



# AGENDA

## RĀRANGI TAKE

NOTICE OF THE MEETING OF THE

## Council Controlled Organisation Oversight Committee

to be held on **Thursday 2 July 2026**,  
commencing at **1 pm** in the Council Chambers,  
36 Weld Street, Hokitika and via Zoom

<b>Chairperson:</b>	Her Worship the Mayor
<b>Members:</b>	Deputy Mayor Burden
	Cr Gillett
	Kw Madgwick
	Kw Tumahai



In accordance with clause 25B of Schedule 7 of the Local Government Act 2002, members may attend the meeting by audio or audio-visual link.

## Council Vision

*By investing in our people, caring for the environment, respecting the Mana Whenua Cultural heritage, and enabling investment, growth, and development we will enrich our district and the people that reside here.*

# Purpose

The Council is required to give effect to the purpose of local government as prescribed by section 10 of the Local Government Act 2002. That purpose is:

- (a) To enable democratic local decision-making and action by, and on behalf of, communities; and
- (b) To promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

## 1. NGĀ WHAKAPAAHA APOLOGIES

## 2. WHAKAPUAKITANGA WHAIPĀNGA DECLARATIONS OF INTEREST

Members need to stand aside from decision-making when a conflict arises between their role as a Member of the Council and any private or other external interest they might have. This note is provided as a reminder to Members to review the matters on the agenda and assess and identify where they may have a pecuniary or other conflict of interest, or where there may be a perception of a conflict of interest.

If a member feels they do have a conflict of interest, they should publicly declare that at the start of the meeting or of the relevant item of business and refrain from participating in the discussion or voting on that item. If a member thinks they may have a conflict of interest, they can seek advice from the Chief Executive or the Group Manager Corporate Services Risk and Assurance (preferably before the meeting). It is noted that while members can seek advice the final decision as to whether a conflict exists rests with the member.

## 3. NGĀ MENETI O TE HUI KAUNIHĒRA MINUTES OF MEETINGS (3 - 8)

Council Controlled Organisation Oversight Committee Minutes – 16 April 2026

## 4. ACTION LIST (9)

Chief Executive to speak to the action list.

## 5. PŪRONGO KAIMAHI STAFF REPORTS

- **Westroads Limited Statement of Intent (10 - 32)**  
Westroads Limited Chair to speak to the Report.
- **Destination Westland Ltd Statement of Intent (33 - 51)**  
Destination Westland Ltd Chair to speak to the Statement of Intent.

## 6. NGĀ TĀPAETANGA PRESENTATIONS

Destination Westland - Quarterly Update

## 7. KA MATATAPU TE WHAKATAUNGA I TE TŪMATANUI RESOLUTION TO GO INTO PUBLIC EXCLUDED

(to consider and adopt confidential items)

Resolutions to exclude the public: Section 48, Local Government Official Information and Meetings Act 1987.

The general subject of the matters to be considered while the public are excluded, the reason for passing this resolution in relation to each matter and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of the resolution are as follows:

Item No.	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution
1.	Destination Westland Ltd – Commercial Opportunities	Good reason to withhold exist under Section 7	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists.  Section 48(1)(a)
2.	Destination Westland Ltd - Review	Good reason to withhold exist under Section 7	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists.  Section 48(1)(a)

This resolution is made in reliance on sections 48(1)(a) and (d) of the Local Government Official Information and Meetings Act 1987 and the particular interests or interests protected by section 7 of that Act, which would be prejudiced by the holding of the relevant part of the proceedings of the meeting in public are as follows:

Item No.	Interest	Section
1, 2	Protect information where the making available of the information:	
	(i) (ii) would disclose a trade secret; and would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	(S.7(2)(b))
1, 2	Enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities	(S. 7(2)(h))

**DATE OF NEXT COUNCIL CONTROLLED ORGANISATION OVERSIGHT COMMITTEE MEETING –  
1 OCTOBER 2026  
COUNCIL CHAMBERS, 36 WELD STREET, HOKITIKA AND VIA ZOOM**



# COUNCIL CONTROLLED ORGANISATION OVERSIGHT COMMITTEE MEETING MINUTES

## MINUTES OF THE INAUGURAL COUNCIL CONTROLLED ORGANISATION OVERSIGHT COMMITTEE MEETING OF WESTLAND DISTRICT COUNCIL HELD IN THE COUNCIL CHAMBERS, 36 WELD STREET, HOKITIKA AND VIA ZOOM ON WEDNESDAY, 16 April 2026 COMMENCING AT 1 PM

The meeting was livestreamed to the Westland District Council YouTube channel. Presentations are available on the Council website.

### 1. MEMBERS AND APOLOGIES

<b>Chairperson:</b>	Her Worship the Mayor
<b>Members:</b>	Deputy Mayor Burden
	Cr Gillett
	Kw Madgwick
	Kw Tumahai

#### NGĀ WHAKAPAAHA

##### APOLOGIES

Apology received from Kw Madgwick.

Moved Deputy Mayor Burden, seconded Cr Gillett and **Resolved** that the apology from Kw Madgwick be received and accepted.

##### ABSENT

Nil

##### STAFF PRESENT

B Phillips, Chief Executive; S Lewis, Chief Financial Officer; S. Hewett, Governance Advisor; N. Martin, Governance and Communications Officer.

### 2. WHAKAPUAKITANGA WHAIPĀNGA

##### DECLARATIONS OF INTEREST

The Interest Register had been circulated.

There were no changes made to the Interest Register.

### 3. NGĀ MENETI O TE HUI KAUNIHERA

##### MINUTES OF MEETINGS

Council Controlled Organisation Oversight Committee Meeting Minutes - 28 January 2026

Moved Cr Burden, seconded Gillett and **Resolved** that the minutes of the Council Controlled Organisation Meeting held on the 28 January 2026 be confirmed as a true and correct record of the meeting.

#### 4. ACTION LIST

Item No.	Date Added	Item	Action	Completion Target Date	Officer	Current Status	Date and Next Steps	Status
3	27/03/2025	Destination Westland Ltd: Financial returns for individual businesses.	Financial information to be split to give a clearer picture of financial returns of each business going forward and be provided to the Committee.		G. Bishop	This item to come back to committee on:	2-Jul-26	Open
5	27/03/2025	Destination Westland Ltd: Land and Building Fixed Assets and Assets Under Construction Information	Chair Bishop to provide a breakdown of the 14 million Land and Building Fixed Assets along with clarification of \$105,000 of Assets Under Construction to the Committee.		G. Bishop	This item to come back to committee on:	2-Jul-26	Open
7	27/03/2025	Aeronautical Fees	Update on negotiation of aeronautical fees review.		M. Anderson	Due to commercial sensitivity, an update will be provided to a future meeting of the committee.	2-Jul-26	Open
9	27/03/2025	Committee Workplan	Update on Workplan to be provided to the Committee.		H. Lash	Workplan was discussed in 28 Jan 2026 Meeting - to be updated for 26/27 then adopted by committee	16-Apr-26	Open

Destination Westland Limited were updated on their outstanding actions which are due to be reported back to the Committee in the 2 July Meeting.

Item 9 - Committee Workplan will be presented to the Committee on today's agenda for adoption.

4. **PŪRONGO KAIMAHI  
STAFF REPORTS**

**Updated Workplan**

The Chief Financial Officer spoke to the updated workplan, highlighting that it is largely unchanged from the previous year other than to reflect due dates for 2026/2027 financial year.

Moved Cr Gillett, seconded Cr Burden and **Resolved** that:

1. The updated workplan be received.
2. The updated workplan be adopted by the CCO Oversight Committee.

6. **NGĀ TĀPAETANGA  
PRESENTATIONS**

**Westroads Limited Half Year Report to 31 December 2025**

The Westroads Limited Chair presented the report touching on the following:

- **Financial performance:** Revenue is \$2.6M below budget, with a corresponding drop in gross revenue. Profitability is expected to decline despite a strong balance sheet and reduced debt.
- **People and Operations:** Staff retention is improving and there have been no reported WorkSafe incidents.
- **Cost pressures:** Rising fuel prices are a major issue, adding around \$100K per month in costs, with about \$40K currently unrecovered. Supply remains stable.
- **Risks:** There is a risk that increased costs could flow through to clients, potentially affecting their ability to proceed with projects.
- **Mitigation & outlook:**
  - Some contracts include fuel price adjustments, and pricing is expected to increase over time, though there is a lag.
  - Margins had been improving before the fuel cost spike.
  - The organisation is financially positioned to manage current challenges but must adapt to ongoing economic pressures.
- **Strategic considerations:**
  - A new piece of land has been secured.
  - There may be a need for a more flexible, dynamic approach, including possibly diversifying the CCO role if economic challenges persist.

Moved Cr Gillett, seconded Cr Burden and **Resolved** that:

1. The report be received.

**Westroads Limited 2026/2027 Statement of Intent**

The Westroads Limited Chair spoke to the draft Statement of Intent, informing the Committee that the Board has reviewed the letter of expectation and stating that most of the expectations outlined are already embedded within the CCO.

The Westroads Limited Chair raised concerns around the expectation of profitability due to sensitivity around publishing commercial figures and contracts publicly. Westroads is also hesitant to commit to 2030 projections at this point in time due to the economic instability currently being seen in the sector, largely brought about by the conflict in the Middle East. Risk registers still need to be updated to reflect the level of risk this imposes but the impact on fuel has been immediate which has made it difficult to react to.

Moved Cr Gillett, seconded Cr Burden and **Resolved** that:

1. The Westroads Limited Draft Statement of Intent be received.

2. The Committee recommend the Draft Statement of Intent to Council for adoption.

*Meeting adjourned at 1:30pm.*

*Meeting reconvened at 1:56pm.*

### **Destination Westland Half Year Report to 31 December 2025**

The Destination Westland Chief Executive presented the report on behalf of the Chair who was appointed after the period the report covers.

The Destination Westland Chief Executive gave a summary of the report, highlighting the following:

- **Revenue:** Down on budget due to lower than forecast landing fees and a reduction in royalties and commissions on gravel and moss.
- **Wildfoods Festival:** Costs for the event fall within this reporting period however the revenue generated isn't recognised until March 2026, creating a timing mismatch that negatively affects the figures in this report.
- Power costs were up 21% and regional rates up \$8000 against forecast.
- **Cash position:** A \$500,000 loan repayment was made on 30<sup>th</sup> June 2025 leading to reduced cash during this reporting period however this is now rebuilding as expected.
- North Runway Gold Mining project started later than expected which has had an impact on the reporting period figures. Noting that Destination does not have any Capital Investment in the project and there is an obligation to restore the land to a usable state.
- Pensioner housing is a community service and currently runs at a financial loss and it was agreed that future discussion on how this is managed needs to be had.
- Looking forward, Destination Westland are tracking towards breaking even for the financial year however there remains uncertainty due to current economic conditions.

Moved Cr Gillett, seconded Cr Burden and **Resolved** that:

1. The Report be Received.

### **Destination Westland 2026/2027 Statement of Intent**

The Destination Westland Chair spoke to the draft Statement of Intent noting that changes are expected in the final version, focussing on how airport land can be used or developed however due to commercial sensitivity will need to be discussed further in the public excluded section of the meeting.

The Chair raised that there is currently a public perception around the organisation being difficult to work with and therefore wants to emphasise a shift towards being customer centric and easy to work through and this has been expressed within Destination Westland's mission statement and values.

There is a key focus in the upcoming year on improving regular passenger transport in and out of Hokitika Airport which will be expressed through the upgrades to the runway lighting to improve pilots' ability to land in poorer visibility conditions and improving the customer experience at the airport starting with reopening the café within the terminal rather than the coffee cart currently operating outside.

The crosswind runway has been closed since February due to surface conditions, the causes of which have now been investigated and monitored and Destination Westland will be working towards reopening it on a semi-permanent basis, only closing it again when it causes a safety issue, the cause of which is now believed to be excessive rainfall.

Moved Cr Burden, seconded Cr Gillett and **Resolved** that:

1. The Destination Westland Statement of Intent be received as draft.
2. Feedback be given prior to the final draft coming back to council by June.

**7. RESOLUTION TO GO INTO PUBLIC EXCLUDED**

Moved Cr Gillett, seconded Cr Burden and Resolved that Council move into the Public Excluded Section of the meeting at 2:19pm.

**DATE OF NEXT COUNCIL CONTROLLED ORGANISATION OVERSIGHT COMMITTEE MEETING – 2 JULY 2026  
COUNCIL CHAMBERS, 36 WELD STREET, HOKITIKA AND VIA ZOOM**

**MEETING CLOSED AT 2.37 PM**

Confirmed by the Council Controlled Organisation Oversight Committee at their meeting on 2 July 2026.

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**Her Worship the Mayor  
Chair**

**Date:**

DRAFT

2 July 2026 CCO Oversight Committee Action List

Item No.	Date Added	Item	Action	Completion Target Date	Officer	Current Status	Date and Next Steps	Status
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5	27/03/2025	Destination Westland Ltd: Land and Building Fixed Assets and Assets Under Construction Information	Chair Bishop to provide a breakdown of the 14 million Land and Building Fixed Assets along with clarification of \$105,000 of Assets Under Construction to the Committee.		G. Bishop	This item to come back to committee on:	2-Jul-26	Open
7	27/03/2025	Aeronautical Fees	Update on negotiation of aeronautical fees review.		M. Anderson	Due to commercial sensitivity, an update will be provided to a future meeting of the committee.	2-Jul-26	Open

# Report to Committee



**DATE:** 2 July 2026  
**TO:** Mayor and Councillors  
**FROM:** Chief Financial Officer

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## Westroads Ltd Statement (WRL) of Intent 2027

### 1. Summary

- 1.1. The purpose of this report is to present the Westroads Ltd Statement of Intent (Sol) for the period 1 July 2026 to 30 June 2027.
- 1.2. This issue arises from the statutory requirement for WRL to present the final Sol prior to the end of June 2026 for the period 1 July 2026 to June 2027.
- 1.3. Council seeks to meet its obligations under the Local Government Act 2002 and the achievement of the District Vision adopted by the Council in June 2025, which are set out in the Long Term Plan 2025–2034.
- 1.4. This report concludes by recommending that the CCO Oversight Committee approve the Westroads Ltd Statement of Intent for the period 1 July 2026 to 30 June 2027 and recommend the Statement for adoption at the ordinary council meeting held on 23 July 2026.

### 2. Background

- 2.1. The reason the report has come before the Committee is due to the requirements of the Local Government Act 2002 (LGA) Part 5 s64 that every Council Controlled Organisation must prepare and adopt a statement of intent in accordance with Part 1 of Schedule 8.

### 3. Current Situation

- 3.1. The current situation is that the directors of WRL are submitting the Sol to Council for adoption.
- 3.2. Under the Local Government Act 2002 (LGA) Schedule 8 the Sol must reflect information in respect of the financial year it relates to and the following two financial years.
- 3.3. The WRL Sol contains the budget for 2026/27 financial year and forecasts for 2027/28 and 2028/29 and therefore meets the requirements of the LGA Schedule 8.
- 3.4. WRL board of directors were provided with a letter of expectation and update the Final Sol in line with that letter.
- 3.5. WRL will present the Sol at the July Council meeting providing an opportunity to ask questions and request amendments if desired.

#### **4. Options**

4.1. Option 1: That the Committee approves the Westroads Ltd Statement of Intent 2027.

4.2. Option 2: That the Committee request changes to the Statement of Intent 2027.

#### **5. Assessment of Options (including Financial Considerations)**

5.1. Option 1 – That the Committee approves the Westroads Ltd Sol.

Under the LGA the shareholder must receive a statement of intent by 30 June each year which is subsequently adopted by Council. The Statement of Intent includes specific mandatory information which allows the shareholder to understand the performance of the CCO and should align with Council strategy.

As per the Terms of Reference adopted by Council in April 2026 the CCO Oversight Committee is responsible for the review of CCOs draft Statements of Intent before recommending them for adoption by Council.

5.1.1. There are no financial implications to this option.

5.2. Option 2 – That the Committee request changes to the Statement of Intent.

If the Committee request changes to the Sol's this could mean the statutory deadlines are not met.

There is opportunity under the LGA Schedule 8 to carry out an amendment to the Sol's after the adoption which would allow for deadlines to be met. Any amendment would be by resolution of Council.

#### **6. Preferred Option(s) and Reasons**

6.1. The preferred option is Option 1

6.2. The reason that Option 1 has been identified as the preferred option is that the Sol has been provided in draft form to the CCO Oversight Committee earlier in the year, which allowed for Council to provide comments and changes to the plan already.

#### **7. Recommendation(s)**

7.1. That the report be received.

7.2. That the CCO Oversight Committee approve the Westroads Ltd Statement of Intent 2027.

7.3. That the Committee recommend the Sol be adopted by the Westland District Council at the ordinary council meeting held on 23 July 2026.

**Stephen Lewis**  
**Chief Financial Officer**

**Appendix 1:** Westroads Ltd Statement of Intent 2027



# Westroads

Statement of Intent  
2026/2027



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## Introduction

This Statement of Intent is prepared in accordance with section 64 and schedule 8 of the Local Government Act 2002.

Westroads Limited (the Company) is a council-controlled organisation for the purposes of the Local Government Act 2002 and is registered under the Companies Act 1993.

The company is owned 100% by Westland District Council (the Council).



## 2: Vision and Values

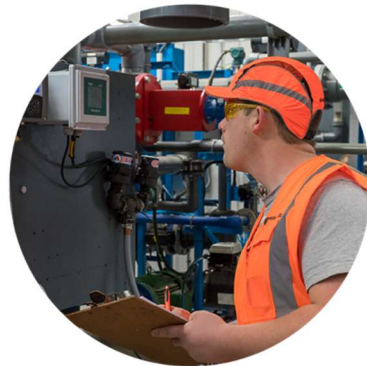
### Vision:

**A trusted central South Island contractor recognised for quality work and strong relationships.**

### Values:

The following Values guide our activities and actions, in our pursuit of excellence.

### We pursue improvement in all that we do



- Learning from our mistakes
- Looking for better ways
- Being innovative
- Embracing change

## We are committed to the team



### *Safety comes first*

- Keep ourselves, our team and the public safe
- We all lead by example
- Have courage to correct unsafe behaviour
- Follow established procedures
- Ask if unsure

### *Respect goes a long way*

- Respect ourselves, our teammates, clients and the public
- Respect the Company's assets and image
- Trust our people to do the right thing
- Listen openly
- Respect and protect the environment

### *Value our people*

- Together we achieve more
- "Please" and "Thank You" go a long way
- Care enough to provide constructive feedback
- Develop our people through training, mentoring and support
- Provide opportunities for career advancement
- Reward competitively

## We are Performance Driven



### *Plan and Communicate*

- Understand the requirements in detail
- Plan using team knowledge
- Communicate effectively

### *Always do our best*

- Come to work to work
- Deliver the plan efficiently
- Do it right first time
- Meet performance targets

### *We Take Pride*

- Lead by example
- Take pride in ourselves, our work and our Company
- Enjoy work and celebrate success

### 3: Our Principal Objectives and Strategic Priorities

#### The Principal objectives of the Company are to:

- A. Operate as a successful business
- B. Maximise shareholder value
- C. Provide positive community outcomes

#### Strategic Priorities

- A. Invest in People and Culture
  - Be employer of choice
  - Invest in leadership and skills training for all our people
  - Provide opportunities for young West Coasters
- B. Achieve Outstanding Results
  - Grow shareholder value (Year on Year)
- C. Diversify
  - Grow customer base, work streams and geographical areas
- D. Care for the Community and the Environment
  - District wide emergency response capability
  - Five-year sustainability plan
  - Give back to our Westland communities
- E. Build Quality Relationships
  - Highly engaged relationships with our shareholder, clients and Iwi
  - Promote the business and develop new customer relationships

## 4: Nature and Scope of Activities

The nature of Westroads Limited activities will be that of a general contractor and a trading organisation offering goods and services for sale and plant and equipment for hire. Its activities will include:

- A. Three Water Services – maintenance and construction.
- B. Roading - maintenance and construction, including bridge maintenance and construction.
- C. Greenspace maintenance and construction, including maintenance of council parks and reserves.
- D. Waste Management services including landfill and transfer station operation.
- E. General civil contracting activities include carpark, driveway and building pad construction.
- F. Vehicle and equipment maintenance services including automotive maintenance and engineering services.
- G. The manufacture and supply of aggregates/sand and base course products.
- H. The supply of goods, materials, services and equipment for sale or hire.
- I. Any other relevant activity as determined by the Directors from time to time.

## 5: Governance

**The Company is governed by a board. The directors of the company are:**

- Mark Rogers (Chair)
- Rob Caldwell (Deputy Chair and Chair Risk and Assurance)
- Ross Pickworth
- Susie Roulston
- James Gough

***The director's role includes:***

- A. Strategic governance
- B. Financial oversight
- C. Management performance review
- D. Overseeing tender prices for major tenders
- E. Ensuring statutory and regulatory compliance

One director retires each year in rotation. Directors can make themselves available for re-appointment.

Board evaluation is conducted at least biannually and is facilitated by the Chair. Directors consider training requirements annually to ensure that professional standards are adhered to.

We are a commercially focused organisation, driven to deliver against our purpose. The company will update its Strategy document every year and provide a copy of this to Council. We are committed to transparency and operate under a no-surprises policy with our shareholder.

## 6. Performance Targets

### 6.1 Financial Performance Targets

- An annual dividend to the shareholder within a range of 40-70% of the Company's net profit after tax, after adjusting for returns to shareholders via a subvention payment.
- Compliance with statutory and regulatory requirements that will allow the Company and the Council to comply with the Local Government Act 2002.
- The ratio of consolidated shareholder funds to total assets shall be greater than 45%. Shareholders' funds are defined as the paid-up capital, plus any tax paid profits earned less any dividends distributed to shareholders. They include undistributed profits which have been accumulated in accounts known as either "Revenue Reserves" or "Capital Reserves".
- All our financial performance targets are based on exceeding WACC.

### 6.2 Social Performance Targets

#### **Westroads Limited is committed to:**

- Attracting and retaining the best people for our organisation.
- Maintaining a high level of transparent and effective communication with our shareholder.
- Being an asset to the community through returns to the Council.
- Supporting local community initiatives.
- Providing effective first response and support for infrastructure during adverse events, especially in remote areas.
- Providing employment in the district and ensuring the community receives competitive prices for work done.

**To achieve this for the Company's people and communities:**

- We utilise a wide range of training schemes via the industry training organisations to continuously extend the skills of our staff and ensure that they are up to date with professional and technical current practice. Performance reviews are undertaken for all management and staff on an annual basis.
- We are committed to work together to ensure safe and sustainable working conditions for our employees. The Company provides inoculations for employees and monitors hearing, eyesight, and lung functions to ensure we have a healthy workforce.

**The Company has the following performance measures regarding employees and safety:**

- Number of incidents notifiable to WorkSafe – Target Zero
- Continue to promote Safety First
- Achieving a TRIFR below 1.5 per 100,000 manhours
- Training expenditure as a percentage of Revenue Target – Target 0.8%
- Staff turnover rates excluding fixed term and temporary workers < 18%

## 7. Health and Safety

Officers are aware of their obligations under the Health and Safety at Work Act 2015, with particular reference to section 44 (4). We understand the hazards and risks within the business, with a specific focus on critical risks. The Board has a Risk and Assurance Committee in place.

## 8. Sustainability

We are committed to fostering a sustainable future by integrating environmentally responsible practices into our operations, supporting our people and communities, and delivering economic resilience and long-term value creation for Westland communities.

## 9. Relationships

Westroads has relationship plans to ensure that we are engaged with our community. We focus on enhancing our relationships with Westland District Council and clubs and organisations that our staff are actively involved with, within our Westland communities.

Westroads respects the importance Mana Whenua and their Takiwā. We are committed to developing genuine, long-term relationships with iwi, hapū, and other Māori organisations.

## 10. Distribution Policy

Distributions will be paid by way of dividends and subvention payments to the Council in accordance with the annual Statement of Intent.

The level of profit retention/distribution will be agreed annually with the Council, subject to the following criteria:

- The Company will utilise Group losses to the maximum extent available and pay for the use of the losses at the current tax rate by way of Subvention Payments.
- The amount of any distribution will consider the Company's ability to fund future capital expenditure requirements, to maintain and expand its operations, to meet its obligations under the Companies Act 1993 and to address matters related to the debt structure of the Company.

## 11. Capital Expenditure

The board's policy is to replace plant and equipment on a "wear and tear" basis, with all items requiring board approval.

Approval of the Council must be obtained for any significant purchases or developments more than \$500,000 for any one project, including the funding mechanism for the purchase or development. For general plant replacement items, amounts in excess of \$750,000 need to be referred to the Council as above.

## 12. Procedures for Acquisition of Other Interests

The Company will not subscribe for, purchase, or otherwise acquire shares in any company or other organisation without first being authorised to do so by a special resolution from the Council.

## 13. Commercial Value of Shareholders' Investment

The director's estimate that the opening balance of shareholders' funds fairly reflects the commercial value of the investment. The directors will advise the Council on an annual basis if they believe the value to differ materially from this amount.

The value of the investment will be reassessed every three years by evaluating the movement in asset values, in particular changes in land and improvements as recorded on the tri-annual government valuations.

## 14. Risk Mitigation

The Company regularly reviews its key risks together with strategies for mitigation of these risks. Westroads has a Risk and Assurance Committee which conducts scheduled formal reviews, reinforced by a Board meeting structure that supports continual risk oversight and improvement. The Company has a formal Fraud Policy in place and all Directors and staff are aware of this policy. External Audits provide further surety of risk management and mitigation.

## 15. Reporting to Shareholders

The following information will be made available to the Council:

### 15.1 Draft Statement of Intent

On or before the 1<sup>st</sup> of March each year, the directors shall deliver to the Council a draft Statement of Intent with tracked changes which fulfils the requirements of clause 9 of schedule 8 of the Local Government Act 2002.

### 15.2 Completed Statement of Intent

On or before the 30<sup>th</sup> of June each year, the directors shall deliver to the shareholders a final Statement of Intent.

### 15.3 Half Yearly Report

On or before the end of February each year, the directors shall deliver to the shareholders an unaudited report containing the following information as a minimum in respect of the half year under review:

- A. A revenue statement disclosing actual and budgeted revenue and expenditure, and comparative figures in second and subsequent half yearly reports;
- B. A statement of financial position at the end of the half year;
- C. A commentary on the results for the first six months of the year together with a report on the outlook for the second six months with reference to any significant factors that are likely to influence the company's performance, including an estimate of the financial result for the year based on that outlook;
- D. A report on non-financial performance measures; and
- E. A copy of the auditor's management report for the previous year.

## 15.4 Annual Report

By the 30th of September each year, or such later date set by government and approved by the shareholder, the directors shall deliver to the shareholders an annual report and audited financial statements in respect of the financial year ending on the preceding 30 June, containing the following information as a minimum:

- A. A directors' report including a summary of the financial results, a review of operations, a comparison of performance in relation to objectives and any recommendation as to a dividend;
- B. A revenue statement disclosing actual and budgeted revenue and expenditure, and comparative figures in second and subsequent annual reports;
- C. A statement of financial position at the end of the year.

## 15.5 Annual Budget

An annual budget shall be provided for the coming financial year and the following two years, at such a time to enable it to be included within the draft Annual Plan for the Council.

## 15.5 Quarterly Report

A report containing financial and operational information as agreed between the Company and the Council shall be supplied each quarter. These quarterly reports shall include commentary on the quarterly operations performance and outlook of the Company and any special events likely to affect the Company's performance.

## 16. Accounting Policies

### Reporting Entity

Westroad's accounting policies will comply with legal requirements of the Companies Act 1993, the Financial Reporting Act 1993, the Local Government Act 2002 and with New Zealand Generally Accepted Accounting Practice (NZ GAAP). The financial statements comply with New Zealand equivalents to International Financial Reporting Standards. For the purposes of complying with NZ GAAP, the company is a for-profit entity.



## 17. Financial Forecasts

	SOI Budget	Budget	Forecast	Forecast
Statement of Financial Performance	2025/26	2026/27	2027/28	2028/29
	000's	000's	000's	000's
Gross Revenue	35,128	32,029	35,037	38,624
Cost of Sales	27,998	26,006	28,640	31,457
<b>Gross Profit</b>	<b>7,131</b>	<b>6,023</b>	<b>6,397</b>	<b>7,166</b>
Other Income	400	400	420	454
Administrative Expenses	3,517	3,436	3,419	3,718
Depreciation	2,164	1,942	2,103	2,314
Finance Costs	256	197	276	304
<b>Net Profit Before Tax</b>	<b>1,593</b>	<b>848</b>	<b>1,019</b>	<b>1,284</b>
Tax Expense	390	237	285	359
Subvention Payments	200	200	200	200
<b>Total Comprehensive Income for the Year</b>	<b>1,003</b>	<b>411</b>	<b>533</b>	<b>724</b>
<b>Other Performance Measures</b>				
Dividends	402	150	220	320
Distributions as a % of Net Profit after Tax	50.00%	57.32%	57.27%	56.26%
Earnings Retained	602	261	313	404
Closing Shareholder's Funds	12,552	11,685	11,998	12,403
Pre-Tax & Subvention Return on Average Shareholder's Funds	13.33%	8.05%	9.43%	11.55%

*The average Pre-Tax & Subvention Return on Average Shareholder's Funds from 2026/27 to 2028/29 is above WACC.*

*Subvention payments to be paid instead of dividends where possible.*

	Budget	Forecast	Forecast
Statement of Cashflows	2026/27	2027/28	2028/29
	000's	000's	000's
<b>Cash Flows from Operating Activities</b>			
Receipts from Customers and Other Sources	32,429	35,457	39,078
<i>Less:</i>			
Payments to Employees, Suppliers & Other	29,442	32,059	35,175
Income Taxes Paid	237	285	359
Subvention Payments Made	200	200	200
Interest Paid	197	276	304
<b>Total Cash Outflows from Operating Activities</b>	<b>30,076</b>	<b>32,820</b>	<b>36,038</b>
<b>Net Cash Flows from Operating Activities</b>	<b>2,353</b>	<b>2,637</b>	<b>3,040</b>
<b>Cash Flows from Investing Activities</b>			
Cash Applied to:			
Purchase of Property, Plant and Equipment	1,200	1,500	1,700
<b>Net Cash Flows from Investing Activities</b>	<b>1,200</b>	<b>1,500</b>	<b>1,700</b>
Cash Flows from Financing Activities			
Cash applied to:			
Repayment of Loans	1,000	910	400
Dividend Payments Made	150	220	320
<b>Net Cash Flows from Financing Activities</b>	<b>1,150</b>	<b>1,130</b>	<b>720</b>
<b>Net Cash Inflow/(Outflow)</b>	<b>3</b>	<b>7</b>	<b>620</b>
<b>Plus: Opening Bank Balance</b>	<b>498</b>	<b>501</b>	<b>508</b>
<b>Closing Bank Balance 30 June</b>	<b>501</b>	<b>508</b>	<b>1,128</b>

	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>
<b>Statement of Financial Position</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	000's	000's	000's
Equity			
Share Capital	1,385	1,385	1,385
Asset Revaluation Reserve	2,264	2,264	2,264
Current Period Dividends Paid or Provided	(150)	(220)	(320)
Retained Earnings Brought Forward	7,775	8,036	8,349
Current Period Net Profit / (Loss) after Tax	411	533	724
<b>Total</b>	<b>11,685</b>	<b>11,998</b>	<b>12,403</b>
<i>Represented by:</i>			
Current Assets	9,747	8,153	7,875
Non-Current Assets	11,575	13,152	13,770
<b>Sub Total</b>	<b>21,322</b>	<b>21,305</b>	<b>21,645</b>
Less:			
Current Liabilities	6,937	7,517	7,852
Non-Current Liabilities	2,700	1,790	1,390
<b>Total</b>	<b>11,685</b>	<b>11,998</b>	<b>12,403</b>
<b>Other Performance Measures</b>			
Shareholders Funds to Total Assets > 45 %	54.80%	56.32%	57.30%



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# Report to Committee



**DATE:** 2 July 2026  
**TO:** Mayor and Councillors  
**FROM:** Chief Financial Officer

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## Destination Westland Ltd (DWL) Statement of Intent 2027

### 1. Summary

- 1.1. The purpose of this report is to present the Destination Westland Ltd Statement of Intent (Sol) for the period 1 July 2026 to 30 June 2027.
- 1.2. This issue arises from the statutory requirement for DWL to present the final Sol prior to the end of June 2026 for the period 1 July 2026 to June 2027.
- 1.3. Council seeks to meet its obligations under the Local Government Act 2002 and the achievement of the District Vision adopted by the Council in June 2025, which are set out in the Long Term Plan 2025–2034.
- 1.4. This report concludes by recommending that the CCO Oversight Committee approve the Destination Westland Ltd Statement of Intent for the period 1 July 2026 to 30 June 2027 and recommend the Statement for adoption at the ordinary council meeting held on 23 July 2026.

### 2. Background

- 2.1. The reason the report has come before the Committee is due to the requirements of the Local Government Act 2002 (LGA) Part 5 s64 that every Council Controlled Organisation must prepare and adopt a statement of intent in accordance with Part 1 of Schedule 8.

### 3. Current Situation

- 3.1. The current situation is that the directors of DWL are submitting the Sol to Council for adoption.
- 3.2. Under the Local Government Act 2002 (LGA) Schedule 8 the Sol must reflect information in respect of the financial year it relates to and the following two financial years.
- 3.3. The DWL Sol contains the budget for 2026/27 financial year and forecasts for 2027/28 and 2028/29 and therefore meets the requirements of the LGA Schedule 8.
- 3.4. DWL board of directors were provided with a letter of expectation and updated the Final Sol in line with that letter.
- 3.5. DWL will present the Sol at the July 2027 Council meeting providing an opportunity to ask questions and request amendments if desired.

#### **4. Options**

4.1. Option 1: That the Committee approves the Destination Westland Ltd Statement of Intent 2027.

4.2. Option 2: That the Committee request changes to the Statement of Intent 2027.

#### **5. Assessment of Options (including Financial Considerations)**

5.1. Option 1 – That the Committee approves the Destination Westland Ltd Sol.

Under the LGA the shareholder must receive a statement of intent by 30 June each year which is subsequently adopted by Council. The Statement of Intent includes specific mandatory information which allows the shareholder to understand the performance of the CCO and should align with Council strategy.

As per the Terms of Reference adopted by Council in April 2026 the CCO Oversight Committee is responsible for the review of CCOs draft Statements of Intent before recommending them for adoption by Council.

5.1.1. There are no financial implications to this option.

5.2. Option 2 – That the Committee request changes to the Statement of Intent.

If Committee request changes to the Sol's this could mean the statutory deadlines are not met.

There is opportunity under the LGA Schedule 8 to carry out an amendment to the Sol's after the adoption which would allow for deadlines to be met. Any amendment would be by resolution of Council.

#### **6. Preferred Option(s) and Reasons**

6.1. The preferred option is Option 1

6.2. The reason that Option 1 has been identified as the preferred option is that the Sol has been provided in draft form to the CCO Oversight Committee earlier in the year, which allowed for the Committee to provide comments and changes to the plan already.

#### **7. Recommendation(s)**

7.1. That the report be received.

7.2. That the CCO Oversight Committee approve the Destination Westland Ltd Statement of Intent 2027.

7.3. That the Committee recommend the Sol be adopted by the Westland District Council at the ordinary council meeting held on 23 July 2026.

**Stephen Lewis**  
**Chief Financial Officer**

**Appendix 1:** Destination Westland Ltd Statement of Intent 2027

BUILT ON CONNECTION · GROUNDED IN SOLUTIONS · FOCUSED ON COMMUNITY

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# Statement of Intent

Destination Westland Limited

For the three years commencing 1 July 2026

# Contents

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**12** Accounting, Distribution & Local Authority

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# 01

## Introduction

Destination Westland Limited is a Westland District Council-Controlled Organisation for the purposes of the Local Government Act 2002, registered under the Companies Act 1993.

This Statement of Intent is prepared in accordance with Section 64 and Schedule 8 of the Local Government Act 2002, and outlines the company's objectives and forecasts for the three years commencing 1 July 2026.

### OUR MISSION

We manage and develop the infrastructure our region depends on — from Hokitika Airport and Glacier Country Heliport that keep people, the economy and tourism moving, to property assets that generate sustainable revenue for the long term. As a responsible steward of public assets, we work alongside our shareholder, iwi and the communities we serve to deliver safe, practical outcomes — and to remain financially resilient so aviation and community services can thrive for generations to come.



# Our Values



## Safety First

Not a competing priority — the foundation everything else is built on. We hold ourselves and those who work with us to the highest standards.



## Solutions-Focused

We meet challenges with clarity and action, finding practical, workable answers that move things forward.



## Customer-Oriented

Our stakeholders are at the centre of everything we do. We listen, we understand, and we deliver services that earn trust.



## Responsive & Practical

We don't overcomplicate things. We show up, follow through, and give people straightforward answers and timely action.



## Easy to Work With

Good relationships are built on good experiences — straightforward, reliable, and constructive every time.



## Community Connected

We are part of the fabric of this region. Our decisions reflect our responsibility to ratepayers, mana whenua, and the communities who depend on us.

# 02



A SEVENTH VALUE

## Thinking Beyond Aviation

A sustainable future requires more than runway revenue. We're actively exploring how our land and property assets can generate new opportunities — building the financial resilience that protects our core services and ensures we can keep delivering for our community long into the future.





## 03

# Strategic Direction

### PURPOSE

*To connect people, place and community — operating safe airport, heliport and property assets that serve our region, supports tourism & our community, care for our environment, and create lasting value for ratepayers today and into the future.*

*We align with the priorities of WDC's Long-Term Plan, particularly around infrastructure resilience, sustainable development, and effective stewardship of public resources.*

### KEY FOCUS AREAS · 5–10 YEARS

- **Airport & Heliport Development** Maintain and upgrade aeronautical infrastructure to ensure regulatory compliance and long-term regional air connectivity and resilience
- **Commercial Growth & Land Development** Maximise value from leased and underutilised land where compatible with aviation use and aligned to our mandate.
- **Property Portfolio Management** Manage residential and commercial portfolios to improve performance and enable potential divestments.
- **Operational & Digital Efficiency** Invest in systems that enhance performance visibility, compliance, automation and decision-making.
- **Environmental Sustainability** Embed sustainability in asset decisions, including renewable energy (solar feasibility) and low-impact design.

# Goals & Objectives



## Health, Safety & Risk

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- Embed a CAA-compliant Safety Management System across both aerodromes.
- Promote health, safety and wellness through regular team engagement.
- Identify critical risks and develop plans to mitigate them.



## Commercial

---

- Develop new opportunities — manage and leverage assets to attract investment.
- Conduct business professionally, consistent with our mandate and this SOI.
- Deliver both financial and non-financial returns to the Shareholder.



## Growth Focus

---

- Grow and diversify revenue from existing activities.
- Seek out opportunities for new revenue streams.
- Be enabling for partnership in new activities.
- Enhance the value of the Shareholders' investment.

# 05

## Governance

Directors are appointed by the shareholder, Westland District Council, on a rotation policy. The Board governs and directs the company's activities — setting strategy, directing financial management to achieve strategic objectives, monitoring performance at a high level, managing risk and compliance, and maintaining “no surprises” communication with Council

Director	First Appointed	Term Ends	Re-eligible
Greg Bishop (Chair)	January 2026	AGM 2029	Yes
Marie-Louise Tacon	November 2021	AGM 2028	Yes
Peter De Goldi	December 2022	AGM 2026	Yes

### BOARD RESPONSIBILITIES

- Strategic vision & governance
- Financial planning & management to achieve strategic objectives
- Company performance monitoring & review
- Manage risk & compliance requirements
- Governance-level relationships with shareholder, iwi & stakeholders
- A governance culture that aligns with delivery of our vision, values & objectives

**Evaluation & training:** Board evaluation is conducted at least biannually, facilitated by the Chair. Directors review training requirements annually to maintain professional standards.



# Activities of the Company



## Managing Core Infrastructure

Developing and executing a long-term strategy to oversee and enhance Westland's critical infrastructure — the Airport, Heliport and Property portfolio.



## Leveraging Our Assets

Generating operating profit across our focus areas by boosting aviation movements, enhancing land utilisation and fostering business growth linked to our assets.



## Attracting Investment

Working with government partners and private investors aligned to our core focus areas to establish sustainable, appropriate capital and infrastructure investment.

*Airport · Heliport · Property*



# Performance Measures & Targets



## Financial Results

Interest Cover	> 2
Pre-Tax ROE	1–6%
Net Debt / EBITDA	< 5x
FFO / Net Debt	12–20%



## Health, Safety & Risk

“Major” CAA findings	Zero
Notifiable WorkSafe incidents	Zero
TRIFR	< 2
H&S system review	Quarterly



## Aeronautical

Annual passenger movements	+20%
Independent SMS review	Completed



## Environmental

Greenhouse gas emissions	Annual ↓	Net-zero pathway plan	5-year plan
Waste to circular economy	Annual ↓		



## Communication

CCO committee communication requirements	Meet/Exceed	Tenant satisfaction survey	By 30 Jun 27
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# Prospective Financial Statements

Prepared under NZ GAAP (PBE standards) for the three years ending 30 June — Destination Westland Limited

## Statement of Comprehensive Income

For the years ending 30 June

	2027	2028	2029
	\$000	\$000	\$000
<b>Revenue from Exchange Transactions</b>			
Lease Income	1,768	1,837	1,892
Services	74	80	88
Landing Fees	729	824	906
<b>Total Revenue from Exchange Transactions</b>	<b>2,571</b>	<b>2,741</b>	<b>2,887</b>
Total Revenue from Non-Exchange Transactions	–	–	–
<b>Total Revenue</b>	<b>2,571</b>	<b>2,741</b>	<b>2,887</b>
<b>Less Expenditure</b>			
Operating Expenses	972	981	1,030
Depreciation & Impairment Losses	350	375	443
Change in Fair Value of Investment Property	20	20	20
Interest Expense	100	90	85
Service Delivery Costs	105	122	126
Occupancy Costs	658	730	785
<b>Total Expenses</b>	<b>2,205</b>	<b>2,318</b>	<b>2,488</b>
<b>Surplus/(Deficit) before Income Tax</b>	<b>366</b>	<b>423</b>	<b>399</b>
Income Tax Expense/(Credit)	(11)	(12)	(11)
Subvention Payment	113	130	123
<b>Surplus/(Deficit) for the Period</b>	<b>263</b>	<b>303</b>	<b>287</b>
Gain on Land, Building & Runway Revaluation	–	–	250
Deferred Taxation on Revaluation	–	–	(70)
<b>Total Comprehensive Income</b>	<b>263</b>	<b>303</b>	<b>467</b>

## Statement of Financial Position

As at 30 June

	2027	2028	2029
	\$000	\$000	\$000
<b>EQUITY</b>			
Share Capital	9,130	9,130	9,130
Retained Earnings	1,033	1,336	1,623
Asset Revaluation Reserve	5,907	5,907	6,087
<b>Total Equity</b>	<b>16,070</b>	<b>16,373</b>	<b>16,840</b>
<b>CURRENT ASSETS</b>			
Total Current Assets	1,045	780	1,065
Total Current Liabilities	589	591	547
<b>Working Capital (Deficit)</b>	<b>456</b>	<b>189</b>	<b>518</b>
<b>NON-CURRENT ASSETS</b>			
Total Non-Current Assets	20,795	20,865	21,073
<b>NON-CURRENT LIABILITIES</b>			
Loans	2,500	2,000	2,000
Deferred Tax Liability	2,681	2,681	2,751
<b>Total Non-Current Liabilities</b>	<b>5,181</b>	<b>4,681</b>	<b>4,751</b>
<b>Net Assets</b>	<b>16,070</b>	<b>16,373</b>	<b>16,840</b>

# Prospective Financial Statements

Continued — Statement of Changes in Equity and Statement of Cash Flows

## Statement of Changes in Equity

For the years ended 30 June (\$000)

	Share Capital	Asset Reval. Reserve	Retained Earnings	Total
<b>Balance 1 July 2026</b>	<b>9,130</b>	<b>5,907</b>	<b>771</b>	<b>15,808</b>
Profit/(loss) for the period	–	–	263	263
<b>Balance 30 June 2027</b>	<b>9,130</b>	<b>5,907</b>	<b>1,033</b>	<b>16,070</b>
Profit/(loss) for the period	–	–	303	303
<b>Balance 30 June 2028</b>	<b>9,130</b>	<b>5,907</b>	<b>1,336</b>	<b>16,373</b>
Profit/(loss) for the period	–	–	287	287
Other Comprehensive Income	–	250	–	250
Deferred Tax on Revaluations	–	(70)	–	(70)
<b>Balance 30 June 2029</b>	<b>9,130</b>	<b>6,087</b>	<b>1,623</b>	<b>16,840</b>

## Aeronautical Assets

For the years ended 30 June

	2027	2028	2029
	\$000	\$000	\$000
Revenue from Aeronautical Assets	729	824	906
<b>Aeronautical Assets Value</b>	<b>6,015</b>	<b>6,250</b>	<b>6,500</b>

## Statement of Cash Flows

For the years ended 30 June

	2027	2028	2029
	\$000	\$000	\$000
Net Cash Flows from Operating Activities	617	550	670
Net Cash Flow from/(to) Investing Activities	(500)	(295)	(450)
Net Cash Flow from/(to) Financing Activities	–	(500)	–
<b>Net Increase/(Decrease) in Cash</b>	<b>117</b>	<b>(245)</b>	<b>220</b>
Add Opening Bank Accounts & Cash	528	645	400
<b>Closing Bank Accounts &amp; Cash</b>	<b>645</b>	<b>400</b>	<b>620</b>

## Financial Targets

For the years ended 30 June

	2027	2028	2029
EBITDA (\$000)	465	511	484
Interest Coverage	4.66	5.70	5.69

### BASIS OF PREPARATION

These prospective financial statements are forecasts prepared under NZ GAAP (PBE standards, Tier 2 RDR). They reflect the assumptions of conditions expected to exist; actual results are likely to vary and variations may be material.

# Capital, Acquisitions & Asset Disposal

Our capital and asset management framework focuses on efficient, compliant stewardship of the company's assets. The 10-year capital plan will be reviewed annually with WDC to ensure transparency and alignment.

Over the next 10 years we intend to:

- Maintain and renew aeronautical assets for safety, compliance and continuity.
- Invest in enhancements that support air service, heliport growth and compatible commercial activity.
- Strengthen asset management through better data, systems and forecasting.
- Align capital with strategic priorities, lease terms and shareholder expectations.

 **\$500,000**

## SIGNIFICANT PURCHASES

WDC approval required for purchases or developments above this value, including funding mechanism.

 **Special Resolution**

## ACQUIRING INTERESTS

No shares in any company acquired without shareholder special resolution.

 **\$100,000**

## ASSET DISPOSAL

No company asset above this value sold or disposed without shareholder special resolution.

# 10

## Risk & Project HARP

### RISK MANAGEMENT

The Company maintains documented risk assessments identifying key risks and mitigation strategies, reviewed regularly for continuous improvement. Formal Fraud and Communication Policies are in place, and the Company works with WDC on communication protocols with elected members, staff and stakeholders.



### Hokitika Airport — Project HARP Collaboration

DWL acknowledges the significant capital works programme at Hokitika Airport, led by WDC. While Council retains overall responsibility, DWL works closely with the project team to support safe, compliant, coordinated delivery:

- Maintain the project management plan with the Council-appointed team
- Keep operations safe and CAA Part 139 compliant; coordinate airside access
- Participate in risk reviews and support governance through joint planning



# Reporting to Shareholders

*DWL operates on a “no surprises” basis on significant shareholder matters, especially those likely to raise community or political concern, within commercial sensitivity obligations.*



## Statement of Intent

Draft to shareholder by 1 March; comments by 1 May; final no later than 30 June, then made public.



## Half-Yearly Report

Delivered by 28 February — Directors' report plus condensed income, equity, position and cash flow statements.



## Quarterly Report

Between half-year and annual reports — operations performance, future outlook and any special events.



## Annual Report

Delivered by 30 September — full audited financial statements, operations review and performance vs objectives.



## Annual Shareholder Meeting

Held by 31 December each year.



## 12

# Accounting, Distribution & Local Authority

## Accounting Policies

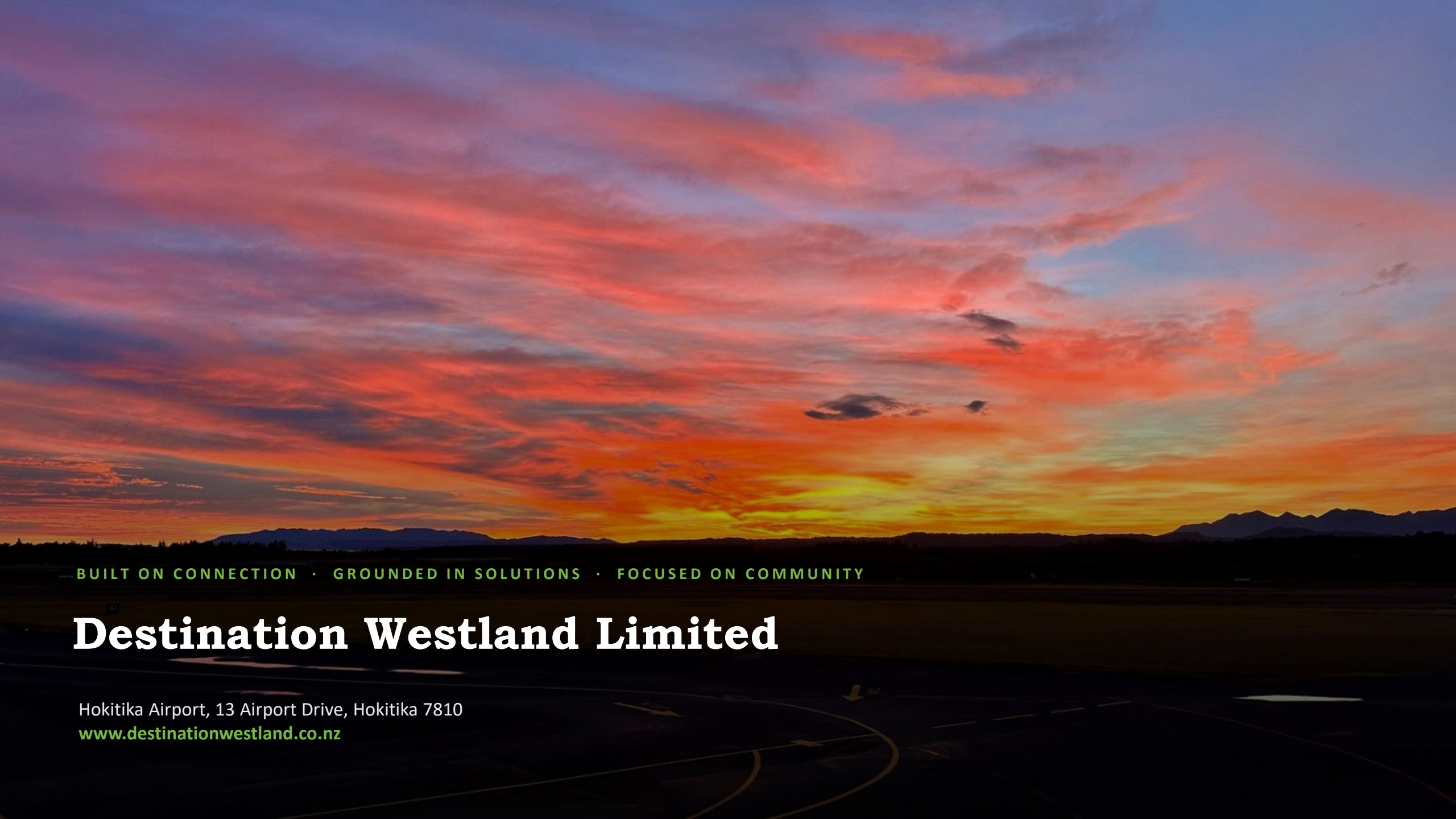
Balance date 30 June. Policies comply with the Companies Act 1993, Financial Reporting Act 2013, Local Government Act 2002 and NZ GAAP. Tier 2 public benefit entity reporting under the Reduced Disclosure Regime.

## Distribution Policy

Distributions paid as dividends or subvention payment to WDC, agreed annually. Subvention reflects tax value of losses utilised at the corporate rate (currently 28%). Total liabilities not to exceed 30% of total assets without WDC approval.

## Sale of Goods / Services

DWL may seek compensation from WDC or its subsidiaries for property and other services. All such activities are conducted at market rates and reported in WDC's annual report.

A wide-angle photograph of a sunset over a landscape. The sky is filled with vibrant, streaky clouds in shades of orange, red, and pink, transitioning to a deep blue at the top. The sun is low on the horizon, creating a bright yellow glow. In the foreground, a dark road with white dashed lines curves across the frame. In the background, a range of dark mountains is silhouetted against the bright sky.

BUILT ON CONNECTION · GROUNDED IN SOLUTIONS · FOCUSED ON COMMUNITY

# Destination Westland Limited

Hokitika Airport, 13 Airport Drive, Hokitika 7810

[www.destinationwestland.co.nz](http://www.destinationwestland.co.nz)