

**QLDC Council**  
**24 July 2014**

**Report for Agenda Item: 3**

**Department:**  
**CEO Office**

**3. Adoption of 2014/15 Work Programme**

**Purpose**

- 1 To formally adopt a detailed work programme for the Chief Executive (and Council staff) for 2014/15.

**Recommendation**

- 2 *That Council:*
  - a. **Note** the contents of this report;
  - b. **Approve** the attached draft Work Programme 2014/15 for the Chief Executive and Council staff.

Prepared by:



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**Chief Executive**

17/07/2014

**Background**

- 3 Last financial year, Council adopted a work programme for the Chief Executive that was based on a three-year strategic view of Council's activities. Reflecting the updated role of Council under the Local Government Act (LGA) reforms, it included:
  - a. The core services of, and outcomes sought by, Council;
  - b. The areas of focus for Council in the coming three years;
  - c. The major projects to be progressed in support of Council outcomes;
  - d. The performance measures that would help assess operational performance.

## **Comment**

- 4 The strategic framework in the 2013/14 Business Plan was this year formally incorporated (in an updated form) into the Council's Annual Plan 2014/15 (pages 10, 11, and 16 refer). The draft Annual Plan noted that a detailed list of key projects would be finalised after public consultation.
- 5 The strategic framework included updated performance measures that were specifically identified as part of the public consultation process. There was a high level of public endorsement of the revised performance measures.
- 6 Council management have completed a draft programme of work that reflects discussions with elected members at council workshops. A total of 39 projects have been identified, covering all of Council's main areas of activity. The proposed projects, when combined with the business as usual matters facing the Council, represents a challenging, but achievable, work programme for the financial year.

## **Financial Implications**

- 7 The draft Business Plan reflects budgeted activities in the Annual Plan.

## **Local Government Act 2002 Purpose Provisions**

- 8 The draft Business Plan is a summary of Council's core services as expressed under s.10 of the LGA.

## **Consultation**

- 9 The content of the Business Plan was included in the draft Annual Plan 2014/5 that was publicly consulted on.

## **Publicity**

- 10 It is recommended that the Mayor be authorised to make a media release on the Business Plan if approved by Council.

## **Attachments**

- A Draft Business Plan 2014/15

## Queenstown Lakes District Council: draft 2014/15 Business Plan

	Community Outcomes					Supporting Outcomes		
	Core infrastructure and services	Community services and facilities	Regulatory functions and services	Environment	Economy	Local democracy	Service	Financial management
<b>In the long term we want to achieve and maintain...</b>	High performing infrastructure and services that: <ul style="list-style-type: none"> <li>• meet current and future user needs and are fit for purpose</li> <li>• are cost-effectively &amp; efficiently managed on a full life-cycle basis;</li> <li>• are affordable for the District.</li> </ul>	The District's parks, libraries, recreational and other community facilities and services are highly valued by the community.	Regulatory requirements and services delivered by the Council: <ul style="list-style-type: none"> <li>• Encourage compliance;</li> <li>• Are user friendly;</li> <li>• Protect the interests of the District;</li> <li>• Are cost effective; and achieve the regulatory objectives.</li> </ul>	The District's natural and built environment is high quality and makes the District a place of choice to live, work and visit.	The District has a resilient and diverse economy.	The community is well informed and engaged in the activities of Council.	The Council is trusted and respected for its customer service and stewardship of the District.	Council expenditure is cost-effective and sustainable.
Priority focus areas								
<b>In the next three years we will focus particularly on...</b>	Improving long-term asset management planning and project delivery	Increasing the levels of community use and participation	Improving the cost-effectiveness and efficiency of core services and processes	Improving the quality and safety of Queenstown CBD  Delivering a new District Plan that enables economic growth and enhances the use, development and protection of the District's natural & physical resources.	Implementing an economic development framework that facilitates a stronger and more diverse economy, and avoids unnecessary cost-compliance.	Modernising the way the community engages with the Council and accesses Council services	Developing the internal skills, resources and service ethic to deliver the core services more effectively	Enhancing the quality of our financial reporting and management
<b>With the aim of achieving .....</b>	Reduced unnecessary dependency on consultancy services	More satisfied users  More cost-effective management of facilities	More streamlined processes	Public confidence in District Plan  Reduce overall volume of resource consents required	Increased understanding of QLD economic issues  Increased public discussion and participation in economic development issues  Understanding of emerging trends in areas such as district GDP and population growth	Increased use of online services  Better integration of Council systems	Ongoing improvement of advice and reports to Council  Continual improvement to the transparency and accountability of Council	More timely and complete financial processing and reporting
Key Projects								
<b>We will deliver this through the following in 2014/15</b>	<ol style="list-style-type: none"> <li>1. Asset Management Plans complete (1 January)</li> <li>2. Award new 3W contract (1 April)</li> <li>3. Completion of the Inner Links Plan (1 March)</li> <li>4. Completion of the Economic Network Plan (1 April)</li> <li>5. Commence development of Stage One of the Shotover Wastewater Treatment Plan. (30 June)</li> <li>6. Confirm a decision whether to trial metering within one water supply scheme. (1 April)</li> <li>7. Complete wastewater options report Cardona and Glenorchy</li> </ol>	<ol style="list-style-type: none"> <li>9. Library services: <ol style="list-style-type: none"> <li>a. Implementation of RFID &amp; self-checkout (31 March);</li> <li>b. Options paper for Frankton library (31 March)</li> </ol> </li> <li>10. Wanaka Sports Facility: <ol style="list-style-type: none"> <li>a. Whole of life cost estimates (30 August)</li> <li>b. Designation change completed (1 December);</li> <li>c. Construction commenced (30 June)</li> </ol> </li> <li>11. Award of long-term</li> </ol>	<ol style="list-style-type: none"> <li>18. Establish Practice Statements for consenting (30 June)</li> <li>19. Implementation of Enforcement Strategy (30 June)</li> <li>20. Review the Liquor Bylaw (1 December)</li> <li>21. Trade-waste and water supply bylaws implemented (1 December)</li> <li>22. Review of Local Alcohol Policy/Local Approved Products Policy (30 June)</li> </ol>	<ol style="list-style-type: none"> <li>23. Notification of Stage 1 of the District Plan (30 June)</li> </ol>	<ol style="list-style-type: none"> <li>24. Adopt Economic Development Strategy (1 October)</li> <li>25. Review of Film Office functions within QLD. (31 March)</li> <li>26. Proposed Queenstown Convention Centre: Report to Council on: <ol style="list-style-type: none"> <li>a. Preferred operating model;</li> <li>b. Alternative ratings model. (30 September)</li> </ol> </li> <li>27. Lakeview development: <ol style="list-style-type: none"> <li>a. Completion of plan</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>30. Adoption of Public Engagement and Significance Policy (1 December)</li> <li>31. Completion of Otago Regional Performance Benchmarking report (1 December)</li> </ol>	<ol style="list-style-type: none"> <li>32. Implementation of new H&amp;S requirements (1 December)</li> </ol>	<ol style="list-style-type: none"> <li>33. Post TechOne implementation review of financial management and reporting (31 January)</li> <li>34. Deliver Annual Plan (30 June)</li> <li>35. Deliver LTP (30 June)</li> <li>36. Complete Annual Report (1 November)</li> <li>37. Review of Development Contribution &amp; Financial Contributions Policies (30 June)</li> <li>38. Contribute to the LGNZ Local Government</li> </ol>

	(30 June) 8. Complete Glenorchy Airport Reserve Mgmt. Plan (1 December)	outsourced lease of campgrounds (1 November) 12. Review of vegetation management contracts (1 October) 13. Options paper for delivery of swim school services (1 October) 14. Public Art Policy (30 June) 15. Complete review of all vegetation management contracts. (1 December) 16. Secure designation change for Arrowtown Sports Facility site (31 March) 17. Complete a review of Queenstown Bay Reserve Mgmt Plan (30 June)			change (30 June) b. Completion of new titles (1 April) c. Decision on the NTT Hot Pool development (1 April) 28. Establishment of a Housing Accord (30 June) 29. Facilitation of a Narrows Ferry Resource Consent (31 March)			Funding Review (31 March) 39. Risk management – complete Mitigation and Management Schedule (31 January)
Key Performance Indicators								
<b>We will measure our success by...</b>	<b>Water</b> 1. Annual cost per cubic metre of water supplied <b>Wastewater</b> 2. Average response time to sewer overflows due to blockages * 3. Annual cost per cubic metre of wastewater collected and treated <b>Stormwater</b> 4. Annual number of flooding events to habitable floors per 1000 properties* <b>Roading</b> 5. Sealed road closures (planned and unplanned) that exceed the Council's service standard (one per month, no longer than 8 hours and not during peak demand times) 6. Annual cost per km to maintain and operate a. sealed roads (per km) and b. unsealed roads (per km) <b>Solid waste</b> 7. Kilograms of residential waste to landfill per head of population <b>Affordability</b> 8. Percentage variance from original budget for both capital and operational expenditure <b>Service</b> 9. Percentage of Requests for Service (RFS) resolved within specified timeframe *DIA mandatory measures	<b>Gym and pools</b> 10. Percentage of residents who are gym members 11. Percentage of residents who use their local pool at least once a month (measured for Alpine Aqualand and Wanaka Pool) 12. Net direct cost per pool admission 13. Number of serious incidents per 10,000 pool admissions (Alpine Aqualand and Wanaka Pool) <b>Property</b> 14. Average occupancy rate of community facilities 15. Variance from budget on property expenditure <b>Libraries</b> 16. Percentage of residents who are library members and borrow at least once a month <b>Parks and trails</b> 17. Average daily use of trails 18. Percentage of parks and reserves maintained to an acceptable standard by the contractor	<b>Planning</b> 19. Percentage of total resource consents made by the owner as applicant (non-professional) 20. Median charge per resource consent (including levied and incurred cost) by type 21. Percentage of consents processed within statutory timeframes 22. Total resource consents numbers compared to regional economic growth <b>Regulatory</b> 23. Percentage of urgent requests responded to within two hours for animal control, excessive noise and water safety 24. Percentage of very high and high risk liquor premises inspected at least quarterly 25. Percentage of registered food premises that are grading inspected at least annually	26. Percentage of environment court decisions that substantially confirm original recommendation in the s.32 assessment	27. Growth in tourist spend (card transactions) for international and domestic visitors 28. Median personal income	29. Percentage of ratepayers who engage in Council consultation <b>Satisfaction</b> 30. Ratepayer/resident satisfaction with: i. Elected Members ii. Council staff iii. Parks; trails; toilets; playgrounds; iv. Effectiveness of dog control; freedom camping; noise control; harbourmaster; v. Street cleaning & maintenance 31. User satisfaction with i. Community services & facilities (sports facilities; community venues, etc); Libraries; ii. Consenting processes;	<b>Customer service</b> 32. Percentage of customer calls that meet the service level (answered within 20 seconds or less) 33. Percentage of communication that is responded to within specified timeframes: Letters within 5 days Official Information Act Requests within 20 days Councillor enquiries within 5 days 34. Percentage of rates invoices that are sent via email	<b>Financial</b> 35. Weighted average interest rate 36. Debt servicing to rates revenue 37. Age of debt 38. Rates as a percentage of household income 39. Capex to depreciation