

# Attachment B: Staff Resourcing

## Staff Resourcing Reconciliation

### Purpose

To compare current staffing requirements, including vacancies, against those agreed in both the 2015/2016 Annual Plan and 2015-2025 10 Year Plans adopted by Council in June 2015, and recommendations made in the 2013 Organisational Review.

### Background

In 2013 an organisational review was conducted of QLDC, Lakes Environmental Ltd and Lakes Leisure Ltd operations. The review recommended a significantly altered operating model, which included bringing in house the two Council Controlled organisations, Lakes Leisure Ltd and Lakes Environmental Ltd. Following 2 years of operation under the new organisational structure, a review of resourcing levels against the recommendations made in the 2013 report has been requested by Elected Members.

Since the 2013 organisational review, subsequent reviews of various work areas have also been conducted, including:

- |                  |               |
|------------------|---------------|
| - Holiday Parks  | October 2013  |
| - Infrastructure | November 2014 |
| - Finance        | December 2014 |

Each of the above reviews have recommended additional changes to those made through the 2013 Organisational Review. Please note that as the Holiday Parks review resulted in the management of QLDC's holiday parks being outsourced to a management company (and staff are no longer employed, Holiday Park staff are therefore not employed by QLD C and for the purposes of this report, all staff information relating to Holiday Parks has been removed.

Additionally, changes to the senior management team have resulted in structural adjustments within the organisation, ultimately resulting in a smaller number of direct reports to the Chief Executive. This has directly resulted in some functions of the organisation being amalgamated into 6 departments:

- Finance
- Planning & Development
- Sport & Recreation
- Infrastructure, Parks & Property
- Corporate Services
- Regulatory

Most recently, this has included the decision not replace the vacancy of General Manager, Operations, but instead increase resource at an operational level to support the delivery of service across the organisation.

Over the 2 year period since July 1 2013, the Queenstown Lakes District has also been subject to a period of significant growth which has resulted in additional pressure on regulatory functions through an increase in application volumes. This has directly impacted the areas of Resource Consenting, District Plan, Building, Environmental Health & Alcohol Licensing. Additionally, legislative changes relating to Alcohol Licensing and Environmental Health have, and continue to, directly impact the regulatory team in relation to both increased revenue, and increased workload requirements.

## Summary Reconciliation: Forecast FTE at 31 July 2015 against Annual Plan 2015/2016

The below table compares forecast staff resource at 31 July 2015, including current vacancies, compared against staff resource (by FTE) approved by Council for the 2014/2015 Annual Plan.

### 1.1: Annual Plan 2015/2016 Comparison to Current FTE Forecast

Department	AP 15/16	ACTUAL FTE 31 July 2015	FORECAST FTE July 2015	Current forecast variance to 15/16 AP
<b>QLDC</b>				
Corporate Services	52.76	53.58	57.58	4.82
Finance	16.05	15.25	16.75	0.70
Infrastructure Parks & Property	44.25	38.95	44.95	0.70
Planning & Development	58.73	49.80	59.80	1.07
Regulatory	16.91	15	17	0.09
Sport & Recreation	50.05	41.5	46.375	-3.67
<b>Total</b>	<b>238.74</b>	<b>214.08</b>	<b>242.46</b>	<b>4.71</b>

Current forecast reflects an increase of 4.71 FTE on the figures agreed by Councillors in the 2015/2016 Annual Plan.

It is noted that the current staff resourcing forecast by FTE is 21.79 FTE increase on that agreed through the Annual Plan for the previous year. A summary of new roles introduced since 2014 is outlined below. Please note, minor adjustments of less than 0.5 FTE per role have not been listed

### 1.2: Variance to Annual Plan 2015/2016

Position title	FTE	Comment
<b>Corporate Services</b>		
Corporate Manager	1	Replace previously vacant Manager, Customer Services & Libraries. From decision not to appoint GM Operations
Corporate Support	1	Customer Services role, fixed term to October 2015
Administration Support (Corporate)	1	New role; volume and service level related
HR Coordinator	0.5	Increase 0.5 FTE (on fixed term basis), volume related
Senior Solicitor	1	New role, replacing GM Legal & Regulatory (transfer from Regulatory – does not increase total FTE)
<b>Planning &amp; Development</b>		
Resource Management Engineer	1	Volume related, cost recoverable (21% increase in resource consent applications 2013 to 2014)
<b>Finance</b>		
Senior Financial Accountant	1	Year-end processing, fixed term to October 2015
<b>Infrastructure, Parks &amp; Property</b>		
Property Manager	1	New role, from decision not to appoint GM Operations

## Summary Reconciliation: Forecast FTE at 31 July 2015 against 2013 Organisation Review Recommendations

The below table compares forecast staff resource at 31 July 2015, including current vacancies, compared against staff resource recommended in QLDC's 2013 Organisational Review.

### 2.1: Current forecast FTE at 31 July 2015 compared against 2013 recommendations

Department	Actual FTE at 28 February 2013	Organisation review recommendations	ACTUAL FTE 31 July 2015	FORECAST FTE July 2015	Variance to Org Review
<b>QLDC</b>					
Corporate Services		49.18	53.58	57.58	8.40
Finance		11.50	15.25	16.75	5.25
Infrastructure Parks & Property		44.88	38.95	44.95	0.07
Planning & Development		42.85	49.80	59.80	16.95
Regulatory		13.75	15	17	3.25
Sport & Recreation		41.95	41.5	46.375	4.43
<b>Total</b>	<b>239.39*</b>	<b>204.11</b>	<b>214.08</b>	<b>242.46</b>	<b>38.35</b>

\*NB: Departments not comparable between 2013 and 2015, summary only available.

A brief summary of new roles since the 2013 Organisational Review report was released follows. Please note that this is grouped by department based on the current organisational structure. Additionally, minor adjustments per role of less than 0.5 FTE have not been listed.

### 2.2: New QLDC positions since 2013 Organisation Review

Position title	FTE impact	Comment
<b>Corporate Services</b>		
Corporate Manager	0	Replacing previously vacant Manager, Customer Services & Libraries. New role following decision not to appoint GM Operations
Solicitor	0.2	Replace GM Legal & Regulatory (0.8 FTE) with Solicitor role
Customer Services	4	Volume & service level support, Customer Services. Fixed term to October 2015. Includes 2x Corporate Support roles (1x fixed term to October 2015)
Communications	1.5	Previous expenditure on external suppliers brought in house
Administration Support Corporate	1	New role, required to support: Monthly reporting; HR recruitment & other admin volume; LGOIMA requests
Business Improvement Specialist	1	Business support (Fixed Term) TechnologyOne
Manager, Strategic Projects & Support	1	Cost efficiencies to bring previous external resource in house; previously Transition Manager role
<b>Finance</b>		
Financial Controller	1	Recommendations from December 2014 Finance Review. Improve service levels & achieve costs efficiencies across business
Rates Assistant	1	
Accounting Technician (Fixed Term)	1	
Management Accountant	1	
Senior Financial Accountant (Fixed Term)	1	Additional fixed term resource; Year End processing fixed term to October 2015

Planning & Development		
District Plan Manager	1	New role required to lead District Plan review
Resource Consent Team Leader, Wanaka	1	New roles required to support expanding team with significant increase in resource consent volume (21% increase from 2013 to 2014)
Resource Consent Team Leader, Queenstown	1	
Senior Planner	2.5	Significant increase in resource consent application volume (21% increase between 2013 and 2014). Cost recoverable
Resource Consent Planners	5	
Subdivision Planner	1	
Development Contributions Officer	1	
Planning Support	2	
Resource Management Engineer	1	
Building Control Officer	2	Increase in building consent volume (7.8% increase between 2013 and 2014); bring previously outsourced work in house
Landscape Architect	0	Role is currently vacant and not contributing to Forecasted figures
Regulatory		
Alcohol Licensing Inspector	1	Increase in volume, cost recoverable
Regulatory Support	1	
Parking/Animal Control Officer	1	
Infrastructure, Parks & Property		
Property Manager	1	Increase in volume, cost recoverable
NB: Infrastructure department structure reviewed in November 2014. This resulted in some changes to position roles within the department, but no increase to FTE or headcount.		
Sport & Recreation		
Sports Bookings Coordinator	1	Drive business levels through QLDC facilities; cost recoverable.
Manager, Community Facilities	-1	Role vacant & will not be replaced
Swim School	1.375	Increase in bookings - Council decision to in source all swim school operations. Within existing FTE budget
Recreation Programmes	6.825	Full contingent of FTE requirements not taken into account with 2013 review. Direct associated cost recovery.
*NB: savings also achieved in other areas of Sport & Recreation i.e. Health & Fitness team rosters to arrive at total variance of 4.43		

## Associated costs

It is important to note that while budgeted FTE for the 2014/2015 Annual Plan was 220.67, throughout the year the organisation carried between 4 and 17 vacancies throughout the year, resulting in an average of 4.7% vacancies across the year. A summary of total FTE by month, as reported to Councillors in the monthly report is below:

### 3.1 Total FTE by month June 2014 to July 2015

July 2014	August 2014	September 2014	October 2014	November 2014	
203.605	212.05	208.08	208.75	209.81	
December 2014/ January 2015	February 2015	March 2015	April 2015	May 2015	June 2015
216.11	206.09	208.52	212.5	215.83	216.975

The associated budgetary implications are that costs were managed within the 2014/2015 Salary & Wages budget for permanent staff, which was underspent for the year:

Total S&W budget, approved by Councillors 2014/2015: \$16,403,895

Actual spend S&W 2014/2015: \$16,061,995

Underspend: \$341,900\*

*\*This underspend has been offset by an overspend on contract salaries & wages of \$271,871*

The 2015/2016 Salary & Wage budget approved by Councillors for the 2015/2016 Annual Plan is \$17,621,287. There is not an expectation that this amount will be exceeded.

Appendix: Current vacancies at 31 July 2015.

Department	Vacancies	Number of Vacancies	FTE	Replacement/ New	Replacement of employee
Corporate Services	Solicitor	1	1	R	
	Corporate Manager	1	1	R	Replacement Manager Customer Services & Libraries
	Chief Information Officer	1	1	R	GIS roles backfilled, does not impact current FTE forecast
	Community and Events Facilitator	1	1	R	
	Corporate Support (Including HR admin)	1	1	N	New role, required to support: Monthly reporting; HR recruitment & other admin volume; LGOIMA requests
Knowledge Management	Business Analyst ( Business improvement specialist )	1	1	R	
Finance	Management Accountant	1	1	R	Approved in 2014 Finance Review
	Accounting Technician (Fixed Term 6 months)	1	1	R	
Infrastructure	Contract Manager	1	1	R	
	Project Manager	1	1	R	
	Audit Officer	1	1	R	Internal transfer
	Team Leader - Asset Performance	1	1	R	
	Contracts Administrator ( Fixed term PL cover)	1	1	R	Fixed term parental leave cover for current incumbent
	Arborist	1	1	R	
	Manager, Parks and Commercial Operations	1	1	R	Role vacant
Planning and Development	Planning Support	1	1	N	Consenting growth
	Senior Planner/ Planner	5	5	2N 3R	Increase in consent application volume
	Building Control Officer	4	4	2R 2N	Increase in building consents, bringing external resource in house
	Resource Management Engineer	1	1	N	Consenting growth
	Landscape Architect *	0	0	R	Removed from vacancies list
	Technical Officer	0	0	R	Replaced with Resource management Engineer,

					removed from vacancies list
	Civil Development and Subdivision Manager	1	1	R	
	Senior Planner	1	1	N	Increase in consent application volume
<b>Regulatory</b>	Parking and Animal Control Officer	1	1	R	
	Alcohol Licensing role	1	1	N	Increase in alcohol licensing application volume
<b>Sport &amp; Recreation</b>	Health and Fitness Supervisor	1	1	R	
	Swim School Instructor	1	0.375	N	Increase in bookings - Council decision to in source all swim school operations. Within existing FTE budget
	Health and Fitness Crew	1	1	R	
	Swim School/ Customer Service Admin Assistant	1	1	N	Increase in bookings - Council decision to in source all swim school operations. Within existing FTE budget
	Lake Wanaka Centre Coordinator	1	0.5	R	
	Sales and Service Supervisor	1	1	R	
	Manager, Community Facilities	0	0	R	Removed from vacancies list