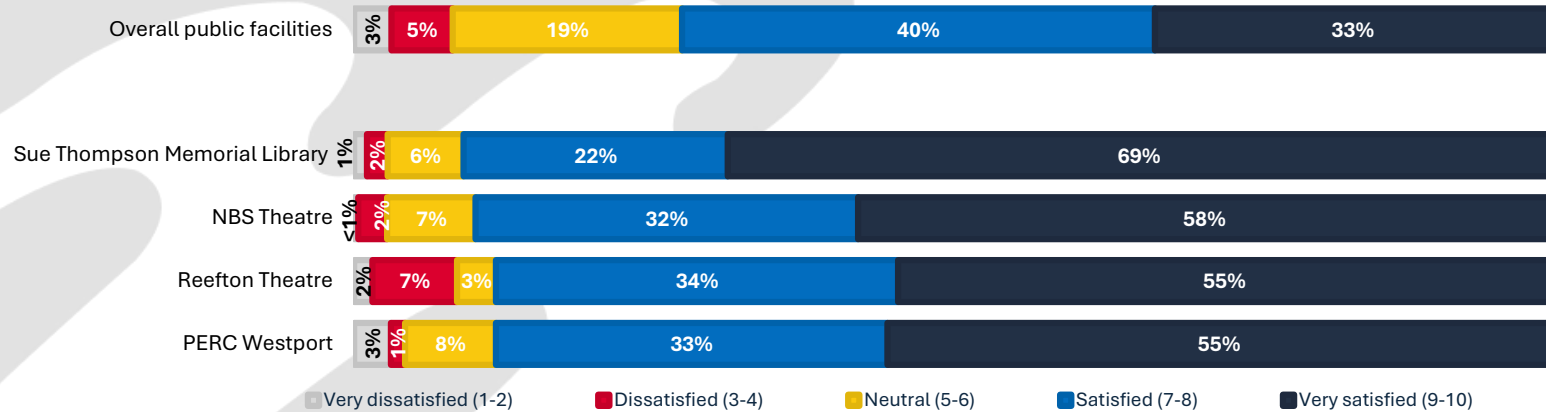
Between demographics

Significantly higher
Significantly lower

NOTES:

1. PF1. Which of the following public facilities have you used or visited in the past year? Please select all that apply. n=411

Public Facilities: Satisfaction (Users only)



Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori*	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
Overall public facilities	73%	66%	73%	67%	84%	73%	69%	61%	80%	75%	77%	71%	72%
Sue Thompson Memorial Library	91%	85%	92%	90%*	97%	85%*	91%	85%	98%	49%*	93%*	80%*	93%
NBS Theatre	90%	100%	89%	88%	94%	89%	88%	82%	93%	100%*	89%	91%	90%
Reefton Theatre	88%	100%	86%	79%*	91%*	89%*	91%*	100%*	100%*	87%	100%*	88%*	86%
PERC Westport	88%	82%	89%	87%	86%	89%	92%	91%*	86%	100%*	93%*	93%*	87%

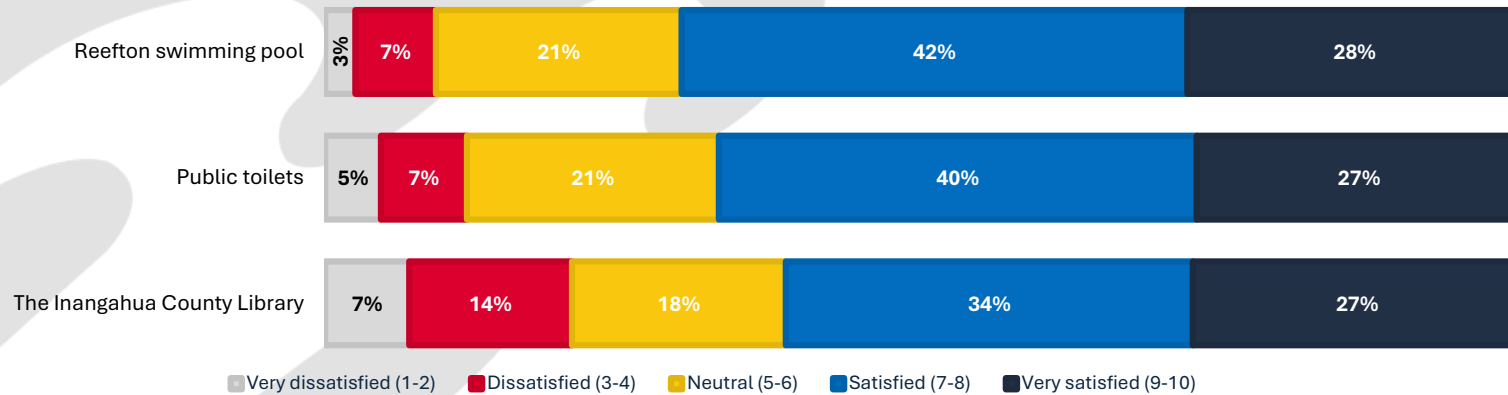
NOTES:

- PF3. Overall, how satisfied are you with the Buller District public facilities? n=352
- PF2. Based on your experience, how would you rate your overall satisfaction with each of the following facilities?
 - NBS Theatre n=227
 - Reefton Theatre n=45
 - PERC Westport n=193
 - Reefton swimming pool n=28
- *Caution: Small sample size (n<30). Results are indicative only.

Between demographics

Significantly higher
Significantly lower

Public Facilities: Satisfaction (Users only, continued)



Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
Reefton swimming pool*	70%	33%	75%	54%	100%	60%	83%	-	100%	69%	100%	85%	59%
Public toilets	67%	66%	67%	58%	73%	63%	72%	55%	71%	88%	74%	54%	68%
The Inangahua County Library	61%	20%	68%	50%*	69%*	73%*	63%*	-	100%	61%	76%*	85%*	54%

NOTES:

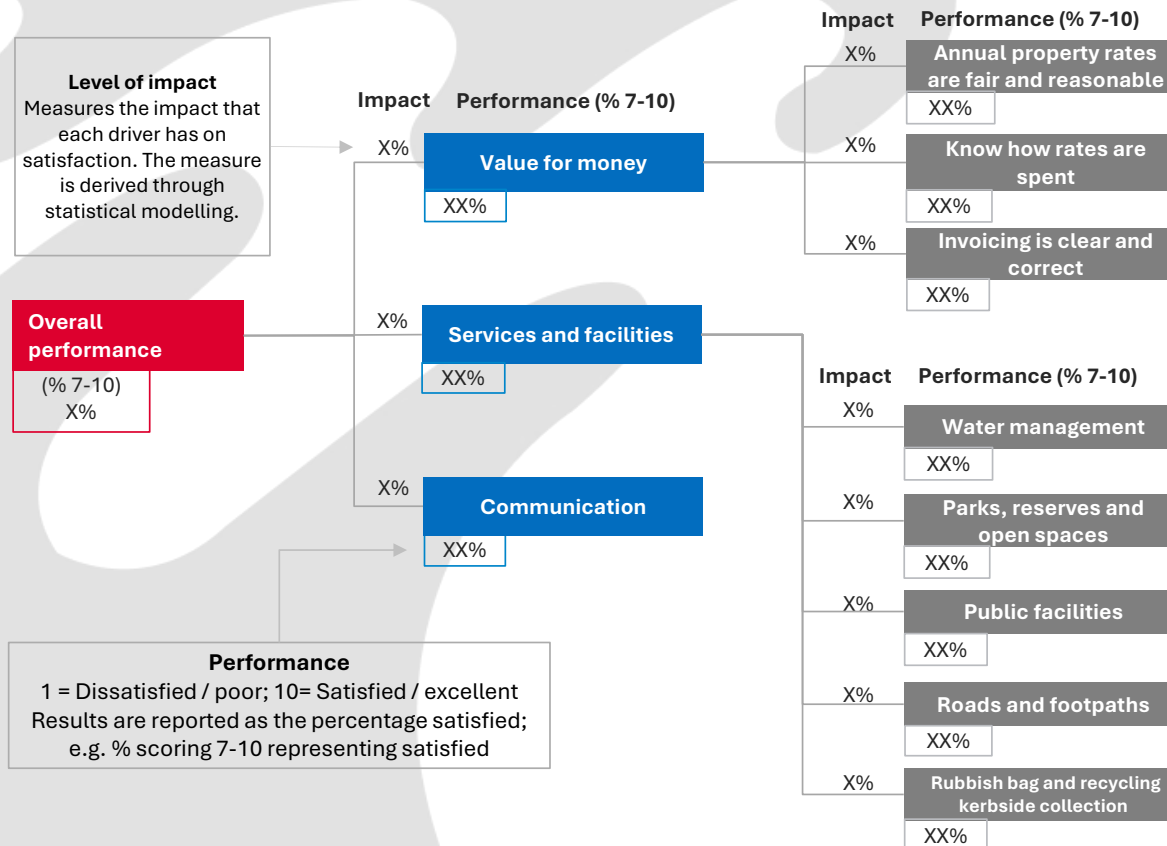
Between demographics

Significantly higher
Significantly lower

- PF2. Based on your experience, how would you rate your overall satisfaction with each of the following facilities?
 - The Inangahua County n=28
 - Sue Thompson Memorial Library n=44
 - Public toilets n=249
- *Caution: Small sample size (n<30). Results are indicative only.

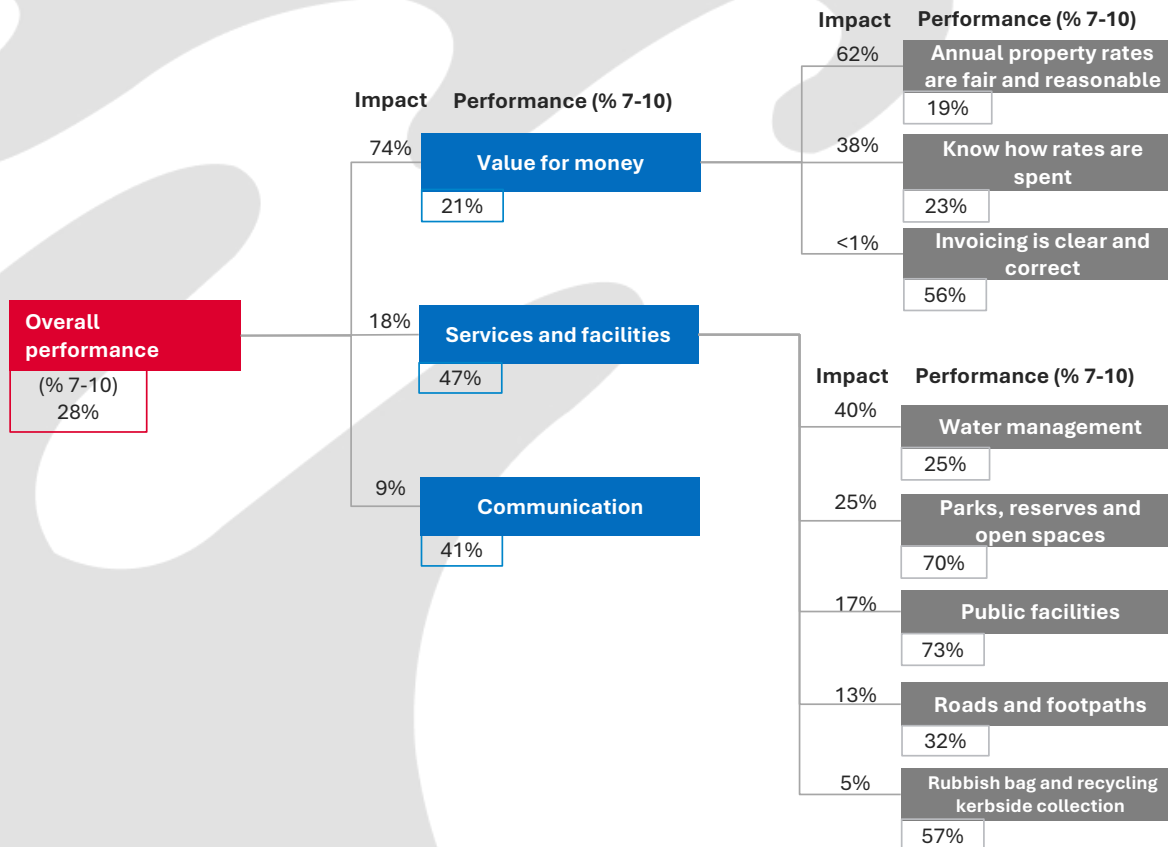
Priorities and Opportunities

Introduction to the Driver Model



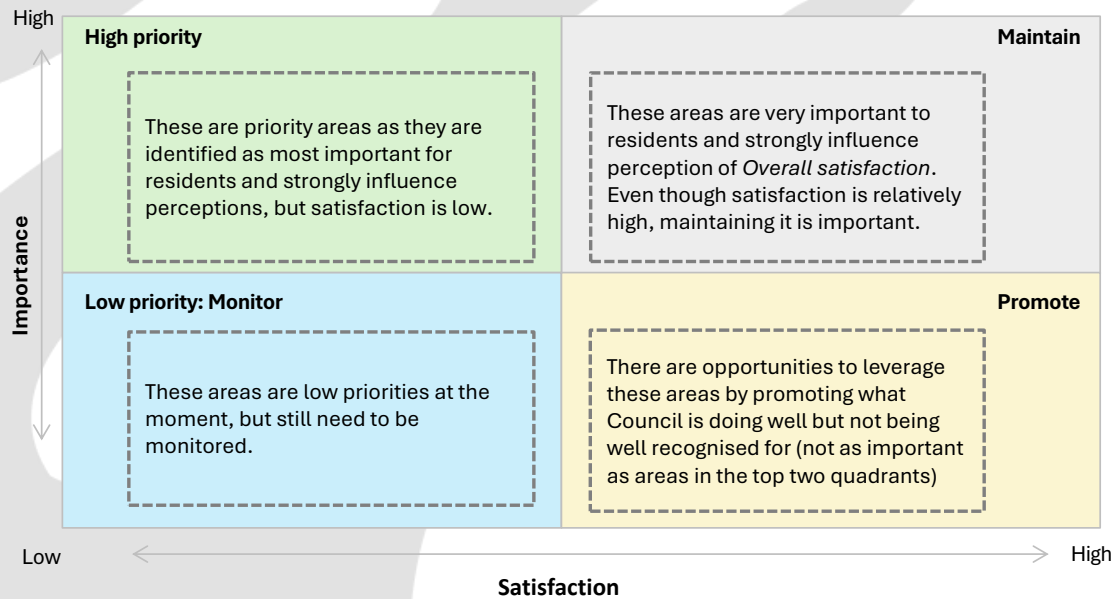
- Residents are asked to rate their perceptions of Council's performance on the various elements that impact overall satisfaction. These processes must align with the customer facing services and processes to ensure they are actionable
- We use multiple regression analysis to identify how much different areas of services provided by Council impact overall perception. Impact scores represent how strong the connection is.
- For example, if impact score for one of the KPI's is 50%, it means that increasing residents' perception in this area by 4% will increase perception of Overall performance by 2%, given all other factors remain unchanged.

Drivers of Perceptions of Buller District Council's Performance



- **Value for money** is the strongest driver of overall satisfaction (74%).
- Satisfaction with this measure is low (21%), contributing to the relatively low satisfaction score of the Councils **Overall performance** (28%).

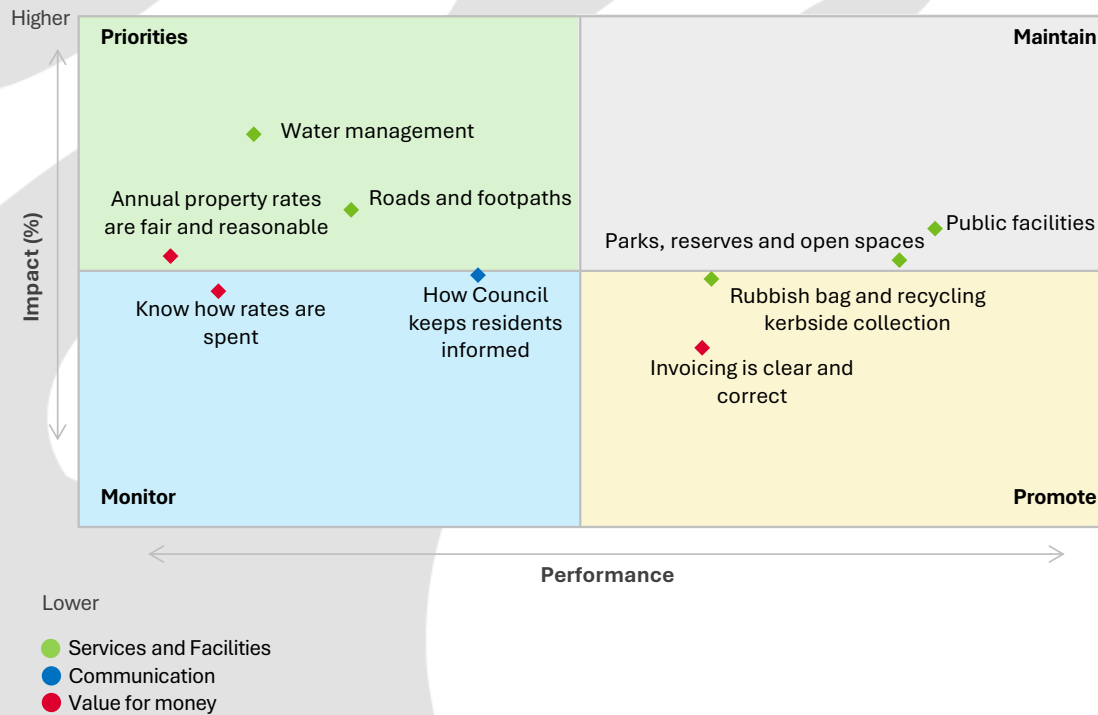
Establishing Priorities - Matrix



'Importance' vs 'Satisfaction' analysis helps to establish priorities and opportunities for Council to improve overall satisfaction.

Using the importance and satisfaction scores, we are able to position each area of performance on two axis. Below is a brief explanation of what it means if the measure is located in each of the quadrants.

Opportunities and Priorities



With **Value for money** being the strongest driver of **Overall satisfaction**, the key aspects for improvement reflect this, and are aligned with residents' main concerns, particularly:

- Annual property rates are fair and reasonable
- Water management
- Roads and footpaths

Communication and Engagement

Communication and Engagement



Overall Communication

- Over four in ten residents (41%) are satisfied with *How the Council keeps residents informed*.
- Satisfaction is significantly higher among residents in the Westport ward (48%) compared with those in other wards.

Sources of Information and Preferred Way to Keep Up to Date with the Council

- The **Council's Facebook page** and **Website** serve as the primary sources of information for residents, with 43% having seen, read, or heard information about the Council through either of these platforms, followed by **Westport News** at 41%.

Awareness of Where to Get Council Information

- 86% of residents are aware of where to get Council information when needed.

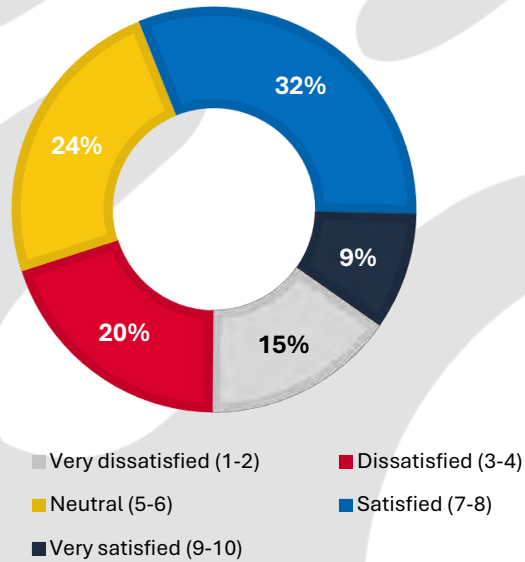
Involvement in Council Activities in the Last 12 months

- Just over two in ten residents (21%) have engaged with the Council in the past 12 months.
- Engagement is highest among residents aged 65 years or over (31%) and those in the Seddon ward (27%).

Engagement with Council Decisions and Projects

- Most residents (64%) prefer to have a say on Council decisions and projects through online surveys or submission forms (Let's Talk Buller).
- When asked about barriers to engagement, just over half of residents (51%) feel that taking part **Will not make a difference**, while 38% are **Not aware of when engagement opportunities are happening**.
- Just over four in ten residents (41%) are satisfied with the **Opportunities to engage with Council**.

Overall Communication



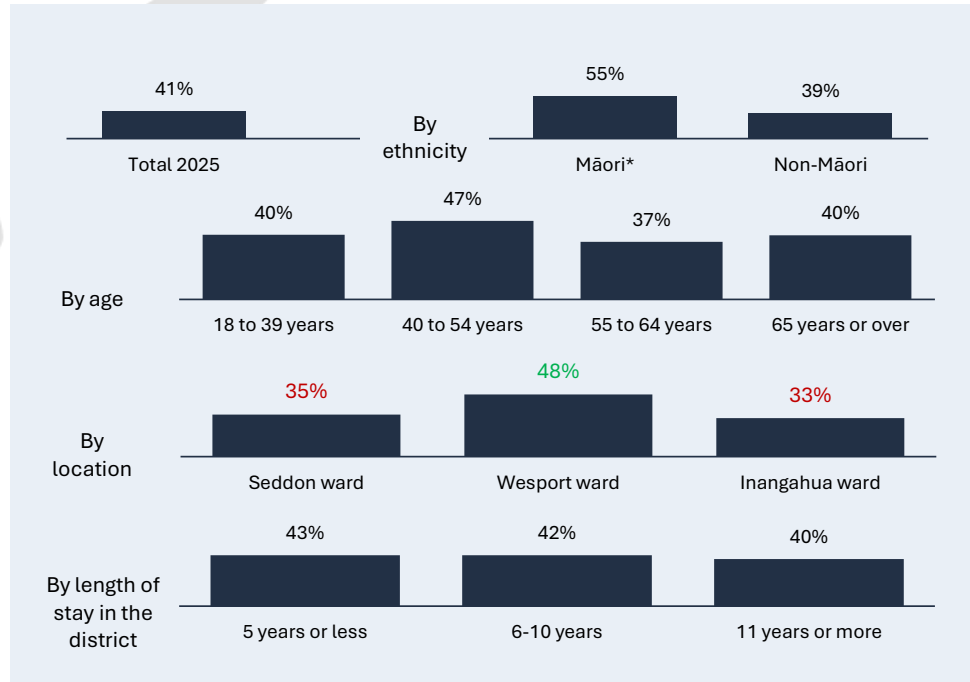
Between demographics

Significantly higher
Significantly lower

NOTES:

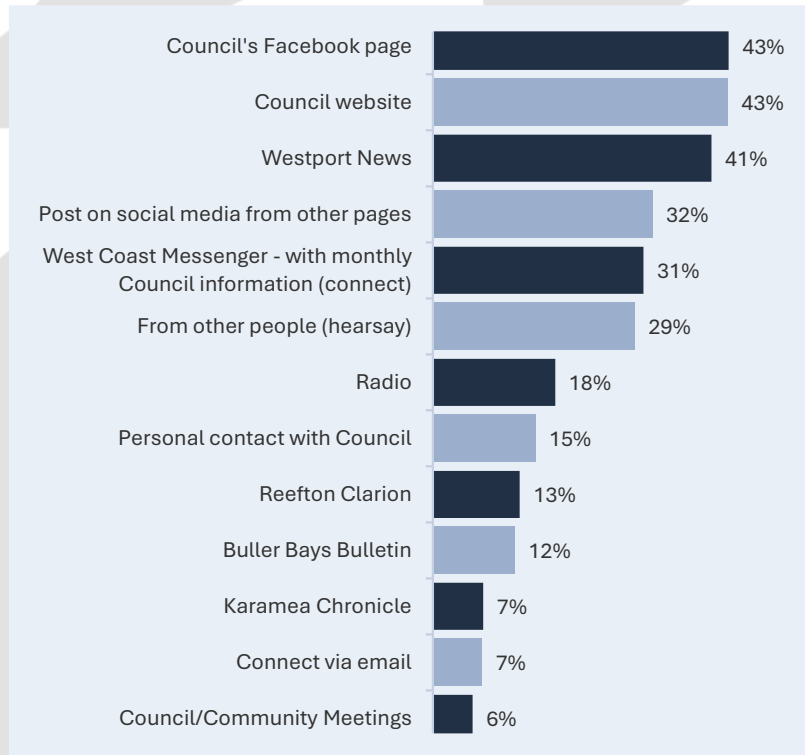
1. COM4. How satisfied are you with how Council keeps you informed? n=398
2. *Caution: Small sample size (n<30). Results are indicative only.

Satisfied (% 7-10)

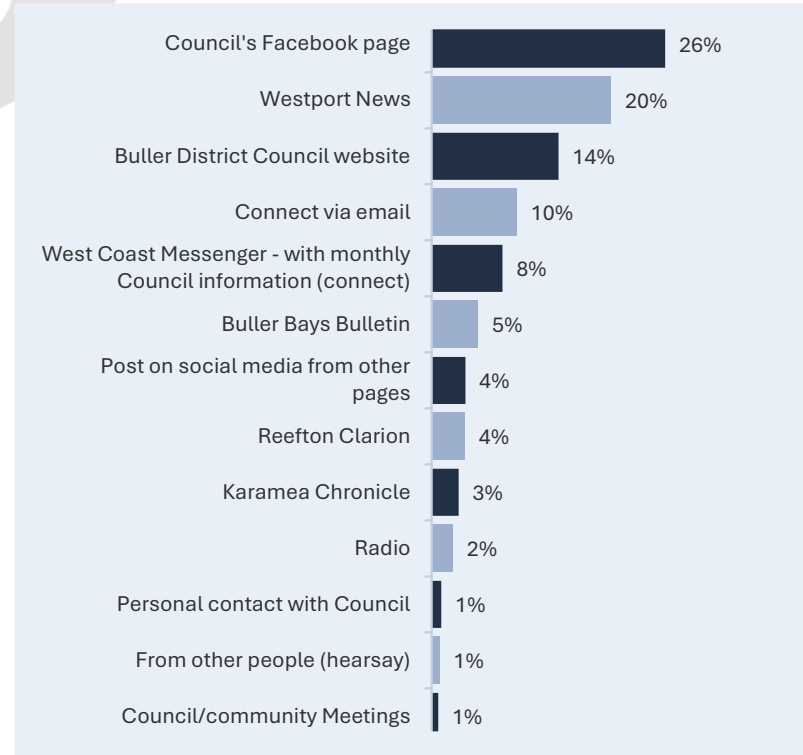


Sources of Information and Preferred Way to Keep Up to Date

Sources of Information about the Council



Preferred Way to Keep Up to Date with the Council



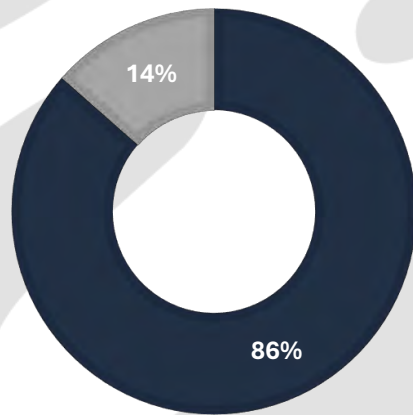
Between demographics

Significantly higher
Significantly lower

NOTES:

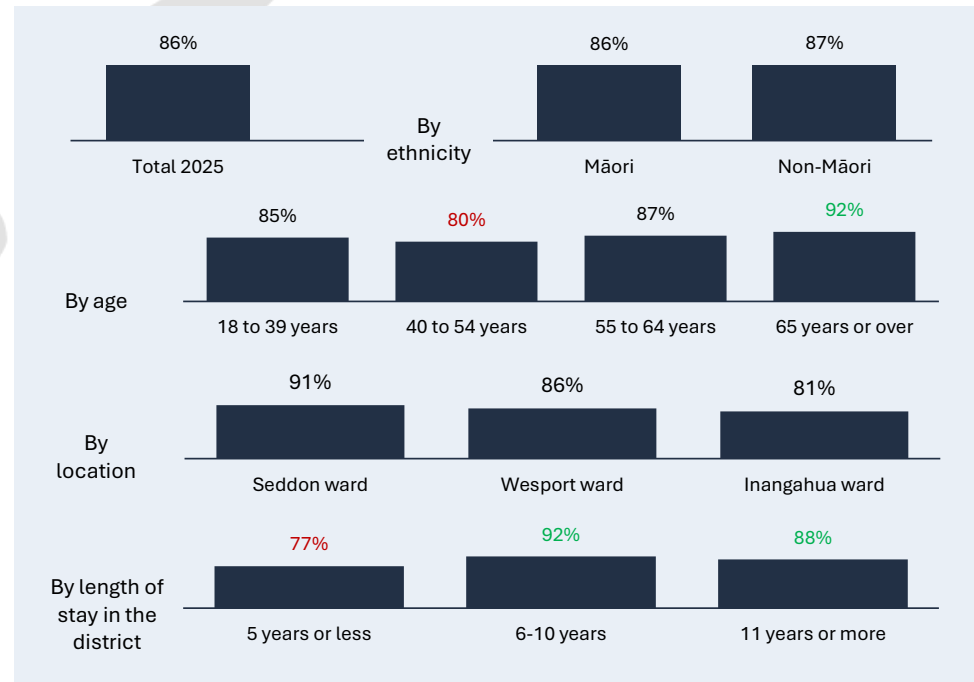
1. COM2. Where do you mainly see, read, or hear information about the Council? Please select all that apply. n=411
2. COM3. What would be your preferred way to keep up to date with what Buller District Council is doing? (Please select one.) n=411
3. Sources selected by 4% or fewer residents are not shown.

Awareness of Where to get Council Information



■ Know where to get Council information

Know where to get Council Information (%)



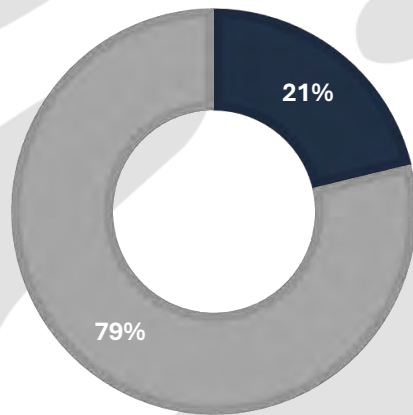
Between demographics

Significantly higher
Significantly lower

NOTES:

1. COM1. Do you know where to get Buller District Council information if you want it? n=411; Yes n=357

Involvement in Council Activities in the Last 12 Months



■ Involved in Council activities in the last 12 months

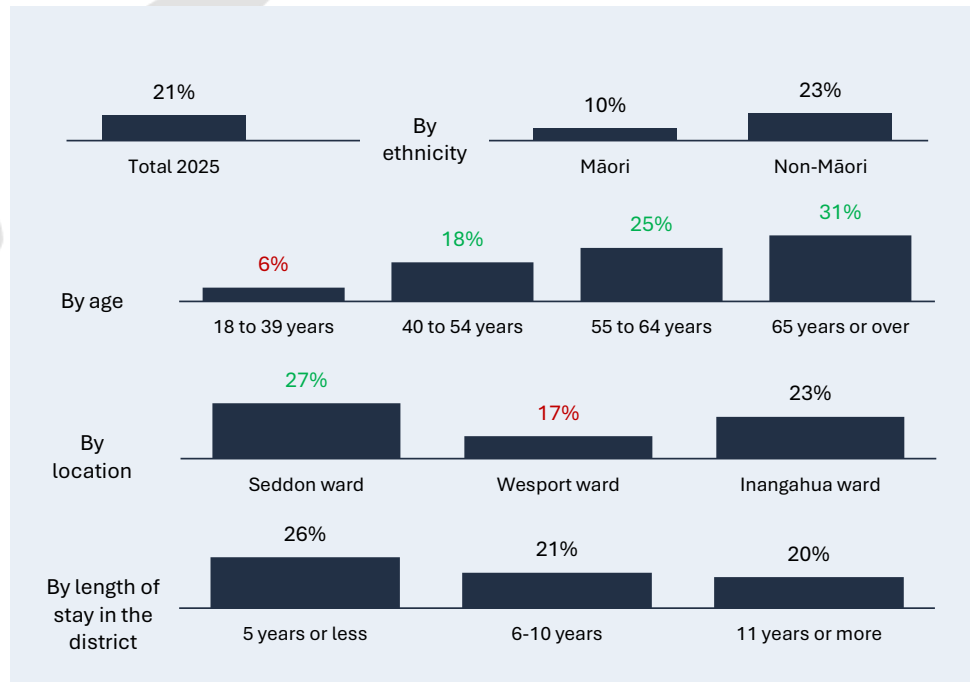
Between demographics

Significantly higher
Significantly lower

NOTES:

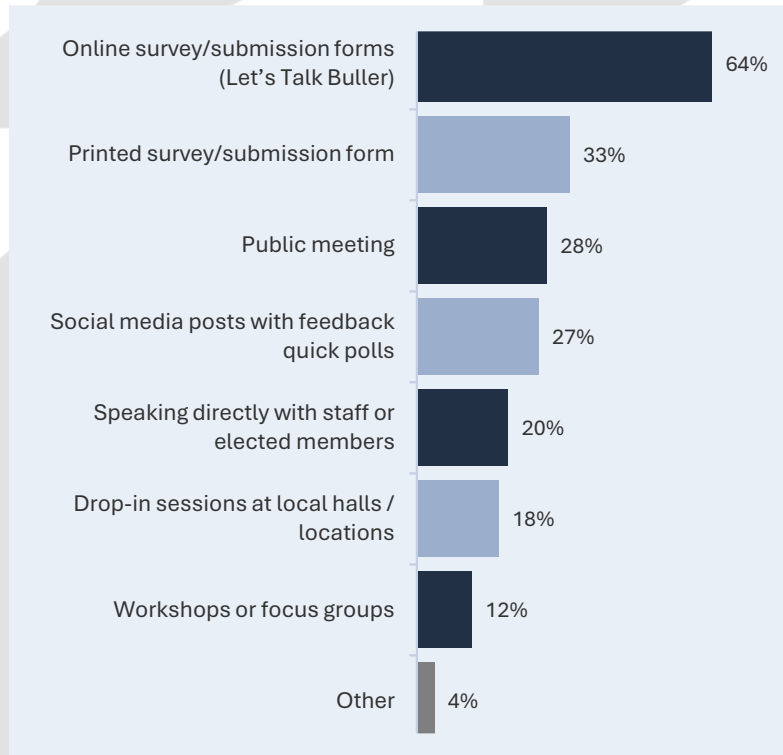
1. ENG1. Have you ever taken part in a Council consultation, meeting, or a feedback opportunity in the last 12 months? n=411; Yes n=91

Involved in Council Activities in the Last 12 Months (%)



Engagement with Council Decisions and Projects

Preferred Ways to Have a Say on Council Decisions and Projects



Barriers to Council Engagement



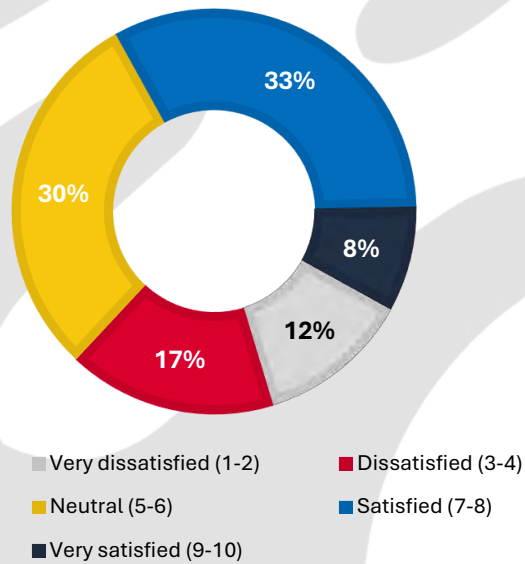
Between demographics

Significantly higher
Significantly lower

NOTES:

1. ENG2. How would you prefer to have your say on Council decisions and projects? Please select all that apply. n=411
2. ENG4. What do you see as the main barriers to engaging with Council? Please select all that apply. n=411

Opportunities to Engage with Council



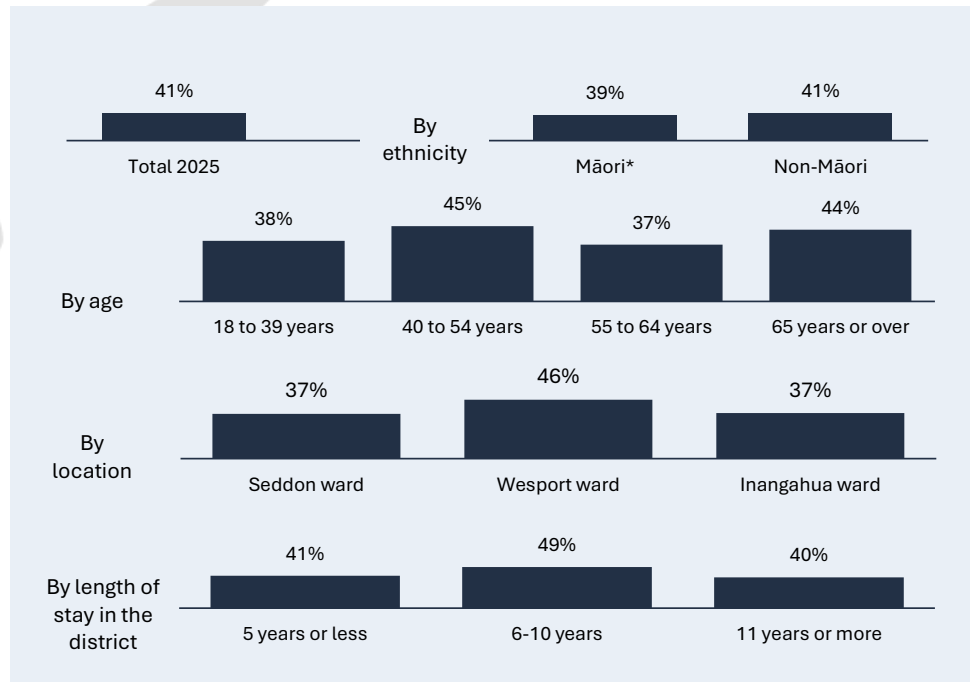
Between demographics

Significantly higher
Significantly lower

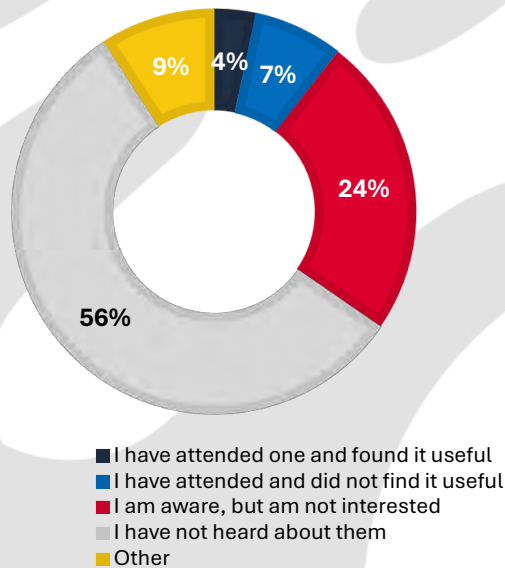
NOTES:

1. ENG3. How satisfied are you with the opportunities you have to engage with Council? n=366
2. *Caution: Small sample size (n<30). Results are indicative only.

Satisfied (% 7-10)

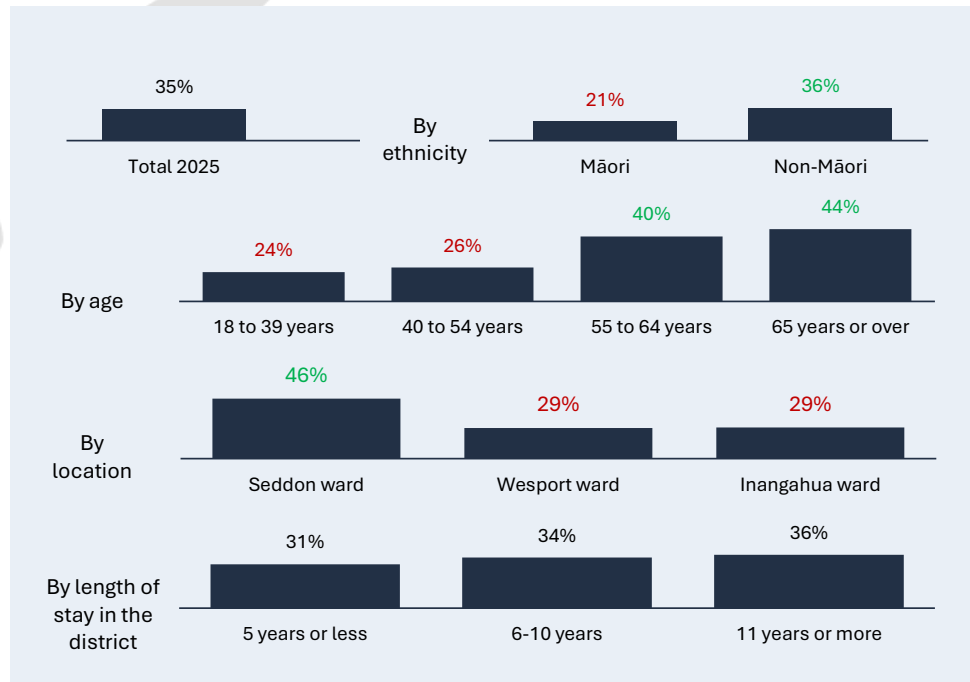


Awareness and Participation in Council Community Outreach



■ I have attended one and found it useful
 ■ I have attended and did not find it useful
 ■ I am aware, but am not interested
 ■ I have not heard about them
 ■ Other

Have attended / Aware (%)



Between demographics

Significantly higher
 Significantly lower

NOTES:

1. ENG6. Have you attended or are you aware of the council's community outreach days we run across the district? n=411

Customer Service

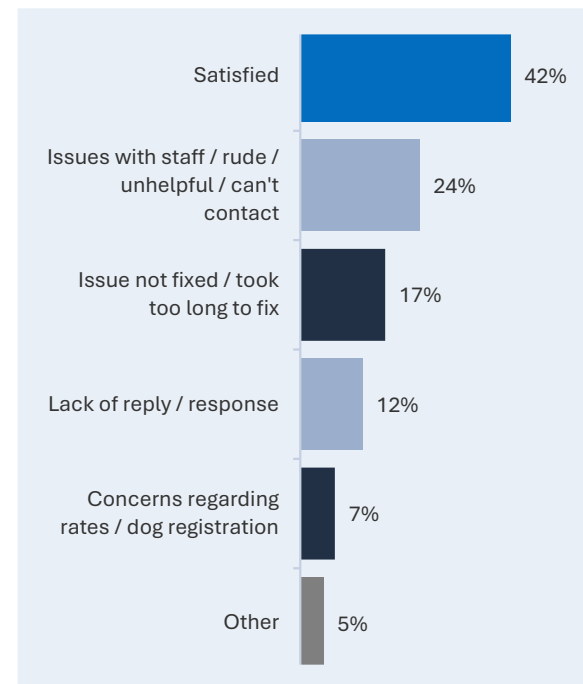


Overall Handling of Enquiry

- Nearly half of residents (48%) have contacted the Council in the past year.
- Among them, 59% are satisfied with the **Overall handling of enquiry**. Satisfaction levels are consistent across all subgroups.

Related Measures

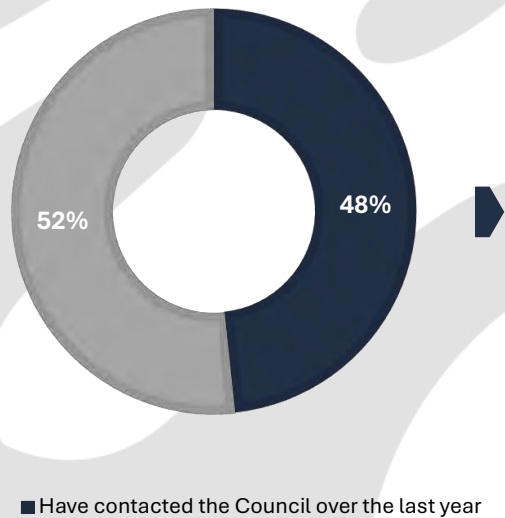
- **Ease of making an enquiry or request** received the highest satisfaction rating (66%), followed closely by **Staff understanding and communication**, and **Accuracy of information provided** (both at 65%).
- In contrast, **Time taken to resolve the matter** received the lowest satisfaction rating (54%), with 17% of those who provided a comment mentioning that the **Issue was not fixed or took too long to fix**.



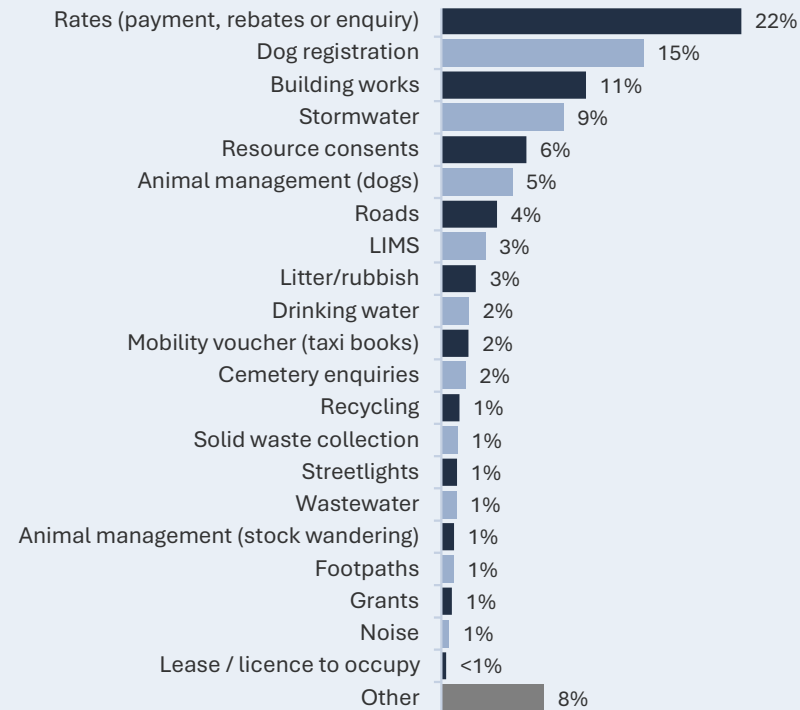
NOTES:

1. CSERV4. Are there comments you would like to make about customer service?
n=103

Contact with Council



Reason for Most Recent Contact with Council Customer Service



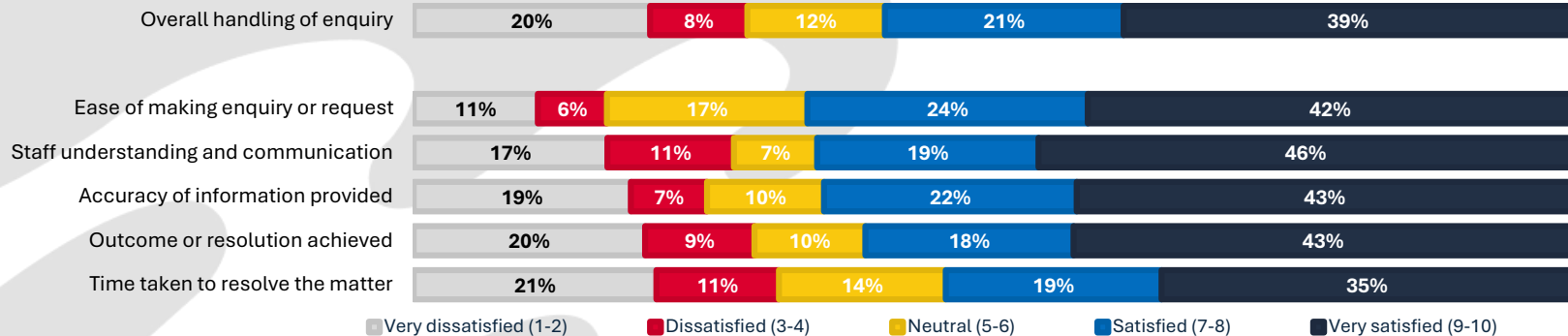
Between demographics

Significantly higher
Significantly lower

NOTES:

1. CSERV1. Have you contacted Council's customer service offices in Westport or Reefton over the last year? n=411; Yes n=208
2. CSERV2. Thinking about your most recent contact with customer service, what did it relate to? n=208

Recent Customer Service Experience



Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori*	Non-Māori	18-39 yrs*	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs*	11+ yrs
Overall handling of enquiry	59%	52%	60%	63%	63%	63%	53%	56%	65%	51%	61%	71%	56%
Ease of making enquiry or request	66%	70%	66%	70%	76%	64%	60%	57%	75%	61%	51%	80%	66%
Staff understanding and communication	65%	71%	65%	70%	63%	70%	60%	62%	69%	62%	66%	71%	64%
Accuracy of information provided	65%	71%	64%	63%	68%	70%	59%	64%	69%	56%	65%	74%	62%
Outcome or resolution achieved	61%	63%	61%	62%	61%	64%	58%	58%	66%	55%	60%	63%	61%
Time taken to resolve the matter	54%	53%	54%	58%	53%	57%	50%	54%	60%	41%	50%	52%	55%

NOTES:

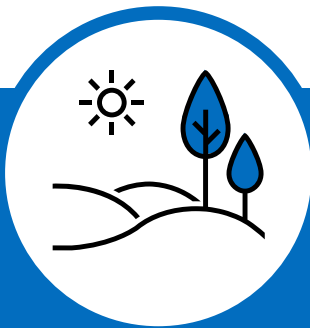
- CSERV3. Thinking back to your most recent contact with customer service, how would you rate your satisfaction with each of the following?
 - How easy it was to make your enquiry or request n=205
 - How long it took to resolve the matter n=198
 - The information provided being accurate n=195
 - How well Council staff understood your request and how they communicated with you n=205
 - The resolution or outcome achieved n=197
 - How would you rate Council overall for how well they handled your enquiry? n=204
- *Caution: Small sample size (n<30). Results are indicative only.

Between demographics

Significantly higher
Significantly lower

Satisfaction with Civil Defence and Quality of Life

Civil Defence and Quality of Life



Emergency Preparedness

- Just over half of residents (54%) ***Have seen or heard emergency preparedness messages from the Council*** in the past 12 months.
- In addition, a high proportion of respondents (70%) say they ***Know what to do in an emergency.***

Council Promotion of Emergency Preparedness

- 53% of residents are satisfied with how the Council promotes being prepared in the event of an emergency.
- Residents in the Westport ward (62%) are significantly more likely to be satisfied with this aspect of the Council than those in other wards.

Quality of Life

- Residents' perception of their ***Quality of life*** is high, at 73%.
- This perception is significantly higher among residents aged 55 years and over (78%) compared with younger residents, particularly those aged 18-39 (62%).

District going in the Right Direction

- One third of residents (33%) believe that the ***District is going in the right direction.***



Awareness and Preparedness for Emergencies

Have seen/heard emergency preparedness messages from Council

54%

46%

Know what to do in an emergency

71%

29%

■ Yes

Yes (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Māori	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
Have seen/heard emergency preparedness messages from Council	48%	55%	53%	52%	60%	53%	55%	62%	31%	43%	42%	60%
Know what to do in an emergency	70%	71%	75%	68%	70%	72%	74%	73%	62%	58%	66%	76%

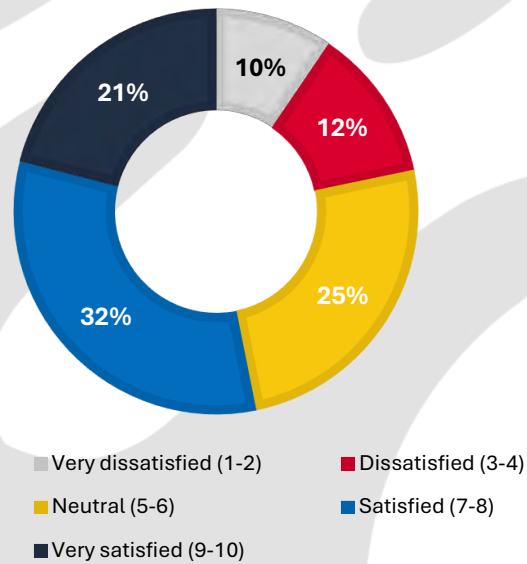
Between demographics

Significantly higher
Significantly lower

NOTES:

1. CD1. Have you seen or heard any emergency preparedness messages from the Council for the past 12 months? n=411; Yes n=234
2. CD3. Do you know where to go or what to do in the event of an emergency? n=411; Yes n=292

Council Promotion of Emergency Preparedness



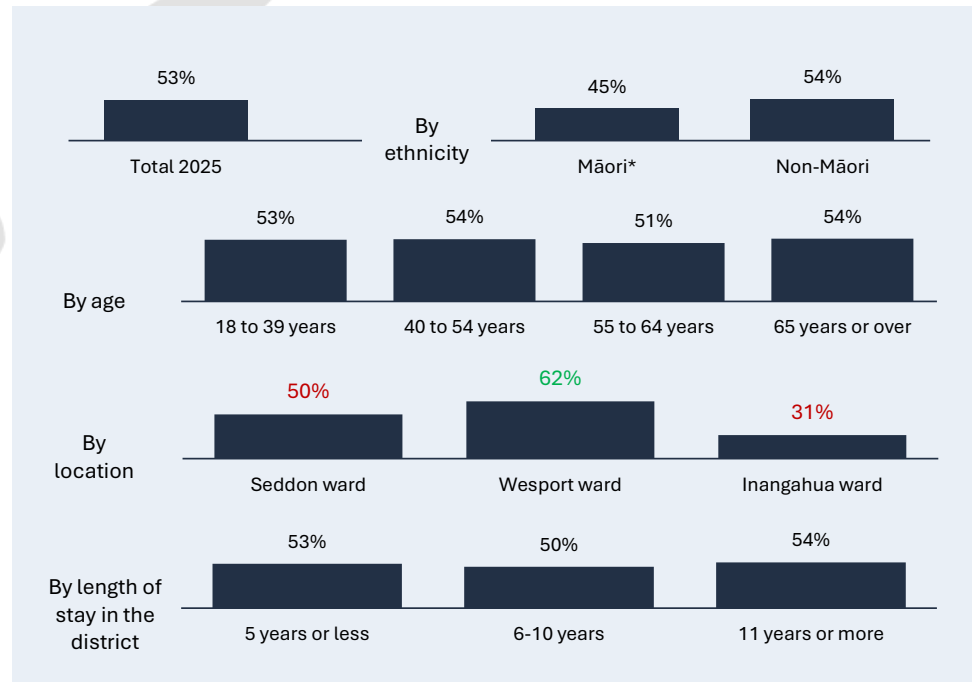
Between demographics

Significantly higher
Significantly lower

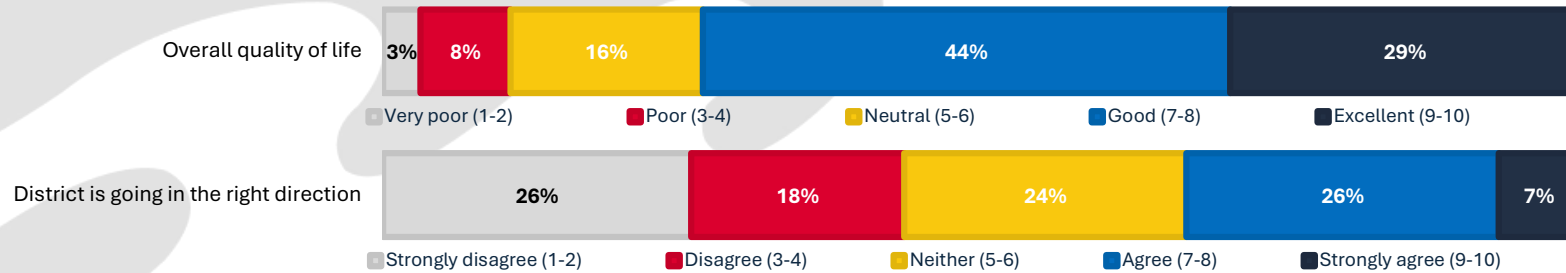
NOTES:

1. CD2. How would you rate your satisfaction with the Council promoting being prepared in the event of an emergency? n=360
2. *Caution: Small sample size (n<30). Results are indicative only.

Satisfied (% 7-10)



Quality of Life and Perception of Direction of the District



Scores with 7-10 (% of respondents)

Ethnicity, Age, Location, Length of stay in the district	Total	Māori*	Non-Māori	18-39 yrs	40-54 yrs	55-64 yrs	65+ yrs	Seddon ward	Westport ward	Inangahua ward	5 yrs or less	6-10 yrs	11+ yrs
Overall quality of life	73%	56%	75%	62%	74%	78%	78%	73%	73%	74%	76%	87%	70%
District is going in the right direction	33%	32%	33%	28%	37%	24%	40%	24%	37%	39%	41%	33%	31%

Between demographics

Significantly higher
Significantly lower

NOTES:

- G1. How would you rate the overall quality of your life? (We ask this question to understand how you feel about the overall quality of life in the community). n=404
- G2. How strongly do you agree or disagree with the following statement about the District? n=384
- *Caution: Small sample size (n<30). Results are indicative only.

Sample Profile

Sample Profile (n=411)

Gender



	Male	Female
Weighted	52%	48%
Unweighted	48%	52%

Age (weighted)

18-39 years	23%
40 to 54 years	22%
55 to 64 years	24%
65+ years	32%

Unweighted

15%
21%
27%
37%

Ethnicity (weighted)

Unweighted

*Multiple response	Māori	10%	7%
	Non-Māori	90%	93%

Paying rates (weighted)

Unweighted

Rate payers	89%	91%
Do not pay rates	9%	9%
Don't know	2%	1%

Location (weighted)

Unweighted

Seddon ward	34%	17%
Westport ward	47%	66%
Inangahua ward	18%	17%

How long lived in Buller District (weighted)

Unweighted

5 years or less	18%	17%
Six to ten years	13%	12%
Eleven years or more	69%	71%

Appendices

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Comments on Roding Network in the District	%
Footpath maintenance required / poor quality	45%
Roding maintenance required	24%
More footpaths required	19%
Satisfied / no concerns	14%
Vegetation control required	13%
Poor quality repairs / concerns with roding contractor performance	12%
Issues with road signage / road layout	10%
Potholes / poor road quality	8%
Drainage / flooding issues	5%
Speed limits too high	4%
Rural roding neglect / concerns	4%
Other	3%

NOTES:

1. RF3. Are there comments you would like to make about the roding network in the District? n=199

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Comments on District's Reserves, Parks and Open Green Spaces	%
Satisfied / well maintained / no concerns	36%
Maintenance required / weeding / mowing	22%
Council input required / areas maintained by volunteers / investment required	16%
More plants / trees / natives	8%
More / updated green spaces / parks / fields required	7%
More rubbish bins required / increase emptying	6%
Dog parks required	5%
More public toilets	3%
Flooding / drainage issues	2%
Dog control / roaming dogs	1%
Other	11%

Comments on Public Facilities	%
Public toilet maintenance / cleanliness more required	25%
Satisfied / no concerns	25%
Facility maintenance / upgrades required / more facilities	25%
Swimming pool temperature / all-year access / cleanliness	7%
Service centre concerns / upgrades required	6%
Theatre concerns / upgrades required / lack of patronage / movie selection	5%
Too expensive to use / cost prohibitive	5%
High rates / spending money on wrong things	4%
Library concerns / upgrades required / opening hours / book stock	2%
Other	9%

NOTES:

1. PRO3. Do you have any comments about the district's reserves, parks and open green spaces? n=117
2. PF4. Are there comments you would like to make about Buller District public facilities? n=140

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Comments on Council Communication	%
Increased transparency / accountability	35%
Increased communication / information	32%
Information provided in non-electronic form / newsletters / post / flyers	19%
Information provided electronically / email / online / social media / website / Antenno	15%
Listen to residents / work in the best interest of residents	8%
Satisfied / no concerns	2%
Other	9%

Comments on How Council Involve Residents in Decision Making	%
Increase consultation / engagement / increase meeting accessibility	35%
Do not feel that consultation makes a difference / presumption of predetermined decisions made	26%
Listen to the community / all residents	26%
Transparency / honesty / accountability required	10%
Increased communication / information provided	8%
Satisfied / no concerns	7%
Inequality between towns / uneven investment	4%
Increase Councillor visibility	3%
Other	7%

NOTES:

1. COM5. Are there comments you would like to make about the communications provided by Buller District Council? n=126
2. ENG5. Are there comments you would like to make about how Council involves residents in decision-making? n=116



Head Office

Telephone: + 64 7 575 6900

Address: Level 1, 247 Cameron Road
PO Box 13297
Tauranga 3141

Website: www.keyresearch.co.nz

DISCLAIMER

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BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

**AGENDA ITEM: 5.6 GIFTING OF THE KARAMEA WATER BORE TO
MINISTRY OF EDUCATION**

Prepared by: Brent Oldham
Manager Infrastructure Planning

Reviewed by: Anthony Blom
Group Manager Infrastructure Services

Public Excluded: No

EXECUTIVE SUMMARY

1. The Ministry of Education built a primary water treatment plant on Buller District Council (BDC) road reserve, taking water from a production bore that once supplied raw water to the Karema Area School, Bowling Club and Campground.
2. The supply now only provides water to the school as the Campground and Bowling Club now self-supply from rainwater tanks. The Ministry of Education wishes to assume sole ownership and responsibility of the bore and be issued a licence to occupy for the treatment shed and water main that are inside Council controlled road reserve.
3. The bore is not listed on any of Council's asset registers and there are some slight positive financial benefits from transferring ownership of the bore.

DRAFT RECOMMENDATION

That Council:

- 1. Receives the report.**
- 2. Approves the transfer of ownership of the Karamea Bore to the Ministry of Education.**
- 3. Notes that a License to Occupy will be issued to the Ministry of Education.**

ISSUES & DISCUSSION

BACKGROUND

4. The Karamaea Bore is located inside privately owned farmland, directly north of the old Karamaea Dairy Factory (see **Attachment 1** for a location map). This bore was upgraded in 2014 by Westmere Drilling and historically supplied the Karamaea Area School, bowling club and the Karamaea Campground with untreated bore water.
5. In approximately 2021, the Ministry of Education constructed a primary treatment and pumping shed, within the Waverly Street road reserve, and ran a new 63mm water main to the school.
6. The bore now only supplies the Karamaea Area School and Council is not involved with the supply, its maintenance or regulatory compliance.
7. The Ministry of Education is now seeking a transfer of ownership for the bore and a licence to occupy for the primary treatment plant and water main.
8. While the bore belongs to Council, it does not appear on Council's asset register. It should be noted that the owner of the bore carries liability under the Health Act 1956. The 30 year Infrastructure Strategy has no provision for establishing a reticulated water supply for Karamaea. There would be no financial implications of transferring ownership of the bore. Staff and Seddon Ward Councillor Sampson support the view that the financial and compliance benefits of transferring ownership outweigh any strategic advantage of retaining ownership. During previous consultations, the Karamaea community has indicated it does not require a reticulated water supply.
9. The Ministry of Education would be responsible for the access agreement with the private landowner, any regulatory requirements and any ongoing maintenance costs.
10. Council would issue a License to Occupy to the Ministry of Education at a rate of \$60+GST per year, for 25 years with annual CPI adjustments.

OPTIONS

Option 1 – Status Quo

11. Council retains ownership of the bore.

Advantages

- While Council does not supply any properties from the bore and have no plans to do so, retaining ownership of the bore allows for an option to provide a reticulated water supply scheme to Karamea residents in the future.

Disadvantages

- As the owner, Council retains liability. If the bore water were to become unsafe Council would be liable under the Health Act 1956.
- As owner of the bore, Council would also incur costs to monitor the quality of the water, and to annually report to the Water Regulator. Excluding staff-time, these costs are around \$2,000 annually.

Option 2 – Transfer ownership of the bore to the Ministry of Education

12. Council relinquishes ownership and any responsibility for access to, or maintenance of, the bore.

Advantages

- Council has no exposure to any costs or potential regulatory compliance issues resulting from the operation of this water supply.
- The bore is transferred from Council's ownership removing liability under the Health Act 1956.

Disadvantages

- If, in the future, Karamea residents wished to establish a reticulated water supply another bore site would need to be found, or an arrangement agreed, with the Ministry of Education, to access the existing bore.

PREFERRED OPTION

13. Option 2 – Transfer ownership of the bore to the Ministry of Education

NEXT STEPS

14. Council officers will formally advise the Ministry of Education that the bore has been transferred to its ownership and a licence to occupy issued for the primary treatment shed and water main.

CONSIDERATIONS

Strategic Impact

15. Low strategic impact other than the options for a future reticulated supply may be limited.

Significance Assessment

16. This report is assessed as low significance according to the criteria established in the Council Significance and Engagement Policy as there is little financial impact and no plans to create a reticulated water supply for Karamaea.

Risk Management Implications / Opportunities

17. This decision removes the following risk identified in this report around Councils liability under the Health Act 1956 by continuing ownership.

Policy & Legislative Considerations

18. The decision does not have a policy or bylaw implication.

Māori Impact Statement

19. The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value; therefore, this decision does not specifically impact Tangata Whenua, their culture and traditions.

Financial Considerations

20. There is no significant financial implication relevant to this decision

Communication Internal / External

21. Continued communication will be required with the Drinking Water Coordinator, Infrastructure Operations Manager, the Ministry of Education .

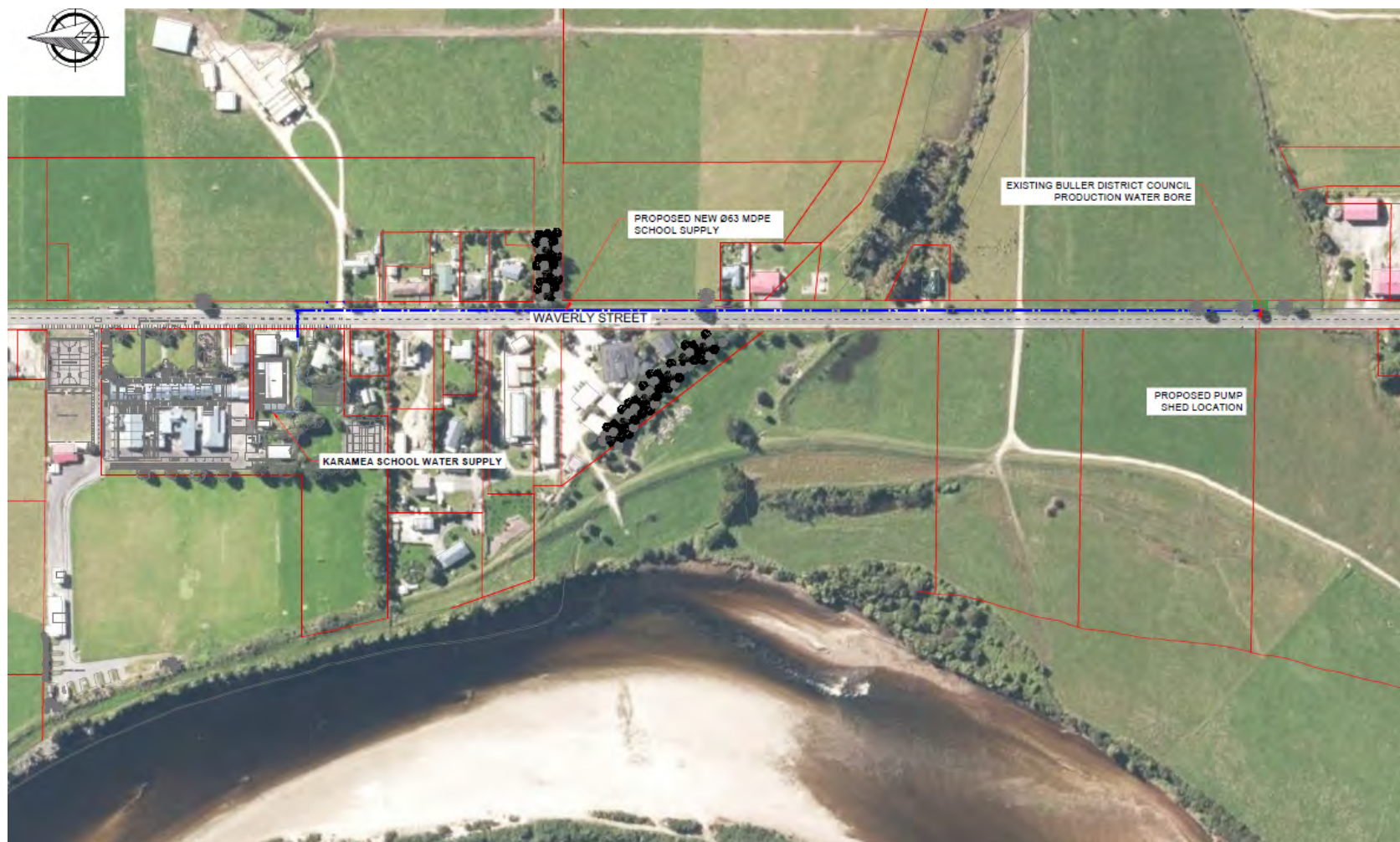
ATTACHMENTS

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

1. Karamea Area School: Bore Water Supply and Water Mains Plan [**5.6.1**
- 1 page]

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

KARAMEA AREA SCHOOL: Bore Water Supply and Water Mains Plan



BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM: **5.7 BULLER HOLDINGS LIMITED ANNUAL REPORT 30 JUNE 2025**

Prepared by: John Salmond
 Corporate and Strategic Planning Manager

Reviewed by: Lesley Crichton
 Interim Group Manager Corporate Services

 Simon Pickford
 Chief Executive Officer

REPORT PURPOSE

1. The purpose of this report is to provide the Council with the Buller Holdings Limited (BHL) audited Annual Report for the 2024-2025 Financial Year.
2. No decision is needed in relation to this information.

EXECUTIVE SUMMARY

3. BHL presented their 30 June 2025 Annual report at their Annual General Meeting (AGM) held on 3 November 2025.
4. The appointment of a shareholder proxy vote facilitated the Council vote by the Mayor and Deputy Mayor at the AGM.
5. The minutes of the meeting are attached and has the following matters of note:
 - The proxies from Buller District Council were received
 - In the 2025 financial year, BHL generated an operating profit before taxation of \$1,227,000.
 - Resolved that the Annual Report for the year ended 30 June 2025 including the report of the Chairman, financial statements for the year ended 30 June 2025, and the Auditor's report be received
 - Resolved that a subvention payment of \$650,000 be paid to the shareholder as the final payment for the year ending 30 June 2025
 - Resolved the appointment and no increase in the remuneration of the directors for this year.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

6. The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.

DRAFT RECOMMENDATION

- 1. That the 2025 BHL Annual Report from John Salmond, Corporate and Strategic Planning Manager dated 25 November 2025 be received.**

ATTACHMENTS

1. BHL – Signed Financial Statement 30 June 2025 + Signed Audit Report
[**5.7.1** – 36 pages]
2. 3 November 2025 Minutes in Review Buller Holdings Limited – AGM
[**5.7.2** – 4 pages]

**Buller Holdings Limited
Consolidated annual report
for the year ended 30 June 2025**

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

Contents

	Page
Directors' report	2
Chairman's report	3
Statement of objectives and performance	5
Statutory information	10
Auditor's report	13
Consolidated financial statements	
Consolidated statement of comprehensive income	17
Consolidated balance sheet	18
Consolidated statement of changes in equity	19
Consolidated statement of cash flows	20
Notes to the consolidated financial statements	
1 Summary of material accounting policies	21
2 Critical estimates, judgements and errors	26
3 Financial risk management	27
4 Revenue	27
5 Other income	28
6 Finance costs - net	28
7 Operating expenses	28
8 Income tax	29
9 Cash and cash equivalents	29
10 Trade and other receivables	29
11 Property, plant and equipment	30
12 Intangible assets	31
13 Leases	31
14 Deferred tax	32
15 Trade and other payables	33
16 Interest bearing liabilities	33
17 Employee benefit obligations	33
18 Share capital	34
19 Accumulated losses	34
20 Commitments	34
21 Contingencies	34
22 Related party transactions	34
23 Investments in subsidiaries	35
24 Events occurring after the reporting period	35

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Directors' report
30 June 2025

Directors' report

The Board of Directors have pleasure in presenting the annual report of Buller Holdings Limited, incorporating the consolidated financial statement and the auditor's report, for the year ended 30 June 2025.

With the unanimous agreement of all shareholders, Buller Holdings Limited has taken advantage of the reporting concessions available to it under section 211(3) of the Companies Act 1993.

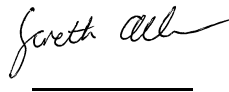
The Board of Directors of Buller Holdings Limited authorised these consolidated financial statements presented on pages 17 to 35 for issue on date shown below.

For and on behalf of the Board:



Director: Steve Grave

Date: 25/09/2025



Director: Gareth Allen

Date: 25/09/2025

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

Buller Holdings Limited
Chairman's report
30 June 2025

Chairman's report

Financial results

The 2025 financial year has presented a number of challenges, with high inflation driving up costs across the Group. Despite these headwinds, the Group delivered a profit before taxation of \$1.2m, compared to \$0.72m in 2024. A subvention payment of \$1.3m was made from Buller Holdings Ltd (BHL) to the Buller District Council in line with the Group Distribution Policy. This is a commendable outcome given the difficult trading environment and reflects the resilience and adaptability of our operations.

Subsidiary companies

WRSL had a strong year, achieving a profit of \$2.7m against a budget of \$1.9m, despite the broader economic slowdown and rising input costs. The civil construction sector has been particularly impacted, with cost recovery in contracted works proving a challenge. WRSL's continued focus on growing competitively tendered work is a key part of its strategy to diversify revenue. As one of the largest employers in the Buller District, WRSL remains committed to delivering social and economic value to the community. Community support and sponsorship levels were maintained at previous years' levels, reflecting the company's ongoing commitment to local engagement.

BRL faced some challenges during the year with ongoing rising insurance, energy and maintenance costs. It recorded a loss of \$562k, compared against a budgeted deficit of \$535k. Encouragingly, income from aquatics and multi-memberships saw an improvement on budget, helping offset some of the cost increases. The management fee from Council supported operations and allowed our facilities to continue providing exceptional services to our communities.

Governance

The Board met monthly throughout the year to monitor performance, assess risks, and explore opportunities. Senior management actively participated in these meetings, providing valuable insights and updates. The Audit Committee, comprising the full Board, met monthly to oversee financial management, compliance, and risk. Our Health and Safety Committee met quarterly and continues to strengthen our focus and monitoring of wellbeing across the Group.

I would like to thank all of the directors for their efforts during the year. I would like to acknowledge the board's appreciation to and loyalty of all staff, for their good work and contribution to the communities they live in.

Board Changes

At the 2024 Annual General Meeting we farewelled Director Kieran Sweetman following the completion of his three-year term. Kieran made a valuable contribution to the Board, and we thank him for his service.

We were pleased to welcome newly appointed Directors Lynn Brooks and Rochelle Crossman, who bring their professional skills, local knowledge, and governance experience to the board table.

Leadership Transition

This year marked the end of an era with the departure of Craig Scanlon, who served as CEO for seven years. On behalf of the Board, I extend our thanks to Craig for his leadership and contribution to the Group's success. We wish him all the best in his future endeavours.

We are pleased to welcome Sharon Roche as our new CEO. Sharon brings a wealth of experience, a deep understanding of our operations, and a strong commitment to our people and communities. We look forward to her leadership as we continue to build on our strengths and pursue new opportunities.

Acknowledgements

We are proud of our ongoing positive relationship with our shareholder, the Buller District Council, and thank them for their continued support. We also extend our gratitude to our stakeholders, suppliers, customers, and sponsors—your partnership is vital to our success.

To the management and staff across our Group, thank you for your continued hard work, professionalism, and commitment to excellence. Your dedication is the cornerstone of our success and is deeply appreciated.

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**Buller Holdings Limited
Chairman's report
30 June 2025
(continued)**

Chairman's report (continued)

Looking Ahead

The Group enters the new financial year with optimism and a strong foundation built on resilience, teamwork, and strategic focus. While the operating environment remains challenging, we are confident that the Group is well positioned to respond to future opportunities. With strong leadership, a clear strategic direction, and a dedicated team, we are committed to the continued success of Buller Holdings Limited and its subsidiaries.



Steve Grave
Director (Chairman)

Date: 25/09/2025

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Chief executive's report
As at 30 June 2025
(continued)

Statement of objectives and performance

Buller Holdings Limited

The performance of Buller Holdings Limited will be judged against the following measures and targets:

Objective	Key Performance Indicator	Actual / Results	
		2025	2024
Health and safety	Medical treatment injury target: nil.	0 (Achieved)	0 (Achieved)
	Serious harm accidents target: nil.	Not a target in 2025	0 (Achieved)
	LTI target: nil.	Not a target in 2025	0 (Achieved)
Operational	The Board of Directors will meet with the BDC Mayor and Chair Risk & Audit CCTO on a formal basis: (per year) target: 3 times per year	3 (Achieved)	2 (Not achieved)
	The Buller Holdings Limited Chief Executive will provide a formal and / or informal report to Council as requested.	Not a target in 2025	3 (Achieved)
	The Chief Executive of Buller Holdings Limited will meet with the Chief Executive of Buller District Council when requested.	Not a target in 2025	10 (Achieved)
Financial (Parent) (\$'000)	Revenue (target: \$751)	\$773 (Achieved)	\$660 (Not achieved)
	Expenditure (target: \$749)	\$768 (Not Achieved)	\$771 (Not Achieved)
	Net operating surplus/(deficit) (target: \$2)	\$5 (Achieved)	(\$111) (Not Achieved)
	Ratio of shareholders funds to total assets (target: 45%)	84% (Achieved)	79% (Achieved)
Financial (Group) (\$'000)	Group revenue	Not a target in 2025	\$21,875 (Achieved)
	Group expenditure consolidated	Not a target in 2025	\$21,153 (Not achieved)
	Group operating surplus before tax (target: \$1,792)	\$2,527 (Achieved)	\$758 (Not achieved)
	Provision for capex (target: \$4.298m)	\$822 (Not achieved)	\$3,931
	Forecast distribution to shareholders (target: \$1.3m)	\$1,300 (Achieved)	\$611 (Not achieved)
	Ratio of Shareholders Funds to Total Assets (target 45%)	70% Achieved	86% Achieved
	Gearing Ratio (Debt to Debt plus Equity) Target 40%	11%	New Target in 2025
Environmental	Business Environmental Footprint (Target: establish 2024 business footprint as a baseline - Greenhouse Gas emissions for Scope 1 & 2)	1,012,797 kg CO2e	1,100,359 kg CO2e

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Chief executive's report
As at 30 June 2025
(continued)

Statement of objectives and performance (continued)

Subsidiaries

WestReef Services Limited

The principal objective of the Company is to operate as a successful business.

The objectives of the Company for this financial year and the following two financial years were clearly specified in the statement of intent, which was approved by the shareholders.

These objectives are listed below with relevant targets and measures of performance, and the performance achieved during the financial year. Explanations are provided where the performance achieved is significantly different to the planned target.

Objective	Key Performance Indicator	Actual / Results	
		2025	2024
Health and safety	Medical treatment injuries target: Nil	1 (Not achieved)	7 (Not achieved)
	LTI target: Nil	Not applicable	Not applicable
	Notifiable Incident ICAM (investigated with recommendations actioned). (Target 100% recommendations actioned)	No notifiable incidents(Achieved)	No notifiable incidents(Achieved)
	Total safety audits completed. (Target >100)	255 (Achieved)	209 (Achieved)
	ISO 45001 accreditation (maintain)	Achieved	Achieved
Operational	Employee satisfaction – staff turnover excluding retirement, redundancy, and internal transfers within the range of +/- 5% per annum of national benchmark	Total turnover – 14.7%. 12.36% below the national average of 27% in the construction industry. This is positive as it is below the national average. Achieved.	Total turnover - 19.4%. 1.6% below the national average of 21% in the construction industry. This is positive as it is below the national average. Achieved.
	Client satisfaction – min 12 meetings per year	No longer a target in 2025.	12 meetings (Achieved)
	Renewal of TQS1 certification	No longer a target in 2025.	Audit completed April 2024.
Employee development and satisfaction	Undertake staff satisfaction survey (every 2nd year)	Achieved	Not applicable. Due next year.
	Weekly department staff meetings	No longer a target in 2025.	Regular weekly meetings held. Achieved.
Financial (000's)	Revenue (target: \$19,142)	\$20,940 (Achieved)	\$20,398 (Achieved)
	Expenditure (target: \$17,169)	\$18,242 (Achieved)	\$19,119 (Achieved)
	Net operating surplus (target: \$1,973)	\$2,698 (Achieved)	\$1,279 (Not achieved)
	Provision for capex (target: \$4,150)	\$653 (Not achieved)	\$1,400 (Not achieved)
	Competitively procured revenue (target: 45%)	95% Achieved	94% Achieved

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**Buller Holdings Limited
Chief executive's report
As at 30 June 2025
(continued)**

Statement of objectives and performance (continued)

Objective	Key Performance Indicator	Actual / Results	
		2025	2024
Financial (000's)	Ratio of shareholders funds to total assets (target: 45%)	70% Achieved	75% Achieved
Environmental	Number of enforcement notices (target: Nil)	Nil (Achieved)	Nil (Achieved)
	Business Environmental Footprint (target: establish 2024 business footprint as a baseline - Greenhouse Gas emission for Scope 1 & 2)	960,651 kg CO2	1,039,250 kg CO2
Community	Support minimum 25 community activities	49 Community activities supported.	46 Community activities supported.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Chief executive's report
As at 30 June 2025
(continued)

Statement of objectives and performance (continued)

Buller Recreation Limited

The principal objective of the Company is to operate as a successful business.

The objectives of the Company for this financial year and the following two financial years were clearly specified in the statement of intent, which was approved by the shareholders.

These objectives are listed below with relevant targets and measures of performance, and the performance achieved during the financial year. Explanations are provided where the performance achieved is significantly different to the planned target.

Performance Measure	Key Performance Indicator	Target	Achieved	Achieved
		2025	2025	2024
Fitness membership	Average membership over 12 month period	700	726	761
	Average retention rate over 12 month period	>75%	95%	95%
Aquatic centre usage	Average visits per month over 12 months	4,000	4,294	4,347
	Achieve number of students over 4 swimming terms	No longer a target in 2025	n/a	170
Safety	MTI	Nil	Nil (Achieved)	Nil (Achieved)
	Serious harm accidents	No longer a target in 2025	n/a	Nil (Achieved)
	LTI	No longer a target in 2025	n/a	Nil (Achieved)
Work environment	Maintain regular communication with all employees through weekly emailed updates and meetings with all staff every 4 months	No longer a target in 2025	n/a	Achieved. Weekly meetings held with Management and Quarterly meetings with each department
	Review the succession plan for key positions and identify training needs and actions for the next 12 months	No longer a target in 2025	n/a	Achieved. Consideration given at management meetings to skills and training if personnel in key positions leave
	Complete annual review process with all staff	No longer a target in 2025	n/a	Achieved
	Undertake staff satisfaction survey every second year	Complete survey in 2025	Completed in 2024	Achieved

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Chief executive's report
As at 30 June 2025
(continued)

Statement of objectives and performance (continued)

Performance Measure	Key Performance Indicator	Target	Achieved	Achieved
		2025	2025	2024
	Undertake client satisfaction survey every second year	Complete survey in 2026	Survey completed 7 May 2025 - Achieved	Not required until next year
Asset management	Complete review of the Asset Management Plan (AMP) annually	No longer a target in 2025	n/a	Achieved - comprehensive asset management plan in place
	Complete maintenance and replacement in accordance with AMP (monitor monthly)	Achieve	Achieved	Achieved. Ongoing.
Financial forecasts (\$000's)	Revenue (excluding service level fee)	\$816	\$789	\$779
	BDC service level fee	\$906	\$906	\$851
	Expenditure	\$2,257	\$2,288	\$2,334
	Net operating deficit	\$(535)	\$(593)	\$(704)
	Cash surplus/(deficit) (after adding back depreciation)	\$5	\$(83)	\$(145)
	Provision for capex	\$148	\$160	\$361
	Ratio of shareholders' funds to total assets	45%	79%	96%
Environmental	Business environmental footprint	Establish KPIs and improve on 2024 baseline	52,146 kg CO2 for Scope 1 & Scope 2 emissions for CO2	61,109 kg CO2 for Scope 1 & Scope 2 emissions for CO2

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Chief executive's report
As at 30 June 2025
(continued)

Statutory information

Entries made in the Interests Register

Interests in transactions

The directors' interests have been recorded in the Company's interest register. The interest register as at 30 June 2025 as below and has been updated for changes in directors' interests during the year.

Director	Entity	Position
Gareth Allen	Buller Holdings Ltd	Director
	Buller Recreation Ltd	Director
	Explore Murchison Ltd	Director
	Buller Chartered Accountants Ltd	Director / shareholder
	Garry Anderson Investments Ltd	Shareholder (as Trustee)
	Glengarry 2010 Investments Ltd	Shareholder (as Trustee)
	Mokihinui Lyell Back Country Trust	Auditor
	WestReef Services Ltd	Director
	Cleine Investments Ltd	Shareholder (as Trustee)
	Hirere Farm Ltd	Shareholder (as Trustee)
	Gatsby Ltd	Director
	Westlink Investments Ltd	Director
	Socialist Company Ltd	Director
	Westlink Trust Company Ltd	Director
Robert Burdekin	KIROB Ltd	Director / shareholder
	Buller Fire & Safety Ltd	Director / shareholder
	Beulah Ridge Ltd	Shareholder
	Granity School	Trustee
	Buller Holdings Ltd	Director
	WestReef Services Ltd	Director
	Buller Recreation Ltd	Director
	Kaniam's Ltd	Director
Steven Grave	Delta Utility Services Ltd	Director
	Whitestone Contracting Ltd	Director
	Fulton Hogan Ltd	Shareholder
	Buller Holdings Ltd	Director
	WestReef Services Ltd	Director
	Buller Recreation Ltd	Director
Kieran Sweetman (retired 30 October 2024)	Buller Holdings Ltd	Director
	Buller Recreation Ltd	Director
	WestReef Services Ltd	Director
	Rochester Hall	Trustee
Vanessa Van Uden	Admin & Business Solutions Ltd	Director
	Pan Adventures Ltd	Director
	CheckIn Ltd	Director
	Buller Holdings Ltd	Director
	Buller Recreation Ltd	Director
	Blyth Street Ltd	Director
	WestReef Services Ltd	Director
Rochelle Crossman (commenced 30 October 2024)	Buller Holdings Ltd	Director
	WestReef Services Ltd	Director
	Buller Recreation Ltd	Director
	Diven Ltd	Shareholder as Trustee
	Coastal Mainland Ltd	Director

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Chief executive's report
As at 30 June 2025
(continued)

Statutory information (continued)

Lynn Brooks (commenced 30 October 2024)	Buller Holdings Ltd	Director
	WestReef Services Ltd	Director
	Buller Recreation Ltd	Director
	Waimangaroa Volunteer Fire Brigade	Officer
	Inforce Global Ltd	Officer
	Inforce Global Pty Ltd	Officer
	Oxide Distributing Co Ltd	Officer
	Optim Consulting Pty Ltd	Officer
	Casta Group Ltd	Officer

Use of company information by directors

The Board of Directors received no notices from directors requesting to use company information received in their capacity as directors which would not have otherwise been available to them.

Shareholding by directors

No directors hold shares in the Company.

Remuneration and other benefits to directors

No director of the Company has received or become entitled to receive any benefit other than the benefits included in the total emoluments and remuneration, as shown below.

Indemnity and insurance: directors and employees

Directors and officer's liability insurance is held by QBE Insurance (International) Ltd.

Distribution

No distributions were paid in 2025 (2024: nil). A subvention of \$1,300,000 (2024: \$611,774) has been provided for.

Donations

Donations of \$3,000 were made by Buller Holdings Limited during the year (2024: \$3,000).

Auditor's remuneration

Auditor's remuneration for the year totalled \$132,921 (2024: \$134,605).

Directors' remuneration

Remuneration and other benefits paid or due and payable to Directors of the Group for services as a director and in any other capacity during the year are as follows:

	2025 \$	2024 \$
Gareth Allen	30,075	30,075
Robert Burdekin	25,417	25,417
Steven Grave	54,020	54,020
Kieran Sweetman (retired 30 October 2024)	25,417	25,417
Vanessa Van Uden	30,075	30,075
Lynn Brooks (commenced 30 October 2024)	25,417	-
Rochelle Crossman (commenced 30 October 2024)	25,417	-

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

**Buller Holdings Limited
Chief executive's report
As at 30 June 2025
(continued)**

Statutory information (continued)

Employees' remuneration

Remuneration and other benefits for the year totalling more than \$100,000 were as follows:

(210,000 - 220,000)	1
(150,000 - 160,000)	2
(130,000 - 140,000)	2
(120,000 - 130,000)	2
(110,000 - 120,000)	4
(100,000 - 110,000)	1
Total	<u>12</u>

The totals listed above are the actual amounts earned per employee, they do not include the impact of any accrual movements.



INDEPENDENT AUDITOR'S REPORT

**TO THE READERS OF BULLER HOLDINGS LIMITED'S GROUP CONSOLIDATED FINANCIAL STATEMENTS AND THE
STATEMENT OF OBJECTIVES AND PERFORMANCE OF THE GROUP FOR THE YEAR ENDED 30 JUNE 2025**

The Auditor-General is the auditor of Buller Holdings Limited and its controlled entities (collectively referred to as "the Group"). The Auditor-General has appointed me, Brendan Summerfield, using the staff and resources of Ernst & Young, to carry out the audit of the consolidated financial statements and the statement of objectives and performance of the Group on his behalf.

We have audited:

- the consolidated financial statements of the Group on pages 17 to 35, that comprise the consolidated balance sheet as at 30 June 2025, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended on that date and the notes to the consolidated financial statements that include accounting policies and other explanatory information; and
- the statement of objectives and performance of the Group for the year ended 30 June 2025 on pages 5 to 9.

Opinion

In our opinion:

- the consolidated financial statements of the Group:
 - present fairly, in all material respects:
 - its consolidated financial position as at 30 June 2025; and
 - its consolidated financial performance and consolidated cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with New Zealand equivalents to International Financial Reporting Standards Reduced Disclosure Regime; and
- the statement of objectives and performance of the Group:
 - accurately reports, in all material respects, the Group's actual performance compared against the performance targets and other measures by which the Group's performance can be judged in relation to the Group's objectives in its statement of intent for the year ended 30 June 2025; and
 - has been prepared, in all material respects, in accordance with section 68 of the Local Government Act 2002 (the Act).

Our audit was completed on 26 September 2025. This is the date at which our opinion is expressed.



**Shape the future
with confidence**

Basis for our opinion

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

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

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

Responsibilities of the Board of Directors for the consolidated financial statements and the statement of objectives and performance of the Group

The Board of Directors is responsible on behalf of the Group for preparing consolidated financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the statement of objectives and performance of the Group in accordance with the Act.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare consolidated financial statements and the statement of objectives and performance of the Group that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements and the statement of objectives and performance of the Group, the Board of Directors is responsible on behalf of the Group for assessing the Group's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

Responsibilities of the auditor for the audit of the consolidated financial statements and the statement of objectives and performance of the Group

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

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



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For the budget information reported in the consolidated financial statements and in the statement of objectives and performance of the Group, our procedures were limited to checking that the information agreed to the Group's statement of intent.

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

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

- We identify and assess the risks of material misstatement of the consolidated financial statements and the statement of objectives and performance of the Group, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements and the statement of objectives and performance of the Group or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We evaluate the overall presentation, structure and content of the statement of objectives and performance of the Group, including the disclosures, and assess whether the statement of objectives and performance of the Group achieves its statutory purpose of enabling the Group's readers to judge the actual performance of the Group against its objectives in the Group's statement of intent.
- We plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information and the service performance information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements and the statement of objectives and performance of the Group. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.



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

Our responsibilities arise from the Public Audit Act 2001.

Other Information

The Board of Directors is responsible for the other information. The other information comprises all of the information included in the annual report other than the consolidated financial statements and the statement of objectives and performance of the Group, and our auditor's report thereon.

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

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

Independence

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

Other than the audit, we have no relationship with, or interests in, the Group.

A handwritten signature in blue ink, appearing to read 'B Summerfield', is written over a light blue horizontal line.

Brendan Summerfield
Ernst & Young
On behalf of the Auditor-General
Christchurch, New Zealand

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Consolidated statement of comprehensive income
For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Revenue	4	22,562	21,771
Other income	5	<u>109</u>	<u>104</u>
		22,671	21,875
Expenses			
Employee benefits expense		(8,376)	(8,361)
Depreciation of property, plant and equipment	11	(1,003)	(976)
Impairment expense	11	(34)	(193)
Depreciation on right-of-use assets	13	(86)	(86)
Other operating expenses	7	<u>(10,600)</u>	<u>(11,513)</u>
Total operating expenses		(20,099)	(21,129)
Finance costs - net	6	(45)	(24)
Subvention payment expense	22	<u>(1,300)</u>	<u>(613)</u>
Profit before income tax		1,227	109
Income tax credit/(expense)	8	<u>(122)</u>	<u>(1,755)</u>
Profit / (loss) for the year		<u>1,105</u>	<u>(1,646)</u>
Other comprehensive income for the year, net of tax		-	-
Total comprehensive (loss) / income for the year		<u>1,105</u>	<u>(1,646)</u>
Profit / (loss) is attributable to:			
Owners of Buller Holdings Limited		<u>1,105</u>	<u>(1,646)</u>
		<u>1,105</u>	<u>(1,646)</u>
Total comprehensive income / (loss) for the year is attributable to:			
Owners of Buller Holdings Limited		<u>1,105</u>	<u>(1,646)</u>
		<u>1,105</u>	<u>(1,646)</u>

The above consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Consolidated balance sheet
As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	9	3,789	2,130
Trade and other receivables	10	3,276	3,070
Investments		-	277
Inventories		96	151
Contract assets	4	245	149
Total current assets		<u>7,406</u>	<u>5,777</u>
Non-current assets			
Property, plant and equipment	11	8,806	9,051
Intangible assets	12	389	389
Trade and other receivables	10	80	144
Right-of-use asset	13	90	147
Deferred tax assets	14	711	833
Total non-current assets		<u>10,076</u>	<u>10,564</u>
Total assets		<u>17,482</u>	<u>16,341</u>
LIABILITIES			
Current liabilities			
Trade and other payables	15	1,535	2,070
Subvention payable	22	1,300	611
Interest bearing liabilities	16	-	1,500
Employee benefit obligations	17	760	961
Contract liabilities	4	31	39
Lease liabilities	13	97	75
Total current liabilities		<u>3,723</u>	<u>5,256</u>
Non-current liabilities			
Interest bearing liabilities	16	1,500	-
Lease liabilities	13	2	81
Total non-current liabilities		<u>1,502</u>	<u>81</u>
Total liabilities		<u>5,225</u>	<u>5,337</u>
Net assets		<u>12,257</u>	<u>11,004</u>
EQUITY			
Share capital	18	20,620	20,472
Accumulated losses	19	(8,363)	(9,468)
Total equity		<u>12,257</u>	<u>11,004</u>

The above consolidated balance sheet should be read in conjunction with the accompanying notes.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Consolidated statement of changes in equity
For the year ended 30 June 2025

		Attributable to owners of Buller Holdings Limited				
		Share capital	Accumulated losses	Total	Non-controlling interest	Total equity
		\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2023		20,117	(7,822)	12,295	-	12,295
Comprehensive loss						
Loss for the year		-	(1,646)	(1,646)	-	(1,646)
Total comprehensive loss		-	(1,646)	(1,646)	-	(1,646)
Transactions with owners						
Issue of ordinary shares	18	355	-	355	-	355
Total transactions with owners		355	-	355	-	355
Balance as at 30 June 2024		<u>20,472</u>	<u>(9,468)</u>	<u>11,004</u>	-	<u>11,004</u>
Balance as at 1 July 2024		20,472	(9,468)	11,004	-	11,004
Comprehensive loss						
Profit for the year		-	1,105	1,105	-	1,105
Total comprehensive loss		-	1,105	1,105	-	1,105
Transactions with owners						
Issue of ordinary shares	18	148	-	148	-	148
Total transactions with owners		148	-	148	-	148
Balance as at 30 June 2025		<u>20,620</u>	<u>(8,363)</u>	<u>12,257</u>	-	<u>12,257</u>

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Consolidated statement of cash flows
For the year ended 30 June 2025

	2025	2024
Notes	\$'000	\$'000
Cash flows from operating activities		
Receipts from customers	22,487	22,926
Interest received	35	90
Payments to suppliers and employees	(19,742)	(19,503)
Interest paid	(65)	(101)
Interest paid on leases	(15)	(13)
Subvention payment	(611)	(1,139)
Net cash inflow from operating activities	<u>2,089</u>	<u>2,260</u>
Cash flows from investing activities		
Proceeds from sale of property, plant and equipment	7	17
Purchases of property, plant and equipment	(777)	(3,742)
Payments for investments	-	(277)
Receipts from investments	277	2,593
Net cash outflow from investing activities	<u>(493)</u>	<u>(1,409)</u>
Cash flows from financing activities		
Proceeds from issues of ordinary shares	148	355
Principal elements of lease payments	(85)	(84)
Net cash inflow from financing activities	<u>63</u>	<u>271</u>
Net movement in cash and cash equivalents	1,659	1,122
Cash and cash equivalents at the beginning of the financial year	<u>2,130</u>	<u>1,008</u>
Cash and cash equivalents at the end of financial year	9 <u>3,789</u>	<u>2,130</u>

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

Buller Holdings Limited Notes to the consolidated financial statements For the year ended 30 June 2025

1 Summary of material accounting policies

These consolidated financial statements are for Buller Holdings Limited (the 'Company') and its subsidiaries (together 'the Group').

Buller Holdings Limited is a council-controlled organisation as defined in section 6(1) of the Local Government Act 2002. The Buller District Council is the ultimate parent entity.

These consolidated financial statements have been approved for issue by the Board of Directors on the date listed in the Directors' report.

The principal accounting policies adopted in the preparation of the consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

Buller Holdings Limited is a company registered under the New Zealand Companies Act 1993. The consolidated financial statements have been prepared in accordance with the Local Government Act 2002, Financial Reporting Act 2013 and the Companies Act 1993.

(i) Compliance with NZ IFRS RDR

The consolidated financial statements of the Buller Holdings Limited Group have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand (GAAP). Buller Holdings Limited is a for-profit entity for the purposes of complying with GAAP. The consolidated financial statements comply with New Zealand equivalents to International Financial Reporting Standards Reduced Disclosure Regime ('NZ IFRS RDR'), other New Zealand accounting standards and authoritative notices that are applicable to entities that apply NZ IFRS RDR.

The Group is eligible and has elected to report in accordance with Tier 2 For-profit Accounting Requirements (NZ IFRS RDR) on the basis that the Group has no public accountability and is not a large for-profit public sector entity. In applying NZ IFRS RDR, the Group has applied a number of disclosure concessions.

(ii) Historical cost convention

These consolidated financial statements have been prepared on a historical cost basis, unless stated otherwise in specific accounting policies below.

The Group has applied the following standards and amendments for the first time for their annual reporting period commencing 1 July 2024:

- *Disclosure of Fees for Audit Firms' Services – Amendments to FRS44*

The amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

(iii) Functional and presentation currency

Items included in the consolidated financial statements of the Group is measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in 'New Zealand Dollars' (\$), which is the Group's functional and presentation currency.

(b) Principles of consolidation

Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Inter-company transactions and balances between group companies are eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

1 Summary of material accounting policies (continued)

(c) Revenue recognition

(i) Services and management fees

Revenue from services rendered is recognised in the surplus or deficit in proportion to the stage of completion of the transaction as at the reporting date. The stage of completion is assessed by reference to surveys of work performed.

(ii) Goods sold

Revenue from the sale of goods is measured at the fair value of the consideration received or receivable. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyer and recovery of the consideration is probable, the associated costs and possible returns of goods can be estimated reliably, there is no continuing management involvement with the goods, and the amount of revenue can be measured reliably. If it is probable that discounts will be granted and the amount can be measured reliably, then the discount is recognised as a reduction of revenue as the sales are recognised.

(iii) Vested or donated physical assets

For assets received for no or nominal consideration, the asset is recognised at its fair value when the Group obtains control of the asset. The fair value of the asset is recognised as revenue, unless there is a use or return condition attached to the asset.

(iv) Interest income

Interest income is recognised using the effective interest method.

(d) Financial assets

(i) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss); and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

(ii) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Debt instruments

Subsequent measurement of debt instruments depends on the group business model for managing the asset and the cash flow characteristics of the asset.

- Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

Buller Holdings Limited
Notes to the consolidated financial statements
For the year ended 30 June 2025
(continued)

1 Summary of material accounting policies (continued)

(d) Financial assets (continued)

(iii) Impairment

The Group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by NZ IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(e) Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(f) Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less loss allowance.

The Group applies the NZ IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

(g) Property, plant and equipment

Plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the profit or loss component of the consolidated statement of comprehensive income during the financial year in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives or, in the case of leasehold improvements and certain leased plant and equipment, the shorter lease term as follows:

- Buildings	5.7 - 66.7 years
- Leasehold improvements	2 - 33.3 years
- Plant and equipment	1 - 25 years
- Office equipment	1.5 - 18.2 years
- Vehicles	2.8 - 12.5 years

Land is not depreciated.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. An asset's carrying amount is written down immediately to its recoverable amount if its carrying amount is greater than its estimated recoverable amount.

Asset impairment

The directors have undertaken an impairment assessment in relation to Buller Recreation Limited's assets for the year ended 30 June 2025 and determined that an impairment is necessary. The impairment is recognised in the consolidated statement of comprehensive income and consolidated statement of financial position (2024: The directors determined that an impairment is necessary.).

1 Summary of material accounting policies (continued)

(h) Intangible assets

(i) Goodwill

Goodwill represents the excess of the cost of the acquisition over the fair value of the Group's identifiable assets, liabilities and contingent liabilities acquired.

Goodwill is measured at cost less accumulated impairment losses. Goodwill is allocated to cash-generating units and is tested annually for impairment.

(i) Leases

The Group leases buildings and equipment. Rental contracts are typically made for fixed periods of 2 to 5 years but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or the Group's incremental borrowing rate.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs; and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture.

(j) Trade and other payables

Trade payables represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

Trade and other payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are classified as non-current liabilities.

(k) Interest bearing liabilities

Interest bearing liabilities are initially recognised at fair value, net of transaction costs incurred. Interest bearing liabilities are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the interest bearing liabilities using the effective interest method.

1 Summary of material accounting policies (continued)

(k) Interest bearing liabilities (continued)

Interest bearing liabilities are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any noncash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Interest bearing liabilities are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

(l) Employee benefits

(i) Short-term employee benefit obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the consolidated balance sheet.

(ii) Long-term employee benefit obligations

Provision is made in respect of the Group's liability for annual, long service and retirement leave when it is probable that settlement will be required and if these liabilities are capable of being measured reliably.

The Group's net obligation in respect of long-term employee benefits (such as long service leave and retirement leave) is the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value, and the fair value of any related assets is deducted. The discount rate is the yield at the reporting date on government bond yields that have maturity dates approximating the terms of the Group's obligations. Any actuarial gains or losses are recognised in profit or loss in the period in which they arise.

(iii) Defined contribution plan

The Group contributes to a defined contribution plan which is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in the surplus or deficit in the period during which services are rendered to employees.

2 Critical estimates, judgements and errors

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Impairment

In assessing impairment, the Group estimates the recoverable amount of each asset.

(ii) Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Notes to the consolidated financial statements
For the year ended 30 June 2025
(continued)

3 Financial risk management

(a) Financial instruments by category

	2025 \$'000	2024 \$'000
Financial assets as per consolidated balance sheet		
Measured at amortised cost		
Cash and cash equivalents	3,789	2,130
Investments	-	277
Trade and other receivables	<u>2,982</u>	<u>2,921</u>
	<u>6,771</u>	<u>5,328</u>

Prepayments, inventory and GST receivables do not meet the definition of a financial asset and have been excluded from the above table.

Financial liabilities as per consolidated balance sheet

Measured at amortised cost		
Trade and other payables	1,065	1,319
Interest bearing liabilities	1,500	1,500
Lease liabilities	<u>99</u>	<u>156</u>
	<u>2,664</u>	<u>2,975</u>

Employee benefit obligations and GST payables do not meet the definition of a financial liability and have been excluded from the above table.

4 Revenue

	2025 \$'000	2024 \$'000
Sale of goods and services	21,656	20,920
Management fee income	<u>906</u>	<u>851</u>
Total revenue	<u>22,562</u>	<u>21,771</u>

Contract assets and liabilities

The Group has recognised the following revenue-related contract assets and liabilities:

	2025 \$'000	2024 \$'000
Work in progress	245	149
Revenue received in advance	(31)	(39)

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Notes to the consolidated financial statements
For the year ended 30 June 2025
(continued)

5 Other income

	2025 \$'000	2024 \$'000
Other income	75	75
Gain on disposal of fixed assets	20	-
Grants received	2	15
Grants and wage subsidy income	-	7
Rental income	12	7
	<u>109</u>	<u>104</u>

6 Finance costs - net

	2025 \$'000	2024 \$'000
Finance costs		
Interest paid on related party loans	(65)	(100)
Interest paid - other	-	(1)
Interest on lease liabilities	(15)	(13)
Total finance costs	<u>(80)</u>	<u>(114)</u>
Finance income		
Interest received	35	90
Total finance income	<u>35</u>	<u>90</u>
Net finance costs	<u>(45)</u>	<u>(24)</u>

7 Operating expenses

	2025 \$'000	2024 \$'000
Professional service fees	148	141
Audit or review of financial statements - Ernst & Young (Christchurch), on behalf of the Auditor-General	133	135
Directors' fees	216	164
Directors' expenses	26	18
Fuel costs	467	574
Subcontractor costs	4,059	4,341
Repairs and maintenance	60	72
Sponsorships	29	29
Insurance costs	313	285
Licence costs	223	242
Loss on sale of assets	5	4
Training expenses	68	227
Materials	4,060	4,068
Other expenses	793	1,213
	<u>10,600</u>	<u>11,513</u>

Auditors' fees

There are no non-assurance services provided by the audit firm.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Notes to the consolidated financial statements
For the year ended 30 June 2025
(continued)

8 Income tax

	2025 \$'000	2024 \$'000
Current tax:		
Current period	-	-
Total current tax	-	-
Deferred tax (note 14):		
Current period	122	1,755
Income tax expense	122	1,755

Numerical reconciliation of income tax expense to prima facie tax payable

Profit before tax	1,227	109
Income tax expense at the New Zealand tax rate of 28%	344	31
Increase in income tax expense due to:		
• Non-deductible expenditure	364	-
• Deferred tax adjustment	(2)	2
• Group loss offset	(584)	-
• Removal of tax depreciation on commercial buildings	-	1,722
Income tax expense	122	1,755

Buller Holdings Limited, Buller Recreation Limited and WestReef Services Limited are all part of a Tax Consolidated Group. Consequently, all tax profits and losses are offset within the Group or payable as a subvention payment to Buller District Council.

9 Cash and cash equivalents

	2025 \$'000	2024 \$'000
Cash at bank and in hand	3,789	2,130
	3,789	2,130

Funds are invested in accordance with the Treasury Policy of the Group.

10 Trade and other receivables

	2025 \$'000	2024 \$'000
Current		
Trade debtors	2,982	2,921
Prepayments	294	149
	3,276	3,070
Non-current		
Prepayments	80	144
	80	144
Total trade and other receivables	3,356	3,214

(a) Bad and doubtful trade receivables

During the year ended 30 June 2025, no bad debts were written off (2024: \$nil).

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Notes to the consolidated financial statements
For the year ended 30 June 2025
(continued)

11 Property, plant and equipment

	Land \$'000	Buildings \$'000	Plant \$'000	Office equipment, furniture and fittings \$'000	Leasehold improvements \$'000	Vehicles \$'000	Capital work in progress \$'000	Total \$'000
At 30 June 2024								
Cost	2,982	17,779	2,713	477	247	9,370	487	34,055
Accumulated depreciation and impairment	-	(17,779)	(1,683)	(388)	(99)	(5,055)	-	(25,004)
Net book amount	<u>2,982</u>	<u>-</u>	<u>1,030</u>	<u>89</u>	<u>148</u>	<u>4,315</u>	<u>487</u>	<u>9,051</u>
Year ended 30 June 2025								
Opening net book amount	2,982	-	1,030	89	148	4,315	487	9,051
Additions	-	34	167	26	22	468	105	822
Disposals	-	-	(29)	(1)	-	-	-	(30)
Depreciation charge	-	-	(223)	(30)	(15)	(735)	-	(1,003)
Impairment	-	(34)	-	-	-	-	-	(34)
Closing net book amount	<u>2,982</u>	<u>-</u>	<u>945</u>	<u>84</u>	<u>155</u>	<u>4,048</u>	<u>592</u>	<u>8,806</u>
At 30 June 2025								
Cost	2,982	17,456	2,605	331	269	9,804	592	34,039
Accumulated depreciation and impairment	-	(17,456)	(1,660)	(247)	(114)	(5,756)	-	(25,233)
Net book amount	<u>2,982</u>	<u>-</u>	<u>945</u>	<u>84</u>	<u>155</u>	<u>4,048</u>	<u>592</u>	<u>8,806</u>

For the year ended 30 June 2025, the recoverable amount of the recreation building operated by the Group is \$nil.

During the year ended 30 June 2025, the Group disposed of fully depreciated buildings with an original cost of \$357,000 and net book value of \$nil.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Notes to the consolidated financial statements
For the year ended 30 June 2025
(continued)

12 Intangible assets

	Goodwill \$'000	Total \$'000
At 1 July 2023		
Cost	389	389
Net book amount	389	389
At 30 June 2024		
Cost	389	389
Net book amount	389	389
Year ended 30 June 2025		
Opening net book amount	389	389
Closing net book amount	389	389
At 30 June 2025		
Cost	389	389
Net book amount	389	389

An annual impairment assessment is carried out on intangible assets. The asset is not impaired in 2025 (2024: \$nil).

13 Leases

(a) Amounts recognised in the consolidated balance sheet

The consolidated balance sheet shows the following amounts relating to leases:

	2025 \$'000	2024 \$'000
Right-of-use assets net book value		
Land and buildings	82	133
Equipment	8	14
	<u>90</u>	<u>147</u>

Movement in right-of-use assets during the year were as follows:

	Land and buildings \$'000	Equipment \$'000	Total \$'000
Opening net book value	133	14	147
Additions	29	-	29
Depreciation charge	(80)	(6)	(86)
Closing net book value	<u>82</u>	<u>8</u>	<u>90</u>
	2025 \$'000	2024 \$'000	
Lease liabilities			
Current	97	75	
Non-current	2	81	
	<u>99</u>	<u>156</u>	

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Notes to the consolidated financial statements
For the year ended 30 June 2025
(continued)

13 Leases (continued)

	2025 \$'000
Opening balance	156
Additions	29
Interest	15
Payments	<u>(101)</u>
Closing balance	<u>99</u>

(b) Amounts recognised in the consolidated statement of comprehensive income

The consolidated statement of comprehensive income shows the following amounts relating to leases:

	2025 \$'000	2024 \$'000
Depreciation charge of right-of-use assets		
Land and buildings	80	80
Equipment	<u>6</u>	<u>6</u>
	<u>86</u>	<u>86</u>
 Interest expense (included in finance cost)		
	<u>15</u>	<u>13</u>
	<u>15</u>	<u>13</u>

The total cash outflow for leases in the year ended 30 June 2025 was \$101,000 (2024: \$97,000).

14 Deferred tax

	2025 \$'000	2024 \$'000
Net deferred tax is attributable to the following temporary differences:		
Property, plant and equipment	489	591
Accruals	7	14
Employee benefits	213	226
Right-of-use assets	(25)	(41)
Lease liabilities	<u>27</u>	<u>43</u>
Total deferred tax assets	<u>711</u>	<u>833</u>

	Property, plant and equipment \$'000	Accruals \$'000	Employee benefits \$'000	Right-of- use assets \$'000	Lease liabilities \$'000	Total \$'000
At 1 July 2023	2,396	7	183	(65)	67	2,588
Credited / (charged) to comprehensive income	<u>(1,805)</u>	<u>7</u>	<u>43</u>	<u>24</u>	<u>(24)</u>	<u>(1,755)</u>
At 30 June 2024	<u>591</u>	<u>14</u>	<u>226</u>	<u>(41)</u>	<u>43</u>	<u>833</u>
 At 1 July 2024	591	14	226	(41)	43	833
Credited / (charged) to comprehensive income	<u>(102)</u>	<u>(7)</u>	<u>(13)</u>	<u>16</u>	<u>(16)</u>	<u>(122)</u>
At 30 June 2025	<u>489</u>	<u>7</u>	<u>213</u>	<u>(25)</u>	<u>27</u>	<u>711</u>

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Buller Holdings Limited
Notes to the consolidated financial statements
For the year ended 30 June 2025
(continued)

15 Trade and other payables

	2025 \$'000	2024 \$'000
Trade creditors	1,065	1,317
Employee entitlements	21	140
Accrued expenses	272	227
GST payables	177	385
Other	-	1
	<u>1,535</u>	<u>2,070</u>

16 Interest bearing liabilities

	2025 \$'000	2024 \$'000
Current		
Loan from Buller District Council	-	1,500
	<u>-</u>	<u>1,500</u>
Non-current		
Loan from Buller District Council	1,500	-
	<u>1,500</u>	<u>-</u>

The original term of the Buller District Council loan was for the loan to mature on 31 October 2016. During the 2017 year a Deed of variation of loan was agreed to extend the final repayment date to 31 October 2019. As per the original agreement, the loan has an interest rate of the bank bill rate plus a margin of 1%. On 25 September 2024, a further variation agreement on the loan was signed which extended the final repayment date to 31 October 2026. There are no covenants attached to the loan.

17 Employee benefit obligations

	2025 \$'000	2024 \$'000
Current		
Annual leave and long service leave	760	809
Wage payables	-	152
	<u>760</u>	<u>961</u>

The associated expenses are recognised within 'other operating expenses' in profit or loss.

The Group estimates the employee entitlements for long service leave and retirement leave using actuarial assumptions. These include the probability of an employee receiving the benefit, wage inflation, and an appropriate risk-free discount rate.

BULLER DISTRICT COUNCIL 25 NOVEMBER 2025

Buller Holdings Limited Notes to the consolidated financial statements For the year ended 30 June 2025 (continued)

18 Share capital

	2025 Shares	2024 Shares	2025 \$'000	2024 \$'000
Ordinary shares	<u>20,620,468</u>	<u>20,472,468</u>	<u>20,620</u>	<u>20,472</u>
	<u>20,620,468</u>	<u>20,472,468</u>	<u>20,620</u>	<u>20,472</u>

During the year, the Company issued 148,000 ordinary shares (2024: 355,000 ordinary shares).

As at 30 June 2025, there were 20,620,468 ordinary shares issued and fully paid with no par value (2024: 20,472,468).

The holders of ordinary shares are entitled to dividends. All shares have equal voting rights at meetings of the Company and rank equally with regard to the Company's residual assets on winding up.

19 Accumulated losses

Movements in accumulated losses were as follows:

	2025 \$'000	2024 \$'000
Balance at 1 July	(9,468)	(7,822)
Net profit / (loss) for the year	<u>1,105</u>	<u>(1,646)</u>
Balance at 30 June	<u>(8,363)</u>	<u>(9,468)</u>

20 Commitments

As at 30 June 2025 the Group had the following capital commitments:

- Buller Holdings Limited had no capital commitments (2024: \$nil).
- WestReef Services Limited had capital commitments of \$252,000 for a NiNo Septic VAC truck (2024: \$nil).
- Buller Recreation Limited had no capital nor operating lease commitments as lessee (2024: \$nil).

21 Contingencies

There was \$530,324 in Performance Bonds outstanding with Westpac as at 30 June 2025 (2024: \$530,324).

There were no other known contingent assets or contingent liabilities outstanding as at 30 June 2025.

22 Related party transactions

(a) Parent entities

Buller Holdings Limited is a wholly owned subsidiary of Buller District Council.

(b) Directors

The names of persons who were directors of the Company at any time during the financial year are as follows: G R Allen, R F Burdekin, S W Grave, V C Van Uden, L Brooks, and R Crossman. All of these persons were also directors during the year ended 30 June 2024, with the exception of L Brooks and R Crossman, who were appointed during the year ended 30 June 2025 following the departure of K J Sweetman at the 2024 Annual General Meeting.

BULLER DISTRICT COUNCIL 25 NOVEMBER 2025

Buller Holdings Limited Notes to the consolidated financial statements For the year ended 30 June 2025 (continued)

22 Related party transactions (continued)

(c) Key management personnel compensation

For the year ended 30 June 2025, total compensation for key management personnel amounted to \$475,000 (2024: \$439,000). The key management personnel are those with the greatest authority for the strategic direction and management of the Group.

	2025 \$'000	2024 \$'000
Transactions with Buller District Council note 10 comprise:		
Service level fee received	906	851
Services received	128	149
Services provided	12,447	12,151
Interest paid	100	100
Interest payable	65	100
Subvention paid	611	1,139
Subvention payable	1,300	611
Balance as at 30 June:		
Amounts receivable	1,680	1,857
Loan payable	(1,500)	(1,500)
Amounts payable	(21)	(19)

23 Investments in subsidiaries

Material subsidiaries

The Group's principal subsidiaries at 30 June 2025 are set out below. Unless otherwise stated, they have share capital consisting solely of ordinary shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation or registration is also their principal place of business.

The Group had the following subsidiaries at 30 June 2025:

Name	Country of incorporation and place of business	2025 %	2024 %
WestReef Services Limited	New Zealand	100	100
Buller Recreation Limited	New Zealand	100	100

All subsidiary undertakings are included in the consolidation.

24 Events occurring after the reporting period

There were no other events occurring subsequent to balance date that materially affect the consolidated financial statements.

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MINUTES (in Review)

BULLER HOLDINGS LIMITED - AGM



Name:	Buller Holdings Limited
Date:	Monday, 3 November 2025
Time:	4:00 pm to 4:17 pm (NZDT)
Location:	Clocktower Chambers, Palmerston Street, Westport
Board Members:	Steve Grave, Gareth Allen, Vanessa van Uden, Rob Burdekin , Lynn Brooks, Rochelle Crossman, Kelsey Mundy
Attendees:	Sharon Roche, Dylan Taylor, Katey Bermingham, Mayor Chris Russell, Deputy Mayor Shayne Barry
Apologies:	Phoebe Lawton

1. Opening Meeting

1.1 Welcome, Introductions & Apologies

Present:

Chris Russell (Mayor, Buller District Council)
Shayne Barry (Deputy Mayor, Buller District Council)

In Attendance:

Directors of Buller Holdings Limited: Steve Grave (Chair, Buller Holdings Limited), Gareth Allen, Rob Burdekin, Lynn Brooks, Rochelle Crossman, Vanessa van Uden, Kelsey Mundy
Councillors of Buller District Council: Phil Rutherford, Ray Curnow, Dave Hingston
Simon Pickford (Chief Executive, Buller District Council)
Sharon Roche (Chief Executive, Buller Holdings Limited)
Dylan Taylor (General Manager, WestReef Services Limited)
Katey Bermingham (Minute Secretary)

Apologies:

Phoebe Lawton (Recreation Services Manager, Pulse Energy Centre)

1.2 Proxies

Mayor Chris Russell confirmed the proxies for Buller District Council are himself and Deputy Mayor Shayne Barry.

1.3 Minutes 2024 AGM



Minutes AGM 2024

RESOLVED that the Minutes of the Annual General Meeting held on 30th October 2024 be accepted as a true and correct record of that meeting.

Decision Date: 3 Nov 2025
Mover: Mayor Chris Russell

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

Minutes : Buller Holdings Limited - AGM - 3 Nov 2025

Seconded: Deputy Mayor Shayne Barry
Outcome: Approved

1.4 Matters Arising

No matters arising.

1.5 2025 Annual Report



2025 Annual Report

RESOLVED that the Annual Report for the year ended 30 June 2025 including the report of the Chairman, financial statements for the year ended 30 June 2025, and the Auditors report be received.

Decision Date: 3 Nov 2025
Mover: Mayor Chris Russell
Seconded: Deputy Mayor Shayne Barry
Outcome: Approved

S Grave noted the change in structure within BHL with new staff coming on board during the year. WestReef did well to come back in the last quarter of the year. The BHL Board are pleased to make the full distribution to BDC of \$1.3m, and thanked BDC for their continued support and contribution to BHL.

1.6 Distributions



Distributions

RESOLVED that a subvention payment of \$650,000 (making a total of \$1.3m) be paid to the shareholder as the final payment for the year ending 30 June 2025. It will be paid from WestReef Services Ltd to the Buller District Council in accordance with the requirements of the Income Tax Act 2007, and that the subvention payment and loss offset agreement be executed by the parties recording the transaction.

Decision Date: 3 Nov 2025
Mover: Mayor Chris Russell
Seconded: Deputy Mayor Shayne Barry
Outcome: Approved

1.7 Appointment of Directors

S Grave formally acknowledged and thanked Directors G Allen and L Brooks for their time on the Board and expressed his appreciation for all that G Allen had contributed to the Board over his 11 years as a Director.

R Crossman has been reappointed for a further three years until 2028, and new director K Mundy has been appointed for a term of two years.



Appointment of Directors

RESOLVED to appoint Rochelle Crossman from the 2025 BHL AGM for a 3 year period which concludes at the 2028 AGM. Appoint Kelsey Mundy from the 2025 BHL AGM for a 2 year period which concludes at the 2027 AGM.

Decision Date: 3 Nov 2025
Mover: Mayor Chris Russell
Seconded: Deputy Mayor Shayne Barry
Outcome: Approved

BULLER DISTRICT COUNCIL

25 NOVEMBER 2025

Minutes : Buller Holdings Limited - AGM - 3 Nov 2025

1.8 Remuneration of Directors



Director Remuneration

RESOLVED not to undertake a director remuneration review for 2025. Current remuneration set in 2024 remains the same and is effective from July 2025.

Decision Date: 3 Nov 2025
Mover: Mayor Chris Russell
Seconded: Deputy Mayor Shayne Barry
Outcome: Approved

The directors expressed their appreciation for the increase in remuneration last year and noted they delayed this coming into effect until this year in order to support the company.

1.9 Appointment of Auditors



Appointment of Auditors

RESOLVED that the Auditor-General be reappointed as auditor of the company and that the directors be authorised to determine the remuneration of the auditor for the ensuing year.

Decision Date: 3 Nov 2025
Mover: Mayor Chris Russell
Seconded: Deputy Mayor Shayne Barry
Outcome: Approved

1.10 General Business

Cr P Rutherford asked what impact Water Done Well would have on BHL/WestReef. BDC is working hard to ensure WR is still involved in the district's water services maintenance. S Grave acknowledged that something was going to happen that will impact WestReef, it was just not know what or when. As a contractor, WestReef is ready and has the ability to do the job and also has the capacity to grow and expand if required.

Deputy Mayor S Barry asked why the BHL subvention payment has decreased by so much for the 2025/26 financial year. S Grave explained that it is not due to performance but that the funds are required for development work in the company, primarily building the new depot for WestReef. G Allen further explained that the subvention payment always was \$800,000 per year but increased to \$1.3m in 2021 because of the additional work generated from the flood. It will only be reduced for a few years, as there was such a large profit this year, WestReef will be able to utilise that for the depot build.

BHL directors and SMT will take BDC councillors on a tour of BHL assets (PERC, WestReef, and Hamilton Tce) at the next meeting so they can view them from an owners perspective.

S Grave expresses his thanks to BHL/WestReef/BRL management and staff, and the directors.

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

Minutes : Buller Holdings Limited - AGM - 3 Nov 2025

2. Close Meeting

2.1 Close the meeting

Next meeting: No date for the next meeting has been set.

Signature:_____

Date:_____

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

AGENDA ITEM: **5.8 BULLER HOLDINGS LTD LETTER OF EXPECTATION
2026/2027**

Prepared by: John Salmond
 Corporate and Strategic Planning Manager

Reviewed by: Lesley Crichton
 Interim Group Manager Corporate Services
 Simon Pickford
 Chief Executive Officer

Public Excluded: **No**

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Council with the Letter of Expectation to Buller Holdings Limited (BHL) which communicates the Council's expectations of BHL and their subsidiaries.
2. The proposed letter for the 2026/2027 financial year is, in general consistent with the previous year. There are a couple of key focus areas and some ongoing expectations which meet the Council's strategic objectives.
3. The key changes are:
 - The annual forecast shareholder distribution has been increased to \$1,000,000 for 2026/27 from \$800,000 in 2025/26.
 - An objective has been added in requiring BHL supporting the ongoing transition to the new West Coast Water Services CCO.

DRAFT RECOMMENDATION

That Council:

- 1. Receives the report**
- 2. Approve the Letter of Expectation (with any amendments that are required)**
- 3. Instruct the Chief Executive Officer to forward the Letter of Expectation to Buller Holdings Limited**

ISSUES & DISCUSSION

BACKGROUND

4. A Council Letter of Expectation to a Council-Controlled Organisation (CCO) is a formal document that outlines the priorities, objectives, and expectations the Council has for the CCO. This one is specifically designed for the 2026-2027 Financial Year. It serves as a guiding framework for the CCO's operations and helps align the activities with the Council's strategic goals. Typically, the letter includes:
5. Key priorities: Areas of focus that Council wants the CCO to address, such as financial sustainability, community engagement, or environmental initiatives.
6. Performance Expectations: Specific Targets or outcomes the Council expects the CCO to achieve and deliver in the period.
7. Governance and accountability: Guidelines for reporting, transparency, and collaboration with Council.
8. Budget considerations: Financial expectations, including cost-saving measures or investment priorities.
9. Currently, the annual forecast shareholder distributions in the statement of intent to the Council have decreased from \$1.3 million to \$800K for 2025/2026 and 2026/2027 and are due to increase to \$900K for 2027/2028. However, due to the ongoing affordability of rates on our community, we have increased the expected amount to \$1,000,000 in 2026/27.
10. There has also been an objective added which requires BHL to support the ongoing transition to the new West Coast Water Services CCO. The has been added because:
11. BHL works closely with Council staff and suppliers on infrastructure and service delivery. Their involvement helps maintain smooth operations during the transition, reducing risks of disruption.
12. Explicitly stating the objective signals to staff, suppliers, and the community that Council and its companies are united in supporting reform. This builds trust and shows proactive leadership.

13. Water reform will affect funding, service delivery, and regulatory compliance. Having BHL engaged early helps prepare for new responsibilities and opportunities, rather than reacting later.

OPTIONS

Option 1 – Approve the Letter of Expectation and send to BHL.

14. Council provides a Letter of Expectation to BHL.

Advantages

- Fulfills BHL's request to receive a Letter of Expectation
- Provides Buller District Council (BDC) as the Shareholder to influence the direction of the organisation, whilst respecting the CCO independence.
- By setting expectations early, Council creates a benchmark for performance monitoring.
- Gives a unified approach across the entities

Disadvantages

- None Identified

Option 2– Council does not approve the Letter of Expectation.

15. Council do not provide a Letter of Expectation to BHL

Advantages

- None identified

Disadvantages

- Does not fulfil BHL's request to receive a Letter of Expectation.
- Lost opportunity for Buller District Council as shareholder to influence the direction of the organisation

PREFERRED OPTION

16. **Option 1** – To approve the Letter of Expectation and send to Buller Holdings Limited.

NEXT STEPS

17. If the recommended option is resolved, the Letter of Expectation (with any amendments) will be sent to BHL.

CONSIDERATIONS

Strategic Impact

18. The Letter of Expectation provides an opportunity for BDC as shareholder to influence the strategic direction of BHL.

Significance Assessment

19. Section 76AA of the Local Government Act requires the Council to adopt a policy on significance and engagement. The Council Policy on significance can be found by clicking the following link:
<https://bullerdc.govt.nz/media/f2ofzb4z/significance-and-engagement-policy-ltp-2025-2034.pdf>
20. This report is assessed as being low significance.

Risk Management Implications / Opportunities

21. The following risks or opportunities are identified with the issues identified in this report:
- Without clear guidance, BHL may set priorities in its SOI that do not reflect Councils Long-Term Plan or community outcomes
 - It could reduce the accountability of the CCO to the Shareholder

Policy & Legislative Considerations

22. Part 5 section 64 of the Local Government Act (2002) sets out that the purpose of a Statement of Intent is to:
23. State publicly the activities and intentions of a Council-controlled organisation for the year and the objectives to which those activities will contribute; and
24. The Letter of Expectation provides an opportunity for the shareholders to influence the direction of the organisation.
25. Schedule 8 of the Local Government Act (2002) sets out the detail about how the exchange between Council and the CCO occurs. The draft SOI must be delivered to its shareholders to receive and make comment on, each year by 1 March. The final Statement of Intent must be delivered to Council before 30 June each year for approval.

Māori Impact Statement

26. The decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value; therefore, this decision does not specifically impact Tangata Whenua, their culture and traditions.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Financial Considerations

27. The Letter of Expectation sets out Council's expectations of the CCO.

Communication Internal / External

28. Communication will be undertaken with BHL following Council's decision.

ATTACHMENTS

1. Buller Holdings Ltd Letter of Expectation 2026-2027 [**5.8.1** - 4 pages]

**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**



Westport office
6-8 Brougham Street, PO Box 21
Westport 7866, New Zealand
Freephone 0800 807 239
Phone 03 788 9111

Reefton Visitor & Service Centre
67-69 Broadway, PO Box 75
Reefton 7851, New Zealand
Phone 03 732 8821
Phone 03 732 8391

26 November 2025

Steve Grave
Buller Holdings Ltd
80 Russell Street
WESTPORT 7825

Dear Steve

BULLER HOLDINGS LTD – LETTER OF EXPECTATION FOR 2026/2027

PURPOSE: this Letter of Expectation (the Letter) provides Buller Holdings Ltd (BHL) annual direction to its subsidiary companies outlining expectations of the parties' respective accountabilities, roles, and responsibilities. The Letter confirms expectations and forms the basis and provides the draft for the development of the Statement of Intent. The Letter does not create any legal or binding obligations on the parties. It is intended to create an opportunity for dialogue between the parties and to support an open, positive, and co-operative working relationship, resulting in the achievement of BHL's policy and performance expectations in a transparent and accountable manner.

CORPORATE GOALS: we have outlined the direction of travel and options Buller District Council would like to explore with BHL:

- Working in with Council's strategic vision and Long-Term Plan. Aligning Council and BHL in the same direction.
- Where possible, growing existing revenue by increasing externally funded and non-council work to maximise returns for the shareholder.
- Maximising the distribution to Council as the shareholder to help keep district rates affordable.
- Provide a distribution for 2026/2027, with a target of \$1,000,000 or greater. This has increased from \$800,000 in the previous financial year.
- Working collaboratively with Council's continued focus on systems and process improvement opportunities, efficiencies, and customer service satisfaction.
- Seek further opportunities for new revenue or investments that support potential to increase dividend return to the shareholder in future years.
- Providing assurance to Council that robust health and safety systems, mitigations and monitoring are in place in line with the requirements of the Health and Safety at Work Act 2015 and BHL responsibilities as a Person Conducting a Business or Undertaking (PCBU).

Council's expectations are attached in more detail as an appendix to this letter. They focus on the roles of Council and BHL and reflect the strengthening relationship between the parties with a stronger clarity on how both parties undertake business. Council endorsed this letter for issue to BHL at a meeting held 26 November 2025.

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

We look forward to working with the BHL directors throughout the 2026/27 year, continuing to build on the positive relationship we have developed over the past twelve months.

Yours sincerely

Chris Russell
MAYOR

APPENDIX 1
COUNCIL EXPECTATIONS OF BULLER HOLDINGS LIMITED

1. Roles and responsibilities

- a. Council:** As the shareholder Council will engage with the Board to:
- i. Ensure that the Council's strategic objectives are clear and communicated so that the company can ensure alignment with the goals of the Company.
 - ii. Build and maintain a relationship of mutual respect and trust with the Board.
 - iii. Respect that some information shared by BHL may be commercially

sensitive.

- b. The Board:** The Board will run the company in accordance with the Local Government Act 2002, the Constitution and the Statement of Intent and fulfil its objective of the company being:
- i. To monitor performance of each portfolio, taking into account system and process improvement opportunities and customer service satisfaction.
 - ii. To ensure that each portfolio has in place active and effective health and safety policies and procedures which provide a safe operating environment for all employees, contractors and affected parties.
 - iii. To ensure that each portfolio operates economically and efficiently, and in accordance with an agreed Statement of Intent (SOI), and to optimise the returns from, and the value of, the portfolios within the parameters set by Buller District Council (BDC).
 - iv. To ensure, insofar as it is lawfully able and commercially practicable, that the SOI of each of BHL portfolios reflect the policies and objectives of BDC.
 - v. To keep BDC informed of matters of substance affecting BHL, insofar as it is practical and reasonable in the opinion of the directors,
 - vi. To ensure that there is regular and informative reporting of the financial and non-financial performance and risk exposures of BHL.
 - vii. To report to BDC on CCO establishment opportunities, and other investment opportunities that have the potential to enhance the economic and social well-being of the Buller district and the West Coast region and provide an adequate return.
 - viii. To maintain and improve good governance by regularly and constructively appraising the performance of the BHL portfolios, maintaining an appropriate monitoring framework and working with the Chair of Council's, Risk and Audit Committee, on matters of board performance and director selection.

2. Ongoing expectations

- a. Council expects that the Board will operate on a no surprises basis, particularly on matters where there is a political, financial, health and safety or other risk.
- b. Regular reporting of performance to Council's Risk and Audit Committee, on at least a quarterly basis. More regular reporting may be required to ensure no surprises to Council.

- c. Reporting should consist of unique activities identified separately rather than being bundled into general activity groups.
- d. The undertaking of any activity not provided for under the SOI requires the prior approval of BDC, specifically:
 - No subsidiary companies are to be formed by BHL without the prior approval of BDC.
 - No shares are to be acquired by BHL or the subsidiaries without the prior approval of BDC.
 - No shares held by BHL or the subsidiaries are to be sold or otherwise disposed of without the prior approval of BDC.

3. Key focus areas – 2026–2027

- a. Engage with the Council to ensure alignment between the Councils strategic goals, Long Term Plan and the aims of the Company.
- b. Build a relationship of mutual respect and trust with Council.
- c. Add value to the company, whilst ensuring that conduct of the company is in accordance with generally accepted standards.
- d. Ensure that the company returns a distribution to the Council in accordance with the distributions policy.
- e. Manage the BHL portfolios in accordance with sound business practice.
- f. Manage health and safety risks in a proactive manner and in line with responsibilities of a PCBU.
- g. Seek further opportunities for revenue to look at a potential increase in dividend in future years.
- h. Support the transition to the new West Coast Water Services CCO with Council staff and key suppliers.

6 CHIEF EXECUTIVE OFFICER REPORT

AGENDA ITEM: **6.1 CHIEF EXECUTIVE OFFICER REPORT**

Prepared by: Simon Pickford
 Chief Executive Officer

REPORT PURPOSE

1. This report provides an overview of activities across the previous month and a 'horizon-scan' of upcoming strategic focus areas and opportunities.
2. No decision is needed in relation to this information.

DISCUSSION

Legislation update

3. We have not been able to include a full legislation update this month. However, an update on the EM Bill is included below.

Update on Emergency Management Bill

4. Following consultation earlier this year on the discussion document on strengthening New Zealand's emergency management legislation, Cabinet has agreed to a series of policy proposals for a new Emergency Management Bill.
5. The Cabinet paper provides details on the 21 proposals, but in summary the Bill will:
 - clarify who is in control during emergencies (particularly when undeclared) and clarify accountabilities at the local level.
 - improve how Civil Defence Emergency Management Group plans are developed and with whose input, given they drive change on the ground.
 - provide for representation of iwi Māori, rural communities and the wider community on Coordinating Executive Groups.
 - expand the tools available to improve assurance of the system, e.g. through rules or Compliance Orders.

- expand the lifeline utilities/essential infrastructure providers that can be recognised under the legislation (e.g. certain digital services and solid waste).
6. The Cabinet Paper has been proactively released and is available on NEMA's website: [Emergency Management Bill » National Emergency Management Agency](#)

West Coast Water Services CCO

7. The three District coast councils submitted a joint Water Services Delivery Plan in early September to the Secretary for Local Government. The Secretary holds responsibility for accepting or not accepting Plans.
8. The plan explains how we will deliver water services that meet regulatory requirements, support growth and urban development, and that are financially sustainable. The plan also provides an assessment of our water infrastructure, how much we need to invest, and how we plan to finance and deliver it through our joint CCO delivery model.
9. On 18 November we received confirmation from the Secretary for Local Government that our Water Services Delivery Plan meets the financial sustainability and legislative requirements and has been accepted.
10. Work is well underway on the West Coast WSCCO Transition Programme:
- Staff from all three councils have met to workshop information gathering to support foundational information for all core workstreams.
 - Alignment of work programme with team capacity.
 - Draft communications plan is progressing.
 - Work has also been undertaken to identify and document current overhead allocation methods across the three councils.
 - Upcoming Activities will focus on continued data gathering across all key workstreams, completing the draft Establishment Plan, progressing the draft Communications plan and reviewing the Risks and Issues.
 - Capacity of teams to undertake this work alongside BAU remains a concern.

Property Rationalisation Update

Council previously resolved the sale of several properties as part of the property rationalisation programme:

84 Domett Street (Lot 1 DP 399643) and Bentham Street (Part Lot 78 DP 47)

- Resolved for sale in March 2022. Infrastructure Services subsequently investigated whether the land was required for stormwater purposes, as noted in the May 2024 report. This has now been confirmed as not required, and the properties can proceed to sale.
- A restrictive covenant (or easement) will apply to the corner section west of the creek, preventing any buildings or development on that area.

153a Queen Street (Part Lot 1 DP 47):

- Resolved for sale in April 2022. The sale was paused while Infrastructure Services assessed potential stormwater requirements.
- This has now been concluded as not required, and the property will be marketed for sale. Any future building proposals will need to take account of the flood hazard provisions applying to the site.

External Relationships

11. Since my last CE update, I have attended numerous meetings and forums including:

- On Tuesday 28 October, the Mayor and I met with Labour List MP Damien O'Connor and Labour List MP Camilla Belich, who is also the spokesperson for ACC, Public Services & Civil Defence. There was a wide-ranging discussion including Civil Defence arrangements and preparedness.
- The launch of Buller's new 'Brand Identity and Toolkit' on Tuesday, 28 October held at EPIC, Westport. I gave a short speech in support of the great work of the Promoting Buller group.
- Resilient Westport and West Coast Emergency Management held a free event on Wednesday 29 October at EPIC. This event was to launch a new Business Resilience & Continuity Campaign for local Westport businesses. This initiative is part of the Emergency

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025

Management component of the Resilient Westport programme of work.

- The campaign aims to encourage and support local business owners, managers, and entrepreneurs to take simple actions to prepare for flooding and other emergency situations.
 - I was asked to wrap up the session and took the opportunity to acknowledge the vital importance of this programme and highlight the work that BDC has undertaken with our own Business Continuity Plan.
- The Te Whanaketanga Steering Group meeting was held on Thursday 6 November. The steering group reviewed each of the Mission statements and Projects in the Plan. Regional connectivity was a 'hot topic' given the recent weather events resulting in slips and blockages on the highways. I spoke about the importance of broadening the current 'infrastructure resilience' project beyond roading to include air and port connectivity.
- The West Coast 2025 New Triennium Induction was held at Arahura Marae on Wednesday 12 November. This was a highly successful and positive event that brought all four councils together for briefings on key regional topics. I presented a brief overview of the Triennial Agreement.
- Pulse Buller Civic & Sporting Awards Presentations 2025 Friday 7 November 2025.

Regulatory and Emergency Management Update

12. See **Attachment 1**

13. The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.

DRAFT RECOMMENDATION

1. That the Chief Executive Officer's Report dated 25 November 2025 be received.

ATTACHMENTS

1. Regulatory Report November 2025 [6.1.1 – 9 pages]
2. New Zealand National Adaptation Framework [6.1.2 – 4 pages]

BULLER DISTRICT COUNCIL
25 NOVEMBER 2025



Regulatory Report

November 2025
Simon Bastion
Group Manager, Regulatory Services

Group Manager Update

All functions across the regulatory portfolio have an increased workload based on numerous factors. The Planning Team continues to focus on the outcomes of the Te Tai o Poutini Plan (TTPP) and to confirm our position regarding an appeal on behalf of BDC.

The realigning the Compliance activities within Regulatory have been finalised to ensure that our organisational structure is optimised for delivering an effective service. I have observed there are parts within compliance that we struggle to deliver on – this has primarily been due to resources and effective policies.

The focus was to bridge a gap with RMA compliance and enforcement and bring the EHO duties back in house (to reduce the reliance on contractors and grow our own expertise). The proposed changes we will strengthen internal capabilities which will assist in providing efficiency improvements and succession planning. The following are areas have added benefit (not an exhaustive list):

- Increased support and oversight for RMA compliance – reactive (via complaints etc.) and proactively with RMA verification processes
- Developing and publishing policies and procedures that support enforcement & compliance activities.
- Aligning process driven compliance (licensing & verifications etc.) activities by removing a lot of diversions that take up a lot of resources and time i.e. field activities

We are also aligning operation activities that are generally in the field (animal management, freedom camping, noise control, fly tipping etc.) will provide a lot more focus on the public interface by providing education and a collective focus on customer needs.

Upcoming legislative changes:

National Adaptation Framework – The Framework sets out the governments approach to build an enduring system that prepares New Zealand for climate change, supports economic growth and keeps the overall costs to our society as low as possible (see attached appendix).

Local Government (Infrastructure Funding and Financing) Amendment Bill – this is the Bill that would replace development contributions with development levies. Was expected at the end of September initially.

Planning Bill – introduces spatial planning. Expected at the end of November.

Natural Environment Bill – the replacement for the RMA. Expected at the end of November.

Climate Adaptation Bill – rumoured to be landing at the same time as the two RMA replacement Bills

BULLER DISTRICT COUNCIL 25 NOVEMBER 2025

Building Team

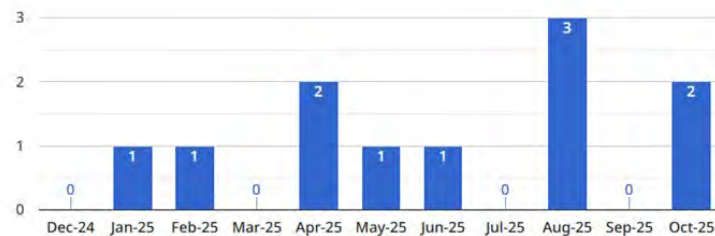
Building Consents

6 new dwellings issued for October.
16 Building consents

BC Granted/Issued
Monthly for All Building Types and All Complexities



BC Decision to Grant - 21 or More Stat Days
Monthly for All Building Types and All Complexities



Building Department activity:

IANZ Audit

Preparation for the IANZ audit in December is well advanced with all information compiled and passed onto the assigned auditor for preview.

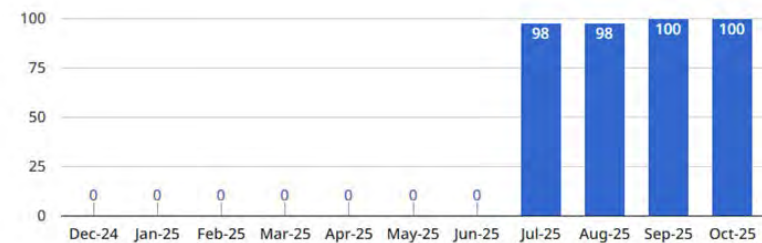
Recruitment

All vacancies have been filled within the building team.

Regulations

Building Act Amendment Bill – Bill that replaces joint and several liability with proportionate liability and makes clustering of BCA functions easier. Expected before Christmas.

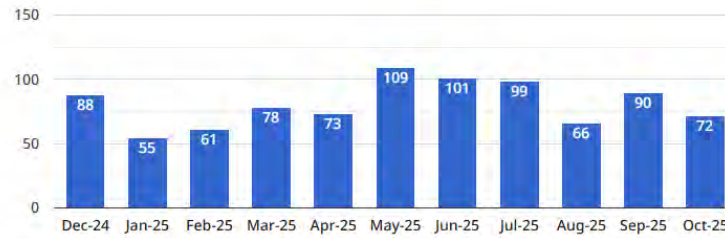
% Bookings Completed On Time
Monthly for All Building Types and All Complexities



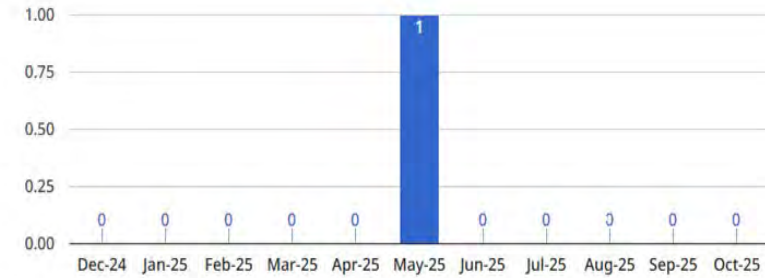
BULLER DISTRICT COUNCIL 25 NOVEMBER 2025

Inspections – 72 for October
All inspections with the 3 days

Inspections Undertaken
Monthly for All Building Types and All Complexities



Number of CCC Decision Outside of Statutory Time Frame - 21 or More Stat Days
Monthly for All Building Types and All Complexities



BULLER DISTRICT COUNCIL 25 NOVEMBER 2025

Planning Department

TTPP update:

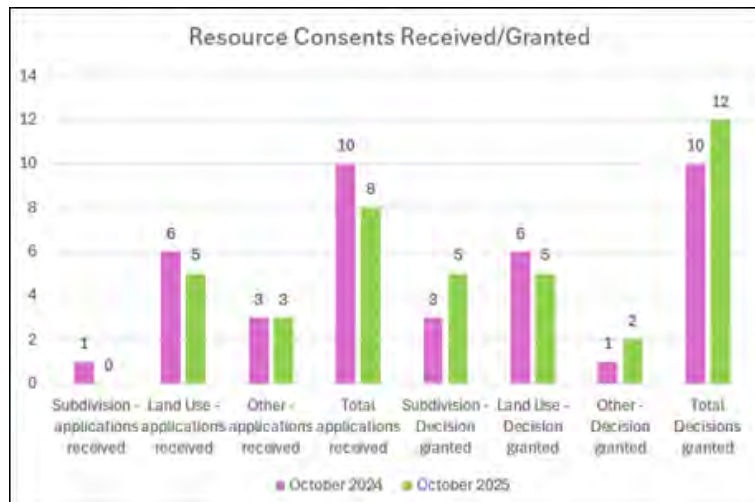
The District Plans for Buller, Grey and Westland District Councils are being replaced by the Te Tai o Poutini Plan (TTPP). On Friday 10 October 2025, the Decisions version (see link: <https://tpp.nz/>) of the TTPP was notified. This means that building consent applications not issued prior to the 10 October 2025 (including proposals that have previously had PIMs issued) are required to meet the rules of both the operative Buller District Plan and the TTPP (Decisions version).

Building consents issued prior to notification of the TTPP Decision version are largely exempt (from the TTPP Decision version rules as notified 10 October) by the Resource Management Act s10B. There are some limitations to this, and it is advisable to review and take advice should you need to.

The Resource Management planning environment is extremely complex at best and even more so at present. The Planning team are working hard to assist people through this process, however it is highly recommended that professional planning advice is sought when consent is required or when determining compliance with planning requirements due to the complex nature of this process.

The following link is to the public notice regarding TTPP notification and the appeals process. <https://tpp.nz/wp-content/uploads/tpp-public-notice-notified.pdf>

The Planning team are checking building consent applications in the system that were not issued prior to 10 October 2025 and are contacting applicants if additional requirements are identified.



**BULLER DISTRICT COUNCIL
25 NOVEMBER 2025**

	October	October
	2024	2025
Subdivision - applications received	1	0
Land Use - applications received	6	5
Other - applications received	3	3
Total applications received	10	8
Subdivision - Decision granted	3	5
Land Use - Decision granted	6	5
Other - Decision granted	1	2
Total Decisions granted	10	12
LIM applications received	26	30
LIMs issued	21	25
Enquiries	233	260

Planning Department activity:

The Planning team are receiving a high number of enquiries. Enquiries regarding TTPP implementation and how it affects resource consent processing have been received. There is a heightened awareness that TTPP decisions may result in changes to the planning framework and required considerations.

We are currently recruiting for a Senior Planner and a Planning Support Officer.

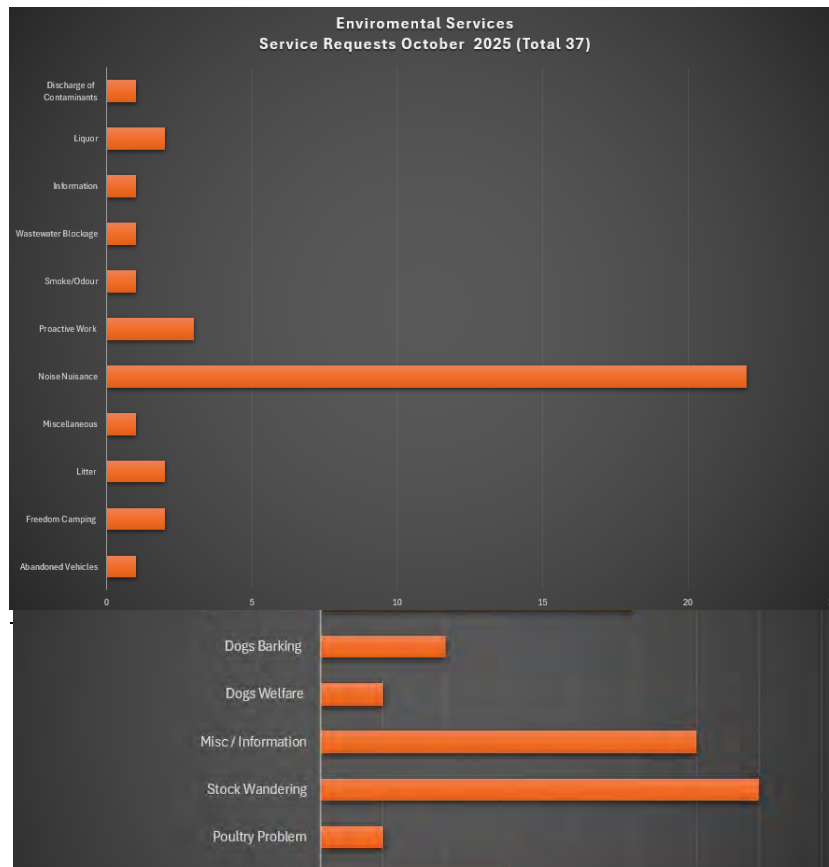
Fast track Resource Consents

Bathurst Coal Limited – Expand existing coking coal mining activities, and extend the life of the mine, to enable the extraction of, approximately, an additional 20 million tonnes over 25 years.

LIMS

We have updated our LIMS template and increased commentary around natural hazards as required under new legalisation.

BULLER DISTRICT COUNCIL 25 NOVEMBER 2025



General Compliance Complaints:

We have kicked off with the Freedom Camping checks at North Beach, T Bay, Okari, Mokihinui, Hector, Punakaiki etc.

Finding most people compliant at this stage. We offer camping information at the time of our visits.

BDC is to start a new puppy socialization group which is designed to educate owners and help puppies grow into excellent adult dogs.

We offer free Microchipping to those attending regularly.

Another positive is that we are getting organised for the Jan 2026 BDC dog Show. An exciting very positive fun day. This is run as part of Buller A&P Show.

Animal Control:

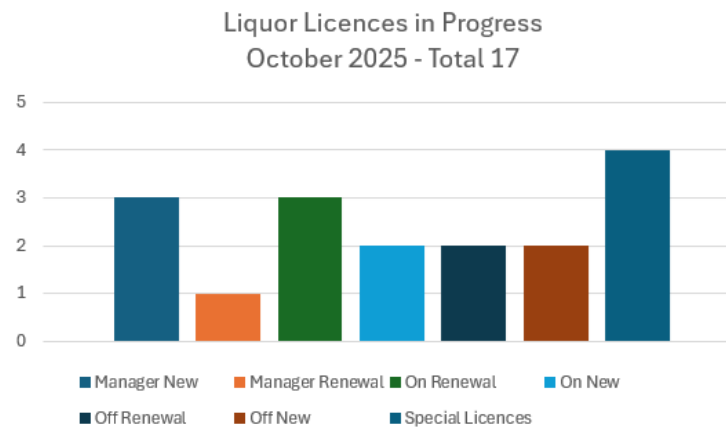
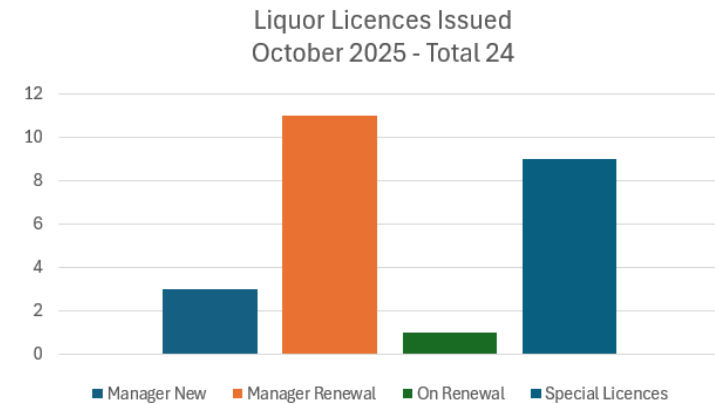
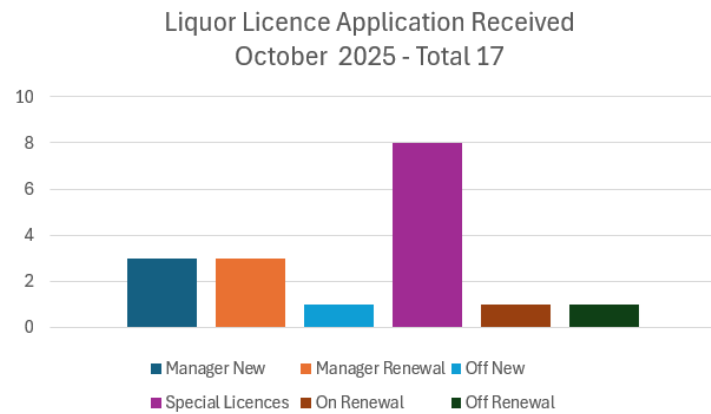
We began with 190 unregistered dogs remaining after 25/26 registration which is low compared to previous years.

We have made reasonable headway and that number has dropped to 84.

We have received positive feedback from Reefton Police and the community regarding our Reefton Friday.

We microchip dogs, engage with the public, seek proactive work and can respond within minutes to any in coming compliance work.

Compliance Team – Alcohol



Policies Under Review

Class 4 Gambling and TAB Venues Policy:

- Draft Policy and Statement of Proposal adopted by Council for consultation September 2025
- Consultation materials currently being prepared
- Consultation to begin end of October/beginning November as directed by Council

Navigation and Safety Bylaw:

- Bylaw drafted
- Refresh of Transfer of Powers from West Coast Regional Council (WCRC) to Buller District Council underway

Trading in Public Place Bylaw:

- Review by staff underway – both Bylaw and associated policies
- Report to Council December 2025 with draft and Statement of Proposal for consultation

Other Bylaws and Policies currently under review:

- Dog Control Bylaw and Policy
- Traffic Bylaw
- Banning of Alcohol in Public Places Bylaw
- Freedom Camping Bylaw
- Senior Housing Policy
- Fires in Open Air (support with WCRC)
- Solid Waste Bylaw
- Fencing of Swimming Pools Bylaw – legislation update
- Public Places Bylaw and associated policies
- Trade waste Bylaw

New Policies underway:

- RMA Compliance Policy
- Remuneration for members of subcommittees and appointees to outside committees
- Submissions Policy

Master Planning Update

The project team has continued to make progress on;

- Land access options, with briefings to new Council in due course on progress
- Potential funding and financing options, with briefings to new Council in due course on progress
- A focus on Westport Main Street betterment projects

Ensuring acknowledgement of the Governments recently announced Adaptation Framework and requirements under this framework for local Councils.

The project team was invited and subsidised to attend the AF25 conference in Christchurch.

Growth and Development Update

- Progress continues on the Reefton accommodation required to support the expansion of the minerals sector;
 - o Short term accommodation solutions via the Miners Village located on the ex-school site is progressing well, with consent application imminent.
 - o Mid-term accommodation provision via a new subdivision proposal,
 - o Consideration of the link between Royalty Charge re-distribution and the requirement of infrastructure works in Reefton so support minerals sector and residential expansion
- An internal team has been established to support and expediate funding and grants opportunities for growth and betterment district wide.
- Planning works have been initiated for the Cape Foulwind developments, led by the private sector but supported by Council to;
 - o Understand the total growth potential of the Omau/Cape Foulwind area
 - o Understand and plan long term infrastructure strategies
 - o Support further developments over time for the area
- Working alongside Development West Coast to ensure alignment between Destination Management Planning, Te Whanaketanga 2050 Strategy and Buller District Council growth and development works.

National Adaptation Framework



Te Kāwanatanga o Aotearoa
New Zealand Government

An enduring adaptation approach

New Zealand faces growing risks from floods, storms and other natural hazards.

We need our country and economy to be resilient. That's why we're introducing the National Adaptation Framework.

The Framework sets out our approach to build an enduring system that prepares New Zealand for climate change, supports economic growth and keeps the overall costs to our society as low as possible.

Preparing for climate change doesn't happen in isolation. We're acting across the system with flood mapping, community-level adaptation, land-use planning and our emergency response. Together, these actions form the building blocks of the Framework.

Over time, we'll keep building on these foundations to:

- improve the ways we share information about climate risks
- ensure support for property owners and responses to risks are predictable and fair
- support market confidence and enable markets, such as housing and insurance, to reflect climate risks
- ensure people have the incentive and ability to manage risk.

In our Climate Strategy, we committed to ensuring infrastructure is resilient and communities are well prepared. The Framework helps us put strategy into action.

.....

Hon Simon Watts
Minister of Climate Change



We are bringing together new and existing work across government to deliver an enduring National Adaptation Framework built on four pillars:

Risk and response information sharing



Information about the risks from natural hazards like floods and storms is readily available, regularly updated and nationally consistent.

With access to information, people and businesses can plan ahead and make informed decisions and investments in response to these risks so that property, insurance and other markets can function well.

Actions

1. Develop a National Flood Map that unifies national and local data, and is readily available for everyone to use.
2. Develop new hazard datasets and risk standards with the private sector.
3. Update the Natural Hazards Portal to provide information about risks to people and properties from natural hazards like floods and storms.
4. Invest in high-quality risk information to support planning and consenting decisions in the reformed resource management system.
5. Deliver science, innovation and technology reforms to ensure the system is more responsive to government priorities such as adapting to natural hazards.

Roles and responsibilities



As well as information about the risk, people know what the plan is to address it. Individuals and private companies manage their risks. Councils lead local responses. Central government establishes standards, and regulatory and institutional settings.

Actions

6. Establish new national direction under the Resource Management Act to support councils to take a more robust approach to managing risks from natural hazards for new development.
7. Identify areas with natural hazard risk, and areas for future growth and development, through new spatial plans in the reformed resource management system.
8. Amend the Climate Change Response Act to clarify requirements for local government by requiring adaptation plans in priority areas.
9. Invest in New Zealand's ability to prepare for, respond to and recover from all types of emergencies with the Emergency Management Investment and Implementation Roadmap.
10. Focus local authorities on core services including managing natural hazard risk through improvements to the local government system.

"We're building on cross-party work to establish an enduring, long-term approach to adaptation for New Zealand." Hon Simon Watts, Minister of Climate Change

Investment in risk reduction



Communities and businesses know what investment will happen in their areas. Spending shifts towards reducing risk before climate-related events like floods or storms happen, so people feel more confident to invest in our country and grow our economy.

Actions

11. Regulate to ensure councils weigh up the costs and benefits of adaptation options for their communities.
12. Use the Funding and Financing Framework to guide decisions on investment that protect Crown assets or realise broader national benefits.
13. Invest in the resilience and economic prosperity of the regions through the \$1.2 billion Regional Infrastructure Fund.
14. Proactively manage risk to Crown assets such as schools, public buildings or major infrastructure over time.

Cost-sharing pre- and post-event



The expected costs from natural hazards like floods and storms, and the costs of adapting to them, are shared across society and over time.

New Zealand transitions towards a state that incentivises risk reduction and allows markets to adjust as risks change.

Actions

15. Introduce a new development levy system as part of Going for Housing Growth, to ensure councils charge developers a proportionate amount of the total costs of capital expenditure necessary to service growth over the long term.
16. Deliver new tools to support government recovery decisions following significant severe weather events.

The actions in this framework align with wider work under the National Risk and Resilience Framework to strengthen New Zealand's resilience and proactively manage serious risks that could impact our safety, security and prosperity.



Published by the Ministry for the Environment in October 2025.
INFO 1350

7 PUBLIC EXCLUDED REPORTS

AGENDA ITEM: 7.0 PUBLIC EXCLUDED REPORTS

Prepared by: Simon Pickford
Chief Executive Officer

REPORT SUMMARY

1. Subject to the Local Government Official Information and Meetings Act 1987 (LGOIMA) s48(1) right of Local Authority to exclude public from proceedings of any meeting.
2. The reasons for exclusion are included in the draft recommendation.

DRAFT RECOMMENDATION

That the public be excluded from the following parts of the proceedings of this meeting.

AGENDA ITEM: 7.1 INSURANCE COVER PLACEMENT 2025-2026

Prepared by: Lesley Crichton
Interim Group Manager Corporate Services

REASONS FOR CONFIDENTIALITY

- (2) Subject to sections 6, 8, and 17, this section applies if, and only if, the withholding of the information is necessary to—
- (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or