

QUARTERLY REPORT



**DECEMBER
2018**

Key Performance Indicators – The Results

Health & Safety Summary

Key Priorities Update

Financial Management Report

Annual KPI's

03

KEY PERFORMANCE INDICATORS (KPI)

26

HEALTH & SAFETY SUMMARY

31

KEY PRIORITIES UPDATE

39

FINANCIAL MANAGEMENT REPORT

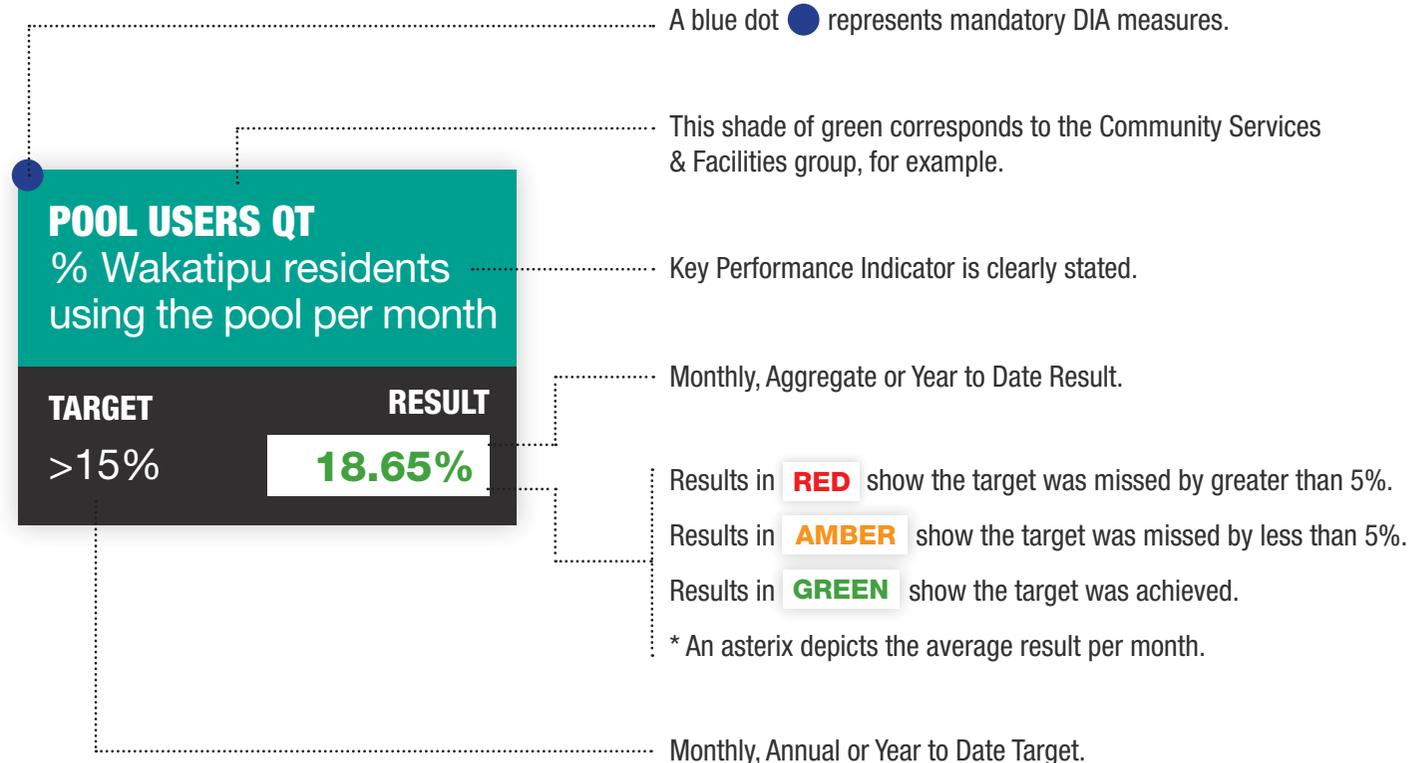
43

ANNUAL KEY PERFORMANCE INDICATORS

HOW TO READ THIS REPORT - WHAT IS A KPI?

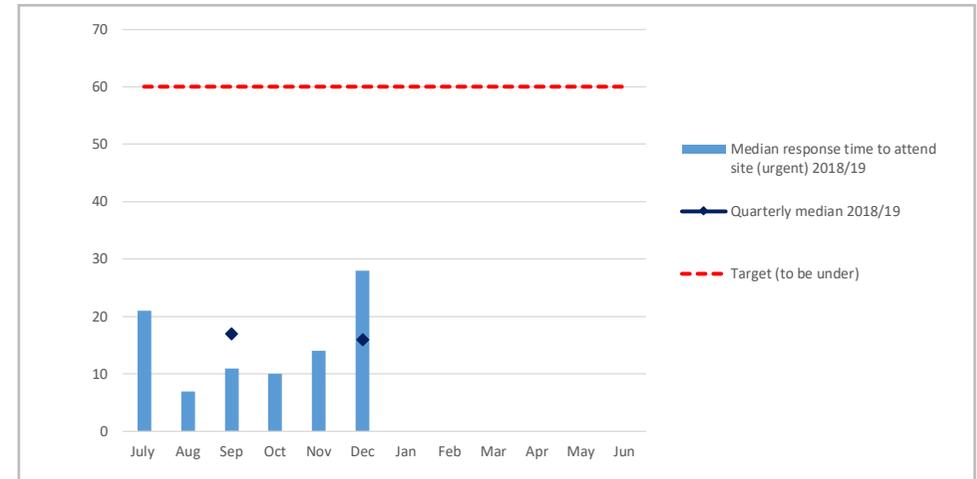
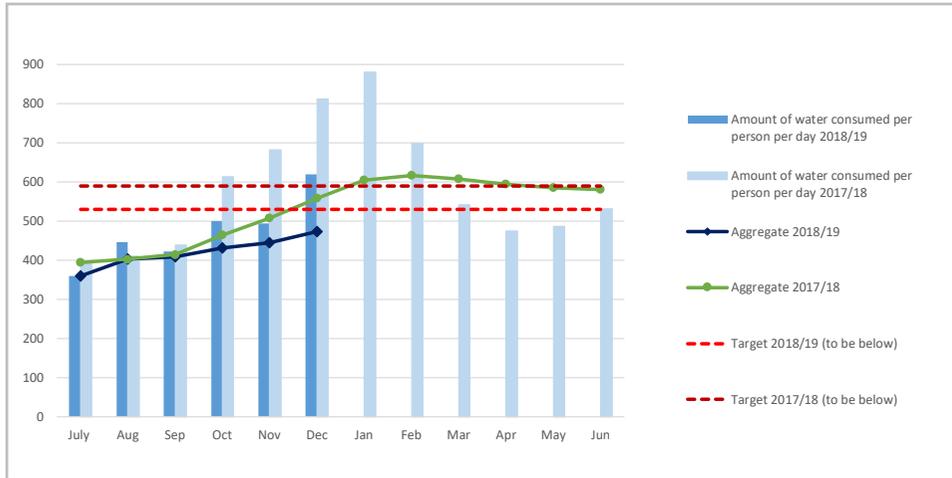
A Key Performance Indicator (KPI) is a quantifiable measure that demonstrates how effectively an organisation is achieving key community outcomes and objectives. The KPIs and their targets are defined and consulted on every three years, during the Ten Year Plan (TYP) process. The TYP is comprised of monthly and annual KPIs and now includes an additional set of Department of Internal Affairs (DIA) measures.

The monthly KPIs and their targets are identified easily by the use of result boxes. These result boxes clearly state the KPI, the target and either the monthly, aggregated or year to date result. They are colour co-ordinated to relate to the different QLDC activities - Core Infrastructure and Services, Community Services and Facilities, Regulatory Functions and Services, Environment, Economy, Local Democracy, and Financial Support and Services.



KEY PERFORMANCE INDICATORS





Monthly Result

WATER CONSUMPTION
Amount consumed per person per day

TARGET	MONTHLY RESULT
<530L	619L

619 litres of water were consumed per person per day, during the month of December. The target has been exceeded this month, however December represents peak demand and as such this is not an unexpected result. This months result is still significantly lower than the same month last year.

Aggregate Result

WATER CONSUMPTION
Amount consumed per person per day

TARGET	AGGREGATE RESULT
<530L	473L

473 litres of water have been consumed per person per day year to date. Levels are lower than the previous year and achieves the target set.

Monthly Result

WATER SUPPLY FAULTS
Median response time to attend site (urgent)

TARGETS	MONTHLY RESULT
<60 mins	28 mins

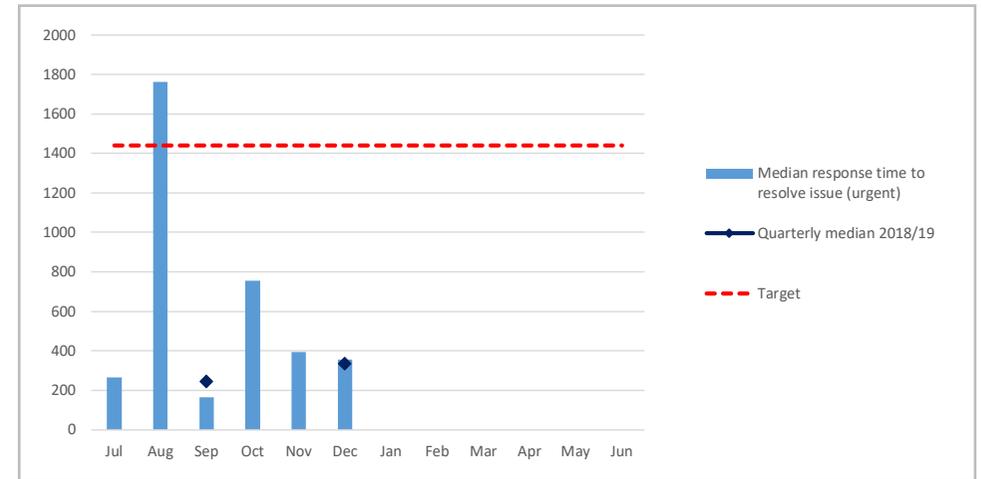
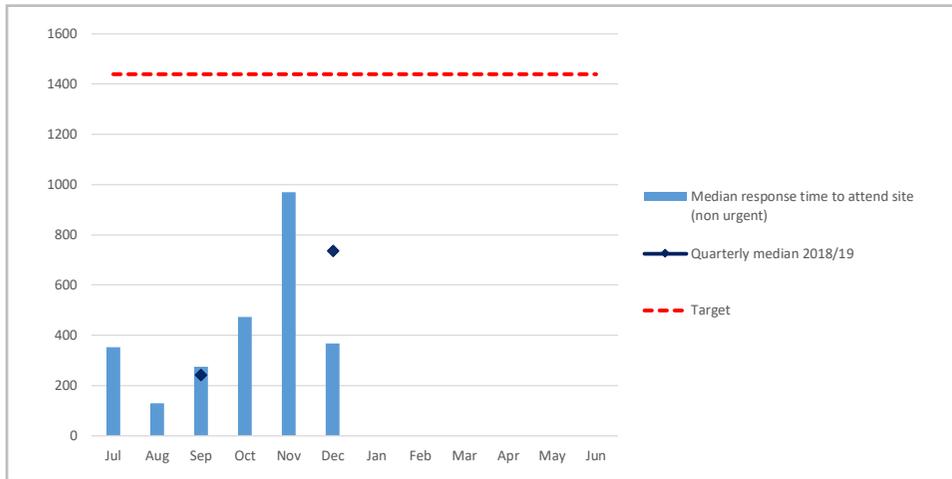
28 minutes was the median response time to attend the site of urgent water supply faults for the month of December. There were 15 urgent issues to attend to this month. The median response time has increased this month but still achieved the target set.

Year to Date Result

WATER SUPPLY FAULTS
Median response time to attend site (urgent)

TARGETS	YTD RESULT
<60 mins	17 mins

The year to date median response time to attend the site of a urgent water supply fault is 17 minutes. This result remains consistent with the previous quarterly median result and remains well within the target set.



Monthly Result

WATER SUPPLY FAULTS
Median response time to attend site (non-urgent)

367 minutes was the median response time to attend non-urgent water supply faults this month. There were 93 non-urgent issues to attend to this month. This achieved the resolution target set of under 1440 minutes.

TARGET	MONTHLY RESULT
<1440 mins	367 mins

Year to Date Result

WATER SUPPLY FAULTS
Median response time to attend site (non-urgent)

The year to date median response time to attend non-urgent water supply faults is 737 minutes. This remains within the target set.

TARGET	YTD RESULT
<1440 mins	737 mins

Monthly Result

WATER SUPPLY FAULTS
Median response time to resolve problem (urgent)

355 minutes was the median response time to resolve urgent water supply faults this month. This is a decrease from the previous month and achieved the resolution target set of under 1440 minutes.

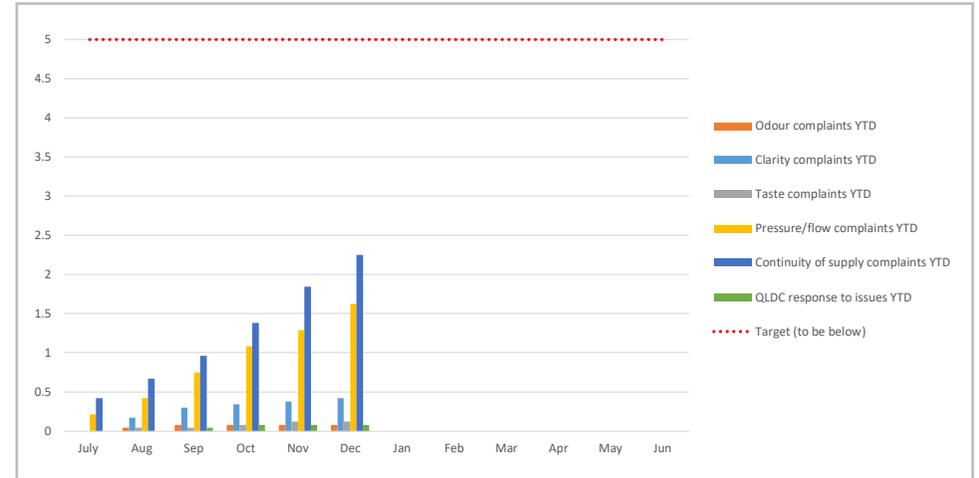
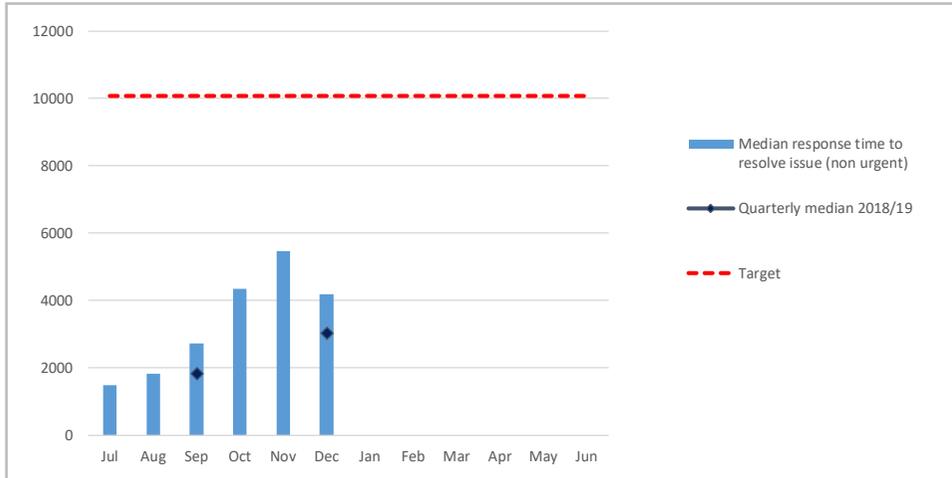
TARGET	MONTHLY RESULT
<1440 mins	355 mins

Year to Date Result

WATER SUPPLY FAULTS
Median response time to resolve problem (urgent)

The year to date median response time to resolve urgent water supply faults is 334 minutes. This is within the target set.

TARGET	YTD RESULT
<1440 mins	334 mins



Monthly Result

WATER SUPPLY FAULTS
Median response time to resolve problem (non-urgent)

The median response time to resolve non-urgent water supply faults was 4184 minutes this month. This is within the target timeframe.

TARGET	MONTHLY RESULT
<10,080 mins	4184 mins

Year to Date Result

WATER SUPPLY FAULTS
Median response time to resolve problem (non-urgent)

The year to date median response time to resolve non-urgent water supply faults is 3034 minutes. This achieved the target set.

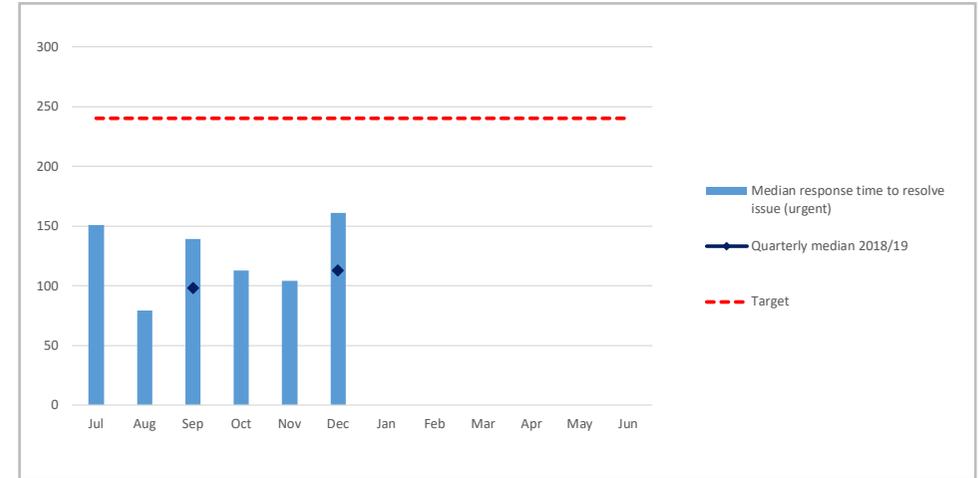
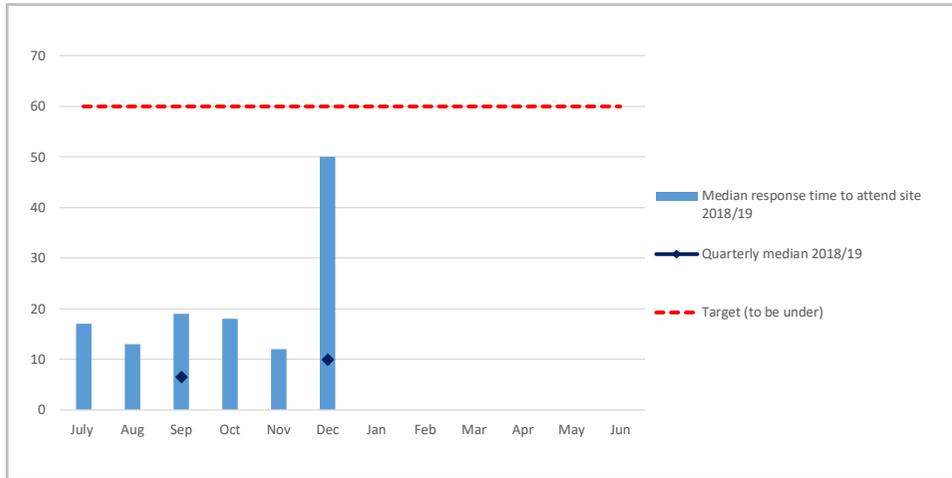
TARGET	YTD RESULT
<10,080 mins	3034 mins

WATER SUPPLY COMPLAINTS

No. of complaints per 1000 connections

All categories of water supply complaints per 1000 connections remain within the year to date rolling targets.

TARGET <4 PER ANNUM		
	MONTHLY RESULT	YTD RESULT
Odour	0	0.08
Clarity	0.04	0.42
Taste	0	0.12
Pressure/flow	0.33	1.62
Continuity of supply	0.41	2.25
TARGET <2 PER ANNUM		
QLDC response to issues	0	0.08



Monthly Result

WASTEWATER OVERFLOWS
Median response time to [attend site](#)

TARGET	MONTHLY RESULT
<60 mins	50 mins

The median response time to attend wastewater overflow problems is 50 minutes this month. There were three wastewater overflows to attend to this month and the median time to attend to these remained within the target set.

Monthly Result

WASTEWATER OVERFLOWS
Median response time to [resolve problem](#)

TARGET	MONTHLY RESULT
<240 mins	161 mins

The median response time to resolve wastewater overflow problems is 161 minutes this month. This achieved the target set.

Year to Date Result

WASTEWATER OVERFLOWS
Median response time to [attend site](#)

TARGET	YTD RESULT
<60 mins	10 mins

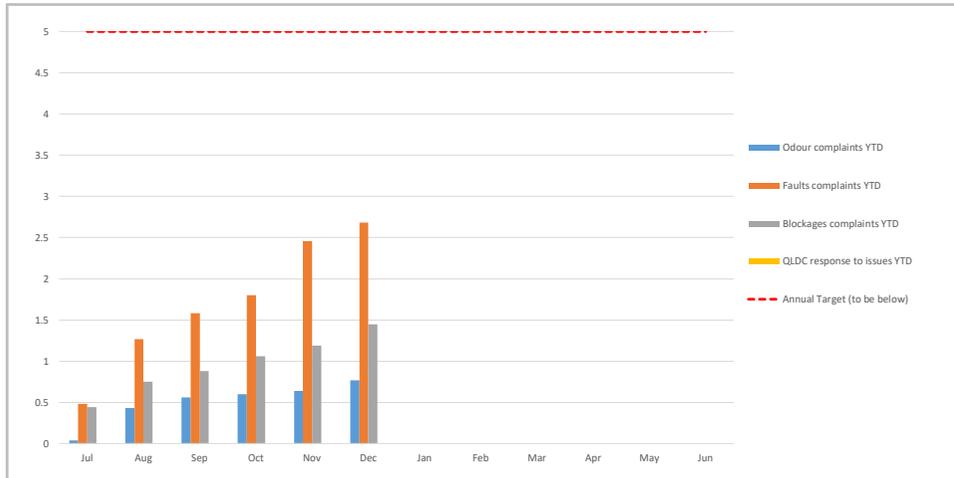
The year to date median response time to attend wastewater overflow problems is 10 minutes. This achieves the target set.

Year to Date Result

WASTEWATER OVERFLOWS
Median response time to [resolve problem](#)

TARGET	YTD RESULT
<240 mins	113 mins

The year to date median response time to resolve wastewater overflow problems is 113 minutes. This achieves the target set. There have been 47 wastewater overflows attended to year to date.



WASTEWATER COMPLAINTS

No. of complaints per 1000 connections

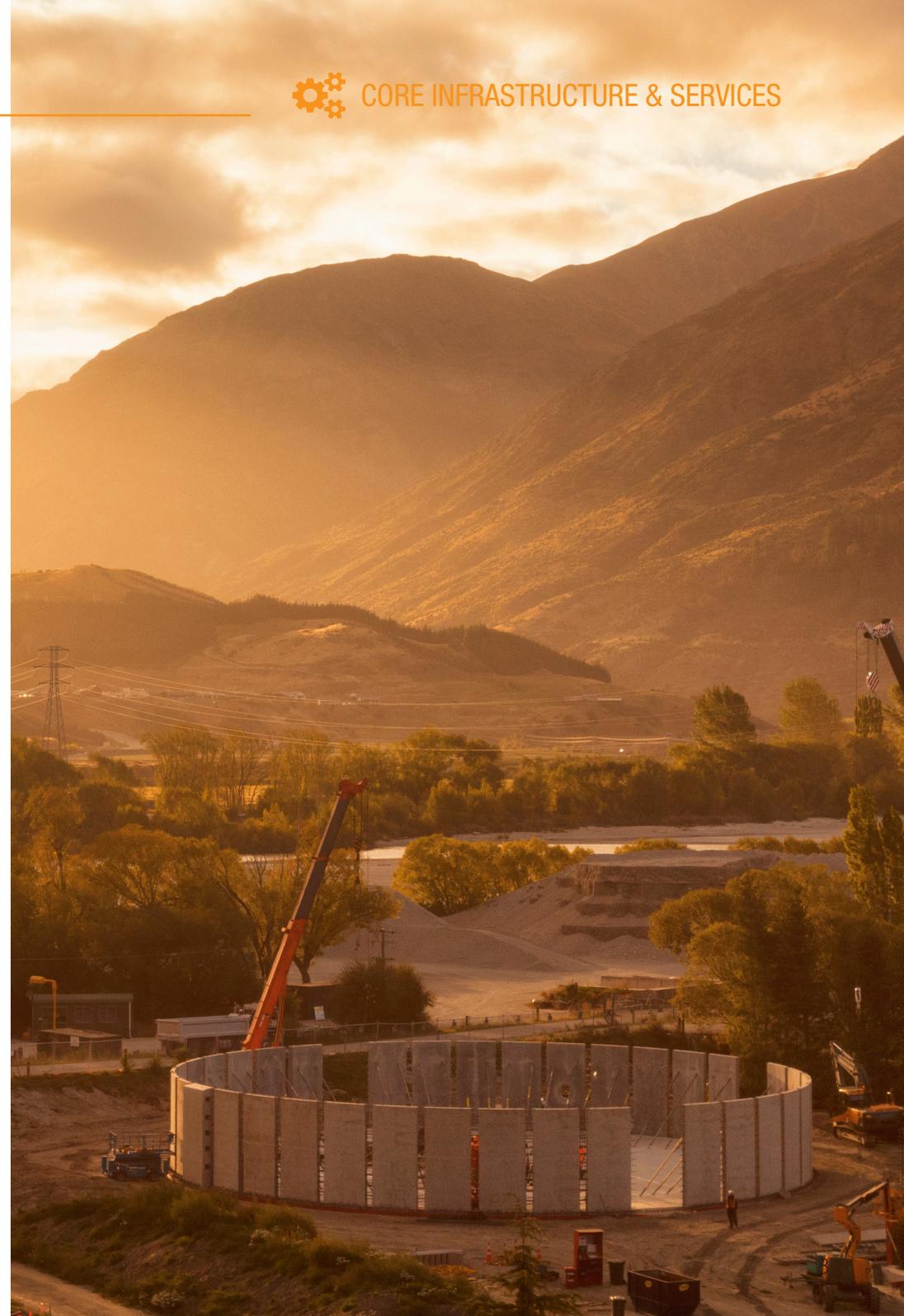
TARGET <5 PER ANNUM

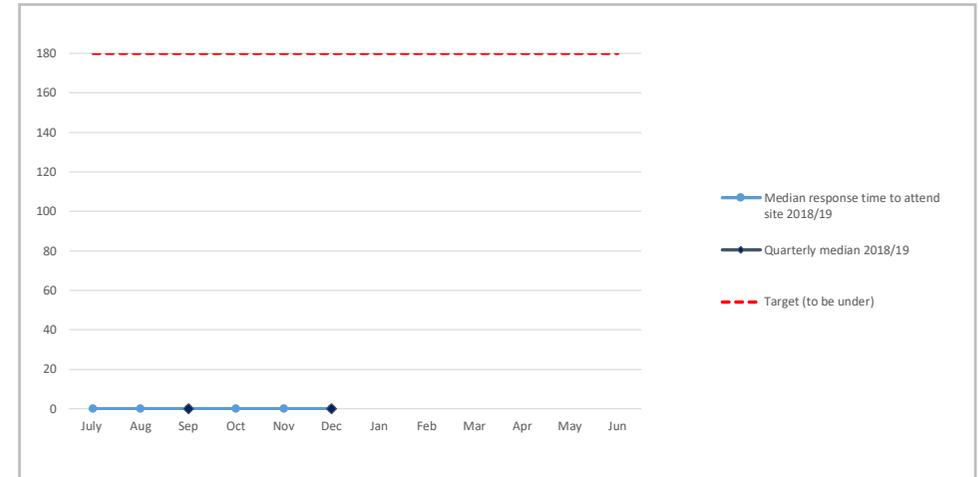
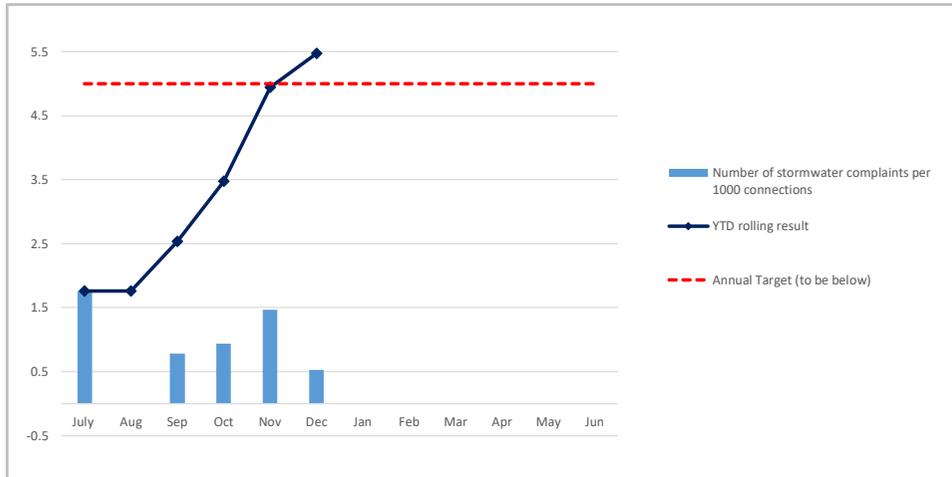
	MONTHLY RESULT	YTD RESULT
Odour	0.13	0.77
Faults	0.22	2.68
Blockages	0.26	1.45

TARGET <2 PER ANNUM

QLDC response to issues	0	0
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All categories of wastewater complaints per 1000 connections remain within the year to date rolling targets.





Monthly Result

STORMWATER COMPLAINTS

No. of complaints per 1000 connections

TARGET	MONTHLY RESULT
<5	0.53

There were 13 issues reported this month, which calculates as 0.53 stormwater complaints per 1000 properties this month. This is a decrease from the previous month.

An additional resource is to be brought into the Veolia contract to address stormwater matters by June 2019.

Year to Date Result

STORMWATER COMPLAINTS

No. of complaints per 1000 connections

TARGET	YTD RESULT
<5	5.48

The cumulative year to date result is 5.48 complaints per 1000 connections for the performance of the stormwater system. This has now exceeded the annual target set of less than five complaints per 1000 connections.

Monthly Result

STORMWATER FLOODING

Median response time to attend site

TARGET	MONTHLY RESULT
<180 mins	0

The median response time to attend to stormwater flooding sites is zero minutes this month as there were no stormwater flooding events. This achieves the target set and is consistent with the previous month.

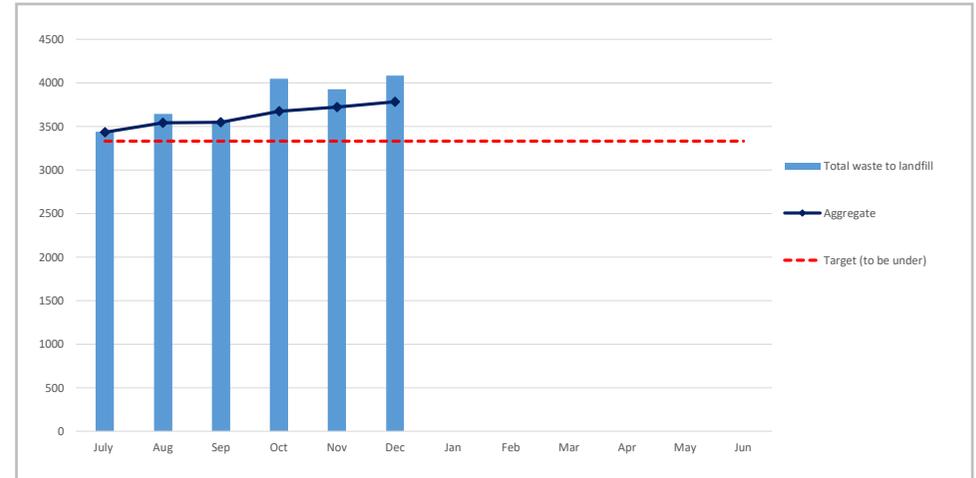
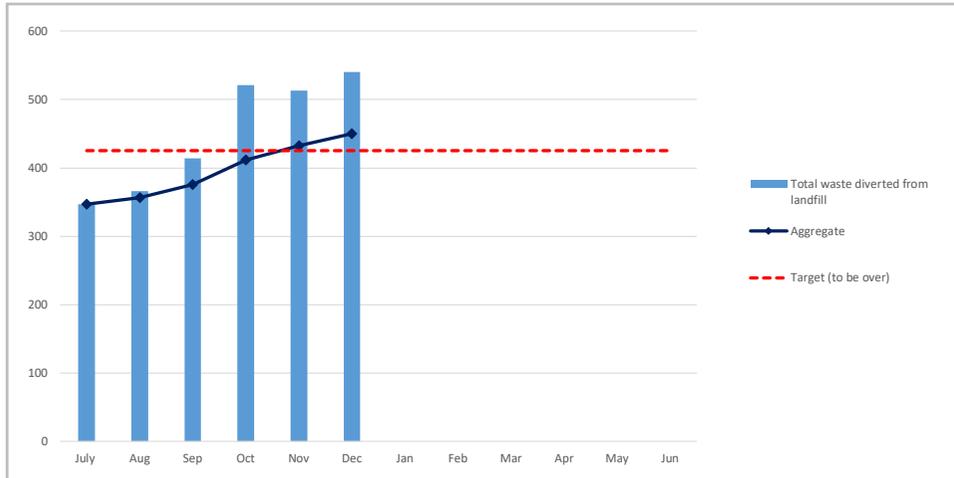
Year to Date Result

STORMWATER FLOODING

Median response time to attend site

TARGET	YTD RESULT
<180 mins	0

The median year to date response time to attend sites for stormwater floods is zero minutes as there have been no issues raised year to date. This achieved the target set.



Monthly Result

WASTE DIVERTED FROM LANDFILL
Total waste diverted from landfill

TARGET	MONTHLY RESULT
>425t	540

The total waste diverted from landfill this month is 540 tonnes. Good diversion was achieved for the month with an increase in recyclables collected kerbside in December. This achieved the target set.

Year to Date Result

WASTE DIVERTED FROM LANDFILL
Total waste diverted from landfill

TARGET	YTD RESULT
>425t	450

The aggregate total waste diverted from landfill year to date is 450 tonnes. The aggregate trend shows steady improvement and achieves the target set.

Monthly Result

WASTE TO LANDFILL
Total waste to landfill

TARGET	MONTHLY RESULT
<3,333t	4,088

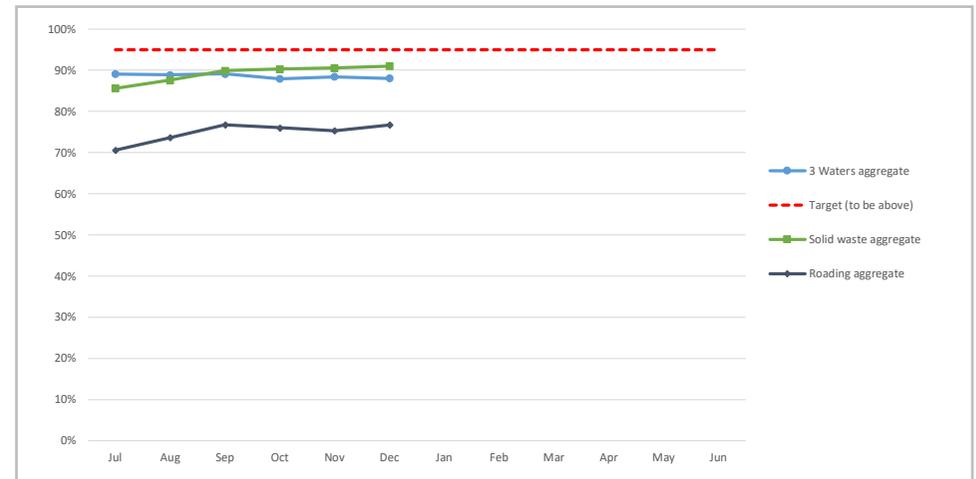
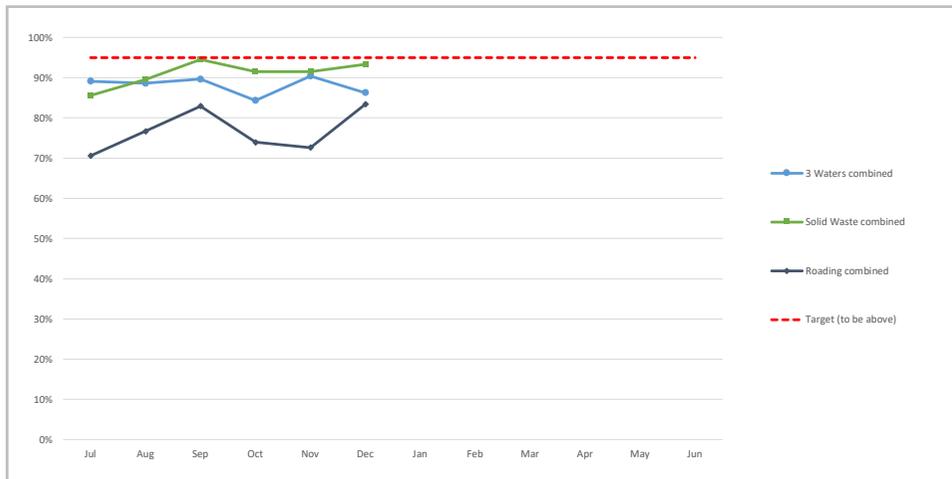
The total waste to landfill this month is 4,088 tonnes. This does not achieve the target set. Waste volumes increased in December from previous months. This is not unexpected over the summer months. Wanaka RTS received a record 849.67 tonnes for the month of December, largely attributable to increases in construction waste.

Year to Date Result

WASTE TO LANDFILL
Total waste to landfill

TARGET	YTD RESULT
<3,333t	3,787

The total waste to landfill year to date is 3,787 tonnes. This does not achieve the target set. Initiatives to reverse this trend will be implemented from 1 July when the new services contract commences.



Monthly Result

REQUESTS FOR SERVICE (RFS)
% customer RFS resolved on time

TARGET	MONTHLY RESULT
>95%	3 Waters 86% Solid Waste 93% Roading 83%

3 Waters - 86% of customer RFS for 3 waters were resolved on time in December. There continues to be an issue with the contractor's data not aligning with data from TechOne (Veolia's figures are at 95%). Veolia has completed a review of their system against TechOne, which we expect to receive in the next month. This will allow us to understand what changes are necessary to ensure the two data sets align.

Solid Waste - 93% of customer RFS for solid waste were resolved on time in December. Contractor is making consistent improvements each month to achieve the 95% target rate currently sitting at 93%. Internal performance is at 100%.

Roading - 83% of customer RFS for roading were resolved on time in December. Joint focus to increase both internal and contractor performance this month. Contractor is sitting at 91% slight decline from last month, internal performance has improved from 43% to 71%. The focus is to ensure we continue to increase the internal performance for next month.

Aggregate Result

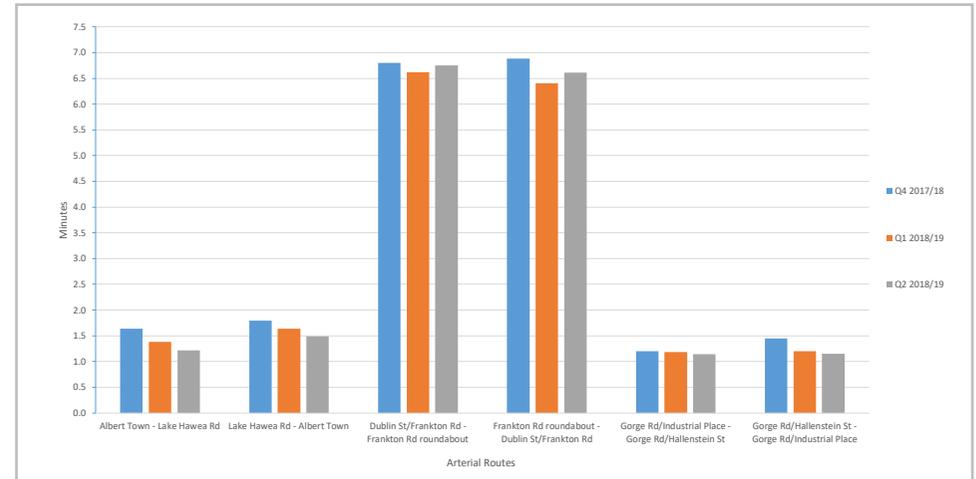
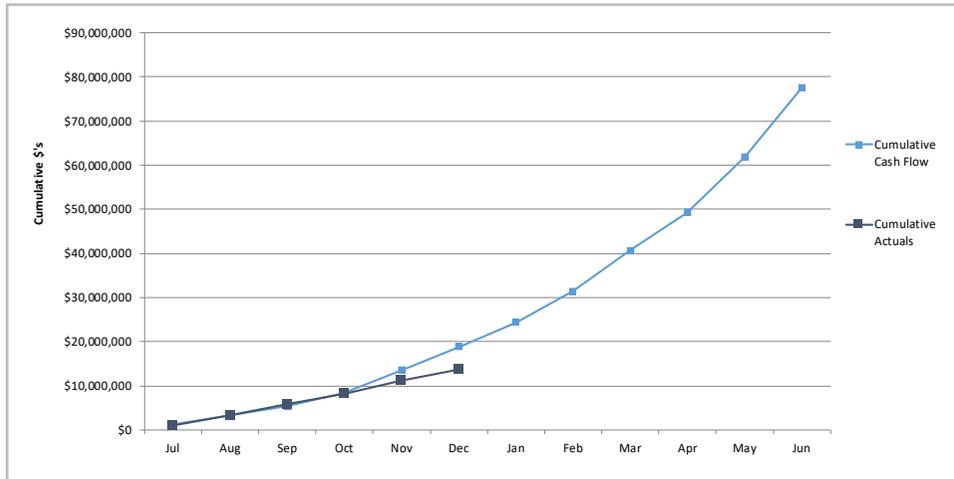
REQUESTS FOR SERVICE (RFS)
% customer RFS resolved on time

TARGET	AGGREGATE RESULT
>95%	3 Waters 88% Solid Waste 91% Roading 77%

3 Waters - 88% of customer RFS for 3 waters have been resolved on time year to date. Aggregate performance remains consistent this year. This did not achieve the target set.

Solid Waste - 91% of customer RFS for solid waste have been resolved on time year to date. Aggregate results are consistently improving, and is representative of an upward trend in performance in the last 18 months. Although this did not achieve the target set, results are progressing well towards meeting target.

Roading - 77% of customer RFS for roading have been resolved on time year to date. This did not achieve the target set, however aggregate results show improvements in this area year to date.



Monthly Result

CAPITAL WORKS
% of capital works completed annually (3 waters and roading)

TARGET	MONTHLY RESULT
80 to 110%	73%

The capital expenditure for 3 waters and roading was \$2.6M this month.

Capital expenditure variance is 73%. Monthly expenditure is below the forecast spend this month.

The first capital programme budget reforecast report was presented at the Council meeting in December. The report was approved to re-phase a number of project construction budgets to Years 2 and 3 of the Long Term Plan, in line with the revised procurement plan for the 3 Waters bundles. The budgets have been adjusted this month to align with the above changes.

Significant works are underway this month to increase water pumping capacity to the Arrowtown network. Two new production bores were drilled, with one commissioned before the holiday period using a temporary pumping system.

Monthly Result

TRAFFIC FLOWS
Improved traffic flows on arterial routes

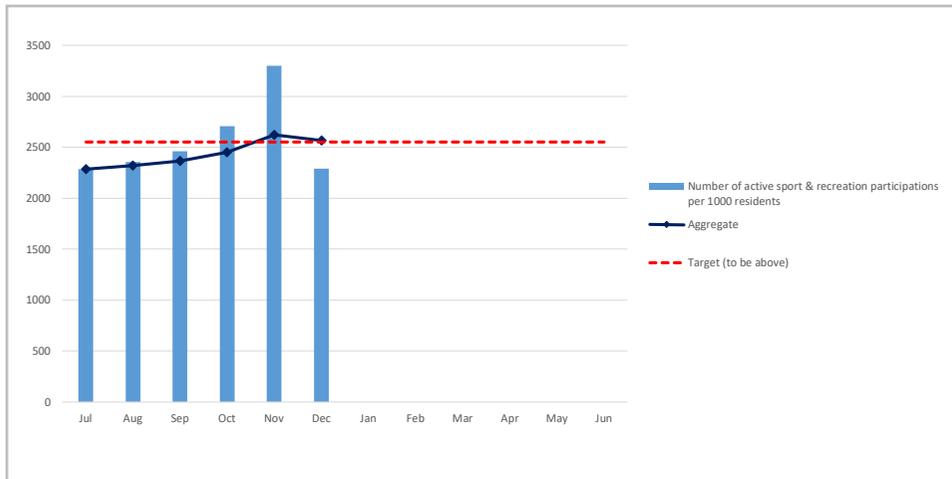
	QTR RESULT
Albert Town - Lake Hawea Rd	1.22 mins
Lake Hawea Rd - Albert Town	1.49 mins
Frankton Rd (east)	6.75 mins
Frankton Rd (west)	6.61 mins
Gorge Rd (north)	1.15 mins
Gorge Rd (south)	1.15 mins

Three of our main arterial routes are monitored over a 24 hour period every quarter to record traffic flow times.

These average times are separated into both road directions. Albert Town and Gorge Rd traffic flows have both improved whilst Frankton Rd has had an increase in traffic flow compared to last quarter. However, all are still an improvement on quarter four 2017/18.

Analysis of the raw data shows that the morning peak times (6am - 9am) had results of 1.6 minutes in Albert Town, 6.8 minutes on Frankton Rd and 1.3 minutes on Gorge Rd. The evening peak time had results of 1.8 minutes, 7.7 minutes and 1.4 minutes respectively. These peak times were all higher compared to the peak times of the previous quarter, except for the Gorge Rd morning peak time which has decreased.

Note, the peak times mentioned above are taking the highest number of either direction.



Monthly Result

ACTIVE PARTICIPANTS
active sport and recreation participants per capita

TARGET >2,553
MONTHLY RESULT **2,289**

There were 2,289 active sport and recreation participations per 1000 residents in December. Participation is down on expected numbers due to the unplanned closure of Alpine Aqualand to fix loose ceiling tiles during the whole month of December.

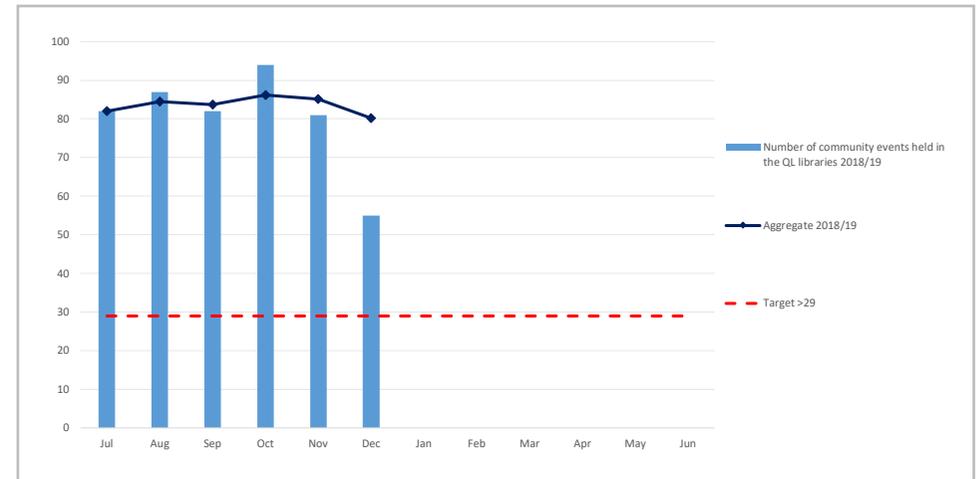
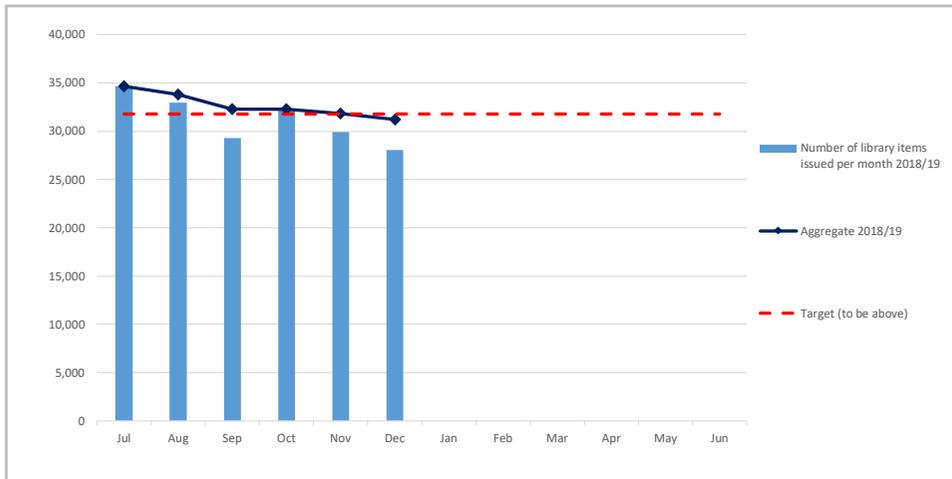
Aggregate Result

ACTIVE PARTICIPANTS
active sport and recreation participants per capita

TARGET >2,553
AGGREGATE RESULT **2,566**

On aggregate, there have been 2,566 active sport and recreation participations per 1000 residents year to date. This achieved the target set.





Monthly Result

LIBRARY CIRCULATION
of items issued per month

TARGET	MONTHLY RESULT
>31,784	28,084

28,084 library items were issued this month across the district's libraries. Library circulation is 3,700 library items below the target amount for December 2018 (-11.6%). Hard copy checkouts decreased by 7.45% (2094 items) and e-resources have increased by 32.6% (512 items) compared to the same period last year. Business focus has been directed towards the new Frankton Library this month.

Aggregate Result

LIBRARY CIRCULATION
of items issued per month

TARGET	AGGREGATE RESULT
>31,784	31,200

The aggregate result of 31,200 library items issued year to date did not achieve the target set. The aggregate is expected to increase once Frankton Library is fully functioning.

Monthly Result

LIBRARY EVENTS
of community events held within libraries

TARGET	MONTHLY RESULT
>29	55

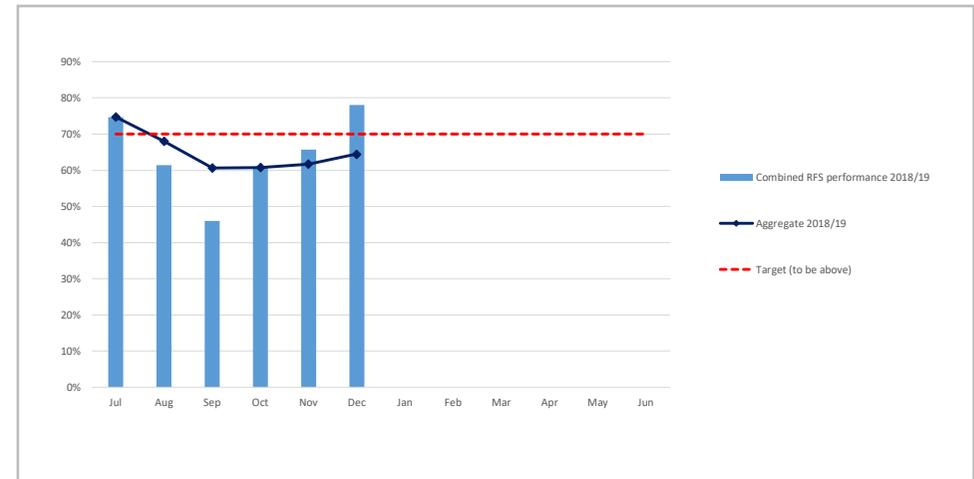
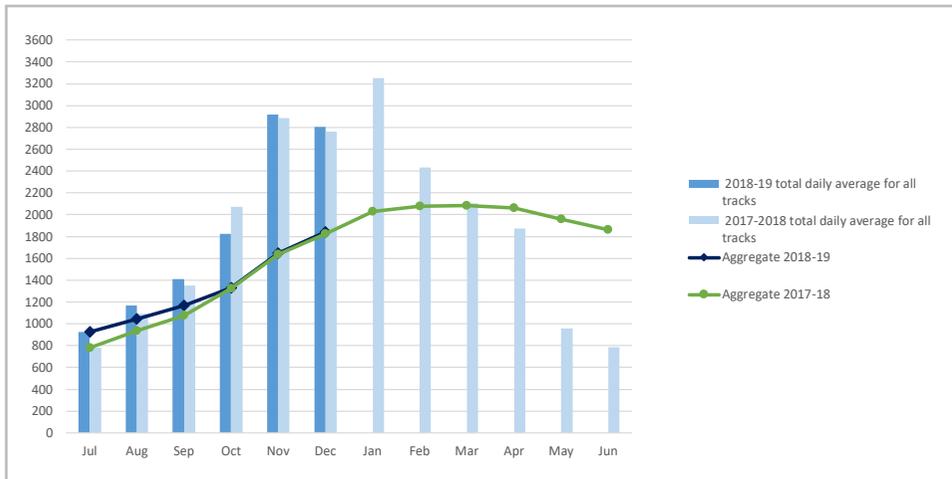
55 in-library events were held across the Queenstown Lakes Libraries during December 2018. This result is 26.25 events above the monthly target of 28.75 and reflects an increase in children's programmes over Christmas.

Aggregate Result

LIBRARY EVENTS
of community events held within libraries

TARGET	AGGREGATE RESULT
>29	80

The aggregate result of 80 community events held monthly in the Queenstown Lakes Libraries significantly exceeds the target.



Monthly Result

TRAIL USAGE
Average number of daily trail users

TARGET	MONTHLY RESULT
>1,800	2806

The average number of daily trail users in December is 2,806. This data is taken from eight monitored track counters. There was an increase in the average daily use of the trails in December despite a higher rainfall compared to this time last year.

Aggregate Result

TRAIL USAGE
Average number of daily trail users

TARGET	AGGREGATE RESULT
>1,800	1842

The aggregated number of daily trail users year to date is 1,842. This data is taken from eight monitored track counters in the Wakatipu. Trail usage is largely affected by the seasons and 2018/19 continues to follow a very similar trend to the previous year.

Monthly Result

PARKS RFS
% RFS resolved within specified timeframe

TARGET	MONTHLY RESULT
>70%	78%

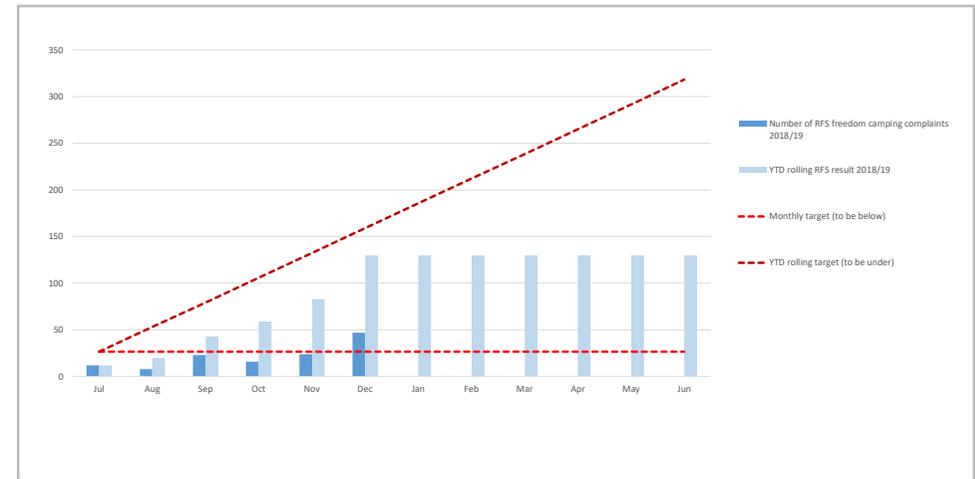
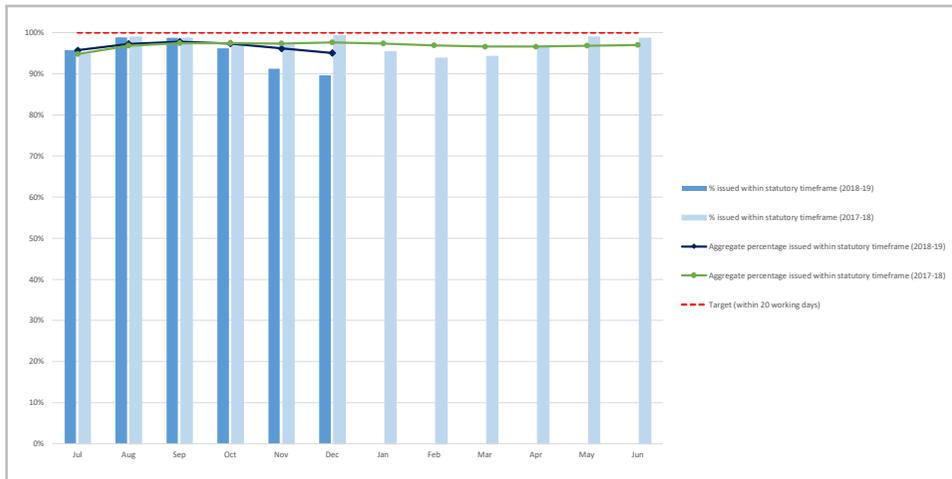
78% of Parks RFS were resolved on time this month. This is being addressed with the contractor and internal staff. Despite an increase in the number of RFS received this month, the combined performance of both internal and contractor achieved the 70% target this month. The RFS received were predominantly related to mowing and tree maintenance in the district.

Aggregate Result

PARKS RFS
% RFS resolved within specified timeframe

TARGET	AGGREGATE RESULT
>70%	64%

64% of Parks RFS were resolved on time this year to date. The aggregate result did not achieve the target set. There have been 891 combined RFS received year to date for the Parks and Reserves team and their contractors.



Monthly Result

BUILDING CONSENT TIMES
% processed within the statutory timeframe

TARGET 100% **MONTHLY RESULT** 90%

90% of Building Consents were processed within the statutory timeframe of 20 working days for December. The target of 100% was not achieved in December 2018. This is due to the large number of commercial consents received and limited commercial processing capacity. Steps are in place to resolve this.

Aggregate Result

BUILDING CONSENT TIMES
% processed within the statutory timeframe

TARGET 100% **AGGREGATE RESULT** 95%

95% of building consents have been processed within the statutory timeframe year to date. This is slightly below the previous year and did not quite achieve the target set.

Monthly Result

FREEDOM CAMPING RFS
of freedom camping RFS per month

TARGET <26.5 **MONTHLY RESULT** 47

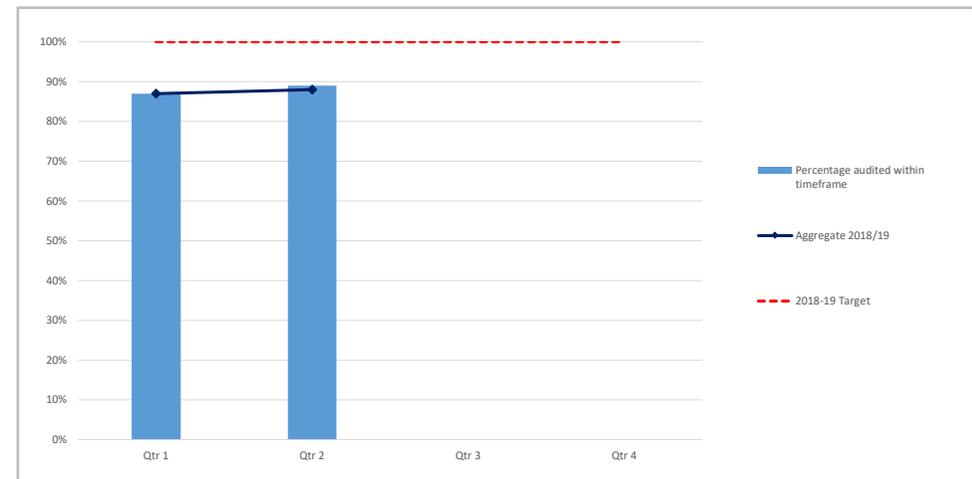
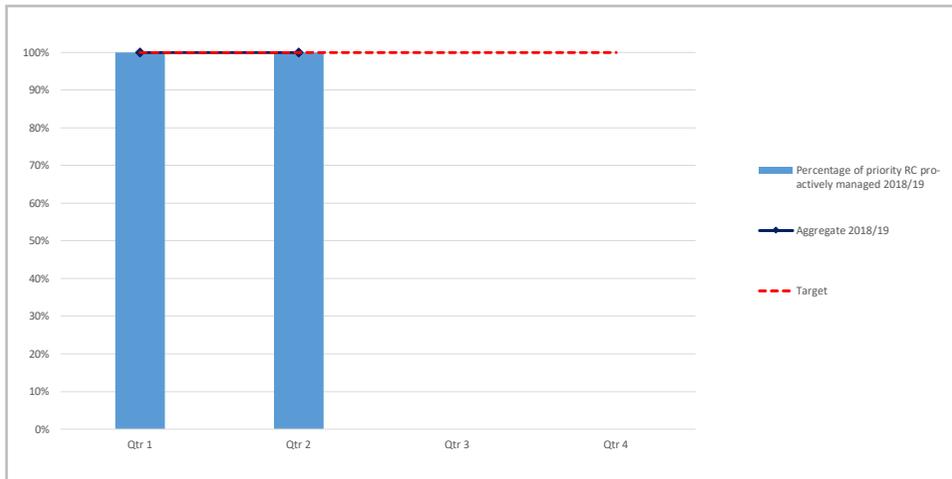
47 freedom camping RFS were received this month. This did not achieve the target set. A large number of these were either clamp releases or already on the parking wardens' regular patrols. 17 were found to be unsubstantiated due to either the vehicle not being able to be located, or it was situated on private land.

Year To Date Result

FREEDOM CAMPING RFS
of freedom camping RFS per month

YTD TARGET <159 **YTD RESULT** 130

130 freedom camping RFS have been received year to date. This achieves the rolling year to date target of less than 159 freedom camping complaints received. There has been a seasonal increase which is not unexpected for this time of year.



Monthly Result

MONITORING PRIORITY OF RESOURCE CONSENTS
% listed as a priority are pro-actively monitored

TARGET	QUARTERLY RESULT
100%	100%

All priority consents that were due for monitoring have been monitored this quarter and achieved the target set.

Aggregate Result

MONITORING PRIORITY OF RESOURCE CONSENTS
% listed as a priority are pro-actively monitored

TARGET	AGGREGATE RESULT
100%	100%

100% of priority resource consents have been monitored year to date. This achieved the target set.

Quarterly Result

FOOD INSPECTIONS
% of food premises that are due an audit are audited within timeframe

TARGET	QTR RESULT
100%	89%

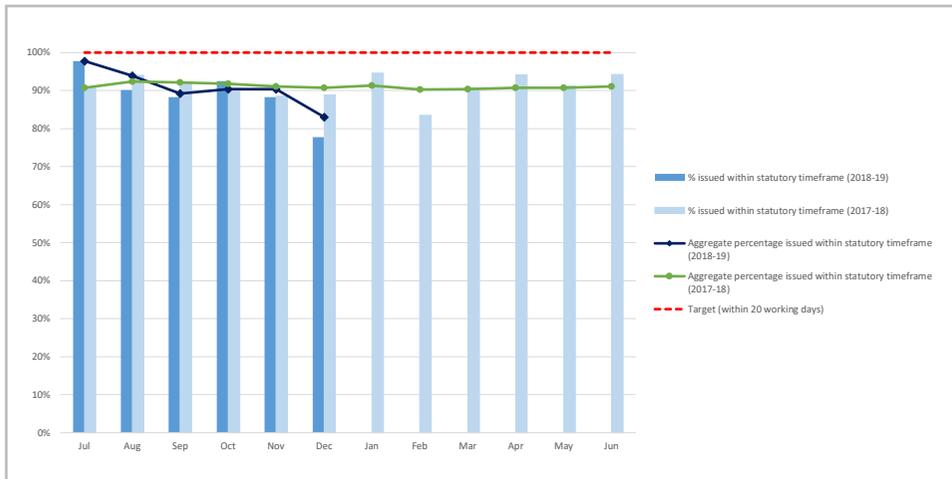
89% of food premises that were due an audit were audited within the timeframe set. This did not achieve the target set of 100%.

The target has been difficult to achieve this month due to either businesses cancelling appointments or events occurring in the district affecting the availability of these food business to schedule appointments. Additionally, the number of audits undertaken has also been affected by the extra work required to transfer “deemed businesses” - existing businesses transferring through to new food control plans under the Food Act. New businesses opening or planning to open in the district continues to add to the workload.

Year to Date Result

FOOD INSPECTIONS
% of food premises that are due an audit are audited within timeframe

TARGET	YTD RESULT
100%	88%



Monthly Result

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	MONTHLY RESULT
100%	78%

78% of resource consents were processed within the statutory timeframe during December. This did not achieve the target set of 100%.

Statistically, this is the lowest result for the financial year and is due to two key factors. Firstly, high numbers of applications were received in the lead up to the Christmas period and secondly, the issuance of a large number of complex applications took priority this month due to having been in the system for a long time.

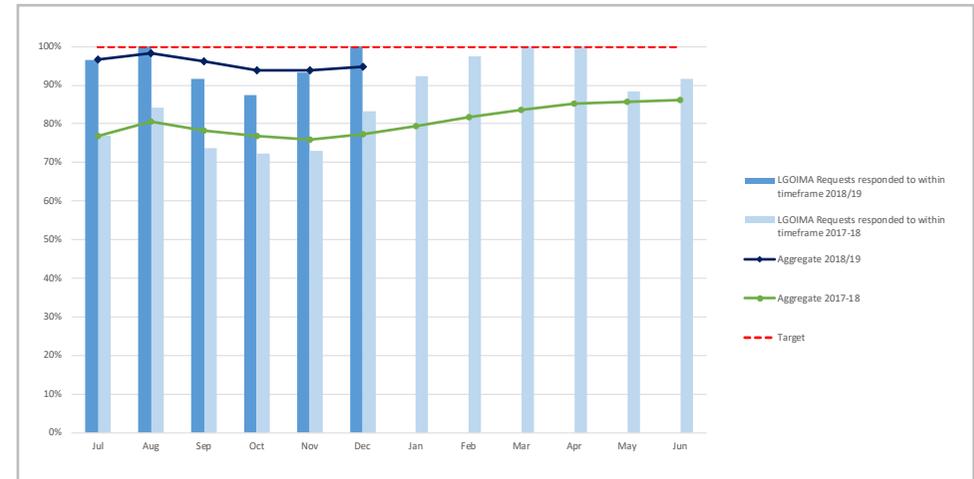
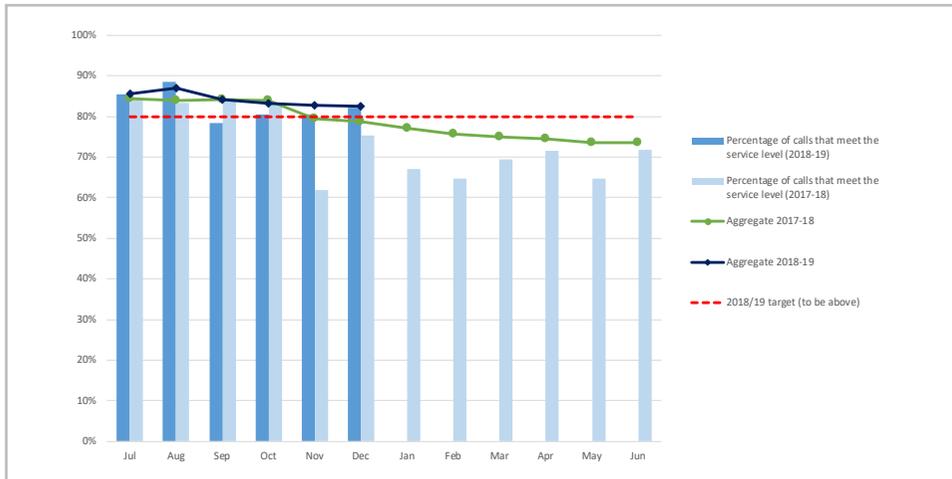
Aggregate Result

RESOURCE CONSENT TIME
% processed within the statutory timeframe

TARGET	AGGREGATE RESULT
100%	83%

83% of resource consents were processed within the statutory timeframe on aggregate year to date. This did not achieve the target set of 100% and results have decreased from the previous year.





Monthly Result

CUSTOMER CALLS
% answered within 20 seconds

TARGET
>80%

MONTHLY RESULT
82%

82% of customer calls were answered within 20 seconds this month and achieved the service level agreement. There were 4,770 calls received in December. The decrease in the total number of calls is due to the Christmas period office closure and remains consistent with December last year.

Aggregate Result

CUSTOMER CALLS
% answered within 20 seconds

TARGET
>80%

AGGREGATE RESULT
83%

83% of customer calls were answered within 20 seconds this year to date. 41,503 calls have been received in total year to date, which is a 2% increase on the same period last year. This achieved the target set. Aggregate results remain consistently above target year to date.

Monthly Result

LGOIMA REQUESTS
% responded to within 20 days

TARGET
100%

MONTHLY RESULT
100%

100% of LGOIMA requests were responded to within 20 days for the month of December. There were 24 requests due for response in December.

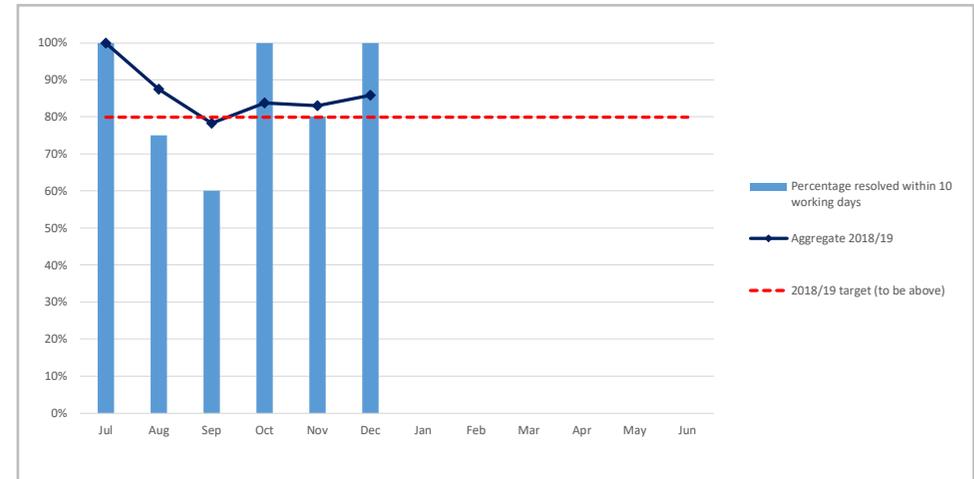
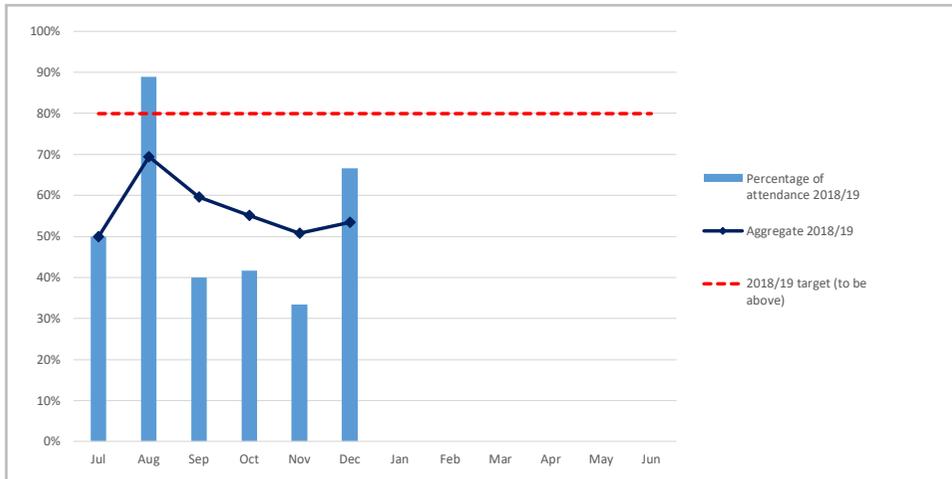
Aggregate Result

LGOIMA REQUESTS
% responded to within 20 days

TARGET
100%

AGGREGATE RESULT
95%

95% of LGOIMA requests have been responded to within 20 days year to date. 141 requests have been received year to date.



Monthly Result

COMMUNITY ASSOCIATION MEETINGS

% attended by Elected Members/QLDC staff

TARGET >80% **MONTHLY RESULT** 67%

67% of community association meetings were attended by Elected Members or QLDC staff in December. The amount achieved is below the target set. Eight of 12 meetings were recorded as attended in December and is an improvement on the previous month. More promotion needs to be undertaken on use of the framework by staff and and elected members to ensure all attendance is acknowledged. A new form has been created which allows multiple meetings to be recorded at the same time.

Aggregate Result

COMMUNITY ASSOCIATION MEETINGS

% attended by Elected Members/QLDC staff

TARGET >80% **AGGREGATE RESULT** 53%

53% of community association meetings attended by Elected Members or QLDC staff this year to date. This did not achieve the target set.

Monthly Result

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET >95% **MONTHLY RESULT** 100%

100% of complaints were resolved within 10 working days for the month of December.

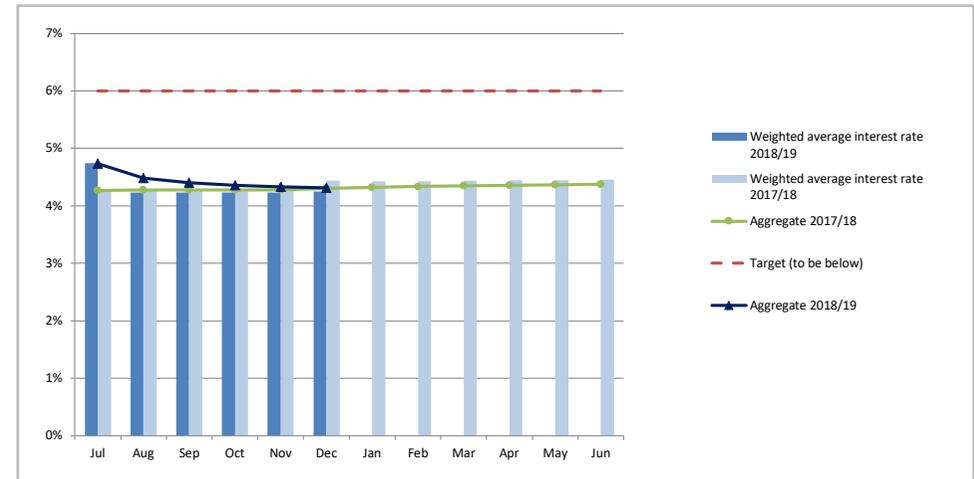
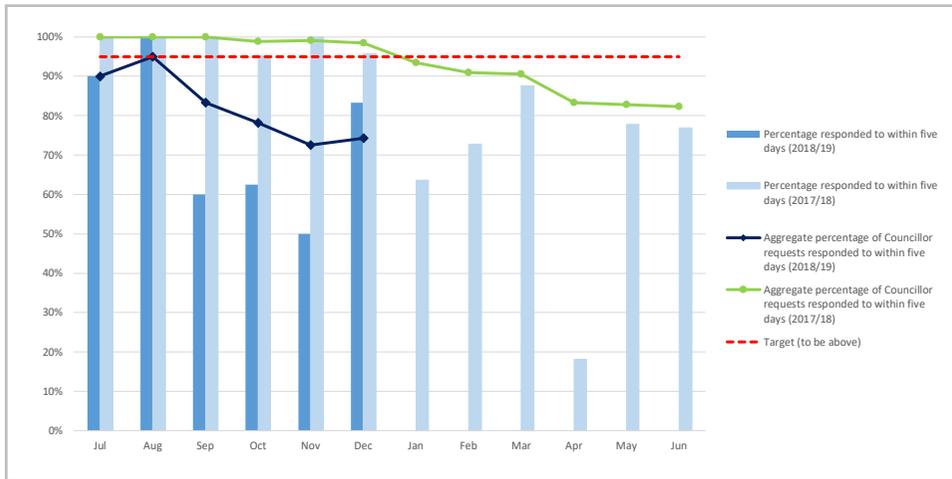
There was one complaint RFS for the month of December. This was resolved within it's timeframe by the Community Services team. Percentage levels have decreased from the previous month, and achieved the target set.

Aggregate Result

COMPLAINTS RESOLVED
% complaints resolved within 10 working days

TARGET >95% **AGGREGATE RESULT** 86%

86% of complaints have been resolved within 10 working days year to date. Aggregate results have been gradually increasing over the last quarter. The target has not been achieved.



Monthly Result

COUNCILLOR ENQUIRIES
% responded to within 5 days

TARGET >95%
MONTHLY RESULT 83%

There were six Councillor requests due for resolution in December. These comprised of three for Property and Infrastructure, two for Planning and Development, and one for Community Services. One of these requests was responded to outside of the timeframe. Work is ongoing with this department to improve their process.

Aggregate Result

COUNCILLOR ENQUIRIES
% responded to within 5 days

TARGET >95%
AGGREGATE RESULT 74%

74% of Councillor enquiries were responded to within five days this year to date. This level is lower than the previous year and did not achieve the target set. Process improvements have resulted in a significantly lower number of Councillor enquiries being received on a monthly basis. This means that if one or two requests go overdue, results can decrease substantially.

Monthly Result

INTEREST RATES
Weighted average interest rate per month

TARGET <6%
MONTHLY RESULT 4.25%

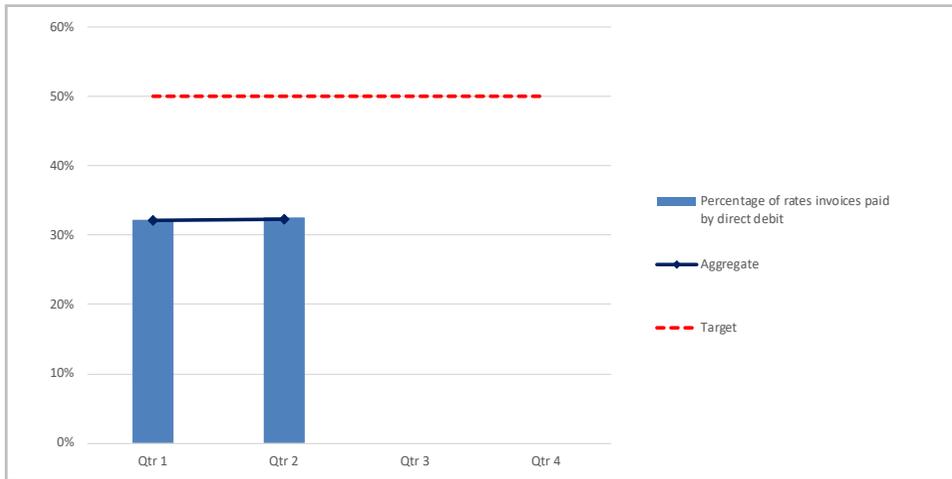
The weighted average interest rate is 4.25% this month. Levels are consistent with the previous month and achieved the target set.

Aggregate Result

INTEREST RATES
Weighted average interest rate per month

TARGET <6%
AGGREGATE RESULT 4.32%

The weighted average interest rate is 4.32% year to date. This is consistent with the previous year and achieves the target set.



Quarterly Result

RATES BY DIRECT DEBIT
% of rates invoices paid by direct debit

TARGET Trend towards 50%
QUARTELY RESULT **32.5%**

32.5% of rates invoices were paid by direct debit for the December 2018 quarter. There has been a small increase in the number of properties paying via direct debit since the last quarter.

Aggregate Result

RATES BY DIRECT DEBIT
% of rates invoices paid by direct debit

TARGET Trend towards 50%
YTD RESULT **32.4%**

32.4% of rates invoices were paid by direct debit this year to date. Direct debit authorisation forms are sent out to all new property owners to encourage this payment option.



HEALTH & SAFETY SUMMARY

Reminding staff to manage the two key hazards associated with summer in the Queenstown Lakes District was the key message from the December Health and Safety Committee meeting. Firstly, to promote the Sun Smart message of slip, slop, slap and wrap - both individually and within the family unit. Key information was sent to all staff regarding this. Secondly, the Committee was reminded of the risks of driving on our roads during the busy holiday season. Defensive driving methods were discussed as well, as a way to reduce the risk of being involved in accidents.

Health and Safety Training:

No training took place in December due to it being a short month with the holiday shutdown period.

December Wellbeing Initiative: Sun Smart

Information was emailed out to all staff in regards to how to stay sun smart over the hot summer season. The sun smart website with it’s interactive and informative tools was also promoted within the organisation.

QLDC has set a range of measurable indicators that demonstrate progress across a range of Health, Safety and Wellbeing areas. These indicators are shown below and are referenced throughout this section.

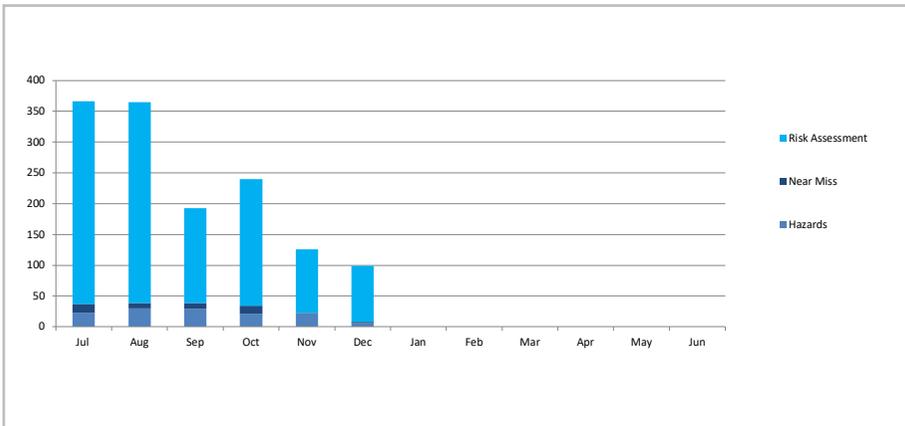
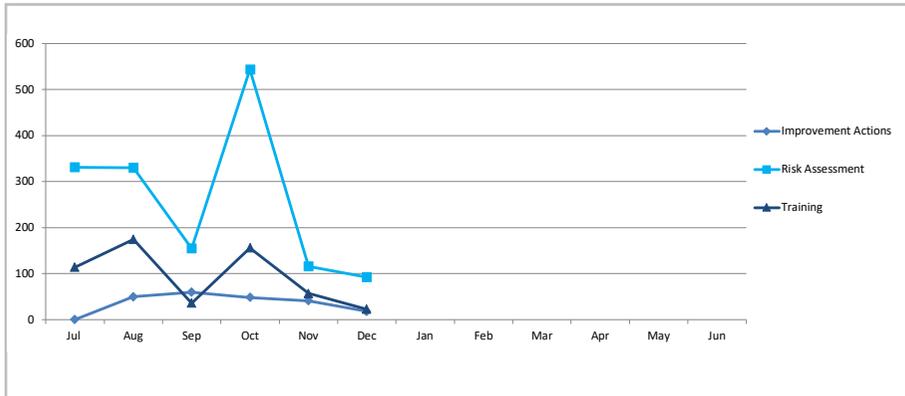
2018/19	
COMPLIANCE:	Health & Safety audit conducted and passed
UNSAFE EVENTS:	TRIFR 9 LTIFR 2*
PREVENTION:	15% of total headcount Lead indicators reported every month
IMPROVEMENT/SCALE:	100% of Health & Safety Committee actions completed on time 12 planned HSW projects delivered
BEHAVIOUR:	Behavioural self assessment - 2 x A vs C per month
WELLBEING ENGAGEMENT:	1 x Wellbeing initiative per month

NOTIFICATIONS		
Contact with Worksafe		
EVENT TYPE	RESULT	DESCRIPTION
Death	0	N/A
Injury	0	N/A
Illness	0	N/A
Incident	0	N/A

Under the Health and Safety at Work Act 2015 (HSWA) QLDC must notify WorkSafe when certain work-related events occur. Deaths, injuries or illnesses that are unrelated to work are not notifiable. QLDC have not had to notify WorkSafe of any work-related events in December.

* The LTIFR (Lost Time Injury Frequency Rate) records the frequency of lost time injuries per 1m hours worked. The TRIFR (Total Recordable Injury Frequency Rate) builds upon that metric, taking into account lost time injuries (LTI), missed time injuries (MTI) and restricted work injuries (RWI) per 1m hours worked.

Prevention



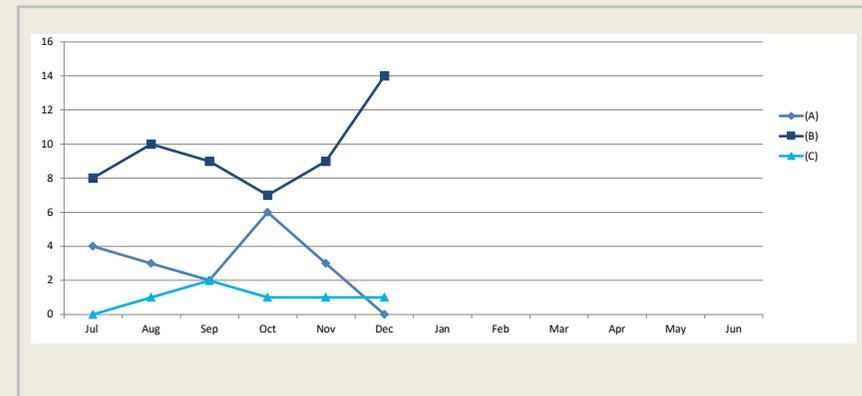
PREVENTION

Submissions per month

TYPE	RESULT
Risk Assessment	93
Near Miss	2
Hazard	6
Average % of lead indicators >15%	22%
Target achieved	Yes

'Lead Indicators' such as hazard identification reporting, risk assessments, audits/inspections, training and developing safe work plans are used to measure the steps QLDC employees have taken to prevent harm, and drive a pro-active health, safety and wellbeing culture. Lead indicator submission targets were almost met by all departments this month.

Behaviour – Self Assessment



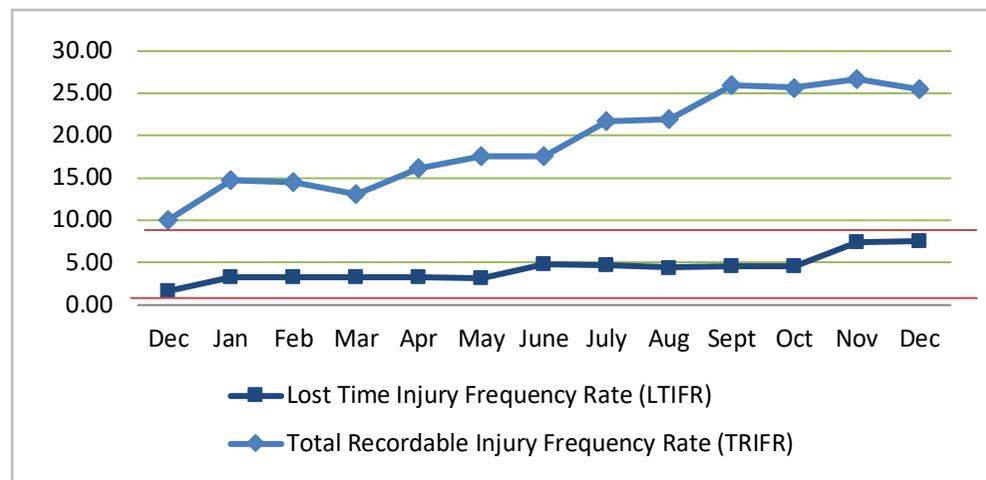
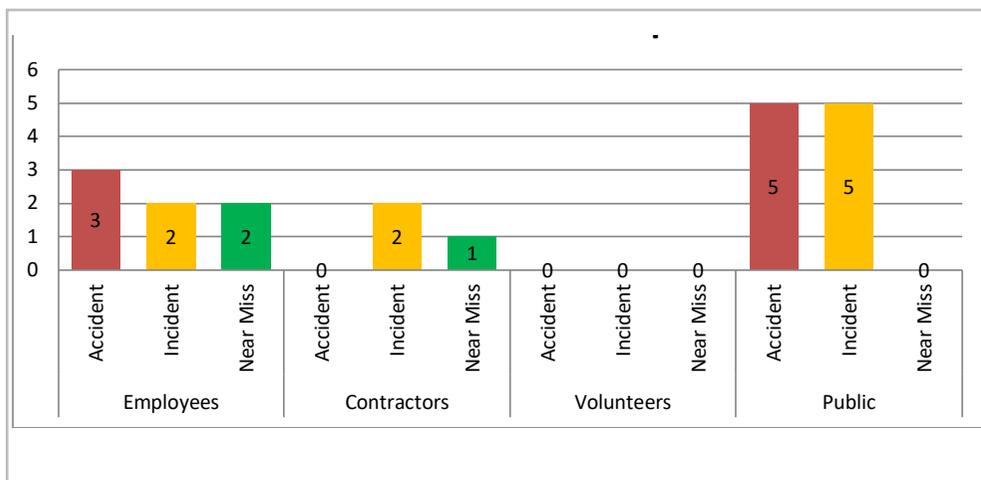
BEHAVIOUR SELF ASSESSMENT

Dept. Self Safety Scores

TYPE	RESULT
A	0
B	14
C	1
Target achieved	No

Department Self Safety Score:

QLDC departments are required to rate their monthly safety performance based on a simple question; have they improved safety (A score) or has it been business as usual (B score)? A 'C' in response indicates a significant accident or incident, or performance generally in need of improvement. If one C is given, the organisation's overall score will be a C. The objective set is to have twice the number of A's to C's. With no A's this month, and one C, the target was not achieved. Please note there was limited reporting for December as some teams are combining December and January reporting based on a shorter working month for December. The C score for behaviour self assessment related to a vehicle incident - vehicle reversed in to an object.



UNSAFE EVENTS

Incidents/Accidents Across All Groups

TYPE	RESULT
Employees	5
Contractors	2
Volunteers	0
Public	10

There were zero significant unsafe events that required notification to WorkSafe in December.

UNSAFE EVENTS

Frequency Rates

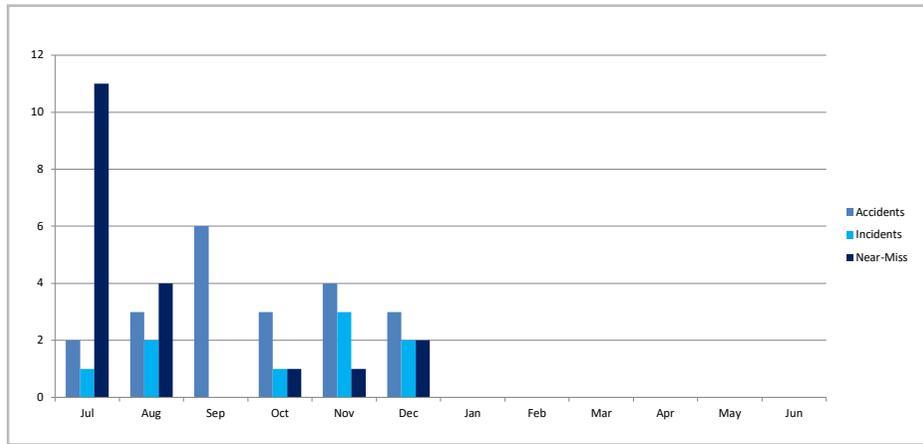
TYPE	TARGET	RESULT
TRIFR*	<9	25.48
LTIFR**	<2	7.49

*Total Recordable Injury Frequency Rate
**Lost Time Injury Frequency Rate

December has seen a slight reduction in the TRIFR result, however it still remains high. Work continues on addressing manual handling injuries, which constitute the majority of the TRIFR result.

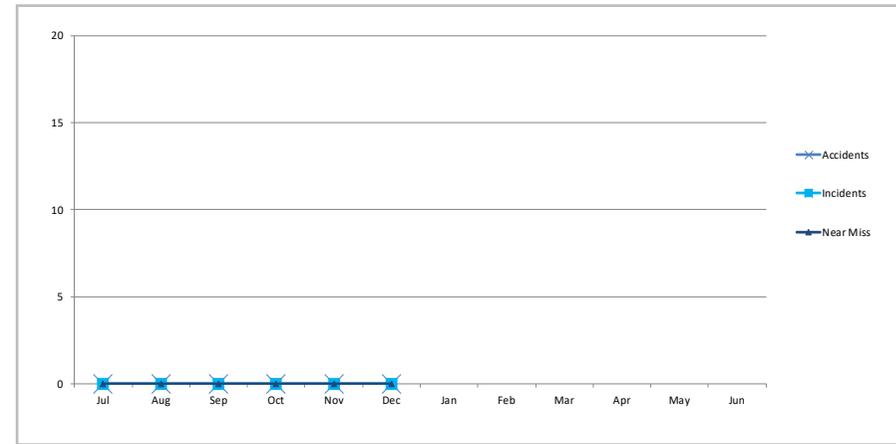
No Lost Time Injury Frequency Rate (LTIFR) injuries were reported in December.

*Total Recordable Injury Frequency Rate (TRIFR)
= Number of LTI + MTI + RWI x 1,000,000/Hours Worked
**Lost Time Injury Frequency Rate (LTIFR)
= Numbers of LTI's x 1,000,000/Hours Worked



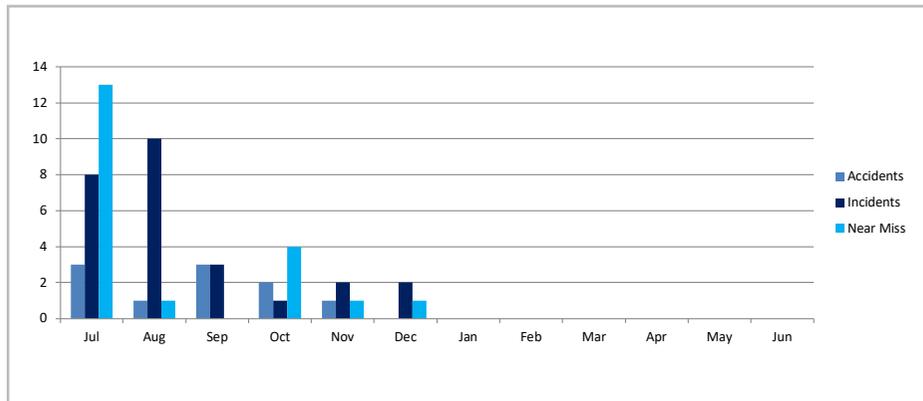
Employees

Five unsafe events were reported this month. Three employee accidents, and two employee incidents for December. There was one key event for the month regarding manual handling: a back injury resulting from loading items into a trailer. No employee events contributed to the TRIFR this month.



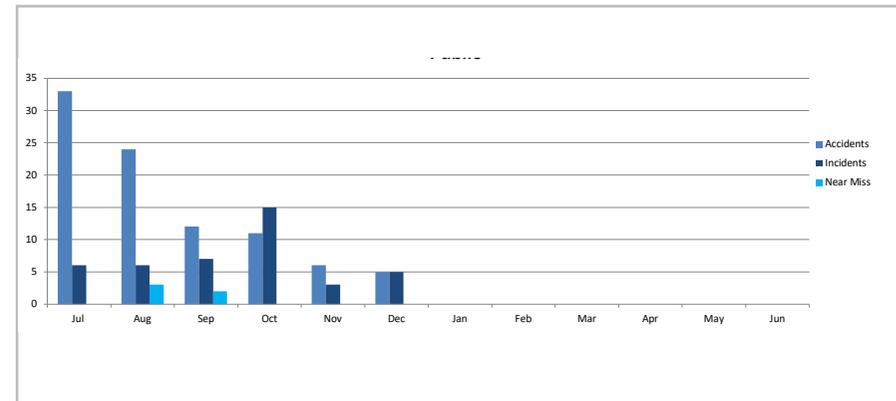
Volunteers

There were zero unsafe events reported by volunteers this month.



Contractors:

Two contractor unsafe events were reported in December, however there were no significant events to report.



Public:

Ten public unsafe events were reported in December. This comprised of five public incidents, and five public accidents. No significant events to report.

KEY PRIORITIES SUMMARY



KEY CAPITAL PROJECT UPDATES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Project Connect	<ul style="list-style-type: none"> - This project is currently awaiting the outcome of ongoing negotiations on a possible joint venture with Ngai Tahu. 	<ul style="list-style-type: none"> - Report to Council on outcome of discussions with Ngai Tahu Property under the MoU agreement. 	Amber
Wanaka Lakefront Development	<ul style="list-style-type: none"> - Mt Aspiring car park has been completed and the project close out is being worked through. - The temporary container/capsule is in place and positive feedback from the public has been received thus far. - Stage 2 design is close to completion and the Wanaka Community Board is currently reviewing it. Once reviewed, it will be shared with the public. 	<ul style="list-style-type: none"> - Final practical completion sign off for the Mt Aspiring car park. - Tender set is scheduled to go out to market - mid February 2019. 	Green
QEC/WRC Masterplan	<ul style="list-style-type: none"> - The contract has been signed and the appointment of masterplan consultants Boffa Miskell has been finalised. - Initial briefings and discussions have been undertaken. The data review is currently underway. - Discussions have been held with both Queenstown Airport Corporation (QAC) regarding the QAC masterplan process and with 5-Mile regarding development. - Engagement strategy has been determined and the risk register completed. 	<ul style="list-style-type: none"> - Draft Needs Analysis, and Issues and Options report to be issued for QLDC review - 11 January 2019. - First draft of Masterplan Options - Diagrammatical - 01 February 2019 	Green

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Queenstown Gardens</p>	<ul style="list-style-type: none"> - The next steps are being worked through based on the approved Development Plan briefing document. - The letter for expressions of interest for on-going Landscape Design services is currently being drafted. - Opus have been engaged to carry out minor transport design for entrance road and car park to be incorporated into stage 1 design set for tender. 	<ul style="list-style-type: none"> - Landscape Architect to be procured to complete drawing set and include transport design for stage 1 - Design to go to market for construction. 	<p>Green</p>
<p>Coronet Forest Harvest</p>	<ul style="list-style-type: none"> - PF Olsen sent a report to QLDC on the 20 December detailing contractor engagement, log sales and an update on volume and grades within the forest. - The tender process has successfully identified preferred contractors for log cartage and engineering. Both have the necessary resources and current experience to complete the work required. These contractors will not be engaged until a harvesting contractor has been confirmed. - PF Olsens have not yet been able to secure any options for qualified and experienced harvesting capacity to work in the Coronet Forest. QLDC will meet with PF Olsen to discuss the December report which details the harvest contractor engagement and alternative next steps for the forest which may include an alternative strategy such as a stumpage sale which would unlock required harvesting capacity and reduce financial risk for QLDC. - A letter was sent to Central Otago District Council (CODC) on the 20 December with the Coronet Forest valuation, requesting CODC to send QLDC an invoice for their share of the valuation (25%) \$509,255.25. - The 3 ha planting trial beside the forest has been assessed and the plants are doing well due to the wetter than normal summer season. - Export log prices have continued to lift, reaching a high in terms of recent history. The situation in China, New Zealand's main market, is relatively stable with strong demand and low levels of log inventory on the ports. 	<ul style="list-style-type: none"> - QLDC will meet with PF Olsens to discuss the report and the next steps and options - late January - PF Olsens to start log sale negotiations when there is a clear understanding of when harvesting is likely to start. - Contractors to be engaged to eco source beech seed as it is a mast seed year. This seed will be grown on by commercial nurseries to be planted on the site once harvested 	<p>Amber</p>

KEY COMMUNITY ISSUES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Housing Affordability</p> <ul style="list-style-type: none"> - Housing Affordability Taskforce (HAT) 	<ul style="list-style-type: none"> - Initial work continues on the Queenstown Lakes Housing Strategy 	<ul style="list-style-type: none"> - Options paper to be written exploring consent fees, development contributions and rates relief for qualifying affordable housing developments - first quarter 2019 - Adherence to Stakeholder Deeds being followed up after the completion of auditing – first quarter 2019 - Council to investigate and consider progressing a mandatory inclusionary zoning programme through the District Plan review – by second quarter 2019 - Housing needs assessment being commissioned – first quarter 2019 	<p>Green</p>
<p>Responsible Camping</p>	<ul style="list-style-type: none"> - Two camping hubs and two service hubs (one each in Wakatipu and Wanaka) are performing well with high use, particularly in the service hub in Wanaka. - The Project Control Group has finalised the Implementation Plan, and is working on budgets. 	<ul style="list-style-type: none"> - Monitoring and data gathering of service and camping hubs. - Approve job description of contract programme manager and advertise. - Secure budgets for implementation plan. 	<p>Green</p>

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Residential Growth - Housing Infrastructure Fund</p>	<ul style="list-style-type: none"> - Kingston: Various meeting have been held with the developer to finalise the Development Agreement. The developer has lodged resource consent for the first stage. Ongoing negotiations are occurring around the Development Contributions. - Ladies Mile: A review of SH6/Howards Drive roundabout has been undertaken. The preferred new alignment has been marked on site. Negotiation with the developer on their Development Agreement has started. - Overall, all projects are experiencing slight delays, mainly due to finalising the development agreements. 	<ul style="list-style-type: none"> - Kingston: Finalise Development Agreement with Kingston Village Limited (KVL) - February 2019 - Ladies Mile: Obtain an agreement on the position of SH6/ Howards Drive roundabout - February 2019 - Quail Rise: Meeting with developer is scheduled - 14 January 2019. 	<p>Amber</p>
<p>Water Treatment/ Compliance</p>	<ul style="list-style-type: none"> - No Small Communities meetings were held in December. - On going meetings with the Drinking Water Assessor continue. 	<ul style="list-style-type: none"> - The next meeting with Small Communities is scheduled - 14 February 2019. 	<p>Green</p>
<p>Parking</p>	<ul style="list-style-type: none"> - Workshop 3 (transition plan development) is now complete. - The first review of the draft Parking Strategy and transition plan has been completed. - Due to complexity of the business case, completion of this document has been pushed back to February/March. 	<ul style="list-style-type: none"> - Circulate draft Parking Strategy for comment by QLDC and collaborative partnership stakeholders. - Initial meeting to discuss funding of interventions with NZTA. 	<p>Amber</p>

KEY PROCESSES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Proposed District Plan (PDP)</p> <ul style="list-style-type: none"> - Stage one decision progress - Stage two decision progress Stage three development 	<ul style="list-style-type: none"> - 101 appeals and 1065 appeal points are scheduled for mediation and hearings. - Regionally significant infrastructure provisions, indigenous vegetation, Gibbston Character zone and town centre height controls mediated during October – December. - Hearings are now complete and the Commissioner recommendations to issue decisions are being awaited. - Recommendations on transport, visitor accommodation, earthworks, signs and open space received January 2019. - The revised schedule for the PDP Review has been confirmed by the Planning and Strategy Committee. - Stage 3 policy analysis, engagement, plan development and workshops are currently underway 	<ul style="list-style-type: none"> - Topic 1 – A Resilient Economy and Topic 2 - Rural Landscapes expert conferencing in January and hearings in March - April 2019 - Natural hazards, lakes and rivers, urban development, rural landscapes, noise, mediated during January/ February 2019 - Decisions on submissions to Stage 2 are due to be released - March 2019. - Appeals submissions period on Stage 2 decisions - April - May 2019. - Stage 3 community and stakeholder engagement to begin - February – March 2019 - Stage 3 Notification and submissions open - third quarter 2019 - Stage 3 Hearings to commence - first quarter 2020 - Stage 3 Decisions to be released - third quarter 2020 	<p>Green</p> <p>Amber</p> <p>Green</p>
<p>Annual Plan 2019/20 (AP)</p>	<ul style="list-style-type: none"> - Capex and Opex budgeting work continues this month. 	<ul style="list-style-type: none"> - Consultation document to be completed - February 2019 - Annual Plan document to be completed - February 2019 - Draft Annual Plan document to be presented for adoption at Council meeting - 7 March 	<p>Green</p>

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
<p>Queenstown Town Centre Master Plan</p>	<ul style="list-style-type: none"> - Transport model build complete. - Evaluation of Registration of Interest tender submissions for Alternative private sector-led parking complete. - Boundary St Car Park Building preliminary design near complete. - Town Centre Transport Projects Detailed Business Case in progress. - Wakatipu Active Travel Network Single Stage Business Case in progress. 	<ul style="list-style-type: none"> - ELT review and approval of Boundary St Car Park Building Preliminary Design to enable Council, Urban Design Panel and affected parties review, scheduled for January. 	<p>Green</p>
<p>Wanaka Town Centre Master Plan</p>	<ul style="list-style-type: none"> - Town Centre Masterplan and Integrated Transport Programme Business Case in progress. - Community Reference Group meeting held to agree Terms of Reference. 	<ul style="list-style-type: none"> - Town Centre physical Activation Trial anticipated February/March 2019. 	<p>Green</p>
<p>Frankton Flats Master Plan</p>	<ul style="list-style-type: none"> - Masterplan and Integrated Transport Programme Business Case in progress. 	<ul style="list-style-type: none"> - Network Operating Framework due January 2019. - Longlist Options evaluation to identify Shortlisted Options scheduled for February 2019. 	<p>Green</p>

KEY STRATEGIC POLICIES

ITEM	COMMENTARY	NEXT KEY MILESTONES	RAG STATUS
Future Development Strategy	<ul style="list-style-type: none"> - Discussion documents have been produced. - Workshopped with Councillors on December 18. - Project remains behind schedule. 	<ul style="list-style-type: none"> - Community pre-consultation scheduled - February / March 2019 	Amber
Climate Change Strategy	<ul style="list-style-type: none"> - Discussion document was workshopped with Councillors - Strategy development has commenced. - Work Programme has been set. - Internal Working group has been established with the first meeting to be held in January. - The proposed reference group (key external stakeholders) has been forwarded to the Communications Manager for comment. 	<ul style="list-style-type: none"> - Community pre-consultation scheduled - February / March 2019 - Internal working group's first meeting to be held - 24 January. 	Green
Housing Strategy	<ul style="list-style-type: none"> - Work programme has now been set. - Issues and options paper is currently being drafted - Community pre-consultation has been set and is being organised. 	<ul style="list-style-type: none"> - Community pre-consultation scheduled - February / March 2019 - Councillor workshop to discuss vision, issues and actions - 11 February - Issues and options paper finalised – March/April 19 	Green
Events Strategy (review)	<ul style="list-style-type: none"> - Review is being undertaken on the existing strategy. - Workshop has been set with Councillors for discussion. 	<ul style="list-style-type: none"> - To discuss at Councillor workshop - 11 February 2019 	Green
Well Being Strategy	<ul style="list-style-type: none"> - Stage 1 Project scoping has commenced. - A review of community grants and other community funding is underway to streamline process and improve transparency. 	<ul style="list-style-type: none"> - Educate staff about Well Beings and Treasury Living Standards and impact of Council wide work – March 2019 - Review of grants and community funding – March 2019 	Green
Speed Limit Bylaw	<ul style="list-style-type: none"> - The Executive Leadership Team reviewed the proposed changes to the bylaw on 19 December. It was recommended that these changes to be taken to the Council workshop for further discussion. - Council's speed management does not reflect current national practice. Changes to the regulatory framework and the growth of the district requires a timely amendment to the bylaw form. 	<ul style="list-style-type: none"> - Agenda item at Councillor workshop - 11 February 2019 	Red

FINANCIAL MANAGEMENT REPORT



Operating Expenditure and Revenue

% Of Year Completed

50%

Description	December 2018 Actual	December 2018 Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	
REVENUE									
Operating Revenue									
Income - Rates	6,182,668	6,183,072	(404)	37,000,732	37,098,431	(97,698)	74,196,862	50%	
Income - Grants & Subsidies	300,564	389,101	(88,537)	2,938,061	2,753,379	184,682	5,372,665	55%	*1
Income - NZTA External Cost Recoveries	254,616	186,524	68,092	1,300,770	1,119,142	181,628	2,238,284	58%	
Income - Consents	850,858	944,047	(93,189)	6,771,626	6,725,221	46,405	13,358,187	51%	
Income - External Cost Recovery	87,800	148,423	(60,622)	479,318	1,048,499	(569,181)	2,083,262	23%	*2
Income - Regulatory	470,126	531,440	(61,314)	3,018,663	3,188,641	(169,978)	6,377,282	47%	*3
Income - Operational	2,080,495	1,993,992	86,503	19,954,146	15,732,559	4,221,587	57,222,528	35%	*4
TOTAL OPERATING REVENUE	10,227,128	10,376,598	(149,470)	71,463,315	67,665,872	3,797,444	160,849,069	44%	
EXPENDITURE									
Personnel Expenditure									
Expenditure - Salaries and Wages	2,570,529	2,524,693	(45,836)	14,752,471	15,707,288	954,817	30,375,378	49%	*5
Expenditure - Salaries and Wages Contract	327,149	355,715	28,566	2,928,653	2,369,405	(559,247)	4,718,366	62%	*6
Expenditure - Health Insurance	15,208	22,292	7,084	87,416	133,750	46,334	267,500	33%	
TOTAL PERSONNEL EXPENDITURE	2,912,886	2,902,700	(10,187)	17,768,539	18,210,443	441,904	35,361,245	50%	
Operating Expenditure									
Expenditure - Professional Services	222,584	389,041	166,457	1,968,192	2,342,743	374,551	4,676,990	42%	*7
Expenditure - Legal	220,737	247,811	27,074	1,348,978	1,486,865	137,887	2,973,730	45%	*8
Expenditure - Stationery	13,229	32,775	19,546	148,547	196,650	48,102	393,299	38%	
Expenditure - IT & Phones	73,422	62,749	(10,674)	416,568	376,491	(40,077)	752,983	55%	
Expenditure - Commercial Rent	159,260	179,528	20,267	955,160	1,107,268	152,109	2,244,021	43%	*9
Expenditure - Vehicle	46,636	51,775	5,139	321,796	310,650	(11,146)	621,300	52%	
Expenditure - Power	216,686	277,656	60,970	1,537,332	1,665,935	128,603	3,331,870	46%	*10
Expenditure - Insurance	76,001	60,001	(15,999)	395,705	360,009	(35,696)	720,017	55%	
Expenditure - Infrastructure Maintenance	2,249,109	2,014,333	(234,776)	14,140,182	12,659,652	(1,480,530)	25,118,496	56%	*11
Expenditure - Parks & Reserves Maintenance	604,106	636,809	32,703	3,229,524	3,481,074	251,550	10,369,038	31%	*12
Expense - External Cost On Chargeable	123,973	148,423	24,449	634,720	1,048,499	413,779	2,083,262	30%	*2
Expenditure - Grants	457,712	423,912	(33,800)	2,949,149	2,960,743	11,593	6,580,280	45%	
Expenditure - Other	1,237,854	1,292,170	54,316	7,172,170	6,785,108	(387,062)	13,249,164	54%	*13
TOTAL OPERATING EXPENDITURE	5,701,308	5,816,981	115,673	35,218,024	34,781,687	(436,338)	73,114,451	48%	
Interest and Depreciation									
Expenditure - Interest	468,782	774,147	305,364	2,858,750	4,644,881	1,786,131	9,289,761	31%	*14
Expenditure - Depreciation	1,894,090	1,894,090	0	11,386,174	11,386,174	0	25,148,122	45%	
TOTAL INTEREST AND DEPRECIATION	2,362,873	2,668,237	305,364	14,244,924	16,031,055	1,786,131	34,437,884	41%	
TOTAL EXPENDITURE	10,977,067	11,387,918	410,851	67,231,487	69,023,185	1,791,698	142,913,579	47%	
NET OPERATING SURPLUS/(DEFICIT)	(749,939)	(1,011,320)	261,381	4,231,828	(1,357,313)	5,589,141	17,935,490		

- *1 Income - Grants & Subsidies - NZTA opex subsidy income is \$210k favourable year to date due to timing of environmental maintenance work (which offsets in Infrastructure maintenance costs - See Note.11 below) along with increased funding by NZTA towards this activity. For noting: NZTA Funding Assistant Rates (FAR) for Glenorchy and Crown Range SPRs are to stay at 100% and 90% for 2018:19 (Budgeted at 92% and 84%)
- *2 Income - External Cost Recovery - This is the income received from on-charging external consultant costs mostly in relation to consent applications. The expense matching this income is below in the expense line - external cost on chargeable is YTD favourable. The difference between income and expense is due to timing of raising the invoice for on-charging.
- *3 Income - Regulatory - Greater awareness of the Responsible Camping policy has seen more compliance from the public and therefore campervan infringements is down (\$138k) on budget. Parking infringements income is also down on budget by (\$161k) however this is expected to be caught up over summer and with CCTV getting fully introduced after delays with installations due to agreements with building owners. This is partially offset by increased carpark revenue via Pay&Display machines \$155k.
- *4 Income - Operational - The Queenstown Airport final 2017:18 dividend has been received for \$5.4m which is \$430k above Full Year budget. Turnover rents totalling \$371k are favourable to budget as is net interest of \$642k. Rates penalties are up on budget by \$402k. Council also received \$1.8m as part of the Lakeview sale to Well Smart Investment Holding Ltd.
- *5 Expenditure - Salaries and Wages - The favourable year to date variance of \$954k for salaries and wages is due to carrying vacancies through the year in Planning and Development \$528k, Property and Infrastructure \$204k and Community Services \$192k.
- *6 Expenditure - Salaries and Wages Contract Staff - There is an additional \$559k of contract staff processing costs within Planning & Development to cover vacancies which is partially offset by their additional revenue within Consenting income. Property and Infrastructure and Finance have combined \$166k of unbudgeted contract staff spend to cover vacancies.
- *7 Expenditure - Professional Services - There is currently an underspend within Property and Infrastructure for \$194k and Corporate Services \$202k which is expected to be caught up during the year. To note \$340k of year to date HIF related costs has been transferred to Capital Work in Progress within the Balance Sheet due to the expectation that a proportion of the HIF related costs will be capitalised.
- *8 Expenditure - Legal - Legal costs for the district plan have reduced and are now \$132k favourable YTD due to a fixed term internal role for the DP within the legal team.
- *9 Expenditure - Commercial Rent - This favourable variance is due to not having commenced the Frankton library lease until December \$130k YTD saving.
- *10 Expenditure - Power - There has been reduced power and gas expenditure for Alpine Aqualand (\$29k YTD fav) due to the 6 week pool closure and an \$84k YTD underspend for Wanaka Rec Centre and pool which will be a permanent difference.
- *11 Expenditure - Infrastructure Maintenance - The unfavourable year to date variance of \$1.4m includes \$559k emergency reinstatement costs (Funding to be requested from NZTA) along with \$365k unfavourable spend within Environmental Maintenance due to timing of expenditure (69% of annual budget spent) and \$102k subsidised footpath maintenance works. This is partially offset with favourable variances across a number of other activities (See Income - Grants and subsidies Note. 1). Refuse is \$717k unfavourable year to date which includes \$348k refuse disposal costs (carbon credits, glass to Landfill, tyres), \$294k Landfill costs (due to increasing volumes of waste) and \$167k Recycling costs (due to increased collections) which is partially offset with \$249k additional income.
- *12 Expenditure - Parks and Reserves Maintenance - The favourable YTD variance is predominantly due to timing of the Park's contracts expenditure (\$280k) which is being caught up over the summer months.
- *13 Expenditure - Other - There is additional \$415k commissioner costs required within Planning & Development due to the District Plan process.
- *14 Expenditure - Interest - Interest expense is favourable due to lower than expected interest rates and timing of capex spend which is mainly within Property & Infrastructure space where the interest budget is phased straight line.

Description	December 2018 Actual	December 2018 Adjusted Budget	Variance to Budget	Year to date Actual	Year to date Adjusted Budget	Year to date Variance	Full Year Adjusted Budget	YTD Actuals to Full Year Budget	
CAPITAL REVENUE									
Income - Development Contributions	2,100,019	1,353,265	746,755	8,094,916	8,119,588	(24,672)	16,239,175	50%	*15
Income - Vested Assets	0	0	0	0	0	0	10,733,077	0%	
Income - Grants & Subsidies Capex	434,834	865,425	(430,591)	1,982,916	3,779,147	(1,796,231)	10,571,695	19%	*16
TOTAL CAPITAL REVENUE	2,534,853	2,218,689	316,164	10,077,833	11,898,735	(1,820,902)	37,543,947	27%	
CAPITAL EXPENDITURE									
Projects/Asset Purchases	4,085,002	7,417,105	3,332,103	21,470,997	29,116,163	7,645,166	105,074,827	20%	*17
Debt Repayment	0	0	0	0	0	0	16,890,000		
TOTAL CAPITAL EXPENDITURE	4,085,002	7,417,105	3,332,103	21,470,997	29,116,163	7,645,166	121,964,827		
NET CAPITAL FUNDING REQUIRED	1,550,149	5,198,415	3,015,939	11,393,165	17,217,428	9,466,069	84,420,880		
External Borrowing									
Loans	0						0		
Bonds	95,000,000						187,082,000		
TOTAL BORROWING	95,000,000						187,082,000		

Commentary

*15 Income - Development Contributions - 316 Development contribution invoices across the District have been generated YTD for Waste Water \$2.4m, Transport \$2.2m, Parks and Reserves \$1.8m, Water Supply \$1.4m and Storm Water \$295k.

*16 Income - Grants & Subsidies Capex - For Noting: NZTA released their initial NLTP (National Land Transport Programme) budgets for 2018:19 through to 2020:21 at the end of August which Council has reviewed and continues to follow up with NZTA on projects awaiting funding to be released. The first capex reforecast in December had deferred \$4.3m costs and \$2.3m income to Years 2 and 3 of the Long Term Plan which has been adjusted for in November to match revised timing of delivery.

*17 Project Expenditure - The full capital programme budget is now phased for 2018:19. There was a substantial re-forecast process which was approved by Council in December in line with the 3 Waters bundles revised procurement plan which has re-phased the construction of major projects to Years 2 and 3 of the Long Term Plan.

The largest spends in December were:

- Wanaka Lakefront Development Plan \$435k
- Wanaka LED street light replacements \$298k
- Freedom Camping - TIF 3 \$167k
- Frankton Flats Masterplan \$166k
- Frankton Water Supply Ring Main (Robertson St) \$154k
- Arrowtown new Water Pump Station and bores \$152k

ANNUAL KEY PERFORMANCE INDICATORS





KPI	KEY PERFORMANCE INDICATORS - ANNUAL	TARGET
INFRASTRUCTURE		
Water		
DIA	Percentage of water lost from each municipal water reticulation network	<30% overall
DIA	Compliance of each municipal water supply with the NZ Drinking Water Standards for protecting public health, specifically: *a) bacteriological compliance; and *b) protozoal compliance.	75% (Yr 1)
Wastewater		
DIA	Annual number of dry weather overflows from a municipal sewerage system per 1000 sewerage connections	<3 per 1000 connections
DIA	Compliance with resource consents for discharge to air, land, or water from a municipal sewerage system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions	100%
Stormwater		
DIA	Compliance with resource consents for discharge from a municipal stormwater system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions	100%
DIA	a) Number of flooding events that occur in a territorial authority district b) For each flooding event, the number of habitable floors affected. (expressed per 1000 properties connected to the territorial authorities stormwater system)	a) <7 flooding events b) <2 per 1,000 properties
Roading		
DIA	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number.	To report a decrease on the previous year
New Measure	Increased use of alternative modes of transport	Maintain/improve
QoL Survey	Percentage of residents and ratepayers who are satisfied with the bus service (cost, reliability accessibility)	40% (Yr 1)
DIA	Increased journey time reliability	Maintain/improve
DIA	Average quality of ride on a sealed local road network, as measured by the Smooth Travel Exposure Index	>80%
DIA	Percentage of sealed network that is resurfaced annually	<10%
DIA	Percentage of local footpath network that is part of the local road network that falls within the Level of Service (LOS) or service standards for the condition of footpaths	95%



KPI	KEY PERFORMANCE INDICATORS - ANNUAL	TARGET
	Refuse and Recycling	
New measure	Reduction of carbon emission units purchased per head of population (based on average day population)	<0.74
	Infrastructure	
QoL Survey	Percentage of ratepayers who are satisfied with street cleaning	>75%
COMMUNITY SERVICES AND FACILITIES		
New measure	Percentage of capital works completed annually, including renewals, against the annual budget adopted by the Council for community facilities	>80%
New measure	Percentage of residents and ratepayers who are satisfied with Community Services (Pools, Gyms, Community Halls, Libraries and Parks) (as measured by a satisfaction vs. need for improvement survey)	Maintain/improve
New measure	Percentage of total community grants to operating cost, excluding salaries and wages	To increase annually relative to the population
QoL Survey	Percentage of residents and ratepayers who are satisfied with the support Council provides for the community	>80%
QoL Survey	Percentage of residents and ratepayers who feel a sense of pride in the district	>90%
QoL Survey/ New Measure	Percentage of residents and ratepayers who rate their quality of life as average or better, based on a series of quality of life indicators	>70%
QoL Survey	Percentage of residents who have attended or performed in arts and cultural events or groups	>70%
ENVIRONMENT		
QoL Survey	Percentage of ratepayers who are satisfied with the steps Council is taking to protect the environment.	>45% (Yr 1)
DIA	Compliance with resource consents for discharge to air, land, or water from a municipal sewerage system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions	100%
DIA	Compliance with resource consents for discharge from a municipal stormwater system, measured by the number of: *a) abatement notices *b) infringement notices *c) enforcement orders *d) successful prosecutions	100%



KPI

KEY PERFORMANCE INDICATORS - ANNUAL

TARGET

ECONOMY

New measure	Percentage of tourism and construction GDP to total GDP for Queenstown Lakes	Maintain/improve
New measure	Return on cost of commercial property, excluding revaluation gains/losses	Maintain/improve
New measure	Percentage of the total of the event strategy, economic development and film office fund to total operating cost (excluding salaries and wages)	Maintain/improve
New measure	Percentage of commercial ratepayers who are satisfied with a) the information they receive, b) their ability to have a say, c) satisfaction with RTOs, d) services essential for their business operations (response/resolution, clarity of process and timeframes, staff knowledge and professionalism, fairness and consistency)	>50% (Yr 1)
New measure	Reduction in the Housing Affordability Index (ratio of the average current house value to average annual earnings. A higher ratio, therefore, suggests that median houses cost a greater multiple of typical incomes, which indicates lower housing affordability).	Maintain/improve
New measure	Reduction in the Rental Affordability Index (ratio of the average weekly rent to average weekly earnings. A higher ratio, therefore, suggests that average rents cost a greater multiple of typical incomes, which indicates lower rental affordability).	Maintain/improve
New measure	Housing Affordability Measure (HAM): Share of renting households with below average income after housing costs.	Maintain/improve
New measure	Housing Affordability Measure (HAM) : Share of first time buyer households with below average income after housing costs.	Maintain/improve

LOCAL DEMOCRACY

QoL Survey	Percentage of ratepayers who are satisfied with the opportunities to have to their say	>80%
QoL Survey	Percentage of ratepayers who are satisfied with the information they receive from Council	>80%
QoL Survey	Percentage of ratepayers who consider themselves resilient and prepared in the event of an emergency	>80%
QoL Survey	Percentage of QLDC staff (that are part of the emergency response structure) who have participated in training throughout the year	100%
QoL Survey	Percentage of ratepayers who are satisfied with overall Council performance	>80%
QoL Survey	Satisfaction with Elected Members	>80%
New measure	Attendance at all Te Roopu Taiao	100%
New measure	Mana Whenua satisfaction with engagement by QLDC (This measure will be sought from representatives of the Murihiku and Otakou Runaka.)	>80%
New measure	Percentage of staff who include Te Reo in their regular interactions	100%



KPI #	KEY PERFORMANCE INDICATORS - ANNUAL	TARGET
FINANCIAL SUPPORT & SERVICES		
DIA	Renewals capex to depreciation ratio	1
DIA	Percentage of ratepayers who are satisfied with dealings with Council staff	>80%
DIA	Debt servicing to rates revenue	<15%
DIA	Percentage of debt owing 90 days plus	<30%
DIA	Rates as a percentage of household income	<3%
DIA	Capex to depreciation ratio	1
DIA	Rates income complies with the limits set in the financial strategy (Affordability benchmark/rates benchmark)	<55%
DIA	Debt complies with the limits set in the council's financial strategy (Affordability benchmark/rates benchmark)	<175%
DIA	Rates per rating unit	<\$2,700
DIA	Net debt per rating unit	<\$7,100
DIA	Revenue (excluding income from development and financial contributions, revaluations and vested assets) exceeds operating expenditure (Sustainability benchmark/balanced budget benchmark)	>100%
DIA	Capital expenditure on the five network infrastructure services equals or exceeds depreciation on those five services (Sustainability benchmark/balanced budget benchmark)	≥100%
DIA	Borrowing costs are less than 10% of operating revenue (or 15% for those with projected growth at or above NZ average) (Sustainability benchmark. Debt servicing benchmark)	<15%
DIA	Net cash flow from operations equals or exceeds budget (Predictability benchmark/operations control benchmark)	≥100%
DIA	Net debt is less than or equal to forecast net debt in the local authority's long term plan (Predictability benchmark/Debt control benchmark)	≤100%